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DEPARTMENT OF THE ARMY FIELD MANUAL

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FIELD SERVICE REGULATIONS ADMINISTRATION

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FIELD MANUAL

FIELD SERVICE REGULATIONS ADMINISTRATION

FM 100-10

CHANGE No. 1

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., 5 November 1963

FM 100-10, 9 July 1963, is changed as follows:

1.1. Purpose and Scope

d. (Superseded) Recommendations for changes should be forwarded to the Commanding Officer, United States Army Combat Developments Command Combat Service Support Group, Fort Lee, Va., 23801.

By Order of the Secretary of the Army:

EARLE G. WHEELER,
General, United States Army,
Chief of Staff.

Official:

J. C. LAMBERT,
Major General, United States Army,
The Adjutant General.

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Army Hosp (2)
MAAG (2)
Mil Msn (2)
Units organized under following
TOE:
17-22 (2)

NG: State AG (3); units—same as active Army, except allowance is one copy to each unit.

USAR: Units—same as active Army.

For explanation of abbreviations used, see AR 320-50.

FIELD MANUAL }
No. 100-10 }

HEADQUARTERS,
DEPARTMENT OF THE ARMY
WASHINGTON 25, D.C., 9 July 1963

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PART ONE GENERAL

CHAPTER 1 INTRODUCTION

1.1. Purpose and Scope

a. Military activity may be divided into two major interdependent fields; combat activities and administrative support activities. Combat activities are covered in *Field Service Regulations, Operations*, FM 100-5. This manual, deals with administrative support activities.

b. Administrative support is the assistance given to troops in the areas of logistic, personnel, and civil affairs support. Such assistance includes appropriate staff planning, personnel management, interior management of units, supply support, service support, and civil affairs activities.

c. This text prescribes the doctrine and principles for the conduct of administrative support for the army in the field. It contains fundamentals of army administration for corps, field army, army group, and theater army logistical commands (TALOG); contains general coverage of the theater army replacement system (TARS) and theater army civil affairs command (TACAC); and makes general reference to related administration in divisions and at higher levels of theaters of operations.

d. Recommendations for changes should be forwarded to the Commanding Officer, United States Army Combined Arms Combat Developments Agency, Fort Leavenworth, Kans.

1.2. References

The text should be used in conjunction with FM 54-1, *The Logistical Command*; FM 100-5, *Field Service Regulations, Operations*; FM 100-15, *Field Service Regulations, Larger Units*; FM 101-5, *Staff Officer Field Manual, Staff Organization and Procedure*; and FM 101-10, *Staff Officer Field Manual, Organiza-*

tion, Technical, and Logistical Data. In addition, joint doctrine promulgated in JCS Pub. 2, *Unified Action Armed Forces (UNAAF)*, and JCS Pub. 3, *Joint Logistics and Personnel Policy and Guidance*, must be consulted when applying material herein in joint operations.

1.3. Operational Environments

Conflicts in which U.S. forces may be employed involve a wide variety of situations and conditions. Cold war situations and limited war can develop in any strategically significant area, and general war remains a constant threat. Nuclear weapons may or may not be employed. Terrain, climate, weather, and social and economic conditions differ greatly among the possible areas of conflict. The administrative support system must be capable of supporting combat operations regardless of the operational environment encountered.

1.4. Impact of Nuclear, Chemical and Biological Operations

a. The advent of nuclear weapons and the possibility of chemical and biological operations require emphasis on the protection of facilities and installations, and on flexibility and mobility in the administrative support system. Large administrative support installations are profitable targets for nuclear attack. The concentration of personnel to operate such installations also invites chemical or biological attack. Proper planning and execution will minimize the effects of such attacks. In order to provide continuous and effective support, administrative support organizations and systems must be flexible. Flexibility depends upon adequate communication and transportation and upon adequate numbers of properly located and dis-

persed installations. Plans must include provisions for the use of alternate means of administrative support. Emphasis must be placed upon maintaining the flow of supplies rather than upon a buildup of stocks. Essential stocks, however, may be prepositioned near points of anticipated consumption to permit continued operations when lines of communication are disrupted.

b. There must be alternate channels for each type of support. Plans must provide for re-establishing the original channel, when interrupted, or for rapidly diverting support into alternate channels. Support means of any one type should not be concentrated, but should be as widely dispersed as the mission permits, both in location and during movement.

c. Plans for the use of an area for an administrative support installation should include an analysis of the vulnerability of the area. Camouflage and authorized dummy positions should be used to reduce the probability of nuclear attack on actual installations. The effects of such attacks can be reduced by properly arranging material being stored; attaining maximum dispersion consistent with control; taking advantage of terrain features; using such protection as barricades, revetments, and underground shelters; and by adequate area damage control planning and operations.

d. Facilities are dispersed and duplicated to the degree required by enemy capabilities and permitted by the mission. The following factors must be considered:

- (1) The yield and number of nuclear, chemical, and biological weapons the enemy is capable of delivering.
- (2) The nature of the terrain, to include manmade facilities (mines, caves, tunnels, etc.).
- (3) The number and type of service units available, the transportation net, and the availability of local civilian labor.
- (4) The reduced efficiency and increased vulnerability to sabotage and pilferage resulting from dispersed administrative support operations.
- (5) The calculated risk the command can accept.
- (6) The disposition of other troops in the area.

- (7) The tactical situation of the supported force.
- (8) The degree of protection provided by engineer or troop effort.
- (9) Mutual support between military facilities and the civilian population and agencies.
- (10) Signal communication capabilities.

e. The employment of nuclear, chemical and biological weapons by the enemy affects each administrative support function; for example,

- (1) *Supply.* Reducing the vulnerability of supply operations requires dispersion, protective packaging, cover, and the use of mobile supply points. Supplies exposed to contamination must be monitored prior to use or issue. Class I supplies and water sources suspected of CBR contamination demand special attention.
- (2) *Maintenance.* There is an increase in requirements for covered shop space. More time is needed to repair equipment when the equipment is contaminated. Units are responsible for monitoring and decontaminating equipment turned in for maintenance. The receiving unit also checks the equipment for contamination.
- (3) *Medical.* There may be a sharp increase in the number of persons needing medical care, generating a great disparity between medical resources and workload. In such circumstances, the medical service will require assistance in decontamination of patients and facilities. Decontamination of patients should be performed under medical supervision (pars. 13.16 and 13.17).
- (4) *Construction.* Collective protection features are needed in key headquarters, communication facilities, and administrative support installations. Rehabilitation of damaged facilities which are also contaminated is more difficult and time consuming than when there is no contamination. It is normally not undertaken unless the area affected is of vital importance and the damaged facilities cannot be established elsewhere with less effort.

- (5) *Transportation.* Alternate supply routes take on increased importance. Strict traffic control measures are necessary to prevent use of contaminated routes. Detours and rerouting reduce the capability of transportation units. Ports and, to a lesser degree, beaches are vulnerable to contamination by chemical and biological agents.
- (6) *Labor.* Civilian and prisoner of war labor is less effective in contaminated areas. Requirements are increased accordingly for military personnel to perform labor tasks involved in decontamination.
- (7) *Decontamination.* Decontamination of vast quantities of supplies and equipment, large areas, and extensive in-

stallations is not feasible from a logistical standpoint. Decontamination through weathering and radiological decay is more practicable under such circumstances.

- (8) *Discipline, law and order.* Nuclear, chemical, and biological weapons employment will increase problems of traffic control, circulation control of individuals, evacuation of prisoners of war, and the security of critical installations and materiel. Contamination of areas, facilities, and traffic routes, with the resulting confusion and loss of control, will impose heavy demands for sealing off stricken areas, security of critical supplies, and the collection of individuals for return to their units.

CHAPTER 2

TERRITORIAL ORGANIZATION

Section I. GENERAL

2.1. Theater (Area) of War

The theater of war is that area of land, sea, and air which is, or may become, involved directly in the operations of war. It is subdivided in accordance with the nature of the operations planned or in being.

2.2. Theater (Area) of Operations

a. A theater of operations is that portion of

a theater of war necessary for military operations, either offensive or defensive, pursuant to an assigned mission, and for the administration incident to such military operations. With the advice of the Joint Chiefs of Staff, the President, through the Secretary of Defense, establishes the geographical limits of the theater of operations.

b. A theater of operations normally is

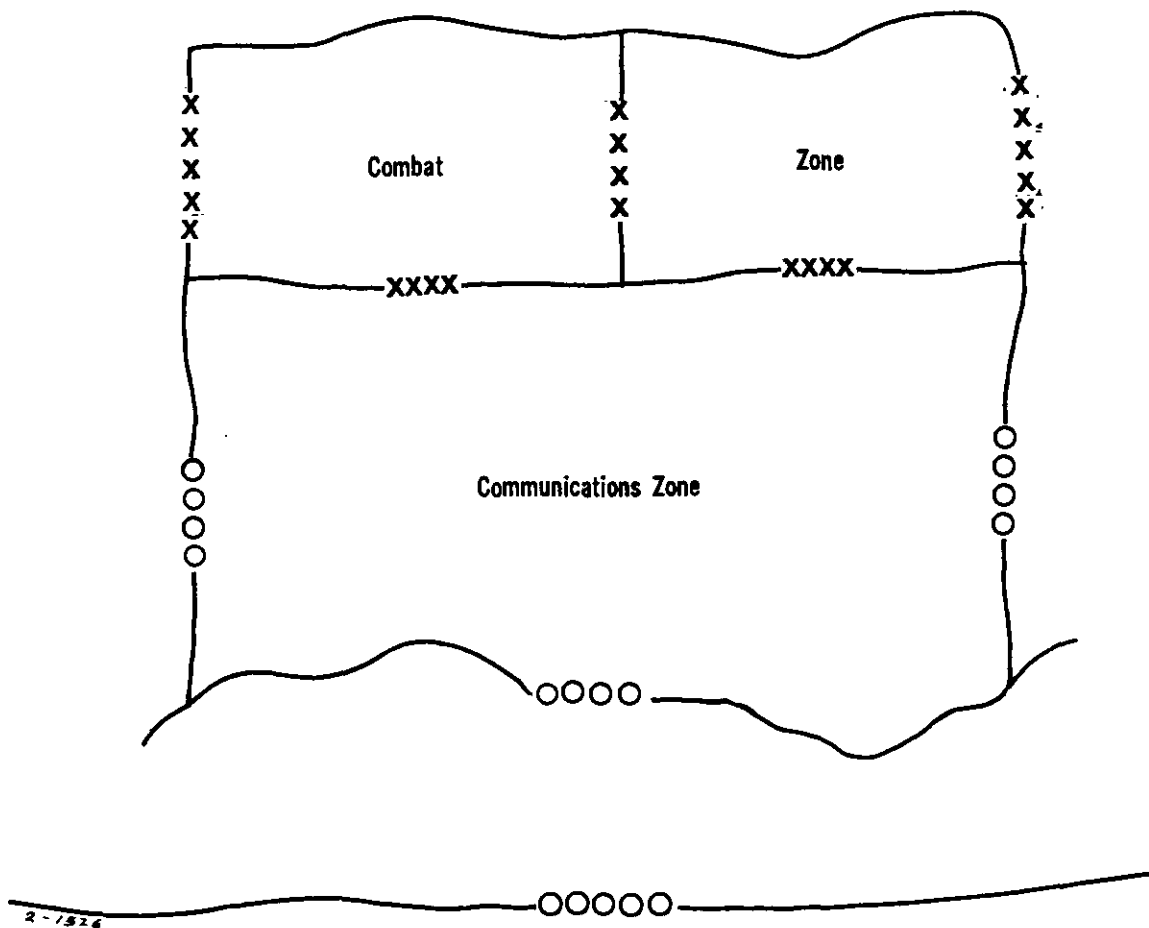


Figure 1. U. S. portion of a theater of operations (schematic) on a large land mass.

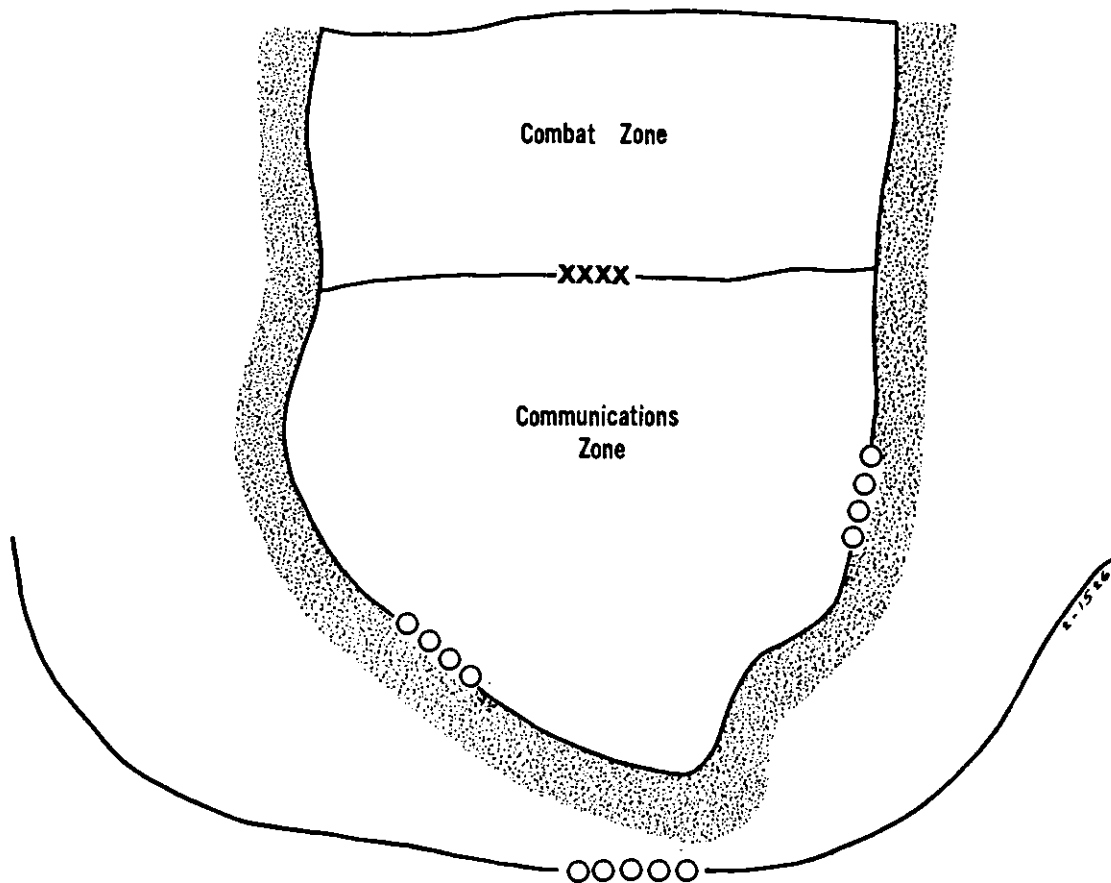


Figure 2. Theater of operations (schematic) on a small land mass (peninsular).

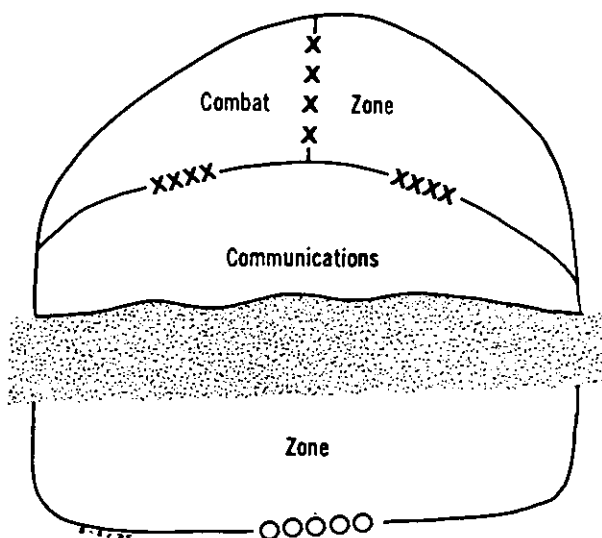


Figure 3. Theater of operations (schematic) with the communications zone interrupted by a large expanse of water.

divided into a combat zone and a communications zone. The combat zone contains the land and sea areas, and air space required for ground combat operations and their immediate administration. The communications zone contains the area and air space required for administration of the theater as a whole. Initially, a theater of operations may consist of the combat zone only, with support provided directly from the zone of interior.

c. A theater of operations is organized administratively to meet the needs of the forces assigned to the theater. Initial organization is normally prescribed in general plans for the theater. Subsequent organization is a responsibility of the theater commander and is based on theater requirements and experience.

d. Territorial organization of a theater of operations varies with the type of theater, the

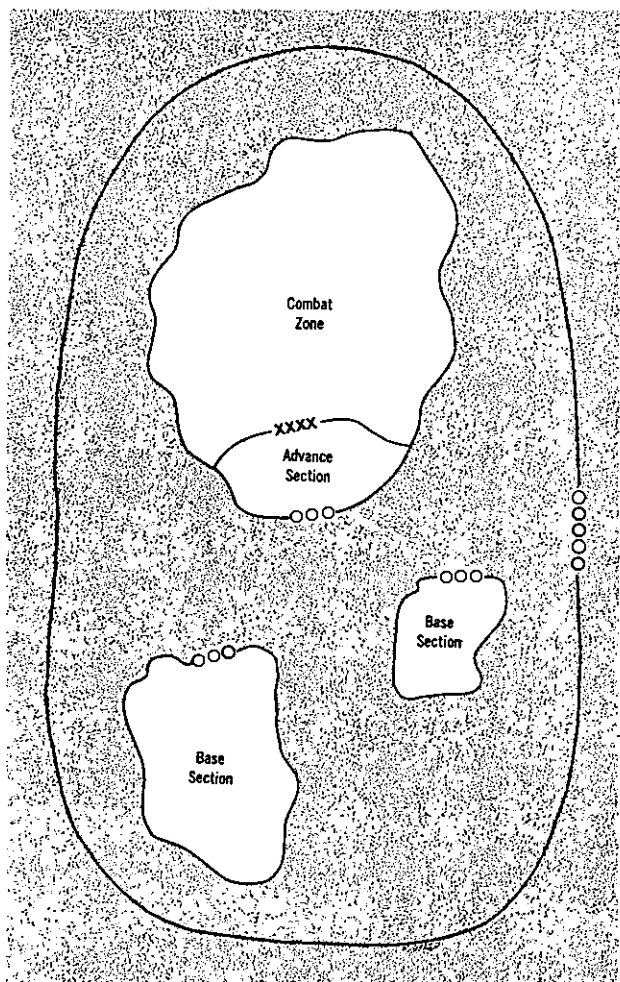


Figure 4. Theater of operations (schematic), island campaign.

Section II. COMMUNICATIONS AND COMBAT ZONES

2.5. Communications Zone (AR 320-5)

a. The communications zone (COMMZ) comprises the area from the rear boundary of the combat zone to a line forward of or contiguous to the rear boundary of the theater of operations (fig. 1-4). COMMZ includes the area for operation and defense of the supply, evacuation, transportation, and other administrative agencies required to support the combat zone.

b. The communications zone is divided only when required. Normal subdivisions consist of one or more advance sections, base sections and area commands. Organization of the communications zone is keyed to the plan of operations

type of forces in the theater, and the nature of operations planned. Examples of various types of theaters of operations are illustrated schematically in figures 1 through 4.

e. Warfare in an ocean area may prevent the segregation of combat and administrative operations that is achieved in a continental theater of operations. Administrative establishments serving the ocean area may be dispersed throughout the theater.

2.3. Zone of Interior

The zone of interior is that part of the national territory not included in a theater of operations. (The zone of interior may be, or become, a part of the theater of war.)

2.4. Area Command

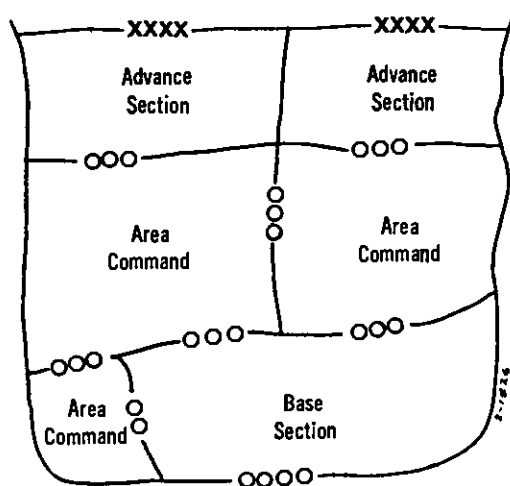
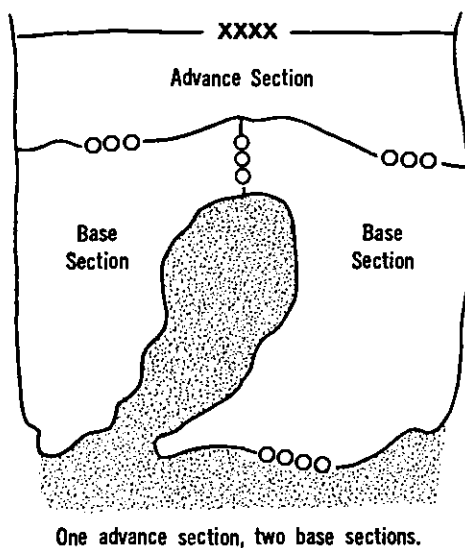
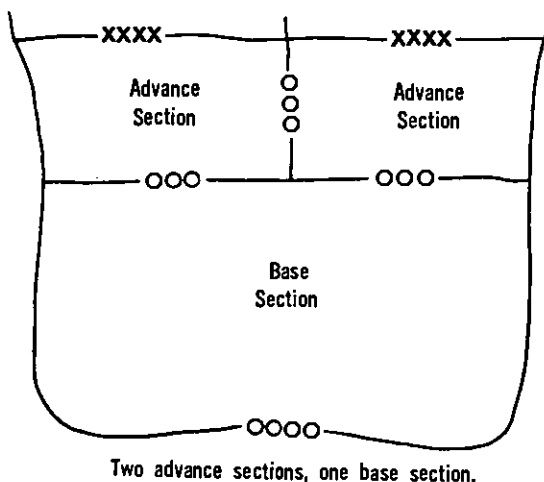
a. An area command is a command composed of organized elements of one or more of the armed services, designated to operate in a specific geographical area, and under a single commander, e.g., commander of a unified command, area commander.

b. The area commands established as subdivisions of theater army logistical command, base logistical commands and advance logistical commands are discussed in paragraph 2.5 and in chapter 8.

and is based on conditions in the theater. The organization thus varies from theater to theater. Examples of a divided communications zone are shown schematically in figure 5.

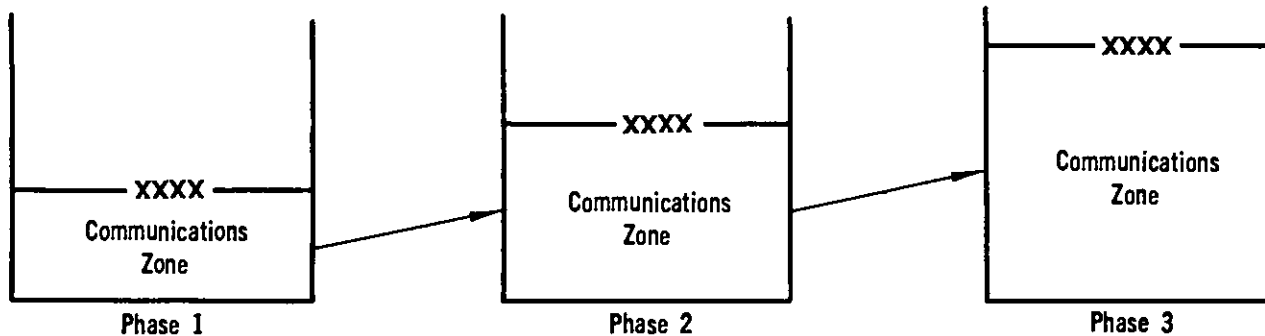
c. A possible communications zone organization includes: an advance section contiguous to the rear boundary of each U.S. Field Army or each allied army authorized support from U.S. Army sources; a base section or sections as required; and area commands as required. The number of base sections established depends on geographical considerations, the size of the supported force, and location of existing facilities.

d. The situation and plans for future operations determine the type of communications

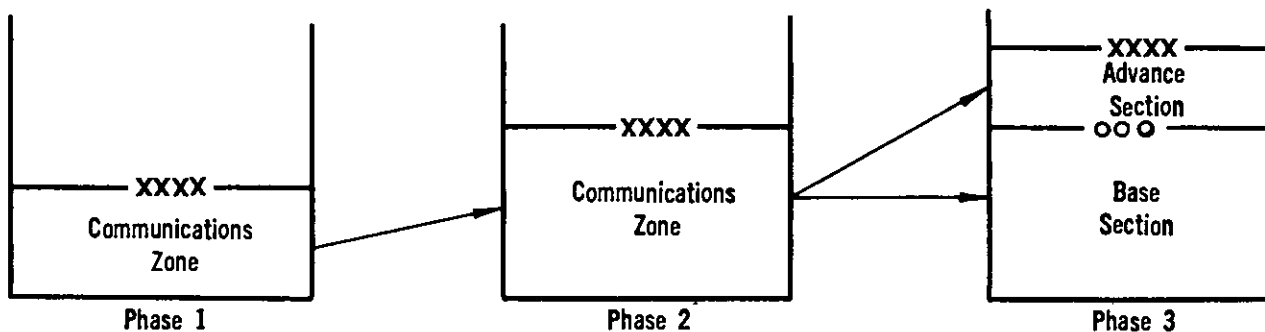


Two advance sections, two area commands subordinate to theater army logistical command, one base section, and an area command subordinate to a section.

Figure 5. Examples (schematic) of a communications zone.



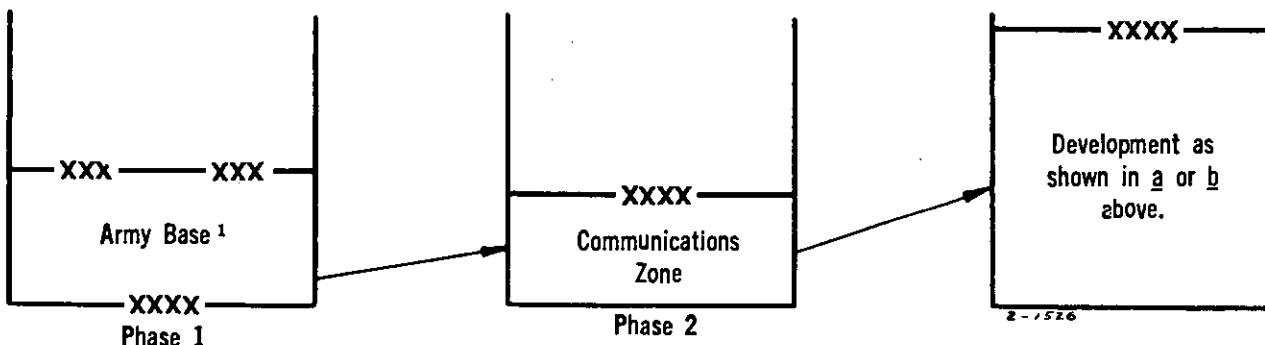
a. Development of an undivided communications zone.



b. Development of a divided communications zone.

This division can be accomplished in several ways.

- (1) The original logistical command remains the TALOG.
- (2) The original logistical command becomes the ADLOG.
- (3) The original logistical command becomes the BALOG.



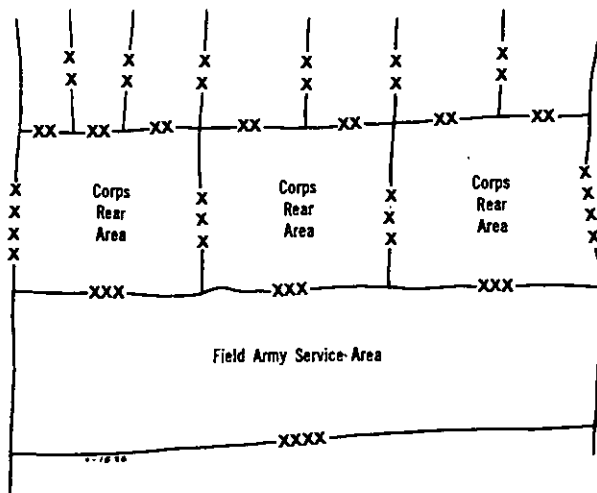
c. Establishment of a field army base with subsequent phasing to and development of communications zone.

¹ Territorial responsibility normally assigned to the army base commander. In certain instances, territory occupied by the bulk of the field army service units may be retained directly under field army headquarters.

Figure 6. Establishment and development of a communications zone.

zone to be developed and the way in which the development will proceed. Possible developments (fig. 6) are as follows:

- (1) Creation of an undivided communications zone with no intent for subsequent division.
- (2) Creation of an undivided communications zone with plans for subsequent division. Normally, the logistical command that established the communications zone remains as the theater army logistical command (TALOG) in the divided COMMZ. Other logistical commands are phased in to establish base logistical commands (BALOG) and advance logistical commands (ADLOG) as required.
- (3) Establishment initially of an army



NOTE: Army rear boundary (XXXX) normally is also the rear boundary of army group (XXXXX). However, an army group rear area may be established to the rear of the field army service area.

Figure 7. Example (schematic) of territorial organization of the combat zone.

base, and later changing the base to the communications zone or a section thereof.

- (4) Variations and modifications of the above.

2.6. Combat Zone

a. The combat zone is that part of a theater of operations that combat troops require for the conduct of operations. It also includes the area necessary for the immediate administration of such forces. Depth of the combat zone depends on the forces involved, the nature of planned operations, the character of the lines of communication, the terrain, and enemy capabilities. The combat zone is normally divided into field army, corps, and division areas (fig. 7). Each area is under control of the commander of the organization to which it pertains.

b. The area between the corps rear boundaries and the field army rear boundary is the field army service area. The territory between the division rear boundaries and the corps rear boundary is the corps rear area. The area between the division rear boundary and its major combat unit areas is the division rear area. The area occupied by the division support command is the division support area. In each case, the territory is under control of the commander. However, administrative installations and service troops of adjacent units and higher commands may be located in the area upon coordination with the commander thereof.

c. Rear boundaries of armies, corps, and divisions are established as far forward as practicable, to minimize combat commander's territorial responsibilities (par. 9.6b).

CHAPTER 3

COMMAND ORGANIZATION

Section I. THEATER (U.S.) AND THEATER COMPONENTS

3.1. Theater Commander (U.S. Forces)

a. With the advice of the Joint Chiefs of Staff, the President, through the Secretary of Defense, establishes unified or specified commands and determines the force structure of such commands. Commanders of unified and specified commands are responsible to the President through the Secretary of Defense for the accomplishment of their assigned military missions. Orders are issued to these commanders by the President or the Secretary of Defense through the Joint Chiefs of Staff, or by the Joint Chiefs of Staff by authority and direction of the Secretary of Defense. Commanders of unified and specified command exercise operational command over forces assigned. Figure 8 shows the U.S. organization for unified operations and joint actions.

b. The U.S. theater of operations used in this manual is a unified command established on an area basis (JCS Pub 2, UNAAF). The unified command is organized according to the manner in which the commander decides to fulfill the mission, and according to the characteristics and service identity of the forces assigned to his command.

c. The commander of a U.S. theater of operations has a joint staff with appropriate representation from each service having component forces under his command. The commander may organize his staff into a joint staff group or into a general and special staff group. As an alternative, he may choose to have the special staff functions performed by branches of the divisions of the joint staff or by additional joint staff divisions. In either instance, the special staff type functions are held to a minimum to avoid duplication of corresponding functions within each service component headquarters.

d. The commander of a unified command (such as a theater commander) exercises operational command of assigned forces (JCS Pub 2, UNAAF)—

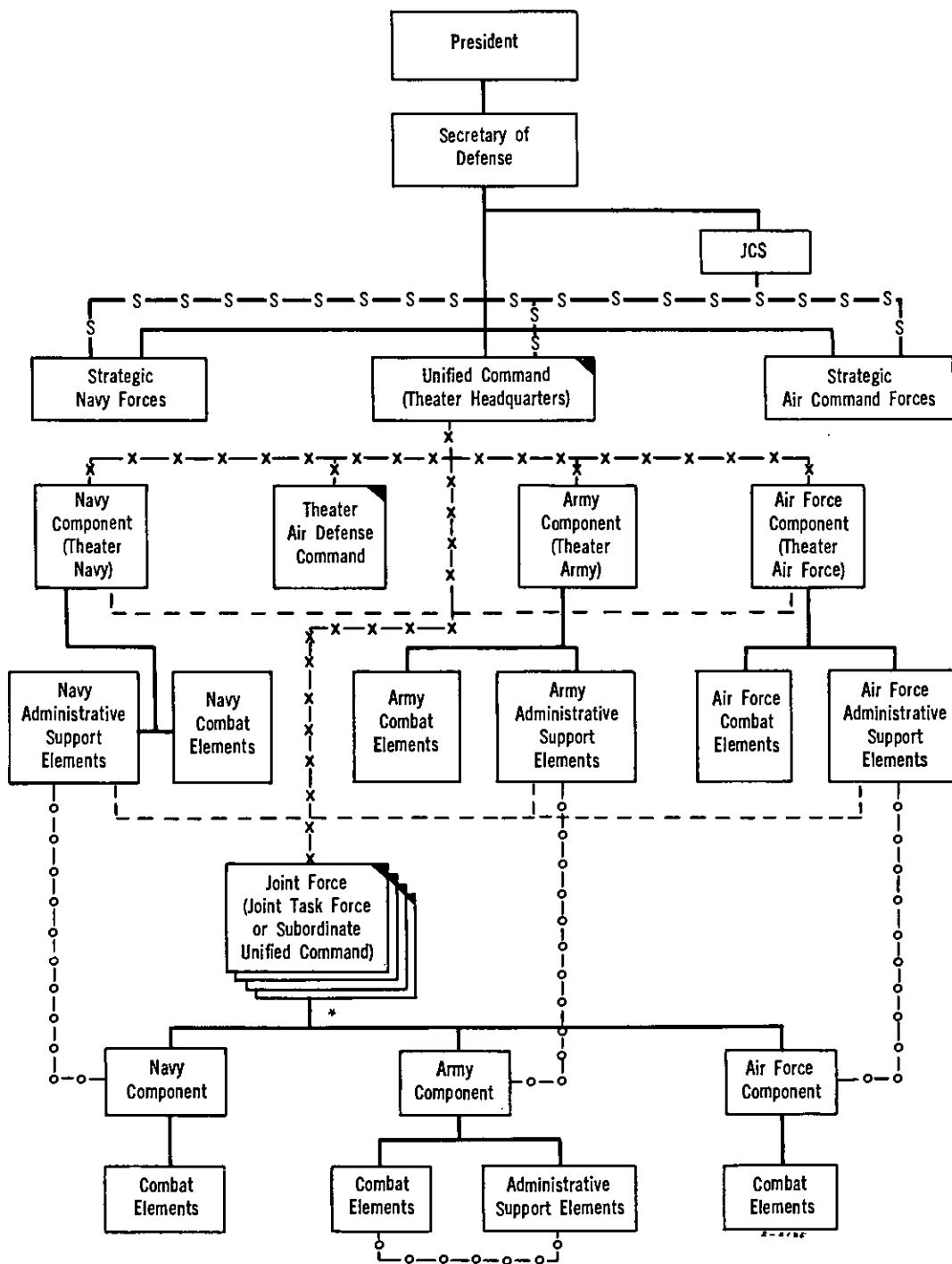
- (1) Through the service component commanders (such as theater army commander).
- (2) By establishing a subordinate unified command (when authorized).
- (3) By establishing a uniservice force reporting direct to the commander of the unified command.
- (4) By establishing a joint task force.
- (5) By attaching elements of one force to another force.

e. Service forces within a theater are usually organized unilaterally; thus, each component force (Army, Navy, or Air Force) has its own organization for providing administrative support. Exceptions occur when support is otherwise provided for by agreement or assignments involving common, joint, or cross servicing at force, theater, department, or Department of Defense level.

3.2. General

a. A component command consists of the component commander and the individuals, organizations and installations under his military command which are assigned to the operational command of the unified command commander. Other individuals, organizations, and installations may operate directly under the component commander in his service role, and contribute to the mission of the unified command commander as appropriate.

b. Each component commander is responsible for making recommendations to the theater commander (unified command commander) on the proper employment of his component, and for accomplishing such missions as the com-

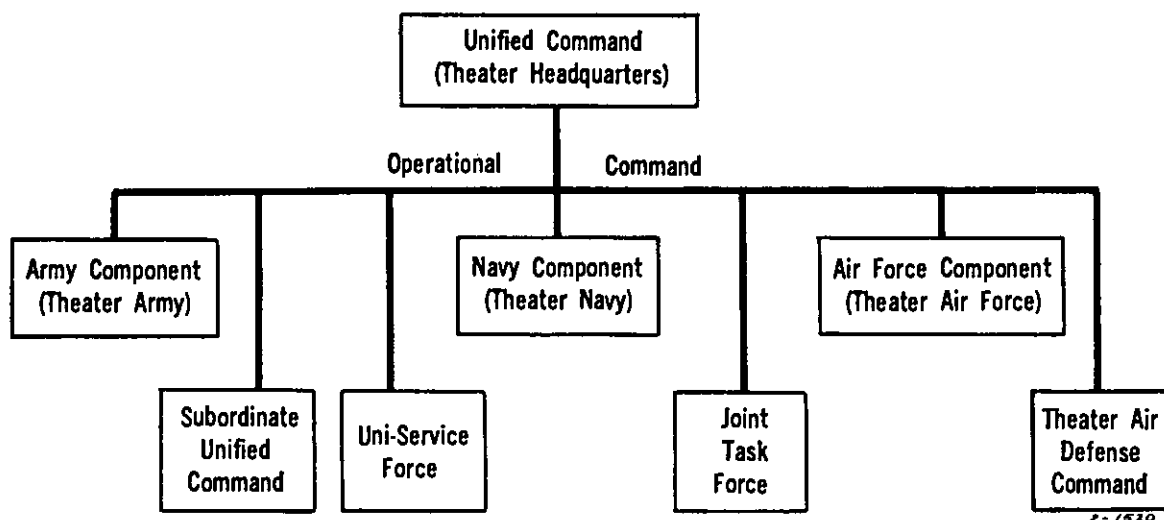


LEGEND

- Joint. Joint.
- Command.
- x — Operational direction.
- S — Strategic and Operational command.
- - - Direct coordination and cross-service support.
- o — Administrative support.

* Operational command if subordinate unified command. Operational control if joint task force.

Figure 8. U. S. organizations for unified operations and joint actions.



NOTE: In addition to the possible command organizations shown, the unified command commander may attach elements of one force to another force.

Figure 9. Organization of a unified command.

mander of the unified command may assign. Each component commander communicates directly with his chief of service (Chief of Staff, U.S. Army for Army component commanders) on uniservice matters relating to administration, personnel, training, logistics, communication, doctrine, combat development, and other matters of uniservice interest. Where intelligence matters are of uniservice interest he will communicate directly with his chief of service.

c. The component commander is responsible within his command for—

- (1) Internal administration and discipline, except where of joint interest or where responsibilities of the unified commander are affected.
- (2) Training in own service doctrines, techniques, and tactics.
- (3) Logistical functions normal to the component, except as otherwise directed by higher authority.
- (4) Tactical employment of the forces of his component.
- (5) Service intelligence matters.

d. Service administrative support systems are operated by the component commanders in accordance with their departmental instruc-

tions, subject to the directive authority of the theater commander. The directive authority of the theater commander is intended to insure effectiveness and economy of operation and to prevent unnecessary duplication of facilities and overlapping of functions among the service components. The theater commander's authority in the area of administration extends to the coordination of—

- (1) Acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel.
- (2) Movement and evacuation of personnel.
- (3) Acquisition or construction, maintenance, operation, and disposition of facilities.
- (4) Acquisition or furnishing of services.

He exercises such coordination as appropriate through the commanders of the service components and the commanders of other subordinate commands.

3.3. Theater Army Commander (Army Component Commander)

a. Certain of the theater army commander's responsibilities as a component commander are set forth in paragraph 3.2b and c. He also is

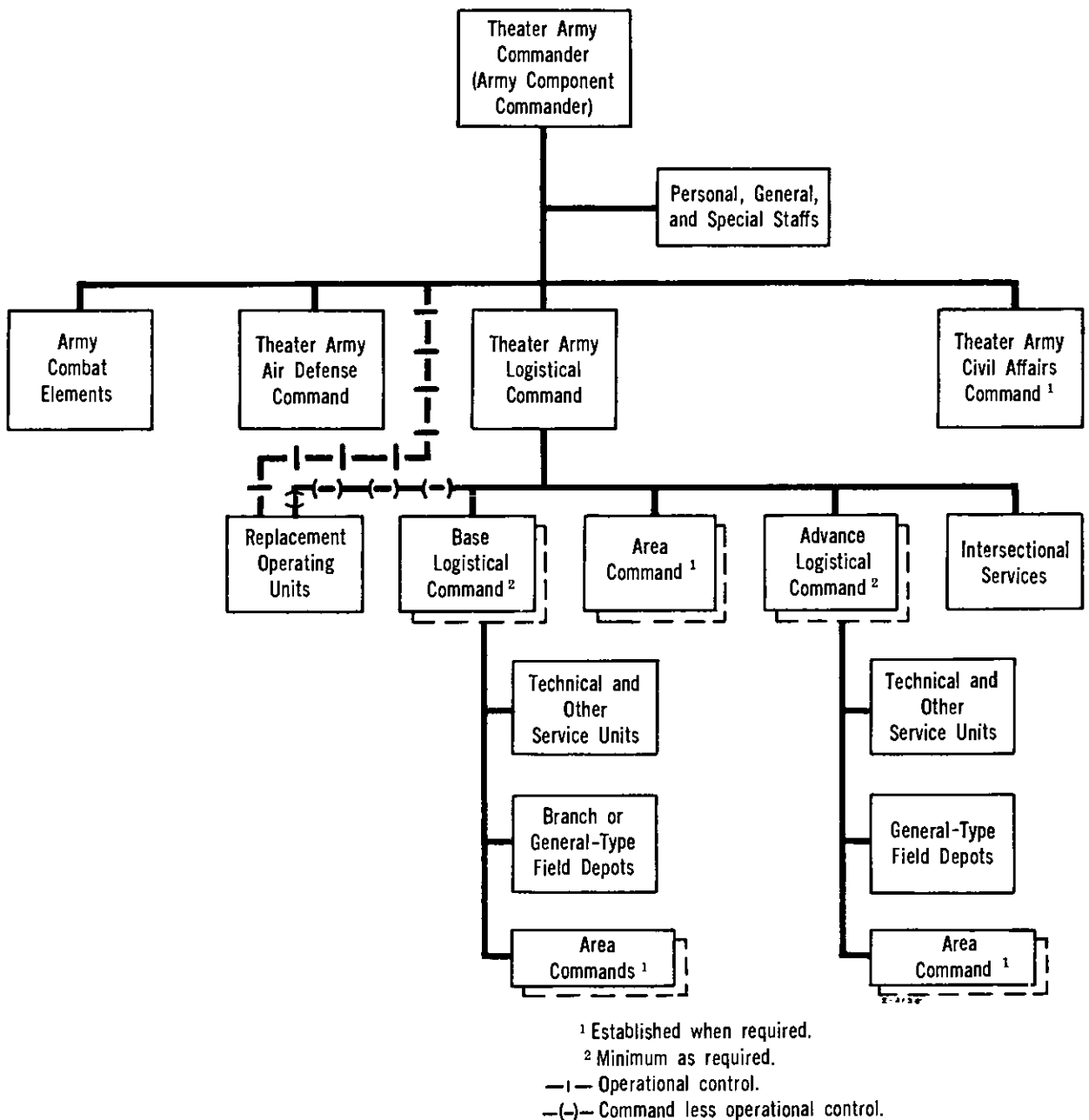


Figure 10. Theater army organization (large theater of operations).

responsible for broad policies pertaining to U.S. Army forces in the theater and for the command of all U.S. Army forces assigned to his command.

b. Theater army is organized to perform strategic, tactical, and administrative operations (fig. 10).

c. The theater army commander normally commands all U.S. Army forces assigned to the

theater except those assigned to a subordinate unified command established by the theater commander, or to a uniservice command reporting directly to the theater commander. The theater army commander exercises command through the commanders of the major subordinate elements of theater army (fig. 10). He is primarily an organizer, supervisor, planner, and coordinator who decentralizes

combat and administrative operations to his subordinate commanders.

d. In a theater organized as a combined command, strategic and tactical direction of U.S. Army groups and field armies may originate at a headquarters other than theater army. In this situation, the U.S. theater army commander may be assigned to direct the combined land force operations, U.S. land force operations, or no combat operations. In the latter case, U.S. theater army becomes primarily an administrative headquarters for the support of U.S. Army forces.

e. The operational mission of U.S. theater army is to implement the broad strategic plans and instructions of higher headquarters. Theater army translates such plans or instructions into combat plans for theater army's normal agencies of execution, i.e., the army group and separate field armies. Such plans are issued to subordinate commanders in the form of broad directives or letters of instruction. They indicate the overall plan of maneuver, the phasing of actions, the forces and supplies available to each command, the support available from theater navy and theater air force, and the specific missions of each subordinate command. Development of detailed tactical plans is left to the commanders of the army group and field armies. Theater army supervises the execution of current operations and conducts long-range strategic planning concurrently.

f. The administrative mission of U.S. theater army is to—

- (1) Organize and operate the necessary services for administrative support of U.S. Army forces in the theater. This entails long-range planning, estimates of personnel and logistical requirements, and efficient use of means. It requires close liaison with collateral and higher headquarters, the theater army logistical command, and other commands directly subordinate to U.S. theater army. The theater army commander normally assigns his territorial responsibility to subordinate commanders.
- (2) Supply common items and common services to Air Force and Navy ele-

ments within the theater as provided for by agreements or assignments.

- (3) Provide logistical support to civilians and other agencies and forces as directed.
- (4) Allocate critical and regulated items of supply.

g. In some future conflicts theaters of operations may be smaller than implied in the foregoing. In such cases, the army component of the theater may consist of a single field army or smaller force. The concepts of organization, mission, and functions outlined above are applicable to the smaller theater, modified if necessary to satisfy the requirements of a particular theater. When a field army or corps is the major army component element of a theater, its normal preoccupation with the combat mission may preclude the assignment of theater army responsibilities. In that case a theater army headquarters of appropriate size is usually established. When the field army or corps headquarters is assigned theater army responsibilities, it receives tactical control directly from theater headquarters.

3.4. Theater Navy Commander

a. Responsibilities of the theater navy commander for theater navy forces generally parallel those of the theater army commander for theater army forces.

b. Navy combat forces with logistical elements formed in a task organization are assigned to the theater from a named fleet. The theater navy commander exercises command through the commander of the Navy combat forces. Navy forces assigned to the theater are tailored for the tasks anticipated.

3.5. Theater Air Force Commander

a. Duties and responsibilities of the theater air force commander for theater air force forces generally parallel those of the theater army commander for theater army forces.

b. Air Force combat forces are allocated to the theater on the basis of the assigned mission. Air Force logistical elements in the theater down to depot level remain under command and control of the Air Force Logistics Command in Continental United States (CONUS) but are immediately responsive to theater air force needs.

c. In addition to theater air force elements, other Air Force elements used for strategic operations may be present in the theater under

the operational direction of the Department of Defense or a specified command.

Section II. HEADQUARTERS AND UNITS IN THE COMMUNICATIONS ZONE

3.6. Theater Army Air Defense Command (FM 44-1)

a. The theater commander is responsible for the air defense of the theater. He organizes a theater air defense (functional) command, whose commander exercises the authority of the theater commander in the *coordination* of air defense forces in the theater. The air defense of the combat zone is the responsibility of the field army commander. Similarly, commanders of independent corps and task forces are responsible for air defense of their forces subject to the theater commander's coordinating procedures.

b. The theater army air defense command is a major subordinate command of theater army. It provides command (less operational direction exercised by the theater air defense command commander) to army air defense means in the communications zone. The theater army air defense command is provided administrative support by theater army. The organization of the theater army air defense command is governed by operational requirements, the numbers and types of troops available, and the organization of the theater air defense command.

3.7. Theater Army Logistical Command (TALOG)

a. Discussion of the organization, employment, and operations of the theater army logistical command is contained in FM 54-1.

b. TALOG is a major subordinate command of theater army, collateral with army groups or field armies, theater army air defense command, and theater army civil affairs command.

c. TALOG provides administrative support to all U.S. Army forces located in the theater, and to such theater navy, theater air force, allied, and other forces as directed. This support normally excludes personnel replacement and civil affairs support (ch. 17 and part four).

d. TALOG headquarters is organized to command, control, and coordinate the administrative support operations performed in accord-

ance with the mission assigned. Three types of logistical command headquarters, with similar organizations but varying in size and capability, are designed to perform the missions of a TALOG or subordinate logistical commands. These are described in FM 54-1.

e. The theater army commander normally has territorial responsibility for both the combat and communications zones. He normally assigns territorial responsibility for the communications zone to the commander, TALOG.

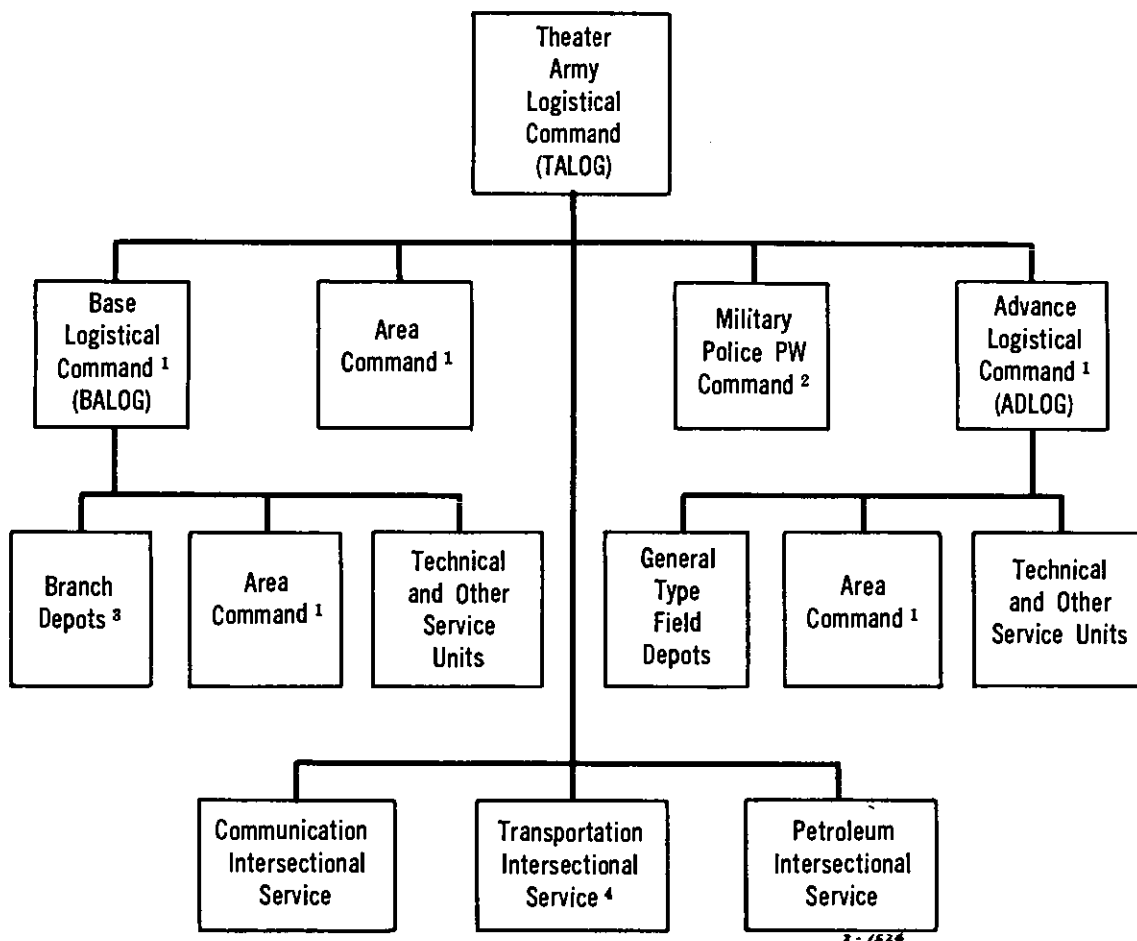
f. The complexity of the operation, the configuration of the communications zone, or other conditions may require that the communications zone be divided territorially into base section(s), advance section(s), and area command(s) (fig. 5). In a divided communications zone, the TALOG commander assigns territorial responsibility to ADLOG commanders, BALOG commanders, and area command commanders (figs. 5 and 11).

g. Principal operating elements of the TALOG include any or all of the following:

- (1) Other logistical commands.
- (2) Intersectional service commands.
- (3) Area commands.
- (4) Branch depots and field depots.
- (5) Technical and other service units.
- (6) Tactical units required for rear area security missions.
- (7) Military police prisoner of war command (ch. 20).

3.8. Advance Logistical Command (ADLOG)

a. The ADLOG provides administrative support to forces in the combat zone, including U.S. Army missile commands in support of allied ground forces. This support normally excludes personnel replacement and civil affairs support (ch. 17 and part Three). In a divided COMMZ, advance logistical commands are provided as required to meet the support requirements of the combat forces. ADLOGs are established normally on the basis of one per supported field army.



¹ As required.

² Assigned to BALOG and to ADLOG in a divided COMMZ (Chap 20).

³ May be general-type field depots under certain conditions.

⁴ Transportation Intersectional Service is a collective term used to refer to those transportation activities normally organized as separate commands (motor transport, railway, inland waterway, and transportation movements).

Figure 11. Organization of a theater army logistical command.

b. ADLOG headquarters is a TOE logistical command headquarters of the appropriate size. It has territorial responsibility for the advance section in which operating.

c. Principal operating elements of the ADLOG are any or all of the following:

- (1) Area commands.
- (2) Field depots.
- (3) Technical and other service units.
- (4) Tactical units required for rear area security missions.
- (5) Military police prisoner of war command (ch. 20).

3.9. Base Logistical Command (BALOG)

a. The BALOG provides direct support to one or more ADLOGs and supports units located in its zone of responsibility. It furnishes materiel and services direct to the field army on request of ADLOG, or as TALOG directs.

b. BALOGs are established as required. Their number is determined by geographical and operational considerations.

c. BALOG headquarters consists of a TOE logistical command headquarters of the appro-

priate size. It has territorial responsibility for the base section in which operating.

d. Principal operating elements of the BALOG are any or all of the following:

- (1) Area commands.
- (2) Branch depots. (Can be general-type field depots.)
- (3) Technical and other service units.
- (4) Tactical units required for rear area security missions.
- (5) Military police prisoner of war command (ch. 20).

3.10. Area Commands

a. Area commands are established in the communications zone as required, as subordinate elements of TALOG, BALOG, and ADLOG. Such commands are usually established to assist in control of territory, or to perform other tasks not directly related to the primary mission of the parent headquarters.

b. Area commands are controlled and administered by suitable headquarters. Area commands in an active theater normally provide only rear area security, area damage control, and local administrative support necessary for conduct of military operations within the area under their control (par. 8.5c).

Section III. HEADQUARTERS AND UNITS IN THE COMBAT ZONE

3.14. Army Group

a. Army groups are employed, when required, as major subordinate elements of the theater army. Such employment is normally necessary only in a large theater of operations where the land force structure comprises two or more field armies. In small theaters, the largest land force element may be a single field army or an independent corps.

b. The army group is organized to direct the strategic and tactical operations of two or more field armies. It functions under the operational direction of the theater army commander or in a combined theater, may function under the operational direction of a superior combined land force headquarters. Tactical direction of a given force thus may emanate from a source other than that of its administrative support.

c. An area command organization is tailored to satisfy operational requirements.

3.11. Intersectional Services

a. Intersectional services are highly centralized activities, such as the communication intersectional service, the transportation intersectional services, and the petroleum intersectional service, which cross section boundaries.

b. The TALOG commander normally retains control and supervision over intersectional service activities.

c. Details concerning the intersectional services are contained in other portions of the manual as follows:

- (1) Communication intersectional service—chapter 6.
- (2) Transportation intersectional service—chapter 12.
- (3) Petroleum intersectional service—chapter 10.

3.12. Theater Army Replacement System (TARS)

See chapter 17.

3.13. Theater Army Civil Affairs Command (TACAC)

See chapter 22.

c. The army group and its subordinate elements are supported by the theater army logistical command, and when established, the theater army replacement system, and the theater army civil affairs command.

d. The army group normally does not operate administrative support installations. It does, however—

- (1) Establish priorities for supplies and credits for its assigned and attached troops.
- (2) Establish priorities for movements, and insure adequate movements and traffic control.
- (3) Establish priorities for the allocation of replacements to major subordinate commands.

- (4) Allot available service troops to major subordinate commands.
- (5) Normally control allocation of ammunition to major subordinate commands and may control allocation of other items and services in accordance with assigned tactical missions.
- (6) Ascertain that support of subordinate units by supporting theater army commands is adequate.
- (7) Recommend locations of rear boundaries of assigned field armies to the theater army commander.
- (8) Insure compliance with supply and maintenance policies affecting assigned field armies.
- (9) Estimate overall administrative requirements to support operations, and make recommendations to the theater army commander for the allocation of appropriate means.
- (10) Assign territorial responsibilities such as security, traffic control, and area damage control to subordinate field armies.

3.15. Field Army

a. The field army commander is responsible to the army group commander or the theater army commander for tactical and administrative operations within the field army. In a combined theater, the field army commander may be responsible to a U.S. Army group commander for tactical and administrative operations within the field army or he may receive operational direction from a superior combined land force headquarters and administrative support from U.S. theater army.

b. The field army is the largest self-contained U.S. Army organization that has both tactical and administrative support functions. It consists of a headquarters, certain assigned troops, and a variable number of corps, divisions, and service troops. When appropriate, the field army may have a logistical command or commands attached to assist in administrative support operations.

c. The field army has no fixed, prescribed organization. The number and types of corps, divisions, and other combat and supporting

elements are determined by the mission, availability of forces, availability and use of nuclear weapons, terrain and climate, and probable hostile forces. A typical field army, less details of administrative and logistical elements, is shown in figure 12.

d. The field army commander is responsible for the organization and operation of services necessary for immediate support of units within the army. This requires long-range planning, preparation of detailed estimates of personnel and logistical needs, and close liaison with other major commands.

3.16. Army Base

a. In certain operations, pending establishment of a communications zone, administrative elements are attached to the field army to provide for adequate administrative support. These elements constitute an army base. The army base is normally an attached logistical command functioning under the field army commander. When the army base area becomes the COMMZ, this logistical command may become TALOG or one of its subordinate elements. The purpose of the army base is to provide necessary administrative support to the field army service elements, and to facilitate subsequent establishment of the COMMZ and TALOG.

b. The army base commander is responsible to the field army commander for administrative support operations of the army base (fig. 6).

c. Command and territorial transitions in an amphibious operation using an army base might occur as in the following example:

- (1) When the forces are established ashore, an army base, under the field army commander, takes over administrative support and territorial control functions, and develops the army base area (fig. 6). This does not include those functions normally the responsibility of the field army and subordinate commanders.
- (2) When sufficient territory has been gained and it becomes desirable to relieve the field army commander of base operations and base development, the army base area becomes the COMMZ or a section of COMMZ. This

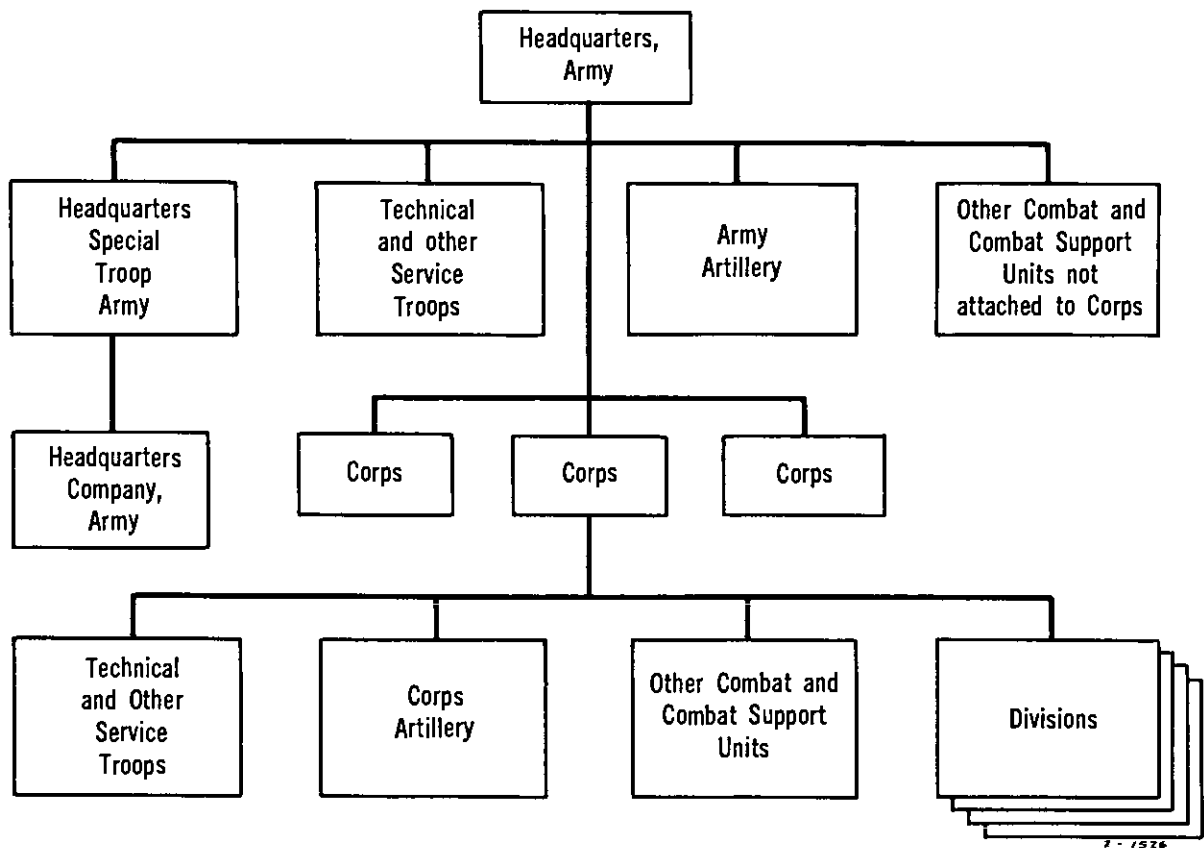


Figure 12. Organization of a representative field army.

is accomplished by moving the field army rear boundary forward to a line just in rear of the bulk of the field army service units c, (fig. 6).

3.17. Corps

a. The corps is primarily a tactical unit of execution and maneuver, and is not normally in the logistical channel between divisions and field army. The corps is essentially a task organization of the combined arms employing a variable number of divisions, brigades, and combat support units. Figure 13 shows the organization of a representative corps.

b. Because the corps is primarily a tactical organization, comparatively few service troops are included on the usual corps troop list. Normally the corps is used to control service units only when the field army commander is unable to exercise adequate control.

c. The corps commander normally influences

administrative support only to the extent necessary to assist operations of the corps. His actions include—

- (1) Recommending to the field army commander measures concerning support of units attached to the corps.
- (2) Recommending to the field army commander the locations of army administrative support units supporting the corps.
- (3) Recommending to the field army commander the location of the corps rear boundary.
- (4) Keeping abreast of the administrative status of corps troops and attached divisions.
- (5) Controlling and allocating ammunition, and other items if required.
- (6) Establishing the rear boundaries of divisions attached to the corps.

d. For independent operations, the corps is

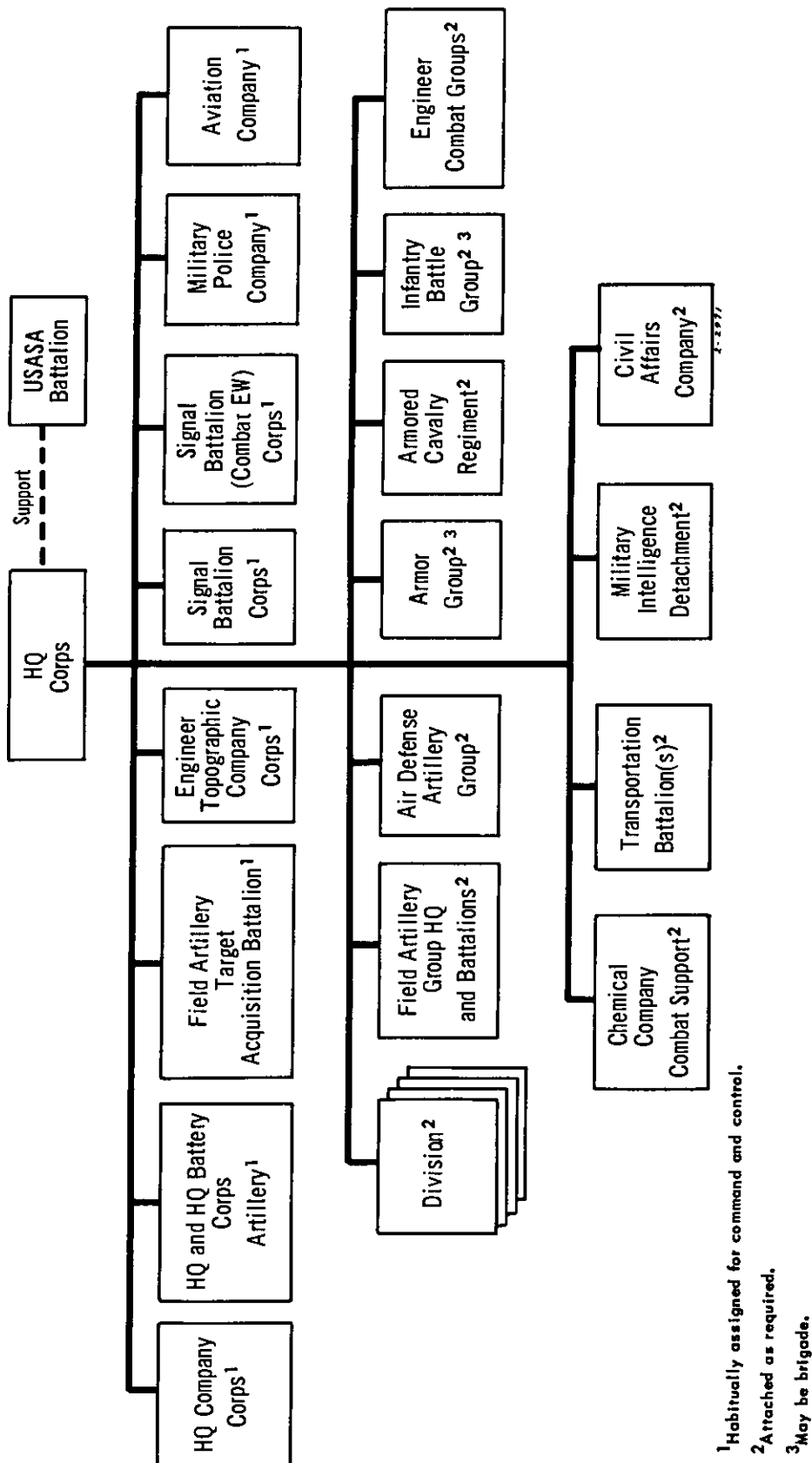


Figure 13. Organization of a representative corps.

augmented with administrative support units and supervisory personnel. In such circumstances, the corps normally operates directly under a headquarters higher than field army or as part of a joint task force. When operating independently, corps performs most of the combat and administrative functions the field army normally performs for its components.

3.18. Division

a. The division is the basic large unit of the combined arms and services. The division commander is responsible for combat and administrative support operations within the division.

b. The division commander usually deals directly with the field army commander on most matters of administration. Exceptions include the control and allocation of ammunition and other supply items as the situation requires, and the establishment of division rear boundaries. Coordination with corps is required in these matters.

c. See FM 54-2 and FM 61-100 for additional details on the division.

3.19. Missile Command

(FM 101-10)

The missile command is a table of organization and equipment (TOE) combat unit. It is designed to provide nuclear fire support (and has the capability of providing atomic demolition (ADM)) to allied ground forces in any area of the world. It may also support U.S. forces. It is self-sufficient when provided normal administrative backup support.

3.20. Engineer Amphibious Support Command

(FM 31-12)

The engineer amphibious support command is a combat unit which forms the nucleus, including command and control elements, of a corps shore party. It provides, when reinforced, combat and interim logistical support to one corps in a joint amphibious operation. It provides similar support of army waterborne operations involving passage of a major water barrier.

Section IV. OTHER HEADQUARTERS AND UNITS

3.21. Military Sea Transportation Service

a. The Secretary of Defense has designated the Secretary of the Navy as single manager for ocean transportation. The operating agency for this service is the Military Sea Transportation Service (MSTS).

b. The MSTS controls, procures or operates, and administers ocean transportation for departments or agencies of the Department of Defense (excluding personnel and cargo transported by units of the fleet) and, as directed, for other departments and agencies.

c. The MSTS operates a common user service for the Department of Defense and does not itself authorize passenger or cargo space aboard its vessels. When requirements exceed capabilities, allocations are made to each service by the JCS. Each service programs movements within its allocation.

d. The MSTS operates no terminal facilities. The department sponsoring personnel or cargo is responsible for movement to shipside. MSTS responsibility begins when passengers or cargo are aboard the vessel and ends when they leave.

3.22. Military Air Transport Service

a. The Secretary of Defense has designated the Secretary of the Air Force as single manager for airlift service. The operating agency for this service is the Military Air Transport Service (MATs).

b. The MATs controls, procures or operates, and administers air transportation for departments or agencies of the Department of Defense (excluding commercial air transportation within the zone of interior) and as authorized or directed for other departments and agencies.

c. The MATs is staffed primarily by Air Force personnel. The U.S. Navy, however, assigns operating personnel and aircraft to MATs to augment the Air Force capability.

d. The MATs operates a common user service for the Department of Defense and does not itself authorize passenger or cargo space aboard its aircraft. When requirements exceed capabilities, allocations are made to each service by the JCS. Each service programs movements within its allocation.

e. MATS normally operates routes between the zone of interior and theaters of operations, and between theaters.

3.23. Area Airlift Force

a. The area airlift force, a component of theater air force, provides intratheater airlift for each service in the theater.

b. The area airlift force normally, is responsible for the operation of air terminals in the theater. It provides the airlift for airborne operations.

Note. The Air Force uses the term "area of operations" as prescribed for joint operations use, as contrasted with Army use of "theater of operations" for uniservice purposes. Accordingly, the term "area airlift force" is used here rather than theater airlift force.

Section V. STAFF

3.24. General

The commander of each of the commands previously discussed has a staff to assist him in the exercise of command. The commander and his staff are considered as an entity having as its sole purpose the successful execution of the commander's mission. The staff is organized to fit the responsibilities of the command. Details of the organizations, functions, and responsibilities of staffs are contained in FM 101-5 and JCS Pub 2 and JCS Pub 3.

3.25. The Administrative Support Operations Center

a. The administrative support operations center (ADSOC) is a staff grouping which may be established within the headquarters of logistical commands and other appropriate headquarters. The ADSOC provides commanders and their staffs with timely and complete information upon which to base decisions and planning. It operates under the general supervision of the chief of staff.

b. The ADSOC is the administrative support counterpart of the tactical operations center, providing an effective means for the assembly,

collation, and interpretation of logistical information needed for planning and command decisions. It does not perform logistical operations but receives from operating agencies such information as the status of critical items, special weapons information, status and location of reserve stocks, location of logistical installations, and movements requirements and capabilities. The ADSOC assists in the coordination and direction of rear area security and area damage control operations.

c. Details of the organization, operations, and functions of the ADSOC are contained in FM 54-1 and FM 54-2.

3.26. Command and Technical Channels

a. Command channels are used to transmit orders, instructions, and other official communications to subordinate units and to receive correspondence and communications from them except as indicated in *b* below.

b. Technical channels are used to route technical reports and instructions which are in agreement with command policies. Chiefs of administrative and technical services and staff officers use technical channels within limits and in the manner the commander prescribes.

CHAPTER 4

BRANCH AND SPECIAL ORGANIZATIONS AND FUNCTIONS

4.1. Branches

a. The branches of the Army are classified as the basic branches and the special branches. Basic branches are Infantry, Armor, Artillery, Corps of Engineers, Signal Corps, Adjutant General's Corps, Quartermaster Corps, Finance Corps, Ordnance Corps, Chemical Corps, Transportation Corps, Military Police Corps, and Army Intelligence and Security Branch. Special branches are the six corps of the Army Medical Service, the Judge Advocate General's Corps, and the Chaplains. In addition, there is a Woman's Army Corps whose members perform duty in all branches except the combat arms and the Chaplains Corps.

b. The branches of the Army are grouped into arms and services. The arms are those branches whose primary mission is combat and combat support and the services are the other branches. Some branches have essential missions in both fields. The arms are infantry, armor, and artillery, Corps of Engineers and Signal Corps. The services are the Adjutant General's Corps, Army Medical Service, Chaplain's Chemical Corps, Corps of Engineers, Finance Corps, Judge Advocate General's Corps, Military Police Corps, Ordnance Corps, Quartermaster Corps, Signal Corps, and Transportation Corps. Included in the reserve structure of the Army are civil affairs and Intelligence Branch personnel.

c. The technical service branches are the Chemical Corps, Corps of Engineers, Army Medical Service, Ordnance Corps, Quartermaster Corps, Signal Corps, and Transportation Corps. The other service branches are the Adjutant General's Corps, Chaplains, Finance Corps, Judge Advocate General's Corps, and Military Police Corps.

4.2. Special Organizations and Functions

a. Each service is not necessarily represented

at every echelon of command. Services are represented on a staff by special staff sections and special and personal staff officers. These officers are often referred to as technical staff officers and administrative staff officers. Duties of special and personal staff officers are listed in FM 101-5.

b. Service representation in an organization normally has two elements; the special staff officer (personal staff officer) and his assistants; and the operating units. Operating units perform the field operations of the service. A command headquarters (such as a group or battalion headquarters) is used where required to control field operations.

c. In addition to the technical and other services listed above, there are other agencies which perform specialized functions of a supporting nature. These agencies include army aviation, civil affairs, comptroller, inspector general, public information, military censorship (which includes armed forces, civil, PW and field press censorships), military history, psychological warfare, special forces, and the Army Security Agency. Each of these agencies present in a unit may be represented on the unit staff. Some have operating personnel and units to perform field operations; others perform their functions with staff personnel only.

d. A standard organization for the numbers and types of technical and other service units in a given command is not prescribed. Units are organized and provided to satisfy operational requirements and the functional responsibilities of the technical and other services. Information pertaining to the types of non-divisional technical and other service units operating in the combat and communications zones is contained in FM 101-10. Appropriate tables of organization and equipment should be consulted for specific units.

CHAPTER 5 PLANNING

Section I. ADMINISTRATIVE SUPPORT PLANNING

5.1. General

Types of planning and staff organization for planning are covered in FM 101-5.

5.2. Coordination

a. Close coordination between combat and administrative planning is vital. Administrative support may decisively influence combat operations.

b. Administrative support planning is accomplished concurrently with combat planning. Administrative planners must be given information sufficiently in advance of a combat operation to arrange for administrative support. This information consists of strategic and tactical planning data needed for the preparation of practicable administrative plans.

5.3. Enemy Capabilities for Employment of Nuclear, Chemical, and Biological Weapons

(par. 1.4)

Enemy capabilities for employment of nuclear, chemical, and biological weapons must

be evaluated in the light of their impact upon the mission of the command. With the increased range and accuracy of delivery systems, no area in a theater of operations is free from the threat of attack. Action the commander takes to avoid or minimize the effects of these weapons is determined after considering the mission of the command, the means available to accomplish the mission, and enemy capabilities. The operation plan and layout of the administrative support areas are directly influenced by these factors. The objective is to minimize risks without producing inefficient operations and wasteful use of manpower and supplies. Rear area security and area damage control planning are discussed in chapter 8.

5.4. Planning Sequence and Sample Formats for Plans

The sequence of administrative support planning is contained in FM 101-5. Sample formats of major planning documents and the sequence of their preparation are contained in JCS Pub 2 (UNAAF), and FM 101-5.

Section II. TROOP PLANNING

5.5. General

a. Troop organization activities include preparation of tables of organization and equipment, establishment and discontinuance of table of distribution units, reorganization and conversion of units, assignment and attachment of units, activation and inactivation of units, maintenance of troop lists, and establishment of priorities for issuance of equipment and for assignment of personnel (FM 101-5).

b. Troop planning includes estimating troop requirements to accomplish a mission. Troop planning for a theater is accomplished within

the troop ceiling authorized the theater. Troop planning in a subordinate command conforms to the troop ceiling imposed by a superior headquarters. The number of personnel authorized a command includes personnel in TOE units and those in the bulk personnel allotment.

c. A troop list is a list of specific military units or individuals. A troop list usually contains the designation of each unit in a command's area, or of each unit served by a command's machine records unit. Such a list may include units located in an area but not assigned to the command, such as attached allied units. See *troop basis*, AR 320-5.

5.6. Principles of Troop Planning

The troop planner must continuously analyze requirements. Whatever the conditions, the following principles apply:

- a. The force must be designed to meet its operational requirements.
- b. The command structure must be sound.
- c. The force must be economical in manpower and equipment.

5.7. Variables Affecting Service Troop Planning

Variable factors influencing administrative and service troops requirements are—

- a. Number and type of troops to be supported, their mission, and the extent of administrative support to be provided.
- b. Quantity, types, and distribution of equipment.
- c. Construction requirements.
- d. Climate and terrain.
- e. Status of local resources within the area of operations.
- f. Size of the area of operations.
- g. Attitudes, availability, and capabilities of local civilians and prisoners of war.
- h. Availability, capabilities and limitations of technical and other service units.
- i. Enemy capabilities.

5.8. Basic Steps in Troop Planning

The following are essential to sound troop planning:

- a. Determination of tasks.
- b. Determination of workload.
- c. Selection of units with required capabilities.
- d. Calculation of number of units required, taking into account available civilian personnel.
- e. Provision for command and control.

5.9. Troop Ceiling

Within the troop ceiling, troop requirements are coordinated to achieve a balanced force that can perform its mission. If the troop ceiling is fixed, as in an amphibious operation where shipping is limited, a change in the requirements of one agency must be balanced by adjustments among other agencies. When, as a result of detailed planning, a change is justified, a troop ceiling may be changed.

5.10. Phases of Troop Planning

Troop planning has three phases—estimation, calculation, and modification. The first phase is accomplished with few, if any, tangible figures. Each successive phase is developed with more accurate planning data until a balanced, sound troop list evolves. Fast-moving warfare may often require merging various aspects of the three phases. A description of the three phases is contained in FM 101-10.

5.11. Changes in Troop List

An organization designed to meet specific requirements often needs modification as operations progress or plans are further developed. It may become necessary to add new units and to delete old ones, or units may require additional personnel and equipment. Operational experience may dictate changes in TOE. Recommendations for changes in TOE are processed through command channels. Pending approval by Headquarters, Department of the Army of these recommendations, theater army commanders may temporarily authorize TOE changes. If the recommended changes to TOE do not apply Army-wide, Headquarters, Department of the Army may authorize a modified organization or a special list of equipment for the theater concerned.

Section III. BASE DEVELOPMENT PLANNING

5.12. General

a. Base development is the improvement and expansion of the resources and facilities of an area to support military operations. It provides the framework for the administrative

support of combat forces deployed in accordance with strategic war plans.

b. Efficient development and operation of overseas bases in time of war requires complete integration of theater strategic and adminis-

trative support planning. All elements of the command must participate in planning. Only by combining the skill and judgment of a large number of planners working together can the theater commander foresee the requirement for men, materiel, and equipment to construct, operate, and maintain the facilities supporting joint operations.

c. The base development plan when approved—

- (1) Informs all concerned of the theater commander's intent in the construction and operation of bases.
- (2) Is a basis for determining the number, kind, and dates of arrival of troops to construct and operate installations in the base.
- (3) Directs theater supply agencies to requisition and ship supplies, equipment, and troops in the proper amount and priority to build and equip the base.
- (4) Directs, in order of priority, the construction of the base.
- (5) Fixes dates by which commanders may expect to have such facilities as airfields, hospitals, harbors, and depots in operation.
- (6) Allocates space on the ground to agencies and installations.

5.13. Responsibilities for and Purposes of Base Development Planning

a. The theater commander is responsible for base development planning in the theater. The purpose of this planning is to establish base facilities in objective areas to support the strategic mission. Planning by various echelons is carried on concurrently under the direction of the theater commander. The theater commander reconciles conflicting requirements of agencies involved in the execution of the plan, and insures that means are available to implement the plan.

b. The theater staff may be required to enter into details of base development planning. Detailed planning, however, is a normal responsibility of lower echelons of command.

c. The theater commander may assign responsibility for development of a base to the

theater army, navy, or air force commander whose interest is exclusive or predominant.

5.14. Planning Procedures

Three general phases, each culminating in a specific document, make up the sequence of base development planning. These include—

a. *Base development study.* During the early or strategic phase of the planning cycle, theater or service headquarters undertakes studies of potential areas for base development. Upon receipt of instructions to execute a specific operation, theater headquarters prepares a base development study in more detail to cover that operation. The study includes the concept of the operation as it affects base development, forces involved, target dates, and broad administrative support requirements.

b. *Base development planning directive.* Following the base development study and when detailed planning for the operation is begun, the theater commander issues a base development planning directive. This directive may transmit to service commanders and commanders of joint forces copies of the base development study. The directive includes other details, preliminary estimates, and instructions upon which specific planning can be based. There is no prescribed form, but the directive may—

- (1) Allocate responsibilities to the services for specific projects and functions.
- (2) Specify completion dates and priorities for projects.
- (3) Promulgate construction policy.
- (4) Designate areas for specific purposes.
- (5) Indicate the command structure and designate major commanders charged with base development.
- (6) Specify standing operating procedures and directives which govern preparation of the plan.
- (7) Direct submission of data and recommendations by lower echelons.

c. *The base development plan.* The base development plan is the product of concurrent planning by service commanders and commanders of joint forces, accomplished in accordance with the planning directive. The plan sets forth base facilities to be provided and operating and service functions to be performed. It is com-

piled and published by theater headquarters. It may be issued as an annex to the operation plan, as an appendix to the logistical plan, or it may be issued separately in parts to facilitate concurrent planning.

5.15. Basic Planning Considerations

Base development planners should weigh carefully the following:

a. Mission. The mission assigned a base determines the extent and schedule of development. Only installations essential to the mission are authorized.

b. Degree of permanency. Plans should provide for minimum facilities consistent with safety, health, and morale of using forces. When permanent use of the base is anticipated, initial development is planned for later incorporation in a permanent base.

c. Limitations on personnel, supplies, or equipment. The theater commander's resources of manpower, supplies, and equipment are usually limited. For this reason, and because unloading capacities in objective areas are limited, shipping is strictly controlled.

d. Estimated phased population. It is necessary to estimate troop population at successive stages of base development. Estimates should list major units and accompanying special units, and should include both combat and service troops of each service concerned. Initial estimates are revised as troop lists become known. The final plan contains a recapitulation of troops.

e. Local resources. Local resources of an area are developed to provide maximum support of military operations. Any expedient which conserves personnel, supplies, equipment, or time is considered, including use of local civilian and prisoner of war labor.

f. Area available for development.

- (1) Areas suitable for base installations in the objective area, particularly in the immediate landing area and in the vicinity of water terminals are usually restricted in size and number. When base development involves more than one service, it may be necessary to allocate areas to each service for support of activities for which it is re-

sponsible. Should requirements of the services conflict, the theater commander allocates areas to insure the most effective development of the base area. Needs of the local civilian populace and administration are other considerations.

- (2) When information of the objective area is incomplete, the planned location of certain high priority installations, such as airfields, cannot always be exact. In such cases, the base development plan may provide that suitable sites found be reserved for the service concerned until released for other use. Each service then makes early reconnaissance and promptly releases unsuitable and unneeded sites.
- (3) The possibility of future expansion is considered in studying available areas and in selecting sites.

g. Priority of Development.

- (1) The determination of priorities for base development is an intricate task frequently involving compromise between operational and administrative considerations. After operational readiness dates are established, base development planners insure that construction forces and supplies are provided in the objective area. Use of incomplete base facilities is usually necessary even though construction efficiency is thereby lowered and completion is delayed. Priorities are established by balancing operational requirements against construction capabilities. The senior commander in the objective area must have authority to make necessary changes to reflect the tactical situation and physical conditions encountered in the objective area.
- (2) Factors which may govern development priorities include—
 - (a) Urgency of special operational requirements.
 - (b) Relative difficulty or time required for different construction projects.
 - (c) Anticipated enemy interference with construction efforts.

h. Unloading of base development personnel, supplies, and equipment. Estimates of terminal capacity available for unloading base development personnel, supplies, and equipment are essential in determining the extent of development possible in any given period. Consideration also must be given to availability of other base facilities to accommodate these personnel, supplies and equipment.

5.16. Essential Elements of Base Development Plans

Listed below are essential elements which development planners consider.

- a.* Basic planning considerations (par. 5.15).
- b.* Command and administrative organization, assignment of forces, and command relationship. Preliminary organizational charts should be incorporated in the original base development plan. The commander of the base should maintain an up-to-date functional chart or functional SOP for the base. Specific command lines and areas of coordination must be clearly delineated.
- c.* General layout plans.
 - (1) Allocation of areas to services is incorporated in general layout plans which accompany the theater base development planning directive. When modified to incorporate recommendations of separate services, general layout plans are issued as an annex to the base development plan.
 - (2) Area boundaries should be defined clearly indicating the layout within boundaries. Thus, local commanders have sufficient freedom of action to permit exploitation of conditions found within allotted areas. When known desirable features exist, however, tentative sites should be indicated.
 - (3) Topographic maps including offshore hydrography are most desirable. Overlays to such maps and to ordinary

topographic maps normally are adequate for general layout plans. Their use expedites preparation of the base development plan.

- d.* General supply and maintenance organizations and installations.
- e.* Conventional and special ammunition logistic organizations and installations.
- f.* Utilities, roads, and natural resources.
- g.* Water terminal facilities.
- h.* POL pipelines and terminals.
- i.* Transportation service.
- j.* Signal communications.
- k.* Air Force installations.
- l.* Navy installations.
- m.* Medical facilities.
- n.* Miscellaneous facilities.
- o.* Troop population by phases.
- p.* Pertinent directives and publications.
 - (1) Policy directives covering such matters as general priorities, construction standards, responsibilities for control of construction, and prohibitions or restrictions on use of critical resources are listed in base development plans. This avoids repetition and permits concentration on matters peculiar to the operation.
 - (2) When there is likelihood that copies are not readily available to each unit concerned, important basic directives should be reproduced as tabs to the base development plan.
- q.* Instructions regarding reports.
- r.* Instructions regarding means for accomplishing change of plans.
- s.* Construction priority schedule.
- t.* Civilian requirements.

5.17. Forms of the Base Development Plan

There is no prescribed form for a base development plan. A type format is shown in appendix II.

CHAPTER 6

SIGNAL COMMUNICATIONS

Section I. GENERAL

6.1. Basic Considerations

a. Communication is a responsibility of command. Signal communication and military operations are integral and inseparable. Communication must be provided and maintained to obtain effectiveness of the forces.

b. Signal communication must be reliable, rapid, and secure.

c. Each commander is responsible for the operation of the communication system of his command, and for its efficient operation as a part of the integrated communication network.

d. The various communication systems established in a theater of operations are integrated. Except as tactical considerations may dictate, services or commands do not duplicate communication systems. When appropriate, a portion of the communication requirements of a command may be met by allocation of communication channels in the systems of another command or service.

e. Details of theater signal communication are in FM 11-20, *Signal Operations in Theater of Operations*, and FM 100-11, *Signal Communications Doctrine*.

6.2. Theater Responsibilities

a. The theater commander is responsible for providing adequate signal communication to and between component services and joint forces of his command and associated forces and theaters as directed. The organizational structure of the theater determines the form and extent of the theater signal communication system.

b. The theater commander, through his signal officer, insures that theater communication facilities are integrated, and that operating procedures are correlated.

c. The joint principles followed in establishing the communication system in a theater of operations are listed in JCS Pub. 2 (UNAAF). These principles emphasize the requirement for reliable communication, economical use of resources, and integration of systems and procedures.

d. Joint and uniservice responsibilities for communication in a theater of operations are set forth in JCS Pub 2. Assignment of responsibilities to services usually depends on the nature of the operations and the forces provided by each service.

Section II. THEATER ARMY SIGNAL COMMUNICATIONS

6.3. Theater Army Commander

The theater army commander is responsible for the provision of communication services to Army elements, and to other services and agencies as directed. The theater army commander assigns responsibility for communications within the combat zone to field army commanders.

6.4. Theater Army Signal Officer

The theater army signal officer plans and

supervises formulation and implementation of signal plans, policies, and procedures for installation, maintenance, operation and management of army communication services within the theater.

6.5. Signal Long Lines Command

a. The theater army commander employs a single integrated communication system to support U.S. Army forces in the communications zone, to provide communication to other serv-

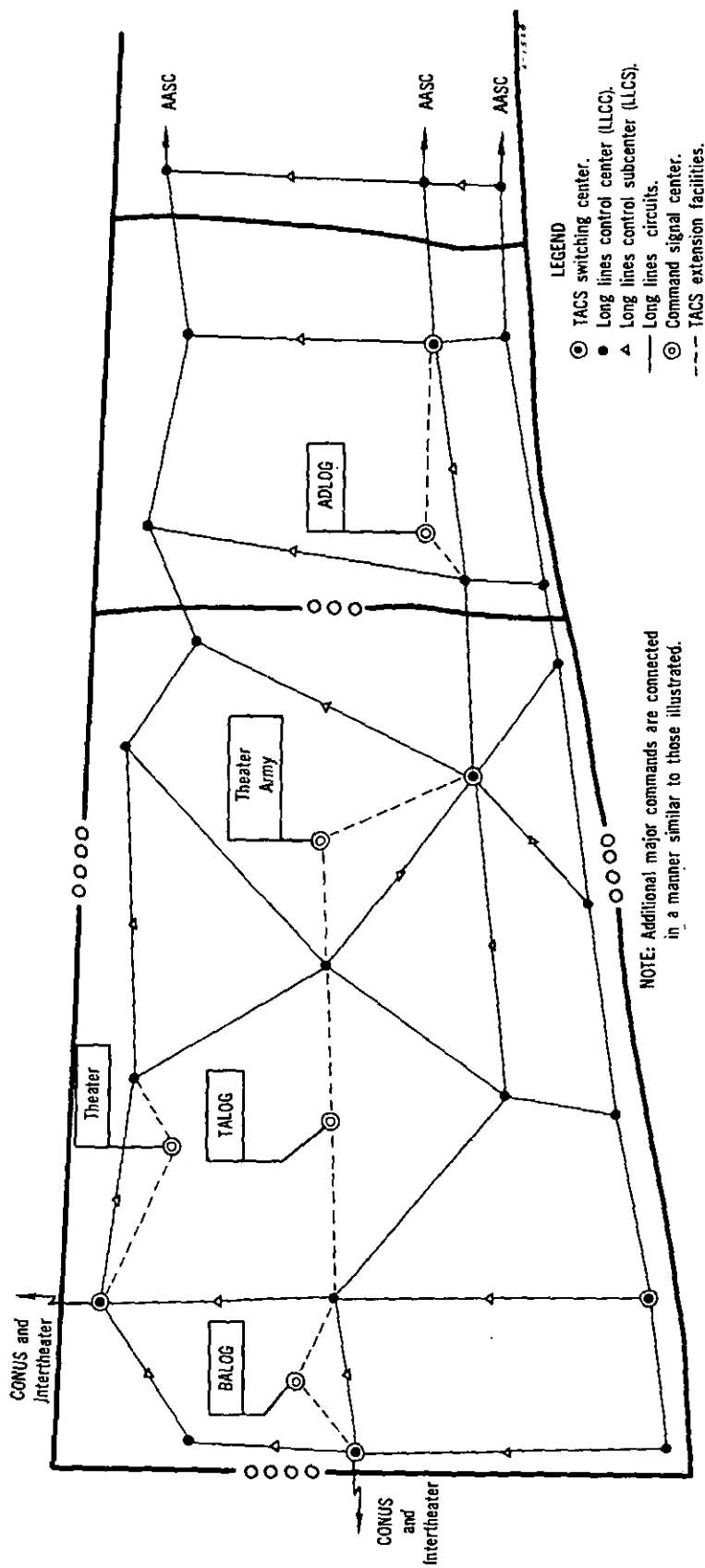


Figure 14. Type theater area communication system.

ices, forces, and agencies as directed, and to interconnect with tactical communication systems forward of field army rear boundaries. This system constitutes the communication intersectional service and is known as the theater area communication system (TACS).

b. The operating element of theater army for installation and operation of TACS is the signal long lines command. The signal long lines command is a functional organization with TOE groups and units. Elements of the signal long lines command are located throughout the theater of operations. These elements are supported logistically by the commands in whose areas they are located, principally ADLOG and BALOG.

c. The signal long lines command normally is assigned to TALOG. The TALOG signal officer normally exercises operational control over the long lines command and all its organizational elements. TALOG operates TACS under broad policies established by theater army, which headquarters allocates necessary services and facilities.

6.6. Theater Area Communication System

The theater area communication system (TACS) is a high capacity, multiaxis, multi-channel, communications network. TACS circuits extend from the theater rear boundary into the field army areas where they interconnect with the field army area communication system. In addition, TACS provides terminals for entry into the Defense Communication System. TACS is the basic framework through which communication is provided to units and installations and includes the necessary extension facilities to major headquarters (fig. 14). TACS provides facilities on both a common-user and a sole-user basis. Air Force, Navy, allied forces, and other designated agencies are furnished signal communication through TACS as authorized or directed by higher headquarters.

6.7. Operational Concept of TACS

TACS uses multiaxis radio, radio relay, and wire facilities, with sufficient laterals to provide alternate routing. Access facilities at axis junctions permit distribution of long lines communication services to users on an area basis. Commercial and other local [indigenous] facili-

ties are incorporated into the system when feasible.

6.8. Extension Facilities

Extension facilities to TACS are the additional circuits required to provide user access to the system. These facilities may be provided by the long lines command but normally are a responsibility of the ADLOG, BALOG, and area commands.

6.9. Automatic Data Processing System Support

(pars. 6.15-6.17)

TACS and its extension facilities are engineered to provide adequate channels for high speed data transmission for automatic data processing systems (ADPS) and other electronic computer operations.

6.10. Local Communication Services in COMMZ

a. Responsibility for local communication services is assigned on an area basis to the commanders of ADLOG, BALOG and area commands. The signal officer of these commands exercises staff supervision and normally exercises operational control over signal personnel and units assigned or attached for the accomplishment of the local communication mission. Each major headquarters or installation lacking an organic communication capability receives communication support from the command in whose area it is located.

b. A communication support group provides communication-electronic support to a subordinate element of TALOG. The group is normally assigned to ADLOG, BALOG or an area command in COMMZ. The group provides service for the major headquarters supported and for all elements subordinate to that headquarters. This service generally includes—

- (1) Signal communication centers located as required to serve units throughout the command.
- (2) Facilities to integrate the system into TACS.
- (3) Communication facilities and services for the headquarters of the command.
- (4) Communication facilities for support of such activities as intersectional

services, air defense and communications interconnecting air traffic control facilities.

- (5) Signal supply and maintenance support for the command.

6.11. Special Purpose Communications

In addition to long-distance and local communication services, special-purpose communication facilities are provided, when possible, through local or long lines services. When necessary, separate facilities may be provided for this purpose. Types of services which may be required are discussed below.

a. Communication for press and morale services.

- (1) In some cases, it may be necessary to provide communication services for press copy from the combat zone and from each major headquarters in COMMZ to theater headquarters, and from a theater press center to the Zone of Interior.

When special circuits are required, they operate under direct staff supervision and normally operational control of the theater army signal officer, who may set up separate units to operate such circuits.

- (2) Communication for morale purposes include those provided for Red Cross, entertainment broadcasts, and cable service for troops. The theater army

signal officer normally is charged with providing such services.

b. Communications for the army air traffic control system is essential to flying safety and proper management of army aviation operations. Facilities required include telephone, voice radio and teletype service between army airfields, navigational aids, and ground-to-air radio communication. The theater army signal officer plans and supervises installation, operation and maintenance of such facilities.

c. Planning, engineering installation, and maintenance of communication for railway, highway, inland waterway, and pipeline operations are the staff responsibilities of the signal long lines command under staff supervision of the TALOG signal officer. He coordinates with the transportation officer, TALOG, for railway, inland waterway, and highway communication service, and with the quartermaster, TALOG, for pipeline communication service.

6.12. Nonelectronic Communication Services

a. The signal long lines command provides long distance messenger service between major communications centers and switching points. Local messenger service is provided by the agency furnishing other local communications services.

b. Pictorial service includes photography and operation of photographic laboratories and film and equipment exchanges provided by subordinate commands in a manner similar to local communication services.

Section III. ARMY GROUP AND FIELD ARMY SIGNAL COMMUNICATIONS

6.13. Army Group

a. The army group commander is responsible for providing communications for the army group headquarters and local communications for army group troops. The army group signal officer exercises staff supervision over signal units operating under army group headquarters.

b. The army group obtains long lines communication service either through the TACS or the field army area communication system.

6.14. Field Army

a. The field army signal officer exercises staff

supervision over the field army communication system and signal units operating under the army headquarters. These units normally consist of two signal groups: The combat area signal group which coordinates and controls the installation, operation and maintenance of the field army area communication system; and the army signal group which coordinates and controls units responsible for facilities and miscellaneous services.

b. The field army area communication system consists essentially of area signal centers inter-connected by trunk circuits. Each area signal

center is assigned a geographical area of responsibility for operations. Signal centers are located and interconnected to facilitate alternate routing, traffic distribution and easy access to users. Sole-user and common-user circuits are provided on the basis of need and avail-

ability. Main links in the system extend to each corps and to each division.

c. To provide the field army access to the TACS, long lines control centers are located to interconnect with designated field army area signal centers.

Section IV. AUTOMATIC DATA PROCESSING SYSTEMS (ADPS)

6.15. General

a. Basic policies, concepts, definitions and objectives regarding automatic data processing systems are covered in AR 1-251.

b. Major headquarters to include field army, corps, and division within the combat zone, and TALOG, ADLOG, and BALOG within COMMZ, will be equipped with automatic data processing equipment. Alternate methods will be provided to avoid interruption of service if ADPS becomes inoperative. At fixed or semifixed ADPS installations, technical operation of automatic data processing equipment is a staff responsibility of the signal officer. In corps, divisions, and smaller units, the coordinating and special staff officers supervise ADPS operations within their staff areas. Mobile ADPS equipment is used where practicable.

6.16. Use

ADPS can be used effectively in several administrative functions including supply, medical evacuation and hospitalization, transportation, personnel administration (including prisoners of war) and finance and accounting. Applications of ADPS to areas other than administrative support are discussed in appropriate publications.

6.17. Operation of Equipment

a. The installation, maintenance, technical operation and programing of the ADPS for administrative functions is accomplished by technical specialists. Normally, administrative ADPS operates under central authority rather than under one of the using activities. The purpose is to provide service without burdening users with operation and maintenance responsibilities and to achieve best use of equipment. Tactical ADPS operate under control of the user to achieve minimum reaction time and to provide for immediate control by the individuals who make tactical decisions.

b. Development of detailed operating instructions, changes in type data to be extracted, or changes in processing methods which require reprograming of computers are time consuming. They should be kept to a minimum consistent with operational requirements. Use of ADPS generates peculiar requirements on the communication system because of the need for information exchange among numerous agencies and activities. Use of ADPS is a major consideration during planning for and installation of the communication system.

CHAPTER 7

INTELLIGENCE

7.1. General

a. Adequate, timely, and reliable intelligence is essential to the conduct of military operations.

b. In the communications zone, intelligence activities are concerned with strategic intelligence, technical intelligence, and counterintelligence. In some areas, anti-guerrilla intelligence may be of major proportions. Emphasis on intelligence activities varies with the mission, composition, capabilities, and situation of the administrative command.

c. Administrative agencies and units are responsible within their capabilities for collection, processing, and use of intelligence. They are especially concerned with intelligence of importance to lines of communication and administrative installations. Administrative units may frequently require intelligence for combat operations against bypassed enemy forces, air attack, nuclear attack, waterborne attack, airborne attack, guerrilla action, infiltration, espionage, sabotage, and subversion.

d. Intelligence personnel, sections, and activities of subordinate commands of TALOG establish close liaison with intelligence agencies of TALOG and appropriate combat and administrative units in the combat zone.

e. Principles and details concerning combat intelligence and counterintelligence are contained in FM 100-5, FM 30-5, and FM 30-17. Functions of the intelligence officer, and forms, examples, records, and reports used by intelligence personnel are described in FM 101-5. Additional details on combat intelligence for larger units and miscellaneous intelligence activities are covered in field manuals of the 30-series, and in Army Regulations and Special Regulations of the 380- and 381-series.

7.2. Counterintelligence

a. Counterintelligence is that phase of intelli-

gence covering activities devoted to neutralizing the effectiveness of inimical foreign intelligence activities and to protection of information against espionage, personnel against subversion, and installations and material against sabotage (AR 320-5).

b. TALOG is concerned primarily with military security, i.e., countering the threat of enemy espionage, sabotage and guerrilla operations against military personnel, installations, and lines of communication. TACAC is concerned primarily with civil security, i.e., measures to detect and neutralize enemy sponsored espionage and subversive operations against the civil population. Guidance on counterintelligence units, personnel and activities in the combat zone is covered in FM 30-9, and in the communications zone in FM 30-17.

c. The commander of TALOG or a subordinate logistical command is normally charged with logistical support of airborne, amphibious, deception, or other special operations. Counterintelligence within the mounting area is a major activity of the logistical command commander.

7.3. Technical Intelligence

a. Technical intelligence covers—

- (1) Foreign developments in basic and applied research in natural sciences and applied engineering techniques.
- (2) Scientific and technical characteristics, capabilities and limitations of specific foreign weapons, weapon systems, materiel, and production methods.

b. Technical intelligence within the Army is produced by the Army Materiel Command, utilizing technical intelligence detachments in the field. Composition and missions of these detachments are described in applicable field manuals. Technical intelligence activities are directed toward—

- (1) Development of effective counter-
weapons and countertactics.
- (2) Exploitation of new ideas.
- (3) Deduction as to the state of enemy
resources for war.
- (4) United States and allied use of enemy
materiel.

c. Technical intelligence detachments and laboratories make field investigations, analyses, and reports. Theater army and TALOG have assigned and attached military intelligence units. These units contain technical intelligence coordinator teams to coordinate the activities of technical intelligence detachments of subordinate commands. The intelligence officer at each echelon has staff responsibility for recovery, examination, and exploitation of materiel for intelligence purposes. After exploitation, the disposition of captured enemy materiel which is not evacuated through intelligence channels becomes a staff responsibility of the logistics officer.

d. Tactical troop units are charged with safeguarding captured materiel until the materiel

is turned over to the appropriate technical service. Evacuation and exploitation of foreign materiel are responsibilities of the technical service which has procurement responsibility for comparable items of U.S. Army equipment. Technical intelligence detachments make technical examinations of foreign materiel and installations as soon as possible after U.S. forces gain control.

e. Foreign materiel evacuated from the combat zone is normally in the hands of the technical services. The technical services perform necessary examinations and analyses, and evacuate materiel to the Zone of Interior as required.

f. Reports received from the technical service staff sections of major headquarters are analyzed, coordinated through the appropriate technical intelligence coordinator, and disseminated as technical intelligence through the assistant chief of staff, G2, or director of security. Technical intelligence and technical reports may follow either command or technical channels.

CHAPTER 8

REAR AREA SECURITY AND AREA DAMAGE CONTROL

Section I. INTRODUCTION

8.1. General

a. A rear area is the geographical space within a command area where the bulk of administrative support functions are performed. In the division it is the area to the rear of the major deployed combat elements. In the corps it is the area behind the division rear boundary. The field army rear area is that portion of the field army area between the corps rear boundary and the rear boundary of the combat zone. The entire communications zone is normally considered to be a rear area.

b. Rear area security measures are actions taken to prevent or neutralize enemy threats to units, activities, and installations in the rear area, except active air defense operations or actions against enemy threats large enough to endanger the command. A large-scale enemy penetration or vertical envelopment of the rear is considered a part of the main battle, requiring use of reserves or combat units from forward areas.

c. Area damage control consists of the preventive and control measures taken prior to, during, and after an attack or natural disaster to minimize the effects. Area damage control assists in the continuation or reestablishment of administrative support.

d. Within rear areas, all commanders are responsible for local security and damage control at their respective units and installations. Local security and damage control for U.S. Air Force and Navy installations are a responsibility of those services. Army commanders who have area responsibility insure that coordinated plans provide for mutual assistance between Army units and other services. Designated commanders are responsible for rear area security and area damage control; these commanders integrate local security and damage control plans into overall area plans.

e. The functions of rear area security and area damage control are basically different. Although the operations occur in the same rear areas, the specific locations at which the tasks are executed are normally different as are the criteria for establishing sector responsibility. Area damage control activities are oriented on installations. Rear area security activities involve the seeking out and destroying hostile forces before they can attack units and installations. Rear area security operations are often conducted in areas remote from installations.

8.2. Forces

a. Rear area security and area damage control forces consist of—

- (1) Service units or elements thereof.
- (2) Army combat and combat support units specifically assigned rear area security and area damage control missions.
- (3) Friendly national military, paramilitary, and police forces, and civilians.
- (4) Prisoners of war for labor in area damage control operations.

b. Service units, and predesignated security detachments and damage control teams from service units, are used for rear area security and area damage control functions in their own installations. When the emergency warrants, they may assist other installations.

c. Combat units, when required, are assigned specific security missions in the rear area. They also assist in damage control operations as their security mission permits. The type and size of the force depend on the nature of the threat and the size and vulnerability of the rear area.

d. In emergencies, units in reserve and individual and unit replacements may be used to augment regular rear area security forces.

Such employment should not be of such duration or scope as to disrupt the replacement system.

e. Use of friendly local personnel for rear area security and area damage control reduces the number of U.S. troops regularly committed to these functions. In rear area security operations, friendly local forces can be particularly effective in countering enemy guerrilla activity. In area damage control operations, local civilians and prisoners of war are an important source of labor. Regular rear area security and area damage control personnel must be prepared to train indigenous forces in order to insure maximum effectiveness. Limits are placed on the employment of prisoners of war by international agreements.

f. When rear areas are in or include national territory of an allied country, the interests, responsibilities, and capabilities of the friendly government and its forces figure prominently

in determining the source of troops and organization for rear area security and area damage control operations. An allied nation may have substantial capabilities in internal security forces. It may exercise its sovereign right to control rear area security and area damage control operations in its own territory. Close cooperation and coordination is required between the U.S. force commander and the friendly government during planning and execution stages of these operations. Responsibilities must be clearly established and understood. The host government may control and coordinate all rear area security and area damage control activities in the area other than local security and local control of damage at installations. The existence of a national capability and the exercise of the sovereign right of control will substantially reduce the requirement for U.S. command, control, and troops for rear area security and area damage control operations.

Section II. COMMAND AND STAFF CONTROL

8.3. Command Relationships

a. The presence of a number of major commands and tenant units in rear areas requires that relationships among these commands and the roles each performs in rear area security and area damage control be clearly defined. Unity of command for execution of rear area security and area damage control is essential. Where allied forces and U.S. forces are operating in the same area, command relationships are prescribed at combined command or international level.

b. Planning and conduct of rear area security and area damage control operations originates at theater headquarters. The U.S. theater commander normally assigns territorial responsibility for the COMMZ to the theater army commander. The theater commander defines the responsibility of other Services and allied commands for coordination with, and support of, the theater army commander.

c. The theater army commander:

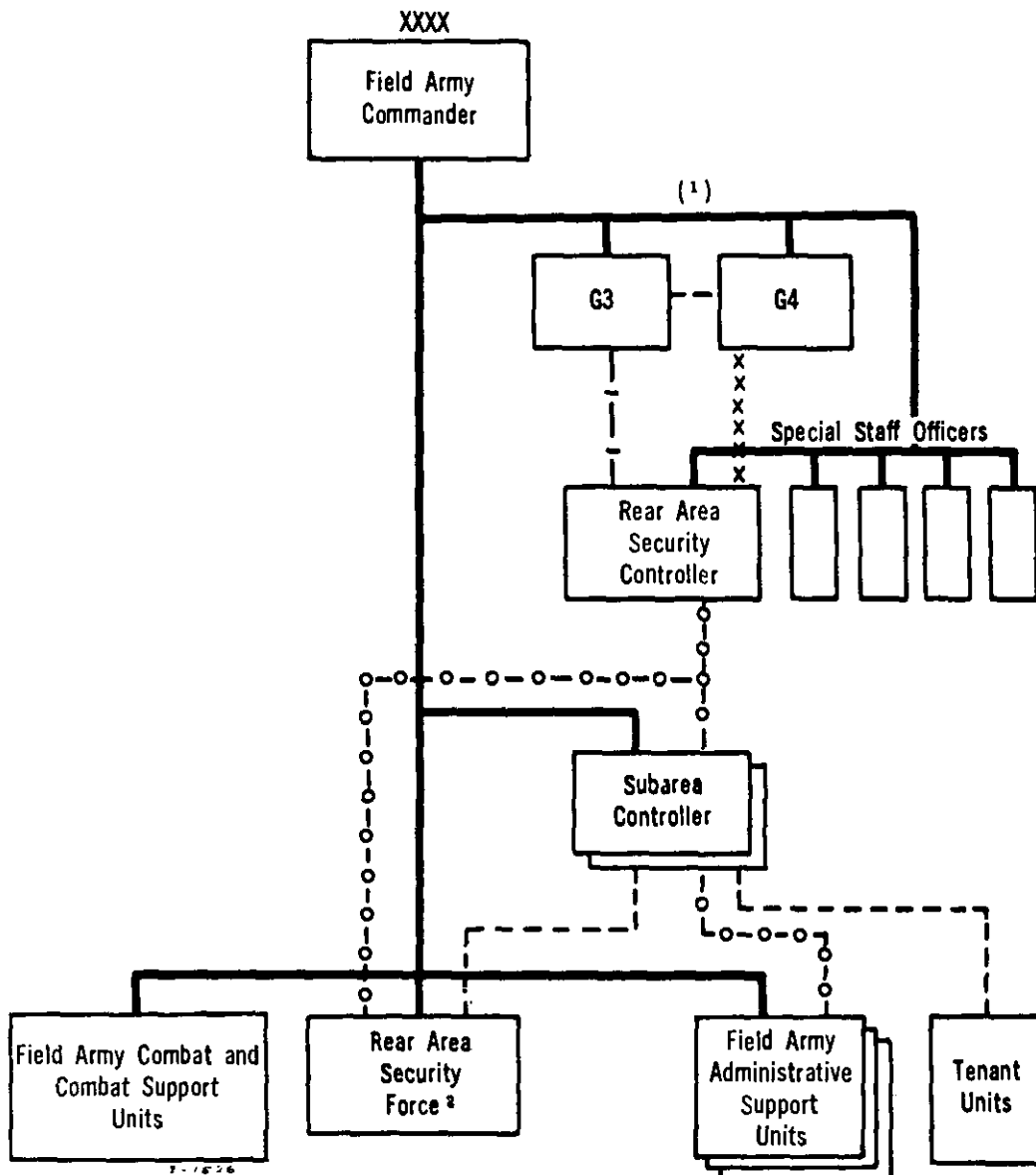
- (1) Assigns to the field army commander territorial responsibility for the combat zone.

- (2) Assigns to the TALOG commander territorial responsibility for COMMZ.
- (3) Issues policy directives to other subordinate army commanders (e.g., theater army civil affairs command) which establish the basis for their coordination with, and support of, commanders assigned territorial responsibility.
- (4) Coordinates with the headquarters of other U.S. services and with allied headquarters to establish their relation to, and support of, the field army and TALOG.
- (5) Assigns security forces and area damage control units to TALOG as required.

8.4. Combat Zone

a. *Field Army.*

- (1) The field army commander is responsible for rear area security and area damage control operations in his area. A rear area security controller (RASC) is appointed on the field army staff and assigned responsibility for



LEGEND

- Command.
- - - - - Primary staff responsibility for rear area security.
- xxxxxxx Primary staff responsibility for area damage control.
- o - o - o - Supervision of planning for rear area security and area damage control.
Operational control when plans are implemented.
- - - - - Coordination for rear area security and area damage control.

¹ Other staff sections omitted for simplicity.

² Specific combat forces designated for rear area security.

Figure 15. Organization for rear area security and area damage control in the field army.

the preparation and execution of rear area security and area damage control plans within the field army service area. The RASC establishes a rear area security control center (RASCC) to assist him in accomplishment of his mission. Personnel and equipment for the RASCC are provided from bulk allotment personnel and augmentation to existing tables of organization and equipment.

- (2) A RASCC is established at the field army main command post. An alternate RASCC is usually established at the rear echelon or army headquarters. When the scale of use of nuclear weapons is such that the tactical operation center is not capable of fallout prediction and survey operations for the entire field army area, a CBR element may be attached to the RASCC or the alternate RASCC to predict fallout in the field army service area.
- (3) The field army service area is divided into a number of subareas with a subarea controller responsible for rear area security and for area damage control within each subarea. When enemy operations, warrant, separate boundaries are established for rear area security to coordinate tactical operations against enemy forces. Normally, a technical service group commander is appointed subarea controller. In addition to commanding his own units, the subarea controller is responsible for controlling and coordinating rear area security and area damage control plans and operations of other units located within his area of responsibility.
- (4) Figure 15 illustrates the organization for rear area security and area damage control in the field army.

b. Corps.

- (1) In a corps the area and the number of units and installations involved in rear area security and area damage control are considerably less than in a field army. G3 and G4 responsibilities are the same as at field army. A

RASC is not normally appointed and a RASCC is not normally established. Responsibility for rear area security and area damage control is assigned to commanders of corps troops located within the corps rear area. Group commanders are designated subarea controllers when the corps rear area requires subdivision.

- (2) Rear area security and area damage control measures are prescribed in corps standing operating procedures and plans. These measures apply not only to assigned and attached units, but to other units operating within the area.
- (3) Fallout prediction monitoring and survey operations are included within area damage control and are normally coordinated in the corps tactical operations center.

c. Division.

- (1) In the division, the support command commander is assigned responsibility for planning and execution of rear area security and area damage control in the division support area, with general staff responsibility assigned to G3 and G4, respectively.
- (2) For details of command and staff control over rear area security and area damage control activities in the division, see FM 54-2 and FM 61-100.

8.5. Communications Zone

a. Theater army logistical command.

- (1) The TALOG commander is responsible for rear area security and area damage control in his area. The deputy commander is assigned responsibility for general supervision of rear area security and area damage control plans and operations. Much of the staff supervision, direction, and control of rear area security and area damage control operations are accomplished in the administrative support operations center (ADSOC) (par. 3.25.)
- (2) The TALOG commander normally assigns territorial responsibility in a

divided communications zone to his major subordinate commanders.

b. Advance logistical command and base logistical command.

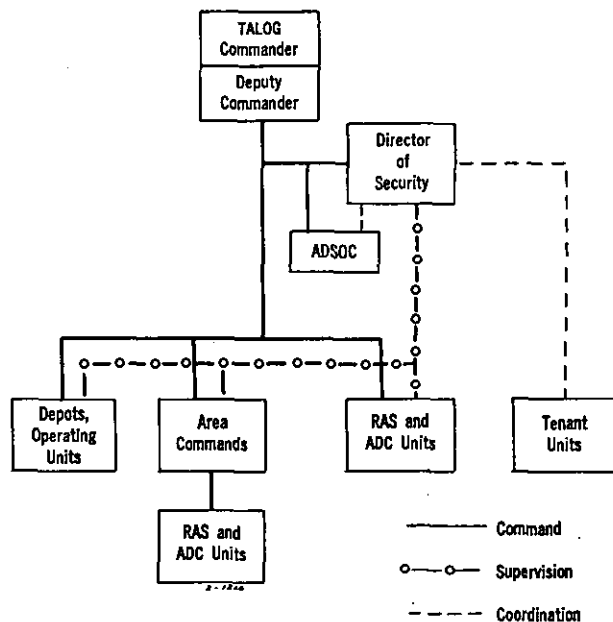
- (1) The ADLOG and BALOG commanders are responsible for rear area security and area damage control operations in their areas. Staff organization and responsibilities are the same as in TALOG.
- (2) The advance and base sections normally are divided into rear area security sectors and area damage control sectors. Rear area security forces are responsible for security in their assigned sectors and area damage control units (ADCU) are responsible for area damage control in their assigned sectors. The operational boundaries for rear area security and for area damage control do not necessarily coincide. Plans and operations under each function however, must be closely coordinated with each other and with administrative support activities.

c. Area commands. Area commands may be established as subordinate elements of ADLOG, BALOG, and TALOG. Area commands are established when the parent headquarters cannot exercise the requisite degree of control over the area or over units and installations in the area. Area commands established by ADLOG or BALOG normally are organized as tactical commands because their primary mission usually is rear area security and area damage control. Area commands established by TALOG may be organized as tactical type commands or as logistical type commands.

- (1) *Tactical area command.* The primary mission of this command is rear area security and area damage control. Responsibility for administrative support is limited to that required to support assigned or attached forces. The command has a small tactical headquarters with a coordinating staff (S1, S2, S3, S4, S5 as required). Rear area security and area damage control operations may be controlled through a tactical operations center under direct supervision of the S3. Tenant

units are under control of the area command commander for rear area security and area damage control. Control is exercised in accordance with plans coordinated with tenant units and with the parent logistical command. Changes to plans are cleared with the parent logistical command, because of possible impact on administrative support. The ADSOC of the parent logistical command facilitates rapid adjustment of plans in emergencies.

- (2) *Logistical area command.* This area command is assigned responsibility for administrative support of tenant units as well as for rear area security and area damage control operations. Because of increased logistical responsibilities, the headquarters normally is larger than that of a tactical area command and usually is organized with a TOE logistical command headquarters as its basis. Tenant units include elements of the U.S. Air Force and Navy, the theater army



NOTE: The command and control structure is also applicable to ADLOG and BALOG.

Figure 16. Organization for rear area security and area damage control in the communications zone.

civil affairs command, the theater army air defense command, intersectional services, and the theater army replacement system.

d. Intersectional services and tenant units.

- (1) The TALOG commander defines responsibilities and participation of intersectional services in rear area security and area damage control operations.

- (2) The TALOG (BALOG, ADLOG) and field army commanders coordinate with tenant units and adjacent commands to develop integrated rear area security and area damage control procedures.

e. Organization. Figure 16 illustrates the organization for rear area security and area damage control in a communications zone.

Section III. OPERATIONS PHASES

8.6. General

Rear area security and area damage control operations are conducted in two phases. Phase I operations are those actions which take place prior to a hostile attack or natural disaster, while phase II operations are those actions which take place during and after an incident.

8.7. Planning and Implementation

a. Phase I rear area security and area damage control operations are designed to prevent successful enemy attacks and to establish a state of readiness for dealing with attacks and other incidents. Phase I activities affect all units in the rear areas and have a major impact on administrative support operations. Installation dispersion is the principal method of reducing vulnerability to nuclear attack. However, as dispersion increases, conduct of administrative support operations becomes more difficult and susceptibility to ground attack is increased. These conflicting requirements must

be considered and an acceptable compromise reached for each situation. Consequently, installation locations must be determined at a command level having responsibility both for administrative support and for rear area security and area damage control so that a decision based on the total problem will result.

b. Rear area security and area damage control operations are mutually supporting. For example, following nuclear attack of a rear area installation area damage control elements implement phase II operations while rear area security elements operating in their support conduct such operations as local security, traffic control, prevention of looting, etc. Phase I rear area security and area damage control operations are conducted continuously; phase II operations are initiated as a result of enemy action. Thus, at any given time, phase I measures are being observed throughout the area, whereas phase II actions are being taken in specific localities as required.

Section IV. REAR AREA SECURITY

8.8. Rear Area Security Plans

Rear area security plans provide for the following:

- a.* Coordination of local security of installations and units.
- b.* Relief of attacked installations and units.
- c.* Route and cross country patrolling and convoy escort.
- d.* Surveillance of suspected bases of operations for guerrillas and infiltrators.
- e.* Denial of drop and landing zones.

f. Finding and destroying hostile forces operating in rear areas.

8.9. Operations

a. Phase I rear area security operations range from initial planning to actual conduct of reconnaissance, counterreconnaissance, surveillance, and counterintelligence operations. Essential measures include establishing installation local security elements; designating combat units to constitute rear area security forces; organizing, equipping, and training combat units designated for these missions; assign-

ment of area responsibilities to rear area security forces; and establishing communication and warning systems. Standing operating procedures (SOP) are developed and rehearsed, route and cross country patrolling and convoy escorting are performed. Counterintelligence units and personnel are fully utilized.

b. Phase II rear area security operations include location and attack of enemy guerrillas, saboteurs, and conventional forces, as well as active defense against these forces. When attacks occur, rear area security forces are deployed rapidly to defeat hostile forces or to contain the attack until additional assistance is provided.

8.10. Rear Area Security Forces

a. In rear areas, including the COMMZ, where service units and friendly local elements are not capable of providing adequate security, specific combat troops are assigned a rear area security mission.

b. In general, a rear area security force should have the following characteristics:

- (1) A high degree of mobility (ground, air, or both).

- (2) Capability of accomplishing a variety of security missions including reconnaissance, convoy escort, and attack of hostile elements.
- (3) Adaptability to tailoring for specific missions.
- (4) Ability to react rapidly with appropriate means to developments in the situation.
- (5) Ability to greatly minimize effects of nuclear, chemical or biological attacks.
- (6) Ability to exercise surveillance over large areas and to mass rapidly when and where required.
- (7) Highly effective, mobile, communications.
- (8) Capability of achieving combat power superiority over expected hostile forces.

c. The assignment of combat units to a rear area security mission should be of sufficient duration to allow them to—

- (1) Develop necessary skills.
- (2) Become familiar with the area and hostile tactics.
- (3) Function together efficiently as a team.

Section V. AREA DAMAGE CONTROL

8.11. Area Damage Control Plans

a. Each unit and installation commander, and each successively higher echelon in the organization for area damage control prepare area damage control plans and supervise and coordinate planning of subordinate echelons.

b. The area damage control plan prepared at each echelon is designed to avoid, or minimize effects of, damage beyond the recuperative ability of a subordinate echelon. Plans provide for assistance to a stricken unit, installation, area, or subarea from an adjacent unit, installation, area or subarea.

c. A subarea commander prepares a separate area damage control plan for each major installation within his area. These plans collectively constitute the subarea damage control plan. Each successively higher echelon in the organization for area damage control follows a similar procedure. The result is a complete,

integrated area damage control plan for the territory.

d. Units located outside the geographic area of responsibility of their parent headquarters conform to and support area damage control plans and SOP of the headquarters controlling the area in which the units are located.

e. Recurrent procedures pertinent to area damage control operations should be included in standing operating procedures.

8.12. Area Damage Control Parties and Area Damage Control Units (ADCU)

a. In area damage control operations, the term "incident" is used to signify occurrence of damage to an installation or unit resulting from enemy attack or natural disaster.

b. In the combat zone, each scene of damage or each incident is placed under control of an area damage control party provided by a designated service unit in the area. Within divi-

sions, control and assessment teams (CAT) perform this function (FM 61-100). Designated battalion size or larger units normally provide area damage control parties. The area damage control party consists of an incident officer (commander), one or more officer assistants, and sufficient enlisted personnel to accomplish or supervise the following:

- (1) Establish and mark an incident post, or command post (CP), at the scene of damage. (Incoming area damage control elements and other personnel reporting to the damaged area are directed to report to the incident post.)
- (2) Determine the extent of damage and the assistance required. Command area damage control teams (par. 8.13a) are dispatched to the damaged area and supervise area damage control operations.
- (3) Provide such necessary administrative support as emergency food, water, clothing, and POL.
- (4) Coordinate with medical personnel in treating and evacuating casualties.
- (5) Perform necessary chemical and radiological survey.

c. Unit and installation SOPs prescribe the composition of area damage control parties and designate the units which provide them. When an incident occurs, the commander concerned dispatches an area damage control party to the damaged area to assume responsibility for subsequent operations. Responsibility for probable target areas, such as a major installation, should be established in advance. This enables area damage control party commanders to reconnoiter areas of responsibility before damage occurs.

d. In the communications zone, area damage control units (ADCU) are provided to control or supervise area damage control activities beyond the capability of units or installations suffering damage. ADCU are TOE units consisting of small TOE headquarters and a number of cellular TOE service units or detachments. ADCU are included in the troop basis of logistical or area commands. The number of ADCUs within a command is based on the enemy threat and the number and types of installations in the area. ADCU have the capa-

bility of moving rapidly to damaged areas. They initiate immediate damage assessment, perform limited first aid and rescue operations, and control augmentation teams furnished by service units in the area.

8.13. Area Damage Control Operations

a. *Phase I Operations.* Phase I area damage control operations are preventive measures to avoid or minimize effects of enemy attacks or natural disaster, and readiness measures to prepare for phase II operations.

- (1) The most important preventive measures are dispersion, protective shelters, warning systems, and counterintelligence. Dispersion is the primary method of reducing vulnerability of installations to nuclear attack. Dispersion measures include:
 - (a) Multiple locations for administrative support resources.
 - (b) Sufficient distance between installations, and between facilities within installations, based on ability of installations to perform their primary mission, enemy capabilities, and the degree of risk acceptable to the commander.
 - (c) Continuous flow concepts as opposed to large, static stockages.
- (2) Another preventive measure is location of installations to capitalize on protective characteristics of terrain features such as tunnels, caves, forests, and ravines. In addition, simple protective fortifications may be constructed to reduce vulnerability of static personnel and materiel resources. The use of protective shelter and fortifications may permit a reduction in dispersion and thereby facilitate rear area security as well as administrative support operations.
- (3) Warning procedures are prescribed initially in theater policy and implemented by field army and TALOG. They are kept current and include facilities to allow integration with warning systems of adjacent military

commands and civilian defense organizations.

- (4) The enemy's ability to attack rear areas effectively depends upon the information he can gain. Counterintelligence is stressed to deny information to the enemy. Measures employed include camouflage, cover and deception, displacement of installations, denial of surveillance, and safeguarding of classified materials.
- (5) Readiness measures are accomplished prior to mass destruction attacks or natural disaster to insure prompt and effective implementation of phase II activities. Readiness measures include assignment of responsibility to area damage control parties or ADCU; organizing, equipping, and training of teams to augment area damage control parties and ADCU; preparation for detection of chemical, biological and radiological hazards and prediction of fallout; and provisions for caring for large numbers of sick and wounded, and disposition of the dead. In the COMMZ, ADCU are deployed in assigned area damage control sectors to minimize reaction time and to reduce their own vulnerability. Each ADCU must however, be prepared to move to any other part of the parent logistical or area command area. Each ADCU is kept informed of conditions throughout possible areas of employment. The director of security of logistical commands supervises the ADCU, and is responsible for providing them with timely, pertinent information. The numbers and types of service augmentation teams required are provided for in plans and SOP. Technical and administrative service units train and equip the required teams.
- (6) Fallout prediction data (FM 3-12 and TM 3-210) should be provided all installations on a continuing basis.
- (7) Vulnerability analysis (FM 101-31-1) on a continuing basis for each installation, is used as a basis for area damage control planning.

b. Phase II Operations.

- (1) Phase II area damage control operations begins when an attack or natural disaster occurs. When the unit or installation incurring damage cannot cope with the situation, aid is dispatched to the area.
- (2) In the communications zone, when an incident requires the employment of an ADCU, an effective command and control capability may no longer exist at the stricken installation. For this reason, the ADCU normally assumes control of all forces at the incident until such time as the installation commander or his representative is capable of resuming control. As soon as control can be effectively assumed by other service activities, the ADCU is relieved for employment elsewhere.
- (3) In the combat zone an area damage control party is dispatched to the incident site to assume control of area damage control operations. If the installation commander or his representative can control the situation, the area damage control party assists him. In some situations when damaged sustained can be controlled by the installation headquarters, only required area damage control squads or teams may be dispatched to the area to assist.
- (4) An important early step in phase II area damage control operations is damage assessment. Assessment consists of a direct examination of the affected area by units in the area or by special units to estimate damage. The damage assessment forms the basis for subsequent area damage control actions.
- (5) An immediate problem following a nuclear attack is fallout prediction and radiological survey and monitoring.
 - (a) The CBR element of the TOC, RASCC, or ADSOC, collects and disseminates information on fallout.
 - (b) As soon after an incident as possible, predicted fallout data are disseminated to all installations.

(c) Survey and monitoring procedures are initiated in accordance with standing operating procedures.

(d) Military or civil police control movement into contaminated areas.

Section VI. BASE DEFENSE

8.14. General

Base defense consists of local military measures required to nullify or reduce the effectiveness of enemy attacks on a base. Base defense is a term normally reserved for joint usage rather than Army usage. In general, base defense is similar in scope and concept to rear area security and area damage control as covered in preceding sections of this chapter.

8.15. Defense

The commander of the area or subarea in which a base is located is responsible for defense of the base. The base commander is responsible for local defense. Forces assigned to the base primarily for the purpose of local base defense from services other than that of the base commander are under operational control of the base commander. Forces assigned to the base for primary purposes other than local base defense, assist in local base defense during an attack.

8.16. Responsibilities

a. The commander of the forces of each service at a base is responsible for :

- (1) Participating in preparation of base defense plans.
- (2) Training his forces for base defense.
- (3) Providing appropriate facilities and essential personnel for a base defense command operations center, and appropriate personnel for the base defense commander's staff (if a joint staff is established, to be regular working members of the staff).
- (4) Providing for internal security of his own command.

b. Transient forces are employed to augment regularly assigned base defense forces if an emergency requires.

PART TWO LOGISTICS

CHAPTER 9 LOGISTICS — GENERAL

9.1. General

a. Military operations are influenced greatly, often decisively, by logistics. The objective of logistical support is the timely provision of adequate supplies and services to combat elements.

b. Logistics embraces planning and implementation of those aspects of military operations which deal with—

- (1) Design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel.
- (2) Movement, evacuation, and hospitalization of personnel.
- (3) Acquisition or construction, maintenance, operation and disposition of facilities.
- (4) Acquisition or furnishing of services.

c. The major logistical functions are supply, transportation, maintenance, construction, labor, and medical evacuation and hospitalization.

d. General principles governing establishment and operation of the logistics system in theaters of operations include—

- (1) Minimum handling of supplies.
- (2) Minimum supply installations.
- (3) Maximum dispersion of logistical installations and units consistent with logistical support requirements, control, and security.
- (4) Maximum use of existing facilities, local supplies and utilities, captured materiel, civilian personnel, and prisoners of war.
- (5) Maximum economy of resources.

9.2. References

a. Details of organization and operations of logistical command are in FM 54-1.

b. Details concerning staff functions, estimates, planning, orders, records, and reports of logistics officers are in FM 101-5.

c. Details of organizational, technical, and logistical data are in FM 101-10.

d. Details concerning joint logistics policy and guidance are in JCS Pub. 2 and JCS Pub. 3.

9.3. Logistical Support of Combat Operations

The modern battlefield may be the scene of highly fluid combat operations, presenting extraordinary logistical problems. Such operations combined with use of mass destruction weapons will require use of such procedures as—

a. Pooling motor transportation from units in the communications zone and in the combat zone.

b. Reducing the allocation of supplies for some forces to insure an adequate supply for forces engaged in more crucial operations.

c. Diverting logistical units from low priority tasks to support of the main effort.

d. Positioning supplies to support detached or withdrawing forces.

e. Regulating and controlling movement of supplies and troops across major obstacles.

f. Providing increased security for logistical installations and lines of communication.

g. Keeping supplies mobile.

h. Prompt redistribution of uncontaminated supplies and equipment, particularly vehicles, of ineffective units.

i. Using local resources to the maximum permitted by the laws of Land Warfare.

j. Establishing priorities to insure availability of transport for the most urgent requirements.

9.4. Logistical Support of Special Operations (FM 31-series)

Operations in mountains, jungles, deserts, or in snow and extreme cold, and airborne and amphibious operations may require modification of normal logistical procedures.

a. The procurement of specialized equipment to support major operations of these special types may involve long leadtimes. This creates a requirement for long-range estimates and expedited processing of such materiel.

b. Operations in jungles and in snow and extreme cold require specialized equipment and a modification of normal distribution, storage, and evacuation procedures because of extreme weather effects and restricted lines of communication. Operations in mountains may rely heavily or altogether on aircraft, men and animals for transportation.

c. Desert operations present problems in water supply. Sand accumulation in equipment hampers operations and, together with wide daily temperature ranges, creates unusual supply and maintenance problems.

d. Amphibious operations require close coordination of Army, Navy, and Air Force in establishing and maintaining logistical support of forces ashore (FM 31-11 and FM 31-12).

e. In airborne operations airborne force commanders are responsible for logistical support which accompanies assault forces. TALOG agencies in the departure area assist in mounting the operation and provide logistical support during the operation. They deliver supplies to airfields for Air Force delivery to forces in objective areas. After surface link-up normal supply procedures are established (FM 57-10).

9.5. Logistical Support of Unconventional Warfare Operations

a. Unconventional warfare operations are

conducted in enemy or enemy controlled territory by predominantly local personnel usually supported and directed in varying degrees from an external source. Unconventional warfare consists of the interrelated fields of guerrilla warfare, evasion and escape, and subversion against hostile states (resistance).

b. The commander of the joint unconventional warfare task force (JUWTF) is responsible to the theater commander for conduct of unconventional warfare, but each component service is responsible for logistical support of its own forces assigned to JUWTF. The JUWTF plans and coordinates logistical support for unconventional warfare operations in the theater, and works directly with the logistical headquarters of each theater service component to insure support of attached Army, Navy, or Air Force units.

c. JUWTF headquarters provides the theater army logistical command (TALOG) with logistical estimates for support of unconventional warfare operations. These estimates entail considerable lead time due to many nonstandard, obsolete and special type items required to support the many different type operations peculiar to unconventional warfare. The estimates are made more complex by varied geographic locations of the operational areas and varying sizes of forces.

d. The theater army logistical command is responsible for providing administrative and logistical support to special forces units and other unconventional warfare forces in the theater. Actual mechanics of logistics differ little, if any, from the mechanics of conventional unit logistical support. Necessary deviations are determined by direct coordination between TALOG and JUWTF or the special forces group which provides logistical and other support to units and forces from a special forces operational base.

e. Details concerning logistical support of unconventional warfare operations are in FM 31-21.

9.6. Boundaries

a. Boundaries delimit territorial responsibility and aid coordination of logistical operations. Geographical limits of a theater of op-

erations are established by the President through the Secretary of Defense. The rear boundary of the combat zone is designated by the theater commander, normally on recommendation of the theater army commander. Army group normally retains no territorial control; thus field army rear boundaries normally coincide with the rear boundary of the combat zone. The field army commander may designate corps rear boundaries; corps commanders designate division rear boundaries.

b. Considerations affecting the location of rear boundaries include:

- (1) Location far enough to the rear to provide room for maneuver and suitable area for service installations.
- (2) Movement forward as soon as practicable to relieve combat units of the administration of territory not required for their operations.

(3) Location in relationship to the road net and other routes of communications. Corps requires good lateral routes behind division rear boundaries, and field army requires good lateral routes behind corps rear boundaries to facilitate movement of troops and supplies.

(4) Identification with easily recognizable terrain features such as roads, railroads, rivers, and canals.

(5) Movement of the rear boundary planned well in advance to permit reconnaissance prior to transfer of territorial responsibilities.

c. Rear boundaries are not barriers to logistical operations. Through coordination between responsible headquarters, logistical installations and operations of one command may be present in the area of another.

CHAPTER 10

LOGISTICS — SUPPLY

Section I. GENERAL

10.1. Introduction

a. Supplies are all items necessary for the equipment, maintenance, and operation of a military command, including food, clothing, equipment, arms, ammunition, fuel, forage, materials, and machinery. In Army, Air Force, and Marine Corps usage, for planning, and administrative purposes, supplies are divided into general classes which are defined in AR 320-5. Supplies are further divided into the two broad areas.

(1) Initial issue.

(2) Resupply (*b* below).

b. Dividing supplies into these two areas permits quick easy determination of authorization, more complete requirements evaluation, and simplified management procedure of all materiel.

	<i>Basic for stockage</i>	
	<i>Initial issue</i>	<i>Resupply</i>
TOE	Basic Load Prescribed Load Mission Load (Universal Mission Load).	Operating Levels Safety Levels Pipeline Theater Mobilization Reserve Material Requirement Theater Reserve (TR3) Contingency Support Stocks
TA	Maintenance Float Operational Projects Army Mobilization Reserve Account Ready Reserve Strategic Force Account Army Roundout Account	

10.2. Supply Economy

a. Supply economy is the practice of conserving material by every individual in the Armed Forces, developed through training and

practice until it becomes habitual. It includes conservation, proper operation or use, maintenance, safeguarding, recovery, repair, and salvage of supplies.

b. Supply economy requires aggressive action by commanders to obtain maximum service life from each item, to avoid accumulation of excess, and to make maximum use of salvage that can be repaired or used.

10.3. Organization for Supply

The organization for supply must include—

a. Stocking in peacetime for wartime requirements those combat essential items, as defined by theater commanders, that will insure automatic resupply until normal supply procedures can be reestablished.

b. A responsive requisitioning system.

c. An action agency at each echelon of supply distribution which responds to requisitions by directing issue, placing demands on other agencies, or forwarding demands to higher echelon.

d. An agency to allocate items not available in sufficient quantity to meet requirements.

e. An inventory control system capable of providing current information on amount, location, and condition of stocks on hand, of balancing current and anticipated requirements against stocks on hand and on requisition, and of judicious disposition of salvage.

f. Personnel and facilities to receive, store, maintain, and distribute supplies and equipment.

g. When practicable, automatic data processing systems at major administrative headquarters to meet requirements for fast and accurate data processing (pars. 6.15-6.17).

10.4. Responsibility for Supply

a. Theater Commander. The theater commander is responsible for insuring that forces in the theater receive adequate supply support. Generally, each Service is responsible for its own supply support, except as otherwise provided for in agreements. The theater commander allocates supplies among the Services when such action is necessary.

b. Theater Army Commander. The theater army commander is responsible for supplying U.S. Army forces in the theater and supporting the U.S. Navy, U.S. Air Force, and other forces with army items as directed. The theater army commander—

- (1) Executes his responsibility for operation of the theater army supply system through appropriate major subordinate commanders. He provides broad supply plans and policies for guidance of subordinate commands.
- (2) Establishes policies regarding priorities for allocation of resources among major subordinate commands of theater army. Normally, this is accomplished through policy directives covering several classes of supply. Specific items may be allocated because of their special nature or critical status.
- (3) Arbitrates differences among major subordinate commands with respect to supply support.
- (4) Conducts inspections of supply activities of major subordinate commands.
- (5) Provides guidance on the troop basis to be supported, normal authorizations, project and special authorizations, and reserve authorizations.
- (6) Reviews and recommends approval to Headquarters, Department of the Army for operational project requirements.
- (7) Makes final decisions on the balancing of supply requirements with lift tonnage available to theater army.

c. Theater Army Logistical Command Commander.

- (1) The TALOG commander is responsible for supply operations based on the

theater army commander's directives and policies. Except for supplies for which the Navy or Air Force has responsibility, the TALOG commander is responsible for supply to Army forces in the theater, and to such Navy, Air Force, allied forces, and civilians as directed.

- (2) The TALOG commander is responsible for operation of the theater army inventory control system.
- (3) Details of responsibilities of the TALOG commander for theater supply are in FM 54-1.

d. Base Logistical Command Commander.

- (1) The BALOG commander is responsible for BALOG supply operations and for supply support of designated forces.
- (2) The BALOG commander is responsible for supporting designated advance logistical commands. He may be directed to support field army supply installations and TALOG area commands. He also provides supply support to Army units and designated units of other Services located within the base section.
- (3) Details of responsibilities of the BALOG commander for supply are in FM 54-1.

e. Advance Logistical Command Commander.

- (1) General responsibilities of the ADLOG commander for supply are similar to those of the BALOG commander.
- (2) The ADLOG commander is responsible for providing supply support to a designated field army, normally on a wholesale basis. He is also responsible for providing supply support to Army units and designated units of other Services located in his area.
- (3) Details of supply responsibilities of the ADLOG commander are in FM 54-1.

f. Army Group Commander (par. 3.14).

g. Field Army Commander. The field army commander is responsible for supply of field army units, for common item supply support of

other services as directed, and for supply support of civilians as directed. He receives estimates and recommendations from elements of his command and other agencies for which he has supply responsibility and obtains supplies from TALOG and local sources. He exercises stock control over items in his area. He allocates critical, regulated, and command controlled items of class I, II and IV, and III supplies and announces available supply rates for class V to subordinate elements. Additional responsibilities of the field army commander for supply are set forth in this chapter under specific supply functional areas.

h. Corps Commander.

- (1) The corps commander, when the corps is part of an army, ordinarily is not in the chain of supply except with respect to corps troops. He controls expenditure of class V supplies by announcing an available supply rate to elements of his command. When required, he controls allocation of other items in short supply by establishing priorities of issue. Such allocations are common with respect to class II and IV supplies having an immediate and direct influence on tactical operations. In a rapidly moving situation,

the corps commander must be prepared to assume added supply responsibilities for his corps.

- (2) When the corps is operating independently, the commander must be prepared to assume full supply responsibility for his corps as outlined above for the field army commander. When the corps is made responsible for administration, additional supervisory personnel and service units must be attached to the corps.

i. Division Commander (FM 54-2, FM 61-100). The division commander is responsible for supply of subordinate units. He deals directly with field army on routine supply matters. He controls expenditure of class V by announcing an available supply rate. Items in critical short supply are subject to allocation by corps and division.

j. Other Commanders. Commanders of separate Army units are responsible for supply in their own elements and for making their needs known to the next higher supply echelon. Normally, they obtain supplies by sending transportation to field army supply points pursuant to arrangements made by the field army commander.

Section II. LEVELS OF SUPPLY

(AR 710-25)

10.5. Terms

Terms used in the planning and control of supply operations are defined or explained in AR 11-8, AR 320-5, AR 710-25, AR 711-16, and AR 725-50 and are illustrated in figure 17.

Note. The number of days of supply for each of the above terms have been omitted in the above figure. The days of supply for the safety and operating level are variable and dependent upon the demand variability and frequency of the item. (See AR 711-16.) Order and shipping times are likewise variable and dependent upon the urgency of need and the priority of the requirement for the item (AR 725-50).

10.6. Policies

a. Headquarters, Department of the Army prescribes levels of supply authorized for theater army in terms of days of supply (AR 11-

12). Levels of supply are divided into two broad areas: peacetime operating stocks and war reserves. The theater army commander prescribes levels for the combat zone and the communications zone. Usage factors and experience data vary somewhat among different items of supply. Days of supply are converted to tons per man per day, to numerical quantities of items, or to other quantitative units. Collectively these levels constitute the stockage objective of the theater army command concerned and permit requisitioning, control, movement planning, and associated activities. Levels of supply prescribed by Headquarters, Department of the Army include all stocks in the theater *except* those in the hands of using units and in class I, II and IV, and III supply points.

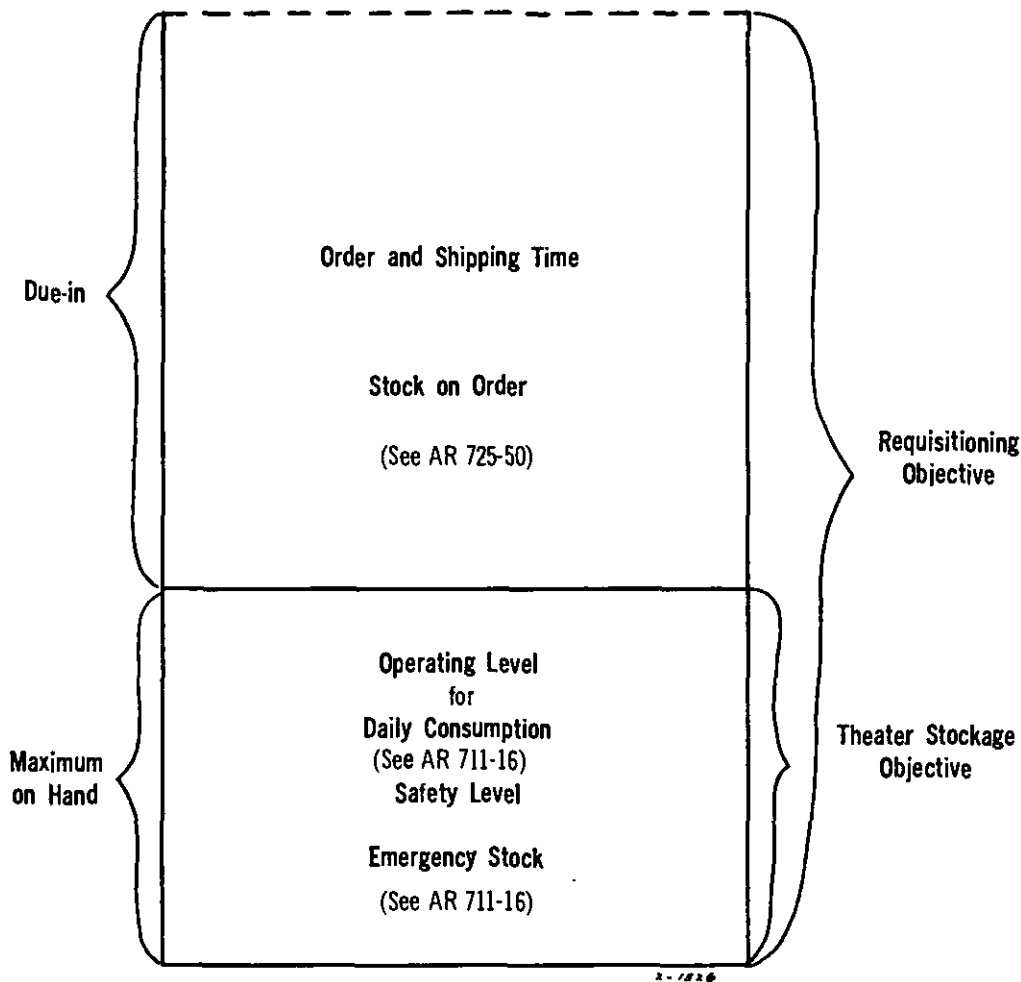


Figure 17. Levels of supply.

b. In establishing supply levels within over-sea commands, the following factors are considered:

- (1) The levels prescribed for the theater army command by higher authority. (These levels represent the maximum stockage authorized. Stockage at levels lower than those authorized is warranted only when reliability of supply from CONUS is of a high order.)
- (2) Locations of subordinate commands.
- (3) Applicable order and shipping times.
- (4) Character and relative importance of the combat missions of supported tactical units.
- (5) The vulnerability of supply installations.

- (6) The estimated reliability of resupply capability.
- (7) Estimated wartime requirements for materiel for which increased demand is expected under combat conditions.
- (8) The requirement for mobility.

c. The theater army commander is responsible for determination of supply levels in subordinate commands (TALOG and field armies). He either prescribes levels for sections of the communications zone or delegates such authority to the TALOG commander. The TALOG commander either prescribes levels for TALOG installations or assigns this responsibility to the subordinate logistical commands. The field army commander prescribes levels for field army installations. Factors considered in es-

establishing levels for individual installations include—

- (1) Supply levels prescribed for the combat zone.
- (2) Location, capability and mission of each supply installation.
- (3) Order and shipping time between installations (to include consideration of vulnerability of routes).
- (4) Character and relative importance of combat missions of tactical units supported by each installation.

d. Supply levels at the various theater army echelons are not fixed.

- (1) The supply level for the field army is set sufficiently low to facilitate required mobility. Normally, the supply level applies only to items consumed at a reasonably predictable rate. Stocks maintained within field army supply installations include operating levels of class I, and fast-moving items of classes II and IV, III (oils, greases and lubricants), and V on a selective stockage basis to support daily con-

sumption. Reserve stocks of class I, class III (packaged) and class V are maintained for emergency issue only. Normally, major items of equipment other than those kept in maintenance floats are not stocked in field army depots but are obtained directly from TALOG depots as required.

- (2) Advance logistical command normally maintains levels of all classes of supply of field army stockage list items, and authorized fringe items for field army maintenance needs. The remainder of authorized theater army stocks are normally held by the base logistical command.
- (3) The number of days of supply within a theater army supply system can be reduced by increasing the speed with which requisitions are prepared, transmitted and processed, and by increasing the speed and reliability of supply shipments. ADPS and modern communication equipment will help attain these objectives (ch. 6).

Section III. SUPPLY MANAGEMENT

10.7. General

(FM 38-1)

a. Management of the supply system and of materiel furnished through the system cuts across the other supply tasks of determination of requirements, procurement, storage and distribution, and disposal. Supply management is accomplished through an integrated system of command control, organizations, procedures, communications, and record data. Inventory control is the central and critical activity of supply management. It is through inventory control that balanced supply is achieved. Details are in AR 700-5.

b. Within theaters of operations, inventory control is concerned primarily with requirements computation, procurement direction (requisitioning and local procurement), and distribution management. Inventory control also includes direction of theater army maintenance operations concerned with repairing unservice-

able items for return to stock, and direction of disposal activity.

10.8. Supply Control

a. Supply control is the process by which (through a system of reports, computations and evaluations) demands for an item of supply are balanced against assets of the item. This allows definitive supply action in the form of budget estimates and procurement, disposal, or allocation.

b. The supply control system provides a systematic means for maintaining the best possible balance between total supply and demand, to insure timely provision of needed materiel, to prevent accumulation of excess stocks, and to determine quantities of stock available for redistribution or disposal. The system requires that essential data concerning supply and demand status of an item be compiled, kept up to date, and centrally controlled.

c. The basic elements of a supply control system are—

- (1) Supply policies of the command.
- (2) Stock control records and supply reports.
- (3) Forecasts of supply requirements and availability.
- (4) Data on the past, present, and future supply status of individual items.

10.9. Stock Control

a. Stock Control Procedures.

- (1) Stock control is the process by which, through a system of records and reports, pertinent data are maintained on the quantity, location, and condition of supplies and equipment due in, on hand, and due out. The function of stock control is to determine the quantities of supplies and equipment available for issue and to maintain records of locations of those items. The objective of stock control is management of supply operations so that distribution can be accomplished with a minimum amount of supplies and equipment in the distribution system.
- (2) The stock control system includes procedures by which—
 - (a) Requisitions are filled speedily.
 - (b) Shortages and excesses in stock levels are discovered and eliminated.
 - (c) Surplus, obsolete, unusable, and unrepairable items are located and reported.
- (3) The theater army commander normally assigns to the TALOG commander responsibility for establishment of a theater army stock control system.
- (4) Stockage levels are maintained by timely placing of requisitions and aggressive followup action. If stock levels fall below the safety level, command action must insure that using units continue receiving their essential requirements. Items in short supply may be rationed or regulated.
- (5) Stock control efficiency depends upon

rapid and accurate posting and review of theater army central stock control records; audit of installation records; accurate inventories; and inspection, assistance, and instruction throughout all commands. Use of ADPS simplifies operations and permits timely consolidation of stock control data.

- (6) Whenever supply levels of a command appear to be inadequate or excessive, the commander recommends revision of the prescribed supply level.

b. *Army Field Stock Control System.* This system (AR 711-16, and 711-25) establishes stock control policies and accounting procedures at installation and direct support unit level. Its objective is to insure adequate supplies at the proper place and time without overstocking. The system has three major elements:

- (1) *Selective stockage plan.* Selected fast-moving items are stocked forward; slower moving items are held to the rear. This prevents accumulation of dead stocks with accompanying loss of mobility, and materially decreases maintenance in storage. Stockage at each echelon is based on demand experience, combat essentiality and estimates of future requirements.
- (2) *Stock records.* Stock records are an efficient, uniform means of inventorying and controlling supplies.
- (3) *Demand data.* Accurate demand data are developed for each item of supply, and used as a basis for procurement and distribution. Demand rates are the initial basis for determining which items and what quantities will be stocked at each echelon.

c. *Physical Inventories.* Physical inventories of depots and installations are made to insure that stock accounting records reflect true stock position.

- (1) A complete inventory is taken either at a specific time, or on a continuous cycle basis as prescribed by the appropriate command.
- (2) Special inventories are taken whenever it is necessary to verify or adjust

the stock record account of a particular item.

d. Documentation. Documentation is the preparation and maintenance of records of the quantity, location, condition, and disposition of supplies. Accurate information is maintained on materiel required, on hand, due in, due out, and on routing of materiel in transit. Requisitions and reports of receipt or nonavailability are essential steps in documentation.

- (1) The purpose of documentation is to provide supply and shipping information required by the consignor, carrier, and consignee to identify and transport supplies. Documentation is best accomplished when one document provides complete information for the agencies concerned.
- (2) The port of embarkation is responsible that shipments are forwarded with proper manifesting, addressing, and stowage plans. In the theater of operations TALOG shipping agencies are responsible that shipments are properly identified. Preparation of documents initiating movement is normally the responsibility of the shipper.
- (3) Documentation provides—
 - (a) Sufficient information to transportation agencies for control and identification of shipments at transfer points.
 - (b) Specific supply information to designated technical service agencies.
 - (c) Advice to the consignee that the shipment is en route.
 - (d) A basis of payment to nonmilitary carriers.

e. Marking, Packaging, and Packing. Marking of supplies and equipment normally consists of the address, color-coded markings, and identification of contents. Facilities for loading and unloading and the necessity for conservation of shipping space determine methods of packag-

ing. When suitable materials handling equipment is available, consideration is given to use of pallets. Packaging and packing must insure adequate protection against rough handling, salt water (if appropriate), and the elements, en route and in storage. Supplies destined to be air-dropped are loaded into standard air supply dropping equipment.

10.10. Alternate Supply and Stock Control

Vulnerability of the logistical system to enemy attack requires provision of alternate supply and stock control capabilities. Alternate locations are furnished for records and data. Standing operating procedures are developed to reestablish supply and stock control in the shortest possible time, to include use of manual operations in the event ADPS and data transmission equipment become inoperable.

10.11. Regulated and Command-Controlled Items

a. Regulated Items. Department of the Army publishes lists of regulated items, (normally in supply bulletins), applicable worldwide, for each technical service. Regulated items are usually those which are scarce (from a national standpoint), costly, or of a highly technical or hazardous nature. An item may be deleted from the regulated items list only through Department of the Army action. The theater army commander exercises close supervision of issues to insure distribution in accordance with priorities. Requisitions for regulated items are processed through command channels. The theater commander determines at what command levels various items can be approved for issue.

b. Command-Controlled Items. In addition to regulated items, commanders at each echelon may control other items which are in short supply or critical in nature. The commanders normally publish controlled items lists or directives which require the same general procedures for obtaining such supplies or equipment as for regulated items.

Section IV. REQUIREMENTS

10.12. General

a. Supply requirements are expressed in a plan or statement indicating a need for equipment and supplies by specific quantities, for specific periods of time or at specified times.

b. Requirements are classified as follows:

- (1) *Initial supply requirements* to provide for initial issue of supplies or to fill shortages in the initial issue.
- (2) *Replacement and consumption requirements* to keep initial equipment at authorized quantities and to replenish supplies consumed or expended, lost, or destroyed by enemy action.
- (3) *Reserve requirements* to establish or replenish an approved reserve.
- (4) *Operational Project requirements* to provide supplies not authorized by established allowances, but approved for a special operation or purpose.

c. In the theater of operations, commanders must know their authorizations for supplies and equipment and the quantities on hand as a basis for requisitions and planning. To insure availability of proper types and adequate quantities of supplies for current and projected operations, the TALOG staff must be informed of strategic and tactical plans as far in advance as possible. The field army staff must be similarly informed of the kinds and quantities of supplies planned for procurement or available for projected operations.

d. In initial stages of mobilization, supply requirements for the most part represent needs for initial issue. In later stages, most requirements represent needs for replacement and replenishment (resupply). Department of the Army requirements for these supplies are computed on the forecast of troop deployment and theater replacement factors and consumption rates. Theater army commanders must forecast their own requirements at the earliest possible date since procurement on a large scale may have a leadtime of many months.

10.13. Initial Supply Requirements

a. Initial supply requirements are prescribed

in tables of organization and equipment, tables of allowances, equipment modification lists, and similar authorizations. See chart in paragraph 10.1b. Periodic compilations of these requirements serve to prevent initial supply shortages and help determine replacement, consumption, and reserve requirements.

b. In an oversea command, accurate computation of initial supply requirements depends on a knowledge of—

- (1) Troop basis and allowance authorizations under which the troops and installations are to be supplied.
- (2) Status of supplies in the hands of troop units.
- (3) Dates of arrival or activation of troop units.

c. Computation of requirements and the determination of shortages are technical service functions. Commanders and staffs must provide the services with such data as troop basis, status of supplies in the hands of troop units, phased arrivals, operation plans, and the period for which computations are to be made.

10.14. Replacement and Consumption Requirements (Resupply)

a. Successful operation of an organization demands that supplies be available when needed. When supplies are received daily, needs can be met with a minimum operating level of supply. When supplies are received less frequently, it is necessary usually to increase levels of supply. Computation of replacement and consumption requirements is based on authorized days of supply and the following:

- (1) Projected troop strength for the period.
- (2) Changes in composition of the forces supported.
- (3) Seasonal requirements.
- (4) Anticipated operations which create special requirements.
- (5) Revision of replacement factors and consumption rates as a result of added experience.

b. Determination of daily or periodic replacement and consumption requirements is a technical service function. Commanders and staffs provide information affecting requirements to the technical services in sufficient time to meet demands for contemplated operations. Commanders and staffs are responsible that necessary experience data are obtained from using units to improve the factors used in determining requirements.

10.15. Reserve Requirements

Reserve requirements represent quantities of items in excess of immediate needs to meet anticipated demands which cannot be determined accurately in advance. They include, in addition, supplies prescribed for particular purposes, such as contingency reserves of equipment for newly activated organizations. Computation of reserve requirements is a technical service function. Commanders are responsible for obtaining authorizations for reserves and for issuing directives and guidance to the technical services or subordinate commands for accumulation and replenishment of reserves.

10.16. Project Requirements

a. Project requirements represent supplies which are not included in normal allowances but which are necessary to perform a specific task. An approved project requirement is one for which supply, including necessary procurement, has been authorized by Headquarters, Department of the Army.

b. Project requirements normally involve only class IV supplies and do not include initial equipment or normal replenishment requirements for troops. Occasionally, project requirements include supplies of other classes, such as specially packed or special rations; weapons; fire control equipment; ammunition; or liquid and solid fuels.

c. Project requirements are classed as follows:

- (1) *Operational project* requirements pertaining to additional equipment or supplies for tactical operations.
- (2) *Development project* requirements pertaining to the construction, reconstruction, development, or remodeling

of military installations, utilities, and facilities.

- (3) *Maintenance project* requirements pertaining to quantities of class IV supplies for normal day-to-day maintenance of military installations, utilities, and facilities.

d. Project requirements may originate in a theater, or may be included as a part of the Department of the Army plan for a specific operation. Theaters must submit project requirements early so that the Department of the Army can consolidate demands of all theaters for orderly and economical procurement and supply. Long procurement leadtimes may make it necessary for the Department of the Army to initiate project requirements before a theater commander or theater army commander is designated. Project requirements so initiated may be revised later based on theater recommendations.

e. Project requirements include bills of materials and shipping schedules. Complete bills of materials may be prepared in theaters, but frequently are prepared by the Department of the Army, based on a general statement of the task to be accomplished. The latter method has advantages, especially where construction is necessary, since technical specialists familiar with design, nomenclature, and sources of materials are usually more readily available in the Zone of Interior.

f. The theater army commander's responsibility for project requirements consists of—

- (1) Reviewing Department of the Army prepared project requirements to determine their suitability and to recommend necessary changes.
- (2) Determining the need for additional project requirements, and where applicable, obtaining Headquarters, Department of the Army, assistance and approval.
- (3) Issuing necessary directives to subordinate commanders to obtain needed supplies and to take action to complete the project requirement.
- (4) Allocating tonnage made available to him for movement of materials to the theater.

g. Examples of supply projects which must receive special consideration are those pertaining to—

- (1) Fixed signal installations.
- (2) Base installations, including depots, shops, assembly areas, port facilities, hospitals, rest areas, military confinement facilities, prisoner of war inclosures, army exchanges, and postal systems.
- (3) Rehabilitation or construction of transportation facilities.
- (4) Specialized equipment and increased levels of supply needed for special operations.

Section V. SOURCES OF SUPPLY

10.18. General

A theater of operations obtains supplies from sources outside and within the theater. Sources outside the theater include the CONUS, other theaters, and allied countries. Sources within the theater include local procurement, captured materiel, and reclamation of supplies through repair.

10.19. Supply From CONUS

a. Supply from CONUS on a requisition basis is the normal method of supplying an established overseas command. Supplies for a new theater, however, are usually shipped automatically (without requisition) from CONUS. Units going into new theaters are accompanied by their initial equipment and supplies for replacement and maintenance for a specified period. This accompanying supply is considered initial issue and is comprised of the basic load, prescribed load and mission load. These loads contain items of supply required by the unit to sustain itself in its wartime role until resupply can be effected (normally 15 days for all classes less PEMA major end items). CONUS agencies ship additional replacement and maintenance supplies periodically and automatically in accordance with prearranged schedules. Project supplies are also shipped automatically. As the overseas command progressively gains control over its supply functions, it furnishes to

10.17. Requisitioning

a. Requisitioning is the placing of demands for supplies and equipment on supply agencies.

b. A requisition may be a complete, formal request on a specified form; a call against a credit; a status or expenditure report; an informal written request; an oral request; an estimate; or an empty gasoline tank.

c. Requisitions within a theater vary among classes of supply because of differences in physical characteristics and methods of handling.

d. Use of automatic data processing and high speed transmission speeds the requisitioning process (pars. 6.15–6.17).

CONUS agencies available supply status information. This information is a basis for modifying the automatic flow of items as necessary.

b. As soon as possible, normal requisitioning procedures are established. The date on which automatic supply ceases is prescribed by Headquarters, Department of the Army, based on recommendations of the theater commander. Coordinated actions by all supply agencies is required to prevent an interruption of supply and to avoid duplication of shipments.

c. Army-wide shortages may cause Department of the Army to exempt certain items from requisitioning and automatic supply procedures. In such cases theaters may be required to report requirements, quantities on hand, due in, shortages, and expenditures. Based on these reports, available supplies are allocated by the Department of the Army on a distribution schedule and shipped automatically in accordance with priorities. Alternatively, the theater commander may be informed of the allocation and authorized to call the items forward by requisition.

d. Supply requisitions to CONUS are submitted periodically in accordance with Department of the Army policies. Normally, requisitions for supplies (other than POL and items obtained directly through Air Force or Navy channels) are consolidated and forwarded by

TALOG to the designated overseas supply agency (OSA) in CONUS. Oversea supply agencies forward these requisitions to responsible CONUS supply agencies and notify TALOG of shipment and expected date of arrival at destination. When CONUS is unable to supply an item by the time requested, the overseas supply agency informs the overseas requisitioning agency of the delay and of the expected date of availability of the item. When a requisitioned item is not available in CONUS, and will not be procured, a notice of nonavailability is furnished the requisitioning agency, along with recommended substitute items, if any.

10.20. Procurement From Other Theaters

Procurement from other theaters is undertaken at Department of the Army direction as excesses accumulate in such theaters or as operational emphasis changes.

10.21. Local Procurement

a. Procurement from sources within a theater of operations is stressed to save time and transportation, to reduce work-load in the supply system, and to conserve U.S. resources.

b. In procuring local resources, consideration is given to arrangements with allied governments and to the needs of local populations. Useful local resources include services such as transportation and utilities. Supplies most desirable for local procurement are those whose overseas procurement conserves the most shipping space. Examples are food, solid fuels, petroleum products, ammunition, and construction materials.

c. Local resources may be obtained through purchase, requisition, contribution, or confiscation.

d. The theater commander prescribes procedures for procurement of local resources in the theater of operations, in conformity with local

laws and customs, laws of land warfare, and regulations of higher authority. Consideration is given to the international balance of payments.

e. The U.S. theater army commander publishes broad local procurement plans and policies and coordinates with collateral commands and governments. Other phases of local procurement activities are normally assigned to TALOG and to field army.

f. Staff responsibility for local procurement is vested in the G4 in commands organized with general staff officers and in the director of services in logistical commands (FM 101-5). Central procurement agencies may be established to handle procurement operations in the theater and in subordinate commands. The logistics staff officer, through civil affairs agencies, arranges with appropriate local officials for procurement of available supplies and services. Actual purchases normally are made by contracting officers of technical services or by central procurement agencies when established.

g. Civil affairs officers assist procurement agencies in obtaining authorized local resources, uncovering hidden resources, and providing liaison with civilian agencies. Civil affairs officers also determine and report the effect of local procurement on the civilian economy (part four).

10.22. Captured Materiel

See paragraphs 10.35 through 10.38.

10.23. Reclamation of Supplies Through Repair

Supplies are reclaimed by restoring unserviceable items to serviceable condition and returning them to the supply system for reissue. Parts salvaged from unserviceable items (controlled cannibalization) also are important sources of supply (ch. 11).

Section VI. DISTRIBUTION

10.24. General

a. Distribution is the function of supply management concerned with the receipt, storage, transportation, and issue or final disposition

of supplies. The distribution system must integrate these tasks.

b. Efficient distribution requires knowledge of operations plans, availability of supplies, and the needs of using units.

10.25. Principles

Basic principles of distribution are—

- a. The distribution system must adapt readily to changing situations.
- b. Sufficient supplies must be on hand to permit replacement of each day's expenditure prior to commencement of the following day's operation.
- c. Supplies should be located to minimize delay in meeting demands.
- d. The distribution system must make the most efficient use of available transportation, and eliminate unnecessary shipment and re-handling of supplies.
- e. Each commander with an administrative function should have under his control only the supplies necessary to accomplish his mission.

10.26. Theater Distribution

a. *Distribution operations include—*

- (1) Issuing directives, supervising, and establishing policies and procedures for movement of supplies through the supply system, to include assignment of storage and issue responsibility.
- (2) Establishing missions for supply agencies.
- (3) Providing and supervising stock control procedures.

- (4) Providing and supervising procedures for requisition, issue, loan, sale, transfer, return, or other disposition of supplies.

b. *TALOG.* Details of distribution procedures of TALOG are in FM 54-1.

c. *Combat Zone.*

- (1) See paragraphs 10.27 through 10.32 and FM 101-10.
- (2) Division distribution procedures are described in FM 10-50, FM 54-2, and FM 61-100.

10.27. Class I Supply Procedures

(FM 10-60 and FM 101-10)

a. Class I supply in a theater of operations is primarily a problem of bulk and tonnage. It is also a refrigeration problem for some items. These supplies move through class I (quarter-master) supply channels at a fairly uniform rate. To minimize supply administration and physical handling of supplies, the class I system uses as few intermediate echelons as possible.

b. The distribution of class I supplies within TALOG and from TALOG to field army, and the flow of requisitions to TALOG are described in FM 54-1.

c. The field army designates one or more depots to service each corps. Direct support

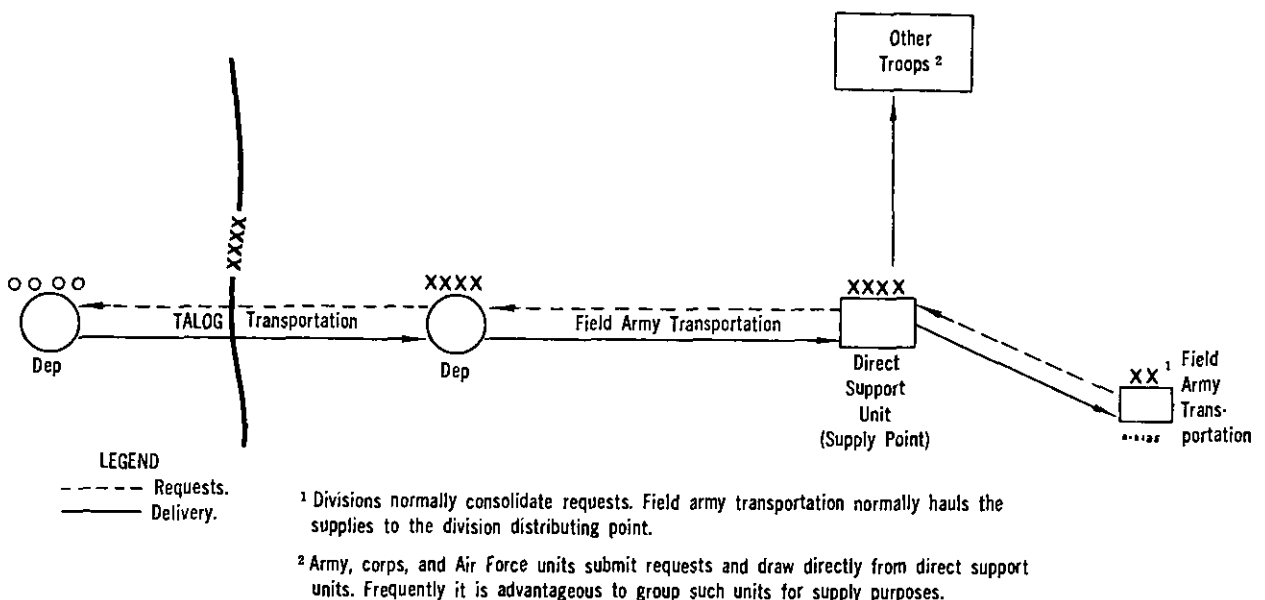


Figure 18. Diagram (schematic) for the distribution of class I supplies.

units serviced by this depot supply division, corps, and army troops. The field army commander prescribes class I levels of supply for the depot and the direct support units. Troops in the field army service area and communications zone obtain class I supplies from direct support units serving particular areas or specified troop units (fig. 18).

d. Administrative procedures for class I supply are simple. Channels are direct and responsibilities are clearly defined. Supply action is initiated by consumer requests made by telephone, teletype, or other means of communication. Levels of supply are maintained through replenishment action taken on the basis of periodic stock status reports submitted by quartermaster class I supply installations.

e. Class I supply installations act both as coordinators of requirements and sources of supply. A single ration breakdown form, with requisite copies, records the distribution process from depot to consumer. This simplification provides sufficient experience data at each supply installation to permit virtually automatic issue of rations.

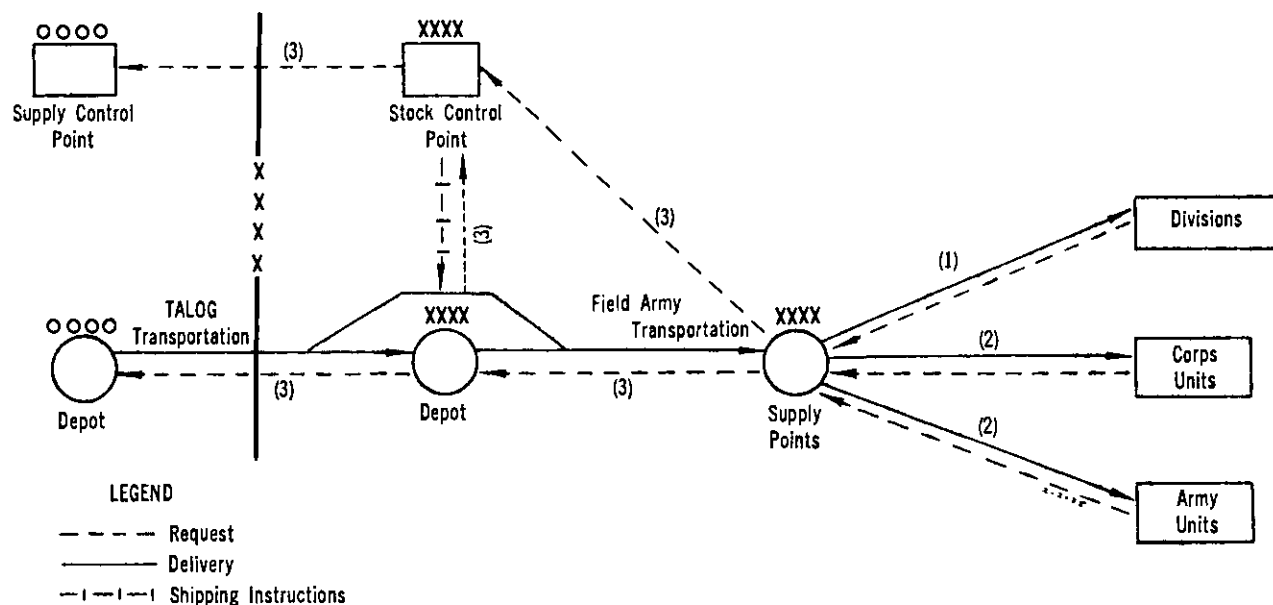
f. Suppressive medicaments, salt tablets, soap, insecticides, toilet paper, limited exchange items (cigarettes, razor blades, etc.), and similar items may be issued through class I channels. Procedures for request and issue of such items are prescribed by the authorizing headquarters.

g. For procedures within the division, see FM 10-50, FM 54-2, and FM 61-100.

10.28. Class II and IV Supply Procedures (FM 101-10 and AR 711-series)

a. Class II and IV supplies include a large number and variety of items. They present a problem of stock control to insure that unfilled demands do not exist at one point while unrecorded stocks accumulate at another. Balanced stocks of fast-moving items are disposed laterally and forward to permit rapid response to frequent demands. Slow-moving class II and IV items normally are stored in rear depots for shipment forward when required (FM 54-1).

b. The distribution of class II and IV supplies within TALOG and from TALOG to field army, within TALOG and from TALOG to field army,



¹ Divisions normally submit requests to supply points or to depots when no supply point is established. Field army transportation normally hauls to division distributing points or division administrative support unit areas.

² Unit transportation.

³ As directed. (Alternate routing).

Figure 19. Diagram (schematic) for distribution of class II and IV supplies.

and the flow of requisitions to TALOG are described in FM 54-1.

c. Field army supply installations receive class II and IV supplies from TALOG. Field army maintains a limited stockage of fast-moving supplies at forward supply points or forward maintenance and supply units of some technical services. Divisions and subordinate corps and field army troops are supplied from forward supply points, from direct support units, or from other field army supply installations (fig. 19).

d. The standard method of requisitioning class II and IV supplies employs requisition forms on which a single type item is requested. A status or expenditure report, an item for exchange, or an informal request are other appropriate methods. In unusual cases higher headquarters establishes credits against which supported units draw supplies from designated installations. The supplying agency is responsible for issuing instructions concerning requisitioning procedures and schedules. Class II and IV requisitioning procedures must be adaptable to both manual and automatic data processing systems.

e. For procedures within the division, see FM 9-30, FM 10-50, FM 54-2 and FM 61-100.

10.29. Class III Supply Procedures

(FM 101-10 and AR 700-9100-5)

a. Class III supplies, primarily liquid fuels and packaged lubricants, usually make up more than one-half of the tonnage shipped to a theater. Requirements for solid fuel are limited primarily to activities in the communications zone. Petroleum products are classified as bulk, packaged bulk or packaged products. Bulk petroleum products are those handled in liquid form by pipelines or transporters. Packaged bulk is bulk petroleum which, because of operational necessity, is packaged and supplied in 5 gallon cans or 55 gallon drums. Packaged products are lubricants handled in containers of 55 gallon capacity or less and all greases regardless of container size (AR 320-5). The bulk distribution method is preferred for liquid petroleum products.

b. The organization for distributing bulk petroleum, packaged bulk and fast moving packaged products within the theater is the petroleum intersectional command (POLIC), which operates the petroleum intersectional service under the staff supervision of the quartermaster, TALOG (pars. 10.35-10.38).

c. The distribution of class III supplies in COMMZ and from TALOG to field army, and the flow of requisition to TALOG are described in FM 54-1.

d. Petroleum distribution in the overseas theater is shown schematically in figure 20.

e. Until supply installations develop sufficient experience to make such data unnecessary, major consumers submit estimates or forecasts of requirements. Supply installations maintain records of daily receipts and issues and forward periodic stock status information to POLIC through prescribed channels.

f. For procedures within the division, see FM 10-50, FM 54-2, and FM 61-100.

10.30. Class V Supply Procedures

(FM 9-5)

a. Class V supplies present both a tonnage problem and a technical problem of segregation, identification, storage and protection.

b. Procedures for chemical class V and ordnance class V are similar and normally are performed in the same installations but by personnel of the appropriate technical service.

c. Class V supplies move through TALOG class V channels to field army depots and ammunition supply points. Distribution of class V supplies within TALOG and from TALOG to field army, and flow of requisitions to TALOG are described in FM 54-1 and FM 9-5. Figures 21 and 22 illustrate the flow of conventional and special ammunition in the field army.

d. For procedures for distribution of class V supplies in divisions, see FM 9-5, FM 54-2, and FM 61-100.

10.31. Ammunition Terms

Ammunition terms are defined in AR 320-5. They are further explained in FM 9-5 and FM 101-10.

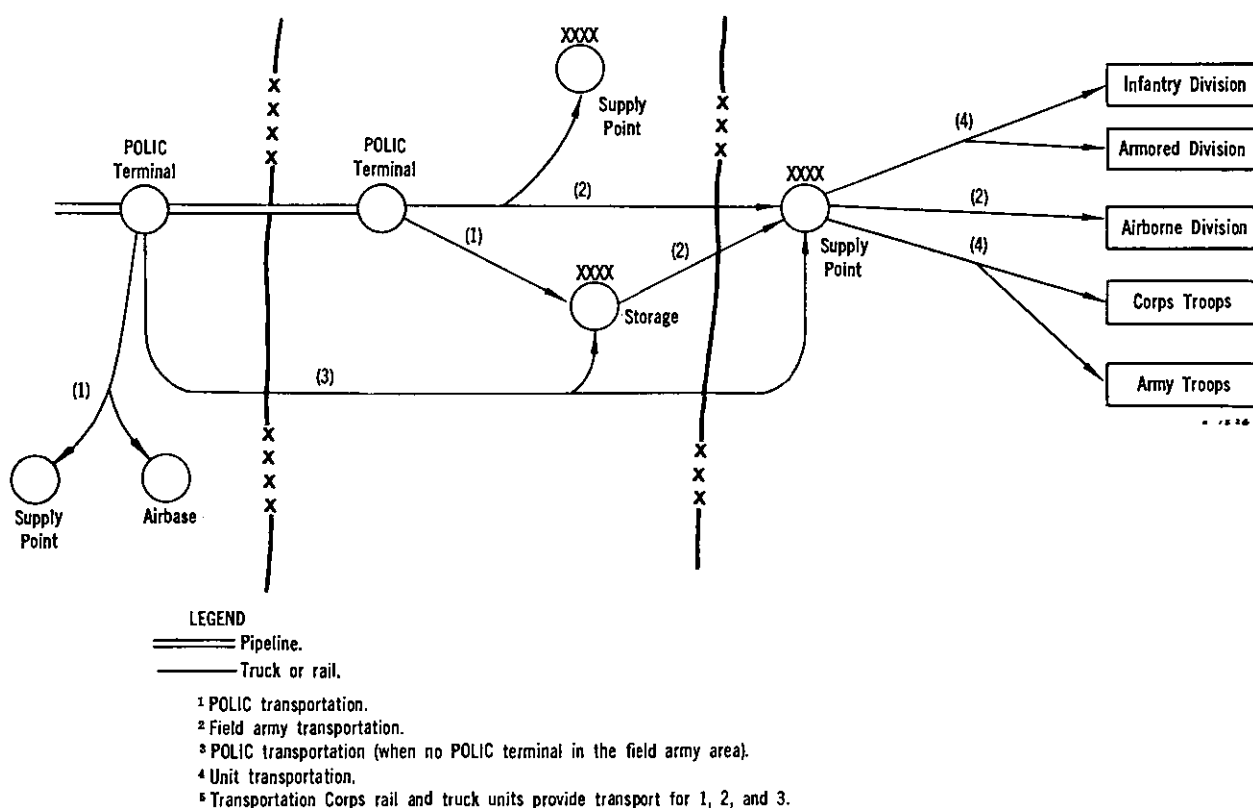


Figure 20. Diagram (schematic) for distribution of petroleum.

10.32. Ammunition Control (FM 9-5)

Procedures for control of class V supplies involve the basic load (ammunition), required supply rate, available supply rate, and functions of ammunition officers and staff responsibilities of the G3 and G4.

a. Replenishment. Units replenish their basic loads and draw ammunition for immediate consumption from designated ammunition supply points (ASP) upon presentation of a transportation order. "Immediate consumption" refers to ammunition which is to be expended within 24 hours after its withdrawal from the

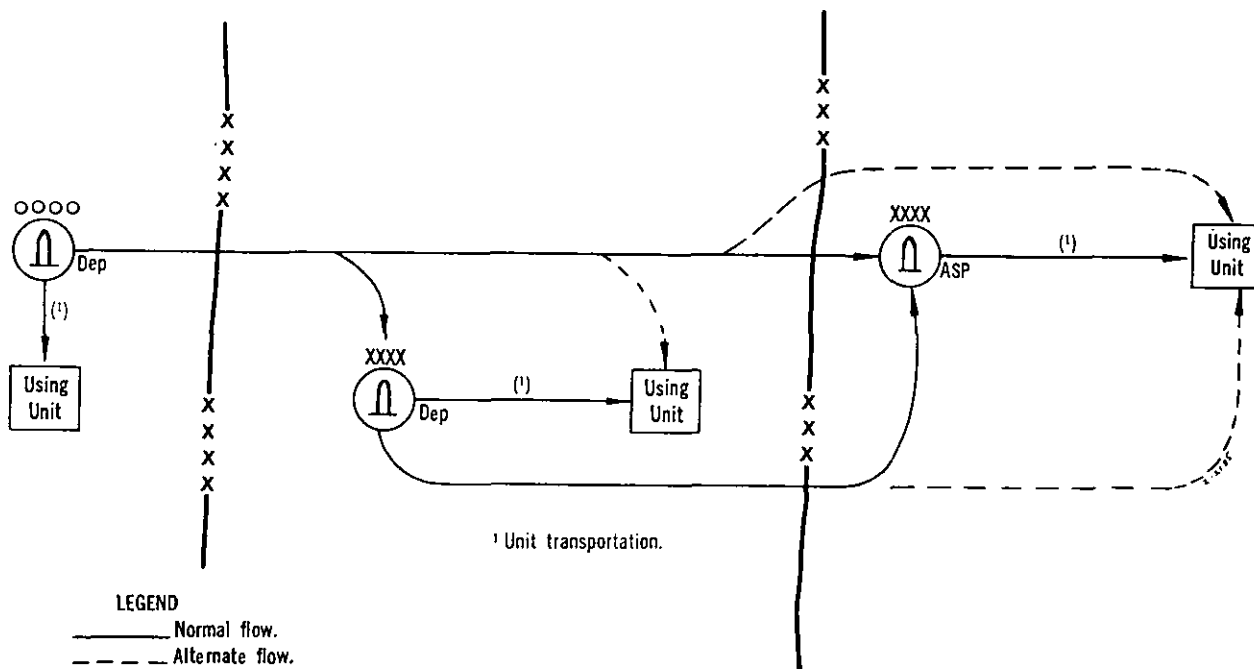


Figure 21. Supply flow (schematic) of conventional ammunition.

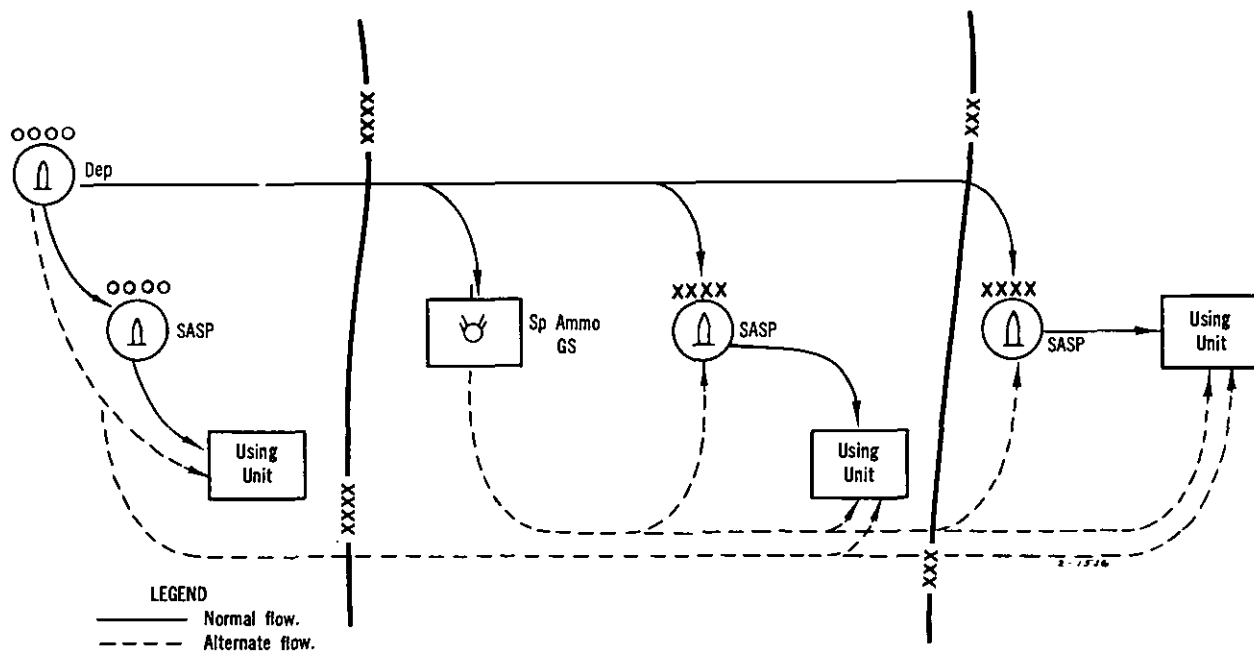


Figure 22. Supply flow (schematic) of special ammunition.

ASP. Replenishment of the basic load may be concurrent with, in anticipation of, or after expenditure.

b. Authentication. The transportation order requesting ammunition is authenticated by the ammunition officer or other designated individual at division, and collateral and higher units.

c. Required Supply Rate (fig. 23): Required supply rates originate with subordinate commanders who provide estimates of their ammunition requirements. These requirements serve as a basis for computing and consolidating anticipated ammunition requirements for tactical operations during the ensuing period (usually 10 to 15 days). Division forwards this estimated ammunition requirement to the corps commander. Corps consolidates requirements of divisions and corps troops, adds any factors not known to divisions and corps troops, and forwards the corps estimated required supply

rate to field army. Field army consolidates requirements of corps, adds any factors not known to corps (such as troops in army reserve and planned changes in tactical emphasis) and forwards to army group an estimated required supply rate for field army. Army group in turn consolidates and submits its estimated required supply rate to theater army. At field army and lower echelons, after the initial estimate, the required supply rate is under constant surveillance and is adjusted as necessary.

d. Available Supply Rate.

- (1) The theater army commander receives the estimated required supply rate from army group or field army commanders. He also receives from the TALOG commander a forecast of the ammunition expected to be available for the next 30-day period. Based on this information, the theater army commander announces in the

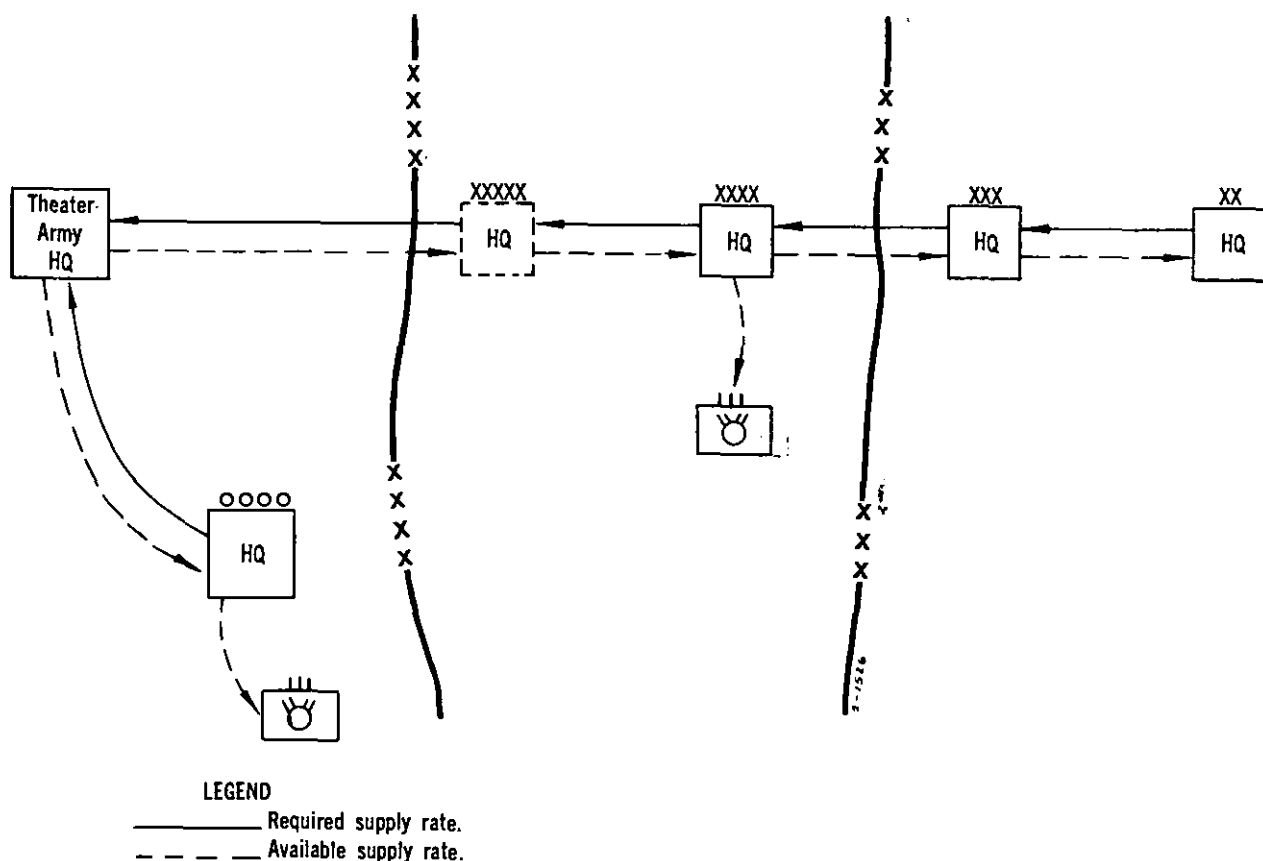


Figure 23. Dissemination of required supply rate and available supply rate.

form of credits at TALOG depots, an available supply rate in terms of rounds per weapon per day.

- (2) Army group weighs the planned missions of the armies and compares the available supply rate announced by theater army with the estimated required supply rates. Army group then notifies each army of its available supply rate (by means of credits) for ammunition in short supply, and the TALOG depot in which credits are established. Field armies draw against these credits. The credit system is not normally used below field army.
- (3) Based on the available supply rate received from army group and the tactical missions of corps, the field army commander announces an available supply rate for restricted items of ammunition to corps and to army troops having a combat mission. The corps commander in turn announces an available supply rate for divisions and corps troops. The available supply rates for each of the divisions may be different because of different tactical missions.
- (4) On receipt of the available supply rate from corps, division publishes the available supply rate for divisional units.
- (5) The announcement of the available supply rate does not require that the ammunition be expended. The requirement for supply economy is ever present. The determination of the available supply rate is in itself a measure of supply economy.
- (6) During any allocation period, a unit may achieve savings which may be used if necessary during the remainder of the allocation period. Such savings may, however, be withdrawn by higher commanders and reallocated when necessary. Normally, all savings are lost to the unit when the allocation period expires.

- (7) Except in an emergency, authority from the next higher commander is required for a unit to exceed its available supply rate. When a unit must exceed its available supply rate, the headquarters authorizing the increased rate must make up the difference, either through an equal savings in other subordinate units, through reallocation, or by obtaining an increase in available supply rate from the next higher command.

e. Special Ammunition (FM 101-31-1). Procedures for the supply of special ammunition are basically the same as those for conventional ammunition. Shipments to the combat zone are called forward by field army or distributed automatically, as the theater commander directs. Major nuclear weapon assemblies and nuclear components are normally controlled through a quantity allocation rather than through a rate allocation (FM 9-5).

10.33. Distribution of Air Force Supplies

a. The Air Force may be responsible for procurement and distribution of certain common supply items for all Services in a theater of operations. Such items are stored at theater air installations. The air installation makes authorized issues to army forces through the distribution system of the designated army technical service.

b. Appropriate commanders within the Air Force logistics command estimate their surface transportation requirements and request these services or allocations from the army commander controlling transportation in the area.

10.34. Storage

a. Storage is an element of the supply distribution system. The bulk of reserve supplies is held in rear areas. Storage facilities are located to make maximum use of fixed transportation facilities.

b. Storage in theaters of operations is a basic responsibility of technical services. Supplies are stored in depots, supply points, at railheads, truckheads, pipeheads, navigation heads, and

aerial ports. Relatively large quantities of supplies are usually stored only in depots. Supply points are established to make a limited supply of fast-moving items more readily available to using units. Stocks in various transportation heads are held in temporary storage pending further disposition.

c. Rehandling, local transportation, shelter, administration, documentation, and protection are required each time supplies are stored. The number of storage operations should therefore be held to a minimum.

d. The type of storage facilities required is determined by the characteristics of items to be stored and the manner in which they are packaged. Types of storage required are open storage, covered storage, refrigerated storage, other controlled humidity and temperature storage, radioactive storage, and vault or security storage for highly sensitive items such as narcotics. Operational conditions may necessitate mobile storage. For details see pertinent publications of the technical services and FM 101-10.

e. See paragraph 1.4 *d* and *e* for effects of CBR operations on storage planning and activities, and paragraph 8.13 for area damage control.

f. Storage procedures include a system of documentation which integrates storage operations into the theater inventory control system. Stocks are documented on receipt and stored in a manner that allows for rotation of supplies to prevent deterioration. Stock transactions and quantities are recorded in a stock record system.

Storage location of stocks is recorded in a locator system.

g. The depot is the basic storage and distribution facility of the supply system. The assigned mission of the depot may include any combination of stock control, storage, maintenance, and manufacturing. In the theater of operations the mission normally is limited to field maintenance, partial stock control, and receiving, storing or warehousing, maintaining in storage, and shipping supplies in accordance with distribution instructions. Depots are classified by organization, class of supplies handled, mission and location. Organization relates to operation by one (branch depot) or more than one (general depot) technical service. Class relates to class(es) of supply handled. Mission indicates whether the depot accomplishes normal distribution, holds stock on a reserve basis, or handles only a critical item or group of items. Location refers to geographical placement of the depot.

h. The general type field depot listed in paragraphs 3.7 and 3.8 is organized as a general depot which is quite small in comparison to CONUS general depots and theater peacetime general depots. Each general type field depot in ADLOG stocks items authorized to be carried in ADLOG. The purpose of the small general-type field depot is to provide a depot installation for forward areas which—

- (1) Is relatively mobile.
- (2) Handles selected fast-moving items at multiple, dispersed locations.
- (3) Responds rapidly to sudden shifts in the tactical situation.

Section VII. PETROLEUM INTERSECTIONAL SERVICE

10.35. General

a. Petroleum intersectional command (POLIC) is responsible for the distribution of all bulk, packaged bulk and fast-moving packaged products. Petroleum supplies having no relation to the consumption of petroleum fuels (railway grease, lubricating oils for watches and refrigerators, etc.) are distributed by the regular theater depot system. Requirements, supply levels, and distribution plans are developed by the TALOG quartermaster.

b. The petroleum distribution system extends from ports of debarkation, water terminals, or other points of entry to pipeheads as far forward into the combat zone as practicable. It includes operation of bulk and packaged storage facilities, tank farms, bulk reduction facilities, tank car and tank truck loading facilities, pump stations and pipelines.

10.36. Organization

a. *Operating Units.* Operating units nor-

mally required are assigned or attached to appropriate command elements of POLIC. These units consist of personnel to operate and perform organizational maintenance on the facilities.

b. Support.

- (1) Planning, engineering, installation and maintenance of the military pipeline communication system are provided by the communication intersectional service (ch. 6).
- (2) Construction, field and depot maintenance, and relocation of POLIC facilities are based upon coordinated planning of the TALOG engineer and quartermaster. TALOG determines engineer support requirements.
- (3) Basic planning for the petroleum distribution system incorporates all means of transportation to include pipeline (the primary means), rail, motor, water, and air. Transportation truck units habitually engaged in intersectional movement of petroleum products normally are assigned to POLIC. Integrity of transportation truck units is insured by assignment of specific missions to such units. Movement of rail tank cars is governed by the normal movement program and coordinated by appropriate transportation movement agencies. Rail tank cars used for movement of bulk petroleum normally are pooled in petroleum terminal areas. Transportation staff officers are provided to POLIC to assist in development of the distribution plan and to provide liaison with the transportation intersectional service.

10.37. Command and Staff Relationships and Responsibilities

a. Higher Headquarters.

- (1) The theater commander establishes a theater joint petroleum office (JPO) which functions as a staff agency under the J4. The JPO serves as a focal point for theater petroleum matters. It provides guidance through

joint plans and policies, and advises the J4 on allocation of petroleum supplies.

- (2) Within theater policy and directive, the theater army commander establishes and maintains a joint area petroleum office (JAPO) which normally is headed by the theater army quartermaster.

b. TALOG Quartermaster. The TALOG quartermaster normally exercises operational control over petroleum supply within the theater and develops plans and guidance for operation of the petroleum storage and distribution system. He coordinates with the TALOG engineer, signal, transportation, and other staff officers for service requirements of POLIC. The TALOG quartermaster is responsible for development of army requirements for petroleum products within the theater. Requirements of other services for petroleum fuels are developed by the respective services and submitted to the theater J4 with information copies to theater army G4 and the TALOG quartermaster.

c. Headquarters, POLIC. This organization is under command of the TALOG commander. Headquarters, POLIC, compares total requirements for bulk petroleum products with the system capability and informs the TALOG quartermaster of any deficiencies. It keeps the TALOG quartermaster informed of stock status. The POLIC distributes bulk packaged bulk and fast-moving packaged products in accordance with theater priorities (FM 10-10).

10.38. Operations

(par. 10.29; and FM 54-1)

a. General.

- (1) Major consumers submit estimates for short-range requirements to headquarters POLIC. Headquarters, POLIC, consolidates these requirements, initiates supply action, and develops necessary shipping schedules in accordance with movements programs and priorities.
- (2) Summaries of daily issues or similar reports flow from supply points to pertinent major command headquar-

ters. Daily status reports for POL products are transmitted over the military pipeline communication system to headquarters, POLIC. Headquarters, POLIC, schedules shipments and provides such schedules to operating units as shipping directives.

b. Field Army. Petroleum products are delivered to field army by POLIC. When forward POLIC terminals exist in the field army area, bulk and packaged petroleum products normally are made available to appropriate army transportation at that point for line-haul movement. When location of forward POLIC terminals in the field army area is not feasible,

POLIC arranges for petroleum to be transported to general support or direct support units as specified by the army commander.

c. TALOG Subordinate Commands With Area Responsibility. These commands normally are responsible for distribution of petroleum to those units within their area from local supply points. If the POLIC system is disrupted, however, the ADLOG commander must be capable of continuing petroleum support to field army using POLIC resources located forward of the ADLOG rear boundary. The ADLOG commander receives and maintains requirements and stock status data to permit assumption of this responsibility when necessary.

Section VIII. SUPPLY, MISCELLANEOUS

10.39. Adjutant General Supplies

Adjutant general supplies consist of blank forms and publications. The adjutant general is responsible for supervision of matters pertaining to printing (except map reproduction) including policy and procedure for control, production, and distribution of military publications. Official publications are requisitioned through adjutant general channels. Technical publications necessary for installation, operation, and maintenance of equipment are normally packed and shipped with each item of equipment.

10.40. Animals

The procurement, requisition and distribution of animals are responsibilities of the staff quartermaster, (except for test animals procured through medical channels) for the Army Medical Service. Requirements for animals depend on the area of operations, climate, terrain, and weather. Animal supply activities include requirements for dog teams in cold regions, guard dogs for installations in some areas, and pack animals in remote and isolated areas. Accordingly, animal supply activities are conducted on an as required basis.

10.41. Captured Materiel

Captured materiel is a source of logistical support. Procedures for proper handling and exploitation of captured materiel are in FM 30-16.

10.42. Civil Affairs Supply

(ch. 21 and FM 41-10)

a. Supplies will be provided the civil populace from military sources only when they are not available from civilian sources. Military supplies will not be provided to an extent which might jeopardize military operations. Supply in support of civil affairs activities includes supplies for civilian relief and supplies for economic aid. Civilian relief supplies comprise such commodities as food, clothing, shelter, medical supplies, and other items furnished for control of disease and relief of civilian distress. Economic aid supplies consist of such items as coal, petroleum, capital goods, raw materials, railroad equipment, and fertilizers. Supplies and services necessary to establish or restore information services in the area may be provided (newsprint, printing facilities, radio broadcast and reception, motion pictures). The staff civil affairs officer is responsible for estimating requirements, recommending allocations, and planning for distribution of supplies.

b. Procurement and stockage are accomplished within theater policies by technical services based on estimates prepared by the civil affairs staff officer in conjunction with other general staff agencies. Civil affairs supplies are considered in making allocations of shipping and storage space.

10.43. Psychological Warfare Supplies

Supplies for psychological warfare opera-

tions consist of printing and reproduction equipment, mobile radio broadcasting and broadcast monitoring equipment, loudspeakers for vehicles, tanks, and aircraft, and special artillery ammunition for distribution of leaflets into enemy areas. Estimating requirements, recommending allocations, and planning for distribution of such supplies are responsibilities of the staff psychological warfare officer. Procurement, transportation, and distribution operations are responsibilities of appropriate technical services.

10.44. Religious Supplies and Equipment

Two categories of supplies and equipment are available to chaplains. Standard supplies and equipment (altar brass, portable altar sets, communion sets, wine, candles, etc.) are issued through normal quartermaster channels. Non-standard supplies are procured from appropriated and nonappropriated funds and donated items of supply. The nonstandard items are called forward by the port of embarkation chaplains and shipped through normal supply channels to oversea commands.

10.45. Special Services and Exchange Supplies

a. Special service supplies consist of those items used in the welfare, recreation, and morale program for service personnel, i.e., athletic equipment and small games kits; books and library supplies; musical instruments and replacement parts; theatrical equipment and accessories; crafts equipment and tools; model kits and materials; photographic equipment and supplies; and motion picture equipment and spare parts (16-mm projectors and screens). Normally, each unit takes overseas an initial supply of special services equipment, accessories, and spare parts. Resupply is effected automatically and by requisitioning on special services organizations that exist in the theater. Overall planning, requirements, procurement, storage, and distribution of special services supplies are responsibilities of the theater special services officer.

b. Army and Air Force Exchange Service supplies consist of items classed as semi-necessary which are provided for sale to troops and other authorized individuals. Supplies may be

obtained by local procurement, by transfer from technical services, or by requisition on the Army and Air Force Exchange Service in CONUS. Allocation and shipment of supplies to the theater are dictated by available shipping space. Determination of requirements, procurement, storage, distribution of supplies and the operation of resale facilities are responsibilities of the Army and Air Force Exchange Service.

10.46. Information Supplies

Information supplies consist of items necessary to support information programs and provide education services. They include printed materials, motion pictures, radio broadcast stations, receiving equipment, and transcriptions. Channels and facilities of technical and administrative services are used for procurement, storage, maintenance, and distribution of these supplies.

10.47. Excess and Surplus Supplies

a. Excess supplies are those which exceed the quantity authorized for a particular organization, supply installation, activity, or area. Surplus supplies are those over and above the requirements of all government agencies.

b. Excess supplies may result from changes in plans, unanticipated decrease in demand or consumption, or improper supply economy. Supplies that are excess in a unit are segregated, inventoried, and reported for disposition to the next higher echelon in the supply chain. Determination and elimination of excess supplies are continuous functions of each unit and supply establishment. Excess supplies are evacuated through normal supply channels.

c. Excess and surplus property developing within theaters are reported, redistributed, and disposed of as prescribed in appropriate regulations.

10.48. Salvage

a. Salvage within the theater consists of recovered materiel to be used for the original purpose either with or without repair and materiel which can be converted to a substitute use or which has value as scrap. Salvage materiel, especially arms and ammunition, which falls into the hands of unauthorized persons may

gravely endanger rear areas and lines of communication. The prompt collection and use of equipment abandoned on the battlefield and in bivouac areas are important conservation measures and are the responsibility of all commands and personnel. Salvage operations make available substantial quantities of arms, equipment, and supplies for reissue; conserve labor and materials; and afford relief to transportation means.

b. Salvage services within the theater of operations are performed by units engaged wholly or in part in collection, evacuation, classification, reclamation, and disposition of waste materials, abandoned property, and unserviceable supplies. Salvage installations comprise collecting points, clothing and bath units, laundries, and other reclamation plants and shops.

c. Commanders designate service units to establish collecting points for appropriate types of materiel in favorable locations along routes to the rear. Empty vehicles moving to the rear are used to transport recovered materiel to such collecting points. Technical service units must assist other units in the collection and evacuation of heavy salvage materiel. Arms and equipment of the sick and wounded are collected at medical establishments and promptly returned to supply channels.

10.49. Map Supply

The staff intelligence officer has staff responsibility for map supply. Maps are requisitioned through engineer channels and are supplied by map depots. Maps are class IV supply; however, they are distributed and handled apart from other supply operations. Map procurement, requisitions, distribution, and storage activities are covered in FM 101-10.

10.50. Water Supply

Water supply is a responsibility of the engineer service under the staff supervision of the logistics officer. The engineer determines water requirements; finds, records, and develops water sources; treats water and dispenses it; coordinates inspection and testing procedures with the surgeon; and procures and maintains water supply equipment. Rail and over-water bulk transportation of water is a responsibility of the transportation service. The transportation service is also responsible for establishing and operating boiler-fed water supply points required for transportation service rail and marine operations. The surgeon inspects and approves water sources and tests and approves treated water. Water equipment capacities and data on computation of requirements for water and water equipment are in FM 101-10.

CHAPTER 11

LOGISTICS — MAINTENANCE

Section I. GENERAL

11.1. General

a. Maintenance is action taken to keep materiel in a serviceable condition or to restore it to serviceability. It includes inspection, testing, servicing, classification as to serviceability, repair, rebuild and reclamation. The maintenance function of administrative support includes planning and operations involved in maintenance of materiel. Also included within the scope of maintenance is work done to improve materiel; to prevent its breakdown or deterioration; to provide for its restoration to serviceability; to recommend its disposal as unserviceable; to determine requirements for evacuation of unserviceable equipment; and to provide repair parts support. See also FM 38-5.

b. The scope of the maintenance function excludes maintenance, repair, and rehabilitation of structures and facilities. These activities are a part of the construction function of administrative support (ch. 14).

c. The effect of CBR operations on maintenance facilities and activities is described in paragraph 1.4*e*.

11.2. Objectives of Maintenance

a. To assist Army units to carry on assigned missions.

b. To predict, prevent, detect, and correct incipient equipment failures by timely preventive maintenance services and inspections.

c. To keep equipment combat ready.

d. To minimize requirements for replacement equipment.

11.3. Interrelationship of Maintenance and Supply

a. Planning for supply and maintenance must be concurrent, closely integrated, and realistic

with respect to current consumption rates. An inadequate maintenance organization imposes an increased requirement on the supply system. Conversely, inability of the supply system to replace unserviceable equipment requires greater maintenance effort to return a larger portion of these items to a serviceable condition. The extensive damage and destruction of equipment which may result from enemy nuclear attack dictate special emphasis upon the interrelationship of maintenance and supply. Proper maintenance of equipment increases its period of economical usefulness, reduces supply requirements for replacement equipment, and conserves resources for other purposes. Technical services with supply missions depend heavily upon maintenance to repair unserviceable materiel for return to user, return to stock, and (to a lesser extent) to fabricate parts.

b. Direct support field maintenance units supply repair parts (including components and assemblies) and other supplies to supported units for use in performance of organizational maintenance. In addition, certain end items are issued through maintenance channels to permit inspection to insure that such items are combat serviceable when issued. Procuring and storing of parts and end items, and their distribution to maintenance activities, are functions of supply agencies. Effective maintenance support thus depends on responsive supply support.

c. Maintenance floats of end items of equipment are established to provide for immediate exchange of unserviceable equipment for serviceable equipment. Such floats are established in order to maintain capabilities of supported units by providing a replacement item for each item of equipment not repairable within specified time limits. These floats are established at appropriate maintenance levels, including the

direct support maintenance level, for exchange of mission items. Provision must be made for sufficient numbers of items in the supply system for rapid resupply of uneconomically repairable items. Supply and stock control activities advise maintenance units which items are to be repaired and returned to stock. The residue from uneconomically repairable items cannibalized for serviceable repair parts is disposed of through salvage channels.

d. Requirements for maintenance in forward areas are reduced by issuing to frontline units that equipment with the highest remaining service life. Requirements for repair parts in forward areas are reduced when older items of equipment requiring greater maintenance effort are located in areas where higher echelon maintenance facilities are more readily available.

e. The degree of serviceability and extent of repairs necessary are determined by maintenance inspections. When direct support maintenance activities cannot repair within established time limits or replace an unserviceable item from the maintenance float, they obtain a replacement item from a backup general support unit for issue to the using unit.

f. Small items of equipment may be supplied from the maintenance float to replace items beyond repair capabilities of using units without reference to repair time limits. Examples of such items are portable radios, individual weapons, generators up to 5KW, battery chargers, and small air compressors.

Section II. MAINTENANCE CATEGORIES AND ECHELONS

11.7. Categories and Echelons (FM 38-5)

Maintenance operations are divided into three categories and five echelons in order to relate maintenance to other military operations; to provide organization to the system of maintenance in the field; to facilitate the assignment of maintenance responsibilities to specific levels of command; and to permit the orderly and efficient distribution of maintenance assets. The echelon of repairs authorized a particular unit or organization is dictated by the mission of the unit, complexity and bulkiness of the

11.4. Maintenance Engineering

Maintenance engineering commences with the development of new materiel and continues until the equipment becomes obsolete. Objectives of maintenance engineering are to insure adequate maintenance support and maximum maintainability, i.e., adequate repair parts, tools, test and handling equipment, maintenance manuals, and maintenance instructions for each item of equipment. Details of maintenance engineering are in FM 38-5.

11.5. Maintenance Management

a. Maintenance management is the judicious use of resources to accomplish maintenance objectives.

b. Maintenance management includes determination of requirements for time, trained personnel, tools, test equipment, facilities, funds, repair parts and other maintenance supplies.

c. Maintenance concepts, policies, doctrine, plans and procedures are evaluated periodically to insure that they provide the most effective maintenance for tactical equipment. This includes technical supervision and management of major maintenance programs and activities.

d. Adequate time must be scheduled for maintenance operations and training, particularly preventive maintenance.

11.6. Maintenance Terms

See AR 320-5 and FM 38-5.

items of equipment, operational location of the unit, and requirements for constant readiness. Maintenance allocation charts for each major end item of equipment assign functions and repair operations to the lowest appropriate echelon (AR 750-6).

a. *Organizational Maintenance.* Organizational maintenance includes the first two echelons of maintenance and is maintenance performed by a using organization on its own equipment. Organizational maintenance consists of operator maintenance and unit maintenance.

- (1) *Operator maintenance (first echelon).*
 - (a) First echelon maintenance responsibility for organizational equipment is assigned to specific individuals. Proper operation and use of equipment and performance of preventive maintenance inspections and services by responsible individuals are basic.
 - (b) Operator and user maintenance training is given under the supervision of officers with the assistance of qualified maintenance personnel.
 - (c) Operators or users of equipment are responsible for preventive maintenance of equipment prior to, during, and after operation. In addition to being trained in proper use of their equipment, operators are trained to inspect, clean, lubricate, adjust, and preserve equipment as prescribed in applicable technical manuals and lubrication orders. The operator or user may be assisted in servicing equipment by a service team when personnel and facilities are available.
 - (d) Operator repairs are limited to minor adjustments and repairs which require simple tools and elementary mechanical training. The extent of such repairs and adjustments is prescribed in Department of the Army technical publications on specific items of equipment.
- (2) *Unit maintenance (second echelon).*
 - (a) Trained specialists assigned to the using organization perform unit maintenance on equipment of the organization. The specialist is assisted by operators, and is required to inspect and assist with preventive maintenance performed by operators.
 - (b) Units use parts from their prescribed loads to perform authorized repairs and immediately requisition replacement parts. Prescribed loads consist of repair parts and special tools prescribed for stockage in applicable Department of the Army publications.
 - (c) The extent of repairs and adjustments performed by each unit or organization is prescribed in Department of the Army technical publications on specific items of equipment.
- b. Field Maintenance (Third and Fourth Echelons).* Field maintenance is maintenance performed by designated maintenance organizations in support of using units or of other field maintenance organizations. This category of maintenance is limited to repair, overhaul, modification, and replacement of unserviceable parts, subassemblies, or assemblies. Field maintenance support is furnished to using units through mobile and semimobile direct support and general support maintenance activities.
 - (1) The scope of repairs performed by field maintenance activities is prescribed by Department of the Army technical publications on specific items of equipment.
 - (2) Direct support (third echelon) maintenance activities are activities in direct support of using organizations. These activities normally repair equipment for return to user. Direct support maintenance activities:
 - (a) Provide maintenance support primarily by on-site repair, replacement of major assemblies and subassemblies, delivery of parts to local using units, and technical assistance.
 - (b) Provide direct exchange service by supplying selected serviceable items in exchange for unserviceable assemblies, components, or end items.
 - (c) Repair end items of equipment by replacing unserviceable parts, components, or assemblies and repairing selected assemblies and components.
 - (d) Arrange for evacuation of unserviceable equipment which cannot be repaired on-site from using units to a point where repairs can be accomplished, or to a salvage collection facility.
 - (e) Assist in performance of maintenance inspections of equipment and inspection of organizational maintenance operations of using units

to ascertain the condition of equipment and the effectiveness of organizational maintenance. The conduct of maintenance inspections is a command responsibility.

- (3) Divisions have an organic direct support maintenance capability and provide repair support, technical assistance, and repair parts for divisional units.
- (4) General support (fourth echelon) maintenance activities are those normally in support of direct support maintenance organizations. Normally these activities repair equipment for return to stock. However they may return equipment to direct support organizations or to users. General support maintenance activities:
 - (a) Receive equipment for repair from direct support units, collection points, supply units, and depots for which they are assigned maintenance support responsibilities.
 - (b) Assist direct support units or activities by accepting work which is beyond the capability or capacity of the direct support unit thus insuring the mobility and capability essential to successful operation of the direct support unit or activity.
 - (c) Normally repair end items of equipment and overhaul assemblies and subassemblies.
- (5) Direct and general support maintenance activities are combined when it is economical and otherwise desirable.

c. Depot Maintenance (Fifth Echelon.)

Depot maintenance is maintenance needed for repair of unserviceable materiel which requires rebuild or overhaul of the end item, parts, and assemblies for return to depot stocks. Depot maintenance is performed to reduce requirements for procurement of stocks of serviceable equipment, and to support lower categories of maintenance when repairs are beyond the capabilities of organizational or field maintenance activities.

- (1) Rebuild of end items is authorized only when overhaul does not attain the standard required for a specific item or program (AR 750-5). When

authorized, it is usually performed in branch or general depot maintenance shops or contract facilities within the communications zone.

- (2) Rebuild of components and assemblies may be allocated in the assignment of maintenance functions in maintenance allocation charts prepared in accordance with AR 750-6.
- (3) Depot maintenance activities provide for—
 - (a) Overhaul or restoration of materiel to a serviceable condition using new, overhauled, or rebuilt assemblies and parts.
 - (b) Modification of materiel including changes in design or assemblage.
 - (c) Renovation of conventional and special ammunition, including restoration of such materiel to a serviceable condition by operations more hazardous than normal maintenance. It usually involves replacement of components.
 - (d) Fabrication of items not generally available through supply channels or from commercial sources. Items fabricated are usually interim or substitute items for support of field operations pending availability from production; items not routinely distributed through commercial channels; or items required in small quantities or with excessive lead time. This includes preparation of modification work order kits.
 - (e) Performing minor repairs (repairs less than overhaul) on unserviceable depot stocks.
 - (f) Support of field maintenance activities by receiving unserviceable, economically repairable equipment for repair and return which is beyond the technical capabilities of field maintenance units or to reduce overloads in these units.

11.8. Repair Parts Supply

a. Repair parts and other items of supply used in performance of organizational maintenance operations are supplied to supported units through direct support maintenance units.

b. Direct support maintenance units logistically responsible for an item of equipment are responsible for storing and issuing repair parts and supplies authorized for maintenance support of that item regardless of source.

c. General support and depot support maintenance shops are authorized to requisition and stock such parts and supplies of any technical service as are necessary to performance of their maintenance missions.

d. Serviceable assemblies and components of unserviceable, uneconomically repairable equipment may be cannibalized by direct and general support maintenance units when authorized (AR 750-50). Requirements for these assemblies and components are determined by stock control activities.

e. Maintenance units store minimum levels of supplies, based on appropriate selective stockage criteria, operational requirements, available transportation, and enemy capabilities.

f. Repair parts, components, and assemblies which meet one or more of the following criteria

(in addition to recurring or anticipated demand) are stored and issued at appropriate levels.

- (1) Repair parts for special purpose equipment for which specific maintenance organizations have maintenance responsibility.
- (2) Mechanical, electrical, or electronic equipment requiring relatively complicated maintenance in storage, in transit, or at time of issue.
- (3) Critical items of equipment which require decision as to whether repair, replacement, or salvage is the most practicable course of action. This decision must be based on knowledge of maintenance workload and availability of repair parts and replacement items.

g. Supply operations in maintenance organizations are controlled by three significant elements of the army field stock control system, i.e., selective stockage, stock accounting records, and demand data (AR 711-16, AR 711-25 and AR 725-50).

Section III. MAINTENANCE POLICIES AND PRINCIPLES

11.9. Maintenance Principles

a. The maintenance system is organized to insure adequate maintenance support close to users of equipment. This support must be aggressively pushed toward the user to provide maximum service.

b. The maintenance system is most efficient when founded on sound preventive maintenance practices in using organizations. This includes correct operation and use of equipment, and early detection and correction of incipient equipment failures.

c. Maintenance support normally is provided on an area basis. Maintenance facilities are consolidated to an extent consistent with operational and dispersal requirements.

d. Each field maintenance unit is authorized a supply of repair parts, assemblies, and tools commensurate with its maintenance responsibilities. Maintenance exchange stocks of end items may also be authorized. No echelon per-

forms the work of a higher echelon to the neglect of its properly assigned functions.

e. Direct support maintenance units normally are dispersed laterally and in depth to provide close maintenance support to units being served. So far as practical, direct support maintenance units support the same tactical units throughout an operation. This improves liaison, understanding, and cooperation between supporting and supported units. Direct support maintenance is performed as far forward as is consistent with the tactical situation, the time available, capabilities of personnel, and availability of repair parts and tools. It is often more desirable to move maintenance personnel to equipment than it is to move equipment to maintenance personnel. To satisfy this requirement, mobile contact teams from supporting maintenance organizations perform on-site repairs, replenish repair parts stock of supported organizations, and furnish technical advice and other maintenance support to using units.

f. General support maintenance facilities normally are situated to facilitate repair of equipment beyond the capabilities or capacity of direct support units. Dispersion of general support units must be consistent with transportation resources for evacuation of unserviceable equipment and with the threat of enemy attack.

g. Depot maintenance support facilities are located in or near branch or general depots to facilitate repair of equipment beyond the capabilities of general support units and to maintain depot equipment stocks in a ready-for use condition.

h. Within the army in the field, each technical service having supply and maintenance responsibilities fulfills them with supply and maintenance units organized under appropriate tables of organization and equipment. Technical service direct support supply and maintenance units are the using unit's source contacts for supplies and for maintenance support beyond that authorized to be accomplished by the using unit.

i. Maintenance shops and facilities once established, remain in operation in the same locality as long as practicable without sacrificing service to supported units.

j. The combining at direct support units of maintenance support and maintenance supply to using organizations is a basic logistic principle. Adherence to this principle results in fewer requisitions on supply depots and reduction of the maintenance supply inventory in the field. It also permits faster supply support of using units and improves stock control.

k. A system of recovery and evacuation is established for equipment. This system permits evacuation of an item from the using unit to the echelon at which it can be repaired and returned to the user, to depot stocks, or salvaged. For items having high scrap value, the ultimate destination may be the Zone of Interior. Employment of mobile repair parties constitutes a departure from the evacuation procedure.

l. Using units and direct support units may become the sole source of maintenance under nuclear or rear area attacks. Equipment which cannot be repaired without general support

assistance is made serviceable by cannibalization or evacuated.

11.10. Technical Assistance

Technical assistance service includes training in operation, use, and maintenance of equipment and guidance in logistical planning, coordination, liaison, and delivery of new and replacement equipment and repair parts.

a. Direct support units provide technical assistance in maintenance and maintenance supply to users of equipment. Assistance includes guidance on organizational maintenance and supply to insure correct interpretation of maintenance and supply procedures, satisfactory status of tools, test equipment, repair parts, cleaning and preserving material, and condition of equipment. Technical assistance is provided through regular employment of liaison teams and contact repair parties.

b. Military or civilian personnel with broad experience in equipment maintenance and operations are employed to teach and assist users and maintenance personnel in operation and maintenance of equipment, repair parts, and equipment supply. They advise using units on efficient use of equipment and advise maintenance personnel regarding repair techniques and shop practices.

11.11. General Maintenance Policies

a. Maintenance organizations maintain mobility and flexibility compatible with that of supported forces.

b. Repair of end items of equipment, at whatever echelon, normally is accomplished by the immediate replacement of unserviceable components to expedite prompt return of the end item to a serviceable condition or to stock. If the unserviceable component is excess to requirements of the unit or beyond the unit's capability to repair, it is evacuated to higher echelons of maintenance.

c. Repairs are performed in the lowest echelon of maintenance consistent with the nature of the repair, authorized repair parts, tools and test equipment, time available, skill of personnel, and the tactical situation.

d. Supporting maintenance units perform the maintenance function of supported units

when required by practical considerations and authorized by the commander having jurisdiction over both the supported and supporting units.

e. Evidence of abuse or of failure to perform assigned maintenance functions are reported to the proper commander for corrective action.

f. A diagnostic inspection is made of each piece of equipment, component, or assembly requiring repair to determine the extent of repair necessary before beginning any repair or replacement of parts, components, or assemblies.

g. Unserviceable items of equipment of using units may be exchanged for like serviceable items by supporting units when repairs are beyond the supported units' capabilities and on site repair by the supporting maintenance activity is not feasible, or when the unserviceable item is not economically repairable. Immediate repair by replacement is governed by operational requirements of the supported units, complexity of repairs required, the availability of repair parts and assemblies required to accomplish the repairs, and the availability of serviceable replacement items.

h. A required unserviceable, economically repairable item is evacuated through maintenance channels to the point where repairs are made and the item returned to stock or maintenance float. Supply control activities determine the requirement for items of equipment to be repaired.

i. Controlled cannibalization of uneconomically repairable materiel is accomplished, as authorized, by direct support and general support maintenance organizations with the objectives of maximizing combat readiness of units and the amount of operable equipment. This is a source of supply for slow moving or critically short supply parts (AR 750-50).

j. Removal of serviceable parts from one item of serviceable equipment for use in repairing another item of equipment normally is not authorized.

k. Removal of serviceable parts from one item of unserviceable, economically repairable equipment for use in repairing another item of equipment is prohibited except:

- (1) In extremely urgent cases where contact with a supporting maintenance

unit cannot be quickly established or when operational requirements exist for constant readiness and replacement parts are not immediately available.

- (2) As may be specifically authorized by the head of the technical service assigned depot maintenance responsibility for the equipment concerned or assigned maintenance responsibility when depot maintenance is the responsibility of another service.
- (3) For end items authorized for disposal in accordance with current directives, including technical service instructions. This will include both economically repairable and surplus, serviceable end item.

l. Criteria and standards which prescribe economical repair and overhaul limits for items of equipment are established by the Department of the Army. Deviations are a matter of policy to be determined between Headquarters, Department of the Army, and major or Army component commanders.

m. An uneconomically repairable item is evacuated through maintenance channels to a salvage collection point after required usable or economically repairable assemblies and components are removed from the item (cannibalization) by direct or general support maintenance organizations.

n. Excess, serviceable, or unserviceable, economically repairable equipment is reported, disposed of, or shipped to designated maintenance or supply installations in accordance with instructions issued by the technical services.

o. Supply of repair parts is a normal mission of direct support maintenance units. However, all maintenance units may be used for supply of repair parts and items of equipment. When maintenance units are used for supply of items of equipment, and when general support and depot support maintenance units are used for supply of repair parts, specific maintenance units are designated for these purposes.

p. Calibration and certification of testing and measuring equipment are functions of maintenance and normally follow the categories of maintenance.

g. The operational necessity for instant readiness of missile units and the complex nature of missile weapon systems impose a requirement for the most effective maintenance and repair parts support. Failure in these areas may remove the major commander's primary means for accomplishing his mission. Maintenance support services are accomplished on site when possible. To the extent practicable

missile direct support units are located adjacent to supported missile units to assure immediate responsiveness.

r. Mobility requirements of the army plus susceptibility to total loss of aircraft not in a high state of maintenance, necessitate particular emphasis on expeditious repair of army aircraft.

Section IV. RESPONSIBILITIES

11.12. General

a. Individual Responsibilities.

- (1) Individuals are responsible for equipment issued for their own use and habitually under their own care, or for which they are the assigned operator.
- (2) Operators or users of equipment are responsible for proper preventive maintenance of assigned equipment prior to, during, and after actual operations.

b. Command Responsibilities.

- (1) Commanders are responsible that equipment issued to their units or organizations is in a serviceable and combat ready condition and is properly used, maintained, and accounted for.
- (2) Commanders are responsible for advising higher commanders of their equipment replacement and maintenance support requirements.
- (3) Commanders are responsible for compliance with instructions and procedures for preventive maintenance operations, training their commands in preventive maintenance of equipment, and allocation of sufficient time for performing preventive maintenance. Training in preventive maintenance is equal in importance to other military training.
- (4) Commanders assign to specific individuals, maintenance responsibilities for each item of organizational equipment.
- (5) Commanders are responsible for preventing abuse of materiel under their

control. Evidence of abuse is investigated and corrective action taken.

- (6) Commanders are responsible for maintaining records on the usage, maintenance, and modification of certain items of equipment as prescribed in applicable regulations and directives.
- (7) Commanders insure prompt evacuation of unserviceable equipment from using and field maintenance units or activities to depot maintenance shops when directed by higher headquarters.

c. Technical Service Staff Officer Responsibilities.

- (1) Each technical service staff officer exercises technical supervision over all phases of maintenance for equipment assigned to his technical service for maintenance.
- (2) The technical service staff officer at each echelon of command:
 - (a) Makes such inspections and staff visits within the command as are necessary to insure proper maintenance of equipment assigned to his service.
 - (b) Prepares plans and policy recommendations for maintaining equipment of his service in a combat ready condition.
 - (c) Is the responsible supervisor at that level for supply and maintenance of end items of equipment for which maintenance responsibility has been assigned to his technical service. This includes repair parts and general supplies used in maintenance.

11.13. Theater Army Commander's Responsibilities

The theater army commander—

- a. Determines maintenance support requirements.
- b. Formulates plans and policies for provision of maintenance support.
- c. Provides staff supervision over execution and implementation of these maintenance plans and policies.
- d. Allocates maintenance units to major subordinate commands based upon requirements, priorities, and availability of maintenance units.

11.14. TALOG Commander's Responsibilities

The TALOG commander—

- a. Implements plans and policies of theater army for providing—
 - (1) General support maintenance in support of field army maintenance units.
 - (2) Direct support and general support maintenance for units and installations in COMMZ.
 - (3) Evacuation to CONUS of unserviceable, economically repairable items requiring rebuild in accordance with Department of the Army policies. When proper skills and facilities are available in the theater, certain designated end items may be rebuilt if they are in critical short supply.
 - (4) Acquisition, storage and supply of repair parts required for maintenance of Army equipment in the theater.

b. Provides staff supervision over these maintenance activities.

c. Assists theater army in determining maintenance support requirements.

d. Suballocates maintenance units to ADLOG and BALOG when established.

11.15. Field Army Commander's Responsibilities

The field army commander is responsible for maintenance of items issued to field army units. This includes preventive maintenance services and repairs within capabilities of assigned maintenance service units. He determines through inspections the adequacy of maintenance within the field army. The field army advises TALOG of army requirements for maintenance support for current and future operations. Specifically, the field army commander provides for—

a. Direct support maintenance for field army units and designated units and installations of other commands located in the field army area. (Maintenance units organic to divisions accomplish third echelon repairs for, and provide technical assistance and furnish repair parts to, divisional units.)

b. General support maintenance for field army units and designated units and installations of other commands located in the field army area.

c. Acquisition, storage and issue of maintenance supplies that meet field army stockage criteria.

Section V. INSPECTIONS AND STAFF VISITS

11.16. Inspections

a. *General.*

- (1) Inspections are the means by which commanders ascertain serviceability of equipment and promote efficient maintenance.
- (2) All inspections of equipment and maintenance operations are conducted under command authority.
- (3) Supply and maintenance personnel of supporting units and activities assist commanders in performing inspec-

tions to ascertain adequacy and effectiveness of organizational maintenance.

b. *Command Maintenance Inspections.* Command maintenance inspections provide responsible commanders the means of determining for each subordinate unit or activity the—

- (1) Adequacy and effectiveness of the unit's or activity's maintenance operations.
- (2) Mission readiness of equipment, ammunition, and explosives.

c. Reports. Inspection reports are prepared by the inspecting agency. Corrective action is initiated when necessary.

11.17. Staff Visits

Maintenance staff visits are made under command authority, to determine—

a. Adequacy of maintenance doctrine, policies, procedures, and instructions.

b. Adequacy of training of personnel in operation, use, and maintenance of equipment.

c. Adequacy of tools and test equipment.

d. Adequacy of maintenance support.

CHAPTER 12

LOGISTICS — TRANSPORTATION

Section I. GENERAL

12.1. General

a. The scope of transportation encompasses movement of personnel and materiel, and the equipment and facilities necessary to accomplish such movement.

b. The commander of a unified or specified command is responsible for the coordination of air, sea, and land transport means assigned to his command. Responsibilities for operation of air and water terminals in a theater of operations are assigned by the unified or specified command commander.

c. Control and allocation of transportation in the theater is accomplished under the staff supervision of the theater J4. Normally, a staff agency, the Joint Military Transportation Board (JMTB) is established. It reports to J4, and has representation from each of the services and major joint forces in the theater. The chief of this agency is a member of the theater staff. The JMTB recommends allocation of theater transportation capabilities and means to the services and major joint forces of the theater.

d. Theater army normally provides surface transportation support to theater air and naval components in addition to that provided to army forces in the theater. Details of such responsibilities to air and naval elements are specified in joint agreements and directives of the theater commander. The theater army commander normally assigns responsibility and resources for surface transportation support to TALOG and field army commanders. TALOG is assigned responsibility for establishing and operating the transportation intersectional service (pars. 12.30–12.37).

12.2. Transportation Service

a. The transportation officer at each major

echelon is the special staff officer responsible for technical supervision of the transportation service required by the command. Transportation services are provided by transport agencies and terminal agencies assigned to the command, and by transport agencies supporting the command (FM 55–51, FM 55–6).

b. Transportation capability available to the theater army commander may include—

- (1) Army elements.
 - (a) Transportation Corps units.
 - (b) Army aviation units.
 - (c) POLIC pipeline units.
- (2) Other services and agencies (support).
 - (a) Navy intratheater ocean and coastal shipping.
 - (b) Ocean shipping operated or controlled by the Military Sea Transportation Service.
 - (c) Air transport operated by theater air force or theater navy.
 - (d) Air transport operated or controlled by the Military Air Transport Service.
 - (e) Local civilian transportation service and facilities.

12.3. Basic Principles

a. The transportation service is organized to manage and coordinate various modes of transportation (except pipelines), and to integrate available civilian transportation capabilities into movements plans and programs. All modes of transportation must be integrated to accomplish the movements management mission.

b. The transportation service serves the theater as a whole and so must have a high degree of flexibility to permit necessary diversion, concentration, and allocation of transportation. Flexibility is particularly required to insure

transportation support in nuclear operations. The desired integration and flexibility of the system are attained through central direction and control and decentralized operation of the means.

c. The transportation service must be organized to take full advantage of the available means. Units operating each means of transportation are organized to facilitate centralized direction of the service.

Section II. MOVEMENTS MANAGEMENT

12.4. General

Movements management, a function of the staff transportation officer under the direction of the logistics officer, provides for the best use of transportation resources in the movement of supplies and personnel. Staff organization for movements management is covered in FM 101-5.

12.5. Control of Movements

a. Centralized control of movements must be exercised by the commander charged with providing integrated logistical support. Movement requirements and movement capability can best be correlated at the echelon of command having a knowledge of the total requirement and the total capability. However, within policies established by commanders, each transportation movements office is given sufficient latitude to permit a flexible response to user requirements.

b. Movements management is concerned with planning and programming for accomplishment of movement requirements, and with coordinating and supervising the execution of the program. Actual movement of supplies and personnel is the responsibility of the transport services.

- (1) At the command transportation staff level, the transportation movements branch and the transport and terminals branch coordinate closely in development of the movement plan and the movement program.
- (2) Transportation movements personnel act as the point of contact for the users and the transport and terminal operators. The user, normally represented by the installation or activity transportation officer, performs functions incident to preparation, documentation, and loading or unloading of the shipment. The transport services pro-

vide the required transport and service.

- (3) A transportation movements field organization is seldom required by BALOG, ADLOG, or area commands. Intrasectional movement requirements are usually local in nature and are fulfilled by motor transport allocated on a mission basis. The allocation is made as a result of direct coordination between the user (installation or activity transportation officer) and the command transportation movements staff element.
- (4) In the event a requirement exists for use of intersectional movement capability for an intrasectional movement requirement, the section transportation officer initiates a request to the TALOG transportation officer. After capability is allocated by TALOG, the user deals directly with the TALOG transportation movements field representative.

12.6. Development of the Movement Program

a. The movement program is the principal movements management tool. Essentially, it reflects command shipping requirements and the means of transport.

b. The movement program evolves from the movement plan. Initially, supply and personnel movement requirements are submitted by supply and personnel agencies to the logistics officer. Concurrently, an analysis of transport capabilities is coordinated within the command transportation division. The supply and personnel movement plan is completed when the transportation movements branch has allocated an appropriate mode(s) to each shipping requirement in accordance with supply and personnel priorities.

c. That part of the movement plan falling within the designated program period becomes the command movement program when it is authenticated by the logistic officer. The programming period is usually 7, 10, or 14 days, according to the current order-shipping time. The program is published in the name of the commander and distributed to all interested agencies.

12.7. Implementation of the Movement Program

a. The movement program is a directive for planning action, it is also authority for shipment when actual requisitioning action occurs. The program identifies only estimated daily tonnage during the program period by class of supply, origin and destination, and mode(s) of transport (similar information is given for personnel movements). Based upon this information, shipping agencies prepare shipments; receiving agencies plan for receipt of the stated daily quantity; and transport operators prepare to accomplish their mission. Transport equipment is not dispatched until a shipper submits a request for transportation.

b. When supply action is directed (or personnel movement orders issued), the installation or activity transportation officer submits a request for transportation to the local transportation movements office. Requirements which are included in the current movement program are fulfilled as requested. Requirements which differ substantially from information contained in the program, or which do not appear in the program, are nonprogrammed movements. Fulfillment of nonprogrammed requirements depends upon transport availability, unless their priority warrants expedited action.

12.8. Movement Agencies and Responsibilities

a. Shipping agencies—

- (1) Prepare estimates of their future movement requirements.
- (2) Identify shipments to facilitate movement to destination.
- (3) Prepare documentation.
- (4) Load shipments.

b. Receiving agencies—

- (1) Accomplish required transportation documentation.
- (2) Unload and release transportation equipment promptly.
- (3) Provide personnel and equipment required for unloading.

c. Air, highway, railway, inland waterway, and terminal transportation units—

- (1) Accept movement commitments from authorized sources.
- (2) Make available the greatest possible movement capacity.
- (3) Operate transportation equipment.
- (4) Maintain liaison with appropriate military police organizations to insure that highway regulation and military police traffic control are coordinated.

12.9. References

a. For additional details concerning transportation movements, see FM 55-4 and FM 54-1.

b. Staff responsibilities for transportation movements are outlined in FM 101-5.

Section III. TERMINALS

12.10. General

a. Terminal operations comprise those functions for loading, unloading, and intransit handling of personnel and cargo at or between origin and destination where transfer is necessary from one transportation mode or unit to another.

b. Operation of terminal installations (except aerial ports and bulk petroleum facilities)

and transfer points is a responsibility of the transportation service. At large and complex terminal installations detachments or units from other technical services may be assigned as required. They assist transportation agencies by providing technical advice pertaining to identification of items, special handling of certain items and other matters of a technical nature.

c. The Quartermaster Corps has dominant interest in supply and distribution of petroleum products (pars. 10.35-10.38).

d. For details of terminal operations of TALOG, see FM 54-1.

12.11. Terminals

a. Terminals are generally classified either as water terminals or air terminals. Any terminal, regardless of classification or location, may perform embarkation or debarkation functions, or both.

b. Water terminals include ports, harbors, beaches and other portions of the coastline being used for, or reserved for, loading or discharge of troops and cargo. Water terminals are the means of entry into a theater of operations for the bulk of materiel and personnel shipped to the theater. One terminal command headquarters can operate a number of water terminals spread over a large coastal area.

c. Air Force terminals used in military operations normally are operated by Air Force units of the command in which the operation occurs. However, MATS may operate MATS terminals in the theater of operations.

d. Temporary facilities are developed to supplement or to replace permanent water terminals and to achieve dispersion.

e. Ship arrivals at water terminals are controlled to minimize concentration and possible loss. Discharge and loading of ships should take place at dispersed points within terminal areas. Rapid terminal clearance is essential. Depots and other installations not essential to terminal operations should not be established in terminal areas.

f. The following factors determine the number and location of water terminals needed to provide suitable dispersion:

- (1) Total terminal capacity required.
- (2) Enemy capabilities.
- (3) The number, capacities, and proximity of ports, beaches and other areas suitable for discharge of ships.
- (4) Personnel and equipment available for establishing and operating terminals.

g. It may be necessary to use at least a portion of the capacity of established major terminals which afford protected anchorages and

well-developed inland transportation systems. A few major terminals may provide sufficient total capacity, but the resulting concentration of shipping activity would present remunerative targets. For this reason, the shipping load is routed not only through major terminals but through other terminals and unloading points (beaches, artificial water terminals, air terminals). It is desirable that some of the terminals possess a capacity in excess of their planned use so that additional shipping can be quickly diverted to them should a loss of capacity occur elsewhere. Increasing the number of terminals, however, results in less efficient operation and increases the requirement for personnel and equipment to construct, maintain, and operate terminal and beach facilities; to provide additional communications; and to construct and maintain additional road and rail facilities.

h. To speed and simplify handling, cargo is shipped overseas in unitized containers or pallets to the extent practicable. (Suitable materials handling equipment is required at terminals handling unitized cargo.)

12.12. Beaches

a. Beaches are used for landing personnel and cargo when port facilities are inadequate or otherwise unavailable, or when the threat of hostile attack necessitates dispersion beyond the limits of established port facilities. Appropriate units are trained and equipped to operate beaches as well as ports.

b. Ability to clear supplies and personnel from terminals to inland destinations often is a limiting factor in military operations. Capacity of a beach is primarily dependent upon clearance capability depends upon beach exits leading to lines of communication and the amount of transport available for clearing the beach. Hydrographic characteristics of the beach area, weather, and topographic characteristics of the landing area also affect beach capacity.

c. The quantity of personnel and supplies which can be discharged and moved across a beach to inland destinations is limited by the ability of the inland destination to unload and return transport to the beach.

d. Special handling and floating equipment used in beach operations includes floating and mobile cranes, floating piers, harbor craft,

amphibious vehicles, landing craft, barges, tactical bridges, aerial tramways, spud type barges (prefabricated piers), rough terrain materials handling equipment and other cargo discharge devices.

e. In future logistic-over-the-shore (LOTS) operations, movement of general cargo from ship-to-shore will be accomplished by amphibious vehicles. Their use permits movement of oceanborne cargo directly from ships to dispersed inland transfer points with no rehandling at the shore line. Wheeled and tracked vehicles will be transported overseas by roll-on, roll-off shipping and discharged onto beach discharge lighters (BDL). Vehicles discharged from BDL at the shore line will move inland under their own power or by towing. Landing craft will still be used in LOTS operations to meet special requirements.

12.13. Staging Areas

Staging areas provide for the accommodation of troop units and transient personnel between moves over lines of communication. Staging areas are usually located within easy marching distance of terminals, transfer points, airfields, or highways over which troop movements are planned. The location selected for a staging area should afford protection against attack by mass destruction weapons. Facilities may vary from simple bivouac areas to establishments with covered shelter, mess, supply, and medical

services. Provision must be made for both personnel and their equipment. Often, provision must be made for reuniting troops with their equipment which has been shipped or provided separately. Movement through staging areas must be expedited.

12.14. Transit Areas

The transportation service establishes transit areas near terminals and transfer points for the handling of cargo en route over lines of communication. Their principal purpose is to provide facilities for intransit cargo awaiting transportation. Facilities vary from open areas to large warehouses and elaborate rail, highway, water, or air facilities.

12.15. Transfer Points

a. Transfer points are established by the transportation service where transfer of cargo from one mode or unit of transportation to another is necessary and both means can be expected to be available simultaneously. Transfer points are also required at a change of gauge on a railway. When cargo is transferred from a transport service to transportation belonging to the consignee, the consignee is responsible for the handling of the cargo.

b. Transportation Corps or quartermaster service units are generally used at transfer points. Equipment such as cranes, roller conveyors, and other cargo-handling equipment should be provided.

Section IV. WATER TRANSPORTATION

12.16. General

Water transportation is characterized by its ability to transport economically large volumes of cargo at relatively slow speed over great distances. Its utility is related to the adequacy of loading and unloading facilities and limited by its vulnerability. Water transportation includes ocean, coastal, and inland waterways shipping.

12.17. Ocean Shipping

Ocean shipping is provided and controlled by the Military Sea Transportation Service (MSTS). Military shipping requirements are based primarily upon volume of troops and cargo to be transported and length of the sea

routes. Priority in shipping allocations is given to theaters of operations in accordance with the overall strategic plan. A theater commander may prescribe ports of destination for vessels en route to his theater. To meet requirements of the theater commander, MSTS may establish ship holding or diversion points to permit vessels entering the theater to be held or diverted at these points and moved to destinations as discharge facilities become available. The theater commander exercises control over ocean shipping allocated for intratheater use through MSTS offices in the theater.

12.18. Coastal Shipping

Coastal shipping is operated by MSTS, U.S.

Navy, and, in some cases by U. S. Army. Coastal ships vary in size but are normally shallow draft vessels capable of operating in water areas where channel depths or maneuver area prohibit employment of deep draft ships. Coastal shipping includes self propelled and towed freight and tank ships and freight and tank barges. U. S. ship movements in coastal waters of a friendly sovereign nation are monitored by and may be controlled by the host nation.

12.19. Inland Waterways

a. Inland water transportation is controlled and operated by the transportation service. It is comparable to rail transport in its ability to carry large tonnage and heavy single loads; however, it is slower. Inland waterways include lakes, rivers, and canals with adequate channel to permit passage of barge traffic or river shipping. When present in a theater of operations, inland waterway transport is a valuable means of moving bulk cargoes, such as coal, construction materials, and bulk petroleum products. Use of water transportation frees faster means of transport for higher priority shipments.

b. Inland waterways normally extend inland or along a coastal area from a deep water terminal which is employed as the inland waterway system's base of operation. Factors to be considered in planning, development, and use of inland waterways include—

- (1) Seasonal floods and the drying up or freezing over of waterways.

- (2) Availability of skilled personnel such as bargemen, pilots, and tugboat operators to augment Transportation Corps personnel.
- (3) Amount and condition of military and local equipment and facilities.
- (4) Types of barges or craft suitable for the waterway.
- (5) Engineer service requirements (construction of bridges and removal of obstacles, channel depths, widths and heights of clearances, development of transfer points and feeder rail and highway nets).

c. Inland waterway equipment includes lighters, barges, towboats, and shallow draft craft. Terminal facilities include piers, wharves, materials handling equipment, marine maintenance shops, and signal communication.

d. Inland waterways have a comparatively low vulnerability to attack because they are linear targets. Nevertheless, destruction of locks, gates, floating equipment, siphons, aqueducts, levees, and embankment walls can deny the use of individual inland waterways for several weeks. Inland waterways are integrated into the transportation net as a means of dispersing and expanding transportation capabilities.

e. For discussion of the inland waterway intersectional service, see paragraphs 12.30. through 12.37.

Section V. RAILWAYS

12.20. General

a. The military railways of a theater of operations are railways constructed, maintained, or operated in support of U.S. or allied forces, whether by military personnel or civilians under military direction. The military value of railways lies principally in their ability to haul large tonnages continuously over long distances at a comparatively high speed. Rail transportation systems present vulnerable targets at materiel and personnel transfer points such as marshalling yards and large railroad stations. Crowding of these facilities with rolling stock is avoided. Maintenance and repair equipment

should not be concentrated within the yards. The enemy will probably attempt to destroy tunnels, deep cuts and fills, and bridges in the hope of paralyzing traffic throughout the rail net. Such interdiction may necessitate extensive repair and rehabilitation of rail lines essential to logistical support.

b. Rail operations in a theater are classified as phase I, II, or III according to the degree of military effort required. Phase I is operation by military personnel. Phase II is operation by military personnel augmented by civilians. Phase III is operation by civilians with minimum military supervision. A fourth type oc-

curs where a friendly government provides railway service to U.S. forces.

12.21. Organization

In a large theater of operations a railway command is established to command two or more transportation railway groups. Railroad operations are intersectional and a military railway intersectional service is normally established (pars. 12.30–12.37). The military railway system is divided geographically into divisions. Each division comprises approximately 90 to 150 miles of railroad and is operated and maintained by a transportation railway operating battalion. Normally, a transportation railway group commands from two to six transportation railway operating battalions and one or two railway shop battalions.

12.22. Equipment and Facilities

a. Fixed railway facilities include trackage, terminals, yards, stations, buildings, repair shops, and fueling and watering facilities. Railway equipment is divided into three general classes: motive power (locomotives); rolling stock (passenger and freight cars); and special equipment, such as pile drivers, cranes, and special maintenance equipment. Maximum use is made of civil railway equipment and personnel.

b. Railway shop battalions perform depot maintenance on equipment at one or more large railway shops, normally located near important railway centers within the communications zone.

12.23. Construction and Maintenance

a. Construction and maintenance of railways in a theater of operations are functions, respectively, of the engineer service and the transportation service, except that major rehabilitation is a responsibility of the engineer

service. Responsibility for railway construction rests with the TALOG commander in coordination with the field armies for projects within their areas. The great amount of time and the quantities of material required for new railway construction make it imperative to exploit existing railways. Reconnaissance and selection of railways to be rehabilitated are responsibilities of the transportation service in coordination with the engineer service.

b. The planning, engineering, installation and maintenance of the military railway communication system is provided by the communication intersectional service. Personnel organic to the military railway service operate military railway communication systems.

12.24. Operation

a. Operation of railways throughout the communications zone and within the combat zone to the forward limit of rail traffic is a responsibility of the railway intersectional service (pars. 12.30–12.37). Responsibility of the railway service for supplies moving by rail begins when a loaded car is accepted from the shipper and ends when the car is placed on the siding for unloading. To provide security en route, military police or other personnel may be attached to appropriate railway unit headquarters to serve as train guards.

b. The operation of ambulance trains is under the control of the Army Medical Service for staffing of hospital cars, loading and unloading patients, and care en route. The railway intersectional service provides the engine and is responsible for movement of cars of the ambulance train and traffic control.

c. Commanders of terminals, railheads, and supply activities are responsible for loading and unloading cars in the minimum time practicable. Railway cars should not be used for storage.

Section VI. HIGHWAYS

12.25. General

a. Military highway transportation encompasses effective use of roadways and efficient operation of vehicles thereon. For details on operation of convoys and military motor transportation, see FM 25–10.

b. Two forms of control, organizational and area, are exercised to insure the most effective, efficient use of highways in accordance with tactical and administrative requirements.

(1) The commander of the organization using a road exercises organizational

control to insure compliance with rules of the road and traffic regulations. Measures taken include prescribing schedules, speed, spacing and routing; enforcing discipline; and local security.

- (2) Area control is exercised over highways within a given area such as the communications zone or section thereof, or the field army area. Area control is superimposed on organizational control and is used to the degree required to achieve orderly and effective movement of vehicles over the highway system. Control exercised by higher headquarters such as theater army, TALOG, or field army may extend only to the designation of intersectional routes or establishment of areawide standing operating procedures for coordination of combat and communications zone highway movement. Area control is a command responsibility usually under the staff supervision of G4 (director of services).

12.26. Traffic Control

Traffic control is a function of military police. The provost marshal responsibilities for traffic control include—

- a.* Enforcement of traffic regulations to include direction and control of traffic.
- b.* Establishment and operation of a traffic section for centralized direction and control of traffic movements and for collection, compilation, and coordination of road and traffic movement data.
- c.* Preparation of the traffic control plan and supervision and direction of its enforcement by military police.
- d.* Coordination with adjacent provost marshals concerning control of thru traffic from one area to another.

12.27. Classification of Routes

Routes are classified in accordance with the degree of regulation and control imposed.

- a. Open.* An open route is a roadway over which a central traffic authority exercises a

minimum of supervision. Ordinarily, supervision on an open route is limited to control of traffic at intersections and posting of traffic signs and regulations. Convoy control personnel are usually furnished by march columns using the open route.

- b. Supervised.* A supervised route is a roadway over which a central traffic authority exercises limited control by means of traffic control posts, traffic patrols, or both. Small units are ordinarily allowed to use supervised routes without correlation of march schedules, but time of access to the route may be regulated.

- c. Dispatch.* A dispatch route is a roadway over which a central traffic authority exercises full control, both as to priority of use and regulation of traffic in time and space.

- d. Reserved.* A reserved route is one that is set aside for exclusive use of a designated unit or specified type of traffic, or for other specific purposes. Reserved routes may be operated as supervised or dispatch routes at the commander's discretion.

12.28. Highway Traffic Regulation (FM 55-31)

Within the field army, corps, division, and other major commands having area jurisdiction, an operating agency or headquarters is established to provide efficient highway regulation. The organization thus established is the highway traffic headquarters.

- a. Functions.* Functions of the highway traffic headquarters are to plan, schedule, route, and direct highway vehicular, pedestrian (including troops, refugees, and others) and animal traffic so as to meet military operational requirements. The highway traffic headquarters attempts to maintain a constant and orderly flow of troops and conveyances to realize the full potential of the road net. It assures that traffic over military roads is responsive to command and that changing needs of tactical forces are met from hour to hour.

- b. Organization and responsibilities.*

- (1) Organization of a type highway traffic headquarters is shown in figure 24.
- (2) Highway traffic headquarters is established under the control of G4 (or

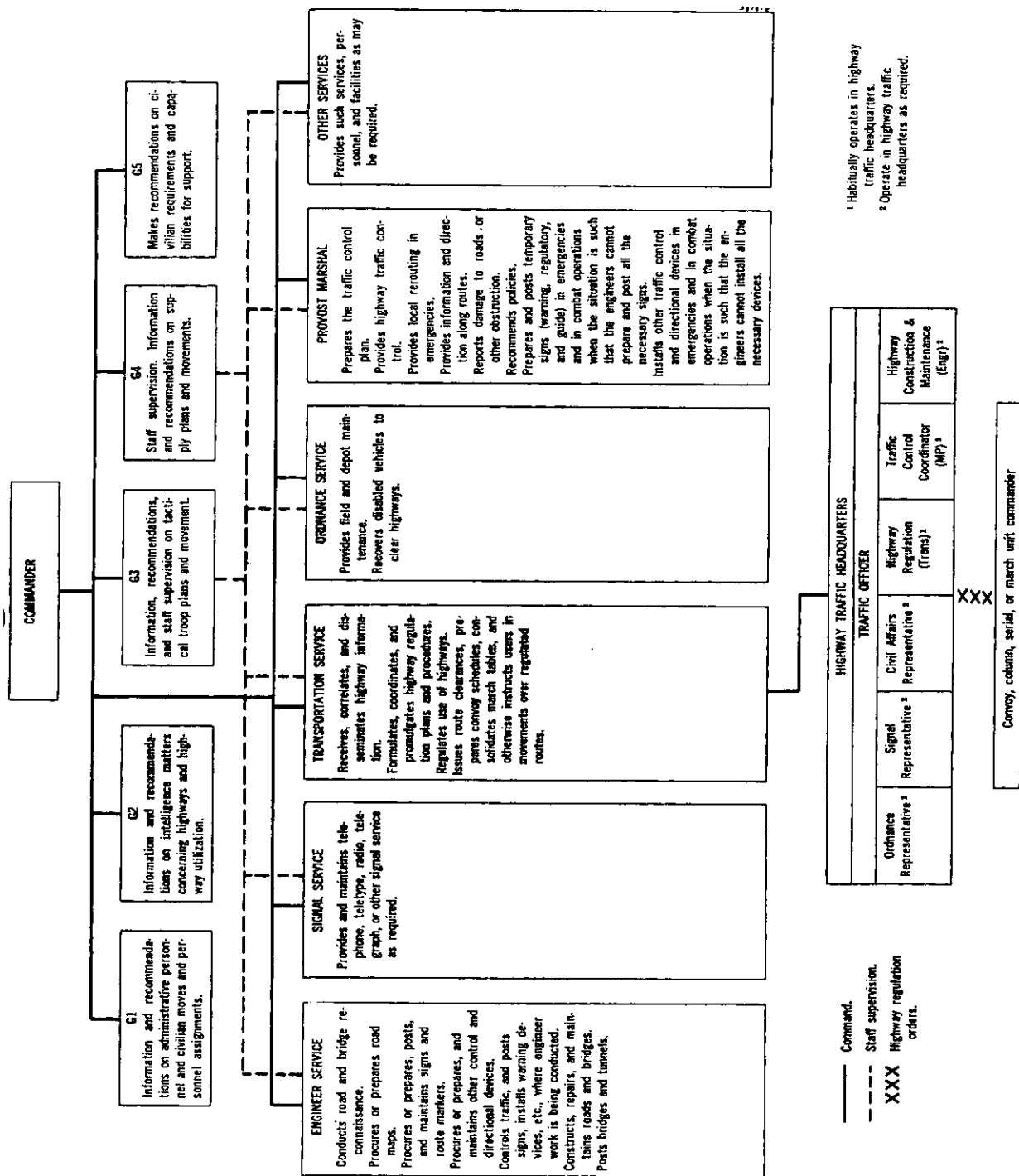


Figure 24. Highway Traffic Regulation.

director of services). The transportation staff officer operates and supervises the highway traffic headquarters. The provost marshal has special staff responsibility for traffic control and coordinates such activities with highway traffic headquarters. Other staff officers with responsibilities requiring coordination with the highway traffic headquarters include—

- (a) *Engineer*. Construction, maintenance, and posting highway signs; road and bridge reconnaissance; and route intelligence.
- (b) *Signal*. Communications.

(c) *Ordnance*. Wrecker service and vehicle repairs.

(d) *Civil affairs*. Use of highway by nonmilitary agencies.

12.29. Coordination with General and Specific Staffs

To insure efficient planning and implementation, G4 (or director of services), through the transportation officer of the command, coordinates and supervises development and execution of area highway regulation. Special staff agencies, in addition to information and recommendations, provide services within their respective fields of activity for effective implementation of area highway regulation.

Section VII. TRANSPORTATION INTERSECTIONAL SERVICE

12.30. Organization

a. The term "transportation intersectional service (TIS)" refers to the transportation services provided for the theater as a whole. TIS includes intersectional transport mode organizations and intersectional transportation movements units in both the communications zone and the combat zone, and transfer points and other terminal facilities handling intersectional movements. Centralized control and coordination of transport modes and transportation movements are accomplished by the TALOG transportation officer under supervision of the coordinating staff. Transportation activities normally organized as commands are motor transport, railway, inland waterway, and transportation movements. Collectively these make up the transportation intersectional service (FM 54-1).

b. Transportation movements (pars. 12.1-12.9) provide for management of the movement capability. Transportation mode organizations operate the transportation equipment and facilities used in accomplishing the transportation intersectional service mission.

c. Operating elements of the transportation intersectional service are located throughout the theater as required.

12.31. Mission

The mission of the transportation intersectional service is to provide an integrated (com-

mon user) transportation service, not restricted by command boundaries, to support all U.S. Army elements in the theater, the U.S. Navy, the U.S. Air Force, and other agencies as directed.

12.32. Functions

Functions of the transportation intersectional service are to plan and supervise transportation operations to include—

a. Establishment and operation of the intersectional transportation service of the theater to include terminals.

b. Preparation of plans and programs for movement of troops and supplies by all available transport modes except pipelines.

c. Planning and execution of intersectional highway regulations within the command.

d. Coordination and integration of U.S. Air Force and U.S. Navy transportation services with other modes of transportation.

e. Operation of necessary civilian transportation facilities when authorized.

f. Establishment of a system for control of vehicles used in intersectional line-haul tasks.

12.33. Operations

a. Transportation intersectional service operates as a theater-wide agency. Transportation movements operations are closely monitored by the TALOG transportation officer.

TALOG is the lowest echelon which can effectively balance total transportation requirements with movement capability to obtain the most effective use of available transportation.

b. Movements into the combat zone by the transportation intersectional service are coordinated with the transportation officer of the supported force.

12.34. Command Relationships

a. Units operating the transportation intersectional service are assigned to TALOG. The TALOG transportation officer exercises staff supervision over personnel, units, installations, and facilities assigned or attached for accomplishment of the transportation intersectional service mission. He is responsible for preparation and execution of plans, policies, and directives of the TALOG commander pertaining to transportation services and operations. He maintains close and continuous liaison with all supported forces within the theater.

b. Additional discussion of operations of the transportation intersectional service is in FM 54-1.

12.35. Motor Transport Intersectional Service

a. General.

- (1) The TALOG transportation motor transport intersectional service is responsible for controlling and operating a pool of motor vehicles providing general hauling service. These vehicles are engaged in theater army-wide support and are not assigned to subordinate commands.
- (2) The transportation motor transport intersectional service command unit formulates and coordinates plans for employment of the service's motor transport and provides for integration of indigenous highway transport facilities when used.

b. *Organization.* The command unit that operates the motor transport intersectional service in the transportation motor transport

command. Subordinate elements consist of transportation groups, battalions, and companies. For additional details see FM 55-31.

12.36. Military Railway Intersectional Service

a. Operation of the theater army railway system is a responsibility of the military railway intersectional service.

b. The military railway intersectional service—

- (1) Determines and coordinates railway schedules.
- (2) Issues regulations for loading cars.
- (3) Prescribes standards of maintenance for tracks and equipment.
- (4) Maintains records of various types of cars and motive power to insure proper distribution.
- (5) Supervises or coordinates railway operations conducted by local civilians in support of military operations.

12.37. Inland Waterway Intersectional Service

a. General.

- (1) The inland waterway intersectional service is responsible for operation of military waterway systems throughout the theater, with the exception of waterways which originate and terminate in one section of the COMMZ or in the combat zone.
- (2) Terminals operated in support of the inland waterway system are the responsibility of transportation inland waterway intersectional service units.

b. *Organization.* The inland waterway intersectional service is normally provided by a transportation terminal command. The types of battalions, companies, and teams making up the command depend on the types of waterways and the capabilities of local facilities, equipment, and personnel. Units accomplish terminal service for loading, unloading, and transshipment of cargo.

Section VIII. AIR

12.38. General

a. Air transportation operations include two general types, those in which—

- (1) A number of aircraft are made available at a specific time and place for a specific mission.
- (2) Aircraft operate on recurring schedule between airfields.

b. Air transportation is characterized by high speed and relatively unlimited choice of routes within aircraft range. It can be made available in forward areas in the early phase of an operation, since it can use hastily prepared landing fields and air terminals.

c. Air transportation operations are influenced by the requirement for friendly control of the air routes and by susceptibility to adverse weather conditions and to air defense and other ground fire. Load capacity, range, fuel consumption, and landing facility requirements are other limiting factors.

12.39. Intertheater and Intratheater Air Transportation

Air transportation between the Zone of Interior and theaters of operations and between theaters of operations normally is provided by the Military Air Transport Service (MATS). Tactical and administrative airlift within the theater is provided by area airlift forces or other units of the theater air force. Civilian transportation on both common carrier and contract basis is used to supplement military air transportation.

a. *Requirements and allocations, general.* To assure adequate supply by air, commanders must develop estimates of types and amounts of materiel to be delivered on a sustained basis. This action is essential for determination of aircraft, air delivery equipment, and personnel required. Maximum benefits of supply by air can be attained only after analysis of land lines of communication, available airfields or drop zones at destination, and the plan of operation. Supply by air should originate as far to the rear as practicable and proceed directly to the unit requiring the materiel. The air delivery plan is incorporated in the administrative order.

b. *Requirements and allocations, intertheater.* Requirements for intertheater air transportation are submitted by the services and major joint forces to the theater joint military transportation board (JMTB). This board evaluates requirements and submits recommendations, through the theater J4, to the theater commander. After approval by the theater commander, requirements are forwarded to the Department of Defense. After evaluation and inclusion in the Defense Department's overall requirements, they are forwarded to MATS. Allocations are made to the oversea theaters through the respective departments of the Department of Defense. The theater commander through the JMTB, suballocates intertheater air transportation to each of the services and to major joint forces within the theater. Each service and joint force is responsible for suballocation of inbound and outbound intertheater airlift to its components.

c. *Requirements and allocations, intratheater.* Services and joint forces within the theater submit requirements for intratheater air transportation to the JMTB. The JMTB evaluates the requirements and submits recommendations to the theater commander, through the theater J4. The JMTB also translates general policies and allocations of the theater commander pertaining to intratheater airlift into specific directives to include designation of priorities. Priorities are established by service or type cargo as required. After theater component services and joint forces receive their airlift allocations, they deal directly with the area airlift force commander, establishing specific priorities within their allocation.

- (1) *Theater army.* The theater army transportation officer, under general staff supervision of the theater army G4, recommends the utilization of air transportation within theater army. Based on requests from major theater army commands and the amount of airlift allocated to theater army, allocations are made to these major commands by theater army. Because of the influence of airlift upon tactical operations, allocations of air transportation to field armies are made

through the army group (when present). Priorities are established by the theater army commander as required.

- (2) *Theater Army Logistical Command.* The TALOG transportation officer, under staff supervision of the TALOG director of services, is responsible to the TALOG commander for movement planning and coordination of airlift allocated to TALOG. Intratheater airlift allocated to TALOG is used for cargo movement both within the communications zone and from the communications zone to the field armies. Theater army may direct that a portion of the airlift allocated to TALOG be used to support each field army. When this is done, the field army commander may establish priorities for airlift within the support mission of TALOG. Requirements for airlift within the communications zone and requirements for airlift in support of field armies are consolidated by the TALOG transportation officer. Based upon these consolidated requirements, airlift capabilities, and established priorities, the air portion of the movement plan of TALOG is prepared.
- (3) *Army group.* Requirements of field armies for air transportation are submitted through army group. Requirements approved by the army group commander are forwarded to theater army. Theater army forwards allocations of air transportation to field armies through army group. Army group may adjust theater army allocations to field armies as required.
- (4) *Field army.* The field army transportation officer is responsible, under general staff supervision of the army G4, to the field army commander for movement planning and coordination of intratheater airlift allocated to field army. Allocations to field army are normally expressed as tonnage for air delivery. Within this allocation, the field army commander specifies the type of material to be delivered, the

times for delivery, and destinations. Allocations of available airlift are made to subordinate elements of field army based on requirements of these elements previously submitted to field army. When conditions do not permit air delivery from the communications zone, field army may be provided the capability for accomplishing air delivery by attachment of appropriate units from TALOG.

d. Delivery of supplies and equipment, general. Air supply in the theater of operations is an expeditious method and is integrated into the system at theater level. The increased mobility and dispersion of combat units make air delivery not only desirable but often essential. Air supply may be accomplished both by landing the aircraft and by dropping supplies from aircraft in flight (parachute or free fall).

- (1) Air landing is the more desirable method of delivery since it results in the least loss and breakage of cargo, reduces handling, and makes the most efficient use of airlift cargo space. Aircraft landing areas for fixed wing aircraft normally require some preparation depending on the area and the type aircraft. Little or no preparation is required for rotary wing aircraft.
- (2) Air delivery, although less efficient than air landing, is a highly useful method of delivery. Where evacuation is not a factor, air delivery has significant advantages. It reduces aircraft vulnerability and the need for forward landing fields. Air delivery includes: low velocity drop, high velocity drop, and free drop.
 - (a) Low velocity drop is the employment of one or more parachutes to retard the rate of descent of the material delivered. This method normally is employed in conjunction with energy absorbing material for delivery of heavy equipment such as field pieces and vehicles, and for fragile items.
 - (b) High velocity drop is the employment of a small parachute or other device to orient the dropped load

with minimum retardation of the rate of descent. Shock of impact is absorbed through the use of cushioning materials or other devices attached to the load. This method is used for the bulk of the tonnage to be delivered by air such as subsistence, petroleum, and ammunition.

- (c) Free drop employs no retardation devices and minimum cushioning and padding materials. It is used for fortification material, communication wire, baled clothing, and other items which will not be damaged appreciably by impact.

e. Air Force organization and responsibilities for delivery (JCS Pub 3). Area airlift forces assigned to a theater of operations are commanded by the theater commander through the theater air force commander. Maximum aircraft utilization is obtained through central control and scheduled flights. Scheduled flights normally operate between major installations or areas in the communications zone and areas or installations in the combat zone. The bulk of the intratheater airlift is allocated to these scheduled operations. The area airlift force commander is responsible for all intratheater Air Force air transportation operations to include—

- (1) Scheduling of flights.
- (2) Control of Air Force air transportation operations.
- (3) Forecasting airlift capability periodically, normally on a weekly basis, to the theater commander.
- (4) Air terminal operations.
- (5) Coordination with the user.

The area airlift commander controls area airlift operations through his air transport movement control section (ATMC). The ATMC schedules flights and monitors operations, including special missions such as parachute delivery. The ATMC receives requests for airlift, processes them, and schedules the aircraft. This section also consolidates requirements for forward movement of cargo with rearward air evacuation, notifies air terminals and air evacuation detachments concerned, and directs and monitors the flight throughout the mission. Air terminals are operated by aerial port squadrons

assigned to area airlift forces. These squadrons receive and document cargo, provide intransit storage, and provides personnel to load and unload aircraft.

f. Army responsibilities for delivery. Theater army establishes coordination with area airlift forces through an airlift liaison coordinating officer (ALCO) stationed at the ATMC. This officer is provided by the TALOG transportation officer. The ALCO receives requests for air transportation from subordinate commands through theater army. He processes requests in accordance with policies, allocations, and priorities of the theater army commander; coordinates requests with the ATMC; and arranges with the shipper for delivery of cargo to the designated air terminal at the time desired.

- (1) Located at each air terminal handling army cargo is an air traffic coordinating officer, who is a representative of—
 - (a) The TALOG transportation officer, at air terminals in the communications zone.
 - (b) The field army transportation officer, at air terminals in the field army area.
- (2) The air traffic coordinating officer—
 - (a) Coordinates movement of Army personnel, supplies, and equipment to and from the air terminal.
 - (b) Maintains liaison with depots and other installations to insure that cargo arrives at the terminal on schedule.
 - (c) Insures that supplies are packaged in accordance with joint packaging instructions.
 - (d) Determines by report and inspection the status of cargo received, shipped, or held in intransit storage at the air terminal.
 - (e) Provides the air terminal with special handling and intransit storage instructions.
- (3) Unit and installation commanders shipping supplies and other cargo by air are responsible for packaging in accordance with joint regulations and for movement of cargo to the desig-

nated air terminal. At a forward landing field or strip not a regularly scheduled stop for troop carrier aircraft, the army unit commander, in local agreement with the troop carrier commander, may assume responsibility for loading and unloading aircraft.

12.40. Army Aviation

(FM 57-35)

a. Mission. The mission of army tactical aviation is to provide mobility for tactical units and to expedite movement of personnel, supplies, and equipment in the combat zone. Army logistical aviation has a service support role.

b. Functions. Functions performed by army logistical aviation in its service support role include—

- (1) Air landing of supplies, equipment, and replacement personnel and units where ground lines of communications are nonexistent or inadequate, or where the concept of operations requires speed and mobility not obtainable by ground means.
- (2) Evacuation of casualties in augmentation of aeromedical evacuation (ch. 13) performed by Army Medical Service air ambulance elements.

c. Command and staff relationships.

- (1) *Command relationships.* Army logistical aviation units used to augment ground lines of communication may be employed in support of, attached to, or under the operational control of the headquarters responsible for logistical support of a specific operation. Army logistical aviation resources assigned to the field army are limited. Service support requirements for army logis-

tical aviation usually exceed the capabilities.

- (2) *Staff relationships* (FM 101-5 and FM 1-100).

12.41. Emergency Supply by Air

a. Requests. Requests for emergency supply by air are a staff responsibility of the logistics staff officer. Such requests are submitted through channels by the fastest communications available consistent with security. Requests are normally submitted direct from division to field army with an information copy to corps. Corps takes no action on these requests unless it recommends disapproval. The requesting unit recommends the type of aircraft and method of delivery to be employed.

b. Delivery. Normally, any echelon of command receiving the request and having both the delivery means and the supplies available will provide delivery. When requests are received at field army, the decision is made whether to deliver the supplies by army logistical aircraft, by area airlift capacity allocated to field army, or to request TALOG to arrange air delivery. Supplies to be delivered by parachute or free drop are prepared for delivery by parachute rigger personnel who are located in the vicinity of the air terminal or supply depots. The unit to whose area an emergency flight is dispatched is responsible for selecting, preparing and marking the landing area, and for aiding in landing and unloading the aircraft. This unit also recommends approaches and exits, and effects security measures at the landing area. Units receiving free-fall or parachute-delivered supplies are responsible for recovery of supplies, parachutes, containers, and associated materials that can be reused or salvaged. See FM 54-1 for additional data on air transportation service in TALOG.

Section IX. PIPELINES

12.42. General

Pipelines provide the most economical, efficient, and effective means of land movement for bulk liquid fuels. Cargo flow is continuous and is accomplished with a minimum of personnel and without the use of fuel-consuming vehicles. The plan for distribution of liquid fuels makes maximum use of this method of delivery.

12.43. Advantages

- a. Pipelines offer the following advantages:*
- (1) They are operationally the most economical method of movement.
 - (2) They reduce requirements for other means of transportation.
 - (3) They are less susceptible to destruction by enemy action than other means

of transport and can operate under conditions where enemy action or terrain make use of other means of transportation impracticable.

- (4) They provide the most expeditious means for ship-to-shore delivery.

b. Planning.

- (1) Military necessity is the most important factor in selecting the route of a pipeline. The following factors should also be considered:

- (a) The route presenting least altitude deviation should be selected.
- (b) Natural cover should be used to the extent practicable.
- (c) Pipelines should parallel existing highways or railways to facilitate

construction, operation, security, and maintenance.

- (d) Pipelines should be located with a view toward future operations.

- (e) Pipeheads should be located where storage facilities are available or can be constructed, and where access is available to as many means of transportation as possible for further distribution of the product.

- (2) The theater staff provides logistical policy and planning guidance through theater army to TALOG. TALOG formulates specific petroleum plans as guidance to POLIC for logistical operational planning. See paragraphs 10.35 through 10.38 for the Petroleum Intersectional Command.

CHAPTER 13

LOGISTICS, ARMY MEDICAL SERVICE

Section I. GENERAL

13.1. Introduction

a. The chief surgeon of the theater prepares the general plan for medical service in the theater of operations in accordance with theater policies. Execution of the plan, under supervision of theater headquarters, is decentralized to the major commands (FM 8-10).

b. The mission of the theater army medical service is to conserve manpower by maintenance of the health and fighting efficiency of the troops. This is done by recommending and providing technical supervision of measures for safeguarding the health of troops; provision of effective medical care; and provision of adequate treatment and rapid, orderly evacuation of the sick and wounded.

c. Medical service is continuous. It is interzonal in that medical service is closely coordinated between the combat and COMMZ. It is intersectional in that treatment of patients in fixed hospitals and the evacuation of casualties in the COMMZ are not confined within sectional boundaries.

13.2. Terms

(AR 320-5)

Army medical service planning in a theater of operations involves the use of statistical data and other factors developed largely as a result of wartime experience.

a. *Evacuation Policy.* The evacuation policy is a means of control whereby short-term patients are evacuated no farther to the rear than is necessary. This avoids unnecessary loss of combat personnel and provides better treatment for selected classes of patients. Evacuation policies within a theater are normally established for areas, types of medical installations, and classes of patients, by specifying which patients shall be evacuated to the next higher

level of medical care. Intratheater evacuation policies affecting combat zone operations vary with the tactical situation. The theater evacuation policy is less flexible since it involves a decision as to which patients shall be evacuated to the zone of interior. This is a command decision made at Department of Defense level on recommendations of the theater commander. The theater evacuation policy is expressed in numbers of days. The periods usually considered applicable are 30 days, 60 days, 90 days, 120 days, or 180 days. The shorter the evacuation policy, the fewer the number of fixed beds required for hospitalization within the theater. However, more trained personnel are lost to the theater under a short evacuation policy. This in turn requires an increased flow of replacements from the zone of interior.

b. *Daily Admission Rates.* A statistical planning term expressing the number of persons admitted to hospitals or excused from duty for medical reasons, usually on a per 1,000 troop strength basis. It is based on experience and is used in the computation of hospital and bed requirements. Daily admission rates are influenced by climatic conditions, status of training of troops, type of combat, enemy capabilities, and general sanitary conditions. Admission rates under varying conditions are listed in FM 101-10.

c. *Accumulation Factor.* Under a given evacuation policy, patients will accumulate in hospitals at a determinable rate depending upon the admission rate, the type of disability, and the average period of hospitalization. Based upon experience in both World Wars and the Korean War, accumulation rates have been assembled into accumulation tables in FM 101-10. Accumulation factors given in such tables are based upon a daily admission rate of 1 per 1,000 troop strength and upon a specified evacuation policy.

d. Dispersion Factor. At any given time a portion of the theater fixed beds will not be available to patients because of "dispersion." Some beds are in transit; others are set aside in contagious disease wards, and for segregation of sexes and other categories of patients such as prisoners of war. This requires provision of a dispersion allowance, a percentage added to actual requirements to insure availability of sufficient fixed beds. Under nonnuclear conditions, a 20 percent dispersion allowance is generally found to be adequate. Under nuclear warfare conditions it is anticipated that a higher dispersion allowance will be required since a wider fluctuation of daily admissions and dispositions can be expected.

e. Hospital Planning. To compute bed requirements for any specific operation, it is necessary to establish an evacuation policy, daily admission rate to hospitals, troop strength of the theater, accumulation factor, the dispersion factor, and any additional requirements not reflected in troop strength.

13.3. Evacuation and Hospitalization

a. The system for evacuation and hospitalization must be integrated and directed toward relieving combat and administrative units of patients and returning such personnel to duty as soon as possible.

b. Basic principles of evacuation and hospitalization are—

- (1) Hospitalization is provided as close as possible to troops requiring it.
- (2) The maximum number of personnel are returned to duty within the theater.
- (3) Patients are evacuated no farther to the rear than their physical condition and the military situation require.
- (4) It is the responsibility of rearward units continuously to relieve forward units of their patients in accordance with the evacuation policy.
- (5) All modes of transportation are used for evacuation. The type selected depends on the military situation, condition of patient, facilities available, and modes available.

- (6) At each medical installation in the evacuation and hospitalization system, patients are sorted and classified for treatment at the installation, for further evacuation, or for return to duty.

c. Evacuation planning must provide alternate transportation means. Maximum use of aircraft should be made. Reliance on air evacuation must be tempered by the susceptibility of this means to interruption by weather, enemy action, or reallocation. Ground means of evacuation must be available and medical facilities disposed to permit continuous medical service. Close coordination must be maintained between the surgeons of logistical commands and the surgeons of supported elements. This coordination normally is maintained through the establishment of medical regulating sections by the command surgeons concerned (FM 8-10).

d. The extent of hospitalization provided in theater army depends in large measure upon the speed with which patients can be returned to duty and upon the reliability of evacuation from the field army and from COMMZ. The time elapsing between the discharge of a patient from a zone of interior hospital and his return to the combat zone is usually much greater than the time required to return him to duty from a hospital in the theater of operations. When this time differential is substantial, and the logistical cost to the theater acceptable, a sufficient number of hospitals are assigned to TALOG to permit the treatment and return to duty of the majority of patients within the theater. When evacuation from or within the theater is not reliable, sufficient hospital capacity is provided and positioned to absorb patients accumulating as the result of interruptions in the system.

e. Direct support provided by medical units of the field army must fit the varying needs of the tactical units supported. This responsiveness is accomplished through organic mobility in units and by discreet use when necessary of medical units to hold patients treated by another facility to free the treating facility for movement. General hospitals providing general support to the theater normally are established well in the rear of the communications zone. Here appropriate plants are established commensurate with the mission of units employed.

When evacuation from the field army is impaired by distance or limited availability of transport, consideration is given to the more forward displacement of general hospitals. Control of general hospitals may be decentralized by their geographical grouping under hospital centers. However, sufficient dispersion must be maintained to preclude destruction of several facilities by one attack.

13.4. Organization

Medical service in the theater of operations is organized into four mutually supporting structures. These are unit, division, corps and army, and TALOG medical services. The unit, division, and corps and army medical units and personnel provide medical service essentially for tactical units and therefore are characterized by more mobility than those of TALOG. Medical units at each echelon normally provide area medical service within their capabilities as required. Further details of the organization for medical service in the combat zone and in COMMZ are contained in paragraphs 13.6 through 13.15.

13.5. General Responsibilities (FM 8-10)

Commanders at all levels are responsible for the provision of adequate medical care for their troops. The commander weighs his medical means with the same degree of care used in evaluating other support requirements. Surgeons are provided at each level, down to and including battalion (except those organizations receiving area medical support from divisional or other medical service units), to advise and assist the commander in his medical service responsibilities. Except in the division (par. 13.6) the surgeon normally exercises operational control over medical activities in accord with authority delegated by the commander. Commanders at all levels are also responsible for observing and enforcing the provisions of those treaties, conventions, and customs of war which are binding upon U.S. forces with respect to medical treatment for prisoners of war, civilian internees, friendly and enemy nationals, and neutrals.

Section II. COMBAT ZONE

13.6. Division (FM 8-15)

a. In the division, the division surgeon is a special staff officer responsible for coordination of the division medical service.

b. Division level medical service is provided by the division medical battalion on an area basis to insure optimum support.

c. Unit level medical service in the division is provided by medical elements organic to battalion or larger size units of the arms and services except for the signal and aviation battalions. Unit level medical service within the division support command is provided by the division medical battalion.

13.7. Corps (FM 8-10)

a. Medical service in a corps, when part of a field army, consists of a medical section at corps headquarters. This section includes the corps surgeon and medical personnel of corps head-

quarters, who provide unit medical service to the headquarters. Normally, no other medical units are assigned to the corps. When required, appropriate field army medical units may be attached to the corps. Division-type medical service is normally provided corps troops by field army medical units.

b. When the corps operates independently, appropriate medical units are attached as required to provide medical service similar to that of a field army.

13.8. Field Army (FM 8-10)

a. General. Field army medical service provides medical service for army and corps troops; supports the medical service of divisions; and evacuates patients from supported elements to field army hospitals and convalescent centers, or to departure terminals for evacuation to the communications zone.

b. Hospital. The field army normally operates mobile army surgical hospitals, evacua-

tion hospitals, and convalescent centers. Hospitals are located near supported troops and accessible to normal means of transportation, but avoid locations near important targets.

- (1) The mobile army surgical hospitals are assigned to the field army to provide prompt surgical care for non-evacuable patients in forward areas of the combat zone. In addition to emergency surgical procedures, seriously ill medical patients may be treated when evacuation rearward is medically harmful or impossible. Normally, mobile army surgical hospitals are established near division clearing stations. The hospital is 100 percent mobile and its professional capabilities can be expanded as required by attachment of appropriate TOE 8-500 professional teams.
- (2) The evacuation hospital is semimobile and is assigned to the field army to provide hospitalization of all types of patients within the combat zone and to prepare patients for further evacuation as necessary. The hospital is about 35 percent mobile and can be established in the field in a few hours' time.
- (3) The convalescent center is assigned to the field army to provide facilities for the convalescent care and physical reconditioning of patients. Its purpose is to hold patients in the field army area who will return to duty in a comparatively short time. The center provides dispensary-type treatment for patients.

c. Evacuation. Field army evacuates patients from division clearing stations and mobile army surgical hospitals to evacuation hospitals.

- (1) Evacuation by field army is performed by motor ambulance and air ambulance units.
- (2) Field army litterbearer support is provided by medical collecting companies.

d. Augmentation. Medical units may be augmented as required by cellular teams of the

TOE 8-500-series. These teams are attached or assigned to units or may be organized into service units to provide medical service.

e. Dispersion of Units. Under the threat of nuclear, chemical, and biological attack, dispersion of units is increased; mobility, particularly cross-country mobility, becomes a factor of greater importance; and casualty rates can be expected to increase. This environment requires improvement of medical evacuation speed, flexibility, and mobility, without large increases in personnel. Use of aeromedical evacuation for routine as well as critical casualties is necessary.

f. Aeromedical Evacuation.

(1) *Army functions.*

- (a) Aeromedical evacuation within the combat zone to include battlefield pickup of casualties (except those from an airhead where airborne operations include air-landed logistical support by the Air Force).
- (b) Air support to initial point of treatment.
- (c) Subsequent moves to hospitals within the combat zone.

(2) *Air Force functions.*

- (a) Evacuation from the combat zone to hospital facilities outside the combat zone.
- (b) Aeromedical evacuation from an airhead or airborne objective area where airborne operations include air-landed logistical support by the Air Force.

(3) *Army aeromedical evacuation.*

- (a) Field army medical service aerial ambulance units are provided to perform aeromedical evacuation of patients. These air ambulance units are capable of unit administration and of organizational maintenance of aircraft. The units maintain medical supplies and equipment to permit continuation of medical treatment in flight. Air ambulance units may be attached to other medical command and treatment elements for logistical support. Air ambulance units may operate from a location in the area of a supported

unit. In such cases, they function under the operational control of the major command surgeon responsible for evacuation.

- (b) Nonmedical aviation units have the capability of augmenting the aeromedical evacuation means for movement of large numbers of patients on a scheduled basis and particularly to meet emergency patient requirements. Requests for such evacuation assistance are processed through normal command channels. Priorities of support are determined by the commander controlling the aviation units involved.

13.9. Airborne Operations

(FM 57-10 and FM 8-10)

The basic organization and operation of the medical service of an airborne force are similar to that of other forces. A shorter evacuation policy is normally used when aircraft can land in the objective area. If this is impossible, additional medical units are re-

quired in the objective area. When air evacuation is possible, medical installations are located in the vicinity of air-landing facilities. In long-duration operations, as additional medical facilities are established, the evacuation policy can be lengthened. Upon link-up or as soon as airfields are established, normal evacuation and hospitalization procedures are resumed.

13.10. Amphibious Operations

(FM 8-10)

In the initial stages of amphibious operations, casualties occurring afloat are evacuated by naval facilities. Landing craft and other ships transfer patients to ships with the specific mission of hospitalization and evacuation. During initial phases ashore, unit medical support is standard and evacuation is to the shore party beach evacuation station. The shore party medical service collects, treats, and evacuates patients by landing craft to hospital ships and other designated ships. Standard procedures are initiated on a phased basis as the various echelons are established ashore and can assume their normal evacuation responsibility.

Section III. COMMUNICATIONS ZONE (TALOG)

13.11. General

(FM 8-10 and FM 54-1)

a. The TALOG commander is responsible for the provision of medical service for patients originating in TALOG units and received from the combat zone.

b. Overall control of medical service operations is exercised by the TALOG commander. However, control of medical operations is usually delegated to section commanders. The TALOG commander normally retains control of construction standards for fixed hospitals, and of the mass evacuation of casualties without regard to sectional boundaries. Normally, the TALOG surgeon exercises staff supervision over TALOG medical units not assigned or attached to subordinate commands.

13.12. Area Medical Service

Area medical service provided by TALOG to its own attached units is accomplished by dispensaries, field or station hospitals, and ambulance units. Since the communications zone is

subject to recurring damage from enemy action, dispensaries and aid stations are the first echelon of medical support. The station hospital, because of its relative immobility, is normally located in BALOG.

13.13. Hospitalization

TALOG hospitalization includes station, field, and general hospitals. Field hospitals or station hospitals may operate specialized treatment facilities when augmented by appropriate cellular teams. General hospitals are fixed installations established in rear areas of the COMMZ. However, where lines of communication are extended, and ground evacuation is the primary means available, general hospitals may be echeloned forward. Evacuation hospitals, a combat zone type unit, may be used in the COMMZ. Geographical grouping of hospitals as hospital centers increases efficiency; however, dispersion of hospitals within a center is essential to avoid presentation of a lucrative target.

13.14. Evacuation

Evacuation of patients from the combat zone (except by air) is the responsibility of the TALOG commander. One means of evacuation is the ambulance train, rail, assigned to TALOG. This train evacuates patients from hospitals and holding units of the field army to the communications zone, between hospitals of TALOG, and from hospitals to aerial and water ports for further evacuation. Additional capability for patient evacuation is provided by medical ambulance companies, which are assigned to TALOG as required. Evacuation by air from the combat zone to the communications zone is a theater air force responsibility. Air evacuation to the zone of interior is a responsibility of MATS. Surface evacuation from the communications zone is the responsibility of agencies in the zone of interior; sea evacuation is provided by the Navy. Holding companies assigned to TALOG provide temporary shelter and care of patients awaiting evacuation at air and water terminals.

13.15. General Medical Operations

a. Medical resources of TALOG must be sufficient to provide required flexibility for theater army medical activities. The medical service of the field army normally does not have the capability to cope with a large patient influx. Such situations are met by increasing evacua-

tion to TALOG, by providing TALOG units to reinforce field army, or both.

b. TALOG must have sufficient medical resources in reserve to permit handling an abnormal patient load for short periods. This reserve should consist primarily of evacuation units, supplies, and hospital facilities. It should be distributed throughout the communications zone, and is best maintained by operation of existing facilities below maximum capacity rather than by holding a number of units in an uncommitted status.

c. A medical regulating section in the TALOG surgeon's office controls the movement of patients to designated facilities in the COMMZ. Information on patients awaiting evacuation from the field army and beds available for use within the communications zone is periodically reported to TALOG headquarters where it is analyzed in view of impending missions. Orders for movement of patients are transmitted by electrical means. Plans for future employment of units may be modified as the situation changes through this controlled and selective process.

d. A certain amount of flexibility is also achieved by using cellular units of the TOE 8-500-series of augmentation or by organizing them into service units to meet special situations.

Section IV. IMPACT OF NUCLEAR, CHEMICAL, AND BIOLOGICAL OPERATIONS

13.16. General

(FM 8-10)

The problem of coping with widely fluctuating numbers of patients is greatly increased under conditions of nuclear, chemical, and biological operations. Such operations against friendly troops may produce large numbers of patients in a given area in a very brief period. The rate at which these casualties are produced significantly affects medical capabilities for providing treatment. This consideration is a major factor in determining the theater army evacuation policy. Medical installations and facilities must be so located that they are not susceptible to destruction by enemy nuclear attacks directed at other installations in the area.

13.17. Handling of Mass Casualties

a. *General.* Army medical service provides for a contingent type of medical support following an enemy attack resulting in mass casualties. Medical service problems are basically similar to those encountered in nonnuclear warfare, *except* that these problems will be greater in magnitude and compressed into a briefer time span. The contingent aspects of medical service include the following:

- (1) Greater stress upon first aid training.
- (2) Search and rescue operations using rescue squads and vehicles provided by nonmedical units.
- (3) Veterinary officers and teams from dental units revert to direct control of

the surgeon while the area damage control plan is in effect. They administer emergency medical treatment within their capabilities.

- (4) Plans at all levels provide for the care, treatment, and evacuation of mass casualties.
- (5) Area medical service in disaster areas consists of establishing treatment or sorting stations for emergency medical treatment. Medical sorting patients in categories, as follows:
 - (a) *Minimal treatment*—patients who can be returned to duty promptly.
 - (b) *Immediate treatment*—patients for whom prompt surgical procedures will save life or limb.
 - (c) *Delayed treatment*—patients who, after emergency care, incur little risk by delay in further treatment.
 - (d) *Expectant treatment*—patients so critically injured that only complicated and prolonged treatment offers any hope for life expectancy.

b. *Reinforcement of Medical Means.* A mass casualty-producing attack may exceed normal medical support capabilities and require reinforcement of medical service means by other units. Civil affairs units may provide local civilian personnel to assist in the collection and evacuation of casualties. Prisoners of war may be used for assistance.

c. *Nuclear Radiation Casualties.*

- (1) Management of nuclear radiation casualties is based upon patient signs and symptoms rather than on the basis of suspected radiation dosage. Evacuation of individuals suspected of nuclear radiation injury is avoided, unless the symptom and physical findings clearly justify such action. Evacuation of these individuals is based primarily on the priority of their burns or traumatic injury.

- (2) The interpretation of the medical significance of various levels of exposure to radiation is a function of the medical services. The evacuation policy and maximum stay time permitted in a radioactive area are command decisions.

d. *Chemical and Biological Casualties.*

- (1) The immediate management of chemical casualties will require special decontamination and treatment techniques.
- (2) Biological casualties, most often delayed, will result in a rapid overload of medical facilities and necessitate prompt identification of the causative agent and institution of appropriate therapy.
- (3) Both chemical and biological casualties normally will be evacuated in the same manner as conventional battle casualties.

e. *Evacuation and Hospitalization.*

- (1) Evacuation is based on prompt sorting and movement of selected patients, in accordance with established priorities, to designated hospitals or other definitive treatment facilities.
- (2) Requirements for augmentation of emergency evacuation facilities are made known to the next higher or supporting element.
- (3) Additional space necessary to provide hospitalization for mass casualties is obtained by expanding existing hospital facilities with available 50 percent expansion equipment (held for contingency use), plus a temporary expansion of several times the capacity of each hospital with emergency improvised equipment. In the latter case emergency expedients are adjacent buildings or additional tentage for housing patients, and litters in lieu of beds or cots.

Section V. OTHER MEDICAL SERVICES

13.18. Preventive Medicine

a. The prevention of disease and injury is an important function of the medical service. Its

objective is the maintenance of health and fitness of personnel. A definite plan is required for the prevention and control of disease, with

provisions for general sanitary measures and special disease control procedures. The Army Medical Service coordinates closely with civil affairs on public health measures to minimize hazards to troops.

b. Control of sanitation is a responsibility of all commanders. Sanitary measures and related or identical biological defense measures are executed by personnel of the organization concerned. When the measures required exceed the capability of organization personnel, the measures are executed by labor details under supervision of preventive medicine personnel.

13.19. Dental Service

a. Generally, dental support is provided on an area basis.

b. TALOG dental units normally include several types which possess support capabilities not available elsewhere in the theater of operations. Dental units perform area support, theater army support, and hospital augmentation missions.

c. Field army dental units, in addition to their area support mission, furnish routine dental care to divisions in reserve or otherwise available for such care. Supplemental hospital dental service is provided as required.

13.20. Veterinary Service

a. Veterinary staff officers are included on the staffs of the surgeons of field armies and TALOG to provide planning and staff supervision required for use of veterinary units and personnel.

b. Veterinary service units function under the staff supervision of the command surgeons. These units provide animal treatment, food inspection service, and animal-borne disease control.

13.21. Medical Laboratory Service

Medical laboratory support for the theater, is under the staff supervision of the major command surgeons. Medical laboratory units are organized so that mobile elements can provide service to medical and dental treatment units, preventive medicine units, veterinary service detachments, units of the theater army blood transfusion service, and nonmedical units operating throughout the field army and TALOG areas.

13.22. Blood Transfusion Service

A theater army blood transfusion officer may be included on the staff of the TALOG surgeon to provide overall planning and staff supervision of the procurement, receipt, storage, distribution, and utilization of whole blood and to collect and maintain statistical data concerning its use. Theater army blood transfusion units operate under the staff supervision of the TALOG surgeon.

13.23. Medical Support of Area Damage Control

Medical means to meet requirements of area damage control units will be furnished by the local medical command and control agency in consonance with the continuing needs of all units for medical support (ch. 8).

CHAPTER 14

LOGISTICS, OTHER SERVICES

Section I. CONSTRUCTION AND REPAIR

14.1. General

a. See AR 415-35 and AR 420-10 for definitions.

b. Construction and repairs are major contributors to the mobility of field armies. The ability to concentrate construction means rapidly to overcome obstacles created either by nature or enemy action, permits armed forces to move faster on the battlefield thus increasing their mobility.

c. The nature of the conflict and the operational environment impact directly on military operations and are major factors in shaping theater construction policies. The concepts of increased mobility and dispersion of forces and installations in a nuclear war directly influence the type and scale of construction work in the theater of operations. Some of the tactical and administrative support demands imposed on construction support in a nuclear war are—

- (1) Construction of protective shelters for critical installations, personnel, and supplies.
- (2) Camouflage of critical installations.
- (3) Construction of static air defense installations defending essential areas.
- (4) Construction of main supply routes.
- (5) Construction of secondary and access roads serving dispersed installations and facilities.
- (6) Construction of transportation facilities such as airfields and beaches.

14.2. Construction Policies

a. In an active theater only minimum essential construction work and development of installations and facilities are authorized. Normally the quality of construction authorized does not exceed emergency standards. Modified emergency type construction and the use of

permanent type materials (brick, tile, stucco, concrete, etc.) are authorized only when—

- (1) Such construction work is required by an agreement with the government of the country in which the proposed facilities are located and then only after prior approval of Headquarters, Department of the Army.
- (2) Materials normally used in emergency type construction are not available; cannot be made available in sufficient time to meet construction schedules; and permanent type construction materials are available or can be made available in time to meet construction schedules at no increase in total construction cost. (When permanent type construction materials are used, the interior and exterior finishes of structures must be in keeping with emergency construction standards.)

b. Standard facilities for such installations as hospitals, depots, and shelters are designed for use in active theaters of operations, since they present the simplest method of using standard materials to construct acceptable installations, reduce the variety of construction materials required, simplify supply procedures, and minimize costs.

c. Construction priorities, compatible with instructions from higher echelons, are assigned at each command echelon. They vary with the strategic or tactical situation, the climatic and geographical environment, and the mission of the command.

d. Construction is accomplished at maximum speed with a minimum of materials, equipment, and skilled labor.

e. Maximum use is made of installations and facilities described in technical manuals pertaining to the engineer functional component

system. These manuals provide necessary drawings, plans, and bills of material for the majority of the common and repetitive construction tasks encountered in an active theater of operations. They are appropriately coded for use with automatic data processing systems and advanced supply procedures. Their use facilitates construction planning, programming, and review as well as procurement, distribution, and control of construction material.

f. New design, when necessary, is simple and flexible to provide for multipurpose use and future expansion.

g. Protective construction is defined and discussed in JCS Pub 3, Joint Logistics and Personnel Policy and Guidance. Protective construction is provided for only those facilities where continuity of activity is of sufficient priority to warrant protection.

h. Construction for CBR operations is discussed in paragraph 1.4e.

14.3. Responsibilities

a. The theater commander establishes broad plans and policies for construction based on coordinated planning by construction and repair representatives of theater army, navy, and air force.

b. Based on recommendations of the theater army engineer, the theater army commander establishes construction policies, standards, and priorities in accordance with base development plans, and allocates construction troops and materials to subordinate echelons. Allocations are based upon current plans; availability of construction supplies, labor, and construction capability; and approved priorities.

c. The theater army engineer supervises the execution of theater army construction and repair directives, coordinates with the theater army G4 and issues broad planning guidance. He exercises staff supervision through technical channels through the exchange of information and guidance, and through command channels by the use of orders and directives.

d. The TALOG commander is responsible for army construction and repair, to include planning, throughout the communications zone. He is assisted by BALOG, ADLOG, and separate area commands. He discharges his construction responsibility, in part, through them. The TALOG commander is responsible for using the construction means available to him in accordance with the plans, policies, standards, and priorities established by the theater army commander. He assists the field army construction effort to the maximum extent possible. Normally, the TALOG commander accomplishes interzonal requirements common to both the field army and TALOG, through the commander(s) of the appropriate ADLOG(s). In such cases the supporting ADLOG engineer coordinates directly with the field army engineer.

e. The field army commander is responsible for construction and repair in the field army area except for those interzonal projects common to both the combat zone and TALOG. The field army commander performs required construction and repair with the engineer units assigned to the field army. Construction within the field army area is normally of a temporary or expedient nature.

Section II. LABOR

14.4. General

(FM 101-10)

a. Scope. The labor support function includes the use of all available personnel resources within theaters of operations to further the military effort. It is concerned with the procurement, management, and use of labor available from—

- (1) U.S. and allied military service units.
- (2) Prisoners of war.

- (3) U.S. allied, neutral, and enemy civilians, including refugees and displaced persons. Basic policies are contained in JCS Pub 3.

b. Planning. To release as many military personnel as possible for combat duties, maximum use is made of all sources of noncombatant personnel consistent with operational and security requirements, essential civilian needs, and with international law and agreements to

which the United States is a party. Planning for operations in any geographical area must (1) include an estimate of available manpower and its capabilities in relation to requirements, and (2) provide for its procurement, use, and administration in support of the combat forces. Guidance for planning the use and administration of civilian personnel under emergency conditions is contained in Army CPR M100 and protection of civilian persons in time of war. Provisions of these treaties pertaining to the employment of prisoner of war labor and guidance on the further planning guidance on foreign labor is contained in DA Pam 690-80.

c. Impact of Nuclear, Chemical and Biological Operations. The threat or employment of mass casualty and destruction weapons may be expected to complicate the maintenance of a civilian workforce in probable target areas, such as troop concentration and critical administrative support installations. See also paragraph 14e.

d. Geneva Conventions. The United States is a party to the Geneva Conventions of 1949 relative to the treatment of prisoners of war and the protection of civilians during hostilities. Pertinent provisions of these treaties are contained in FM 27-10 and DA Pam 690-80.

14.5. Sources of Labor and Types of Units

a. Civilian Employees. A general policy of the Department of Defense is that civilian personnel are utilized in all positions which do not require military skills or military incumbents for reasons of training, security, or discipline. In foreign areas maximum use is made of the services of nationals of the country and other locally available civilians. U.S. civilians and third state nationals are imported into such areas only to the extent necessary to the security of the forces or where required skills are unobtainable from local sources. Mobile labor may be required for emergency support of critical activities but locally resident civilians are employed to meet "on site" requirements so far as practicable. Methods of employment and administration of civilian personnel, both U. S. citizens and foreign nationals, in direct support of the army, under various conditions, are covered in paragraphs 15.10 through 15.12.

b. Contractual Services. The need for direct hire and supervision of labor may be avoided in part through engagement of a resident contractor responsible for providing the service or product desired. Logistical support, if any, provided to the contractor or his personnel is included in the contractual arrangements. In contract negotiations, care is necessary to insure that employment conditions are in accord with applicable local laws and regulations.

c. Type B Units. Type B units are TOE service organizations which integrate U. S. and non-U. S. personnel into a flexible workforce. Such units are composed of the necessary equipment and a qualified military cadre and, to the extent permitted by international law and agreements, use civilian personnel to fill non-critical spaces in the organization. Such civilians normally are provided complete administrative support by U. S. forces in accordance with theater or theater army directives.

d. Service Troops. Quartermaster service companies may be organized to perform labor functions in a theater of operations. These troops may be employed as the nucleus of a general labor pool and made available on request to organizations requiring them to supplement the more specialized labor furnished by the technical services.

e. Prisoners of War. Basic policies and procedures for the utilization and administration of prisoner of war labor are contained in chapter 20. When used as laborers, they may be allocated from a pool and employed essentially as unskilled labor. To obtain maximum use of skills and training, however, it is desirable to screen prisoners for skills and assign work accordingly. Organization of specialists into labor units and provision of necessary equipment and administration will facilitate their use.

f. Labor Pools. Labor pools facilitate maximum use of labor, particularly when it is in short supply. Such pools may be formed of mobile or locally resident civilians, prisoners of war, service troops, combat troops or any combination thereof. Combat troops are used as labor only as a last resort. The quartermaster service normally operates such pools but any technical service may be given this responsibility. The labor needs of each instal-

lation are analyzed to determine the amount of permanent labor necessary and the amount that can be furnished from a general labor pool to meet fluctuating demands.

14.6. Responsibilities

Staff responsibilities for manpower management and general labor activities are set forth in FM 101-5.

a. Civilian Personnel Authorities. The G1 or director of personnel of headquarters exercising area responsibility and commanders of organizations utilizing civilian personnel are normally responsible for allocating available labor, establishing or maintaining appropriate conditions of employment, and making necessary arrangements for administration and payment in

coordination with other authorities, and in accordance with applicable policies and regulations. These responsibilities are further outlined in Civilian Personnel Regulations and in paragraphs 15.10 through 15.12.

b. Civil Affairs Authorities. The G5 or director of civil affairs of headquarters exercising area responsibility and labor officers of civil affairs units are concerned with civilian labor within the economy as a whole and are normally responsible for determining the availability of refugees and local civilian labor for military support missions in a theater of operations, and will assist in the procurement of available labor consistent with the manpower needs of the local economy. Civil affairs responsibilities are further defined in chapter 21 and in FM 41-10.

Section III. SERVICES — MISCELLANEOUS

14.7. Chemical, Biological, and Radiological (CBR) Services

Services required in support of army troops and other forces in connection with enemy CBR operations are provided in accordance with the following principles:

a. CBR decontamination is the responsibility of each individual and unit and is performed in accordance with procedures outlined in FM 21-40, FM 21-41 and TM 3-220. Decontamination beyond the capability of units is performed by chemical decontamination units, assisted in some cases by engineer units with heavy equipment. Large-scale decontamination, however, is expensive in terms of manpower and logistical effort, so it is not normally undertaken unless the area affected is of vital importance or the installation involved cannot be moved. A limited capability for the decontamination of clothing and equipment is provided by the quartermaster laundry company.

b. Chemical decontamination companies normally are located only in COMMZ. However, each platoon of the chemical company, combat support, has the capability of establishing and operating one small, field, personnel decontamination station.

c. Emergency chemical impregnation of small quantities of clothing is performed in the field by each unit using expendable field im-

pregnating sets. Large-scale impregnation of clothing is performed in impregnating plants by chemical processing units. With technical advice provided by the Chemical Corps, the quartermaster laundry company can accomplish emergency impregnation and reimpregnation of clothing.

d. The collection and forwarding of information about enemy CBR activities are the responsibility of each unit, as outlined in FM 21-40. Exploitation of enemy CBR installations and captured materiel for technical information is a function of chemical technical intelligence detachments and chemical laboratories.

e. Construction of improvised CBR protective shelters is a responsibility of each unit commander as outlined in FM 21-40 and TM 3-350. Construction of permanent and semi-permanent shelters, and installation of collective protectors provided by chemical supply units, are performed by engineer units.

14.8. Real Estate

Procurement of real estate in a theater of operations is accomplished in accordance with the Laws of Land Warfare, and with Department of Defense directives as announced in policies by the theater commander. In allied or friendly countries, procurement of real estate may be based on international agreements or agreements reached between the theater com-

mander and the country concerned. The acquisition and disposition of real estate are functions of the staff engineer. The logistical officer has general staff responsibility for coordination among using services. The more important factors to be considered in connection with real estate activities are—

a. Requirements and allocations of areas and facilities must be planned well in advance.

b. An administrative organization for handling real estate acquisition, inventories, contracts, payments, claims, and accounting must be provided.

c. An area real estate allocation board, composed of representatives of the several commands concerned working with civil affairs personnel may be established to coordinate real estate requisitions.

d. Commanders concerned are responsible for the selection of real estate sites under policies announced by higher headquarters. The staff engineer acts only as staff adviser, requisitioning agent, and office of record in carrying out command and theater policies.

14.9. Quartering (Ch. 15)

Quartering is the provision and administration of shelter for a command, including its personnel, headquarters, establishments, and supplies.

a. Shelter may be provided in the form of bivouac, improvised cover, or shelter tents; camp, where troops are under heavy tentage; cantonment, where troops are in temporary structures; and billets, where private or public buildings are occupied. In hostile territory, billeting is resorted to as authorized by the theater commander. Type of shelter provided and location of quarters are governed by consideration of the mission of the unit, policies of the theater commander, availability of areas and shelter, dispersion, security, sanitation, training and other facilities, and comfort of the troops. For tactical considerations, see FM 100-5. Requisites for quartering areas include adequate routes of communication to and within the area, protection against the elements, adequate supply of water, good natural drainage, firm dry soil, and freedom from sources of disease.

b. Administration of shelter is the responsibility of the commander having territorial jurisdiction in the area. Administration includes the allotment of quartering areas and existing facilities to using commands, the establishment of regulations governing the use of quartering areas and facilities, and the provision of facilities and utilities.

c. The operations staff officer exercises general staff supervision over selection of areas for quartering. The logistics staff officer supervises administration and allocation of quartering except that pertaining to headquarters and headquarters personnel, which are functions of the personnel staff officer. The engineer officer handles real estate matters.

14.10. Firefighting

a. Firefighting and fire prevention are the responsibility of all commanders. The staff engineer provides technical advice and supervision of engineer firefighting units. Such units are available only at congested centers of military activity, such as large hospitals, depots, and petroleum terminals and tank farms. In other areas troop units must fight fires supplemented by civilian firefighters when available. Firefighting equipment is organic to units engaged in hazardous duties, such as ordnance, ammunition units and army aviation. Avoiding fire loss and damage requires frequent inspection, careful planning of new construction, and fire prevention discipline. The commander of each installation prescribes fire drills for all units and standing operating procedures for a fire alert.

b. In the development of passive air defense and area damage control plans and procedures, the engineer is charged with submitting recommendations for firefighting and control of conflagrations as well as submission of fire control training programs and the technical supervision of such training.

14.11. Utilities

The engineer is responsible for the operation and maintenance of engineer utilities. Engineer utilities teams are provided in tables of organization and equipment. Local civilians are employed whenever practicable.

14.12. Camouflage

Camouflage discipline is a responsibility of every commander. Camouflage operations are performed by each unit. The engineer is responsible for technical advice and supervision

of engineer camouflage units. Proper use of existing terrain features and employment of local natural materials produce more effective results than the use of extensive artificial camouflage (FM 5-20).

Section IV. SERVICE ORGANIZATIONS

14.13. Combat Divisions

Service elements of the division are covered in FM 54-2 and FM 61-100.

14.14. Corps

Service elements of the corps and service support of the corps are covered in chapter 3.

14.15. Field Army

Service elements of the field army and service support operations within the field army are covered in chapter 3 and other chapters of this text.

14.16. Cellular Team Units

A cellular team unit is a unit composed of separate teams (TOE cells), each of which includes personnel and equipment for the performance of a specific function. One or more teams may be selected to form a military unit to meet a special requirement not currently provided for in fixed tables of organization and equipment. Teams may be used to augment units organized under fixed tables when increments of less than company size are required. Details of organization and employment of cellular units are covered in tables of organization and equipment and in field manuals of the technical and administrative services.

14.17. Station Services

Station services are housekeeping and administrative activities required to maintain and operate the physical facilities of an installation and to provide supplies and services for assigned and attached personnel. Station services include units from most of the technical and some of the administrative services. Some or all the station services may be organized into composite units.

14.18. Pooling of Services

A pool combines the resources of several organizations under central control for common use. Pools may be formed for vehicles, materials handling equipment, labor, or special types of services such as construction or maintenance. Pooling of personnel and equipment has the advantage of providing the means for more efficient distribution of the workload and flexibility in meeting peak demands. Disadvantages of pools are the lowering of morale and reduced administrative control because of the separation of troops and equipment from their parent organization.

14.19. Labor Pools

See paragraph 14.5f.

14.20. Vehicle Pools

When there is an urgent requirement for additional cargo transportation, some of the cargo vehicles of several units may be pooled to accomplish the task. Organizing such a pool obviously reduces the capabilities of the unit from which vehicles have been withdrawn. The principle of pooling vehicles is not limited to any branch or any type of transportation. All vehicles of any unit should be considered as a source of transportation except Geneva Convention protected vehicles; motor vehicles issued to move weapons; motor maintenance vehicles; and command, communication, and fire direction vehicles. The nucleus of vehicle pools is formed by transportation truck units. Truck companies may operate independently, be attached to installations such as depots, be placed under the control of battalion or group headquarters or operate under the transportation officer. With the exception of specialized vehicles, such as ordnance shop trucks, signal service and engineer service vehicles, ambulances, and surgical trucks, loads of cargo

vehicles may be dumped and these vehicles pooled and made available for emergency use.

14.21. Pooling of Troops of a Service

Pooling of troops of a service is advisable under some circumstances. For example, considerations of economy of personnel, transportation, and materiel may dictate the pooling

of appropriate engineer services in any large organization under one engineer command. This system provides highly centralized control and coordination of the engineer effort. It is adapted particularly to operations in a restricted area such as in amphibious operations. Another example is the pooling of maintenance and supply groups into a service center.

PART THREE PERSONNEL

CHAPTER 15 GENERAL

Section I. INTRODUCTION

15.1. General

The personnel and manpower functions of administrative support are concerned with personnel strength, replacements, personnel services, and other personnel activities.

15.2. Staff Responsibilities

Staff responsibilities and activities pertaining to personnel are in FM 101-5. Reference data on personnel activities are in FM 101-10.

Section II. MANPOWER MANAGEMENT

15.3. Manpower Management (AR 616-series)

Manpower management involves the planning and programing of military and civilian manpower strengths in consonance with—

- a.* Strength and budgetary limitations.
- b.* Manpower requirements.
- c.* Criteria for procurement and distribution of manpower.
- d.* Criteria for utilization of manpower.

15.4. Objective

Manpower management has the goal of maintaining maximum combat effectiveness within available manpower resources and the optimum ratio between combat forces and support forces.

15.5. Principles

- a.* Manpower management seeks to insure

accomplishment of assigned missions with a minimum of manpower.

- b.* Missions are continuously evaluated to insure the most efficient use of personnel resources.

- c.* Functions are continuously evaluated and priorities assigned for allocation of available manpower resources.

- d.* Manpower requirements are determined on the basis of missions, standards of performance for mission accomplishment, and workloads.

- e.* Commanders are permitted maximum flexibility in use of manpower resources.

15.6. Troop Planning and Troop Basis

See chapter 5.

Section III. PERSONNEL MANAGEMENT

15.7. General

(FM 101-5, AR 345-, AR 611-, AR 624-, and AR 635-series)

- a.* Personnel management is the process of

planning, organizing, directing and supervising all personnel, both military and civilian, in such a manner as to obtain the maximum efficient use of manpower. Some of the per-

sonnel management activities are classification, assignment, promotion, separation, enlistments and appointments.

b. Responsibilities of the personnel staff officer relative to personnel management are covered in FM 101-5.

15.8. Classification

a. Personnel and occupational classification are means of systematically assigning personnel to positions for which they are qualified.

b. Personnel classification is the process of identifying, recording, and evaluating on a continuous basis, the individual's mental and physical abilities, occupational qualifications, occupational record, interests, education, and military experience to enable assignment to positions best benefiting the army. This information is recorded on DA Form 20 (Soldier's Qualification Card).

c. Position classification is the process of identifying, codifying, and describing job content and qualification requirements of duty positions. These positions can then be filled by qualified individuals. The military occupational speciality (MOS) is the primary tool in occupational classification. MOS job content is based on job analyses. The MOS structure provides a standard description of army jobs.

15.9. Assignment

a. Assignment is the procedure by which an individual is placed within an organization and given a specific military duty. Personnel and occupational classification are the normal basis for assignment. However, needs of the service are the primary consideration and final determining factor in assignment of personnel.

b. Assignment is a part of personnel management and is directly related to the following Army personnel management principles:

- (1) Balance the best interests of the individual with the paramount best interests of the Army.
- (2) Increase the individual's ability to perform by training.
- (3) Use the individual on essential tasks.
- (4) Stimulate the individual's desire to perform.
- (5) Assure the individual of professional development.

c. Assignment objectives are—

- (1) Equitable distribution of personnel according to mental qualifications.
- (2) Equitable distribution of physical capabilities.
- (3) Equitable distribution of skills.
- (4) Assignment according to interest and aptitude.

Section IV. CIVILIAN PERSONNEL

15.10. General

Authority for civilian personnel management is defined in AR 10-5 and is delegated through command channels to the lowest practicable operating level.

a. *U. S. Citizens.* Employment conditions of U. S. civilians are in accordance with U. S. statutes, executive orders of the President, and regulations of the U. S. Civil Service Commission implemented by civilian personnel regulations of the Department of the Army.

b. *Non-U.S. citizens in Foreign Areas.* Employment conditions of locally available civilians utilized by U. S. forces in foreign areas must be in compliance with international law, treaties and agreements, and with applicable

U.S. and local laws, to the extent that treaties and agreements do not provide otherwise. U. S. supervisory personnel should be oriented as to the customs, work habits and language of locally available personnel. The conditions of employment of non-U.S. citizens in friendly countries are normally governed by the provisions of an agreement with the host government and are in accordance with local law and practice to the extent compatible with the basic management needs of the forces. Broad policies are prescribed by the Department of Defense and are transmitted to the theater commander by the appropriate agency of the Department responsible for the administrative and logistical support of the theater headquarters. A detailed statement of the important points of policy is

contained in DOD Instruction 1400.10 published in Army CPR A2.2-8 and in DA Pam 690-80.

15.11. Administration under Stable Conditions

Under stable conditions, both in the United States and in foreign areas, administration of civilian personnel, both U. S. citizens and non-U. S. citizens, is conducted by area or installation civilian personnel offices. General staff supervision over the civilian personnel program is provided by directors of civilian personnel normally operating under the G1 at major command headquarters.

15.12. Administration under Emergency Conditions

Basic policies and procedures for the utilization and administration of U.S. citizens and foreign labor under emergency conditions is contained in Army CPR M100. Additional guidelines for the administration of foreign labor during hostilities are in DA Pam 690-80.

a. *U. S. Citizens.* In the United States, civilian personnel administration will continue to be conducted by installation civilian personnel officers under greatly streamlined procedures. Responsibilities in oversea areas are in accordance with the Department of Army mobilization program and civilian personnel regulations.

b. *Non-U. S. Citizens in Foreign Areas.*

(1) Responsibilities.

- (a) *Area commanders.* The field army commander within the combat zone and the theater army logistical commander within the communication zone, or other designated commanders exercising area responsibility, are responsible for implementation of policies of the theater, theater army, or task force commander covering the procurement and administration of local national civilian personnel.
- (b) *G1/DPERS.* The G1 or director of personnel of the headquarters exercising area responsibility is normally responsible for allocating available labor in accordance with priorities established in coordina-

tion with other staff sections, establishing rates of pay and other conditions of employment in coordination with other staff agencies concerned, and making necessary arrangements for administration and payment.

- (c) *Commanders of using units.* Commanders of all units authorized to utilize locally available civilian personnel, appoint appropriate officers normally under the supervision of the unit S1 to administer such personnel for the unit. In the absence of other arrangements for making payments, such officers are appointed Class A agents for the purpose of making payment of civilian payrolls. Copies of appointing orders are forwarded to appropriate disbursing officers.
- (d) *Funds.* Finance disbursing officers furnish Class A agent officers the necessary local funds.
- (2) *Methods of employment.* The method of employment of non-U. S. civilian personnel available locally is determined by the commander having general area responsibility on the basis of needs of the forces and circumstances in the area, existing agreements including civil affairs agreements, U. S. foreign policy considerations, capabilities of the local government and appropriateness of local employment practices. Such personnel may be utilized as—
 - (a) Direct hire employees of the U.S. Government.
 - (b) Personnel employed by a friendly government and furnished to the U.S. Forces on a reimbursable basis.
 - (c) Personnel employed by local government agencies within an occupied enemy or ex-enemy area, and requisitioned from such agencies.
- (3) *Administration and conditions of employment.*
 - (a) *Fluid situations.* Under fluid conditions, each unit utilizing civilian labor may administer such per-

sonnel through an officer designated by the unit commander. A standard hourly pay rate may be established for temporarily employed personnel regardless of type of work performed or skill required. An additional pay increment should be authorized for such personnel used in supervisory positions.

- (b) *Semistable situations.* Where conditions permit, administration of civilian personnel may be transferred to civilian personnel officers deployed under an area headquarters operating in conjunction with civil affairs units and serving all using units in the area. The area headquarters will maintain or reestablish standardized hours of work, tours of duty, allowances, differentials, premium pay for overtime, and other essential program elements.
- (c) *Mobile units.* Where conditions require the use of civilian labor able to move from place to place as needed, such personnel may be formed into organized units and administered under regulations approved by the theater, theater army or task force commander. Mobile labor units must not, however, be organized as quasi-military units if they contain any persons protected by Article 51 of the Geneva Convention of August 12, 1949 (FM 27-10).
- (d) *Third state nationals.* The conditions of employment for non-U.S. civilians brought into the area across international boundaries for employment by U.S. Forces must be in accordance with international law and prior agreements with friendly governments concerned. All non-U.S. nationals resident in the area, as well as refugees, and stateless persons, are employed under the same conditions as local nationals unless applicable legislation, or international agreements provide otherwise.

(4) *Logistical support.* Local available civilian personnel who live in their own home and report daily to an established worksite, as well as mobile labor, may be furnished such logistical support as may be required for their protection and the accomplishment of the labor mission.

- (a) Mobile labor is authorized all necessary logistical support (DA Pam 690-80). Locally resident labor is provided emergency medical treatment and, when authorized by the commander exercising area responsibility, may receive one meal ($\frac{1}{3}$ ration) per day. Rations for civilian labor will be obtained from captured enemy stocks, locally procured supplies, or modified U. S. army rations, in that order of priority.
- (b) Additional logistic support, i.e. gas masks, class X clothing may be authorized locally resident labor as well as mobile labor by the commander exercising area responsibility when such support is required for the accomplishment of the labor mission.
- (c) The extent to which the cost of logistical support will be deducted from the pay of workers or be furnished without charge may be prescribed by the headquarters exercising area responsibility consistent with operating needs, prevailing labor practices, and civil affairs considerations in the area. Prior to the issuance of such instructions, cost of individual rations is normally deducted from the pay of workers in an amount for each meal ($\frac{1}{3}$ ration) not exceeding the normal cost of a comparable meal in the civilian economy.
- (5) *Security screening.* Units utilizing local non-U.S. civilian personnel normally coordinate with local army intelligence units for the screening of such personnel.

Section V. INTERIOR MANAGEMENT

15.13. General

(FM 101-5, DA Pam 20-300)

Interior management is the control of organization and administration within a headquarters. Staff responsibilities for interior management are covered in FM 101-5.

15.14. Functions

The functions of interior management include—

- a. Coordination of the movement, allocation of office space, internal arrangement and organization of the headquarters.
- b. Staffing adjustments to reflect changes in workload.
- c. Changing administrative procedures to improve efficiency in the headquarters.

- d. Allocation of shelter in the command post area.

15.15. Objectives

The principal objectives of interior management are—

- a. Maximum assistance to the commander and staff.
- b. Facilitating continuous control of operations and contact with higher, lower, and adjacent units.
- c. Security of the headquarters.
- d. Provision of mobility to the headquarters, particularly tactical command posts.
- e. Efficiency and economy in administration.
- f. Provision of adequate facilities for operations.

Section VI. SAFETY MANAGEMENT

15.16. Objectives

The objective of safety management in the army is to keep accidental manpower and monetary losses to a minimum. The integration of safe practices and standards into all activities is continuous.

15.17. Command Responsibility

The responsibility for effectiveness of safety management rests with the commanding officer at each level. While safety requirements may be modified during combat operations, safe practices and principles applied in training will lessen the probability of unnecessary losses of material and manpower. Commanders must insure that safe practices and safe physical standards are specified in directives, standing operating procedures, and training doctrine and that such practices and standards are observed.

15.18. Staff Responsibility

The personnel staff officer has primary general staff responsibility for supervision of army safety activities. He coordinates safety management matters with other general and special staff officers as follows:

- a. Operations staff officer on integration of safe practices into training and operational activities.

- b. Logistics staff officer on safety matters related to logistical support activities.
- c. Technical service officers on safety matters relating to technical service missions.
- d. Provost Marshal on traffic controls for safety.
- e. Chaplain on moral responsibilities for safety.

15.19. Integration

Effective integration of safety management throughout the command requires—

- a. Incorporation and enforcement of safety standards and procedures in operations.
- b. Corrective action to eliminate or control hazards, conditions, or practices that cause accidents.
- c. Guidance at all echelons on matters pertaining to safety management.
- d. Effective safety education.
- e. Appropriate safety training of military and civilian personnel.
- f. Adequate accident investigation and reporting.
- g. Evaluation and effective use of accident data.
- h. Command and staff supervision of the safety program.

CHAPTER 16

MORALE AND PERSONNEL SERVICES

Section I. MORALE

16.1. General

a. Morale is the state of mind of an individual as indicated by his willingness to do his duty and to participate as a member of a team for the accomplishment of the team objective. Good morale is evidenced by a positive drive on the part of the individual, a push beyond that which is expected, and an eagerness and enthusiasm concerning the leader's desires. Poor morale is displayed by dissatisfaction, indifference, lack of discipline, and lethargy.

b. Morale is influenced by leadership. It is the subordinate's expression of obedience, confidence, respect, and loyal cooperation elicited by command influence and direction. Morale also is influenced by the leadership of the commander's staff. Good morale is attained and maintained by training, discipline, and mutual confidence and comradeship among all members of the command. With proper leadership good morale will exist despite physical fatigue, hardship, privation, and self-sacrifice.

16.2. Morale Indicators

a. Morale indicators, properly analyzed, provide the basis for improving morale or sustaining high morale in a unit. These indicators come to the attention of the commander through command and staff visits and through reports.

- (1) Items to be observed during visits include—
 - (a) Operational efficiency.
 - (b) Appearances and courtesy.
 - (c) Personal hygiene.

- (d) Care of equipment.
- (e) Condition of mess and billets.
- (f) Adequacy and suitability of rations.
- (g) Care of casualties.
- (h) Response to instructions and orders.
- (i) Use of recreational facilities.
- (j) Attitude of leaders toward subordinates.
- (k) Use of religious facilities and chaplain evaluation.
- (l) Application of safety practices and standards.

(2) Reports which assist in measuring morale are those pertaining to—

- (a) Men absent without leave and deserters.
- (b) Malingerers.
- (c) Arrests and apprehension, military and civilian.
- (d) Punishments (courts-martial and Art 15, UCMJ).
- (e) Requests for transfer.
- (f) Sick call rate.
- (g) Stragglers.
- (h) Self-inflicted wounds.
- (i) Black market activities.
- (j) Pilfering.
- (k) Use of rations.
- (l) Chaplain's activities.
- (m) Accidents.

b. Morale indicators focus attention on items which normally affect morale. Statistics related to these factors must be correlated with other conditions if they are to provide a valid analysis of morale.

Section II. PERSONNEL SERVICES

16.3. General

a. Personnel services are administrative support activities concerning personnel as indi-

viduals. The immediate objective of personnel services is to assist the commander in attaining and maintaining good morale within a command.

b. Personnel services include—

- (1) Rest and leave.
- (2) Rotation.
- (3) Decorations and awards.
- (4) Postal services.
- (5) Finance service.
- (6) Chaplain's service (including character guidance).
- (7) Special services.
- (8) Exchange and motion picture services.
- (9) Officer and noncommissioned officer open messes.
- (10) Other nonappropriated fund activities.
- (11) Education.
- (12) Housing.
- (13) Personal affairs assistance.
- (14) Legal assistance (provided by staff judge advocate).

16.4. Rest and Leaves

a. Leave is free time granted against time accrued by the individual (accrued leave) in the normal course of his service. Emergency leave is also granted against accrued leave, and when necessary, in advance of accrued leave. In active theaters, emergency leaves are granted under AR 630-5 and policies established by theater army.

b. Passes are periods of free time, not chargeable against accrued leave, which are limited to three days duration. Temporary duty (TDY) for rest and relaxation is directed duty designed to rehabilitate the individual mentally and physically.

c. Quotas for leave, pass, and temporary duty (TDY) for rest and relaxation are based on factors which may vary among theaters and even among units. The purpose of a quota system is to insure priority to troops having the greatest need for rest and relaxation. Quotas within the theater depend on capacity of leave areas, rest camps, and other facilities. Other governing factors are transportation means, travel time, and duration of stay authorized at different facilities.

16.5. Rest Camps

a. A rest camp provides facilities for rest and recuperation of battle-tired individuals be-

fore they reach combat exhaustion. Rest camps are usually located in division or corps areas.

b. The division commander is responsible for organization and operation of rest camps for organic and attached troops, and the corps commander for corps troops. Operation of the camps normally is under the supervision of the division or corps special services officer. An alternate method is to establish unit rest camps at unit rear echelons. This method eliminates special administrative arrangements (housing, messing, supply) which must be made at a single divisional or corps rest camp. Unit rest camps when used, are the responsibility of the unit commander.

c. The principal accommodations at rest camps are for messing and sleeping. In addition, religious, finance, Red Cross, and special services facilities are made available.

16.6. Rest Areas

a. Rest areas provide facilities for rest and rehabilitation of units of battalion or larger size. Rest areas usually are located in the combat zone, but may be located in the communications zone. Ideally rest areas are centrally located and near a good road net.

b. Responsibility for the organization and operation of rest areas is assigned to field armies, corps, and divisions in the combat zone, and to major subordinate commands of TALOG in the communications zone. Usually a field army operates a rest area of sufficient size to accommodate one or more divisions. A corps may operate a rest area large enough to accommodate a division. However, corps rest areas usually are limited to facilities required for accommodating separate units of the corps. When necessary, divisions operate a rest area for the units of the division.

c. Maximum use is made of friendly local civilians in the operation of rest areas, supplemented by army supervisory personnel, chaplains, exchange detachments, special service units, postal and finance detachments, quartermaster units, and American Red Cross representatives. When necessary, units using rest areas assist regular operating personnel.

d. A rest area usually requires some construction and tentage. When possible, areas with permanent type billets are selected. Transport-

tation to, from, and within a rest area is by organic transport or furnished by the next higher command. Training areas should be provided in or near rest areas to allow retraining of units and integration of replacements. Facilities provided in typical rest areas include—

- (1) Messes.
- (2) Dispensaries.
- (3) Areas for recreation, entertainment, and religious services.
- (4) Exchanges.
- (5) Barber shops, field or civilian.
- (6) Post offices.
- (7) Baths.
- (8) Clothing and equipment exchange.
- (9) Finance service.
- (10) Legal assistance officer.

16.7. Recreation Centers

a. Recreation centers are hotels or other improved facilities operated for officer and enlisted personnel on leave, pass, or TDY for rest and relaxation. They provide billeting accommodations, messing facilities, and recreational opportunities. Recreation centers usually are located in cities or resort areas at a reasonable distance from zones of active combat. The location is governed by accessibility and neighboring activities and attractions offering recreational possibilities.

b. The TALOG commander normally is charged with the establishment and supervision of army recreation centers. Allocations of quotas to army troops in the theater is the responsibility of the theater army commander.

c. The theater army commander normally provides recreation center operating personnel from the theater army bulk authorization based on recommendations of the TALOG commander.

d. The company headquarters and one recreation platoon of a special services company can provide administration, recreation, and entertainment support for a recreation center with 5,000 to 10,000 troops.

16.8. Leave Areas

a. A leave area is established to attract and accommodate large numbers of military person-

nel on leave or pass. Leave areas are located in a city, a group of towns or villages, a geographical section, or a resort area. Leave areas should be easily accessible and offer numerous facilities for rest, recreation, and entertainment.

b. The theater army commander normally delegates authority for establishment and operation of leave areas to the TALOG commander. Allocation of quotas for use by Army troops in the theater is the responsibility of the theater army commander.

c. The leave area commander is provided a headquarters detachment from the theater army bulk authorization, and several units or teams of service troops. Such units include staging area units, special services units, Army postal unit, finance disbursing stations, engineer utilities detachment, engineer fire fighting teams, medical dispensary, military police unit, quartermaster laundry, bakery, and sales detachments. Religious and Red Cross facilities are provided. A considerable number of friendly local personnel normally is required for clerical, janitorial, and domestic services.

16.9. Rotation

a. The primary purpose of rotation is conservation of manpower. An exchange of new replacements for veteran combat men prior to the time that theater experience factors indicate an individual will become physically or mentally exhausted, will result in an overall saving of manpower. Equally important is increased combat efficiency and improved morale of frontline soldiers who are offered a reasonable chance for survival.

b. The rotation plan consists of rotation within a theater and in a prolonged war, rotation between overseas theaters and the continental United States. Normal overseas tours are suspended on commencement of hostilities.

c. Theater commanders determine the criteria for intratheater rotation eligibility. Priority is given to individuals with the greatest combat exposure. The retraining, reassignment, and transfer of personnel between forward and rear areas is emphasized. In the event rotation between overseas theaters and the continental United States is authorized, theater commanders will establish the standards for im-

plementation, based on availability of rotation replacements. In the absence of a rotation program prescribed by theater army, the field army is capable of implementing a program on its own.

16.10. Decorations and Awards, General

a. Decorations are awarded in recognition of extraordinary, unusual, or outstanding acts of heroism and meritorious achievement or service. They are visible, tangible, public evidence of such acts or services and are cherished accordingly by the individuals to whom they are awarded. When promptly and judiciously awarded, with appropriate ceremony, they become incentives to greater effort, and are instrumental in building and maintaining morale.

b. Unit awards are authorized to recognize outstanding heroism and exceptionally meritorious conduct of units. They provide commanders with a means of recognizing and promptly rewarding the outstanding achievements of units.

c. Badges are awarded to denote attainment of a high degree of skill, proficiency, and qualification or excellence in tests, competition, and performance of duty.

d. Service medals are authorized for issue to individuals in commemoration of performance of active military service during a specified period of time, usually during time of war, periods of national emergency, and other periods declared to be noteworthy of such commemoration.

e. Normally, decorations for heroism are awarded for single individual acts or a series of closely related individual acts accomplished within a period of a few days.

f. Decorations for meritorious achievement and service are awarded for outstanding individual performance of duty as compared with other individuals on similar type duties. Only under unusual circumstances will an award be made for meritorious service prior to completion of the service for which it is recommended. In time of peace, awards normally will not be made until completion of the duty assignment of the individuals concerned.

g. For details of purpose, authority, and standards relative to decorations and awards, see AR 672-series and AR 310-10.

16.11. Award of Decorations

a. To insure prompt recognition of heroism, meritorious achievement, and meritorious service, and due to the increased number of awards authorized during time of war, authority to award decorations is delegated to commanders in the field. A complete understanding of the established standards for each decoration and close conformance to those standards are imperative. Deviation from established standards give rise to complaints of inequity and tend to lower the overall value of decorations.

b. Theater army commanders establish and maintain a uniform decoration and awards policy. This policy provides for judicial interpretation of requirements, appropriate delegations of authority, efficient processing, decorous presentation, and adequate publicity. The policy is implemented through the use of awards boards, precombat instruction, frequent comparisons of accomplishments, observation, and administrative reports. Precombat instruction includes explanation of the decorations and awards policy in troop schools.

c. Commanders of units to include divisions or lower units establish awards policies to insure effectiveness of the awards system. To obtain uniformity throughout the theater, subordinate commanders base their policies on those of the next higher echelon. Normally, each commander retains authority to make certain specific awards.

d. A separate recommendation is submitted for each individual award recommended, and forwarded through command channels. Each commander through whom the recommendation passes indicates his approval or disapproval. In event of disapproval, specific reasons are cited. The disapproving commander includes a comment with regard to consideration for lesser awards appropriate to the act. Except where specifically authorized by army regulations, recommendations are not returned to the originator until they have been acted upon by the commander having authority to make the award. Return of recommendations to the originator for administrative reasons is avoided.

e. Commanders having authority to award decorations may appoint boards of officers to consider recommendations for awards and

make appropriate recommendations. The board should consist primarily of unit commanders, but staff representatives with intimate knowledge of policy and standards pertaining to decorations should also be appointed.

16.12. Civilian Awards

Meritorious achievements and services rendered by civilians to the Army may be recognized by award of decorations. The general standards required to merit such awards are comparable to those required of military personnel. For authority to award and standards see AR 672-5-1 and AR 672-301.

Section III. PERSONNEL SERVICES — MISCELLANEOUS

16.14. Army-Air Force Postal Service

a. The mission of the Army-Air Force Postal Service is to extend appropriate services of the U.S. Post Office Department to Army and Air Force units, regardless of location. In accordance with the General Agreement between the Post Office Department and the Department of Defense this is accomplished within the continental limits of the United States through cooperation with local post offices.

b. In an overseas theater, either the Army or the Air Force has responsibility for operation of the postal service, depending upon which service has primary interest in the theater or which service has been delegated postal responsibility. If the postal service is operated by the army, G1 has general staff responsibility for preparation of plans for postal service for the command. This responsibility includes necessary staff coordination and supervision of postal operations. The adjutant general is responsible for operation of the postal system within the command in accordance with pertinent Army Regulations.

c. TOE Army postal units normally are activated and trained in the Zone of Interior for assignment to organizations or to a base in a theater of operations. Ordinarily, army personnel and units of the Army-Air Force Postal Service are not assigned or attached to tactical units smaller than a division.

16.15. Personal Affairs

Proper arrangement of an individual's per-

16.13. Awards to Foreign Personnel

As a means of fostering good will and cooperation, meritorious achievements and services rendered by military and civilian personnel of friendly nations who have materially assisted the United States in the prosecution of a war against the enemy may be recognized by the award of decorations. While less proof may be required, the standards prescribed by army regulations apply equally to personnel of foreign nations and to United States military personnel.

sonal affairs contributes materially to his military effectiveness. DA Pam 608-2, the *Army Personal Affairs Handbook*, contains information pertaining to personal affairs. DA Pam 608-4, *For Your Guidance*, is furnished to the next of kin by the survivors assistance officer as provided for in AR 608-12, *Extending Assistance to Families of Deceased and Missing Army Personnel*. The government-sponsored life insurance program is described in AR 608-5, *Government Life Insurance*.

16.16. Special Services

a. The objective of special services is to increase the effectiveness of the army through a planned program of sports, recreation, and library activities. Its primary purpose is the mental and physical well-being of the individual. In the Zone of Interior, the activities of special services are augmented by public facilities. In overseas areas, special services activities are expanded to compensate for the lack of public facilities. Special services activities are a function of the adjutant general of the command under the general staff supervision of the G1. The adjutant general normally appoints an officer as the special services officer.

b. Activities of the special services officer include—

- (1) Organizing and operating activities and program pertaining to sports, recreation, and libraries.

- (2) Arranging for motion picture entertainment of troops in oversea theaters through the Army and Air Force Motion Picture Service.
- (3) Coordinating activities of civilian agencies such as the American Red Cross, with respect to recreation and welfare.
- (4) Procuring and distributing special services sports and recreational supplies and equipment.
- (5) Supervising operation of division and corps rest camps.

c. The special services company is an independent organization, trained and equipped to provide recreational services to troops serving in a theater of operations. The company normally is under the staff supervision of the adjutant general of the command.

16.17. Nonappropriated Fund Activities

a. Nonappropriated fund activities are funds, associations, clubs, messes or similar organizations which are operated and maintained from nonappropriated funds. There are three major categories of nonappropriated fund activities. Each has distinctive characteristics as to source of income, nature of operation, and mission for which established.

- (1) Revenue producing activities are financially self-sustaining operations established to sell goods and services to military personnel and certain civilian personnel and to provide financial support for welfare funds. Exchanges and motion pictures theaters are examples of revenue producing fund activities.
- (2) Welfare fund activities consist of nonappropriated funds established to supplement appropriated funds in the provision of a well-rounded morale, welfare and recreation program. Income is derived primarily from revenue-producing activities. Expenditures may be made for recreational type articles and services in support of programs designed to benefit authorized participants without charge, or with nominal charge when available resources are inadequate. Examples

of welfare funds are major command welfare funds, central post funds and unit funds.

- (3) Sundry fund activities are financially self-sustaining operations established to provide certain essential services to specific categories of personnel. Individual benefits, on a membership basis, are derived from participation in, or patronage of the programs available. Examples of sundry fund activities are officer, and noncommissioned officer open messes, and chaplain funds. Nonappropriated fund activities are government instrumentalities and as such are entitled to all attendant immunities and privileges. These activities are established and supervised as a command function by officers or employees of the government acting within the scope of their official capacity.

b. The services provided by nonappropriated fund activities have an important bearing on morale and welfare. Operation of these activities is under the general staff guidance and supervision of G1.

16.18. Army and Air Force Exchange Service

The mission of the Army and Air Force Exchange Service is to supply military personnel and other authorized persons with articles of necessity and convenience not provided by government issue, and to gain profits for distribution to welfare activities not provided for by appropriated funds. In a theater actively engaged in combat operations, the articles for resale usually consist of toilet articles, candy, tobacco products, soft drinks, beer, souvenirs, and other items that add to the comfort of the individual. In the Zone of Interior, in an occupied zone, and in other oversea areas, the list of items provided for resale is more extensive and varied. The mission is accomplished through establishment of permanent exchanges and exchange branches. Under field conditions, particularly in combat areas, when exchange operations are impractical, certain essential items may be authorized by the theater army commander for issue as a part of the field ration. Mobile quartermaster sales companies provide facilities in forward areas for the sale

of nonissue items and items over and above regular issue.

16.19. Chaplain

(par. 4.10)

a. The chaplain is the advisor to the commander in matters related to religion, morals, and morale in the command. He exercises for the commander, responsibility for—

- (1) Religious services and administrations.
- (2) Religious education of military personnel and civilians attached to the army, and their dependents.
- (3) Pastoral care and counseling.
- (4) Character guidance.
- (5) Liaison with religious leaders in the civilian community.
- (6) Religious administration.

b. The military duties of the chaplain as prescribed by Federal law are analogous to those performed by clergymen in civilian life, modified by distinctive conditions attached to military life. Each chaplain, so far as practicable, serves the religious and moral needs of the personnel of the command to which he is assigned. Within the limits of law, regulations, and orders, he enlists such active aid and cooperation of military and civilian personnel, both lay and clerical, as the needs of the command may require or the commanding officer may direct. He has training responsibilities in connection with the character guidance program (AR 600-30).

c. A chaplain is not assigned duties other than those required by law or pertaining to his profession as a clergyman except in an ex-

treme military emergency. When such an emergency makes it necessary for a chaplain to perform secular duties, he cannot be assigned any duty incompatible with his status as a non-combatant under the terms of the Geneva Convention. He is not required to bear arms. He is not available for detail as army exchange, athletic, recreation, graves registration, welfare, morale, troop information-education, personal affairs, or special services officer. He is not used for duty as trial counsel of courts-martial or as investigating officer, defense counsel, law officer, or member of court.

16.20. Welfare Services

The American Red Cross provides service for members of the Armed Forces in theaters of operations in accordance with its Federal charter. The Army Emergency Relief extends financial aid to personnel of the Army of the United States and their dependents. The Army Relief Society is a separate organization founded specifically to assist needy widows and orphans of Regular Army personnel. These agencies combined with organic means provide welfare services in the theater.

16.21. Legal Assistance

The staff judge advocate provides legal assistance to military personnel in theaters of operations. The services rendered are normally limited to advice, drafting of documents, and referral of legal matters in appropriate cases to civilian counsel of the individual's choice. The usual attorney-client relationship is maintained and the information and files pertaining to an individual's case are treated as confidential and privileged.

CHAPTER 17

PERSONNEL REPLACEMENTS

Section I. GENERAL

17.1. Introduction

a. Personnel replacement is concerned with procurement, reception, classification, distribution, training and assignment of individual and unit replacements within theaters of operations.

b. The personnel replacement system is designed to insure dependable and timely arrival of properly qualified individual replacements and unit replacements. Replacements for losses, individual and unit, must be readily available to maintain combat effectiveness. Unit replacements may range in size from cells (TOE 500-series) to battalion.

17.2. Organization

a. The two major components of the world-wide army personnel replacement system are the CONUS replacement system (CRS) and the theater army replacement system (TARS). Elements of the CRS are responsible for obtaining and distributing individuals and units required to maintain the strength of U.S. Army units world-wide. The TARS includes those elements of theater army responsible for in-theater processing and training of replacements to include intragenerated replacements. The TARS operates under the senior commander of U.S. Army forces in the theater. In all theaters operational control of replacement operating units is retained by theater army. Field army replacement system (FARS) elements are responsible for processing replacements within the field army.

b. The type of conflict, size of force, operational environment, transportation facilities, and replacement resources determine the over-sea organization for replacement operations.

17.3. Determination of Theater Replacement Requirements

Determination of replacement requirements

is a theater army responsibility. Procedures are prescribed by the Department of the Army. The theater army submits timely requirements for individual and unit replacements to maintain theater army strength at authorized levels. The theater system for stating requirements is based upon the following precepts:

a. Minimum stockage levels of replacements are maintained in the theater. The optimum level is zero, with all replacements moved directly from CONUS to the area of employment. The actual level of theater stockage depends on reliability and speed of transportation to the theater, training lead times, and accuracy of estimates of theater army requirements.

b. Replacements not moved directly from CONUS to forward areas preferably are held in rear areas until needed and then assigned directly. This reduces forward area troop density and administrative overhead, and avoids reshippments.

c. Full use is made of automatic data processing and transmission capabilities for control, accounting, and audit procedures essential to the accurate estimation and rapid transmission of requirements.

d. Requirements are stated in terms of MOS (branch and grade for officers) and numbers for individuals, and in terms of TOE for units. Utilization of existing World War II type loss rate tables for nuclear war may be impractical. For this reason, the requisitioning system must develop loss rate tables within the command as experience is gained.

17.4. Strength and Replacement Accounting

The AG section, theater army headquarters, is responsible for accounting for army replacements provided to and moving within the theater, and for strength accounting of army units in the theater. Strength accounting pro-

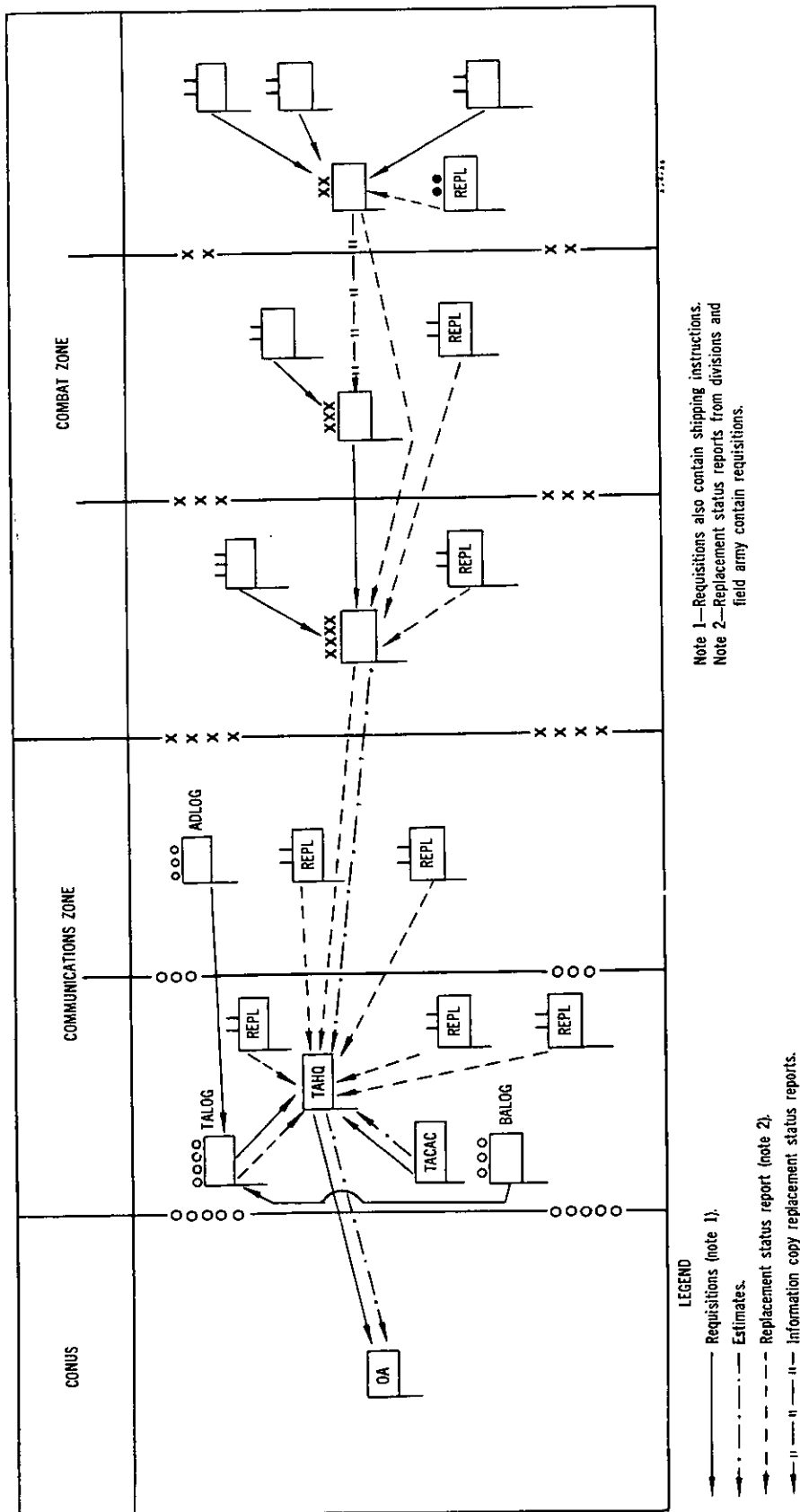


Figure 25. Flow of replacement requisitions, estimates, and reports.

cedures are based on a system of daily status reports from TARS agencies and supported forces. Information on replacements in transit is so maintained that necessary diversions can be made with minimum interruption to movement.

17.5. Estimates, Requisitions, and Reports (fig. 25)

a. To provide time to procure, train, and ship replacements from CONUS to a theater of operations, theater army headquarters submits to Headquarters, Department of the Army its estimates of future personnel requirements.

b. Theater army headquarters submits estimates monthly, reflecting requirements for the seventh and fourth subsequent months; and requisitions monthly, reflecting requirements for the second subsequent month. Estimates and requisitions are based upon net losses as determined through the application of loss rate tables developed in the command, adjusted by administrative losses or gains occasioned by reorganizations, amended strength ceilings, and intratheater acquisitions.

c. Headquarters directly subordinate to theater army submit to theater army headquarters monthly estimates of replacements required during the second subsequent month.

d. Personnel requisitions are the means by which units make their replacement requirements known. Requisitions may be in the form of specific requests for replacements, or in the form of strength or status reports showing levels below those authorized. Anticipated losses are reflected in requisitions only when specifically authorized by higher headquarters.

e. Requisitions include instructions upon which assignment and shipment of individual and unit replacements will be based. The instructions may indicate the desired phasing of input into designated units. Changes in assignment instructions to meet changes in requirements may be submitted to headquarters, Department of the Army at any time prior to arrival of the replacements. Department of the Army informs theater army in the event requested changes cannot be made. This notification permits theater army headquarters to make any necessary diversions within the theater replacement system.

f. Emergency requisitions for critical requirements are submitted to Headquarters, Department of the Army at any time. A critical personnel requirement is one which must be met to preclude marked adverse impact on the ability of an organization to accomplish its mission.

g. Combat zone units normally submit requisitions to the next higher administrative headquarters daily. Requisitions are forwarded with minimum processing to Theater Army Replacement Section, Field Army Replacement Division, or Division Adjutant General as appropriate. Each headquarters takes action to obtain replacements for subordinate units based on shortages recognized in strength and status reports. Units of TALOG and similar headquarters submit requisitions, usually weekly, through designated subordinate headquarters. Requisitions are then submitted to theater army with minimum consolidation. Priorities and allocations are used as required.

h. A daily replacement status report is submitted by commanders who have replacement operating units under their operational control.

i. Scheduled audits of theater manpower usage are conducted to verify strength data, and to provide a firm base for forecasting requirements. TARS establishes audit procedures for replacements under its jurisdiction.

17.6. Sources of Replacements

a. CONUS. Replacements from CONUS include individuals lacking combat experience, and individuals who have been returned to CONUS from a theater of operations. The latter have been retrained, reconditioned, or have completed a CONUS tour of duty. The replacements may be organized as individuals, teams, or platoons grouped in a carrier unit for movement; as small TOE units (cells, squads, platoons) for training and employment and grouped in a carrier unit for movement; or as large TOE units up to and including battalion and regimental size for training, movement and employment.

- (1) Individual replacements normally have completed advanced individual training, are equipped with necessary clothing and equipment including individual weapons, and are ready for

assignment to a unit upon arrival in a theater.

- (2) Unit replacements have completed varying degrees of unit training.

(a) Some units have completed training, including combined arms training appropriate to their size. These units are available for use immediately upon arrival in the theater.

(b) Other units have not completed unit training although individual members may have had recent combat experience. These units complete their training in the theater. Training for combat and combat support type units includes duty in rear area security and area damage control operations or other appropriate missions. Training for service type units normally consists of support missions appropriate to their skills.

(c) Equipment accompanying each unit varies with the type unit, the equipment status in the theater, and environmental conditions. Some fully trained TOE units move with complete equipment, and arrive prepared for immediate employment. Units moving to the theater without organizational equipment are equipped from theater stocks. TARS operating units may provide limited amounts of specialized items of equipment to transient units in training. TARS arranges for unit replacements to obtain equipment from supply agencies.

1. Close coordination is required in moving equipment and units to the theater to insure that equipment is available when units arrives. In some cases accompanying equipment moves by another transportation mode. In other cases, equipment is forwarded to the theater through supply channels.

2. The operational readiness of some types of units depends in part on their training with the equipment they will use in operations. This is particularly true of armor, ar-

tillery and engineer units, and some support type units using heavy or complicated equipment. These units should not be committed until they have conducted range firing, calibrated weapons, adjusted signal communication equipment, and have taken similar actions essential to their operational efficiency.

3. In some cases units are furnished equipment different from that with which they were trained, due to changes in makes and models, or to availability of new equipment not available during training. In such cases retraining is required.

b. Theater of operations.

- (1) Individual replacements originating in the theater include personnel—

(a) Inducted.

(b) Enlisted or appointed.

(c) Rendered surplus by changes in personnel authorizations.

(d) Retrained for new duties.

(e) Returned to duty from a nonduty status in which they were dropped from theater rolls.

(f) Released from medical holding detachments.

(g) Rotated from combat duties under the theater rotation program.

(2) Individuals who can be assigned to an appropriate MOS vacancy may be assigned directly with no processing by TARS. Individuals who can be suitably placed by reclassification without further training are reassigned with minimum processing by TARS. TARS provides facilities for training, retraining, reconditioning and distribution of theater generated individual replacements who cannot be assigned directly to other major commands.

(3) Unit replacements generated within the theater include those rendered surplus through changes in troop basis, or made available through the theater rotation program. Units capable of

immediate performance of a mission are assigned directly and normally not processed through TARS. Units ro-

tated from the combat zone not capable of immediate assignment are rehabilitated or retrained by TARS.

Section II. THEATER ARMY REPLACEMENT SYSTEM (TARS)

17.7. Organization

a. The theater army replacement system operates directly under the theater army headquarters. The theater army personnel replacement operating agency is the theater army headquarters adjutant general section. The theater army adjutant general normally exercises staff supervision over subordinate replacement operating groups, battalions and companies of the TARS. The system operates under general staff supervision of the theater army G1.

b. Replacement companies, battalions, and when necessary, groups are the TARS replacement operating units. Companies and battalions are provided in proportion to the scale of replacement operations. Groups are included in the organization to supervise and control the operations of from three to seven battalions.

c. Replacement operating units of TARS are attached to TALOG (or to appropriate major subordinate commands of TALOG) for purposes other than operational control.

d. Replacement operating units located in the combat zone and in direct support of corps and field armies normally operate under control of the field army commander. The theater army adjutant general maintains an inventory of replacements in these units.

e. When the size of the theater and scope of replacement operations warrant, replacement group headquarters are used to—

- (1) Exercise control over unit replacements while they are in the TARS.
- (2) Serve as alternate control headquarters for TARS if the theater army AG section is destroyed or becomes inoperable.
- (3) Exercise control over replacement operating battalions of the TARS when an intermediate headquarters is needed between theater army headquarters and replacement battalions.

f. The replacement battalion is the principal operating unit of the TARS. The battalion has from three to seven replacement companies assigned or attached. It is employed to—

- (1) Receive replacements from CONUS and assign them to supported units.
- (2) Receive returned-to-duty personnel such as hospital returnees, stragglers, and recovered prisoners of war and schedule transportation to their former units. When physical condition of returned-to-duty personnel requires, the battalion arranges for assignment to a service unit, retraining within the theater, or evacuation to CONUS.
- (3) Conduct limited retraining as required.
- (4) Maintain limited replacement stockage.
- (5) When no group headquarters is present, serve as alternate control headquarters for TARS if the theater army AG section is destroyed or becomes inoperable.

g. The replacement company is the basic replacement unit of the TARS. It normally is assigned to a replacement battalion. The company has the capability of controlling, messing, billeting, and providing limited training to approximately 400 replacements. When a training augmentation is attached, the company is capable of conducting retraining of theater-generated replacements.

h. Facilities are operated near aerial and water ports of entry to the theater for the staging of individual and unit replacements. Replacements arrive at the port with a predetermined destination. No personnel processing is accomplished at the port. Transportation corps elements operate the staging facilities, schedule onward transportation, and provide messing and temporary housing facilities. Theater army AG section maintains small liaison elements at major ports.

17.8. Mission

The mission of the TARS is to provide personnel replacement support to theater army and to support other services and allies as directed.

17.9. Functions

Functions performed by the theater army adjutant general and the elements of the TARS are to—

a. Furnish to the theater army commander and staff, and subordinate headquarters, information and recommendations concerning the receipt, distribution, location, stockage levels, and processing of replacements.

b. Maintain accounting, control, and audit procedures for all U.S. Army replacements in the theater.

c. Provide for the receipt, processing (to include classification), housing, feeding, clothing, equipping, and training or retraining of individual and unit replacements under its control.

d. Assign or coordinate the assignment within the theater of replacements under its control.

e. Plan for and execute in coordination with appropriate transportation agencies, the movement of replacements under its control.

f. Prepare replacement estimates, requisitions, and statistics required to maintain the U.S. Army strength of the theater.

g. Plan, and in coordination with theater major subordinate commands, control the distribution of U.S. Army replacements.

h. Provide Department of the Army with loss estimates, demands for replacements, instructions for direct assignment and shipping

of replacements, and information on the receipt of and stockage levels of replacements.

17.10. Staff Relationships

a. The theater army G1 is responsible to the theater army commander for maintenance of theater army strength, for establishment of policies governing the theater army replacement system, and for general staff supervision of the system. The theater army G3 has staff responsibility for providing G1 with priorities for allocation of replacements, for recommending assignment of unit replacements, and for coordinating training of replacements. The theater army G4 has general staff responsibility for logistical support of TARS, and for recommending assignment of technical service unit replacements. The theater army adjutant general normally exercises operational control over TARS operating units (par. 17.9). Other theater army special staff officers arrange for support of the TARS within their respective areas of staff responsibility. They recommend assignment of unit replacements of their service.

b. The TALOG staff assists the TALOG commander in the following:

- (1) Command (less operational control) of TARS replacement operating units located in the communications zone.
- (2) Administrative and logistical support of replacement operating units, to include provision of facilities.
- (3) Providing transportation for the movement of replacements other than those under control of the field army replacement system.
- (4) Operating staging facilities (par. 17.7h).

Section III. FIELD ARMY REPLACEMENT SYSTEM (FARS)

17.11. Organization

a. The field army replacement system (FARS) operates directly under the field army commander. Under general staff supervision of the G1, the adjutant general normally exercises staff supervision over replacement operating units assigned to the field army.

b. The operating units of the field army replacement system normally are replacement

battalions, their assigned replacement companies, and the replacement sections organic to divisions. A replacement group headquarters is provided when the scope of operations requires. The division commander is responsible for division replacement operations. The field army commander is kept informed of the status of replacements within division replacement sections.

c. A replacement battalion of three to seven replacement companies is normally employed to support each corps of the field army. Another is employed to support field army troops. The mission of the replacement battalion is to receive, process, provide limited training for and ship replacements to supported units.

d. The replacement company is the basic unit in the field army replacement system. It is assigned to a replacement battalion and has the capability of controlling, messing, billeting, and of providing limited training of replacements.

e. The replacement section of the division administration company is the division replacement operating unit. Individual replacements and unit replacements of less than company size assigned to the division are received and processed through the replacement section.

17.12. Operations

a. The operations of the field army replacement system generally parallel those of the theater army replacement system.

b. The mission of the field army replacement system (FARS) is to provide individual and unit replacements to maintain units of the field army at authorized strength. This includes the receipt, processing, assignment or reassignment, and shipment of replacements to units of the field army. Support of other services and allied forces serving within the field army area is provided as directed. FARS provides theater army with estimates and requisitions for replacements; assignment and shipment instructions; and information concerning the receipt, distribution, and stockage of replacements.

c. The functions of the elements of the FARS include—

- (1) Furnishing theater army, the field army commander and his staff, and subordinate headquarters, information concerning receipt, distribution, location, and inventory of replacements, and providing recommendations pertaining thereto to the field army commander.
- (2) Accounting for and controlling replacements in the field army.

- (3) Providing for receipt, processing, housing, feeding, and limited training as necessary, of individual and unit replacements under field army control.
- (4) Assigning replacements.
- (5) Planning and executing in coordination with appropriate transportation agencies or gaining units, the movement of replacements under field army control.
- (6) Preparing replacement estimates, requisitions, and reports, and maintaining statistics necessary to keep field army units at authorized strength.
- (7) Supporting reclassification, reassignment, clothing and equipment, and movement aspects of any established rotation program.

17.13. Staff Relationships

a. Field army and division G1 have staff responsibility for replacement activities in their respective organizations. This responsibility includes—

- (1) Maintenance of a continuing estimate of the replacement situation.
- (2) Formulation of replacement policies pertaining to requisitions and reports, allocation and distribution, procurement, and assignment and reassignment.
- (3) Coordination of replacement matters with other staff sections, higher headquarters, and subordinate units.
- (4) Staff supervision of operation of the system.
- (5) Informing and advising the commander and staff on replacement matters.
- (6) Allocation of replacements, based on priorities provided by G3, and in coordination with other staff sections.

b. For corps troops, corps G1 has generally the same responsibilities listed for the field army G1. The corps G1 assists in the functioning of the FARS by providing advice and aid to field army and division G1's.

c. The field army adjutant general operates the FARS under staff supervision of the G1. His operating responsibilities include the functions listed under paragraph 17.12c.

d. The corps adjutant general is responsible for—

- (1) Providing the corps staff information on the current strength and replacement status of subordinate units.
- (2) Supervising replacement requisitioning for corps troops not attached to divisions.
- (3) Recommending policies concerning requisition, allocation, distribution, procurement and assignment of replacements.

e. The division adjutant general has the same responsibility for replacement activities in the division as the field army adjutant general has for field army activities.

f. The G3 at field army, corps, and division establishes priorities concerning allocation of individual replacements, and recommends to the commander, in coordination with G1 and G4, the assignment of unit replacements.

g. The G4 at field army, corps, and division arranges for supply, facilities, hospitalization, transportation, and other logistical services in support of the replacement system and recommends assignment of technical service unit replacements.

h. Special staff officers at field army, corps, and division arrange for support of the replacement system within their respective areas of staff responsibility. They recommend assignment of unit replacements of their services.

Section IV. CONTROL AND DISTRIBUTION OF REPLACEMENTS

17.14. General

a. The general flow of replacements is illustrated in figures 26 and 27. Control of flow to the theater is the responsibility of Department of the Army, and is exercised in accordance with requirements and desires of the theater. Replacements are moved directly from CONUS to using units when practicable. Air transportation is used when possible to reduce transit time and facilitate direct movement to the area of employment. Direct movement is not always practicable. There is a requirement for stockage of replacements in some theaters because of training lead times, movement time from CONUS, unreliability of scheduled or immediate delivery of replacements, and major variations in rates of use.

b. Replacements processed through TARS are trained until required by major commands, and then moved directly to their ultimate assignment. Some unit replacements may be used on missions in rear areas, within their capability, until they are assigned. When a COMMZ is established, the bulk of replacement stockage is maintained outside the combat zone.

c. Replacement requirements vary with the type and extent of combat activity and with the operating environment. Requirements also depend upon—

- (1) Effective control measures.
- (2) Accurate estimates.

(3) Exploitation of transportation resources.

(4) Optimum medical evacuation policies.

(5) Sufficient theater retraining capability.

17.15. Unit Replacements

Control of distribution of unit replacements is closely coordinated with theater operational and troop basis planning. Control, assignment, and movement of unit replacements are handled in a number of ways depending on status of training, and status of assignment (figs. 26 and 27).

a. Fully trained unit replacements may be assigned and moved directly to a major subordinate command of theater army. Normally, such units are not processed by TARS other than for accounting aspects.

b. Fully trained units assigned to major commands in the combat zone may remain in the rear portion of the combat zone temporarily, or they may be moved directly to their assigned organizations without processing through the field army replacement system (FARS).

c. Fully trained units received from CONUS may be processed through TARS. Depending on their planned forward movement, they may be used in operations within their capability which contribute to their training and the theater army mission.

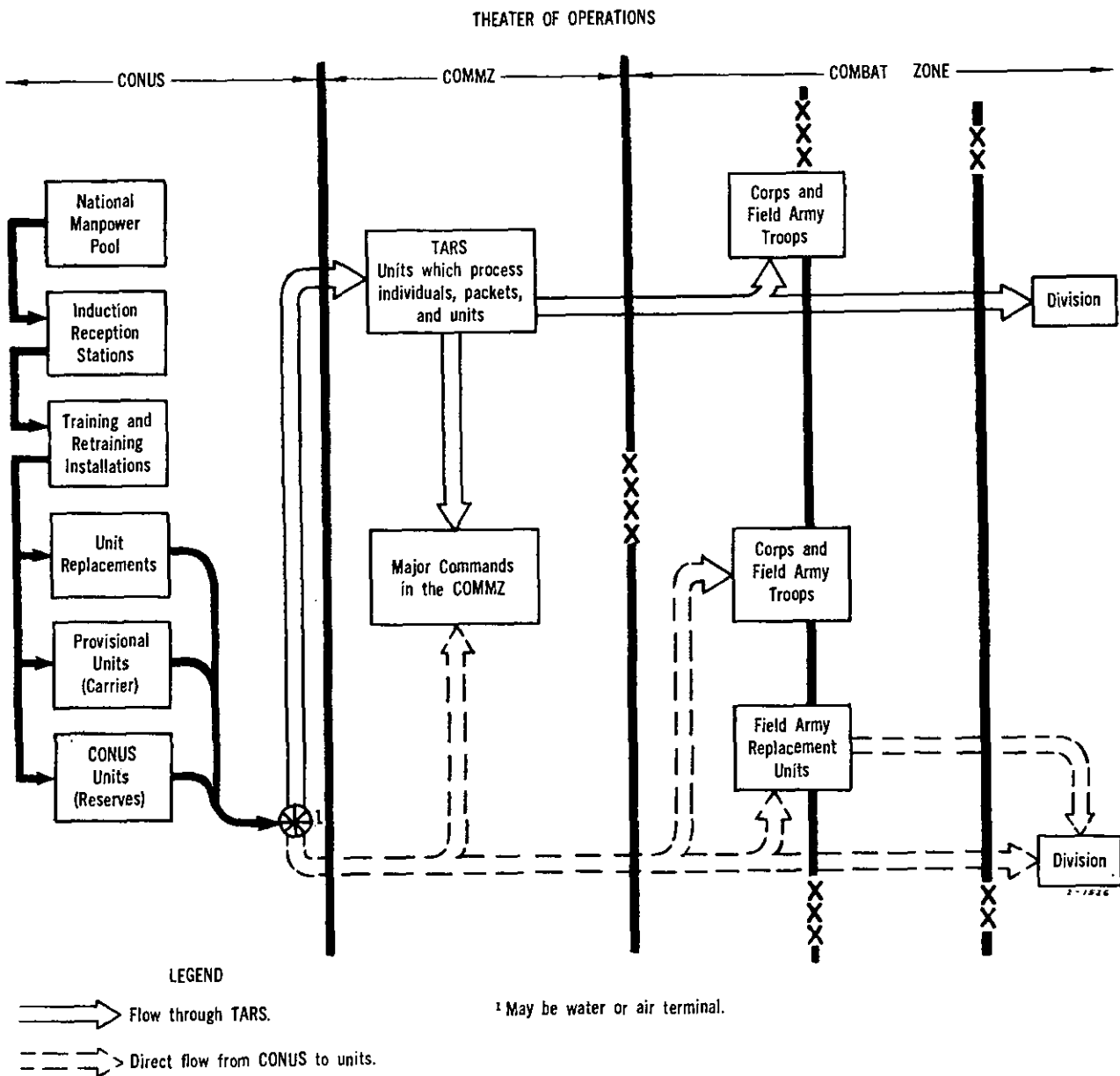


Figure 26. General flow of individual, packet, and unit replacements.

d. Combat units not fully trained normally are prepared for combat by TARS in rear areas. Administrative support units are best trained on-the-job. For this reason, they are used frequently to augment similar type units in the area. Unit replacements may be controlled by a TARS operating unit or placed under operational control of a theater army major subordinate command.

e. Basic objectives of the system are to insure—

- (1) The unit is not committed prior to readiness for combat.
- (2) Units being trained through security type operations are employed on tasks which facilitate their training and maintain good morale.
- (3) The original purpose of the unit replacements is not compromised.

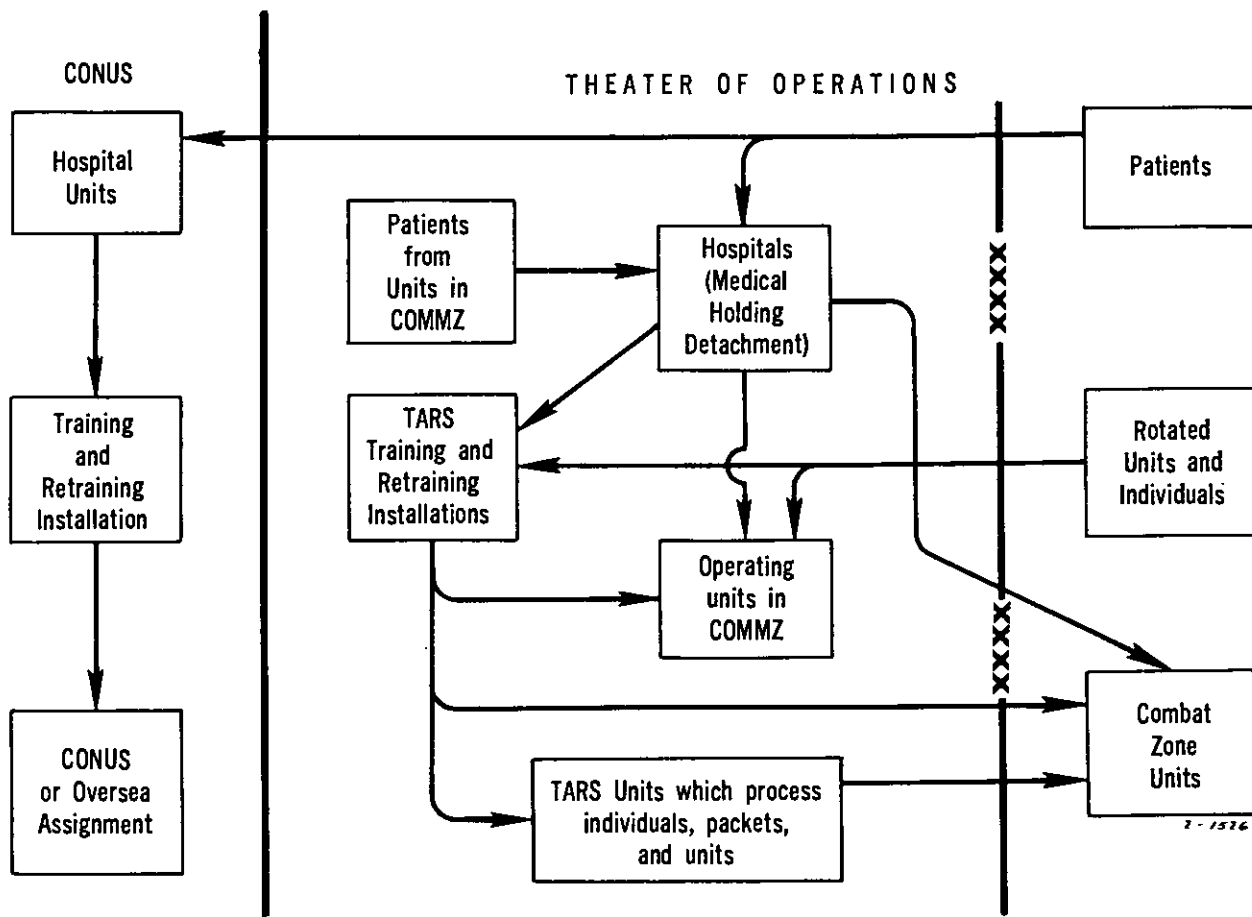


Figure 27. General flow of hospital returnees, and rotated units and individuals.

f. Unit replacements originating within the theater and processed through TARS consist of those withdrawn from combat for rehabilitation. After a period of rest and rehabilitation necessary reclassification and reassignment of individuals is accomplished and replacements are assigned, preferably in the form of partially trained or trained smaller unit replacements. The unit then is given a period for obtaining equipment and initial shakedown. Thereafter, training and processing is similar to that for partially trained units received from CONUS (d above).

g. Assignment and movement of unit replacements under TARS jurisdiction is accomplished by theater army based on requests of subordinate commands and established priorities. Assignment is normally to the appropriate subordinate headquarters of the major command, and movement to the unit is direct without processing en route.

17.16. Individual Replacements

Individual replacements are frequently grouped in teams for training and movement and normally are formed into company size carrier units for shipment. Teams formed during advanced individual training are controlled, moved, and assigned as teams as far forward as possible. Carrier units require administrative support (billets, mess, supply, personnel administration) from outside agencies. Flow of individual replacements is illustrated in figures 26 and 27.

a. Individual replacements from outside the theater (CONUS or other theaters) may be assigned directly to units in theater major subordinate commands. For individuals assigned directly to units, TARS interest is principally in accounting for their allocation in response to requirements. Personnel processing is required only for individuals who are unable to

complete their movement. These individuals are transferred to the appropriate portion of the replacement or evacuation stream. Individuals assigned directly to units may be processed through field army replacement operating units. Processing and interruption of movement is the minimum required.

b. Individual replacements from outside the theater not directly assigned to units are attached to TARS replacement units and constitute a portion of the theater replacement stockage. They are provided administrative support and trained in TARS installations. Training lead times, changes in requirements, and interruptions to movement may generate shortages of specialists. When CONUS does not supply replacements of the types required, TARS retrain individuals to meet theater needs.

c. Individual replacements generated within the theater are in two general categories: Those who require further training or retraining; and those who do not require additional training.

- (1) Trained individual replacements may be generated from the rotation program, they may be surplus in a unit but have a skill required elsewhere; or they may be personnel returned to duty from nonduty status. Included also are individuals who can be trained on-the-job by the receiving unit. These individuals can be moved with minimum processing. In some instances they are assigned directly from one unit to another without entering replacement stream channels. Individ-

uals not reassigned directly are assembled in TARS installations and classified or reclassified. They are grouped in carrier teams or units based on skill, area of future assignment, and category (hospital returnees, rotatees, others), and moved to new assignments or former unit. Minimum processing occurs en route. When feasible, carrier units are organized which include administrative support elements composed of replacements. Hospital returnees are returned to their former unit expeditiously, with minimum processing.

- (2) Individual replacements requiring retraining are assembled at TARS retraining installations. Individuals normally are organized in teams during training and remain in teams until ultimate assignment. The extent and scope of training depends on skills taught, environmental conditions, and theater requirements. In some instances, retraining must be conducted in CONUS or offshore bases. Upon completion of training, replacements are assigned, processed, and distributed in the same manner as replacements from outside the theater.

d. Theater army controls assignment and distribution of individual replacements based on requests of subordinate commands or to replenish stockage levels when established. TARS organizes and moves replacements directly to major units such as divisions, separate groups or battalions using carrier units when possible.

CHAPTER 18

MILITARY DISCIPLINE

Section I. GENERAL

18.1. General

a. Discipline, law and order is a function of command. Commanders and staff officers must anticipate the effect of their plans and activities on discipline, law and order within the command. Shock and panic possibly resulting from a chemical, biological, or nuclear attack require increased emphasis on discipline, law and order to overcome any tendency toward straggling, absences without leave, desertions, and self-inflicted wounds. Similarly, devastation of the civilian economy may increase smuggling, looting, black marketing, and illegal sale or barter of military materiel, requiring careful planning and execution of preventive and corrective measures.

b. Discipline is the state of order and obedience among military personnel resulting from training. Manifestations of discipline are willing response to commands under all conditions, proper military conduct, and strict observance of military regulations and civil laws and customs.

c. The major objectives of discipline, law and order are—

- (1) Combat effectiveness (success in combat is the ultimate aim of discipline).
- (2) Development of habits and attitudes conducive to obedience.
- (3) Minimum losses in manpower because of trials, punishment, and confinement.

d. Indicators of poor discipline include—

- (1) Excessive absences without leave and desertions.
- (2) Increase in number and seriousness of courts-martial offenses.
- (3) Increase in arrests of military personnel by civilian law enforcement agencies.

- (4) Marked increase in malingerers.
- (5) Heavy losses in equipment due to carelessness.
- (6) Blackmarket activities.
- (7) Carelessness in dress and saluting.
- (8) Indifference to personal cleanliness, and to cleanliness and neatness of quarters.
- (9) Improper response to commands, directives, and orders.
- (10) Large number of requests for transfer.
- (11) Self-inflicted wounds.

e. The interrelationship between discipline and morale is shown through comparison of the indicators in *d* above with the morale indicators listed in paragraph 16.2*a*.

18.2. Measures for Maintaining Discipline, Law and Order

a. Discipline, law and order activities may be divided into preventive measures and corrective measures. Preventive measures induce military personnel to develop habits and attitudes of obedience and respect for authority. They eliminate existing or potential causes of law violations or adverse behavior. Preventive measures include—

- (1) Sound leadership.
- (2) Training personnel as to obligations, privileges, requirement for law and order, and provisions of the Uniform Code of Military Justice (UCMJ).
- (3) Effective and continuing troop information programs to develop understanding of the personal role and mission and a sense of responsibility for proper personal conduct.
- (4) Ceremonies and programs to develop military smartness, pride in organiza-

tion, personal appearance, and personal accomplishment.

- (5) Proper employment of military police.
- (6) Cooperation between military units and civil authorities.
- (7) Issuance of only such instructions and orders as can be enforced.
- (8) A fair leave program.
- (9) Placing persistently troublesome civilian establishments and areas off limits.
- (10) Private rebuke and considerate counsel in cases of initial minor offenses.
- (11) Study and analysis of causes of violations and elimination of such causes.
- (12) Avoidance of punishment which removes the offender from training and from hazards and hardships of combat.
- (13) Insuring that personnel are afforded an opportunity to be heard regarding complaints and that, when warranted, corrective measures are taken.
- (14) Encouraging attendance at religious services and practices of individual religious obligations.
- (15) Rehabilitation after confinement.

b. Corrective measures deal with actual offenses and with major or frequent offenders. They are the means of instilling discipline and

maintaining law and order where preventive measures have failed. They include investigation of offenses, apprehension of offenders, trial by courts-martial, punishment including confinement, and subsequent rehabilitation.

c. Discipline is a prerequisite to maintenance of order and enforcement of law. The basic purpose of enforcement is to obtain compliance of military personnel with laws, regulations, and orders. Enforcement, to have the necessary deterrent effect, emphasizes the apprehension of violators. Enforcement best serves its purpose when compliance is achieved without resort to punitive action.

18.3. Crime Prevention

a. The purpose of crime prevention is to reduce the incidence of crime and to provide protection of property and person.

b. The provost marshal conducts a crime prevention program beginning with crime prevention surveys. A crime prevention survey is an examination and inspection of physical, geographical, and sometimes sociological conditions within and adjacent to a military installation. The purpose of the survey is to determine conditions conducive to crime as the initial step leading to corrective action. The provost marshal circulates results of surveys to inform commanders and staffs and to gain support of the command crime prevention program.

Section II. ABSENCE WITHOUT LEAVE, DESERTION, AND STRAGGLER CONTROL

18.4. General

a. Absence without leave adversely affects combat efficiency and is of serious concern to commanders. Factors contributing to absence without leave and desertion include—

- (1) Failure to obtain a pass when needed or believed to be needed.
- (2) Poor adjustment to the Army.
- (3) Personal abnormalities.
- (4) Job misclassification and misassignment.
- (5) Real or imagined sickness.

b. Commander's action to avoid or reduce cases of absence without leave, desertion, and straggling include—

- (1) Establishment and maintenance of fair policies concerning leave, passes and promotion.
- (2) Discussions of personal problems with personnel.
- (3) Recognition for jobs well done.
- (4) Gaining a knowledge and understanding of personnel in the organization.
- (5) Exercising care in selection of job assignments.
- (6) Swift, fair and sure punishment for offenders.

18.5. Stragglers

a. Stragglers are military personnel in the

combat zone or on maneuvers who are away from their unit without proper authority. Straggler prevention is a command responsibility.

b. A straggler line is a military police control line. It may be manned or unmanned. In the division, the line extends across the zone of action usually in rear of division artillery positions. Straggler lines are established as needed at other echelons. Military police apprehend stragglers, line crossers, and infiltrators in rear of the line. Straggler lines are established along lateral lines of communication and easily identifiable terrain features. Normally, straggler lines of adjacent units connect.

c. Straggler posts may be established along the straggler line at critical points, usually on

the natural lines of drift to the rear. Straggler posts are not established routinely. Normally, traffic control posts and traffic patrols have the additional duty of straggler control. When established, posts are interconnected by communications and patrols operate between posts. The posts are located in defilade and concealed from enemy observation.

d. Straggler collecting points are designated points (usually a military police station or headquarters) where stragglers are assembled for return to their unit or evacuation to the rear. The provost marshal establishes straggler collecting points and arranges transportation for movement of stragglers when required. Straggler collecting points are located near a medical facility to permit medical sorting of stragglers.

Section III. MILITARY JUSTICE

18.6. General

a. Military justice is the application of military law to persons subject thereto and accused of the commission of offenses under the Uniform Code of Military Justice (UCMJ). Military justice is administered in accordance with the Uniform Code of Military Justice (UCMJ) and the Manual for Courts-Martial, United States. Included within the system are the procedures relating to trial and punishment by courts-martial and the processes pertaining to nonjudicial punishment for minor offenses.

b. The staff judge advocate is the staff officer who has direct staff responsibility for the administration of military justice within the command (FM 101-5).

c. The statistical records of the staff judge advocate are important sources of information on the status of discipline in a command. The staff judge advocate communicates directly with the commander on matters pertaining to military justice. He keeps the G1 informed on matters pertaining to discipline, law and order which are the staff responsibility of the staff judge advocate.

d. The proper administration of military justice requires the cooperation of all members of the staff and subordinate commanders within a command and includes the following:

- (1) Proper preventive measures.
- (2) Study of cases to discover and eliminate causes.
- (3) Appropriate training in military justice to insure that personnel perform their administrative, courtroom and command responsibilities in accordance with the provisions of the Uniform Code of Military Justice and the Manual for Courts-Martial, United States, 1951.
- (4) Selection of court members who are best qualified for the duty by reason of age, education, training, experience, length of service, and judicial temperament.
- (5) Establishment of proper confinement policies and effective surveillance to insure compliance.
- (6) Use of the advice and assistance of the staff judge advocate.
- (7) Establishment of effective clemency and rehabilitation programs.
- (8) Fair and just administration of the military justice system at all echelons of command.
- (9) Use of good judgment and common sense in the maintenance of discipline without undue resort to trial by courts-martial.

- (10) Insuring that an accused is tried by court members who are free to exercise their own judgment and discretion.

18.7. Preventive Measures

Preventive measures employed in a command as a part of the military justice system are reflected generally in the preventive measures for maintaining discipline, law and order in paragraph 18.2a. They also include those measures for improving and maintaining good morale listed in paragraphs 16.1 and 16.2. Individuals in the command must understand the system and purpose of military justice.

18.8. Study of Cases

Reports prepared by the staff judge advocate and by the provost marshal show when the number of offenses is abnormal, which offenses occur most frequently, and whether offenses

are common or localized. Preventive and corrective actions are based on analyses of the reports. Determinations are made as to whether command-wide action is needed or if a particular unit or units need special attention.

18.9. Confinement Facilities

TALOG operates confinement facilities and rehabilitation centers for U.S. military prisoners and relieves the combat forces of such prisoners at the request of the combat forces and within theater army policies. The type of prisoners confined in these facilities normally includes those who have been tried and whose sentence does not include a punitive discharge, or those who are potentially restorable to duty. The primary purpose of these facilities is the training of U.S. military prisoners for return to duty. All other U.S. military prisoners normally are evacuated to CONUS.

Section IV. MILITARY POLICE

18.10. The Provost Marshal

(FM 101-5, FM 19-90)

a. The mission of the provost marshal of a command is reflected in the following activities:

- (1) Maintenance of order and discipline.
- (2) Enforcement of laws, regulations, and orders.
- (3) Prevention and investigation of crimes and offenses.
- (4) Confinement and rehabilitation of military prisoners in stockades, rehabilitation centers, and hospitalized prisoners wards.
- (5) Enforcement of security directives.
- (6) Apprehension of violators of military law.
- (7) Handling of prisoners of war (ch. 20) and civilian internees.
- (8) Employment of troops and facilities assigned or attached to the provost marshal.
- (9) Direction and control of traffic and motor vehicle accident investigation and traffic law enforcement.
- (10) Coordination of the activities of the

law enforcing agencies of the Armed Forces in his area of responsibility.

b. The provost marshal accomplishes his mission by—

- (1) Advising the commander on the state of discipline of the command as reflected by military police statistics and activities.
- (2) Assigning military police units and individuals under his control to specific police and security duties, and supervising their activities.
- (3) Assigning military police units and individuals under his control to specific duties with regard to confinement of military prisoners (except for those confined in disciplinary barracks) and internment of prisoners of war, and supervising their activities.
- (4) Recommending publication of orders and directives for control of military personnel.
- (5) Maintaining liaison with civil law enforcement agencies and with the commanders of other military units.
- (6) Advising the commander with regard to the employment of military police

units not under the control of the provost marshal.

18.11. Military Police Units

Military police units designed to execute the missions assigned to the provost marshal are found in the 19-series of TOE. Planning and judicious selection of units to execute the mission is a staff responsibility of the provost marshal.

18.12. Military Police Statistics

Military police statistics are recorded facts pertaining to offenses. They are indicative of the status of morale, discipline and training of a command, indicate areas that may require corrective action, and provide the command with a picture of the extent, character, location and time of incidents. Analysis of the statistics leads to the detection of sensitive areas.

CHAPTER 19

GRAVES REGISTRATION

Section I. INTRODUCTION

19.1. General

a. Graves registration, in support of military operations, provides for the—

- (1) Search, recovery and evacuation of remains of deceased military personnel, certain civilians, and allied and enemy personnel as required.
- (2) Identification and temporary disposition of remains.
- (3) Recovery and disposition of personal effects.
- (4) Establishment, operation and maintenance of temporary military cemeteries.
- (5) Preparation of pertinent records and reports.

b. The personnel officer has general staff responsibility for graves registration service. The quartermaster plans for and operates the graves registration service. Details of the organization, functions, and operations relating to handling of deceased personnel in the theater of operations are in FM 10-63.

19.2. Reasons for Graves Registration

An efficient graves registration service is needed for the maintenance of adequate sani-

tation, of morale, and for compliance with rules of land warfare. The morale factor includes both that of the military and that of the civil population. Much of the work of the graves registration services is aimed toward maintenance of harmonious public relations with the civilian population of the United States. Prompt evacuation and burial normally satisfies the requirements of preserving adequate sanitation of the area and the morale of the combat troops. The rules of land warfare require each belligerent to establish a graves service to insure prompt and adequate care for the dead of the enemy. The system of graves registration is designed to assure that—

- a. Identification of remains is facilitated.
- b. Remains are evacuated to a cemetery and properly interred.
- c. Graves are marked and registered so that remains may be disinterred and final disposition accomplished.
- d. Search and recovery is conducted for remains not recovered.
- e. Personal effects found on the remains are forwarded to the proper recipient.
- f. Administrative recording and reporting are prompt, accurate, and complete.

Section II. ORGANIZATION

19.3. Theater Army

The theater army quartermaster is head of the theater army graves registration service. Under the general staff supervision of the theater army personnel officer, he is responsible for establishment of the theater graves registration service and for policies and planning. In this capacity, he—

a. Exercises staff and technical supervision over the graves registration service.

b. Insures data is maintained on the burial and recovery status of dead and missing.

c. Insures coordination of search, recovery, identification and burial operations.

d. Supervises the establishment and maintenance of temporary cemeteries.

19.4. TALOG

(FM 54-1)

TALOG operates the office for the theater

to maintain data on the recovery and burial status of dead and missing; to coordinate search, recovery, identification, and burial operations; to supervise the establishment and maintenance of temporary cemeteries; and to serve as a clearing point for graves registration information. The theater army effects depot is operated in the communications zone. Personal effects of deceased personnel are forwarded to the depot for shipment to the personal effects depot in CONUS. TALOG assumes responsibility for cemeteries established by the field army when the army rear boundary is displaced forward of the cemeteries.

19.5. Field Army

a. The personal effects of deceased person-corps rear areas, the field army quartermaster is charged with the collection and disposition of remains and personal effects, the systematic search for remains in the area, and the supervision of QM units engaged in graves registration activities within the area. He establishes and operates army cemeteries and, if required, a field army personal effects depot. The graves registration office of record is in the office of the field army quartermaster.

b. A typical graves registration organization in a field army includes direct support elements and general support elements as follows:

- (1) At the direct support echelon, one graves registration platoon in direct support of troops in and to the immediate rear of each division; two platoons in direct support of troops in each corps rear area; and two platoons in direct support of troops in the field army service area. These platoons have the mission of searching for, collecting, identifying, and evacuating remains from the areas occupied by troops they are supporting.
- (2) At the general support echelon, one cemetery platoon in general support of each corps. These platoons have the primary mission of operating army cemeteries or intratheater evacuation

facilities and collating identification media. They also conduct search for remains which have been overlooked and reinforce graves registration platoons of the direct support elements.

19.6. Corps

When part of a field army, the corps normally does not participate in graves registration activities. The corps quartermaster, however, is charged with insuring adequacy and propriety of graves registration service performed for the troops located within the corps area. He accomplishes such coordination as necessary to accomplish this end. The quartermaster of an independent corps, or of a corps operating as an administrative as well as a tactical element, functions as outlined for the field army quartermaster above. In this case, organization and responsibilities of the graves registration service of the corps generally parallel those of the field army.

19.7. Division

Organization and functions of the graves registration service in the division are covered in FM 54-2.

19.8. Other Units

Commanders of all units are responsible for preliminary search, identification where possible, and evacuation of remains from their areas. This requirement derives from command responsibility for morale, sanitation, and the rules of land warfare. Each unit establishes procedures for search of its area, recovery of remains found therein, and evacuation of remains to the nearest graves registration collecting point. Since such units do not have personnel specifically designated in their TOE for graves registration activities, those functions normally are performed as an additional duty by personnel assigned for other purposes. Supporting graves registration units normally are located in close proximity to these units and provide assistance.

Section III. OPERATIONS

19.9. Identification

Identification of the dead is a continuing process from the time remains are recovered until positive identity is established. Identification begins at the place of recovery, extends through the channels of evacuation, and is completed with the final processing of remains. A report of recovery is initiated at the place of recovery. This report is reviewed and completed at the first collecting point to which the remains are evacuated. At the cemetery, a complete processing of remains is accomplished by graves registration personnel in a final effort to identify remains prior to temporary interment.

19.10. Effects

a. The personal effects of deceased personnel are collected, safeguarded, and eventually delivered to the next of kin. Effects and other identifying media found on remains are left with remains until just prior to burial. Responsibility for personal effects found on remains rests with the graves registration service. However, in case of isolated burials, the individual in charge of the burial detail is responsible for burial of effects with the remains. Responsibility for effects found in camp or bivouac rests with the deceased's commanding officer. When effects are located in hospitals the commanding officer of the hospital is responsible.

b. Recording of effects is described in AR 643-55.

19.11. Burials

a. Cemeteries are established as required. The number is held to a minimum. Corps and division cemeteries are established when cir-

cumstances warrant and if authorized by the field army commander. In the absence of unusual circumstances one cemetery per field army is normal. Sites selected for cemeteries should be—

- (1) Screened from hostile ground observation and beyond hostile artillery fire.
- (2) Located in open fields where ground is well drained and easy to dig.
- (3) Out of sight of main roads traveled by troops.
- (4) Served by a good road net.

b. Standing operating procedure for units establishing cemeteries may in addition to the requirements listed above, include such details as size, layout, and the numbering of graves (FM 10-63).

c. Isolated burials may become necessary under certain combat conditions. Remains are disinterred and moved to established cemeteries when circumstances permit. Unit standing operating procedures for isolated burials should specify—

- (1) Minimum depth of graves.
- (2) Identification procedures.
- (3) Disposition of identification tags.
- (4) Methods of marking graves.
- (5) Conduct of religious services.
- (6) Reporting procedures.
- (7) Forms to be completed.
- (8) Disposition of personal effects.

d. One basic report is rendered on every burial. It is the individual report of interment. This report locates the grave of the individual concerned and in the case of an unidentified burial, provides information to assist in later identification.

CHAPTER 20

PRISONERS OF WAR

Section I. INTRODUCTION

20.1. General

a. The United States, in the treatment of prisoners of war, is governed by the Geneva (Prisoners of War) Convention of 12 August 1949 (DA Pam 27-1) and by the customary rules of land warfare. The governing motive of this Convention is to provide for the humane treatment of prisoners of war by the parties to a conflict. The Geneva Convention regulates in detail the treatment of prisoners of war, including—

- (1) Care, food, and clothing.
- (2) Discipline and punishment.
- (3) Labor and pay.
- (4) External relations.
- (5) Representation.
- (6) Prisoner of war information bureaus.
- (7) Termination of captivity.

b. The Geneva Convention of 1949 provides that upon the outbreak of hostilities and in all cases of occupation, parties to the conflict establish an official information bureau for prisoners of war. The Convention also provides that a central prisoner of war information agency be created in a neutral country. These two activities facilitate the collection and exchange of information pertaining to prisoners of war held by parties to the conflict. The prisoner of war information bureau collects personal valuables left by prisoners of war who are repatriated or released, or who have escaped or died, and transmits them to the powers concerned. Personal effects of enemy dead in an oversea area are normally retained in the branch prisoner of war information bureau in the theater rather than being forwarded to CONUS.

c. Detailed coverage of the handling of prisoners of war is contained in FM 19-40.

20.2. Terms

a. *Prisoners of War.* Upon capture, persons belonging to one of the following categories are classified by the Geneva (Prisoners of War) Convention as prisoners of war:

- (1) Members of the armed forces of an enemy party to the conflict, as well as members of militias or volunteer corps that are a part of such armed forces.
- (2) Members of other militias and of other volunteer corps, including those of organized resistance movements, belonging to an enemy party to the conflict, provided they—
 - (a) Are commanded by a person responsible for his subordinates.
 - (b) Have a fixed distinctive sign recognizable at a distance.
 - (c) Carry arms openly.
 - (d) Conduct their operations in accordance with the laws and customs of war.
- (3) Members of regular armed forces who profess allegiance to a government or an authority not recognized by the detaining power.
- (4) Persons who accompany the enemy armed forces without actually being members thereof (such as war correspondents and supply contractors), provided they have received authorization from the armed forces which they accompany and have in their possession the prescribed identification card.
- (5) Members of crews of the merchant marine and the crews of civil aircraft of an enemy party to the conflict, who do not benefit by more favorable treatment under any other provisions of international law.

- (6) Inhabitants of a nonoccupied territory, who on the approach of the enemy, spontaneously take up arms to resist the invading forces, without having had time to form themselves into regular armed units, provided they carry arms openly and respect the laws and customs of war.

b. Retained Personnel. The term "retained personnel" refers to certain categories of personnel, such as medical personnel and chaplains. Retained personnel are not treated as prisoners of war. For security purposes, however, and in order that their services may be properly used, they are retained in prisoner of war installations and are accorded treatment no less favorable than that of prisoners of war of equivalent rank.

c. Protecting Power. The term "protecting power" refers to a neutral power which, with the consent of a party to the conflict, endeavors to safeguard the interests of the party to the conflict and thereby acquires certain duties by virtue of the Geneva (Prisoners of War) Convention of 1949. Representatives of the protecting power are permitted to visit prisoners of war wherever they are located. They report to the party to the conflict whose interest they represent, the treatment being accorded to personnel being held as prisoners of war.

20.3. Objectives

The primary objectives sought in handling prisoners of war include—

- a.* Acquisition of maximum intelligence information within restrictions imposed by the law of land warfare.
- b.* Segregation and classification.
- c.* Prevention of escape and liberation.
- d.* Conservation of own resources.
- e.* By example, promotion of proper treatment of own personnel captured by the enemy.
- f.* Weakening the will of the enemy to resist capture.

20.4. Principles

The principles employed in achieving the objectives sought in handling prisoners of war include—

- a.* Humane treatment.
- b.* Minimum processing in the combat zone.
- c.* Prompt evacuation to the rear.
- d.* Provision of opportunity to interrogate prisoners.
- e.* Maximum assistance from higher echelons in evacuation.
- f.* Maximum utilization of prisoners of war as a source of labor.
- g.* Indoctrination of troops in the provisions of international agreements and regulations relating to prisoners of war.

Section II. ORGANIZATION

20.5. General

a. The Army is responsible from the moment of capture for prisoners of war captured by its forces. The Navy and the Air Force are responsible for prisoners of war captured by their respective forces until such time as the prisoners of war are delivered to designated army receiving points. After delivery to such receiving points, the prisoners of war are a responsibility of the Army. Specific Army responsibilities include—

- (1) Evacuation from receiving point.
- (2) Internment.
- (3) Medical care.
- (4) Treatment.
- (5) Education.

- (6) Religious care.
- (7) Employment and compensation.
- (8) Repatriation.
- (9) Operation of prisoner of war information bureaus.
- (10) Maintenance of an appropriate office of record.

b. In the theater of operations, the theater commander normally assigns responsibility for theater prisoner of war activities to the theater army commander. The theater army commander normally assigns responsibility for conduct of prisoner of war activities to TALOG and to the field army.

c. The G1 (Director of Personnel) has primary coordinating staff responsibility for the

supervision and coordination of plans for prisoners of war. The provost marshal of a command is responsible to the commander for the planning and supervision of the collection, evacuation, processing, internment, proper treatment, safeguarding, use, education and repatriation of prisoners of war taken by the command (FM 101-5).

20.6. Division

Divisions establish a prisoner of war collecting point(s) to receive prisoners of war from capturing troops and hold them pending further evacuation to the field army cage. A collecting point is a designated locality in the division area and should be in defilade, accessible by road, and near water. Because of the nature of their operations, armored divisions often establish two or more prisoner of war collecting points. For the military police organization for handling prisoners of war in the division, see FM 61-100 and TOE 19-27.

20.7. Corps

Corps normally is not in the chain of evacuation for prisoners of war. When operating independently or if required to hold selected prisoners of war for intelligence purposes the corps may establish a prisoner of war cage similar to that of the field army (par. 20.8a). The independent corps normally is assigned units or elements of units as listed in paragraph 20.8b. In operations when the corps is part of a field army, necessary handling of prisoners of war normally is accomplished by military police personnel.

Section III. MILITARY POLICE PRISONER OF WAR COMMAND

20.10. Mission

The mission of the military police prisoner of war command (MP PW Comd) is to provide command, administration, and logistical assistance to a maximum of ten MP PW Camps (or civilian internee camps). Each PW Camp has a maximum capacity of 12,000 prisoners of war or civilian internees. The PW Camp provides command, administration, logistical support, and security guard for the camp and such branch camps as may be established.

20.8. Field Army

a. The field army establishes a prisoner of war cage(s) to which prisoners of war are evacuated for interrogation and temporary detention pending evacuation to facilities in COMMZ. A prisoner of war cage is a temporary construction, building or inclosed area, suitable for the purpose stated above.

b. Military police units in the field army for handling prisoners of war include (FM 101-10, part two—

- (1) *Military Police Escort Guard Company (MPESCRG Co)*. Provides supervisory and security personnel for evacuation and movement of prisoners of war and civilian internees.
- (2) *Military Police Guard Company (MP Grd Co)*. Provides guard for prisoners of war and civilian internees at prisoner of war cages.
- (3) *Functional team (K)* of the TOE 19-500-series.

20.9. Theater Army Logistical Command

a. The primary operating unit of TALOG for the handling of prisoners of war is the military police prisoner of war command (MP PW Comd) (pars. 20.10-20.12).

b. PW cages established in COMMZ are of a more permanent nature than field army cages and normally provide for the complete processing of prisoners of war. During the early stages of an operation, temporary cages may be established in port and beach areas. As the operation progresses, more adequate facilities are developed in semipermanent PW camps (pars. 20.10-20.12).

20.11. Assignment

(fig. 11)

The MP PW Comd normally is a major operating unit assigned to BALOG and ADLOG(s). In small theater with an undivided COMMZ, the MP PW Comd is assigned directly to TALOG.

20.12. Organization

a. The MP PW Comd consists of a TOE headquarters and headquarters company and as-

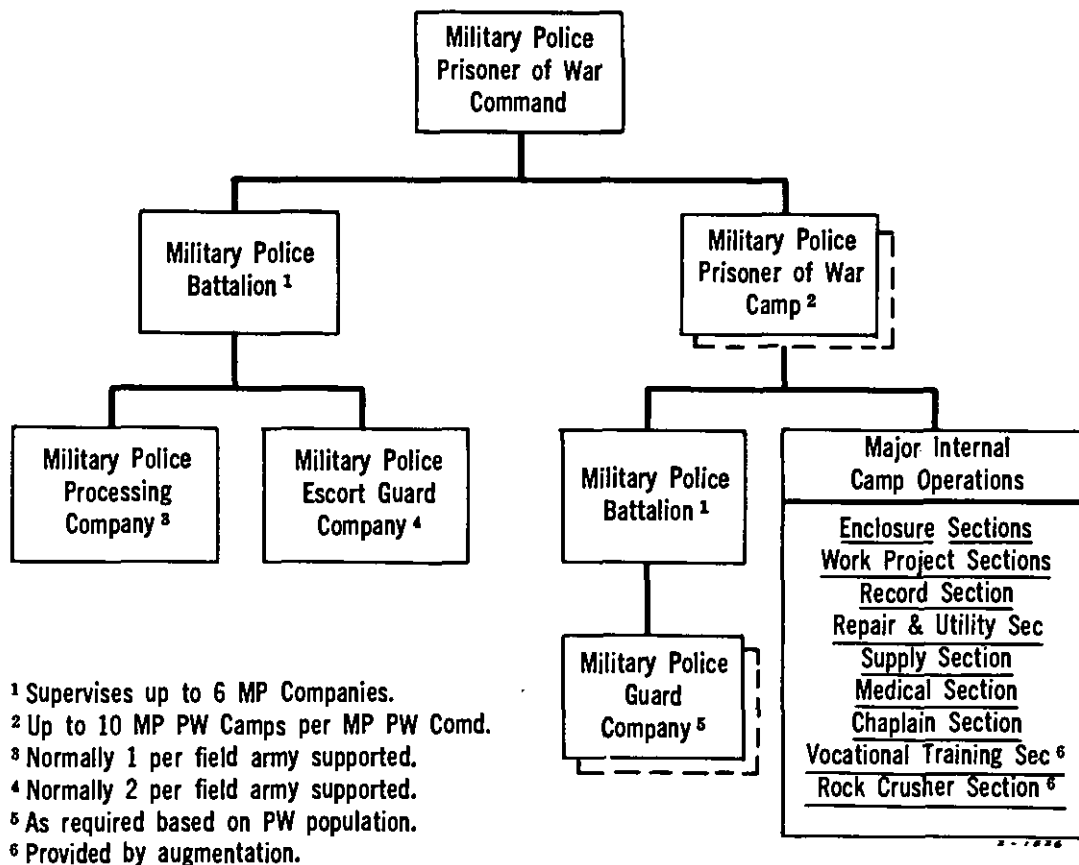
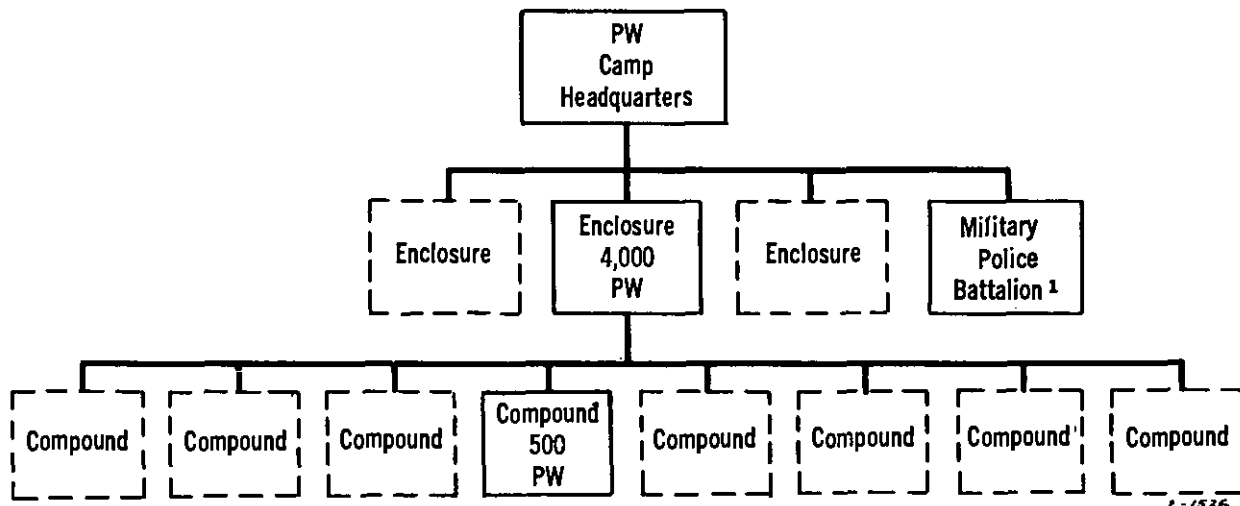


Figure 28. Organization of a military police prisoner of war command.



¹ See Figure 28.

Figure 29. Organization of a military police prisoner of war camp.

signed TOE military police units as follow (fig. 28).

- (1) Headquarters and Headquarters company, PW Camp.
- (2) Headquarters and Headquarters company, MP Battalion.
- (3) MP PW Processing Companies.
- (4) MP Guard Companies.
- (5) MP Escort Guard Companies.
- (6) Functional teams (K) of the TOE 19-500-series.

b. The organization of the MP PW Camp (fig. 29) includes one to three enclosures, each capable of handling four thousand prisoners of war or civilian internees. Each enclosure consists of up to eight compounds, each of which handles five hundred prisoners of war or civilian internees.

- (1) PW camps are semipermanent installations that are established in COMMZ and the Zone of Interior for the internment of prisoners. Camps may be located at, or be independent of, other military installations.
- (2) Camps have ample area and provide adequate shelter. They are equipped to fulfill requirements for PW housing, hygiene, medical attention, administration, recreation and religious worship, and other requirements of a local nature. Quarters provided in prisoner of war camps are as favorable as quarters provided for U.S. forces in the same area.
- (3) Branch camps may be established to locate prisoners of war near work projects where they are employed as labor.

Section IV. OPERATIONS

20.13. General

a. Military police units at each major echelon of command carry out evacuation, processing, and handling of prisoners of war (pars. 20.5-20.9). Within TALOG, these functions are accomplished by the MP PW Comd (pars. 20.10-20.12).

b. Evacuation, processing, and handling of prisoners of war in divisions are discussed in FM 61-100. Details of operations pertaining to prisoners of war are in FM 19-40.

20.14. Evacuation

a. Capturing troops disarm, search, segregate and turn over prisoners of war and civilian internees to division military police as far forward as possible. From division prisoner of war collecting points, field army military police evacuate prisoners of war to the field army cage. Corps military police may evacuate selected prisoners of war to the corps prior to further evacuation by field army military police units. TALOG MP PW Comd evacuates prisoners of war from field army. In a divided COMMZ, where MP PW Comds are assigned to ADLOG and to BALOG, desired evacuation is direct to BALOG. ADLOG evacuates prisoners of war from field army as directed by TALOG

usually in emergencies when BALOG cannot accomplish the mission.

b. Prisoners of war who are litter patients are evacuated through medical channels. Processing of such PWs is accomplished by the same units processing prisoners of war in regular evacuation channels.

c. TALOG arranges for evacuation by CONUS, or by other theaters or allies, to areas outside COMMZ. The evacuating agency provides security for evacuation from COMMZ. Evacuation from the theater is in accord with directives of the Department of the Army. The number evacuated from the theater is subject to available shipping, theater labor requirements, facilities and requirements outside the theater. Theater labor requirements are given first priority.

d. Individual or mass forced transfers, as well as deportations of civilian internees from occupied territory to CONUS or to any other country, occupied or not, are prohibited regardless of motives. However, the U.S. may undertake total or partial evacuation of civilian internees of a given area when the security of the population or imperative military reasons require such action.

e. Captured enemy civilians who do not fall within the definitions of prisoners of war of Article 4 of the Geneva (Prisoners of War) Convention of 1949, but whose internment is deemed necessary in the interests of security, are processed and administered as "civilian internees." Civilian internees are segregated, as soon as practicable after capture, from personnel of the enemy armed forces held as prisoners of war. Thereafter, segregation is maintained. Civilian internees are initially detained, confined, interned, and administered in a manner similar to that prescribed for prisoners of war. The establishment, location, construction, maintenance, and operation of civilian internee camps, and the safeguarding, employment, and administration of civilian internees are governed by the provisions of the Geneva Convention, Relative to the Protection of Civilian Persons in Time of War, 12 August 1949.

20.15. Control Procedures

The supported field army places requirements for prisoner of war evacuation on TALOG. TALOG and field army exchange necessary information relating to prisoner of war activities. When the MP PW Comd operates directly under TALOG, instructions and information are forwarded direct to the MP PW Comd. When MP PW Comds are assigned to ADLOG and to BALOG (par. 20.11) instructions and information flow from TALOG to ADLOG and BALOG and then to the MP PW Comd. The MP PW Comd(s) provides information and issues instructions to its subordinate elements for execution.

20.16. Classification and Segregation

a. Prisoners of war are classified and segregated as soon as possible after capture into the categories listed in c below.

b. Prisoners of war are not sent to a permanent camp until fully processed. They are assigned to separate internment camps according to their status (officers, noncommissioned officers, enlisted men, retained personnel, deserters, line crossers and intelligence agents, sex, nationality, language, and so far as possible, by reason of opposed ideologies). Prisoners of war refusing to reveal their grade or rank are interned in a separate inclosure or camp.

c. Subsequent to arrival in COMMZ for administrative processing and prior to assignment to a camp, the objective is to identify prisoners of war as belonging to one of the following categories (reference to communists is used illustratively and is equally applicable to all hostile political parties):

- (1) *Hard-core Communists*. It may be anticipated that many of this category will resist being so identified. They include those having—
 - (a) Relatively long histories of Communist political activity.
 - (b) Positions signifying a high level of party confidence.
 - (c) Current pro-Communist attitudes.
- (2) *Probable pro-Communists*. Those with pro-Communist attitudes but shorter histories of political participation or relatively nonpolitical jobs.
- (3) *Nonpolitical personnel*.
- (4) *Potential or probable anti-Communists*. Those whose records indicate unacceptability to the Communist elite or whose current attitudes include substantial reservations or opposition to Communist control.
- (5) *Political defectors (or political refugees)*. This category includes those personnel—
 - (a) Whose current attitudes, regardless of their precapture positions, stamp them as unmistakably and stably anti-Communist.
 - (b) Whose records indicate a substantial basis for such attitudes.
 - (c) Who specifically request the status of political refugees.
 - (d) Who express a positive desire to participate in the U.S. war effort.

d. Prisoner of war camps, inclosures, and compounds are established to provide for required segregation of prisoners of war. Segregation is carried out to the extent necessary to accomplish the following:

- (1) Security of the camp.
- (2) Physical safety of individual prisoners of war.
- (3) Use of prisoners of war for U.S. purposes.

20.17. Intelligence and Interrogation

a. Two general categories of intelligence are involved in the handling of prisoners of war. The first category is intelligence pertaining to military operations against the enemy. The second category is that pertinent to the internal operations of the MP PW Comd.

b. The systematic and methodical interrogation of prisoners of war is a productive source of intelligence. The system of intelligence interrogation parallels that of evacuation. Interrogation of selected individuals takes precedence over rapid evacuation except in the most forward areas where the prompt removal of prisoners from dangerous areas is prescribed by the 1949 Geneva Conventions.

- (1) The interrogation of prisoners of war is a function of the intelligence officer who is assisted by prisoner of war interrogation teams (IPW) and, as required, by psychological warfare personnel. The interrogation of prisoners of war by military police is normally restricted to that interrogation which is necessary for the administration, movement, control, and processing of prisoners of war.
- (2) Every prisoner of war, when questioned, is required to give his surname, first name, grade, date of birth, and service number.
- (3) Prisoners of war are interrogated in forward areas to develop information of immediate tactical value. Further interrogation, to develop order of battle and obtain strategic and economic information of value to higher echelons, is conducted further to the rear usually at a field army prisoner of war cage or in TALOG prisoner of war facilities. During this later phase of interrogation, specially trained psychological warfare personnel may participate to develop intelligence of special value for preparation of propaganda material.

c. Details of intelligence and interrogation are covered in FM 30-5 and FM 30-15.

d. Planting of agitators among prisoners of war or civilian internees may be accomplished

by the enemy. The enemy may order members of its armed forces or civilians to be captured and to act as agitators. When these persons are captured they may have false identification papers. Prisoners of war or civilian internees usually foment disturbances in accordance with orders received from their leaders. The leaders, through clandestine methods, pass on information to their own government intelligence agencies.

e. A prisoner of war or civilian internee camp commander requires a good intelligence system. The mechanics of collecting information and processing it into useful intelligence at a prisoner of war or civilian internee camp are based on the principles of military intelligence. Methods of obtaining intelligence information relative to clandestine activities include—

- (1) Use of prisoners of war or civilian internees who volunteer information of intelligence value.
- (2) Compound searches.
- (3) Night compound patrols.
- (4) Search of all prisoners of war or civilian internees when they return to the inclosure regardless of where they have been.
- (5) Alertness to detect any unusual activities, especially before any holidays or celebrations.
- (6) Detection and interception of messages—
 - (a) Passed at distribution points for food, supplies, the enclosure dispensary, and hospitals.
 - (b) Passed between groups of prisoners of war or civilian internees on labor details.
 - (c) Passed to or from local civilians while prisoners of war or civilian internees are on labor details.
 - (d) Signalled from one compound to another.
- (7) Employment of intelligence personnel to collect and evaluate intelligence information.
- (8) Interrogation of prisoners of war and civilian internees.

f. Selected prisoners of war and selected civilian internees should be placed in appropri-

ate pro-Communist compounds as informers. In compounds where there is more or less covert conflict of opinion and leadership, or where non-Communists prevail, special intelligence apparatus probably will not be needed, provided ordinary sources of information are exploited continually and assessed sensitively. Such sources include regular administrative communications, compound newspapers, observations of U.S. personnel, data on criminal investigations, reports of classroom behavior, and statements of grievances.

20.18. Control, Security, Education and Labor in Camps

a. Prisoners of war are subject to the laws, regulations, or orders in force in the U.S. Armed Forces. Designated officers and military tribunals of the U.S. are authorized to impose nonjudicial disciplinary and judicial punishment pursuant to the provisions of the Uniform Code of Military Justice and the Manual for Courts-Martial, United States, 1951. Civilian internees are subject to the laws in force in the territory in which they are interned. No judicial proceedings or nonjudicial disciplinary punishment contrary to the provisions of the Geneva Conventions of 1949 are allowed.

b. At each prisoner of war camp or branch camp, except where there are officers, prisoners of war elect (every 6 months or whenever vacancies occur) from their number by secret ballot a person to represent them before the military authorities, the protecting powers, the International Committee of the Red Cross, and other recognized relief or aid organizations. In officer prisoner of war camps, or in mixed officer and enlisted men camps, the senior officer prisoner of war, unless incapacitated or incompetent, is recognized as the representative. The election of civilian internees committee members is accomplished in a manner similar to the election of prisoner of war representatives. Representatives or committee members are responsible for furthering the physical, spiritual, and intellectual well-being of the persons they represent. They do not exercise disciplinary powers.

c. Camp commanders employ strict security and riot control measures in order to gain or maintain uncontested control and take prompt

action to punish known offenders for infractions of regulations, orders or laws. Camp commanders consider and take necessary action on complaints and requests properly presented by approved prisoner of war representatives or civilian internee committee members at compound level, but do not recognize other groups or committees. Periodic opportunities to apply for reclassification as to their political status is guaranteed to all prisoners of war under conditions that preclude intimidation by other prisoners of war. Prisoners of war or civilian internees on labor details are guarded by the minimum number of guards required to provide security against escape. Selected prisoners of war or civilian internees are employed without guards in areas where military personnel are on duty, provided the prisoners are under a U.S. work supervisor and frequent head counts and work inspections are made at irregular intervals.

d. A program of education is undertaken in all prisoner of war enclosures. The form, and to some extent the content of the program, varies according to the type prisoners of war in the enclosure. The objective of the program is to promote a clearer understanding of the U.S. way of life and to imbue a true respect and desire for the principles and ideals on which the U.S. form of government is based. The most effective accomplishment of this objective is through voluntary participation by prisoners of war in a well rounded education program, devoid of obvious propaganda and indoctrination efforts. Prisoners of war and civilian internees are aided in developing classes on an elementary level in such courses as reading, writing, geography, mathematics, language, music, art, history, and literature. Subject to the approval of the camp commanders, they may select from their number, qualified teachers and instructors.

e. Prisoners of war and civilian internees are employed so far as possible for all work necessary for the installation, administration, and maintenance of their respective camps. Prisoners of war are employed by other army units or agencies on essential skilled and unskilled work only when qualified civilian labor is not available. Subject to restrictions imposed by Department of the Army, prisoners of war and civilian internees may volunteer for, but

are not compelled to perform any type of work without restriction as to the military character, purpose or classification of such work. They may withdraw or revoke their requests for voluntary assignments at any time. They may be compelled to perform only those types of work set forth in the 1949 Geneva Convention. No prisoners of war shall be permitted to perform labor of an unhealthy or dangerous nature unless he has volunteered for such labor. Prisoners of war also shall not be assigned to work which would be considered as humiliating or degrading by members of our own forces. Civilian internees are not compelled to perform work which will involve their taking part in military operations, tasks to insure the security of the installation where they are performing compulsory labor, or work for which they are physically unfit. In no case will the requisition of labor lead to a mobilization of civilian internees in an organization of a military or semi-military character.

20.19. Administration

a. Prisoners of war are furnished required medical, surgical, and dental treatment. Retained personnel are used as much as possible in medical and sanitary work in internment installations. When practicable U.S. medical personnel are released from caring for sick and wounded prisoners of war and civilian internees except for supervision and training of retained and medical personnel. Experimental medical research is not conducted on prisoners of war or civilian internees even on a voluntary basis. Sanitary measures for camps approximate the sanitary measures required for U.S. military camps. Medical records and forms used for the hospitalization and treatment of U.S. Army personnel are used for prisoners of war and civilian internees.

b. Prisoners of war and civilian internees have the right to make complaints or requests to camp commanders and to the protecting powers regarding the conditions of their internment. They demonstrate the proper courtesies to the U.S. flag, national anthem, and render the salute or show the proper civilian courtesies to officers of the U.S. Armed Forces. Prisoners of war and civilian internees will be allowed to receive and send mail and to receive packages subject to examination by the camp com-

mander. Newspapers, magazines, and other forms of literature, written in English, may be distributed in internment camps subject to censorship by the camp commander. Prisoners of war and civilian internees are permitted to attend religious services of their respective faiths held within the camps. However, U.S. Army personnel, prisoners of war and civilian internees do not worship together. Prisoners of war and civilian internees will be permitted to attend authorized motion pictures held within the camp. Canteens are established in each internment camp and hospital and are designated exclusively for use of prisoners of war and civilian internees. Within one week after arrival at the first camp, each prisoner of war is permitted to send to his home address, through the theater prisoner of war information bureau, a card containing his name, internment serial number, place and date of birth, and return address. Within one week after arrival in a place of internment, civilian internees are permitted to send to their family and to the theater prisoner of war information bureau, an internment card containing name, old and new addresses, and state of health.

c. Representatives of press, radio, and other information services are not permitted to visit camps without prior authorization by the Chief of Information, Department of the Army, when a national information service is concerned, or by the theater public information officer when a local medium is involved. News releases, including photographs, captions, or newsreels, are made in accordance with the provisions of AR 360-5. Theater commanders are authorized to release, after approval by the Chief of Information, information on suicides, murders, strikes, and riots, insurrections and other disorders. All releases concerning courts-martial are made or directed only by the Chief of Information after consultation with the Provost Marshal General.

d. General procedures and authorized expenses for the care and disposition of remains are in accordance with the provisions of AR 638-40. If death is the result of an attempt to escape, foul play, violence, or unnatural or unknown causes, an investigating officer is appointed to investigate and report in accordance with applicable provisions of AR 600-140. Deceased prisoners of war and civilian internees

receive honorable burial in a cemetery established for prisoners of war and civilian internees, and if possible, according to the rites of their religion and customs.

e. The transfer of prisoners of war and civilian internees is performed humanely and under conditions approximating those under which U.S. troops are transported. Prisoners of war may be partially or wholly released on parole or promise as allowed by the laws of the

power on which they depend and as directed by the Provost Marshal General. They are released and repatriated after the cessation of hostilities in accordance with theater policy. Civilian internees are released from internment as soon as the reasons for internment no longer exist.

f. AR 35-233 contains guidance for accounting for pay, allowances and personal funds of prisoners of war and civilian internees.

PART FOUR CIVIL AFFAIRS

CHAPTER 21 CIVIL AFFAIRS, GENERAL

Section I. INTRODUCTION

21.1. References

The joint aspects of civil affairs are covered in FM 41-5, JCS Pub 2 and JCS Pub 3. Details of civil affairs operations and civil affairs units are in FM 41-10.

21.2. General

a. Civil affairs (CA) are those phases of the activities of a commander which embrace the relationship between the military forces and the civil authorities and people in a friendly area (including U. S. home territory) or occupied area. Civil affairs include—

- (1) Liaison and coordination with local civilian agencies.
- (2) Furnishing of assistance and support to local officials and populations.
- (3) Performance by the military forces of certain functions or the exercise of certain authority normally the responsibility of the local government.
- (4) Military government, a form of administration through which an occupying power exercises executive, legislative, and judicial authority over occupied territory.

b. The pattern and objectives of civil affairs correspond with applicable international and domestic law, and are shaped by such variables as United States foreign policy, requirements of the military situation, and participation of allies. Specific policies to be followed in a given country normally will not be known until the outbreak of hostilities.

c. Domestically, civil affairs operations assist in emergency situations (AR 500-50, AR 500-60, and AR 500-70).

21.3. Mission

The mission of civil affairs is to—

- a. Assist military operations (primary mission in combat).
- b. Fulfill obligations imposed by international law and agreements.
- c. Further the national and international policies of the United States.
- d. Expedite the transfer of responsibility for civil affairs functions from the military commander to a civil agency or government.

21.4. Functions

CA functions are grouped into four principal subdivisions: governmental, economic, public facilities, and special. Activities within each subdivision include—

a. *Governmental Functions.*

- (1) Legal.
- (2) Public safety.
- (3) Public health.
- (4) Public welfare.
- (5) Public finance.
- (6) Public education.
- (7) Labor.
- (8) Civil government.

b. *Economic Functions.*

- (1) Economics.
- (2) Commerce and industry.
- (3) Food and agriculture.
- (4) Price control and rationing.
- (5) Property control.
- (6) Civilian supply.

c. Public Facilities Functions.

- (1) Public works and utilities.
- (2) Public communications.
- (3) Public transportation.

d. Special Functions.

- (1) Civil information.
- (2) Displaced persons.
- (3) Arts, monuments, and archives.
- (4) Religious affairs.

21.5. Civil Affairs Authority and Responsibilities

a. JCS Pub 2, UNAAF, sets forth the authority and responsibilities for civil affairs of the Department of State; other government departments; the National Security Council; the Secretary of Defense; the Joint Chiefs of Staff; the Chief of Staff, U. S. Army; the Chief of Naval Operations; and the Chief of Staff, U. S. Air Force.

b. Civil affairs operations and activities require close supervision and coordination. Military plans, directives and orders issued at all echelons include appropriate guidance for the conduct of military-civil relations.

c. Civil affairs control is centralized to the degree practicable. Operations and activities are coordinated over as wide a geographical area

as possible. The civil affairs element of a military command is the focal point for relations and contacts with local authorities and people.

d. A military commander's civil affairs authority depends upon the military mission and the relationship of the government concerned to the United States. The authority exercised conforms to national policy, the law of land warfare, treaties, and international agreements. The authority to establish the military government phase of civil affairs arises from the international laws of war which give the occupying power certain rights and responsibilities.

e. Each commander of a unit of the United States Armed Forces is responsible for—

- (1) Complying with international law in relations with the civilian population and government of a country in which his unit is stationed or in combat and for requiring such compliance by members of his command.
- (2) Performing such missions in the field of civil affairs as may be directed.
- (3) Except as otherwise directed, look to appropriate civil affairs units and personnel to secure for him necessary assistance, supplies, and facilities from local sources, and to deal with local civilians and governments on his behalf.

Section II. COMMAND AND STAFF RELATIONSHIPS

21.6. General

a. Theaters of operations in most cases employ joint or combined organizational structures. Civil affairs matters are controlled and coordinated at the highest level consistent with military requirements.

b. When U. S. diplomatic representatives are in the area and functioning, relations between the theater commander and such diplomatic representatives usually is delineated by executive order.

c. When U. S. diplomatic representatives are not in the area, the senior U. S. military commander normally is given authority, within national policy, as outlined in paragraph 21.7.

21.7. Theater (U.S. Forces)

When directed, the theater commander ad-

vises and assists, or exercises a specified degree of control over civil populations, their governments, economies, and institutions. In the conduct of civil affairs activities, the theater commander—

a. Plans for and conducts such civil affairs operations as appropriate. His activities are in accord with guidance, policies, plans, and operational instructions of the Joint Chiefs of Staff.

b. Secures, through the Joint Chiefs of Staff, civil affairs units and personnel required to execute his plan, in the same manner as he secures other forces.

c. As required, obtains a political advisor on his staff from the Department of State to advise on implementation of established policy,

and to provide liaison with the Department of State.

d. Is authorized to delegate authority for civil affairs matters to one of the service commanders, normally the army component commander, in the area.

21.8. Theater Army

a. The theater army commander, when delegated authority for civil affairs by the theater commander, may subdelegate such authority in whole or in part. This authority in COMMZ normally is delegated to the commander of the theater army civil affairs command (TACAC) (when established). Required authority may be delegated to other commands in COMMZ if required for accomplishment of their mission.

b. Civil affairs authority in the combat zone is usually delegated to the field army (army group) commander during combat operations and withdrawn when such authority is no longer required for accomplishment of the combat mission. Authority similar to that of the field army is usually subdelegated to corps and divisions.

c. Civil affairs authority in rear areas of the combat zone may be delegated to the TACAC commander when political boundaries or other considerations make it desirable to relieve the combat commander of civil affairs responsibilities in these areas.

21.9 Theater Army Civil Affairs Command (TACAC)

See paragraphs 22.9 through 22.14.

Section III. ORGANIZATION

21.10. General

(FM 41-10).

The organization for civil affairs consists of staff sections, units and teams. For field operations commanders require CA elements organized and trained for specific CA tasks. CA units are not designed to perform both the functions of a staff section and an operational unit. To the degree practicable, CA units and personnel are selected and trained for employment at specific echelons of command or levels of government.

21.11. Staff

Staff organization for civil affairs is in FM 101-5.

21.12. Civil Affairs Command Support Units

a. Civil affairs command support units are provided for operational use to army groups, field armies, corps and divisions, and to logistical or administrative commands as required to perform recurring tasks.

b. One CA group with appropriate companies, platoons and teams per field army; one CA company with appropriate platoons and teams per corps; and one CA platoon with appropriate teams per division are normally assigned or attached to perform the CA command

support mission. Command support units accompany the unit to which assigned or attached. When command support units displace, their tasks are transferred to area support units.

21.13. Civil Affairs Area Support Units

a. Civil affairs area support units are provided for civil affairs operations in population centers, industrial complexes, political or ethnic entities, or other specified areas. They augment the units which provide command support and perform continuing CA functions in specific geographic areas.

b. CA area support units are attached as required to major tactical or administrative units. Upon displacement of the organization to which attached, control of the CA area support unit passes to the next commander designated to exercise CA authority in the area. Ideally, area support units are tailored for deployment in specific areas well in advance of commitment.

21.14. Civil Affairs Command

a. A CA command (CA Comd) is the senior CA organization subordinate to any commander assigned civil affairs authority in a theater of operations. The platoon at division level, company at corps level, and group at field army level (par. 21.12) are examples of civil affairs commands. The CA Comd directly subordinate

to theater army is the theater army civil affairs command (TACAC) (ch. 22).

b. Civil affairs commands, when provided appropriate combinations of cellular TOE teams, are capable of performing command or area support operations varying widely in scope and complexity.

21.15. Civil Affairs Area Headquarters A

a. The area headquarters A may be employed as the national headquarters units for a country or as the headquarters of a theater army civil affairs command. The unit serves directly under the theater, theater army, army group, or field army commander. It may be employed under the commander TACAC. It provides for administration of civil affairs within a major area of operations or political entity such as a large state or nation.

b. When properly modified the area headquarters A may serve as the CA (G5) staff section of a major headquarters such as theater, theater army, or army group.

21.16. Civil Affairs Area Headquarters B

The area headquarters B is employed when the situation is not so complex as to require the larger area headquarters A. The area headquarters B may be a subordinate unit of the theater army civil affairs command.

21.17. Civil Affairs Group

a. The CA group is capable of serving as a CA Comd headquarters under the direct supervision of theater army, army group, field army or similar command commander, or as a subordinate unit under a CA area headquarters.

b. The group is capable of performing either command or area support missions. The group may command up to ten CA companies.

21.18. Civil Affairs Company

a. The CA company is capable of serving as a CA Comd headquarters under direct supervision of the theater army, army group, field army, corps or similar command commander, or as a subordinate unit under a CA group or area headquarters.

b. The company is capable of performing either command or area support missions. The

company may command up to fifteen CA platoons.

21.19. Civil Affairs Platoon

a. The CA platoon when properly augmented supports a division or equivalent organization by performing such CA functions during combat as—

- (1) Controlling civilians.
- (2) Collecting refugees.
- (3) Preventing disease and unrest.

b. The CA platoon may be employed in either command or area support roles. It is capable of being employed alone or may be augmented with a variety of functional teams. The platoon can provide CA area support for a city or a subdivision equivalent to a county. The platoon may be employed under an area, group, or company headquarters.

21.20. Theater Civil Affairs School

a. A theater CA school is established when required to—

- (1) Present instruction on special area requirements within the theater of operations.
- (2) Provide refresher and orientation instruction for CA units and personnel deployed to the theater of operations.
- (3) Instruct individuals selected from within the theater for assignment to CA units or activities.
- (4) Provide instruction on policy matters of specific concern or application to the CA mission.

b. Normally, the general training of civil affairs personnel is best accomplished in a CONUS school. This insures uniformity of instruction and is more economical than multiple facilities. CA schools established in the theater of operations primarily present refresher training and instruction of local application.

21.21. Civil Affairs Teams

a. Civil affairs cellular teams are both administrative and functional. Administrative teams are the platoon, company, group, and area headquarters; language teams; and food service teams. Functional teams of varying size are grouped according to four principal activi-

ties—governmental control functions, economic functions, public facilities functions, and special functions (par. 21.4).

b. Functional teams are assigned or attached to units as required. Normally, command of teams is retained at company or higher level.

Teams are assigned missions in support of platoons or operate as separate elements under the company or higher headquarters.

c. For information on the organization, duties and capabilities of CA teams, see TOE 41-500 and FM 41-10.

Section IV. OPERATIONS

(FM 41-10)

21.22. General

a. Civil affairs operations may be required in environments varying from—

- (1) A highly developed area with complex political, economic, and sociological systems to an undeveloped area.
- (2) A society wholly devastated to one undamaged by warfare and associated effects.
- (3) Unlimited use of nuclear, chemical, and biological weapons to the employment of conventional weapons only.
- (4) General war to situations short of war.
- (5) A state of martial law in invaded home territory to military assistance in lesser domestic emergencies.

b. Operational requirements may demand—

- (1) A minimal degree of authority granted by treaty or other agreement, express or implied, which may involve only a liaison relationship between the military commander and the civil population, government, and institutions of the area.
- (2) A form of administration or degree of authority by which a military commander exercises full or partial executive, legislative, and judicial authority over a country or area.
- (3) Action to maintain public order or to provide for the welfare of the population in domestic emergencies resulting from enemy attack, disaster, disorder, or conditions threatening duly constituted authority.
- (4) Assistance to the commander by CA staff sections and teams for specific

missions, such as military assistance programs.

c. CA staff sections and units are required in peacetime for contingency planning, training (including participation in field exercises) and supervision of military aid to civil authorities in disaster areas. CA staff functions normally are required in military assistance advisory operations in foreign countries.

d. Civil affairs operations take full advantage of opportunities to further U.S. national and allied policy. Mutually beneficial relationships are sought between the U.S. forces, U.S. military assistance advisory groups, U.S. military missions, dependents, allied staffs, and civilian employees and the local population.

21.23. Civic Action Program

a. Civic action of a command involves the use of local military resources in cooperation with civil authorities in carrying out any social, economic, or psychological impact projects. Examples are engineer assistance in the construction of schools and civic buildings and village irrigation projects; medical assistance; emergency provisions of food, transportation, and shelter. Civic action can be a major factor in developing favorable public opinion. U.S. commanders cooperate with local civil and military leaders in development of civic action programs and projects. In addition, commanders frequently are made responsible for civic action activities such as administration of U.S. economic or social programs within the theater of operations.

b. U.S. military assistance legislation and directives provide that military assistance programs should, where feasible, encourage use of local military and paramilitary forces in the developing countries in construction of public works and other activities helpful to economic development.

21.24. Combat Zone

a. Civil affairs in the combat zone may be conducted by units, teams, and staff elements assigned or attached to units in the combat zone; by units, teams, and staff elements of the theater army civil affairs command; or by a combination of both.

b. When feasible, CA units employed in the combat zone are allocated areas of responsibility based on local political boundaries. In other cases, areas of responsibility are based on applicable tactical boundaries.

c. Command support units assigned or attached to commands in the combat zone—

- (1) Provide the force commander and staff with information, estimates, and recommendations pertaining to the CA functional areas.
- (2) Plan and supervise training of CA units.
- (3) Exercise command over CA units not assigned or attached to subordinate commands.
- (4) Receive, hold, and orient CA area support units to be deployed in the area.
- (5) Recommend employment of CA area support units to be assigned or attached.
- (6) Conduct liaison with CA units assigned or attached to higher, lower, and adjacent commands.

d. Control of area support units assigned or attached to combat zone units shifts to successively higher echelons as tactical boundaries are moved forward.

e. At division level, CA activities are directed primarily toward support of military tactics and fulfillment of the commander's obligations under treaties and the law of land warfare. The division CA platoon should be assigned or attached for training prior to commitment and remain with the division throughout a campaign. The platoon normally consists of a headquarters and a language team augmented as required.

21.25. Communications Zone

The authority for civil affairs in COMMZ normally is delegated to the commander

TACAC unless other commands in the area require such authority to accomplish their missions (ch. 22).

21.26. Administrative Support Coordination

a. In the support of military operations, the CA organization assists in procurement for military use of available local resources. Consideration is given to agreements and the effects of such procurement on the local population and economy of the area. Local procurement is avoided when it results in the subsequent importation of similar items for civilian consumption. Since procurement of local resources and use of properties and services may become a source of friction, CA units arrange for such procurement with government officials at the highest possible level.

b. Provision of supplies to civil populations is limited to that essential to prevent disease, starvation, or such unrest as might interfere with military operations. International law and general U.S. policy govern. Policies specifying the extent to which U.S. Armed Forces may provide support to the population of a country is determined for each country concerned.

c. Military supply of items required for relief of civilian distress or for economic rehabilitation is primarily a logistical staff function. Distribution normally is a function of CA units. The determination of requirements for such supplies is the responsibility of CA staff sections and units.

21.27. Intelligence

a. Civil affairs intelligence is concerned with civil populations, their governments, economies, and institutions. From these sources are derived such factors as political ideology, geopolitics, customs, traditions, practices, social mores, economic structures and international relations, personalities, resources and culture.

b. Accurate and detailed area intelligence is required for the planning and conduct of CA operations. In the planning phase, under intelligence planning guidance from higher authority, all available area intelligence is considered. Plans outline intelligence requirements within the CA functional fields and set forth essential elements of information. During operations, CA command intelligence activities are

directed toward verifying and supplementing previous intelligence and fulfilling new intelligence requirements.

c. CA units are important agencies for collection of information and production of intelligence of value in all types of operations. Exploitation of civilian sources such as local officials, former military personnel, refugees, displaced persons, and documentary material,

produces information that may not be available from other sources.

d. CA unit commanders and staff sections are responsible for counterintelligence operations pertaining primarily to civil security and the civil aspects of censorship and port, frontier and travel security. Intelligence teams normally are attached to CA units to meet specialized intelligence requirements.

CHAPTER 22

THEATER ARMY CIVIL AFFAIRS COMMAND

Section I. INTRODUCTION

22.1. General

A theater army civil affairs command (TACAC) may be established as a major subordinate command of the theater army when civil affairs authority is delegated by the theater commander to the army component commander.

22.2. Mission

The mission of the TACAC Headquarters is to—

a. Exercise the required degree of control over or furnish advice and assistance to the civilian population, its government, economy and institutions within the area designated by theater army commander.

b. Exercise command over field operations of TACAC.

22.3. Functions

The TACAC provides CA support to the theater army by—

a. Formulating plans, procedures and programs for CA operations in conformity with plans, directives and policies provided by the theater army commander or higher authority.

b. Instituting and directing CA operations within assigned areas of responsibility.

c. Deploying, administering and supervising appropriate CA units and personnel required to accomplish the CA mission.

d. Providing appropriate CA units to other commands.

22.4. Employment

a. A U.S. Army civil affairs organization of the TACAC type may be required to support U.S. Navy, Air Force, joint task force or combined command operations, or to support a civilian agency having primary political and economic responsibilities in the area. In joint operations, the U.S. Army civil affairs command (CA Comd) may be placed under the operational control of the senior military commander, or may be directly subordinate to the senior U.S. Army commander.

b. In combined operations the mission, responsibilities and authority of the TACAC or major U.S. Army CA Command within the area of operations depends upon U.S. and allied policy and the combined command organization.

c. TACAC Headquarters may be organized with a combined staff and serve as—

- (1) The combined command CA headquarters directly under the senior military commander of the area.
- (2) As a subordinate CA command under the combined command CA headquarters.
- (3) As a CA command directly under the senior U.S. Army commander in the area.
- (4) As a U.S. Army organization subordinate to the senior U.S. Army commander in the area, but under operational control of a combined command commander.

Section II. ORGANIZATION

22.5. General

The TACAC is composed of an appropriate civil affairs TOE headquarters (or TD head-

quarters in special cases) and assigned or attached units and teams. Civil affairs units and teams making up the TACAC include appropri-

ate combinations of the TOE elements listed in paragraphs 21.10 through 21.21.

22.6. Headquarters

a. The TACAC commander is given wide latitude in organizing his headquarters. The assigned mission and the specific conditions in which the command is to be employed are the governing factors. He may consolidate or eliminate staff sections or establish new staff

sections, and may organize the staff as a general, directorate, functional or deputy type staff.

b. Augmentation of the headquarters may be required for a specific situation. Such augmentation may involve the addition of personnel to established staff sections or the addition of new staff sections using teams of the 41-500-series TOE, or bulk allotment personnel.

Section III. OPERATIONS

22.7. General

a. General aspects of civil affairs operations is discussed in paragraphs 21.22 through 21.27.

b. TACAC operations are conducted by TACAC units deployed for control of designated areas and for support of military units. Types and numbers of CA units are determined by the complexity, size, population, and political organization of the area of operations, the attitude of the population, and the degree of control to be exercised. Direction and supervision of CA operations are exercised at each level of command within the TACAC to the degree required for uniform administration and coordination. CA functions such as public finance require close control at the highest command level, while control of other functions, e.g., public safety, may be decentralized. The degree of control higher CA commands exercise over CA operations of subordinate elements is influenced by the availability of acceptable local nationals able to perform such functions, the availability of skilled U.S. specialists, and by the structure and capabilities of the local government.

c. Operations of the TACAC include the—

- (1) Provision of information, recommendations, and assistance as required to the theater army commander and his staff.
- (2) Implementation of theater army CA plans and policies.

- (3) Conduct, control and supervision of theater army CA operations.
- (4) Maintenance of liaison with supported forces and collateral commands.
- (5) Establishment of internal communications and arrangement with TALOG for signal communication support.
- (6) Conduct of intelligence activities (par. 21.27).
- (7) Conduct of CA training activities.

22.8. Planning

a. In accordance with guidance provided in the theater army civil affairs plan, TACAC plans for projected operations including the training and deployment of the required CA command and area support units. Planning is detailed and continuous at all echelons of TACAC.

b. For support of field army(s) (army group), TACAC plans provide for:

- (1) Assignment or attachment of CA command or area support units to forces in the combat zone as required.
- (2) Reversion of CA units attached to forces in the combat zone to TACAC control when appropriate, and redeployment of such units.
- (3) Transfer of CA authority from the military commander to a designated civil agency or government when the military situation permits.

Section IV. COMMAND AND STAFF RELATIONSHIPS

22.9. General

The G5 of theater army has primary general staff responsibility for civil affairs matters within the theater army. Under guidance and directives of the theater army commander, the civil affairs aspects of plans and operations are coordinated between theater army civil affairs command (TACAC), when established, and other major subordinate commands of theater army. Lateral commands are mutually responsible for exchange of information, requests for supporting action, and coordination of activities in areas of mutual concern.

22.10. Theater Army Logistical Command (TALOG)

a. Operations of TALOG and TACAC are mutually supporting. Continuous liaison is maintained at all echelons of the two commands. The civil affairs staff officer of TALOG and subordinate units and commands is the normal point of contact for informal communication between CA units and TALOG units. Principle areas requiring coordination are—

- (1) Use of local resources, including labor.
- (2) Military support of the local population.
- (3) Security and defense measures.
- (4) Administrative support of TACAC.
- (5) Health and sanitation.
- (6) Public safety, including movement control.
- (7) Official contacts with local civilians.
- (8) Intelligence activities.
- (9) Information activities.

b. Except for personnel replacement requirements which are forwarded through command channels to theater army, administrative support of TACAC is a responsibility of TALOG.

22.11. External Commands and Agencies

a. TACAC normally is required to work with external commands and agencies. Theater army may authorize TACAC to establish liaison with theater air, theater navy, allied commands or other agencies engaged in civil affairs operations or supported by theater army in civil affairs operations. Activities of external agen-

cies directly affecting the civilian population, its government, economy and institutions, conducted within the area for which TACAC has civil affairs responsibility, normally are subject to coordination and control by TACAC. Such agencies may include nonmilitary organizations of a charitable, religious, or fraternal nature.

b. Commands and agencies under the control of the U.S. Navy, U.S. Air Force, allied forces, or theater headquarters may be authorized to conduct civil affairs operations or such organizations may be stationed within the area for which TACAC is responsible. On matters pertaining to civil affairs, TACAC normally is authorized direct communication for interchange of information, requests for action, and coordination of activities affecting the local population.

22.12. Training

The training objective of TACAC is to produce units in the types and numbers required to conduct CA operations. Individual and unit training of CA personnel is normally completed prior to their arrival in the theater of operations and assignment to TACAC. Theater CA training facilities are established and operated by TACAC to—

a. Prepare units and personnel for specific area and command support operations within the theater.

b. Conduct training of units and personnel assigned or attached to TACAC as required.

c. Support other commands as directed by theater army in training or retraining CA units and personnel.

d. Prepare CA instructional and informational material applicable to operations within the theater and disseminate such material throughout the theater.

22.13. Intelligence

See paragraph 21.27.

22.14. Information, Indoctrination, and Education

In accordance with theater army guidance TACAC conducts civil information and psychological operations and develops and executes

public information, troop information, and troop education programs. These operations and programs are closely related and involve overlapping areas. They require careful coordination to assure their compatibility, mutual support and consonance with theater army policy and programs. The required coordination is a command responsibility of the TACAC commander. TACAC is concerned with aspects of the public information, troop information, troop education, and psychological warfare programs of other major subordinate commands of theater army which deal with or affect military-civil relations and CA operations. In turn, other major subordinate commands are concerned with TACAC programs and operations involving release of information pertaining to their personnel, units, and activities; the effect of civil information and psychological operations on their own operations; and, in the case of TALOG, the administrative support of civil information operations.

- a. (1) Orientation of military personnel in CA operations and organization is accomplished prior to their entry into the theater. The orientation covers—
 - (a) The purpose and necessity for CA operations.
 - (b) Rules and conventions governing the conduct of war.
 - (c) Organization and functions of CA staffs and units.
 - (d) The individual soldier's relationship to CA operations.
- (2) Troop information and troop education programs include indoctrination and orientation of military personnel on—
 - (a) The local population, its government, economy and institutions.
 - (b) CA operations and organization.
 - (c) The relationship of military personnel to the civilian population, including standards of conduct required.
- (3) TACAC furnishes information and material to theater army and major subordinate commands in support of

these programs, and reports results achieved.

b. Under policy guidance and directives furnished by theater army, the TACAC is responsible for plans, programs and operations to indoctrinate and educate the local population in areas under U.S. or allied control. The objectives of this program are to develop a favorable attitude toward the military forces, and to further U.S. and allied aims and objectives. TACAC keeps theater army continuously informed of major actions and results achieved. Military units and agencies submit requests directly to the CA area support units for dissemination of information to the local population.

c. TACAC is responsible for consolidation psychological warfare operations within its area of CA responsibility. For this purpose, TACAC employs attached consolidation psychological warfare units. These operations are conducted to influence the opinions, emotions and attitude of the civil population in areas under the control of the U.S. and its allies. TACAC headquarters furnishes information and recommendations to theater army in the development of tactical and strategic psychological warfare plans and directives which affect the civilian population in areas to be uncovered during future operations.

d. Release of information concerning military personnel, units and activities and U.S. or allied policy is subject to the public information policies of the theater, whether the release is made as a public information, civil information or psychological warfare activity. In addition, release of information concerning other commands is first coordinated with the command concerned.

e. Theater army coordinates information, indoctrination, and education programs. Commanders of units occupying the same area are mutually responsible for integration of programs.

22.15. Functions

See paragraph 21.4 and FM 41-10.

APPENDIX I

REFERENCES

The publications listed below were cited in the text of this manual and are shown here with titles for ready reference. Other publications required or useful for military administration are listed in indexes of military publications, DA Pam 310-series.

1. Army Regulations

1-251	Army Data Processing Systems; Program.
11-8	Logistics Policy.
35-233	Pay, Allowances and Deposit of Personal Funds—Prisoners of War and Civilian Internees.
310-10	Orders, Bulletins, Circulars and Memorandums.
320-5	Dictionary of United States Army Terms.
360-5	Public Information—General Policies.
415-35	Minor Construction.
420-10	Post Engineering—General Provisions.
500-50	Civil Disturbances.
500-60	Disaster Relief.
500-70	Civil Defense.
600-30	Character Guidance Program.
600-140	Line-Of-Duty Determinations.
608-5	Mortgage Insurance for Service Members.
608-12	Extending Assistance to Families of Deceased and Missing Army Personnel.
638-40	Care and Disposition of Remains.
643-55	Distribution of Personal Effects—Military Operations.
672-5-1	Awards.
672-301	Incentive Awards.
700-5	Organization and Operation of Inventory Control Points.
700-9100-5	Military Petroleum Supply Agency; Operating Procedures.
710-25	Unobligated Army Stock.
711-16	Installation Stock Control and Supply Procedures (Army field stock control system).
711-25	Stockage of Supplies and Maintenance of Authorized Stockage Lists.
725-50	Requisitioning, Receipt, and Issue System.
750-5	Organization, Policies and Responsibilities for Maintenance Operations.
750-6	Maintenance Planning, Allocation and Coordination.
750-50	Use of Controlled Cannibalization as a Source of Low Mortality Repair Parts Supply.

2. Pamphlets

20-300	Techniques of Work Simplification; More Effective Use of Manpower, Equipment, Materials, Space.
608-2	The Army Personal Affairs Handbook.
608-4	For Your Guidance: A Guide for the Survivors of Deceased Army Members.
690-80	Administration of Foreign Labor During Hostilities.

3. Joint Chiefs of Staff Publications

- 2 Unified Action Armed Forces (UNAAF).
- (C) 3 Joint Logistics and Personnel Policy and Guidance (U).

4. Field Manuals

- 1-100 Army Aviation.
- 3-12 Operational Aspects of Radiological Defense.
- 8-10 Medical Service, Theater of Operations.
- 8-15 Division Medical Service, Infantry, Airborne, Mechanized, and Armored Divisions.
- 9-5 Ordnance Ammunition Service.
- 9-30 Maintenance Battalion: Division Support Command.
- 10-10 Quartermaster Service in Theater of Operations.
- 10-50 Supply and Transport Battalion, Division Support Command.
- 10-60 Supply of Subsistence in a Theater of Operations.
- 10-63 Handling of Deceased Personnel in Theaters of Operations.
- 11-20 Signal Operations, Theater of Operations.
- 19-40 Handling Prisoners of War.
- 19-90 The Provost Marshal.
- 21-40 Small Unit Procedures in Nuclear, Biological, and Chemical Warfare.
- 21-41 Soldier's Handbook for Nuclear, Biological, and Chemical Warfare.
- 27-10 The Law of Land Warfare.
- 30-5 Combat Intelligence.
- 30-16 Technical Intelligence.
- (C) 30-17 Counterintelligence Operations, Intelligence Corps, U. S. Army (U).
- 31-11 Doctrine for Amphibious Operations.
- 31-12 Army Forces in Amphibious Operations (The Army Landing Force).
- 31-21 Guerrilla Warfare and Special Forces Operations.
- 38-1 Logistics, Supply Management.
- 38-5 Logistics, Maintenance Management.
- 41-5 Joint Manual of Civil Affairs/Military Government.
- 41-10 Civil Affairs Operations.
- 44-1 U. S. Army Air Defense Employment.
- 54-1 The Logistical Command.
- 54-2 Division Logistics and the Support Command.
- 55-31 Motor Transport Service in Theaters of Operations.
- 57-10 Army Forces in Joint Airborne Operations.
- 57-35 Airmobile Operations.
- 61-100 The Division.
- 100-5 Field Service Regulations—Operations.
- 100-11 Signal Communications Doctrine.
- 101-5 Staff Officers' Field Manual: Staff Organization and Procedure.
- 101-10 Staff Officers' Field Manual: Organizational, Technical and Logistical Data.
- 101-31-1 Staff Officers' Field Manual: Nuclear Weapons Employment.

5. Technical Manuals

- 3-210 Fallout Prediction.
- 3-220 Chemical, Biological and Radiological (CBR) Decontamination.
- 3-350 Improvised CBR Protective Shelters.

APPENDIX II

BASE DEVELOPMENT PLAN

(Classification)	
Annex _____ to LOGISTICAL	Copy No.
Plan _____	Issuing headquarters
_____ Base Development	Place of issue
Map reference	Date and time of issue
	Message reference number

BASE DEVELOPMENT PLAN

1. Situation

a. Enemy (enemy capability to influence or impede the execution of this base development plan).

b. Own (sufficient to provide a concept of the overall situation, plan of higher headquarters, and the operations of friendly troops which may influence the execution of this base development plan).

- (1) Objectives.
- (2) Strategic concept.
- (3) Tasks (include responsibilities for base development of theater army, navy, and air force).
- (4) Scheme of maneuver.
 - (a) Phases.
 - (b) Timing.
- (5) Static intelligence data.
 - (a) Natural resources.
 - (b) Existing facilities.

2. Mission

(A simple statement of the what, where, when, how, and why of the base to be developed—do not confuse this mission of the base with the overall mission of the entire command which should be set forth under paragraph 1, Situation.)

3. Operations (of the base).

a. Tasks (of the base).

- (1) Breakdown of paragraph 2, Mission, into phases—if appropriate.
- (2) Responsibility for base development planning including preparation, approval, and issuing of plans.
- (3) Base security organization and installations.
 - (a) Command organization.

(Classification)

(Short title identification)

- (b) Air defense.
- (c) Chemical and other alarm systems.
- (d) Ground defense.
- (e) Coast defense.
- (f) Local Navy defense.
- (g) Harbor defense.
- (h) Bomb mine disposal.
- (i) Area damage control.

(4) Tactical air installations. Airfields and seaplane bases.

- (a) Aircraft units assigned to fields and bases by phases.
- (b) Airfield 1.
- (c) Airfield 2.
- (d) Seaplane base 3.

b. General information.

- (1) Basic considerations.
- (2) Degree of permanency of construction.
- (3) General limitations.
- (4) General layout plans. See Tab A (map). (omitted)
- (5) Priority of development.
 - (a) General priority.
 - (b) Echeloning of base forces and of base development material.
 - (c) Specific priority of development projects.
- (6) Pertinent directives and publications.
- (7) Instructions relative to changes in base development plans and to submission of reports.

c. Force requirements—D+ _____ days.

Strengths

- (1) Army.
- (2) Navy.
- (3) Air Force.

(This is a statement of the forces which the base can expect to be supporting when it has been built up to its desired operating capacity. A base may be assigned succeeding tasks—for instance, to support a particular operation and subsequently to provide a base for further operations—in which case this paragraph should be broken down to show task A and task B. In some cases a simple statement of the strengths to be supported may not give the information desired; in such cases this paragraph should be expanded to show major types of forces and strengths.)

d. Force buildup tables. Phased deployment schedules.

- (1) Army.
- (2) Navy.
- (3) Air Force.

(This is the buildup of paragraph 3c, Force requirements, and shows the forces to be supported by critical phases. It does not show the buildup of base forces except that base forces are included in those forces requiring support. The buildup of base forces to accomplish base development is shown in paragraph 3b, General information, and in paragraph 4h, Requirements summary.)

(Short title identification)

e. Organization.

- (1) Headquarters and overhead. Location—Strengths. (Include higher and other headquarters and organizations which may be quartered or require facilities within the base section.)
- (2) Base organization.

4. Logistics

a. Supply and maintenance facilities.

- (1) General organization for supply and maintenance.
 - (a) Responsibilities for supply and maintenance.
 - (b) Procurement.
 - (c) Levels of supply.
 - (d) Distribution.
 - (e) Requisitioning procedure.
 - (f) Maintenance.
 - (g) Salvage.
- (2) Army installations.
- (3) Air Force installations.
- (4) Navy and Marine air installations.
- (5) Navy installations other than air.
- (6) Marine installations other than air.

b. Evacuation and hospitalization.

- (1) General organization and information.
 - (a) Responsibility.
 - (b) Hospital construction and standards.
 - (c) Hospital summary.
- (2) Army hospitals.
 - (a) Requirements.
 - (b) Location.
 - (c) Units assigned.
 - (d) Facilities and plant.
- (3) Navy and Air Force medical facilities as required.
- (4) Sanitary and epidemiological control.
- (5) Miscellaneous—whole blood distribution center.

c. Movements and transportation.

- (1) General organization and information.
- (2) Motor transport.
- (3) Air transport.
- (4) Water transport.
- (5) Rail transport.
- (6) Pipelines.
- (7) Responsibilities of each service.

d. Terminal facilities.

- (1) Assault landing areas.
- (2) General organization of water terminal facilities.
- (3) Beaches.

(Classification)

(Short title identification)

- (4) Port A.
 - (a) Harbor development.
 - (b) Port development.
- (5) Port B.
- (6) General organization of air terminal facilities.
- e. Roads, railroads, utilities, and natural resources.
 - (1) Organization for development, maintenance and operation of utilities, roads, railroads, and natural resources.
 - (2) Roads.
 - (3) Railroads.
 - (4) Waterways.
 - (5) Utilities.
 - (a) Power.
 - (b) Water supply.
 - (c) Sewage.
 - (d) Waste disposal.
 - (6) Development of natural resources for utilization in base development.
 - (7) Development and reconstruction of industry.
- f. Communications.
 - (1) Communication policies.
 - (2) Organization of signal staffs.
 - (3) General communication plan.
 - (4) Responsibilities.
 - (5) Units assigned.
 - (6) Facilities.
 - (a) Theater.
 - (b) Army.
 - (c) Navy and Marine.
 - (d) Air Force.
 - (7) Special projects.
- g. Construction requirements.
 - (1) Responsibilities for construction.
 - (2) Site facilities—staging areas—tent camps.
 - (3) Housing and associated facilities.
 - (4) Storage facilities.
 - (a) Covered warehouses.
 - (b) Open.
 - (c) Bulk petroleum, oil, and lubricants (POL).
 - (5) Maintenance and repair facilities.
 - (6) Hospital construction requirements.
 - (7) Communication and transportation facilities.
 - (a) Pole lines and cables.
 - (b) Roads.
 - (c) Bridges.
 - (d) Railroads—shops and yards.

(Classification)

(Short title identification)

- (e) Pipelines.
 - (f) Port and beach construction.
 - 1. Intransit storage.
 - 2. Berths.
 - 3. Dolphins.
 - 4. POL unloading facilities.
 - 5. Ammunition unloading facilities.
 - 6. Dredging.
 - 7. Ship salvage facilities.
 - (g) Airfields and airbase facilities construction.
 - 1. Combat.
 - 2. Transport.
 - (8) Utilities.
 - (a) Water supply.
 - (b) Power supply.
 - (c) Sewage and waste disposal.
 - (9) Repairs and maintenance.
 - (10) Mapping and map reproduction.
 - (11) Camouflage.
 - (12) Construction—manpower requirements. (After considering local labor.)
 - (13) Construction materials requirements. (After considering local materials.)
 - (14) Final approval shipping schedule for all base development during entire development periods.
- h. Requirements summary.
- (1) Supply requirements.
 - (a) Dry cargo.
 - (b) Bulk POL.
 - (2) Evacuation requirements.
 - (3) Transportation requirements.
 - (4) Construction requirements.
 - (5) Total strength requirements.
 - (6) Echelon schedule based on requirements for each base site consolidated into one proposed echeloning schedule for entire base development.

5. Command and Communications

- a. Command structure.
- b. Command communications (Reference to Communication Annex).

/s/ _____
Commanding

- Appendixes: 1—Map of Base with Plan for Contemplated Development (omitted)
2—Communications (omitted)
3—Construction Plans (omitted)

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By Order of the Secretary of the Army :

EARLE G. WHEELER,
General, United States Army,
Chief of Staff.

Official :

J. C. LAMBERT,
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For explanation of abbreviations used, see AR 320-50.