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Declassified E.O. 12356 Section 3.3/NND No. 785-016

Acc - Italy

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2ND File No. 9.10- Liaison Policy
Feb. - May 1944

18 pp.

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31 Aug 78
Liaison
Dep

APOLOGIES -- BRIEF EXHONERATION -- NO DISCUSSION
NOT A MEMBER OF ANY SUPPLY AGENCY
TO AVOID GENERAL QUESTION OF SUPPLY -- SCOGGINS & THOMPSON
UNLESS THESE PERSONS DESIRE
PROGRESS IN LIAISON

NATURE OF FORMATIONS WITH WHOM LIAISON MAINTAINED

WAREHOUSEMEN OF MEN & MATERIAL -- DELIVER ON ORDER

SOME HAVE DISCRETION IN "EMERGENCIES" -- IMMEDIATE AND INFORMATION AGENCIES

UNFORTUNATE TENDENCY TO LET SUPPLY REQUISITIONS BE "EMERGENCIES"
DEMENT

LIAISEES DON'T ALWAYS AGREE -- RESULT: IMPAIRED LIAISON

REMARKS OF CHIEF COMMISSIONER ABOUT CHANNELS

APPLIES INSIDE AS WELL AS OUTSIDE

NOT ALWAYS RESPONSIBLE -- EXAMPLE OF TIMES

FAILURE TO FOLLOW SUCH CHANNELS RESULTS IN IMPAIRED RELATIONS

TOO HEAVY DRAFTS ON OUR "RESERVOIR OF GOOD WILL"

LIAISON DIVISION BECOMES A SUPPLY AGENCY WHICH IS NOT INTENT
301

LIAISON DIVISION CREATED TO BE OF SERVICE -- ESPECIALLY IN EMERGENCIES

COMMUNICATIONS

BUT SEASONS, MALARIA, CHILD GROWTH, POPULATION ARE KNOWN AND

FORESEEABLE -- NOT EMERGENCIES.

PLEASE THINK AHEAD A LITTLE BIT

WISH TO GIVE TO

UNFORTUNATE TENDENCY TO LET SUPPLY REQUISITIONS BE "EMERGENCIES"

LIAISEES DON'T ALWAYS AGREE -- RESULT: IMPAIRED LIAISON

REMARKS OF CHIEF COMMISSIONER ABOUT CHANNELS

APPLIES INSIDE AS WELL AS OUTSIDE

NOT ALWAYS RESPONSIBLE - EXAMPLES OF THIS

FAILURE TO FOLLOW SUCH CHANNELS RESULTS IN IMPAIRED RELATIONS

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301

LIAISON DIVISION CREATED TO BE OF SERVICE -- ESPECIALLY IN EMERGENCIES

Good - Reason
BUT SEASONS, MALARIA, CHILD GROWTH, POPULATION ARE KNOWN AND

FORESEEABLE -- NOT EMERGENCIES.

PLEASE THINK AHEAD A LITTLE BIT

WISH TO CITE NO ADVERSE EXAMPLES

CITE MR. REEB'S LETTER

A.A.I. LIAISON -- COMPLIMENTARY REMARKS YESTERDAY.
Col. Young
Col. Young
Col. Young

Declassified E.O. 12356 Section 3.3/NND No.

785-016

Civil Affairs Branch

23 May 1944.

MEMORANDUM TO: Major Driffield-White.

1. Even a very short trial of the scheme for passing through the ACC - AAI Liaison Office correspondence between elements of the Commission and Headquarters A.A.I., seems to indicate pretty clearly that considerable time and effort would be saved, and much inconvenience and misunderstanding avoided, if Regional Commissioners and heads of sections of sub-commissions generally might be regularly reminded of the existence, functions and efficiency of our liaison staff at that headquarters, and its availability to all of our officers.

2. I suggest that a few words on this subject by the Chief Commissioner or the Executive Commissioner at the forthcoming Regional Commissioners' meeting might be productive of further beneficial results.

A.C.B.

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795-016

10 May 1944

Regional Commissioner, Region 3.

7. These communications reflect an apparent misconception of the function of the Liaison Division, which is to assist officers of the Commission and its components in establishing original contact with appropriate officers of other military headquarters. The Liaison Division is not operational, nor its function is merely to smooth the path and effect satisfactory working contact -- not to do the job, except in very unusual cases.

kin the interest of orderly approach to the Commission, it is desired that the various elements of the Commission make maximum use of these liaison officers. However, after original contact has been effected through the appropriate liaison officer, subsequent business directly with the same subject matter may be conducted between officers of Headquarters, A.C.C. and the Liaison, and the officers of the military formations concerned, provided the liaison officer is informed.

4. In general, liaison work does not contemplate handling of correspondence. If an officer of your headquarters has a matter requiring the attention of another headquarters quarters with which it has had no earlier dealings, proper procedure is for the interested officer to arrange with the appropriate liaison officer (see Executive Memorandum 26, above cited, as amended by subsequent attachments).

2. These communications reflect an apparent misconception of the function of the Liaison Division, which is to assist officers of the Commission and its components in establishing original contact with appropriate officers of other military headquarters. The Liaison Division is not operational, and its function is merely to smooth the path and effect satisfactory working contact -- not to do the job, except in very unusual cases.

3. Attention is again invited to par. 3, Executive Memorandum 16, 24 February 1944, as follows:

"In the interest of orderly approach to the commands concerned, it is desired that the various elements of the Commission make maximum use of these liaison officers. However, after original contact has been effected through the appropriate liaison officer, subsequent business in connection with the same subject matter may be conducted directly between officers of Headquarters, A.S.C. and the Regions, and the officers of the military formations concerned, provided the liaison officer is informed and agrees."

4. In general, liaison work does not contemplate handling of correspondence. If an officer of your headquarters has a matter requiring the attention of another military headquarters with which it has had no earlier dealings, the proper procedure is for the interested officer to arrange with the appropriate liaison officer (see Executive Memorandum 26, above cited, as amended by subsequent orders, copies attached) to effect the original contact and introduce him to the appropriate officer of the other headquarters. After this has been done, business should ordinarily proceed without the continued intervention or participation of the liaison officer.

5. For local business the appropriate liaison officer will normally be Major Enoch Brown, Room 41, Provincia Building, telephone Vapor 168.

6. Routine correspondence concerning subjects the channels for handling of which have long been satisfactorily established, should not be routed through the Liaison Division or this headquarters.

ALFRED C. BRYMAN
Lt. Col.
Chief, Liaison Division.

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*Low policy file
Lu 8/9.10*

Ref/138/41/CA 1st Ind.
R.C. & M.G. Sect., HQ, A.C.C.

ACB/ech
10 May 1944

TO: Regional Commissioner, Region 3.

1. This is an operational matter which may be handled directly between your headquarters and the headquarters mentioned.
2. Facilities of the Liaison Division, this Section, are available to you in case of uncertainty as to proper persons with whom to initiate negotiations.
3. Copy of basic letter has been delivered to Major Jack M. Herimer, A.C.C. Port Liaison Officer (telephone Vapor 53) who will upon further request from you assist in establishing any necessary new contacts.

ALFRED C. BOWMAN
Lt. Col.
Asst. Director
Civil Affairs Branch.

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HEADQUARTERS
REGION 3, ALLIED CONTROL COMMISSION
APO 394 - US ARMY

R/1013

6 May 1944

SUBJECT: Civilian Trucks used by Military Forces.

TO : Regional Control & Military Government Section
Headquarters, Allied Control Commission
ATTENTION: Brigadier M.S. LUSH

1. The Royal Navy has in its possession more than eighty civilian trucks which are urgently needed for Allied Military Government purposes. The 6th Port Battalion in Naples has in its possession from 12 to 15 trucks. The 57th Base Area is using civilian trucks of the Naples Consorzio di Trasporti.

2. Considering the severity of the transportation problem, would it be possible to request these military authorities to relinquish the use of civilian vehicles, relieving them for urgent duty with Allied Military Government in Region III.

*Copy turned over to
Major. Review 9 May 1944*

/s/ Charles Poletti
/t/ CHARLES POLETTI
Lt. Colonel
Regional
Commissioner

HEADQUARTERS
ALLIED CONTROL COMMISSION
R.C. & M.O. SECTION
Liaison Division
APO 394

Ref/LnD/9.10.

7 May 1944.

SUBJECT: Liaison.

TO : Economic Section.

1. The attached letter dated 28 April 1944 from our Food Sub-Commission to the Provost Marshal, Peninsular Base Section, while no doubt written with the best of motives, has caused highly undesirable repercussions. Brigadier General R.M. Imbell disposed of it by forwarding to the Provincial Commissioner, Naples Province, with the remark, "What is this fellow doing writing direct? I do not consider this PBS responsibility but the Municipality's."
2. Direct writing of letters by sub-commissions across channels has in several earlier cases resulted in impairment of our "military public relations" in a degree to which experience has shown to be far greater than the results obtained have justified. In the present instance, regardless of the merits of the matter presented, the results obtained will undoubtedly be nil and the Commission will be the loser in further dealings with Peninsular Base Section.
3. Assistance of this Division was at no time requested in connection with this problem, although our relations with the Provost Marshal, P.B.S., have been of the best, and dealings with Colonel Hardie on behalf of various components of the Commission have met with uniformly sympathetic treatment.
4. It is respectfully requested that you take such action as you feel may be justified to prevent further incidents of this kind.
5. The above comments relate solely to the method of communication adopted, which would seem to be faulty from an administrative, as well as liaison, standpoint. No opinion is expressed on the merits of the Food Sub-Commission's complaints.

ALFRED C. BOWMAN
Lt. Col.
Chief, Liaison Division.

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NCA/113 1st Ind.
HQ, Province of Naples, ACC; 3 May 1944

To: Lt Col Bowman, Liaison Officer, ACC.

Returned without comment.

For the Provincial Commissioner:

/s/ John N. Lummus
/t/ JOHN N. LUMMUS
Captain, AUS
Executive Officer.

HEADQUARTERS
ALLIED CONTROL COMMISSION
Food Sub-Commission
APO 394

28 April 1944

SUBJECT: Police protection in areas adjacent to ACC Food warehouses.
TO : Provost Marshall, Naples.

1. Despite numerous verbal requests, sufficient police protection is not provided on streets near various ACC warehouses to prevent theft from vehicles hauling foodstuffs to and from said warehouses.

2. In response to mentioned verbal requests, advice is given that sufficient men and transport equipment is unavailable. In addition, within last short time, number of American guards riding port trucks has been decreased, which has resulted in increases in theft. As recently as today, a truck carrying soup to Depot 676 from the port was pilfered on A route, between Gate 5 and the warehouse, of 7 cases of soup. This is on the MAIN thoroughfare.

3. Organized thievery exists on the three U-shaped streets leading into, parallel to, and from Depot 676, from A Route. In order to properly police these streets, at least 2, and preferably 4 M.P. posts should be established. These men could patrol effectively on foot or bicycle.

4. Organized thievery on a much larger scale exists on the three U-shaped streets leading into, parallel to, and from Depot 677, from A route. At one time these streets were in part policed by Italian Carabinieri. These men are no longer on duty. To effectively police these streets at least 3 posts, and preferably 4 posts should be established. These men could patrol either on foot or bicycle.

5. Patrolling by motorcycle or jeep in the areas mentioned in para. 2 and 3 would NOT be effective, as the thieves have such systems that the warning sound of a vehicle stops their activities.

6. In as much as the entrance to Depot 696 is directly from A route policing in that area need be confined only to routine policing of that main highway, which at present is inadequate. A route carries a large share of the traffic to and from the port including that destined to many other depots in addition to those controlled by ACC.

- 2 -

7. Protection for Depots 676, 677, and 696, themselves (as distinguished from highway protection) is provided by Italian army guards under Maj. Gabbiani of the 4th Bn. 523 Regt. Although their protection is helpful, it is believed to be far less satisfactory than would be the service of American or British guards.

8. The amount of theft is believed to be of such large quantities that immediate attention is essential.

For Director, Food Sub-Comm.

W.J. LEGG

Colonel

Chief, Food Sub-Commission.

Prepared by:

ROBERT H. KLEIN

Capt. Med. Adm. C.

Officer in Charge

ACC Food Warehouses.

CONFIDENTIAL

HEAD HEADQUARTERS
ALLIED CONTROL COMMISSION
LEGAL SUB-COMMISSION
APO 394

ACC/4013/4/L.

/rlp.
5 May 1944.

NOTES OF MEETING OF LEGAL SUB-COMMISSION & RLOs

HELD AT NAPLES 1 MAY 1944

.....
2. Personnel.

a.

b.

c. Appointment of Legal Liaison Officer with Procuratore Generale Militare.

The CLO informed the meeting of the decision to appoint Legal Liaison Officer with Procuratore Generale Militare, Gen. Trania, at Ostrini. He explained briefly his duties and stated that he felt that Italian Military Tribunals were not working as hard as the Civil Courts and he wanted Legal Liaison Officers in Regions 1, 2, 6 and 7 to get the Military Courts going and if any doubt arose to make full use of the Legal Liaison Officer. A directive on his duties was in course of issue.

Reqs to PMS in Agr Reg 3.
1st Ind, 3 May, continued

Liaison
Files
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a. Determination by us, from Major Kiefer or other authorized high-level officer, of the proper section or service to deal with the matter in issue including if possible, the name of the specific officer to be approached.

b. Personal introduction of the ACC officer desiring to do business, to the appropriate officer of the "liaisee", and personal participation in initial business until such time as it appears to be moving along smoothly, with all parties on a satisfactory, agreeable, basis.

c. Request to liaison officer involved to let us know at once if business does not proceed satisfactorily due to nonfeasance, malfeasance or mistaken attitude on part of our officer.

d. Follow up by telephone or personal call to assure that contact has been satisfactory to "liaisees" and to determine if there is anything we can do to facilitate business or promote better performance on our side.

3. "...subsequent business in connection with the same subject matter may be conducted directly between officers of Headquarters, ACC and the Regions, and the officers of the military formations concerned, provided the liaison officer is informed and agrees."

(Per. 3, Exec. Memorandum 26, 24 February 1944)

4. Executive Memorandum 26 is our basic directive, and its provisions, including those of the above-quoted paragraph, and particularly the underlined portions, must be faithfully and strictly observed, as must likewise the elementary liaison dogma that "the customer (liaisee) is (nearly) always right."

5. In general, correspondence should be discouraged, and more "legwork" encouraged, as a means of initiating new business. Subsequent business should be handled by letter only if and as long as, that method is satisfactory to "liaisee". Frequent checks should be made to insure that such is the case.

ALFRED C. BOWMAN
Lt. Col.
Chief, Liaison Division.

LIAISON DIVISION

2 May 1944

Subject: Certain Requests of PBS from Agri Region III.

Memo to: Lt. Col. Bowman.

1. Your memo 1 May 1944 suggests that Agri Region III be informed of the ways it could use Liaison Division more advantageously.
2. The originator of a communication to PBS should address it to the Comdg. General PBS and if it is known to which section or service the communication should ultimately go, then in parenthesis after "PBS" indicate the section. The office of the Comdg. General will refer this communication to the proper office for action or information. If no answers is received within reasonable time Agri Region III should call this office and we will make further check with PBS.
3. Our primary function is to see that Agri deals with the right organization such as PBS, MAAF, 57 Base Area etc., and not designate which section or service of that organization should be contacted. That's for the staff of the organization to determine.
4. PBS and Agri Region III are used as examples only and such procedure applies to all other organizations as well.

ENOCH BROWN,
Maj. C.M.P.

EB/ac

1st Ind.
CHIEF LIAISON OFFICER, Lia Div, HQ, ACC. ACB/eah
3 May 1944.

TO: Major Enoch Brown.

1. I do not concur in all respects, and I specifically dissent from par 3, basic, in so far as it implies that we do not participate in the determination of section, service, or officer to be contacted.

2. All matters of the first impression involving contact with "lisissees", should be handled through the direct intermediation of this office, which should include:

HEADQUARTERS
ALLIED CONTROL COMMISSION
P.C. & M.G. SECTION
Liaison Division
APO 394

7 April 1944

SUBJECT: Use of Term "Liaison".

TO : Executive Commissioner.

1. As requested, herewith names of some of the asserted ACC "Liaison Officers" encountered on my recent trip to East and South Italy:

a. "Liaison officers with the Italian courts." (from Legal Division, Region 2)

Major A. E. L. Franklin (P)	} Bari & vicinity
Major William K. Cohen (A)	
Captain C. F. Erving (P)	

b. "Liaison officers with the Italian Ministry of Agriculture" (from Agriculture Sub-Commission)

Major Glen E. Riddell (A)	(Bari)
Captain W. H. Schreiber (A)	(Salerno)

c. "Liaison officer with the Italian Ministry of Labor." (from Labor Sub-Commission)

Captain R. H. Albright (A) (Salerno)

d. "ACC Liaison Officers" and Asst ACC Liaison Officers.

Captain Henry A. Di Masi (A)	} Bari & vicinity
2nd Lt. Louis R. Bernard (A)	

2. I impute no personal discredit to any of the officers named. Those in group a. are said to have written Region 2 orders so designating them, and those in groups b. and c. are believed to have similar authority. from the Agriculture and Labor Sub-Commissions.

3. Captain Di Masi's case is perhaps the most aggravated, as he does not modify the term by confining it to any one department or activity.

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Liaison Officers with the Italian Ministry of Labor. (From Legal Division, Region 2)

Major A. W. L. Franklin (E) }
 Major William H. Cohen (A) } Bari & vicinity
 Captain E. K. Irevfus (S) }

- b. Liaison officers with the Italian Ministry of Agriculture (from Agriculture Sub-Commission)
- Major Glen E. Piddell (A) (Bari)
 Captain E. H. Schreiber (A) (Salerno)
- c. Liaison officer with the Italian Ministry of Labor. (from Labor Sub-Commission)
- Captain R. M. Albright (A) (Salerno)
- d. "ACC Liaison Officer" and Asst ACC Liaison Officers.
- Captain Henry A. Di Masi (A) } Bari & vicinity
 2nd Lt. Louis B. Bernard (A) }

2. I impute no personal discredit to any of the officers named. Those in group a. are said to have written Region 2 orders so designating them, and those in groups b. and c. are believed to have similar authority, from the Agriculture and Labor Sub-Commissions.

3. Captain Di Masi's case is perhaps the most aggravated, as he does not modify the term by confining it to any one department or activity. He has been known in Bari for a long time by this title alone, and even uses engraved cards bearing his name, grade, and the title "ACC Liaison Officer" or words to that effect.

4. The last-named two officers are listed by the titles indicated in Appendix "C", attached to SPECIAL ORDER NUMBER 59, this headquarters, 1 April 1944.

5. I claim no personal copyright on the use of the word "liaison", but as I have suggested previously, its indiscriminate use is not conducive to the most satisfactory development of our "military public relations" program.

def
 ALFRED C. BOYMAN
 Lieutenant Colonel
 Chief, Liaison Division.

Subject:- Visit to Naples 18 March.

Leaving in file
C.H. (Col. Bawson)
19 March 44.

To:- Liaison Division,
HQ. A.C.C.

From:- A.C.C. Liaison,
HQ. A.A.I.

Ref. ACCL/99.

The following points are submitted for your consideration.

1. Telephone Directory:- That the inclusion of the various Liaison Officers with their locations, would be an advantage.
2. A.A.I. Admin Echelon:- The conviction that Major Friend James liaises with them here is common. This is no fault of the Message Centre. Possibly the publication of (1) would correct this.
3. Car Park:- It took me ten minutes to get my car from the Park which showed complete lack of supervision as P.B.S. and a motley collection of military wagons was visible. My challenging of the constable yielded a negative result. It is not an uncommon occurrence.

K. H. Bawson
for
Major,
A.C.C. Liaison Officer.

HEADQUARTERS
ALLIED CONTROL COMMISSION
R.C. & M.G. SECTION
Liaison Division
APO 394

16 March 1944

SUBJECT: Liaison

TO : Major Drifffield-White.

1. Letter 3 March 1944 from Headquarters, District 2 to Regional Commissioner, Region II has been noted.
2. The officer suggested should be appointed by the Regional Commissioner of Region II under the authority vested in him by Par. 2, Executive Memorandum 26, dated 24 February 1944.
3. The power and duties of the appointee will of course be as prescribed by the cited directive, and cannot in all respects coincide with the requirements laid down in Col. Johnston's letter.
4. No nomination of an officer to perform liaison functions has yet, so far as I am advised, been received from Region II. Suggest inquiry to determine whether such appointment is contemplated.


ALFRED C. BOWMAN
Lieutenant Colonel
Chief, Liaison Division

LT. COL. ALFRED C. BOWEN
Memorandum

28 February 1944

SUBJECT: Meeting of Regional Commissioners and Heads of sub-commissions.

TO : Major Driffield-White.

I suggest, as a possible subject for the agenda for the subject meeting, the matter discussed in paragraph 7 of my memorandum to the Deputy Executive Commissioner, dated 21 February, which I quote:

"7. It is further recommended, that, as standard operating procedure for the future, heads of sub-commissions and others submitting requests of this kind be required to do so in writing, formally, setting forth with particularity:

a. The exact description and location of the premises desired to be obtained, and for what purpose;

b. The date upon which the place is to be needed;

c. Reasons why the place in question is better suited for the contemplated purpose than other available space;

d. Whether the intended use (where only a portion of a building is involved) is compatible with the continued use of the remainder of the building for its present purpose; and,

e. Such other matter as may be pertinent in individual cases."

A. C. B.

PLANNING
ALLIED CONTROL COMMISSION
R.C. & L.G. SECTION
APO 594

EXECUTIVE MEMORANDUM

NUMBER 26

TO: All Concerned

24 February 1944

LIAISON OFFICERS

1. In order to facilitate the work of the Commission in its contacts with elements of the Armed Forces, Liaison officers have been appointed as follows:

Peninsular Base Section

Lt. Col. Alfred C. Newman (A)
Office: Rm. 36, Provincia Bldg.
Phone: Vapor 165

Port of Naples

Major J. E. Horner, AUS (A)
Office: Rm. 56, Provincia Bldg.
Phone: Vapor 26

Headquarters ACP

Major F. Friend James (B)
Lt. Cecil J. Buchanan (B)
Phone: Filpot 132

Hqs. AFHQ, Advance
Administrative Echelon

Major Elmer Brown (A)
Office: AFHQ, Bldg. 5, 3rd Floor
Phone: Filpot 200

Island Base Section

District I

District II

District III

12th Air Force

Regional Commissioner, Region I

Regional Commissioner, Region I

Regional Commissioner, Region II

Regional Commissioner, Region III

Regional Commissioner, Region V

2. Each Regional Commissioner herein appointed a Liaison officer may designate a member of his staff to perform Liaison duties on his behalf. Responsibility therefor will, however, remain with the Regional Commissioner.

Peninsular Base Section

Lt. Col. Alfred C. Bowman (A)
Office: Rm. 35, Provincia Bldg.
Phone: Vapor 168

Port of Naples

Major J. M. Kerlmer, AUS (A)
Office: Rm. 56, Provincia Bldg.
Phone: Vapor 28

Headquarters ACMF

Major P. Friend James (B)
Lt. Cecil J. Bachmann (B)
Phone: Filpot 132

Base, AFHQ, Advance
Administrative Echelon

Major Enoch Brown (A)
Office: 4th Flr, Bldg. 8, 3rd Floor
Phone: Planto 200

Island Base Section

District I Regional Commissioner, Region I
District II Regional Commissioner, Region I
District III Regional Commissioner, Region II
12th Air Force Regional Commissioner, Region III
Regional Commissioner, Region V

2. Each Regional Commissioner herein appointed a liaison officer may designate a member of his staff to perform liaison duties on his behalf. Responsibility therefor will, however, remain with the Regional Commissioner.

3. In the interest of orderly approach to the commands concerned, it is desired that the various elements of the Commission make maximum use of these liaison officers. However, after original contact has been effected through the appropriate liaison officer, subsequent business in connection with the same subject matter may be conducted directly between officers of Headquarters, A.C.C. and the Regions, and the officers of the military formations concerned, provided the liaison officer is informed and agrees.

4. Unreasonable multiplicity of contacts with, and applications to, the Port Commander, Port of Naples, by officers of this headquarters and the Regions, has made it necessary to designate one officer to deal with such matters. Accordingly, all business of this headquarters and the Regions with Port of Naples authorities, as such, will be conducted exclusively through Major Harmer. Port matters requiring the attention of the Commanding General, Peninsular Base Section or members of his staff other than the Port Commander, will be handled through Lt. Col. Bowman.

5. Lt. Col. Alfred C. Bowman is announced as Chief, Liaison Division, Civil Affairs Branch. He will be assisted at this headquarters by Major Charles P. Murchie (R).

By Command of Lieutenant General MASON McFARLANE:

MORRIS A. FISKE
Colonel, Cavalry
Deputy Executive Commissioner

DISTRIBUTION:

PRS
AFM, Adv. Adm. Sec.
ACM
Dist. I
Dist. II
Dist. III
12th Air Force
All elements of the Commission
Regions and SCAs 6 & 8 Armies

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NORMAN E. FISKE
Colonel, Cavalry
Deputy Executive Commissioner

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12th Air Force
All elements of the Commission
Regions and SCAGS 5 & 6 Areas

I 5 6 5