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SUBJECT: Operational Report for Quarterly Period Ending 30 April 1968
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(a) To fulfill the need for a fully coordinated movement plan, USARHAW published a Logistical Letter of Instructions dated 12 January 1968. The above letter provided sufficient instructions and guidance to include a D minus schedule of specific actions to be taken by the Battalion. In addition the Battalion established a schedule of actions required of each Company to insure that all USARHAW suspense dates were met.

(b) Beginning in January 1968 this unit began receiving information from our parent unit regarding additional accessory and WABTCC items that this unit should attempt to deploy with. AMCAL CONF AVDF-GD 0732 dated 231112Z January 1968, sub: Additional Equipment, gave specific guidance on what items are essential. We requested the procurement of approximately 120 items. Of this amount 4 items were issued, 30 ea - 16" Fans, 9 ea - 30" Fans, 2ea - Pastry Cabinets and 1 ea - Patient Table. However, the unit was able to acquire through a multitude of semi-official channels approximately 20 additional items which fall within the scope of the guidance put forth by our parent unit.

(c) Close coordination was established and maintained with the USARHAW G-4, Transportation Officer and S&MC. A program of instruction was set up to train our key personnel in the proper packing and crating techniques. The Inspection Division, USARHAW S&MC, agreed to conduct a 100% POM inspection in the following three phases, in order to allow us to continue training as long as possible.

1. Phase I: All items for surface shipment which represented approximately 2/3 of all TOE equipment (Total 299 STON).
2. Phase II. All weapons that would accompany the advance party.
3. Phase III: All remaining equipment accompanying the main body in the Air Movement. (Total 102 STON)

(4) Operations.

(a) The unit successfully completed their Battalion ATT on 10 March 1968, and immediately began preparing for deployment. A Battalion stand down was conducted and maintenance priority given to vehicles, generators and all other items going by surface. All items having published ESCs had and ESC inspection within 24 hours of commencing the POM inspection Phase I & III.

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HEADQUARTERS
4TH BATTALION, 21ST INFANTRY, 11TH INFANTRY BRIGADE
APO San Francisco 96217

XITH-IN

SUBJECT: Operational Report - Lessons Learned (RCS CSFOR-65) (R1)

TO: Commanding Officer
11th Infantry Brigade
APO US Forces 96217
ATTN: Brigade Historian

1. Reference. Regulation Number 870-2, your headquarters, subject as above, dated 14 April 1968.
2. Inasmuch as this unit closed in-country on 14 April 1968, and assumed responsibility for assigned area of operations on 25 April 1968, this report will concern itself entirely with Section 1, and include details in preparation for overseas movement (PCM).

SECTION 1, OPERATIONS:

SIGNIFICANT ACTIVITIES

- A. Command: The deployment of this battalion was effected with minimum disruption and loss of time. The battalion arrived in-country generally well equipped, physically fit, highly motivated, and ready to assume its full share of the 11th Infantry Brigade's mission.
- B. Personnel, Administration, Morale and Discipline: At deployment date, this battalion moved with no major personnel problems. Administration, Morale and Discipline aspects of deployment were considered with no major problem areas. The following points relating to movement of dependents should be noted:
- (1) Adequacy of Instructions Received: The instructions concerning movement of dependents were excellent. Most problems which arose in this field were due to the individual himself in that several waited until the last minute to decide if they wanted their dependents to remain on post or be shipped to CONUS.

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(2) Movement Orders to facilitate transportation of dependents: The movement orders were handled so as to facilitate each individual. Once again the only problems in this area were those resulting from last minute decisions as to disposition of dependents. Those who requested orders within a reasonable period of time were able to clear and clean quarters, have their household goods picked up and depart as per scheduled date.

(3) Dependent Processing Centers: Although we did not have an opportunity to personally contact the Dependent Processing Center, we received several outstanding comments on the manner in which they aided dependents in their processing and clearing of quarters and arrangements for transportation.

(4) Clearance of quarters: As to our knowledge the clearance of quarters was excellent. We received no complaints from personnel within our battalion nor from USARHAW Household Section.

(5) Arrangement for mainland travel: Arrangements for dependent travel presented no problems. In cases where the EM had deployed prior to his dependents departure, the Dependent Processing Team helped in making the necessary arrangements.

(6) Organization for handling movement of dependents: USARHAW initially published a letter concerning the movement of dependents. Upon receipt of this letter the S1 conducted a block of instruction concerning dependents movement with each company in the battalion. All personnel who were authorized government travel were then required to complete a form stating their desired date for shipment of dependents, disposition of automobiles, etc. In addition, the battalion processed approximately 20 families not authorized government transportation. These personnel received the same instructions with the exception of dependents and household goods transportation. The problem which existed here was one of Finance. However, this was alleviated through an authorized partial payment for the purpose of movement of dependents to CONUS.

C. Intelligence and Counterintelligence: Upon receipt of deployment schedule, weekly intelligence briefings were conducted in an effort to give commanders a better understanding of the enemy, terrain and weather in the deployment area. The lack of press coverage enabled this unit to prepare and execute the move without undue pressure from civilian agencies.

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D. Plans, Operations, Training and Organization. R 220-10 was used in accomplishing the mandatory training in PCM. Emphasis was placed on counterinsurgency training to include ambush/counterambush, and practice search and destroy operations utilizing mock villages. In addition, weapons training, both individual and crew-served, was stepped up considerably utilizing live fire at every possible opportunity. Included in the training program were subjects dealing with area orientations, environmental considerations, legal status of individual soldiers in the host country, political, religious and ethnic history and customs. Throughout this pre-deployment phase, the general and special staff sections of USAKHAM assisted in the organization of the training of the battalion. Their initial and continued support was outstanding. Organization of the battalion immediately prior to deployment was:

- (1) Number of officers, by grade: 1 LTC; 2 MAJ; 12 CPT; 28 LT.
- (2) Number of Warrant Officers: 2 CW2.
- (3) Number of Enlisted Men: 890 EM of which 868 deployed.

E. Logistics:

(1) This section of the report covers the activities of the S-4 section during the deployment from the receipt of the Advance Warning order until deployment under the final movement directive issued by USARPAC on 5 February 1968.

(2) Deployment time frame. The deployment of the Battalion from Hawaii is summarized below. A rear detachment was authorized but not required nor utilized.

	Total Troops	Initial Element	Depart Hawaii Last Element
Advance Party	32	30 Mar 68	
Surface Cargo	3	24 Apr 68	
Security			
Air Cargo	42	5 Apr 68	8 Apr 68
Security			
Main Body	836	9 Apr 68	12 Apr 68
Total Troops	913		

- (3) Preliminary Planning.

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On 13 March 1968, 0800 hours all items of equipment going by surface were separated by commodity (Eng, Sig, Ord, Etc.) to facilitate a rapid and efficient inspection. As soon as an item had passed the inspection it was packed and crated for shipment.

(b) As a result of our parent units experience we requested a total of 76 type II conexs in order to attempt shipment of all equipment in conex containers. We loaded 63 conexs for surface and 13 for air shipment. We were able to ship approximately 95% of all equipment (minus vehicles) by conex containers. The only palletized items shipped were those that were required to be lashed on the deck of the ship ie. acid, compressed gas, POL, etc. On the air shipment only the ammunition, C-Rations and personnel records were shipped as individual pallets.

(c) Throughout the packing and crating period a team, from S&MC, was available in the Battalion area, to assist us in any oversized, oddshaped or any item presenting a particular problem.

(d) Marking and Documentation. In order to relieve the unit of administrative details, the terminal prepared all Transportation Control and Movement Documents (TCMD) for both vehicles and general cargo. The Battalion was required to mark all vehicles and general cargo with the required information ie. UIC, Project Code, Wt., Cube, etc.

(e) Security of Intransit Cargo. The unit furnished 3 men to accompany the surface shipment and 42 to accompany the air shipment. Their primary purpose was to provide security upon arrival in-country.

(f) The Terminal Movements Control Branch coordinated the convoy of vehicles and movement of general cargo to port. They also provided all transportation for Air Cargo and PAX to Hickham AFB.

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(g) Personal Baggage. The USARHAW Transportation Officer established a schedule for shipment of the entire Battalion's Personal Baggage over the period of one week, beginning 1 April 1968. This arrangement worked out very well and allowed the individual soldier the maximum use of his personal items prior to deployment.

(h) Manifesting. All manifesting was coordinated at Battalion Level. The configuration of the allotted aircraft was such that it allowed each Company to manifest its personnel on one flight thus maintaining maximum unit integrity. The individuals name, rank, service number, weight, and NOK emergency data were all that was required by the Air Force. No problems were experienced in this area.

(5) The following schedule indicates the actual out loading of the Battalion.

(a)	121800Z Mar 68	POM Insp. Phase I		
(b)	230200Z Mar 68	All cargo & vehicles + 3 PAX to port.		
(c)	241815Z Mar 68	SS Xavier Victory sails with 298 STON of vehicles and general cargo for the 4th Bn, 21 Inf.		
(d)	271800Z Mar 68	POM Insp. Phase II		
(e)	310900Z Mar 68	Advance Party departs		
(f)	011800Z Apr 68	POM Insp. Phase III		
(g)	011830Z Apr 68	Shipment of pers Baggage to mainland.		
(h)	051735Z Apr 68	C-124 Mission No 1030	10 PAX	27,295 lbs cargo
		Departs Hickham AFB		
(i)	052015Z Apr 68	C-124 1031	10 PAX	26,010 lbs cargo
(j)	061750Z Apr 68	C-124 1032	10 PAX	27,295 lbs cargo
(k)	062005Z Apr 68	C-124 Mission No 1033	5 PAX	29,370 lbs cargo
		Departs Hickham AFB		
(l)	071815Z Apr 68	C-124 1034		26,400 lbs cargo
(m)	081515Z Apr 68	C-141 1036	7 PAX	60,354 lbs cargo
(n)	100900Z Apr 68	B-707 1038	163 PAX	
(o)	111500Z Apr 68	B-707 1039	161 PAX	
(p)	111700Z Apr 68	B-707 1040	154 PAX	
(q)	130700Z Apr 68	C-141 1041	45 PAX	7,954 lbs cargo
(r)	130800Z Apr 68	B-707 1043	154 PAX	
(s)	131000Z Apr 68	B-707 1042	159 PAX	
(t)	132400Z Apr 68	All elements close Chu Lai		

(6) Problems.

(a) The continuing arrival of requisitioned items up until the date of departure of the final aircraft created certain problems in formulating loading plans, packing and crating and arranging transportation from the Battalion area to Hickham AFB. These were overcome due to the flexibility of the 61st MAW, Hickham AFB in adjusting their flight plans.

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(b) This Battalion was instructed (Ref Americal AVDF-GDO035, 2 Jan 68) not to requisition jungle fatigues as they were available incountry and would be issued upon our arrival. The Battalion had resources available to issue each man 1 set of jungle fatigues minus boots. This was accomplished on 18 March 1968. Each man was further instructed to deploy with one set of regular fatigues. When our advance party arrived they discovered that no arrangements had been made to procure or issue jungle fatigues for our Battalion. They immediately initiated action to correct the situation, but the lead time was insufficient to procure these items prior to the arrival of the main body. Consequently the troops had to make do with only two sets of fatigues for a period of approximately 11 days. By this time all inprocessing had been completed, the Companies were widely dispersed and it became increasingly difficult to issue and properly fit the individual soldier.

(c) Conclusion. The deployment of this unit was executed in a smooth, efficient and professional manner. The cooperation and support of the USARHAW Staff and the 61st MAW, Hickham AFB was outstanding. The move was completed with an absolute minimum of problem areas that were under our control. The two problems cited above are significant, but certainly not critical and in no way inhibited our ability to accomplish our mission.

(7) Recommendations.

(a) In order to alleviate the problem of late arriving equipment it is necessary to cancel all requisitions at D-30 days that have an EDD of D-7 or less.

(b) The problem encountered with the jungle fatigues can be alleviated by requiring all deploying units to obtain and issue said items prior to actual deployment. This will also require a shorter inprocessing period and eliminate some of the immediate logistical requirements inherent in a move of this type.

F. Other items listed in basic format considered not applicable to this unit for the purposes of this initial report.

(1) Section 2, Lessons Learned - Omitted.

(2) Section 3, Headquarters, Department of the Army Survey Information - This section omitted for the same reason as previously mentioned in paragraph 2 of this report.

JAMES E ARMSTRONG
LTC INF
Commanding

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