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AGAM-P (M) (16 Sep 68) FOR OT RD 683029

18 September 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 184th
Ordnance Battalion (Ammo), Period Ending 31 July 1968

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AD 841328

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2. Information contained in this report is provided to insure that the Army realizes current benefits from lessons learned during recent operations.
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KENNETH G. WICKHAM
Major General, USA

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DEPARTMENT OF THE ARMY
 HEADQUARTERS, 184TH ORDNANCE BATTALION (AMMO)
 APO SAN FRANCISCO 96238

7 August 1968

SUBJECT: Operational Report of the 184th Ordnance Battalion (Ammo)
 for Period Ending 31 July 1968, RCS CSFOR-65 (R-1)

THRU: Commanding General, US Army Support Command, Qui Nhon,
 ATTN: AVCA-QN-GO-H, APO 96238

Commanding General, 1st Logistical Command, ATTN: AVCA-GO-O,
 APO 96384

Commanding General, United States Army, Vietnam, ATTN: AVHGC-
 DST, APO 96375

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

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

1. Section 1, Operations: Significant Activities.

a. During the reporting period the 184th Ordnance Battalion (Ammunition) (Direct Support) continued to perform its mission as a conventional ammunition battalion. The battalion has been engaged in combat service support operations during the entire 92 day reporting period.

b. The battalion's capabilities were increased with the assignment of the 188th Ordnance Company (Ammunition) to the battalion on 25 June 1968. On 14 July 1968, a Provisional Duster Platoon, consisting of 21 EM and four M42A1 Dusters, was attached to the Provisional Guard Company. On 15 July 1968, the detached magazine platoon of the 630th Ordnance Company, less personnel and equipment, was returned to the unit from the Da Nang Support Command. Personnel and equipment for the platoon were provided by the 71st Ordnance Company (Ammunition). With the assignment of the 188th Ordnance Company, the battalion assumed operational responsibility of Ammunition Supply Point 341 located at Fleiku and the Kontum Ammunition Supply Point.

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c. On 7 July 1968, the 188th Ordnance Company began moving to a new Ammunition Supply Point at Fleiku. Six thousand tons of ammunition were shipped from the Qui Nhon Ammunition Base Depot (CNABD) to the new ASF between 7 and 17 July. The new ASF has 30 storage locations with 13 fully bermed pads. The 188th Ordnance Company is presently operating both the new ASF and the old ASF. Estimated date for closing the old ASF is 10 August 1968.

d. Experience gained in the operation of Class V activities at Forward Support Areas (FSA) and Forward Support Elements (FSE) has indicated a need for closer supervision and control since personnel and equipment to operate these activities were drawn from different companies in the battalion. The decision was made to have one unit furnish all personnel and equipment for operation of an FSA whenever possible. The 630th Ordnance Company was assigned the responsibility for operating ASF 340 at An Khe; the 820th Ordnance Company the responsibility for operation of the Class V activity of Task Force 593-1 at Landing Zone English; and the 188th Ordnance Company the responsibility for operation of ASF 341 at Fleiku, the Kontum ASF and the Class V activity of Task Force 45-1 at Dak To.

e. During the reporting period CPT Beau B. Beard assumed command of the 188th Ordnance Company, CPT Keith C. Manley became the new commander of the 661st Ordnance Company, 1LT Daryl E. Dinkla assumed command of the 820th Ordnance Company and 1LT Ronald W. Collins became the new commander of the 504th Ordnance Detachment.

f. Mission:

(1) The battalion's primary mission is the operation of the Qui Nhon Ammunition Base Depot (CNABD). Additional missions of the battalion are the operation of the Qui Nhon Ammunition Base Depot Brass Yard Annex, Ammunition Supply Point 340 at An Khe, Ammunition Supply point 341 at Fleiku and the Kontum Ammunition Supply Point. All assigned units are functionally organized in direct support of the Depot mission.

(2) The following tonnages indicate the battalion's lift activities during the reporting period:

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<u>QNABD</u>	<u>MAY</u>	<u>JUNE</u>	<u>JULY</u>	<u>TOTAL</u>
Issues	33,206	18,928	37,374	89,508
Receipts	32,879	27,317	30,033	90,239
Rewarehousing	<u>22,398</u>	<u>29,714</u>	<u>19,849</u>	<u>71,961</u>
Total	88,483	75,959	87,256	251,708
<u>ASF 340</u>	<u>MAY</u>	<u>JUNE</u>	<u>JULY</u>	<u>TOTAL</u>
Issues	2,028	1,180	480	3,688
Receipts	1,710	1,413	565	3,688
Rewarehousing	<u>9,240</u>	<u>6,370</u>	<u>1,396</u>	<u>17,006</u>
Total	13,078	8,963	2,441	24,382
<u>ASF 341</u>			<u>JULY</u>	<u>TOTAL</u>
Issues			2,186	2,186
Receipts			6,847	6,847
Rewarehousing			<u>2,851</u>	<u>2,851</u>
Total			11,890	11,890
Brass Yard Retrograde of Salvage: 21,037				
QNABD	251,708			
ASF 340	24,382			
ASF 341	11,890			
Brass Yard	<u>21,037</u>			
Grand Total	309,017			

g. During the reporting period battalion personnel at Forward Support Activities (FSA) and Forward Support Teams (FST) in the I Corps Tactical Zone were either transferred to Da Nang Support Command

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or returned. As of the last day of the reporting period, this battalion is supporting with personnel and equipment at the following Forward Support Activities in the II Corps Tactical Zone:

<u>ORGANIZATION</u>	<u>OFF</u>	<u>WO</u>	<u>NCO</u>	<u>EM</u>	<u>TOTAL</u>
FSA 593-1	1	0	1	15	17
FSA 45-1	0	0	0	5	5

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

a. Personnel. NONE

b. Operations.

(1) Reduction of Number of lots on hand.

(a) OBSERVATION. During the past three months the number of separate lots of ammunition at the QNABD has been reduced from over 4300 to less than 1500.

(b) EVALUATION. This significant reduction in the number of lots on hand has been accomplished through a process of selective issues and by close management of Class V assets within the battalion. The primary management tools employed to effect this reduction were centralization of stock control functions at the depot and close coordination between depot operating elements. Operations, stock control and surveillance officers coordinated shipments to purify stocks by placing small lots at the direct support outlets. Intensive lot management on a continuing basis maintains the number of lots at a workable level and insures prompt issue of oldest stocks first.

(c) RECOMMENDATION. That centralized stock control and intensive coordination within operating elements be utilized in depot operations to maintain a lower number of lots.

c. Training. NONE

d. Intelligence. NONE

e. Logistics.

(1) Markings on boxes containing rockets.

(a) OBSERVATION. Boxes containing 2.75 inch rockets, FSN 1340-926-1945-H490 have the nose end of the box stenciled "NOSE END" in black letters only $\frac{1}{2}$ inch high.

(b) EVALUATION. Such small, indistinct stenciling is extremely difficult to see, particularly at night. More distinctive marking would greatly facilitate handling and correct storage. Boxes on storage pads could be readily inspected and misoriented boxes could be quickly distinguished.

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(c) RECOMMENDATION. That boxes containing rockets be distinctively marked, possibly by painting the entire nose of the box a solid color.

(2) Receipts of mixed pallets of ammunition.

(a) OBSERVATION. Ships discharging ammunition at Qui Nhon have contained pallets of a particular DODIC in which the individual items were from different lots. One pallet of 175mm propelling charges (1320-D361) from the American Fecker is typical:

<u>LOT</u>	<u>NO</u>	<u>NO OF CONTAINERS</u>
RAD	65301	1
RAD	65017	1
RAD	65213	3
RAD	65368	1
RAD	65018	1
RAD	65573	3
RAD	65572	2
RAD	65574	1
RAD	65533	1
RAD	65534	1
RAD	65211	1

(b) EVALUATION. Receipt of pallets of ammunition containing different lots greatly increases the accounting function and causes numerous problems in issues from the depot and to the using unit. The probability of accounting errors is greatly increased when the necessary additional entries are made into the ammunition stock records systems. One pallet recently received contained two items from a suspended lot necessitating the breaking open of the pallet, removal of the items from the suspended lot and repalletizing. If all the items in the pallet had been from the same lot it would have not been necessary to break open the pallet.

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(c) RECOMMENDATION. That pellets containing ammunition from different lots not be shipped to this theater.

f. Organization.

(1) Organization for Class V support.

(a) OBSERVATION. Since its assignment to the 184th Ordnance Battalion, the 188th Ordnance Company has operated with increased efficiency.

(b) EVALUATION. Prior to being assigned to this battalion, the 188th Ordnance Company was assigned to a Supply & Service Battalion at Fleiku. This functional organization, predicated on the concept that supply is supply, presents a strong case for the continued commodity organization of ammunition service. The lack of both qualified and sufficient technical supervision at the battalion staff level, coupled with a limited company capability, mitigate against proper ammunition management. Peculiar requirements of storage, surveillance, customer service, maintenance and stock control are particularly vulnerable to unqualified assumptions that no basic differences exist. The absence of a vertical channel for responsive, qualified assistance and guidance was notable for its absence in this case. Since its assignment to this battalion, those peculiar requirements mentioned above have improved significantly. The depth of qualified personnel oriented in specific areas of ammunition service permits maximum flexibility in assignment, supervision, and temporary emphasis on weak areas. The same flexibility exists in the employment of battalion materiel assets in support of a single commodity. Personnel skills and equipment utilization are optimized by responsive, selective assignment in support of a constantly changing ammunition service requirement.

(c) RECOMMENDATION. That all Class V support units continue to remain assigned to a Class V oriented headquarters or control element.

Edmund J. Olsen, Jr.
EDMUND J. OLSEN, JR.
LTC, OADC
Commanding

1 Incl
Organizational Chart

AVCA-N-GO-H (7 Aug 68) 1st Ind

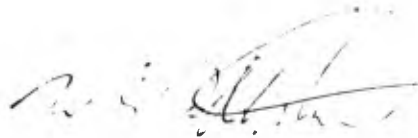
SUBJECT: Operational Report of the 184th Ordnance Battalion (NFO) for Period
Ending 31 July 1968, RSC CSYOR-65 (R-1)

HEADQUARTERS, US ARMY SUPPORT COMMAND, QUI NHON, APO San Francisco 96238 9 AUG 1968

TO: Commanding General, 1st Logistical Command, ATTN: AVCA-CO-O, APO 96384

The Operational Report - Lessons Learned for Quarterly Period Ending 31 July
1968 from the 184th Ordnance Battalion (Ammo) has been reviewed and is
considered adequate.

FOR THE COMMANDER:



W.E. POTTERBUSH
Major, AGC
Asst Adjutant General

AVCA GO-O (7 Aug 68) 2nd Ind
SUBJECT: Operational Report of the 184th Ordnance Battalion (Ammo)
for Period Ending 31 July 1968, RCS CSFOR-65 (R-1)

DA, Headquarters, 1st Logistical Command, APO 96384 23 AUG 1968

TO: Commanding General, United States Army Vietnam, ATTN: AVHGC-DST,
APO 96375

1. The Operational Report - Lessons Learned submitted by Headquarters, 184th Ordnance Battalion (Ammo) for the quarterly period ending 31 July 1968 is forwarded.

2. Pertinent comments follow:

a. Reference Section 2, para b(1), concur. The other ammunition battalions have already adopted this procedure.

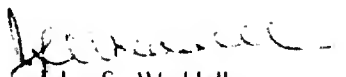
b. Reference Section 2, para e(1), and (2), concur. This headquarters has notified US Army Ammunition Procurement and Supply Agency, Joliet, Illinois, of this deficiency and requested corrective action.

c. Reference Section 2, para f(1), concur. This headquarters encouraged the organization adopted at USASUPCOM, QNH. The other SUPCOMs were requested to adopt a similar organization.

3. Concur with the basic report as modified by this indorsement. The report is considered adequate.

FOR THE COMMANDER:

TEL: LBN 2684


John S. Waddell
1LI, AGC
Assistant Adjutant General

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184th Ord Bn
USASUPCOM, QNH

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AVHGC-DST (7 Aug 68) 3d Ind
SUBJECT: Operational Report of the 184th Ordnance Battalion (Ammo) for
Period Ending 31 July 1968, RCS CSFOR-65 (R-1)

MAJ Klingman/ds/LBN 4433

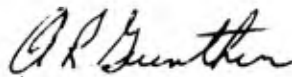
HEADQUARTERS, US ARMY VIETNAM, APO San Francisco 96375 25 AUG 1968

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 July 1968 from Headquarters, 184th Ordnance Battalion (Ammo).

2. Concur with report as indorsed.

FOR THE COMMANDER:



A.R. GUENTHER
CPT. AGC
ASST. ADJUTANT GENERAL

Cy furn:
HQ 1st Log Cmd
HQ 184th Ord Bn (A)

GPOP-DT (7 Aug 68) 4th Ind
SUBJECT: Operational Report of HQ, 184th Ord Bn (Ammo) for Period
Ending 31 July 1968, RCS CSFOR-65 (R1)

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HQ, US Army, Pacific, APO San Francisco 96558 5 SEP 1969

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

This headquarters has evaluated subject report and forwarding indorse-
ments and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:



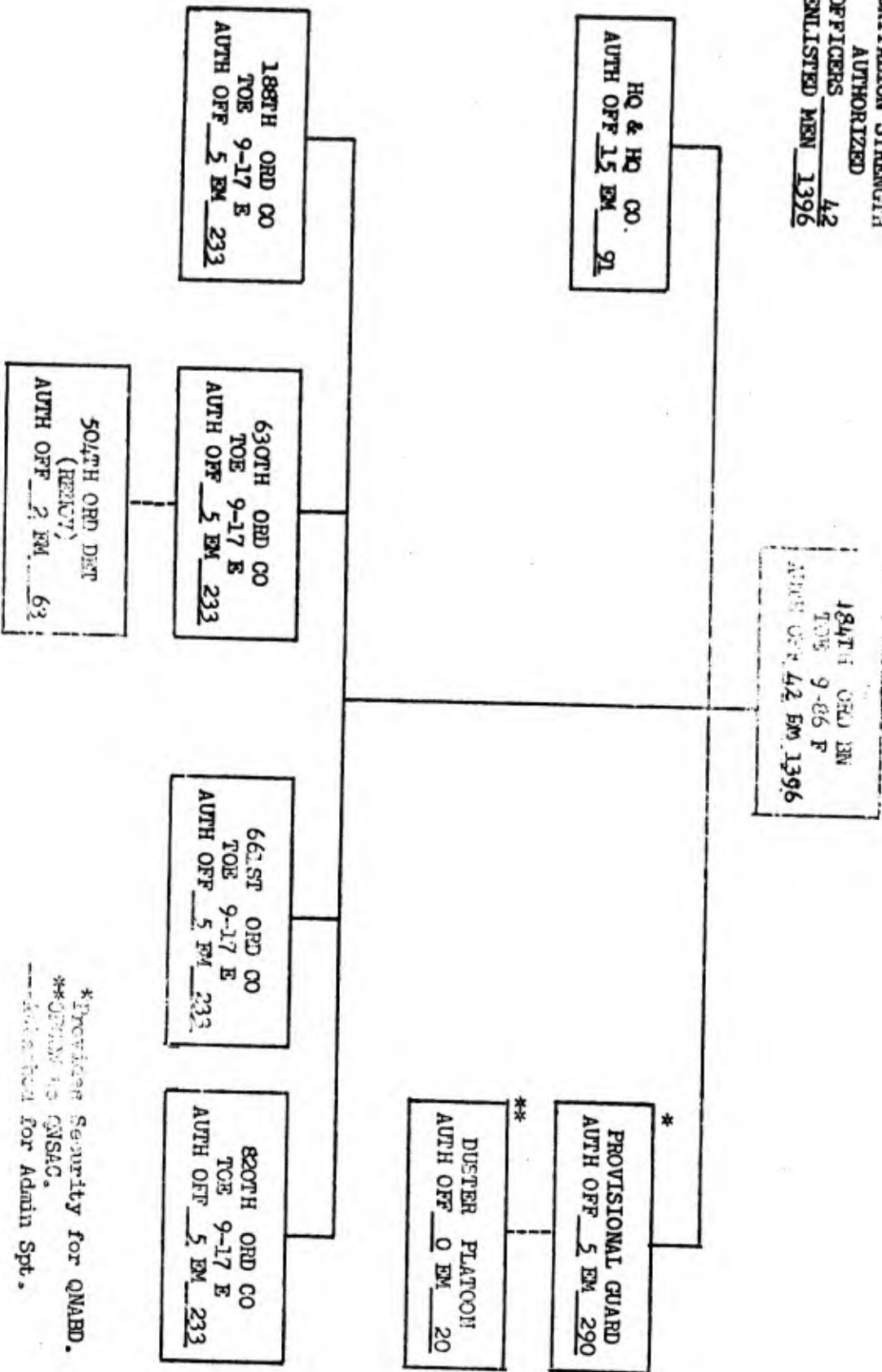
C. L. SHORTT
CPT, AGC
Asst AG

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B N O R G A N I Z A T I O N

BATTALION STRENGTH
AUTHORIZED OFFICERS 42
ENLISTED MEN 1396



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3. REPORT TITLE

Operational Report - Lessons Learned, Hq, 184th Ordnance Battalion (Ammo) (U)

4. DESCRIPTIVE NOTES (Type of report and inclusive dates)
Experiences of unit engaged in counterinsurgency operations, 1 May - 31 Jul 1968

5. AUTHOR(S) (First name, middle initial, last name)

CO, 184th Ordnance Battalion

3. REPORT DATE 7 August 1968	7a. TOTAL NO. OF PAGES 13	7b. NO. OF REFS
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8a. CONTRACT OR GRANT NO. b. PROJECT NO. c. N/A d.	9a. ORIGINATOR'S REPORT NUMBER(S) 683029
	9b. OTHER REPORT NO(S) (Any other numbers that may be assigned this report)

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11. SUPPLEMENTARY NOTES N/A	12. SPONSORING MILITARY ACTIVITY OACSFOR, DA, Washington, D.C. 20310
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13. ABSTRACT

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