



## CHAPTER 2

### THE DEPLOYMENT

#### Preparation

The primary function of logistics is to sustain a force during operations away from its base. Planners for deployment, whether they realize it or not, are logisticians. In the case of ATF 201, plans to implement Bluebat existed for some time. The 11th Airborne Division, a unit designated for Bluebat, was no stranger to deployments and, since March 1956, had been using Grandios, an unclassified deployment plan, to implement EP 201.<sup>1</sup> This plan, written by an experienced staff, called for the marshaling and loading of the airborne maneuver forces.

The primary problem was the dual mission of the division--its commitment to NATO and to EP 201. General Gray related that he developed "a mild case of schizophrenia and was never really satisfied that [he] was doing full justice to either mission."<sup>2</sup> Additionally, the Army organized the 11th Airborne Division under the Reorganization of the Airborne Division (ROTAD) concept. To complicate matters further, the 11th Airborne Division was about to undergo a major change in force structure and would become the 24th Infantry Division on 1 July 1958 as part of the Reorganization of Current Infantry Division (ROCID) model.<sup>3</sup> ROCID increased its equipment and personnel and added another brigade headquarters.<sup>4</sup> Two battle groups within the division, the 187th and 503d, would retain their airborne capability. Late in 1958, these units would rotate to Fort Bragg, North Carolina, and two infantry battle groups would come from the United States to replace them. Simultaneously, two airborne battle groups from Fort Bragg, the 504th and 505th, would replace two infantry battle groups in the 8th Division at Mainz, West Germany. "When this rotation occurred the 8th Division was to assume the TF 201 mission."<sup>5</sup> In the meantime, personnel approaching the end of their overseas tour filled the 187th and 503d. As a result, both ATF 201 battle groups "were jam-packed with officers, NCOs and other ranks who had all served three years in Germany and had participated in numerous major field exercises and training tasks."<sup>6</sup>

A small staff in the division continued the EP 201 planning in spite of having to prepare for two different

missions and to deal with the turbulence of a major reorganization and massive personnel rotation. These planners had to develop a plan to marshal and load out 4,963 troops and 2,604 short tons of equipment. (See appendix C.) Because of the complexity of marshaling and the numbers of personnel involved, all units involved had to understand the plan. But Grandios was a plan solely for the airborne units, and it neglected detailed planning for the nondivisional support units.

The marshaling of an airborne unit is a time-consuming and labor-intensive operation. It involves the establishment of a departure airfield control group. Control group personnel must provide transportation and establish messing, latrine, and sleeping areas for the troops at the departure airfield, plus handle such duties as sealing off the area for security, providing guards, and setting up command and briefing tents. A second group of personnel has to establish and operate a marshaling area to process airborne personnel and their equipment for loading. Adjutant general, ordnance, maintenance, and quartermaster personnel need to be stationed in the marshaling area to provide last-minute administrative services; to check identification cards, shot records, and Geneva Convention cards, to notify next of kin; to perform myriad personnel matters; and to repair and replace equipment. The division believed that the plan for marshaling procedures was workable. Then came a real test.<sup>7</sup>

Growing tensions in the Middle East caused an alert to be called on 17 May 1958. At that time, the 503d Battle Group was the designated Alfa Force. This alert added realism to the paper contingency plan and exposed serious errors that would require major revisions in future planning. Both the 187th and the 503d marshaled according to plan. Planners soon discovered, however, that there were not enough people to process the battle groups quickly. Their planning also failed to marshal the units effectively because of a lack of control and coordination among the various support units. The alert ended on 24 May when the 503d conducted a mass airdrop near Munich, Germany. This alert, however, clearly demonstrated that the task force could not then move at the speed required in actual contingency operations.<sup>8</sup>

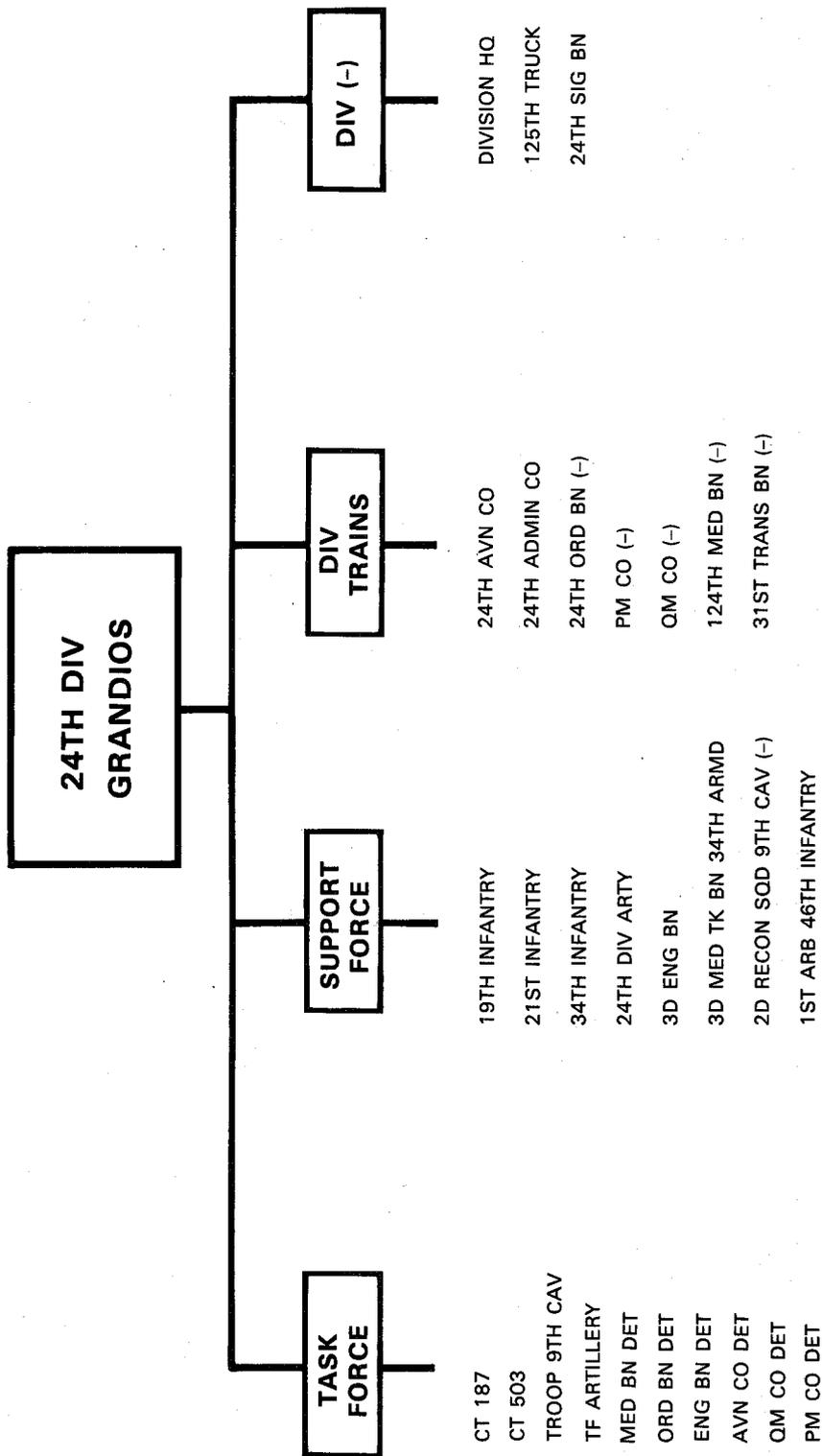
As long as the 11th Division remained an airborne unit, it was simple to detail individuals and units familiar with airborne marshaling and departure tasks. As the division gradually converted to an infantry unit, it lost its airborne personnel (other than the 187th and 503d) and also lost much of its ability to marshal its units quickly and effectively.

To overcome this deficiency, Major General Ralph C. Cooper, CG 11th Airborne Division, tasked Brigadier General George Speidel, 11th Division Artillery Commander, to operate the departure airfield. In addition to his long experience as a paratrooper, General Speidel was stationed at Fürstenfeldbruck near Munich. He supervised all the division troops located in the Munich area and could draw on their resources for his task force. Furthermore, as an assistant division commander, he could make decisions and resolve problems more quickly than could an officer of lesser rank.<sup>9</sup>

This force became known as Support Force Speidel. Its mission was "to provide for the movement of task force and supporting elements from home station, by air, for commitment in an area of operations, or to an intermediate staging area."<sup>10</sup>

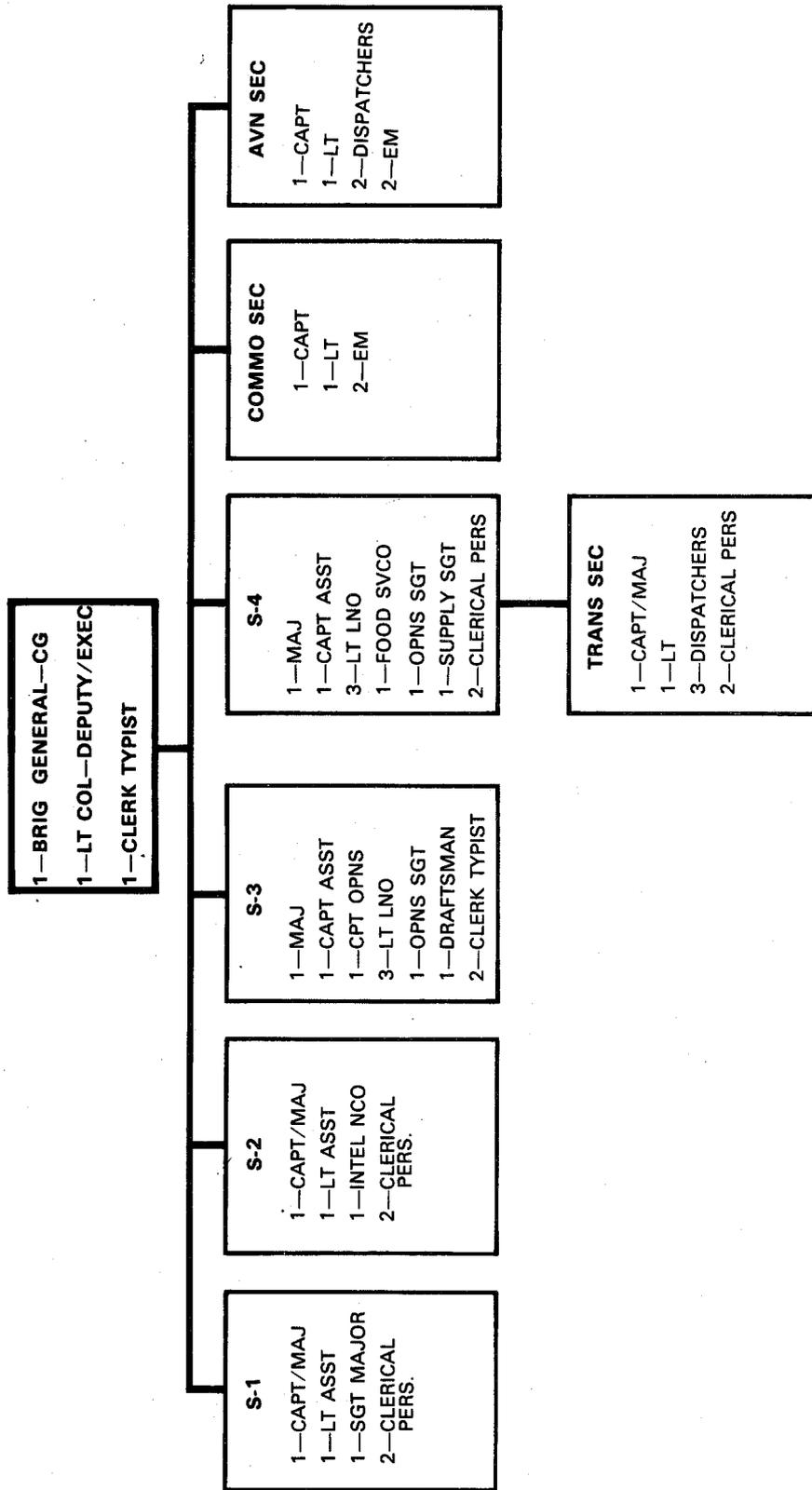
Grandios, upon implementation, reorganized the division as shown in figure 5. Support Force Speidel was the heart of Grandios. The personnel included one battle group, two infantry battalions, an artillery battalion, and one engineer battalion (figures 6 and 7). The plan defined responsibilities for all the required marshaling tasks, such as providing guidance for supply loads, individual equipment, vehicle preparation, public information, communications, and even special services like post exchange and movies at the marshaling area.<sup>11</sup>

After the practice in May, the alert system became more precise and graduated as shown in table 3. The airborne force now had workable procedures for deployment, and coordination continued for possible deployment. Problems still remained for the support elements of ATF 201. Because of the security classification of EP 201, the 11th Airborne Division could not provide details of the plan to the support units that would constitute the 201st Logistical Command. In short, logistical units could not be integrated into the operational plans. Consequently, the working units did not have an opportunity to prepare loading plans, movement schedules, or airfield departure routes. According to an after-action report, coordination and review of the air-loading plans for nondivisional Charlie Force units were not effected prior to the alert, and detailed loading plans for the Delta and Echo forces were not coordinated with the port of embarkation.<sup>12</sup> Only a small cell of headquarters planners fully understood the nature of the requirement. Detailed planning for these units began only after a relaxation of the need-to-know restriction placed on EP 201, but this was less than a month and a half before the actual deployment in July. The plans for the



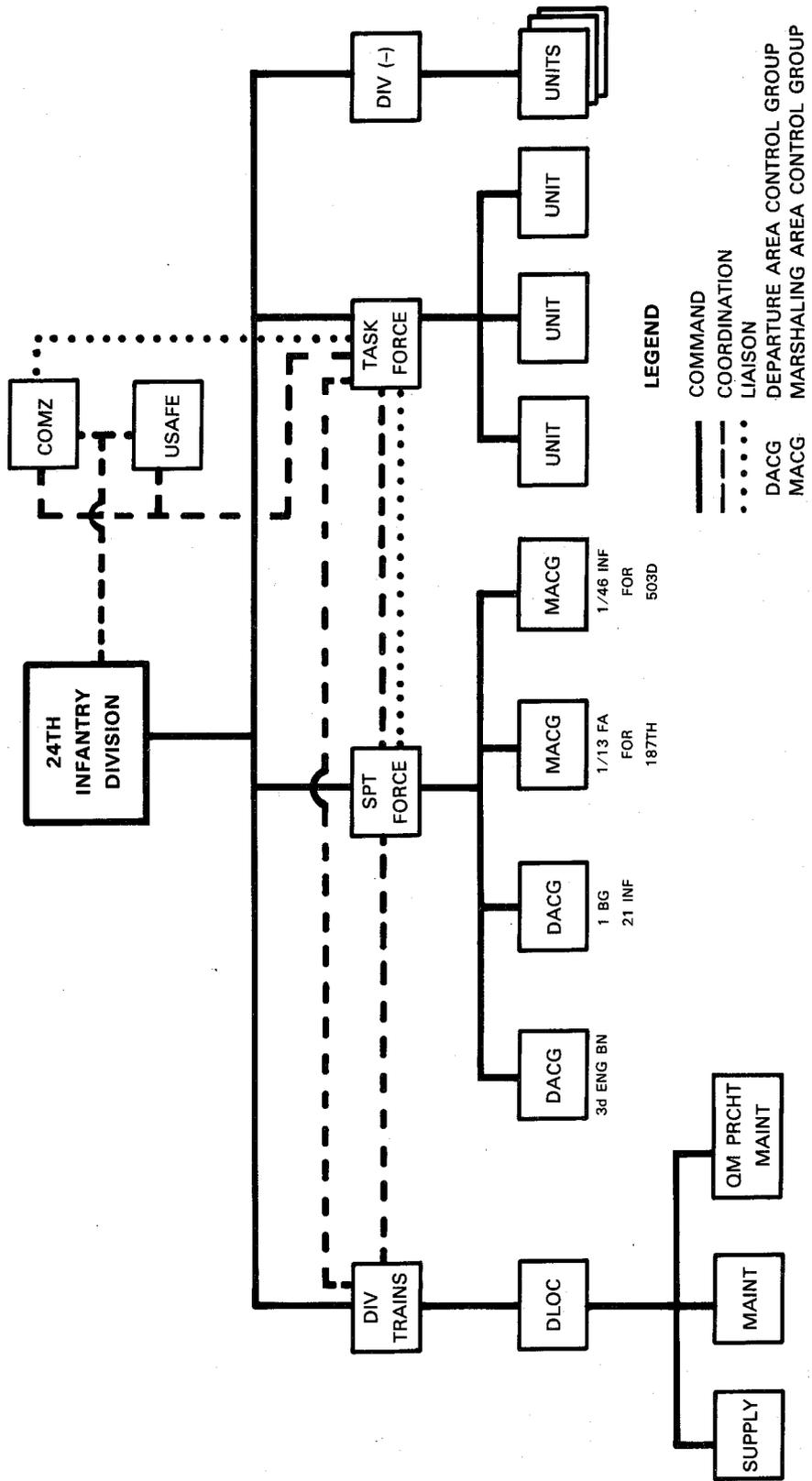
Source: "Infantry Conference Report," Comments, 220.

Figure 5. Organization for Operation Grandios



Source: 24th ID, "AAR Grandios," with enclosure, "Operation Plan GRANDIOS," 1 July 1958, annex E.

Figure 6. Support Force



Source: 24th ID, "AAR Grandios," with enclosure, "Operation Plan GRANDIOS," 1 July 1958, annex C.  
 Figure 7. Command Organization for Operation Grandios

Table 3. Types of Alerts

<u>Amber</u>	<u>Azure</u>	<u>Green</u>	<u>Purple</u>
<p>An alert or warning order has been received from higher headquarters, but the situation appears to warrant minimum alert procedures.</p> <ol style="list-style-type: none"> <li>1. Review plans.</li> <li>2. Determine whereabouts of key personnel.</li> <li>3. Determine major shortages.</li> </ol>	<p>Higher headquarters has issued a warning but has emphasized that this does not constitute an alert.</p> <ol style="list-style-type: none"> <li>1. Accomplish measures applicable to Amber alert.</li> <li>2. Approve no leaves.</li> <li>3. Return units to home station.</li> <li>4. Restrict 3-day passes.</li> <li>5. Conduct shutdown inspections.</li> <li>6. Make up shortages.</li> <li>7. Prepare personnel transfer lists.</li> </ol>	<p>This constitutes an actual alert. Task force prepares to move to departure airfield(s).</p> <ol style="list-style-type: none"> <li>1. Accomplish measures applicable to Amber and Azure.</li> <li>2. Execute Grandios muster.</li> <li>3. Set up rigging lines.</li> <li>4. Execute personnel and equipment transfers.</li> <li>5. Ascertain aircraft available.</li> <li>6. Install communications.</li> <li>7. Cancel all leaves and passes.</li> <li>8. Administer immunizations.</li> </ol>	<p>This constitutes a full alert. All aspects of Grandios will be executed. All measures applicable to Amber, Azure, and Green alerts will be accomplished.</p>

Source: "Infantry Conference Report," Comments, 221.

movement were sound and the forces were deployed, but a smoother deployment could have been possible. The airborne planning was thorough, but restricted distribution of the plan resulted in faulty execution.

The logistical command leadership understood the mission and held many planning conferences. Colonel Meetze even made a liaison trip to Adana, Turkey, the proposed intermediate staging area, to coordinate logistical support.<sup>13</sup> While the headquarters was becoming well versed in the prepared plan, the specific support units were not. Unlike the airborne units, the nondivisional support units lacked the experience for rapid deployment and thus required extensive preparation and planning. They did not receive it because of the high security classification of the plan.

The lessons of the May alert helped to integrate support units into the detailed marshaling plans. General Gray described the outcome:

. . . another result was that it let the cat out of the bag, that a U.S. NATO force had a secondary mission. As I recall, the main reason for the extreme "need to know" imposed upon us was the concern that our allies, and particularly West Germany, might find out that the U.S. planned to use forces fully committed to NATO on a distant mission. As it turned out the only concern expressed by anyone was that of German entrepreneurs who stood to lose revenues upon departure of U.S. forces. In all probability, despite our precautions, NATO knew about it all along, to say nothing of the Russians.<sup>14</sup>

The May alert finally brought Charlie Force units into the detailed planning picture. For the first time, these units calculated airlift data and prepared loading plans, but, reflecting their inexperience, they had to rely heavily on the airborne units for help. An 8 July command post exercise (CPX) for all Charlie Force units accelerated this process, but units were still unprepared when deployment came.<sup>15</sup>

After the May alert, the Air Force agreed to furnish a component to a joint command post at Fürstenfeldbruck to coordinate aircraft and provide advance notice of types of arriving aircraft.<sup>16</sup> The Air Force, however, had difficulty forecasting aircraft by type. The replacement of C-119s with C-130s, then in progress, caused this confusion. As General Gray related, "it was impossible for the Air Force to give us at any one time an accurate forecast of their potential lift."<sup>17</sup>

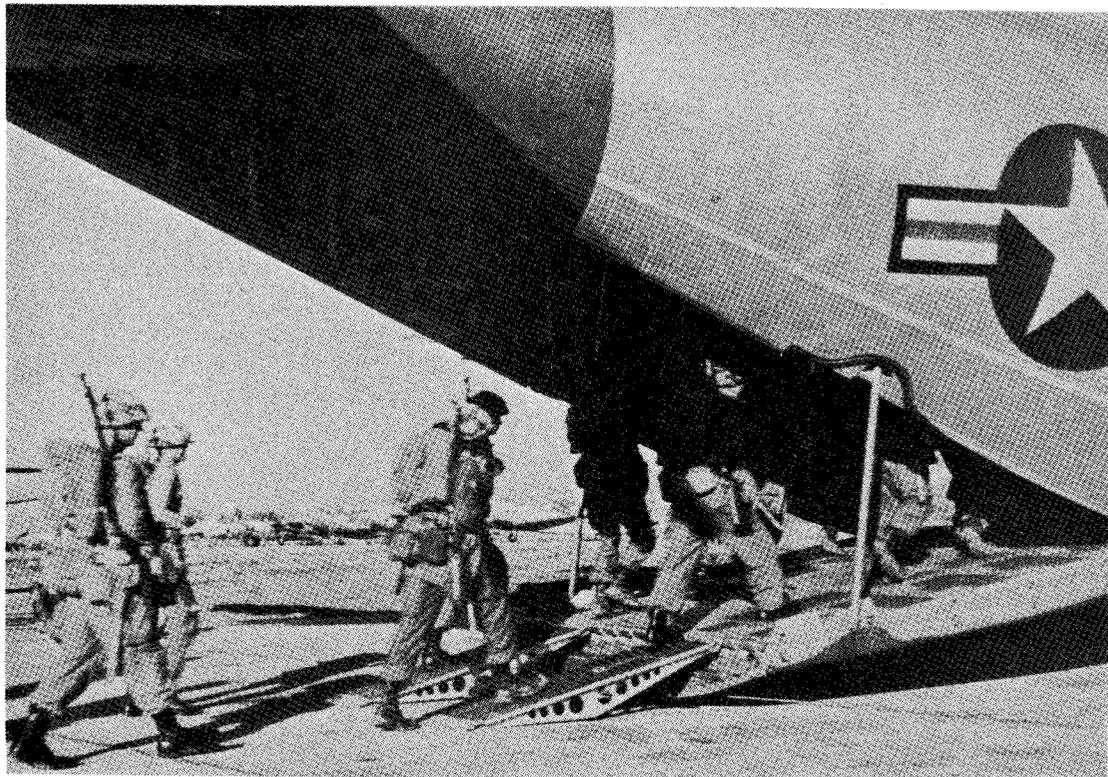
In the wake of the experiences gained from the May alert, airlift was again the subject of a 9 July 12th Air Force conference at Ramstein, Germany. Brig. Gen. B. O. Davis said to General Gray, "We gave you what you asked for in May and now you want more. When are you going to stop raising the ante?" General Gray replied that General Davis had been misinformed because "TF Alfa's requirement had been met only by taking C-124 augmentation from the States meant for TF Charlie." General Gray has recalled, "The simple fact was that there was not enough lift immediately available in the theater to meet the full lift requirements of TF Alpha."<sup>18</sup> The difference between requirements and lift availability remained unresolved.

Planning and coordination continued. ATF 201 was fortunate to have had the benefit of CPXs, rehearsals, and marshaling and load-out practices. Charlie Force was now involved in the planning, and the Army and Air Force were discussing joint planning. The May full-dress rehearsal revealed areas where corrective action was necessary, but those involved had too little time--only a month and a half--before the next alert to correct the problems.

On 14 July 1958, USAREUR issued a warning order by phone to the 24th Division headquarters; on 15 July, a "message [arrived] from USAREUR which indicated that the task force would have to be prepared for either air drop or air land in Lebanon 24 hours after receipt of notification to move."<sup>19</sup> The same day, USAREUR General Order Number 194 activated the ATF 201 Support Command headquarters.<sup>20</sup> General Speidel activated his force and moved to Fürstenfeldbruck Air Force Base. The first task of the headquarters was to determine lift availability.

#### Movement

On 14 July, the 322d Air Division had available forty-eight C-130 aircraft from the 317th Troop Carrier Wing at Évreux, France; twelve C-124 aircraft from the 322d Division's 3d Troop Carrier Squadron at Rhine-Main, West Germany; fifty C-119 aircraft from the division's 60th Troop Carrier Wing based at Dreux, France; and thirty-six C-124s turned over to the 322d by MATS Eastern Air Transport Force.<sup>21</sup> The next day, General Gray again met with General Davis, 12th Air Force, and Colonel McCafferty, deputy commander of the 322d Air Division (322d was commanded by Col. Clyde Box), to receive an estimate of the airlift available for his mission. General Gray recorded in his personal notebook that "final airlift [was] not formed up until about 2000."<sup>22</sup> Gray elaborated: "In fairness to the Air Force, the 322d was



U.S. Air Force

### Troops leaving Germany

sort of a vagabond airline that on any one day might have aircraft scattered all the way from India to Africa to the United States. They simply couldn't all be whistled in in a matter of a few hours. . . ."23

Like the Air Force, Army elements were prepared for contingencies but were not ready for an unannounced alert because of their attention to daily operations. Most soldiers familiar with alert situations would have empathy for ATF 201's quandry. Despite the contingency mission, the units had to do other jobs and continue training. On 14 July, for instance, the 503d, designated Alfa Force, was preparing to depart for Bad Tölz to act as aggressors against special forces troops in an exercise. They were also in the midst of readying a company-size jump for Gen. Clyde D. Eddleman, the new Seventh Army commander. This task required the rigging of several dummy demonstration loads.<sup>24</sup> On the other hand, the 187th (Bravo Force) had just returned to garrison from two weeks' training at Hohenfels where it had conducted a group jump. Before its departure from home station, the 187th reviewed its portion of Grandios and readied its B-bags, which contained an individual's clothing, some designated TOE equipment, and some personal items. Preparing for his portion of the special forces exercises, Colonel Sharkey, the 187th's commander, sent many of his officers to

reconnoiter the operational area. At that moment, they were scattered over a 200-square-mile area of the Bavarian Alps. In addition, Colonel Haynes, the Alfa Force commander, had injured his leg in a recent jump. Based on these factors, General Gray replaced the 503d with the 187th as the Alfa Force.<sup>25</sup> At 0545 on 15 July, the division initiated a green alert, and the 187th began loading.

By this time, Support Force Speidel had established the departure airfield control group. General Speidel recalled, "During marshaling and loading many minor problems occurred which were corrected without too much difficulty. This was a standard operating procedure that had been 'dry run' many times."<sup>26</sup>

The most nettlesome minor problem was the Air Force's failure to send the required airmen to the joint command post as previously agreed on during the 9 July conference.<sup>27</sup> The American Land Forces (AMLANFOR) Bluebat critique mistakenly states: "They [the Air Force] furnished one officer; however, he departed in the increment with the ATF 201 Commander. This caused much confusion and delay in aircraft use and in briefings until an Air Force component, with command and clerks, was re-established much later."<sup>28</sup> In actuality, the Air Force officer, Colonel McCafferty, was the designated commander of the Air Force element of Alfa Force while airborne. If the 187th had to jump, McCafferty would have been in command en route to the target area.<sup>29</sup> The Air Force did send additional personnel. A combat air logistic support unit (CALSU), under Col. Tarleton H. Watkins, worked with General Speidel, but not according to any prior agreements.<sup>30</sup> The result was confusion and lack of coordination. The Army contributed its share to this disorder by its last-minute scramble to complete loading plans for Charlie Force.

The mission of Support Force Speidel was soon modified to include the establishment of priorities for movement and the determination of lift requirements for all units in ATF 201. This meant supporting not only the well-prepared airborne units but also the nondivisional support units, many of which had just recently been included in the plans.<sup>31</sup> This presented a significant problem. As a plan, EP 201 was sound, but the loading requirements of the support units had not been computed. Many of these units, reporting increased lift requirements for the first time, expected Support Force Speidel to react immediately to their needs. However, unless cleared by higher headquarters, Support Force Speidel and the 322d Air Division headquarters lacked authority to dispatch aircraft other than those contained in the basic

plan.<sup>32</sup> Despite the previous months of preparation, it required a great deal of last-minute coordination and telephone calls to rectify the aircraft shortfall.

Another of General Speidel's problems was all the "help" he received.<sup>33</sup> It is a truism that senior commanders have the right, possibly the need, to go where the action is and to expect a briefing on their arrival. But the price is interruption of the operation in progress. General Gray counted fourteen stars in one group. "At one time there was General Hodes, CGUSAREUR; LTG Eddleman; LTG Roger; MG Cooper; and BG B. O. Davis."<sup>34</sup> General Gray erected a briefing tent to keep the visitors away from Speidel's workers, but the generals avoided the briefing area and wandered over to the hangars, asking questions that a briefing officer could have answered and interfering with troops engaged in more important duties. Indicative of events to come, only Gen. Paul D. Adams, Commanding General, 7th Support Command, listened to a complete briefing.<sup>35</sup> (General Adams later became Commander in Chief, AMLANFOR.)

Besides visitors, General Speidel's force was unprepared to handle the press. Apparently, there was no fixed policy for press accommodations. For example:

Two representatives from the "Stars and Stripes" arrived by an Army helicopter from Frankfurt (Germany) with orders issued by "Stars and Stripes" for travel to the Middle East. This headquarters (Support Force Speidel) had no authority to allow them aboard aircraft based simply on their "Stars and Stripes" orders. The Information Division, USAREUR, was contacted. . . . Eventually, 22 July, this headquarters was notified through Division PIO that these men had no authority to go to the Middle East and in fact should not even be on the base proper. Yet these same two men were provided Army helicopter transportation from Frankfurt to Fürstenfeldbruck, and had USAFE approval for air transportation to the Middle East. Good press relations are a necessity for favorable releases concerning the military profession. A policy, known to all, must be forthcoming in relation to the access of press representatives to sensitive areas.<sup>36</sup>

To add insult to injury, "Even the Russians," General Gray noted, "were at the fence taking pictures."<sup>37</sup> The result was an unplanned diversion of additional personnel and resources to handle the demands of the press, thus allowing troops to deal with the problems at hand.

Plans and weight estimates did not match the actual loads, creating further difficulties. Nearly every element of the well-practiced Alfa Force had overloaded its equipment bundles. In addition, the operation was delayed from the start. Riggers incorrectly loaded the truck convoy by putting the items needed initially on the ground into the trucks first; therefore, that equipment was unloaded last. The convoy also took a longer route than necessary to the airfield and arrived late and in reverse order. The riggers then had to wait until the last truck arrived with the materiel needed first before they could begin their work.

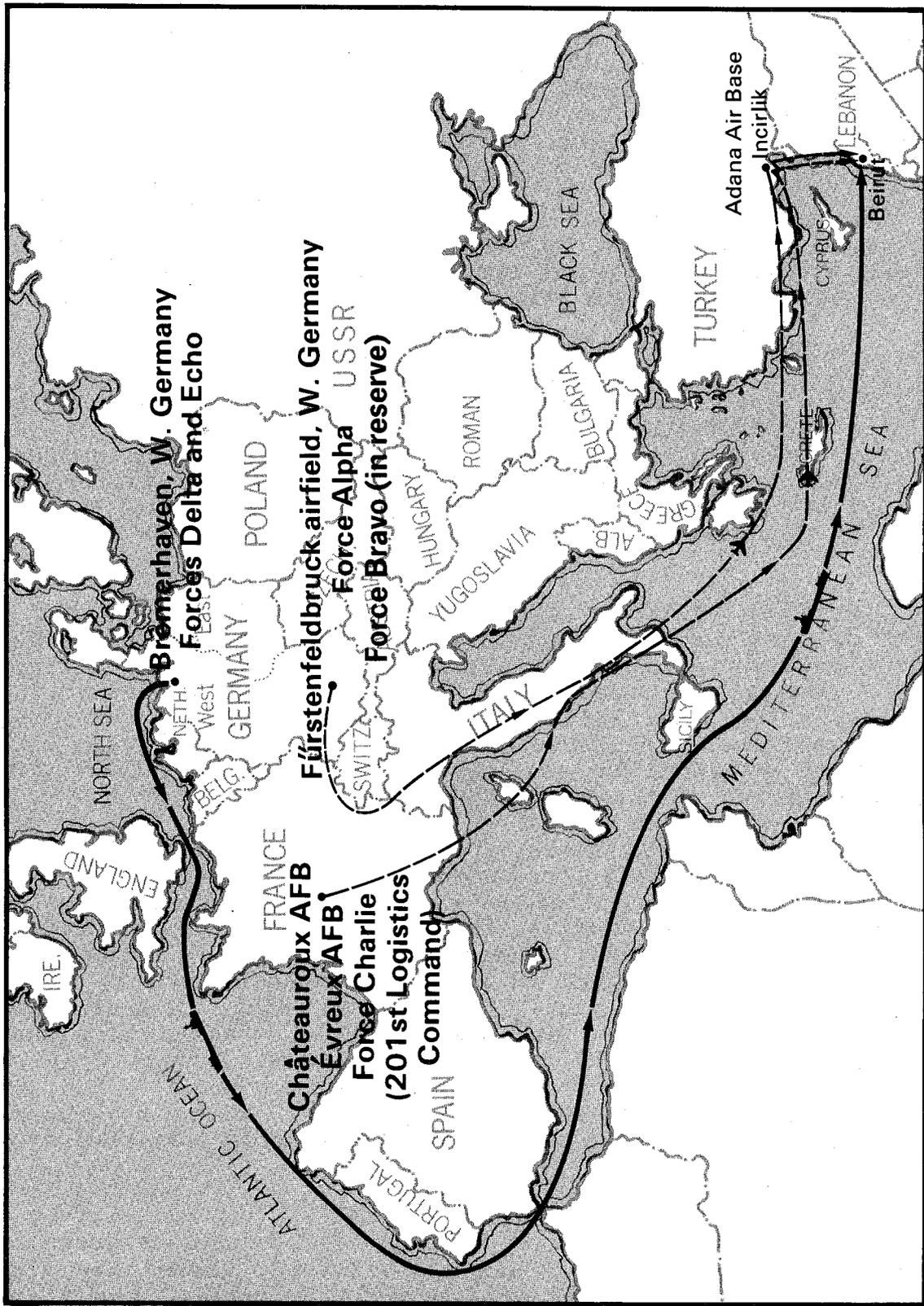
On 15 July, these riggers in the parachute maintenance company moved to the airfield at 0500. But it took until 1600 to establish the rigging line. At 1800, when the force received clearance to depart, only the first of 125 heavy drop-loads were ready.<sup>38</sup> Fortunately, the weather delayed the departure of the C-119s as did the failure to receive overflight rights from Austria.\* These factors forced departure time to be rescheduled for 0730 the next day.

ATF 201 continued to marshal. Fortunately, it had a unique headquarters staff, Support Force Speidel, that consisted of experienced personnel and a general officer to operate the departure airfield. Thus, effective organization and well-qualified people helped overcome some of the attendant confusion. However, even with thorough preparation and experienced personnel, ATF 201 was not ready when cleared for departure.

The first Alfa Force plane actually departed Germany at 0817 on 16 July for Adana, Turkey, a staging area (map 2). Meantime, Charlie Force was also marshaling in France. Because Charlie Force would use Alpha Force's turnaround aircraft, Charlie Force had time to reorganize. Col. Adam W. Meetze, commander of the 201st Logistical Command, Lt. Col. Isaac King, director of supply and services, and Maj. Paul I. Wells, a signal officer, left Orléans, France, and joined General Gray at Adana on 17 July to coordinate logistics.<sup>39</sup> Colonel Meetze immediately supported ATF 201 with B-rations, tents, tables, chairs, and other expendable supplies from

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\*The need for overflight rights had been considered by USAREUR planners, but it was decided that, where they were not granted, they would be ignored. Evidently, the State Department had not cleared this decision because Austria had to be bypassed.



Source: "Infantry Conference Report," Comments, 218.  
 Map 2. ATF 201 Deployment Routes to Lebanon in 1958

pre-positioned Air Force supplies at Adana. Meanwhile, the airlift continued. By 17 July, a total of 1,526 troops in Alfa Force and 495 short tons of supplies had arrived at Adana, Turkey.<sup>40</sup> Most of these aircraft parked on the airfield, fully loaded. Bravo Force remained on alert at its home station in Germany.\*

In Lebanon, the situation was stable, so Charlie Force prepared to land directly at the Beirut airport. Elements of Charlie Force left Orléans, France, by bus on 17 July for the airfield at Châteauroux. Unfortunately, the bus crashed near Olivet (Loiret), France, killing three men.<sup>41</sup> Headquarters, COMMZ, sent replacements who had no notion of the plan they would implement. The rest of the air elements of Charlie Force marshaled without incident at Fürstenfeldbruck, Rhine-Main, Châteauroux, and Évreux.

General Gray visited Beirut on 18 July to prepare the way for the task force. After coordination meetings with Admiral Holloway, CINCSPECOMME, Gray returned to Adana. There, he ordered two changes based on the situation in Lebanon: first, "that a truck platoon be placed as top priority on TF Charlie and [second] that TF Alfa's B-bags be sent by air rather than by sea."<sup>42</sup> Unfortunately, the last request was garbled in transmission. The 24th Division interpreted the message to mean that Bravo Force should advance. So a few days later, the advance party of the 503d arrived in Beirut, happy as could be. The end of this story is that Alfa's B-bags, which went by ship anyway, were extensively damaged and looted on the sea voyage.<sup>43</sup>

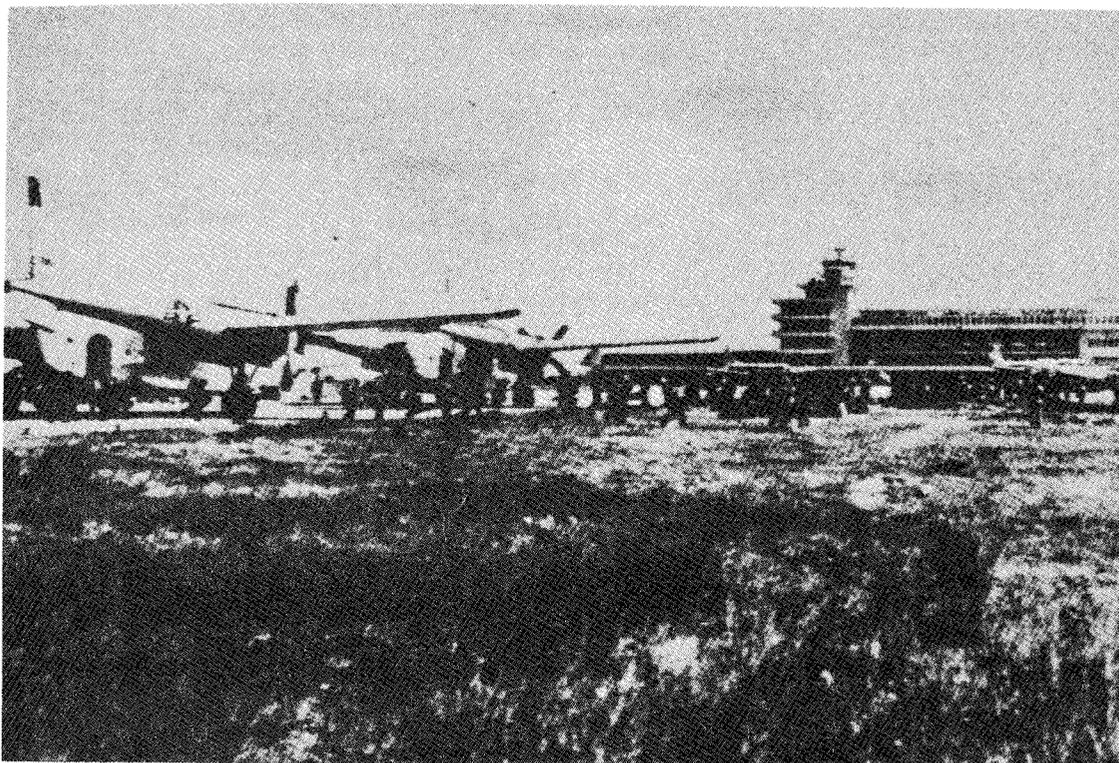
On 18 July, USAREUR cleared Charlie Force for movement to Lebanon, and Alfa Force prepared to move on to Beirut. General Gray earlier found that Lebanese airport officials insisted on integrating the task force flights with their normal civilian traffic control. The Beirut airport had two main runways, but one was closed for construction. Gray made arrangements with Lebanese officials for equipment storage and use of Lebanese army trucks, but, when he and the advance party arrived, "to our dismay we found that the Lebanese Army trucks promised us had not arrived; the taxiway had not been reserved and no space

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\*The reader may wonder about the care of family members left behind. Support Force Speidel took care of most of the problems. General Speidel briefed the family members, and his staff took care of many problems caused by a spouse's quick departure, such as "He took the keys to the car."

had been allocated for our heavy drop." The advance party's "high-pressure staff activity" solved all these problems just as the first group of C-119s appeared in the distance.<sup>44</sup>

Alfa Force began arriving in Beirut at 2230 on 19 July; some of Charlie Force had landed earlier that same day. But because Alpha Force was using many of the aircraft Charlie Force had counted on for transport, much of Charlie Force was delayed. In addition, it took longer to load Charlie Force than anticipated: unit planners had manifested vehicles according to the basic weight of the vehicle, but, when the vehicles arrived at the aircraft for loading, they frequently contained rations or other items of equipment that added more weight to the load without appearing on the manifest.<sup>45</sup> So, as aircraft became available, riggers loaded them with whatever was available and sent the aircraft on their way. The bulk of Charlie Force, 1,580 personnel and 1,825 short tons of equipment and supplies, had arrived at Beirut by 26 July. In all, during the first eleven days of the Army's movement, the Air Force flew a total of 242 sorties carrying 3,234 troops and 2,500 short tons of cargo.<sup>46</sup>



187th arriving in Beirut

## Airhead

The first priority of the logistical command was air terminal operations. The unloading of airborne units was no problem. The ATF commander, General Gray, described the airborne's airlanding:

As each aircraft turned into the taxiway still rolling at considerable speed, a soldier jumped off and sprinted forward to establish an assembly point for his plane load. The other soldiers came tumbling out behind him while the plane was still rolling, neatly stacked their weapons and equipment in a line designated by the guide, then raced back to the plane to unload the A-7 containers and weapons bags. In a matter of several minutes the plane was proceeding to the runway for takeoff.<sup>47</sup>

The unloading of supplies and heavy equipment was not as smooth, however. Evidently, considerable confusion existed about who was in charge of unloading. All the services used the Beirut International Airport as their air terminal. In addition, the international airport would eventually serve, on a continuing basis, as the main base of operations for helicopter, light plane, aeromedical evacuation, and antisubmarine warfare operations. All these military activities were superimposed on the constant, heavy commercial use of the airfield. The initial contacts between U.S. and Lebanese officials to coordinate air traffic consisted of little more than a Lebanese army officer and a U.S. Marine representative working with civilians to control landings and takeoffs. During the initial Army airlift, the Air Force provided a CALSU of the 6th Aerial Port Squadron. This unit attempted to control and coordinate all U.S. activities until the arrival of an aeromedical evacuation detachment. Then, the CALSU established a passenger and cargo operations area in the terminal. While these personnel made a commendable effort to carry this extra workload and did manage to operate a limited military base operations center, their numbers and technical ratings were not adequate to handle all airport and terminal activities.<sup>48</sup>

Confusing instructions exacerbated the problem. CINCSPECOMME OPLAN 215-58 stated that Commander, U.S. Air Forces, SPECOMME, would establish and operate air transport facilities to improve the handling of personnel and cargo and to arrange for use of the commercial air transport terminal.<sup>49</sup> A military regulation

(AR 59-106/OPNAV Instruction 4660.1/AFR 76-7/MARCUR JSAR 2-56-3000, 21 September 1956) delineated the functional responsibilities of the military services in connection with handling and moving traffic through Air Force air terminals, including those at advanced landing fields and airheads. Responsibilities differed somewhat for the air movement of units and the air movement of other traffic, such as cargo, mail, passengers, and baggage.

For air movement of units, the respective service (Marine, Navy, Air Force, or Army) being moved was responsible for loading, tying down, and unloading its supplies and equipment into or out of aircraft. Air Force personnel, however, provided technical assistance and safety inspections. In contrast, cargo to be airdropped was tied down and dropped by the Air Force. For movement of traffic other than units, the Air Force was responsible for accepting properly authorized and packaged traffic at the departure air terminals. Acceptance included inspecting, receiving, and unloading traffic from consigner vehicles. The Air Force also had the responsibility of loading, tying down, providing en route service and supervision, unloading, notifying consignees, and delivering traffic at the destination airfield. Delivery at the destination air terminal included loading



Equipment on the runway

traffic on the consignee's vehicles. The Air Force unloading capability at the Beirut airport was insufficient to support an operation of Bluebat's size; therefore, the command pressed combat troops into service as cargo handlers.<sup>50</sup>

The cargo handling organization consisted of an Air Force team of seven to ten men for each shift; the team unloaded aircraft with two forklift trucks and roller conveyers. The Air Force, however, did not have enough personnel to do the job. The 201st Logistical Command provided a team headed by a transportation officer who supervised the unloading of passengers and cargo. Army combat troops, one officer and twenty men, augmented each of the Air Force shifts.<sup>51</sup> Under combat conditions, it is doubtful whether these combat troops could have been spared for that purpose. The movement priority did not infiltrate support troops soon enough to prevent congestion and confusion.

#### Maritime Operation

As with the airlift, the sealift began almost on time. Because only a single airhead was available and to assure adequate supplies for the task force, the Army loaded two vessels with planned emergency resupply at Leghorn and Brindisi, Italy. On 19 and 20 July, the ships sailed to Beirut, opening the first phase of the sea operation.<sup>52</sup>

On 20 July, Delta and Echo forces moved to the ports of Bremerhaven, La Pallice, and Saint-Nazaire. In general, rail and highway movements to the ports were effected with minimum disruption of normal traffic flow. At these ports, the men and materiel were promptly loaded, and the first vessel sailed for Beirut on 24 July. This sea tail eventually consisted of 4,862 passengers and 72,011 measurement tons of cargo.<sup>53</sup>

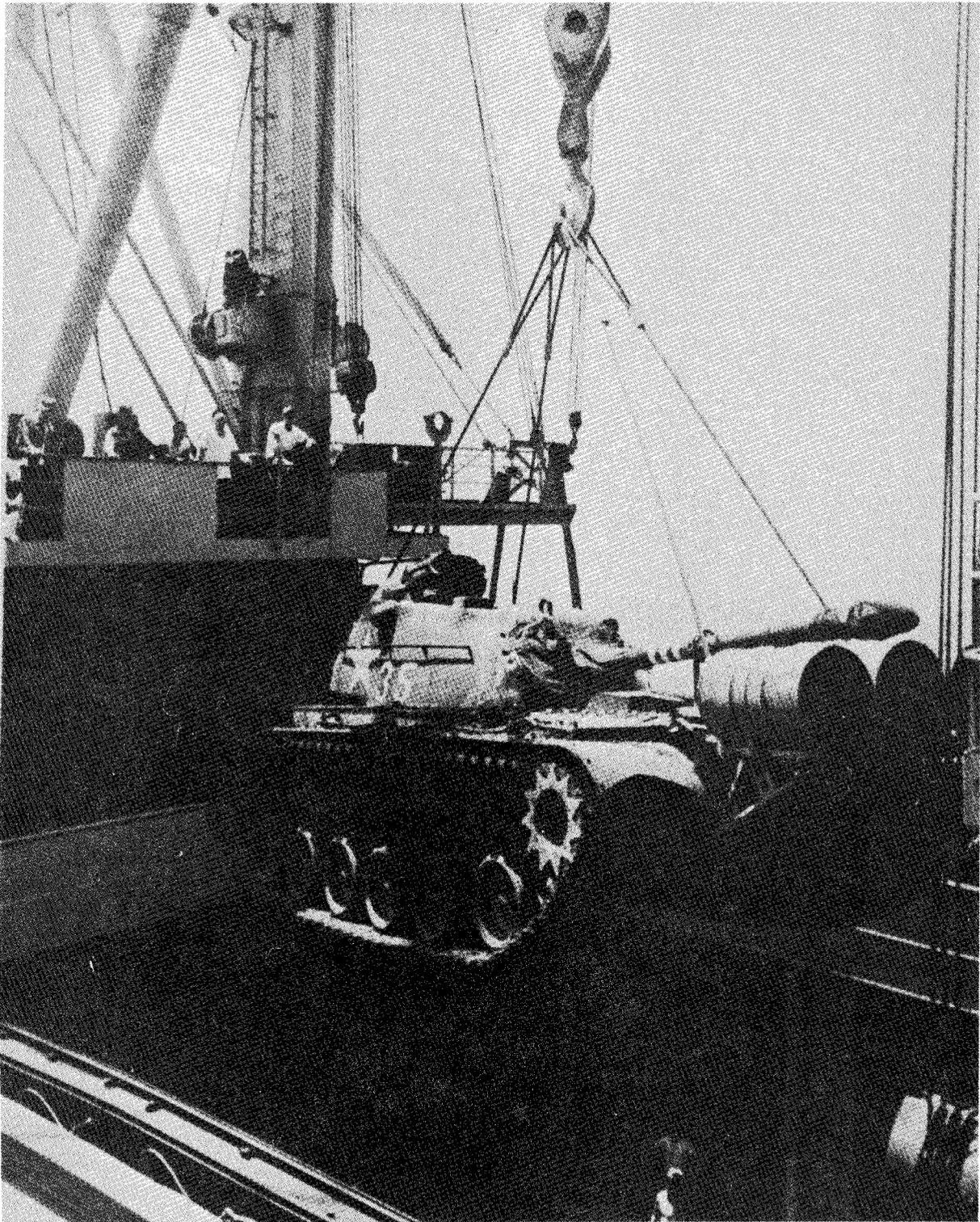
Before departing for Beirut, Colonel Meetze had sent his S3, Major Kaufmann, to Bremerhaven to supervise the loading of the main elements of Delta and Echo forces on the USS General Randall, the USNS Upshur, and USNS Geiger.<sup>54</sup> According to Colonel Meetze, Major Kaufmann had no experience in port operations and was content to let the civilian workers handle the operation.<sup>55</sup> Unloading problems resulted in Beirut because the longshoremen did not "combat load" the ships; instead, they loaded the ships "civilian style," even the new roll-on and roll-off vessel, the USNS Comet.

Longshoremen at Bremerhaven loaded the Comet with 10,711 measurement tons, "a remarkable lift considering the 'balloon' nature of much of the cargo" (tanks and trucks).<sup>56</sup> Participants estimated that the Comet held the same amount of cargo as four or five World War II Victory ships. The lack of loading ramps and the narrow pier aprons at Bremerhaven, however, prevented roll-on loading, but crane loading took no longer than for conventional vessels. Once aboard, the vehicles were driven to their parking areas.<sup>57</sup> Additional crane-loaded cargo, however, blocked the passageways of the Comet, causing problems at the receiving end because "vehicles had to be lifted out of the vessel before other vehicles could be rolled off."<sup>58</sup>

Two officers and seven enlisted men, the initial Army staff of transportation personnel in Beirut who organized port operations, encountered difficulties while unloading. As described by a staff officer, "failure of operators and staff officers involved in port operations to have knowledge of the overall plans restricted their capabilities to cope with certain facets of the operations."<sup>59</sup> Furthermore, local stevedoring services were not immediately available because of unsettled labor conditions, the language barrier, and certain Lebanese bureaucratic features. Accordingly, initial unloading operations went slowly and would probably not have met the requirements of a combat situation.<sup>60</sup>

Cargo manifests compounded the problem of too few people to carry out the mission. Many manifests were incomplete or missing altogether, and stevedores literally had to unload a ship to discover what was aboard it. For example, no one identified the 299th Engineer Battalion's D-7 bulldozers until 15 August because the shipping manifest listed them as D-8 dozers assigned to the 79th Engineer Construction Battalion.<sup>61</sup>

Conflicting instructions given at home stations for preparing trucks for sea movement caused more problems. Longshoremen removed considerable materiel from truck beds at the port of embarkation to permit efficient storage in the ship holds. They stored the removed materiel without any regard for unit or requirement. On arrival, stevedores unloaded and transported this materiel to assorted dumps where others identified it and shipped it to the proper unit. A dump located at the 299th Engineer Battalion contained communications equipment, ammunition, hospital beds, tents, a fluoroscope, and dump truck headboards. Units had to send labor details to the beach and staging areas to pick up much-needed supplies. Once there, however, the details faced long hours of waiting



Unloading the USNS *Comet*

without any assurance that any of their equipment would be unloaded.<sup>62</sup>

The 229th Engineer Battalion explained the implications of incorrect cargo manifests:

The identification of this unit's TAT ["to accompany troops" equipment] was extremely difficult on debarkation from the [USNS] *Upshur*. A correction to the personnel manifest erroneously awarded a portion of this unit shipment number 74,000 DTX in addition to its correct shipment number 74,000 DMX. Consequently, half of this unit's TAT was marked DMX and the other half DTX. Shipment number 74,000 DTX was shared with the 79th Engineer Construction Battalion which was also aboard the USNS *Upshur*. As a result, much



General Adams and Colonel Meetze meet the USNS *Upshur*

time was spent opening all shipping boxes marked DTX to determine the rightful owner, and considerable effort was required in double handling much of this equipment. The TAT was loaded in a haphazard manner aboard the ship and was not identifiable by unit on the ship's cargo manifest.<sup>63</sup>

Once again, faulty execution negated contingency planning.

### Result

Problems like incomplete instructions, faulty manifests, and scarce labor could have seriously jeopardized the success of the mission. Unlike the Marine battalion landing teams that arrived ashore with thirty days' combat supplies, Army troops carried a minimum level of supplies. Furthermore, the planned resupply by air was also minimal, as the Army chose to rely on surface resupply. Accordingly, planners should have provided for adequate military personnel to unload MSTs and commercial ships early in the buildup phase. This provision would have allowed Army forces to operate independently of indigenous labor. Personnel for port operations might have been phased into the theater in increments commensurate in size to the off-loading requirements and local labor. In special cases, qualified personnel, such as winch operators, might have accompanied the initial deployment to be readily available as needed at the port.<sup>64</sup> Finally, planners should have defined the responsibilities of units more clearly.

Nevertheless, under ATF 201, Americans did deploy to the operational area. In the broad sense, the plan worked. General Gray explained later: "No basic change had to be made in our plan, and such adjustments as were required fell entirely within its framework. On the other hand, we were not loaded and locked within the time frame we had projected and, therefore, did not achieve our objective. In sum, the plan succeeded; we failed in its execution."<sup>65</sup> The plans, however, lacked the details necessary for a smooth deployment, such as the confusion nondivisional units had over load-out procedures, incomplete manifests, and cargo loading at the port in Bremerhaven. Other failures in execution resulted because of the high security classification of plans. This was the most significant drawback to well-integrated execution.

