UNCLASSIFIED
[redacted]

THE GENERAL BOARD

United States Forces, European Theater

WA 1 3 6 6
P 3 9 6 6
1 8 8

SERVICE TROOP BASIS

MISSION: Prepare report and recommendations on the requirements for service troops in the field forces of a theater, and the types of units that should be maintained in peacetime.

The General Board was established by General Orders 128, Headquarters European Theater of Operations, US Army, dated 17 June 1945, as amended by General Orders 182, dated 7 August 1945 and General Orders 312 dated 20 November 1945, Headquarters United States Forces, European Theater, to prepare a factual analysis of the strategy, tactics, and administration employed by the United States forces in the European Theater.

File: 371/1 Study Number 30

Property of
Office of the Chief
Military History
General Reference Branch

UNCLASSIFIED
[redacted]

THE GENERAL BOARD
UNITED STATES FORCES, EUROPEAN THEATER
APO 408

SERVICE TROOP BASIS

Parts One and Two

Prepared by:
Brig Gen R. G. Moses- - - - - - - - A.C. of S., G-4
Colonel R. O. Ford- - - - - - - - - G-4 Section

Principal Consultants:
Colonel Loren A. Ayres, 0-18561, Chief, Transportation Section, Theater General Board.
Colonel Thad A. Broom, 0-18246, Quartermaster Section, Theater General Board.
Colonel Walter J. Currie, 0-885000, Chief, Special Service Section, Theater General Board.
Colonel Ralph A. Koch, 0-15830, Chief, Finance Section, Theater General Board.
Colonel Claud E. Stadtman, 0-4549, Provost Marshal, Theater General Board.
Colonel Russel B. Patterson, 0-3468, Adjutant General, Theater General Board.
Colonel Charles W. Van Way, Jr. 0-15757, Assistant Chief of Staff G-1, Theater General Board.
Colonel William E. Wilkinson, 0-20529, Surgeon Section, Theater General Board.
Colonel Horace M. Woodward, 0-10188, Chief, Chemical Warfare Section, Theater General Board.
Lt Col Bruce D. Moering, 0-253197, Ordnance Section, Theater General Board .
Lt Col Walter J. Wineger, 0-21764, Engineer Section, Theater General Board.
Major Marcus W. Heskett, 0-303468, Signal Section, Theater General Board.

Part Three

Prepared by:
Colonel J. J. O'Hara - - - - - - - - - Chief, Plans and Operations Division, IX Air Force Service Command.

Principal Consultants:
Colonel M. E. Glazer, Chief, Supply Division, IX Air Force Service Command.
Colonel D. H. Baker, Deputy Commander, IX Air Force Service Command.
Colonel H. M. Schwerze, Communications Zone Liaison Officer with IX Air Force Service Command.

TABLE OF CONTENTS

SUBJECT	PAGE
Part One: 12th Army Group Troop Basis	1
Bibliography	4
Part Two: Peacetime Combat Service Support Troops.	5
Chapter 1: Troop Basis.	5
Chapter 2: Units	6
Section 1 - Chemical Warefare Service.	6
Section 2 - Engineer	7
Section 3 - Medical.	8
Section 4 - Ordnance	8
Section 5 - Quartermaster.	11
Section 6 - Signal	12
Section 7 - Transportation Corps	12
Section 8 - Adjutant General	12
Section 9 - Finance.	13
Section 10 - Military Police	13
Section 11 - Special Service	14
Part Three: Ninth Air Force Service Troop Basis.	15
Chapter 1: Air Considerations	15
Section 1 - Determination of Troop Basis	15
Section 2 - The Air Force Troop Basis	15
Section 3 - Discussion	17
Bibliography	23
Chapter 2: Proposed Allocation of Service Troops	23
Section 1 - Present Basis.	23
Section 2 - Troubles Encountered	24
Section 3 - Proposed Basis	24
Chapter 3: Conclusions and Recommendations.	26
Section 1 - Conclusions.	26
Section 2 - Recommendations.	26

Appendices:

Number 1 - 12th Army Group Service Troop Basis

Number 2 - Recommended Basis for Allocation of Combat Service Support Troops

Number 3 - Peacetime Combat Service Support Troops

Number 4 - Ninth Air Force Service Troop Basis

THE GENERAL BOARD
UNITED STATES FORCES, EUROPEAN THEATER
APO 408

SERVICE TROOP BASIS

PART ONE

12TH ARMY GROUP TROOP BASIS

1. Introduction. Carrying warfare to the enemy is the mission of the field forces. Actual combat is essentially the function of the Arms. However, for the combat units of the field forces to be successful it is necessary that they be supported by the Services. Part of this support is rendered by combat service support troops assigned to the field forces with the primary mission of service in the support of combat and combat support elements.[4] The purpose of Part One of this study is to consider the service troops used by one of the army groups in the European Theater and to provide a background which may be of value for consideration of a service troop basis for a similar operation.

2. 12th Army Group will be used as the basis for this study, as it was the largest force ever assembled under a field force commander in the history of the United States Army, and it was composed entirely of American armies and corps. Staff responsibility for troops in 12th Army Group was divided between G-3 and G-4. G-4 was responsible for coordinating the assignment and allocation of service troops and the following units were designated in this category. Part One of this study will be limited to a consideration of these service troops.

Chemical-Decontamination, depot and maintenance companies.
Engineer-Depot, dump truck, maintenance and water supply companies and utilities detachments.
Medical - All types
Ordnance - All types
Quartermaster - All types
Signal-Depot and repair companies
Transportation Corps - All types

3. Historical Background. Prior to the beginning of operations the European Theater was allocated certain troops by the War Department to carry out the assigned mission. This Troop Basis indicated the number of each type unit that would be available, and the month that it was expected to arrive in the Theater. The units were divided into three categories, Field Forces, Air Forces, and SOS. There were some minor modifications from time to time, but this Troop Basis was essentially fixed by D-day. Some of the Units on the SOS Troop Basis however were required by the Field

Forces, and to a limited extent vice versa. Some of the units landed in the United Kingdom and some of them directly on the continent from the United States. Considerable time elapsed from the landing of the unit until it was ready for employment, due to delays in equipping and processing in the Theater. As the campaign progressed it became evident that in order for 12th Army Group to properly plan for future operations, a more definite knowledge was required of exactly what units would be available and when. Also the inclusion of 6th Army Group, with a considerable deficiency in service troops, in the European Theater in September 1944 made subdivision of the Field Force Troop Basis necessary. Consequently Headquarters ETOUSA made a study to provide a definite allocation of service troops between 6th and 12th Army Groups, Communications Zone and the Air Forces. Conference between all interested parties was held in Paris in the latter part of December, and in January 1945 a definite allocation of service troops was published.[1] This was revised early in March when Supreme Headquarters Allied Expeditionary Force directed that the allocation of certain Ordnance units to 12th Army Group be increased.[2] The total Theater Troop Basis and the final 12th Army Group Allocation based on four army headquarters, eleven corps headquarters, 13 armored divisions and 32 infantry divisions are shown in columns 2 and 3 of Appendix 1.

4. Build-Up. The initial assault on the continent was by First Army, and service troops began landing on D-day in direct support of the combat forces. From then until the end of the campaign the build-up of service troops followed the build-up of combat troops. The original plan was to phase service troops in with the combat troops they supported. However before D plus 30 combat units were phased forward to meet tactical demands, and not until the last weeks of the campaign did the build-up of service troops approach those required for the combat troops in action. The individual service units were assigned to 12th Army Group as they became available for employment on the continent, and were then reassigned to one of the armies depending on the requirements at the time.

5. Shifting of Service Troops. Throughout the entire campaign it was necessary to constantly shift service troops between the armies. Changes in the tactical situation would require that divisions and supporting combat troops be moved from one army to another. As the build-up of service troops lagged behind the combat troops, there were usually not enough service troops in an army to support the addition of more combat troops. This resulted in the necessity of a considerable amount of shifting service troops to maintain the balance between armies. Also at times service troops would be moved between 12th and 6th Army Groups and the Communications Zone. The time lost in moving units, and the loss of efficiency due to disrupting an army service organization, only tends to exaggerate any deficiency in overall service troop support. Inclusion of certain basic and essential service units as organic parts of a division will tend to help

in this connection. Columns 4 through 7 of appendix 1 show the number of each type service unit available to 12th Army Group at various stages of the operations.

6. Service Troop Ratio. The total authorized strength of the 12th Army Group Troop Basis was approximately 1, 250,000. The allocation of service troops shown in column 3 of Appendix 1 represents 185,000, or 14.8% of the total. This was divided among the various services as follows:

	Total Strength	Number per 1,000
Chemical	2,200	1.76
Engineer	9,000	7.20
Medical	42,000	33.60
Ordnance	54,500	44.00
Quartermaster	75,000	60.00
Signal	1,500	1.20
Transportation	664	.53
	184,864	

7. Adequacy. The fact that the operations were successfully supported and that the build-up of service troops was practically completed coincident with the completion of the build-up of combat troops, would lead to the conclusion that the Troop Basis was adequate. The service troop support however was never in phase with the combat troop build-up until the closing weeks of the campaign.[7] At times the shortages in certain types of service units were critical.[5,6,8] Experience also indicated that some changes and adjustments in the overall allocation would have resulted in more satisfactory service. After VE-day a study of the allocation and employment of each type of service unit in the four armies of the group was made by the G-4 Section of 12th Army Group in consultation with the Special Staff Sections which had maintained close contact with the service troop situation in the armies throughout the campaign.[3] As a result of this study recommendations were made for the proper allocation of service units required for adequate support of a force similar to that which operated under 12th Army Group. These recommendations, modified in some instances from the experience and advice of the Special Staff of the General Board, are indicated in Appendix 2. The recommended changes would increase the total number of service troops to 211,000, or from 14.8% to 16.8% of the total force. This is divided among the services as follows:

	Established Allocation	Desired Increase
Chemical	2,200	1,500
Engineer	9,000	1,700
Medical	42,000	3,900
Ordnance	54,500	12,100
Quartermaster	75,000	6,300
Signal	1,500	1,000
		26,500

It is realized that changes in organization of both combat and service units will result from the experience of this campaign. These changes will render the 12th Army Group Troop Basis and the changes recommended in Appendix 2 somewhat obsolete. However, it is believed that the information contained in Part One of this study will provide a useful background for the future preparation of a combat service support troop basis for a similar operation.

8. Recommendations. It is recommended that:

a. Build-up of service troops should be phased in closely with the build-up of combat troops to be supported;

b. During operations the shifting of service units between armies should be held to a minimum, and except for those in close and direct support of a division, units should be shifted only when a decided unbalance will exist between armies for some period of time.

BIBLIOGRAPHY

Part One

1. Letter, Hq ETOUSA, AG 320.2 TECB (OD), 23 January 1945, subject: "Approved Allocation of Service Troops".
2. Letter, SHAEF, AG 370.5-1 (Gen) GDS-AGM, 2 March 1945, subject: "Amendment to Approved Allocation of Service Troops".
3. Notes on Service Troops, Organization Branch, G-4, 12th Army Group.
4. Paragraph V, War Department Circular No 356, 2 September 1944.
5. After Action Against Enemy Report No 2, G-4 Section, Hq 12th Army Group, 7 October 1944, Par. 12.
6. After Action Against Enemy Report No 6, G-4 Section, Hq 12th Army Group, 6 February 1945, Par. 5.
7. After Action Against Enemy Report No 7, G-4 Section, Hq 12th Army Group, 5 March 1945, Par. 4.
8. After Action Against Enemy Report No 8, 7 April 1945, Par. 4.

PART TWO

PEACETIME COMBAT SERVICE SUPPORT TROOPS

CHAPTER 1

TROOP BASIS

9. Introduction. During active operations many types of service troops are required to support a field force. In peacetime much of this support can be rendered to the field force units that are maintained in an active status more economically by other agencies. However it is important that certain types of service troops be maintained in an active status in order to develop the organization, training and equipment of such units. The object of Part Two of this study is to present a consideration of the types of service units that should be maintained in an active status during peacetime. The scope of Part Two has been somewhat expanded over Part One, so as to include certain types of service units which were not considered a G-4 responsibility in 12th Army Group. The study will be limited however to combat service support troops which are required in the field forces and will not include units required by a communications zone or air force.

10. Basis. The basis on which these units should be maintained in peacetime will vary for the various types. It should at all times be possible to provide combat service support for the force that can be moblized from the combat units maintained in an active status. In some types of units the full number required for this support should be maintained. In other cases it will only be necessary to maintain a few, possibly only one, in order to carry on experiments in development of organization, equipment, technique and training. Some types, particularly those which require little training or which are not essential in the early stages of an operation, need only be maintained on a T/O & E basis, whith no units actively organized. Many of the units will carry out their primary mission in peacetime in support of the active combat units. In determining the number to be maintained consideration must be given to the amount of training and time required to organize a unit in case of emergency, the number that will be required during maneuvers, the availability of qualified technical personnel from civilian life, the degree to which the service can be performed more economically by some other agency. Probably the most important consideration is training. Service units require training just as much as combat units. Unless an adequate number of well trained service units are available to properly support the combat units, the latter will be ineffective and their training wasted.

11. Detailed Consideration of the various types of service units is contained in Chapter 2. This represents the views of the General Board based upon

study of the operation of combat service support troops in the European Theater of Operations. Appendix 3 summarizes the categories in which peace-time combat service support troops fall. All types of units should be maintained on a basis to render combat service support to the combat units maintained on an active status, on an experimental and development basis, or only on a T/O & E basis. Where no T/O & E is listed in the description of the unit, it is a new type unit recommended by the General Board. Where no category is indicated, it is an existing type unit which the General Board recommends be discontinued. The exact number to be maintained for each type of unit cannot be recommended without more exact knowledge of the size and composition of the combat elements of the peace-time army.

12. Recommendation. It is recommended that the types of combat service support troops to be maintained in peacetime be as indicated in Appendix 3.

Chapter 2

Units

13. Introduction. In this Chapter the various types of units which it is recommended be maintained are briefly discussed. No recommendations are made as to the number that should be maintained but in some cases recommendations are made as to the number that should be allocated to support an army in active operation as a guide to be used in determining the number.

SECTION 1

CHEMICAL WARFARE SERVICE

14. Decontamination, Depot and Maintenance Companies. There are three types of Chemical service units normally required in the field forces, decontamination company (T/O and E 3-217), depot company (T/O and E 3-67), and maintenance company (T/O and E 3-47). These units all require specialized technical training, and should be maintained in peacetime at Chemical warfare arsenals and depots for training and employment. Those units should be allocated at the rate of one decontamination and three each depot and maintenance companies per army in active operations.

15. Composite Companies. Some Chemical troops might be maintained in a composite company under Chemical Service Organization (T/O and E 3-500). This would provide all necessary types of service in one unit which would be adapted to provide balanced support for a task force smaller in size than an army.

SECTION 2

ENGINEER

16. Combat Service Support Troops: The following Engineer units should be considered as combat service support troops:

Construction group, headquarters and headquarters company (T/O & E 5-72)
Construction battalion (T/O & E 5-75)
Fire fighting platoon (T/O & E 5-500)
Maintenance company (T/O & E 5-157)
Topographic battalion (T/O & E 5-57)
Topographic company (T/O & E 5-167)
Utilities detachment (T/O & E 5-500)
Water supply company (T/O & E 5-67)

The following new units are being proposed by the Theater General Board and should be included in this Classification:

Depot battalion.
Map depot and distribution company.
Supply group, headquarters and headquarters company.

17. Peacetime Troops: The following types of the units listed in paragraph 16 should be kept active during peacetime.

a. Depot Battalion: This is a new unit proposed by the Theater General Board. It will provide personnel and equipment to operate an army depot and an advance dump in each corps area. The battalion consists of a headquarters and service company, a depot operating company and three dump operating companies. This battalion includes the present depot company (T/O & E 5-47).

b. Maintenance Company (T/O & E 5-157): This unit is used for the maintenance of engineer equipment.

c. Topographic Battalion (T/O & E 5-57): This unit is equipped for photomapping operations to produce new or revised tactical maps of areas as required.

d. Topographic Company (T/O & E 5-167): This unit provides reproduction and photomapping facilities required by higher field force headquarters.

e. Water Supply Company (T/O & E 5-67): A minimum number of this should be maintained consistent with proper development of water supply technique and equipment.

SECTION 3

MEDICAL

18. Groups: One group headquarters and headquarters detachment (T/O & E 8-22) kept active with each army headquarters maintained during peacetime would provide the medical section of an army headquarters with reinforcement to supervise the administration and training of a large number of troops scattered over a wide area. This would also afford an excellent opportunity for training the medical group to operate with the army surgeon's office.

19. Battalions: A number of battalions with a headquarters and headquarters detachment (T/O & E 8-26) and consisting of a variety of combinations of ambulance companies (T/O & E 8-317), clearing companies (T/O & E 8-28) and collecting companies (T/O & E 8-27) should be kept active. This will provide an opportunity to train personnel and to carry out studies on field medical equipment.

20. Depot Company: At least one depot company, combat zone (T/O & E 8-667) should be kept active. Normally two depot companies are required per army.

21. Laboratory: One army laboratory (T/O & E 8-611) should be kept active to work on the development of new equipment and technical procedure.

22. Mobile Hospitals: At least one each of the following hospitals should be kept active:

Evacuation hospital, Semi-mobile, 400 Bed (T/O & E 8-581)
Evacuation Hospital, 750 Bed (T/O & E 8-580)
Field Hospital (T/O & E 8-510)
Mobile Surgical Hospital (T/O & E 8-571)

Special emphasis should be placed on training unit commanders and key personnel and on the development of adequate field equipment.

23. Air Evacuation Squadron: It is assumed that there will be considerable transfer of patients by air within the United States. Air evacuation squadrons (T/O & E 8-447) should be utilized to perform their primary mission. The personnel of these squadrons should also work closely with the Medical Department and Army Air Force research agencies.

SECTION 4

ORDNANCE

24. Headquarters Units: Sufficient of these units should be maintained in peacetime to command and administer the active Ordnance units of the field force.

a. Group, headquarters and headquarters Detachment (T/O & E 9-12): This unit can command from

four to six battalions. Normally four are required per army, one to command the third echelon maintenance battalions, one the fourth echelon maintenance battalions, one the army wholesale depot and rebuild battalions and one the ammunition battalions.

b. Battalion, Headquarters and Headquarters Detachment (T/O & E 9-76): This unit can command from three to five companies. Normally companies are functionally organized into battalions of third echelon maintenance companies, fourth echelon maintenance companies, ammunition companies, main army wholesale depot battalion, main army rebuild battalion and main army vehicle and artillery park battalion.

25. Maintenance Units. Sufficient maintenance units should be organized to perform third and fourth echelon maintenance for all armament, vehicles and equipment of all units of the field forces maintained on an active peace-time status.

a. Medium Maintenance Company, Armament (T/O & E 9-7): This unit has been revised and is under test at Fort Bragg. The new unit combines the functions of the old medium maintenance company (T/O & E 9-7); the maintenance company, anti-aircraft (T/O & E 9-217) and the heavy maintenance company, tank (T/O & E 9-37) in a single all-purpose company. It performs third echelon maintenance on all types of aramament and vehicles and fifth echelon maintenance on watches. In operations it should be allocated on the basis of one per infantry or airborne division and two per corps.

b. Medium Automotive Maintenance Company (T/O & E 9-127): This unit furnishes third echelon maintenance for general purpose carburetor vehicles and should be provided on the basis or one per 1300 vehicles and 500 trailers.

c. Heavy Maintenance Company (T/O & E 9-9): This unit has been revised and is under test at Fort Bragg. The new unit combines the functions of the old heavy maintenance company, field army (T/O & E 9-9); heavy maintenance company, tank (T/O & E 9-37) and heavy automotive maintenance company (T/O & E 9-197). It performs fourth echelon maintenance on all types of armament and vehicles. In operations it should be allocated on the basis of two per army for army service and artillery troops, two per army for operation of main army rebuild establishment and one per corps and armored division.

d. Heavy Automotive Maintenance Company (T/O & E 9-197): This unit should be continued in addition to the heavy maintenance company (T/O & E 9-9) to support service units whose equipment is predominantly automotive. It furnishes fourth echelon maintenance for general purpose carburetor vehicles and should be provided on the basis of one per 4,000 vehicles and 1,600 trailers.

26. Supply Units: These units should be utilized to handle ordnance supply as much as possible to the peace-time units of the field forces and to handle all

ordnance supply on maneuvers.

a. Ammunition Company (T/O & E 9-17): This unit operates ammunition supply points and depots. In operations it should be allocated on the basis of two per corps and six per army.

b. Depot Company (T/O & E 9-57): This unit handles class II and IV supply and operates both retail and wholesale depots. In operations it should be allocated on the basis of two per corps and two per army to handle retail supply and four per army to operate the main army wholesale depot.

c. Local Procurement Team: This is a newly proposed unit to handle the local purchase of parts and supplies. One of these should be allocated per army.

d. Service Section, Army Depot: This is a newly proposed unit for the purpose of providing personnel and equipment to handle heavy items such as large caliber heavy artillery assemblies. One of these should be available to each army depot.

27. Miscellaneous Units:

a. Motor Vehicle Distributing Company (T/O & E 9-337): The function of this unit is the delivery and evacuation of general and special purpose vehicles. In operations this unit should be allocated on the basis of two per army.

b. Recovery Company: This is a newly proposed unit whith the mission of battlefield recovery and evacuation of repairable Ordnance material to collecting points and maintenance companies. It can also be employed to lift bulk and reserve stocks in the movement of Class II depots. In operations this unit should be allocated on the basis of one per corps and one per army.

c. Tank Transporter Company: This is a newly proposed unit for the delivery and evacuation of armored vehicles and the overland movement of armored units. In operations this unit should be allocated on the basis of one per corps and one per army.

d. Ballistic and Technical Service Detachment (T/O & E 9-500): This unit handles the calibration of muzzle velocity of artillery weapons, renders technical advice relative to gun tubes and ammunition lots, and observes and analyzes ballistic performance. In operations it should be allocated on the basis of one per corps and one per army.

e. Tire Repair Section (T/O & E 9-347): This unit inspects and repairs tires and tubes. In operations it should be allocated on the basis of one per corps and one per army.

SECTION 5

QUARTERMASTER

28. Headquarters Units: Sufficient of these should be maintained in peace-time to command and administer the active Quartermaster units of the field forces.

a. Group, Headquarters and Headquarters Detachment (T/O & E 10-22): This unit normally commands four battalions.

b. Battalion, Headquarters and Headquarters Detachment (T/O & E 10-536): This unit can command from three to six companies.

c. Battalion, Mobile, Headquarters and Headquarters Detachment (T/O & E 10-56): This unit can command from two to six truck, gasoline supply or railhead companies.

29. Supply Units: These units will be required to handle supply for units engaged in maneuvers and in some cases can carry out functions for field force units in garrison.

a. Railhead Company (T/O & E 10-197): This unit can operate four railheads serving a total of 30,000 men.

b. Gasoline Supply Company (T/O & E 10-77): This unit can operate four class III supply points.

c. Depot Company, Supply (T/O & E 10-227): This unit can provide administrative and technical personnel to operate a Quartermaster supply depot in the field. Two companies should normally be allocated to an army.

d. Bakery Company (T/O & E 10-147): This company can be divided into four platoons of four sections, each capable of operating independently with a capacity of 2,000 pounds of bread daily.

e. Refrigeration Company (T/O & E 10-247): This unit can be devided into three platoons of three sections. Normally one company should be allocated to an army.

30. Salvage and Repair Units: These units should be maintained to develope technique and equipment.

a. Salvage Collecting Company (T/O & E 10-187) and Salvage Repair Company, Semi-Mobile (T/O & E 10-237): In operations these units should be allocated on the basis of one per army and one per corps.

b. Laundry Company, Semi-Mobile (T/O & E 10-167): This company can be divided into four plateons, each capable of serving 12,000 men. Each platoon has

four laundry vans, each of which is a self-sufficient unit and capable of operating separately.

31. Transportation Units:

a. Truck Company (T/O & E 10-57): These will be required to augment organic transportation of field force units when required.

b. Car Company (T/O & E 10-87): This unit provides transportation to higher field force headquarters.

32. Graves Registration Company (T/O & E 10-298): This type unit should be maintained to develop technique and equipment. In operations four companies are normally required per army.

SECTION 6

SIGNAL

33. Supply and Maintenance Units: The Theater General Board recommends that a supply and maintenance battalion be organized incorporating depot companies (T/O & E 11-107) and repair companies (T/O & E 11-597) to handle the supply and maintenance of signal equipment for field force units.

SECTION 7

Transportation Corps

34. Traffic Regulation Group: The only transportation corps unit found in the field forces is one traffic regulation group (T/O & E 55-500) in each army. At least one such type organization should be maintained in peace-time to develop the technique and organization of this unit.

SECTION 8

Adjutant General

35. Machine Records Units: Machine records units have been found essential in this war to provide mechanical methods for computing the strength of the army and providing the necessary vital statistics relative to personnel accounting. It is believed that some machine records units should be maintained in the field forces in peace-time for the following reasons:

a. To accurately account for the strength of the army.

b. To provide a means for the compilation of analytical reports.

c. To keep a foundation on which to build in case of a future emergency.

d. To develop improved methods of strength accounting and other uses for punched card records.

36. Army Postal Units: The advent of this war found the Army without an organization for postal service to its forces and many mistakes resulted from starting with untrained personnel. To eliminate a recurrence of this condition the following is recommended for postal service in the peace-time organization of the army.

a. That sufficient personnel be maintained to administer peace-time Army postal service and to further the development of postal organization, training and equipment.

b. That Army postal units organized under existing T/O & Es furnish all postal service to military installations in the continental limits of the United States and to all outlying stations.

c. That all National Guard and Reserve organizations of division and higher have organic postal sections and that these furnish postal service during field training periods.

37. Adjutant General Depots: It is recommended that a T/O & E for a depot company to operate a theater of operations depot for the procurement, storage and distribution of publications be developed, and that sufficient military personnel be employed in peace-time publication distribution to provide cadres for the activation of depot companies in time of emergency.

SECTION 9

FINANCE

38. Disbursing Units of a strength of two officers, one warrant officer and 25 enlisted men, completely equipped for field service, should be established at centers of large troop concentration.

39. Development Units: A school unit should be established to train individuals in finance procedure and to develope technique and equipment for finance operation in the field. A currency control unit should be established to train personnel and develop technique and equipment for the distribution and collection of currency and negotiable instruments in large field units.

SECTION 10

MILITARY POLICE

40. Military Police Battalion, Army (T/O & E 19-35): This unit should be maintained in peace-time for development of organization, training and equipment and to perform duties of traffice control and enforcement of law and order. In field operations military

police battalions should be allocated on the basis of three per army and military police companies (T/O & E 19-37) on the basis of one per corps. The organization of the corps military police company in peace-time is not recommended as it is nearly identical with the company in the army battalion.

41. Prisoner of War Units: It is recommended that the following units be maintained in peace-time for training and development of technique and equipment for handling prisoners of war and civilian internees.

a. Escort Guard Company (T/O & E 19-47): In operations these should be allocated on the basis of two per corps and two per army.

b. Prisoner of War Processing Company (T/O & E 19-237): In operations these should be allocated on the basis of one per army.

42. Criminal Investigation Units: In operations one criminal investigation unit (T/O & E 19-500 Column BJ) should be allocated per army and one criminal investigation unit, (T/O & E 19-500 Column BI) should be allocated per corps. In peace-time some of these should be maintained to train agents qualified for the investigation of crime and develop technique and equipment. In operations one mobile criminal investigation laboratory should be available to the highest field force headquarters. However it is not believed that this is required in peace-time as necessary development can be carried on by the criminal investigation unit.

SECTION 11

SPECIAL SERVICE

43. Special Service Companies (T/O & E 28-17) should be maintained in the peace-time Army to provide athletic and recreational facilities to troops in the United States or on overseas duty.

PART THREE

NINTH AIR FORCE SERVICE TROOP BASIS

The study on the subject of "Ninth Air Force Service Troop Basis" which follows was prepared for the Air Force Section of The General Board by the IX Air Force Service Command. It is included in the General Board study, "Service Troop Basis", as representing only the views of the Theater Air Forces on this subject as pertains to their own service troop problems.

CHAPTER 1

AIR CONSIDERATION

SECTION 1

DETERMINATION OF TROOP BASIS

44. Early Difficulties. From the beginning of World War II until the spring of 1943 the Air Force troop basis, both tactical and service, to be furnished the European Theater was a subject of constant discussion between this Theater and the United States. As is the case in other combat branches of the Army, the tendency is to eliminate air force service troops in order to provide shipping or some other commodity in the short supply so that an additional combat unit may be added. Little is known of service problems prior to operations and there is a tendency to sacrifice service to provide additional combat crews, with the result that some cambat crews do not have operational aircraft to fly on arrival in the theater of operations, thus becoming a burden to house and feed. The situation became critical in the United Kingdom early in 1943 and a board of officers, the Bradley Board, came to this Theater to determine requirements and settle differences between the War Department and the Eighth Air Force.

45. Solution. The Bradley Board held hearings, made recommendations to the Commanding General, Eighth Air Force with respect to organization and carried back to the United States the Air Force troop requirements. This resulted in War Department approval of requirements and by fall of 1943, this Theater, for the first time, had a definite, accepted basis upon which to conduct plans for future operations.

SECTION 2

THE AIR FORCE TROOP BASIS

46. Air Force Organization. The Bradley Board

envisioned a strategic Air Force based in United Kingdom throughout this operations and a highly mobile tactical air force to move to the continent and be self supporting thereon. This plan was sound. The Ninth Air Force, the tactical air force, was to have:

a. A Bomber Command of -

8 Medium Groups of 4 Squadrons each (B-26)
3 Light Groups of 4 Squadrons each (A-20)

b. A Fighter Command of -

2 Tactical Air commands
15 Single-engine Fighter Bomber Groups of 3 Squadrons each
3 Twin-engine Fighter Groups of 3 Squadrons each
3 Night Fighter Squadron
1 Photo Reconnaissance Group of 4 Squadron
1 Tactical Reconnaissance Group of 4 Squadrons

c. A Troop Carrier Command of -

14 Troop Carrier Groups of 4 Squadrons each

d. An Air Defense Command of a variable number of troops from Ground Force troop basis

e. An Engineer Command of -

4 Regiments
16 Engineer Aviation Battalions
1 Engineer Camouflage Battalion Aviation
3 Airborne Engineer Battalions Aviation

f. An Air Force Service Command of -

2 Advanced Air Depot Areas
1 Base Air Depot Area

g. Miscellaneous Troops

5 Liaison Squadrons

h. Total strength of the Ninth Air Force was to be approximately 200,000 of which 65,000 were to be assigned to the Service Command.

47. The Service Troop Basis was as shown in Appendix 4.

SECTION 3

DISCUSSION

48. Organization of Air Force Service Units. The existence of service units is justified only in the measure to which they are required to support operations by forces in contact with the enemy. This justification is in many cases not known prior to operations thus the organization of service units is more subject to error than is that of combat units. The responsibility for organization and operation of service units should be vested in one command. The existence of four service commands on the continent namely, Air Technical Service Command in Europe, IX Air Force Service Command, IX Troop Carrier Command Service Wing and 1st Tactical Air Force Service Command violated this principle.

49. Area Command: Because of the large number of service units involved, the Bradley Plan recognized the need for and provided for area commands to operate under Headquarters, IX Air Force Service Command. Three of these area commands were established, the 1st Advanced Air Depot Area for medium and light bombers and troop carriers, the 2d Advanced Air Depot Area for fighter type aircraft, and 9th Base Air Depot Area for a continental base function. When tactical groups and service units moved to the continent it was planned that Headquarters 2d Advanced Air Depot Area would move with them and serve as the Advanced headquarters of the IX Air Force Service Command; 1st Advanced Air Depot Area was to remain in the United Kingdom as long as medium and light bombers and troop carriers operated from England. It was planned that Base Air Depot Area start moving to the Continent on Approximately D plus 50. During the period that its services were not needed in England, its time was to be spent in organizing, training, and stocking for continental operations.

50. Advanced Air Depot Areas. One of the primary reasons for organizing the 1st and 2d Advance Air Depot Areas was to decentralize operations so that the move to the Continent could be made without seriously interfering with or restricting air operations in progress at a high rate from the United Kingdom and on the continent. It developed that the real value of the 1st and 2d Advance Air Depot Areas was their help in organizing and training the service units activated in the United Kingdom and perfecting the operational efficiency of service organizations. Without the help of the Advanced Air Depot Areas this gigantic task would not have been accomplished so successfully in the required time. It was imperative that the IX Air Force Service Command have a unit on the Continent which was familiar with "Overlord", and able to plan the location of projected dumps and other installations. Because the Advance Air Depot areas were not familiar with the plan, the first service command headquarters on the Continent was an echelon of Headquarters, IX Air Force Service Command.

It arrived on D plus 2. This move to the Continent proved to be a wise one. Proper functioning of this advanced detachment was hampered by the fact that other commands had not taken similar action. For example, transactions with Advanced Section, Communications Zone were often hampered because that agency had only a transient responsibility for the functioning of the beach area. While it is realized that current operations must not be hampered by interference from outside agencies, installations should be planned and established in order to provide for the present and the future. The advanced echelon of Headquarters IX Air Force Service Command was later augmented by personnel from Headquarters IX Air Force Service Command and Headquarters 2d Advanced Air Depot Area. The latter, after several weeks of operation, were withdrawn to resume its own functions. The two Advanced Air Depot Areas were relieved from the IX Air Force Service Command in the Spring of 1945. It was necessary then to assign service groups and other service units to the air depot groups and because the air depot groups did not have sufficient administrative personnel to supervise properly these units it was necessary to augment them by personnel on detached service from service groups and other units.

51. Base Air Depot Area. When 9th Base Air Depot Area was organized it was contemplated that the Ninth Air Force would be self-sufficient as soon as all units were moved to the Continent. Replacement personnel, all supplies and replacement aircraft, transported on the decks of tankers, would arrive direct on the Continent from the United States. The Base Air Depot Area was to function as a base supply depot on the Continent and perform other rear functions such as personnel replacement control depots, assembly of aircraft and the intransit functions for air force supplies at railheads, ports and beaches. Shortly after D-Day, the entire IX Air Force Service Command Base Air Depot Area, as such, was eliminated to avoid duplication of base functions. Base functions for the Ninth Air Force were provided from the United Kingdom by the Base Air Depot Area, under Air Technical Service Command in Europe. Organizations as follows were relieved from the IX Air Force Service Command at this time:

1 Headquarters and Headquarters Squadron, Base Air Depot Area.
1 Base Air Depot Military Administration Group.
1 Base Air Depot Station Complement.
1 Base Depot Supply Squadron.
1 Depot Supply Squadron.
2 Signal Depot Companies, Aviation.
2 Port Intransit Depot Squadrons.

Requirements for base depot on the Continent was recognized by higher headquarters in December 1944 and the establishment of such an installation was initiated at that time. Because of the difficulties in organization, Continental Air Depot Area never became fully operational and did not play the part

it should have in operation "OVERLORD".

52. Air Transport. The Bradley Plan assumed that the tactical air force on the continent would be self-supporting and for this reason provided an air transport group for necessary internal air transportation on the continent and between continental bases and the United Kingdom. In the early phases of "OVER-LORD" these air transport units were indespensable to continental operations. They operated terminals in the United Kingdom and provided required air transportation between these terminals and the continent. Due to the shortage of air transport within the theater this transport group was transferred from the Ninth Air Force Service Command in September 1944 and combined with the USSTAF transport group to form a transport wing which, operating directly under USSTAF, furnished air lift on a proportional basis to all the Air Force Commands in the theater. One ferrying squadron equipped with 20 C-47s remained assigned to the Ninth Air Force Service Command for day to day internal requirements. These internal requirements increased to such an extent that the ferrying squadron was expanded to a provisional transport group, combined with that allocated from the transport wing, was insufficient at times to meet the requirements of this command.

53. Mobile Repair and Reclamation Squadron. Because of the large number of battle damaged and crashed heavy bombers landing away from home bases in the United Kingdom, the VIII Air Force Service Command developed the Mobile Repair and Reclamation Squadron. It was organized to be completely mobile, self-sufficient and equipped to perform "on-site" repairs at various locations. In the IX Air Force Service Command a Mobile Repair and Reclamation Squadron was assigned to each Service Group and its units were split up between the two Service Teams, its headquarters remaining with the Headquarters of the Service Group. A Mobile Repair and Reclamation Squadron was attached to each army to provide supply and maintenance for the 300 liaison type aircraft serving with each army. This organization proved to be one of the most valuable service organizations in the invasion air force and was used for innumerable purposes not anticipated in the original troop basis, such as for glider and aircraft assembly. These squadrons gave to the IX Air Force Service Command the flexibility without which support of operation "OVERLORD" would have been extremely difficult if not impossible.

54. Intransit Depot Group. In the Bradley Plan, provision was made for an Intransit Depot Group to identify, segregate and dispatch air force supplies passing through ports, airdromes and beaches. Such a unit was originally organized in the VIII Air Force Service Command and in the United Kingdom performed intransit functions at airfields and ports. Personnel with experience gained in landings in Africa, Sicily and Italy were secured for this unit. The Intransit Depot Group was reorganized several times prior to D-Day into various types of units in an effort to

determine the best type unit to fulfill functions found necessary as planning progressed. To be certain that they were organized, equipped and trained to perfection for the invasion, the structure of these units was similar to the Royal Air Force beach party. Three months Prior to D-Day, Intransit Depot Beach Squadrons were attached to the ground force engineer beach brigades and with whom they would operate on the continent, for training and participation in all rehearsals for the invasion. This organization operated air force beach dumps of bombs, ammunition, signal supplies, landing mats, class IV (E-Aviation gasoline and oil) air force supplies and replacement special purpose vehicles in addition to their normal function of indentifying, segregating and dispatching air force supplies arriving over the beach or at a port. The Intransit Depot Group was invaluable to the IX Air Force Service Command during the beach stage of the invasion. During the severe storm, shipping was held up and certain items of air force supply became extremely critical; when these air force supplies arrived it was imperative that they be issued immediately from beach dumps. Air Force supply personnel were not provided in the Intransit Depot Beach Squadron operating the air force beach dump but miscellaneous personnel available under the supervision of a IX Air Force Service Command Supply Division Officer issued these supplies with complete success. After the Ninth Air Force moved inland and the beach and port area was taken over by Communications Zone and US Strategic Air Forces in Europe, this organization was still indispensable in operating forward dumps of aviation gasoline and oil and handling air force supplies at railheads and transport airdromes, in many instances far removed from an Air Depot Group because of the dislocated rail system.

55. Airdrome Squadrons. Airdrome Squadrons were assigned to Tactical Air Commands of the Ninth Air Force and were not part of the IX Air Force Service Command. Much thought was given to moving fighter groups to the Continent so that a group in combat from the United Kingdom could transfer to a strip on the Continent with no break in its combat operations. It was decided that while the ground echelon of the combat group and its Service Team remained in the United Kingdom, an Airdrome Squadron would proceed to the continent to prepare the strip for operations. The ground echelon of the combat group arrived about 3 days after the combat group started continental operations and the Service Team arrived about a week later. After all combat groups were based on the Continent, the Airdrome Squadrons were not needed in subsequent movements, as an advanced detachment of the Service Groups could handle the situation to better advantage.

56. Chemical Company, (AO). Ten of these units were provided for the Ninth Air Force on the Assumption that they would be used with the medium and light bomber groups. With the development of the fighter-bomber tactics it became necessary to subdivide these units many times in order to meet the requirements of the combat units.

57. Engineer Units. Although these units, other than the Engineer Depot Company Aviation, were assigned to a command other than the IX Air Force Service Command and no detailed information is available with regard to whether or not the troop basis was adequate, experience indicates that it was adequate except that the Engineer Depot Company Aviation, (T/O & E 5-47), 22 October 1943, which was assigned to this Command, should have been a headquarters and Headquarters Company Engineer Base Depot since the function of the Service Command with respect to the Engineer Command was supervision and follow-up of supplies furnished to the Engineer Command by the Armies and Communication Zone rather than the handling of these supplies.

58. Military Police Company. Forty of these units were provided, but it is readily evident that with 46 combat units, 12 air depot groups and many other activities, often operating from two or more separate locations, this number was inadequate.

59. Ordnance Units. The Troop basis provided two Ordnance Maintenance Companies, Air Force, with the realization that this was approximately one half of the number required, under the assumption that the armies and Communications Zone would perform the maintenance on motor vehicles over and above that provided by these two units. The armies and Communication Zone did provide some of the maintenance requirements of the Ninth Air Force, but in most cases maintenance provided for the air forces was that remaining after other requirements had been met. The troop basis provided 32 Ordnance Medium Maintenance Companies, Aviation, (T/O & E 10-487), 1 July 1942, Change 1, later reorganized into Medium Automotive Maintenance Platoons to provide vehicle maintenance for photo reconnaissance and troop carrier groups, Quartermaster truck battalions and miscellaneous headquarters. The Air Vehicle Repair Squadron, T/O & E of which has recently been received in this Theater contemplates that this organization will perform both third echelon repair for vehicles of an air depot group and fourth echelon repair for the air depot group. Although the Air Vehicle Repair Squadron has not be organized and tested in the Theater, it is known from past experience that it is impracticable to combine third and fourth echelon repair of motor vehicles in one organization. The combination of these two echelons of repair results in the organization devoting all of its time to third echelon repair and fourth echelon repair is neglected accordingly. Locations of air depot groups are chosen so as best to support combat units.

60. Truck Transportation.

a. Reports from Africa, Sicily and Italy indicated that truck transportation was always in short supply during operations. The troop basis authorized by the War Department was deemed inadequate as regards truck transportation for the Ninth Air Force even though increased over the original allotment. In view of the fact that it was impossible

to obtain more Quartermaster Truck Companies, Aviation, steps were taken to increase the utility of truck equipment available.

(1) One of the two Quartermaster Truck Companies, Aviation, authorized each Service Group was assigned to a truck pool organized into battalions and regiments. This truck pool was under direct centralized control of the Transportation Division of the Headquarters, IX Air Force Service Command and carried out long distance hauling and peak transportation demands with regard to bombs, aviation gasoline, movements of units, etc., beyond the capabilities of unit transportation. The pooling of these truck companies greatly improved the efficiency of the IX Air Force Service Command transportation and without this pool, centrally controlled, operations would have been limited to a much greater extent than later developed.

(2) Personnel in each Quartermaster Truck Company scheduled for arrival on the Continent in early stages of the invasion were increased to provide two drivers per truck and 24 hours a day operation. In this manner and by overloading, truck equipment was utilized to the maximum extent in an effort to overcome the effect of the inadequate number of truck companies.

(3) Because of the limited shipping available and the vital demands for more tonnage, only a minimum of packaged aviation gasoline was authorized. The Ninth Air Force was to be supplied aviation gasoline in bulk by pipeline after D plus 14 as tank ships for bulk gasoline were available while normal cargo shipping was critical. To deal with this development, four Quartermater Truck Companies, Aviation, were equipped with aviation fuel servicing units, F-2 and F-3, in place of the standard 6 x 6 cargo trucks while in the United Kingdom and these were assigned to the Quartermaster Truck Group Pool. Part of the F-2 and F-3 Fuel servicing equipment of each service group was utilized to equip these bulk gasoline hauling companies. Additional fuel servicing units

were procured from the United States. The first bulk gasoline Quartermaster Truck Companies, Aviation, Arrived on the continent on D plus 21. After arriving on the Continent, it developed that four bulk fuel companies were insufficient with the result that the number was then increased to five and later to six.

(4) In order to make combat groups mobile, truck companies were scheduled for movement to the Continent at the same time as the ground echelon of tactical units. The utilization of truck companies in this matter proved of great assistance in transporting supplies and equipment which could not be accomodated by the organic vehicles of the units involved.

b. The entire truck transportation requirements of the Ninth Air Force were based on the premise that the communication zone would deliver all supplies, both common and those peculiar to the air force, to dumps or depots within forty miles of the using units. Although adequate agreements were reached with Twelfth Army Group supply officials to this effect, this obligation was not fulfilled, because of higher priority requirements and the limited transport available.

61. Signal Units. It is thought that the signal units were adequate, but as was the case with many other type units it was necessary to improvise at different times in order to meet unforeseen situations. It is desired to mention particularly the Mobile Communication Squadron without which the communication of the Ninth Air Force would have been entirely inadequate. Mobile units landed on the beaches among the first units and provided the only communication for the initial phases of the invasion. The same situation existed throughout the operation with rapid movement to forward bases.

BIBLIOGRAPHY

CHAPTER 1

Progress Reports, Hq IX Air Force Service Command.

CHAPTER 2

PROPOSED ALLOCATION OF SERVICE TROOPS

SECTION 1

PRESENT BASIS

62. Present Basis. The Air Force Service Troop basis was determined with the understanding that troops

were not adequate to make the Air Force self supporting. It was realized that the Air Forces must depend on Armies and Communications Zone for Assistance. It is thought that the distribution of service troops between the Ground Forces and the Air Forces was equitable considering the planned function of each. It is realized that the unexpectedly rapid advance during certain phases of "OVERLORD" made much more difficult that part of the support of Air Force units being performed by outside agencies than it did the part being performed by Air Force Service units.

SECTION 2

TROUBLES ENCOUNTERED

63. Troubles Encountered. Generally speaking, communications zone and armies did assist the Air Force in accomplishing its mission, but the assistance received did not meet prior expectation and agreements. Detailed agreement were made with the 12th Army Group, communications zone and First Army with respect to what must be provided and these agencies made every effort to meet their commitments, but all too often the position of the Air Forces was compromised by the inability of outside agencies to fulfill Air Force requirements. It was agreed that Air Force common items of equipment and supplies would be delivered to within forty miles of using unit or to an Air Force Depot, but in many cases credits for items were given where pick up was many times this distance. In at least one istance, credits were given for critical supplies three hundred miles away only with the understanding that fifty percent delivered to forward areas by the Air Force would be given to the communications zone. In another case where ten thousand Air Force troops were involved units travelled one hundred miles to the nearest communications zone distributing point for rations and motor transport fuel. It was know that the IX Air Force Service Command did not have base facilities to break down common items of equipment, but in many cases, in order to secure critical items, it was necessary to accept large bulk shipment and accomplish distribution to Air Force units. Agreements reached with agencies represented during planning of "OVERLORD" were well known to those agencies and it was possible to secure commitments without great difficulty, but Third, Ninth and Fifteenth Armies were not familiar with many phases of logistical plans and for this reason did not understand their obligations to the Air Forces.

SECTION 3

PROPOSED BASIS

64. Proposed Basis. In view of time and distance factors peculiar to Air Force operations, additional service troops should be allocated to the Air Forces in order that these additional units may provide service for Air Force units where communications zone and army installations can not be located to fulfill Air

Force requirements. This allocation must be made when determining troop basis prior to operations and not as the occasion arrises since time will not permit detailed justification during active combat. These service troops could then be located by the Air Forces where service troops of other agencies did not provide service for Air Force units. Subject to capacity, they would give service to all United States units in their area. In the same manner, service troops of other agencies would continue to serve Air Force units in their areas. During "OVERLORD" the Ninth Air Force would have required the following additional service troops under this plan:

1 Ordnance Evacuation and Reclamation Company
1 Ordnance MVD Company (T/O & E 9-337)
4 Port Ammunition Detachment, (1 officer and 10 enlisted men plus 1 enlisted man per 1000 tons per day)
2 Ordnance Maintenance Companies (AF) (T/O & E 9-257)
3 Signal Service Companies, Aviation (T/O & E 11-500)
2 Headquarters & Headquarters Companies, Engineer Base Depot (T/O & E 5-592)
3 Engineer Base Depot Companies (T/O & E 5-267)
3 Engineer Maintenance Companies (T/O & E 5-157)
4 Quartermaster Depot Companies, Supply (T/O & E 10-227)
2 Quartermaster Service Battalions (T/O & E 10-65)
2 Quartermaster Gasoline Battalions (T/O & E 10-75)
1 Quartermaster Refrigeration Company (T/O & E 10-217)
4 Quartermaster Bakery Companies (T/O & E 10-147)
3 Quartermaster Laundry Companies, Semi-mobile (T/O & E 10-167)
1 Quartermaster Sales Company (T/O & E 10-157)
3 Quartermaster Salvage and Repair Companies (T/O & E 10-237)
2 Quartermaster Sterilization and Bath Companies (T/O & E 10-177)
7 Quartermaster Railhead Companies (T/O & E 10-197)
11 Quartermaster Truck Companies, Heavy (T/O & E 10-317)
6 Quartermaster Truck Companies, Petroleum (T/O & E 10-37)
(delete 5 Quartermaster Truck Companies, Aviation, from present troop basis)
Proper allocation of work effort of Engineer Pipe Line units.

CHAPTER 3

CONCLUSIONS AND RECOMMENDATIONS

SECTION 1

CONCLUSIONS

65. It is essential during operations involving air transport that at least one air transport group be assigned to the Air Force Service Command with the air lift equivalent of another group available on request from a higher echelon pool.

66. When an Air Force Service Command is supporting other agencies and headquarters in addition to the combat units of an Air Force and which are not located in the same area as the combat units, it is not possible to secure the required distribution of service by making vehicle repair an integral part of the air depot group.

SECTION 2

RECOMMENDATIONS

67. The first unit to occupy any new site should be an echelon of the Service Group in order that levels of supply may be established prior to arrival of the combat group.

68. At least one military police company should be provided per installation where service units are operating under Tables of Organization and Equipment comparable to those which were in effect during operation "OVERLORD".

APPENDIX 1

12TH ARMY GROUP SERVICE TROOP BASIS

1	2	3	4	5	6	7
Unit	Total Theater Troop Basis	12th Army Group Allocation	12th Army Group Build-up			
			July 1944	Oct 1944	Feb 1945	May 1945
Army Headquarters	5	4	1	3	4	4
Corps Headquarters	15	11	4	7	11	12
Infantry Divisions	42	32	12	19	24	32
Armored Divisions	15	13	3	7	9	12
Airborne Divisions	4	0	2	0	2	2
Chemical						
Decontamination Company (T/O & E 3-217)	8	4	1	1	2	3
Depot Company (T/O & E 3-67)	16	6	0	4	4	6
Maintenance Company (T/O & E 3-47)	15	6	1	3	4	6
Engineer						
Depot Company (T/O & E 5-47)	24	6	1	3	3	5
Dump Truck Company (T/O & E 5-88)	63	20	4	12	12	20
Maintenance Company (T/O & E 5-157)	53	24	5	10	10	19
Utilities Detachment (2500) (T/O & E 5-500 Columns EC, FB)	22	4	2	3	4	4
Utilities Detachment (4000) (T/O & E 5-500 Columns ED, FB, FD)	22	1	0	1	1	1
Water Supply Company (T/O & E 5-67)	10	7	2	4	5	5
Medical						
Group, Headquarters and Headquarters Detachment (T/O & E 8-22)	12	12	3	10	10	12
Battalion, Headquarters and Headquarters Detachment (T/O & E 8-26)	67	46	12	27	31	43
Gas Treatment Battalion (T/O & E 8-125)	5	4	1	4	4	3

1	2	3	4	5	6	7
Unit	Total Theater Troop Basis	12th Army Group Allocation	12th Army Group Build-up			
			July 1944	Oct 1944	Feb 1945	May 1945
Ambulance Company (T/O & E 8-317)	76	37	11	25	28	36
Clearing Company (T/O & E 8-28)	52	42	10	23	23	42
Collecting Company (T/O & E 8-27)	97	73	22	44	52	72
Depot Company (T/O & E 8-661)	20	6	1	4	5	6
Convalescent Hospital (T/O & E 8-590)	5	4	1	2	3	4
Evacuation Hospital, 750 Bed (T/O & E 8-580)	8	4	0	2	2	3
Evacuation Hospital, Semi-Mobile (T/O & E 8-581)	58	50	13	26	26	48
Field Hospital (T/O & E 8-510)	48	19	6	12	15	19
Auxiliary Surgical Group (T/O & E 8-571)	5½	4	1	2	3	4
Laboratory, Army (T/O & E 8-611)	7	4	1	2	3	4
General Dispensary Type 2 (T/O & E 8-500 Column GB)	9	1	0	1	1	1
Dental Prosthetic Detachment (T/O & E 8-500 Column B-H)	23	16	0	0	0	16
Ordnance						
Group, Headquarters and Headquarters Detachment (T/O & E 9-12)	15	12	2	10	10	12
Battalion, Headquarters and Headquarters Detachment (T/O & E 9-76)	116	51	15	42	41	50
Ammunition Company (T/O & E 9-17)	102	40	13	27	30	40
Depot Company (T/O & E 9-57)	57	32	9	19	23	32
Evacuation Company (T/O & E 9-187)	47	20	7	14	13	20
Heavy Automotive Maintenance Company (T/O & E 9-197)	98	36	6	16	15	36
Heavy Maintenance Company, Field Army (T/O & E 9-9)	39	28	6	17	18	28

1	2	3	4	5	6	7
Unit	Total Theater Troop Basis	12th Army Group Allocation	12th Army Group Build-up			
			July 1944	Oct 1944	Feb 1945	May 1945
Heavy Maintenance Company, Tank (T/O & E 9-37)	33	28	8	18	18	27
Maintenance Company, Anti-Aircraft (T/O & E 9-217)	27	15	6	12	13	15
Medium Automotive Maintenance Company (T/O & E 9-127)	91	45	18	38	36	45
Medium Maintenance Company (T/O & E 9-7)	54	41	13	29	30	41
Motor Vehicle Distributing Company (T/O & E 9-337)	20	3	1	2	3	3
Bomb Disposal Squad (T/O & E 9-500 Column EB)	120	46	16	24	41	47
Quartermaster						
Group, Headquarters and Headquarters Detachment (T/O & E 10-22)	52	19	3	9	11	13
Battalion, Headquarters and Headquarters Detachment (T/O & E 10-536)	106	32	5	16	20	31
Battalion (Mobile), Headquarters and Headquarters Detachment (T/O & E 10-56)	112	42	14	28	26	38
Bakery Company, Special (T/O & E 10-147S)	57	24	2	15	19	24
Car Company (T/O & E 10-87)	15	5	1	4	5	5
Car Platoon (T/O & E 10-500 Columns AB, AJ, CA, GB)	15	11	4	9	10	12
Depot Company, Supply (T/O & E 10-227)	47	8	2	5	5	7 1/3
Fumigation and Bath Company (T/O & E 10-257)	24	16	2	12	13	16
Gasoline Supply Company (T/O & E 10-77)	87	28	9	19	18	22
Graves Registration Company (T/O & E 10-297)	24 3/4	12	5	9	10½	11½
Laundry Company (T/O & E 10-167)	40½	20	2	14	15 3/4	19
Railhead Company (T/O & E 10-197)	60	24	8	16	16	22

1	2	3	4	5	6	7
Unit	Total Theater Troop Basis	12th Army Group Alloca-tion	12th Army Group Build-up			
			July 1944	Oct 1944	Feb 1945	May 1945
Refrigeration Company, Mobile (T/O & E 10-247)	10	4	0	2	2 2/3	4
Sales Company (T/O & E 10-157)	6 2/3	2 2/3	1	2	2	2 1/3
Salvage Collecting Company (T/O & E 10-187)	24	12	3	9	8	11
Salvage Repair Company (T/O & E 10-237)	22	12	3	9	8	11
Service Company (T/O & E 10-67)	276	100	21	54	61	88
Truck Company (T/O & E 10-57)	464	170	44	104	121	165
Petroleum Products Laboratory (T/O & E 10-500 Column FB)	6	4	1	3	3	4
Signal						
Depot Company (T/O & E 11-107)	26	5	1	3	3	4
Repair Company (T/O & E 11-127)	14	4	1	3	3	4
Transportation						
Traffic Regulation Group (T/O & E 55-500)	4	4	0	1	1	4

APPENDIX 2

RECOMMENDED BASIS FOR ALLOCATION OF
COMBAT SERVICE SUPPORT TROOPS

Unit	12th Army Group Allocation	Recommended Allocation	Recommended Basis
Chemical			
Decontamination Company (T/O & E 3-217)	4	4	1 per army
Depot Company (T/O & E 3-67)	6	12	3 per army
Maintenance Company (T/O & E 3-47)	6	12	3 per army
Engineer			
Depot Company (T/O & E 5-47)	6	8	2 per army
Dump Truck Company (T/O & E 5-88)	20	32	1 per construction group (2 groups per army); 1 per combat group (3 groups per army plus 1 per corps
Maintenance Company (T/O & E 5-157)	24	24	.5 per division slice
Utilities Detachment (2500)(T/O & E 5-500 Columns ED, FB)	4	4	1 per army hq.
Utilities Detachment (4000)(T/O & E 5-500 Columns ED, FB, FD)	1	1	1 per army group hq
Water Supply Company (T/O & E 5-67)	7	8	2 per army
Medical			
Group, Headquarters and Headquarters Detachment (T/O & E 8-22)	12	12	1 per 4 battalions
Battalion, Headquarters and Headquarters Detachment (T/O & E 8-26)	46	46	1 per 3.5 ambulance, clearing and collecting companies
Gas Treatment Battalion (T/O & E 8-125)	4	4	per army
Ambulance Company (T/O & E 8-317)	37	45	1 per division slice
Clearing Company (T/O & E 8-28)	42	42	.9 per division slice

Unit	12th Army Group Allocation	Recommended Allocation	Recommended Basis
Collecting Company (T/O & E 8-27)	73	73	1.6 per division slice
Depot Company (T/O & E 8-661)	6	8	2 per army
Convalescent Hospital (T/O & E 8-590)	4	4	1 per army
Evacuation Hospital, 750 Bed (T/O & E 8-580)	4	4	1 per army
Evacuation Hospital, Semi-Mobile (T/O & E 8-581)	50	59	1.3 per division slice
Field Hospital (T/O & E 8-510)	19	19	5 per army
Auxiliary Surgical Group (T/O & E 8-571)	4	4	- per army
Laboratory, Army (T/O & E 8-611)(Column HB)	4	4	1 per army
General Dispensary Type 2 (T/O & E 8-500 Column GB)	1	1	1 per army group hq.
Dental Prosthetic Detachment (T/O & E 8-500 Columns B-H)	16	16	4 per army
Ordnance			
Group, Headquarters and Headquarters Detachment (T/O & E 9-12)	12	16	4 per army
Battalion, Headquarters and Headquarters Detachment (T/O & E 9-76)	51	85	1 per 5 companies
Ammunition Company (T/O & E 9-17)	40	46	6 per army and 2 per corps
Depot Company (T/O & E 9-57)	32	46	6 per army and 2 per corps
Evacuation Company (T/O & E 9-187)	20	20	.3 per infantry and .8 per armored division slice
Heavy Automotive Maintenance Company (T/O & E 9-197)	36	45	1 per division slice
Heavy Maintenance Company, Field Army (T/O & E 9-9)	28	28	.9 per infantry division slice

Unit	12th Army Group Allocation	Recommended Allocation	Recommended Basis
Heavy Maintenance Company, Tank (T/O & E 9-37)	28	47	1 per armored division or its equivalent in equipment
Maintenance Company, Anti-Aircraft (T/O & E 9-217)	15	15	1 per 6.25 anti-aircraft artillery battalions (Note: Due to the relative inactivity of the German Air For no conclusion can be drawn as to the basis required under different conditions.)
Medium Automotive Maintenance Company (T/O & E 9-127)	45	64	2 per infantry division slice
Medium Maintenance Company (T/O & E 9-7)	41	44	per infantry division and 1 per corps
Bomb Disposal Squad (T/O & E 9-500 Column EB)	46	48	1 per infantry division, 1 per corps hq, 1 per army hq, 1 per army group hq.
Quartermaster			
Group, Headquarters and Headquarters Detachment (T/O & E 10-22)	19	20	1 per 4 battalions
Battalion, Headquarters and Headquarters Detachment (T/O & E 10-536)	32	40	1 per 6 companies
Battalion (Mobile), Headquarters and Headquarters Detachment (T/O & E 10-56)	42	40	1 per 6 truck, gas supply and railhead companies
Bakery Company, Special (T/O & E 10-1478)	24	24	6 per army
Car Company (T/O & E 10-87)	5	5	1 per army group and 1 per army headquarters
Car Platoon (T/O & E 10-500 Columns AB, AJ, CA, CB)	11	11	1 per corps hq.
Depot Company, Supply (T/O & E 10-227)	8	8	2 per army
Fumigation and Bath Company (T/O & E 10-257)	16	16	4 per army

Unit	12th Army Group Allocation	Recommended Allocation	Recommended Basis
Gasoline Supply Company (T/O & E 10-77)	28	28	.5 per corps, .4 per infantry division, .9 per armored division
Graves Registration Company (T/O & E 10-297)	12	16	4 per army
Laundry Company (T/O & E 10-167)	20	28	7 per army
Railhead Company (T/O & E 10-197)	24	24	1 per army, 1 per corps, .2 per division
Refrigeration Company, Mobile (T/O & E 10-247)	4	4	1 per army
Sales Company (T/O & E 10-157)	2 2/3	4	1 per army
Salvage Collecting Company (T/O & E 10-187)	12	16	1 per army and 1 per corps
Salvage Repair Company (T/O & E 10-237)	12	16	1 per army and 1 per corps
Service Company (T/O & E 10-67)	100	103	2 per army, 1 per corps, 2 per infantry division, 1.5 per armored division
Truck Company (T/O & E 10-57)	170	184	1 per army group hq, 1 per army hq, 2 per corps, 3 per infantry division, 5 per armored division
Petroleum Products Laboratory (T/O & E 10-500 Column FB)	4	4	1 per army
Signal			
Depot Company (T/O & E 11-107)	5	8	2 per army
Repair Company (T/O & E 11-127)	4	8	2 per army
Transportation			
Traffic Regulation Group (T/O & E 55-500)	4	4	1 per army

APPENDIX 3

PEACETIME COMBAT SERVICE SUPPORT TROOPS

Unit	Category		
	Combat Service Support	Experimental and Development	T/O & E Only
Chemical			
Decontamination Company (T/O & E 3-217)	X	-	-
Depot Company (T/O & E 3-67)	X	-	-
Maintenance Company (T/O & E 3-47			
Composite Company (T/O & E 3-500)	X	-	-
Engineer			
Construction Group, Headquarters and Headquarters Company (T/O & E 5-72	-	-	X
Construction Battalion (T/O & E 5-75)	-	-	X
Depot Battalion	X	-	-
Depot Company (T/O & E 5-47)	-	-	-
Dump Truck Company (T/O & E 5-88)	-	-	-
Fire Fighting Platoon (T/O & E 5-500)	-	-	X
Maintenance Company (T/O & E 5-157)	X	-	-
Map Depot and Distribution Company	-	-	X
Supply Group, Headquarters and Headquarters Company	-	-	X
Topographic Battalion (T/O & E 5-57)	X	-	-
Topographic Company (T/O & E 5-167)	X	-	-
Utilities Detachment (T/O & E 5-500)	-	-	X
Water Supply Company (T/O & E 5-67)	-	X	-
Medical			
Group, Headquarters and Headquarters Detachment (T/O & E 8-22)	X	-	-
Battalion, Headquarters and Headquarters Detachment (T/O & E 8-26)	X	-	-
Ambulance Company (T/O & E 8-317)	X	-	-
Clearing Company (T/O & E 8-28)	X	-	-
Collecting Company (T/O & E 8-27)	X	-	-

Unit	Category		
	Combat Service Support	Experimental and Development	T/O & E Only
Depot Company (T/O & E 8-667)	-	X	-
Convalescent Hospital (T/O & E 8-590)	-	-	X
Evacuation Hospital, 750 Bed (T/O & E 8-580)	-	X	-
Evacuation Hospital, Semi-Mobile (T/O & E 8-581)	-	X	-
Field Hospital (T/O & E 8-510)	-	X	-
Mobile Surgical Hospital (T/O & E 8-571)	-	X	-
Auxiliary Surgical Group (T/O & E 8-500)	-	-	X
Laboratory, Army (T/O & E 8-611)	-	X	-
General Dispensary (T/O & E 8-500)	-	-	X
Dental Prosthetic Detachment (T/O & E 8-500)	-	-	X
Air Evacuation Squadron (T/O & E 8-447)	X	-	-
Ordnance			
Group, Headquarters and Headquarters Detachment (T/O & E 9-12)	X	-	-
Battalion, Headquarters and Headquarters Detachment (T/O & E 9-76)	X	-	-
Ammunition Company (T/O & E 9-17)	X	-	-
Ammunition Depot Company	-	-	X
Combat Vehicle Preparation Company	-	-	X
Depot Company (T/O & E 9-57)	X	-	-
Evacuation Company (T/O & E 9-187)	-	-	
Heavy Automotive Maintenance Company (T/O & E 9-127)	X	-	-
Heavy Maintenance Company (T/O & E 9-9)	X	-	-
Heavy Maintenance Company, Tank (T/O & E 9-37)	-	-	-
Maintenance Company, Anti-Aircraft (T/O & E 9-217)	-	-	-
Medium Maintenance Company, Armament (T/O & E 9-7)	X	-	-
Motor Vehicle Distributing Company (T/O & E 9-337)	X	-	-

Unit	Category		
	Combat Service Support	Experimental and Development	T/O & E Only
Recovery Company	-	X	-
Tank Transporter Company	-	-	X
Ballistic and Technical Service Detachment (T/O & E 9-500)	-	X	-
Bomb Disposal Squad (T/O & E 9-500)	-	-	X
Local Procurement Team	X	-	-
Salvage and Reclamation Company	-	-	X
Service Section, Army Depot (T/O & E 9-500)	X	-	-
Tire Repair Company (T/O & E 9-347)	X	-	-
Wheeled Vehicle Preparation Company	-	-	X
Quartermaster			
Group, Headquarters and Headquarters Detachment (T/O & E 10-22)	X	-	-
Battalion, Headquarters and Headquarters Detachment (T/O & E 10-536)	X	-	-
Battalion, Mobile, Headquarters and Headquarters Detachment (T/O & E 10-56)	X	-	-
Bakery Company (T/O & E 10-147)	X	-	-
Car Company (T/O & E 10-87)	X	-	-
Car Platoon (T/O & E 10-500)	-	-	X
Depot Company, Supply (T/O & E 10-227)	X	-	-
Fumigation and Bath Company (T/O & E 10-257)	-	-	X
Gasoline Supply Company (T/O & E 10-77)	X	-	-
Graves Registration Company (T/O & E 10-297)	-	X	-
Laundry Company (T/O & E 10-167)	-	X	-
Railhead Company (T/O & E 10-197)	X	-	-
Refrigeration Company, Mobile (T/O & E 10-247)	-	X	-
Sales Company (T/O & E 10-157)	-	-	X
Salvage Collecting Company (T/O & E 10-187)	-	X	-
Salvage Repair Company (T/O & E 10-237)	-	X	-

Unit	Category		
	Combat Service Support	Experimental and Development	T/O & E Only
Service Company (T/O & E 10-67)	-	-	X
Truck Company (T/O & E 10-57))	X	-	-
Petroleum Products Laboratory (T/O & E 10-500)	-	-	X
Signal			
Supply and Maintenance Battalion	X	-	-
Depot Company (T/O & E 11-107)	-	-	-
Repair Company (T/O & E 11-597)	-	-	-
Transportation Corps			
Traffic Regulation Group (T/O & E 55-500)	-	X	-
Adjutant General			
Machine Records Unit	X	-	-
Army Postal Unit	X	-	-
Depot Company	-	-	X
Finance			
Disbursing Unit	X	-	-
School Unit	-	X	-
Currency Control Unit	-	X	-
Military Police			
Battalion, Army (T/O & E 19-35)	X	-	-
Company, Corps (T/O & E 19-37)	-	-	X
Escort Guard Company (T/O & E 19-47)	-	X	-
Prisoner of War Processing Company (T/O & E 19-237)	-	X	
Criminal Investigation Unit (T/O & E 19-500)	-	X	-
Criminal Investigation Mobile Laboratory	-	-	X
Special Service			
Special Service Company (T/O & E 28-17)	X	-	

APPENDIX 4

NINTH AIR FORCE SERVICE TROOP BASIS

a. Air Corps

1 Headquarters & Headquarters Squadron Air Force Service Command (T/O & E 1-400-1S, 16 Oct 43, C-1,2)

*2 Headquarters & Headquarters Squadron Advanced Air Depot Area (T/O & E 1-400-2S, 17 Sept 43, C-1)

12 Headquarters & Headquarters Squadron Air Depot (T/O & E 1-852, 1 Jul 42)

12 Depot Repair Squadron (T/O & E 1-857, 15 Dec 43)

12 Depot Supply Squadron (T/O & E 1-858, 25 Dec 43, C-1)

*1 Headquarters & Headquarters Squadron Base Air Depot Area (8 AF M/T 104, 1 May 43)

*1 Base Air Depot Military Administration Group (M/T PRO 26-100-126)

*1 Base Air Depot Station Complement (M/T PRO 32-278-310)

*1 Base Depot Supply Group (M/T PRO 54-2254-2308)

*1 Depot Supply Squadron (Special) (8 AF M/T 125, 22 Mar 43)

*1 Headquarters & Headquarters Squadron Transport Group (T/O & E 1-652, 1 Jul 42, C-1-4)

*1 Air Transport Squadron Cargo & Maintenance (T/O & E 1-347, 24 Feb 42)

*1 Ferry Squadron (T/O & E 1-667, 15 Mar 43)

10 Mobile Reclamation & Repair Squadron (8 AF M/T 111, 1 May 43)

*20 Mobile Reclamation & Repair Squadron (M/T PRO 1-859)

2 Headquarters & Headquarters Squadron Replacement Depot (T/O & E 20-46 & 20-47, 1 Apr 42)

*1 Headquarters & Headquarters Squadron Intransit Depot Group (PRO T/O & E 10-1-44)

*1 Air Intransit Depot Squadron (PRO T/O & E 3-74-77)

*6 Port Intransit Depot Squadron (PRO T/O & E 4-222-226)

23 Headquarters & Headquarters Squadron Service Group (T/O & E 1-142, 16 June 43, C-1-2)

45 Service Squadron (T/O & E 1-417, 1 Jul 42, C-1)

52 Station Complement Squadron (Special) (T/O & E 1-497S, 11 May 43, C-1-2)

1 Station Complement Squadron Air Force (8 AF M/T 116, 1 May 43)

1 Station Complement Squadron Replacement Depot (8 AF M/T 26-237-263)

*9 Airdrome Squadron (Special) (T/O & E 1-487S, 15 Oct 42, C-1-2)

Statistical Control Unit (T/O & E 1-797S, 16 Oct 43)

Photo Intelligence Detachment (Special)(T/O & E 1-747S, 15 Sept 42) (less Columns 6 to 10 inclusive)

1 Photo Technician Squadron (T/O & E 1-779, 16 Sept 43)

1 Photo Laboratory Section Aviation (T/O & E 1-769, 14 Sept 43)

1 Army Air Force Combat Camera Unit (8 AF M/T 21)

2 Special Service Company (T/O & E 28-17, 2 Apr 43 C-1)

1 Weather Squadron (T/O & E 1-627, 17 Aug 43, C-1-3)

5 Gunnery & Tow Target Flights (T/O & E 1-167S, 18 Aug 43)

3 Mobile Training Units (1-8-9)

Historical Officers - 12

1 Army Air Force Band (T/O & E 5-21(Column 2) 1 Apr 42)

b. Chaplains

1 Chaplains at Large 9 Officers

c. Chemical

*10 Chemical Company (AO) (T/O & E 3-457, 13 Oct 43 C-1-2)

4 Chemical Depot Company Aviation (T/O & E 3-418, 28 Feb 42

d. Engineer

1 Headquarters Engineer Command (Bulk Allot 76-5-206)

1 Engineer Headquarters Company Air Force (T/O & E 5-800-2, 6 Sept 43)

4 Headquarters & Headquarters Service Company Engineer Aviation Regiment (T/O & E 5-412, 1 Apr 42 C-1-3)

16 Engineer Aviation Battalions (T/O & E 5-415, 1 Apr 42, C-1-5)

1 Engineer Camouflage Battalion Aviation (T/O & E 5-465, 17 Apr 43)

*1 Engineer Depot Company Aviation (T/O & E 5-47, 22 Oct 43)

3 Airborne Engineer Battalion Aviation (T/O & E 5-455, 4 May 43)

6 Engineer Aviation Firefighting Platoon (T/O & E 5-500, 31 Jul 43, C-1-3 (1x26; 1x27; 1x28))

49 Engineer Aviation Firefighting Platoon (T/O & E 5-500, 31 Jul 43, C-1-3 (1x26; 1x27; 1x28))

3 Engineer Maintenance Company (T/O & E 5-157, 18 Dec 43)

e. Finance

1 Finance Detachment at Large (T/O & E 1-412, 16 Jun 43, C-1-2 (Column 9x8))

f. Medical

10 Medical Air Evacuation Transport Squadron (T/O & E 8-447, 15 Feb 43)

40 Medical Dispensary Aviation (RS) (T/O & E 3-450 (RS))

2 Field Hospitals (T/O & E 8-510, 28 Sept 43)

1 Central Medical Establishment (6-15-21)

12 Medical Supply Platoon Aviation (T/O & E 8-497, 26 Jul 43)

1 Veterinary Detachment Aviation (T/O & E 8-487 (Column 3), 25 Nov 43

9 Veterinary Section Aviation (T/O & E 8-487(Column 4), 25 Nov 43)

Casual Dentists 76 Officers 76 Enlisted Men

g. Military Police

*40 Military Police Company Aviation (T/O & E 19-217, 1 May 42)

h. Ordnance

2 Headquarters & Headquarters Detachment Ordnance Ammunition Battalion (Aviation) (T/O & E 9-15(Column 2x5) 1 Apr 42)

8 Ordnance Ammunition Company Aviation (T/O & E 9-17, 1 Apr 42)

4 Ordnance Depot Company Aviation (T/O & E 9-57, 1 Jun 43)

30 Ordnance Bomb Disposal Squad (Special)(T/O & E 9-500 (Column FA) 6 Aug 43, C-1-3)

*2 Ordnance Maintenance Company Air Force (T/O & E 9-257, 16 Sept 43, C-1-2-3)

31 Ordnance Supply & Maintenance Company Aviation (Q) (T/O & E 9-417, 29 Sept 43, C-1)

*32 Ordnance Medium Maintenance Company Aviation (Q) (T/O & E 10-487, 1 Jul 42, C-1

i. Quartermaster

25 Quartermaster Company, Service Group, Aviation (T/O & E 10-437, 8 Oct 43, C-1)

12 Quartermaster Platoon Air Depot Group (T/O & E 10-427, 17 Sept 43, C-1)

*2 Headquarters & Headquarters Detachment Quartermaster Truck Group (T/O & E 10-22, 4 Jan 45, C-1-2)

*6 Headquarters & Headquarters Detachment Quartermaster Truck Battalion Aviation (Special) (T/O & E 10-56, 8 Aug 43)

*67 Quartermaster Truck Company Aviation (T/O & E 10-517, 18 Aug 43, C-1)

j. Signal Corps

*14 Signal Depot Company Aviation & 2 Radar Teams (T/O & E 11-287, 26 Mar 43, C-1 (2x15))

23 Signal Company Service Group (T/O & E 11-237, 26 Mar 43, C-1-4)

5 Signal Company Aviation (less R1) (T/O & E 11-217, 19 May 42 C-1-3)

1 Signal Company Air Force (T/O & E 11-267, 14 Mar 42)

10 Signal Company Wing (T/O & E 11-247, 1 Jul 42)

3 Signal Company T/C Wing (T/O & E 11-257, 14 Aug 43, C-1)

2 Signal Battalion (Separate) Tactical Air Command (T/O & E 11-335, 5 May 43)

6 Signal Construction Battalion Aviation (T/O & E 11-225, 1 Jul 42, C-1)

2 Signal Air Warning Battalion (MARU) (T/O & E 11-400, 17 Jun 43, C-1-3)

1 Signal Air Warning Battalion (RARU) (T/O & E 11-400, 17 Jun 43, C-1-3)

1 Signal Air Warning Battalion (RARU) (less 1 R team) (T/O & E 11-400, 17 Jun 43, C-1-3)

1 Signal Air Warning Battalion (RARU) Aug. (T/O & E 11-400, 17 Jun 43, C-1-3)

1 Signal Air Warning Company (T/O & E 11-400, 17 Jun43, C-1-3)

4 Tactical Air Communications Squadron (T/O & E 1-547, 18 Oct 43, C-1-2)

1 Air Combat Control Squadron Amphibious (T/O & E 11-46-57)

5 Fighter Control Squadron (T/O & E 1-47, 26 Jun 43, C-1)

*1 Mobile Communication Squadron (8 AF M/T 126, 15 Oct 43 & 254 Filler)

1 Radio Squadron Mobile (G) (T/O & E 1-1027, 25 Jan 44)

k. Attached Ground Force Units

1 Postal Regulating Unit (T/O & E 12-602, 12 Mar 43)

26 Army Postal Units (T/O & E 12-605, (Column 8) 12 Mar 43)

4 Machine Records Unit Mobile (T/O & E 12-327, 23 Jan 43)

* Discussed in Section 3