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AGO ltr 29 Apr 1980

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

IN REPLY REFER TO

AGDA (M) (28 Aug 69) FOR OT UT 692018

4 September 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, US Army
Depot, Cam Ranh, Period Ending 30 April 1969

SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT UT, Operational Reports Branch, within 90 days of receipt of covering letter.
2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:



ROBERT E. LYNCH
Colonel, AGC
Acting The Adjutant General

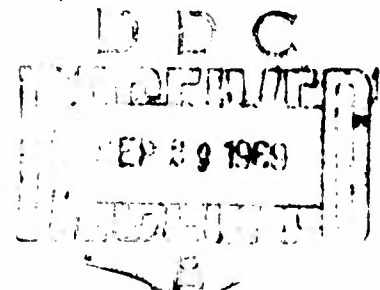
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AD 859337

DEPARTMENT OF THE ARMY
HEADQUARTERS US ARMY DEPOT CAM RANH
APO 96312

AVCA CR-D-MGT

5 May 1969

SUBJECT: Operational Report of the US Army Depot, Cam Ranh, for Period Ending
30 April 1969, RCS CSFOR-65 (R1)

THRU: Commanding Officer, US Army Support Command, Cam Ranh,
ATTN: AVCA CR-GO-P, APO San Francisco 96312
Commanding General, 1st Logistical Command,
ATTN: AVCA GO-O, APO San Francisco 96384
Commanding General, US Army Vietnam,
ATTN: AVHGC-DST, APO San Francisco 96375
Commander-in-Chief, US Army Pacific,
ATTN: CPOP-OT, APO San Francisco 96558

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

1. Section I Operations: Significant Activities.

A. General.

(1) During the reporting period all directorates of the depot were involved in operations for a period of 89 days.

(2) During the period of this report the Security Guard Company (1st and 2d Platoons) was assigned to 191st Ordnance Battalion (Ammo), US Army Support Command, Cam Ranh, for duty.

B. Directorate for Management.

(1) Personnel Assignment.

(a) MAJ Lois M. Steelman, QMC, was assigned as Project Skills Officer and Historian.

(b) SFC Anthony F. Aracci was assigned duty as NCO in Charge.

(2) Reimbursable Support of Non-Army Agencies.

(a) The depot continued to furnish substantial support to Non-Army customers on a reimbursable basis. The dollar value rendered and the number of documents forwarded to US Army Pacific for this reporting period is shown below, by class of supplies.

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<u>CLASS</u>	<u>DOLLAR VALUE</u>	<u>NUMBER OF REQUISITIONS</u>
I	\$ 210,805	245
II & IV	425,902	586
III Pkg	10,313	72
IND GAS	7,321	61

(b) There was a sizable increase in Class II & IV issues (dollar value) over the last period. The greatest decrease was in Class I issues which amounted to only about 15% of the dollar value of issues during the last period.

(c) The quarterly average of 241 reimbursable documents forwarded to US Army Pacific showed a slight decrease when compared to previous periods.

(3) Reports of Survey.

During the reporting period, five Reports of Survey representing \$10,837 in losses or property damage were reviewed prior to forwarding to the installation commander, however, this was a decrease of \$9,012 in the survey action reviewed during this reporting period over the past period.

(4) Cost Reduction Program.

Project Smart LIP council has reviewed 33 ideas submitted during the reporting period. Ten of these have been converted to Beneficial Suggestions which may lead to Cost Reduction actions.

(5) Manpower Survey, April 1969.

A Manpower Survey was conducted during April 1969. The reduction of some spaces was recommended in certain areas. A reclamation is being prepared to include additional supporting justification to avoid the loss of these critical spaces.

C. Directorate for Administration.

(1) Personnel Assignment and Rotation.

LTC James H. Blankenship, OrdC departed for CONUS assignment on 19 Feb 69. LTC William C. Jones, AR, assumed duties as Deputy Depot Commander on 19 Mar 69.

(2) Awards and Decorations.

48 awards were processed during the period. (See inclosure 1)

(3) Strengths.

Strength at the beginning of report period (1 Feb 69) was 2187 Military, 40 DAC, and 860 LN. At the end of the period (30 Apr 69) was 1660 Military, 43 DAC, 919 LN.

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(4) Casualties: None.

(5) Reenlistment rates for the quarter were: Career RA, 100%; 1st Term RA, 20.7%; AUS, .53%. (See inclosure 2).

(6) Mail.

18,280 pieces of official mail were distributed. (See inclosure 3).

(7) Promotions.

219 were promoted in enlisted grades. (See inclosure 4).

(8) Courts Martial.

28 Special Courts and 8 Summary Courts were conducted. (See inclosure 5).

(9) Chaplain Activities.

(a) Religious Services. Weekly services continued to be available for the three Major Faiths and six denominational groups. Inquiry classes, Bible study/discussion sessions and choir opportunities also are available on a weekly basis.

(b) Character Guidance. Troop Command achieved 52% of PFD strength in class participation for the quarter. While below USARV goal of 70%, it is 4% above 1st Logistical Command average.

(c) Special Activities.

(1) Staff Chaplain monitored and assisted in filling 131 requisitions for ecclesiastical supplies.

(2) Six staff/liaison visits made with Long Binh Depot, Qui Nhon Depot, and 1st Logistical Command.

(3) Chaplain (CPT) Joel K. Wallace joined Chaplain Section replacing Chaplain (CPT) David Pierce, who was reassigned to 54th GS Grp.

(10) Visitors.

During the period 1 February 1969 through 30 April 1969, the Depot was host to fourteen distinguished visitors. (See inclosure 6).

D. Directorate for Supply and Transportation.

(1) Supply Operations and Changes within Unservicable Property Division.

(a) The Unservicable Property Division has engaged in 89 consecutive days of operation. During the period 1 February 1969 to 30 April 1969, the activity received 6494 short tons and shipped 10,442 short tons.

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(b) The CO&S Activity relocated to a new area that provided a water and electrical source which is essential to mission operations. The terrain provided a more favorable working environment for the sections.

(c) The 1st Logistical Command retrograde objective of 4,000 short tons for March 1969 was achieved; a total of 4,257 short tons was retrograded.

(2) Organizational Changes: The division did not undergo any significant organizational changes during this reporting period. However, detail SOP's were developed to provide guidance and direction to the various sections.

(3) Personnel: Two AMC civilians completed their six month TDY and returned to CONUS. These individuals worked with assigned military personnel in the packing and crating section.

(4) Training: On-the-job training is being provided to new arrivals in order that they may benefit from the experience of personnel who are scheduled to rotate to CONUS.

(5) Supply Operations and Changes within Quality Control Division.

(a) Project Broken Box: Approximately 1500 lots of supplies identified for reboxing during March and April.

(b) Project Condition: A forerunner to Project Broken Box, this project was phased out in February. Over 800 lots of supplies requiring some type of reboxing and/or repair were identified in February, to bring the total for this project to some 1300 lots.

(6) Organizational Changes: The division underwent a major reorganization in late February when one officer and all three of the assigned DAC's were organized into the Quality Assurance Office at Special Staff level, while the remainder of the organization continued as the Quality Control Division of S & T Directorate.

(7) Personnel: In addition to loss of the four persons above, the division lost two SSG E6 to DEHOS and currently has three enlisted 30 day losses. One MSG E8, one officer, and two LN clerks have been gained.

(8) Training:

(a) LN's--All five LN clerk - typists have received and are continuing to receive almost continuous schooling on a half-day basis. The goal of the division is to have every girl complete first and second level courses in both English and typing.

(b) Military--An OJT program is being established with written instruction in the form of SOP's, inspection checklists, and job descriptions all completed or near completion. Group study classes are planned for major areas of importance to all our personnel, and a "break-in" period is programmed for newly assigned personnel,

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whereby the person will spend a period of time working in all three branches, learning the general nature of all division operations. This program has yet to be tested due to nonavailability of newly assigned personnel.

(9) Supply Operations and Changes within Transportation Management Division.

(a) A substantial increase in convoy operations has been achieved in the last quarter. These convoys have carried the following quantities of material measured in short tons to the destination indicated below:

<u>Destination</u>	<u>Feb</u>	<u>Mar</u>	<u>Total</u>
Bao Loc	2337 S/T	2423 S/T	4760 S/T
Ban Me Thout	1545 S/T	2517 S/T	4062 S/T
Da Lat	613 S/T	1121 S/T	1734 S/T

(b) Additional convoys for Don Duong and Khan Doung have been initiated during and for the month of April 1969. Complete tonnage figures for these locations and the above cited destinations are not available for April 1969 at the time of submission of this report.

(c) The Conex Container Marshalling areas of this division have been consolidated in a central location on 18 Apr 69. A total of 560 Conex Containers are turned into the Central Conex Container Marshalling Yard from US Army Depot monthly. This centralization of Conex Container control has been a significant factor in improving the efficiency of this operation.

(d) "Operation Switch". It was initiated in April 1969. This operation consists of the transfer of critical material to ARVN forces.

(e) The Documentation Branch was reviewed by MACV and USARV Inspection Teams. The results of these inspections indicated a high degree of successful accomplishment over the past three months. It was noted that advance letters to Consignees sent by this command to the point of ultimate destination have resulted in over 60% reconciliation completions within the time frame prescribed by LC Reg 525-2. This is a 50% increase over the last quarter and is indicative that continuing emphasis in this area can achieve 100% reconciliation completion.

(f) The utilization of data processing equipment in the Shipping Planning Division has proved 100% efficient in monitoring & expediting outgoing USAD cargo. The system presently in effect requires less personnel to the maximum degree of their productivity

(10) Organizational Changes: It is anticipated that significant changes in the organizational structure of the Transportation Management Division will occur. The increasing utilization of local foreign nationals in all US Army

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Depots, Cam Ranh activities necessitates a re-evaluation of authorized strength. This will result in some reduction of the military personnel of this division and may provide an effective test of the true value of local foreign nationals in achieving the assigned mission of this division.

(11) Personnel: There has been a large turnover in personnel in the last quarter. The new personnel have grasped the complexities of their positions and are performing their assigned duties in an outstanding manner. This is indicated by the number of EM who have been promoted in the last quarter. MSG Raymond Thomas promoted to SSM, SSG Jerry Cook promoted to SFC. Twelve newly assigned personnel were promoted to SP/4. MSG John Colligan is on the list for promotion to SSM and SFC Jerry Skipper is on the list for promotion to MSG. The present personnel posture of this division indicates a high state of morale.

(12) Training: The Transportation Management Division has initiated a vigorous program of inter-office departmental cross training to achieve the following objectives: (a) More efficient manpower utilization, (b) Provide a reservoir of skilled specialists capable of assuming NCO responsibility, (c) Increase the value of the enlisted man to the service. Foreign nationals are receiving continuous English language training, typing and operational training of material handling equipment in order to provide a gradual transition of military personnel to local civilian personnel.

(13) Supply Operations and Changes within Storage Division.

(a) During the past quarter emphasis has been placed on developing workable management tools to increase the efficiency of storage operations under 3SVN. The resulting programs have provided a greater insight into problem areas and the actions required to correct them. These programs are:

(1) Production Control: Under this program standards for work load have been determined for each storage function so that manpower can now be applied to those operations with back logs, thus insuring full utilization of available manpower.

(2) 666 Receipt Processing Control: This program utilizes ADP to list and provide control of open receipts, thus enabling managers to easily pinpoint back logs. This program has improved receipt processing in this depot to the point where 85% of receipts are processed within 5 days.

(3) MRO: This program utilizes the same principle of applying ADP to operations to control MRO's open in storage. MRO processing has improved to 82% processed in 7 days.

(b) Mat Cat: Mat Cat Rewarehousing has continued throughout the quarter as of March 69 all receipts are warehoused by Mat Cat. The BY complex (20,000 locations) is now being rewarehoused. All other areas are being done by attrition.

(c) Cycle Inventory and Location Survey: Cyclic Inventory began another 100% Inventory in Feb 69. This will continue until July 69, at the end of this

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quarter it is approximately 50% complete. 340,000 locations were surveyed during the quarter. It was noted there is a strong relationship between location accuracy and inventory - ABF accuracy. A program is being developed to screen location and ABF transactions against both the ABF and the LST. The result of this program will be that no item can be on the Location Survey tape without a quantity on the ABF and no item on the ABF without a location. The program will except invalid transactions to be reconciled.

(14) Organizational Changes: None.

(15) Personnel:

	<u>Auth Strength</u>	<u>End of 2nd Qtr</u>	<u>End of 3d Qtr</u>	<u>90 Day Loss</u>
Officers	39	32	23	13
DA Civilians	27	17	19	11
Enlisted Men	797	646	638	300
Local Nat	547	205	312	0

Personnel shortages are now critical. Without adequate replacements being assigned soon enough to permit training by those they are replacing (Project Skill) the efficiency of storage operations will decrease. This is the most critical problem area in this division at this time.

(16) Training: LN and Replacement OJT training are being conducted with the use of Flow Charts developed in the past.

(17) Supply Operations and Changes within Stock Control Division.

(a) In the Customer Assistance Liaison Office, during this quarter, the first backorder reconciliation under the 3SVN system was initiated. This consisted of some 26,000 backorders for the many different depot customers. The cut-off date was established as 17 May 1969. Approximately eight liaison trips were conducted to the major depot customers to include those in the immediate area. Through these visits many different problems were discussed and possible solutions found. These liaison visits have definitely proven to be valuable to the customer as well as the depot. Due to the voluminous number of customer follow-up requests being submitted to the depot, a moratorium on follow-up was declared as they were affecting the timely processing of requisitions. As a result of this action, monthly status listings are sent to the individual customers informing them on the status of their requisitions.

(b) Stock Management Branch. The Document Control desk monitored approximately 40,000 exception cards and release denials during the period. These reflect the workload involved in the Sections to edit and correct data input to the ADP system and correct release denials. The Stock Management Branch Office received approximately 1,272 messages during the period. This reflects the volume of work in the Sections; furnishing higher echelons with stock information, inventories, acting on supply directives, furnishing requisition status and numerous supply control reports.

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(c) Construction Material Section: This section has experienced a large quantity of special inventories during this quarter. This is a time consuming function since most of the construction material is in large quantities. On numerous accounts, the AEF reflected a different figure than the actual inventory. This resulted in a representative from this office having to go to the Engineer Yard and physically count the items - Lumber, Plywood, Fencing, Concertina Wire, Steel and Asphalt which have been major items of concern for Support Command and USAICCV.

(d) Electronics Section: This depot has become the focal point for the receipt and issue of the AN/GRC 142 and the AN/SRC 163 Radios to include repair parts for the AN/GRC 142. The total cost of these units exceeds twenty two million dollars. As of this moment supply directives on these items are being issued by USAICCV, and distribution to the various units throughout Vietnam is being affected by this Depot. All signal items in the Vehicle Park (AN/GRC 142 and AN/GRC 163) will be released only on an MRO created by the computer. This was done to insure the posting to the computer of these items.

(e) General Materials Section: Material categories managed by this Section remain unchanged from last quarter. These include Mat Cat E (Industrial and General Supplies), M/C F (Clothing) and M/C R (Chemicals and Packaged Petroleum Products). An excess Section has been set up under the Stock Management Branch. It occupies the same office facilities as General Material and utilizes some of the same personnel, yet remains separate from the General Material Section. Incoming and outgoing correspondence is filed apart from General Material files and workload is differentiated between the two Sections. It is anticipated that two Sections will be completely separated in the near future.

(f) Ground Forces and Industrial Section: Stock replenishment into this depot of Industrial Gases Freon 12 and 22 has been accomplished. Prior to this period no stock was on hand for the purpose of repairing refrigeration and air-conditioning equipment. R/O's have been established and stock is on hand. Also dues-in have been established to satisfy depot customers demands.

(g) Firepower and Mobility Section: During the period of this report this Section provided support for Project's Switch I and II, to include inventory for availability, maintaining items in stock freeze until released by USAICCA and preparing documentation for shipment and furnishing lift data to USAICCV. This support was executed in an efficient and timely manner. A new and more detailed format for submission of the Vehicle Park Inventory Report was received from 1st Log Comd in February 1969. This report has been compiled, edited and submitted weekly. This format has meant an approximate 75% increase in manhours expended in preparation.

(h) Subsistence Branch: Subsistence has the responsibility of supplying all of the Support Command area with both perishable and non-perishable supplies. This office is also responsible for maintaining stock records and placing requisitions for the resupply of depot stocks.

(i) Document Processing Branch: Document Control Section has assumed the responsibility of the off-line processing of the Retrograde operation. This program utilizes the Univac 1005 Card Processor for creating the necessary shipment

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documentation (ARO/MRO). The Asset Balance File is updated with post-post documentation entered into the 3SVN system.

Coordination between Document Processing Branch, Director for Data Processing, and Quality Control has resulted in another off-line process for the transfer of unserviceable stocks to Unserviceable Property Branch. These MRO's are readily identified by the printed entry "H Condition" on the MRO. "H Condition" is not presently available for issue within the 3SVN system, therefore, stocks are also transferred on a post-post basis.

To facilitate necessary research of 401, 2-, and 29-type exceptions, as well as requisition edit, customer inquiries, and ABF Basic Record updates, Tech Edit Section has been furnished an additional 2 Recordak Micro-film readers. These machines have been invaluable in the required investigation of FSN data.

A systems change has reduced the manhours required to process MRD's (Material Release Denials). This change incorporates the use of a sequenced listing of individual FSN's which have been denied by Storage Division. Previously Tech Edit Section and Stock Management Branch were researching and annotating a "flimsy" copy of each MRD. This is a tedious task, since the "flimsy's" must be segregated by Material Category and any sequencing requires a manual operation. The Commodity Manager must then research these denials to determine if each is valid. Duplicative effort results, as approximately 40% of the denials are identical Federal Stock Numbers. Therefore, a step-by-step machine operation has been established that the singular FSN's are sequenced and listed for investigation. All "flimsy" copies are held in suspense by Chief, Stock Management Branch, thereby eliminating the possibility of loss.

As requested by the USAICCV, all requests for PEMA Principal Items are not entered into the Depot 3SVN system, but simply mailed to their center. This policy, however, leaves no trailer record on the Customer Status file. An AE1/BM status card is now created to insure accurate tape data.

(18) Organizational Changes:

(a) No organizational changes occurred during this reporting period.

(b) Stock Management Branch: No organizational changes occurred during this reporting period.

(c) Construction Material Section: With the initial phase of the 3SVN system, it was discovered that customers requisitions were not being processed properly and in some cases were receiving dues-out when large quantities of required items were on hand. This was due to the purpose/sub-purpose codes which the Construction Material Section has to preclude this from happening. All Engineer Customers were directed to submit their requests directly to this office. Here they are screened for authorization and completeness, and once it is determined the request is valid, the purpose/sub-purpose code is then entered on the request and then submitted to be run in the machine cycle.

Also the internal processing of Material Release Denials was included in the Section SOP to preclude ABF assets from being erroneously depleted. The SOP for

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processing MRD's has been made an integral part of the Construction Material Branch procedures.

(d) Electronics Section: There have been no organizational changes within the last three months.

(e) General Materials Section: Internal organization of the General Material Section remains unchanged from last quarter. Certain key personnel, however, do perform a dual role now that the Excess Section occupies the same office facilities as the General Material Section.

(f) Ground Forces and Industrial Section: No organizational changes occurred during the reporting period.

(g) Firepower and Mobility Section: This Section has undergone a general realignment concerning Mat Cat responsibility and reports preparation. Specific Mat Cats and Reports are now the responsibility of an assigned person and an alternate.

(h) Subsistence Branch: The organization of this Branch calls for an officer to head each Section, but due to the shortage of officers, this has been changed to 2 officers instead of 3. One officer is designated the Chief of Subsistence Branch and one as Assistant Chief.

(i) Document Processing Branch: During the month of April, the Document Processing Branch underwent extensive changes in its internal organization. These changes were deemed necessary for three reasons: One, to redistribute the workload more evenly; two, to streamline the flow of all documents through this Branch, thereby reducing errors of lost documents and, three, to more efficiently use the limited number of personnel which are available to us.

One of these changes was the addition of an I&A Section to deal with the mush-rooming problem of warehouse denials. Another was the deletion of Receiving and Mailing as a separate Section and its incorporation into the Tech Edit Section to better coordinate the flow of documents between our Section and then on to the customers.

(19) Personnel:

(a) Office of the Chief of Stock Control Division: In the Customer Assistance Liaison Office, Captain Anthony Exposito and Lieutenant Stanley Heard completed their tour in RVN. Both were awarded the Bronze Star Medal for meritorious service against a hostile enemy force. Lieutenant Michael L. Serizawa assumed the duties of the Chief of Customer Assistance. S/Sgt James Holmes left RVN to attend the Officer Candidate School at Fort Benning, Georgia.

(b) Stock Management Branch: Mr. George W. Whittington, GS-12, from USARPAC Material Management Agency, Fort Shafter, Hawaii, assumed the duties of Chief Stock Management Branch on 17 March 1969.

SP/4 Charles Morin was transferred from the Ground Forces and Industrial Section to the Branch office.

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(c) Construction Material Section: This Section lost one Lieutenant this quarter. Presently there are no officers or DAC's assigned to the section, therefore personnel have been given duties in addition to their normal duties. With the addition of two LN personnel who can be released to perform other duties within the Section.

(d) Electronics Section: Mr. Slaveski, former Chief of Electronics, has headed back to Philadelphia and Captain Bower has taken over. This leaves an opening for a GS-11 in the Section, especially noteworthy since Captain Bower will be leaving within the next three months. This Section will experience a 75% change-over in personnel within these next three months. We have recently experienced a manpower survey, and we should retain all our present positions.

(e) General Material Section: Personnel gains during the past three months are as follows: SFC Jarvis, SSG Moon (Excess Section), 1LT Stewart, SP/5 Levy (Excess Section), SP/5 Turner, SP/4 Hammonds, SP/4 Johnson and SP/4 Barnett.

Personnel losses during the past three months are as follows: GS-11 Egan, SFC Walker, SP/4 Johns (LSA) and SP/4 Filliard (LSA).

(f) Ground Forces and Industrial Section: SSG R. L. Brown was transferred to HHD Detachment Support Command and replaced by SFC A. Mazowiecki (Stock Control Supervisor).

SP/4 C.N. Morin was transferred to office of Chief, Stock Management Branch and replaced by SP/4 J. H. Jacobs.

(g) Firepower and Mobility Section: Captain James Barney arrived in February to replace 1LT William B. Stanley as Acting Chief of the Section. Lt. Stanley left in March 1969. SFC Raymond Sinclair arrived in January 1969 to replace SFC Roy Faulkner as the section NCOIC. SFC Faulkner left in February 1969. Two additional enlisted men, SP/4 Clyde Podmore and PFC Bruce Dombrowski arrived in March 1969 to take positions as Stock Control Specialists. Mr. Leonard S. Robb, DAC, GS-11 arrived in April 1969 to take the position of Section Chief.

(h) Subsistence Branch: This Branch is losing a number of personnel. Lt. Smith who has been Assistant Chief of Subsistence will leave in May. Also SSG Norman, NCOIC of Non-perishable Section leaves in May. SP/5 Omlar, requisition clerk, also leaves in May. SFC Miller will also leave in May, but will return after 30 days leave.

(i) Document Processing Branch: Our personnel problem, or rather, lack of personnel, is becoming more acute each day. For example, between May and the last of June we will lose exactly 50% of our work force. This oversight is compounded by the fact that we haven't received a replacement since November 1968. If replacements are not received in time to be trained by our outgoing personnel, then the efficiency of not only our Branch, but the entire Depot will suffer.

(20) Training:

(a) Office of the Chief of Stock Control Division: All personnel received instructions and training for 3SVN. OJT is being conducted on a continuing

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basis until all personnel are thoroughly proficient under 3SVN. Standing Operating Procedures were prepared and distributed to all personnel to be utilized as desk guides during the transition to the 3SVN system.

(b) Stock Management Branch: OJT is being conducted on a continuing basis until all personnel are thoroughly proficient in 3SVN operations.

(c) Construction Material Section: Personnel within this Section have been given instructions by qualified personnel on the 3SVN system. Also, all personnel are constantly cross-trained within the Section, in order to perform all functions of the Section.

(d) Electronics Section: Formal classroom training was conducted on 3SVN. Desk guides and SOP are being written to insure that all knowledge is not lost as personnel rotate and new personnel arrive.

(e) General Material Section: On the job training continues in an effort to familiarize all members of the Section in 3SVN procedures and to train replacements for specific commodity manager slots. Key personnel continue to attend formal classroom lectures on 3 SVN procedures whenever offered.

(f) Ground Forces and Industrial Section: There is continuous cross-training within the Section. Personnel are trained to be familiar with other than assigned Material Category item groups.

(g) Firepower and Mobility Section: Personnel of this Section are being cross-trained in order to perform capably in the absence of key persons. A Section SOP was written and its provisions are being complied with.

(h) Subsistence Branch: Presently all personnel in Subsistence Branch are going through a period of cross-training within their Sections. Also all E5 and higher are being cross-trained in both perishable and non-perishable operations.

(i) Document Processing Branch: A short refresher and replacement training course was given in the Stock Management Branch. The following personnel from Document Processing Branch attended: 1LT Ronald Boyce, SP/5 Jerome McAloon, SP/4 Ronald Meininger and SP/4 Gus Fernandez.

E. Directorate for Data Processing.

(1) Key personnel changes for period:

(a) Gains:

<u>NAME</u>	<u>RANK</u>	<u>POSITION</u>	<u>EFFECTIVE DATE</u>
Carter, Lutheran M. Jr.	MSG	NCOIC, Computer Br.	1 Mar 69

(b) Losses:

Pollock, Allan P.	1LT	Systems Engineering Div.	3 Mar 69
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(2) During this quarter emphasis was placed on the timely production of all 3SVN output. In February 21 daily cycles were run, in March 21 cycles were also run, and in April this total was raised to 27 daily cycles.

(3) A number of local ADP procedures were developed to supplement standard 3SVN. These included:

(a) A Stock Selector Procedure for control of Material Release Documents in float. ADP equipment is used to provide an automatic suspense.

(b) A Receipt Suspense procedure. This procedure also calls for the use of ADP equipment to provide an automatic suspense to insure that receipts are picked up on a timely basis.

(4) Much time and effort was devoted towards development of a locator system to support 3SVN. The locator system that has evolved during this quarter has the necessary controls built into it to insure a high degree of accuracy.

(5) Procedures were developed and implemented to use the UNIVAC 1005 ADP equipment for required data processing operations in connection with Project Count II. This saves a considerable amount of badly needed IBM 7010/1460 computer time.

(6) During this quarter the IBM 7010/1460 was used to 100% of capacity (24 hours a day, 7 days a week). In those cases where there was not enough US Army Depot, Cam Ranh work to keep the equipment busy, 1st Logistical Command made arrangements to do USAICCV work on the equipment.

F. Director of Services.

(1) During March and early April 1969, the MHE deadline rate was maintained below 5% due to the input of new equipment and a reduction in equipment use due to a shortage of drivers. However, the loss of twenty-eight (28) mechanics during the period with a gain of only four (4) mechanics has resulted in a deadline rate increase to 16% during the last part of April. This continuous depletion of trained personnel due to DEROS and a completely unreasonable replacement rate of these personnel seriously affects the accomplishment of the mission.

(2) The MHE Local National driver training program is operating at maximum capacity, but lack of Vietnamese male personnel prevents training in heavy forklifts categories. Due to many pregnancies among Vietnamese female operators and the necessity of releasing these women to prevent miscarriages, the net gain in Local National operators proceeds slowly.

(3) The critical lack of Vietnamese male personnel prevents expanding the Local National mechanic programs in MHE and CMP: availability of Vietnamese male personnel would eventually counteract the effect of serious US military mechanic losses.

(4) Construction of approximately two miles of fair weather road at the Property Disposal Facility, Cam Ranh North: material used for fill was decomposed granite taken from the borrow pit on the mainland side of My Ca Bridge. This type material produces a hard surface without using compaction equipment.

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(5) Construction of a hazardous Materials staging area: Construction of this area was necessary to provide a more or less isolated place for relocation of damaged containers of hazardous materials from main storage areas. The materials will be staged at this area until proper paperwork can be processed for their release from the depot and will then be disposed of.

(6) Construction of a washing point for unserviceable retrograde material at the Unserviceable Property Division Facility: This project included installation of supporting plumbing facilities.

(7) Rehabilitation of the main thoroughfare of the Open Shed Storage Area: This project involved hauling in 1100 cubic yards of gravel to prepare a serviceable and stable roadway.

G. Troop Command, USAD-CR.

(1) On 30 January 1969 Headquarters, US Army Support Command, Cam Ranh Bay, distributed a new ground defense plan which is a great improvement over the previous one, in that the entire Cam Ranh Bay area ground defense is a coordinated effort and under the control of one commander, (CO, USASUPCOM CRB). At the same time this command was assigned a new sector for defense against hostile forces. A coordinated effort was made by all elements of the command during the entire month of February to prepare new defensive positions as required. Crew served weapons emplacements, and individual emplacements were constructed over a 3,000 meter front. Also, a 3 strand concertina fence was installed along the entire perimeter. Coordination with all units concerned had to be made and new ground defense plans published.

(2) On 12 April 1969 the Security Guard Company with the exception of the 3rd platoon was placed under the control of the 191st Ordnance Battalion for all purposes.

(3) The 109th QM Co (AD) conducted six airdrops during this quarter, total weight amounted to 180,856 pounds, both CDS and LAPES systems were used. Supplies consisted of class I, IV and V. No airdrops have been conducted since 26 February 1969. During the month of March and April the 109th QM Co (AD) was asked to support (Phase I & II) "Operation Flying Flatcar" by furnishing the personnel, rigging equipment and technical assistance required to properly sling-rig sixteen flatcars for helilift by CH-54. These cars were located in the rail yard, village of Muong Man. All cars were moved to Phan Thiet and loaded on barges, then shipped to Nha Trang to be returned to service. This was a "First" for an operation of this type.

H. Quality Assurance, USAD-CR.

(1) Operations, Significant Activities.

(a) Verbal orders were received through channels on 23 Feb. 69 to restructure the Quality Assurance and Control activities along a different organizational alignment. On 24 Feb 69 more definite information was received and initial implementation actions were taken. By 28 Feb 69 when 1st Log msg 2686 directing the change was received, the basic planning action was completed with the Quality Control

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Division for Supply & Transportation; the Quality Assurance function was established as a staff office of the Depot Commander staff under the Command of Maj. Lois M. Steelman. The Quality Assurance Office was also assigned the Depot Inspector function as defined by Dept. of the Army Pamphlet 616-566.

(b) On 20 April Maj. Steelman was reassigned to the Directorate for Management, and LTC D. D. McConaghy became "Special Assistant to the Depot Commander" in addition to becoming Chief of Quality Assurance.

(c) On a daily basis the Quality Assurance Office is providing spot to spot, or occasion to occasion expert advise to other Depot elements, particularly the Quality Control Division. The office is also beginning to publish general operation guidance, i. e., Depot Reg. 742-1 is in final coordinated approved draft form. This regulation will act as the basic charter for Depot Quality Assurance operation.

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

A. Personnel.

(1) English Classes for Local Nationals.

(a) Observation: English Classes greatly increase the productivity of foreign national personnel in all areas and provide the foundation for further typing, key punch, and vehicle operation training.

(b) Evaluation: English and subsequent typing classes of foreign national personnel reduce the training period necessary for foreign national personnel to reach maximum productivity in administrative positions.

(c) Recommendation: English classes be continued and be made mandatory for all foreign national personnel engaged in administrative positions. Typing classes be mandatory for all foreign national personnel finishing in the top third of the English classes.

B. Operations.

(1) Control of Documents.

(a) Observation: The control of documents was a very serious problem.

(b) Evaluation: The loss and misrouting of MRO's was seriously detracting from customer satisfaction and timely fill of requisitions.

(c) Recommendation: By placing strict supervisor controls on these documents this problem was eliminated.

(2) Posting of MRO's to the computer.

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(a) Observation: Sections were experiencing difficulty in insuring that the MRE's were posted to the computer.

(b) Evaluation: Material Release Expedite (MRE) documents required manual record keeping and after the fact posting of issues to the computer. It could also involve processing a pick-up adjustment or receipt to the computer and the documentation of the issue. There is too much danger of this type transaction being forgotten about.

(c) Recommendation: A procedure and directives were published for all personnel providing instructions that MRE documents will be used for emergency issue only and must be approved by the Chief, Stock Control Division or the Director of S&T.

(3) 3SVN Listings

(a) Observation: Utilization of 3SVN Listings.

(b) Evaluation: Numerous listings, in Material Category break-out are distributed to the various Sections. General Material Section has found it useful for each of its commodity managers to maintain an updated listing in Julian date sequence of daily transaction registers and daily exception listings.

(c) Recommendation: This procedure allows the commodity manager to readily obtain information on any requisition by checking the exception listings to see if the requisition was referred to him and then checking the daily transaction register to see what action was taken on the requisition. This eliminates time consuming trips to data processing to consult listings maintained there.

C. Training

(1) Cross Training of Personnel.

(a) Observation: A continuous program of cross training of all personnel substantially eliminates personnel shortage problems.

(b) Evaluation: The cross training of all personnel in as many jobs as possible reduces the loss felt by personnel on detail, TDY, leave and critical MOS shortages. This cross training increases all personnel's knowledge of the mission of this division, provides a reservoir of skills for utilization where shortages exist and increases the value of personnel to the service.

(c) Recommendation: A vigorous program of cross training of all personnel be continuously maintained.

(2) Attendance at Training Sessions.

(a) Observation: Low attendance rate of personnel of this command attending training sessions.

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(b) Evaluation: At the present time the mandatory training classes are scheduled during the duty hours on two different dates in order to allow the Directorates to split their personnel for the purpose of attending training to prevent operations from ceasing in any area. Due to work load and a shortage of personnel the attendance at training is below the desired requirement.

(c) Recommendations: That all mandatory training be scheduled during the evening hours for personnel that work the day shift and during the morning hours for all personnel working the night shift.

D. Intelligence: None.

E. Logistics.

(1) Use of Sealand Vans.

(a) Observation: Sealand Vans were utilized to retrograde 3/4 trucks and small trailers to Okinawa.

(b) Evaluation: Shipping end items by Sealand eliminated using organic transportation to move the items to the pier, which is a time-consuming function.

(c) Recommendation: That Sealand provide Sealands for retrograde shipments to Okinawa.

(2) Central Staging of Vehicles.

(a) Observation: Central staging of Convoy vehicles can save time and increase efficiency of convoy operations.

(b) Evaluation: The central staging of all vehicles utilized in convoys outbound from Cam Ranh Bay eliminates excessive administrative burdens in coordinating USAD loading areas with Transportation Command Convoy Control and contributes to a more efficient convoy operation.

(c) Recommendation: The present policy of centralized staging of convoy vehicles be continued.

(3) Handling Cement Cargo Shipments.

(a) Observation: In order to fulfill delivery of cement cargoes by the requirements of the delivery date seventy-two hours notice to Class IV must be given by the carrier through the Transportation Management Division prior to shipment.

(b) Evaluation: Seventy-two hours notice of cement cargo shipments is necessary for Class IV to load, block, and brace this commodity to prevent cargo damage enroute. Cement cargoes not properly braced and blocked are highly susceptible to extensive damage enroute due to rough roads and the cement paper packaging.

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(c) Recommendation: Transportation Management Division be notified at least seventy-two hours in advance of all pending cement cargo shipments.

entralization of CONEX Container Activities.

(a) Observation: A centralized area for all Conex Container storage, decontamination processing and inbound and outbound shipping is necessary for efficient operation.

(b) Evaluation: Centralization of all Conex Container activities saves time in decontamination processing, staging for retrograde shipping and eliminates excessive administrative burdens in maintaining accurate reports.

(c) Recommendation: The Present Centralized Conex Container storage policy be continued.

(5) Reconciliation of Complete Cargo Shipment.

(a) Observation: The return of a receipted master copy of TCMD from the ultimate consignee provides 100% reconciliation for the complete cargo shipment and eliminates the necessity to reconcile the shipment with multiple feeder copies to the point of first destination. This saves time and accomplishes all documentation missions set forth by Department of Defense MILSTAMP regulations and pertinent directives of higher headquarters.

(b) Evaluation: The sending of TCMD master copies to the ultimate consignee for receipt and return to USAD increases the reconciliation of all cargo shipments from USAD to the ultimate consignee.

(c) Recommendation: The present policy of sending a cover letter with master booking copies of the TCMD to the ultimate consignee be continued..

(6) Issuance of Rations.

(a) Observation: The cost of rations supplied to Korean Forces appeared excessive.

(b) Evaluation: In the past it was observed that the cost of rations supplied to Korean Forces was exceeding the figure allotted. This situation required a constant check on all Korean requisitions to insure that they were issued only the authorized quantities. Even though this procedure lowered the cost of rations, there was still an excess existing. It was discovered that the over issues were occurring in the non-perishable items. This was due to the fact that as a depot facility, we only issued in pallet lots which in many instances is more than authorized. Therefore the non-perishable support of the Korean Forces has been transferred from depot to a ration breakdown facility.

(c) Recommendation: This situation shows the importance of the depot acting only in the area of wholesale supplies. It is not feasible for a depot to attempt to function as a ration breakdown point or retail supplier of subsistence items. To insure no further over issues, the depots should limit themselves to only

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supplies for the large ration breakdown facilities and have these facilities handle
the smaller customers.

F. Organization: None.

G. Other: None.



R. M. HERMANN
COL, QMC
Commanding

TEL: CR 2008

- 6 Inclosures wd HQ, DA
- ~~1. Awards and Decorations~~
 - ~~2. Reenlistment Rates~~
 - ~~3. Mail & Distribution~~
 - ~~4. Enlisted Promotions~~
 - ~~5. Courts Martial~~
 - ~~6. Distinguished Visitors~~

AVCA CRB-GO-0 (5 May 69) 1st Ind

SUBJECT: Operational Report of US Army Depot for the Period Ending 30 April
1969 RCS CSFOR-65 (R1)

DA, Headquarters, US Army Support Command, Cam Ranh Bay, APO 96312 22 May 1969

TO: Commanding General, 1st Logistical Command, ATTN: AVCA GO-0, APO 96384

This headquarters concurs with the Operational Report of US Army Depot with the following exceptions:

1. Reference Section I, paragraph A. (2) Nonconcur: The Security Guard Company minus the third platoon, was attached, not assigned to the 191st Ordnance Battalion on 1 Nov 1968 by General Order 194, paragraph 1 dated 5 Nov 68 as amended by General Order 81, paragraph 1 dated 12 April 1969.
2. Reference Section I, paragraph C. (3) Nonconcur: Military strength at the beginning and end of the period reported is incorrect. Correct military strength is; 1 Feb 69-2136, 30 April 69-1922. These correct figures were confirmed by reporting unit.
3. Reference Section I, paragraph F. (1) Concur: Although the Depots loss of mechanics exceeded replacement gains by a wide margin during the reporting period, the Depot had 89% of its authorized mechanics on 30 April 1969. Commensurate with the replacement assets available in the future, the Depot will continue to receive its proportionate share of mechanics.
4. Reference Section II, paragraph E. (1) Nonconcur: The cost of utilizing Sealand Vans to transport retrograde vehicles is a waste of resources. It is also policy of TMA that no Sealand Vans be utilized for retrograding vehicles.

FOR THE COMMANDER:



CF: US Army Depot

AVCA GO-MH (5 May 69) 2nd Ind
SUBJECT: Operational Report-Lessons Learned of the US Army Depot, Cam
Ranh Bay for period Ending 30 April 1969 RCS CSFOR-65. (U)

DA, Headquarters, 1st Logistical Command, APO 96384

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

1. The Operational Report-Lessons Learned submitted by Headquarters, US Army Depot, Cam Ranh Bay for the quarterly period ending 30 April 1969 is forwarded.

2. Pertinent comments follow:

a. Reference item concerning English Classes for Local Nationals, page 15, paragraph 2A(1). Additional classes taught by professional instructors are available at Cam Ranh Bay as a result of a pilot program conducted by the Central Training Institute. Typing classes should be held for only those personnel having aptitude for this skill as determined by a qualified instructor.

b. Reference item concerning Posting of MROs to the Computer, page 15, paragraph 2B (2). CONCUR: The control of documents in post post situations is an internal problem. Therefore, positive controls must be established. The action taken in this case appears to be adequate and should eliminate documents not being posted to the computer.

c. Reference item concerning 3SVN Listings, page 16, paragraph 2B (3). CONCUR: This is a good example of making maximum use of computer listings for management purpose.

d. Reference item concerning Cross Training of Personnel, page 16, paragraph 2C (1). CONCUR: This is in consonance with directives from this headquarters contained in LC Reg 350-1 and Project SKILLS I.

e. Reference item concerning Attendance at Training Sessions, page 16, paragraph 2C (2). Noted, this matter to be decided by the commander taking into consideration pertinent local conditions.

f. Reference item concerning Use of Sealand Vans, page 17, paragraph 2E (1). NONCONCUR on using Sealand Vans for retrograde of vehicles. However, Sealand should be used to the maximum extent possible for retrograde of container compatible cargo. The only time Sea-Land vans can be used for retrograde to Okinawa is when C2 Sea-Land intra coastal shuttle vessels are returned to CONUS via Okinawa. (The C2 vessels are self sustaining).

g. Reference item concerning Issuance of Rations, page 18, paragraph 2E (6). CONCUR. Evaluation and recommendation as written is in compliance with directions from this headquarters.

24 JUN 1969

AVCA GO-MH (5 May 69) 2nd Ind

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3. Concur with the basic report as modified by this and previous indorse-
ments. The report is considered adequate.

FOR THE COMMANDER:

TEL: LBN 4839

o Incl
nc

CF:
USASUPCOM CRB
USAD CRB


C. D. STAFFORD
Maj, AGC
Asst Adjutant General

AVHGC-DST (5 May 1969) 3d Ind

SUBJECT: Operational Report of the US Army Depot, Cam Ranh, for Period
Ending 30 April 1969, RCS CSFOR-65 (R1)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 25 JUL 1969

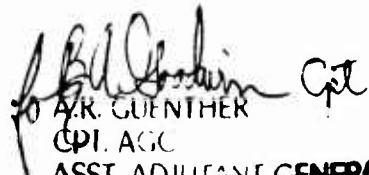
TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,
APO 96558

This headquarters has reviewed the Operational Report-Lessons Learned
for the quarterly period ending 30 April 1969 from Headquarters US Army
Depot Cam Ranh and concurs with the report as indorsed.

FOR THE COMMANDER:

o Incl
nc

Cy furn:
US Army Depot, Cam Ranh
1st Log Comd


A.K. GUENTHER
CPT, AGC
ASST. ADJUTANT GENERAL

GPOP-DT (5 May 69) 4th Ind
SUBJECT: Operational Report of HQ, US Army Depot, Cam Ranh
for Period Ending 30 April 1969, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 12 AUG 69

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

This headquarters has evaluated subject report and forward-
ing indorsements and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:

6 Incl
nc



C. L. SHORTT
CPT, AGC
Asst AG

UNCLASSIFIED

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DOCUMENT CONTROL DATA - R & D		
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