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AUTHORITY

AGO D/A ltr, 29 Apr 1980

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

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IN REPLY REFER TO

AGDA (M) (20 Nov 70) FOR OT UT 702195

27 November 1970

SUBJECT: Operational Report - Lessons Learned, Headquarters, 4th Transportation Command for Period Ending 30 April 1970

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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:

VERNE L. BOWERS
Major General, USA
Acting The Adjutant General

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DEPARTMENT OF THE ARMY
Headquarters, 4th Transportation Command (Tml C)
APO San Francisco 96243

AVCA SGN TC GCFT

15 May 1970

SUBJECT: Operational Report of the 4th Transportation Command for Period
Ending 30 April 1970 RCS CSFOR-65 (R2)

THRU: Commanding Officer
US Army Support Command, Saigon
ATTN: AVCA SGN GO MH
APO 96491

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

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

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

1. Section 1. Significant Activities:

a. Advancements in the automated Cargo Management System: During the period February through April 1970 considerable progress was made with regard to improvements and expansion of the automated Cargo Management System being implemented in the command. These are as follows:

(1) Improvements in the content and use of documents.

(a) Vessel Outturn Report: The Vessel Outturn Report was revised during the reporting period. The report now more closely parallels the actual DD Form 470C in format and information contained thereon. Programing is continuing towards producing an actual final Outturn Report.

(b) Vessel Forecast: The computer generated Vessel Forecast was revised to furnish more detailed information for management purposes. An abbreviated description of the cargo on the vessel was added, and the report expanded to include vessel arrival status on all deep draft ports in Vietnam.

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(c) Consignee Mailing Address File: A tape file by Unit Identifier Code and Activity Address Code was created to pre-print in-the-clear, address mailing labels for documentation mailed to consignees.

(d) Export Cargo Status Recapitulation: An Export Cargo Status Recap has been added to the Export Cargo Status Report. This recap summarizes the cargo by FOD, commodity category; number of pieces and tonnage of all cargo in port not booked; all cargo booked to a vessel and its voyage document number; and the total cargo in port.

(2) New reports added to the system:

(a) Closed Loop Lift Reports: A bi-monthly Closed Loop List Report was developed. This report provides a listing of export cargo in Project Code and FSN sequence.

(b) Port Inventory Report: A Port Inventory Report, which can be produced as required, was developed. This report lists all cargo that has been discharged but has not cleared the terminal. The report is used by Cargo Accounting and Terminal Operations personnel to account for cargo still located in the port.

(c) Cargo Load List: A retrograde Cargo Load List is being produced for each export vessel. The report lists booked cargo by TCN, cargo description and location. The report can be sequenced by TCN and consignee within the POD. The Cargo Load List is used by Terminal Cargo Plans personnel to insure that booked cargo is in port, to produce prestow plans, and to locate and load cargo.

(d) Pre-printed Tallies. A pre-printed Load Tally is now produced for each export vessel. It is sequenced by TCN and is used by the loading site personnel to tally cargo as it is loaded aboard the vessel.

b. Monthly Piaster Expenditures: Average monthly piaster expenditures were down approximately \$310,000 from last quarter due to a reduction in the Local National payroll and lower stevedore contract payments. Stevedore payments were down as a result of lower tonnage handled.

c. Status of Funds - Contract Stevedores: The 4th TC has committed only 47% of the funds originally available for its stevedore contracts through the first nine months of FY 70. It is estimated that there will be unused funds in excess of \$4,500,000 for the contracts of Saigon Port, due to the reduced scope of work. Action is being taken to turn back funds for use elsewhere.

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d. Civilian Personnel: The current number of civilian personnel authorized and employed is as follows:

(1) DA Civilians:

(a) Authorized: 8

(b) Recruiting Authority 0

(c) Assigned: 7

(2) Local Nationals:

(a) Authorized: 943

(b) Assigned: 926

Due to Vietnamization of Saigon Port, the authorized strength of this command has dropped from 1750 to 943 as of 15 March 1970.

e. Pilferage of cargo remained at a relatively low level during the reporting period, but was slightly higher than the previous quarter. This period, the total reported pilferage was \$8,716.22 for both Newport and Saigon compared to \$8,518.68 for the quarter ending in January 1970. The total value through pilferage may appear high; however, in comparison to the millions of dollars of cargo handled by the ports of this command, the amount is considered minor.

f. On 15 April 1970, HHC, 4th Transportation Command started to relocate from Camp Davies, Saigon to Tanker Valley, Long Binh Post. The move was completed on 25 April 1970. On 29 April 1970, Camp Davies was officially transferred to ARVN. Prior to the ceremony many hours of planning and inventory of facilities transpired. On 27 and 28 April, a combined team consisting of ARVN and PA&E personnel inspected each building and prepared DD 1354's for each structure.

g. The following buildings and trailers are in the process of relocation from Camp Davies:

<u>BUILDING #</u>	<u>USE</u>	<u>NEW LOCATION</u>
5929	Warehouse	Long Thanh
5824	Mess Hall	Long Binh
5825	Mess Hall	Long Binh

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5826	EM Theater	Long Binh
5827	EM Club	Long Binh
5829	Motor Pool	Cat Lai
Trl #1242246	Billets	Long Binh
Trl #1271924	Billets	Long Binh

h. As of 30 April 1970, the 4th Transportation Command was at 87.6 per cent of its authorized strength. This represents 89.3 per cent of authorized officers, 86.0 per cent of authorized warrant officers, and 87.5 per cent authorized enlisted personnel. The Port Security Company (Provisional) was formed from spaces within the command's existing resources.

i. R&R. The command has been utilizing the R&R program effectively. Of the 354 applications approved for the period, only 5 were reported as "No Shows". This represents 98% utilization. The level of participation remains high, indicating the continued command emphasis.

j. Extensions of Foreign Service Tours. There were 359 individuals who extended their FST during the reporting period. The majority of the extensions submitted are for a short period of time to allow the individuals to become eligible for the early out program.

k. PM Activities. Military Police support at Saigon Port was reduced on 28 February 1970. The military police were replaced by members of the 4th Trans Comd Port Security Company (Provisional), which was established on 15 February 1970. The military police unit will continue to provide escorts for Saigon Port cargo and will conduct investigations of pilferage and larcencies.

l. Hometown Release Program. During the months of February, March and April, the command's Hometown News Release Program output declined from the previous reporting period. Reasons were a decrease in promotions, awards and a marked decrease in incoming personnel. Steps have been taken to include regular visits to the units to help clarify all aspects of the program and to help return it to its previous high.

m. Command Public Information. The command's Public Information and Outside Release Program continues effective publicity of the units activities. Outside releases have gained headline roles in the 1st Logistical Command "Review", and the Saigon Support Command's "Hi-Lite" newspapers. Story material is being provided to the editors of "Hi-Lite" and the MACV Information Office. The command newspaper, "Ship N Shore" includes sports articles,

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feature stories, picture features, and command information topics. Articles are actively solicited from members of the command to provide well rounded and vital coverage.

n. Close coordination with the Inturn, Outturn Branch, Cargo Accounting Division, has enabled a more accurate and closer check of Cost Commodity Tonnage reports thereby finding many errors which were undetected previously.

o. Vietnamization Program. (1) Significant progress was made in the Vietnamization Program conducted by the 4th Transportation Command. Five ARVN trainees participating in "Project Buddy" training at the Marine Maintenance Activity, Vietnam, Detachment #4, Saigon, were presented Certificates of Completion of Training on 2 March 1970, completing four months of on-the-job training in marine engine repair and the operation of a shop van.

(2) On 15 March 1970, one hundred twenty-six members of the ARVN 305th Heavy Boat Group completed a four month period of on-the-job training in LCU operations. ARVN TO&E crews were trained aboard vessels of the 5th and 329th Transportation Companies (Heavy Boat) under the supervision of US personnel while performing missions assigned by the 4th Transportation Command within the III and IV Corps Tactical Zones. A ceremony was held on 6 April 1970 at Headquarters, 159th Transportation Battalion, Cat Lai, honoring the completion of this "Project Buddy" training. Two LCUs and one J-boat were transferred to ARVN in this ceremony under the terms of the "ARVN Modernization and Improvement Program." Colonel Silvestri presented certificates of completion of training to the Commanding Officer, 305th Heavy Boat Group, and the US colors were lowered aboard the LCU 1588 symbolizing fulfillment of the 4th Transportation Command's role in vessel transfer under "Project SWITCH 329".

(3) On 6 April 1970, twenty-one ARVN personnel began training in engine rebuild, technical supply, and hull repair aboard the Floating Maintenance Shop located at Cat Lai. Marine Maintenance Activity Vietnam, Detachment #2, is conducting this four month course in marine maintenance to improve ARVN capability to maintain its expanding marine fleet.

(4) On 27 April 1970, eleven ARVN trainees completed six months of training in tugboat operations and maintenance. Training certificates were presented to two tugboat masters and nine engineers, marking a major step in readying ARVN to assume the responsibility for operation of Saigon Port.

p. The Headquarters, 11th Transportation Battalion and the 125th Transportation Command (Terminal) were deactivated. Equipment was turned in under Keystone Bluejay Procedures. Disposal of equipment under these procedures insured a rapid turn in.

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q. The Port Security Company (Provisional) was activated with personnel and equipment supplied from resources of this command.

r. Project A-017/06. Area Paving, 180,000 square yards at Newport commenced 24 Nov 69 and was completed 15 Feb 70. This \$24,021,790 project was initiated and constructed in support of retrograde operations. The paving consisted of two types. The asphaltic paving was laid in open storage areas used for staging of general cargo and wheeled vehicles. An 8" crushed rock base was laid in open storage areas used for track vehicles and retrograde type cargo. All roads surrounding the paved areas were paved with asphaltic material and ramps and shoulders were constructed. A complete drainage system was incorporated into the project.

s. Project A-017/05. Retrograde Wash Facility at Newport commenced on 14 Nov 69. This \$28,000 project was constructed in support of retrograde operations, providing facilities for a final rinse needed to prepare retrograde vehicles for loading aboard ships in compliance with US Department of Agriculture Standards. This facility was completed and made fully operational 20 Feb 70.

t. Project S-063/17. Installation of a 600KW Power Plant at Cat Lai commenced on 9 Jan 70 and was completed 15 Mar 70. This \$198,000 project was initiated to provide increased personnel facilities at Cat Lai after it had been designated a long term installation.

u. Project S-063/14. Installation of a 4,800 linear foot, \$14,800, Electrical Distribution System at Cat Lai commenced on 19 Jan 70. This project was completed on 5 Mar 70 providing the distribution system for the new 600KW Generator Plant being constructed.

v. The highlights of the chaplains activities during the Easter season was the Laymens Ecumenical Sunrise Service held at Camp Davies on 29 March 1970. The Commanding Officer, 4th Transportation Command, Colonel Silvestri delivered the sermon to a large audience. Music was provided by a combined choir.

w. Roadside Spot Check Inspections were utilized extensively to check standards of maintenance on wheeled vehicles and MHE. Motor vehicles deadline rates remained steady with a low of 7%. MHE deadline rates remained steady around the 10% mark. Low availability of repair parts for MHE continues to be a concern of the Command.

x. Turnaround time. During the reporting period, 4th Transportation Command ports experienced the following turnaround times for deep draft vessels:

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(1) Newport Army Terminal:

- (a) 113 ships worked.
- (b) 2.4 average number of days working.
- (c) 0.8 average number of days waiting.

(2) Saigon Army Terminal.

- (a) 52 ships worked.
- (b) 2.2 average number of days working.
- (c) 0.8 average number of days waiting.
- (d) 0.2 average number of days in hold.

(3) Cat Lai Army Terminal:

- (a) 30 ships worked.
- (b) 6.9 average number of days working.
- (c) 0.5 average number of days waiting.
- (d) 0.1 average number of days in hold.

(4) Vung Tau Army Terminal:

- (a) 32 ships worked.
- (b) 2.9 average number of days working.
- (c) 0.4 average number of days waiting.

(5) It is significant to note that working time in Saigon Port has not risen at all over the previous quarter despite the almost complete turnover of the port to ARVN. However, the more complicated berthing problems of ships with US, ARVN, and USAID cargo has created considerable congestion at Newport and Saigon and has resulted in considerably higher average days waiting at both terminals. Conversely, at Cat Lai the average waiting time for ammunition ships dropped from 2.3 days to 0.5 days and hold time from an average of 2.6 days per ship to 0.1 days per ship.

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y. The LCU line haul schedule from Newport to Binh Thuy has been reduced by one day each way. This had resulted in better utilization of LCU's, as well as more responsive cargo delivery. Originally, 48 hours were allowed at both terminals for loading and discharge, however, 24 hours were actually required. The roundtrip from Newport to Binh Thuy and back now takes three days.

z. The barge operation at Ben Soi was discontinued in February due to the construction of a new site at Ap Phu Ninh. A scheduled delivery system has been established and one 65' tug has been committed to the continuing shuttle of general cargo barges from Newport to Ap Phu Ninh.

aa. Despite the turnover of Saigon Port to ARVN, the port continued to maintain tonnage levels comparable to other quarters during the past year. Vietnamization of Saigon Port is the largest transportation responsibility accepted by ARVN. Despite the problems that are necessarily encountered in this over-sized training project, the performance of the Saigon Transportation Terminal Command in operating the M&M area has been excellent. The 71st Transportation Battalion has been tasked to provide personnel and material to assist in this vital aspect of Vietnamization.

bb. The relocation of the 4th TC units from Vung Tau has continued throughout the reporting period. Presently only those personnel assigned to the 511th Transportation Detachment remain. For this reason the 159th Battalion deserves special praise for maintaining tonnage levels comparable with previous quarters of the past year. Because of the excessive congestion of ships at Cape St Jacques during the TET holidays, and the more recent congestion of ammunition ships for Cat Lai, Vung Tau had to be used as a "safety valve" discharge point for both general cargo and ammunition ships.

cc. The low level of reefer vessel arrivals that began last quarter continued during the present reporting period. Only two reefer vessels berthed during February with a total of 4575 S/T of chill and freeze cargo. In March one vessel discharged 1387 S/T. In April, one complete refrigerated vessel and two with partial refrigerated loads discharged 3534 S/T. This is, in marked contrast, for example, to November 1969 when 6576 S/T were discharged from three vessels. This slack is being taken up by Sealand Container vessels, the Beauregard and the Raphael Semmes, by alternating intra-Vietnam runs to Newport. Refrigerated, as well as other cargo is being switched to Sealand whenever practical for economical reasons and to reduce pilferage.

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SECTION 2

COMMANDERS' OBSERVATIONS, EVALUATIONS AND RECOMMENDATIONS:

a. Personnel:

1. Personnel Replacement with Disciplinary Records.
2. Appointment of Unqualified Personnel as Contracting Officers Representatives.
3. Y-Tanker Crews.
4. Publication of Orders (PERMCAAP).

b. Intelligence: None

c. Operations:

1. Poor Quality of Shipyard Repairs.
2. Water Safety in Watercraft Operations.
3. Vehicle Availability at ARVN River Barge Sites.
4. Tug Shortages.

d. Organization: None

e. Training: None

f. Logistics: None

g. Communications: None

h. Material: None

i. Other: Reimbursable Billings.

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2. Section 2, Lessons Learned: Commanders' Observation, Evaluation and Recommendations.

a. Personnel:

(1) ITEM: Personnel Replacements with Disciplinary Records:

(a) OBSERVATION: This command receives replacements starting new tours in Vietnam who have previously served in the command and had been denied extensions of the prior foreign service tour because of poor disciplinary records. In many cases they are back in less than 30 days from the date of departure. This is especially serious in those cases where the man has been guilty of currency violations and drug abuse.

(b) EVALUATIONS: This is possible because there is no entry in the member's records to indicate that further service in Vietnam is not in the best interest of the Army. Upon disapproval of a request for extension the member is notified and returned to CONUS. There is no entry in the 201 file and OPO is not notified. Upon arrival in CONUS, the member volunteers for another tour, which is approved and he is returned to Vietnam. Arriving in-country as a second tour volunteer, the member requests to return to his old outfit and is right back in the area where the disciplinary problem took place.

(c) RECOMMENDATION: Procedures be established requiring an entry on the DA Form 20 barring further service in Vietnam on personnel whose request for extension of foreign service tour has been disapproved, and that these personnel be reported to Department of the Army to preclude their early return.

(2) ITEM: Appointment of unqualified personnel as Contracting Officers Representatives:

(a) OBSERVATION: The contract administration functions were previously centralized at 4th TC headquarters level. As a result two company grade officers had the responsibility to administer contracts at the operating level which caused a void in proper administration since neither had first hand knowledge of this area.

(b) EVALUATIONS: To correct this situation, it was decided that all Contracting Officer Representatives (COR's) would be field grade officers. Battalion Commanders, operating water terminals, were appointed as CO's for stevedore contracts servicing the terminal under their respective commands. The Assistant G-3 was appointed as the COR for all tug contracts. In the marine maintenance area the ACoFS, G4 was appointed as the COR for ship repair contracts. In this manner, the most experienced and knowledgeable personnel available became in fact contract managers.

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(c) RECOMMENDATION: That CONUS Service Schools review administration courses of instruction to provide each officer graduating from advance courses a working knowledge in this area.

(3) ITEM: Y-Tanker Crews:

(a) OBSERVATION: This command is tasked with the responsibility of providing qualified crews for each Y-Tanker not in annual overhaul shipyard status. Vessels in a shipyard status for repairs other than scheduled overhaul must be staffed with adequate crews.

(b) EVALUATION: Since 1 Jan 70, Y-Tankers have accumulated a total of 66 days in the shipyard for emergency repairs. The number of man/days lost in staffing vessels in shipyards places a severe drain on vessel operations manpower resources. This command currently has five Y-Tankers assigned: Two of which are in the shipyard for annual overhaul and two of which are in the shipyard for emergency repairs. The one remaining Y-Tanker is operational. This requires the staffing of three vessels. This command is authorized personnel for two vessels. During the past fifteen months, the availability rate of Y-Tankers has been 38%. Critical personnel shortages in addition to the low availability rate of Y-Tankers makes it uneconomical to continue staffing deadlined vessels.

(c) RECOMMENDATION: That crews be removed from Y-Tankers in shipyard status for emergency repairs when the time forecast for completion of the repairs is 30 or more days.

(4) ITEM: Publication of Orders (PERMCAP).

(a) OBSERVATION: On 25 September 1969, this headquarters was placed under the PERMCAP system of orders publications. This withdrew the authority for this command to publish orders pertaining to promotion, intra-command reassignments, and other transactions affecting the morning report accountability of personnel and consolidated orders publications at Personnel Service Center.

(b) EVALUATION: This consolidation has greatly increased the response time in the preparation of orders and resulted in numerous instances of lost requests, caused mainly by the great volume being processed by one unit. For example, an officer moved to a company on an urgent basis to assume command. When the orders were published, the EDCSA was five days after the assumption of command order. Delays in publication of enlisted promotions adversely affect morale, even though no money or seniority are lost. The assigned strength of units reflected on the daily morning report does not accurately reflect the true strength, since the number of personnel attached pending receipt of orders is not included. The problem is more acute in this command due to the distance between the headquarters and the PSC. Communications are also not always reliable.

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(c) RECOMMENDATION: That headquarters located a considerable distance from the servicing Personnel Service Center be authorized to publish Special Orders.

b. Intelligence: None

c. Operations:

(1) ITEM: Poor Quality of Shipyard Repairs.

(a) OBSERVATIONS: Many vessels are returning from out-of-country overhaul with serious deficiencies.

(b) EVALUATION: Vessels return in such condition that major items of equipment are inoperative. In many cases, the vessel either cannot perform its mission at all, or is extremely hazardous to operate. The following are some specific examples of deficiencies.

1. The FMS 789 was overhauled at the Kepple Shipyard, Singapore. Upon arrival in Saigon, the following equipment was inoperative:

a. Monorail crane in the engine rebuild shop.

b. Metal roller gear train.

c. Vertical turret mill.

d. #1 main refrigerator compressor.

e. 3½ ton hydraulic press.

2. The LT-1957 was overhauled at Eagle Engineering Company, Shipyard, Singapore. Upon its return, the following deficiencies were noted.

a. Fresh water tanks unsanitary.

b. Main engine would not reverse.

c. Fire pump casing leaking.

d. Inoperative relief valve on fire main.

e. Inoperative rheostat on #1 generator.

3. The LCU-1554 was overhauled at Luzon Stevedoring Corporation Shipyard, Manila. Upon its return, the following deficiencies were found.

a. All ventilation blowers were missing.

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- b. Fuel oil purifier inoperative.
- c. Galley refrigerator inoperative.
- d. Motor mounts on port generator loose.
- e. Battery charging circuit shorted.
- f. Radar not installed. This unit was still lying on the deck.
- g. Main engine overheated at speeds over 1500 RPMs.

4. Both the Y-73 and Y-100 had new generators installed, the Y-73 at Atlantic Gulf and Pacific Shipyard, Poro Point, Philippines and the Y-100 at the When Chang Shipyard, Singapore. These generators are three phase, wye connected, 230 volt AC with 110 volt center tap. On both vessels the center tap was connected to the hull of the vessel, energizing the hull with 110 volts. The ground now becomes a high potential short with an excellent chance of arcing. These vessels are often used for the transport of highly volatile aviation gasoline. One arc could easily cause an explosion. Additionally, this improper installation can cause wiring insulation to break down, increasing on board fire hazards. The potential on the hull will greatly speed up the process of electrolysis. In each case the vessel cited was unfit for use. Additional funds had to be spent to return it to usable conditions. Further, its use was lost to this command for the period while these deficiencies were corrected.

(c) RECOMMENDATIONS: It is recommended that:

1. More stringent specifications be incorporated in marine repair contracts.
2. A stringent acceptance inspection, to include dock and sea trials, be conducted by USAMECOM before the vessel is accepted from the contractor.
3. Representatives from the owning unit, such as the master and engineer, accompany the shipyard surveyor during dock and sea trials.

(2) ITEM: Water Safety in Watercraft Operations:

(a) OBSERVATIONS: Personnel with Military Occupational Specialities (MOS) in the watercraft operations field are being received for assignment by the 4th Transportation Command not having received water safety training. Under present operating conditions, water safety equipment is not sufficient for adequate prevention of water related accidents in boat operations.

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(b) EVALUATION: Personnel of the 4th Transportation Command live and work aboard watercraft operating in the Mekong Delta, South Vietnam. These personnel are subject to hazardous conditions caused by inclement weather, treacherous currents, and enemy action. Personnel are being assigned to boat operations with no swimming experience. There is a shortage of qualified water safety instructors and available training facilities. Time limitations placed on any course of instruction by mission requirements also hinder the effectiveness of the current water safety program. Boat shoes are not readily available for all personnel, and available life preservers are not designed for wear by non-swimmers in a tropical environment.

(c) RECOMMENDATION: That water safety instructions be conducted as part of MOS qualification in the boat operations field. That consideration be given to designing a tropical uniform for watercraft operations which would provide a measure of freedom of movement if the individual should fall in the water. Particularly important to the design of this uniform is the requirement for traction on slippery surfaces and the inherent safety features of short pants. Consideration should be given to the issuance of life belts similar to those worn by water skiers for everyday wear by non-swimmers aboard vessels.

(3) ITEM: Vehicle Availability at ARVN River Barge Sites.

(a) OBSERVATION: An efficient supply of clearance vehicles is essential to efficient barge site operations.

(b) EVALUATION: There is insufficient flexibility in the supply of trucks for clearance of ARVN ammunition. This causes the barge sites to cease operation, having an adverse effect on the ammunition system. The primary cause of this problem are excessive deadline rates, other high priority cargo being moved, and poor management.

(c) RECOMMENDATION: More trucks must be put in the ARVN system to provide required capability.

(4) ITEM: Tug Shortage.

(a) OBSERVATION: 4th Transportation Command terminal operations have been severely hampered by the shortage of tugs for operation of the Saigon-Newport-Cat Lai port complex. Frequently, ships have been unable to shift within the complex because of a shortage of tugs. The net result has been to increase lay time and demurrage charges against the government.

(b) EVALUATION: The continued operation of the Saigon-Newport-Cat Lai complex with an insufficient number of tugs poses problems in several areas. There are neither sufficient tugs available to meet emergency requirements

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nor to assist ships in berthing and unberthing. In addition to the unnecessary lay time and demurrage charges for which the government is liable, the shortage of tugs has compelled the suspension of all use of military tugs to assist in the commercial port. This situation, while unavoidable, has not contributed to bettering relations between the military and the Saigon Port Authority, from whom we must sometimes request a commercial berth or a commercial buoy. Emphasis must be placed on either getting tug boats back from shipyards more expeditiously or increasing the number of contract tugs.


(c) RECOMMENDATION: All efforts must be made to secure return of tugs from shipyards more expeditiously. If this cannot be accomplished it will be necessary to request additional contract tugs.

- d. Organization: None.
- e. Training: None.
- f. Logistics: None.
- g. Communications: None.
- h. Material: None
- i. Other: ITEM: Reimbursable Billings.

(a) OBSERVATION: A considerable amount of time and effort is lost due to the tedious procedure of requiring 4th Transportation Command to provide data to Centralized Financial Management Agency, USARPAC which makes up the bills, which are then sent back to the 4th Transportation Command and back through the chain. The whole process takes from four to five weeks.

(b) EVALUATION: This current procedure is unnecessary and a waste of time and effort. HQ, 4th Trans Comd has the capability to make up the bills and to correct the disputes. Centralized Financial Management Agency records would not be distorted in any way if this procedure were instituted.

(c) RECOMMENDATION: That responsibilities for billing be left at the lowest level with the capacity to handle it properly.


A. J. SILVESTRI
Colonel, TC
Commanding

3 Incl
~~1 - Key Staff Officers~~
~~2 - List of Visitors~~
3 - Organization Chart
Incls 1 & 2 w/d HQ DA

AVCA SGN GO MH (15 May 70) 1st Ind
SUBJECT: Operational Report of the 4th Transportation Command for Period
Ending 30 April 1970 RCS CSFOR-65 (R2)

HQ, US Army Support Command, Saigon, AFO 96491 1 JUN 1970

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

Commanding General, 1st Logistical Command, ATTN: AVCA GO-MH,
AFO 96384

1. Reference paragraph 2a(1), page 10. NONCONCUR. The disapproved request for extension of foreign service tour and temporary items such as Article 15's are posted in the individual's 201 File. Personnel at this headquarters have been instructed not to return second tour volunteers to the same unit in which they received disciplinary action during their first tour. Enlisted personnel serving on active duty are considered to be qualified for world-wide assignment within their grade and PMOS. Establishment of this recommendation would serve as a discriminating tool of management in the selection of personnel to fill RVN requirements. An individual whose disciplinary record is such that he should not be returned to RVN should have been seriously considered for elimination from the service. Therefore, at a minimum, the commander should have barred the individual from reenlistment. However, because discipline is a prerogative of command, and the merits of an individual will be weighed differently by each commander, the requests for extensions of Foreign Service Tours must be acted upon individually. Current USARV policies are rather stringent in approving requests for extension of personnel with disciplinary records. This is a prerogative executed by the USARV Commander. However, each case is considered individually, and in some instances, personnel with minor infractions of discipline have been approved for extension. Discipline instances cited such as currency violations and drug abuse are normally serious enough to warrant serious consideration for elimination action. In those instances where elimination action is not warranted, the commander must realize that the individual is qualified to remain on active duty and serve in any unit requiring his FMOS and grade.

2. Reference paragraph 2a(3), page 11. NONCONCUR. Log Command Regulation 750-13, appendix C, paragraph 4a determines the number of personnel to remain with each vessel undergoing repair or overhaul at US Army Marine Maintenance facilities in RVN. These crewmen assist in performing maintenance as instructed by, and under the direct supervision of, members of USAMMAV. Y-Tankers are required to send 4 personnel with the vessel. Additional personnel may remain with the vessel

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SUBJECT: Operational Report of the 4th Transportation Command for Period
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if determined necessary by the unit commander.

3. Reference paragraph 2a (4), page 11. NONCONCUR. The authority for publication of special orders involving data that is contained in the data bank must remain with the Personnel Services Center. This requirement is necessary to insure that the command-wide data is accurate and current at all times. Commanders should become thoroughly familiar with the PERMACAP System and establish procedures to follow through promptly on requests once submitted.

4. Reference paragraph 2c (1), page 12. CONCUR. There is a definite need for an efficient quality assurance program at the out-of-country shipyard facilities.

5. Reference paragraph 2c (2), page 13. CONCUR. The 4th Transportation Command is preparing a paper on changing the MCS training to include swimming instruction. Authorization for the non-standard life preserver has been requested. The US Army Research and Development Division should develop a tropical uniform for watercraft operators which will permit freedom of movement and provide buoyancy.

6. Reference paragraph 2c (3), page 14. NONCONCUR. The subject of ARVN performance is not an ORLL topic.

7. Reference paragraph 2c (4), page 14. CONCUR. A message was sent by the ACoS, Transportation, USASUPCOM, SGN to 1st Log Command on the tug boat shortage. 1st Log Command is continuing to exert maximum effort through USARV and USARPAC to reduce turn-around time for dry dock/overhaul of tug boats. All "Redball" requisitions on repair parts are being closely monitored. The 4th Transportation Command, by direction of this headquarters, is requesting additional contract tugs to meet expanding requirements. Further review of draw down actions on tug boats and crews should be made during this period of increasing requirements.

8. Reference paragraph 2i, page 15. CONCUR. In the past, billings for port services have created problems, primarily in terms of the time element. As the 4th Transportation Command states, bills spent weeks traveling up and down the chain of command. The problem has also been recognized by USARV and USARPAC. On 15 April 1970 USARV forwarded to this command a proposed procedure in which payments

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SUBJECT: Operational Report of the 4th Transportation Command for Period
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would be made in country by ship lines or their agents for services received. In commenting on the procedure, the 4th Transportation Command, as well as this headquarters, submitted a counter proposal in addition to nonconcurring with the USAFV concept. The counter proposal places the responsibility for submitting bills and resolving disputes as to amount with the 4th Transportation Command. USAFV has not replied to this proposal.

9. Lessons Learned, observations, and recommendations are concurred in by this command, with the above exceptions.

FOR THE COMMANDER:



DWYER Q. WEDVICK
Captain, AGC
Asst AG

TEL: LBN 2604

CF:
4th Trans Cmd

AVCA GO-MH (13 Jun 70) 2nd Ind
SUBJECT: Operational Report of the 4th Transportation Command for Period
Ending 30 April 1970 RCS CSFOR-65 (R2)

DA, Headquarters, 1st Logistical Command, APO 96384

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

1. The Operational Report - Lessons Learned submitted by Headquarters, 4th Transportation Command for quarterly period ending 30 April 1970 is forwarded.
2. Due to closing of this headquarters, comments can not be staffed. Normal staffing will be done by Headquarters, USARV.

John B. Ritter
JOHN B. RITTER
CPT, OrdC
CO, 15th MHD

nc

AVHGC-DST(15 May 70) 3d Ind

SUBJECT: Operational Report of the 4th Transportation Command for Period
Ending 30 April 1970 RCS CSFOR-65 (R2)

Headquarters, United States Army Vietnam, APO San Francisco 96375 28 JUN 1970

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 30 April 1970 from Headquarters, 4th Transportation Command and concurs with comments of indorsing headquarters.

2. Comments follow:

a. Reference item concerning "Personnel Replacements with Disciplinary Records", page 10, paragraph 2a(1), and 1st Indorsement, paragraph 1: Concur with the position stated in 1st Indorsement, paragraph 1, with the exceptions noted below:

(1) A proposal is currently being staffed in this headquarters, which, if approved by Department of the Army, would establish better controls on the assignment of second tour volunteers to Vietnam. The proposal includes:

(a) A change to AR 614-30 to state that persons denied an extension in RVN for any reason may not volunteer for return earlier than nine months after completion of latest RVN tour.

(b) A change to AR 614-30 to require second tour volunteers to include in their application the inclusive dates of their last RVN tour, the unit(s) to which assigned during the previous tour, and finally, a statement that the applicant was or was not denied a FST extension during the previous RVN tour.

(c) A change to AR 614-30 to provide a choice of major subordinate commands only to second tour volunteers in the grade of E4 and above.

(2) This Headquarters is also studying a proposal to prevent the return of personnel who have had approved extensions revoked because of poor duty performance and/or for conduct records. Return would be delayed for nine months. Unit has been so advised.

b. Reference item concerning "Poor Quality of Shipyard Repairs", page 12, paragraph c(1): concur. Overhaul of USARV watercraft at out-of-country shipyards is a responsibility of the 2d Log Cmd. The four examples of poor quality shipyard repair cited are considered valid and representative of the quality of workmanship noted on a significant number of watercraft

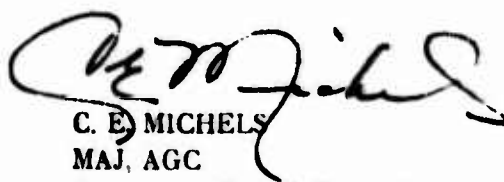
AVHGC-DST (15 May 1970) 3d Ind
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Ending 30 April 1970 RCS CSFOR-65 (R2)

returned from overhaul. The recommendation for more stringent contract specifications and detailed inspection prior to acceptance from the contractor (paragraph c(1)(c)1 and 2) were presented to the Director of Marine Maintenance, 2d Log Comd during his visit to this command on 2 June 1970. The recommendation that representatives from the owning unit accompany the shipyard surveyor during dock and sea trials (Paragraph c(1)(c)3) is a valid recommendation and has been included in the revision of USARV Supplement #1 to AR 750-29. Recommend that USARPAC take appropriate action on development of more stringent contract specifications and acceptance inspection procedures by the 2d Log Comd.

c. Reference item concerning "Tug Shortage", page 14, paragraph c(4): concur. Since the end of this ORLL reporting period, overhaul of one 100' and one 45' tug boat has been completed and the vessels have been returned to the 4th Trans Comd. Also, two 65' tug boats of that command are now in overhaul with an estimated completion date of 30 June 1970 reported by the 2d Log Comd on 11 June 1970. Both vessels are in commercial shipyards in Taiwan. No further action required at this time by this or higher headquarters.

d. Reference item concerning "Reimbursable Billings", page 15, paragraph i(a) and 1st Indorsement, paragraph 8: concur with comments of USASUPCOM-SGN except for the last sentence. USARV acted upon the 4th Trans Comd counter-proposal by requesting comments and/or concurrence on that proposal from HQ USARPAC, USASUPCOM Cam Ranh Bay, and USASUPCOM, Qui Nhon. Concurrence has been received from USASUPCOM Cam Ranh Bay, Da Nang, and Qui Nhon. HQ USARPAC requested reconsideration of the in-country collection procedure for terminal services. USARV restated its position that in-country collection for terminal services is not feasible and again requested USARPAC concurrence on the 4th Transportation Command proposal. Implementation of the in-country billing system for terminal services is being delayed, pending receipt of concurrence from HQ, USARPAC. Action by USARPAC is recommended.

FOR THE COMMANDER:



C. E. MICHELS
MAJ, AGC
Assistant Adjutant General

Cy furn:
US Army Support Comd, SGN
4th Trans Comd