Director
Records Declassification Div (NND)
Room 6350
The National Archives at College Park
8601 Adelphi Road
College Park, MD 20740-6001

Dear Ms. Schauble:

This is in response to your February 3, 1994, letter which forwarded the enclosed documents for declassification review. Your Project Number NND 941103 refers.

We have been advised by the appropriate Component of the Office of the Secretary of Defense that they have no objection to declassification and release of the documents with the exception of the information bracketed in red on pages NND 941103-97 to 99, and 188 to 190. That information is currently and properly classified in accordance with Executive Order 12356, Section 1.3(a)(1). Consequently, the information in red brackets should be denied pursuant to Title 5 USC 552(b)(1). The Initial Denial Authority is Mr. Edmund F. McBride, Chief, Information Management Division, Joint Staff. It is further recommended that document 3, 4 and 43 also be reviewed by the Central Intelligence Agency prior to release.

The requester may appeal the denial of Mr. McBride within 60 days of your response to him by offering justification to support reversal of the decision. The appeal should be addressed to the Office of the Assistant Secretary of Defense (Public Affairs), DFOISR, Room 2C757, Pentagon, Washington, DC 20301-1400.

Sincerely,

H. McIntyre
Acting Deputy Director
Directorate for Freedom of Information and Security Review

Enclosures:
As stated
MEMORANDUM FOR THE SECRETARY OF DEFENSE

Subject: Movement of a Corps-Size Force to South Vietnam (U)

1. (U) In response to your oral request to the Joint Chiefs of Staff on 2 December 1966, a study for providing and moving a corps-size force to South Vietnam ( SVN) has been prepared. CINCPAC's proposal for a corps force, which was briefed to you in Honolulu during July 1966, was considered during the preparation of this study. The Services have examined their capabilities to provide such a force for deployment to SVN in an assumed emergency situation. The force compositions developed are designed to meet the numerical requirements stated by CINCPAC. The forces do not necessarily correspond to what may be required in an actual emergency condition and may not represent the optimum mix of air and ground forces required for actual operational employment. Three alternative force mixes were considered. These, together with information on shortfalls, availability dates for deployment, measures required to overcome problems, and plans for movement are contained in the attached study. The concept for their employment and command arrangements under which these forces would operate have not been considered. For the purposes of this study, it was assumed that the decision to deploy this force was made on 1 July 1967. Adjustments to the details of the study would be required in proportion to departures from this reference planning date.

2. (U) Despite partial mobilization and drawdown on other commands, the entire corps-size force proposed by CINCPAC cannot be provided on a timely basis. However, in an emergency situation, a corps-size force, less certain shortfall units, approaching the capability of CINCPAC's proposed force could close in SVN within approximately 60 to 90 days after a decision to deploy. This force would be composed of Active Forces from CONUS, Hawaii, Japan and Okinawa bases, provided the following personnel-enabling actions were authorized:

a. Tours of duty for personnel in Southeast Asia would be extended.

b. Terms of service would be extended.

c. Personnel would be returned to Southeast Asia without regard to prior service there.

d. Some units, such as air elements, would deploy to areas other than SVN as required by basing considerations.

3. The three alternative force compositions in the study were examined under certain assumptions to offer a range of options and to bring out various problem areas in fulfilling the requirement expressed by CINCPAC. Except as modified by certain existing cross-serving agreements, force package requirements for each Service were structured to provide austere logistic self-sufficiency.

a. Alternative 1 consists of a 2-1/3 Army division force, 1 Marine division/group team, and 5 US Air Force tactical fighter squadrons (TFS). Source of forces was restricted to Active Forces in CONUS, Hawaii, Japan, and Okinawa. The 3 divisions, 8 TFS, and the bulk of the support forces available could close in SVN in 90 days.

b. Alternative 2 consists of a 1-1/3 Army division force, a Marine 2- division (-)/1-wing (-) team, and 3 US Air Force TFS. Source of forces was restricted to Active Forces in CONUS, Hawaii, Japan, and Okinawa. The 3 divisions, 8 TFS, and the bulk of the support forces available could close in SVN in 60 days.

c. Alternative 3 consists of a 3-1/3 Army division force and 8 US Air Force TFS. For this alternative, the source of forces was widened to include use of reserves and transfers of units as well as individuals from Europe and Korea. Three and one-third divisions, 8 TFS, and the bulk of the support forces available could close in SVN in 150 days. (This time could be shortened to 90 days if additional shipping is requisitioned.) It makes maximum use of flexibility inherent in Reserve callups but would have a detrimental impact on Europe. It would allow Marine ground and air forces to remain available for other missions.
4. Land-based tactical air or an attack carrier (CVA) may be utilized in all force packages, dependent upon the availability of CVAs, land-based fighter and attack squadrons, and base-loading problems.

5. Although the study assumed that tours of duty in Southeast Asia would be extended and deployment restrictions on personnel would be waived, some shortfalls in providing forces by end CY 1967 would, nevertheless, occur. Some required units are not in the force structure and some equipment would not be available. Force availability is summarized as follows:

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**NOTES:**

1/ US Navy personnel organic or attached to US Marine Corps units included in Marine Corps figures.

2/ Includes requirement for armored cavalry regiment of 3 maneuver battalions.

3/ Includes an artillery battalion equivalent organic to the armored cavalry regiment and organic division artillery.

4/ Includes engineer battalions organic to divisions and an Air Force civil engineer squadron.

5/ Includes 13 helicopter company equivalents organic to an airmobile division and organic division helicopter companies.

6. In alternative 1, above, certain available Marine Corps forces were added to compensate for Army shortfalls after the latter were determined. In alternative 2, certain supplemental Army forces were added in the area of corps support to tailor the force more closely to CINCPAC’s proposal.
7. The effect of shortfalls in the above items upon the capability of the force to conduct military operations is considered significant but tolerable. The shortfall limitations would occur in helicopter lift, engineer support, terminal services, tactical air support aircraft, and other combat service support. In alternatives 1 and 2, an armored cavalry regiment is not available, although additional infantry/tank battalions are provided which offset this shortfall to some extent. Because present in-country resources in these categories are fully taxed in current missions, diversion to support the corps-size force during its deployment and buildup in SVN would degrade on-going operations somewhat. In the first two alternatives, certain shortfalls could be overcome to a significant extent by selected Reserve callups and transfer of units from Europe and other areas.

8. The study indicates that the impact on the US military posture worldwide of providing this force to SVN would be significant. This impact is substantially greater in alternative 3, which includes transfers from Europe and other areas. However, this impact has not been examined in detail since it was considered beyond the scope of the study.

9. In planning the movement of forces to Southeast Asia, various combinations of transport resources were considered. One Army division would be airlifted in all three alternatives. In the first two alternatives, the Marine assault echelons would be combat loaded and deployed in organic amphibious shipping. Remaining forces would be deployed both by MSTS sealift and MAC airlift. In the third alternative, organic amphibious shipping other than LSTs would not be used. Airlift/sealift resources in support of other commitments in other areas of the world would be reduced to a minimum, but airlift would not be reduced below the minimum JCS-assured airlift currently allocated. The flow of supplies and necessary replacements to forces already in Southeast Asia and deployment of Program 4 forces would not be affected. The readiness of units, the quantity of transport available, and the capability to receive and unload at the destination were the parameters which determined the time phasing and rapidity of movement of the force. These factors are discussed in the study in some detail. The following data summarize some of the major movement statistics:
The Joint Chiefs of Staff conclude that the study will be useful in assisting the decision-making process and as an aid in planning should an emergency situation arise in Southeast Asia requiring a large, additional force to be deployed. However, the exact composition of such a force would have to be task organized at that time to provide an appropriate response to the emergency. They note that any actions taken to accelerate or increase currently approved deployments to SVN would have significant impact on the capabilities outlined above.

For the Joint Chiefs of Staff:

Signed

J. O. COBB
Rear Admiral, USN
Deputy Director, Joint Staff

Attachments
Study

MOVEMENT OF

A CORPS-SIZE FORCE

TO SOUTH VIETNAM (U)

JOINT CHIEFS OF STAFF

Washington, D.C.

20301
14 March 1967

MOVEMENT OF A CORPS-SIZE FORCE TO SOUTH VIETNAM (U)

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GROUP 3
DOWNGRADED AT 12 YEAR INTERVALS;
NOT AUTOMATICALLY DECLASSIFIED
READYING AND DEPLOYING A CORPS-SIZE FORCE TO VIETNAM

1. **Introduction.** This is a study to:
   a. Determine the Services' capabilities to provide a force of corps size; and
   b. Develop a plan for moving it to South Vietnam (SVN) in response to an emergency situation.

To provide a foundation and framework for the study, certain assumptions are made and three alternative compositions for a corps-size force have been established. CINCPAC's requirement for a corps contingency force has been considered during the preparation of this study.

2. **Assumptions.** The following assumptions are made:

   a. The emergency situation would be similar to that described in Annex A.

   b. All Program 4 forces would be deployed as planned; however, except for the corps force, no forces beyond Program 4 would be deployed. Possible force requirements for the "Practice Nine" project have not been considered.

   c. Authority would be granted to withdraw and redistribute equipment, supplies, and critical skilled personnel worldwide.

   d. Tours of duty in Southeast Asia/WESTPAC and other overseas areas, as required, would be extended and deployment restrictions on personnel would be waived as necessary.

   e. Terms of service would be extended as required.

   f. Decision to ready and deploy forces and collateral decisions would be made on 1 July 1967.

   g. Some units, such as air elements, would deploy to areas outside SVN as required by basing considerations.

*GROUP 3*
DOWNGRADED AT 12 YEAR INTERVALS;
NOT AUTOMATICALLY DECLASSIFIED
3. **Alternative Force Packages.** The basic elements of the corps force could be provided in several ways. To determine the best way to provide the forces, it appears desirable to examine three alternative force packages. Thus, the problem areas and also the most advantageous situations will be brought to light.

The major force packages are:

a. Two and one-third Army divisions, 1 Marine division/group team, and 5 tactical fighter squadrons (TPS).

b. One and one-third Army divisions, a Marine 2-division (-)/1-wing (-) team, and 3 TFS.

c. Three and one-third Army divisions and 8 TFS.

Dependent upon the availability of land-based fighter and attack squadrons and base loading problems, land-based tactical air or an attack carrier (CVA) could become interchangeable in all force packages. Details of these force packages are in Annex B. Because it would become necessary to call up Reserves as a follow-on measure to reconstitute the necessary training and sustaining base, it is considered useful to examine the third alternative under circumstances in which the optimum flexibility afforded by a call up of Reserves could be used. This would include possible transfers of Active units from Europe and Korea to be replaced as soon as practicable by Reserve units or deployment of Reserve units to Southeast Asia.

4. **Capability to Provide the Force**

a. The military services are capable of providing forces to make up a corps-size force under the above assumptions as they apply to the three alternatives as follows:
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<th>ITEM</th>
<th>CINCPAC PROPOSAL</th>
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NOTES:  
1/ US Navy personnel organic or attached to US Marine Corps units included in Marine Corps figures.  
2/ Includes requirement for armored cavalry regiment of three maneuver bns.
3/ Includes an artillery bn equivalent organic to the armored cavalry regiment and organic division artillery.
4/ Includes engineer bns organic to divisions and Air Force civil engineer squadron.
5/ Includes 13 helicopter company equivalents organic to an airborne division and organic division helo companies.

b. In alternative 1, certain available Marine Corps forces were added after the Army shortfalls were determined. These added forces would fill some of those shortfalls and thus enhance the over-all operational capability of the forces.

c. In alternative 2, certain supplemental Army forces were added in the area of corps support to tailor the force more closely to CINCPAC's proposal.

d. Details of the forces and their availability for deployment are in Annex C. The major shortfalls are as follows:

(1) Army: Helicopter units, engineer units, terminal service units, and petroleum supply units. The Army forces' mobility and ability to construct and maintain LOCs and facilities would be limited and support would be austere.

(2) Navy: The shortage of nonorganic resupply T-LSTs would degrade the ability of COMUSMACV to transport supplies along the coast of SVN.

(3) Air Forces: Civil engineer, heavy repair squadron(s), and a tactical air support squadron (TASS). The engineer shortfalls would cause heavier workloads on existing units that provide these services or require augmentation by TDY units until they can be overcome. The TASS shortfalls would cause dispersion of present resources in SVN until O-2 aircraft production becomes available.
(4) Marine Corps. Some interrogator-translator teams and 3 1/2 helicopter squadrons (alternative 2 only). Helicopter mobility would be curtailed to some extent by this shortfall.

5. (c) Problems in Readying the Force and Means of Solving Them (see Annex B for details).

a. Army. Primary problems are to overcome the above-mentioned shortfalls and reconstitute the sustaining base to a posture which would allow it to sustain deployments. Many, but not all, of the shortfalls could be met through withdrawal of units from overseas commands, call-up of selected Reserve units and personnel, sole-source or off-shelf procurement of equipment, and expansion of the existing Army force structure. In cases where the limiting factor is an absolute requirement for long lead-time production of military hardware (e.g., aircraft), no action to overcome shortfall is possible. Specific problems are addressed below:

(1) Use of STRAF. The loss of up to three divisions from the STRAF significantly reduces the ability to respond rapidly to contingencies in other areas of the world. The use of NATO earmarked divisions and combat and combat support units will further degrade the already weakened posture in this Alliance. To ready existing units rapidly requires drawdown of resources from remaining STRAF units as well as some school support units which have general war missions. Most personnel shortages in the units drawn down could be replaced from the Reserves; however, equipment shortages cannot be replaced until CY 1968 and early CY 1969 except, in some cases, through extraordinary logistic actions such as sole-source procurement contracts or off-shelf purchase of like civilian items.
(2) Withdrawals from other overseas commands.

Withdrawing units from Europe and Korea to either offset a shortfall (alternative 1 or 2) or meet criteria of a force option (alternative 3) will significantly reduce combat capability in these areas. For example, alternative 3 requires withdrawal from Europe of 70 percent of all nondivisional engineer combat battalions, all medium helicopter companies, 55 percent of the light/medium truck companies, 80 percent of general support artillery battalions, and 45 percent of the armored cavalry squadrons; from Korea, this alternative requires withdrawal of all transportation terminal service companies and the remaining medium helicopter company.

(3) Sustainability. Even assuming the indefinite suspension of rotation, to meet and sustain the expanded Southeast Asia requirement will require expansion of the Active Army to offset the steady erosion of the remaining STRAP which must be used to provide replacements for combat attrition. Ultimately, even alternatives 1 and 2 will probably require call-up of Reserve forces, particularly if any rotation policy is to be reestablished.

b. Navy. Amphibious assault shipping is available worldwide to lift one and two-thirds Marine Corps division/wing teams. However, approximately 40 percent of organic Navy amphibious shipping is forward deployed (2/9 - 3/9 WESTPAC, 1/9 EUCOM, 1/9 Caribbean). The LST component of the amphibious force is more heavily committed because of its unique over-the-beach unloading capability. Sixty-seven percent of the LSTs in PACOM are deployed to or maintained in the Western Pacific. MSTS operates 36 LSTs, all foreign
manned, in the Western Pacific and Southeast Asia engaged in point-to-point and intratheater lift in support of the present level of operations in Vietnam. Five CVAs are maintained continuously in the Seventh Fleet. Three of these are engaged at any one time. Additionally, 2 are maintained forward deployed in EUCOM, for a total of 7 (or 47 percent) deployed continuously. A fourth CVA could be engaged in support of a corps-size force, but only at the expense of a sustained capability, by deploying an additional CVA or drawing down on other forward deployments.

c. **Air Force.** Any of the three alternatives can be supported to provide additional forces to reinforce PACOM in an assumed emergency. Extraordinary measures, such as temporary reduction of the COMUS training base and revision of Air Force personnel rotation policies, would be required to meet deployments in the July-December period for all three alternatives, and some unit reequipping in PACAF would be delayed. Without withdrawal of a tactical reconnaissance squadron (TRS) from Europe (not considered advisable), the required TRS does not become available until November 1967 except in alternative 3 wherein Air National Guard (ANG) are available in July 1967. Provision of two TCS reduces STRICOM tactical airlift capability. Personnel for supporting units are available from worldwide resources; however, augmentation to 100 percent manning level by withdrawals from other units presently manned at 80 - 90 percent will impact on the donor units. Airbase saturation in Southeast Asia is a matter of record, and additional deployments would make the upgrading of Nam Phong a matter of urgency. While interim deployments in an emergency could be accommodated at existing bases for alternatives 1 and 2, such arrangements would further aggravate a situation already critical. Additional air base improvements should be initiated concurrent
with a decision to ready the force for deployment. Increased authorities and funding are required concurrent with a decision for organizing/equipping the civil engineer RED HORSE squadrons and for additional procurement of war consumables. The required TASS O-2 aircraft can be provided only from new production and would be an unsatisfied shortfall until the period February - May 1968. To provide augmentation for the Tactical Air Control Party (TACP) to meet requirements in August 1967 will require revision of Air Force rotation policies.

d. Marine Corps. Assuming the actions included in paragraph 2 are taken, there are no initial major personnel problems for the Marine Corps forces for alternatives 1 and 2. If the emergency should continue for a prolonged period, the sustaining base would have to be reconstituted, and, if rotation were resumed, it would be necessary to mobilize in order to provide a rotation base. However, with regard to logistics, without mobilization, increased funding and industrial output would be required to sustain the forces with principal items beyond D + 180. This requirement could occur sooner for secondary items depending on the manner in which additional operations would create peculiar demands in both items and quantities.

6. Logistic Considerations
   a. The corps force, under any of the three alternative mixes, will operate under field conditions or use existing facilities in the operational area. Garrison-type equipment would not be utilized or accompany the force. Air elements would occupy Southeast Asia airfields wherever they could best be accommodated. It is noted that an expeditionary airfield (SATS) is included in the Marine expeditionary force (MEF). Therefore, logistic support would be limited to that essential to enable the force to accomplish its mission. In view of these facts, the primary logistic
consideration for this force is a matter of availability of
air and sealift and the capability of air and sea ports and
beaches to receive the force. In-country transshipment of this
force have not been considered in the preparation of this study.

b. Plans for moving the forces for each alternative have
been developed and are contained in Annex E. US transportation
resources would be fully committed for a period of approximately
four months. During this time, airlift for other areas would
be near the minimum JCS-assured allocation; amphibious shipping
and MSTS lift elsewhere would be at a minimum. The movement
plans indicate the following:

Alternative 1: Three reinforced divisions, 8 TFS, and the
bulk of support forces moved by 30 September.

Alternative 2: Three divisions, 8 TFS, and the bulk of
support forces moved by 31 August.

Alternative 3: Three and one-third divisions, 8 TFS, and the
bulk of support forces moved by 30 November.

This date could be improved approximately 60
days by requisitioning shipping.

c. Shipping required and airlift sorties required for the
movement are indicated in detail in Annex E.

d. Offloading capabilities in Vietnam would appear to be
adequate if the force moves as shown in the schedules and
is not limited to a small number of the ports available.
This factor is further discussed in Annex E.

7. (***). Summary. The three alternative force mixes offer
a choice of options, the major features of which are:

a. Alternative 1: Uses Active forces from the Army,
Air Force, and Marine Corps so as to balance the impact
among these three Services. Leaves II MEF(-) to meet NATO
commitments; however, employs one of the NATO committed
Army divisions. No units would be withdrawn from Europe. Three divisions, 8 TFS, and the bulk of the support forces could be moved to SVN in 90 days.

b. Alternative 2: Makes maximum use of Marine Corps forces. This leaves the 5th US Army Division to meet NATO commitments; however, it employs II MEF which is NATO committed. No units would be withdrawn from Europe. This alternative would place 3 divisions, 8 TFS, and the bulk of the support forces in SVN in the shortest time, 60 days. This force would be less dependent on port and airfield facilities.

c. Alternative 3: Provides an all-Army ground force and an all-Air Force air element with lower shortfalls and a greater capability for inland sustained operations. Three and one third divisions, 8 TFS, and the bulk of the support forces could be moved to SVN in 150 days. (This time could be shortened to 90 days if additional shipping is requisitioned.) It makes maximum use of flexibility inherent in Reserve call-ups but would have a detrimental impact on Europe. It would allow Marine ground and air forces to remain available for other missions.

ANNEXES

A. Assumed Emergency Situation
B. Alternate Force Packages
C. Force Requirements versus Capabilities
D. Shortfalls and Problem Areas
   Tab A - Shortfalls
   Tab B - Army Shortfall Data
   Tab C - Air Force Problem Areas
E. Movement Data
   Tab A - Movement Schedule for Alternative 1
   Tab B - Movement Schedule for Alternative 2
   Tab C - Movement Schedule for Alternative 3
ANNEX A

ASSUMED EMERGENCY SITUATION

1. [redacted] The emergency situation which would generate the need for a corps size force in SVN would have to be of a serious nature to warrant the expedient measures necessary to provide the force. It would have to be clearly apparent to the National Command Authorities that the emergency would lead to the destruction or loss of a substantial part of US forces unless remedial action were taken.

2. [redacted] Such an emergency might consist of the imminent overrunning of friendly forces in the I Corps Tactical Zone; or a heavy enemy thrust from the central highlands toward Qui Nhon to split the country in two; or the encirclement and threatened capture of Saigon by heavy enemy forces.

3. [redacted] In such a situation, some forces already in SVN probably would have been shifted to meet the threat. The incoming forces could act as reinforcements, replace those forces in vacated areas, or engage in other offensive roles.
ANNEX D

FORCE PACKAGES FOR ANALYSIS

1. (a) The following alternative Force Packages are to be analyzed for readiness and deploying to Southeast Asia.
   
   a. First Alternative. Use of active forces in CONUS, Hawaii, Japan, and Okinawa.
      
      (1) Army Forces
          
          (a) Abn division from CONUS
          
          (b) Mech division from CONUS (converted to an inf division)
          
          (c) 3 inf bns from Hawaii (to round out above forces)
          
          (d) Armed cav regt (CONUS resources).
      
      (2) Marine Corps Forces
          
          (a) Marine division (reinforced as necessary from CONUS resources)
          
          (b) Marine air forces equivalent to 3 squadrons.
      
      (3) Air Forces
          
          5 TPS from CONUS.
          
          (4) Amphibious lift for Marine Corps forces plus T-1STs to perform coastal shipping.

   b. Second Alternative. Use of active forces in CONUS, Hawaii, Japan, and Okinawa.
      
      (1) Army Forces
          
          (a) Abn division from CONUS (reinforced by 2 battalions).
          
          (b) Armored cav regt (CONUS resources).
      
      (2) Marine Corps Forces
          
          2 divisions (minus 2/9) with air support equivalent to 5 squadrons.
      
      (3) Air Forces
          
          3 TPS from CONUS.
(4) Navy Forces
   - Same as in alternative 1.

- Third Alternative. Use of active and reserve forces
  and some Europe transfers.

1. Army Forces
   a. 3 infantry divisions.
   b. Armored cav regiment.

2. Marine Corps Forces - None.

3. Air Forces
   - 9 TFS.

4. Navy Forces
   - 12 LSTs.

j. Dependent upon the availability of land-based fighter and attack squadrons and base loading in-country and in Thailand, a CVA could be sustained in all force packages.
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<td>20.00°N</td>
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**Note:**
- Latitude and Longitude are coordinates for specific locations.
- The times indicate specific moments in the period described.
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<th>7/29/89</th>
<th>8/16/89</th>
<th>8/30/89</th>
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<td>7</td>
<td>10</td>
<td>14</td>
<td>10</td>
</tr>
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<td>1.5%</td>
<td>3.5%</td>
<td>5.0%</td>
<td>9.0%</td>
<td>5.0%</td>
</tr>
<tr>
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<td>24</td>
<td>70</td>
<td>100</td>
<td>140</td>
<td>140</td>
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**Notes:**
- Percent is calculated based on the total days for each date.
- Total days for each date are calculated by the sum of the days in the row.

**Total Days:**
- 36 (7/7/89)
- 24 (7/15/89)
- 70 (7/29/89)
- 100 (8/16/89)
- 140 (8/30/89)
- 140 (9/13/89)

**Total Days Calculated:**
- 36
- 24
- 70
- 100
- 140
- 140

**Total Days for All Dates:**
- 360

**Percent Calculated:**
- 1.5% (7/7/89)
- 1.5% (7/15/89)
- 3.5% (7/29/89)
- 5.0% (8/16/89)
- 9.0% (8/30/89)
- 5.0% (9/13/89)

**Total Percent Calculated:**
- 15.0%
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<td>Shortfall includes 2 civil engr sqdns and 1 TASS (1097 pers)</td>
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<tr>
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// Grouped for movement purposes
ANNEX D

SHORTFALLS AND PROBLEM AREAS

1. Additional information on shortfalls and problem areas is provided herein.

a. In alternative 1 after the Services had determined their capabilities to provide forces, there was a substantial Army shortfall as indicated in Tabs A and B. This resulted from the Army absorbing the requirement to provide corps support for the entire force. Subsequently, it was determined that certain Marine Corps forces could be made available to overcome some of the Army shortfalls. Hence, these Marine Corps forces, which include five helicopter squadrons, have been added to those forces that can be made available and are subtracted from the shortfall.

b. In alternative 2, after the Services had determined their capabilities to provide forces, it became apparent that, to meet CINCPAC requirements for a force capable of sustained inland operations, additional corps support would be required. Therefore, in addition to providing support for a divisional slice, the Army was tasked to supply supplementary forces to fill out the needed corps support forces. These types of forces are not normally found in the Marine Corps force structure.

Tabs A and B are spread sheets which give an analysis of the shortfalls. From this analysis, the following are significant findings:

a. Army

(1) In all alternatives a significant number of shortfalls could be made available in 1968 through activations of units, which are already scheduled:
(a) Alternative 1 - 76 percent.
(b) Alternative 2 - 90 percent.
(c) Alternative 3 - 68 percent.

Units that cannot be made available in 1968 must await long lead-time procurement.

(2) In alternatives 1 and 2, approximately 70 percent of the shortfalls could be overcome by a call-up of selected Reserves and by transferring units from Europe and Korea (less than 10 percent represents Reserve call-up).

(3) In alternative 3 there appear to be no additional steps that could be taken to overcome the shortfalls except sole-source and off-the-shelf procurement with liberal commercial substitutes. A quantitative estimate of the shortfalls that could thus be overcome has not been made.

b. **Air Force.** Air Force shortfalls in all three alternatives are in civil engineer units (RED HORSE) which are not in the Active forces and in TASS O-2 aircraft which must be provided from new production. For further detail, see Tab C.

c. **Navy.** The Navy shortfall of 12 LSTs in alternatives 1 and 2 can only be solved by withdrawing them from other areas.

d. **Marine Corps.** Overcoming helicopter unit shortfalls is dependent on production and pilot procurement. Interpreter and translator team shortfalls can be made up after 18 months' training time.

3. (U) Tab C is a discussion of Air Force shortfalls and problem areas.
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<td></td>
</tr>
<tr>
<td>30</td>
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</tr>
</tbody>
</table>

**Support:**
- Army
- Navy
- Air Force

**Reserves:**
- Army
- Navy
- Air Force

**Total Shortfall:**
23.943

**Enforcement:**
By call-up of reserves

**Amount That Could Be Overcome:**
- By transfer from other areas
- Amount still not available
US AIR FORCE PROBLEM AREAS

1. During the period July - December 1967, the Air Force will have the capability to provide up to six tactical fighter squadrons for deployment under an assumed emergency situation. However, there are no additional assets available for a corresponding increase to the CONUS training base to provide for sustained support above the level of forces currently engaged in Southeast Asia. Therefore, these additional deployable units could be sustained for only a short period of time. In this analysis, the possible duration of engagement, or deployment, for the corps size force is not addressed. It is prudent to assume that it may continue for an extended period of time. Since maintenance of an adequate sustaining base is considered critical, both to support deployed forces and to insure a viable capability for other contingency requirements, the data in this Tab are based upon increasing the CONUS training base as additive deployments are executed.

2. Deployment of additional forces in any alternative can best be accommodated by use of Nam Phong Air Base, in Thailand, to avoid further saturation of operation facilities at other Southeast Asia airfields, to retain some beddown capability in SVN for follow-on forces, and to provide some flexibility. This base is presently being completed to bare-base configuration and would require upgrading to a main operating base capability to support three tactical fighter squadrons (TFS). Tactical operations can be supported initially on an austere basis with TDY PRIME BEEF personnel deployed in advance of tactical units by use of a GRAY EAGLE package and tactical airfield
dispensing system (TAPDS). Additional base improvements required would be completed thereafter by a heavy repair (RED HORSE) squadron and organic civil engineer personnel to support sustained operations.

3. Problem areas associated with each alternative, and possible corrective actions, are discussed in the following paragraphs.

4. Alternative 1 (5 TFS, 1 Tactical reconnaissance squadron (TRS), 2 Troop carrier squadrons (TCS), and Associated Units):

   a. Under present programmed aircraft equipage schedules and with projected aircraft losses in Southeast Asia, the Air Force can deploy and provide sustained support for only 3 of the 5 TFS by end CY 1967 without drawdown of the CONUS base. All three squadrons would be aircraft from the active force. The major impact associated with this deployment would be the required diversion of F-4 aircraft now programmed for reequipping of PACAF units outside Southeast Asia. This would result in reduction of WESTPAC P-4D squadrons to one by end FY 1969 and no replacements until after FY 2/70. PACAF support of tactical fighter SIOP would be further degraded. Also, all F-4 squadrons in Tactical Air Command would be in a replacement training unit (RTU) role by end FY 1969. Additional attrition losses by FY 2/70 would require a procurement increase of 54 aircraft. The remaining two squadrons could only be satisfied by withholding units from the training base, since Reserve/Guard call-up or Europe withdrawals are not envisioned in this alternative. Such reduction in the training base, would seriously degrade Air Force capabilities to sustain the deployed forces. The reduction could be effected by
change to rotation and tour length policies. Should such actions be taken, it would be possible to provide the remaining two squadrons from the training base in August 1967. However, in order to determine more specific information concerning personnel availability, a postulated execution and deployment period would be required upon which a study in depth could be accomplished, unit reeuppage reevaluated, and new policies for tour length and rotation established. Additional attrition replacements for these 2 squadrons would require increased procurement of 36 aircraft, or a total of 90 additional aircraft for this alternative. The TRS requirement can be satisfied by providing a composite squadron of 12 RF-4 and 6 RF-101 aircraft. The RF-4 element of 12 aircraft can only be provided from a partially equipped squadron in Okinawa, would not be available until November 1967, and would require an exception to personnel tour policy. An appropriate increase must be provided to the training base; however, this resource will not be available until 4/68. The two TCS can be provided from active resources, and increased training base can be provided. However, this will reduce tactical airlift available to STRICOM. The tactical support units can be provided from worldwide resources; however, the 31 O-2 aircraft (9 command/support) for the TASS must be procured and would become available in February (11), March (11), and April (9) 1968, and trained TACP augmentation personnel will become available beginning in March 1968, with a July 1967 decision. All the tactical units concerned are currently manned at the worldwide rate of 80-90 percent of authorized level. Movement to an area of 100 percent manning level and a crew ratio of 1.5 to 1 would cause considerable personnel turbulence in units from which augmentees are withdrawn and temporary reductions in unit efficiency.
b. This alternative is logistically supportable; however, immediate action would be required to procure additional war consumables, such as munitions, wing tanks and pylons, to provide sustained support for the additive forces. Lead time for such commodities varies from six to nine months. Initial support in other supply areas can be provided from current stocks (peacetime and WRM); however, replacement procurement would have to be effected immediately to reconstitute such stocks to maintain contingency capabilities. Similar lead times can be expected. An early decision and authority would be required for organizing and equipping a civil engineer heavy repair squadron (RED HORSE) and a civil engineer group headquarters for employment at Nam Phong. Although initial support and austere operating capability can be provided by organic civil engineer personnel and TDY PRIME BEEP augmentation deployed in advance of the tactical units, sustained operations would require upgrading of Nam Phong to main operating base capability. Such construction effort requires the skills and equipage of the RED HORSE unit. Lead time for these units is six months from decision and approval date. Medical support at Seymour Johnson Air Force Base would be degraded until medical personnel could be procured through normal replacement channels. Also, additional manpower spaces would be required to reconstitute units from which augmentees are withdrawn, if the deployment is to be of sustained duration.

5. Alternative 2 (3 TPS, 1 TRS, 2 TCS, and Associated Units):
a. The problem areas associated with this alternative are identical to those in alternative 1 (paragraph 4 above), except that the impacts are lesser in degree. The reprogramming of 3 F-4 squadron assets from PACAF is still required, and only the last 3 of the 6 scheduled squadrons in PACAF could be equipped. Additional procurement of 54 aircraft is required for projected F-4 attrition losses. The 18 TASS 0-2 aircraft (5 command/support) would be available in February and March 1968 from new procurement, and the TACP augmentation would be available in March 1968.

b. This alternative is logistically supportable with additional procurement actions required for war consumable items. Early decision and authority is also required for organizing and equipping a RED HORSE squadron and civil engineer group headquarters for employment at Nam Phong Air Base to provide a sustained operational capability.

6. Alternative 3 (8 TFS, 1 TRS, 2 TCS, and Associated Units):

   a. In this alternative, Reserve/Guard call-up is envisioned and would be used. The 9 F-100 ANG units would be called to active duty as 25 UE units. Five squadrons would be reorganized and deployed as five 18 UE squadrons. The other units/aircraft would be required to provide attrition and CONUS sustaining base. The remaining three TFS (active squadrons) deploy as in alternatives 1 and 2, leaving no shortfall in tactical fighter units. Reprogramming, unit conversion, and personnel impacts in alternative 1 also apply, and an increase in procurement for 54 F-4 attrition aircraft is required through FY 2/70. ANG F-100 losses in the same period would reduce the ANG F-10C force to about 5 squadron equivalents at 25 UE.
The major impact in this alternative is the lesser extent to which augmentation forces could be provided to USCINCEUR during the period D- to D+30, represented in the reduction of 9 ANG F-100 units. The total effect of such a degradation is significant and would require separate evaluation. The tactical support units can be provided from worldwide resources; however, the 44 (13 command/support) O-2 aircraft, new procurement, would become available in February, March, April, and May 1968 at a rate of 11 each month. TACP augmentation personnel become available in March 1968. The two TCS are available as in alternative 1 with the same impact. The TRS can be met in July 1967 through activation of two ANG RF-84 (BEEFBROTH) units to provide one deployable 18 UE squadron and one 18 UE squadron for employment in the RTU role.

b. This alternative is logistically supportable; however, austere conditions would exist due to extensive air base saturation. Some loss in operational effectiveness would be expected, and remedial improvements to existing bases in SVN would be required. Such actions should be initiated promptly after decision date to provide additional expeditionary facilities such as ramp and parking (airfield matting) and POL augmentation, in addition to upgrading Nam Phong Air Base as quickly as possible to support sustained operations. Additional procurement actions, as in alternatives 1 and 2, are required for war consumable items. A RED HORSE squadron, in addition to one at Nam Phong, is required at Da-Nang to be employed in elements at bases in SVN receiving the additive forces. To provide civil engineer supervision, design, and management, a civil engineer group should also be deployed to Nam Phong.
ANNEX E

MOVEMENT DATA

1. (U) In preparing the movement schedules, the limiting parameters were the dates of availability for deployment of units, the quantity of transportation, and the capacity of facilities to receive and unload at destination.

2. In alternatives 1 and 2, the units could be moved with few exceptions as they became ready for deployment. The dates for deployment coincide roughly with the availability of transportation. The 82nd Division and those Air Force units available in the first month are moved by air. Significant elements of the Marine forces, which are combat loaded, are moved by Navy amphibious shipping in the first month. MSTS ships are used to carry cargo and some support units also in the first month. The bulk of the remaining combat and support elements are moved by air and MSTS during August and September with a few units and some shortfalls moving in small increments as they become ready over the following several months. In general, the units will maintain integrity and will arrive configured to conduct operations in a minimum of time.

3. In the third alternative, some units will be delayed beyond their readiness dates unless additional commercial shipping could be obtained for a short period. In this alternative also, unit integrity would be generally maintained. Several units would deploy direct from Europe and would marry-up with the force in Southeast Asia.

4. The over-all receiving capability of SVN ports is estimated to be approximately 1,550,000 M/tons per month while actual receipts have averaged about 1,350,000 M/tons per month. Thus, there is a capacity to receive approximately
200,000 M/tons of additional input if all facilities were used.
The additional maximum input of material for the corps force
amounts to slightly over 200,000 tons in the months of August
and September. Therefore, no significant increase in port
facilities will be required if disposition of the force is
such that multiple ports may be used for its support.

5. The airlift required for these movements consists of
all cargo aircraft that can be made available by cutting other
areas of the world to the approved JCS minimum, plus a continued
15,000 S/T cargo per month to SVN. Passenger airlift required
amounts to about one half of the available worldwide MAC owned
or commercial contracted airlift. This would include sufficient
airlift for replacements for combat losses. All MSTS troop ships
(16) will be required for troop lift, July through October.
Amphibious shipping available elsewhere would be at a minimum
for 60 to 90 days. Detailed numbers of ships and airlift
sorties required are in TABS A, B, and C.

6. In alternatives 1 and 2, if shortfalls were to be
overcome by transfers from Europe, this could be accomplished
by diverting troop ships, as required and available, from SVN
to Europe for trooplift plus commercial charter of the necessary
Atlantic cargo ships.
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**AIR TRAFFIC ELEMENTS REQUIRED:**
A total of 1055 services.

- **NOR AIR TRANSPORT** (18 aircraft)
  - 3 aircraft flights
  - 2 days running, 10 days sail time,
  - 7 days offloading.

- To be moved over a 12 month period when available and ready.

**AIR TRAFFIC ELEMENTS REQUIRED:**
A total of 3455 services.

- **NOR AIR TRANSPORT** (18 aircraft)
  - 3 aircraft flights
  - 2 days running, 10 days sail time,
  - 7 days offloading.

**AIR TRAFFIC ELEMENTS REQUIRED:**
A total of 1455 services.

- **NOR AIR TRANSPORT** (18 aircraft)
  - 3 aircraft flights
  - 2 days running, 10 days sail time,
  - 7 days offloading.

**AIR TRAFFIC ELEMENTS REQUIRED:**
A total of 635 services.

- **NOR AIR TRANSPORT** (18 aircraft)
  - 3 aircraft flights
  - 2 days running, 10 days sail time,
  - 7 days offloading.

**AIR TRAFFIC ELEMENTS REQUIRED:**
A total of 635 services.

- **NOR AIR TRANSPORT** (18 aircraft)
  - 3 aircraft flights
  - 2 days running, 10 days sail time,
  - 7 days offloading.

- **AIR TRAFFIC ELEMENTS REQUIRED:**
  - 24 aircraft flights
  - 2 days running, 10 days sail time,
  - 7 days offloading.

- To be moved over a 12 month period when available and ready.

**AIR TRAFFIC ELEMENTS REQUIRED:**
A total of 1455 services.

- **NOR AIR TRANSPORT** (18 aircraft)
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  - 2 days running, 10 days sail time,
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**AIR TRAFFIC ELEMENTS REQUIRED:**
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**Note:**
- The table above details the availability and specifications of various items. The quantities and dimensions provided may vary. Please refer to the original table for specific details.
- This section requires careful review and understanding of the specifications provided.

**Additional Information:**
- A total of 60 units are available.
- 2 units ship, 2 units ship next.
- Weight ranges from 1000 to 2000 lbs.
- Dimensions vary, with units ranging from 3 to 5 feet in length.