

# FM 54-1

DEPARTMENT OF THE ARMY FIELD MANUAL

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# THE LOGISTICAL COMMAND



HEADQUARTERS, DEPARTMENT OF THE ARMY  
JULY 1962

## FOREWORD

FM 54-1, *The Logistical Command*, reflects the missions, capabilities, organization, and operating procedures of logistical commands. Staff organizations of logistical command headquarters are presented; however, the commander has wide latitude in organizing his command and staff in the manner best suited to accomplish his mission. The logistical command is designed as a flexible organization capable of being tailored to a variety of missions.

Developments in tactical and technological fields, new concepts of operation, and organizational changes in the Army will make modifications of this manual necessary. Base recommended changes on wartime missions of the commands. Forward comments direct to the Commanding General, Combined Arms Group, Combat Developments Command, Fort Leavenworth, Kans. See AR 310-3 for format.

FIELD MANUAL }  
No. 54-1 }

HEADQUARTERS,  
DEPARTMENT OF THE ARMY  
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## THE LOGISTICAL COMMAND

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# CHAPTER 1

## INTRODUCTION

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### 1. Purpose and scope

*a.* This manual provides guidance on the organization, employment, and operations of logistical commands.

*b.* The material presented is applicable to a wide range of operational environments, ranging from small independent operations to large combined operations; from use of conventional weapons to nuclear, chemical, and biological weapons; from land operations to amphibious, and airborne operations; and to different weather and terrain conditions.

### 2. Terms

*a. Combat Service Support.* As used in this manual the term “combat service support” embraces the assistance given to troops in the management and execution of military matters not included in tactics and strategy. Such assistance consists of personnel management, interior management of units, logistics (AR 320-5), and civil affairs.

*b. Headquarters and Headquarters Company/Detachment, Logistical Command.* An Army TOE organization designed as the command element of a logistical command.

*c. Logistical Command.* A flexible Army Organization consisting of a command element (*b* above) and a balanced force of combat service support elements, organized for a specific mission. Combat and combat support elements are attached as required for rear area security.

*d. Field Depot.* A field depot is a group size supply and maintenance unit employed in the theater of operations to receive, store, issue, and maintain selected items of equipment and supply. The field depot consists of a headquarters, technical service (except medical) supply and maintenance units, and miscellaneous units for internal administration. The field depot is capable of processing up to 2,000 tons of supplies daily, and can store 15-20,000 tons of reserve stocks. The depot headquarters is capable of commanding and supporting a variable number and type of operating units which are necessary to perform the depot mission.

### 3. Policies

This manual is based on—

*a.* Policies prescribed in AR 10-14, JCS Pub 2, and JCS Pub 3.

- b.* Doctrinal guidance contained in FM 100-1.
- c.* Principles and procedures contained in FM 100-10.
- d.* Principles of staff action and duties of staff officers contained in FM 101-5.
- e.* Other references listed in appendix 1.

#### **4. Characteristics of a Logistical Command**

A logistical command is a tailored grouping of units which may operate in the combat zone or the communications zone. The composition of a logistical command depends on its mission. The headquarters of a logistical command provides a nucleus for the command, and furnishes the organizational structure and a minimum number of trained logisticians and administrative personnel who develop the standing operating procedures and plans upon which the organization is based. Logistical commands are designed to accomplish missions which vary widely in scope, and are organized with appropriate units to insure the effective accomplishment of the assigned mission. The capability to expand, contract, or modify the organization to meet the requirements of varying missions is a valuable characteristic of logistical commands.

## CHAPTER 2

### ORGANIZATION

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#### 5. General

Command and territorial organization of theaters of operations, the position of logistical commands in this organization, and the relationship of logistical commands to other commands comprising the theater are described in FM 100-10.

#### 6. Logistical Command Headquarters

Logistical command headquarters are organized and staffed to command, control, coordinate, and direct the combat service support operations performed in accordance with the mission assigned. There are three types of logistical command headquarters, with similar organizational structures and graduated capabilities, to perform the missions discussed in chapter 3:

*a. Headquarters, Logistical Command A.*—Exercises command of an integrated organization ranging in size from 9,000 to 15,000 troops. Provides the organizational structure and a nucleus of a minimum number of trained logisticians and administrative personnel to provide the headquarters logistical command for—

- (1) A base logistical command.
- (2) An advance logistical command.
- (3) A logistical command in support of a major independent force of one reinforced division.
- (4) Administration and rehabilitation of an area in which civil means are inadequate because of natural disaster or enemy action.
- (5) A logistical command in support of a force of approximately 30,000 troops.

*b. Headquarters, Logistical Command B.*—Exercises command of an integrated organization ranging in size from 35,000 to 60,000 troops. Provides the organizational structure and a nucleus of a minimum number of trained logisticians and administrative personnel to provide the headquarters, logistical command for—

- (1) A base logistical command.
- (2) An advance logistical command.
- (3) A logistical command in support of a major independent force of one corps.
- (4) Administration and rehabilitation of an area in which civil means are inadequate because of natural disaster or enemy action.

- (5) A logistical command in support of a force of approximately 100,000 troops.

*Army* c. *Headquarters, Logistical Command C.*—Exercises command of an integrated organization ranging in size from 75,000 to 150,000 troops. Provides the organizational structure and a nucleus of a minimum number of trained logisticians and administrative personnel to provide the headquarters, logistical command, for—

- (1) A theater army logistical command.
- (2) A base logistical command.
- (3) An advance logistical command.
- (4) A logistical command in support of a major independent force of four or more divisions.
- (5) Administration and rehabilitation of an area in which civil means are inadequate because of natural disaster or enemy action.
- (6) An logistical command in support of approximately 400,000 troops.

### **7. Headquarters, Logistical Command A**

Figure 1 shows the organization of headquarters, logistical command A. A chief of staff, and a director staff assist the commander in discharging his responsibilities. A director is charged with responsibility in each of the following functional areas: personnel, security, plans and operations, services, and supply and maintenance. A director of civil affairs, a comptroller, and a dental section are provided as augmentation when required. When a director of civil affairs is not provided, the director of plans and operations coordinates and supervises civil affairs activities.

### **8. Headquarters, Logistical Command B**

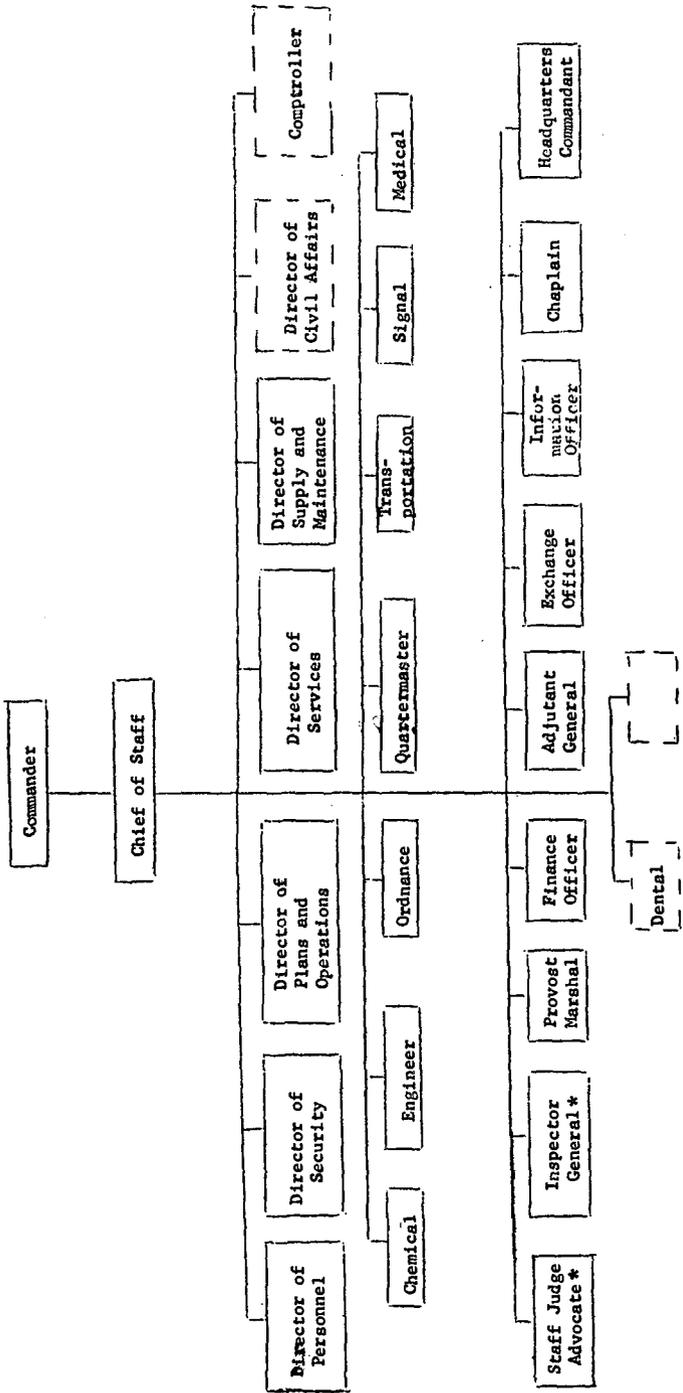
Figure 2 shows the organization of headquarters, logistical command B. It is similar to headquarters logistical command A, with the following additions:

a. A deputy commander is provided as augmentation when required.

b. A staff secretary, liaison officer, and aide are provided.

### **9. Headquarters, Logistical Command C**

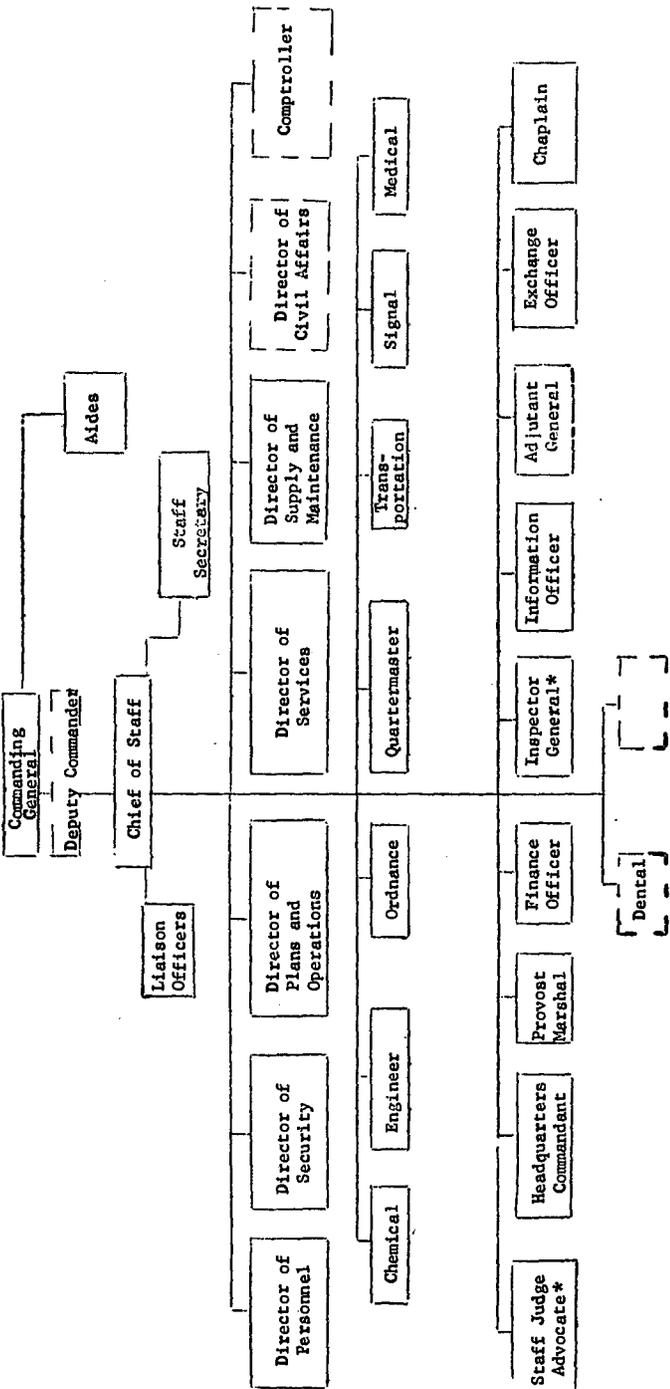
Figure 3 shows the organization of headquarters, logistical command C. It is similar to headquarters logistical command B, except that the deputy commander is provided on a full time basis rather than as augmentation.



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 [ ] Augmentation as required.

Direct access to the Commander as authorized by Army Regulations and Uniformed Code of Military Justice.

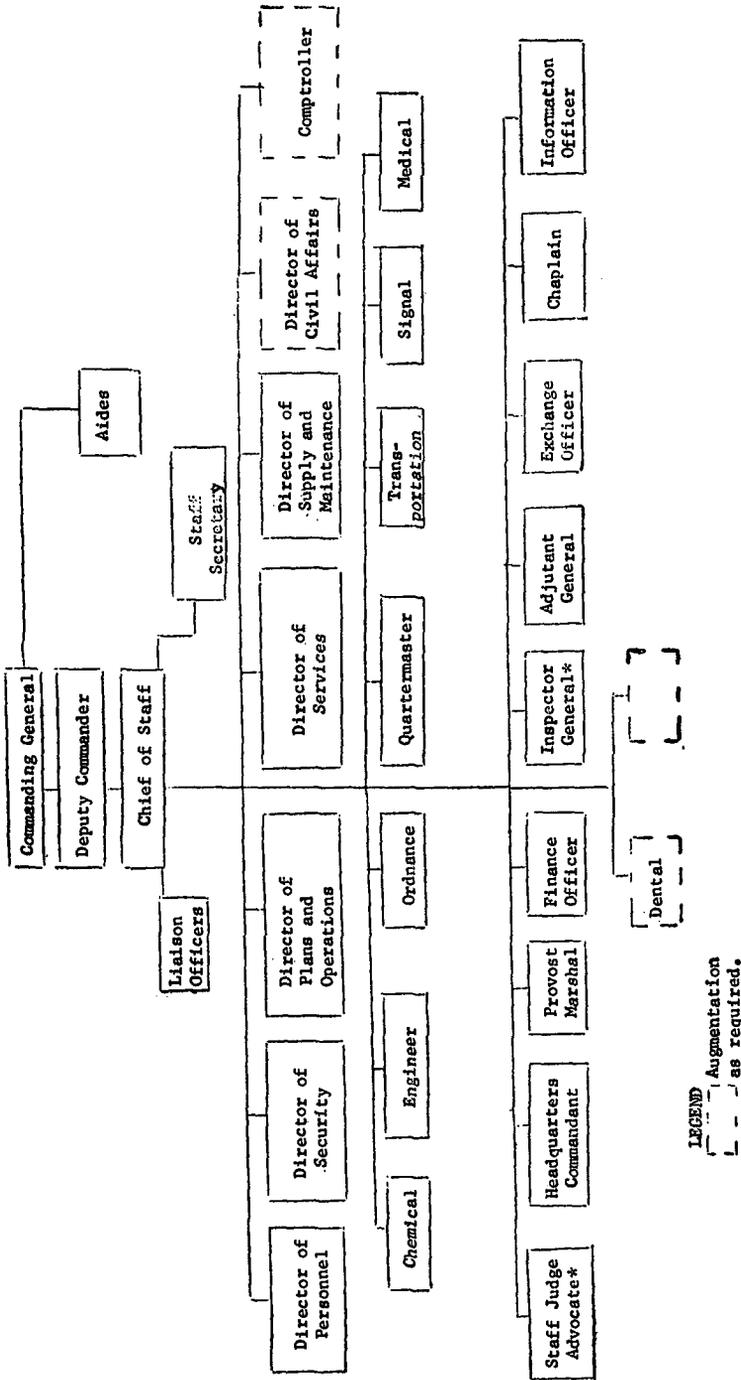
Figure 1. Organization of headquarters, logistical command A.



LEGEND  
 Augmentation as required.

\*Direct access to the Commander as authorized by Army Regulations and Uniformed Code of Military Justice.

Figure 2. Organization of headquarters, logistical command B.



\*Direct access to the Commander as authorized by Army Regulations and Uniformed Code of Military Justice.

Figure 3. Organization of headquarters, logistical command C.

## 10. Commander and Staff Responsibilities

a. *Commander.* The commander's responsibilities include—

- (1) Commanding troops assigned and attached to the logistical command.
- (2) Providing continuous combat service support to operating and other forces as higher authority directs.
- (3) Preparing plans, policies, and procedures governing logistical command operations.
- (4) Advising higher headquarters on the logistical command capability to support current and projected operations.

b. *Deputy Commander.* The deputy commander's responsibilities include—

- (1) Advising and assisting the commander.
- (2) Representing the commander as directed.
- (3) Supervising and coordinating plans for and conduct of rear area security and area damage control.
- (4) Supervising internal combat service support of the logistical command.

c. *Chief of Staff.* The chief of staff is responsible for the normal chief of staff functions described in FM 101-5.

d. *Other Staff Officers.* The staff relationships, and the common and specific responsibilities of the personal staff, director (coordinating) staff, and the special staff are described in FM 101-5.

## 11. Staff Facilities

a. *Operations Center.* The logistical command commander may establish an operations center to collect, collate, and display critical information and data. This facility assists the commander and his staff in making estimates, decisions, recommendations, and the coordination of rear area security, and area damage control plans and operations.

b. *Data Processing Service Centers.* Data processing facilities using either ADP (high speed electronic computers), EAM, or conventional business machines are necessary to support the requirements in logistical commands for compilation of statistical data for command studies and reports, integrated inventory materiel management, stock control data, and information required for the coordination of rear area security, area damage control, and radiological activities. Electronic computers will also be used in transportation movement control, medical regulation and depot operations. The provision of data processing facilities in TALOG, ADLOG, and BALOG will be tailored to fit operational and geographical environments. In some instances, it will be practicable to operate only one service center, located in the headquarters of each logistical command or, because of

the volume, vulnerability, or physical location of the combat service support units requiring the service, more than one center will be established in each logistical command.

## **12. Variations From TOE to Meet Special Situations**

*a. Augmentation.* To meet the requirements of variations in the missions of supported forces, complexity of operations, the operational or other special situations, the commander tailors his headquarters through augmentation of existing staff sections or addition of staff elements not provided in the TOE. Bulk allotment personnel as table of distribution (TD) allowances, teams from the 500-series TOE, or both may be employed as augmentations. Also Department of Army civilians and indigenous civilians may be used to augment these headquarters.

*b. Reduction.* The TOE provides reduced strength figures to adapt the headquarters to lesser requirements for personnel and equipment during prolonged noncombat periods and for limited periods of combat.

## **13. Subordinate Elements**

*a.* The subordinate elements of a logistical command may include any of the following:

- (1) Branch depots and field depots.
- (2) Area commands.
- (3) Intersectional service commands.
- (4) Terminal commands.
- (5) Other logistical commands.
- (6) Military Police PW commands.
- (7) Combat and combat support units.
- (8) Combat service support units.

*b.* For command and control purposes, many of the combat service support units are organized into battalions, groups, brigades, and commands. The logistical command headquarters integrates the activities of these major operating units into a cohesive combat service support system.

*c.* Selected service units with the primary mission of supporting the logistical command headquarters must be provided. The types of support required include engineer utilities, unit level medical service, quartermaster service, signal communications, transportation, personnel services, and military police. The mission, theater of operations, enemy threat, and existing facilities will dictate the extent of the support required.

## **CHAPTER 3**

### **MISSIONS AND FUNCTIONS**

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#### **14. General**

The primary mission of a logistical command is to provide combat service support, less personnel replacements and civil affairs, to major operating forces. The principal operators are the assigned and attached combat service support units. The purpose of the logistical command headquarters is to command, coordinate, and supervise the activities of the principal operators. A logistical command may be assigned missions described in the remainder of this chapter.

#### **15. Theater Army Logistical Command (TALOG)**

The mission of a theater army logistical command is to provide combat service support, less personnel replacements and civil affairs, to U.S. Army forces located in the theater, and to such theater navy, theater air force, Allied, and other forces as directed. The basis of allocation is one TALOG per theater of operations.

#### **16. Advance Logistical Command (ADLOG)**

The mission of an advance logistical command is to furnish combat service support, less personnel replacements and civil affairs, to forces located in the combat zone, including U.S. Army missile commands in support of Allied ground forces, and to support units located within the advance section of a communications zone. The normal basis of allocation is one per U.S. field army or similar operating force. This mission requires the advance logistical command to be located contiguous to the field army rear boundary and to possess sufficient mobility to maintain this relative position as the supported field army displaces.

#### **17. Base Logistical Command (BALOG)**

The mission of a base logistical command is to support one or more advance logistical commands and to support units located within the base section of a communications zone. BALOG furnishes materiel and services direct to field army on request of ADLOG, or as TALOG directs. Base logistical commands are established within a communications zone on an "as required" basis. Geographical and operational considerations dictate the number required. This mission requires base logistical commands to be located to facilitate receipt of material from the CONUS, and transship to the supported forces. As ADLOG

displaces forward beyond feasible supporting range, BALOG moves to more suitable locations, and phases out installations no longer required.

### **18. Support Base**

*a.* In the initial stages of certain operations before a COMMZ is established, or in operations where establishment of a COMMZ is not contemplated, the combat force must provide its own COMMZ-type combat service support. A logistical command, tailored for the task and attached to the combat force, is employed to operate a support base. In this mission a logistical command may be attached to, and support a field army, an independent corps, or a division operation.

*b.* For further details on army base operations see FM 100-10.

### **19. Amphibious Operations**

*a.* A logistical command may be assigned the mission of mounting the army landing force, and for specified activities in support of other Service components of the amphibious task force.

*b.* A logistical command headquarters is normally attached to the army landing force early in the planning stage to conduct base development planning and for employment as the army base (par. 18).

*c.* For further details on logistical command support of amphibious operations see FM 31-12.

### **20. Airborne Operations**

*a.* A logistical command normally is assigned responsibility for combat service support of airborne operations extending through the planning, mounting, assault, buildup, and close out and rehabilitation periods.

*b.* For further details on logistical command support of airborne operations see FM 57-10.

### **21. Joint and Combined Operations**

A logistical command may be assigned responsibility for combat service support of joint and combined commands. The extent of and procedures for support of Allied forces, and command relationships, will be prescribed in agreements between the governments of the United States and the nation(s) concerned.

### **22. Area Command**

TALOG, ADLOG, and BALOG may establish area commands. The normal missions of area commands are area damage control, combat service support for units located within the area, and rear area security. The major mission assigned determines the type of area command headquarters employed. When the major mission is com-

bat service support, a logistical command headquarters tailored for the mission is employed as the area command headquarters.

### **23. Area Rehabilitation**

A logistical command may be assigned the mission of rehabilitating an area in which civil means are inadequate because of natural disaster or military action. The theater army civil affairs command normally is responsible for providing civil administration.

### **24. Functions**

Logistical commands may perform any or all of the following general functions to accomplish the missions described in this chapter: (Those functions which are peculiar to a specific mission are discussed in Chapter 5, *Operations*.)

- a. Inventory control of U.S. Army Stocks (See AR 700-5).
- b. Receipt, storage, and issue of supplies and equipment.
- c. Field and depot maintenance.
- d. Collection, classification, and salvage of equipment.
- e. Transportation services.
- f. Construction and maintenance of roads, railroads, pipelines, buildings, and other essential facilities.
- g. Medical evacuation, hospitalization, and other medical services.
- h. Processing and employment of labor.
- i. Procurement of personnel and services; procurement and disposal of supplies, equipment, and real estate.
- j. Military police services including evacuation, processing, custody and employment of prisoners of war and civilian internees.
- k. Collection, collation, and dissemination of technical intelligence.
- l. Personnel services, including postal, exchange, chaplain; and operation of leave, welfare, and recreation facilities.
- m. Graves registration service.
- n. Administration of military justice, claims service, legal assistance, legal advice in the fields of procurement and international law, war crimes activities, and other legal services.
- o. Rear area security, and area damage control.
- p. Communications services.
- q. Automatic data processing system (ADPS) services.
- r. When higher authority directs, logistical commands provide civil affairs support.
- s. Finance and accounting services.
- t. Explosive ordnance disposal services.
- u. Responsibility for an area or zone.

## CHAPTER 4

### PLANNING

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#### 25. General

*a.* The general aspects of combat service support planning, base development planning, and troop requirements planning are contained in FM 100-10 and FM 101-10.

*b.* The sequence for preparation of estimates, plans, and orders is described in FM 101-5. Sample formats are located as follows:

|  |                      |
|--|----------------------|
| Standing Operating Procedure.....                | Appendix II, FM 54-1 |
| Administrative Commander's Estimate.....         | FM 101-5             |
| Operation Plan.....                              | FM 101-5             |
| Administrative Plan.....                         | FM 101-5             |
| Logistical Annex to Operation Plan or Order..... | FM 101-5             |
| Base Development Plan.....                       | FM 100-10            |

#### 26. Relationship With Other Headquarters

Appendix III outlines relationships of a logistical command assigned a TALOG mission with other major headquarters in a large unified command in a theater of operations. Logistical commands assigned other missions operate under similar relationships, modified to conform to the existing command structure.

#### 27. Estimates

*a.* The logistical command commander and his staff make estimates for one of two purposes:

- (1) To determine which courses of action of the supported force can best be supported; or
- (2) To determine the logistical command course of action which will best accomplish a specific combat service support mission.

*b.* An estimate for the purpose of determining (1) above is made each time the supported force receives a new mission and is considering different courses of action. An estimate for determining (2) above is a continuous process during the course of which the commander's attention is focused on limiting features and problem areas requiring command attention.

#### 28. Plans

Logistical command plans are based on continuing estimates, directives from higher headquarters, and subsequent command decisions.

These plans are implemented on order. Essential considerations in developing plans include:

*a. The Tactical Plan and Scheme of Maneuver.* Combat service support capabilities may limit or dictate changes in the tactical concept of operations. Continuing coordination between tactical and combat service planners is essential to insure accomplishment of the operating force mission.

*b. Intelligence.* Enemy capabilities, weather, and terrain influence logistical command capabilities.

*c. Supported Troop Strength.* The size and composition of the supported operating force is a basic consideration in certain combat service support functions; e.g., requirements for both class I supply and fixed hospital beds are calculated basically from strength figures.

*d. Equipment Density.* The number, types, and distribution of equipment is a major factor; e.g., requirements for numbers, types, and locations of maintenance units are determined primarily from equipment density figures.

*e. Resources in the Area of Operations.* Availability of suitable sites, buildings, raw materials, supplies, equipment, industrial facilities, labor, communications, and transportation reduce requirements from U.S. sources. Plans include maximum use of local resources.

## **29. Troop Requirements Plans**

There are no units organic to a logistical command. A balanced force with a sound command structure is organized to meet the specific requirements of the logistical command mission. The number and type of units employed in a logistical command for a given operation will be kept to a minimum consistent with the ability to perform the assigned mission.

## CHAPTER 5

### OPERATIONS

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#### 30. General

*a. Scope.* Logistical command operations encompass the combat service support functions: supply, maintenance, transportation, construction, medical services, labor, personnel, and finance and accounting. In addition to these functions, logistical command operations include area damage control, rear area security, signal communications, and assigned civil affairs activities. In a large theater of operations, the COMMZ is divided into one or more advance sections and one or more base sections. Generally a minimum of three logistical commands is required; one TALOG, and at least one each ADLOG and BALOG. Succeeding paragraphs in this chapter relate to TALOG, ADLOG, and BALOG operations. Through appropriate modification, the operational principles and procedures described are adapted to the other logistical command missions outlined in chapter 3.

*b. Liaison.* Logistical command commanders work closely with operating force commanders to insure concurrent planning and continuous support. Liaison officers are exchanged to maintain close contact between supported and supporting forces.

*c. Reference.* The material in this chapter supplements similar material contained in FM 100-10. Additional operational details are contained in references listed in appendix 1.

#### 31. Supply

The theater army commander assigns responsibility for operation of the theater army supply system to major subordinate commanders, principally TALOG and field army commanders.

*a. Theater Army Logistical Command.* TALOG supply operations include—

- (1) Inventory control of theater army stocks to include cataloging direction, requirements computation, distribution management, rebuild direction, and disposal direction.
- (2) Centralized inventory accounting of depot assets using facilities in a TALOG data processing service center or data processing facilities in TALOG inventory control points.
- (3) Local procurement of supplies.
- (4) Establishment and maintenance of stockage objectives and authorized reserve stocks.

- (5) Echelonment of supplies between the advance and base sections.
- (6) Receipt, storage, and distribution of slated POL items. (Slated items are high usage petroleum products, either bulk or packaged, which are slated (requisitioned) for use overseas only through Joint Petroleum Office channels.) Receipt, storage, and issue of other supplies are decentralized to ADLOG and BALOG.

*b. Base Logistical Command.* BALOG supply operations include—

- (1) Receipt of supplies into the theater, from theater of operations central procurement and from local procurement.
- (2) Storage of supplies in branch depots (at least two depots of each branch). Field depots may be employed to store supplies (except medical) for support of isolated troop concentrations, or when operational conditions, such as dispersed beach operations, indicate their desirability.
- (3) Within TALOG policy, issue of supplies on requests from ADLOG, and to units in the base section.
- (4) Stock control of BALOG stocks and forwarding stock status data to TALOG inventory control points.

*c. Advance Logistical Command.* ADLOG supply operations include—

- (1) Within TALOG policy, requesting supplies from BALOG.
- (2) Receipt of supplies from BALOG, from theater of operations central procurement and from local procurement.
- (3) Storage of supplies in field and branch depots. Field depots store class I and selected class II and IV items. Medical supplies are stored only in medical depots, ammunition (including conventional ammunition, missiles, rockets, associated launching and test equipment, and special weapons) are stored in branch depots.
- (4) Issue of supplies on requests from supported forces and activities, and local units.
- (5) Stock control of ADLOG stocks, and forwarding stock status data to TALOG inventory control points.

*d. Levels of Supply.*

- (1) The Department of the Army prescribes theater army levels of supply in terms of days of supply. The U.S. theater army commander prescribes levels of supply in days of supply for TALOG and field armies.
- (2) The TALOG commander prescribes levels of supply in days of supply for BALOG and ADLOG.
- (3) ADLOG normally maintains a 15-day level of backup stocks of fast-moving and bulky field army stockage list items, and fringe items (AR 320-5) authorized in the system which re-

late to field army maintenance needs. The remainder of the authorized theater army stocks are stored in BALOG depots.

*e. Procurement in Theater of Operations.* TALOG, within theater army guidance, develops broad procurement policies. Under staff supervision of the director of supply and maintenance, a centralized procurement agency or technical services contracting officers procure supplies and equipment. For additional information on other procurement responsibilities of the director staff see FM 101-5.

*f. Wholesale Issue.* Field armies transmit requirements and schedules for supplies, less slated POL products (*a*(6) above), to designated ADLOG depots.

- (1) ADLOG depots issue stockage list class II and IV items to field army depots and supply points. ADLOG depots also issue class I and class V items when throughput shipment from BALOG is not practicable.
- (2) ADLOG depots relay demands for class I, nonstockage list class II and IV, and class V items through ADLOG headquarters to BALOG for throughput shipment to field army depots and supply points.
- (3) ADLOG and BALOG depots provide wholesale supply support to direct support units located in the communications zone.
- (4) The petroleum intersectional command (POLIC) provides theater-wide slated petroleum supply support. POLIC develops slated POL requirements and distribution plans under the supervision of the TALOG quartermaster. Major consumers, including field armies, submit requirements to POLIC headquarters. POLIC consolidates requirements, initiates supply action, and develops the distribution plan in accordance with established priorities, and in coordination with the TALOG transportation officer. Summaries of daily issues or similar reports flow from class III supply points and depots to major command headquarters and to POLIC terminals providing support. Daily stock status data are transmitted from POLIC terminals to POLIC headquarters over the pipeline signal communications system. POLIC headquarters schedules and directs shipments required to maintain specified stock levels at POLIC terminals. When POL intersectional service is disrupted, the TALOG commander may direct the ADLOG commander to continue POL support to the field army using POLIC resources located in the advance section. The ADLOG commander receives and maintains requirements and stock status data so that he can assume this responsibility.

*g. Retail Issue.* Direct support supply and maintenance units, and retail outlets of field and branch depots, provide retail supply support to units located in the communications zone.

### **32. Maintenance**

TALOG provides direct and general support maintenance for units located in the communications zone; and depot maintenance, within Department of the Army policy, for army materiel in the theater of operations. Repair parts are stored in TALOG supply installations, and issued to general and direct support maintenance units. Direct support units issue repair parts to using units.

*a.* Direct support units provide direct support maintenance service. ADLOG field depots and general support units provide general support maintenance service to units located in the advance section. Under certain circumstances, ADLOG will provide required backup field maintenance support to field army maintenance units.

*b.* BALOG direct and general support units provide maintenance service to units located in the base section. Normally, major items requiring depot maintenance are returned to the ZI. When skills and facilities are available, and DA authorizes, BALOG depots and other maintenance units perform depot maintenance on designated army equipment within the theater of operations.

### **33. Transportation**

TALOG transportation operations include movements management, transport services, and terminal operations. TALOG exercises centralized control over intersectional movements and intersectional transportation operations, and allocates transportation capability to ADLOG and BALOG for intrasectional transportation operations. Except for those required in and a part of intersectional transportation operations, ADLOG and BALOG control terminal operations. Civilian transportation capabilities are integrated into the military transportation services.

*a. Movements Management.* Movements management is concerned with planning and programming for the accomplishment of movement requirements and with conducting and supervising the movement program. TALOG prepares movement programs which fit intersectional transportation capabilities to requirements within command policies and priorities.

*b. Intersectional Operations.* TALOG organizes the movements, rail, motor transport, inland waterway, and pipeline operating units into intersectional service commands. These commands operate without regard to command boundaries. The U.S. Air Force provides intratheater (intersectional) air transportation service to theater army.

(1) *Movements.* The transportation movements field organization, under the operational control of the TALOG trans-

portation officer, coordinates and supervises intersectional movements.

- (2) *Rail Service.* The senior military railway service (MRS) headquarters, under the operational control of the TALOG transportation officer, operates the theater military railway system. ADLOG and BALOG engineer units construct or rehabilitate railway rights-of-way. MRS units perform maintenance services on rights-of-way and railway operating equipment. The signal long lines command constructs and maintains signal communications for the railway system. Military police units are assigned to the military railway service to provide physical security of cargo.
- (3) *Motor Transport Service.* The transportation motor transport command under operational control of the TALOG transportation officer, operates the motor transport intersectional service.
- (4) *Inland Waterway Service.* Normally, a transportation terminal command with suitable attached units operates the transportation inland waterway intersectional service, under operational control of the TALOG transportation officer. This command operates the terminals which support the inland waterway system. ADLOG, BALOG, and field army commanders operate inland waterways located wholly within respective command boundaries.
- (5) *Pipelines.* The POL intersectional command (POLIC), under operational control of the TALOG quartermaster, operates the pipeline system throughout the theater of operations. The signal long lines command constructs and maintains signal communications for the pipeline system.
- (6) *Air Transportation Service.* TALOG consolidates and forwards Army forces requirements for airlift to the theater agency designated to coordinate air transport. Theater army headquarters allocates airlift capacity to TALOG. The TALOG transportation officer integrates airlift capacity into the movements plan. The transportation movements organization coordinates movements of personnel and cargo with the appropriate U.S. Air Force command.

*c. Section Operations.* ADLOG and BALOG suballocate transportation units to terminal commands, depots, and other organizations requiring local transportation support.

*d. Terminal Operations.* A terminal is a point which contains the required military and civilian commercial facilities used for the loading, unloading, and intransit handling of cargo or personnel involving various modes of transportation. Major terminals for receiving cargo and personnel into a theater of operations are water (including beaches), POL, and air.

- (1) *Water terminals.* BALOG (and ADLOG when appropriate) coordinates terminal operations with representatives of the U.S. Navy, the Military Sea Transportation Service (MSTS), and the government of the host nation. Discharge location for each incoming ship is determined at ships destination meetings. Based on ship manifests, the inventory control agencies determine cargo destinations and notify the terminals. Transportation terminal commands operate water terminals.
- (2) *POL terminals.* POLIC operates pipeline terminals.
- (3) *Air terminals.* The U.S. Air Force normally operates air terminals, which may be located anywhere in the theater. The Military Air Transport Service (MATs) may operate MATs terminals in the theater of operations. The Air Force loads and unloads Army cargo except in connection with unit movements. The TALOG commander controls Army operations at air terminals located in COMMZ. Transportation movements personnel perform the following Army functions:
  - (a) Call personnel and cargo forward to meet regularly scheduled flights.
  - (b) Clear Army cargo from air terminals.
  - (c) Insure that Army cargo moves in priorities assigned.
  - (d) Provide manifests and shipping documents to headquarters and units concerned.
  - (e) Maintain liaison with the Air Force.
  - (f) Coordinate patient evacuation with the appropriate command surgeon or medical regulating office.

#### **34. Construction**

*a. Scope.* The term construction includes, but is not limited to, the following activities: construction, maintenance, repair, and rehabilitation of structures, roads, pipeline, inland waterways, railroads, airfields, airstrips, barriers, defensive works, and utilities.

*b. Responsibility.* The theater commander establishes broad construction policies based on coordinated plans of construction representatives from theater army, navy, and air force. The theater army commander establishes policies, standards, priorities, and scales of construction in accordance with the theater base development plan. The TALOG commander is responsible for Army construction throughout the COMMZ. He exercises this responsibility through the ADLOG and BALOG commanders.

*c. Operations.* ADLOG and BALOG engineer units accomplish construction tasks. Signal units construct signal communications installations and pole lines. Local building materials and labor are employed when available. ADLOG, in coordination with the sup-

ported field army, performs interzonal construction tasks common to communications zone and combat zone requirements.

### **35. Medical Services**

*a. General.* The overall objective of the Army Medical Service is to conserve the fighting strength. TALOG's medical organization provides support to the combat zone and local medical service within the COMMZ. Primary effort is devoted to support of the combat zone. Accomplishment of TALOGs' medical service mission requires both interzonal and intersectional medical operations. Prompt response to these interzonal/intersectional tasks requires an organization in which the TALOG can shift quickly the location and mission of subordinate medical units without regard to command boundaries and without command decisions on the part of nonmedical headquarters subordinate to TALOG. A necessary corollary in medical service organization is maximum practicable centralized control of medical units engaged in local medical service within COMMZ.

*b. Evacuation.* The Theater Army patient evacuation system is designed to integrate the several levels of medical treatment. The ultimate objectives of this integrated system are to relieve combat commanders promptly of their patients, and the earliest possible return of patients to duty status. The TALOG commander is responsible for evacuation of patients from the combat zone and for evacuation and treatment in COMMZ. Patients are transported by aircraft, ambulance train, motor ambulance, or ship. Army, Air Force, and Navy transportation facilities may be used for patient movement. Army medical regulating agencies established at TALOG and field army headquarters perform the key task of coordinating and controlling patient flow in this joint intersectional/interzonal evacuation operation.

*c. Hospitalization.* The TALOG commander supervises hospitalization provided in COMMZ. The numbers and types of hospitals employed is determined by the location and size of forces to be supported, troop strength, the nature of the military operation, and the character of enemy resistance, the local environment, and the patient evacuation policy. Specialized and prolonged medical treatment is provided primarily by general hospitals for Army patients generated theater-wide and for other military and civilian patients as the theater Army commander directs. Station hospitals, used primarily to support static COMMZ troop concentrations, provide fixed beds to augment the general hospital's role, as required. Placement of general hospitals is determined principally by their potential exposure to enemy combat operations and their accessibility to patient evacuation terminals. Grouping of general hospitals under control of hospital centers promotes overall efficiency in hospital operations and in use

of specialized medical professional skills. Field hospitals provide temporary hospital support for transient COMMZ troop concentrations. Convalescent centers provide facilities for physically reconditioning patients who no longer need hospital treatment, thus releasing scarce hospital beds and speeding patient returns to duty.

*d. COMMZ Local Medical Service.* Local medical support to units located in COMMZ normally is provided on an area basis, but control is centralized at TALOG headquarters level to the maximum extent practicable. The scope of this support is essentially equivalent to post, camp, and station type medical service, which includes: dispensary treatment, ground ambulance evacuation, station type hospitalization, station preventive medicine, dental treatment, dental laboratory service, station preventive dentistry, and station veterinary services.

### **36. Labor**

*a. Scope.* The labor function of combat service support includes the use of personnel resources within theaters of operations to further the military effort, and to reduce the drain on military personnel resources. The labor function is concerned with the procurement, management, and use of labor available from military service units, Allied civilians, U.S. civilians, prisoners of war, enemy civilians, refugees, and displaced persons. At the outset of hostilities, a serious problem for a logistical command operating in an oversea area is the retention of non-U.S. personnel who in peacetime constitute the bulk of the labor force. Early procurement of service units will be required to replace the non-U.S. labor force. Agreements will be necessary between the government(s) concerned covering the status of non-U.S. labor during hostilities. Later, as conditions for retention of non-U.S. personnel improve, and as prisoners of war become available, maximum use of non-U.S. labor, in accordance with applicable legal provisions, should be made in type B service units and civil labor units (DA Pam 690-80 and FM 19-40).

#### *b. Operations.*

- (1) The TALOG commander carries out theater and theater army labor policies as they apply to Army operations. TALOG may provide labor support to Navy and Air Force elements. The TALOG commander in coordination with the theater army civil affairs command, arranges with the local government for procurement and distribution of labor, uniform wage scales, and conditions of employment.
- (2) Employment of labor is decentralized to ADLOG and BALOG. Civilian labor may be employed as static or mobile labor, as augmentation to type B units, and as labor pools. ADLOG and BALOG allocate available labor to subordinate units.

### 37. Personnel

*a. Scope.* The personnel function of combat service support includes personnel replacement, personnel services, and other activities related to personnel as individuals.

*b. Personnel Replacements.*

- (1) Personnel replacements, unit and individual, are provided to logistical commands through the theater army replacement system (TARS). Requisitions for shortages are forwarded through command channels to theater army headquarters. TALOG forwards monthly estimates of projected TALOG requirements to theater army headquarters.
- (2) Replacement operating units of TARS are attached to TALOG (or to appropriate major subordinate commands of TALOG in whose area they are located) for all purposes other than operational control.

*c. Personnel Activities and Services.* The type and extent of personnel activities and services support provided within theaters of operations depend on the operational environment, form of conflict, scale of employment of nuclear weapons, and the necessity and feasibility of furnishing the support. The activities and services listed in (1) through (7) below normally are performed within theaters of operations on an area basis.

- (1) *Rotation.* TALOG units provide a base for rotation of personnel within a theater. The purpose of rotation is conservation of manpower. Individuals with the greatest combat exposure can be rotated, with minimum retraining, to positions in the communications zone before they become physically or mentally exhausted. The vacancies to which such personnel are assigned are created through casualties, administrative losses, and reassignment of TALOG personnel to combat units. The theater rotation program is conducted within the framework of TARS.
- (2) *Graves registration.* Commanders of unified or joint commands establish a jointly staffed central graves registration office to maintain data of burial and recovery status of dead and missing, and to coordinate theater graves registration activities (JCS Pub 3). Operating under theater policies, TALOG normally is responsible for acceptance of remains at established collection points and for disposition (including burial), burial records, and cemetery maintenance for deceased U.S. personnel in the theater of operations. TALOG normally operates the theater army personal effects depot. Personal effects are forwarded to the depot for shipment to the personal effects depot in the CONUS. TALOG assumes responsibility for field army cemeteries when the field army

- rear boundary is displaced forward of the cemetery locations.
- (3) *Prisoners of war (PW)*. The administrative processing of PW is accomplished in the communications zone. Military Police Prisoner of War Commands are TOE units established in ADLOG and BALOG as required to command and provide units for evacuation, processing, custody, and employment of prisoners of war. The MP PW Commands evacuate prisoners of war from field army PW cages.
  - (4) *Recreation and leave areas*. ADLOG and BALOG commanders establish and supervise in accordance with TALOG directives, the operations of recreation centers and leave areas in the communications zone. The theater army commander allocates quotas for army troops to major commands.
  - (5) *Discipline, law, and order*.
    - (a) *U.S. military prisoners*. Within prescribed policies of the theater army commander, ADLOG and BALOG operate confinement facilities for U.S. military prisoners and relieve the operating forces of these prisoners.
    - (b) *Control of individuals*. Within the communications zone, ADLOG and BALOG military police units control the circulation of individuals, and return to military control, stragglers, deserters, and personnel absent without authority. MP units, within authorized limits, enforce laws, regulations, and orders, and apprehend offenders.
    - (c) *Physical security*. Military police service provides protection for personnel and property. ADLOG and BALOG military police units assist in providing security for installations and activities. This assistance includes the conduct of physical security surveys in transit and in storage, and the prevention and investigation of pilferage of equipment and supplies. Locally organized civilian guard units may be employed to augment physical security forces.
    - (d) *Traffic control*. Within the communications zone, ADLOG and BALOG military police units control vehicular traffic as required to support the military effort.
    - (e) *Criminal investigations*. Within the communications zone, military police criminal investigations detachments (CID) investigate criminal incidents affecting or involving Army personnel, civilians subject to the UCMJ, or government property under Army jurisdiction. Military police criminal investigations support includes the conduct of crime prevention surveys and the operation of crime laboratories.
  - (6) *Personnel administrative services*. The personnel administrative organization of a logistical command will be

modeled on and extend the system used in the division, corps, and field army, so far as practicable.

(7) *Finance and accounting services.*

(a) *Scope.* The finance and accounting function of combat service support includes payments for items locally procured, payments for local services, including personnel, payments to military personnel, and accounting for logistical support furnished to or received from allied governments or other services.

(b) *Operations.*

1. The theater army logistical command will implement the theater army finance and accounting policies. Centralized theater army accounting will be performed by an office operating under the operational control of the TALOG. This office will provide currency requirements, maintain centralized records of disbursements made by any disbursing officers, act as depository for records of army disbursing offices until the records are evacuated to the ZI, and develop and maintain data of interservice and international transactions required to be billed for reimbursement to the army or the U.S. Government.

2. Operational control of the finance units assigned to ADLOG and BALOG is decentralized to those commands.

### **38. Civil Affairs**

The theater army civil affairs command (TACAC), normally located in the communications zone, is organized to serve as a focal point for contacts between military forces and the civilian population, government, and institutions; and to maintain close liaison with and support other theater army commands. To accomplish the civil affairs mission, subordinate elements of TACAC are stationed in towns and cities throughout liberated and occupied territories, and in areas specified in agreements on civil affairs. The theater army commander may require logistical commands to provide considerable troop labor and supply support to needy liberated or conquered foreign nationals. The logistical command director of civil affairs maintains liaison with the theater army civil affairs command in civil affairs matters, to include the use of logistical command personnel and materiel resources in accordance with local command and theater army policies; and procurement of supplies, real estate, and local labor to support logistical command operations. In the absence of a theater army civil affairs command, TALOG may be assigned the TACAC mission.

### **39. Rear Area Security and Area Damage Control**

*a. General.* Logistical commands provide a single structure for command and staff control of rear area security and area damage control operations within command boundaries. The deputy commander of the logistical command is customarily assigned responsibility for general supervision of the planning and conduct of rear area security and area damage control. The director of security prepares the rear area security and area damage control plans and exercises staff supervision over their execution. He also exercises staff supervision over specialized intelligence units which are assigned to the logistical command for collection and processing of intelligence information. TALOG delegates rear area security and area damage control operations to ADLOG and BALOG. The organization and procedures for planning, control, and direction of rear area security and area damage control in a logistical command are in consonance with the provisions of STANAG 2079, *Rear Area Security and Rear Area Damage Control*.

*b. Area Damage Control.* ADLOG and BALOG employ area damage control units (ADCU) to plan and supervise area damage control activities within assigned sectors. When an incident occurs, appropriate damage control teams are attached to the ADCI to control and prevent further damage. On completion of emergency damage control activities, the ADCU is relieved and designated units or activities assume responsibility for reestablishing the damaged installation.

*c. Rear Area Security.* The field army commander is responsible for the security of lines of communications for intersectional service operations in the combat zone. The security measures taken are coordinated between the field army commander and the ADLOG commander. The TALOG commander is responsible for local security of lines of communications for intersectional service operations in the communications zone. He coordinates and executes this responsibility through the ADLOG and BALOG commanders. The threat of enemy airborne attacks, guerrilla action, infiltration, and sabotage in the rear areas requires that personnel be trained and capable of engaging in effective, coordinated combat operations. Security plans are based on employment of military and appropriate non-U.S. forces located in the rear areas.

### **40. Signal Communications**

*a.* The theater army commander is responsible for provision of signal communications for army elements and for other Department of Defense activities as directed, within the theater of operations. This responsibility includes provision of signal communications facilities and trunking for units of the intersectional services (motor

transport, railway, pipeline, and inland waterway). The signal long lines command, under the direct command of the Theater Army Commander, provides these services.

*b.* The TALOG commander plans and supervises the installation, operation, and maintenance of the TALOG headquarters internal signal communications employing the signal units and facilities assigned or attached to TALOG. A central film and equipment exchange, and a central photographic laboratory are established when required.

*c.* ADLOG and BALOG commanders provide local signal communications service within their respective commands.

*d.* Since long lines service, special purpose services, and long distance messenger services are intersectional in nature, the theater army signal long lines command provides these services. TALOG, ADLOG, and BALOG commanders make known their requirements to the commander, signal long lines command.

#### **41. General Courts-Martial Jurisdiction**

TALOG, ADLOG, and BALOG commanders normally will exercise general court-martial jurisdiction over assigned and attached units and personnel. When the troop population of such commands exceeds 40,000 or where unusual circumstances necessitate, additional general court-martial jurisdictions, to be exercised either on a geographical or command basis, may be established in one or more area or other subordinate commands.

## APPENDIX I

### REFERENCES

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#### 1. Field Manuals

|          |  |
|----------|--|
| FM 1-100 | Army Aviation.   |
| FM 3-85  | Chemical Service Units.  |
| FM 5-1   | Engineer Troop Organizations and Operations.                                     |
| FM 5-21  | Camouflage of Fixed Installations.   |
| FM 5-162 | Engineer Construction and Construction Support Units.                            |
| FM 5-188 | Engineer Topographic Units.  |
| FM 8-5   | Medical Service Units, Theater of Operations.                                    |
| FM 8-15  | Division Medical Service.  |
| FM 8-10  | Medical Service, Theater of Operations.  |
| FM 8-35  | Transportation of the Sick and Wounded.  |
| FM 8-55  | Army Medical Service Planning Guide.   |
| FM 9-1   | Ordnance Service in the Field.   |
| FM 9-3   | Ordnance Direct Support Service.   |
| FM 9-4   | Ordnance General and Depot Support Service.                                      |
| FM 9-5   | Ordnance Ammunition Service.   |
| FM 10-10 | Quartermaster Service in Theater of Operations.                                  |
| FM 10-60 | Supply of Subsistence in a Theater of Operations.                                |
| FM 10-63 | Handling of Deceased Personnel in Theaters of Operations.                        |
| FM 10-64 | Quartermaster Class II and IV Supply in Theater of Operations.                   |
| FM 11-20 | Organizations and Operations in the Corps, Army, Theater of Operations, and GHQ. |
| FM 11-40 | Signal Corps Pictorial Operations.   |
| FM 19-10 | Military Police Operations.  |
| FM 19-25 | Military Police Traffic Control.   |
| FM 19-30 | Physical Security.   |
| FM 19-40 | Handling of Prisoners of War.  |
| FM 19-60 | Confinement of Military Prisoners.   |
| FM 19-90 | The Provost Marshal.   |
| FM 21-5  | Military Training.   |
| FM 21-6  | Techniques of Military Instruction.  |
| FM 21-10 | Military Sanitation.   |
| FM 21-30 | Military Symbols.  |
| FM 27-10 | The Law of Land Warfare.   |
| FM 30-16 | Technical Intelligence.  |

|              |   |
|--------------|---|
| FM 31-8      | Medical Service In Joint Overseas Operations.                               |
| FM 31-10     | Barrier and Denial Operations.  |
| FM 31-12     | Army Forces in Amphibious Operations.                                       |
| FM 31-21     | Guerrilla Warfare and Special Forces Operations.                            |
| FM 41-5      | Joint Manual of Civil Affairs and Military Government.                      |
| FM 41-10     | Civil Affairs/Military Government Operations.                               |
| FM 55-4      | Transportation Movements in Theaters of Operations.                         |
| FM 55-6      | Transportation Services in the Theater of Operations.                       |
| FM 55-21     | Rail Transportation, Higher Units.  |
| FM 55-31     | Motor Transportation Service in Theaters of Operations.                     |
| FM 55-51     | Transportation Terminal Commands, Theater of Operations.                    |
| FM 57-10     | Army Forces in Joint Airborne Operations.                                   |
| (S)FM 100-1  | Doctrinal Guidance (U).   |
| FM 100-5     | Field Service Regulations; Operations.                                      |
| FM 100-10    | Field Service Regulations; Administration.                                  |
| FM 100-11    | Signal Communications Doctrine.   |
| FM 100-15    | Field Service Regulations; Larger Units.                                    |
| FM 101-5     | Staff Officers' Field Manual: Staff Organization and Procedure.             |
| FM 101-10    | Staff Officers' Field Manual: Organization, Technical, and Logistical Data. |
| (S)FM 101-31 | Staff Officers' Field Manual: Nuclear Weapons Employment (U).               |

## 2. Technical Manuals

|            |   |
|------------|---|
| TM 5-250   | Roads and Airfields.  |
| TM 5-260   | Principles of Bridging.                                     |
| TM 5-310   | Military Protective Construction.                           |
| TM 5-311   | Engineer Troop Protective Construction (Nuclear Warfare).   |
| TM 5-350   | Military Pipeline Systems.                                  |
| TM 5-360   | Port Construction and Rehabilitation.                       |
| TM 5-370   | Railroad Construction.                                      |
| TM 5-700   | Field Water Supply.   |
| TM 10-1101 | Petroleum Handling Operations.                              |
| TM 10-1109 | Military Petroleum Pipeline System, Maintenance (QM Corps). |
| TM 10-1110 | Military Petroleum Pipeline System, Terminals.              |
| TM 10-1111 | Military Petroleum Pipeline System, Pump Stations.          |

- TM 10-1112 Military Petroleum Pipeline System, Scheduling and Dispatching.
- TM 11-486-1 Electrical Communications System Engineering; Military Communications Systems.
- TM 11-486-2 Electrical Communication System Engineering: Traffic.
- TM 11-486-6 Electrical Communication System Engineering: Radio.

### 3. Regulations

- AR 10-14 Organization and Functions—Logistical Headquarters.
- AR 320-5 Dictionary of United States Army Terms.
- AR 320-50 Authorized Abbreviations and Brevity Codes.
- AR 700-5 Organization and Operation of Inventory Control Points.
- AR 750-5 Maintenance of Supplies and Equipment.

### 4. Joint Chiefs of Staff Publications

- JCS Pub 1 Dictionary of United States Military Terms for Joint Usage.
- JCS Pub 2 United Action Armed Forces (UNAAF).
- (C)JCS Pub 3 Joint Personnel and Logistics Policy and Guidance (U).

### 5. Miscellaneous

#### Manual for Courts-Martial

- DA Pam 1-250-2 Automatic Data Processing Systems, Program Planning Guide.
- DA Pam 1-250-3 Introduction to Automatic Data Processing.
- DA Pam 35-10 The Comptrollers Guide.
- DA Pam 108-1 Index of Army Motion Pictures, Film Strips, Slides and Phono-recordings.
- DA Pam 310-Series Military Publications Indexes.
- DA Pam 690-80 Administration of Foreign Labor During Hostilities.
- ATP 110-300 Army Training Program for Headquarters and Headquarters Company, Logistical Commands, Type A, B, C.
- TOE 54-2D Headquarters and Headquarters Detachment, Logistical Command A.
- TOE 54-102D Headquarters and Headquarters Detachment, Logistical Command B.
- TOE 54-202D Headquarters and Headquarters Company, Logistical Command C.

## APPENDIX II

### STANDING OPERATING PROCEDURE

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Type Standing Operating Procedure—Headquarters, Logistical  
Command

----- Logistical Command  
Location  
Date

#### PART ONE—ORGANIZATION AND FUNCTIONS

##### Section I. APPLICATION

In this section, give the purpose and scope of the standing operating procedure and applicability of procedures prescribed.

##### Section II. ORGANIZATION

In organizational charts show the organization of the logistical command and the headquarters logistical command.

##### Section III. FUNCTIONS

1. In a general paragraph, explain the composition of the major elements of the headquarters, i.e., command and staff; the purpose of the headquarters; and the broad responsibilities and functions of the commander and staff officers.

2. In succeeding paragraphs, list the specific responsibilities and functions of each staff division, section, and subordinate elements of the command.

#### PART TWO—STAFF OPERATIONS

##### Section I. COMMAND AND STAFF RELATIONSHIPS

In separate paragraphs, outline the primary relationships between various elements of the logistical command and between the logistical command and higher headquarters, adjacent, and supported units. The following must be clearly delineated:

1. Command and technical channels.
2. Dual responsibilities, such as one individual being both a commander and a staff officer.
3. Responsibility for liaison and coordination with higher, lower, and adjacent commands.
4. Cooperation and coordination between staff sections.

## Section II. INTELLIGENCE

This section outlines the responsibilities and describes the procedures for matters pertaining to intelligence operations in the command.

## Section III. SECURITY

This section outlines the responsibilities for rear area security and area damage control for elements of the command. This may be done by reference to the appropriate annex of the SOP or operation plan.

## Section IV. ESTIMATES, PLANS, AND ORDERS

This section outlines the responsibilities and describes the procedures for preparation of various estimates, plans, and orders.

## Section V. TRAINING

This section outlines responsibilities and describes procedures for individual and unit training.

## Section VI. SUPPLY MAINTENANCE

This section outlines procedures for supply and maintenance operations. This section is closely related to the administrative order, and many aspects covered in the SOP need not be repeated in the administrative order; however, appropriate reference to the SOP should be made. The details of supply and maintenance operations will be included in the technical services annexes, and only the appropriate references need be given in this section.

## Section VII. SERVICES

This section outlines procedures for transportation, construction, medical services, and procurement. This section is closely related to the administrative order, and many aspects covered in the SOP need not be repeated in the administrative order; however, appropriate reference to the SOP should be made. The details of service operations will be included in the appropriate annexes, and only the appropriate references need be given in this section.

## Section VIII. PERSONNEL

In this section, detailed procedures should be given concerning personnel management and operations. The following should be covered:

1. Strengths, records, and reports.
2. Replacements.
3. Discipline, law, and order.
4. Prisoners of war, and civilian internees.
5. Graves registration.
6. Morale and personnel services.

7. Personnel procedures.

8. Civilian employees.

This section is closely related to the personnel paragraph in the administrative order. The more complete the SOP the less detail required in the administrative order.

### Section IX. CIVIL AFFAIRS

This section outlines procedures pertaining to civil affairs activities to include coordination with the theater army civil affairs command and the civil affairs units operating in the logistical command area of responsibility. Civil affairs aspects in the following areas should be included: civil supply, evacuation, transportation, real estate, labor, natural resources, control of civil population, travel, curfew and other restrictions, public health, law and order, public information, government administration, displaced persons and refugees, public finance, price control, rationing, civic action, civil defense, counterinsurgency, and cold war operations.

### Section X. ADMINISTRATION

This section covers details pertaining to internal administrative matters not covered in other sections of the SOP. Activities such as the following may be included here: postal service, records management, correspondence, printing and publication, miscellaneous reports, staff procedures, staff records, maintenance of daily journals, policy files, command reports, uniform regulations, office hours, reports control, forms control, office services, courier and messenger service, handling of classified correspondence, finance and accounting activities, inspections and investigations, and other miscellaneous administrative functions.

### Section XI. COMMAND AND SIGNAL

This section covers such activities as the location of command posts, special instructions, and reports not covered in other parts of the SOP. Also included are special instructions concerning signal communications which are not contained in the signal annex, standing signal instructions, and signal operations instructions.

-----  
Commander

#### Annexes:

Annexes to an SOP facilitate the use of the SOP and preserve brevity, completeness, clarity, and simplicity within the main body of the SOP. Through use of annexes, information that is limited in scope or technical in application can be excluded from the main body of the SOP. However, appropriate reference should be made to the annex. Use of annexes also facilitates use of the SOP by permitting a larger printing and distribution of the annexes than of the main body plus

all annexes. This technique is particularly appropriate in a logistical command wherein individuals of the technical and other services have need for the annex pertaining to their particular service but not for the full SOP. The following is a list of annexes that may be included in a logistical command SOP.

Organization charts

Administrative overlay

Intelligence

Psychological warfare

Chemical

Engineer

Medical

Ordnance (including support of special ammunition when not published elsewhere).

Quartermaster

Signal

Transportation

Personnel

Civil affairs

Judge advocate

Finance and accounting

Procurement

Rear area security (when not published as a separate operation plan)

Area damage control (when not published as a separate operation plan)

Other emergency plans (when not published as a separate operation plan)

Other annexes as appropriate.

Distribution :

Authentication :

**APPENDIX III**

**INSTRUCTING AGENCIES AND AGENCIES  
FOR COORDINATION**

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Theater Army Logistical Command receives instruction from or coordinates with the following major headquarters:

**1. Zone of Interior (ZI) agencies for information from—**

- a.* Oversea supply agencies (OSA) at ZI army terminals or such other headquarters or NICPs as directed, on supply matters.
- b.* ZI terminal commands on movement of supplies and personnel from the ZI to the theater.
- c.* The Army Materiel Command for research and development, and modification of materiel.
- d.* The Surgeon General (Armed Services Medical Regulating Office) for evacuation of patients from the theater to the ZI.
- e.* Headquarters USCONARC on school outputs and unit availability (POM).

**2. Theater headquarters (J4) (either by direct coordination or through theater army headquarters) for—**

- a.* Allocation of transportation capacities among the theater component forces.
- b.* Cross-procurement and cross-service missions among Army, Navy, and Air Force.
- c.* Combat service support to Navy, Air Force, joint forces, and Allies.
- d.* Territorial boundaries.
- e.* Petroleum requirements (joint area petroleum office).
- f.* Current policies and controls.
- g.* Joint medical regulating matters.
- h.* Joint graves registration services.

**3. Theater Army Headquarters for—**

- a.* Allotment of service troops.
- b.* Combat (security) troops.
- c.* Territorial boundaries.
- d.* Theater army tactical operations—priorities between army groups.
- e.* Stockage objectives and echelonment of theater stocks.
- f.* Special operational requirements.
- g.* Intelligence estimates and collection of information.

- h.* Individual and unit replacements.
- i.* Matters pertaining to the internment of prisoners of war and civilian internees.
- j.* Signal communications requirements.

**4. Theater Army Civil Affairs command for—**

- a.* Governmental functions, which include governmental affairs, legal, public safety, public health, public welfare, public finance, public education, and labor.
- b.* Economic functions, which include economics, commerce and industry, food and agriculture, price control and rationing, property control, and civilian supply.
- c.* Public facilities, which include public works and utilities, public communications, and public transportation.
- d.* Special functions, which include displaced persons, religious relations, civil information and arts, monuments, and archives.
- e.* The adoption and enforcement of measures designed to control and direct civilian activities affecting military effort.

**5. Army group(s) for—**

- a.* Items *e*, *f*, and *g*, of paragraph 3 above, over which Theater Army Headquarters exercises final authority.
- b.* Tentative operation plans.
- c.* Priorities of allocation of combat service support to the various field armies.

**6. Field armies (detailed coordination between field armies and advance logistical commands) for—**

- a.* Operational plans, operational requirements, boundaries, intelligence, and supplies required.
- b.* Location of combat service support installations.
- c.* Assumption of command of territory and installations left in place as field army rear boundaries move forward.
- d.* Details of combat service support required within army group priorities.

**7. Theater Navy Headquarters and Theater Air Force Headquarters for—**

- a.* Combat service support for campaign plans—basis for establishing common supply, transportation, and service requirements which theater army forces furnish the Navy and Air Force.
- b.* Forecast of theater army combat service support required from Navy and Air Force.
- c.* Utilization of allocated capacities of the Military Air Transport Service and Military Sea Transport Service.

## **8. Allied Forces Headquarters**

Similar to paragraphs 5 and 6 conforming to basic agreements made at higher levels.

## **9. Theater Air Defense Command\* for—**

*a.* Requirements for combat service support from Theater Army Logistical Command.

*b.* Establishment of air defense priorities within the communications zone.

*c.* Establishment of restricted areas within the communications zone.

## **10. Theater Army Reserve Forces Headquarters for—**

*a.* Combat service support from Theater Army Logistical Command.

*b.* Theater Army Logistical Command requirements for use of available reserve units.

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\*When theater commander retains control, otherwise included in appropriate Armed Forces requirement.

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BY ORDER OF THE SECRETARY OF THE ARMY:

G. H. DECKER,  
*General, United States Army,*  
*Chief of Staff.*

Official:

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

Distribution:

*Active Army:*

|                    |                          |
|--------------------|--------------------------|
| USASA (1)          | Ord Gp (2)               |
| OSA (1)            | QM Gp (2)                |
| CofSA (1)          | Sig Gp (2)               |
| VCofSa (2)         | Trans Gp (2)             |
| DCSPER (5)         | BG (2)                   |
| ACSI (5)           | Cml Bn (2)               |
| DCSOPS (5)         | Engr Bn (2)              |
| DCSLOG (10)        | Med Bn (2)               |
| CoA (2)            | Ord Bn (2)               |
| ACSRC (2)          | QM Bn (2)                |
| CARROTC (2)        | Cml Co (1)               |
| CofF (2)           | Engr Co (1)              |
| CINFO (2)          | Med Co (1)               |
| CNGB (2)           | Ord Co (1)               |
| CLL (2)            | QM Co (1)                |
| CRD (2)            | Sig Co (1)               |
| TIG (2)            | Trans Co (1)             |
| TJAG (2)           | USATC Armor (5)          |
| TPMG (2)           | USATC Engr (5)           |
| TAG (2)            | USATC FA (5)             |
| CofCh (2)          | USATC Inf (5)            |
| Tech Stf DA (5)    | USATC AD (5)             |
| Tech Stf Bd (2)    | Br Svc Sch (5) except    |
| TAG Bd (2)         | USACmlCSch (250)         |
| MP Bd (2)          | FSUSA (100)              |
| Chaplain Bd (2)    | PMGS (175)               |
| USCONARC (20)      | USATSCH (300)            |
| ARADCOM (5)        | USMA (5)                 |
| ARADCOM Rgn (5)    | AWC (50)                 |
| OS Maj Comd (5)    | USASASch (5)             |
| OS Base Comd (5)   | USA Avn Sch (5)          |
| LOGCOMD (10)       | Specialist Sch (5)       |
| MDW (2)            | USAINTC (15)             |
| Armies (15)        | PMS Sr Div Unit (2)      |
| Corps (5)          | PMS Jr Div Unit (2)      |
| Div (5)            | PMS Mil Sch Div Unit (2) |
| Bde (5)            | GENDEP (2)               |
| Regt/Gp (5) except | Army Hosp (2)            |
| Cml Gp (2)         | USA Corps (2)            |
| Engr Gp (2)        | FSUSA (15)               |
| Med Gp (2)         |                          |

NG: State AG (3).

USAR: Same as Active Army except allowance is one copy each unit;  
LOGCOMD (10).

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