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AUTHORITY

AGO ltr 29 Apr 1980

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IN REPLY REFER TO  
 AGAM-P (M) (1 Feb 67) FOR OT

3 February 1967

**SUBJECT:** Operational Report - Lessons Learned, HQ, 96th Supply and Service Battalion (DS) (U)

**TO:** SEE DISTRIBUTION

**AD825782**

1. Forwarded as inclosure is Operational Report - Lessons Learned, Headquarters, 96th Supply & Service Battalion (DS) for quarterly period ending 31 October 1966. Information contained in this report should be reviewed and evaluated by CDC in accordance with paragraph 6f of AR 1-19 and by CONARC in accordance with paragraph 6c and d of 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 the Commandants of the Service Schools 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

**D D C**

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 a/s

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(Continued on page 2)

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HEADQUARTERS  
96TH SUPPLY & SERVICE BATTALION (DS)  
APO 96312

AVCA-CRB-D-SSB-96-0

14 November 1966

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966.

TO: Commanding Officer  
Cam Ranh Bay Depot (Prov)  
ATTN: Director of SIPT  
APO 96312

STATEMENT #2 UNCLASSIFIED

This document is subject to special export controls and each transmittal to foreign governments or foreign nationals may be made only with prior approval of *Staff for Joint Dep. Wash. D.C.*

1. References:

- a. Army Regulation Number 1-19, dated 26 May 1966, Subject: Operational Report - Lessons Learned.
- b. Army Regulation Number 870-5, dated August 1965, Subject: Military History - Responsibilities, Policies, and Procedures.
- c. Regulation Number 870-5, Headquarters, U. S. Army Support Command, dated 25 September 1966, Subject: Operational Reports - Lessons Learned (RCS - CSFOR - 65).

2. IAW above cited references, the Operational Report - Lessons Learned for quarterly period ending 31 October 1966, is as follows.

## SECTION I

### Significant Organization & Unit Activities

1. During the period 1 August through 31 October 1966, the 96th Supply & Service Battalion almost doubled in size with the attachment of seven (7) new companies and one (1) detachment to the battalion. On 1 August 1966, this battalion consisted of nine (9) companies and three (3) detachments. During the reporting period the following units joined the battalion:

a. August

- (1) 109th Quartermaster Company (Air Delivery)

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SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966  
(RCS-CSFOR-65)

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(2) 623rd Quartermaster Company (Air Equipment Repair & Depot)

(3) In addition, this battalion had three hundred and twenty (320) TDY personnel attached to the 524th Quartermaster Company (Petroleum Operating), to assist the Director of Storage, Cam Ranh Bay Depot, in a major re-warehousing project.

b. September

(1) 423rd Repair Parts Company (GS)

(2) 575th Supply Company (Heavy Materiel)

(3) 539th Supply Company (Repair Parts)

c. October

(1) 56th Supply Company (Heavy Materiel)

(2) 68th Engineer Detachment (CO2)

2. The addition of these units increased the size of the 96th Supply & Service Battalion to fifteen (15) companies and four (4) detachments with a total strength of seventy six (76) officers and two thousand, five hundred and twenty eight (2,528) enlisted men.

3. During the period this battalion had a two fold mission in Cam Ranh Bay, Vietnam. The major mission and the one in which most of the assets are employed is the support of Cam Ranh Bay Depot (Prov) with personnel and equipment. This battalion assists in the operation of the following activities for Cam Ranh Bay Depot (Prov):

a. Depot warehouses

b. Petroleum facilities to include one (1) tank farm, two (2) package yards, a PCL jetty, tanker transports, and testing facilities.

c. The Materials Handling Equipment Pool.

d. Receiving and Shipping.

e. The Vehicle Park.

f. The Engineer Class IV Yard.

g. Class I Cold Storage Facilities.

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14 November 1966

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966  
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- h. Aerial Delivery Operations.
- i. Aerial Equipment Repair.
- j. Gas Generating Operations.

4. The second portion of the mission of the 96th Supply & Service Battalion is an area type mission in support of Cam Ranh Bay. This battalion operates the following activities in the accomplishment of this mission:

- a. Laundry.
- b. Potable and non-potable water delivery for all units under Cam Ranh Bay Depot (Prov)
- c. Shower Points.
- d. Field Bakery.
- e. Graves registration collection point.

## SECTION II

### COMMANDER'S OBSERVATIONS AND RECOMMENDATIONS

#### 1. Observations:

##### a. S-1 Staff Section:

(1) Item: Clerical work load increased approximately five (5) times.

Discussion: In all of the following areas, workload exceeded TOE capabilities:

- a. Message Center operations.
- b. Personnel activities to include boards and reports.
- c. Correspondence preparation.

Observation: That commanders in such situations may be required to draw from within their own resources to increase the size and capabilities of the staff to provide adequate administrative support.

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SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966.  
(RCS-CSFOR-65)

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## b. S-2/3 Staff Section:

- (1) Item: Adequate water for shower points.

Discussion: During the dry season at Cam Ranh Bay the natural wells which service the shower points in Cam Ranh Bay fell to an extremely low water level. The low water level restricted the use of these wells as water sources for the showers.

Observation: Water was trucked to the shower points to keep them operational until the water table rose to a usable level.

- (2) Item: Weevils in bread.

Discussion: Weevils were found in the bread baked by this battalion on several occasions. This was due to the fact that the flour had been stored for a considerable period of time and the seals on the bags deteriorated allowing weevils to get in the flour. The mesh on the sifter was not small enough to remove the weevils.

Observation: Carefully inspect all flour before use to insure the absence of weevils. All flour in which the weevils are present must be discarded.

- (3) Item: Use of M-49C POL Tankers for Water Delivery

Discussion: Some difficulty was experienced in the use of M-49C POL Tankers for water trucks. The pumps on the trucks were not designed to pump water. Pumping water with these pumps caused the vanes in the pumps to become brittle and break off, deadlining the pump.

Observation: Water pumps were locally procured to be attached to the tankers to replace the organic pumps.

## c. S-4 Staff Section:

- (1) Item: Support of Units Deploying to RVN

Discussion: Advance party of units deploying to RVN do not arrive in country far enough in advance to obtain required house-keeping supplies and equipment to prepare for the arrival of the main body.

Observation: The property book officer and either the unit supply sergeant, or the supply clerk should arrive in country approximately fourteen (14) days prior to the main body.

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14 November 1966

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966

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(2) Item Transportation for newly arrived units.

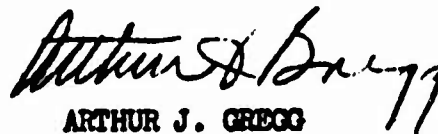
Discussion: Newly arriving units in RVN do not have adequate transportation available immediately upon arrival to support unit operations. Organic equipment normally arrives forty-five (45) to sixty (60) days after arrival of unit.

Observation: Shipment of general cargo should be made far enough in advance of the main body so that organic equipment will arrive with or soon after the arrival of the main body.

2. Recommendations:

a. The rapid growth of this battalion during August, September, and October of 1966, while presenting an extremely interesting challenge produced problems with respect to administration and control. In the future more coordination should be effected to insure timely arrival of battalion headquarters and companies to preclude the possibility of the span of control being surpassed.

b. The staff of the 96th Supply & Service Battalion (Direct Support) was internally tailored to meet the demands of the increased size of the battalion.



ARTHUR J. GREGG  
LTC., QMC  
Commanding

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AVCA CRB-D-SIPT (14 Nov 66) 1st Ind  
SUBJECT: Operational Report-Lessons Learned for Quarterly Period Ending  
31 October 1966 (RCS ACFOR-65)

HEADQUARTERS, CAM RANH BAY DEPOT (PROV) APO 96312 25 NOV 1966

THRU: Commanding General, US Army Support Command, Cam Ranh Bay, ATTN:  
AVCA CRB-SPO, APO 96312

Commanding General, 1st Logistical Command, ATTN: AVCA GO-H, APO  
96307

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

Commanding General, United States Army, Pacific, ATTN: GPOP-MG,  
APO 96558

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

1. Subject report prepared by Headquarters, 96th Supply and Service  
Battalion (DS) is forwarded in accordance with AR 1-19 and USARV Regula-  
tion 870-2.

2. This report adequately covers significant activities of the 96th  
Supply and Service Battalion (DS) for the reporting period. Observations  
are considered to be accurate and valid. The recommendation of the com-  
mander pertaining to span of control has also been included as a recommen-  
dation of this headquarters in previous reports. The span of control problem  
will be resolved upon arrival of two additional supply and service battalion  
headquarters in the near future.

FOR THE COMMANDER:



TELE: CRB 184

EDWARD S. GRYCZYNSKI  
CPT, AGC  
Asst Adjutant

2 copies, this report mailed direct to:  
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Washington, D.C. 20310

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S-30 Nov 66

AVCA CRB-SPO (14 Nov 66) 2nd Ind  
SUBJECT: Operational Report-Lessons Learned for Quarterly Period Ending  
31 October 1966 (RCS CSFOR-65)

HEADQUARTERS US ARMY SUPPORT COMMAND CAM RANH BAY, APO 96312 26 NOV 1966

TO: Commanding Officer, Cam Ranh Bay Depot (Prov), APO 96312

1. Operational Report-Lessons Learned for the 96th Supply and Service Battalion (DS) is returned for the following corrections:

a. Report did not state the number of days during the reporting period that the unit was engaged in training, troop movement and/or operations in accordance with paragraph 5a(1)(b) of USASC, CRB Regulation 870-5.

b. Paragraph 1c(1) of Section II does not indicate what provisions were made for the advance parties of incoming units to receive housekeeping supplies and equipment.

c. Paragraph 1c(2) of Section II does not indicate the course of action which the battalion followed in order to provide transportation for newly arriving units.

d. Where problem areas are mentioned, comment must be made by the reporting unit or the next higher headquarters on action taken or attempted to alleviate the problem.

2. Request corrections be made by indorsement and forwarded to this headquarters NLT 30 November 1966.

FOR THE COMMANDER:



WILLIAM R. JENKINS  
CPT AGC  
ASST AG

TEL: CRB 231

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AVCA CRB-D-SIPT (14 Nov 66) 3rd Ind  
SUBJECT: Operational Report-Lessons Learned for Quarterly Period Ending  
31 October 1966 (RCS CSFOR-65)

HEADQUARTERS, CAM RANH BAY DEPOT (PROV), APO 96312

28 NOV 1966

TO: Commanding General, U.S. Army Support Command, Cam Ranh Bay, ATTN:  
AVCA CRB-SPO, APO 96312

In compliance with 2nd Indorsement, the following additional comments pertaining to subject report from the 96th Supply and Service Battalion (DS) are provided:

a. Reference paragraph 1a, 2nd Indorsement: The 96th Supply and Service Battalion (DS) was engaged in operations for 92 days (1 Aug 66 thru 31 Oct 66) in accomplishment of assigned missions indicated in paragraph 3, Section I, of subject report. Normal "on-the-job" training was conducted concurrent with mission performance.

b. Reference paragraph 1c (1), Section II, subject report: Timely arrival of an advance party will provide unit representatives an opportunity to deal directly with station property officers in receipt of expendables and normal post, camp and station property required for establishment of billeting, mess and operational facilities. Requisitions are currently being submitted by sponsoring units which anticipate requirements of incoming units. Billets, mess and operational facilities are established and equipped by the sponsoring unit which later effects a transfer of supplies and equipment to property representatives of the arriving unit. This procedure involves extra paperwork and actions which detract from accomplishment of primary missions of sponsoring units.

c. Reference paragraph 1c (2), Section II, subject report: Units arriving "in-country" are provided vehicles from assets of other units to meet minimal transportation requirements until arrival of organic transportation. Operational capability of the incoming unit and the unit from which vehicles are borrowed are reduced until organic equipment of the former unit arrives "in-country".

FOR THE COMMANDER:



TELE: CRB 184

E. L. KIDD  
Major, AGC  
Adjutant

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AVCA CRB-SPO (14 Nov 66) 4th Ind  
SUBJECT: Operational Report-Lessons Learned for Quarterly Period Ending  
31 October 1966 (RCS CSFOR-65)

HEADQUARTERS US ARMY SUPPORT COMMAND CAM RANH BAY, APO 96312 30 NOV 1966

TO: Commanding General, 1st Logistical Command, APO 96307

1. In compliance with 1st Logistical Command Regulation 870-2, the Operational Report-Lessons Learned of the 96th Supply and Services Battalion (DS) is forwarded.

2. Your attention is invited to the 1st and 3rd Indorsements for further amplification on the basic report.

FOR THE COMMANDER:



WILLIAM B. JENKINS  
CPT AGC  
ASST AG

TEL: CRB 231

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// AVCA GO-0 (14 Nov 66) 5th Ind  
SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966  
(RCS CSFOR-65)

HEADQUARTERS, 1st Logistical Command, APO 96307 5 DEC 1966

TO: Deputy Commanding General, US Army Vietnam, ATTN: AVHGC-DH, APO 96307

1. The Operational Report - Lessons Learned submitted by the 96th Supply and Service Battalion (DS) for the quarter ending 31 October is forwarded herewith.

2. Reference paragraph 1c(1), Section II, page 4. Deployment of advance parties is scheduled for a minimum of fourteen (14) days prior to arrival of the main body. This unit's advance party experienced some delay in arrival at its final destination due to the landing limitations at CFF during June of 1966. This was an exception and is not the usual case.

3. Reference paragraph 1c(2), Section II, page 5. General cargo is shipped to reach PVM during a time frame of from one week before to one week after the arrival of the main body. Often times the equipment is waiting on the unit or arrives soon thereafter. Occasionally, circumstances arise which prevent timely arrival. These circumstances include ship breakdown, ships holding in order to clear a port of other ships and diversion of ships carrying supplies in critical demand at other ports of call. In the latter case, the ship returns to discharge the unit's cargo at a later date.

4. The 96th Supply and Service Battalion engaged in combat support operations for 92 days during this reporting period.

5. Concur with the basic report as modified by the comments contained in the preceding indorsements. The report is considered adequate.

FOR THE COMMANDER:

REF: Lynx 782/930



GLENN A. DOYLE  
Capt AGC

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AVHGC-DH (14 Nov 66) 6th Ind  
SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 October 1966 (RCS CSFOR-65)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307 19 DEC '66

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

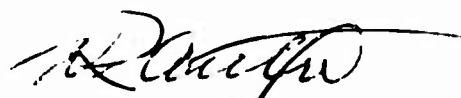
1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 October 1966 from Headquarters, 96th Supply and Service Battalion (DS) as indorsed.

2. Pertinent comments are as follows:

a. Reference Paragraph 1c(1), Section II, Page 4 and Paragraph b, 3d Indorsement: Concur; advance parties are normally scheduled to arrive fourteen (14) days prior to the arrival of the main body. Advanced parties should have sufficient qualified personnel necessary to accomplish actions as outlined in referenced indorsement.

b. Reference Paragraph 1c(2), Section II, Page 5 and Paragraph c, 3d Indorsement: Concur. Unit equipment is programmed to arrive in RVN within a week of the scheduled arrival of the unit. Due to the rapid build-up of forces and unforeseen events, timely arrival and discharge of unit equipment has not always been possible within the stated time frame. Port development and the establishment of control to insure the allocation of tonnage to a specific port should minimize delays caused in receipt of unit equipment due to port congestion and shipping backlog in the future.

FOR THE COMMANDER:

  
W. R. AUTREY  
Cpt, AGC  
Asst Adjutant General

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GPOP-OT(14 Nov 66) 7th Ind  
SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 October 1966 (RCS CSFOR-65)


HQ, US ARMY, PACIFIC, APO San Francisco 96558 7 JAN 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:

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G. L. McMULLIN  
CPT, AGC  
Asst AG