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John H. Bowie

FM 100-10

WAR DEPARTMENT

FIELD SERVICE  
REGULATIONS

ADMINISTRATION

*Dec 40*

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## FIELD SERVICE REGULATIONS

## ADMINISTRATION

CHANGES }  
No. 1 }WAR DEPARTMENT,  
WASHINGTON, April 29, 1942.

FM 100-10, December 9, 1940, is changed as follows:

■ 377. *a.* The objective of the combat personnel replacement system is to insure the dependable and timely arrival of replacements at units as required.

*b.* Before forwarding to the replacement control section of the Army regulating station, replacements are trained, clothed, and given complete equipment and arms so that they are ready for combat.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

■ 378. Preparation of the replacement plan, including the number of replacements estimated as necessary in any particular theater, is a function of the zone of the interior. The commander of the theater of operations makes representations when necessary as to replacement needs thereof.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

■ 379. *a.* The replacement system is shown in figures 13 and 13½. Replacements, like supplies, are echeloned in depth.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

*b.* Samples of W. D., A. G. O. Form No. 211 (Unit Personnel Replacement Requisition), W. D., A. G. O. Form No. 211-1 (Unit Personnel Replacement Requisition—Extra sheets), and W. D., A. G. O. Form No. 212 (Consolidated Personnel Replacement Requisition) are shown below.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

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\*These changes supersede paragraph 1, section II, Training Circular No. 73, War Department, 1941.



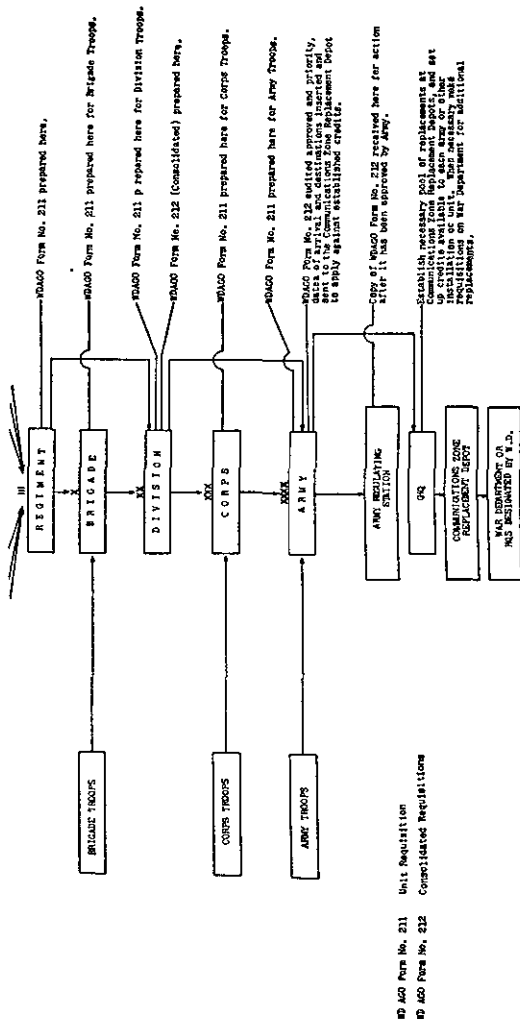


FIGURE 13.—Flow chart for replacement requisitions—Continued.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

# FIELD SERVICE REGULATIONS

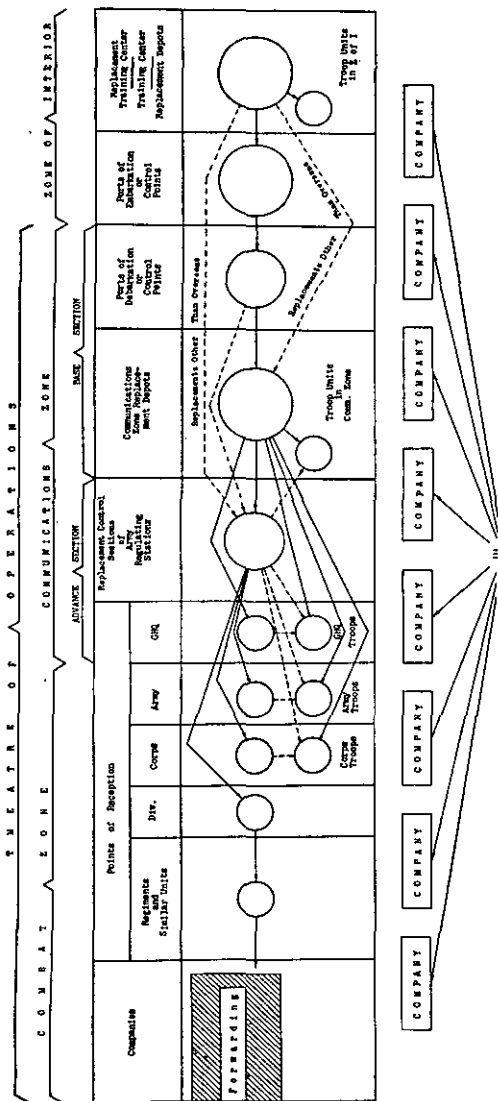


FIGURE 13 1/2.—Flow chart for combat replacements.

# ADMINISTRATION

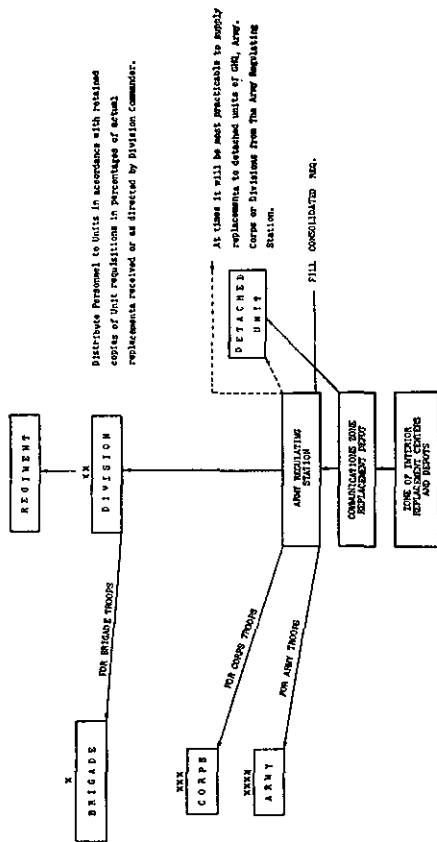


FIGURE 13 1/2.—Flow chart for combat replacements—Continued.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

# FIELD SERVICE REGULATIONS

## UNIT PERSONNEL REPLACEMENT REQUISITION

\*Railhead  
\*Station

Requisitioning unit.....  
(Designation and principal weapon)

Unit requisition No. .... Date ..... Page 1 of ..... pages  
Separate requisitions will be submitted for..... This is a \*white \*colored unit  
white and colored replacements.

To.....  
(Designation and station of approving authority)

*Basis of requisition:*  
T/O No.....  
T/O strength.....  
M/R strength.....  
Required to bring to T/O strength.....  
Previously requisitioned; not yet received.....  
Requisition No.....  
Date.....

For the commanding officer:  
  
.....  
(Name and grade)  
*Unit personnel officer*

### *Officers, Army nurses, and warrant officers*

Grade	Arm or service	Race	Qualifications	Number authorized	Number present	Number required

\*Strike out word not applicable.











## ADMINISTRATION

### DEPOTS

■ 380. Primary sources of replacements for a theater of operations are replacement training centers and training centers in the zone of the interior.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

■ 381. In the theater of operations, replacements are handled by replacement depots in the communications zone and at replacement control sections of army regulating stations. Such sections will be established as soon as the army arrives in the theater of operations. Prior to such establishment the communications zone replacement depot will, when necessary, perform the functions of the replacement control section.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

■ 382. Replacement depots and replacement control sections of army regulating stations are designated as Replacement Control Section, First Army Regulating Station No. 1, etc., Communications Zone Replacement Depot No. 2, etc.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

■ 383. The primary function of a zone of communications replacement depot is equipment and distribution. It is organized to facilitate rapid and orderly movement of incoming and outgoing personnel. Communications zone replacement depots provide for classification, equipping, and any additional training needed. Replacement control sections provide for regulation and assignment of troops to units of each army.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

■ 384. Zone of communication depots are normally organized as a headquarters and one or more battalions (T/O 20-42 and 20-45). In case replacements arriving at the communications zone replacement depot require additional training, particularly in the latest developments in combat methods, training cadres will be provided thereat for this purpose by the commanding general of the theater.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

■ 384½. Replacement depots are located on or near railroads or other lines of communication accessible to the units served. Those for air units preferably should be at or near air base airdromes.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

# FIELD SERVICE REGULATIONS

## REQUISITIONS

■ 385. Periodic requisitions are submitted as directed by the theater commander. Special requisitions are submitted as necessary. The channels are shown in figure 13.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

■ 386. Commanders responsible for maintaining units at authorized strength anticipate losses in accordance with tactical plans and requisition replacements accordingly.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

■ 387. Requisitions for replacements will be by military occupational specification serial number and will be initiated by regimental and similar unit headquarters on W. D., A. G. O. Form No. 211 (Unit Personnel Replacement Requisition) and forwarded to division headquarters where they will be consolidated on W. D., A. G. O. Form No. 212 (Consolidated Personnel Replacement Requisition) by arm and service and transmitted to army headquarters. A copy may be sent to any intermediate commander desiring it for his information. Corps and army troops and attached units will forward their requisitions to their respective headquarters and after consolidation thereat, these requisitions will be forwarded as above. The number and kind of specialists required in each grade to fill authorized vacancies will be shown in requisitions. Except as otherwise provided by competent authority replacement requisitions include requests for replacements for all of the organic units of an organization except those which are detached. Replacements for attached units is a responsibility of the headquarters to which attached. Requests for replacements for officers, Army nurses, warrant officers, and enlisted men are contained on the first requisition submitted following the absence of the individual.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

■ 388. Credits will be established at communications zone replacement depots by the theater commander for each army and replacements forwarded to the army replacement control sections in accordance with requisitions and special instructions received therefrom.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

■ 388½. Within the adjutant general's section of the army headquarters, a regulating and assignment group will be organized under the army classification officer. This group will receive requisitions from army units, maintain records of credits available at the communications zone replacement depot, determine the units of the army which should receive replacements under G-3 priorities, make the necessary call upon the communications zone replacement depot for delivery

## ADMINISTRATION

of totals required by arm and service and military occupational specification serial number, date, and hour desired at the replacement control section, and inform the replacement control section as to when replacements are scheduled to arrive and units to which they are to be assigned.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

■ 389. Replacements are forwarded by the most suitable transportation, or by marching, through the channels shown in figure 13½. They are not sent by rail in numbers less than a carload. Replacements will not normally be sent to organizations while actually engaged in combat. When demand for replacements exceeds supply, necessary reallocations of credits are established by theater commanders.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

■ 390. The communications zone depot forwarding replacements is responsible for the security, proper equipping and rationing, travel arrangements, escort and guides to replacement control sections of army regulating stations, transmitting proper personnel records, furnishing each man with suitable individual occupational identifying record, and notifying the receiver in advance of their arrival.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

■ 391. The army replacement control section receiving replacements for distribution to troop units is responsible for advance arrangements for rationing, travel, and preparation for reception at destinations.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

### SOURCES WITHIN THEATER

■ 392. Patients returning to duty from army evacuation hospitals, casualties returning from schools in the zone of the interior or communications zone, and those on furlough or leave of absence, will be returned to their respective organizations through normal replacement channels. All stragglers, discharged prisoners, and men returning from unauthorized absence will be reported to a special military police unit where they can be fed, billeted, and cared for until returned to their unit through normal replacement channels by the military police.

[A. G. 062.11 (3-4-42).] (C 1, April 29, 1942.)

■ 417. The Provost Marshal General prescribes a system of reports and records on prisoners of war. This system will include a Prisoner of War Information Bureau operated by the Provost Marshal General.

[A. G. 383.6 (10-8-41).] (C 1, April 29, 1942.)

## FIELD SERVICE REGULATIONS

■ 431. *a.* Natives, citizens, denizens, or subjects of the hostile nation of the age of 14 years and upward, not naturalized, and resident in the United States or in any territory in any way within the jurisdiction of the United States, are termed alien enemies. If martial law is not in effect in the theater of operations, procedure with respect to arrest, detention, parole, and internment of alien enemies conforms to procedure in the zone of the interior. In continental United States, responsibility for the execution of Presidential regulations governing alien enemies is imposed upon the Attorney General; however, custody of alien enemies ordered interned is the responsibility of the War Department. In the oversea departments, including Panama Canal Zone, Hawaiian Islands, and the Philippine Islands, the responsibility for executing such Presidential regulations is imposed upon the Secretary of War through the appropriate military commanders in each place. This responsibility includes arrest, detention, parole, and internment under the procedure substantially in conformance with that which applies in continental United States.

*b.* Alien enemies are evacuated as promptly as practicable from the combat zone. They are not compelled to work except for their comfort and upkeep of the establishment in which detained. They may, with their written consent, be authorized to work as provided for prisoners of war.

*c.* Alien enemies interned are usually kept in internment camps, segregated from prisoners of war. The Provost Marshal General prescribes a system of reports and records on alien enemies interned. This system will include an Alien Enemy Information Bureau operated by the Provost Marshal General. The functions of the Alien Enemy Information Bureau, with respect to alien enemies, are parallel to the functions of the Prisoner of War Information Bureau respecting prisoners of war.

[A. G. 383.6 (10-8-41).] (C 1, April 29, 1942.)

■ 520. Unless otherwise authorized by the War Department, when an organization assigned to a theater of operations reaches its first quartering area in the theater, each responsible officer will take a physical inventory of the property which has been charged to him on memorandum receipt and will adjust such differences as may be discovered with the proper accountable officer. Each officer of the organization who is accountable for property will then submit his stock record account and supporting vouchers to an officer designated by the theater commander for final audit. The Secretary of War may, however, waive the requirement of making the final inventory and property audit. While the organization remains in the theater of operations, property will be accounted for in accordance with such general instructions as have been or may be prescribed by the Secretary of War. An organization passing *permanently*

## ADMINISTRATION

out of the theater of operations is required to reestablish a property accounting record of property in its possession. This new account will be based on the certified inventory of a disinterested officer.

NOTE.—The term "theater of operations" or "theater" as used in paragraphs 520 and 521 will be construed as also meaning the area of operations of a department, defense command, task force, or similar command not included in an area otherwise designated by the War Department as a theater of operations.

[A. G. 062.11 (3-12-42).] (C 1, April 29, 1942.)

■ 521. Based on the general instructions announced by the Secretary of War the theater commander establishes a system for the accounting of property issued by supply establishments of the communications zone, or which is transferred from one service to another within the communications zone. The system of accountability will be as simple as is consistent with keeping a record of stocks on hand, prompt delivery of supplies, and reasonable provision for protection against loss or theft.

[A. G. 062.11 (3-12-42).] (C 1, April 29, 1942.)

BY ORDER OF THE SECRETARY OF WAR:

G. C. MARSHALL,  
*Chief of Staff.*

OFFICIAL:

J. A. ULIO,  
*Major General,  
The Adjutant General.*



## FIELD SERVICE REGULATIONS

## ADMINISTRATION

CHANGES }  
No. 2 }WAR DEPARTMENT.  
WASHINGTON, June 8, 1942.

FM 100-10, December 9, 1940, is changed as follows:

■ 26. The *Corps of Engineers* is charged with—

a. Design, construction, repair and maintenance of structures of every character (except telephone and telegraph systems and other signal communications for use of troops), such as roads, bridges; shelter for troops, animals, and materials; landing fields, wharves, and railroads; operation of military railways (except operation of military railways forming part of sea-coast fortifications); water supply; installation and maintenance of utilities and operation of such of them as are of general service except such as are specifically assigned to other arms and services; surveying, mapping, production and distribution of maps, and photographic and cinematographic work pertaining to terrestrial reconnaissance; supervision and inspection of camouflage practice; procurement, storage, and issue of engineer materials, including camouflage.

b. Procurement of real estate and facilities including land, buildings, piers, docks, or wharves; office and storage space; obtaining rights-of-way and easements; settlements of claims arising from use or occupancy of real estate; and leasing accommodations for use as quarters for individuals, organizations, or detachments.

c. General engineer troops, including combat and aviation engineers, perform a wide variety of duties; special engineer troops are organized into topographic, camouflage, railway operating, water supply, ponton, dump truck, depot, maintenance, utilities, and shop units. General engineer units are organic with the division, corps, and army. Special engineer troops are assigned to the army and subordinate units, and both general and special engineer troops to the communications zone as required.

[A. G. 062.11 (3-20-42.)] (C 2, June 8, 1942.)

## FIELD SERVICE REGULATIONS

■ 32. The *Quartermaster Corps* is charged in general with—

\* \* \* \* \*

g. Operation as may be required of bakeries, sales commissaries; refrigerating, printing (except engineer reproduction), and salvage plants; gardens or agricultural farms; laundries; baths; baggage collection depots; cemeteries; and motor repair shops.

h. Operation of a graves registration service, including selection of land for burial places for deceased personnel; maintenance, control, and preservation of cemeteries; burial of the dead, marking and official recording of graves, and receipt, collection, and disposition of all personal effects of the dead.

i. Procurement, reception, care, conditioning, training, classification, and distribution of animals to meet requirements and replace losses.

[A. G. 062.11 (3-20-42.)] (C 2, June 8, 1942.)

■ 34. In addition to quartermaster units organically assigned to divisions, special nondivisional units are organized which include truck, car, light maintenance (motor), heavy maintenance (motor), pack, depot (motor, supply, replacement, and salvage), gasoline supply, service, remount, wagon, bakery, sales commissary, laundry, sterilization, salvage collecting, railhead, refrigeration, shoe and textile repair, port headquarters, and graves registration. Of the nondivisional units those pertaining to motor transport operation and repair are organized into a separate Motor Transport Service (see sec. II, ch. 3).

[A. G. 062.11 (3-20-42.)] (C 2, June 8, 1942.)

■ 188½. Battlefield recovery must be begun during the battle and continued without interruption until completed in order that the salvage of usable matériel may not be prevented by deterioration or enemy action.

[A. G. 062.11 (5-12-42.)] (C 2, June 8, 1942.)

■ 222. There are several echelons \* \* \* of the communications zone.

The basic procedure of maintenance \* \* \* echelon of maintenance.

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Frequently matériel which appears to be damaged beyond repair contains subassemblies and parts which are serviceable and which may be salvaged and reissued. Such matériel should therefore be turned over either to the next higher echelon of maintenance or to a salvage agency. Similarly, when unserviceable components and assemblies (such as engines, radios, and breechblocks) are replaced, the unserviceable items should be delivered to the next higher echelon of maintenance in order that they may be repaired and reissued. Prior to repair such unserviceable items should be protected against rust or further damage with the same care as if they were serviceable.

[A. G. 062.11 (5-12-42).] (C 2, June 8, 1942.)

BY ORDER OF THE SECRETARY OF WAR :

G. C. MARSHALL,  
*Chief of Staff.*

OFFICIAL:

J. A. ULIO,  
*Major General,*  
*The Adjutant General.*

**FM 100-10**

**John H. Bowie**

# **FIELD SERVICE REGULATIONS**



## **ADMINISTRATION**

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**Prepared under direction of the  
Chief of Staff**



**UNITED STATES  
GOVERNMENT PRINTING OFFICE  
WASHINGTON : 1940**



WAR DEPARTMENT,  
WASHINGTON, December 9, 1940.

FM 100-10, Field Service Regulations, Administration, is published for the information and guidance of all concerned. It contains the fundamentals of administration, covering all phases of military operations in the field not included in tactics and strategy. These regulations will be studied in connection with FM 100-5, Field Service Regulations, Operations, which covers the doctrines pertaining to leading troops in combat and tactics of the combined arms; and FM 100-15, Field Service Regulations, Larger Units, which discusses the functions and operation of larger units and territorial commands.

The two fields—operations and administration—into which military activity is divided are obviously interlocking. They are separated in Field Service Regulations only for convenience of discussion. It is the function of command to unite the strategical or tactical plan and the administrative plan into a harmonious whole.

A full appreciation by a commander and his staff of capabilities and limitations of each service is essential not only to efficient administration but to success in combat operations. A study of operations of large units in former wars shows that frequently failures initially attributed to faulty strategical or tactical plans were in reality caused by administrative deficiencies.

Not only must administrative plans provide a sound scheme to support the commander's plan of operations, but also alternative procedures must be envisaged in order to obtain the flexibility required to meet the many varying conditions and unforeseen factors of modern warfare. Therefore, various methods of administrative action and control are indicated, and basic factors that influence the decision as to appropriate methods to be employed are stated.

In presenting a broad outline of administration in the theater of operations, a minimum reference is made to details of operation. Technical operation is covered in manuals of the respective services, a list of which is contained in FM 21-6.

[A. G. 062.11 (9-24-40).]

BY ORDER OF THE SECRETARY OF WAR:

G. C. MARSHALL,  
*Chief of Staff.*

OFFICIAL:

E. S. ADAMS,  
*Major General,*  
*The Adjutant General.*

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## FIELD SERVICE REGULATIONS

## ADMINISTRATION

(This pamphlet supersedes part II, Field Service Regulations 1923.)

## CHAPTER 1

## DEFINITIONS

## ■ 1. DEFINITIONS.

*Administration.*—When unqualified, administration includes all phases of military operations not involved in the terms "tactics" and "strategy." It comprises supply, evacuation, sanitation, construction, maintenance, replacements, transportation, traffic control, salvage, graves registration, burials, computations pertaining to movements, personnel management, quartering, military government, martial law, censorship, and other allied subjects.

*Automatic supply.*—Signifies a process of supply under which deliveries of specific kinds and quantities of supplies are moved in accordance with a predetermined schedule. Daily automatic supply means that supplies are dispatched daily to an organization or installation.

*Balanced stocks.*—Accumulation of supplies of all classes and in quantities determined as necessary to meet requirements for a fixed period of time.

*Call.*—Demand for delivery of supplies covered by credits.

*Class I supplies.*—Those articles which are consumed at an approximately uniform daily rate irrespective of combat operations or terrain and which do not necessitate special adaptation to meet individual requirements, such as rations and forage.

*Class II supplies.*—Those authorized articles for which allowances are established by Tables of Basic Allowances and Tables of Allowances, such as clothing, gas masks, arms, trucks, radio sets, tools, and instruments.

*Class III supplies.*—Engine fuels and lubricants, including gasoline for all vehicles and aircraft, Diesel oil, fuel oil, and coal.

**Class IV supplies.**—Those articles of supply which are not covered in Tables of Basic Allowances and demands for which are directly related to operations contemplated or in progress (except for articles in classes III and V), such as fortification materials, construction materials, and machinery.

**Class V supplies.**—Ammunition, pyrotechnics, antitank mines, and chemicals.

**Clearing station.**—Corps or division medical installation where sick and wounded are assembled from collecting and aid stations, sorted, treated if necessary, and turned over to the army for further evacuation. (Formerly called hospital station.)

**Control point.**—Agency established by a unit at a convenient point on the route of its trains where information and instructions are given and received in order to regulate supply or traffic.

**Credit.**—Allocation of a definite quantity of supplies which is placed at the disposal of the commander of an organization for a prescribed period of time.

**Daily telegram.**—Telegram or other message dispatched daily by divisions and larger units giving the unit's situation relative to supplies. A strength report is included. The telegram is the basis on which class I and other supplies to be forwarded are computed.

**Daily train.**—Train arriving daily at railhead with supplies for troops which the railhead serves.

**Day of supply.**—Estimated average expenditure of various items of supply per day in campaign expressed in quantities of specific items or in pounds per man per day.

**Depot.**—Organized locality for the reception, classification, storage, issue, or salvage of supplies, or for the reception, classification, and forwarding of replacements. Arm or service depots pertain to a single arm or service and general depots pertain to two or more supply arms or services; for example, First Army Ammunition Depot No. 1 or Communications Zone General Depot No. 3.

**Distributing point.**—Place other than a depot or railhead where supplies are issued to regiments and smaller units.

Distributing points are designated by the class of supplies therein, and by the identity of the unit establishing them; for example, Class I Distributing Point, 1st Division, or Ammunition Distributing Point, 1st Infantry.

**Dump.**—Temporary stock of supplies established by a corps, division, or smaller unit. When supplies are ordered issued from dumps, the latter become distributing points. Dumps are designated by the identity of the unit establishing them and by the class of supplies therein, such as 1st Infantry Ammunition Dump or 1st Division Class I Supply Dump.

**Holding and reconsignment point.**—Rail or motor center with considerable capacity to which cars or trucks may be sent and at which they may be held until their destination becomes known or until the proper time for them to be moved toward their destination. This is an agency of the zone of the interior, and in a contiguous theater usually is the point at which the theater commander assumes responsibility for the movement.

**Lines of communications.**—Network of railways, waterways, and roads which lead into the combat zone from administrative establishments located in the communications zone or in the zone of the interior.

**Park.**—Area used for the purpose of servicing, maintaining, and parking vehicles.

**Priorities.**—Definite rulings which establish, in order of time, the precedence of shipments and movements of rail, road, water, or other transport.

**Railhead (truckhead, navigation head).**—Supply point where loads are transferred from particular type of transportation being employed; for example, Class I Railhead, 1st Division; Gasoline and Oil Railhead; Ammunition Railhead, 1st and 2d Divisions.

**Regulating station.**—Traffic control agency established on lines of communications and through which movements are directed and controlled by the commander of the theater of operations.

**Replacement.**—Individual available for assignment.

**Requirements.**—Computed needs for a military force embracing all supplies necessary for its equipment, mainte-

nance, and operation for a given period, and classified as individual, organizational, initial, maintenance, and reserve.

*Requisition.*—Request for supplies, usually on a form furnished for the purpose. The word is also used to signify the purchase by demand of supplies in hostile occupied territory.

*Reserves.*—Supplies accumulated in excess of immediate needs for the purpose of insuring continuity of adequate supply. Also designated as reserve supplies. *Battle reserves* are supplies accumulated by the army, detached corps, or detached division in the vicinity of the battlefield in addition to unit and individual reserves. *Individual reserves* are those carried on the soldier, animal, or vehicle for his or its individual use in emergency. *Unit reserves* are prescribed quantities of supplies carried as a reserve by a unit.

*Supply point.*—A generic term used to include depots, rail-heads, dumps, and distributing points.

*Supplies.*—In a military sense, the term covers all items necessary for the equipment, maintenance, and operation of a military command, including food, clothing, equipment, arms, ammunition, fuel, forage, and materials and machinery of all kinds.

*Telegram.*—See Daily telegram.

*Train.*—The train of a unit is that portion of the unit's transportation, including personnel, operating under the immediate orders of the unit commander primarily for supply, evacuation, and maintenance. It is designated by the name of the unit, such as 1st Infantry Train.

*Unit of fire.*—A unit of fire for a designated organization or weapon is the quantity in rounds or tons of ammunition, bombs, grenades, and pyrotechnics which it may be expected to expend on the average in 1 day of combat.

## CHAPTER 2

### THEATER OF OPERATIONS

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#### SECTION I

#### ORGANIZATION

■ 2. A *theater of operations* comprises land and sea areas it is desired to invade or defend, including what is necessary for administrative establishments and agencies pertaining to the forces in the theater. Its area is delimited by the War Department. There may be one, two, or several theaters of operations.

■ 3. Only so much of the area is included in the theater of operations as is necessary for the operations and administration of forces therein. Sufficient breadth and depth are provided to secure room for maneuver, security, and operation of lines of communications.

■ 4. The *zone of the interior* comprises the area of the national territory, exclusive of areas included in theaters of operations.

The mission of the zone of the interior is to exploit and develop the national resources in men and material required for military purposes and to supply the means required by the commander of the field forces at such times, in such quantities, at such places, and in such manner and form as will assure him the freedom of action necessary for the accomplishment of his mission.

■ 5. *Field forces* consist of the armies or other units assigned to theaters of operations plus GHQ, the GHQ Air Force, and a GHQ reserve.



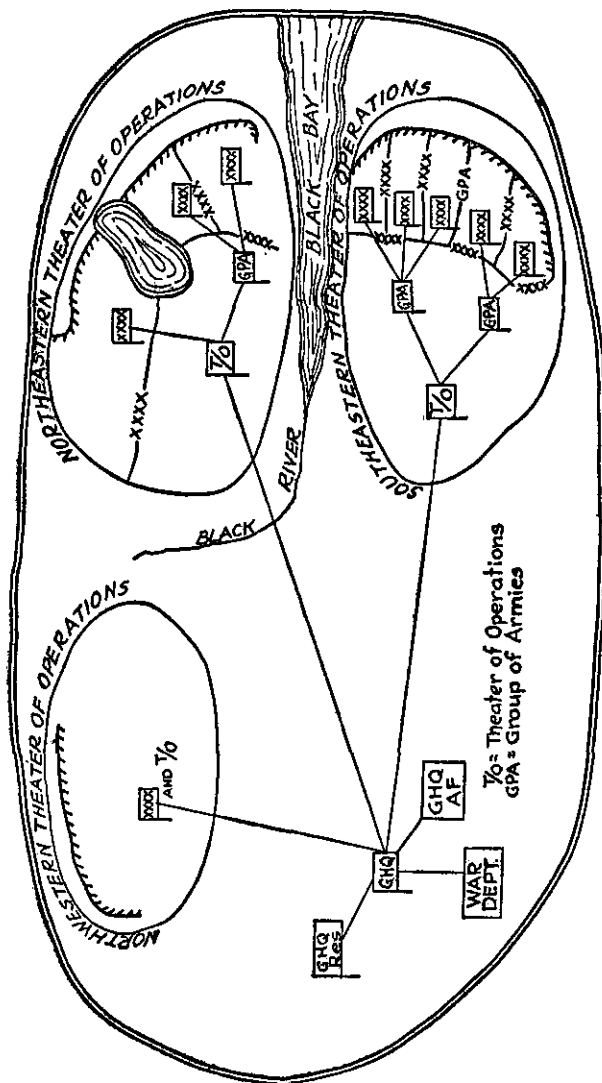


FIGURE 1.—Schematic organization of several theaters of operations.

■ 6. For decentralization of control, a theater of operations is divided normally into a *combat zone*, the area required for active operations and immediate administration of the combat forces, and a *communications zone*, containing the area required for administration of the theater as a whole.

Initially in a campaign a theater of operations may include only a combat zone, installations and facilities of the zone of the interior being utilized directly for the service of the field forces.

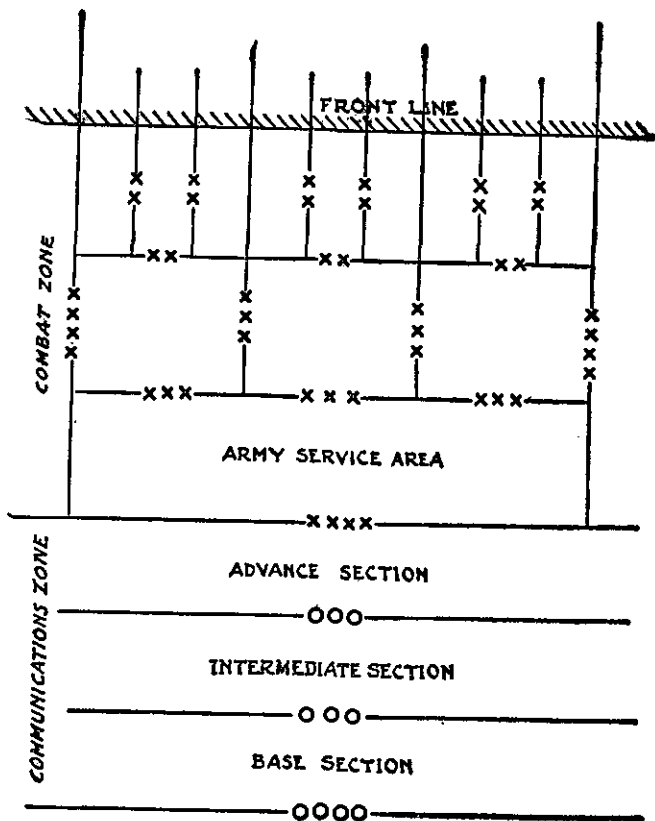
■ 7. The *combat zone* comprises the forward area of the theater of operations. Its depth is dependent upon size of the forces assigned, nature of the operations contemplated, character of the lines of communication, important terrain features, and enemy capabilities. The combat zone is divided into army, corps, and division areas, each comprising the zone of operations of the unit to which it pertains.

The army service area is the territory between the corps rear boundary and the combat zone rear boundary. The mass of army administrative establishments and army service troops is usually located in this area.

In an advance, the rear boundary of the combat zone is stepped forward in order to relieve commanders within the combat zone from responsibility of administration of as much territory as possible.

■ 8. The *communications zone* includes all the territory of the theater of operations between the rear boundary of the theater (fixed by the War Department) and the rear boundary of the combat zone (designated by the commander of the theater of operations). Laterally, it is usually coextensive with the theater of operations.

Within this zone are located the principal establishments of supply, transportation, and evacuation, and other administrative agencies required for the immediate support of the forces in the theater. It is a link in the chain of supply and evacuation between the combat zone and the zone of the interior (see sec. V).



## BOUNDARY LEGEND:

- xx — DIVISIONS
- xxx — CORPS
- xxxx — ARMY
- ooo — SECTION, COMMUNICATIONS ZONE
- oooo — COMMUNICATIONS ZONE

FIGURE 2.—Typical organization of a theater of operations.

## SECTION II

## DUTIES OF GHQ AND THEATER COMMANDERS

## FIELD FORCE COMMANDER

■ 9. The Chief of Staff, in addition to his duties as such, in peace is assigned by the President to command the field forces. He continues to exercise command after the outbreak of war until the President designates another commander.

■ 10. The commander of the field forces controls all theaters of operations, specifying, regulating, and coordinating the operations therein in accordance with the general policies prescribed by the President and under the general direction of the Secretary of War. He specifies the personnel and supplies of all kinds required for the field forces and establishes policies and priorities for their distribution.

When only one theater of operations is constituted, the commander of the field forces is in direct command thereof; theater headquarters and GHQ are then synonymous terms. When more than one theater is constituted the commander of the field forces usually designates a separate commander for each theater. The duties and responsibilities of GHQ in connection with the administration of the several theaters are defined in FM 100-15. These regulations are confined to a discussion of the administration of and within one theater of operations only.

■ 11. GHQ is the headquarters of the field forces. There is but one GHQ regardless of the number or location of the theaters of operations.

## THEATER COMMANDER

■ 12. A theater commander may be designated by the field force commander or by the President.

The *mission* of the theater commander may be prescribed in an approved war plan for a particular theater or theaters, or it may be stated in a letter of instruction or other orders from the field force commander or the President.

The *duties* of a theater commander are strategical, territorial, and administrative. In addition to directing combat

operations, he is responsible for the administration of all military agencies within the theater and for such civil government as may be appropriate under the situation (see sec. VII, ch. 8). Except for the theater air force and for troops held in theater reserve, he exercises command through the communications zone commander and the army commanders.

■ 13. *Theater headquarters* is located within the theater, usually in an army service area or in the advance section of the communications zone. It usually operates in one echelon.

■ 14. The theater commander is served by a general and a special staff similar to those of a corps or army (FM 101-5). Their duties are principally planning and coordinating rather than operating. Normally the special staff includes one or more representatives of each service and of each arm having service functions. The senior officer representing a service is the chief of service.

#### CHIEF OF SERVICE

■ 15. The principal duty of a chief of service is planning. The details of operations concerning his service are decentralized to the armies and the communications zone.

■ 16. The chief of a service provides information and technical advice to the commander and to his general and special staffs, keeping them constantly informed as to the condition, capabilities, and requirements of his service. He develops the commander's decisions into plans for his service and drafts the necessary orders for approval and issue by the theater commander. His advance planning includes estimates of the requirements in supplies, equipment, personnel, and establishments to meet future needs. He formulates and recommends training policies and a general plan of operation for his service. He exercises general technical supervision over his service as a whole.

■ 17. A chief of service is responsible for the development, establishment, and maintenance of simplified and uniform methods of administrative procedure for his service, and the development of new, improved, or special types of supplies and equipment to meet the particular requirements of the theater of operations.

■ 18. A chief of service makes such technical inspections of and calls for such technical reports from subordinate units on matters pertaining to his service as are necessary to insure the proper execution of the plans of the commander. Matters of general routine as well as technical details may be controlled by conference or correspondence between the corresponding services of higher and lower units. Matters which require the statement of a new policy or a variation from prescribed methods are handled through command channels.

A chief of service normally supervises his service as a whole by conferences, visits, and by recommendations to the theater commander. When such recommendations are approved, they are issued in the name of the commander as orders, policies, or other instructions.

■ 19. The location of the office of a chief of service is determined by the theater commander. When it is not at theater headquarters, a chief of service has a representative at those headquarters.

### SECTION III

#### SERVICES AND ARMS WITH SERVICE FUNCTIONS

■ 20. The services are administrative agencies designed to maintain the efficiency and morale of the combat forces. Of the arms, the Air Corps, Coast Artillery Corps, Corps of Engineers, and Signal Corps have service functions. The Chemical Warfare Service has combat units. Whenever the term "service" is used in these regulations it is understood that the service functions of the arms are included, and that all references are to functions within the theater of operations. Duties of staff officers representing services appear in FM 101-5.

■ 21. The principal administrative functions of the *Adjutant General's Department* are: handling all official correspondence not specifically assigned to an arm or other service, personnel activities under approved policies, and the operation of the Army Postal Service (see sec. III, ch. 10). The Adjutant General's Department authenticates and distributes orders, except those pertaining to combat operations; prepares station lists, strength and other reports, and issues blank

forms, publications (except codes and ciphers), and instructional matter.

Examples of personnel activities are procurement, classification, assignment, and promotion; and recreation and welfare, except religious matters.

■ 22. The *Air Corps* has administrative functions which include procurement, storage, issue, maintenance, and repair of all aeronautical equipment and supplies used by the Air Corps which are not specifically required to be furnished by other arms or services. Examples of equipment and supplies controlled exclusively by the Air Corps are aircraft, including engines and spare parts; aviation fuel and lubricants; flying clothing; and bomb sights. Its service functions pertain principally to Air Corps units (see ch. 6). Exceptions are all photographic and cinematographic work made from aircraft, including the taking and furnishing to the Corps of Engineers of such aerial photographs as may be necessary in the preparation of military maps; and the operation of the weather service of the Air Corps, including forecasts required by divisions and higher headquarters.

■ 23. The *Chaplains* promote morality and religion. The duties of chaplains are analogous to those performed by clergymen in civilian life. Chaplains are attached to separate battalions, regiments, higher units, and larger installations. They may be assigned duties pertaining to graves registration.

■ 24. The principal service function of the *Chemical Warfare Service* is to provide chemical materials and gas defense appliances. In general, chemical weapons and munitions used exclusively by chemical troops, and protective devices and materials for all troops, are procured, stored, issued, and maintained by the Chemical Warfare Service. It is charged with investigation, development, procurement, and supply of all smoke and incendiary materials, all toxic and nontoxic gases, and all gas defense appliances; rehabilitation of salvaged chemical warfare matériel; necessary inspections to see that chemical warfare material in the hands of troops is properly stored and cared for; and investigation of any injury or accident resulting from use of chemical materials.

The Chemical Warfare Service furnishes the chemical components of chemical munitions used by the arms, all other components being procured by the Ordnance Department which stores and issues the complete munitions.

The service functions of the Chemical Warfare Service are performed by depot, maintenance, laboratory, decontaminating, and impregnating units.

■ 25. The *Coast Artillery Corps* is charged with procurement, storage, and issue of submarine mining material.

■ 26. The *Corps of Engineers* is charged with construction, repair, and maintenance of structures of every character (except telephone and telegraph systems and other signal communications for use of troops), such as roads, bridges; shelter for troops, animals, and materials; landing fields, wharves, and railroads; operation of military railways; water supply; installation of utilities and operation of such of them as are of general service except such as are specifically assigned to other arms and services; surveying, mapping, production and distribution of maps, and photographic and cinematographic work pertaining to terrestrial reconnaissance; procurement, storage, and issue of engineer materials, including camouflage.

General engineer troops, including combat and aviation engineers, perform a wide variety of duty; special engineer troops are organized into topographic, camouflage, railway operating, water supply, ponton, dump truck, depot, and shop units. General engineer units are organic with the division, corps, and army. Special engineer troops are assigned to the army and subordinate units, and both general and special engineer troops to the communications zone as required.

■ 27. Principal functions of the *Finance Department* are disbursement of funds and audit of property accounts. It is charged with procurement, custody, accounting, and disbursement of Government funds, including payment of troops; payment for supplies purchased or requisitioned, for damages and claims, and for hired labor; securing reimbursement for public property lost, damaged, or destroyed through fault or neglect; reimbursement for shortages in public funds; prep-



aration of estimates for funds; and the custody of financial records including postal funds. Officers specifically designated as disbursing officers are located at advantageous points within the theater to insure prompt payment of personnel.

■ 28. In general, the functions of the *Inspector General's Department* are to inquire into and report upon matters which affect the efficiency and economy of the field forces and to make such inspections, investigations, and reports as proper authority may direct. The inspector general of the theater causes all money accounts to be inspected at prescribed periods. This office keeps all records pertaining to inspections, investigations, and reports made under his supervision.

The object of inspections is to promote general efficiency, to determine whether or not the law, orders, and regulations are complied with, to observe and report upon the disciplinary and administrative efficiency of commands, officers, and troops, and to consider complaints affecting individuals and allegations concerning conditions detrimental to the service. Ordinarily these inspections include unit administration, police, sanitation, care of sick and wounded, supply, equipment, transportation, messing, money accounts, discipline, morale, and unserviceable property.

■ 29. *The Judge Advocate General's Department* is charged with the supervision of the administration of military justice, including advice on general court-martial charges before trial is directed, review of records of trials by courts martial and other military tribunals, rendering such other legal services and advice as may be required by proper authority, the custody or disposition of records of all general and special courts martial, courts of inquiry, and military commissions.

■ 30. Principal service functions of the *Medical Department* are evacuation, hospitalization, and sanitation, and procurement, storage, and issue of medical supplies. The Medical Department is charged with care of sick and wounded men and animals, including provision for and operation of installations and transportation (except hospital trains) necessary for their evacuation and hospitalization; preven-

tion of disease, including direction and supervision of measures of public health among inhabitants of occupied territory; procurement, storage, issue, and maintenance of medical supplies and equipment not specifically required to be furnished by other services; sanitation, including inspection of meats, meat foods, and dairy products; and preparation and proper disposition of medical records.

The Medical Department is organized into the Medical Corps, the Dental Corps, the Veterinary Corps, the Medical Administrative Corps, the Sanitary Corps, and the Army Nurse Corps. Medical units and establishments are described in chapter 6.

Personnel, equipment, supplies, and installations of the Medical Department, except those of the Veterinary Corps, are protected by the provisions of the Geneva Convention.

■ 31. The *Ordnance Department* is charged with—

*a.* Supply and maintenance of ammunition, arms and armament (less chemical warfare), armored and track vehicles, fire-control instruments, and other designated equipment and supplies.

*b.* Distribution of ammunition up to point of issue to unit trains except in the case of air force units, for which service is provided up to the airplane.

*c.* Reclamation of abandoned and disposition of captured ordnance supplies.

*d.* Dissemination of technical information regarding all ordnance matériel.

Ordnance troops are organized basically into separate maintenance, ammunition, and depot units, except in the case of those servicing the air force. Ordnance aviation units are composite in nature and include depot, maintenance, and ammunition elements. Maintenance units normally are assigned to divisions, corps, armies, and the air force. Depot and ammunition units are normally assigned to armies and the communications zone.

■ 32. The *Quartermaster Corps* is charged in general with—

*a.* Procurement, storage, and issue of all supplies of standard manufacture and of all supplies common to two or more arms and services, including motor and animal-drawn trans-

portation, except special or technical items to be procured or issued exclusively by other services.

*b.* Maintenance and operation of all quartermaster transportation and so much of the maintenance of organic quartermaster transportation of units of other arms and services as is beyond repair facilities of those units. In conjunction with the Ordnance Department, it is charged with third and fourth echelon maintenance of motor vehicles.

*c.* Arrangements for movement of troops and supplies transported by common carrier and by military railways and inland waterways.

*d.* Operation of such water transportation of the Army Transport Service and Harbor Boat Service of the Quartermaster Corps as may be assigned to the theater of operations.

*e.* Operation of a general service pool of labor within divisions and larger units.

*f.* Operation of docks and facilities pertaining thereto, including a stevedore service.

*g.* Operation as may be required of bakeries, sales commissaries; refrigerating, incinerating, printing (except engineer reproduction), and salvage plants; gardens or agricultural farms; laundries; baths; fire protection stations; baggage collection depots; cemeteries; and paint, blacksmith, carpenter, plumbing, and motor repair shops.

*h.* Operation of a graves registration service, including acquisition of land for burial places for deceased personnel; maintenance, control, and preservation of cemeteries; burial of the dead, marking and official recording of graves, and receipt, collection, and disposition of all personal effects of the dead.

*i.* Procurement of real estate and facilities including land, buildings, piers, docks, or wharves; office and storage space; obtaining rights-of-way and easements; settlement of all claims arising from use or occupancy of real estate; and leasing accommodations for use as quarters for individuals, organizations, or detachments.

*j.* Procurement, reception, care, conditioning, training, classification, and distribution of animals to meet requirements and replace losses.

■ 33. Quartermaster supplies include rations, forage, and other class I supplies; clothing, many items of organizational equipment, unarmored wheeled motor vehicles and spare parts, and motor fuel and lubricants except for aircraft.

The Quartermaster Corps normally establishes separate depots for rations, general supplies, motor vehicles and their spare parts, gasoline and oil, remounts, and salvage.

■ 34. In addition to quartermaster units organically assigned to divisions, special nondivisional units are organized which include truck, car, light maintenance (motor), heavy maintenance (motor), pack depot (motor, supply, replacement, and salvage), gasoline supply, service (labor), remount, wagon, bakery, sales commissary, laundry, sterilization and bath, salvage collecting, railhead, refrigeration, shoe repair, port headquarters, and graves registration. Of the nondivisional units those pertaining to motor transport operation and repair are organized into a separate Motor Transport Service (see sec. II, ch. 3).

■ 35. Principal service functions of the *Signal Corps* are procurement, storage, issue, and repair of signal, meteorological, and cryptographic equipment and supplies of electrical apparatus associated with direction finding and with range finding, and of equipment designated as required in connection with the Aircraft Warning Service; procurement and supply of photographs and motion pictures and of photographic supplies and equipment, except those required by other arms and services for special purposes (for example, equipment for aerial photography is procured by the Air Corps and equipment for map reproduction by the Corps of Engineers), preparation, publication, revision, storage, accounting for, and distribution of all codes and ciphers, and installation, maintenance, and operation of all military signal communication systems and equipment, including military cable, telephone, and telegraph lines, radio apparatus and stations (except installation, operation, and routine maintenance of communication systems within regiments of other arms and services, and of fixed airways and airdrome control systems, and radio aids to air navigation).

Signal Corps troops are organized into construction, operation, photographic, pigeon, radio intelligence, aircraft warning, repair, aviation, and depot units.

#### SECTION IV

### FUNDAMENTAL CONSIDERATIONS

#### ORGANIZATION

■ 36. A theater of operations is organized administratively to meet the needs of the forces assigned to the theater so as to enable them to carry out their missions in the general plan of operations. Initially the organization may be prescribed in War Department general plans for the theater. Improving the administrative organization is a continuing process based on experience gained in the theater.

■ 37. In general, the fundamentals governing the organization and operation of tactical units are applicable to the organization and operation of administrative units. Simplicity, mobility, flexibility, and security are emphasized.

Simplicity is exemplified by the direct communication on routine technical matters of special staff officers of various headquarters, and by eliminating an echelon, such as the corps, from the chain of supply. An example of mobility is the reserve of supplies carried on trucks with combatant units; flexibility is secured by establishing regulating stations and distributing supplies laterally and in depth; security is obtained by taking advantage of the protection afforded by tactical units.

#### SUPPLY

■ 38. The impetus of supply is from rear to front. It is the function of each element in the supply chain to push supplies forward within reach of elements in front. However, each commander is responsible for making his requirements known to higher authority and for making necessary arrangements for drawing and distributing supplies allocated to him. For example, a division commander determines needs of his regiments or battalions and communicates them to the army commander who makes the necessary allocations. Division informs its regiments of quantity of supplies available and of

their location. Thereafter regimental or battalion commanders are responsible for drawing and distributing these supplies to their battalions and companies. If at any time transportation requirements exceed capabilities of a regiment, its commander is responsible that division headquarters is so informed. Thereupon the division commander is responsible either that the regiment is reinforced from the division motor pool, or that supplies are moved closer to it.

Only by advance planning in each echelon of command and by timely notification of requirements can the supply system be expected to meet the needs of the troops.

■ 39. Reserve supplies held with troop units, in dumps, at railheads, at holding and reconsignment points, at truckheads, and in army and communications zone depots permit operations to continue if a temporary break-down in the supply line occurs or if the demands of operations temporarily exceed capabilities for delivery. When transportation is available, rolling reserves may be maintained on railway and truck trains both in army service areas and in the communications zone.

#### PLANNING

■ 40. Careful planning is essential. It is a responsibility of command and the habitual duty of the staff. Scope of this planning as to time, space, number of troops, and quantity of supplies varies with the size of the organization involved. Thus, the scope of a plan for a theater of operations is broader than that for an army.

■ 41. The plan of campaign for the theater of operations governs all other plans, strategic, tactical, or administrative. It announces the objectives sought and states the general line of action to be taken to attain the objectives.

■ 42. Staff estimates based on the line of action are prepared for the commander to aid him in evaluating all factors affecting the attainment of the objective.

■ 43. The *administrative estimate* embraces all factors other than strategic or tactical. It is usually divided between G-1 functions, such as replacements, morale, prisoners of war, and civil affairs, and G-4 functions, such as supply, evacua-

tion, and transportation. In large commands the administrative estimate is based on estimates furnished by the services and coordinated by the general staff.

■ 44. The administrative estimate concludes with the essential elements of the *administrative plan*. It also contains a statement as to whether the desired line of action can be supported, and, if not, what deficiencies will exist and how, if at all, they may be remedied.

■ 45. From a study of estimates submitted, the commander makes his *decision* and issues a *directive* which contains the tactical, intelligence, and administrative elements necessary to enable the staff to proceed with complete plans for the operation.

■ 46. *Administrative details of the plan* are made flexible to meet contingencies which may be caused by unexpected changes in the situation. They should be capable of being further developed and expanded to meet, so far as can reasonably be foreseen, future probable operations and conditions.

## SECTION V

### COMMUNICATIONS ZONE

#### GENERAL

■ 47. The communications zone contains the administrative establishments required to serve the theater of operations as a whole. It constitutes the base of operations for the armies.

■ 48. The forward supply establishments contain balanced stocks maintained at a level determined from time to time as necessary to meet promptly the immediate needs of the troops in the combat zone. In the rear establishments, supplies arriving from the zone of the interior or obtained by local procurement are received, classified, and stored.

#### FUNCTIONS

■ 49. Functions of the communications zone include procurement, storage, and issue of supplies and materials of all kinds; transportation of supplies and troops; establishment and operation of repair shops, depots for replacements and

casuals; rest camps, leave, and quartering areas; establishment of training centers; reception, care, and disposition of salvage; evacuation and hospitalization of casualties; operation and maintenance of railroads and other means of transportation; construction work such as roads, railroads, and buildings; control of traffic; handling mail and censorship; control of civil population in friendly territory; the administration of military government in hostile territory; and defense of the communications zone.

#### ORGANIZATION

■ 50. Headquarters organization of the communications zone is similar to that of the theater of operations; namely, a commanding general with a general and a special staff. Troops are assigned to the communications zone by the theater commander for operation of its establishments and for its defense.

■ 51. Organization of the communications zone is adapted to the plan of operations and is based on actual conditions in the theater of operations. The communications zone will therefore not be organized in the same manner in every theater of operations; each case will present a different problem. The simplest case might occur at the beginning of operations in a theater contiguous to home territory where supplies received from depots in the zone of the interior are forwarded without transferring loads direct to army supply points. Ordinarily a more elaborate organization will be necessary, particularly where the theater of operations is beyond the continental limits of the United States, in order to provide for adequate distribution of administrative establishments in depth and at the same time provide for the decentralization necessary for efficient administration and defense.

■ 52. The first establishments organized are those of the advance section. When only the advance section is established, depots of the zone of the interior must function as base depots. In some situations the communications zone may be so extended in depth as to make it desirable to divide the zone into a base section and an advance section in order to secure



centralized control and decentralized operation (see fig. 2). It may become desirable to divide the communications zone into three sections, designated in order from rear to front, base, intermediate, and advance. Unusual conditions may require subsections.

#### DEFENSE

■ 53. Normally the commander of the communications zone is charged only with the ground defense (including defense against sabotage) of the communications zone, the air defense being provided for the theater as a whole. Suitable combat units, preferably highly mobile troops, are assigned the communications zone for ground defense. The defense may be organized on a territorial basis with missions and troops assigned to section commanders. Under policies laid down by the theater commander, the communications zone commander may be given authority to employ other combat forces in the communications zone.

■ 54. Troops, animals, transportation, matériel, or supplies of any kind in movement to the front are not diverted for use of the communications zone without the authority of the theater commander.

#### DEPOTS

■ 55. Depots receive, store, classify, and issue supplies, and maintain reserve stocks at prescribed levels. They are classified as *branch* or *general*, depending upon whether they stock supplies procured and issued by a single or by two or more arms or services. Communications zone depots are also designated as *advance*, *intermediate*, or *base* depending upon the section in which located. Their number, location, and character are fixed by the communications zone commander in accordance with instructions and policies of the theater commander.

■ 56. The level of stocks maintained in communications zone depots is determined by the theater commander.

■ 57. General depots are organized into sections corresponding to the several supply services represented; for example, Quartermaster Section, Communications Zone General Depot



**No. 3.** The depot commander is designated by the commander of the communications zone and operates directly under him. The commander of a general depot coordinates the activities of the several service sections in such matters as the assignment of storage space, use of the common labor pool and utilities, transportation, and safety measures, while leaving to section commanders the internal management of their respective sections.

■ **58.** The chief of each service in the communications zone is charged with the maintenance of stocks at the prescribed level and furnishing the necessary personnel for functioning of his depot sections. He keeps records that will enable him to equalize stocks between depots and to make prompt reports, when required, of the kind, location, and status of supplies.

■ **59.** The chief of each service having supplies at a general depot is represented thereat by a commissioned officer designated as depot supply officer; for example, Ordnance Supply Officer, Communications Zone General Depot No. 1. Each depot supply officer at a general depot is responsible for reception, storage, care, maintenance, and issue of all supplies pertaining to his service; operating control of personnel assigned to his section; supply records pertaining to his service; supervision of loading and unloading of his supplies; proper marking of all shipments; necessary arrangements with transportation agencies of the depot for shipments; and timely transmission through prescribed channels of information with respect to shipments.

■ **60.** Whenever any shortage is indicated or anticipated in any article of supply, or the necessity arises for special control of expenditures or reduction of allowances, the depot supply officer brings the matter at once to the attention of the chief of his service. The latter takes the necessary steps to relieve the shortage and reports to the commander of the communications zone, with suitable recommendations, any articles requiring special control of expenditures or reduction of allowances.

■ **61.** Organization and administration of branch depots are direct responsibilities of the chiefs of the supply services, com-

munications zone. The commander of a branch depot has the same responsibilities as a general depot supply officer and, in addition, the duties of the commanding officer of a station.

## SECTION VI

### PROCUREMENT AND DISTRIBUTION OF SUPPLIES

#### PROCUREMENT

■ 62. Supplies are obtained in the theater of operations by prearranged schedules of shipments from or by requisitions on the zone of the interior; by exploitation of local resources, including captured material and salvage of equipment partly worn out or abandoned. Local resources are utilized to the utmost, especially supplies such as food, forage, fuel, and engineer construction materials.

■ 63. Supplies are sometimes furnished without a request as a result of an estimate made by a supply service of existing or future needs. Initial stocking of a depot may be accomplished in this manner. Supplies, such as rations, whose rate of consumption is constant are forwarded on information furnished by strength reports.

■ 64. Supplies may be furnished as a result of a *requisition* on a supply agency, a request in writing, and usually on a form provided for the purpose. Approval of a requisition by an office higher than the office of origin is usually required.

■ 65. *Credits* may be established. In this case a designated amount of supplies of stated classes is made available to the consumer at a specified place.

■ 66. In an emergency, supplies may be furnished on an informal request, either oral or written.

#### REQUISITIONS ON SUPPLY AGENCIES

■ 67. A requisition should include articles issued by one service only. When avoidable, articles of different classes (see par. 1) are not listed on the same requisition.

■ 68. Supply on an approved requisition is a responsibility of the supply service concerned.

■ 69. When time permits, similar requisitions from several subordinate units are consolidated. A division consolidates and forwards the requisitions of its components.

■ 70. Requisitions normally are filled by supply agencies closest in the chain of supply to the troops needing the supplies. If such an agency cannot fill a requisition completely, it furnishes what is on hand, extracts the unfilled items to the next higher supply officer, and notifies the headquarters from which the requisition was received when shipment may be expected.

■ 71. Requisitions for supplies to be shipped from the zone of the interior are prepared under supervision of the commander of the communications zone, and are submitted to designated depots in the zone of the interior or, in case no depots are designated, to the War Department.

#### CREDITS

■ 72. Credits provide commanders with definite assurance of the supplies available to them, expedite supply, and reduce the frequency of formal requisitions. The establishment of credits completes the command action necessary at the headquarters assigning the credit, and thereafter such supplies are subject to call or draft by the commander to whom the credits are allocated. Credits are usually established in designated depots and for a specified period. At the end of the period named in the allocation, all credits against which calls have not been received revert to depot stock.

■ 73. Calls by army against credits in communications zone depots may be made directly on the depot or on the regulating station. In the former case, a copy is sent to the regulating station. In either case, the proper service representative at the regulating station takes the necessary action to secure the shipment of the supplies in compliance with priorities approved by the theater commander. Calls made orally are confirmed by written memoranda.

Supplies in army depots allocated in credits to subordinate units are drawn as required by the subordinate unit, sending

transportation accompanied by an informal requisition to the proper supply point.

■ 74. Copies of credit allotments made by the headquarters of a theater of operations are furnished the commander receiving the allotment, the regulating officer, and the commander of the communications zone.

#### CLASSES OF SUPPLIES

■ 75. In general, the communications zone delivers all classes of supplies to army supply points whence they are moved forward to division troops by regimental or divisional trains and to corps (army) troops by regimental or corps (army) trains.

■ 76. *Class I supplies* (rations) are called for by means of a daily telegram which gives the strength of the command in men and animals. Divisions and corps (for corps troops only) prepare and send to the army the daily telegram pertaining to their respective units. The army prepares a consolidated daily telegram, including provision for army troops, and dispatches it to the regulating officer. The regulating officer notifies the designated depots of the communications zone to prepare the shipments. Trains are dispatched and shipments are sent forward to railheads or to truckheads according to schedules prepared and orders issued by the regulating officer.

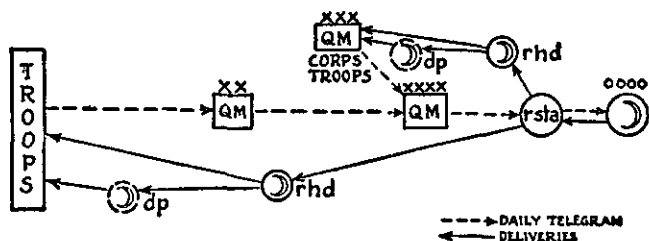


FIGURE 4.—Class I supplies.

■ 77. *Class II supplies* (supplies and equipment prescribed by Tables of Basic Allowances) are generally obtained by requisition on the basis of actual or estimated requirements. Regiments submit requisitions direct to divisions and divisions direct to the army. The corps, consolidating when necessary, sends requisitions for corps troops to the army. The army normally directs issue from an army depot, or infrequently arranges through the regulating officer for shipment from the communications zone direct to unit railheads or truckheads. Supplies for army depot stocks are procured by requisition on the proper service chief at headquarters, communications zone.

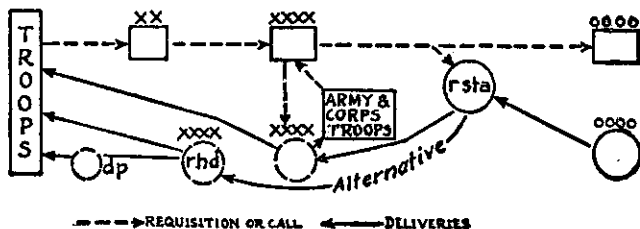


FIGURE 5.—Class II and IV supplies.

NOTE.—Requisitions are forwarded by army to communications zone (class II), theater headquarters (class IV), a copy being furnished the regulating officer.

Credits may be allocated for individual items of class II supplies, in which case procurement is accomplished as described in paragraphs 72 and 73.

■ 78. Reports of the status of *class III supplies* (gasoline and oil) are submitted by divisions and by corps (for corps troops only) direct to the army, usually in the daily telegram. Based on these reports, on stock levels in army supply points, and on intended operations, the army estimates its requirements. The army requests class III supplies by a daily telegram to the regulating officer, stating the amount of supplies desired at each army supply point.

Divisions and corps and army troops obtain gasoline and oil on demand at army supply points.

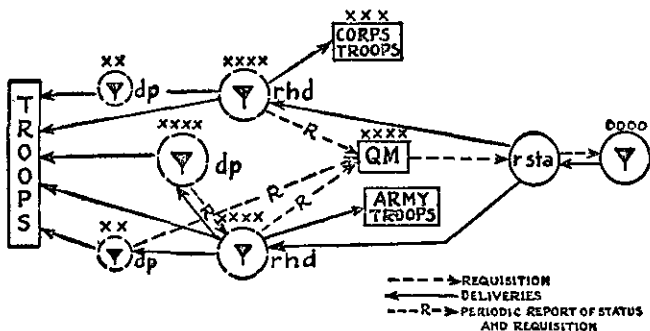


FIGURE 6.—Class III supplies.

■ 79. *Class IV supplies* (miscellaneous) are provided on the same basis and in the same manner outlined above for class II supplies, except that army requisitions are forwarded to theater headquarters for consideration. Articles of any class may, by reason of special stringency, be transferred to class IV pending the reestablishment of normal supply status for these articles (see fig. 5).

■ 80. *Class V supplies* (ammunition) are normally made available in the form of credits at designated supply points for a stated period or operation. The initial allocation is made by GHQ. Each commander in turn reallocates to subordinate commanders.

Unit commanders secure ammunition within the limits of their credits by calls on designated army supply points. Generally the army obtains ammunition on call to communications zone depots through the regulating officer, who moves the ammunition to army supply points.

The status of ammunition is determined by periodic reports from combat units and ammunition supply points, consolidated, and forwarded by the various echelons of command to the theater commander,



## SECTION VII

## REGULATING STATIONS

## GENERAL

■ 81. Regulating stations are traffic control agencies. They are established on lines of communication through which supply and personnel movements are directed and controlled to and from the combat zone and, when necessary, from the zone of the interior to the theater of operations.

The purpose of the regulating station is to assure the necessary flexibility in the supply system; to maintain regularity and smooth movement of supplies and replacements to and evacuation of casualties, prisoners, and salvage from the combat zone. It prevents congestion and permits maneuver of supplies and troops in rear of the combat forces.

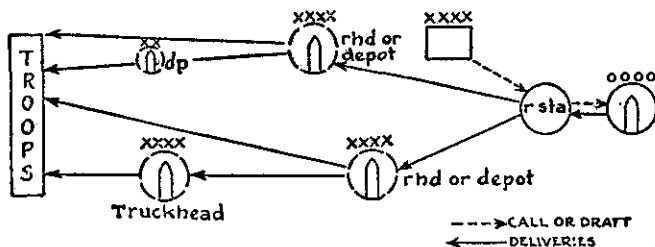


FIGURE 7.—Class V supplies.

NOTE.—Periodic expenditure reports are made by each echelon of command through command channels to the theater commander.

■ 82. The discussion herein assumes that rail is the principal means of shipment to and from the combat zone. Lack of a suitable rail net, interruption of rail traffic, or other cause may require that part or all of these shipments be by motor truck or water. The fundamentals prescribed herein for controlling the flow of traffic to and from the combat zone are applicable regardless of type of transport. Details of operation will necessarily vary.

■ 83. Regulating stations are established in the communications zone at or near the rear boundary of the combat zone and, when necessary, at or near the rear boundary of the theater of operations. When the situation permits, a regulating station is established at a location where necessary facilities exist or can be provided quickly. Preferably it is located at a junction of two or more rail lines or routes leading from the supply and evacuation establishments in the rear. It is also desirable that two or more separate lines lead from the regulating station to the areas in the combat zone which it serves. It should be linked with other regulating stations so that traffic may be maneuvered laterally as well as to and from the combat zone. The regulating station is near enough to the combat zone to enable trains departing at dark to arrive at their destination before daylight. It is far enough to the rear to be reasonably safe from enemy ground activities (see fig. 3).

■ 84. Each regulating station serves a definite area of the combat zone, delimited on the basis of available lines of communications, strength of forces involved, and capacity of the station. If conditions permit these areas should be coincident with the army areas of the combat zone, one regulating station being established for each army.

■ 85. Efficiency in operating a regulating station requires that its function be confined to that of a traffic control agency. Essentially it requires only a regulating officer and staff, railway or motor transport personnel, and facilities for switching and repair of equipment. No supply depot is established at a regulating station. It performs no function of a replacement center, transfers loads only of mail and a few small articles of supplies, and maintains no immobile reserves. Violation of these fundamentals may cause such congestion as to defeat the object of the regulating station, thus endangering plans of the commander of the theater of operations. Figure 8 is a schematic lay-out of facilities required at a rail regulating station.

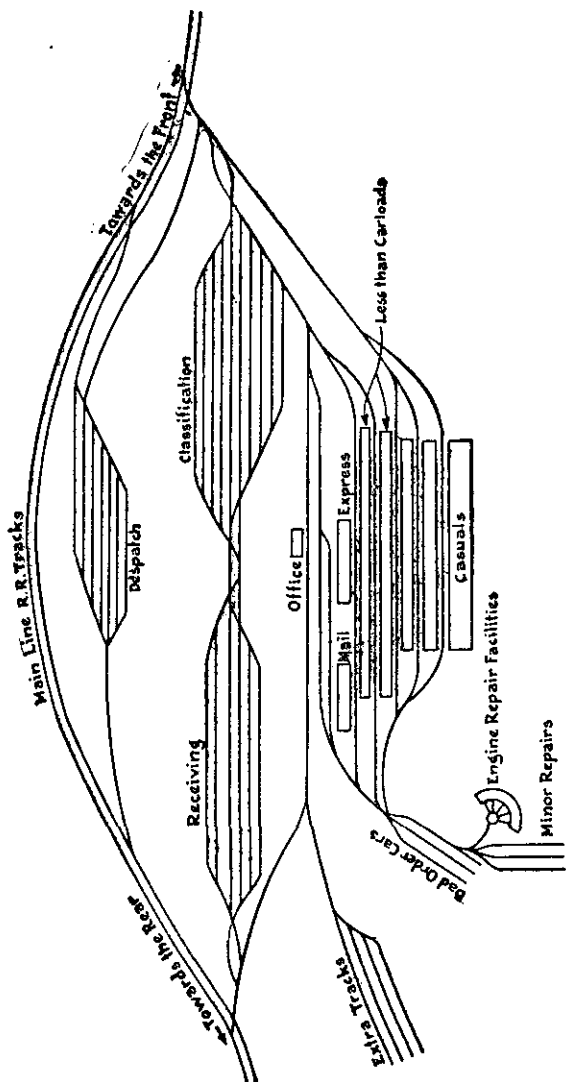


FIGURE 8.—Schematic lay-out of rail regulating station.

## REGULATING OFFICER

86. The regulating officer commands the station. He is the direct representative of the theater commander. He controls all rail movements forward either of advanced depots of the communications zone or of holding and reconsignment points between these depots and his station. No movement can be initiated within his zone of responsibility without his authority. He is responsible for systematic and orderly movement of supplies and replacements to the combat zone, and for evacuation to rear of sick and wounded men and animals, prisoners of war, and materials. Based on recommendations of army commanders and policies of the theater commander, he establishes and enforces traffic priorities, and designates location of railheads or truckheads in the combat zone. He provides for distribution of returning cars to depots in the rear.

87. The regulating officer is advised at all times of conditions at the front regarding changes in status of supplies, location of units and establishments, and military plans and intentions. He maintains direct contact with headquarters of the theater of operations, communications zone, and armies. From theater headquarters he receives information such as allocation of credits in communications zone depots, establishment of priorities, and number of beds assigned in each hospital and number of hospital trains available. From the manager, Military Railway Service, he receives information on the status of railway equipment, trains, and schedules available. The army served reports daily of strength of major elements of the army, the number of evacuable cases, any changes recommended in location of railheads, and similar information. From the communications zone he receives information regarding men, animals, and supplies awaiting transportation to the combat zone.

88. The regulating officer orders supplies on credit in communications zone depots to the combat zone in accordance with desires of the army commander and train schedules available. He determines number and priorities of supply, troop and hospital trains to be moved in and out of his area.

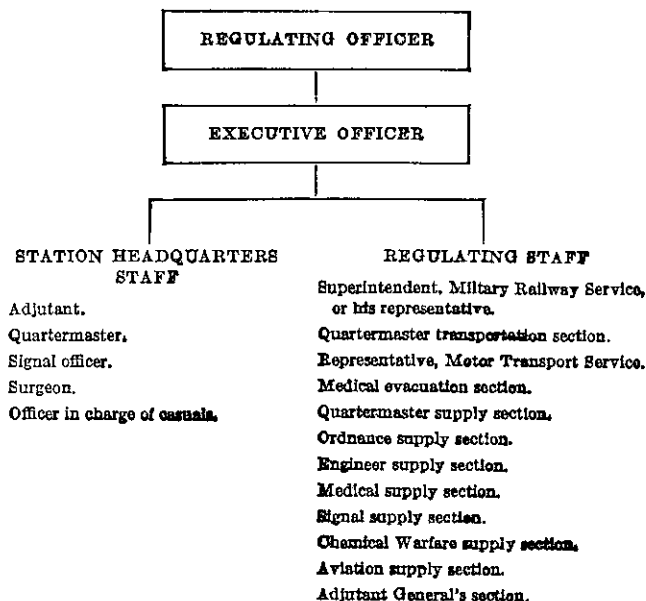


FIGURE 9.—Outline of regulating station organization.

#### REGULATING OFFICER'S STAFF

■ 89. The staff of the regulating officer includes a representative of the general or division superintendent, Military Railway Service, and one or more officers from each supply service.

The duties of the general or division superintendent are stated in paragraphs 107 and 110.

The representative of each supply service receives requests for credit items from the army, makes necessary shipping arrangements with the quartermaster transportation section, checks on movement of the shipments, and notifies the army when supplies may be expected.

■ 90. Principal functions of the quartermaster transportation section of the regulating station are to receive and consoli-

date all requests for rail shipments of supplies, issue shipping instructions, and arrange with the general or division superintendent for necessary movements in accordance with established priorities, including arrangements for movement of prisoners of war, baggage, express, and less than carload lot shipments.

■ 91. The medical evacuation section, headed by a medical officer, is charged with arrangements with the Military Railway Service for evacuation of sick and wounded men and animals from the combat zone to general hospitals in the communications zone, and with maintaining a record of credits in beds in the communications zone hospitals.

■ 92. The adjutant general's section is responsible for making arrangements through the quartermaster transportation section for movement of mail, personnel replacements, casualties, and supplies of the Adjutant General's Department.

#### SHIPMENTS BY MOTOR TRANSPORT

■ 93. Railways usually are the principal means of transportation to and from the combat zone, but economy and celerity of service or other causes may dictate shipment of supplies or troop movements by motor transport. To meet contingencies, the regulating officer keeps detailed plans prepared for employment of large scale motor transportation. In such case, the regulating officer may be given authority to control all road traffic between the communications zone and the combat zone, and to direct employment of such elements of the Motor Transport Service as may be allocated to him.

#### RAIL MOVEMENTS

■ 94. All trains need not pass through a regulating station; for example, ammunition may be routed from the communications zone depots or other establishments direct to army supply points. Similarly, large troop movements move direct from entraining points to detraining points. However, control of these rail movements must rest with the regulating

officer(s) concerned. The general system of railroad operation is covered in section I, chapter 3.

#### RAILHEADS

■ 95. Railheads are supply points where supplies are transferred from rail to another type of transportation, generally motorized trains. They are advanced as close to the units served as safety permits. A railhead may be established for any class or classes of supplies. Examples of designations are Class I Railhead, 1st Division; Class III Railhead, I Corps; Class V Railhead, First Army.

The essential facilities of a railhead are siding for unloading of supplies, road net adjacent thereto suitable for operation of type of transportation to be employed, and storage space for such reserves as may be maintained.

■ 96. Class I railheads are agencies of the regulating officer and are located and established by his order with due consideration to the recommendation of the commander of the army. The army commander is charged with police, sanitation, and safety of class I railheads, and in an emergency may furnish labor on request of the railhead officer. Generally, a class I railhead serves not more than two divisions or a division and corps troops. When facilities permit, one railhead per division is to be preferred.

■ 97. Each class I railhead is operated by a railhead company or platoon. The railhead officer is charged with reception, unloading, custody, and issue of all supplies received at his station, and for loading and prompt dispatch of personnel and material turned over to him for movement to the rear. Only facilities essential to operation of the station are established in its immediate vicinity. The railhead officer is assisted by an officer of the Military Railway Service (railway traffic officer), who in all matters of railway operation receives his orders direct from his division superintendent. His duties are stated in paragraph 109.

■ 98. At or near each railhead is maintained normally a railhead reserve for troops served by that railhead of 1 or more

days' class I supplies. Railhead reserves may be held on cars only on authority from the regulating officer. Issues made from railhead reserves are replenished promptly from supplies sent forward by the regulating officer.

¶ 99. The regulating officer is responsible for movement of class I railhead personnel and railhead reserves, if any, from site of old railhead to new railhead. Movement may be either by rail or by motor by arrangement with the unit served.



## CHAPTER 3

### TRANSPORTATION

	Paragraphs
<b>SECTION</b> I. Railroads.....	100-121
II. Motor .....	122-130
III. Inland waterways.....	131-137
IV. Air.....	138-144

#### SECTION I

#### RAILROADS

##### GENERAL

■ 100. In general, railroads (railways) form the backbone of the transportation system in a theater of operations. They may be supplemented and sometimes replaced by motor, inland waterway, and air transportation.

■ 101. Construction, maintenance, and operation of railroads in a theater of operations is a function of the Corps of Engineers. However, the extent to which military personnel takes over their control and operation depends on the situation.

■ 102. In a friendly theater of operations the railroads may be continued in operation by their own officials, utilizing their peacetime personnel augmented by additional civilian personnel if needed and available. Officers of the Military Railway Service are assigned to each such railroad as may be necessary for liaison and to assist civilian railroad officials in handling matters of a military nature.

It may be possible for the railway system to continue in operation by its own civilian personnel to serve needs of the civilian population, yet necessary for military personnel to operate trains required by military needs. In such event the railway system may be taken over and operated by military personnel as outlined in paragraphs 105 to 120. The commander of the theater of operations, on recommendation of the chief engineer (director of railways), will allocate to civilian railway officials certain terminal and other facilities

for their exclusive or limited use, together with the privilege of operating a certain number of trains on the main lines each day.

■ 103. Even in a hostile theater of operations needs of the civilian population cannot be ignored entirely. The needs of the army will govern, but trains to serve needs of the civilian population as determined by the commander of the theater of operations will be operated by the Military Railway Service.

■ 104. The discussion following is based on the assumption of complete military control, maintenance, and operation. Appropriate modifications of the system indicated are made for varying degrees of civilian control.

#### ORGANIZATION

■ 105. The chief engineer of the theater of operations is also director of railways. In accordance with policies of the theater commander he makes general plans for and exercises technical supervision over construction, maintenance, and operation of railroads throughout the theater of operations. However, direct control is decentralized to the commander of the communications zone and for construction and heavy maintenance only to the commanders of the armies.

■ 106. The engineer, communications zone, is also director of railways for the communications zone. He is assisted by a manager, Military Railway Service.

■ 107. The railway system is divided for maintenance and operation into a number of divisions approximately the same as in civil practice, each under control of a superintendent. To the division is assigned an engineer railway operating battalion, including necessary personnel for maintenance of track and structures, ordinary maintenance of equipment, and operation of trains. The division superintendent reports to the manager, Military Railway Service, except when his division is grouped with one or more others into a grand division under control of a general superintendent, who reports to the manager, Military Railway Service.

■ 108. For details of the regulating station in the organization and operation of the military railway system see paragraphs 81 to 88. For information concerning railheads see paragraphs 95 to 97.

■ 109. At each railhead, depot, or other railway station of importance is a representative of the division superintendent, known as the railway traffic officer, who in cooperation with the officer in charge of the establishment expedites movement of supplies, release and turn-around of rolling stock, and clearance of local yards and sidings.

■ 110. On the staff of each regulating officer is a representative of the superintendent of the division or grand division operating lines forward of the regulating station, and lines to the rear as far as the nearest depots or holding and reconsignment points. This representative advises the regulating officer regarding status of railway operations, availability of railway equipment, and ability of the Military Railway Service to handle traffic. He arranges for movement of traffic between the most advanced depots or holding and reconsignment points in the communications zone and the railheads or other stations in the combat zone in accordance with desires of the regulating officer.

■ 111. A railholding and reconsignment point is a regulating reservoir of railway rolling stock and supplies. There should be one on each line a few hours' run in rear of each regulating station. The number of cars or trains at a holding and reconsignment point should be held to the minimum necessary to keep the regulating station and trackage forward of it free of surplus cars and supplies.

#### MAINTENANCE AND OPERATION

■ 112. Under the director of railways for the communications zone, the manager, Military Railway Service, maintains and operates the railroads throughout the communications zone and within the combat zone to the forward limit of railroad traffic.

■ 113. To each railroad division is assigned an engineer railway operating battalion which includes personnel necessary for operation of trains, maintenance of track and structures, and ordinary maintenance of equipment.

■ 114. Heavy maintenance of equipment is performed at one or more large railway shops, usually located at important railway centers within the communications zone, by engineer railway shop battalions. The shop superintendent reports direct to the manager, Military Railway Service, unless his shop forms part of a grand division.

■ 115. Equipment used on the railway system in a theater of operations will necessarily be that taken over with the railroads from civil use, supplemented by other equipment which may be transferred from the zone of the interior and to some extent by equipment specially constructed. It is highly desirable that equipment used for operation between advance depots and railheads be light due to greater ease of operation of light equipment over rough track and light bridges. Light internal combustion locomotives, if available, should be used in advance of the regulating stations. Specially constructed hospital trains for evacuation of the wounded are desirable. If not available, they may be improvised by alteration of commercial equipment.

■ 116. There is usually a shortage of railway rolling stock and of yards and sidings in a theater of operations. For this reason the tendency to hold supplies on cars in rolling reserve, or to hold trains in reserve for possible troop movements must be strictly controlled. Such use of railway rolling stock can be made only to the extent authorized by the commander of the theater of operations, who alone is thoroughly acquainted with and responsible for both the tactical and the supply situation.

■ 117. Responsibility of the Military Railway Service for supplies begins when they have been loaded on cars and turned over to the railway traffic officer and ends when they have been placed on the proper siding for unloading at their destination. Commanders of ports, depots, railheads, or other

supply establishments are responsible for loading and unloading in minimum time practicable.

#### CONSTRUCTION AND RECONSTRUCTION

■ 118. The great amount of time required for new railroad construction makes it imperative that existing railway lines in a theater of operations be exploited to the utmost. Reconstruction of damaged lines requires less time than construction of new ones. Parts of existing systems having least capacity are usually terminals and yards rather than main line track. For these reasons railway construction in a theater of operations usually will consist mainly of extension of terminals, provision of yards and sidings at new depots or other new military establishments, and reconstruction of main line track in the combat zone as the army advances.

■ 119. Railway construction and reconstruction within the communications zone is under control of the commander of the communications zone. The work is done by general engineer units (general service regiments and separate battalions) under immediate control of section engineers of the various sections of the communications zone in accordance with general plans drawn up by the director of railways for the theater of operations, and more detailed plans provided by the director of railways for the communications zone.

■ 120. Railway construction and reconstruction within the combat zone is under control of the several army commanders. The work is done by general engineer units of the army under immediate control of the army engineer in accordance with general plans drawn up by the director of railways for the theater of operations. Sometimes corps engineers and less often division engineers may assist in construction of railways in the combat zone.

#### SIGNAL COMMUNICATION

■ 121. The director of railways for the theater of operations arranges with the chief signal officer, theater of operations, for necessary wire circuits for train dispatching and for ad-

ministration of military railways. Maintenance and operation of wire circuits allotted exclusively for operating military railways is a responsibility of the Military Railway Service. Maintenance of wire circuits used partly for operation of military railways and partly for other communication purposes is a responsibility of the Signal Corps. Wire circuits turned over to the Military Railway Service exclusively for railway business are not available for other purposes, except by specific authority of the manager, Military Railway Service, or the division superintendent concerned.

## SECTION II

### MOTOR

■ 122. Motor transport is the normal means of bridging the gap between troops at the front and heads of rail or water transportation. It is also used extensively in troop movements, in interior administration of depots and other establishments, and in movement of supplies between depots and other establishments. It supplements and in emergency may entirely replace rail or inland waterway transportation.

■ 123. All motor transport not assigned organically to troop units is organized into a Motor Transport Service. It is commanded by a chief of Motor Transport Service in accordance with the policies of the commander, communications zone, and of the theater commander.

■ 124. The Motor Transport Service is organized into a headquarters and passenger, cargo, maintenance and depot regiments, battalions, and companies. It maintains a representative on the staff of the regulating officer.

■ 125. Within the theater of operations the Motor Transport Service procures, stores, and issues motor supplies, including replacement vehicles and spare parts; fuel, oil, water, and compressed air; performs heavy motor maintenance, including salvage; and operates any motor transportation not organically assigned or attached to units or establishments.

■ 126. Units of the Motor Transport Service are attached to armies, in accordance with their requirements, at direction of the theater commander. Likewise units of the Motor Transport Service are attached to ports, depots, hospitals, and other establishments in the communications zone in accordance with their needs, as directed by the commander of the communications zone. Commanders of the organizations to which they are attached are responsible for operation of these motor transport units under such general technical supervision by the chief of the Motor Transport Service as may be prescribed by the theater commander.

■ 127. Commanders of organizations to which quartermaster motor vehicles are organically assigned or attached are responsible for light maintenance of such vehicles. Vehicles which require repairs beyond the capacity of such organizations are replaced with serviceable vehicles by the Motor Transport Service which then performs necessary repairs or dismantles vehicles for salvage.

■ 128. The chief, Motor Transport Service, is in direct command of all motor transport units not attached to armies or establishments.

■ 129. In case the theater commander desires to be able to establish promptly a pool of motor transportation, he requires that the Motor Transport Service be prepared to furnish a specified tonnage in designated areas on call. He may extend this requirement to units and establishments having attached motor transport. In extremely urgent situations he may require physical pooling of such transportation at designated places.

■ 130. Operations of motor transport in supply and evacuation of the combat zone are directed by the chief, Motor Transport Service, but are subject to control by the regulating officer similar to that exercised over rail transportation. The motor transport representative on the staff of the regulating officer keeps him informed on availability of motor transport and on conditions of road traffic, arranges shipments by motor transport, and coordinates with traffic control agents of the communications zone and the armies.

## SECTION III

## INLAND WATERWAYS

■ 131. Inland waterways are characterized by great capacity for freight and comparative slowness of movement. When available, they are of value in relieving congestion on railroads and roads through movement of heavy and bulky materials such as fuel, road metal, and construction supplies. They may also be useful in evacuation of sick and wounded, since boats and barges may be made into floating hospitals.

■ 132. The control, maintenance, and operation of inland waterways in a theater of operations are functions of the Corps of Engineers. The organization for the purpose is similar to that for railways. The manager, Military Railway Service, may operate the Inland Waterway Service, or a separate manager for the Inland Waterway Service may be provided. In either event, preparation of plans is under direction of the chief engineer, theater of operations, while maintenance and operation are under direction of the engineer, communications zone. Inland waterways are through lines and may not require organization into divisions as in the case of railways.

■ 133. Inland waterway terminals include equipment and personnel, part of the inland waterways organization, for transfer of loads to and from rail and motor transport.

■ 134. Inland waterways are usually operated and maintained by civilian personnel, but special engineer troops for the purpose may be organized if necessary. Use of commercial equipment taken over with the waterways or transferred from the zone of the interior is habitual.

■ 135. Traffic via inland waterways between the communications zone and the combat zone is controlled by the regulating officer in the same manner and to the same extent as rail traffic.

■ 136. Unit commanders make all arrangements for shipment of troops and supplies by inland waterways the same as for rail or motor transportation.



■ 137. Construction or extension of inland waterways is rarely undertaken because of the time involved. Rehabilitation of damaged waterways is performed by general engineer units of the communications zone in accordance with plans drawn up by the chief engineer, theater of operations.

#### SECTION IV

#### AIR

■ 138. Air transport is the least economical means of transportation. However, it is the quickest means of transporting a limited amount of supplies or troops over a considerable distance. Chief use is in transportation of equipment, supplies, and personnel pertaining to the Air Corps. It is used also to transport parachute and other troops, and in emergency to perform evacuation and to transport supplies as required.

■ 139. Provision and operation of air transport are functions of the Air Corps.

■ 140. Air transport groups are pooled for control under the Chief of the Air Corps. Ordinarily they are not pooled physically but are assigned to various air depots. Under immediate control of the air depot commanders and in accordance with policies of the War Department, they carry on their normal function of transporting Air Corps supplies and personnel. When required for emergency transportation of troops or supplies they are made available to a theater of operations by the War Department on recommendation of the commander of the field forces.

■ 141. The regulating officer exercises no control over the operations of air transport. In the absence of other means for movement of supplies for armies he may arrange with the chief of aviation at theater headquarters for movement by air transport.

■ 142. Transport (cargo) airplanes of the Air Corps are usually constructed in accordance with commercial designs with such modifications as are desirable to adapt them to military use. Modification of existing commercial airplanes

usually is not feasible, since changes in structural design are required to enable airplanes to carry heavy concentrated military loads and to provide doors large enough to load equipment. For movement of personnel or troops with light equipment and light supplies commercial airplanes are satisfactory.

■ 143. In a hostile theater of operations an existing civilian air transport system may be taken over and operated by military personnel. In a friendly theater of operations existing civilian air transport systems ordinarily will continue in operation by their own personnel. Such military restrictions and utilization as become necessary will be controlled by the chief of aviation at theater headquarters, normally by assignment of liaison officers. Allocation of airport and landing field facilities will be made by the theater chief of aviation.

■ 144. Unit commanders, usually represented by unit quartermasters, make all arrangements for travel and shipment of supplies by civilian air transport, including issuance of transportation requests and bills of lading.

## CHAPTER 4

### SUPPLY AND MAINTENANCE IN ARMY

#### GENERAL

- 145. The army is the largest administrative unit in the combat zone. Its commander is responsible for organization and operation of administrative arrangements to serve components of his command. He is responsible also for defense of the army service area.
- 146. The administrative plan for an army is dependent on the plan of operations. The army commander estimates requirements for projected operations and formulates his administrative plan.
- 147. Sources of supply for an army are the communications zone and local resources in the army area.
- 148. Local resources are exploited in accordance with the fundamentals expressed in paragraph 62 and section V, chapter 10. Supplies from this source are distributed by means of installations to be described for other supplies.
- 149. Supplies from the communications zone are procured by one or more of the following methods: requisition direct on the communications zone (class II supplies), requisition on theater headquarters (class IV supplies), statement of requirements (daily telegram) to regulating officer (class I and III supplies), calls on the regulating officer against credits allocated to the army by theater headquarters (principally class V and specified items of class IV supplies) (see sec. VI, ch. 2).
- 150. Supplies from the communications zone are delivered by communications zone agencies to army installations.
- 151. Control of all supply and evacuation traffic between the communications zone and army installations is vested in the regulating officer, an agent of the theater commander. In order that supplies may be forwarded to the army in the

priority desired by the army commander, copies of all requests for supplies are sent to the regulating officer. Close liaison is essential between the army staff and that of the regulating officer in order that the latter may be informed continuously of needs of the army and of desired location of army supply points.

■ 152. Allocations of credits are made by army to corps and to army troops. In all other matters of supply and maintenance the army deals directly with divisions concerning their requirements, and with corps concerning requirements of corps troops. Division and corps keep the army informed as to their requirements by means of requisitions, reports of expenditures, daily telegrams, and special reports. The army keeps its subordinate echelons informed of location of supply points from which each unit is to be served, and of types of supplies therein.

#### ORGANIZATION FOR SUPPLY

■ 153. The army commander is the responsible head of administration, including supply and maintenance throughout the army.

■ 154. Handling supplies within the army area, including their storage, if any, and delivery to components, is accomplished through installations located by the army commander.

■ 155. An *army depot* is a supply point where supplies are received from the communications zone or from local sources, and are unloaded, classified, and stocked in piles or bins for issue to unit trains. When storage space is not available for supplies requiring cover, dunnage and tarpaulins are used.

■ 156. At *railheads* supplies are loaded on unit transportation with minimum sorting. Railheads are used for delivery of class I supplies. Although class I railheads are under control of the regulating officer (par. 96), they are located and stocked upon the recommendation of the army commander, and to all intents and purposes the supplies thereat may be considered as army reserves.

In rapidly moving situations when expenditures are light or the mobility of a supply installation is essential, railheads can be utilized for those supplies which do not require detailed sorting prior to issue, such as gasoline and oil, and fortification material. As compared to depots, railheads restrict detailed sorting of supplies and also the number of trucks that can be loaded at one time. Hence, the rate of issue from most railheads is slower than that from depots.

■ 157. When supplies in quantity are shipped by truck from communications zone establishments to the army area, the unloading point is termed a truckhead or a depot, depending upon degree of organization of the supply point. Similarly the army may move supplies forward from its depots or railheads by means of its own motor transport in order to furnish closer support to its divisions and corps, thus establishing either advance army depots or truckheads.

■ 158. A third type of supply point frequently is established by the army in addition to depots and railheads (truckheads). These are distributing points at which regiments and corresponding units may draw their supplies. They are established to serve units which cannot conveniently use other army supply points. They are most frequently used to supply units of army troops with class I supplies (rations) and most units within the army with class III supplies (gasoline and oil). Distributing points may also be established by corps, divisions, and regiments.

#### RESERVE SUPPLIES

■ 159. The ideal supply system would deliver all types of supplies from the communications zone directly to front line units at times and in quantity needed. Such a system is possible only for those items which are consumed at a uniform rate and when the lines of communication are able to function on a prearranged schedule. Demand for many items of supply fluctuates widely. Lines of communication may be interrupted and shipping schedules delayed, not only by hostile interference but also by unforeseen incidents within our own transportation system. All of these conditions re-

quire that a reserve of supplies be accumulated closer to the front than the advance depots of the communications zone. The army establishes these reserves of essential combat supplies in order promptly to meet the needs of its combatant troops. This reservoir of supplies is designed to take up slack in time of delivery, to meet unexpected demands, and to meet the constant and often rapidly changing military situation.

■ 160. The need for certainty of supply indicates the desirability of accumulating large stocks in the army area. On the other hand, flexibility of the supply system to enable it to meet rapidly moving situations and safety of the supplies from capture or destruction by the enemy dictate a minimum stock level. For each operation a continuous estimate of the supply and transportation situation made in conjunction with the tactical estimate will indicate the quantity of supplies to be stocked.

■ 161. In general, it is desirable to have on hand in army establishments sufficient supplies to enable subordinate units to replace therefrom each day's expenditures prior to commencement of the following day's operation. To accomplish this result with certainty, supplies sufficient for a minimum of 2 days' operations normally should be stocked. When lines of communication from the communications zone are liable to interruption by hostile air attack or ground raids, this level of stocks will have to be increased in direct proportion to the prospective delay.

■ 162. In a rapidly moving situation the army can best give close support to its divisions and corps by retaining its reserve of supplies loaded either on trucks or on railroad cars. Usually the amount of transportation available will permit only a portion of army's reserve supplies thus to be kept mobile. When cavalry, armored, or motorized forces are sent on distant missions into territory where the Military Railway Service will be unable to commence operation promptly, the army reinforces these units by truck trains loaded with reserve supplies.

## NUMBER AND LOCATION OF SUPPLY POINTS

■ 163. When the bulk of supplies will be received by rail from the communications zone, army supply points are located in the vicinity of railroad stations where sufficient siding capacity already exists. In mobile situations insufficient time will be available to construct new sidings.

In order to give close support to divisions and corps, army supply points will be established as close to the front as the tactical situation permits. Sites are selected giving access to good roads leading to the front and within practicable hauling distance for unit trains.

For safety against air bombardment, supplies are dispersed within supply points whenever possible. In addition, several supply points containing the same class of supplies are established for the more important items, such as ammunition. Such a dispersion of supply points in the interest of safety also adds flexibility to the supply system and facilitates simultaneous loading of a greater number of trucks without dangerous concentration of motor vehicles at any one supply establishment.

■ 164. The number of class V (ammunition) supply points established by the army is governed not only by location of combat troops, but also by road and railroad nets and type of installation adopted (railhead or depot). It is not necessarily the number of supply points that determines the service which can be given but rather the number of trucks that can be loaded simultaneously in a given area. Normally, at least two ammunition supply points per corps are established for intensive combat. Ammunition constitutes by far the greatest mass of supplies to be moved to combat troops, hence these supply points are given preference in selection of locations in forward areas.

■ 165. The army quartermaster establishes gasoline and oil distributing points at all railheads and depots or at convenient locations, such as civilian gasoline filling stations, on main supply routes leading thereto, thus enabling motor vehicles sent to the rear for any purpose to be filled with gasoline and oil on the same trip.

■ 166. *Engineer class IV supply points* contain heavy stocks of fortification, demolition, bridge, road, and railroad materials. At least one such supply point is established per corps and as far forward as the situation permits.

■ 167. *Medical depots* are normally located with each group of established evacuation hospitals, the largest consumers of medical supplies. Motor transport depots influence location of army motor repair shops and ordnance depots (less ammunition) influence location of ordnance heavy maintenance companies.

■ 168. *Remount depots* are located within a day's march of veterinary evacuation hospitals in order to receive rehabilitated animals returned to duty.

■ 169. Other *class II and IV supply points* are established at convenient points in the army service area. The volume of supplies stocked therein is small, hence they may be located farther to the rear than ammunition, engineer, and class I and III supply points.

#### SERVICE AT ARMY SUPPLY POINTS

■ 170. Each chief of an army supply service provides the commander, staff, and technically trained personnel required for operation of each supply point stocked with supplies of his service. Additional labor required is furnished by detail from the army quartermaster service organizations supplemented at times by civilian labor, and transportation from the army motor transport pool. Army service personnel not only stock the several supply points but also load trucks dispatched for refilling from divisions and from army and corps troops.

■ 171. At class I railheads the regulating officer furnishes a railhead company or platoon to receive, store, and issue class I supplies. Detachments from the division, corps, and army quartermaster services, with assistance of the railhead company, sort supplies into appropriate unit lots and load trucks sent to the railhead to draw supplies.



## INFLUENCE OF TACTICAL OPERATIONS

■ 172. In the concentration concurrent with incoming troop movements, the army commander is responsible for supply and evacuation of troops both during concentration period and during preparation for contemplated operations.

Provided capacity of the railway net permits, daily automatic supply for class I and III supplies is used. When this method cannot be used, all incoming units bring with them sufficient supplies to last until automatic supply can be initiated. Another alternative is to establish and stock these supplies in depots or at railheads prior to the concentration.

Supply depots for class II, IV, and V supplies, except medical supplies, are not established unless their locations will be suitable to meet demands of the troops for the next operation, or unless the troops are to remain in the concentration area for some time. If depots are established and stocked, supplies are brought in before concentration begins, or time is allotted in the railway schedule to bring in supply trains during the concentration. The simplest method to adopt for meeting supply demands of the troops during concentration is delivery of all classes of supplies to railheads on the daily train.

Need of medical supplies for men and for animals begins with arrival of troops in the concentration area and continues throughout the period. A medical depot carrying minimum stocks for replacement of expenditures and shortages is established about the time the evacuation hospital is opened.

■ 173. During an advance by night marches, delivery of class I and III supplies is accomplished by establishing railheads or truckheads each night well forward in the areas to which the units have marched during preceding night. During daylight marches railheads are located close in rear of the new bivouac areas.

Prior to contact between hostile main force and main body of the advancing army, principal expenditure of ammunition is by the covering forces, by antiaircraft artillery, and by aircraft. This ammunition is replaced either through

class I railheads of the expending units or by establishing an ammunition railhead to serve these units. Tentative plans are made for increased ammunition supply, but during the first phases of contact ammunition is shipped into the army area only in amounts sufficient to replace expenditures. This precaution avoids complete stocking and subsequent movement of ammunition in the event that any or all locations selected prove unsuitable for later operations of the army.

In the advance by the army, particularly through hostile territory or territory recently occupied by hostile forces, considerable road and railroad reconstruction and repair is usually required. This condition necessitates establishment of supply points of engineer construction material along the route of advance, as dependence on depots in rear of the army area would impose an inordinate burden on the organic transportation of the army.

Sections of the medical supply depot are advanced as the occasion demands.

Unless the army is advancing over a great distance, supply points for class II and IV supplies (excluding engineer construction material and medical supplies) should not be established along the route of advance. Tentative locations are selected for these supply points and plans made for establishing and maintaining stocks thereat with the same limitations imposed as in the case of ammunition.

■ 174. In attack, supply points for essential combat supplies are located relatively close to the troops to be served. These essential supplies are food, gasoline, oil, ammunition, medical, and in most situations, engineer. Other supply points likewise may be located relatively close to the combat area if their previous locations are so far to the rear that distribution by motor is not practicable or if their stocks have been exhausted. However, if they are within practicable motor distribution distance, necessity for close support is not so great as to make it advisable to move them.

■ 175. In defense, the initiative has been relinquished to the enemy, at least temporarily. Although initial dispositions of the defending force are known, final dispositions for the conduct of the defense will depend upon actions of the

enemy. While need for close support of troops by supply services is as desirable as in attack, a compromise is necessary. All depots are located farther to the rear than in attack in order that a maneuver of the hostile attacking force will not immediately threaten them. Stocks in these depots are held to the minimum consistent with railway facilities and time required to bring supplies from the communications zone. By placing supply points well to the rear and by holding stocks to the minimum, time is assured for moving installations farther to the rear or for changing lines of communication if these changes are made necessary by the outcome of defensive battle. The disadvantage resulting from this increased distance from supply points to troops is offset by placing on defensive positions necessary quantities of essential battle supplies (chiefly ammunition and engineer supplies), and by use of unit reserves.

■ 176. In retrograde movements, the following fundamental considerations are to be observed: Movement of supplies and services is not allowed to interfere with movements of combat units; forward movement of supplies is reduced to the minimum consistent with adequate supply of essential materials to the troops; supplies moved to the rear, augmented by any additional essential supplies required to be brought forward from the rear, are dumped at successive positions in quantities adequate to serve the troops on each position. Supplies which have to be abandoned are destroyed.

#### MOVEMENT OF SUPPLY POINTS

■ 177. Initial army supply points selected for an advance or a retirement usually will prove unsatisfactory during later phases of the operation. New depots and railheads must be opened which are more accessible to the units served. Movement of a stocked depot to a new location frequently requires great expenditure of time, labor, and transportation.

■ 178. In an advance, plans provide for shift of depots when stocks are depleted, or arrangements are made for the communications zone to take over rearward depots and permit the army to open new depots in more advanced locations.

■ 179. In a retirement it is important to anticipate the required move in order to keep depot stocks at a minimum, thus avoiding transfer of large stocks to a new depot or their destruction in the event that their removal cannot be accomplished.

■ 180. A shift in location of a stocked depot system is usually beyond capabilities of the army motor transport.

#### MAINTENANCE

■ 181. Maintenance personnel, equipment, and spare parts appropriate in size and capacity to the units they serve are organic components of all units.

■ 182. The army receives from its components all unserviceable equipment which cannot be repaired within the lower units. In addition, equipment collected through salvage operations in the army area is sorted and such of it as can be repaired economically is turned over to army repair agencies.

■ 183. Equipment requiring extensive repairs or repair beyond capacity of army repair units is evacuated to the communications zone.

■ 184. Each army supply service includes maintenance units equipped and trained to repair equipment furnished by the service. These units establish and operate shops for repairs made within the army.

■ 185. Whenever possible army repair shops are located so that they can utilize existing civilian utilities and shop facilities. These facilities usually will be found only in larger towns.

■ 186. For convenience in administration and facility of supply, each army repair shop is located close to a supply point stocked with materials required by that shop.

■ 187. Army repair shops once established should remain in operation, in the same locality as long as practicable.

■ 188. Repaired equipment is either returned to the unit from which it was received or placed in army supply points for reissue. In the latter case other equipment is issued in replacement.

## CHAPTER 5

### SUPPLY AND MAINTENANCE IN ARMY CORPS AND DIVISION

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#### SECTION I

#### ARMY CORPS

##### CORPS WITHIN THE ARMY

■ 189. When the corps is part of an army, it has few administrative functions other than those pertaining to corps troops. The corps trains usually carry no reserve supplies for its divisions, and the corps is not a link in the chain of supply and maintenance for divisions except in the cases noted below.

■ 190. The corps acts on requisitions for ammunition, allocates ammunition, and repairs ordnance material for division as well as corps troops.

■ 191. Status reports from the divisions and from corps troops are transmitted through corps headquarters to the army because the status of essential combat supplies has considerable bearing on tactical missions assigned.

■ 192. When deemed desirable, the corps commander may recommend to the army the location or changes in location of railheads or other supply points installed for support of his divisions and corps troops.

■ 193. In order to gauge combat efficiency of his divisions, the corps commander must know the status of supply and maintenance therein. This knowledge is obtained by such inspection as he may make or order his staff to make and by such reports as he may require from the divisions.

■ 194. Supply and maintenance of corps troops are effected by the same methods as are employed in the division, the corps

commander performing functions analogous to those prescribed for a division commander.

#### DETACHED CORPS

■ 195. When an army corps is detached from an army for both operations and administration, it becomes in effect a small army. In this status it is responsible for its own supply and evacuation. It must operate installations similar in character to those prescribed for an army and must be reinforced by attachment of necessary service units.

### SECTION II

#### DIVISION

##### GENERAL

■ 196. Supply in the division, including attached units, is based on the following general fundamentals:

Regiments and separate units may supply themselves directly from army supply points employing their own transportation; the division services may supply regiments employing transportation under division control; or any combination of the two methods may be ordered by the division commander.

Reserves carried, probable expenditure rate, distances involved, routes available, and restrictions imposed by higher authority determine degree of responsibility that the division commander places on subordinate commanders for effecting resupply with their own transportation. The division commander insures that requirements placed on subordinate units for utilization of their transportation in resupply are not excessive. On the other hand, transportation of the organic division quartermaster unit constitutes the division reserve which may be inadequate to meet fully requirements for resupply of the division during a protracted period.

■ 197. Normally, supplies are not transferred from truck to truck or placed in dumps from the time they are received from the army supply points until they are delivered to using troops.

■ 198. Reserves of supplies carried by regiments in their trains are usually those prescribed by Tables of Basic Allowances. In preparation for and during combat these reserves are augmented by unit dumps.

Reserve supplies under division control consist of those carried in the trains of the division services, in division dumps, and the remaining portion of credits allocated to the division at army supply points.

#### POOLING OF TRANSPORTATION

■ 199. While certain trucks within the division are assigned prescribed loads it does not follow that their use is limited to transporting such loads. Except for motor vehicles issued as an aid to movement of active weapons such as prime movers or weapons carriers, all trucks of any unit are considered as a pool of transportation to be used as required. By this means maximum flexibility and capacity are obtained.

#### CLASS I SUPPLY

■ 200. The following rations are prescribed for field service and consist of such items as may be specified by the War Department or the commander of the field forces:

*Field ration A* corresponds in general to the peacetime garrison ration and is generally perishable. Being perishable, it is not suitable as a reserve ration.

*Field ration B* is the same as field ration A except that nonperishable substitutes replace perishable items. This ration is suitable for reserve purposes.

*Field ration C* is a cooked balanced ration in cans. Each ration consists of three cans of prepared meats and vegetables and three cans of crackers, sugar, and soluble coffee. As this ration is not perishable, it is suitable for use as a unit reserve or as an individual reserve.

*Field ration D* consists of three 4-ounce chocolate bars per ration. It is a nonperishable ration and is suitable for use as an individual reserve.

The A ration will be issued daily from class I railheads to all divisions and other units not actively engaged with the

enemy. In battle, one of the nonperishable rations or combinations thereof will be issued daily to the units engaged.

■ 201. Quantity and type of rations to be carried by individuals and on unit and divisional trains as a prescribed load will be announced from time to time by the division or higher commander. Factors influencing this decision are probability of combat, distance to railheads, amount of transportation available, character and condition of road net, and relative urgency of class I supplies versus other supplies.

■ 202. Within the division, the commander prescribes the method of distribution of class I supplies. Methods used are the delivery of supplies to the regimental kitchen areas by division quartermaster transportation (unit distribution); issue of supplies to regimental transportation at the railhead (railhead distribution); issue of supplies to regimental transportation at a division dump(s) (dump distribution) established by divisional transportation; or a combination of these methods.

■ 203. In unit distribution, the division quartermaster service segregates the ration components at the railhead (or dump) into regimental lots and with quartermaster transportation delivers 1 day's supply to the kitchen area of each regiment or separate unit. In order that the distribution may be accomplished readily, regiments are required to send guides to the railhead or other convenient point.

Unit distribution of class I supplies may be employed when division quartermaster transportation is not employed for other purposes; when daylight travel of supply vehicles is prohibited and travel time between front line units and railhead is so great that regimental transportation cannot make the round trip in time to feed the troops prior to daylight; when regimental transportation is employed on other supply missions; when there is a shortage of regimental transportation; under poor road conditions; or when there is a rapid movement of troops.

■ 204. In railhead (or dump) distribution, the division quartermaster service segregates the ration components at the rail-



head (dump) into regimental lots, and regimental trucks are loaded as they arrive thereat in accordance with a time schedule published by the division. Railhead (dump) distribution may be employed when regimental trains are located within convenient operating distance of the railhead (dump) or when division quartermaster trucks are required for other purposes.

■ 205. A combination of these two methods of distribution may be employed wherein unit distribution is employed for regiments in contact with the enemy and railhead (dump) distribution is employed for units in the rear area.

■ 206. When supplies are issued to regiments at dumps, these are announced as distributing points. Infrequently several dumps may be employed when it is desired to prevent concentration of regimental vehicles at one point or to save time by arranging for issue to regimental trains at several places simultaneously.

■ 207. In order to avoid transporting labor personnel between railheads (dumps) and regimental areas, the division quartermaster service furnishes the labor at the railhead or dump for segregating rations into regimental lots and loading of trucks. Units to which supplies are issued provide the labor for unloading the rations in their kitchen areas and for sorting into kitchen lots.

■ 208. When railhead reserves are maintained and the ration coming in on the daily trains is interchangeable with rations in railhead reserve, either unit or railhead distribution may be made from the railhead reserve. With this method, time of distribution is not dependent upon time of arrival of the daily train.

■ 209. The basis of procurement for rations is the daily strength report (daily telegram) of the division to the army quartermaster. This daily telegram includes the actual strength in men and animals of the divisions as of a specific date and hour and the type of field ration desired. A copy is furnished the railhead officer of the class I supply railhead serving the division for his information and future planning.

■ 210. In combat, regimental (or battalion) S-4's may establish a rear echelon where all kitchens are assembled. From this trucks are dispatched with cooked meals to locations from which the food can be carried to the troops.

#### CLASS II AND IV SUPPLIES

■ 211. Items of class II and IV supplies are obtained by regiments or separate units from army supply points, usually by requisition. When a credit for any item has been allocated, an informal request for the items desired signed by the unit supply officer should accompany the regimental transportation to the army supply point. Otherwise, a requisition signed by the unit supply officer is forwarded to the appropriate division special staff officer for necessary action. The division staff officer receiving the requisition makes necessary arrangements with the army and notifies the regimental supply officer concerned when and where to send transportation for the desired items. When regimental transportation is not available, divisional transportation is used to deliver the supplies to the subordinate units.

#### CLASS III SUPPLY

■ 212. The amount of class III supplies consumed in the daily operation of the division varies within wide limits. The amount is dependent on distance division moves, distance to army supply points, and quantity of supplies to be hauled. The status of gasoline and oil within the division is reported to army in the daily telegram.

■ 213. A reserve of gasoline and oil in containers is carried in each unit. As far as practicable, initial distribution of this reserve is made to each motor vehicle.

■ 214. Each motor vehicle operating between army supply points and unit areas replenishes its supply of gasoline and oil at the most convenient class III supply point established by the army. Vehicles operating in forward areas are re-supplied with gasoline and oil by exchanging empty containers for full ones brought forward from army supply points either by regimental or divisional transportation.

## CLASS V SUPPLY

■ 215. Since prescribed loads of some unit trains do not include sufficient ammunition for a severe engagement, it is often necessary to stock ammunition in the combat area. The basis of resupply of ammunition of all types is battery, battalion, or regimental dumps which are stocked initially from ammunition trains as soon as troops arrive in assembly areas or on a position. Ammunition trains then commence hauling between army supply points and dumps until the desired supply is accumulated. If ammunition trains have insufficient capacity to accomplish desired results, they are reinforced either by other trucks from the unit or by attached quartermaster trucks.

■ 216. The ideal situation is to have at all times within easy access to machine-gun, mortar, and gun positions an amount of ammunition equal to expenditures to be made from those positions in addition to the prescribed loads of the unit vehicles. Part of this ammunition may be dumped at the positions of individual pieces. This provides maximum supply with the weapons when they displace, and at the same time does not require abandonment of ammunition in a rearward movement or rehandling ammunition in a forward movement. The practical solution is to approach the ideal as closely as available transportation and ability to predict expenditures will permit.

■ 217. In the absence of a specific directive, the quantity of ammunition to be dumped in regimental areas is the responsibility of the regimental commander based on his estimate of the situation, including such factors as ammunition allocations, probable time, type, location, and duration of combat, distance to ammunition supply points, and transportation available.

■ 218. Under certain conditions, such as when divisional trains are carrying a reserve of ammunition and proper location for dumps of subordinate units cannot be decided upon, a divisional ammunition dump may be established. This dump may be retained as a division reserve, or units later may be directed to draw therefrom until the supply is exhausted.

In the latter case the dump is designated as the ammunition distributing point for the desired units.

■ 219. Ammunition is usually made available to the division by allocation from the corps commander of credits at a designated army supply point(s). The division commander, in turn, makes allocations to subordinate units.

■ 220. The division ordnance officer keeps the record of all allocations and of drafts made therefrom. He also carries out such other administrative details with respect to ammunition supply as may be required. He may establish a division ammunition office for this purpose.

#### WATER SUPPLY

■ 221. Each kitchen carries as a part of its normal load a limited supply of water for drinking and cooking. Resupply is effected either locally or by sending empty containers in regimental or divisional transportation to water distributing points established by the division engineers. If local resources are insufficient, army engineers establish water supply points for the division, using either tank trucks or railroad tank cars. Drinking and cooking water obtained from sources not approved by the division surgeon is chlorinated prior to use.

#### MAINTENANCE OF MATÉRIEL

■ 222. There are several echelons in the system of maintenance. The first echelon is in the company, battery, and regiment; the next is in the division service troops; the next, except for maintenance of ordnance, is in the army service troops. In the case of ordnance maintenance there is an additional echelon in the corps troops. Service in any echelon depends upon maintenance equipment available and time for repair. In general, the first echelon performs that service which is within limits of hand tools and spare parts. Tool and machine equipment increases progressively in variety and size by echelon, terminating in the base shops of the communication zone.

The basic procedure of maintenance in the infantry division is that matériel which cannot be repaired promptly by divi-

sion facilities is immediately turned over to the next higher echelon of maintenance.

### SECTION III

#### CAVALRY DIVISION

■ 223. Methods of supply and the supply installations used by the cavalry division are, in general, similar to those used by the infantry division. However, some variations are necessary because the cavalry division often operates over a broad front at a considerable distance from a railhead, because of the large number of animals in the cavalry division and because of its greater mobility.

■ 224. Where the distance to a railhead is such that supply by organic division transportation is impracticable, it is necessary for the Motor Transport Service to establish advance supply points within reach of the division transportation. Alternatively, additional trucks may be attached to the division from the Motor Transport Service to carry essential supplies required by the division during the time that the organic division transportation is out of practicable operating distance from a supply point.

■ 225. At times conditions under which cavalry operates necessitate intermittent supply at 2- or 3-day intervals rather than daily.

Kitchens are not always bivouacked in a regimental rear echelon but frequently are located with their troops. Mounted units of the cavalry division are equipped with kitchen and ration packs in addition to kitchen trucks to provide cooking facilities under conditions where trucks cannot operate.

■ 226. In the rapidly moving situations characteristic of cavalry action, reserves of ammunition are kept on wheels or in pack ready for immediate movement rather than in dumps on the ground.

Pack animals with a cavalry division afford an additional means for transporting small-arms ammunition. They are used as a link in the chain of ammunition supply between motorized trains and dismounted carrying parties and are

capable of transporting ammunition over practically all types of terrain.

■ 227. If local resources in hay and water are not readily available to the regiments, the amount of transportation to bring up these supplies from the rear is a large factor in determining quantity of reinforcing transportation that must be made available, both to the regiments and to the division as a whole.

■ 228. When cavalry units operate over terrain unsuited for motor transport, it will often be necessary to supply them by air transport and pack transportation.

#### SECTION IV

#### ARMORED DIVISION

■ 229. Supply of an armored division is based on the same general methods of supply which are applicable to the infantry and cavalry divisions, but variations occur because the combat elements of the armored division are completely equipped with vehicles. Conditions under which armored forces operate at times may require intermittent supply at 2- or 3-day intervals instead of daily.

■ 230. When the armored division operates beyond practicable hauling distance from a railhead, it is necessary for the Motor Transport Service to establish supply points within reach of the organic division transportation. Alternatively the corps or army may reinforce the division with trucks carrying sufficient gasoline and oil; ammunition, rations, and other essential supplies for its use during the period the division is out of hauling distance of a supply point.

■ 231. Where extreme distance from the base or the presence of hostile troops precludes the use of motor transport, it may be necessary to utilize air transport to move essential supplies to armored forces.

■ 232. Supply of gasoline and oil and maintenance of combat vehicles are vital to operations of the armored division. Hence, some supply and maintenance vehicles must accom-

pany combat elements to provide for essential supply and maintenance activities for the armored regiments. Other supply and maintenance vehicles not immediately essential in preparation for and during combat are normally kept well to the rear and are brought forward as required.

■ 233. Just prior to combat, a service park is established for each armored regiment and armored division. These parks form the forward base for supply, evacuation, and maintenance activities for the armored regiments and armored division in preparation for and during combat.

Service parks are so located that combat elements are promptly served and that reasonable protection is provided. A location is sought which provides cover from air and ground observation, protection from effective artillery fire, and terrain features which favor all-around defense. A town properly situated is a desirable location for a service park.

■ 234. Because of its missions, the armored division may carry more ammunition than the infantry division.

To replenish ammunition expenditures, trucks of the artillery ammunition trains and unit trains transport ammunition between ammunition supply points established by the higher echelons and combat elements. Loads are transferred to combat vehicles of combat elements in their respective areas. Reserves of ammunition normally will be kept mobile.

## CHAPTER 6

### AIR CORPS UNITS

#### GENERAL

■ 235. The administration of aviation units in the theater of operations requires special organization and special procedure because airdromes are dispersed and units of different types are intermingled in the same area.

Airdrome facilities within the theater and considerations of security against air attack usually require a dispersion of units. Some airdromes used by the theater air force may even be located in the zone of the interior. Moreover, facilities demanded by the several types of tactical squadrons, size of landing fields, character of runway surface, shelter, proximity to railheads, and distance to objectives usually necessitate intermingling units pertaining to the air force with those assigned to armies and corps.

#### ORGANIZATION

■ 236. Control of administration of all aviation units in the theater of operations is centralized in the theater aviation commander.

■ 237. Operating under the theater aviation commander are one or more air base commanders, each controlling facilities and air base troops within a designated air base service area. An air base commander is concerned with supply, maintenance, salvage, and evacuation of tactical air units currently using the base facilities.

An air base service area is a territorial area within which are located a number of airdromes. Its boundaries need not conform to those of other territorial divisions; it may extend into both army service areas and the communications zone and into the zone of the interior.

Air Corps base troops are composed of air base groups (Air Corps service units), air transport squadrons, and troops and



transportation of arms and services other than Air Corps, all assigned to air bases as required by the situation.

■ 238. At each active airdrome is located a representative of the air base commander called a distributing point officer. He commands a detachment of air base troops and is responsible to the air base commander for rendering required services to Air Corps squadrons operating from his airdrome.

■ 239. Distributing point officers deal directly with tactical squadrons. The larger Air Corps units (group and wing) are not organized for supply, maintenance, and evacuation of their squadrons. However, commanders of the larger units keep informed of the administrative situation and immediately bring to the attention of superior commanders any unsatisfactory conditions encountered or to be expected.

■ 240. Figure 10 shows graphically the chain of command and that of administrative control of Air Corps units assigned to a theater of operations. It should be noted that personnel administration follows the tactical chain rather than that of administrative control.

■ 241. The air base service area may be divided into subbase areas. A subbase performs such administrative functions as are decentralized to it by the air base commander and is assigned base troops, including motor transportation, in the amount required to carry out these functions.

■ 242. Air depots may be established by the communications zone commander for supply and repair of Air Corps equipment. If no communications zone exists, then the theater aviation commander may require the air base commander(s) to establish air depots. Their functions are the same as those outlined in paragraph 61 for all branch depots, except that air depots maintain such stocks of supplies furnished by other supply arms and services as are required for installation in aircraft. Air Corps supply depots are located so that supplies can be transported to and from them by truck, railroad, and air. Those depots which have repair functions are located on airdromes.

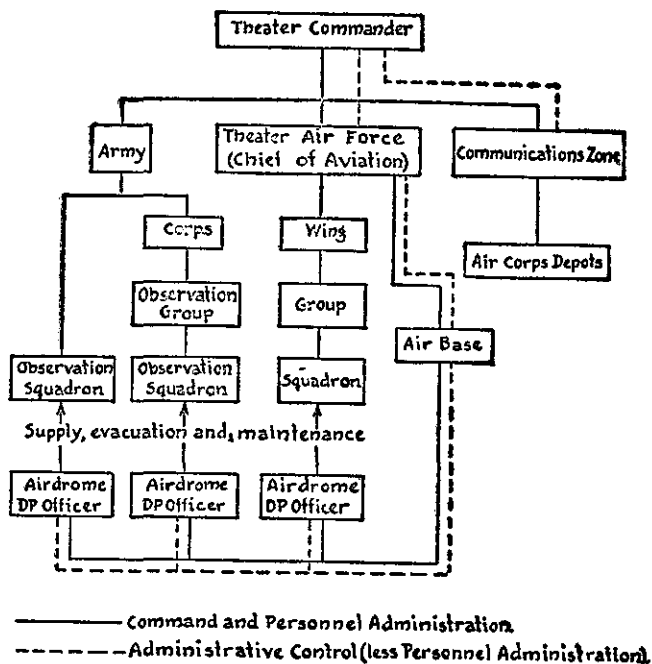


FIGURE 10.—Chain of command and administrative control of Air Corps units assigned to the theater of operations.

#### OPERATION

243. The theater aviation commander (chief of aviation)—
- Commands the theater air force.
  - Designates territorial limits of service areas for each air base in the theater of operations. These service areas include airdromes occupied by all aviation tactical units operating under the theater of operations, including units assigned or attached to armies and corps.
  - Commands all air bases in the theater.

*d.* Assigns each tactical unit to an air base whenever more than one air base is established in the theater.

*e.* Establishes policies and priorities for assignment of tactical units to airdromes.

*f.* Provides for establishment of such depots as are required for operations of Air Corps units when the latter operate from an unorganized theater of operations.

*g.* Establishes administrative policies for all units of the theater aviation. Recommends policies as to administrative responsibilities of the zone of the interior, of the communications zone, and of the armies, including designation of existing supply points for ground units to serve the several air bases.

*h.* Designates level of supplies to be maintained at distributing points, base supply points, and depots under his control and recommends credits to be established at other supply points for service of air units.

¶ 244. The air base commander, operating directly under the theater aviation commander—

*a.* Assigns units to airdromes within his service area in accordance with policies of the theater aviation commander.

*b.* Reconnoiters base service area and locates all landing fields and sites suitable for operation of tactical units.

*c.* Prepares and maintains such airdromes, landing fields, and facilities for administration of tactical units as may be required.

*d.* Divides base service area into such subbase areas as are necessary.

*e.* Commands all base troops assigned or attached to the air base.

*f.* Provides and operates such supply points and other facilities as are prescribed by the theater aviation commander for the supply, maintenance, salvage, reclamation, and evacuation of Air Corps units assigned to his base area.

*g.* Provides distributing point detachments at each airdrome occupied by a tactical unit.

*h.* Maintains stocks at supply points under his control at levels prescribed by the theater aviation commander.

f. Establishes and maintains such signal communication facilities as are required to insure efficient functioning of the air base.

■ 245. The distributing point officer is responsible directly to the air base commander for—

a. Provision and operation of such facilities as are necessary for receipt and delivery of supplies to the unit or units on the airdrome.

b. Billeting of units occupying the airdrome.

c. Maintenance of airdrome and airdrome equipment.

d. Establishment and operation of utilities at the airdrome.

e. Storage and maintenance of distributing point stocks at required levels.

f. Transmittal to the air base of requisitions, consumption and expenditure reports, and strength returns received from the unit occupying the airdrome.

#### SUPPLY

■ 246. Supplies needed by air units are of two categories and are furnished from two sources.

Those supplies which are common to all troops, such as class I supplies, are made available at army, communications zone, and zone of the interior supply points existing for the service of ground troops. If none are suitably located to serve certain airdromes, additional supply points are established upon recommendation of the air base commander to theater headquarters. Under policies prescribed by the theater aviation commander, the air base commander allocates supply points to serve the various airdromes under his control.

Supplies used exclusively by the Air Corps, for example, aviation bombs, are accumulated at levels prescribed by the theater commander at communications zone depots and at supply points within the air base areas.

■ 247. Either category of supplies may be furnished on an automatic basis, by requisition, or by drafts against allocated credits as described in chapter 2. The unit concerned submits requisitions, status reports, or strength returns to the distributing point officer at the location of the unit. The distributing

point officer issues the supplies from distributing point stocks or forwards the reports to the air base commander.

Upon receipt of a call for such supplies from a distributing point officer, the air base commander causes them to be forwarded from a supply point and delivered to the distributing point officer. Exceptions are—

a. Ammunition (including bombs, chemicals, and pyrotechnics) is normally delivered by base units to the point of loading upon the airplane.

b. Airplanes are delivered to operating squadrons from depots as prescribed by the commander of theater aviation.

#### MAINTENANCE, SALVAGE, AND RECLAMATION

■ 248. It is probable that a shortage of aircraft will always exist and at commencement of hostilities this shortage may be critical. It is therefore necessary for all Air Corps units to conduct speedy salvage operations for the purpose of facilitating flow of damaged and unserviceable equipment to establishments or units which are capable of making repairs required to restore the airplane or other equipment to serviceable condition or of carrying out reclamation work.

■ 249. Maintenance of aircraft and other Air Corps equipment is a responsibility of all Air Corps units from the maintenance crew of an airplane to the air depot. Maintenance responsibilities are so allocated as to ensure mobility of tactical squadrons.

Air base is the primary unit for salvage of unserviceable equipment.

Air depot is the primary unit for reclamation of unserviceable equipment.

The theater commander prescribes echelons of maintenance and responsibility of all Air Corps units operating in the theater for performance of each echelon of maintenance.

■ 250. When aircraft or other equipment used by a tactical unit is damaged beyond repair or beyond capabilities of the tactical unit for maintenance, the commander of the tactical unit will report the fact to the distributing point officer on the airdrome who notifies the air base commander. The

air base is equipped with mobile repair equipment to carry out maintenance anywhere within the air base service area. Upon being notified of location of damaged equipment, the air base makes such repairs as are within capabilities of its equipment. These repairs may be made on airdromes of the tactical unit operating the equipment, or at point where equipment was damaged, or the air base may transport damaged equipment to its base headquarters airdrome.

If equipment is damaged to such an extent that the air base cannot make repairs, the air base commander insures its delivery to the designated depot for repair.

Reclaimable parts of equipment damaged beyond repair reported to the air base by the distributing point officer are salvaged and sorted by the air base. The air base commander arranges for their delivery to the designated depot.

#### EVACUATION

¶ 251. Air Corps units normally utilize existing hospital facilities. These hospitals may be army, communications zone, zone of the interior, or civilian hospitals, depending upon location of the Air Corps unit. When the situation demands, hospital units may be attached to the air base.

¶ 252. The air base commander provides evacuation and hospitalization facilities for each unit operating from his base service area by making arrangements directly with the medical authorities in accordance with orders of the theater aviation commander.

## CHAPTER 7

### EVACUATION, HOSPITALIZATION, AND SANITATION

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#### SECTION I

#### GENERAL

##### MISSION AND ORGANIZATION

■ 253. Evacuation, hospitalization, and sanitation are functions of the medical service, whose primary missions are maintenance of the greatest possible number of human and animal effectives for duty in all units and prompt assumption of care of noneffectives.

■ 254. Medical personnel are attached to regiments and corresponding units of the arms and other services. Principal duties of such attached personnel are sanitation, treatment of sick and injured not requiring hospitalization, first-aid, and collection of wounded in aid stations for evacuation by medical units of higher echelons.

■ 255. Medical regiments, battalions, and squadrons are composed entirely of medical troops. Some of these are assigned to and are integral parts of armies, corps, and divisions. Their principal duties are collecting, sorting, clearing, and evacuating casualties to mobile hospitals.

■ 256. Evacuation, surgical, and convalescent hospitals are mobile hospitals established in the combat zone to give temporary hospitalization to casualties received from divisions, corps, and army troops.

■ 257. General and station hospitals are fixed hospitals located in the communications zone. General hospitals give

definitive treatment to all classes of cases within the theater of operations. Station hospitals serve only the troops in the limited area in which they are located.

## OPERATION

- 258. Efficient operation of the medical service is a function of command. Medical units are assigned or attached to units of other arms and services to enable commanders to carry out this responsibility.
- 259. The general plan for evacuation, hospitalization, and sanitation within the theater of operations is prepared by the chief surgeon of the theater in accordance with general policies prescribed by the theater commander. The theater commander retains supervision, but operation is decentralized to his various subordinates. Fixed hospitals (station hospitals, general hospitals, and hospital centers) located in the communications zone are under the commander of the communications zone; evacuation and mobile hospitals in army areas are under army commanders; evacuation by rail from the combat zone to the communications zone is under the regulating officer. Sanitary measures are decentralized to unit commanders, supervision being exercised through technical inspection.
- 260. Plans and orders for evacuation and hospitalization are made in conformity with and in amplification of combat plans and orders. Efficient execution requires that the medical service of any unit be informed of plans and orders in ample time to enable it to make necessary arrangements.
- 261. Medical installations are set up only as required for the situation as it exists, or to meet contingencies of the immediate future. Means not required for these purposes are held in reserve to meet emergencies and movements. After receiving patients, ability of a medical unit to move is dependent on evacuation of patients by a higher medical echelon or on leaving patients to be picked up later by supporting medical troops.
- 262. Sorting of patients occurs at every medical installation in the chain of evacuation and hospitalization. Those



physically fit are returned to duty. No patient is sent farther to the rear than his physical condition or the military situation requires.

■ 263. Impulse of medical action is from the rear. Rear units evacuate forward units, relieving them promptly of care

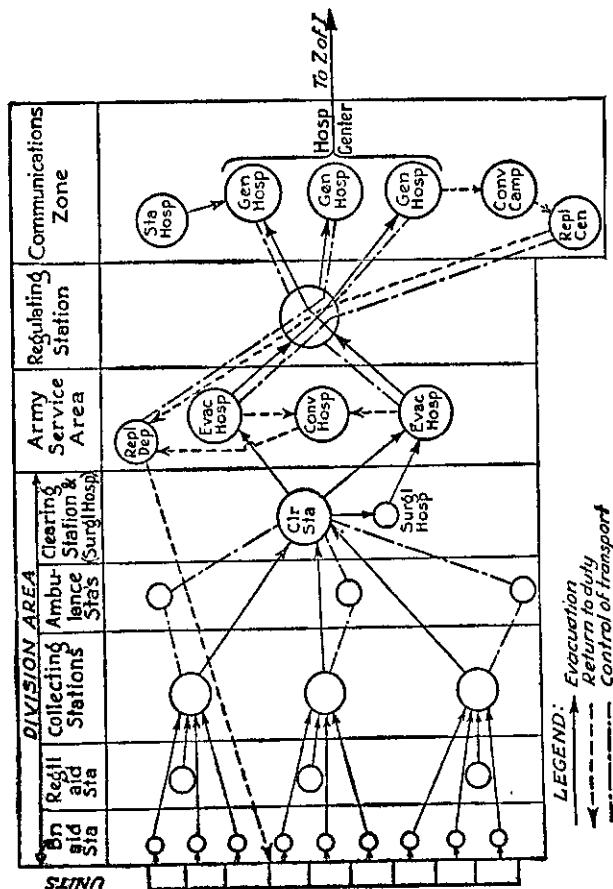


FIGURE 11.—Evacuation and hospitalization of personnel.

of patients; ambulances are substituted for litters at the forward limit of traffic; hospital trains for ambulances at the forward limit of rail traffic; mobile hospitals are pushed forward within easy reach of division clearing stations; and medical supplies are delivered at the stations of advanced units.

264. The process of evacuation of human casualties in the theater is shown in figure 11. Movement of casualties is accomplished as follows: To aid stations by walking or by litters of attached medical troops; from aid stations by walk-

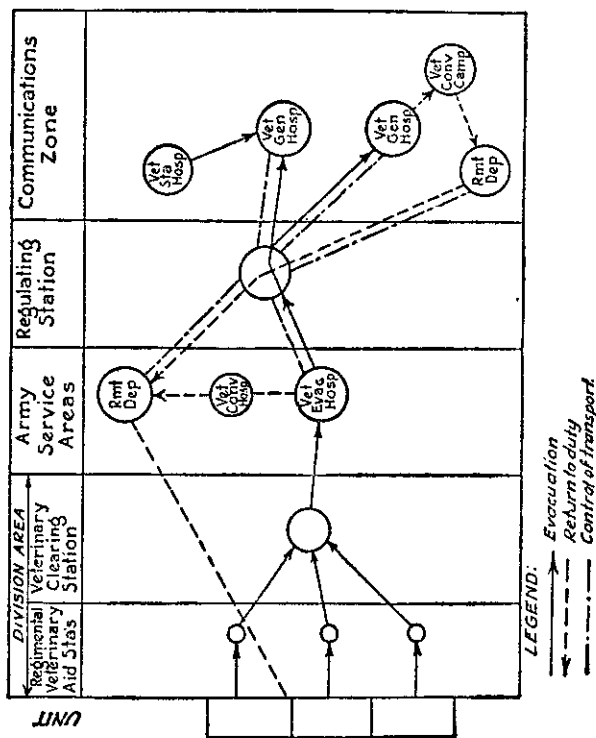


FIGURE 12.—Evacuation and hospitalization of animals.

ing where practicable, otherwise by litters and ambulances of the division medical service. From aid stations of corps troops (not shown in fig. 11) by the corps medical regiment; from collecting stations by ambulances of the division medical service; from clearing stations by ambulances of army medical troops; from evacuation hospitals, usually by hospital train, alternatively by ambulance or airplane, all furnished by the theater headquarters.

■ 265. The process of evacuation of animal casualties is shown in figure 12.

## SECTION II

### WITHIN INFANTRY REGIMENT

#### GENERAL

■ 266. Medical personnel attached to a regiment is an integral part of the regiment. For purposes of command, administration, and training, it is initially grouped in one detachment. The detachment is organized into a headquarters section and a section for each battalion. When a battalion section is attached to a battalion it becomes an integral part of the battalion and its efficient operation is the responsibility of the battalion commander.

■ 267. The medical detachment camps in conformity with the disposition of the unit of which it is a part. Battalion or regimental dispensaries are established upon arrival in camp where sick and injured are examined and treated. Those requiring evacuation are held until collected by an ambulance assigned to the regiment or provided by the medical service of the division.

■ 268. The medical detachment on the march is disposed in the column(s) as directed by the regimental and battalion commanders to assure early treatment of casualties and to facilitate deployment. Normally battalion medical sections usually march with their battalions, company aid men with their companies, and the headquarters section at the tail of the regiment. Advance, flank, and rear guards are accompanied by an appropriate portion of the medical section of

the unit furnishing the guard. Ambulances from the division medical service may be assigned or attached to regiments and similar units for service during the march.

269. Regimental and battalion surgeons march with their unit headquarters, the assistant surgeon with the medical section in rear of the unit. This officer examines men authorized to fall out and await his passage. According to circumstances he gives each a permit admitting him to the ambulance, or authorizes him to place arms and equipment on the ambulance or other transportation provided for that purpose or, after treatment, directs him to report to the guard at the tail of the unit.

270. When march collecting posts are established by the division medical service along route of march, unit surgeons are relieved of their casualties at those points. If none is provided, the casualties are transported on the ambulance to the bivouac or assembly area of the unit.

#### IN COMBAT

271. Prior to combat, a portion of each battalion section attached to each company or similar unit accompanies it into action, and maintains close contact with it. Duties of men of this subsection (company aid men) are to apply first aid to all casualties, direct to the rear those able to walk, mark points where casualties are assembled, and, so far as practicable, place them along the axis of advance under shelter from fire. It is frequently necessary for a casualty to apply the first-aid packet or have it applied by a comrade.

272. Each battalion medical section establishes a battalion aid station at a point as near as practicable to the combat echelon. At this station the battalion medical section assembles walking casualties and those gathered by litter bearers, gives them temporary care, and prepares them for transportation to the rear. The aid station is relieved of its casualties by collecting elements of the division medical unit.

273. There are no prescribed distances from the front for sites for battalion aid stations. They are placed as near the troops served as is compatible with their proper operation.

The ideal site for the station is from 300 to 600 yards from the front line behind localities where bulk of wounded will be found and on the natural line of drift of wounded. It should have shelter from enemy fire and ground observation, protection from the elements, and access to covered routes of movement to the front and rear.

■ 274. In the attack the aid station moves forward as the battalion advances, keeping in close contact with and covering the zone of action of the battalion. On the defense the aid station is usually located in the rear part of the battalion area. In retrograde movements every effort is made to prevent wounded from falling into hands of the enemy. When this cannot be avoided, a minimum number of medical attendants and necessary medical supplies are left for their care.

■ 275. The medical section with regimental headquarters normally established a regimental aid station in general vicinity of regimental headquarters. This station, usually the first established and the least frequently moved, is the headquarters from which contact is maintained with battalion medical sections and from which they are reinforced. Casualties occurring in units not operating in the zone of one of the battalions are assembled here and given temporary care. The station is not normally a link in the chain of evacuation between battalion aid stations and collecting stations. No combatant unless duly authorized is permitted to accompany wounded to the rear, and none of the medical personnel goes farther to the rear than the aid station. The collecting company of the division medical service has the responsibility of maintaining contact with all aid stations, but battalion and regimental surgeons take steps to insure that such contact is made and maintained.

■ 276. The veterinary personnel attached to regiments and similar units containing animals apply first-aid to disabled animals, conduct those able to walk to the rear, placing them under shelter from fire, and, as soon as practicable, assemble them at the veterinary aid station.

■ 277. The veterinary aid station, normally one per regiment or similar unit, is established at or near the point where

unit animals are assembled. Animals fit for duty after treatment are returned to the unit to which they pertain. Those requiring evacuation are taken over by the veterinary company or troop if such is a part of the division medical service, or by an evacuation platoon of an army veterinary company if no division veterinary service is provided.

### SECTION III

#### WITHIN DIVISION

##### GENERAL

278. The division utilizes various elements of its medical battalion (regiment) to relieve the regimental and battalion medical sections of their sick and wounded and to give them temporary care pending their evacuation by higher echelon.

279. In bivouac or camp, the medical battalion (regiment) camps as a unit, the ambulance units collecting the sick and wounded from unit dispensaries and transporting them to the clearing station or to a hospital if such has been established.

280. On the march, collecting company detachments consisting of collecting and ambulance elements are attached to each march grouping for march collection. The march group commander may use a detachment of these elements to follow the advance guard in the interval between it and head of main body in order to insure early evacuation of advance guard aid stations. The medical battalion (regiment) less units attached to specific march groupings marches with the motor group to which it is assigned by the march order.

281. When forced marches are undertaken or when many casualties are expected, march collection may be augmented by march collecting posts set up at intervals along routes of march. A portion of a collecting platoon is transported by ambulances in the interval between the advance guard and the main body and leaves a detachment at each collecting post as it passes. Ambulances pick up the casualties and

the march collecting post personnel, transporting casualties to clearing stations and medical personnel to the new bivouac.

■ 282. Continuous care of march casualties is provided by keeping a portion of the clearing station in the old bivouac area open until a new clearing station has been established in the new bivouac area. When march conditions cease, all elements of the medical battalion (regiment) revert to control of the division surgeon.

■ 283. In combat, the division employs the various elements of the medical battalion (regiment) to establish collecting stations and a clearing station(s) for collection and temporary care of casualties pending their evacuation by higher echelon. When the situation warrants, the division medical service is augmented by attachment to it of reinforcements from the army medical service.

■ 284. Collecting stations established by collecting companies are points at which casualties are collected from aid stations and given necessary emergency treatment prior to further evacuation. A collecting station normally is established for each combat team in action and is located to give preferential support to the main effort of the combat team.

A site for a collecting station preferably should be on lines of drift of wounded from the front, defiladed from hostile ground observation and small-arms fire, far enough in rear to avoid involvement in minor fluctuations of the line, in close support of units likely to receive heaviest casualties, accessible by road to ambulances from rear and front, close enough to front to reduce litter carry, near water, and with cover. These conditions usually will place the collecting station from about 1,500 to 3,000 yards from the front line in attack. It maintains contact in movements by bounds.

■ 285. Ambulance stations are points established for administration and control of ambulance units and regulation of movement of ambulances from front to rear, and vice versa.

■ 286. The clearing station established by clearing companies or clearing platoons is the rearmost echelon in the division medical service. Here casualties are received from the col-

lecting stations, sorted, and given temporary care and emergency treatment. Operation of the station is based on the fundamental that casualties are evacuated to rear as rapidly and as safely as possible. A desirable site for a clearing station is near good roads to front and rear; within reasonable distance from collecting stations but out of range of enemy light artillery; in an area sufficient for complete establishment; and whenever practicable where buildings, water, sewerage, and lighting facilities exist. These factors usually will locate the clearing station from 4 to 7 miles from the front line, depending upon the tactical situation and the facilities available.

■ 287. In attack, a collecting station is normally located behind each regiment engaged. Contact agents report to infantry battalion medical detachments prior to action, accompany them and establish contact with the collecting station. Collecting stations may not be completely established at the time attack begins, but may be held in readiness to move in close support of the advancing infantry so that when enemy resistance causes a marked decrease in rate of advance, the collecting station may be established to give close support to units suffering heavy casualties. It must be prepared to displace forward and support at all times the principal effort of the combat team. This forward movement normally is regulated by the division surgeon, but in emergencies the collecting unit commander may advance his station to meet the conditions confronting him. When the station is changed all concerned are informed of the new location.

Ambulance units establish an ambulance station as close in rear of the collecting stations as the combat situation will permit.

In attack situations where no great distance separates main and secondary attacks, one clearing station usually is sufficient. In this case all other factors being equal it should be so located as to favor the flank on which the greater number of casualties are to be expected. Clearing stations are displaced forward when the ambulance haul becomes excessive.



In an envelopment in which there is a wide separation of combat teams, one clearing station should be established behind the main attack and another behind the secondary attack.

■ 288. In pursuit, medical installations continue to operate until cleared from positions occupied at time of decision to pursue. All stations are cleared as rapidly as possible and prepared for movement forward in support of forces exerting direct pressure. Ambulances and reserve litter bearers are used to clear aid stations and battlefield of casualties left by rapidly advancing troops.

Ambulance, collecting, and clearing elements taken from reserve or from active units are attached to the encircling force in proportion to its size and composition.

■ 289. In defense, units of the medical battalion (regiment) are initially employed in rough proportion to the combat units committed to defense of the position. The remainder are held in reserve to support the general reserve in the counter-attack, extension of flanks, or in the counteroffensive. Collecting stations are located in rear of the regimental reserve line and at sites which have defladed from enemy artillery fire. The ambulances may frequently operate ahead of the collecting station during lulls in enemy artillery fire and at night. The clearing station is located out of range of hostile medium artillery fire and away from the flank most likely to be enveloped.

■ 290. In retrograde movements, all available means are utilized by the division medical service to accomplish a series of successive concentrations of casualties in medical installation echeloned to rear. Control of operation and movements of units of the medical battalion (regiment) is decentralized. The division surgeon designates initial sites, routes of withdrawal, and sites for medical installations behind final positions. Collecting and ambulance units remain in close support of withdrawing units. Litter bearers from collecting platoons may be sent to reinforce unit medical detachments and ambulances are pushed as far ahead of collecting stations as the situation will permit. Litter bearers and ambulances remain in support of covering forces and withdraw with

them. The clearing station remains open in the old position to receive casualties until a new clearing station in a rearward position has been established. Timely evacuation of the clearing station by higher echelon is indispensable to its mobility. Medical personnel and supplies will be left with wounded at medical installations from which casualties have not been evacuated. The decision to abandon wounded is a command decision.

#### ANIMALS

■ 291. Should the number of animals in an infantry division warrant attachment of a veterinary company to the division medical service, the company establishes and operates a veterinary clearing station for the purpose of relieving veterinary aid stations of animal casualties. It is centrally located 4 to 7 miles from the front line. Evacuation from the veterinary clearing station to veterinary evacuation hospitals is made by army veterinary companies. In the absence of a veterinary clearing station in the division area, evacuation by army veterinary companies is direct from unit aid stations to veterinary evacuation hospitals.

In a retrograde movement, special effort is made to evacuate or otherwise dispose of disabled animals; when necessary they are destroyed. Neither the veterinary personnel nor the animal patients are neutralized under the Geneva Convention and the latter, if captured and capable of early restoration to serviceability, become a military asset to the enemy.

#### SECTION IV

#### WITHIN CORPS

■ 292. The corps utilizes its medical service to furnish necessary medical assistance to corps troops and to supervise operation of division medical personnel. It is not normally a link in the chain of evacuation from division to army installations unless acting independently, in which case its medical service functions in the same manner as that of an army. When acting independently the medical service of a corps is augmented from the next higher echelon, particularly ambulance companies, surgical and evacuation hospitals.

The corps may be directed by army to supervise operation of surgical hospitals within the corps zone of action.

■ 293. Ambulance units of the corps transport noneffectives of corps units not serving in division zones of action to corps clearing stations established by the corps clearing company. They may also be used to reinforce the division collecting service and in emergencies may assist the army in evacuation of division clearing stations.

■ 294. Clearing companies establish corps clearing stations for the temporary care of the sick and wounded of corps troops. They may be utilized to reinforce the division medical service or in emergencies to relieve the division clearing stations of their casualties in order to permit advance of those stations.

## SECTION V

### WITHIN ARMY

#### GENERAL

■ 295. The army medical service consists of a headquarters, medical regiments, evacuation hospitals, surgical hospitals, a convalescent hospital, a veterinary company, a medical laboratory, and a medical supply depot.

These units furnish evacuation and hospitalization system throughout the army area by giving necessary medical attendance to army troops, reinforcing the medical service of corps and divisions, and evacuating casualties from division and corps clearing stations to the evacuation hospitals where they are hospitalized pending their recovery or removal to general hospitals of the communications zone or to army convalescent hospitals.

■ 296. Need for evacuation, hospitalization, and medical supplies for men and animals begins with arrival of troops in the concentration area and continues throughout the period. At least one evacuation hospital and one veterinary evacuation hospital should be in operation before the bulk of the troops has arrived in the concentration area. The other evacuation hospitals are held in reserve. A medical depot,

carrying stocks for replacement of expenditures and shortages in the army, opens at the time the evacuation hospital is opened. The medical laboratory is utilized to assist in sanitary survey of the area. In the advance, the evacuation hospital set up in the concentration area is utilized as long as facility of evacuation permits and thereafter other evacuation hospitals are advanced well forward. Evacuation hospitals not needed are held at some central point in rear, loaded on trains if necessary rolling stock is available in order to be moved forward quickly to those areas where they may be required.

#### HUMAN CASUALTIES

■ 297. The army ambulance and collecting battalions, assisted in emergency by trucks or other available transportation, evacuate army and corps clearing stations, surgical hospitals, and clearing stations of all divisions to evacuation hospitals; transport patients from evacuation hospitals to the convalescent hospital if established, and assist in loading of hospital trains.

■ 298. Surgical hospitals are sent forward and are established in vicinity of division clearing stations from which they receive nontransportable or other serious cases, and provide early facilities for immediate surgical aid of a suitable character to seriously wounded who cannot withstand transportation farther to the rear. Surgical hospitals are mobile units of the army, but in operation may function under corps supervision. Airplane evacuation of nontransportable wounded may be utilized when available in cases where surgical hospitals cannot be made available.

■ 299. Evacuation hospitals constitute the neck of the funnel through which all casualties (less those evacuated by airplane) must pass in their transit from the combat zone to fixed hospitals in the communications zone. They are normally established 12 to 20 miles or more from the battle front on railroads or on navigable waterways leading to the rear. Good roads to the front are essential. When combat is imminent evacuation hospitals in sufficient numbers only

to meet expected initial needs are established; others are held in reserve, preferably loaded in readiness on trains. Grouping two or more evacuation hospitals at one site facilitates evacuation of patients to general hospitals and insures bed space for incoming casualties. Although classed as mobile, evacuation hospitals are relatively immobile and when once established during combat they are not moved until the troops have advanced so far that it is more advantageous to move the unit to the patient than the patient to the unit. After having been cleared of patients, evacuation hospitals are moved by rail or by army trucks. The army surgeon initiates arrangements for their movement. These units are established under tentage only in absence of adequate and suitably located buildings.

■ 300. Evacuation of patients from evacuation hospitals to general hospitals in the communications zone is effected by means of hospital trains, more rarely by motor transportation, or by hospital boats, by arrangement with the regulating officer.

■ 301. The convalescent hospital, located well to rear of and central to the army area, receives from evacuation hospitals convalescent and other cases offering prospect of early restoration to combat fitness. It plays an important role in conservation of troop strength in the combat zone.

■ 302. The army medical laboratory is utilized in conduct of epidemiological investigations, sanitary surveys, the more technical laboratory examinations, and studies within the army area.

■ 303. The army medical supply depot must have rail or water connection with the regulating station and must be accessible to motor vehicles from army establishments. The unit may be divided into sections which are frequently established near groups of evacuation hospitals. Supplies are issued to army troops and establishments, and to divisions and corps through their medical battalions and regiments. Units drawing supplies from the depot use their own transportation.

## ANIMAL CASUALTIES

■ 304. Army veterinary companies establish special clearing stations as required to meet needs of troops not otherwise provided for and conduct animal casualties requiring evacuation from aid stations and clearing stations to veterinary evacuation hospitals and from the latter to the veterinary convalescent hospital.

■ 305. Veterinary evacuation hospitals receive casualties from aid stations and clearing stations and perform like functions to those of evacuation hospitals of the medical service. Convalescent animals are not returned direct to units, but are evacuated to convalescent hospitals when the latter are established. More serious cases requiring prolonged treatment but giving promise of complete recovery are sent to veterinary general hospitals in the communications zone by means of stock trains or special trains devised for transport of disabled animals. It is advantageous to locate evacuation hospitals near army or corps remount depots, and about 1 day's march for animals (15 to 20 miles) from the front and on a site near water.

■ 306. The veterinary convalescent hospital receives convalescent animals from veterinary evacuation hospitals, reconditions them, and issues them to the army. It is usually located within 1 day's march of veterinary evacuation hospitals.

## SECTION VI

## WITHIN COMMUNICATIONS ZONE

## GENERAL

■ 307. The communications zone provides hospitalization for all cases originating therein or received from the combat zone. Number and type of medical units in the communications zone depend upon location of the zone in relation to the zone of the interior, extent of the zone, number of troops involved, character of hostile resistance, and policy of evacuation.

■ 308. General policies regarding evacuation and hospitalization within the theater of operations are formulated by theater headquarters. When the policy provides that all cases probably able to return to duty within a reasonable length of time are to be held in the theater, the number of treatment beds required may approximate 15 percent of the strength of the forces in the theater. Some of the units destined to establish fixed hospitalization in the communications zone usually will be able to utilize existing shelter in permanent buildings. Accommodations for the rest must be provided by new construction.

■ 309. Hospitalization requirements are anticipated and construction begun months in advance of the time beds are to be occupied. Hospitals of the fixed type only are utilized in the communication zone.

#### ORGANIZATION

■ 310. Station hospitals serve only the limited area to which assigned and usually do not receive patients from the combat zone. They are placed at locations in the communications zone where there is a sufficient concentration of military personnel to require local hospitalization.

■ 311. General hospitals are fixed units (1,000-bed capacity) designed for definitive treatment of all cases arising within the theater of operations. Normally the majority of their cases come from the combat zone. They are located a sufficient distance from the combat zone so that military reverses will not disturb their operation and at points affording good rail or water communication with regulating stations and with the zone of the interior. They are dependent upon utilities such as water and sewerage systems, electricity, and gas. Suitable railroad sidings must be provided and availability of nearby landing fields for airplane ambulances is desirable.

■ 312. General hospitals are grouped whenever practicable into hospital centers of two or more general hospitals. Each hospital center contains a convalescent camp which normally has a bed capacity of 20 percent of the center. In these camps patients are prepared for return to duty.

## MISCELLANEOUS UNITS

■ 313. Aviation medical examining units conduct physical examinations of flying personnel. The number of these units depends upon size of air force in the theater.

Medical supply depots usually operate as a section of general supply depots. The amount of supplies carried in those depots depends upon number of troops in the theater, distance of the communications zone from the zone of the interior, and ease of replenishment.

■ 314. Veterinary general and veterinary station hospitals function for care of animal casualties in a manner closely paralleling that prescribed for personnel, except that final disposition is made within the communications zone. Evacuation of animal casualties to the zone of the interior is not contemplated.

■ 315. A Medical Department concentration center is a theater installation directly under control of the chief surgeon, but operated by the communications zone surgeon. It is a training center for new medical units and personnel arriving in the theater, a refitting center for medical units withdrawn for reconstitution, and the station for medical units in theater reserve such as auxiliary surgical groups, surgical and evacuation hospitals.

■ 316. The medical service of the combat zone and that of the communications zone are linked principally by the hospital train service operating under direct control of regulating stations. Hospital trains and stock trains for evacuating animal patients are assigned to regulating stations by theater headquarters on recommendation of the chief surgeon. The senior medical officer on the staff of the regulating officer is the "medical regulator." This officer, under the regulating officer, handles all evacuation from the army served by his regulating station. The medical regulator is furnished daily, or as often as necessary, reports from army as to number and types of patients in evacuation hospitals requiring evacuation and reports from the surgeon, communications zone, as to the number and location of beds available in fixed hospitals to which patients can be evacuated. From the infor-



mation contained in these reports the medical regulator prepares train schedules in coordination with other staff officers at the regulating station and advises evacuation hospitals and army G-4 of time of arrival of trains. A bed credit in a specific hospital is of little use to a regulating officer unless it amounts to at least 300 beds, enough to accommodate one trainload of patients.

■ 317. The extent to which airplane ambulances are used will be governed by number available in the theater, presence or absence of suitable landing fields within a short distance of point or points where casualties are collected, and character of the country and of the warfare. Whenever practicable it is desirable to transport seriously wounded from the division area direct to general hospitals.

## SECTION VII

### MEDICAL SERVICE WITH CAVALRY, MOTORIZED, ARMORED, AND AIR CORPS UNITS

#### HORSE CAVALRY

■ 318. Medical service in the cavalry division, horse, operates similarly to that in the infantry division. Medical units with cavalry are as mobile as the units they serve.

■ 319. Tendency to disperse medical personnel by undue attachments to detached cavalry elements should be avoided.

■ 320. Casualties in all echelons are concentrated at collecting points on the axis of advance where they can be taken over by supporting medical units in the rear. Measures for temporary care of casualties pending their evacuation are improvised by the medical units. Cavalry units require close support of medical units operating from rear in order that the command may not be burdened with casualties for care of which but little means exist.

■ 321. For tactical employment the medical detachment of the cavalry regiment is divided into a headquarters section, a squadron section for each squadron, and a veterinary section. Operation of these sections is similar to that in the

infantry regiment except that all aid stations established are of the most temporary character. A considerable portion of the casualties having received first-aid from the troop aid men may be sent to the aid station on their own mounts. Casualties unable to proceed to the rear on their mounts are collected in groups in sheltered places (collecting points) to be evacuated by the collecting troop or ambulances from the medical squadron.

■ 322. In a mounted attack the squadron medical section takes a central position in rear of the squadron and changes its disposition to conform to action of units engaged. The most advantageous time for collection of casualties will be immediately following attack and while the troops are being reorganized and maneuvered to meet counterattack or to pursue.

■ 323. Aid stations are not fully established during periods of continued and rapid movement of troops. They are partly or fully established when contact with the enemy has produced a grouping of casualties and a temporary cessation of movement. When established, they are operated in a manner that will facilitate their prompt displacement.

■ 324. The regimental aid station may be established to relieve squadron aid stations of their casualties. If not established its personnel is used as a reserve or as supporting units for the squadron sections. An accumulation of casualties on the field, at collecting points or at aid stations, must not prevent the medical personnel attached to cavalry from maintaining contact with the units they serve. These casualties are collected by supporting collecting platoons or ambulances from the medical squadron.

■ 325. When the cavalry regiment is employed in combined mounted and dismounted action, the headquarters medical section normally establishes an aid station in rear of the center of the pivot of maneuver. Squadron medical sections operate as described in the previous paragraph. All collecting points are cleared by the headquarters medical sections or by supporting ambulance and collecting troops from the division medical service.

■ 326. The veterinary section is organized to establish two squadron aid stations or one regimental aid station. The section functions in a manner similar to the medical sections. In combined mounted and dismounted action, one veterinary aid station may be employed behind the pivot, while the other follows the maneuvering mass in readiness to establish when indicated.

■ 327. In camp, on the march, and in combat, the medical squadron provides medical service to the cavalry division similar to that given the infantry division by its medical service. In attack, elements of the medical squadron establish *collecting, ambulance, and clearing stations* in echelon behind the pivot of maneuver and along the main axis from front to rear. However, many situations will place the maneuvering force at such great distance from the pivot as to require a collecting, ambulance, and clearing station for each of those two elements.

■ 328. The collecting troop is organized to provide two collecting station units. Since the exact location of the collecting station for the maneuvering force cannot be foreseen, it is held in readiness in the assembly area until the situation permits its establishment. When established, its location is made known immediately to the medical squadron commander and all troops of the maneuvering force.

■ 329. Ambulance service between the collecting station and the clearing station is performed in a manner similar to that in the infantry division.

■ 330. The clearing troop is organized to provide two small clearing stations. Usually only one station is established. Its normal position is in rear of the pivot. When the situation is such that the ambulance haul from the collecting station serving the maneuvering force to the clearing station behind the pivot is unduly long, a small clearing station may be established behind the maneuvering force. This procedure, however, tends to immobilize both clearing stations. When practicable, the division clearing stations are evacuated by army ambulance units.

■ 331. The veterinary troop establishes a veterinary clearing station based on the pivot of maneuver. The station is so located as to cover the bulk of animal casualties, usually 4 to 7 miles from the front line. The collecting platoons of the veterinary troop make contact with the veterinary aid stations and conduct animal casualties requiring evacuation to the clearing station. Evacuation from the division clearing station is made by veterinary companies of the army.

#### MOTORIZED

■ 332. The system of evacuation with units completely motorized closely parallels that for all other units. Functions and method of employment of the unit medical service (medical detachments or sections) and the division medical service (medical battalion or regiment) are essentially the same as for the infantry division.

■ 333. Responsibility for evacuating these units rests with the army (corps), and no change in procedure is required except when speed of movement of these units causes them to be separated at such great distances from supporting medical units that evacuation of patients in clearing stations by army ambulances to evacuation hospitals is impracticable or undesirable.

■ 334. In such instances, the patients may be removed to emergency evacuation stations. These stations are established by the army medical service on railways in advance of evacuation hospitals for the purpose of receiving and loading patients directly on railway trains or boats for evacuation to evacuation or other hospitals. Seriously wounded are evacuated by airplane ambulances when such are available.

#### ARMORED

■ 335. Attached medical personnel of a regiment of an armored division is organized into a headquarters section and a section for each battalion. Such personnel attached to a separate battalion (engineer, field artillery, reconnaissance, etc.) of an armored division is not divided into sections.

■ 336. The battalion section accompanies its battalion at all times. In bivouac and on the march it operates in a manner similar to that for an infantry regiment. When the armored force is located in a park or assembly position, the medical section operates an aid station in the park or assembly position. When the battalion receives orders for an attack, the aid station is cleared immediately and accompanies maintenance vehicles of the battalion to their successive approach and attack positions where it establishes temporary aid stations to care for injuries which may have occurred during approach to these positions.

■ 337. The armored division utilizes the various elements of the medical battalion (armored) to establish collecting points, ambulance stations, and clearing station for collection and temporary care of casualties. In bivouac and on the march the medical battalion (armored) functions in a manner similar to that of the medical squadron of the cavalry division.

■ 338. After the attack has been launched the battalion medical section moves with the maintenance vehicles and establishes aid stations when and where needed to care for the casualties arriving in the combat vehicles. When the combat situation is such that it is practicable for maintenance trucks to reach immobilized tanks, litter bearers accompany the mechanical crews and remove the wounded of the tank crew. These are brought to the aid station on a maintenance truck or an aid station truck.

■ 339. During combat the cross country ambulances carrying collecting personnel move forward along the axis of advance of the combat elements and collect the wounded from or left by the aid station. These casualties are moved to collecting points on good roads parallel to the axis of advance where they are given emergency treatment and transported by ambulances or other vehicles to the clearing station, which usually is established in the vicinity of the service park of the division.

■ 340. Evacuation of aid stations of armored force units is a responsibility of the medical battalion (armored).

■ 341. It is the responsibility of the corps or the army commander to make such timely evacuations of the clearing station as to permit it to move in close support of the brigade or division. This may be accomplished by means of army ambulances, special busses, emergency evacuation station, and airplane ambulances.

■ 342. In cases where the division is operating at great distances from the main force and prompt evacuation by higher echelon is not accomplished, decision as to disposition to be made of casualties rests with the separate force commander.

#### AIR CORPS

■ 343. Medical detachments of Air Corps squadrons establish dispensaries or aid stations on their airdromes for temporary care of sick and injured.

■ 344. The surgeon on the staff of the air base commander makes provisions for evacuation and hospitalization of airdrome aid stations operating in his base area. Depending upon location of the various squadrons, these arrangements include hospitalization in existing hospital stations, evacuation hospitals, station, or general hospitals. Evacuation to these hospitals of minor cases is ordinarily accomplished by means of ambulances assigned to airdromes. When practicable, serious cases are evacuated by airplane ambulances to the nearest evacuation or general hospital. When ambulances are not assigned to airdromes and evacuation by airplane is impracticable, arrangements are made by the surgeon of the air base with the nearest ground unit for ambulance service on call.

■ 345. Station hospitals are established at large air bases remote from existing hospital facilities.

■ 346. To air bases concerned with training or conditioning flyers, an aviation medical laboratory is assigned for the purpose of performing the special physical examinations required for flying duty.

## SECTION VIII

## SANITATION IN THEATER OF OPERATIONS

## GENERAL

■ 347. Military sanitation includes all measures directed toward preservation of physical fitness of military personnel. The surgeon should study causes of both battle and nonbattle injuries and should advise the commander on means to reduce them.

■ 348. Administrative control of sanitation is exercised by organization commanders of all grades who are responsible for sanitation within their commands. Sanitary measures are executed by personnel of the organization concerned or by special troops. Except in medical department organizations, medical troops do not execute sanitary measures other than those involving professional activities such as physical examinations, immunizations, operation of laboratories, and inspections. The medical service is responsible to the commander for investigating, reporting upon, and making recommendations pertaining to all phases of military sanitation.

## FACTORS IN SANITATION

■ 349. During the mobilization and training period in the zone of the interior, control of infectious diseases introduced by carriers entering the army from civil life is of paramount importance. A newly mobilized military force possesses a relatively high degree of group susceptibility to infectious diseases. Effective environmental sanitation as a means of controlling spread of these diseases can be maintained more easily in the zone of the interior than in the theater of operations.

■ 350. In the theater of operations introduction of infection into a military force from outside sources can be minimized by prohibiting extensive or numerous contacts between the troops and the civil population.

■ 351. Resistance of the group to all diseases is augmented by proper physical training and by elimination of physical

defectives. The more primitive the environment in a theater of operation the more difficult it becomes to protect the troops from environmental sources of infection or to control or remove those environmental factors which serve to spread diseases. Consequently environmental sanitation must be supervised closely by commanders of all grades in the theater of operation.

#### PLANS AND ORDERS

■ 352. The plan for military operations in a given theater of operation should include a definite sanitation plan which provides for all sanitary measures of a general nature as well as for those special disease control procedures, need for which can be anticipated. The plan of sanitation is based on studies of health conditions existing in all sections of the theater which exert a favorable or unfavorable influence on the troops which are to operate in the theater. These studies are known as sanitary surveys.

■ 353. A general sanitary survey of a theater of operation includes consideration and study of environmental and social factors, economic conditions, and prevalence of disease. Environmental factors of importance are topographical and meteorological conditions; water supply and facilities for purification; methods of waste disposal; housing conditions; food supplies; and kinds of disease-bearing insects present and control methods employed. Social factors of importance include living conditions; health agencies, laws and regulations, and laws relating to prostitution. The epidemic and endemic prevalence of communicable diseases, sources of infection, control measures and facilities for hospitalization, segregation, and isolation are of particular importance. A limited sanitary survey is made as indicated by existing health situation for the purpose of controlling or preventing occurrence of some particular disease or diseases.

Local sanitary surveys are made of all towns and cities accessible to troops and of all camp or bivouac sites to be occupied by troops.



■ 354. Military sanitation is accomplished by administrative action by the proper military authority which is in turn based on technical advice and recommendation of the surgeon of the command concerned. The recommendations are based on the results of sanitary surveys, studies, and inspections.

■ 355. In the higher echelons such as the communications zone or an army, action with regard to sanitation is normally controlled by means of circulars, bulletins, letters, or memoranda of instructions to the lower units of the command concerned. In a division or a fixed installation, routine sanitation matters are usually provided for in a general order, as an annex to an administrative order, or as a series of memoranda or instructions. Paragraph headings applicable in most situations include responsibility of unit commander, responsibilities of unit surgeon, duties of medical inspector, water supply, food and messes, waste disposal, quarters (barracks, tents, or billets), insect control, personal hygiene, location of dispensaries, venereal prophylaxis, physical inspections, and special measures for control of communicable diseases.

■ 356. A complete sanitary order can remain effective in all its provisions and meet all requirements only for a comparatively short period of time. Changes in the environmental conditions or modifications in the military mission will necessitate frequent revisions of an existing order or publication of new orders.

■ 357. Sanitary orders issued by the commanders of a large unit such as a division are general in character and provide a basis for more detailed orders to be issued by subordinate commanders.

## CHAPTER 8

### PERSONNEL

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#### SECTION I

#### MORALE

##### GENERAL

■ 358. Morale is a mental and emotional state of the individual or group. In military forces, good morale is manifested by willingness to respond to every call of duty. Creation and maintenance of good morale is a primary function of command.

■ 359. The War Department establishes policies pertaining to morale of troops in the zone of the interior. These policies are followed in the theater of operations so far as applicable.

■ 360. Success in battle raises morale to the highest point in spite of hardship and losses. It justifies the effort and trials of training.

■ 361. Soldiers receive willingly even the most arduous training when it is conducted progressively, interestingly, and within their capacity.

They endure privations without limit so long as their commanders provide for them such supplies, shelter, rest, and comforts as are possible under the conditions. They resent being deprived needlessly of such advantages.

They expect rightfully to receive skillful, considerate, and adequate medical care so far as practicable. When sick, they are cheered by visits of their commanders. They appreciate clean and sanitary surroundings and facilities conducive to these conditions. The importance of good sanitation and of

efficient evacuation and hospitalization service from the standpoint of morale alone demands that all commanders exercise a measure of personal supervision over this service. Low morale induces soldiers to magnify their afflictions.

■ 362. Deficiencies in shelter, supplies, or medical attention can be minimized or prevented by careful planning and efficient operation on the part of the services, and by the commander by exercise of resourcefulness in devising expedients.

#### RECOGNITION OF MERIT

■ 363. Recognition and reward stimulate effort, sacrifice, and achievement and promote morale. In recognizing merit, commanders must be discerning and just; no individual should be overlooked. Prompt action is essential.

■ 364. Important forms of recognition are commendation, decoration, and promotion.

■ 365. It is better to praise merit than to condemn and punish misconduct and inefficiency. Commendation during battle is especially effective. If conditions permit, a commendation should be made orally before comrades of the individual or before his unit. If the circumstances warrant, it should be reduced to writing later and recorded officially.

■ 366. Award of authorized decorations is covered in Army Regulations. The theater commander must establish uniform practices in this connection in order to prevent injustice. A supply of decorations is maintained at headquarters authorized to award them in order to avoid delay in recognition.

■ 367. Prompt promotion in recognition of outstanding leadership and other soldierly qualities, especially in battle, is essential for both good morale and efficiency. If the commander has not authority to make a deserved promotion, he promptly recommends it to the proper authority. Earned promotion should not be denied on account of wounds or other disability incurred in line of duty.

## DISCIPLINE

■ 368. Good morale and good discipline go hand in hand. Both lack of discipline and unnecessarily harsh disciplinary measures are fruitful causes of poor morale.

■ 369. Punishments and other disciplinary measures in the theater of operations must be reasonable under the conditions, sufficiently rigorous to accomplish essential ends without causing undue hardship. Punishments which remove the offender from hazards and hardships of combat should be avoided. Stragglers are returned to their unit promptly. Malingers likewise are not permitted to avoid hardships or dangers which are endured by other members of their organizations.

■ 370. While the primary purpose of leaves of absence and furloughs is rest and recreation, they are indispensable factors of good morale.

■ 371. Spiritual forces affect morale. All practicable provision will be made for religious activities.

## RECREATION

■ 372. Morale is promoted by recreation. Adequate provision for recreation is a command function in all units.

■ 373. The Recreational and Welfare Service, operated by the Adjutant General's Department, is represented in all headquarters from the theater of operations to include divisions. In smaller units and in stations and establishments, an officer is designated as recreation officer, whose outstanding duty is the conduct of athletics.

■ 374. Athletics is a most beneficial recreation for troops. It affords diversion and at the same time promotes physical development and an aggressive spirit. Athletic competitions are conducive to development of organizational esprit.

■ 375. Recreational activities in the theater of operations may include such of the following as are practicable and appropriate: service clubs; unit clubs; libraries; publications; theaters; athletics; American Red Cross information and

home service; exchanges; and facilities in leave areas for messing and lodging.

■ 376. Additional factors beneficial to morale are prompt payment of troops; provisions for families such as allotments and insurance; efficient postal service; prompt and reasonable censorship; return of personnel to original units after hospitalization or other absence; and, in general, minimum restriction of personal liberties.

## SECTION II

### REPLACEMENTS

#### GENERAL

■ 377. The replacement system for personnel is designed to assure dependable and timely arrival of replacements at troop units as required.

Before joining their units, replacements are trained, clothed, and equipped appropriately.

■ 378. Mobilization plans provide for raising all troop units to full strength. Preparation of the replacement plan, including the number of replacements estimated as necessary, is a function of the zone of the interior. The commander of the theater of operations makes representations when necessary as to replacement needs of the theater.

■ 379. Replacements, like supplies, are echeloned in depth. The replacement system is shown diagrammatically in figure 13.

#### DEPOTS

■ 380. Primary sources of replacements for a theater of operations are replacement centers in the zone of the interior.

■ 381. In the theater of operations, replacements are handled by replacement depots in the communications zone and in each army. Army replacement depots will be established, generally one to each army, as soon as the army arrives in the theater of operations. Until the situation justifies or-



ganization of a communications zone depot, the army depot will perform the functions of communications zone depots.

■ 382. Replacement depots are designated as First Army Replacement Depot No. 1, Communications Zone Replacement Depot No. 2, etc.

■ 383. The primary function of a replacement depot is distribution. It is organized to facilitate rapid and orderly movement of incoming and outgoing personnel. It provides for classification and any additional training and equipment needed. The depot usually is organized as a headquarters and one or more battalions. A battalion may consist of two or three companies of 300 men each. In case replacements arriving in depots in the theater of operations require additional training, particularly in the latest developments in combat methods, training cadres are provided.

■ 384. Replacement depots are located on or near railroads or other lines of communication accessible to the units served. Those for air units preferably should be at or near air base airdromes.

#### REQUISITIONS

■ 385. Periodic replacement requisitions are submitted as directed by the higher commander. Special requisitions are submitted as necessary. The channels are as shown in figure 13.

■ 386. Communications zone and army depots requisition replacements so as to be able to fill requisitions without delay. Commanders responsible for maintenance at proper levels of replacement installations anticipate losses in accordance with tactical plans and requisition replacements accordingly.

■ 387. Requisitions show number and kind of specialists required in each grade to fill authorized vacancies. Except as otherwise provided by competent authority, replacement requisitions include requests for replacements for all of the organic units of the organization whether or not any units are detached. Requests for replacements for both officers and enlisted men are contained on the first requisition submitted following the absence of the individual. The strength situa-

tion will be as of midnight preceding date of replacement requisition, irrespective of arrival of any additional replacements after that hour.

#### FORWARDING

■ 388. Replacements are forwarded by the most suitable transportation or by marching through the channels shown in figure 13. When replacements are forwarded by rail, they are sent by trainloads when practicable. They are not sent in numbers less than a carload by rail. Replacements are not sent to units engaged in combat when this can be avoided, nor are they sent to units in small increments.

■ 389. When demand for replacement exceeds supply, necessary allocations are established by proper authority upon application by the depot concerned.

■ 390. The depot or headquarters forwarding replacements is responsible that they are equipped and rationed properly, that their travel is arranged, that personnel to conduct them is provided, that they carry suitable identifying records, and that the receiver is notified in advance of their arrival.

■ 391. Headquarters receiving replacements for distribution to troop units make advance arrangements to avoid delay. Distribution conforms to the classification for which the replacements are trained.

#### SOURCES WITHIN THEATER

■ 392. Personnel returned to duty from hospitals are an important source of replacements and are returned to their units, whenever practicable, either through the replacement system or by special arrangement. The full effect of this source will be manifested only after several months of combat operations.

Of the hospitalized individuals who become fit for service in a theater of operations, those discharged from medical installations directly serving divisions are returned to their units through arrangements made by division headquarters. A similar system is followed for individuals assigned to units of corps and army troops and to units within the communica-



tions zone whom it has not been necessary to send farther to the rear than the hospitals directly serving those units. Personnel from army evacuation hospitals are transferred to army replacement depots, either directly or through army convalescent hospitals. Individuals who reach hospitals in the communications zone when released for duty are sent to replacement depots of the communications zone.

■ 393. Casual officers and enlisted men, either assigned or unassigned, usually are forwarded through the replacement system.

■ 394. Unauthorized absentees and discharged prisoners ordinarily are not forwarded through the replacement system, but are turned over to the nearest headquarters for return to their units in the most suitable manner.

### SECTION III

#### MILITARY POLICE

■ 395. Military police have certain functions for which they are organized appropriately and trained specially.

The initial organization is according to mobilization plans and Tables of Organization. The theater commander subsequently adjusts the strength and organization as conditions require.

■ 396. Principal functions of military police are—

a. Protection of property such as utilities and other establishments, signal communication, and critical points of lines of communication. (In the combat zone combat troops also may be used for this purpose.)

b. Crime prevention and investigation, enforcement of laws and regulations, protection of troops and civilian population against violence and excesses. Military police cooperate with any civil police functioning in the theater; also with intelligence police in countersubversive measures.

c. Traffic control and road information.

d. Supervision of movements of military individuals and of civilians subject to military control, and detection of hos-

tile agents and of unauthorized absentees. Such activities are facilitated by individual identification cards.

e. Collection of stragglers in combat. Military police establish a straggler line generally in rear of light artillery positions and along some well-defined terrain feature, preferably a road. Stragglers picked up on this line or elsewhere are assembled at straggler collecting points on the straggler line and conducted to the headquarters of their units as soon as practicable. Collection of stragglers may require systematic search of rear areas of divisions and corps, military police being assisted if necessary by other troops.

f. Collection, custody, and disposal of prisoners of war, and administrative arrangements for evacuation and repatriation of the civilian population.

■ 397. The special staff of divisions and higher units includes a provost marshal, who advises the commander on matters pertaining to the military police. Subordinate officers of military police units are designated assistant provost marshals.

■ 398. Members of military police units on duty wear the prescribed brassard bearing the letters "MP." When on duty the status of a military policeman is similar in many respects to that of a sentry on post. He is entitled to the respect and obedience of all persons subject to military law. He has authority to arrest such persons. Ordinarily he is reprimanded or placed in arrest only by superiors under whom he is serving.

Military police may call on any troops to assist them in emergency. Such calls are made if possible through the commander of the troop unit. All persons in the military service are required to assist military police on duty when called upon.

Military police not on duty have no police authority.

## SECTION IV

## PRISONERS OF WAR

## GENERAL

- 399. A person captured or interned by a belligerent power is, during captivity or internment, a prisoner of war.
- 400. Prisoners of war captured or interned in the theater of operations remain in the custody of the theater commander until released on parole, repatriated, or evacuated to the zone of the interior.
- 401. Rights, privileges, obligations, and treatment of prisoners of war are covered in rules of land warfare. See paragraph 431 with reference to internment of alien enemies.
- 402. Functions of military police in connection with prisoners of war are covered in FM 29-5.

## COLLECTION, EVACUATION, AND EXAMINATION

- 403. The system of collecting and evacuating prisoners of war is shown diagrammatically in figure 14.
- 404. The individual or unit capturing prisoners disarms them at once, searches them, and takes possession of all maps and papers. This immediate search is especially important for officer prisoners. Prisoners are permitted to retain clothing, helmets, gas masks, insignia, identification tags or cards, decorations, and articles of value or for personal use. Money is taken from them only on authority of an officer, who gives a receipt and arranges for crediting the amount to the prisoner's account. Enemy officers and enlisted men are kept separate.
- 405. Guards in charge of prisoners prevent conversations between them unless otherwise instructed. They warn prisoners in their charge that anyone attempting to escape will be shot. They prevent prisoners from destroying any documents which may not have been removed from their persons due to lack of examination or to oversight. Upon delivery to appropriate authorities, the commander of the escort obtains a receipt for the prisoners and any documents delivered.

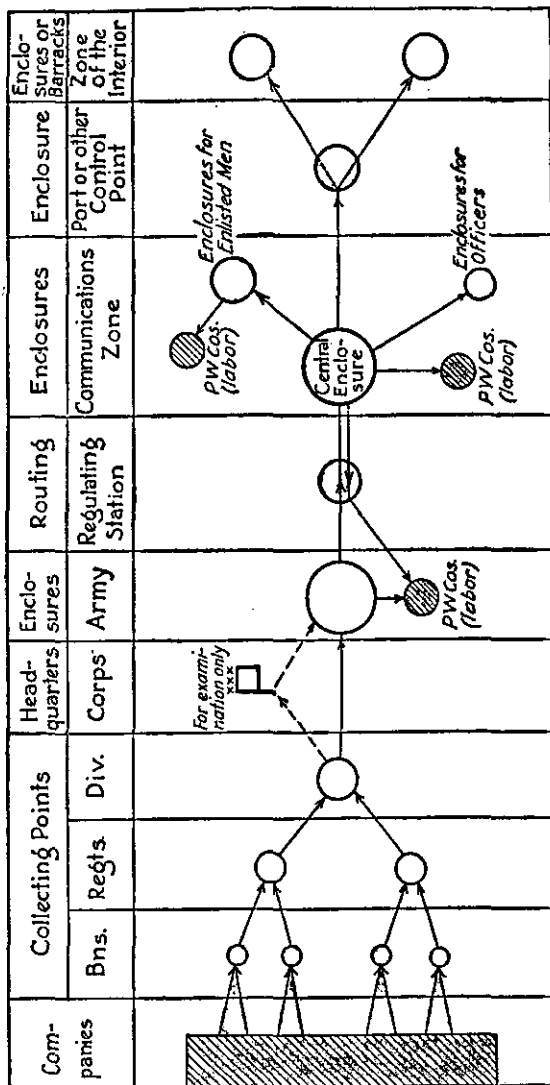


FIGURE 14.—Evacuation of prisoners of war.

■ 406. The prisoners are assembled at prisoner of war collecting points near the headquarters of the unit and then conducted by the unit to the collecting point of the next higher unit. Thus, they reach the division collecting points in custody of guards from combat units, and there are taken over by division military police.

■ 407. Normally, prisoners are evacuated by army military police from division collecting points to army prisoner of war enclosures. Those desired for intelligence examination by corps headquarters are evacuated by corps military police.

■ 408. Wounded prisoners are evacuated in the same manner as friendly wounded. The medical service reports wounded prisoners to the appropriate intelligence section and delivers papers taken from them. Unwounded prisoners on their way to rear are used to assist in carrying the wounded.

■ 409. The systematic and methodical examination of prisoners offers one of the most fruitful sources of intelligence. The system of examination parallels that of evacuation and is incident thereto. Examination takes precedence over rapid evacuation except in forward areas where prompt removal of prisoners is usually the paramount consideration.

■ 410. Every prisoner of war is bound to give, if he is questioned on the subject, his true name and grade or else his serial number. In case he infringes this rule, he will be liable to restriction of the privileges accorded to prisoners of his category. No coercion may be used on prisoners to obtain information relative to the state of their army or country.

■ 411. All personnel handling prisoners are required to cooperate fully with intelligence officers in their examination of prisoners.

■ 412. The intelligence examination of prisoners of war is covered in FM 30-15.

#### TREATMENT

■ 413. Prisoners of war are in the power of the enemy state, but not of the individuals or troops who capture them or hold them in custody. They are treated with humanity and are protected against acts of violence, insults, and public curiosity.

Measures of reprisal against them are prohibited. Prisoners have the right to have their persons and their honor respected. Women are treated with all the regard due their sex. Discriminations in treatment between prisoners are lawful only when they are based on military grade, state of physical or mental health, professional qualifications, or sex.

■ 414. The power detaining prisoners of war is bound to provide for their maintenance.

■ 415. Prisoners of war are not to be exposed needlessly to danger while awaiting evacuation, nor are they sent back for labor to regions where they might be exposed to fire of ground weapons.

#### MISCELLANEOUS

■ 416. Prisoners of war other than officers and persons of similar grade are required to labor for the public service.

Prisoner of war companies are used frequently as labor units. These companies can be employed conveniently on construction and repair work. Companies organized in communications zone enclosures may at times be sent into rear areas of the combat zone for labor.

■ 417. The theater commander prescribes a system of reports and records on prisoners of war. This system usually includes a prisoner of war information bureau operated by the Adjutant General's Department.

■ 418. All troops and other personnel are informed that if captured by the enemy they should communicate with the American Red Cross at a specified address. They are instructed also as to their rights under the rules of land warfare relative to examinations by the enemy.

#### SECTION V

#### ADJUSTMENTS

■ 419. Control of appointment, assignment, transfer, promotion, demotion, and elimination by discharge or retirement of personnel in the theater of operations is delegated to the theater commander in conformity with War Department

policies. These adjustments are decentralized to the extent practicable.

■ 420. Procedures relative to enlisted men conform in general to those in effect in time of peace in which final authority is usually vested in regimental or separate unit commanders. Officers are originally commissioned, promoted, and demoted by the President. Their discharge or retirement requires approval by the War Department. Procedures with respect to categories of personnel of the army other than officers and enlisted men are specially prescribed.

Assignments and transfers are governed primarily by military requirements and fitness of the individual for the duty. The individual's preference should not be ignored.

■ 421. Promotions are usually made from the next lower grade of the particular arm or service. A system of promotion of officers by selection, when placed in effect, requires the theater commander to submit recommendations to fill vacancies. Divisional promotion is the basis of the system. Usually at least 60 percent of the vacancies within a division are filled by promotion of officers of the division. The remaining vacancies are filled by replacements from sources within the theater or from the zone of the interior. Vacancies in nondivisional units are filled in conformity with the method established for divisions.

Recommendations by regimental or separate unit commanders for promotions to fill vacancies within their units are accepted by the commanders of higher units and by the appointing authority unless there are cogent reasons for disapproval.

The promotion system should be sufficiently flexible to absorb promptly disabled personnel qualified and slated for advancement, and of personnel to be thus rewarded for gallantry in action.

■ 422. A system of reclassification of officers may be established in the theater of operations, in conformity with instructions from the War Department, whereby commanders of armies and the communications zone adjust assignments

and recommend demotion or elimination of those whose efficiency has changed or whose assignment was in error.

Adjustment of the status of personnel by reason of infractions of discipline is delegated to commanders from the company upward in ratio to the gravity of the offense, in conformity with the articles of war and other laws and regulations.

## SECTION VI

### LEAVES OF ABSENCE AND FURLOUGHS

■ 423. Leaves of absence and furloughs afford relaxation thereby increasing capabilities of the individual for service. Judicious application of a sound policy will minimize unauthorized absenteeism.

■ 424. The theater commander prescribes the system of leaves of absence and furloughs. The system includes designation of leave areas either in the communications zone or by special arrangement in the zone of the interior in which personnel usually will be required to spend their leaves or furloughs. Regularly scheduled transportation to and from leave areas is a part of the system. Regulations concerning circulation, subsistence, and conduct within leave areas, as well as requirements prior to departure on leave such as orders, equipment, and physical condition, are prescribed by the theater commander.

■ 425. The amount of leave of absence or furlough granted depends on the needs for the individual's service with his organization and the individual's need for rest. Except in emergencies requiring suspension of all leaves and furloughs a 7 days' leave or furlough, exclusive of travel time, after 4 months' service in the theater of operations, and a similar period each 4 months thereafter, meets the usual requirements. Policies in the theater usually authorize granting special leaves or furloughs not to exceed 3 days in exceptional cases, but prohibit accumulation of leaves or furloughs.

■ 426. Regimental and separate unit commanders are authorized to grant leaves of absence and furloughs. They



accord the privilege to individuals according to rosters which are based on length of time since last leave or furlough and length of service in the theater, and finally by lot if necessary. Adjustments of rosters may be required to avoid the absence at one time of too many officers, noncommissioned officers, or other specially qualified personnel. Usually not to exceed 10 percent of the enlisted men will be absent on furlough at one time. In deviations from the fundamental of the roster, discrimination against any category of personnel, particularly of individuals in key positions, is to be avoided. Commanders are not to lose sight of advantages in training and morale afforded by giving opportunities to understudies to assume full responsibilities of positions for which they are substituting.

■ 427. Division and higher commanders have authority to suspend granting leaves of absences or furloughs for military reasons. These commanders are responsible that the discretionary powers granted subordinates with regard to leaves of absence and furloughs are used to the best advantage; in particular they will take measures to have the percentage of personnel granted the privileges in each organization conform in general to the average of organizations operating under similar conditions.

## SECTION VII

### CIVILIANS IN THEATER OF OPERATIONS

#### GENERAL

■ 428. Relationships between the military forces and the local civilian population are determined in a large measure by location of the theater of operations.

Movement of civilians into, within, and from such part of the theater of operations as may be under military control is governed by instructions of the War Department and the theater commander. Where necessary, credentials or passes prescribing limits of circulation and nature of the privileges are issued to individuals. The policy on possession of arms by civilians is determined by the theater commander.

## IN OUR OWN TERRITORY

■ 429. Until the civil government has been deposed or overthrown by the enemy, or by reason of hostile operations has left the area, it continues to exercise its legal functions. Full cooperation between civil and military authorities should be sought. Nevertheless the military commander will not permit either the civil government or the persons or property of individuals to impede tactical operations, and will take such preventive measures as may be actually necessary under the circumstances.

■ 430. In case the civil government has been deposed or overthrown by the enemy, or by reason of hostile operations has left the area, a state of martial law exists under which the military forces must govern the local population until civil government can be restored. Existence of martial rule is not dependent upon a proclamation, but a proclamation by the President or by the theater commander is usually desirable as a means of informing all concerned of existence of a state of martial rule, of boundaries of area affected, and of special regulations and restrictions that will be enforced by the troops. With modern means of communication available to the theater commander he should ordinarily not need to issue such a proclamation without the express direction of the President. Under martial rule control is exercised by the theater commander under direction of the President as Commander in Chief of the Army and Navy.

■ 431. Natives, citizens, denizens, or subjects of the hostile nation of the age of 14 years and upward, not naturalized, and resident in the United States or in any territory in any way within the jurisdiction of the United States, are termed alien enemies. If martial law is not in effect in the theater of operations, procedure with respect to arrest, detention, parole, and internment of alien enemies conforms to procedure in the zone of the interior. Civil agencies exercise full control except that military authorities provide facilities for internment. If martial rule is in effect the theater commander exercises full control.

Alien enemies are usually kept in prisoner of war enclosures. They are evacuated promptly to the zone of the interior. They are not compelled to work except for their comfort and upkeep of the establishment in which detained. They may, with their written consent, be authorized to work as provided for prisoners of war.

#### IN OCCUPIED ENEMY TERRITORY

■ 432. Military government is that form of government which is established and maintained by a belligerent by force of arms over occupied territory and the inhabitants of either an enemy nation or domestic territory recovered from rebels treated as belligerents.

■ 433. The commander of the theater of operations usually makes known by proclamation the facts of military occupation and the organization of military government, together with procedures to be followed by the inhabitants. He is guided in formulation of regulations governing the status of the civilian government and the population of the occupied area by the rules of land warfare.

■ 434. All functions of the hostile government—legislative, executive, or administrative—whether of a general, provincial, or local character, cease under military occupation or continue only with the sanction of the commander of the occupying force.

■ 435. The principal object of the occupying force is to provide for its security, support, and efficiency and success of its operations. In the process of restoring public order and safety, the ordinary criminal laws of the occupied territory which do not conflict with that objective are continued in force. These laws continue to be administered by the local officials as far as practicable.

■ 436. The occupying force can demand and enforce from the inhabitants such obedience as may be necessary for security of the force, for maintenance of law and order, and proper administration of the country.

Services of the inhabitants of occupied territory may be requisitioned so long as the duties do not directly concern

operations of war against their own country. These services include professional men and tradesmen, and officials and employees of public utilities, transportation services, and signal communication services. Labor may be requisitioned to collect the wounded, to bury the dead, and to restore general condition of public works of the country.

■ 437. For treatment of enemy inhabitants and of public and private property see FM 27-10. For exploitation of local resources in occupied territory, see section V, chapter 10.

#### ORGANIZATION FOR CIVIL AFFAIRS

■ 438. The staff agency of the theater commander concerned with the relations between the military forces and the civil government and the resident civilian population is the civil affairs section. This section may comprise divisions of public works and utilities, fiscal affairs, sanitation and public health, public safety, and schools and other institutions. The headquarters of the larger territorial subdivisions of the theater may include civil affairs sections.

The civil affairs organizations under martial law or military government include officers and clerical personnel operating at the seats of political subdivisions of the civil government.

#### MASS MOVEMENT

■ 439. Compulsory movement of civilians within or from the theater of operations is directed by the theater commander, usually after approval by the War Department. In emergencies limited movements may be ordered by lower commanders. Early and rapid evacuation of civilians from probable areas of combat may favorably influence successful conduct of military operations.

■ 440. Mass movements of civilians, whether compulsory or voluntary, are closely controlled by the military police, assisted when necessary by other troops, welfare personnel, and resident civilians so as to prevent traffic congestion, spread of disease, and wastage of local resources.

■ 441. Refugee evacuation centers are temporary assembly points for evacuees. Evacuation areas are the ultimate des-

tinations. Operation of these centers and areas in the theater of operations are delegated to local civilian authorities under military supervision. Material requirements for refugees such as transportation, shelter, subsistence, and medical attention are furnished from civilian sources, aided by military forces.

■ 442. Civilian repatriates are permitted to return to areas from which they have been previously evacuated when it will not interfere with military operations. Their movements in mass are controlled in a manner similar to those of refugees.

#### ACCOMPANYING OR SERVING WITH ARMY

■ 443. Persons accompanying or serving with the army in the field are subject to military law.

■ 444. The theater commander is responsible that efficiency of the troops is not diminished by employment of soldiers on work which can be done equally well by available civilians.

Civilians may be employed in the theater of operations as officials or as skilled or unskilled labor. Recruitment, organization, and administration of civilian labor are functions usually delegated to an employee bureau in the communications zone. General administrative problems confronting the employee bureau include procurement, transportation, organization, and administration of labor companies and labor depots, contracts, accounts and records, women employees, and medical arrangements. Individual civilian employees or civilian labor units are released when required to armies, corps, or divisions. The unit to which attached assumes responsibilities for supervision of work, administration, and preparation of required reports and records.

Under special conditions larger tactical units may be authorized to employ civilian labor recruited locally.

■ 445. The American National Red Cross is the only civilian welfare agency initially authorized to operate within the theater of operations. This organization functions as part of the medical service. Similar service may be rendered by other civilian societies but only through the Red Cross. Au-

thorized activities of the Red Cross other than medical, such as information and home service, are controlled by the Recreational and Welfare Service.

■ 446. Representatives of agencies of public information are accredited to the theater of operations by the War Department. This public relations personnel consists of press correspondents, photographers, and radio news commentators. They wear the uniform and insignia prescribed in Army Regulations.

■ 447. Permits may be granted by the War Department to persons to visit the theater of operations. A bureau is maintained by theater headquarters for accommodating and controlling visitors.

## CHAPTER 9

### TRAFFIC CIRCULATION AND CONTROL

#### GENERAL

■ 448. Traffic circulation and control should be such as to obtain the best possible use of the road net within a theater of operations to the end that mobility of the troops may be maintained and that supplies may always be available as and where needed. Situations will vary from one in which density of troop concentration is low, road net is ample, and danger of interruption is small to the opposite extreme in which massing of troops and scarcity of good roads and danger of their damage by hostile action make it difficult to maintain supply and troop movements. In the first case, minimum control is required; in the latter, rigid control of traffic may be required, particularly while extensive troop movements are under way.

■ 449. Degree of control exercised should be the minimum required to obtain desired results. The basic system of control must be such as to obtain best results in a favorable situation, yet such that more rigid control in the degree required may be imposed as difficulty of the situation increases.

#### FACTORS

■ 450. In general, methods of controlling and assisting traffic developed in civilian practice should be followed with only the modifications necessary to meet military requirements.

Essential differences between peacetime civilian traffic and military traffic in a theater of operations are that military traffic is subject to sudden interference, gives prominence to secret movement at night, and is more susceptible to control than civilian traffic.

■ 451. The fact that military traffic is subject to sudden interference by hostile activities, such as airplane bombing or raids by motorized parties, requires that the plan of road circulation and traffic control be flexible so that damaged

points may be bypassed at once and arrangements made for prompt repair of the damage.

■ 452. Movement of traffic at night with secrecy requires development of means of marking roads and of lighting vehicles so as to give maximum assistance to drivers and at the same time avoid detection by airplane observers. This is a problem entirely foreign to civil practice.

■ 453. The fact that all agencies concerned in military traffic are subject to centralized control makes possible adoption of measures which are impossible in the case of civil traffic.

#### AGENCIES CONCERNED

■ 454. Provision of a plan of circulation when required, determination of control measures required, and supervision and coordination of activities of the various other agencies involved in traffic circulation and control are functions of the G-4 section of the general staff of the headquarters which controls the area involved.

■ 455. Maintenance of existing roads and their improvement and extension where feasible, provision of suitable road maps, and posting signs along the roads indicating routes, localities, and establishments as shown on the maps, and other signs to facilitate traffic are functions of the Corps of Engineers.

■ 456. Enforcement of regulations and orders for control of traffic and assistance to traffic by giving information and directions along the route are functions of the military police.

■ 457. Provision of means of communication by telephone, telegraph, or radio between traffic control posts of the military police or other agencies involved in traffic control is a function of the Signal Corps.

■ 458. Provision of suitable vehicle accessories, including adequate brakes and satisfactory lights, including those for driving at night so as to avoid accidents yet be invisible to airplane observers, is a function of the Quartermaster Corps, Ordnance Department, or other service which provides the vehicle.



■ 459. Training organizations and individual drivers in proper use of roads is one of the important responsibilities of organization commanders.

■ 460. Coordination of traffic between the communications zone and the combat zone is effected by the regulating officer as a representative of the theater commander. Coordination of traffic between the army service area and the corps rear area is effected by the army; between the corps rear area and the division area by the corps.

#### PLANS

■ 461. In formulating a plan of traffic circulation, G-4 should obtain and give careful consideration to the recommendations of the unit engineer who, in order to carry out his functions, must make a thorough reconnaissance of the road net, including condition and capacity of all roads and bridges, location of critical points, and means for quickly bypassing points most subject to traffic interruption.

■ 462. The plan of circulation adopted should be the simplest one that will fit the situation. When traffic is light and an ample road net is available few restrictions will be required. Vehicles will proceed by the most direct routes to their destinations. Main supply routes usually will be designated, primarily as an indication that they will receive priority of maintenance and that along them will be posted traffic police to regulate and assist traffic.

■ 463. As density of traffic increases the number of restrictions required will become greater. Animal-drawn traffic because its presence greatly hinders motor traffic will have to be prohibited from the main roads. One-way traffic is provided on a road which carries particularly heavy traffic provided a satisfactory return route is available. It may be necessary to provide that on a certain stretch of road where a separate return route is not available traffic proceed in one direction during certain hours and in the opposite direction at other hours.

■ 464. The plan of circulation at night if secrecy is to be maintained may differ from the plan in effect by day because of increased difficulty of maintaining traffic in both directions.

It may be necessary to provide for traffic in only one direction on all main roads. Maintenance of heavy traffic in both directions with secrecy on very dark nights will require development of effective means of marking roads and lighting vehicles.

■ 465. When heavy troop movements are under way it may be necessary to provide that all movement on main routes be by motor convoys dispatched and rigidly controlled from a central control agency. This is particularly true in the case of a secret movement at night.

■ 466. The plan of circulation in effect, including all restrictions on use of roads, should be shown on circulation maps or road sketches which should be provided to all vehicle drivers, all traffic police, and all others concerned in use of roads.

■ 467. Final test of the circulation plan in a given situation is that it permits all vehicles involved in supply, evacuation, and troop movement to perform their proper functions with minimum interference with or by other vehicles.

■ 468. Maintenance, improvement, and extension of roads are intimately connected with the plan of circulation and control. A given road has a certain capacity to sustain traffic. If subjected to heavier traffic it will deteriorate rapidly with consequent heavy maintenance and eventual break-down. A good but narrow road, capable of sustaining one lane of heavy traffic indefinitely, may break down in a short time if subjected to heavy traffic in both directions since vehicles must travel in part on the shoulders of the road. These matters covered in recommendations of the unit engineer should receive careful consideration in formulation of the circulation plan. On the other hand, improvement or extension of a short stretch of road may permit adoption of a greatly improved plan.

■ 469. Movement of civilian traffic in the theater of operations cannot be ignored. Any mass evacuation of the civilian population from the combat zone unless properly controlled may result in a complete stoppage of all military traffic to

the severe detriment of military operations. Interference of refugee movements with military traffic can be avoided or minimized by requiring that evacuation take place prior to or during a lull in military movements, by requiring that refugees use roads or trails carrying little or no military traffic, by diverting refugee traffic away from the areas most important for military operations, by using closely controlled refugee convoys, and by forcing refugee traffic to move to the roadsides or to designated areas pending completion of military movements.

#### CONTROL

■ 470. There should be a military police traffic control post at each important road junction. To the extent feasible these posts should be connected by telephone or by voice radio communication with a central control agency operating under supervision of G-4 of the headquarters which controls the area involved. For important movements, especially at night, the military police may be supplemented at the less important road junctions by enlisted men (markers) provided by the unit executing the movement.

Traffic control posts are supplemented by traffic patrols consisting of military police mounted on cars, motorcycles, bicycles, or horses, who patrol the roads.

Military police must be thoroughly acquainted with the roads in the area in which they operate, including their condition and locations of establishments to which they lead. Their duties are to enforce traffic regulations, to assist traffic by giving information and directions, to pass traffic at intersections in accordance with established priorities, and to report promptly any damage to roads or bridges and any other obstruction of traffic. If traffic is interrupted or becomes so congested as to cause undue delay on the sections of roads for which they are responsible, they report at once to the central control agency which gives directions for diverting traffic to some other route until the obstruction or congestion is removed.

In the performance of their duties military police are representatives of the headquarters which controls their area, and are not subject to orders from any lesser authority.

## EXPEDIENTS

■ 471. Traffic in any area will be facilitated if, in accord with civil practice, routes are numbered, route signs are posted, and road maps showing the various routes are provided to each driver of a vehicle, to each traffic policeman, and to all others concerned in use of or regulation of traffic on the roads. It is also desirable that signs be posted to identify localities such as road junctions shown on the maps, as an aid in orientation. To facilitate movement at night with secrecy, use should be made to the extent feasible of phosphorescent or dimly lighted signs at road junctions and at bridge approaches and other points where warning may be needed.

■ 472. Suitable road maps may cover territory extending well within the hostile lines. As the army advances route signs should be posted to accord with the maps. Supplemental sketches or maps showing locations of establishments and routes thereto not shown on the printed maps may be reproduced locally by mimeograph or other available means.

■ 473. It is especially necessary that military vehicles be equipped with adequate brakes and with suitable lights. To facilitate movement at night without accidents and with minimum danger of detection by airplane observers each vehicle should be equipped with a blue tail light, with lights which illuminate spots on the ground underneath the vehicle, or with other devices visible to the driver of the following vehicle but not to an overhead observer. Head or spot lights invisible to an overhead observer must be developed and provided to supplement other means of outlining to the driver the edge of the road ahead. Markers equipped with shielded flashlights may supplement other means of indicating proper direction at road junctions.

■ 474. Thorough training of individual drivers and of organizations is essential if traffic is to move with the greatest possible freedom. In addition to training individual drivers in operation of their vehicles, in observance of the ordinary rules of the road and of special traffic regulations, and in their rela-

tion to traffic police, commanders must impress upon their organizations the fact that when on main roads vehicles must be kept moving; that for halts vehicles or convoys must enter side roads or pull off onto parking spaces or wide shoulders so as to leave the paved road free of obstruction; and that stalled vehicles must be taken in tow at once or pushed clear of the road if towing is impossible. Actual practice must be had in driving, both by individual vehicle and in convoy, on strange roads, with particular stress on driving at night while maintaining secrecy. Such practice should include driving over inadequately marked roads, following a log of the route based on speedometer readings.

■ 475. Establishments such as clearing stations, dumps, distributing, or collecting points, while having ready access to the main roads, should be actually located on side roads so that congestion due to waiting vehicles will not affect traffic on main roads.

■ 476. In general, traffic is facilitated if vehicles engaged in supply and evacuation move individually rather than in convoy. This requires well marked roads and intelligent drivers provided with suitable maps. This system has the advantages of permitting maximum speed by each vehicle, keeping traffic spread out on the road so as to avoid presenting a remunerative target to airplane attack, attracting hostile attention in minimum degree, and enabling vehicles to proceed with minimum delay at route intersections, thus obtaining maximum service from each vehicle.

■ 477. Motor troop movement by individual vehicles dispatched at irregular intervals has the same advantages enumerated above. It has the disadvantages of decreasing degree of control of the commander over his unit while the movement is under way, and of requiring a greater lapse of time from inception to completion of the movement, except when distance to be covered is sufficient for the greater speed to compensate for the increased time length of the column.

■ 478. At night while maintaining secrecy, movement by convoy may be necessary if routes are not adequately marked or if extensive troop movements by convoy are under way.

## CHAPTER 10

### MISCELLANEOUS

	Paragraphs
SECTION I. Burials .....	479-485
II. Salvage .....	486-490
III. Army Postal Service .....	491-494
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V. Exploitation of local resources .....	502-508
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#### SECTION I

#### BURIALS

■ 479. Mortuary matters in the theater of operations are conducted and supervised by the graves registration service of the Quartermaster Corps. In the absence of this service, chaplains usually perform its functions. The primary duties of this service are proper interment of the dead, including enemy dead, and establishment beyond doubt of their identity.

■ 480. Important considerations are recording of information, including decedent's name, serial number, grade, and organization; place, cause, and date of death, date of burial, and location of grave; sanitary protection in battle area; and morale of organization and home population.

■ 481. When necessary, units of the graves registration service are reinforced by labor troops or by civilian or prisoner labor.

■ 482. Locations for cemeteries are designated by division and higher commanders. Isolated interments should be avoided.

■ 483. In event that the graves registration service is capable of providing only general supervision in an area the commander thereof makes necessary arrangements for burials through the chaplain and a detailed burial detachment.

■ 484. Burials in emergencies in which usual supervision cannot be provided conform to prescribed procedure as far as practicable. Delay in burial of the dead is a depressant to morale of combat troops. The commander of the burial detail submits a report through channels to the area commander, who causes proper records to be made and notifies deceased's organization commander.

■ 485. Final and careful searches of battlefields are made to insure burials and registration of graves. Reports are rendered on burial of enemy dead in conformity with the rules of land warfare. Documents found on enemy dead will be examined by the proper intelligence section before final disposition.

## SECTION II

### SALVAGE

■ 486. The prompt salvage of equipment which has been abandoned on the battlefield and in bivouac areas, exploitation of captured supplies, and utilization of waste materials are important measures for conservation of military resources. FM 30-15 prescribes procedure to be followed in examination of captured matériel.

■ 487. In divisions and higher units salvage operations are supervised by a salvage officer who functions under the unit quartermaster.

■ 488. The salvage service of the theater of operations consists of units engaged wholly or in part in collection, evacuation, classification, reclamation, and disposition of waste materials, abandoned property, and unserviceable supplies. Installations of the salvage service comprise collecting points, clothing and bath units, laundries, and other reclamation plants and shops. In emergencies combat troops are detailed to assist in collection.

■ 489. Salvage collecting points in locations favorable for transportation by empty vehicles moving to the rear are designated in administrative orders of divisions and larger units. Arms and equipment of the sick and wounded are collected at medical establishments.

■ 490. Salvaged property is sorted at collecting points. Articles which may be utilized for further service are sent to supply points for distribution. Salvaged property not retained for distribution is evacuated, usually through rail-heads, to depots in the communications zone for reclamation or other disposition. Enemy equipment appearing to be an improvement over our equipment is turned over to development agencies in rear of the combat zone.

### SECTION III

#### ARMY POSTAL SERVICE

■ 491. Postal service for troops in the theater of operations is furnished by the Army Postal Service, operated by the Adjutant General's Department.

Mail originating in the zone of the interior for troops in the theater of operations is sorted at postal concentration centers which are established by the Post Office Department near the rear boundary of the theater of operations. Here the mail is sorted and tagged for units and organizations in the theater of operations and is forwarded to base post offices established by the Army Postal Service in the communications zone. At the base post offices mail is further sorted and forwarded to army post offices which handle mail for divisions, corps, armies, and territorial groupings of troops or installations in the communications zone (see fig. 15).

Mail sent from base post offices to the combat zone is routed through the regulating station where the postal regulating section of the station makes arrangements for its dispatch to the proper Army post office. When no communications zone has been established mail is forwarded directly to the regulating station from postal concentration centers in the zone of the interior.

Mail from the theater of operations for the zone of the interior is collected by army post offices and shipped to postal concentration centers by the reverse routing.



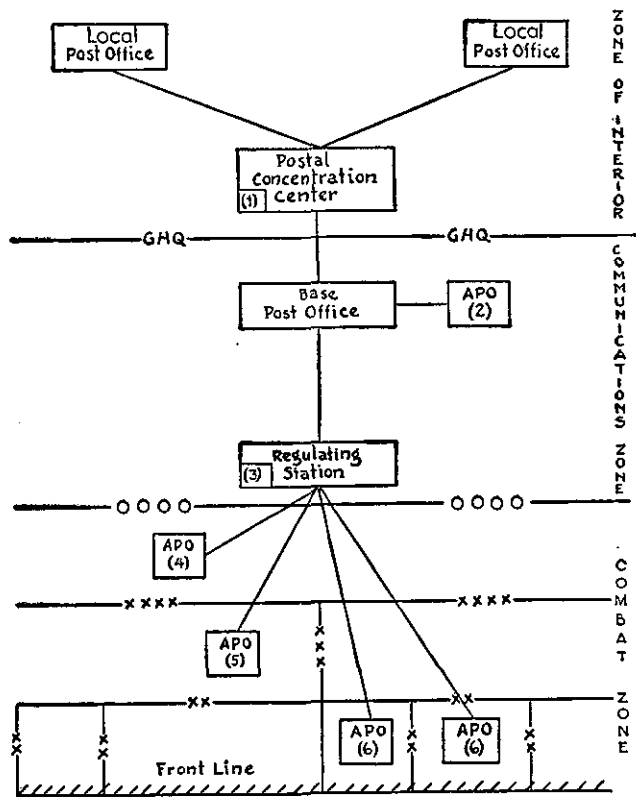


FIGURE 15.—Flow of mail.

## NOTES

(1) Army Postal Service furnishes liaison personnel to inform Post Office Department officials of the location of troops in the theater of operations.

(2) As many as are necessary to serve communications zone troops and installations.

(3) Postal regulating section.

(4) For army troops.

(5) For corps troops.

(6) One per division.

■ 492. The Army Postal Service delivers mail to and collects mail from regiments, separate battalions, and large units. Distribution of mail within a unit is the responsibility of the commander concerned.

Personnel of the Army Postal Service is not ordinarily assigned or attached to units smaller than a division. Commanders of regiments and similar units detail and train postal personnel, and commanders of companies and similar units detail and train mail orderlies to assist in furnishing postal services for their units.

■ 493. When necessary, a motor dispatch service is organized and operated as part of the Army Postal Service to afford rapid and frequent communication between the headquarters of divisions and larger units. An officer courier service is organized and operated for important communication between the War Department, theater, and other principal field headquarters when available signal communication will not suffice.

■ 494. The Army Postal Service will not dispatch, except to the censor of the theater of operations, any correspondence originating in the theater which has not been imprinted properly with a censorship stamp and countersigned by an officer.

#### SECTION IV

#### CENSORSHIP

■ 495. Censorship is the official inspection and control of all private communications, photographs, motion pictures, press dispatches, publications, and radio broadcasts. It is imposed in order to prevent information of military or economic value from reaching the enemy, to insure that only approved accounts of military activities are published or broadcast, and to maintain friendly relations with allied and neutral nations.

■ 496. The theater commander issues regulations covering censorship of all communications originating within his command, including those of civilians accredited to the field forces. Where military government or martial law is in effect, all civilian communications and publications are also

subject to censorship regulations published by the theater commander. In any portion of the theater not under control of military authorities, exercise of such censorship measures as may be covered by law is carried out by civilian officials. In such case close cooperation is essential between the latter and military intelligence officials.

■ 497. Military censorship regulations govern—

a. Private communications dispatched from the theater by mail, air, or electrical means, including press dispatches and articles for publication.

b. Private use of channels of communication.

c. Private ownership of radio-sending apparatus.

d. Pictures, still or motion, taken by other than military personnel.

e. Newspapers published within the theater.

■ 498. In the exercise of censorship objectionable matter may be suppressed, deleted, returned to the sender, or delayed, as may be appropriate.

■ 499. Prompt seizure by the leading troops of all civilian means of signal communication in the combat zone pending establishment of normal censorship methods is of great importance.

■ 500. Military censorship channels follow those of command. Each company or detachment commander, either personally or by delegation of authority to a subordinate commissioned officer, is responsible that all personal mail originating in his command is censored in accordance with existing instructions. The envelope or cover will be signed by the company censor and forwarded to the regimental or station censor. Upon recognition of the signature of the company censor the regimental censor affixes a numbered censorship stamp which has been issued to him by the theater censor.

The Army Postal Service will forward to the addressee only such mail as has been stamped with the authorized censor's stamp. All other communications will be forwarded to the theater censor for action.

■ 501. The theater censor makes recommendations to the theater commander as to the publication of censorship regulations. His office is responsible for general supervision over the theater censorship and for censoring of press dispatches, radio broadcasts, articles and pictures for publication, and all outgoing mail not stamped by a regimental censor.

## SECTION V

### EXPLOITATION OF LOCAL RESOURCES

■ 502. Local resources in a theater of operations are fully utilized, particularly when the theater of operations is overseas or in a location deficient in routes of communication. In using local resources due consideration is given to needs of the local population.

Local resources particularly to be exploited are shelter, utilities, transportation, means of signal communication, supplies, and services. Supplies most desirable for local procurement are those involving much tonnage, such as food, forage, fuel, gasoline, lubricants, and engineer construction material.

■ 503. Material resources may be exploited by purchase, requisition, contributions, billeting, or confiscation. Requisitions are demands made on the inhabitants which differ from purchases in that the buyer fixes the price and the owner has no option in the transaction. Contributions are demands for money. Billeting may include furnishing subsistence as well as quarters.

■ 504. Procedure for utilization of local resources in the theater of operations is prescribed by the theater commander, in conformity with law, rules of land warfare, and regulations of higher authority. Unauthorized seizure of property is punished as looting.

■ 505. When the theater of operations is in our own or friendly territory, supplies are obtained by purchase unless legal authority for requisitioning or billeting is established. When the theater of operations is in hostile territory, supplies are usually obtained by purchase or requisition.

■ 506. Under the rules of land warfare practically everything may be requisitioned. Requisitions are in proportion to the resources of the country, but of such nature as not to involve the inhabitants in the obligation of taking part in military operations against their own country. Property requisitioned is either paid for in cash or restored with suitable indemnification. Better results are obtained by payment at time of delivery. If this is not done, receipts are given subject to later redemption.

■ 507. Requisitioning of supplies is either direct from individuals by specially detailed foraging parties or by systematic collection. Foraging is usually resorted to only for supply of advanced troops or small parties. Best results are usually obtained through requisitions on local civil officials by supply services of large units.

■ 508. Under some conditions it may be advisable to organize a central purchasing agency under the communications zone commander to supervise and coordinate purchase and requisition of supplies in the theater of operations. Actual purchases are made by purchasing officers of the several services rather than by this agency. However, the central purchasing agency is delegated authority to issue policies and regulations governing purchases by the supply services.

## SECTION VI

### QUARTERING

#### GENERAL

■ 509. Quartersing is the provision and administration of shelter for personnel, headquarters, establishments, and supplies.

■ 510. Quartersing arrangements in friendly territory conform to law and established custom; in foreign territory they are governed by the rules of land warfare.

■ 511. When troops rest on the ground with no overhead cover or under shelter tents or improvised shelter they are in bivouac. Although bivouacking facilitates tactical control and

readiness for action, it is undesirable for reasons of comfort, rest, and protection from the weather. .

■ 512. When troops are sheltered by heavy tentage they are in camp. When quartered in temporary structures especially constructed for military purposes they are in cantonment. Camps and cantonments are more suitable for use in the communications zone than in the combat zone. Portability of tentage makes tent camps advantageous for temporary shelter. Cantonments are more economical for prolonged occupancy.

■ 513. Troops are in billets when they occupy private or public buildings. In the United States and its oversea territories billeting in private dwellings is limited by the Third Amendment to the Constitution. In hostile territory billeting is resorted to when desirable. In the territory of an ally local laws and customs govern billeting.

Billets afford protection against inclement weather and screen troops from air observation. Moreover, they provide immediately available shelter and facilitate proper care of men, animals, and equipment.

■ 514. Types of shelter provided and locations of quartering areas are governed as far as the tactical situation permits by considerations of security, administration, sanitation, existence of facilities, and comfort of the troops. For tactical considerations see FM 100-5.

Requisites of favorable quartering areas include adequate routes of communication to and within the area; protection against the elements; availability of an adequate supply of water, wood, and forage; good natural drainage; firm and dry soil; and freedom from sources of disease.

■ 515. New construction for quartering purposes in a theater of operations is usually confined to the communications zone.

#### PROCEDURE

■ 516. When a command moves into an organized quartering or training area of the communications zone, or exceptionally of the combat zone, quartering arrangements are made through the commander having territorial jurisdiction.

over the area. If the area into which a military force moves is in the combat zone and under sole jurisdiction of the commander of this military force, quartering arrangements are made direct with the inhabitants.

■ 517. Advance preparations for quartering a command are usually made by a detailed quartering party which may consist of a staff officer who is the chief quartering officer, a medical officer, necessary assistants, and representatives of subordinate units. This party makes necessary arrangements subject to approval of the commander and of the proper authority in the area. It selects the area unless this has already been done, apportions areas and allots available facilities to the several major units, and reserves facilities for administration of the whole command such as headquarters, medical installations, and supply establishments.

■ 518. Initial allotment of quartering areas having been made, the senior commander of the area assumes responsibility for reallocation of his area to subordinate units, its local security, counterespionage measures, control of the inhabitants, its sanitation, further allocation and use of the various local resources and utilities, establishment of signal communication within the area, and other arrangements necessary for prompt quartering of the troops, their safety, and their administration.

■ 519. When areas in rear of the zone of active operations are successively occupied by different units, a permanent organization for administration of the several areas usually is established. Permanent area and subarea commanders are appointed and are furnished with necessary assistants. They prepare standing orders governing administration of their areas under direction of the commander of the communications zone. Commanders of units occupying the areas are subject to the standing orders of the areas.

## SECTION VII

### PROPERTY ACCOUNTABILITY

■ 520. When an organization assigned to the theater of operations reaches its first quartering area in the theater, each

officer of the organization who is accountable for property at once submits his stock record account and supporting vouchers to an officer designated by the theater commander for final audit. No formal accounting for property is required during the time the organization remains in the theater of operations. An organization passing permanently out of the theater of operations is required to reestablish a property accounting record of property in its possession. This new account will be based on the certified inventory of a disinterested officer.

■ 521. Based on the policies announced by the War Department, the commander of the theater of operations establishes a system for the accounting of property issued by supply establishments of the communications zone, or which is transferred from one service to another within the communications zone. The system of accountability will be as simple as is consistent with keeping a record of stocks on hand, prompt delivery of supplies, and reasonable provision for protection against loss or theft.

■ 522. In the combat zone no formal accounting for supplies is required. When supplies are issued to troops or are transferred from one service to another the receiving officer receipts for the supplies with a notation showing the organization or the work for which the supplies are required. No further formal accounting for supplies is necessary from the receiving officer. The same care is taken of all equipment, supplies, and material, and the same economy in their use is observed as in cases where a formal accounting is required. All commanders are charged with insuring that neither men nor organizations of their commands waste or misuse supplies, material, and equipment furnished to them, or accumulate an unauthorized surplus thereof. Organizations or individuals demanding much in excess of the average amounts required by other like units under similar conditions are investigated and appropriate action taken.



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