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AUTHORITY

AGO ltr 29 Apr 1980

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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 14TH INVENTORY CONTROL CENTER  
APO US FORCES 96384

AVCA SGN IC 30

15 November 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1967  
(RCS CSFOR-65)

TO: Commanding General  
1st Logistical Command  
ATTN: AVCA GO-O  
APO 96307

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OPERATIONAL REPORT - LESSONS LEARNED

AUG 19 1968

SECTION I - SIGNIFICANT ORGANIZATION OR UNIT ACTIVITIES

1. During this reporting period, each of the major transitional areas discussed at length in the previous report, i.e., equipment configuration, personnel complement, operations, to include mission expansion, and location progressed from this transitional stage to enormous expansion or culmination. Concomitantly, some extremely favorable supply management trends became evident as the overall operational efficiency of the 14th Inventory Control Center improved. The report for this quarter will deal primarily with these major areas of interest and concern.

2. In the automatic data processing (ADP) area, the data processing functions were incrementally phased-over from the UNIVAC 1005 card processors to the IBM 7010/1460 computers and data processing operations were relocated from the previous site in Saigon to the Long Binh complex.

a. Immediately after the computers were installed on 2 August 1967, an intensive project was initiated for compiling and testing computer programs and sub-systems that had previously been prepared. These activities were complete by 14 September 1967 and, during the period 15 September through 15 October 1967, integrated system testing on a parallel operational basis was conducted. During this phase, live input was processed against live files and the file postings and outputs resulting therefrom were closely compared to the results of production runs concurrently produced on the UNIVAC 1005 system. This period not only served to assure that all programs and sub-systems of the total ADPS adequately interfaced, but also provided essential training for the managerial element. Although numerous program and sub-system deficiencies were encountered during this phase, they were all of a minor nature and were readily correctable.

b. The actual phase-over processing began on 16 October and by the end of October all card files previously processed by the UNIVAC 1005 system had been converted to magnetic tape processable on the IBM 7010/1460 computers. Two basic transaction processing cycles had been successfully run on the IBM 7010/1460 computers and a third cycle was in progress.

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c. The UNIVAC 1005 card processors and 14 pieces of associated punch card equipment that became excess to the operational needs of the 14th ICC as a result of the phase-over to the IBM 7010/1460 computers were reported to the appropriate authorities for disposition instructions.

3. In the area of personnel and equipment relocation to the Long Binh complex, the gigantic task of relocating an organization of this size, while maintaining full mission capability was, in effect, begun at the end of September when a portion of the then Document Control and Audit Branch moved to the new facility in order to support the ADP operational and programmer personnel in the phase-over operation. On 9 October, the major effort commenced, as the bulk of the ICC, the then Supply Management Division, began to relocate by branches; this phase of the movement was completed on 13 October. By 17 October, the remaining elements of the Center had completed the relocation, and, but for a small rear detachment which remained to operate the on-line U1005 card processors still in Saigon (scheduled to remain until 7-10 November), the 14th ICC was fully operational in its new home.

4. As discussed in paragraph 6 of the previous report, by 31 July 1967, a total of 34 permanent, direct-hire Department of the Army Civilians (DAC's) were assigned and present for duty. This figure rose astronomically during the reporting period to where, presently, the present-for-duty figure is 86. It is expected that there will be approximately 99 out of the total 127 TDA authorized DAC's on board by 30 November 1967. In the case of TDY AMC personnel, the Center had a total of 16 TDY DAC's as of 1 August 1967 (this included the 7 AMC programmers mentioned in paragraph 3 of the last report - they departed in early November); on 17 August a request for 22 DAC's to be furnished from AMC was forwarded through 1st Log Comd to USARV, since at that time, there were 41 position vacancies in the TDA augmentation mentioned above with no projected gains; it was also estimated that at least 22 of these positions would remain vacant through January 1968; these TDY AMC personnel were needed to cover the lapse time until the vacancies could be filled. Of these 22 requested, a total of 17 are presently assigned to the Center; attendantly, a request for 10 TDY AMC personnel to support the reorganization of the Catalog and Technical Edit section was submitted on 23 September; this request was an outcropping of the requirements generated by a new procedure for processing requisitions for unidentified items which will be discussed in greater detail in paragraph 15. As of this date, the request has not been approved as it appears that a stronger justification is necessary.

5. In the area of mission expansion and addition the following data is pertinent:

a. As mentioned in the previous report, subsistence became the first commodity to submit its requisitions directly to the CONUS supply

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sources effective 1 July 1967. This conversion, which was accomplished quite smoothly, resulted in the elimination of 2d Log Comd from the subsistence supply system and a consequent decline in the amount of processing time required; however, close liaison was maintained with 2d Log Comd in order to occasionally transmit high priority requisitions to them and/or to requisition for an item in long supply. Present operations of the subsistence branch are limited to maintaining a mechanized system in support of the subsistence management done at 1st Log Comd. These operations include requirements determination recommendations, requisition edit and processing, and stockage position/status reporting. It is presently anticipated that the 14th ICC will become responsible for the management of non-perishables in January/February 1968 and for perishables, to include local purchase, on or about 1 July 1968. These anticipated changes in management responsibility will of necessity change the operational nature of the branch considerably. With a view towards becoming managers, the branch personnel are coordinating closely with 1st Log Comd in order to learn the specific requirements for high-level management.

b. On 26 July 1967, the 14th ICC officially assumed responsibility for the management of construction material which was formerly managed by the 1st Log Comd. To manage these items, a separate division known as the Construction Material Division was created. During the period covered by this report, subject division published the construction material theater authorized stockage list, reviewed and revised requisitioning objectives, and reviewed all requisitions prior to submission out of country. Central review of customer requisitions began on 1 September 1967. As of 25 October 1967, 2,731 requisitions were reviewed with 2,193 passed, 132 rejected, and 406 referred. Material management is currently being accomplished manually but is expected to be ADP programmed in the near future. Monthly conferences with the Engineer Commands have materially assisted this planning as well as helping in the establishment of standardized procedures and resolving common problems. A construction material list is being prepared. This list of items meets the definition of Class IV supply as stated in Gen Wheeler's Memo for the Secretary of Defense dated 28 July 1967, subject: Terminology for Supplies Categories for Materials. The purpose of this list is to advise all customers of those items which are to be requisitioned through the Engineer Construction Material Yards and to insure that there is no duplicate of equivalent items at ECMY and US Army Depots.

c. Prior to 26 September 1967, the Red Ball Control Office, Vietnam (RCO-V) and the 14th Inventory Control Center were separate organizations under 1st Log Comd with separate missions in regard to the processing of Red Ball requisitions. The RCO-V basically had the responsibility for controlling the document flow of Red Ball requisitions, for researching and reporting, for receipt and cargo handling of all incoming items, and for preventing abuse of the Red Ball System. The 14th ICC basically

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had the responsibility for providing machine support to the RCO-V and for screening in-country assets prior to submission of Red Ball requisitions out-of-country (in-country referral). So that each organization could properly accomplish its mission, a large duplication of effort existed primarily in the maintenance of similar card files. In order to dispose of this duplication of effort and the large manual task assigned to the RCO-V, and also to decrease significantly the time frames for processing Red Ball requisitions, it was decided to transfer the functions of the RCO-V minus its cargo handling mission from the Saigon Support Command to the 14th ICC (prior to the 14th ICC's scheduled move to Long Binh). This transfer was officially accomplished on 26 September 1967 and the RCO-V physically became a part of the 14th ICC in Long Binh on 17 October 1967. Presently, the manual effort mentioned above has been reduced considerably by the abolishment of an 800,000 card file. Supply and computer systems analysis has been initiated in order to completely mechanize the entire Red Ball system in the near future.

d. The draft DA Common Supply Support Plan and the task of its operational development into a final draft plan to be furnished to the Secretary of Defense on 30 November 1967 was assigned to this Center on 3 August 1967. The objective of the plan was to establish and manage a common supply system for those items stocked in depots in Vietnam required by another service, which, as a system, would provide logistic support for combined operations in the theater. There are four phases to the plan: I - Initial Range of Items; II - Expanded Medical Range of Items; III - Expanded Class II and IV Range of Items; and IV - Integrate Navy Depot in Combat Tactical Zone (CTZ) I with the 14th ICC/Depot distribution system. The workload involved in development of the plan requirements within the time frames allowed was a formidable one. The plan requirements involved development of resource requirements for man, money and material to substantiate the dollar costs of implementation. All in-country services participated in this plan by furnishing this Center 12 months forecasted requirements by federal stock number (FSN). Then the range of common supply support items were determined; the supply management procedure and computer system specifications were developed; the annual material costs by budget appropriation was computed; and the increased facility requirements for each depot including the Navy depot at Danang (as a result of joint processing agreements with Navy) were determined. The actions involved to acquire the above data required timely coordination with in-country Navy, Air Force and Marine log staffs and 1st Logistical Command, USARV and USARPAC staff representatives. Only eight weeks were provided to arrive at a revised plan and submit all resource requirements. Thus far all target dates have been met.

6. As stated in paragraph 8 of the previous report, because of the inadequacy of the present TOE 29-402T in the face of the above mentioned

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actions, ground work for the review of the existing TOE had been initiated. It was reasoned that a TOE/MTOE was insufficient to properly staff this type of an operation; therefore a decision was made concurrently by the CG, 1st Log Comd and the CO, 14th ICC to submit through channels a proposed Table of Distribution and Allowances (TDA) for the Center. Formulation was initiated on 4 September 1967 and the final product, less the equipment portion (Section III), was submitted to 1st Log Comd on 27 October 1967. Generally, the proposed TDA provides for a Directorate concept; the three Directorates (Plans and Management, Supply Management and Data Processing) are subdivided into thirteen divisions and two offices; there are also two separate divisions, one separate office and a headquarters company; personnel changes, from current authorization to proposed authorization are as follows: Officers (Comm and Warr) 46-76; Enlisted men 322-318; DAC 127-181; Local Nationals (LN) 86-81 (DAC and LN spaces are included in the TDA); a copy of the organizational chart for this Center under the proposed TDA is attached as Inclosure 1; as of this writing, approval has not been received.

7. As stated in paragraph 1 above, certain favorable supply management trends became evident during the reporting period and bespoke of significant improvement in the operational efficiency of the Center.

a. The number of high priority (02-05) requisitions received from the depots was reduced from 70,434 in August to 47,009 in October, a drop of 33%; the number of low priority requisitions received from the depots also decreased from 55,507 in August to 28,781 in October, a drop of almost 50%; this indicates that the depots, whose requisition activity has remained fairly constant during the period, are now able to fill more requisitions initially.

b. The number of high priority requisitions submitted out-of-country to 2d Log Comd was reduced from 50,832 in August to 32,230 in October 1967, a drop of 37%; this indicates that although we are receiving less Hi-Pri's, we are filling a greater percentage in-country by referral action.

c. The total number of Red Ball requisitions submitted to the depots continued to drop significantly from 30,856 in August to 26,098 in October, a drop of 15%; during this time, the percentage of in-country fill rose a bit, causing fewer requisitions to be passed out-of-country; the less frequent use of Red Ball requisitions indicates that customers are getting needed supplies through normal requisitioning processes.

d. The number of fringe (non-stockage) line items on hand identified as excess to the theater needs dropped from a depot average of 51,000 lines to 39,000 lines or a percentage change of 24%. This is a direct result of the aggressive disposition of fringe excess program which disposed of 110,304 line items at a dollar value of some 21.1 million

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dollars during the period. It is projected that the number of fringe line items on hand identified as excess will be reduced to some 25,000 by the end of December 1967.

e. Stockage list excess on hand also dropped significantly during the reporting period; those assets greater than the RO dropped from a depot average of 37,000 lines in August to 33,000 lines in October, a drop of 12% and those assets greater than the retention level (3 x RO) dropped from 17,000 lines in August to 14,000 lines in October, a drop of almost 18%; these reductions, which are expected to continue, are due to the intensive stockage list excess program which has been instituted by this Center.

8. The demand analysis for the 1st Quarter FY 68 was conducted during the latter portion of the month of October. In the process, many fringe items (candidate adds) were reviewed for possible addition to the ASL in addition to the normal 100% review of existing requisitioning objectives (RO's). In both analyses, the present and projected general draw-down of depot stocks caused by such factors as increased troop strengths (both present and future) and the current increased wear-out rates for repair parts and end items (increased usage) was taken into account. After a detailed analysis, weighted factors based upon the above mentioned considerations were derived and were used in the recomputation of the existing RO's and the possible establishment of new ones in order to exponentially smooth the projected increase in supply volume. Although no concrete results are available at this writing, it is expected that the theater authorized stockage list will increase to approximately 130,000 line items by the end of November 1967.

9. During the period, the authorization to issue excess M-Series vehicle repair parts to USAID/VN was received from the 1st Log Comd. However, since the excesses referred to are not necessarily excess to DOD requirements, they will be issued to the above agency on a reimbursable basis. A list of the available items will be furnished to USAID periodically. They, in turn, will submit requisitions for required items directly to the depots on a fill or kill basis, and the depot will furnish release documentation to USARPAC for billing.

10. In late May, a representative of this command handcarried to 2d Log Comd 73,000 requisitions which represented those items for which dues-out existed in the theater. In excess of 20,000 of these requisitions were filled either partially or completely by 2d Log Comd during the initial processing. The success of the program was of such significance that during the month of September, another group of 47,000 requisitions were again sent to Okinawa; approximately 20,000 of these requisitions were satisfied. In November, this procedure will be repeated.

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11. Since early August, the CO, 14th ICC, has provided the Depot Commanders specific data on improvements in operations and the probable impact of these improvements on depot activities. This innovation has been entitled the Supply Management Improvement Program. This advanced information permits the depots to plan for specific projects, thereby increasing responsiveness in the supply system. These supply management improvement letters have addressed the following subject areas to date:

- a. Accurate on hand balances.
- b. Validity of dues-out as reported to the 14th ICC by the depots.
- c. Improper backordering of high priority requisitions.
- d. Purification of backorder files.
- e. Importance of accurate processing of federal stock number changes.

12. The series of bi-weekly liaison visits between key personnel of this Center and their counterparts at depot level mentioned in paragraph 13 of the last report was continued on a regular basis during the report period as seven separate visits were held, involving a total fourteen (14) individuals, both military and civilian. These visits have been quite favorably received by both the depots and by this Center as many significant operational problem areas have been brought to light and resolved and the "credibility gap" previously mentioned has been shortened.

13. The first edition of the 14th ICC Supply Management Newsletter was published during the first week in August and has since been published on a regular monthly basis. It is felt that the publication of this newsletter to all authorized in-country MILSTRIP requisitioners has aided immeasurably in the dissemination of logistical intelligence within the theater supply system.

14. During the report period, a total of six policy memoranda (paragraph 15, 31 July 1967 report) were published. The subjects covered were as follows:

- a. Periodic Reports.
- b. Contact with Dir of Gen Sup, 1st Log Comd.
- c. Support of USAID/VN.
- d. Debriefing Report.

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e. Policy Statement for Redistribution, Referral and Retention Actions.

f. Disposition of Excess Supplies.

15. An Army Materiel Command Customer Assistance Team, primarily concerned with Technical Edit procedures, visited the 14th ICC during the months of August and September. During their stay, the team developed a proposed system for the processing of requisitions for non-federal stock numbered items. This system, when implemented, will greatly improve the supply support in Vietnam by reducing the number of requisitions forwarded to the CONUS NIPC's that cannot be properly identified for supply action. The new system will require that all available information which would aid in identification of an item be forwarded to the next source of supply.

16. The following organizational changes occurred during the period:

a. Center-wide

(1) As briefly mentioned in paragraph 6 above, the 14th ICC submitted a proposed TDA on 27 October 1967; subsequent to the submission, the Center reorganized functionally under the new Directorate concept (see Inclosure 1). This structural change coupled with the infusion of some 50 DAC's, who had had extensive supply experience previously, but who were completely unfamiliar with 14th ICC operations and the theater supply system, necessitated a large scale training/reorientation period which is still in existence.

(2) The following is a summary of the status of personnel assigned to the 14th ICC as of 31 October 1967:

<u>TYPE</u>	<u>CURR AUTH</u>	<u>PROP AUTH</u>	<u>ACTUAL STR</u>
Off	43	72	39
WO	3	4	4
EM	322	318	367
DAC's	127	181	86 - 19 TDY
LN	86	81	80

b. Dir, Supply Management

MAJOR ITEMS DIVISION: This Center completed formal organization of a Major Items Division on 1 October 1967. The Major Items Division was established to facilitate application of the specialized techniques required for the management of PEMA principle and Command Controlled Items. Organization of this division allows manager specialization and permits

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selective, intensive management of these items by application of techniques which are peculiar to PEMA Principle Items. More efficient management of PEMA Principle and Command Controlled Items will be achieved by utilization of this organizational structure. This will be attained through manager specialization and application of techniques which are peculiar to these items. Improvement of theater asset posture should result from this selective, intensive management and permit the following:

- (a) Centralized accountability for PEMA Principle Items.
- (b) Centralized requisitioning of authorized support levels.
- (c) Issue of available assets on a theater wide priority basis.
- (d) Maintenance of theater wide density data for PEMA Principle LIN's to permit evaluation of shortages to gross authorizations and coordination of delivery schedules with HQ, USARPAC and CONUS managers to fill TOE/TA shortages in a timely manner.

c. Dir, Data Processing

- (1) The Data Processing Division was reorganized as the Directorate for Data Processing, with the former Programming and Maintenance and Operations Branches being elevated to Division level activities.
- (2) The Document Control and Audit Branch, which formerly functioned as a separate entity under the direct supervision of the DCO, was absorbed into the Directorate for Data Processing as the Document Control and Audit Division. This organizational realignment will provide improved functional integrity and permit centralized control and direction of all computer inputs and outputs.

17. On 1 October 1967, 1st Log Comd published a "Draft Plan for Supply Data Systems," for operations covering the period 1 October 1967 through 30 September 1968; which was subsequently approved by the Commanding General, 1st Log Comd, for implementation. This plan provides for the incremental expansion of missions, functions, and scope of operations of the 14th ICC. Significant changes directed by the plan which affect the Directorate for Data Processing are:

- a. The installation of the USARPAC Standard Supply System (3S) as the second generation 14th ICC data system. This also will include MILSTAMP processing. Arrangements have been made with USARPAC, FSA, to provide in-country training for data processing analysts and programmers, and key personnel of the Center will subsequently visit counterpart 3S activities located throughout USARPAC.

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b. The 14th ICC becomes responsible for provision of technical assistance to the depots in their conversion to the Standard Depot Data System (3S VN)

c. The 14th ICC must centrally process and manage requisitions for those categories of items for which responsibility is assigned. This requires the development of procedures for effectively controlling and accounting for specified categories of items by the 14th ICC. The plan provides for the incremental expansion of materiel category with total centralized control and accountability to be exercised by the 14th ICC at a date as yet to be determined.

d. The 14th ICC must establish and operate a data processing school for the presentation of various data processing oriented courses of instruction for the personnel assigned to the 1st Log Comd.

18. GAO review of requisitioning and stock control procedures at Army activities in Vietnam: The 14th ICC entrance briefing for the GAO audit team assigned to this Center was conducted by the Commanding Officer (CO) and the Director for Data Processing on 26 September 1967. Since that time, the team has been satellited upon the Center and has covered or will cover the following general areas:

- a. Inventory management.
- b. Validity of high priority requisition designators.
- c. RO computation and validity of ASL.
- d. Adequacy of U.S. interchangeable and substitute items.
- e. Basis for recording of manager decisions.
- f. Adequacy of documentation on computation of stockage levels (audit trails).
- g. Retrograde program - procedures for timely evacuation of high dollar value repairables.
- h. Validity and adequacy of order and ship time.

During their stay, the team has conducted bi-weekly meetings with the CO to apprise him of findings and problem areas identified during the course of the audit. Interim reports are as yet inconclusive. The team is presently scheduled to complete the review and depart on or about 13 December 1967.

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## SECTION II, PART I

## OBSERVATIONS (LESSONS LEARNED)

## 1. Personnel

## a. Authorized strengths

Discussion: With the submission of the proposed TDA for the 14th ICC and its utilization as a working TDA, a problem area has arisen as to requesting personnel for the TDA positions. In accordance with existing regulations, personnel cannot be requested for a proposed TDA.

Observation: It is now necessary to augment the working TDA positions with personnel slotted within the TOE.

## b. Red Ball

Discussion: With the assumption of the Red Ball Control mission and the personnel from RCO-V, a problem area has arisen in the promotion of these personnel. Since there has never been a TOE or TD for the Red Ball Control Office, specific requests for promotion are presently needed or promotion allocation slots are diverted, in house, for Red Ball Control personnel.

Observation: NLT 11 November 1967, a request for special promotion allocations will be submitted to CG, 1st Logistical Command informing that headquarters of the problem. Attached will be a copy of the proposed TD for the Red Ball Control Office.

## c. Local Nationals (LN)

Discussion: As of 31 October 1967, this Center has reduced its on board complement of LN's by a reduction in force to its authorized strength of 81.

Observation: With PA&E assuming the responsibility of janitorial service for the 14th ICC, it can be concluded that a further reduction will be necessary due to dissolving of positions. It can be expected that approximately six more personnel will be released during the month of November.

## 2. Operations

## a. Automatic Data Processing System (ADPS)

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Discussion and Observation: The major data processing difficulty encountered during this period was an exceptional bottleneck in the printing of cyclic generated output. The computer configuration installed for the 14th ICC provides only a single IBM 1403, Model 2, printer that has an effective print rate of only 400 lines per minute. During the run of a recent cycle, 9 hours of IBM 7010 processing resulted in 27 hours of print time for the IBM 1403, Model 2, printer. An IBM 1403, Model 3, printer with an effective print rate of 1100 lines per minute has been requested and approved and all possible actions are being taken to accelerate its delivery and installation. The availability of the increased print capability will greatly relieve the existing off-line printing bottleneck.

b. Supply Management

Discussion and Observation: In anticipation of the change in supply management procedures due to the conversion of the 14th ICC from the U1005 card processing system to the more sophisticated IBM 7010/1460 computer system, a supply management systems team was placed on duty at Long Binh on 16 September 1967 to study the new system and coordinate with DAC and contractor computer systems programmers for the purpose of writing new procedures or revising present ones in advance of the arrival of the supply management personnel in early October. The initial effort of the supply management systems team was devoted to those procedures in which drastic changes occurred and with which the supply managers would require the greatest amount of training and written guidance. Due to the ability to concentrate on the single subject of conversion procedures plus the 'on site' availability of system programmers for joint discussion and resolution of questions, sufficient progress was made by 26 September to permit the conduct of two formal training sessions for key supply managers in Saigon on 27 September and 28 September and the distribution of training aids and written procedures to expand the initial indoctrination. As a result of a continuation of the efforts of the supply management systems team and the close coordination with the programmers upon the arrival of the supply managers at Long Binh, a complete set of new or revised procedures was available to them. In addition, a formal training schedule was established consisting of two hours of instructions per week for all personnel, using the desk procedures as the text. The first lesson learned is the value of advanced planning and training to overcome the anxiety and confusion resulting from two conditions of change, one a new environment, including living conditions and two, new methods of doing the same job. The second lesson learned is the value of the close coordination achieved by the assignment and location of the supply management systems team in close proximity to the computer systems programmers to integrate the knowledge of each into a single purpose. The rapport developed not only served the initial need, but established a spirit of cooperation that will facilitate the resolution of future problems.

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SECTION II, PART II RECOMMENDATIONS N/A



J. A. KJELLSTROM  
Colonel, QMC  
Commanding

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as

Form 10-0 (15 Nov 67)

1st Ind

Subject: Operational Report for Quarterly Period ending 31 October 1967  
(100-100-15) (11) (PJUAA)

Headquarters, 14th Inventory Control Center, APO 96307

**14 DEC 1967**

TO: Commanding General, United States Army Vietnam, AFM: AVIGS-DH,  
AIC 96307

1. The Operational Report - Lessons Learned of the 14th Inventory Control Center for the quarterly period ending 31 October is forwarded.

2. Reference page 11, paragraph 1a and b, section 1. Forcure. The TD proposed by the Commanding Officer, 14th Inventory Control Center is presently undergoing detailed review and analysis by military and civilian management personnel of this headquarters and the AFM. Promotions for unauthorized enlisted personnel must be accommodated within the cumulative authorized vacancies available to the organization.

3. This report adequately reflects the activities of the 14th Inventory Control Center during the reporting period.

FOR THE COMMANDER:

*J R Knutson*  
J. R. Knutson  
CPT. AGC  
Ass't Adjutant General

Dist: 1400X 439/772

F O R O F F I C I A L U S E O N L Y

AVBC-C (31 Oct 67) 1st Ind CPT Storat/jah/DET-163  
SUBJECT: Operational Report - Lessons Learned (RCS CSFOR-65), for  
Quarterly Period Ending 31 October 1967

Headquarters, 18th Engineer Brigade, APO 96377

28 NOV 1967

TO: Commanding General, U.S. Army Engineer Command, Vietnam (Prov), ATTN:  
AVCC-P&O, APO 96375

1. This headquarters has reviewed the quarterly report submitted by the 937th Engineer Group, and considers it an accurate and excellent description of the Group's activities and accomplishments during the reporting period ending 31 October 1967.

2. Concur with the comments of the Group Commander with the following comment added.

Ref. Part 1, Para 4c, appropriate action has been taken by the unit to obtain shortages.

HAROLD J. ST CLAIR  
Colonel, CE  
Deputy Commander

PROTECTIVE MARKING CANCELED  
WHEN SEPARATED FROM BASIC  
DOCUMENT

F O R O F F I C I A L U S E O N L Y

AVHGC-DST (15 Nov 67)

2d Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1967  
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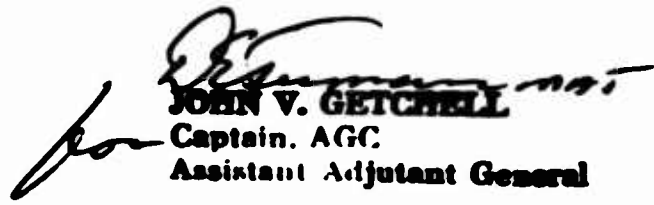
HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375 17 DEC 1967

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

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 October 1967 from Headquarters, 14th Inventory Control Center (PJUA) as indorsed.

2. Concur with report as indorsed. Report is considered adequate.

FOR THE COMMANDER:

  
JOHN V. GETCHELL  
Captain, AGC  
Assistant Adjutant General

1 Incl  
nc

cc:  
HQ, 14th Inventory CC  
HQ, 1st Log Comd

GPOP-DT (15 Nov 67)

3d Ind

**SUBJECT: Operational Report for the Quarterly Period Ending 31 October 1967 from HQ, 14th Inventory Control Center (UIC: WJUA) (RCS CSFOR-65)**

**HQ, US ARMY, PACIFIC, APO San Francisco 96558 11 JAN 1968**

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

**This headquarters has evaluated subject report and forwarding indorsements and concurs in the report as indorsed.**

**FOR THE COMMANDER IN CHIEF:**



**HEAVRIN SNYDER  
CPT, AGC  
Asst AG**

**1 Incl  
nc**

