

PSF Subject File: Railroads: Plan for Control by Army, 1943

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PSF: Railroad folder
4-43

OFFICE OF WAR MOBILIZATION

WASHINGTON, D.C.

December 27, 1943

James F. Byrnes
Director

*file
Secret*

MEMORANDUM FOR THE PRESIDENT:

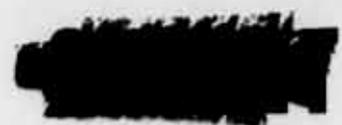
Attached is proposed Executive order for your consideration. I will come over later with a draft of the wage announcement.

The report prepared for the Secretary of War shows that the War Department is prepared to act. I have had a conference with the Secretary of War and General Somervell about which I will advise you later.

J.F.B.
J.F.B.



DECLASSIFIED
E.O. 11652, § 8(b) and 5(b) of GDS
GDS letter, May 8, 1978
BY RTI / NARS DATE MAY 21 1973



**Report to the Secretary of War
From the Commanding General A S F**

**PLAN FOR THE POSSESSION,
CONTROL AND OPERATION
OF THE RAILROADS
BY THE ARMY**



5

27 December 1943

ARMY SERVICE FORCES * WAR DEPARTMENT

PSF
Railroads

THIS DOCUMENT CONTAINS
INFORMATION AFFECTING THE
NATIONAL DEFENSE OF THE
UNITED STATES WITHIN THE
MEANING OF THE ESPIONAGE
ACT, 50 U. S. C., 31 AND 32, AS
AMENDED. ITS TRANSMISSION
OR THE REVELATION OF ITS
CONTENTS IN ANY MANNER
TO AN UNAUTHORIZED PERSON
IS PROHIBITED BY LAW.

[REDACTED]

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[REDACTED]

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- [REDACTED]

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HEADQUARTERS, ARMY SERVICE FORCES
OFFICE OF THE COMMANDING GENERAL
WASHINGTON 25, D. C.

SPTTE 004.01

27 December 1943.

MEMORANDUM FOR THE SECRETARY OF WAR.

Subject: Plan for Army Possession, Control and Operation of the
Railroads.

I. Discussion:

1. Pursuant to your oral instructions, I submit herewith a plan for the assumption of control and the operation by the War Department of all common carriers by rail immediately on the receipt of orders from the President.

2. An appropriate form of Executive Order authorizing such action, which has been drafted in conjunction with the Attorney General and reviewed by you, is attached as Tab A. A draft which might serve as the basis of a public statement by the President to accompany the Executive Order is attached as Tab B. A draft of a public statement for your own use upon receipt of word that the order has been signed and a longer draft which might be used by you in preparing a radio address are attached as Tabs C and D, respectively.

3. A proposed form for the delegation of certain authority from the Secretary of War to the Commanding General, ASF, is attached as Tab E.

4. The minimum steps toward full control and operation that should be taken in any event are described under Situation I (Basic) below. In the event that railway labor adopts a cooperative attitude following Government seizure and remains at work, these steps are all that will be required. Should regional or nation-wide difficulties arise, however, additional steps must be taken. Inasmuch as any or all of the steps to be taken to meet a nation-wide interruption of traffic may be necessary to overcome regional difficulties, these steps will be discussed only once under joint heading, Situation I (Regional or Nation-wide Difficulties).

5. Situation I (Basic)

- a. Signing of the Executive Order by the President, (Tab A).
- b. Issuance of Public statement by the President (Tab B).
- c. Issuance of Public statement by the Secretary of War (Tab C).

- [REDACTED]
- d. Possible radio speech by the Secretary of War (Tab D).
 - e. Execution by the Secretary of War of delegation of certain authority under the Executive Order to the Commanding General, ASF, (Tab E).
 - f. Issuance of General Order No. 1 (Tab F) by the Commanding General, ASF, covering necessary basic points of the Executive Order and Public Statements of the President and Secretary of War, and delegating part of his authority to the Chief of Transportation.
 - g. Military means made available. Arrangements to provide the necessary military support to the Commanding General, ASF, to meet any situation that may arise, have already been made by directive from the Assistant Chief of Staff, G-3, WDGS, to the Commanding Generals of the three principal commands, dated 23 December 1943 (Tab G). A plan for the establishment of necessary liaison between Army Ground Force troops and Service Command Headquarters has also been prepared (Tab H). The necessary request to Headquarters, AGF, to put this plan into operation will be made by my headquarters immediately following the signing of the Executive Order. In addition, Chiefs of Technical Services have been directed to make personnel, units, and motor vehicles under their jurisdiction available to the Commanding Generals of the Service Commands. An inventory of the total troop strength and motive equipment provided by these two means will be forwarded to the latter. These resources of military manpower and equipment will in turn be made available through the Service Commands in case of need to assure the continued operation of the railroads and their augmentation by motor transportation to the maximum extent possible. In addition to the large body of troops without railway experience, there are relatively small number of Military Railway units available (see Tab I Attached), which will be alerted by the Chief of Transportation immediately upon the execution of the Executive Order. At the same time, a directive will be sent to all post, camp, and station commanders within the continental United States in the form attached (Tab J), ordering them to report by the fastest means, through the Service Commanders, all personnel with transportation experience as-

[REDACTED]

signed to their stations, except aviation cadets, students in Officer Candidate Schools and men assigned to units alerted for overseas movement, or to organizations of the Transportation Corps. By this means, an additional source of experienced personnel will be promptly developed.

- h. General Plan of Operation. The Chief of Transportation, under my supervision, will be charged with direct responsibility for operation of the railroads. He will have at his disposal all of the facilities of my headquarters and will be aided by Mr. J. J. Pelley, President of the Association of American Railroads and Mr. J. M. Hood, President of the American Short Line Railroad Association, who will serve as special consultants to the Chief of Transportation. In the event negotiations with the unions for post-U.S. operations jeopardize the most effective use of these two men, they will be replaced by other competent railway executives. The Chief of Transportation will also utilize the existing staff and facilities of the Association of American Railroads and the American Short Line Railroad Association.

The field organization of the Chief of Transportation for the operation of the railroads will be divided into seven regions, each of which will be headed by an outstanding railroad man. In order to conform as closely as possible to existing conditions and obtain smooth operating results, carriers have been assigned to regions according to their operating interests, as shown in Tab K, rather than by an arbitrary geographical division. The proposed list of Regional Directors (all top executives of major railroads), which may possibly have to be modified in some respects, is attached as Tab L. Since it is believed that the Regional Directors can accomplish the best results if in uniform, and that their immediate commissioning without regard to the usual requirements or formalities is imperative, the attached directive to accomplish that result (Tab M) will be forwarded to The Adjutant General immediately upon the execution of the Executive Order. The Chief of Staff has already approved such action. The headquarters of the seven Regional Directors will be established at the present offices of the railroad executives

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finally selected for those positions, but only until new facilities can be made available. This will enable them to utilize their existing staffs and communications facilities and thereby operate at top efficiency during a critical period.

In the operating headquarters of each railroad either one or two War Department Representatives will be placed (depending upon the importance of the railroad), who will be under the command of the appropriate Regional Director for all operational matters. The Washington and field organization of the Chief of Transportation for the operation of the railroads is shown in the attached chart (Tab N). The plan for the staff of the Regional Directors' offices is attached as Tab O.

Reporting procedures have been set up which will assure my ability to keep you currently informed at all times of the progress made in taking over the railroads and of conditions prevailing on the various roads in all parts of the country.

In keeping with the language of the Executive Order, the purpose is to interfere as little as possible with the present managements. Instructions to War Department Representatives (Tab P) and Regional Directors (Tab Q) are designed to accomplish that result and yet to insure that the War Department is at all times armed with the necessary knowledge of conditions, and properly organized, to permit it to take any action that conditions demand to actually control and operate the lines.

A tentative form of operating contract (Tab R) has been drawn up for negotiation with the carriers in case a need for such a contract should develop. Negotiations with individual carriers will be conducted in the offices of the Regional Directors under the direction of the Office of the Chief of Transportation.

1. Functions of Service Commanders for protection and for providing organizational personnel. Responsibility for protection will be placed entirely in the hands of the Commanding Generals of the Service Commands, who will be kept currently informed of conditions by the Regional Directors. In case of emergency, Army representatives with individual

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[REDACTED]

railroads will communicate direct with the Service Commands who will also have their established lines of communication and sources of information as an additional means of acquiring prompt knowledge of conditions requiring action on their part. In addition to protection of life and property, the Service Commanders will be charged with the responsibility of seeing that all persons desiring to work are permitted and enabled to do so without let or hindrance. The Service Commanders will have no responsibility for the actual operation of the railroads, which is charged exclusively to the Chief of Transportation. With respect to all operational matters, War Department Representatives with individual carriers will report solely to Regional Directors and they to the Chief of Transportation. All War Department personnel in the field, regardless of from what source provided, will, however, be administratively assigned to the Service Commands within the boundaries of which they are located. Personnel for the offices of the Regional Directors with the exception of the Service Command Liaison Officers have been selected by name (Tab S) and will be ordered to their posts by the Adjutant General on request from the Chief of Transportation following the issuance of the Executive Order, with the exception of Judge Advocates and Fiscal Officers, who will be ordered first to Washington for a brief orientation course on the negotiation of the desired form of operating agreement with the carriers. Service Command Liaison Officers will be provided by the Service Commands which they represent. War Department Representatives in charge of individual railroads will be provided by the Service Command within the territorial limits of which their place of duty (the principal operating office of the carrier) is located (See map attached, Tab T). Appropriate instructions to the Commanding Generals of the Service Commands covering these matters and others not arising under Situation I are attached as Tab U. These will be forwarded to the Service Commanders by the fastest possible means upon the execution of the Executive Order.

[REDACTED]

j. Public Relations Program. A vigorous effort to obtain the full support of railroad labor following Government seizure of the railroads will be immediately initiated. In addition to whatever publicity is given the President's statement to accompany the Executive Order, the widest publicity, both in Washington and through the Public Relations officers of the Service Commands, will be given to the public statement of the Secretary of War (Tab C). The facilities of the Association of American Railroads and the American Short Line Railroad Association will be fully utilized in addition to those of the Service Commands in getting word of Government seizure to the remotest railroad installations.

For use in this connection and for service by the War Department Representatives on the railroad managements, an official notice of War Department seizure has been prepared (Tab V).

As a further step, I intend to appeal to the heads of the National Railway Labor Unions for their full cooperation. Should this appeal appear unavailing, I propose first to ask the Under Secretary of War to make the same appeal, and then, if necessary, to ask you to do so.

To guard against possible unfortunate actions by officers in the field which might result in adverse public reaction to War Department seizure, instructions on public relations policy in the form attached (Tab W) will be included in the instructions given to all Service Commanders, Regional Directors and War Department Representatives. In addition, a competent Public Relations Officer is being assigned to the staff of each Regional Director.

6. Situation II (Regional or Nationwide Disturbances). Additional steps required in the case of such disturbances may include any or all of the following, depending on the exact circumstances:

- a. Calls by Regional Directors upon the Commanding Generals of the Service Commands where required for the protection of persons and property and to guarantee the right to work for those railway workers desiring to remain on the job.
- b. Launching of an appeal to individual railroad workers to return to work

[REDACTED]

on patriotic grounds of the utmost cogency. An outline for such an appeal for consideration when and if the occasion for its use arises is attached as Tab X. Coincident with such an appeal, consideration should be given to a request to the Attorney General for vigorous prosecution of appropriate responsible individuals under Section 6 of the War Labor Disputes Act (Public Law 89, 78th Congress, 1st Session; Tab Y).

- c. Assignment of Military Railway Service units (listed in Tab I) to railway operations to augment regular personnel remaining at work will be made by the Mobilization Division, Hq., ASF, at the request of the Chief of Transportation to points of greatest need.
- d. Military personnel with railway experience reported to The Adjutant General under Situation I, paragraph 5 g above, (pursuant to Tab J) will be ordered to concentration points, organized into provisional railway units, and given operating assignments in the same manner as under subparagraph c above.
- e. To the extent that military personnel without railway experience can be effectively employed in railway operations, they will be organized into appropriate units and ordered to duty on the railroads at the request of the Chief of Transportation.
- f. Where indicated for the control of military railway troops or for the more efficient handling of other problems, appropriate district offices will be established and field representatives sent out by the Regional Directors.
- g. Orders will be issued by the War Department (pursuant to Tab G) upon a request to be initiated by the Chief of Transportation when the facts warrant it, cancelling leaves, furloughs and passes and movement of units for training purposes either generally or where travel into or out of specified areas would be involved.
- h. Establishment of priorities by the Chief of Transportation to facilitate the movement of critical freight and passenger traffic will be fixed as indicated in Tab Z. Whenever indicated a similar order can be issued establishing priorities for traffic over critical routes or into critical

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areas.

1. Control of additional carriers (motor carriers or other), by order of the Secretary of War in the form attached (Tab AA), to the extent required to augment the handling of critical traffic by rail or to insure the adherence to prescribed priorities, will be assumed. Full knowledge of the potentialities of the principal motor carriers is either now at hand in the Office of the Chief of Transportation or can readily be obtained. Any motor carriers taken over would be assigned to the appropriate Service Command for operation, and at the same time highway traffic experts would be assigned to the Regional Offices for coordination and liaison.
- j. Mobilization and employment of organic motor equipment of the Army will also be undertaken under the direction of the Commanding Generals of the Service Commands pursuant to plan attached (Tab BB).
- k. Army food stocks and other supplies from Army depots will be released in emergencies to supply critical civilian needs, pursuant to the plan attached as Tab CC. The same plan provides for a reduction of non-essential Army shipments.
1. Immediate cancellation of occupational draft deferments of railway workers will be requested.

7. Return of railroads to private Operation. The exact terms and conditions under which the railroads will be returned to private management will depend entirely upon what occurs between the present date and the date of return. If War Department operation is very brief in duration, the execution by the carriers of a release of all claims against the Government arising out of the seizure might be entirely acceptable to the carriers and all that would be required for the protection of the interests of the Government. More prolonged operation and changing conditions during the period of operation, however, might well make such a procedure entirely unacceptable either to the carriers or to the Government. Accordingly, no set plan is possible at the present time. The Chief of Transportation has been instructed, however, to give this matter his continuing attention and to have available at all stages of War Department operation a proposed plan of procedure for returning any or all carriers or parts of carriers to private operation.

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[REDACTED]

8. Check list of Actions. To insure smooth and rapid functioning in the event the proposed plan is approved and action is ordered by the President, a check list is attached (Tab DD) showing action required to be taken by various responsible officials in order to make the War Department taking of the railroads promptly effective.

9. Papers for action by the Secretary of War. Of the tabs attached to this memorandum, Tabs A, B, C, D and E, are for action by the Secretary of War. Action copies of these tabs in the appropriate form and number, identified by the initials "a. c." following the tab designation on the cover sheets are separately forwarded herewith.

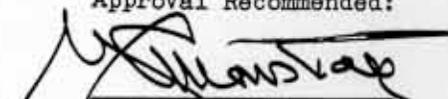
II. Action Recommended:

1. Immediately upon advice from the President that he desires the Secretary of War to take over the railways of the country, the following actions are recommended:
 - a. That the proposed Executive Order (Tab A, a.c.) and public statement by the President (Tab B, a.c.) be submitted to the President for signature.
 - b. That the proposed public statement by the Secretary of War (Tab C, a.c.) be released and the proposed radio address (Tab D, a.c.) be made.
 - c. That the delegation of authority under the Executive Order to the Commanding General, ASF (Tab E, a.c.) be signed by the Secretary of War.



BREHON SOMERVELL,
Lieutenant General,
Commanding.

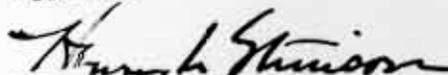
Approval Recommended:



G. C. MARSHALL,
Chief of Staff.

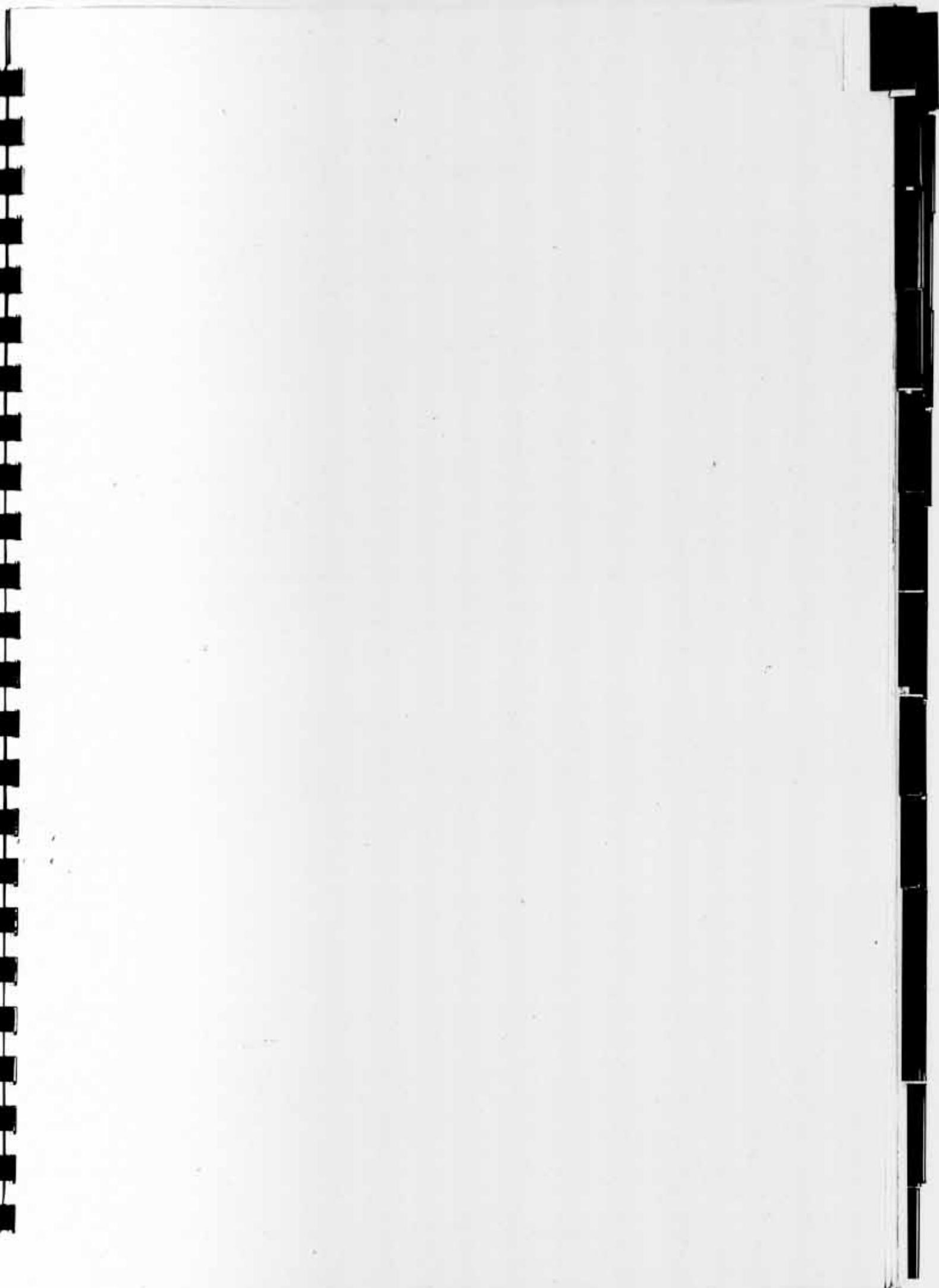
Date 29 Dec 43

Approved:



Secretary of War

Date 29 Dec 43




EXECUTIVE ORDER

POSSESSION AND OPERATION OF RAILROADS

WHEREAS the continuous operation of transportation service in the Nation is necessary for the movement of troops, materials of war, necessary passenger traffic, and supplies and food for the armed forces and the civilian population, and is otherwise essential to the successful prosecution of the war; and

WHEREAS the continuous operation of some transportation systems is threatened by a labor dispute:

NOW, THEREFORE, by virtue of the authority vested in me by the Constitution and laws of the United States, including the act of August 29, 1916, 39 Stat. 645, and as President of the United States and Commander in Chief of the Army and Navy, I hereby order:

1. Possession and control of all common carriers by railroad, express companies, terminal companies, and associations, sleeping, parlor, and railroad owned or controlled private car companies (all hereinafter referred to as carriers) located in the continental United States, together with any and all appurtenances and facilities used in connection therewith, are hereby taken and assumed, through the Secretary of War, as of twelve o'clock noon on the twenty-eighth day of December, 1943. Carriers taken over under this order shall not include, because not now deemed necessary, street electric passenger railways, including railways commonly called interurbans, or local public transit systems whether or not the same be owned or controlled by any of the systems of transportation taken hereunder, but the Secretary, by subsequent order, if and when he finds it necessary or appropriate to carry out the purposes of

[REDACTED]

this order, may take and assume possession, control, and operation of all or any part of any transportation system including subways and tunnels, and any transportation system so taken shall be deemed a carrier for the purpose of this order.

2. The Secretary of War is directed to manage and operate or arrange for the management and operation of the carriers taken under this order in such manner as he deems necessary to assure to the fullest extent possible continuous and uninterrupted transportation service.

3. In carrying out this order the Secretary may act through or with the aid of such public or private instrumentalities or persons as he may designate, and may delegate such of this authority as he may deem necessary or desirable, with power of successive redelegation. The Secretary may issue such general and special orders, rules and regulations as may be necessary or appropriate for carrying out the purpose of this order. All Federal agencies shall comply with the directives of the Secretary hereunder and shall cooperate to the fullest extent of their authority with the Secretary in carrying out the purposes of this order.

4. The Secretary shall permit the management of carriers taken under this order to continue their respective managerial functions to the maximum degree possible consistent with the purposes of this order. Except so far as the Secretary shall from time to time otherwise provide by appropriate order or regulation, the boards of directors, trustees, receivers, officers, and employees of such carriers shall continue the operation of the carriers including the collection and disbursement of funds thereof, in the usual and ordinary course of the business of the carriers, in the names of their respective companies, and by means of any agencies, associations or other instrumentalities now utilized by the carriers.

5. Except so far as the Secretary shall from time to time otherwise determine and provide by appropriate orders or regulations, existing

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contracts and agreements to which carriers taken hereunder are parties shall remain in full force and effect. Nothing in this order shall have the effect of suspending or releasing any obligation owed to any carrier affected hereby, and all payments shall be made by the persons obligated to the carrier to which they are or may become due. Except as the Secretary may otherwise direct, dividends on stock and sinking fund, principal, interest and other distributions upon bonds, debentures and other obligations may be paid in due course, and expenditures for other ordinary corporate purposes may be made.

6. The Secretary shall provide protection for all persons employed or seeking employment. The Secretary is authorized to prescribe the compensation to be received by such employees subject to any approval which may be required by applicable statutes, executive orders, and regulations relating to economic stabilization. To the extent deemed practical by him, he may maintain the working conditions which are specified in existing contracts between the carriers and their employees. He shall recognize the right of the workers to continue their membership in labor organizations, to bargain collectively through representatives of their own choosing with the representatives of the owners of the carriers, subject to the provisions of applicable statutes and executive orders, as to matters pertaining to payment to be made or conditions to prevail after termination of possession, control and operation under this order; and to engage in concerted activities for the purpose of such collective bargaining or for other mutual aid or protection, provided that in his opinion such concerted activities do not interfere with the operation of the carriers.

7. Except as this order otherwise provides, or the Secretary otherwise directs, the operation of carriers hereunder shall be in conformity with the Interstate Commerce Act, as amended, the Railway Labor Act, the Safety Appliance Acts, the Employees' Liability Acts, and other appli-

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cable Federal and State laws, executive orders, local ordinances and rules and regulations issued pursuant to such laws, executive orders and ordinances.

8. Except with the prior written consent of the Secretary, no receivership, reorganization or similar proceedings shall be instituted affecting any carrier taken hereunder and no attachment by mesne process, garnishment, execution or otherwise shall be levied on or against any of the real or personal property or other assets of any such carrier, provided, that nothing herein shall prevent or require approval by the Secretary of any action authorized or required by any interlocutory or final decree of any United States court in reorganization proceedings now pending under the Bankruptcy Act or in equity receivership cases now pending.

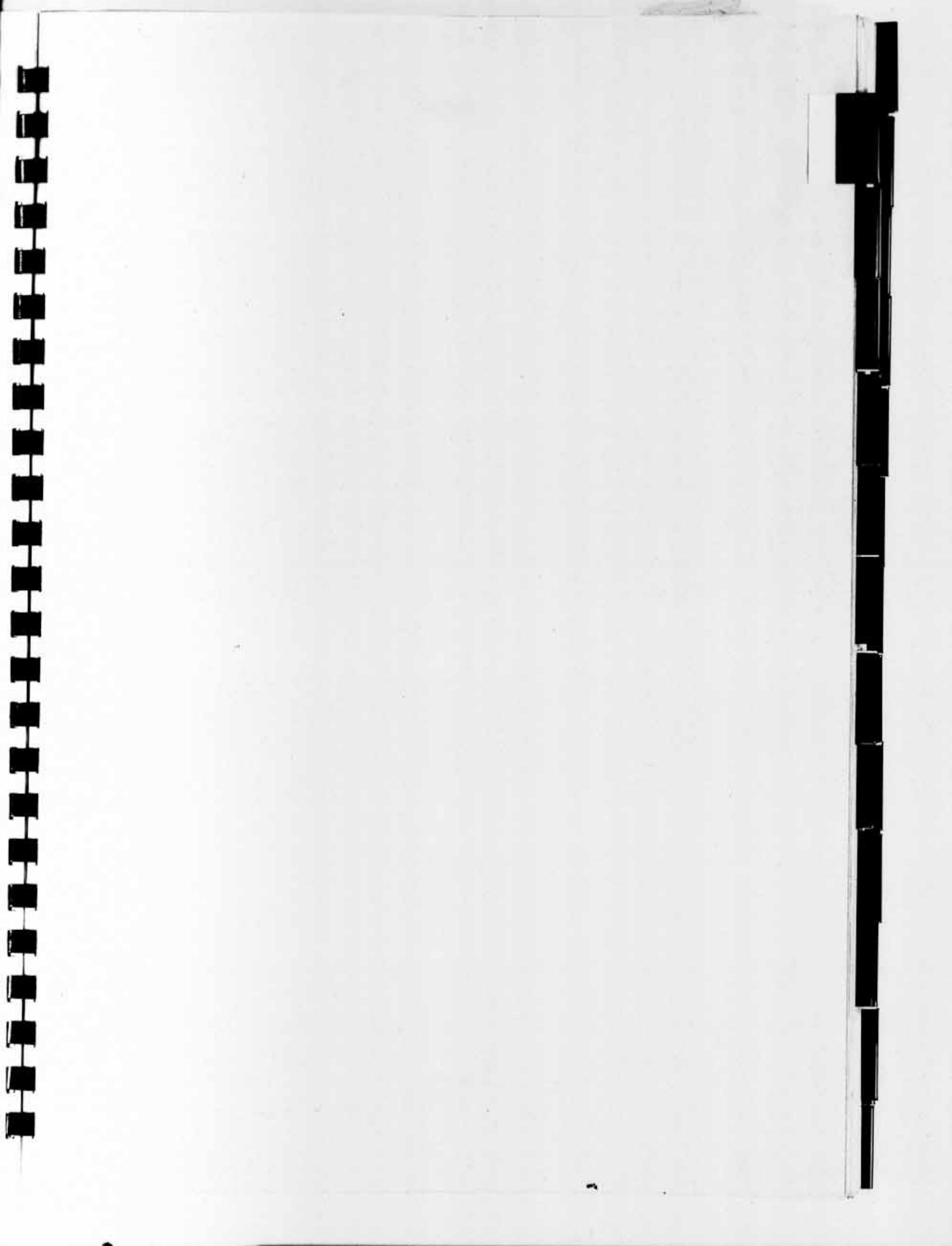
9. From and after twelve o'clock noon on the said twenty-eighth day of December, 1943, all properties taken under this order shall be conclusively deemed to be within the possession and control of the United States without further act or notice.

10. Possession, control and operation of any carrier or carriers, or parts thereof, taken under this order shall be terminated by the Secretary as soon as he determines that such possession, control and operation are no longer required to prevent interruption of transportation service.

THE WHITE HOUSE,

December , 1943.

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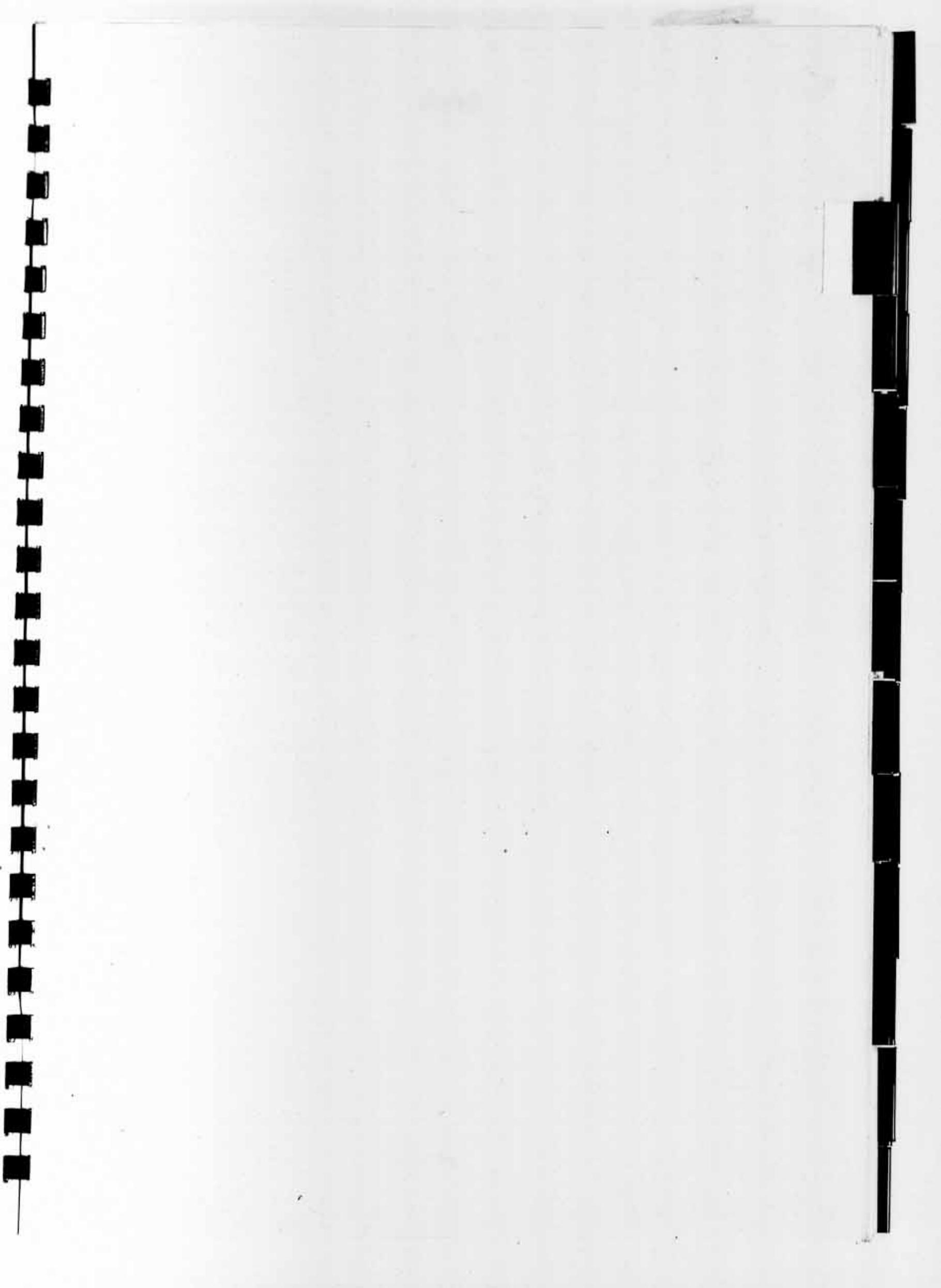


DRAFT OF STATEMENT BY THE PRESIDENT

The security of our nation and the lives of our soldiers depend upon the uninterrupted movement of men and munitions to the fighting fronts. Since the beginning of the emergency American railroad management and labor have seen to it that these vital lines of supply remained open, despite the pressure of unprecedented traffic demands.

Continued operation of our railroads is now threatened by the refusal of certain groups of employees to agree to submit a dispute over wages to arbitration by the President of the United States. With our troops poised for new offensive thrusts against the Axis in Europe and in the Pacific, it is unthinkable that there should be any break in this vital service. It has accordingly become necessary for me to sign an Executive Order directing the Secretary of War to take over and operate the railroads.

I hope and expect that the Government will have the fullest support of management and labor in maintaining efficient operation of all lines and that the issues in dispute will be amicably settled within the framework of the stabilization program so that the lines may be restored to private operation at the earliest practical date.



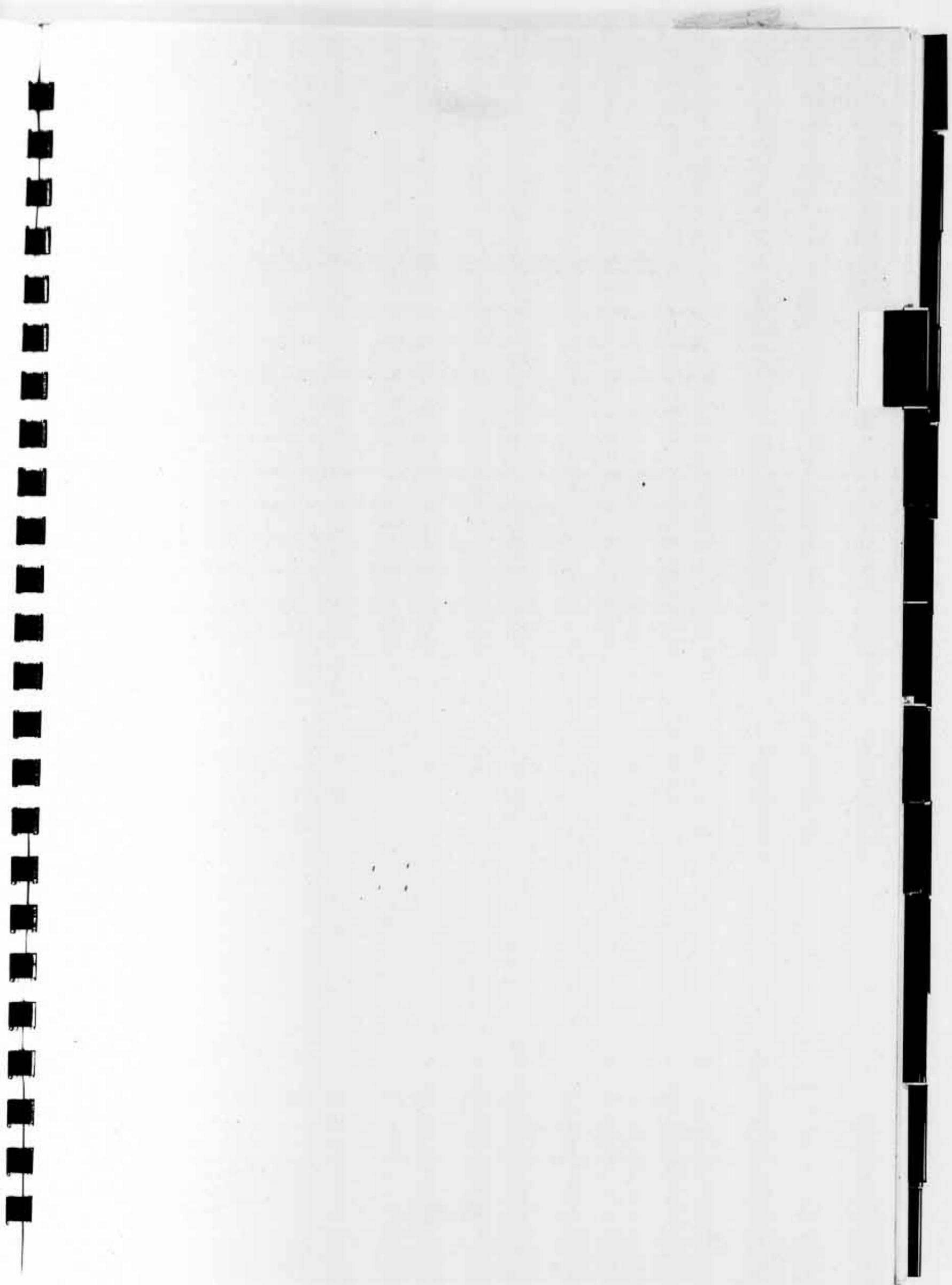
STATEMENT BY THE SECRETARY OF WAR

In accordance with the Executive Order of the President issued this day, I have taken possession and assumed control of the nation's railroads for the purpose of assuring their continued and uninterrupted use in the prosecution of the war.

I have designated Lieutenant General Brehon Somervell, Commanding General of the Army Service Forces, to act for me in carrying out the provisions of the Executive Order. Under General Somervell's immediate supervision, direct responsibility for operations will rest with Major General C. P. Gross, Chief of Transportation, A. S. F.

The cooperation of the present managements of the railroads will be enlisted in the operation of the lines under regional headquarters to be established. Similarly, the present employees are expected to cooperate in the faithful performance of their duties so vital to the winning of the war.

I know the American public will give full support to the War Department in its task of keeping the railroads running.



DRAFT OF POSSIBLE RADIO SPEECH BY SECRETARY OF WAR:

By Executive Order of the President, issued today, I have taken possession and assumed control of the Nation's railroads. This action has been necessary to assure their continued service in the prosecution of the war at a time when an interruption is threatened by disputes between management and labor.

I have designated Lieutenant General Brehon Somervell, Commanding General of the Army Service Forces, to act for me in carrying out the provisions of the Executive Order. Under General Somervell's immediate supervision, direct responsibility for operations will rest with Major General C. P. Gross, Chief of Transportation in the Army Service Forces.

Regional headquarters are being established by the War Department through which control will be administered. Through these channels, the cooperation of the civilian managements of the railroads will be enlisted to insure continued efficiency. There must be no interruption of service, no relaxation of effort. I ask--and the Nation will expect the War Department to receive-- the full support of all railway employees in the faithful performance of duties which are essential to the prosecution of the war.

The American nation has taken great pride in the patriotic devotion which railroad men and women have displayed under the unprecedented demands which this war has placed upon them. During the present emergency, the railroads have been bearing more than ninety percent of the burden of transportation. They have carried more than five times as much Army freight and express in the little more than two years of this war as they did in the entire twenty months of our participation in the conflict of 1917 and '18.

I am happy to say that they have responded magnificiently to every call of the War Department and they have done so in the face of serious shortages of manpower and equipment. The average weekly hours of work of the railroad employees are equaled in few other industries.

With the merits of the dispute which has required the President to issue his Executive Order, the War Department can have no concern. But with an assurance that the railroads will continue to function without stoppage during these crucial months, the War Department has a primary concern. The armed forces cannot discharge their responsibility for the National safety without the assistance of the railroads.

At this grave moment, with our greatest and most crucial offensives close upon us, we cannot afford to lose, even temporarily, their full service. Day and night this vital transportation net must continue to function, moving troops, equipment and supplies to the points on our coasts from which they may be carried directly to our now quickening battle lines. Upon our unbroken delivery of men and munitions in unceasing flow to the theaters of combat depends our final victory.

It is unthinkable that the complex demands of modern war can be met without railroads. It is unthinkable that this nation can meet its own responsibilities in the coming offensives without their full assistance, working at the peak of their great operating capacity. The successful outcome of all our strategic plans depends upon this continued service.

The President's Executive Order insures that this service will remain available to the Nation. The railroads are now under the control of the Government and under the direct supervision of the War Department. Their officers and employees no longer serve private owners. All now serve the Government.

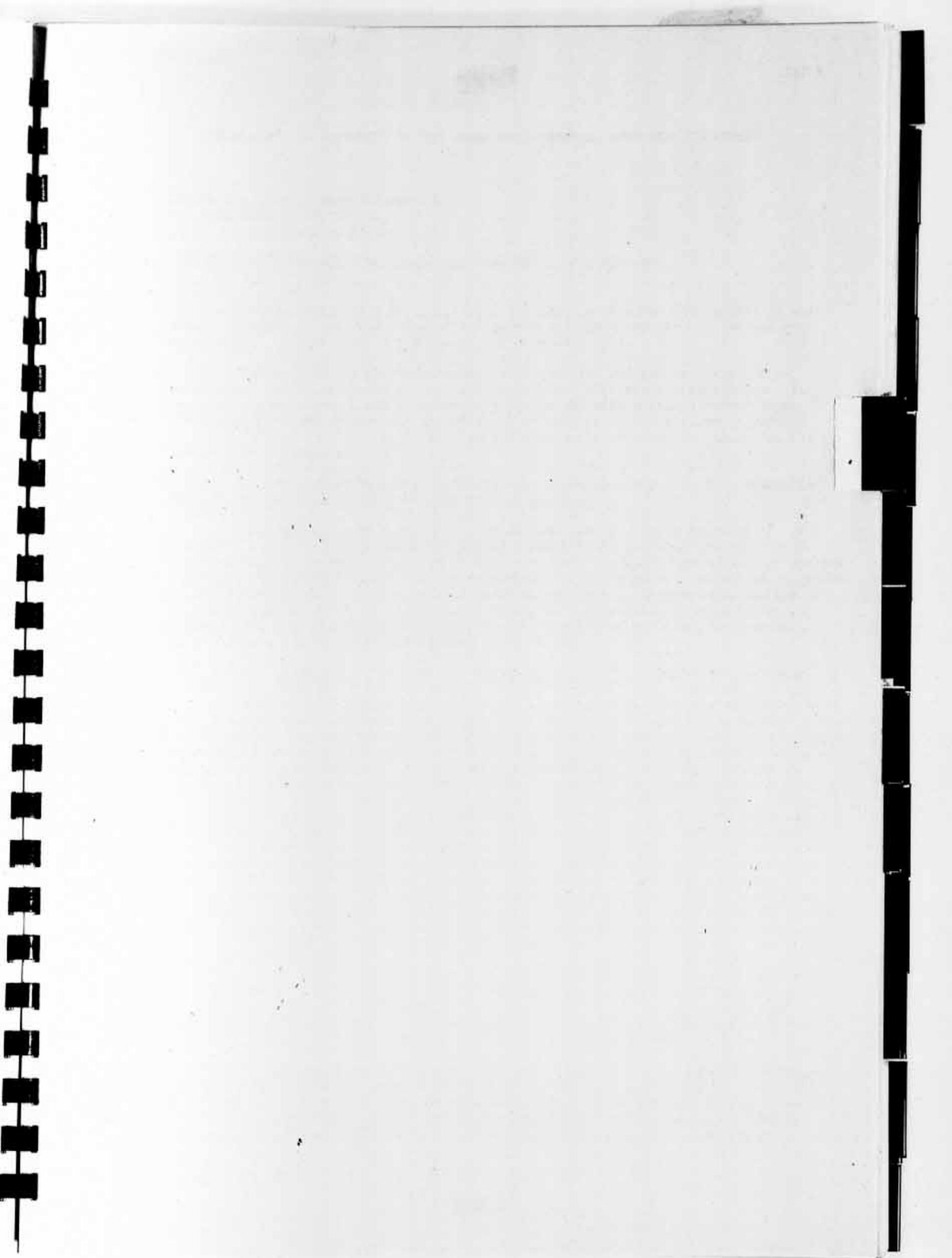
SECRET

TAB D

In the weeks that lie ahead there must be cooperation, confidence and mutual helpfulness. The people of the Nation will expect nothing less. Above all, there must be such an over-riding sense of loyalty and devotion that the mounting might of our military operation will not be made to falter on the road to its final victory.

In face of this grave emergency, I ask the full devotion of all the men and women in the railroads' service. For my part, I pledge to all Americans that the War Department and the Army will not fail them in this great trust.

SECRET



DELEGATION OF AUTHORITY TO THE COMMANDING GENERAL, ARMY SERVICE FORCES

Lieutenant General Brehon Somervell,
Commanding General,
Army Service Forces.

Subject: War Department Operation of Railroads.

1. By Executive Order No. _____, copy attached, possession and control of all common carriers by railroad referred to therein was taken and assumed through me, as of twelve o'clock noon on the _____ day of December, 1943.

2. Pursuant to the Executive Order, the authority and powers vested in me thereby are hereby delegated to you, subject to the limitations stated below. You may exercise such powers either personally or through such officers or civilian officials of the War Department or public or private instrumentalities or persons as you may direct, and you may authorize the successive redelegation of any of the powers hereby delegated.

3. In exercising the powers and authority hereby delegated to you, recognition will be given to the following general principles:

a. Exclusion of certain properties from taking. The provisions of the Executive Order are not construed as taking possession or assuming control of non-transportation property, facilities or assets of carriers whose transportation systems were taken over by that order. It is determined that possession, control or operation by the United States of such properties are not required to prevent interruption of transportation service. To the extent that any such properties or assets were included within the general language of taking in the Executive Order, possession and control thereof are hereby relinquished and terminated.

b. Operation of Carriers by Existing Management. Control of the operations of the carriers will be exercised by the Government to the full extent necessary to maintain continuous and uninterrupted transportation service. Wherever the cooperation of the carrier and its personnel is assured, the existing management and organization of the carrier will be utilized, and the carrier will continue operations in the usual and ordinary course of business, as a going enterprise, in its own name, and by means of any agencies or instrumentalities now employed by the carrier, as fully as if possession and control had not been assumed by the Government, subject, however, to the terms of the Executive Order and to all general and special orders, rules and regulations issued thereunder. Where the prompt and effective cooperation of the management and organization of the carrier is not assured, appropriate action will be taken under the terms of the Executive Order. No action taken by the owners or managements of the carriers in response to the Government's request for cooperation, and nothing done in sufferance under the Executive Order shall be deemed in any way to waive or impair the rights of the companies or stockholders or of bondholders, creditors and other persons having interests in the properties taken or in the profits from their operation to claim just and adequate compensation for the use, control and operation of the properties by the United States.

c. The accounts of the carriers will continue to be kept in the manner prescribed by the Interstate Commerce Commission. For convenience of accounting, the books of the carriers shall be closed as of midnight, 31 December 1943. Until otherwise directed, for the purpose of accounting the books as to the possession and control by the United States shall be opened as of 1 January 1944.

d. All personnel of the carriers, both officers and employees, are called upon by the Executive Order and by this order to serve the Government of the United States, by continuing to perform their usual duties, but nothing in the Executive Order or this order shall be construed as authorizing or requiring application to such personnel of the provisions of the statutes relating to Federal employment.

SECRET

TAB E

e. Employment, Wages and Working Conditions. (a) Subject to the terms of the Executive Order, wage scales and working conditions in effect on the effective date of the Executive Order will be maintained, and full recognition will be given to the rights of the employees and all classes thereof.

(b) All deductions for the benefit of employees now being made by law or agreement, including insurance payments, Railroad Retirement and Unemployment Compensation deductions, and other deductions of every kind, and all arrangements governing the payment of wages, including war bond purchase plans, shall be continued, subject to any legal right of discontinuance.

f. Possession, control and operation of any other carrier or system of transportation pursuant to the Executive Order will be taken only by my order; and possession, control and operation by you on behalf of the United States of any carrier taken by or pursuant to the Executive Order will be relinquished and terminated only with my written approval.

g. Suits, attachments and garnishments permitted until further order. Until otherwise ordered, the carriers shall remain subject to suit as heretofore, and consent is hereby given, as provided for in the Executive Order, to the levy of attachments by mesne process, garnishment, execution or otherwise on or against the property and assets of the carriers, but no receivership, reorganization or similar proceeding affecting any carrier taken under the Executive Order shall be instituted without the prior written consent of the Commanding General, Army Service Forces, or his delegate. Nothing herein shall be deemed to require approval of any action authorized or required by any interlocutory or final decree of any United States court in reorganization proceedings now pending under the Bankruptcy Act or in equity receivership cases now pending.

SECRETARY OF WAR

SECRET



[REDACTED]

HEADQUARTERS, ARMY SERVICE FORCES
War Department Operation of Railroads

GENERAL ORDER NO. 1.

1. Announcement of authority. Certain of the power and authority vested in the Secretary of War by Executive Order No. dated December 1943, whereby possession and control of certain common carriers by railroad described therein is taken and assumed, has been duly delegated by the Secretary of War to the undersigned as Commanding General, Army Service Forces, with power of successive redelegation.

2. Exclusion of certain properties from taking. The provisions of Executive Order No. are not construed by the Secretary of War as taking possession or assuming control of non-transportation property, facilities or assets of carriers whose transportation systems were taken over by that order. The Secretary of War has determined that possession, control or operation by the United States of such properties are not required to prevent interruption of transportation service and that to the extent that any such properties or assets were included within the general language of taking in the Executive Order, possession and control thereof are hereby relinquished and terminated.

3. Delegation of Authority. All power and authority delegated to the Commanding General, Army Service Forces, by the Secretary of War pursuant to Executive Order No. _____ is hereby delegated to the Chief of Transportation, Army Service Forces, who is designated as the War Department representative to do all things required or authorized to be done or performed by the Secretary of War under the Executive Order. While retaining general executive administration and supervision of the terms of the Executive Order and of the operation of the carriers affected thereby, the Chief of Transportation, Army Service Forces, may redelegate such power and authority to such officers, civilian officials of the War Department, or public or private instrumentalities or persons as may be necessary or appropriate upon such terms and conditions as he may direct.

SECRET

4. Regional Administration. In order to effectuate the purposes of the Executive Order and to provide for the orderly administration, supervision, and direction of the carriers in accordance with the terms thereof, there are hereby created and established seven Regions, to embrace and include all lines, properties, facilities, and appurtenances of the respective carriers named in Appendix A hereto. At the head of each such Region there shall be a Regional Director, War Department Operation of Railroads, whose name, principal office address, and telephone number are also designated in Appendix A hereto, who shall be responsible to and report directly to the Chief of Transportation, Army Service Forces.

5. Operation of Carriers by Existing Management. (a) The Secretary of War has directed that control of the operations of the carriers will be exercised by the Government to the full extent necessary to maintain continuous and uninterrupted transportation service. Wherever the cooperation of the carrier and its personnel is assured, the existing management and organization of the carrier will be utilized, and the carrier will continue operations in the usual and ordinary course of business, as a going enterprise, in its own name, and by means of any agencies or instrumentalities now employed by the carrier, as fully as if possession and control had not been assumed by the Government, subject, however, to the terms of the Executive Order and to all general and special orders, rules and regulations issued thereunder. Where the prompt and effective cooperation of the management and organization of the carrier is not assured, appropriate action will be taken under the terms of the Executive Order. No action taken by the owners or managements of the carriers in response to the Government's request for cooperation, and nothing done or suffered under the Executive Order shall be deemed in any way to waive or impair the rights of the companies or stockholders or of bondholders, creditors and other persons having interests in the properties taken or in the profits from their operation to claim just and adequate compensation for the use, control and operation of the properties by the United States.

(b) Chief executive officers of the carriers will report directly to the Regional Director to whose region their carriers are assigned for administration in Appendix A.

(c) The accounts of the carriers will continue to be kept in the manner prescribed by the Interstate Commerce Commission. For convenience in accounting, the books of the carriers shall be closed as of midnight, 31 December 1943. Until otherwise directed for the purposes of accounting the books as to the possession and control by the United States shall be opened as of January 1, 1944.

(d) All personnel of the carriers, both officers and employees are called upon by the Executive Order, by the Secretary of War, and by this order to serve the Government of the United States, by continuing to perform their usual duties, but nothing in the Executive Order or this order shall be construed as authorizing or requiring application to such personnel of the statutes relating to Federal employment.

6. Employment, Wages and Working Conditions. The Secretary of War has directed that (a) subject to the terms of the Executive Order, wage scales and working conditions in effect on the effective date of the Executive Order will be maintained, and full recognition will be given to the rights of the employees and all classes thereof, and (b) all deductions for the benefit of employees now being made by law or agreement, including insurance payments, Railroad Retirement and Unemployment Compensation deductions, and other deductions of every kind, and all arrangements governing the payment of wages, including war bond purchase plans, shall be continued, subject to any legal right of discontinuance.

7. Suits, attachments and garnishments permitted until further order. Pursuant to direction of the Secretary of War and by his express consent, carriers will remain subject to suit as heretofore and to the levy of attachments by mesne process, garnishment, execution or otherwise, on or against the property and assets of the carriers, but no receivership, reorganization or similar proceeding affecting any carrier taken under the Executive Order shall be instituted without the prior written consent of

SECRET

TAB F.

the Chief of Transportation, Army Service Forces. Nothing herein shall be deemed to require approval of any action authorized or required by any interlocutory or final decree of any United States court in reorganization proceedings now pending under the Bankruptcy Act or in equity receivership cases now pending.

BREHON SOMERVELL
Lieutenant General
Commanding.

SECRET



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TAB G

WAR DEPARTMENT
OFFICE OF THE ASSISTANT CHIEF OF STAFF, G-3
WASHINGTON 25, D. C.

WDGCT 004.01 (23 Dec 1943)

23 December 1943.

MEMORANDUM FOR THE COMMANDING GENERAL, ARMY GROUND FORCES;
COMMANDING GENERAL, ARMY SERVICE FORCES;
COMMANDING GENERAL, ARMY AIR FORCES:

Subject: Preparation for Army Operation of Public
Transportation Systems.

1. In event the Secretary of War is directed by Executive Order to take over control and operation of the railroads of the Nation, the following directives will become effective immediately:

a. The Commanding General, Army Service Forces, is charged with the administration and operation of the railroads and such other allied activities as may be directed. He is authorized to employ for the foregoing purposes such personnel, equipment, and facilities of the Army Service Forces that have not been designated for shipment overseas prior to 15 February 1944 as he may deem proper. He or the Commanding Generals, Service Commands, as his designated representatives, are authorized to call direct on the Commanding General, Army Ground Forces, for the personnel, equipment, and facilities enumerated in subparagraph b below.

b. The Commanding General, Army Ground Forces, on call from the Commanding General, Army Service Forces will make available to the Commanding General, Army Service Forces, the following assistance:

(1) The personnel and equipment of all divisions in training within the continental limits of the United States except of divisions designated for shipment overseas prior to 15 February 1944.

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TAB G

(2) The personnel and equipment of all truck units now within the continental limits of the United States except of units designated for shipment overseas prior to 15 February 1944.

(3) All motor transportation with necessary personnel and equipment for command, administration, operation, and maintenance not included above, except the personnel, transportation, and equipment of units designated for overseas shipment prior to 15 February 1944.

2. The Commanding Generals of the three principal commands will be prepared, on direction of the War Department, to suspend immediately the granting of further leaves of absence, furlough, and passes to personnel under their jurisdictions and to suspend immediately all movements for training purposes of individuals and troop units under their jurisdiction.

3. The Commanding General, Army Ground Forces, will with the least practicable delay after the receipt of this directive:

a. Furnish to the Commanding General, Army Service Forces, a station list showing, by Service Commands, the designation and location of all units from which personnel and equipment is made available by subparagraph 1b. above.

b. Establish liaison detachments in such strength and at such places as the Commanding General, Army Service Forces, may request.

By order of the Secretary of War:

RAY E. PORTER,
Major General,
Assistant Chief of Staff, G-3.

SECRET



HEADQUARTERS ARMY SERVICE FORCES
OFFICE OF THE COMMANDING GENERAL
WASHINGTON, (25) D.C.

SPDC

24 December 1943.

MEMORANDUM FOR THE COMMANDING GENERAL, ARMY GROUND FORCES:

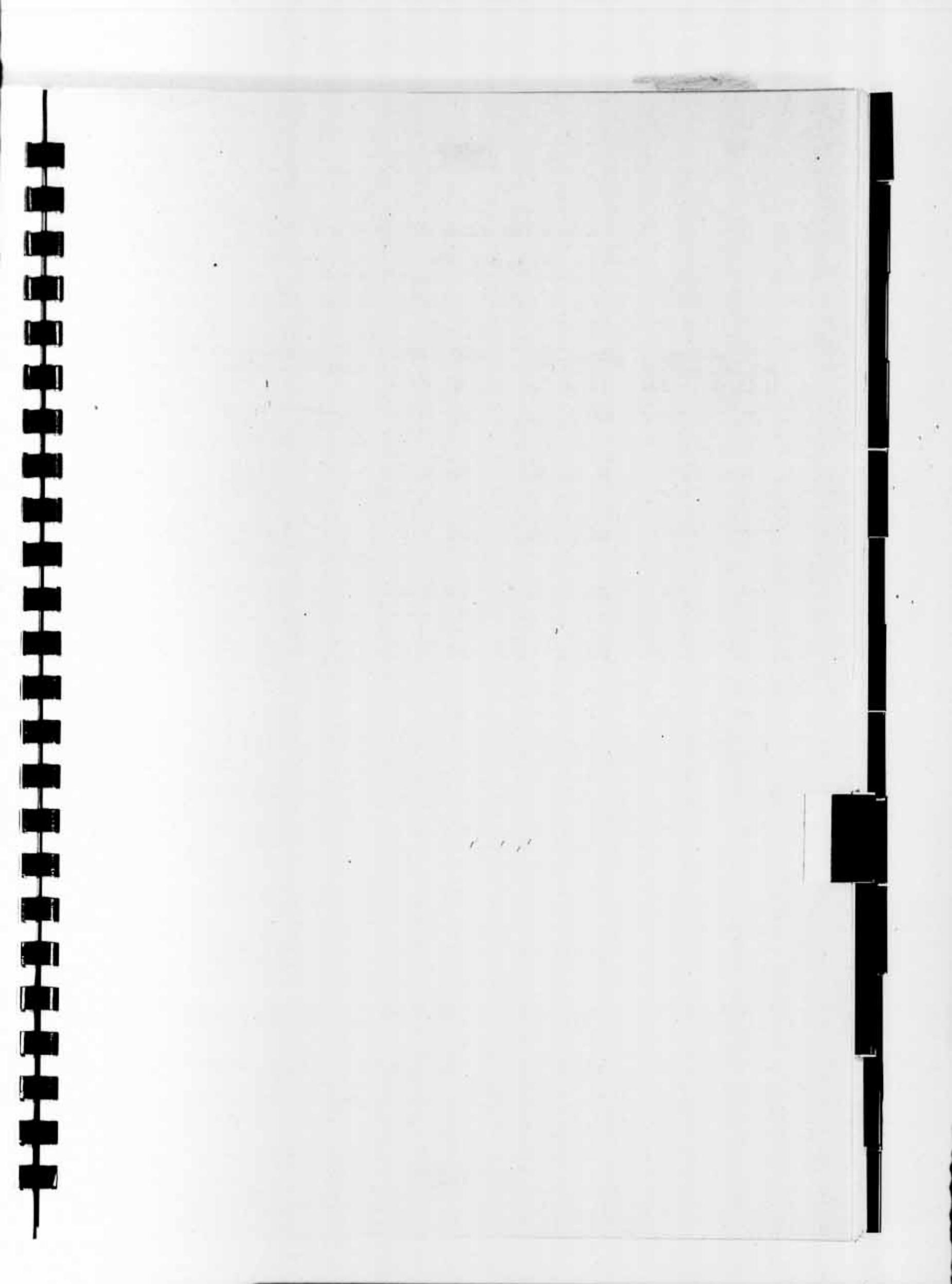
Subject: Preparation for Army Operation of Public
Transportation Systems.

1. Pursuant to War Department directive, WDGCT 004.01 (23 Dec 1943), dated 23 December 1943, subject as above, I have designated the Commanding Generals of the nine numbered Service Commands, and of the Military District of Washington, as my representatives who are authorized to call direct upon the Army Ground Forces for the personnel, equipment, and facilities enumerated in that directive.
2. As a result of a conference this date with representatives from your Headquarters it is understood that in accordance with paragraph 3b of directive cited above, you will designate liaison officers from each army and separate corps for duty as liaison officers with the appropriate service command headquarters. All requests by the service commands for the utilization of Army Ground Force troops and equipment should be made to these liaison officers who will coordinate the arrangements with the necessary Ground Force commanders. These officers to be selected by you should not be ordered to the service commands until request for such action is made by my Headquarters.
3. The Deputy Chief of Staff for Service Commands, Brigadier General C. H. Danielson, will provide liaison with your Headquarters on all matters concerning the utilization by Service Commanders of Army Ground Force troops and equipment. General Danielson's office is Room 5D 538, The Pentagon, and he can be reached on Extension 3089. His Executive, Colonel Joseph F. Battley, may act for him.
4. I appreciate that heavy calls for Ground Force personnel would seriously interfere with training schedules and with preparation of troops for overseas service. Therefore, I have directed the commanding generals of service commands to first utilize all troops and equipment under the jurisdiction of the Army Service Forces before requesting the assistance of the Army Ground Forces.

BREHON SOMERWELL,
Lieutenant General, U. S. A.,
Commanding.

For the Commanding General:

(Sgd.) W. D. STYER,
Major General.



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TAB I

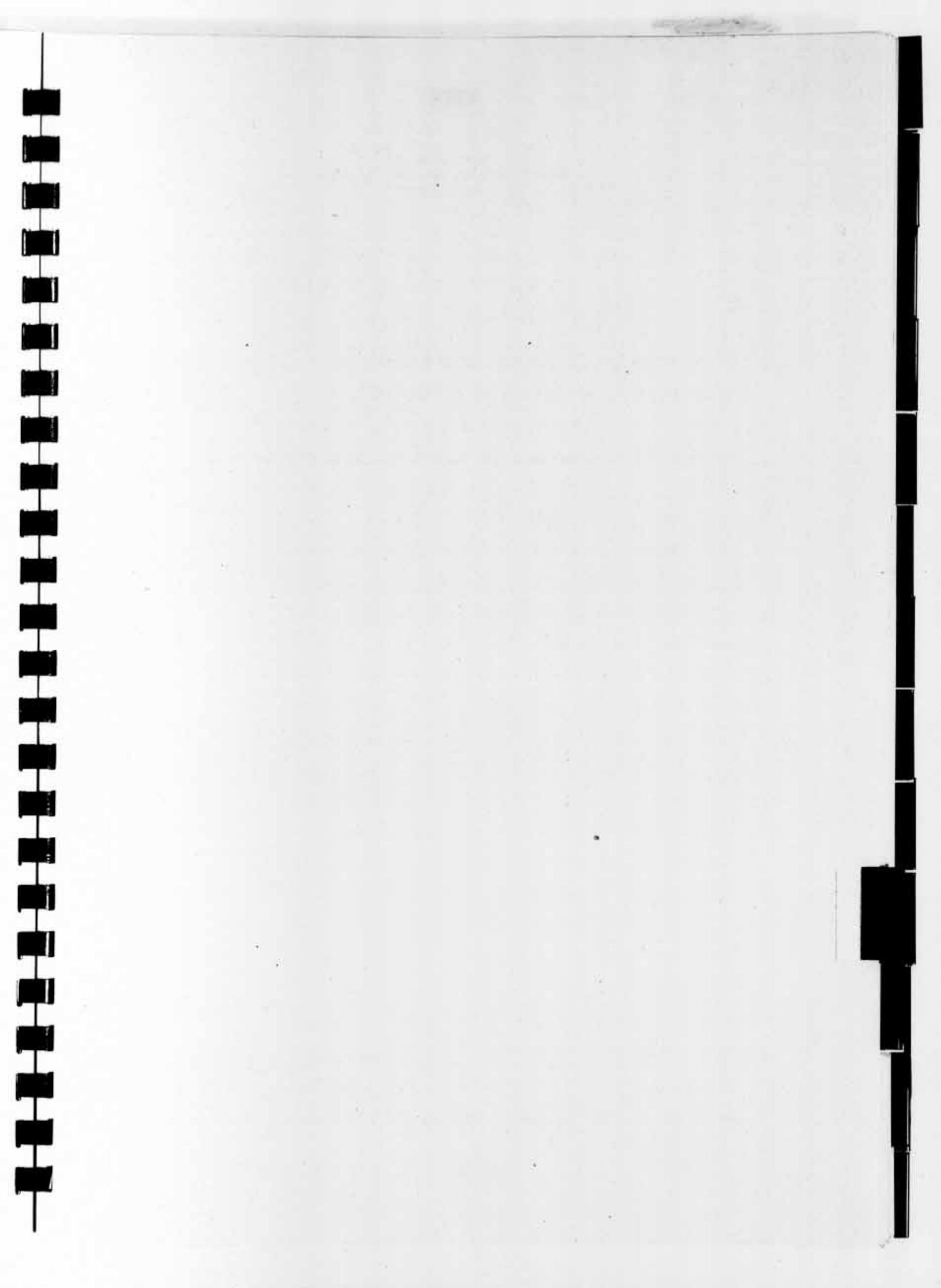
LIST OF MILITARY RAILWAY SERVICE UNITS

Continental United States Showing Authorized Strength,
Present Strength and Current Status.

<u>Unit, Station & Date of Activation</u>	<u>Auth. Strength</u>			<u>Act. Strength</u> 18 Dec 43			<u>Percentage Of Training Completed</u>	
	<u>OFF</u>	<u>NO</u>	<u>EM</u>	<u>OFF</u>	<u>NO</u>	<u>EM</u>	<u>Basic</u>	<u>Technical</u>
784th Base Depot Co., Marietta, Penna. Activated 6 Oct. 43	<u>5</u>	<u>0</u>	<u>116</u>	<u>5</u>	<u>0</u>	<u>135</u>	100	30
706th Ry Grand Div. Camp Robinson, Ark. Activated 18 Oct 43	<u>27</u>	<u>0</u>	<u>59</u>	<u>22</u>	<u>0</u>	<u>81</u>	99	22
712th Ry Opn Bn, Camp Claiborne, La. Activated 18 Oct 43	<u>23</u>	<u>2</u>	<u>847</u>	<u>29</u>	<u>2</u>	<u>999</u>	99	79
733rd Ry Opn Bn, Camp Jesse Turner, Ark. Activated 23 Nov 43	<u>23</u>	<u>1</u>	<u>824</u>	<u>25</u>	<u>1</u>	<u>937</u>	94	0
717th Ry Opn Bn, Camp Scott, Indiana. Activated 1 Dec 43	<u>23</u>	<u>1</u>	<u>824</u>	<u>18</u>	<u>1</u>	<u>884</u>	100	0
757th Ry Shop Bn, Camp Robinson, Ark. Activated 10 Dec 43	<u>21</u>	<u>2</u>	<u>621</u>	<u>25</u>	<u>2</u>	<u>662</u>	100	56
763rd Ry Shop Bn, Camp Millard, Ohio. Activated 10 Dec 43	<u>21</u>	<u>2</u>	<u>621</u>	<u>27</u>	<u>2</u>	<u>832</u>	92	45
764th Ry Shop Bn, Camp Millard, Ohio. Activated 10 Dec 43	<u>21</u>	<u>2</u>	<u>621</u>	<u>23</u>	<u>2</u>	<u>731</u>	98	0
740th Ry Opn Bn, New Orleans, La. Activated 14 Dec 43	<u>23</u>	<u>1</u>	<u>824</u>	<u>22</u>	<u>0</u>	<u>871</u>	61	11
710th Ry Grand Div., Ft. Sam Houston, Tex. Activated 14 Dec 43	<u>27</u>	<u>0</u>	<u>59</u>	<u>21</u>	<u>0</u>	<u>13</u>	35	0
718th Ry Opn Bn, Ft. Sam Houston, Tex. Activated 14 Dec 43	<u>23</u>	<u>1</u>	<u>824</u>	<u>16</u>	<u>0</u>	<u>341</u>	0	0
722nd Ry Opn Bn, Ft. Sam Houston, Tex. Activated 14 Dec 43	<u>23</u>	<u>1</u>	<u>824</u>	<u>1</u>	<u>0</u>	<u>91</u>	0	0

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785th Base Depot Co., New Orleans, La. Activated 21 Dec 43	<u>5</u> <u>0</u> <u>116</u>	<u>0</u> <u>0</u> <u>0</u>	0	0
716th Ry Opn Bn, Ft. Sam Houston, Tex. Activated 21 Dec 43	<u>23</u> <u>1</u> <u>824</u>	<u>0</u> <u>0</u> <u>0</u>	0	0
723rd Ry Opn Bn, Ft. Sam Houston, Tex. Activated 21 Dec 43	<u>23</u> <u>1</u> <u>824</u>	<u>0</u> <u>0</u> <u>0</u>	0	0
744th Ry Opn Bn, Ft. Sam Houston, Tex. Activated 21 Dec 43	<u>23</u> <u>1</u> <u>824</u>	<u>0</u> <u>0</u> <u>0</u>	0	0
786th Base Depot Co., New Orleans, La. Activated 28 Dec 43	<u>5</u> <u>0</u> <u>116</u>	<u>0</u> <u>0</u> <u>0</u>	0	0
724th Ry Opn Bn., Ft. Sam Houston, Tex. Activated 28 Dec 43	<u>23</u> <u>1</u> <u>824</u>	<u>0</u> <u>0</u> <u>0</u>	0	0
Hq & Hq Co., 2nd Mil.Ry Service, New Orleans, La. Activated 28 Dec 43	<u>32</u> <u>2</u> <u>165</u>	<u>0</u> <u>0</u> <u>0</u>	0	0
787th Base Depot Co., New Orleans, La., Activated 12 Jan 44	<u>5</u> <u>0</u> <u>116</u>	<u>0</u> <u>0</u> <u>0</u>	0	0



SECRET

TAB J

WAR DEPARTMENT
HEADQUARTERS ARMY SERVICE FORCES
WASHINGTON

MEMORANDUM FOR THE ADJUTANT GENERAL:

Subject: Former Railroad Employees.

The Secretary of War directs:

I. That the following message be transmitted to each Post, Camp, and Station within the Continental United States by the MOST EXPEDITIOUS MEANS. The transmission of this message will take first priority.

RUSH STOP EACH POST COMMANDER WILL REPORT DIRECT TO COMMANDING GENERAL OF THE SERVICE COMMAND REGARDLESS OF ASSIGNMENT JURISDICTION OF PERSONNEL comma NUMBER OF ENLISTED MEN BY COLOR ASSIGNED YOUR STATION CLASSIFIED IN EACH OF FOLLOWING SSN OR MOS COLON 005 comma 029 comma 030 comma 033 comma 036 comma 046 comma 047 comma 048 comma 058 comma 069 comma 071 comma 110 comma 111 comma 135 comma 140 comma 180 comma 181 comma 183 comma 185 comma 198 comma 199 comma 205 comma 211 comma 233 comma 236 comma 265 comma 266 comma 379 STOP AVIATION CADETS comma STUDENTS IN OFFICER CANDIDATE SCHOOLS AND MEN ASSIGNED TO UNITS ALERTED FOR OVERSEAS MOVEMENT OR TO ORGANIZATIONS OF THE TRANSPORTATION CORPS WILL NOT BE REPORTED STOP REPORT WILL BE SUBMITTED BY MOST EXPEDITIOUS MEANS AND WILL REACH SERVICE COMMAND HEADQUARTERS BY _____ HOURS _____ DAY _____ MONTH period IN ADDITION YOU WILL PREPARE LISTS OF ALL OTHER ENLISTED PERSONNEL WHO HAVE BEEN PREVIOUSLY EMPLOYED IN OPERATION OR ADMINISTRATION OF RAILROADS AND WILL BE PREPARED TO FURNISH SUCH DATA BY SSN comma MOS AND JOB DESCRIPTION ON CALL BY SERVICE COMMANDER STOP ALL MEN REPORTED TO SERVICE COMMANDERS WILL BE ALERTED AND

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TAB J

PREPARED FOR IMMEDIATE SHIPMENT IN COMPLIANCE WITH ANY ORDERS
HE MAY ISSUE STOP NEGATIVE REPORTS NOT DESIRED STOP

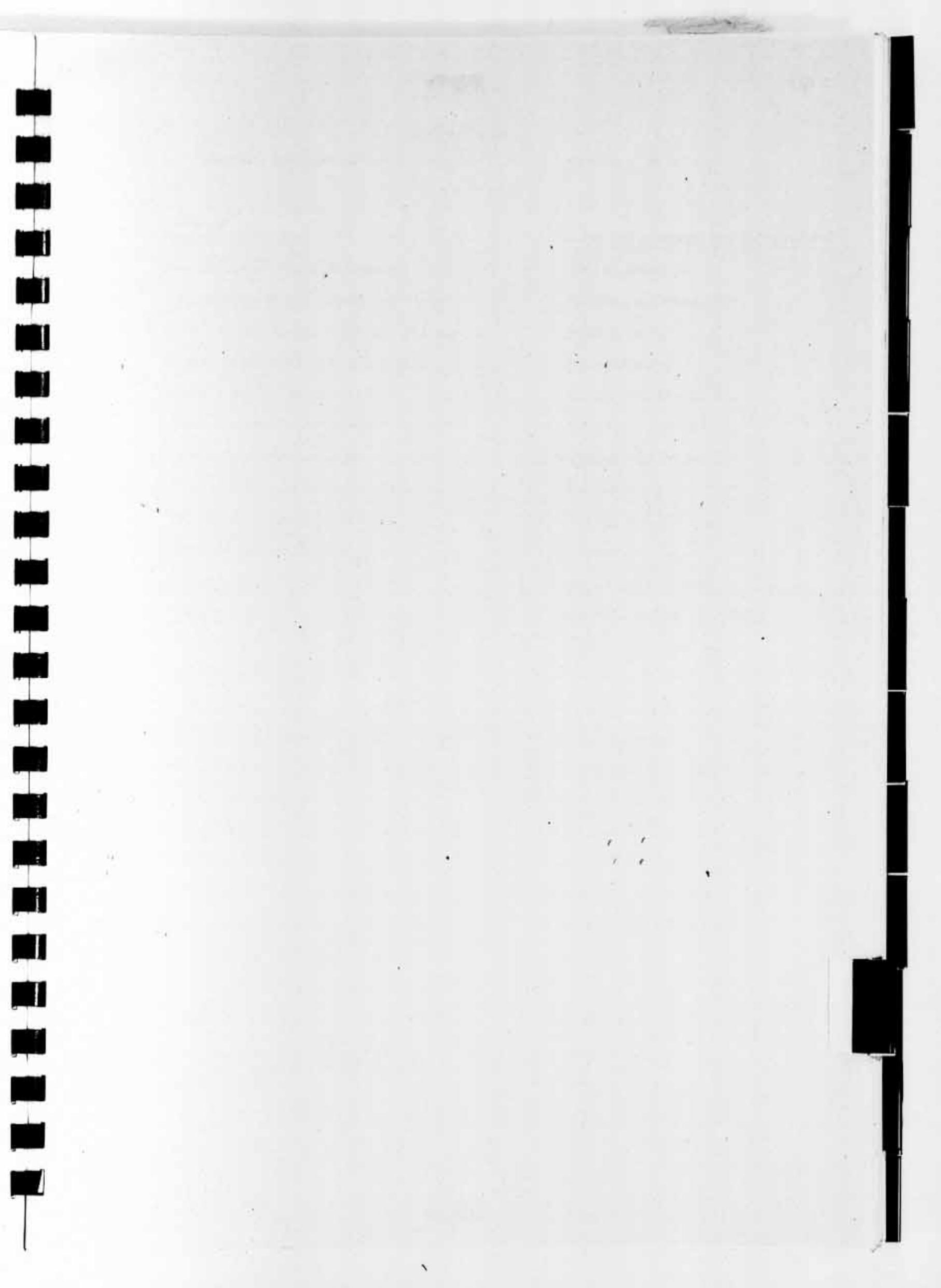
II. That each Service Commander be directed to inform the Adjutant General, Attention: Classification and Assignment Branch the total number of each SSN and MOS reported as available to him. Data will be cumulative and will be as of noon and midnight daily and will reach The Adjutant General within three hours thereafter.

III. That the Commanding General, Army Air Forces, Commanding General, Army Ground Forces, Commanding Generals of Defense Commands, and Chiefs of Technical Services be informed.

For the Commanding General:

JOSEPH F. BATTLE,
Colonel, General Staff Corps,
Executive Deputy Chief of Staff for Service Commands.

SECRET



EASTERN REGION

Regional Headquarters

New York, N. Y.

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
The Ann Arbor Railroad Company	Owosso, Michigan.
Manistique & Lake Superior Railroad Co.	Manistique, Michigan.
The Toledo, Angola & Western Railway Co.	Toledo, Ohio.
Bangor & Aroostock Railroad Company.	Bangor, Maine.
Boston & Maine Railroad.	Boston, Massachusetts.
Hoosac Tunnel & Wilmington Railroad.	Readsboro, Vermont.
Montpelier & Wells River Railroad.	Montpelier, Vermont.
Portland Terminal Company Railroad.	Portland, Maine.
Springfield Terminal Railway Co.	Springfield, Vermont.
Suncook Valley Railroad.	Suncook, N. H.
Barre and Chelsea Railroad Co.	Montpelier, Vermont.
Canadian Pacific Railway Company	Brownville Junction, Maine.
Aroostock Valley Railroad Company	Presque Isle, Maine.
Grand Trunk Railway System	Portland, Maine.
Maine Central Railroad Company	Portland, Maine.
Belfast & Moosehead Lake Railroad Company.	Belfast, Maine.
St. Johnsbury and Lake Champlain Railroad.	Montpelier, Vermont.
Central Vermont Railway	St. Albans, Vermont.
Chicago, Indianapolis & Louisville Railway	Chicago, Illinois.
Delaware and Hudson Railroad Corporation	Albany, New York.
Greenwich & Johnsonville Railway	Greenwich, New York.
Lake Champlain & Moriah Railroad	Port Henry, New York.
Southern New York Railway Inc.	New York, N. Y.
The Delaware, Lackawanna and Western R. R. Co.	New York, N. Y.
Dansville and Mount Morris Railroad Co.	Dansville, N. Y.
Morristown and Erie Railroad	Whippany, N. J.
Mount Hope Mineral R. R.	Wharton, N. J.
Northampton and Bath Railroad	Northampton, Pa.
Rahway Valley Railroad	Kenilworth, N. J.

EASTERN REGION (CONT'D)

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
Unadilla Valley Railway Company	New Berlin, N. Y.
West Pittston & Exeter Railroad	Scranton, Pa.
Wharton and Northern Railroad	Wharton, N. J.
Genesee and Wyoming Railroad Company	Retsaf, N. Y.
Detroit and Mackinac Railway Company	Tawas City, Mich.
Detroit and Toledo Shore Line Railroad Company	Detroit, Mich.
Detroit, Toledo and Ironton Railroad Company.	Dearborn, Mich.
Delray Connecting Railroad Co.	Detroit, Mich.
Ohio and Morenci Railroad	Morenci, Mich.
Wyandotte Southern R. R. Co.	Wyandotte, Mich.
Wyandotte Terminal Railroad Company	Wyandotte, Mich.
Erie Railroad	Cleveland, Ohio.
Bath and Hammondsport Railroad Company	Hammondsport, N. Y.
International Railway Company.	Buffalo, N. Y.
Jamestown, Westfield & Northwestern R. R. Co.	Jamestown, N. Y.
Prattsburgh Railway Corporation	Prattsburgh, N. Y.
The Winona Railroad Co.	Warsaw, Ind.
Hoboken Manufacturers Railroad Company	Hoboken, N. J.
Grand Trunk Western R. R. System	Detroit, Mich.
Indiana Northern Railway Co.	South Bend, Ind.
Port Huron & Detroit Railroad	Port Huron, Mich.
Lehigh and Hudson River Railway	Warwick, N. Y.
Lehigh & New England Railroad	Bethlehem, Pa.
Lehigh Valley Railroad	New York, N. Y.
East Jersey Railroad Terminal Co.	Bayonne, N. J.
The Ironton Railroad Company	Hokendauqua, Pa.
Buffalo Creek Railroad	Buffalo, N. Y.
Monongahela Railway	Pittsburgh, Pa.
Montour Railroad	Pittsburgh, Pa.
The Pittsburgh, Lisbon & Western Railroad	Lisbon, Ohio.
The Youngstown and Suburban Railroad Company.	Youngstown, Ohio.

[REDACTED]

EASTERN REGION (CONT'D.)

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
Conemaugh & Black Lick Railroad	Johnstown, Pa.
Patapsco & Back River Railroad	Sparrows Point, Md.
Philadelphia, Bethlehem and New England Railroad	Bethlehem, Pa.
South Buffalo Railway Co.	Lackawanna, N. Y.
Steelton & Highspire Railroad.	Steelton, Pa.
Cornwall Railroad Company	Lebanon, Pa.
The New York Central Railroad Company.	New York, N. Y.
Campbell's Creek Railroad Company.	Reed, W. Virginia.
Chicago River & Indiana Railroad Company.	Chicago, Ill.
Detroit Terminal Railroad Co.	Detroit, Mich.
East Erie Commercial Railroad	Erie, Pa.
The Fairport, Painesville and Eastern Railroad Company.	Painesville, Ohio.
The Federal Valley Railroad	Cleveland, Ohio.
Fonda, Johnstown & Gloversville Railroad Co.	Gloversville, N. Y.
Grasse River Railroad Corporation	Conifer, N. Y.
Kelley's Creek and Northwestern Railroad Co.	Ward, W. Virginia.
The Lakeside and Marblehead Railroad Co.	Marblehead, Ohio.
The Lorain and Southern Railroad Company.	Cleveland, Ohio.
Lowville & Beaver River Railroad	Lowville, N. Y.
Marcellus & Otisco Lake Railroad	Marcellus, N. Y.
The Massena Terminal Railroad Co.	Massena, N. Y.
Norwood & St. Lawrence Railroad Company.	Norfolk, N. Y.
The Ohio Public Service Co.	Port Clinton, Ohio.
Skaneateles Short Line Railroad	Skaneateles, N. Y.
Algers, Winslow and Western Railway Company.	Cleveland, Ohio.
Detroit, Caro and Sandusky Railway	Caro, Mich.
Pittsburgh & Lake Erie Railroad Company.	Pittsburgh, Pa.
Aliquippa and Southern Railroad Company.	Pittsburgh, Pa.
Allegheny and Southside Railway	Pittsburgh, Pa.
Pittsburgh, Allegheny & McKees Rocks Railroad Company.	McKees Rocks, Pa.

SECRET

EASTERN REGION (CONT'D.)

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
Pittsburgh & Ohio Valley Railway Co.	Pittsburgh, Pa.
Pittsburgh, Chartiers & Youghiogheny Railway	Pittsburgh, Pa.
Indiana Harbor Belt Railroad Company	Chicago, Ill.
Chicago and Calumet River Railroad Co.	Hegewisch, Ill.
The New York, Chicago and St. Louis Railroad Company.	Cleveland, Ohio.
The Lake Terminal R. R. Co.	Lorain, Ohio.
Muncie and Western Railroad Co.	Muncie, Ind.
The New York, New Haven and Hartford R. R. Co.	New Haven, Conn.
Fore River Railroad Corporation	Quincy, Mass.
Grafton & Upton Railroad Co.	Hopedale, Mass.
Moshassuck Valley Railroad Company	Saylesville, R. I.
Narragansett Pier Railroad Company	Peacedale, R. I.
Union Freight Railroad	Boston, Mass.
Wood River Branch Railroad	Hope Valley, R. I.
New York, Ontario and Western Railway	Middletown, N. Y.
Middletown & Unionville Railroad	Middletown, N. Y.
New York Susquehanna & Western Railroad Company.	Patterson, N. J.
Pere Marquette Railway Company	Detroit, Mich.
East Jordan & Southern Railroad	East Jordan, Mich.
Manistee and Northern Railway Company	Manistee, Mich.
Union Belt of Detroit	Detroit, Mich.
The Pittsburgh & Shawmut Railroad	Kittanning, Pa.
Pittsburgh, Shawmut and Northern Railroad	St. Marys, Pa.
The Pittsburgh & West Virginia Railway	Pittsburgh, Pa.
Rutland Railroad Company	Rutland, Vt.
Clarendon & Pittsford Railroad	Proctor, Vt.
Wabash Railroad Company	St. Louis, Mo.
Des Moines, Union Railway Co.	Des Moines, Iowa.

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TAB K

EASTERN REGION (CONT'D.)

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
New Jersey, Indiana & Illinois Railroad Company.	South Bend, Ind.
Pioneer and Fayette Railroad	Pioneer, Ohio.
St. Louis and Hannibal Railroad Co.	Hannibal, Mo.
The Wheeling and Lake Erie Railway Company.	Cleveland, Ohio.
The Lorain & West Virginia Railway Company.	Cleveland, Ohio.
The Cuyahoga Valley Railway Co.	Cleveland, Ohio.
The Newburgh and South Shore Railway Company.	Cleveland, Ohio.
The River Terminal Railway	Cleveland, Ohio.
The Toledo Terminal Railroad	Toledo, Ohio.
Bay Terminal Railroad Co.	Toledo, Ohio.
Railway Express Agency Inc.	New York, N. Y.

SECRET

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ALLEGHENY REGION

Regional Headquarters

Philadelphia, Pennsylvania

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
The Akron, Canton & Youngston Railway Co.	Akron, Ohio
Northern Ohio Railway	Akron, Ohio
The Jay Street Connecting R. R.	Brooklyn, N. Y.
Bush Terminal Railroad Co.	New York City
Brooklyn Eastern District Terminal	Brooklyn, N. Y.
New York Dock Railway	Brooklyn, N. Y.
South Brooklyn Railway Company	Brooklyn, N. Y.
The Baltimore & Ohio Railroad Company	Baltimore, Md.
Benwood & Wheeling Connecting Railway Company	Wheeling, W. Va.
The Baltimore and Annapolis Railroad Company	Baltimore, Md.
Castleman River R. R.	Grantsville, Md.
Clarion River Railway Company	Ridgeway, Pa.
East Washington Railway Company	Seat Pleasant, Md.
Middle Creek R. R. Co.	Chicago, Ill.
Middle Fork R. R. Co.	Ellamore, W. Va.
The Preston Railroad Company	Crellin, Md.
Rowlesburg & Southern Railroad	Erwin, W. Va.
Southern Indiana Railway Inc.	Indianapolis, Ind.
The Staten Island Rapid Transit Railway Company	New York, N. Y.
Strouds Creek and Muddlety Railroad Company	Charleston, W. Va.
West Virginia Northern Railroad Company	Kingwood, W. Va.
Winchester and Western Railroad Co.	Winchester, Va.
The Baltimore & Ohio Chicago Terminal R. R. Co.	Chicago, Ill.
Bessemer and Lake Erie Railroad Company	Pittsburgh, Pa.
Cheswick & Harmar Railroad Company	Pittsburgh, Pa.
Chicago and Western Indiana Railroad	Chicago, Ill.
Unity Railways Company	Pittsburgh, Pa.
Western Allegheny Railroad Company	Kaylor, Pa.
The Youngstown and Northern Railroad Company	Youngstown, Ohio.

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ALLEGHENY REGION (CONT'D.)

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
Etna and Montrose Railroad	Pittsburgh, Pa.
Buffalo Creek & Gauley Railroad	Dundon, W. Va.
Cambria & Indiana Railroad Company	Colver, Pa.
Central Railroad Company of New Jersey	Jersey City, N. J.
Chestnut Ridge Railway Company	Palmerton, Pa.
Raritan River Railroad	South Amboy, N. J.
Cumberland and Pennsylvania Railroad Co.	Cumberland, Md.
Long Island Railroad	New York, N. Y.
Pennsylvania-Reading Seashore Lines	Camden, N. J.
Pennsylvania Railroad	Philadelphia, Pa.
Akron & Barberton Belt Railroad Co.	Barberton, Ohio
Arcade & Attica Railroad Corporation	Arcade, N. Y.
Bellefonte Central Railroad Co.	Bellefonte, Pa.
Boyne City Railroad Company	Boyne City, Mich.
Canton Railroad Company	Baltimore, Md.
Central Indiana Railway Company	Indianapolis, Ind.
Coudersport & Port Allegany Railroad	Coudersport, Pa.
Donora Southern Railroad	Cleveland, Ohio
East Broadtop Railroad & Coal Co.	Rockhill Furnace, Pa.
The Huntingdon and Broad Top Mountain Railroad & Coal Co.	Huntington, Pa.
Indianapolis Union Railway Co.	Indianapolis, Indiana.
Johnstown & Stony Creek Railroad	Johnstown, Pa.
Lake Erie, Franklin & Clarion Railroad Company	Clarion, Pa.
The Ligonier Valley Railroad	Ligonier, Pa.
Maryland & Pennsylvania Railroad Company	Baltimore, Md.
The Monongahela Connecting Railroad	Pittsburgh, Pa.
The Belt Railway Company	Chicago, Ill.
The Sheffield & Tionesta Railway	Tionesta, Pa.
Stewartstown Railroad	Stewartstown, Pa.
Strasburg Railroad	Strasburg, Pa.

ALLEGHENY REGION (CONT'D.)

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
Upper Merion & Plymouth Railroad	Conshohocken, Pa.
Winfield Railroad	Butler, Pa.
Reading Company	Philadelphia, Pa.
Union Railroad Company	Pittsburgh, Pa.
Western Maryland Railway Company	Baltimore, Md.

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TAB K

POCAHONTAS REGION

Regional Headquarters

Roanoke, Virginia

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<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
The Chesapeake & Ohio Railway Company	Richmond, Va.
The Kanawha Central Railway Company	Charleston, W. Va.
Morehead & North Fork Railroad	Clearfield, Ky.
Nelson & Albemarle Railway	Schuyler, Va.
Winifrede Railroad Company	Charleston, W. Va.
Norfolk & Western Railway	Roanoke, Va.
Chesapeake Western Railway	Harrisonburg, Va.
Interstate Railroad	Andover, Va.
Winston-Salem Southbound Railway	Winston-Salem, N. C.
The Virginian Railway Company	Norfolk, Va.
Norfolk & Portsmouth Belt Line Railroad	Norfolk, Va.

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SOUTHEASTERN REGION

Regional Headquarters

Washington, D. C.

Corporate
Name of Railroad

Location of Operating Headquarters

Alabama, Tennessee & Northern R. R.

York, Alabama.

Atlanta & West Point Railroad Co.)
The Western Railway of Alabama)
Georgia Rail Road*)

Atlanta, Ga.

Birmingham & Southeastern Railroad

Tallasse, Ala.

Milstead Railroad Co.

La Grange, Ga.

The Tuskegee Railroad Co.

Tuskegee, Ala.

*(Operated as Georgia R.R.)

Atlanta, Birmingham & Coast Railroad Co.

Atlanta, Ga.

Atlantic Coast Line Railroad Co.

Wilmington, N. C.

Apalachicola Northern Railroad Co.

Jacksonville, Fla.

Atlantic & Carolina Railroad

Kenansville, N. C.

Atlantic & Western Railway Co.

Sanford, N. C.

Beaufort & Morehead Railroad Co.

Beaufort, N. C.

Cape Fear Railways Inc.

Fort Bragg, N. C.

The Carolina Southern Railway Co.

Windsor, N. C.

Carolina Western Railroad

Sumter, S. C.

Columbia, Newberry & Laurens Railroad

Columbia, S. C.

East Carolina Railway

Farmville, N. C.

Flint River & Northeastern Railroad Co.

Moultrie, Ga.

Georgia, Ashburn, Sylvester and Camilla
Railway Co.

Moultrie, Ga.

The Georgia Northern Railway Co.

Moultrie, Ga.

Hampton & Branchville Railroad

Hampton, S. C.

Lakeland Railway

Lakeland, Ga.

Laurinburg & Southern Railroad

Laurinburg, N. C.

Live Oak, Perry & Gulf Railroad

Foley, Fla.

Rockingham Railroad

Rockingham, N. C.

South Georgia Railway Co.

Quitman, Ga.

Virginia & Carolina Southern Railroad

Lumberton, N. C.

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SOUTHEASTERN REGION (CONT'D)

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
Central of Georgia Railway Co.	Savannah, Ga.
Atlanta & St. Andrews Bay Railway	Dothan, Ala.
Chattahoochee Valley Railway Co.	West Point, Ga.
Louisville & Wadley Railroad	Dublin, Ga.
Sandersville Railroad	Sandersville, Ga.
Savannah & Atlanta Railway Co.	Savannah, Ga.
Talbotton Railroad	Talbotton, Ga.
Tennessee, Alabama & Georgia Railway Co.	Chattanooga, Tenn.
Wadley Southern Railway Co.	Dublin, Ga.
Wrightsville & Tennille Railroad Co.	Dublin, Ga.
Charleston & Western Carolina Railway Co.	Wilmington, N. C.
Clinchfield Railroad Co.	Erwin, Tenn.
Black Mountain Railway	Erwin, Tenn.
Columbus & Greenville Railway Co.	Columbus, Miss.
Durham & Southern Railway Co.	Durham, N. C.
Piedmont & Northern Railway Co.	Charlotte, N. C.
Florida East Coast Railway	St. Augustine, Fla.
Trans Florida Central Railroad Co.	Fellsmere, Fla.
Georgia & Florida Railroad	Augusta, Ga.
Gulf, Mobile & Ohio Railroad	Mobile, Ala.
Meridian & Bigbee River Railway Co.	Meridian, Miss.
Mississippi Export Railroad	Lucedale, Miss.
Terminal Railway Alabama State Docks	Mobile, Ala.
Illinois Central Railroad Co.	Chicago, Ill.
Cadiz Railroad	Cadiz, Ky.
Canton & Carthage Railroad Co.	Canton, Miss.
Fernwood Columbia & Gulf Railroad Co.	Fernwood, Miss.
Louisiana Southern Railway Co.	New Orleans, La.
Mississippi & Skuna Valley Railroad Co.	Memphis, Tenn.
New Orleans Public Belt Railroad	New Orleans, La.
Sioux City Terminal Railway	Sioux City, Iowa.


SOUTHEASTERN REGION (CONT'D)

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
Springfield Terminal Railway Co. (Illinois)	Springfield, Ill.
Louisville & Nashville Railroad Co.	Louisville, Kentucky.
Artemus-Jellico Railroad Co.	Artemus, Ky.
Birmingham Southern Railroad Co.	Birmingham, Ala.
The Carrollton Railroad	Carrollton, Ky.
Flemingsburg & Northern Railroad	Flemingsburg, Ky.
Frankfort & Cincinnati Railroad Co.	Frankfort, Ky.
Kentucky & Indiana Terminal Railroad Co.	Louisville, Ky.
Manistee & Repton Railroad	Monroeville, Ala.
The Marianna & Blountstown Railroad	Blountstown, Fla.
Mississippi Central Railroad Co.	Hattiesburg, Miss.
The Nashville, Chattanooga & St. Louis Railway	Nashville, Tenn.
Norfolk Southern Railway Co.	Norfolk, Va.
Pullman Railroad Company	Chicago, Ill.
Richmond, Fredericksburg & Potomac Railroad Co.	Richmond, Va.
Washington & Old Dominion Railroad	Arlington, Va.
Virginia Central Railway	Fredericksburg, Va.
Seaboard Railway	Norfolk, Va.
Aberdeen & Rockfish Railroad Co.	Aberdeen, N. C.
Bennettsville & Cheraw Railroad	Bennettsville, S. C.
Cliffside Railroad	Cliffside, N. C.
Edgmoor & Manetta Railway	Edgmoor, S. C.
Jacksonville, Gainesville & Gulf Railway	Gainesville, Fla.
Macon, Dublin & Savannah Railroad Co.	Macon, Ga.
Moore Central Railway	Asheboro, N. C.
St. Marys Railroad	St. Marys, Ga.
Warrenton Railroad	Warrenton, N. C.
Southern Railway Co.	Washington, D. C.
Alabama Central Railroad Co.	Birmingham, Ala.
Atlantic and Yadkin Railway	Greensboro, N. C.
Blue Ridge Railway	Anderson, S. C.

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SOUTHEASTERN REGION (CONT'D)

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
Bonhomie and Hattiesburg Southern Railroad Company	Hattiesburg, Miss.
Buffalo Union-Carolina Railroad	Union, S. C.
Carolina & Northwestern Railway	Hickory, N. C.
East Tennessee and Western North Carolina Railroad Co.	Johnson City, Tenn.
Ferdinand Railroad Co.	Ferdinand, Ind.
Gainesville Midland Railroad Co.	Gainesville, Ga.
Graham County Railroad Co.	Oil City, Penna.
Greenville and Northern Railway Co.	Greenville, S. C.
Hartwell Railway	Hartwell, Ga.
High Point, Thomasville and Denton Railroad	High Point, N. C.
Kentucky and Tennessee Railway	Stearns, Ky.
Lancaster and Chester Railway	Lancaster, S. C.
Louisville, New Albany and Corydon Railroad, Co.	Corydon, Ind.
The Mobile and Gulf Railroad Co.	Louisville, Ky.
Oneida and Western Railroad Co.	Oneida, Tenn.
Pearl River Valley Railroad	Picayune, Miss.
Pickens Railroad	Pickens, S. C.
Sumter and Choctaw Railway	Bellamy, Ala.
Tennessee Railroad Co.	Oneida, Tenn.
Tennessee and North Carolina Railway	Hayesville, N. C.
Virginia Blue Ridge Railway	Piney River, Va.
Ware Shoals Railroad	Ware Shoals, S. C.
The Port Utilities Commission of Charleston, S. C.	Charleston, S. C.
Atlantic and East Carolina Railway	New Bern, N. C.
* The Cincinnati, New Orleans and Texas Pacific Railway Co.	Washington, D. C.
* The Alabama Great Southern Railroad Co.	Washington, D. C.
* Operated by Southern Railway, Washington, D. C.	

SOUTHEASTERN REGION (CONT'D)

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
* New Orleans and Northeastern Railroad Co.	Washington, D. C.
* Georgia, Southern and Florida Railway Co.	Washington, D. C.
* High Point, Randleman, Asheboro and Southern Railroad	Washington, D. C.
Tennessee Central Railway Co.	Nashville, Tenn.
* Operated by Southern Railway, Washington, D. C.	

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CENTRAL WESTERN REGION

Regional Headquarters

Chicago, Illinois

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
Atchison, Topeka & Santa Fe Railway	Chicago, Ill.
The Apache Railway Co.	McNary, Arizona.
The Garden City Western Railway Co.	Garden City, Kansas.
The Joplin-Pittsburg Railroad Co.	Pittsburg, Kansas.
St. Joseph Terminal Railroad Co.	St. Joseph, Mo.
Yosemite Valley Railway Co.	Merced, Calif.
The Alton Railroad Co.	Chicago, Ill.
Springfield & Southwestern Railroad Co.	Springfield, Ohio
Chicago & Eastern Illinois Railroad	Chicago, Ill.
Chicago, Attica & Southern Railroad	Attica, Indiana.
Chicago Heights Terminal Transfer Railroad	Chicago, Ill.
Chicago & Illinois Midland Railway Co.	Springfield, Ill.
Chicago, Burlington & Quincy Railroad Co.	Chicago, Ill.
Bevier & Southern Railroad Co.	Bevier, Mo.
Chicago Aurora & Elgin Railroad Co.	Chicago, Ill.
Chicago Short Line Railway Co.	South Chicago, Ill.
Davenport, Rock Island & Northwestern Railway	Davenport, Ia.
Galesburg & Great Eastern Railroad	Victoria, Ill.
Hannibal Connecting Railroad	Hannibal, Mo.
Hooppole, Yorktown, & Tampico Railroad	Hooppole, Ill.
Southern Iowa Railway Co.	Centerville, Iowa.
Manufacturers' Junction Railway Co.	Cicero, Ill.
Missouri & Illinois Bridge & Belt Railroad	Alton, Ill.
Paducah & Illinois Railroad Co.	Paducah, Ky.
Rock Port, Langdon & Northern Railway	Rock Port, Mo.
St. Louis & Troy Railroad Co.	Hannibal, Mo.
Wyoming Railway Co.	Buffalo, Wyoming
The Colorado & Southern Railway Co.	Denver, Colo.
Denver & Intermountain Railroad	Denver, Colo.

CENTRAL WESTERN REGION (CONT'D.)

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
The Great Western Railway	Denver, Colo.
Midland Terminal Railway	Colorado Springs, Colo.
The Chicago, Rock Island & Pacific Railway Co.	Chicago, Ill.
Ashley, Drew & Northern Railway Co.	Crossett, Ark.
Burlington, Muscatine & Northwestern Railway Co.	Muscatine, Iowa.
Cedar Rapids & Iowa City Railway	Cedar Rapids, Iowa.
El Dorado & Wesson Railway	El Dorado, Arkansas.
North Louisiana & Gulf Railroad Co.	Hodge, La.
Pittsburg County Railway Co.	McAlester, Okla.
Rock Island Southern Railway Co.	Rock Island, Ill.
Denver & Rio Grande Western Railroad	Denver, Colorado.
Bamberger Railroad Co.	Salt Lake City, Utah.
Bingham & Garfield Railway Co.	Magna, Utah.
Carbon County Railroad Co.	Salt Lake City, Utah.
Colorado & South Eastern Railroad	Denver, Colorado.
Colorado & Wyoming Railway Co.	Denver, Colorado.
Colorado Railway Inc.	Pueblo, Colorado.
The Rio Grande Southern Railroad	Durango, Colorado.
The Salt Lake & Utah Railroad Corp.	Salt Lake City, Utah.
Salt Lake, Garfield & Western Railway	Salt Lake City, Utah.
San Luis Central Railroad	Denver, Colorado.
The Denver & Salt Lake Railway Co.	Denver, Colorado.
Fort Worth & Denver City Railway Co.	Fort Worth, Texas.
Illinois Terminal Railroad Co.	St. Louis, Mo.
Missouri-Illinois Railroad Co.	St. Louis, Mo.
Nevada Northern Railway Co.	East Ely, Nevada.
Northwestern Pacific Railroad Co.	Sausalito, Calif.
The San Luis Valley Southern Railway Co.	Denver, Colorado.
The Arcata & Mad River Railroad Co.	Korbel, Calif.
California Western Railroad & Navigation Co.	Fort Bragg, Calif.
Petaluma & Santa Rosa Railroad Co.	Sausalito, Calif.

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CENTRAL WESTERN REGION (CONT'D)

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
Southern Pacific Company	San Francisco, 5, Calif.
Alameda Belt Line	San Francisco, Calif.
Amador Central Railroad	Martell, Calif.
Bay Point & Clayton Railroad	San Francisco, Calif.
Camino, Placerville & Lake Tahoe Railroad	Camino, Calif.
Central California Traction Co.	Stockton, Calif.
Holton Inter-Urban Railway Co.	Pacific Electric Bldg., Los Angeles, Calif.
Los Angeles Junction Railway	Los Angeles, Calif.
Magma Arizona Railroad	Superior, Arizona
McCloud River Railroad	McCloud, Calif.
Modesto & Empire Traction Company	Modesto, California
Nevada Copper Belt	Mason, Nevada
Oakland Terminal Railroad Company	526 Mission Street, Oakland, California
Oregon California & Eastern Railway Company	San Francisco, California
Oregon Pacific & Eastern Railway	Cottage Grove, Oregon
Tooele Valley Railway Company	Salt Lake City, Utah
San Diego & Arizona Eastern Railway Company	San Diego, California
San Francisco & Napa Valley Railroad	San Francisco, California
Santa Maria Valley Railroad Company	Santa Maria, California
Sierra Railroad Company	Jamestown, California
Stockton Terminal & Eastern Railroad	San Francisco, California
Tonopah & Goldfield Railroad Company	Tonopah, Nevada
Trona Railway Company	Trona, California
Tucson Cornelia and Gila Bend Railroad	Ajo, Arizona
Valley & Siletz Railroad Company	Hoskins, Oregon
Ventura County Railway Company	Oxnard, California
Virginia & Truckee Railway	Carson City, Nevada
Visalia Electric Railroad Company	Exeter, California
Willamina & Grande Ronde Railway Company	Longview, Washington
Yreka Western Railroad Company	Yreka, California

* Now under Government operation.

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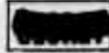
TAB K

CENTRAL WESTERN REGION (CONT'D.)

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
Toledo, Peoria & Western Railroad	Peoria, Illinois *
Union Pacific Railroad	Omaha, Nebraska
Big Creek & Telocaset Railroad	Pondosa, Oregon
Condon, Kinzua & Southern Railroad Company	Kinzua, Oregon
Mount Hood Railroad	Hood River, Oregon
Oregon & Northwestern Railroad Company	Hines, Oregon
South Omaha Terminal Railway Company	Omaha, Nebraska
Sumpter Valley Railway	Baker, Oregon
The Utah Idaho Central Railroad Corp.	Ogden, Utah
Utah Railway Company	Salt Lake City, Utah
The Western Pacific Railroad Company	526 Mission Street, San Francisco, California
Quincy Railroad Company	Quincy, California
Tidewater Southern Railway	San Francisco, California
Sacramento Northern Railway	Sacramento, California
The Pullman Company	Chicago, Ill.

* Now under Government operation.

SECRET



NORTHWESTERN REGION

Regional Headquarters

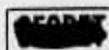
St. Paul, Minnesota

* * * * *

Corporate
Name of Railroad

Location of Operating Headquarters

Chicago and North Western Railway Co.	Chicago, Ill.
Chicago, St. Paul, Minneapolis and Omaha Railway Co.	St. Paul, Minn.
Escanaba and Lake Superior Railroad	Wells, Michigan.
Hillsboro and North Eastern Railway Co.	Hillsboro, Wis.
Laona and Northern Railway	Marshfield, Wis.
The LaSalle and Bureau County Railroad Co.	LaSalle, Ill.
Chicago Great Western Railway	Chicago, Ill.
Manchester and Oneida Railway	Manchester, Ia.
Chicago, Milwaukee St. Paul and Pacific Railroad	Chicago, Ill.
Columbia and Cowlitz Railway Co.	Longview, Wash.
Cowlitz, Chehalis and Cascade Railway	Chehalis, Wash.
Des Moines and Central Iowa Railroad	Des Moines, Iowa.
Kansas City Kaw Valley Railroad Inc.	Kansas City, Kan.
Marinette, Tomahawk and Western Railroad Co.	Tomahawk, Wis.
Pacific Coast Railroad Co.	Seattle, Wash.
Port Angeles Western Railroad	Port Angeles, Wash.
Port Townsend Southern Railroad Co.	Seattle, Wash.
Twin City Railroad	Chehalis, Wash.
White Sulphur Springs and Yellowstone Park Railway Co.	White Sulphur Springs, Mont.
Duluth Missabe and Iron Range Railway Co.	Duluth, Minn.
Duluth, South Shore and Atlantic Railway	Minneapolis, Minn.
Copper Range Railroad Co.	Houghton, Mich.
Mineral Range Railroad	Minneapolis, Minn.
The Elgin, Joliet and Eastern Railway Co.	Chicago, Ill.
Fort Dodge, Des Moines and Southern Railway Co.	Boone, Iowa.
Green Bay and Western Railroad Co.	Green Bay, Wis.
Great Northern Railway	St. Paul, Minn.
Longview, Portland and Northern Railway Co.	Longview, Wash.



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TAB K

NORTHWESTERN REGION (CONT'D.)

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
Minneapolis, Northfield and Southern Railway	Minneapolis, Minn.
Minnesota Western Railway Co.	Minneapolis, Minn.
Montana Western Railway	Valier, Mont.
Waterville Railway	Waterville, Wash.
Lake Superior and Ishpeming Railroad Co.	Marquette, Mich.
The Minneapolis and St. Louis Railroad Co.	Minneapolis, Minn.
Minneapolis, St. Paul and Sault Ste. Marie Railway Co.	Minneapolis, Minn.
Minneapolis, Anoka & Cuyuna Range Railroad Co.	Minneapolis, Minn.
Northern Pacific Railway	St. Paul, Minn.
Butte, Anaconda and Pacific Railway	Anaconda, Mont.
Camas Prairie Railroad Co	Lewiston, Ida.
Craig Mountain Railway	Winchester, Idaho
Duluth and Northeastern Railroad Co.	Cloquet, Minn.
Midland Continental Railroad	Jamestown, N. D .
Minnesota, Dakota and Western Railway Co.	International Falls, Minn.
Montana, Wyoming and Southern Railroad Co.	Belfry, Mont.
Nezperce & Idaho Railroad Co.	Nezperce, Idaho
Washington, Idaho and Montana Railway Co.	Lewiston, Idaho.
Spokane International Railroad	Spokane, Wash.
Spokane, Portland and Seattle Railway System	Portland, Oregon
City of Prineville Railway	Prineville, Oregon.

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SOUTHWESTERN REGION

Regional Headquarters

St. Louis, Missouri

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
Burlington-Rock Island Railroad Company	Houston, Texas.
Rio Grande & Eagle Pass Railway	Laredo, Texas
The Texas Mexican Railway Company	San Antonio, Texas
International-Great Northern Railroad Co.	Houston, Texas
Kansas City Southern Railway	Kansas City, Missouri
DeQueen & Eastern Railroad	Kansas City, Missouri
The Kansas & Missouri Railway & Terminal Company	Kansas City, Missouri
Kansas City Connecting Railroad Company	Kansas City, Missouri
Kansas City Public Service Company	Kansas City, Missouri
Kansas City Terminal Railway Company	Kansas City, Missouri
Sabine & Neches Valley Railway Company	Deweyville, Texas
Kansas, Oklahoma & Gulf Railroad Company	Muskogee, Oklahoma
Louisiana & Arkansas Railway	Kansas City, Missouri
Midland Valley Railroad Company	Muskogee, Oklahoma
Osage Railway Company	Lep, (PO Webb City) Oklahoma
Missouri & Arkansas Railway Company	Harrison, Arkansas
Missouri-Kansas-Texas Railroad Company	Dallas, Texas
Galveston, Houston & Henderson Railroad	Galveston, Texas
The Hamlin & Northwestern Railway Company	Vernon, Texas
Wichita Falls & Southern Railroad Company	Wichita Falls, Texas
Missouri Pacific Railroad Company	St. Louis, Missouri
Arkansas Railroad Company	Star City, Arkansas
Arkansas & Louisiana Missouri Railway Co.	Shreveport, Louisiana
Augusta Railroad Company	Star City, Arkansas
Bauxite & Northern Railway Company	Bauxite, Arkansas
Dardanelle & Russellville Railroad	Dardanelle, Arkansas
Fort Smith, Subiaco & Rock Island Railroad	Paris, Arkansas
Graysonia, Nashville & Ashdown Railroad Co.	Nashville, Arkansas
Helena & Southwestern Railroad Company	West Helena, Arkansas

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TAB K

SOUTHWESTERN REGION (CONT'D)

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
The Hutchinson & Northern Railway Company	Hutchinson, Kansas
The Louisiana & Pine Bluff Railway Company	Shreveport, Louisiana
Murfreesboro-Nashville Railway Company	Murfreesboro, Arkansas
The Natchez, Urania & Ruston Railway Company	Urania, Louisiana
New Orleans & Lower Coast Railroad Company	Algiers, Louisiana
Ouachita & North Western Railroad	Clarks, Louisiana
The Prescott & Northwestern Railroad	Prescott, Arkansas
Reader Railroad	Reader, Arkansas
St. Francois County Railroad	Farmington, Missouri
Texas Pacific-Missouri Pacific Terminal Railroad of New Orleans	New Orleans, Louisiana
Tremont & Gulf Railway Company	Winnifield, Louisiana
Unior Railway (Memphis)	Memphis, Tennessee
Warren & Ouachita Valley Railway Company	Warren, Arkansas
Warren & Saline River Railroad	Warren, Arkansas
Union Terminal Railway Company	St. Joseph, Missouri
St. Joseph Belt Railway	St. Joseph, Missouri
Memphis Union Station Company	Memphis, Tennessee
New Orleans, Texas & Mexico Railway Company	
The Beaumont, Sour Lake & Western Railway Company	
The Orange & Northwestern Railroad Company	
The St. Louis, Brownsville and Mexico Railway Company	
New Iberia & Northern Railroad Company	
Houston and Brazos Valley Railway Company	Gulf Coast Lines (Missouri Pacific Lines) Houston, Texas
San Antonio, Uvalde & Gulf Railroad Company	
Sugar Land Railway Company	
Rio Grande City Railway Company	
Asherton and Gulf Railway Company	
San Antonio Southern Railway Company	
Asphalt Belt Railway Company	
San Benito and Rio Grande Valley Railway Company	

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SOUTHWESTERN REGION (CONT'D)

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
St. Louis-San Francisco Railway Company	St. Louis, Missouri
St. Louis, San Francisco & Texas Railway Company	Fort Worth, Texas
Birmingham Belt Railroad	Birmingham, Alabama
Cassville & Exeter Railway	Cassville, Missouri
Delta Valley and Southern Railway Company	Wilson, Arkansas
Mississippian Railway	Amory, Mississippi
Northeast Oklahoma Railroad Company	Miami, Oklahoma
Oklahoma Railway Company	Oklahoma City, Oklahoma
Okmulgee Northern Railway Company	Okmulgee, Oklahoma
Quanah, Acme & Pacific Railway	Quanah, Texas
Sand Springs Railway Company	Sand Springs, Oklahoma
Sapulpa Union Railway Company	Sapulpa, Oklahoma
Texas, Oklahoma and Eastern Railroad	Kansas City, Missouri
St. Louis Southwestern Railway Lines	St. Louis, Missouri
Fordyce & Princeton Railroad Company	Fordyce, Arkansas
The Louisiana and North West Railroad Company	Little Rock, Arkansas
Paris and Mt. Pleasant Railroad	Paris, Texas
Texas & New Orleans Railroad Company	Houston, Texas
Angelina & Neches River Railroad	Kelyts, Texas
Aransas Harbor Terminal Railway	Aransas Pass, Texas
Moscow, Camden & San Augustine Railroad	Camden, Texas
The Nacogdoches & Southeastern Railroad Company	Shreveport, Louisiana
Red River & Gulf Railroad	Long Leaf, Louisiana
Texas-South-Eastern Railroad Company	Diboll, Texas
Waco, Beaumont, Trinity and Sabine Railway Company	Trinity, Texas
The Texas and Pacific Railway Company	Dallas, Texas
Eastland, Wichita Falls & Gulf Railroad Company	Eastland, Texas
The Mansfield Railway & Transportation Company	Shreveport, Louisiana
Marshall, Elysian Fields & Southeastern Railway Company	Marshall, Texas

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TAB K

SOUTHWESTERN REGION (CONT'D)

<u>Corporate Name of Railroad</u>	<u>Location of Operating Headquarters</u>
Roscoe, Snyder & Pacific Railway Company	Abilene, Texas
Texas Electric Railway Company	Dallas, Texas
Terminal Railroad Association of St. Louis	St. Louis, Mo.

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TAB L

LIST OF PROPOSED REGIONAL DIRECTORS

REGION	REGIONAL DIRECTOR
EASTERN	Mr. Frederick E. Williamson; 230 Park Avenue, New York 17, N.Y. Telephone - Murray Hill 9-8000
ALLEGHENY	Mr. Martin W. Clement, Broad Street Station Bldg., Philadelphia 4, Pennsylvania. Telephone - Evergreen 1000
POCAHONTAS	Mr. William J. Jenks, Roanoke 17, Virginia. Telephone - Roanoke 6611
SOUTHEASTERN	Mr. Ernest E. Norris, Southern Railway Bldg., Washington 6, D.C. Telephone - National 4460
CENTRAL WESTERN	Mr. Ralph Budd, 547 West Jackson Boulevard, Chicago 6, Illinois. Telephone - Wabash 2345
NORTHWESTERN	Mr. Charles E. Denney, 176 East 5th Street, St. Paul 1, Minnesota. Telephone - Cedar 7773
SOUTHWESTERN	Mr. Lewis W. Baldwin, Missouri Pacific Building, St. Louis 3, Missouri. Telephone - Main 1000

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TAB M

WAR DEPARTMENT
Headquarters Army Services Forces
Washington

MEMORANDUM FOR THE ADJUTANT GENERAL.

Subject: Commission of Railroad Men from Civil Life.

THE SECRETARY OF WAR DIRECTS:

- I. That seven (7) Railroad men, to be designated by the Chief of Transportation, be immediately commissioned as Colonels, Army of the United States.
- II. That the railroad men designated by the Chief of Transportation be appointed in the Army of the United States without regard to age, physical condition, examination or other prerequisites usually required for appointment from civil life.
- III. That commissions be issued immediately upon receipt of information by any means of the appointee's execution of the oath of office.
- IV. That immediately upon being appointed as officers in the Army of the United States, such officers will be ordered to report by wire to the Chief of Transportation for assignment to duty as Railroad Regional Directors.

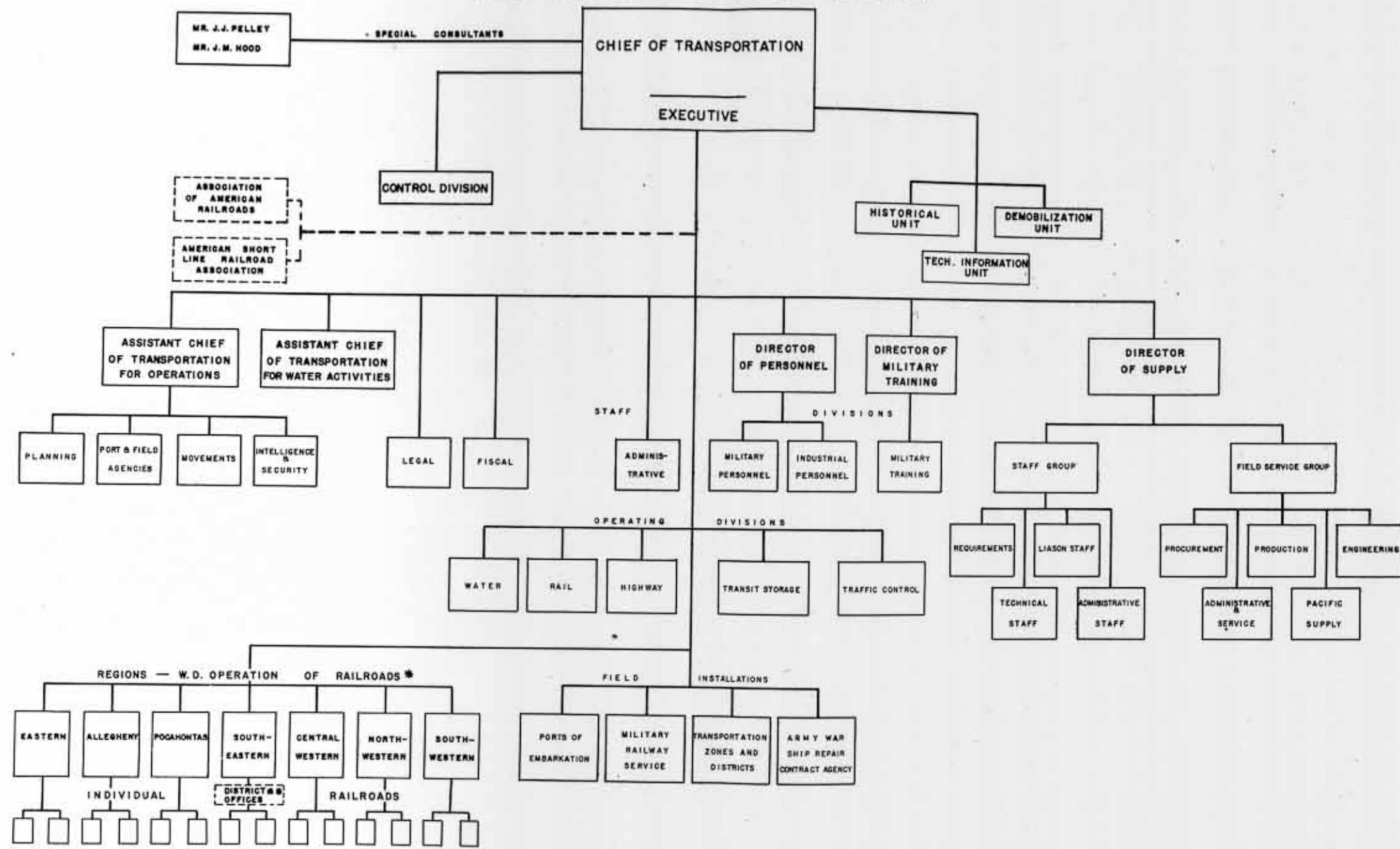
BREHON SOMERVELL,
Lieutenant General,
Commanding.

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TRANSPORTATION CORPS



*UNDER COMMAND OF CHIEF OF TRANSPORTATION FOR OPERATIONAL FUNCTIONS.
 UNDER SERVICE COMMANDS FOR ADMINISTRATION.
 **TO BE ACTIVATED AS REQUIRED.

SECRET

Approved: *C.P. Gross*
 C. P. GROSS
 Major General
 Chief of Transportation



STAFF OF REGIONAL DIRECTORS' OFFICES

COMMISSIONED PERSONNEL:

Regional Director

Assistant Regional Director

Executive Officer

Judge Advocate (2)

Fiscal Officer

Labor Relations Officer

Public Relations Officer

Representatives of Service Commands (One from the Headquarters of each Service Command in which carriers assigned to the region operate)

Aside from the Regional Directors, who are top-flight railroad executives to be commissioned as Colonels direct from civilian life, no particular grades have been set up, qualified officers being selected by name without regard to rank, due to the special nature and importance of the activity.

CIVILIAN PERSONNEL:

To be provided by the Service Commanders on requisition from the Regional Director, to meet such need as develops. Initially no ceiling on the number of civilians authorized will be established.



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Instructions to the War Department Representatives with
Individual Railroads.

1. You will proceed at once, but not to arrive prior to 12:00 noon, Washington time, 28 December 1943, to the operating headquarters of _____ Railroad, located at _____, to which you have been assigned as War Department Representative. Upon arrival you will serve a copy of the attached Executive Order (same as Tab A), and official notice (same as Tab V) on the responsible Representatives of the carrier, and advise them that the railroad has been taken over by the War Department under the Executive Order. You are further to advise them that pursuant to the terms of the Executive Order the management of the road will be left in their hands until instructions to the contrary are received by you from higher authority; that they are to proceed with the operation of the railroad in the usual manner, and to continue employment of their employees under existing terms and conditions of employment, but are to keep you fully advised at all times of conditions on the lines of the carrier and are to relay their needs for assistance from the War Department through you except in case of emergencies.
2. You are to report that you have assumed your duties, giving your address and 24-hour telephone number immediately to the Commanding General, _____ Service Command, and to the Regional Director, _____ Region, located at _____, telephone number _____.
3. You are to make daily reports of conditions to the Regional Director not later than 1400 Washington time, and other reports when indicated, requesting any operating assistance or protection for the line through him except in cases of emergency when direct communication to Service Commands is authorized. In such cases you will, however, communicate with the Regional Director at the earliest

SECRET

TAB P

possible moment. You will obey all orders on operational matters received from the Regional Director, under whose command you will be, with respect to such matters.

4. For military administration, supply and discipline you will be under the command of the Commanding General of the _____ Service Command. He will provide you with necessary office supplies and services, clerical assistance, medical service, and other matters within his administrative jurisdiction.

5. In all public relations matters you are to be strictly guided by the attached instructions (same as Tab W). Your primary function is to aid in the continued orderly operation of the railroad to which you are assigned as War Department representative. No action is to be taken on your part that would tend in any way to defeat the accomplishment of that purpose.

6. Additional instructions will be provided you from time to time by the Chief of Transportation and your Regional Director.

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INSTRUCTIONS TO REGIONAL DIRECTORS

1. You are hereby designated as Regional Director for the _____ Region, War Department Operation of Railroads. You will be charged with direct responsibility under the command of the Chief of Transportation for the operation of all railroads in the _____ Region as listed on the attached list (same as Regional list included in Tab K). War Department representatives, who will be under your command for operational purposes, have been ordered to the operating headquarters of each of the railroads in your Region to assume control for the War Department. They have been instructed not to interfere with the operation of said railroads without further instructions from higher authority, but to keep you currently and fully advised of operating and labor conditions on the railroads. Except in cases of emergencies, requests from the roads to the Service Commands in which they operate for protection are to be made through your office. To facilitate the handling of such requests, liaison officers will be ordered to your headquarters from each Service Command into which your Region extends.

2. Where necessary to insure continued operation of the railroads, you and the War Department representatives are to request that military operating personnel be assigned to the railroads. Such requests will be made only through the Chief of Transportation. When assigned, operating personnel while so functioning, will be under your command.

3. All War Department personnel engaged in the operation of the railroads are under the administrative command of the Service Commands, however, and the following functions will be performed by them:

a. The command of all such military personnel and detachments, except when engaged in operating functions.

b. The initiation of requisitions for and storage and issuance of military supplies and equipment (except the supply of facilities, materials, tools, machinery, and equipment necessary for railroad operations) to meet requirements, as set forth in separate instructions.

c. Repair and salvage activities pertaining to military equipment.

d. Supervision and operation of fixed Army signal communications.

e. Court martial jurisdiction.

f. Supervision and operation of Special Services and Morale Services activities.

g. Provision and operation of laundry facilities, if necessary.

h. Military Training.

i. Hospitalization, sanitation, and evacuation.

j. Provision for housing of troops.

k. Purchase or lease of real estate necessary for activities.

l. Army fiscal services.

m. Provision of adequate religious facilities and supervision where existing facilities are inadequate.

n. Repair and maintenance of real property and of utilities under service command jurisdiction.

o. Security of railroads and railroad facilities under Army control, including personal and real property.

4. War Department representatives have been ordered to make daily operating reports to you not later than 1400 Washington time. You, in turn, will make an operating report of conditions in your Region daily to the Office of the Chief of Transportation not later than 1600 Washington time. Where conditions require it, more frequent reports will be made.

5. Officer personnel will be ordered to your headquarters as indicated in the attached list (copy of Tab O) with the exception that Judge Advocate officers and Fiscal officers will be ordered to the Office of the Chief of Transportation for a brief period for indoctrination prior to reporting to your headquarters.

6. Public Relations instructions are also attached (copy of Tab W). It is imperative that these instructions be carefully observed and that nothing be done that is within your power to prevent, that will affect the continued smooth functioning of the carriers under your charge. Additional officers and clerical assistants to the extent needed may be obtained through the headquarters of the _____ Service Command. You will, at all times, keep the Commanding Generals

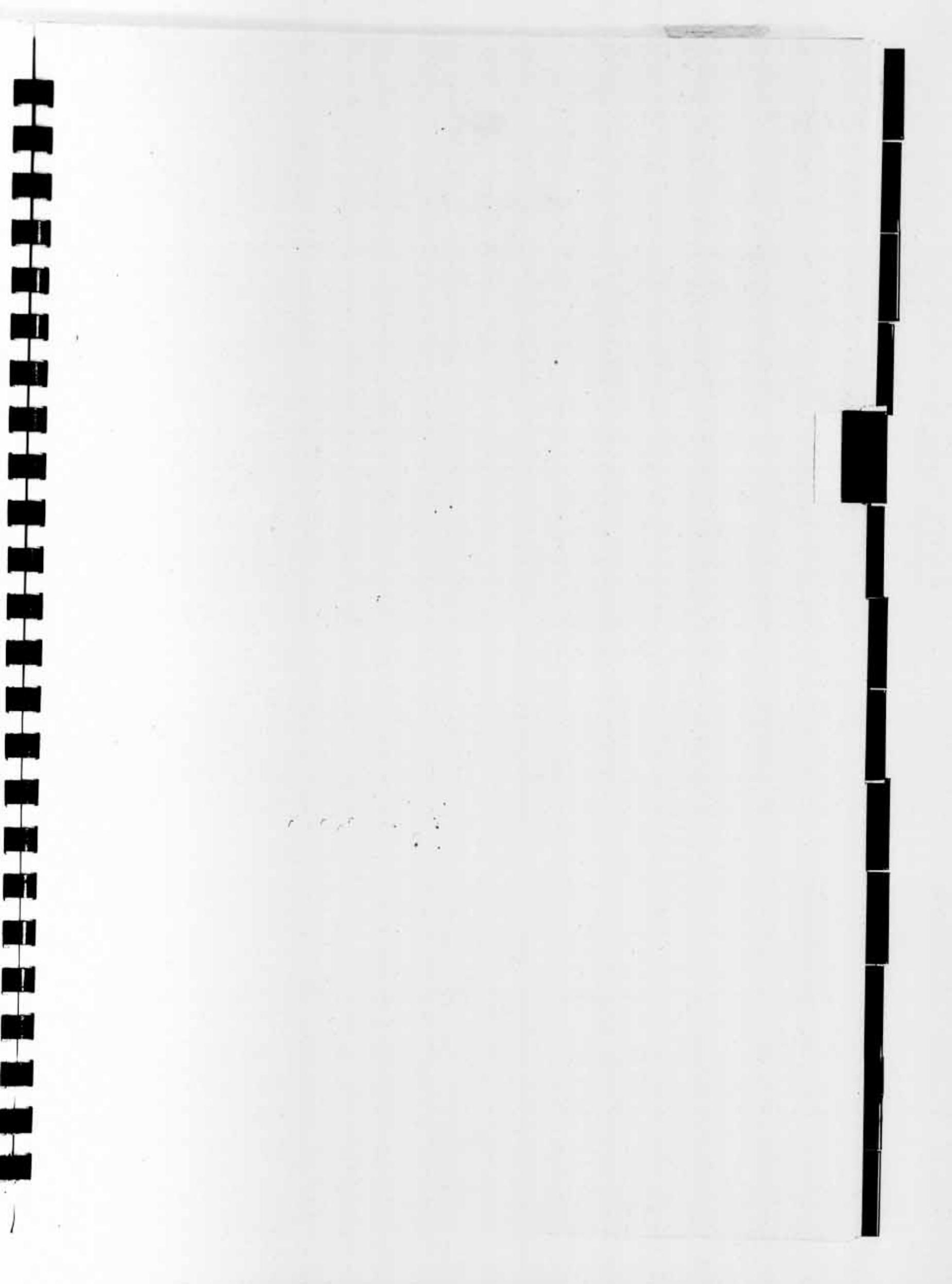
of the _____ Service Commands into which your Region extends, informed of conditions within their Service Commands. For this purpose the Liaison Officers provided by the Service Commands will be fully utilized.

7. To insure full coverage, War Department representatives have been ordered to numerous small carriers, many of whom may not be parties to the difficulties which resulted in War Department assumption of control and operation. If, in any such case, the War Department representative recommends to you that his continued services are no longer required, you are authorized, in your discretion, to direct his return to his permanent duty station, in which event you will instruct him prior to his departure, to make full arrangements with the carrier to advise you promptly of any conditions thereafter arising that require action on your part. Release of War Department representatives from assignment under this authority will be reported to the Office of the Chief of Transportation.

8. Until further instructions, all contacts with the Office of the Chief of Transportation will normally be made through the Chief of the Rail Division (Colonel A. F. McIntyre, REpublic 6700, Extension 4975). Any questions regarding your functions and responsibilities should be referred to him for clarification.

9. Until definite instructions on the subject are issued, no operating contracts or other agreements are to be negotiated with the carriers.

10. Additional instructions will be issued by the Chief of Transportation from time to time.



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TAB R

PROPOSED OPERATING AGREEMENT

THIS AGREEMENT made this ____ day of January, 1944, between the United States of America (hereinafter called the "Government") and _____ Company, a corporation duly organized under the laws of the State (s) of _____ (hereinafter called the "Company"),

WITNESSETH THAT:

WHEREAS, under Executive Order of the President of the United States, dated the ____ day of December 1943, the Secretary of War took possession and control from and after twelve o'clock noon on the 28th day of December 1943 of all common carriers by railroad, express companies, terminal companies, and associations, sleeping, parlor, or private car companies located in the United States together with any and all appurtenances and facilities used in connection therewith, and

WHEREAS, possession and control of the Company was taken by the Secretary of War pursuant to said Executive Order,

NOW THEREFORE, the parties hereto do mutually agree as follows:

1. During the period of Government possession and control of its properties or any part thereof, the Company will assume full financial responsibility for the operation of said properties and will retain all the income or proceeds resulting from such operation and will pay all operating expenses and related costs other than the compensation and expenses of personnel of the War Department.

2. In taking possession and control of said properties the Government did not and does not hereby assume any obligations existing at the time of possession or which will result from operation thereof pursuant to the terms of this agreement. The action of the Government in taking possession of said properties is not an assertion by the Government of ownership thereof, or any interest therein, it being understood

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that title to said properties remains in the owners thereof and that, during the period of their possession and control, the Government will assert only such rights as are necessary to accomplish the national purpose of preventing an interruption of transportation service threatened by a labor dispute.

3. The Company, subject to the conditions stated in paragraph 4 below, hereby adopts and ratifies all acts heretofore performed, and agrees to adopt and ratify all acts hereafter performed by the Secretary of War or by his duly authorized representatives in carrying out the aforesaid Executive Order during the period of Government possession and control of the properties of the Company. The Company further agrees, subject to the condition stated in paragraph 4 below, to release the Government and its authorized representatives from all claim by or on its behalf arising by reason of the possession and control of the Company by the Government and that it will hold the Government and its authorized representatives harmless with respect to any claims or liabilities arising out of acts performed during the period of such possession and control in carrying out the aforesaid Executive Order.

4. The provisions of paragraph 3 hereof are subject to the conditions that any ratification or release contemplated in said paragraph shall except any claim for damages alleged to have been suffered by the Company during the period of Government possession and control as the result of a specific direction or order issued by the Secretary of War or by his authorized representatives in carrying out the aforesaid Executive Order, provided however, that notice of such claim is given by the Company in conformity with paragraph 5 hereof. Such exception will be included in the instrument of ratification and release referred to in paragraph 3 and shall:

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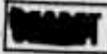
a. Specify the particular directive or order of the Secretary of War or of his duly authorized representatives which the Company asserts resulted in damages to it.

b. Specify the particular action taken pursuant to such direction or order, which action would not have been taken except for such direction or order, and which the Company asserts resulted in damages to it.

c. Specify the nature of the damage asserted to have been so caused and the amount of compensation claimed therefor.

5. Notice of such claim shall be transmitted in the form of a protest to the Secretary of War, or to such representatives as he may designate for this purpose, by registered mail or telegram within ten days of the receipt by the Company of the specific directive or order involved therein, unless the time for filing such protest shall be extended, for good cause shown, by the Secretary of War or by his authorized representatives. Such notice shall specify the particular directive or order which the Company asserts will result in damage to it and the nature of the damage which the Company claims will result from compliance therewith, and will advise that the Company intends to include a claim for damages resulting therefrom as an exception to the release and ratification to be executed by it pursuant to this agreement.

6. The delivery to and acceptance by the Secretary of War, or by such representatives as may be designated by him for this purpose, of the instrument described in Paragraph 3 hereof, with or without the exception provided for in Paragraph 4, shall be deemed to constitute a waiver by the Government of all rights which it may have to an accounting with respect to all operations during the period of Government possession and control, expressly reserving the right, however, to the Govern-



ment, to assert by way of offset to any claimed liability, special and direct benefits resulting to the Company from Government possession and control, and any other defense the Government may have against any asserted liability, and with further reservation to the Government of the right to require further detailed information with respect to items a, b, and c of Paragraph 4 hereof.

7. The Company agrees that it will not make any disposition of assets which would impair its working capital or interfere with continued provision of its transportation service or make any major change in its policy with respect to the manner in which its normal operations are conducted unless such disposition of assets or change in policy shall be first submitted to and approved by the Government.

8. This agreement shall be subject to termination by either of the parties by delivery of written notice, in the case of the Government, to _____, War Department, Washington, D. C. and, in the case of the Company, to _____. Termination will not become effective until ten days after the receipt of such notice.

IN WITNESS WHEREOF, the parties hereto have executed this contract as of the day and year first above written.

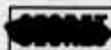
THE UNITED STATES OF AMERICA

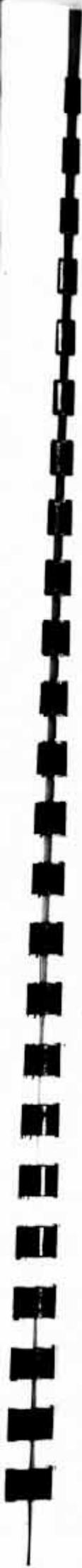
BY _____

(Official Title)

(Carrier)

BY _____





LIST OF KEY OFFICERS TO SERVE ON STAFF OF REGIONAL DIRECTOREASTERN REGION

Regional Director	*Mr. Frederick E. Williamson 230 Park Avenue New York 17, N. Y. Telephone - Murray Hill 9-8000
Assistant to Regional Director	Lt. Col. Frederick W. Bilts, O-273262, 712th Railway Operating Battalion, Camp Claiborne, La.
Executive Officer	Captain James W. Higgins, O-906041, Headquarters, Second Transportation Zone, New York, N. Y.
Judge Advocate	Lt. Col. Abe Goff, Office of the Judge Advocate General, A.S.F., Washington, D. C.
Judge Advocate	Major George P. Bickford, Office of the Judge Advocate General, A.S.F., Washington, D. C.
Labor Relations Officer	Major Charles Ballou, Headquarters Second Service Command, Governors Island, N. Y.
Fiscal Officer	Lt. Col. Oscar Hansen, O.D., Office of the Chief of Ordnance, A.S.F., Washington, D. C.
Public Relations Officer	Lt. Col. Walter Brown, First Service Command.
One Liaison Officer to be selected by the following Service Commands:	1st, 2nd, 3rd, 5th, 6th and 7th.

All of the above officers will report to the Regional Director immediately upon the signing of the Executive Order except the Judge Advocates and the Fiscal Officer who will report to the Chief of Transportation, Washington, D. C., for orientation upon his call.

* Subject to acceptance of Commission.

LIST OF KEY OFFICERS TO SERVE ON STAFF OF REGIONAL DIRECTOR

ALLEGHENY REGION

- | | |
|--|---|
| Regional Director | *Mr. Martin W. Clement
Broad Street Station Building,
Philadelphia 4, Pennsylvania.
Telephone - Evergreen 1000 |
| Assistant to Regional Director | Lt. Colonel Willis C. Pruett,
O-181712. On leave Waco, Texas,
under orders to U.T.C., NOPE. |
| Executive Officer | Captain William R. Inman, O-319923
Philadelphia Cargo Port of Emb.
Philadelphia, Pennsylvania. |
| Judge Advocate | Lt. Col. Howard A. Brundage,
Office, J.A.G., Hq. ASF,
Washington, D. C. |
| Judge Advocate | Major Randolph Karr,
Office, J.A.G., Hq. ASF,
Washington, D. C. |
| Labor Relations Officer | Major John Long, Hq., 3rd Service
Command, Baltimore, Maryland. |
| Fiscal Officer | Lt. Col. J.L.D. Misiora, CE,
Office of Chief of Engineers,
Hqs., ASF, Washington, D. C. |
| Public Relations Officer | Major Robert D. Leavitt, O-905979 TC
New York Port of Embarkation.
Brooklyn, New York. |
| One Liaison Officer to be selected
by the following Service Commands: | 2nd, 3rd, 5th, 6th, 7th and
Military District of Washington. |

All of the above officers will report to the Regional Director immediately upon the signing of the Executive Order except the Judge Advocates and the Fiscal Officer who will report to the Chief of Transportation, Washington, D. C., for orientation upon his call.

* Subject to acceptance of Commission.

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LIST OF KEY OFFICERS TO SERVE ON STAFF OF REGIONAL DIRECTOR

POCOHONTAS REGION

Regional Director	*Mr. William J. Jenks Roanoke 17, Virginia Telephone - Roanoke 6611
Assistant to Regional Director	Major Theodore R. Beach, O-437972, Railway School #2, Camp Shelby, Miss.
Executive Officer	Capt. Ambrose H. Ruttenbush, O-505497, District Transportation Office, Norfolk, Va.
Judge Advocate	Major Joseph V. Hodgson, Office of the Judge Advocate General, Hq., A.S.F., Washington, D.C.
Judge Advocate	Capt. John F. Cotter, Office of the Judge Advocate General, Hq. A.S.F., Washington, D. C.
Labor Relations Officer	Major Arthur Krim, Industrial Personnel Division, Hq., A.S.F., Washington, D. C.
Fiscal Officer	Lt. Col. William Z. Bowie, C.E., Office of the Chief of Engineers, Hq., A.S.F., Washington, D.C.
Public Relations Officer	Capt. William Needham, 13th Army Corps.
One Liaison Officer to be selected by the following Service Commands:	3d, 4th, 5th and 6th.

All of the above officers will report to the Regional Director immediately upon the signing of the Executive Order except the Judge Advocates and the Fiscal Officer who will report to the Chief of Transportation, Washington, D. C., for orientation upon his call.

* Subject to acceptance of Commission.

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TAB S

LIST OF KEY OFFICERS TO SERVE ON STAFF OF REGIONAL DIRECTOR

SOUTHEASTERN REGION

Regional Director	*Mr. Ernest E. Norris Southern Railway Building, Washington 6, D. C. Telephone - National 4460
Assistant to Regional Director	Colonel Dawes E. Brisbane, O-195791, Office, Chief of Transportation, Washington, D. C.
Executive Officer	Major Frank A. McChesney, O-916942, Office, Chief of Transportation, Washington, D. C.
Judge Advocate	Major Thomas F. Mount, Office, J.A.G., Headquarters, ASF, Washington, D. C.
Judge Advocate	Captain Lynn K. Twinem, Office, J.A.G., Hq., ASF, Washington, D. C.
Labor Relations Officer	Major Ira Cross, Industrial Personnel, Headquarters, Army Service Forces, Washington, D. C.
Fiscal Officer	Major Emil Jagow, Office of The Fiscal Director, Hq A.S.F., Washington, D.C.
Public Relations Officer	Major Eliot K. Bartholomew, O-910294, Control Division, Office, Chief of Transportation, Washington, D. C.
One Liaison Officer to be selected by the following Service Commands:	3rd, 4th, 5th, 6th, 7th, 8th, and Military District of Washington.

All of the above officers will report to the Regional Director immediately upon the signing of the Executive Order except the Judge Advocates and the Fiscal Officer who will report to the Chief of Transportation, Washington, D. C.; for orientation upon his call.

* Subject to acceptance of Commission.

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TAB 8

LIST OF KEY OFFICERS TO SERVE ON STAFF OF REGIONAL DIRECTOR

CENTRAL WESTERN REGION

Regional Director	Mr. Ralph Budd 547 West Jackson Blvd. Chicago 6, Illinois Telephone - Wabash 2345
Assistant to Regional Director	Lt. Col. Walter J. Hotchkiss, O-496943, 744th Railway Operating Battalion, Fort Sam Houston, Texas.
Executive Officer	Major Gerald E. Van Tassel, O-374248, Hq., 6th Transportation Zone, Chicago, Ill.
Judge Advocate	Major Thomas G. Carney, Office of the Judge Advocate General, Hq. A.S.F., Washington, D. C.
Judge Advocate	Major Everett A. Bogue, Office of the Judge Advocate General, Hq. A.S.F., Washington, D. C.
Labor Relations Officer	Lt. Col. Harry Brawner, Hq. Sixth Service Command, Chicago, Ill.
Fiscal Officer	Major M. G. Peterson, O.D., Office of the Chief of Ordnance, Hq. A.S.F., Washington, D. C.
Public Relations Officer	Capt. James Allen, Office of the Chief of Ordnance, Hq., A.S.F., Washington, D. C.
One Liaison Officer to be selected by the following Service Commands	5th, 6th, 7th, 8th and 9th.

All of the above officers will report to the Regional Director immediately upon the signing of the Executive Order except the Judge Advocates and the Fiscal Officer who will report to the Chief of Transportation, Washington, D. C., for orientation upon his call.

* Subject to acceptance of Commission.

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LIST OF KEY OFFICERS TO SERVE ON STAFF OF REGIONAL DIRECTOR

NORTHWESTERN REGION

Regional Director	Mr. Charles E. Denney 176 East 5th Street St. Paul 1, Minnesota Telephone - Cedar 7773
Assistant to Regional Director	Major George W. Slade, O-918668, New Orleans Port of Embarkation, New Orleans, La.
Executive Officer	Capt. Joseph E. Dodson, O-505128, TC, District Transportation Office, Minneapolis, Minn.
Judge Advocate	Major George W. Tackeberry, Office of the Judge Advocate General, Hq. A.S.F., Washington, D. C.
Judge Advocate	Capt. Paul A. Rose, Office of the Judge Advocate General, Hq., A.S.F., Washington, D. C.
Labor Relations Officer	Lt. Col. William J. Brennan, Office of the Chief of Ordnance, Hq., A.S.F., Washington, D. C.
Fiscal Officer	Major C. D. Peters, Office of the Fiscal Director, Hq., A.S.F., Washington, D. C.
Public Relations Officer	Capt. Rodney Southwick, Materiel Command, AAF, Wichita, Kansas.
One Liaison Officer to be selected by the following Service Commands	5th, 6th, 7th and 9th.

All of the above officers will report to the Regional Director immediately upon the signing of the Executive Order except the Judge Advocates and the Fiscal Officer who will report to the Chief of Transportation, Washington, D. C., for orientation upon his call.

* Subject to acceptance of Commission.

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TAB S

LIST OF KEY OFFICERS TO SERVE ON STAFF OF REGIONAL DIRECTOR

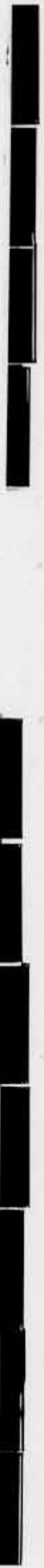
SOUTHWESTERN REGION

Regional Director	*Mr. Lewis W. Baldwin Missouri Pacific Building St. Louis 3, Missouri Telephone - Main 1000
Assistant to Regional Director	Lt. Col. Charles D. Notgrass, 0435237, 710th Railway Grand Division, Fort Sam Houston, Tex.
Executive Officer	Capt. Jack W. Haskell, 0923033, District Transportation Office, St. Louis, Mo.
Judge Advocate	Major Edward F. Gallagher, Office of the Judge Advocate General, Hq. A.S.F., Washington, D. C.
Judge Advocate	Capt. Edgar A. Donahue, Office of the Judge Advocate General, Hq. A.S.F., Washington, D. C.
Labor Relations Officer	Colonel William Nelson, Headquarters 8th Service Command, Dallas, Tex.
Fiscal Officer	Major F. J. Kendall, Office of the Fiscal Director, Hq., A.S.F., Washington, D. C.
Public Relations Officer	Capt. Harold Johnson, Headquarters 5th Service Command, Fort Hayes, Ohio.
One Liaison Officer to be selected by the following Service Commands:	4th, 6th, 7th, 8th and 9th.

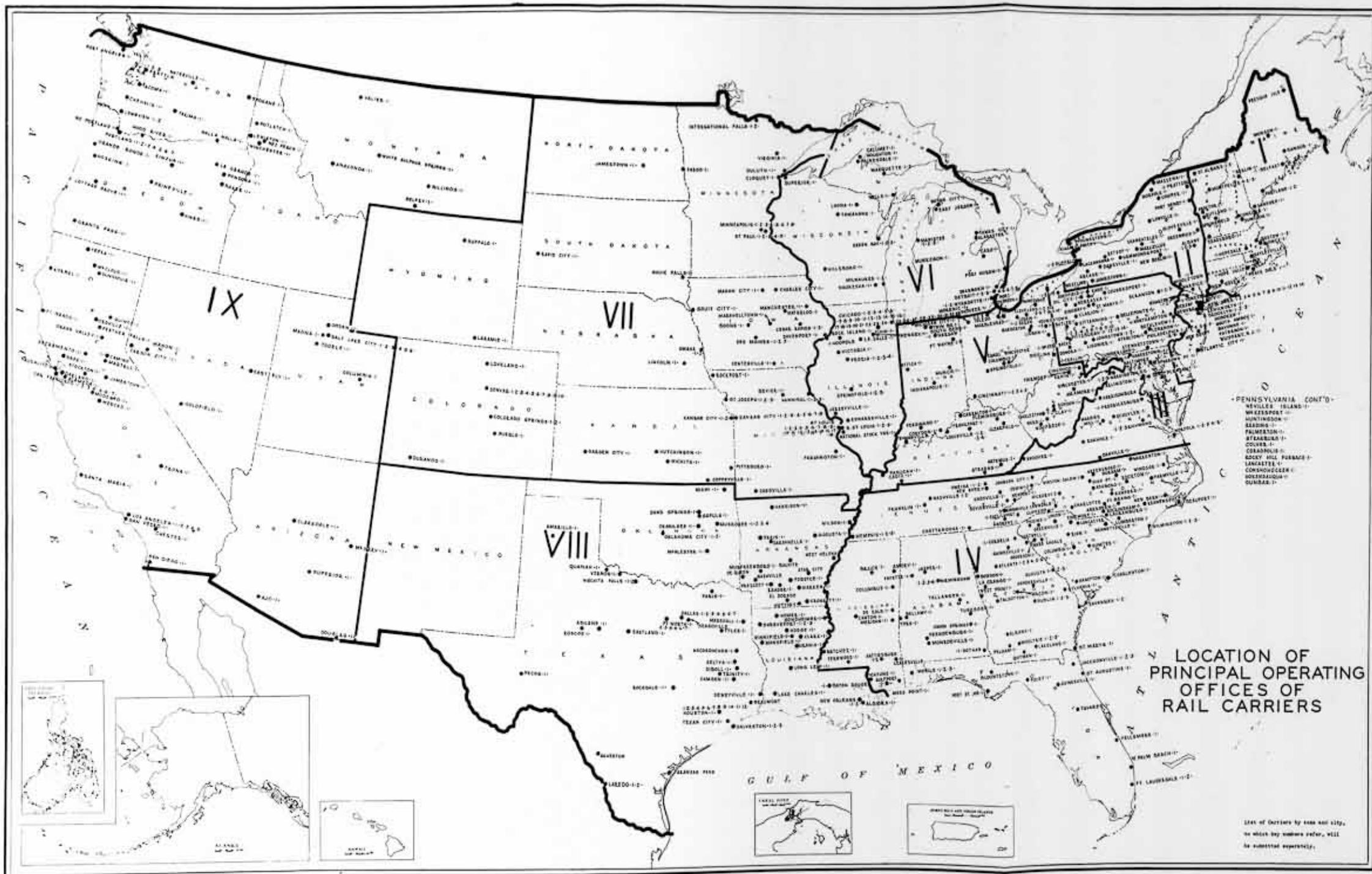
All of the above officers will report to the Regional Director immediately upon the signing of the Executive Order except the Judge Advocates and the Fiscal Officer who will report to the Chief of Transportation, Washington, D. C., for orientation upon his call.

* Subject to acceptance of Commission.

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AT A REDUCTION RATIO OF 16 x 1.





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WAR DEPARTMENT
Army Service Forces
Office of the Commanding General
Washington 25, D. C.

26 December 1943.

MEMORANDUM FOR COMMANDING GENERALS, ALL SERVICE COMMANDS:

Subject: War Department Operation of Public
Transportation System.

1. By Executive Order No. _____, dated _____, a copy of which is attached, the President authorized and directed the Secretary of War, through and with the aid of such public or private instrumentalities or persons as he may designate, to take immediate possession and control of all common carriers by railroad, express companies, terminal companies and associations, sleeping, parlor, or private car companies, located in the continental United States, together with any and all appurtenances and facilities used in connection therewith, in order to insure the continuous operation of transportation services in the Nation, which is essential to the successful prosecution of the war, and to manage and operate or arrange for the management and operation of the carriers in such manner as he deems necessary to assure to the fullest extent possible continuous and uninterrupted transportation service.

2. The Secretary of War has designated the Commanding General, Army Service Forces, to act for him in carrying out the duties and responsibilities imposed upon him by said Executive Order, and has authorized the Commanding General, Army Service Forces, to delegate, by order, written instructions, regulations, or otherwise, any power or authority, discretionary or otherwise, described in said Executive Order.

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3. I have designated the Chief of Transportation, Major General C. P. Gross, with full authority and responsibility to act for me in the actual management and operation of the railroads.

4. I hereby delegate to the Commanding Generals of Service Commands, including the Military District of Washington, complete responsibility and authority for the essential military administrative, security, and supply services (except for the supply and maintenance of facilities, materials, tools, machinery, and equipment necessary for railroad operations) in connection with the Army operation of the railroads within the geographical limits of their respective Service Commands. Commanding Generals of Service Commands may act in my name to procure the necessary personnel, to provide for their administration and supply, including their pay and such other personal services and incidentals as may be necessary for their well-being, and to coordinate, in full cooperation with the Chief of Transportation, the essential military activities with the actual operation of the railroads, and to use such personnel, agencies, and organizations of the Army Service Forces with such other elements of the Army as may be made available for this purpose.

5. Commanding Generals of Service Commands will give consideration to the further decentralization to local commanders of whatever responsibilities and authority are feasible and practicable to insure prompt and efficient action at all levels.

6. Commanding Generals of Service Commands have no responsibility for the management and operation of the railroads. For such purposes, the railroads will be under the control of the Chief of Transportation and such Regional Directors and War Department Representatives as may be designated. He and his sub-

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ordinates will take over, direct, and conduct railroad operations. The Commanding General of the appropriate Service Command will command all military personnel assigned to administrative and security detachments, and all other military personnel utilized in the operations of the railroads except when actually engaged in the performance of their operating duties, at which times they are subject to the control of the Chief of Transportation or his local representative. Regional Directors and War Department Representatives will be assigned to and report to Service Commands for purposes of military administration, supply, and discipline. In this connection the responsibilities of and functions performed by Service Commands are analogous to those at a Class II installation, as defined in AR 170-10, and those charged to the War Department during its administration and supply of the Civilian Conservation Corps.

7. The Commanding Generals of Service Commands will make full use of the facilities and services of all existing agencies which are at present or may be under their control.

8. The Commanding Generals of Service Commands will furnish such commissioned, enlisted, and civilian personnel as is required for administrative, security, and operating detachments, from sources available within the Army Service Forces, or to be made available from the Army Ground Forces, as set forth in paragraph 10 a below.

a. Service Commands will furnish qualified officers in such numbers and grades as are requested to serve as War Department Representatives in the offices of those railroads indicated by the Chief of Transportation.

b. Upon request of the Regional Directors, the appropriate Service Command will furnish necessary clerical

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personnel for the offices of the Regional Directors and of War Department Representatives.

c. The appropriate Service Commands will furnish one full-time liaison officer for the office of each Regional Director located within the respective Service Command, and additional full-time liaison officers for the offices of other Regional Directors charged with the operation of railroads within such Service Commands.

d. The appropriate Service Command will furnish the office of the Regional Director located in the Service Command, such additional officers of The Judge Advocate General's Department, such additional labor relations officers, and such additional officers (fiscal, public relations, supply, etc.) as may be requested by the Regional Director.

9. Commanding Generals of Service Commands will make use of all available personnel and equipment under the jurisdiction of the Commanding General, Army Service Forces, before calling for assistance upon the Army Ground Forces. The chiefs of technical services and the directors of staff divisions, Headquarters, Army Service Forces, will render all necessary assistance as may be desired. Commanding Generals of Service Commands are authorized to deal direct with Commanding Officers of Class IV installations, when assistance is desired from such installations.

10. a. The Commanding General, Army Ground Forces, upon request of the Commanding Generals of Service Commands, will make available the following assistance:

(1) The personnel and equipment of all divisions in training within the continental limits of the United States except divisions designated for shipment overseas prior to 15 February 1944.

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(2) The personnel and equipment of all truck units now within the continental limits of the United States except of units designated for shipment overseas prior to 15 February 1944.

(3) All motor transportation with necessary personnel and equipment for command, administration, operation, and maintenance not included above, except the personnel, transportation, and equipment of units designated for overseas shipment prior to 15 February 1944.

b. In order to coordinate all activities in connection with the use of Ground Force troops and equipment by the Commanding Generals of Service Commands, the Commanding General, Army Ground Forces, has assigned liaison officers from the appropriate Army and separate Corps Headquarters to the Headquarters of Service Commands. All requests for assistance from the Ground Forces will be made to these liaison officers.

11. a. The use of military personnel will be kept to a minimum. Except for such personnel necessary to carry out the administrative, security, and supply responsibilities of the Service Commands, troops will not be employed in operating functions unless it is determined by the Chief of Transportation that the provisions of the Executive Order No. _____ cannot otherwise be carried out.

b. Army motor transportation may be used to supplement regular commercial carriers in the event of the suspension or slowing down of operations on any of the rail lines, in order to insure the movement of troops and supplies to ports of embarkation, the movement of critical war materials, and the distribution of foodstuffs in accordance with priorities that have been established. Commanding Generals of Service Commands will be advised

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by the Chief of Transportation when rail transportation must be supplemented by Army transportation facilities. The Commanding Generals of Service Commands are completely responsible for the operation and employment of all motor vehicle transportation facilities within their respective Service Commands that may be placed under their jurisdiction.

12. All personnel authorizations and ceilings established for the several Service Commands which are in effect on the day preceding the effective date of War Department assumption of control of the railroads in compliance with Executive Order No. _____, remain in effect without change upon and after that date, except as modified below.

a. Additional personnel for operation of the railroads will be carried and reported separately commencing with the effective date of War Department operation of the railroads.

b. The Commanding Generals of Service Commands concerned are authorized to employ on a temporary basis such numbers of civilians as may be necessary without regard to Civil Service or classification laws and regulations, and to utilize any military personnel under their control without regard to personnel authorizations. This authority is intended to remove during the period of initial organization of Army control and operation of the railroads any personnel or budgetary restrictions upon employment of personnel.

13. The Commanding Generals of Service Commands will be responsible for providing all necessary military administrative services incidental to the Army's operation of the railroads.

a. This will include all necessary assistance, services, and facilities required by the offices of the Regional Directors and of the War Department Representatives, such as provision of

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office space and supplies, installation of necessary communications facilities, the furnishing of clerical and office personnel, and such other services as may be requested.

b. The following functions will be performed by Service Commands for military personnel in administrative and security detachments, and such troops as may be engaged in railroad operations:

(1) The command of all such military personnel and detachments, except when engaged in operating functions, when they are subject to the control of the Chief of Transportation or his representatives.

(2) The initiations of requisitions for and storage and issuance of military supplies and equipment (except the supply of facilities, materials, tools, machinery, and equipment necessary for railroad operations) to meet requirements, as set forth in separate instructions.

(3) Repair and salvage activities pertaining to military equipment.

(4) Supervision and operation of fixed Army signal communications.

(5) Court martial jurisdiction.

(6) Supervision and operation of Special Services and Morale Services activities.

(7) Provision and operation of laundry facilities, if necessary.

(8) Military Training.

(9) Hospitalization, sanitation, and evacuation.

(10) Provision for housing of troops.

(11) Purchase or lease of real estate necessary for activities.

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(12) Army fiscal services.

(13) Provision of adequate religious facilities and supervision where existing facilities are inadequate.

(14) Repair and maintenance of real property and of utilities under service command jurisdiction.

(15) Security of railroads and railroad facilities under Army control, including personal and real property.

14. The Commanding Generals of Service Commands will insure the security of all railroads and railroad facilities under Army control, and act to prevent interference with the operations of the transportation system. Adequate measures will be taken to provide for the safety and protection of the railroad lines, equipment, materials, utilities, and facilities connected therewith in the same manner as for government-owned manufacturing plants. The Service Commands are charged with the responsibility of insuring that all persons desiring to work are permitted and enabled to do so without let or hindrance. The movement of troops and show of force will be avoided so far as possible.

a. Full authority is delegated to the Commanding Generals of Service Commands for the use of troops in an emergency and for security purposes. Approval of my Headquarters need not be obtained. If this authority is subdelegated to security districts or other subordinate commanders, the approval of Service Command Headquarters will be obtained prior to use of the troops. Subordinate commanders will in no case make requests for assistance of the Army Ground Forces direct to Ground Force commanders. Such requests for troops and equipment, in accordance with paragraph 10 a above, will be made to the Commanding General of the Service Command, who will make the necessary requests

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through the Army Ground Force liaison officers in his Headquarters.

b. When troops are assigned for security duties it will be in sufficient numbers to insure that threats to security will be checked promptly and prepared to suppress disorder and control violence. A maximum use will be made of mobile reserves to supplement security detachments in situations beyond their control.

c. In emergencies in which injury or destruction of Government property, including railroad properties in the possession of the Government, is threatened, Commanding Generals of Service Commands will take necessary action in accordance with War Department Circular No. 57, 20 February 1943.

d. Auxiliary military police guards will be used when available. The use of civilian railroad guard organizations will be coordinated with the use of Service Command security forces.

e. Additional guard detachments and other internal security personnel when required will be furnished from military personnel available to the Service Command, if auxiliary military police guard personnel are not available.

f. Regional Directors will at all times keep Commanding Generals of Service Commands informed of conditions. Service Commands will employ their established lines of communication and sources of information as an additional means of acquiring prompt knowledge of conditions requiring action on their part. In case of emergency War Department Representatives with individual railroads will communicate direct with Commanding Generals of Service Commands.

15. Commanding Generals of Service Commands will be responsible for such additional supply activities as may be directed by this Headquarters.

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16. Commanding Generals of Service Commands are responsible for serving upon the officials of the railroads through the War Department Representatives appointed from their respective Service Commands the official notice of War Department seizure of railroads, with a copy of Executive Order No. _____. Representatives will be fully informed by the Service Commands prior to reporting at the railroad office to which assigned their authority, responsibilities, and duties, in accordance with "Instructions by the Chief of Transportation to War Department Representatives with Individual Railroads."

17. Public Relations Officers assigned to the office of each Regional Director are responsible for the release of all information for that region on the operation of the railroads except on certain matters reserved to the War Department Bureau of Public Relations. Public Relations Officers of the Service Commands will cooperate fully in furnishing necessary information to the Regional Public Relations Officers and render whatever additional assistance is requested.

18. a. An inventory of total troop strength and motor equipment available to Service Commands from Class IV installations and from the Army Ground Forces will be provided.

b. An Army-wide survey will be directed by my Headquarters of all individuals with transportation experience presently assigned to stations within the continental United States, except aviation cadets, students in Officer Candidate Schools, and men assigned to units alerted for overseas movement or to organizations of the Transportation Corps. Posts, camps, and stations will report the names and location of such individuals to Service Commands, which will consolidate such reports and forward them to the Chief of Transportation. Upon

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request of the Chief of Transportation, Commanding Generals of Service Commands will order men so reported to be concentrated at designated points where the Chief of Transportation will provide for their organization into provisional units or otherwise determine their disposition.

19. Upon direction of the War Department, Commanding Generals of Service Commands will be prepared to cancel all unessential movements of personnel, supplies, and materials. Such action may include the following steps:

a. Suspending immediately the granting of further leaves of absence, furloughs, and passes to all military and civilian personnel under their jurisdiction, except in special cases of dire emergency.

b. Suspending immediately all movements for training purposes of individuals and troop units under their jurisdiction.

c. Suspending immediately all other shipments of individuals except as replacements for units scheduled for shipment prior to 15 February 1944, and all other movements of troops except movements to the ports and staging areas.

d. Suspending immediately all freight shipments in accordance with priorities which will be indicated.

20. Commanding Generals of Service Commands will keep me and the appropriate Regional Director fully advised, by telephone or telegraph, with confirmation in writing, of all important matters and actions connected with the operations herein directed.

a. During the initial phase, Service Commands will submit a daily consolidated report listing the railroads taken over within their respective Service Command during the preceding twenty-four hours. This report will include the name and

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location of the railroad office, the date the Army assumed possession, the name and grade of the War Department Representative or Representatives for each railroad and the Regional Office having operational jurisdiction.

b. Daily reports will be made of security conditions on the railroads.

21. I have designated the Deputy Chief of Staff for Service Commands as the coordinating agency in my Headquarters for all matters except technical operations connected with the Army control of the railroads. Reports for me from the Service Commands will be made to his office. On questions concerning technical operations, direct communication is authorized with the Chief of Transportation.

BREHON SOMERVELL,
Lieutenant General, U. S. A.,
Commanding.

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TAB V

FORM OF NOTICE OF FEDERAL CONTROL

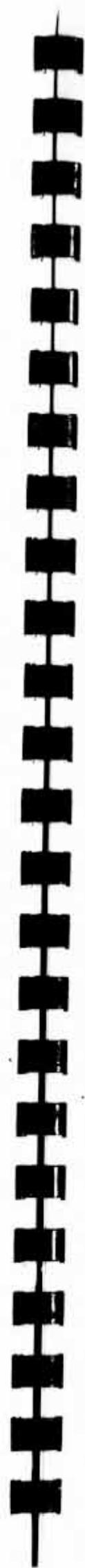
1. Copies of the following notice of Government possession and control will be posted in conspicuous places about the properties and along the lines of the carriers at principal offices, division and section headquarters, stations, depots, shops, and yards:

NOTICE

By Executive Order dated the ____ day of December, 1943, the President of the United States acting through the Secretary of War, has taken possession and control of the transportation facilities of this Company effective as of twelve o'clock noon, December ____ 1943. This action was taken to avoid a threatened interruption of vital transportation service. The continued operation of the facilities thereby taken is essential to the successful prosecution of the war.

HENRY L. STIMSON
Secretary of War .

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TAB W

**PUBLIC RELATIONS INSTRUCTIONS
TO SERVICE COMMANDS, REGIONAL DIRECTORS,
AND WAR DEPARTMENT REPRESENTATIVES**

1. It is desired that the public be kept swiftly and fully informed of all matters affecting the running of the railroads under War Department control.
2. A public relations officer will be assigned to each Regional Director. He will operate under the supervision of the Bureau of Public Relations, War Department, Washington, D. C., and in conformity with general policies laid down by the Bureau. It will be his responsibility to release all information for that region, except as mentioned in paragraph four.
3. Public Relations Officers of the Service Commands should cooperate in furnishing necessary information to Public Relations Officers in the offices of the Regional Directors, but the latter should be the sources of information on the operation of the roads by the War Department.
4. Questions affecting such matters as labor policy, other than those of a strictly local nature, and questions concerning national negotiations looking to the possible settlement of prior labor disputes and the return of the railroads to private hands will be referred to the War Department Bureau of Public Relations.

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OUTLINE OF APPEAL TO INDIVIDUAL RAILROAD
WORKERS IN CASE OF REGIONAL OR NATIONWIDE DISTURBANCES

1. Should stoppage of work by railroad personnel be threatened on appeal from their labor leaders, it is believed of the utmost urgency that bold and vigorous leadership be displayed promptly by the War Department. Such leadership should come from the Secretary of War, General Somervell and General Gross. At the approach of such an emergency, it is recommended that the following actions be initiated:

a. A radio address by the Secretary of War, emphasizing the gravity of the situation and calling on all patriotic Americans in the service of the railroads to remain at their places. Such a speech may well have as its keynote the well-established pride of railroad men in performing their jobs and responding to the most urgent demands which transportation requirements have placed upon them, in peace as well as in war. In this pride, they have always displayed a solid American virtue which has never before permitted anyone to question its authority. It will be questioned now if one man leaves his post in the extreme emergency which the nation faces. The importance of this speech is not confined to its immediate effect on railroad operating personnel. It will serve as the focus for such editorial comment as newspapers and radio commentators may make and will therefore have an enormous impact in forming public opinion at the outbreak of crisis.

b. A press conference for General Somervell and General Gross at which, in prepared statements, the specific action proposed by the War Department in the event of a stoppage of work by any individuals would be outlined. Opportunity would also be given representatives of the press and radio to ask pertinent questions, in order to impress them with the War Department's command of the situation and its determination that nothing will be permitted to threaten the operation of the railroads.

2. It is suggested that an immediate screening take place of military personnel returned to this country from overseas to discover such individuals from M.R.S. as may be available to address meetings. It is further suggested that plans for such meetings be formulated by the Bureau of Public Relations, to be carried out immediately a stoppage threatens. Returned M.R.S. personnel,

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TAB X

particularly if wounded, would be detailed to make as many appearances as possible with the mission of impressing on railroad workers the urgency of continuing their work. A further screening may be made of personnel already separated from the Army to discover similar individuals, possibly now working at their old jobs on the railroads, to address such meetings.

3. It is believed that great morale value lies in the operations of M.R.S. overseas, and it is suggested that posters be prepared by the Bureau of Public Relations, using blow-ups of photographs showing difficulties of railroad men in theaters of operations and how these are overcome. Slogans, in railroad idiom, would suggest that the railroad men overseas depend on the railroad men at home to back them up -- get them the guns and munitions which M.R.S. delivers to the front. Such posters should be prepared immediately for use in the event of emergency in all places where railroad men congregate.

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TAB Y

(PUBLIC LAW 89--78th CONGRESS)
(CHAPTER 144--1st SESSION)
(S. 796)

AN ACT

Relating to the use and operation by the United States of certain plants, mines, and facilities in the prosecution of the war, and preventing strikes, lock-outs, and stoppages of production, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That this Act may be cited as the "War Labor Disputes Act".

* * * * *

INTERFERENCE WITH GOVERNMENT OPERATION OF PLANTS

SEC. 6. (a) Whenever any plant, mine, or facility is in the possession of the United States, it shall be unlawful for any person (1) to coerce, instigate, induce, conspire with, or encourage any person, to interfere, by lock-out, strike, slow-down, or other interruption, with the operation of such plant, mine, or facility, or (2) to aid any such lock-out, strike, slow-down, or other interruption interfering with the operation of such plant, mine, or facility by giving direction or guidance in the conduct of such interruption, or by providing funds for the conduct or direction thereof or for the payment of strike, unemployment, or other benefits to those participating therein. No individual shall be deemed to have violated the provisions of this section by reason only of his having ceased work or having refused to continue to work or to accept employment.

(b) Any person who willfully violates any provision of this section shall be subject to a fine of not more than \$5,000, or to imprisonment for not more than one year, or both.

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TAB Z

FORM OF PROPOSED ORDER ESTABLISHING PRIORITIES

CHIEF OF TRANSPORTATION
General Order No. _____

1. Purpose and Administration. The demand for all forms of domestic transport (in _____ region) exceeds the available supply. To assure that transportation is provided for essential military and civilian movement, a general statement of priority for movement is established (paragraph 3 below). Its administration and interpretation for other than military or War Aid movement for export are hereby delegated to the Regional Director having jurisdiction of the carrier on whose lines the movement originates. The administration of priorities for military personnel and freight for export, and for War Aid freight for export is retained in the Office, Chief of Transportation. Any movement which bears a priority designation will take precedence over any conflicting demand for the same transport of a lower priority.
2. Extent of Order. This general order supersedes any other statement of priority for movement established by any other agency whatsoever, insofar as conflict may exist.
3. Priority. The following priorities in the order in which the movement to which they apply shall be approved and the following agencies competent to establish such priorities are established:
 - a. Personnel.
 - (1) Priority 1 P: (a) Military or Civilian personnel for domestic movement, whose travel is essential to the establishment of the War Department's control of railroads. (Priority set by OCT or Regional Director).
 - (b) Military personnel moving on competent movement orders for overseas station. (Priority set by OCT only).
 - (2) Priority 2 P: (a) Other military personnel traveling for other purposes which would entitle them to domestic air priority "Class 1", established by the Air Transport Command. (Set by OCT only).

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TAB Z

(b) Military personnel for domestic movement under competent movement orders directing the simultaneous movement of 40 or more persons (not for overseas). (Set by OCT only).

(3) Priority 3 P: Same personnel traveling for the same purposes as would be entitled to domestic air priority "Class 2". (Set by OCT and Regional Director).

(4) Priority 4 P: Same personnel traveling for the same purposes as would be entitled to domestic air priority "Class 3". (Set by OCT and Regional Director).

(5) Priority 5 P: Automatically fixed for all others not otherwise provided for.

b. Freight.

(1) Priority 1 F: (a) Baggage or other freight pertaining to personnel traveling under Priority 1 P. (Set by OCT or Regional Director).

(b) Other War materials for export, including both military and War Aid freight. (Set by OCT only).

(c) Food, fuel, or other freight for military or civilian use whose transport is certified as essential to prevent or relieve disaster by the Service Commander in the geographical limits of whose command the destination lies. (Set by OCT or Regional Director).

(2) Priority 2 F: (a) Freight moving for other purposes which would entitle it to domestic air priority "Class 1". (Set by OCT or Regional Director).

(b) Food, fuel or medicinal supplies moving to maintain normal war-time levels in military or civilian communities. (Set by Regional Director).

(c) Materials moving to plants engaged in manufacturing war materials essential to maintain them in operation, whose transport is certified as essential by the Service Commander in the

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TAB Z

geographical limits of whose command the plant lies, or by the Chief of Technical Service contracting for such products. (Set by OCT or Regional Director).

(3) Priority 3 F: (a) Freight moving for the same purposes as would be entitled to air priority "Class 2". (Set by Regional Director).

(b) Materials moving to plants engaged in manufacturing war materials to maintain normal war-time stocks. (Set by Regional Director).

(4) Priority 4 F: (a) Freight moving for the same purposes as would be entitled to air priority "Class 3". (Set by Regional Director).

(5) Priority 5 F: (a) Freight whose movement is essential to the maintenance of normal war-time economy, certified, if necessary, by the Service Commander in the geographical limits of whose command the destination lies. (Set by Regional Director).

(6) Priority 6 F: Automatically fixed for all others not otherwise provided for.

4. Redelegation of Authority to Establish Priorities. Agencies hereby designated as authorized to establish priorities for domestic transport may redelegate this authority to the extent necessary for the proper performance of such mission to such other War Department agencies within the geographical limits of their responsibilities, and under such restrictions and regulations as they deem advisable.

5. Implementation. To give effect to the policies established above, the Regional Directors will fully utilize the existing field agencies of the Office of Defense Transportation and Association of American Railroads.

By order of the Chief of Transportation:

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TAB Z

Proposed Office of the Chief of Transportation Circular.
ADMINISTRATION OF PRIORITIES, OFFICE OF THE CHIEF OF TRANSPORTATION.

(Circular #___)

1. General Order #___, Office of the Chief of Transportation, reserves to this office the establishment of certain priorities for domestic transport. The following procedure will govern:

a. Movement of 40 or more troops on movement orders.

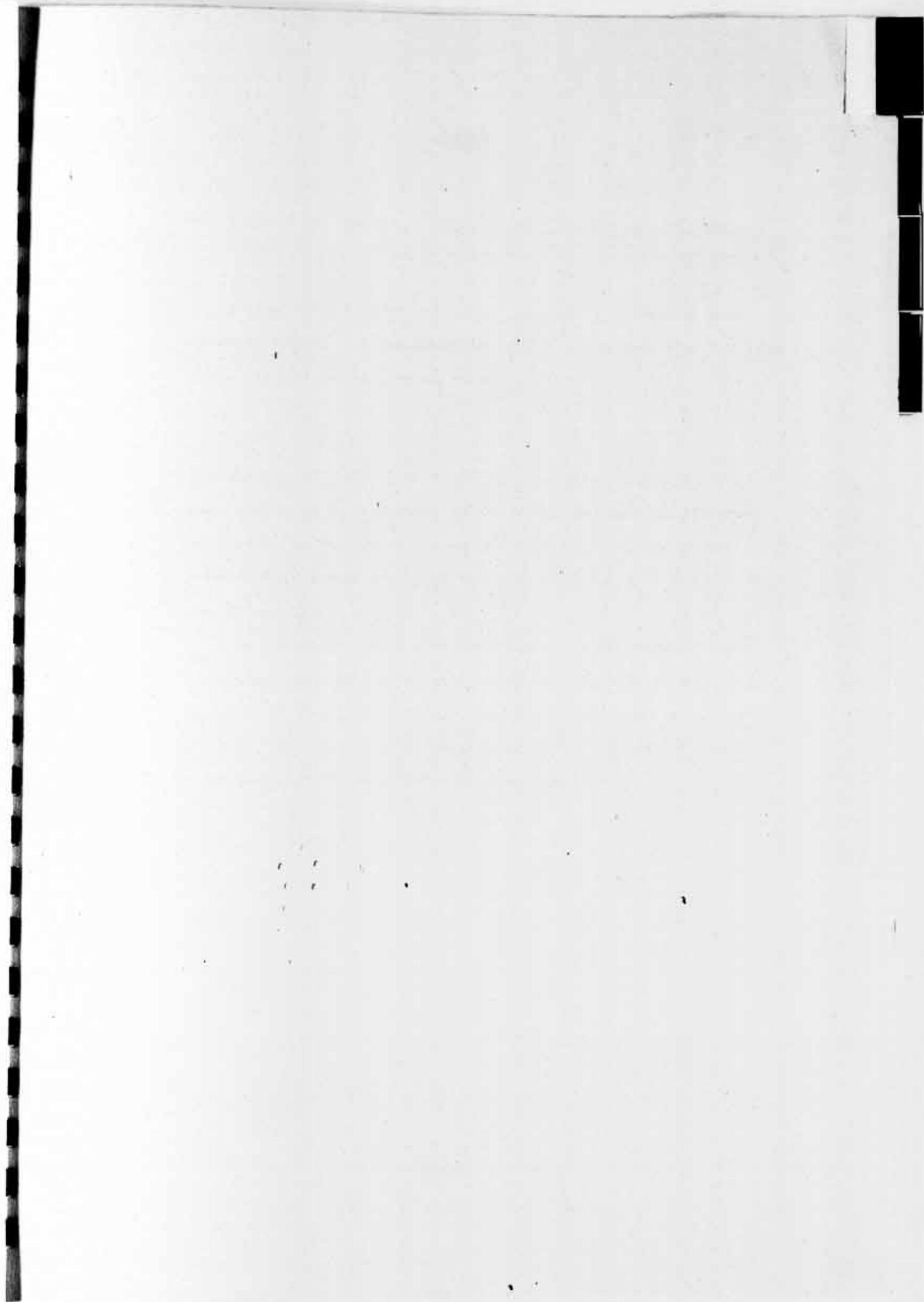
(1) For overseas. The Traffic Control Division, when necessary, will obtain advice as to the urgency of the movement from the Overseas Troop Branch, Movements Division, Office of the Chief of Transportation, who will obtain necessary command decisions through the "Movements Coordinating Center" (Movements Branch, Mobilization Division, ASF).

(2) For domestic movement. The Traffic Control Division will obtain the necessary information from the "Movements Coordinating Center" direct.

b. Material for Export. The Traffic Control Division will obtain information on military cargo from the Ocean Traffic Branch, Water Division, Office of the Chief of Transportation, and on War Aid Freight from the Transportation Control Committee (Col. Craig).

By order of the Chief of Transportation:

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TAB AA

FORM OF ORDER FOR TAKING POSSESSION OF OTHER SYSTEMS OF TRANSPORTATION

Pursuant to Executive Order No. ____, dated ____ December 1943,
I have determined that possession and control of the following described
system (or systems) of transportation:

together with all properties, facilities, and appurtenances commonly
used or operated in conjunction therewith, are necessary to effectuate
the purposes of said Executive Order. Therefore, I do hereby take
possession and assume control of the same, effective as of twelve o'clock
noon of this date.

The provisions of the Executive Order and of all pertinent rules,
regulations, and orders heretofore issued by me or under my authority,
together with such further rules, regulations, and orders as may here-
after be issued from time to time, shall be fully applicable to the
above described system (or systems) of transportation.

HENRY L. STIMSON,
Secretary of War.

(Date)

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MOBILIZATION PLAN - ARMY MOTOR TRANSPORTATION1. General.

Army Motor Transportation will be employed to the extent necessary to supplement rail and commercial motor transportation for the movement of troops and supplies to ports of embarkation, for the movement of critical war materials, and for the distribution of food-stuffs, in accordance with the priorities established in Tab Y.

2. The Commanding Generals, Service Commands, are responsible for the employment of Army Motor Transportation in accomplishing the mission outlined in paragraph 1. above within their respective Service Commands.

3. The following means will be available to each Commanding General, Service Command:

a. Units and motor vehicles presently under control of the Service Command.

b. Army Service Force units, equipment and motor vehicles presently stationed in the Service Command and not designated for shipment overseas prior to 15 February 1944.

4. The following additional means can be made available on call through the Army Ground Force liaison officers with Service Command Headquarters:

a. Army Ground Force units stationed in the Service Command as listed below:

- (1) The personnel and equipment of all divisions in training within the Service Command except of divisions designated for shipment overseas prior to 15 February 1944.

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TAB BB

- (2) The personnel and equipment of all truck units now within the Service Command except of units designated for shipment overseas prior to 15 February 1944.
- (3) All motor transportation with necessary personnel and equipment for command, administration, operation and maintenance not included above, except personnel, transportation, and equipment of units designated for overseas shipment prior to 15 February 1944.

b. If the situation develops a requirement for means not available within a service command, the requirement will be met by transfer of units, personnel, and motor transportation from other service commands. All such requests for additional means will be made to the Deputy Chief of Staff for Service Commands, who will coordinate movements with the Office, Chief of Transportation.

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TAB CC

WAR DEPARTMENT
HEADQUARTERS ARMY SERVICE FORCES
WASHINGTON

SPDDX

MEMORANDUM FOR COMMANDING GENERAL, ARMY SERVICE FORCES:

Subject: Plan of Depot Operations During Railroad Strike.

1. In compliance with verbal instructions, there is submitted herewith a plan for depot operations during a possible railroad strike together with implementing radiograms and directives.

2. In brief, this plan contemplates that the following actions will be undertaken:

a. Authorize the Commanding Generals of all Service Commands to requisition from normal Quartermaster and Medical Depots serving the installations within the geographic limits of their Service Command such equipment and supplies as are required to relieve distress either at military establishments or for civilian use, Tab (1).

b. To assure prompt service as emergencies arise by requiring all Quartermaster and Medical supply installations to be placed on a 24-hour day operating basis. The Quartermaster General and The Surgeon General are responsible that equipment and supplies not available in the local distribution depot serving a particular area are provided from other supply installations, Tab (2).

c. Due to the probable short duration of such a rail strike, overseas shipments of equipment and supplies will be continued insofar as practicable. Priorities will be given for equipment and supplies which the theater commander has indicated as urgently needed and for units on movement orders with personnel or equipment readiness date prior to 15 February 1944. Shipments to posts, camps, and stations will be discontinued except for the purposes indicated below:

- (1) Subsistence supplies required for troops on maneuvers.
- (2) Equipment and supplies requisitioned by Service Commanders to relieve distress either in military establishments or for civilian use.
- (3) Minimum supplies needed to maintain health of a command during current railroad strike. Tab (3)



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TAB CC

d. In order to facilitate the shipments indicated above, depot commanders will be instructed to contact either the Traffic Control Division, Office of Chief of Transportation, or the Zone Transportation Officer in the area concerned relative to all transportation problems. In addition, depot commanders will be directed to maintain close liaison with the Commanding Generals of Service Commands in which the depot is located, Tab (4).

e. In order to make maximum use of the limited rail facilities that will probably be available, a radiogram will be dispatched to all shippers directing that they contact the Traffic Control Division, Office of Chief of Transportation, relative to releases and request only releases of essential equipment, Tab (5).


F. A. HEILEMAN,
Brigadier General, G.S.C.,
Director of Supply, A.S.F.

5 Inclosures
Tabs (1), (2), (3)
(4), (5).

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TAB CC-1



HEADQUARTERS, ARMY SERVICE FORCES
WASHINGTON 25, D. C.

SPDDL 323.91 Depots

MEMORANDUM FOR THE ADJUTANT GENERAL:

Subject: Operations of Quartermaster and Medical Depots
During Rail Strikes.

It is desired:

I. That an immediate action letter substantially as follows
be sent to The Quartermaster General and The Surgeon General:

1. Effective immediately, it is desired that all
Quartermaster and Medical Depots and similar sections of
Army Service Forces Depots be placed on a twenty-four hour
per day operating basis in order to meet any emergencies
incident to the current rail strike.

2. The Commanding Generals of all Service Commands have
been authorized by radio to requisition necessary Quartermaster
and Medical equipment and supplies to relieve distress either
in military establishments or for civilian use. All such re-
quisitions will be honored and filled with the least practicable
delay.

3. The Quartermaster General and The Surgeon General
are responsible that equipment and supplies not available in
the local distribution depot are furnished from other supply
installations.

4. Complete records will be maintained for all equipment
and supplies issued for military or civilian use during the
current railroad strike.

II. That copies of Action I be furnished the following:

Commanding Generals, all Service Commands	(5)
Director, Stock Control Division, ASF	(5)
Commanding Officers, all Quartermaster Depots	(5)
Commanding Officers, all Medical Depots	(5)
Commanding Officers, all ASF Depots	(5)
The Provost Marshal General	(5)

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TAB CC-1

The Assistant Chief of Staff, G-4, WDGS (2)
Director, Storage Division, ASF (5)
Deputy Chief of Staff for Service Commands (2)
Chief of Transportation. (2)

By command of Lieutenant General SOMERVELL:

W. D. STYER,
Major General, U. S. A.
Chief of Staff

DISTRIBUTION:

Deputy Chief of Staff for Service
Commands
Director, Storage Division, ASF
Chief of Transportation

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RADIOGRAM
WAR DEPARTMENT—OFFICIAL BUSINESS

OUTGOING CLASSIFIED MESSAGE

Office of origin SPDDL, STOCK CONTROL DIVISION, ASF Date _____
(Division, branch, section, and symbol)
 Telephone Ext. 73030
(Originating office)
 Classification Secret Precedence Priority
(Restricted—Confidential—Secret) (Deferred—Routine—Priority—Urgent)

To: COMMANDING GENERALS
ALL SERVICE COMMANDS

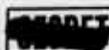
EFFECTIVE IMMEDIATELY ALL QUARTERMASTER AND MEDICAL DEPOTS AND SIMILAR SECTIONS OF ARMY SERVICE FORCES DEPOTS ARE BEING PLACED ON A TWENTY FOUR HOUR PER DAY OPERATING BASIS IN ORDER TO MEET ANY EMERGENCY THAT MAY ARISE INCIDENT TO THE CURRENT RAIL STRIKE PERIOD YOU ARE AUTHORIZED TO REQUISITION FROM DISTRIBUTION DEPOTS RESPONSIBLE FOR AREA CONCERNED SUCH EQUIPMENT AND SUPPLIES AS ARE NECESSARY TO RELIEVE DISTRESS AT MILITARY ESTABLISHMENTS OR FOR CIVILIAN USE WITHIN YOUR SERVICE COMMAND PERIOD SPDDL FROM SOMERVELL COMPLETE RECORDS WILL BE MAINTAINED OF ALL EQUIPMENT AND SUPPLIES REQUISITIONED FOR MILITARY OR CIVILIAN USE PERIOD CLOSE LIAISON WILL BE MAINTAINED WITH DISTRIBUTION DEPOTS IN YOUR AREA RELATIVE TO AVAILABILITY OF SUPPLIES PERIOD MARK REQUISITIONS COLON QUOTE RAIL STRIKE EMERGENCY UNQUOTE

F. A. HEILEMAN,
Brigadier General, G.S.C.,
Director of Supply, A.S.F.

DISTRIBUTION:

Director, Stock Control Division, ASF
 Director, Storage Division, ASF
 Chief of Transportation
 Deputy Chief of Staff for Service Commands

Content and classification
authenticated by _____



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TAB CC-3

RADIOGRAM
WAR DEPARTMENT—OFFICIAL BUSINESS

OUTGOING CLASSIFIED MESSAGE

Office of origin SPDDL, STOCK CONTROL DIVISION, ASF Date _____
(Division, branch, section, and symbol)
Telephone Ext. 73030
(Originating office)
Classification Secret Precedence Priority
(Restricted—Confidential—Secret) (Deferred—Routine—Priority—Urgent)

To: COMMANDING GENERALS
ALL SERVICE COMMANDS

EFFECTIVE IMMEDIATELY SHIPMENTS TO POSTS CAMPS AND STATIONS BY DEPOTS WILL BE DISCONTINUED EXCEPT FOR THE FOLLOWING PURPOSES COLON SUBSISTENCE SUPPLIES REQUIRED FOR TROOPS ON MANEUVERS PERIOD EQUIPMENT AND SUPPLIES REQUISITIONED BY SERVICE COMMANDS TO RELIEVE DISTRESS IN MILITARY ESTABLISHMENTS OR FOR CIVILIAN USE AS AUTHORIZED BY RADIOGRAM OF THIS DATE PERIOD EQUIPMENT AND SUPPLIES REQUISITIONED BY POSTS CAMPS AND STATIONS TO MAINTAIN MINIMUM REQUIREMENTS OF MILITARY GARRISONS PERIOD REQUISITIONS IN ALL THREE CATEGORIES WILL BE MARKED QUOTES RAILROAD STRIKE EMERGENCY END QUOTES SPDDL FROM SOMERVELL DESIRE ALL POSTS CAMPS AND STATIONS INCLUDING AIR FORCE INSTALLATIONS BE ADVISED TO DISCONTINUE SUBMISSION OF ALL REQUISITIONS EXCEPT THOSE COVERING MINIMUM SUPPLIES NEEDED TO MAINTAIN HEALTH OF COMMAND DURING CURRENT RAILROAD STRIKE

F. A. HEILEMAN,
Brigadier General, G.S.C.,
Director of Supply, A.S.F.

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Dir/Stock Control Division, ASF
Dir/Storage Division, ASF
Chief of Transportation
Deputy Chief of Staff for Service Commands

Content and classification
authenticated by _____

W. D., A. G. O. Form No. 999
September 3, 1942

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TAB CC-4



HEADQUARTERS, ARMY SERVICE FORCES
WASHINGTON 25, D. C.

SPDDL 323.91 Depots

MEMORANDUM FOR THE ADJUTANT GENERAL:

Subject: Depot Operations During Railroad Strike.

It is desired:

I. That an immediate action letter substantially as follows be sent to the Chiefs of all Technical Services:

1. Effective immediately the following procedure will be placed in effect in operating of depots under your command:

a. Overseas shipments of equipment and supplies will be continued insofar as practicable. Priorities will be given for equipment and supplies which the theater commander has indicated as urgently needed and for units on movement order with personnel or equipment readiness date prior to 15 February 1944.

b. Shipments to posts, camps and stations will be discontinued except for purposes indicated below:

- (1) Subsistence supplies required for troops on maneuvers.
- (2) Equipment and supplies requisitioned by Service Commanders to relieve distress either in military establishments or for civilian use.
- (3) Requisitions received from posts, camps and stations marked as follows:

RAILROAD STRIKE EMERGENCY

2. The Commanding Generals of all Service Commands are being advised by radiogram this date to notify all posts, camps, and stations to discontinue submission of routine requisitions to depots. Only requisitions marked as follows will be honored during the current emergency:

RAILROAD STRIKE EMERGENCY

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TAB CC-4

3. Shipments authorized above will be made as promptly as possible with transportation facilities available.

4. Close liaison will be maintained by depots with the Commanding Generals of Service Commands to assure that all emergency shipments are made with the least practicable delay. All problems involving transportation will immediately be brought to the attention of the Traffic Control Division, Office of the Chief of Transportation or the Zone Transportation Officer in the area concerned.

II. It is requested that the following headquarters be informed of the above:

Assistant Chief of Staff, G-4, WDGS (2);
Commanding Generals, all ports of embarkation (5);
The Provost Marshal General (5);
The Chief of Transportation (5);
Deputy Chief of Staff for Service Commands (2);
Commanding Officers, all posts, camps and stations (5);
Commanding Generals, all Service Commands (10);
Director, Stock Control Division, ASF (10);
Director, Planning Division, ASF (5);
Director, Storage Division, ASF (2).

By command of Lieutenant General SOMERVELL:

W. D. STYER,
Major General, U.S.A.
Chief of Staff

DISTRIBUTION:

Deputy Chief of Staff for Serv Cs
Director, Storage Division
Chief of Transportation.

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TAB CC-5

RADIOGRAM

WAR DEPARTMENT—OFFICIAL BUSINESS

OUTGOING CLASSIFIED MESSAGE

Office of origin SPDDL, STOCK CONTROL DIVISION, ASF Date

(Division, branch, section, and symbol)

Telephone 73030

(Originating office)

Classification SECRET Precedence PRIORITY

(Restricted—Confidential—Secret) (Deferred—Routine—Priority—Urgent)

To:

COMMANDING GENERALS, ALL SERVICE COMMANDS
COMMANDING GENERALS, ALL PORTS OF EMBARKATION
CHIEFS OF ALL TECHNICAL SERVICES

EFFECTIVE IMMEDIATELY NO RAILROAD EQUIPMENT WILL BE REQUESTED BY ARMY
INSTALLATIONS FOR THE MOVEMENT OF CARGO DESTINED TO OVERSEAS DESTINATIONS
UNTIL A RELEASE AND ROUTING HAS BEEN SECURED FROM TRAFFIC CONTROL
DIVISION OFFICE CHIEF OF TRANSPORTATION PERIOD RAIL EQUIPMENT WILL
BE ORDERED FOR DOMESTIC MOVEMENTS ONLY FOR SUBSISTENCE FOR TROOPS ON
MANEUVERS COMMA SUPPLIES TO RELIEVE DISTRESS AS REQUISITIONED BY
SERVICE COMMANDERS AND MINIMUM SUPPLIES NEEDED TO MAINTAIN HEALTH OF A
COMMAND PERIOD SPDDL THIS DETERMINATION IS TO BE MADE PRIOR TO REQUESTING
TS ROUTE ORDERS FROM CHIEF OF TRANSPORTATION WHERE SUCH ARE REQUIRED BY
REGULATIONS PERIOD THIS DIRECTIVE WILL REMAIN EFFECTIVE UNTIL CANCELLED
BY THIS HEADQUARTERS

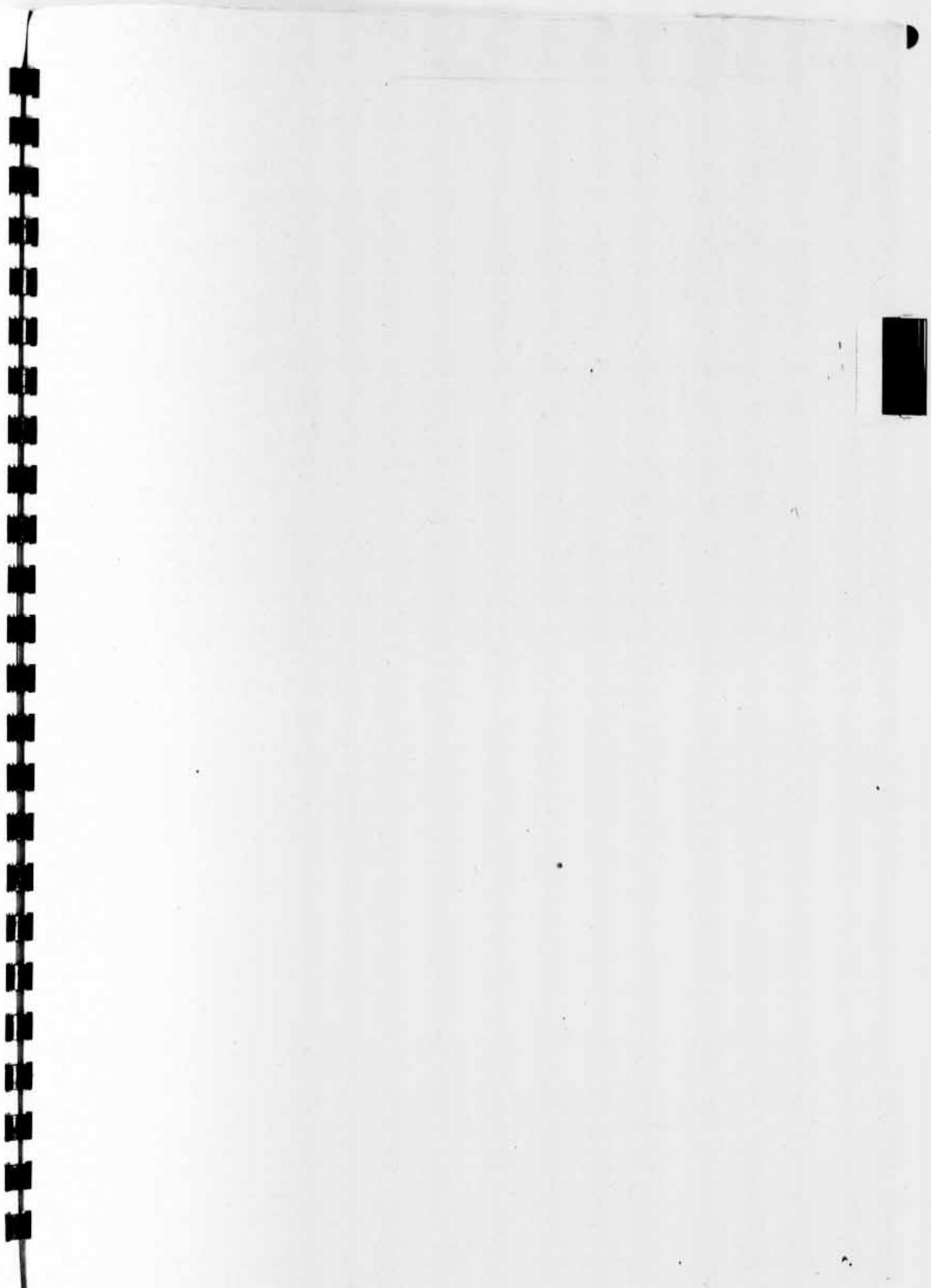
SOMERVELL

F. A. HEILEMAN,
Brigadier General, G.S.C.,
Director of Supply, A.S.F.,
Content and classification
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DISTRIBUTION:

Chief of Transportation
Deputy Chief of Staff for Service Commands
Director, Stock Control Division, ASF

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TAB DD

CHECK LIST OF ACTIONS

1. Situation I.

a. By Secretary of War.

- (1) Present Executive Order (Tab A) and public statement. (Tab B) to President for signature.
- (2) Release own public statement (Tab C)
- (3) Make radio announcement (Tab D)
- (4) Sign delegation of authority under Executive order to Commanding General, ASF (Tab E)

b. War Department Bureau of Public Relations.

- (1) Obtain widest possible publicity for Tabs A, B and C through national news agencies, radio networks and Service Command Public Relations Officers

c. By Commanding General, ASF

- (1) Sign general order taking over railroads in name of Secretary of War, announcing certain policies and re delegating authority under Executive Order to Chief of Transportation (Tab F)
- (2) Issue instructions that plan is in effect, and such other orders as are required from time to time for control and operations of railroads and such ancillary activity as the situation demands.
- (3) Sign directive to Adjutant General to commission Regional Directors (Tab M)
- (4) Make daily reports of conditions to Secretary of War until situation is stabilized.
- (5) Appeal to railway labor leaders for full cooperation. Arrange for further appeal by Under Secretary of War and Secretary of War if necessary.

d. By Chief of Transportation, ASF.

- (1) Alert Military Railway Service units (per Tab I)
- (2) Request Deputy Chief of Staff for Service Commands, ASF, to initiate directive for reporting of Railway personnel at all posts (Tab J) and collate replies.

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TAB DD

- (3) Arrange for appointment of Messrs. Pelley and Hood as special consultants.
 - (4) Appoint Regional Directors, have them commissioned and ordered to duty at Regional Headquarters.
 - (5) Report daily to the Commanding General, ASF on the status of the assumption of operation of the railroads and on the general trend of operating conditions until the situation is stabilized.
 - (6) Arrange with Adjutant General to order key officers listed in Tab S to their duty stations and see that these officers are given appropriate instructions (per Tab Q). These arrangements will include the ordering of Judge Advocates and Fiscal Officers to Washington, prior to reporting to the Regional Directors, for a period of indoctrination in the negotiation of operating contracts with the carriers in case the need for such a contract should develop.
 - (7) Arrange for wide publicity to Tabs A, B and C through Association of American Railroads and American Short Line Railroad Association (including posting on railway bulletin boards) to supplement the War Department's normal channels of communication.
 - (8) Maintenance of up-to-date plan for return of carriers to private operation.
- e. By Deputy Chief of Staff for Service Commands, ASF.
- (1) Advise Commanding General, Army Ground Forces of the issuance of Executive Order and request that liaison officers from AGF units be ordered to report to Service Command Headquarters in accordance with Tab H.
 - (2) Provide Service Commanders with inventory of troop strength and motor equipment that will be available to them.
 - (3) Make daily report to the Chief of Transportation of the status of the taking over of the railroads as reported to him by the Service Commanders.

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- (4) Arrange for prompt forwarding of initial instructions (Tab U) to Service Commanders by Adjutant General.
 - (5) Analyze returns to Tab J and report results to Chief of Transportation.
- f. By Commanding General, Army Ground Forces.
- (1) Order liaison officers from AGF units to Service Command Headquarters upon receipt of necessary word from Deputy Chief of Staff for Service Commands, ASF, pursuant to Tab H.
- g. By Commanding Generals, Service Commands.
- (1) Make daily reports to Deputy Chief of Staff for Service Commands, ASF, of security conditions on the railroads.
 - (2) Order War Department Representatives and Liaison Officers to Regional Directors to their posts in accordance with Tab U, giving them appropriate instructions pursuant to Tabs P and Q.
 - (3) Report to Deputy Chief of Staff for Service Commands, ASF, the status of assumption of posts by personnel thus ordered to duty.
- h. By Regional Directors.
- (1) Report to Service Commanders and Chief of Transportation as soon as offices are established.
 - (2) Submit daily operating reports to Chief of Transportation until conditions are stabilized, and authority is given to discontinue.
 - (3) Submit reports to Service Commands of security and other conditions requiring Service Command attention as indicated by the facts from time to time.
- i. By War Department Representatives in Charge of Individual Carriers.
- (1) Serve copies of Executive Order (Tab A) and notice of War Department seizure (Tab V) on responsible operating officials, advising them that railroad properties are being taken over by the War Department in accordance with the Executive Order.
 - (2) Report to Service Commanders and Regional Directors as soon

as necessary notice has been served on the railroads and post has been assumed.

2. Situation II.

a. By Secretary of War.

- (1) In the event of strikes, consider the making of a request on the Attorney General that responsible individuals be vigorously prosecuted under Section 6 of the War Labor Disputes Act (Tab Y).

b. By the Assistant Chief of Staff, G-1, WDGS

- (1) Request the Selective Service System to immediately discontinue occupational deferments of railroad workers.

c. By the Assistant Chief of Staff, G-3, WDGS.

- (1) Order the suspension of leaves, etc., in appropriate cases (pursuant to Tab G) on request from the Chief of Transportation through the Commanding General, ASF.

d. By the War Department Bureau of Public Relations.

- (1) Implement a plan (Tab X, or similar thereto) to appeal to individual railway workers to return to their jobs.

e. By the Chief of Transportation, ASF.

- (1) Determine the appropriate assignment of Military Railway Service Units to railway operations.
- (2) Undertake the organization of casual troops with railway experience, reported under Tab J, into provisional units and arrange for their assignment to railway operations.
- (3) Establish priorities of transportation when required pursuant to Tab Z.
- (4) Initiate a request to the Secretary of War to take over additional carriers when required, pursuant to the form attached as Tab AA. In such case make appropriate arrangements for taking over the carriers concerned.
- (5) Maintenance of up-to-date plan for return of carriers to private operation.

f. By Deputy Chief of Staff for Service Commands, ASF.

- (1) Supervise the employment of troops by the Service Commands in security measures and truck operations and act as liaison with

the Headquarters, Army Ground Forces in the employment of AGF units.

- (2) When requested by the Chief of Transportation, order the concentration of military personnel with transportation experience as reported under Tab J at appropriate points, and pending their organization by the Chief of Transportation, provide for their equipment and movement to their designated stations. Such of this personnel as is not designated for units, and such other personnel as is required for the operation of railroads, will be concentrated under Service Command jurisdiction pending receipt of shipment orders from the Chief of Transportation.

g. By Mobilization Division, ASF.

- (1) Order the movement of Military Railway Service units to meet operational requirements as specified by the Chief of Transportation.

h. By Director of Supply, ASF.

- (1) Give effect to the plan of depot operations attached as Tab CC when requested to do so by the Chief of Transportation to conserve transportation facilities, and to provide a means for relief of civilians in case of need.

i. By the Commanding Generals of the Service Commands.

- (1) Provide adequate security forces as requested, calling upon Army Ground Forces in case of need.
- (2) Mobilize Army motor transportation pursuant to Tab BB.
- (3) Operate commercial motor carriers if, and when taken over by the Government.

j. By Regional Directors.

- (1) Organize appropriate district offices and field agencies as required for effective operation.
- (2) Call on the Chief of Transportation for railway operating units and troops when required.
- (3) Call on the Service Commands for protection or assistance of

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TAB DD

organic motor equipment when required.

- (4) Operate railways under priorities fixed by Chief of Transportation.

k. By War Department Representatives in Charge of Railroads.

- (1) Keep Regional Directors currently advised at all times of state of employment and conditions requiring corrective action.
- (2) Request protective measures direct from Service Commands in case of emergency.
- (3) Perform such other duties as may be prescribed.

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