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REPORT

Upon the

Mobilization AT Santa Cruz California

of the

Division of National Guard of California

Commanded by Major-General John H. Dickinson, N. G. C.

By THOMAS WILHELM, U. S. Army,
Colonel, and I. G. R. P., N. G. C.

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REPORT
UPON THE
MOBILIZATION AT SANTA CRUZ, CALIFORNIA,

OF THE
Division of National Guard of California, Commanded
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By THOMAS WILHELM, U. S. ARMY,
Colonel, and I. G. R. P., N. G. C.

SAN FRANCISCO, CALIFORNIA, July 15, 1901.

Brigadier-General W. H. SEAMANS,
Adjutant-General, State of California:

Pursuant to instructions I respectfully forward to you the following report, giving my impressions, from personal observation, of the recent mobilization at Santa Cruz, California, of the Division of National Guard of this State, commanded by Major-General John H. Dickinson, N. G. C.

The concentration of the troops took place by virtue of the following General Order:

GENERAL HEADQUARTERS, STATE OF CALIFORNIA,
ADJUTANT-GENERAL'S OFFICE,
GENERAL ORDERS, } SACRAMENTO, CAL., March 28, 1901.
No. 2. }

(Extract.)

IV. In accordance with Section 2022, Political Code, State of California, the First, Second, and Third Brigades of the National Guard will assemble and encamp for discipline and drill at the State Camp of Instruction at Santa Cruz, California, on June 15, 1901, for a period of eight days exclusive of the time necessary for transportation. The camp will be under the command of Major-General John H. Dickinson, commanding Division, National Guard of California. Per diem will not be allowed nor paid from the State appropriation to officers, enlisted men, or musicians. Tentage will be issued to those organizations of the Guard having none, upon their arrival at camp. This is to be strictly a camp of instruction. Major-General John H. Dickinson is charged with the execution of this order. He will arrange the details, including transportation, subsistence, and supplies, the expenditure for which is not to exceed the allotment for that purpose to be hereafter made.

By order of the Commander-in-Chief.

(Signed:) W. H. SEAMANS,
Adjutant-General.

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The camp was located on the State military reservation, which contains one hundred and forty acres, with the privileges of sufficient maneuvering ground east of and adjacent to it, and something over two miles in an easterly direction from the railway station and principal business of the town.

The reservation is situated on elevated ground, or table-land, nearly three hundred feet above the town and bay, and is cut into on the south side by three deep ravines, and might be called the first great terrace back of Santa Cruz. The camp affords a lovely view of the picturesque village and surrounding productive country, as well as of the beautiful Bay of Monterey. Considering all advantages, I should question an effort to find a more delightful site for military purposes in the State of California. The acreage contains sufficient space for the display of a division of troops, but by the arrangement of the different regiments or brigades in camp a slight contraction was necessary. The ground for the maneuvers was somewhat limited; this latter, however, was well overcome by the Major-General commanding in his orders for the various exercises of his command. This moderate congestion was due to the fact that a part of the ground was unavailable on account of cultivation. While the surface is slightly rolling, it is not sufficiently so to make the camp uncomfortable, or to relieve the site of its pleasing appearance. The drainage is excellent; the gentle slopes of the reservation place the ground within easy reach of the best sanitary requirements.

The camp ground is generally surrounded by trees or shrubbery of various kinds. The southern point, on which the cavalry and signal corps were located, was cultivated by its former owner as a park, and should not have been assigned to mounted troops; notwithstanding the utmost care, considerable damage was done to trees that required the time of a generation to raise.

Referring to the adaptability of the situation for a summer camp, especially in point of comfort for the men, one is reminded of the temperature, which is always moderated by the bracing ocean breeze, and with the buoyancy of the splendid climate so delightful in all Southern California, the hardship of the troops was brought to the minimum.

THE CAMP.

The camp was for the most part constructed by detachments sent to Santa Cruz a day in advance of their regiments. The tents were pitched with military correctness and in accordance with a plan indicated by the stakes of the engineer officer.

The latrines were placed on the abrupt slopes in the timber and undergrowth below the crest which surrounded the command, and well out of sight, also well removed from the contamination of the camp proper. The kitchens and cook fires were excellently located near the bank or crest, making an easy deposit for the débris; and for the short length of time these troops were in camp no great amount of disinfectants was necessary. Every attention was paid by the medical department in this connection. If, however, a cantonment should be maintained a greater length of time than the one in question, much care would have to be exercised as to its healthful state. But for a camp of eight days the action of the weather in this respect is all that is necessary between the withdrawal of the troops and reoccupation.

Should the entire division be again concentrated at Santa Cruz, I think it will be seen that some advantages would be gained by a considerable alteration in the location of organizations. This, for three reasons: convenience, cleanliness as to dust, etc., and to relieve the congestion of the camp. I would suggest that one brigade be placed on the ground last utilized for maneuvers, two brigades on the old ground, the hospital and hospital corps where they were last located, division headquarters and the artillery battalion on the site occupied by the Seventh Infantry, the Naval Reserve, should it again be required, where the cavalry was, and all mounted troops on the field east of the location of General Last's brigade. This would very much lessen the open traffic through the camps and enable the regimental streets to have proper width; it would also give better distances for brigade and regimental headquarters. It is impossible to have cleanly or inviting messes at open roadways. While supplies must be hauled into camp, public vehicles and mounted persons not connected with the troops should be excluded, and roads can and should be constructed suitable to such regulations.

ARRIVAL OF TROOPS.

I arrived at Santa Cruz on the 14th of June, a day prior to that fixed for the incoming of the troops and the formal beginning of camp duty. I observed with some care the arrival of the different organizations and their march to their destination. Excepting great variety of collars, the men all appeared well as to dress and equipment. A few organizations had their packs transported by drays from the railway station. This was commendable and thoughtful, since the march covered some distance in the heat and dust, and the men being unaccustomed to the usual heavy military pack of the soldier, it would hardly seem necessary to impose the task of heavy marching order upon men not very well acquainted with the practice, when such can be had in camp exercises

of shorter duration. However, with some exceptions, the packs carried by the men were neat, well adjusted, and looked well. The marching could be improved. In several of the corps distance was lost, the columns irregular, and the men somewhat unsteady. There was very little straggling on the way and the men reached camp in good shape and spirits. The large amount of unnecessary luggage transported with the men augmented the baggage far beyond reason.

An extra allowance of blankets, or a little extra bedding, could hardly be objected to under the circumstances, especially when applied to soldiers who are only a short time from home comforts; but to ship by rail or wagon, the tonnage as shown by these organizations out for a few days' duty, is not consistent with the work in hand, and while it is important to make the men comfortable, it is objectionable to allow them to encumber themselves with articles not needed. The necessary impedimenta is sufficiently difficult, and organizations should be carefully instructed in this respect.

SANITARY.

Colonel William D. McCarthy, the division surgeon, an experienced officer of the military service of the United States, with his corps of assistants, gave his undivided and energetic attention to the healthful requirements of the troops, and in my inspection of the camp and effort to find faulty or neglected conditions in the sanitary measures, I was agreeably disappointed. In my long experience in camp life I never saw better control in the interests of health. The hospital and accommodations for the same were most excellent, the attendance and appointments were superb. The arrangements, or preparations, covered all possibilities. In my conversation with Colonel Winslow Anderson, the efficient Surgeon-General of the State, the highest praise was given by that officer to the medical department of the division.

This part of my report is necessarily brief, since criticism is out of the question.

ENGINEER DEPARTMENT.

Lieutenant-Colonel T. W. M. Draper, the division engineer, who was very much interested in his work in the matter of the comfort and convenience of the command, especially as to maps, roads, water supply, the laying out of the cantonment, etc., accomplished his duty exceedingly well, considering the fact that all conditions were yet new and naturally not well within the control of that capable officer.

Through the generosity of the citizens of Santa Cruz, who furnished the means, and under the supervision of the engineer department, a permanent system of water pipes was placed into and through the camp.

This system conveys excellent water over the reservation. The supply is obtained at the foot of the hill at the camp, and is pumped into two tanks, one of 5,000 gallons, the other of 10,000 gallons capacity, each of sufficient elevation to force the water to all points convenient to the troops.

It would be well here to mention the difficulties under which this department labors, on account of the absence of competent enlisted men as assistants. There seems to be no system by which details of men with any knowledge of the profession can be had. It was observed that in the important work of the department detachments were ordered to assist the engineer officer without the slightest regard to any understanding of the duties required of them, and they were absolutely unserviceable. This is an important department and the service should, by all means, be provided with a permanent corps composed of professional engineers as officers, and selected enlisted men, by legislative concessions.

QUARTERMASTER'S DEPARTMENT.

The Division Quartermaster's Department, in charge of Lieutenant-Colonel Frederick J. H. Rickon, aided by Major J. W. A. Off, and other assistants, was well managed. In addition to a good military understanding, this department should have an excellent knowledge in the business world, for its duties are varied and important; it is loaded down with endless trust, such as providing shelter, clothing, fuel, forage, and other supplies, the purchase, hire, and care of animals, the work of transportation, and, in general, all things for the comfort and convenience of a command.

Upon the arrival of the troops the department was found to be in better shape than was expected, judging from the lack of knowledge prior to the encampment, as to the equipment or property on hand, and though somewhat handicapped by the demands of inexperienced troops, there were less shortcomings than an experienced officer might expect to find.

However, there is cause for criticism, especially with reference to the large amount of extra and unnecessary baggage carried by the troops. While the railway company may transport with the men personal effects, free of charge, the cost of wagon transportation or drayage must be considered. This extra tonnage is cumbersome and exceedingly unmilitary, to say nothing of lumbering up the tents and camp with effects far beyond the requirements of the soldier's kit or needs. This can be controlled by the Quartermaster's Department, assisted by the regimental and detachment commanders, upon receipt of orders for field or camp duty.

It was observed that the animals of some of the mounted troops were very irregularly fed; so much so that their service might have been regarded as doubtful. Upon inquiry as to the cause, it was found that

the issue of grain, hay, and straw was distributed to the animals without any regard to the regulation allowance per animal, resulting in over and under feeding. For this, detachment commanders are responsible, and should be held to account for inattention.

The excessive amount of fuel on hand at the conclusion of camp service indicated carelessness or want of judgment in making contracts, and must serve as an expensive experience for future mobilization.

Just after the camp was broken it was seen that one of the regiments had left more than one-half of its tent pins in the ground, and throughout the camp, excepting the ground occupied by the Seventh Infantry, many small piles of unused tent pins were found abandoned, and labor had to be employed at considerable expense to pick up and care for this property. This is unpardonable carelessness, and should have been looked into by the regimental quartermasters.

The indiscriminate cutting of tent poles, as observed, should be prohibited. Now and then new uprights may be shortened, but in most cases a little depression made in the ground with a spade will serve the purpose, thus leaving the poles for future use where the tents may have to be pitched on irregular ground.

The department is embarrassed by the lack of proper assistants. There should be a non-commissioned staff of quartermaster-sergeants, at least one for the division quartermaster, and one for each brigade quartermaster. These men should be selected with reference to special fitness and distinct from regimental organizations. Temporary details for such work are exceedingly unsatisfactory.

COMMISSARY DEPARTMENT.

The Commissary Department, in charge of Lieutenant-Colonel Adolph Huber, was also well managed. The supplies for the men were obtained by contract, as well as by purchase in open market. They were most excellent. The fresh beef was of the best, and was issued so soon after its receipt that deterioration could hardly be expected; nevertheless, some of it was suspended upon racks in the full rays of the sun when it could have been more or less protected from the heat by a covering of canvas. Here, too, the details of men for issues were temporary, and could not render the service that would be expected from a permanent non-commissioned staff, which should, by all means, be authorized for this department. The commissary officer has sufficient work without performing that of enlisted men.

Generally throughout the camp the cooking was very good; it was done on improved field ovens by details of competent soldiers, and professional cooks hired for the purpose. At some of the kitchens considerable food was wasted. This was due to the lack of proper supervision

on the part of the first sergeants, or non-commissioned officers designated for that duty, whom the captains should hold responsible for such work. Generally the tables were supplied with table-ware owned by the companies, all in good taste, and necessary under the circumstances, but exceedingly hard to keep clean on account of the deluge of dust from the near-by roads not in the best control of higher authorities, though it is said that a sufficient number of sprinkling carts could not be obtained. Be this as it may, the fact remains that the men suffered and the distress should have been removed.

There was no lack of supplies, and no complaints were made excepting in one or two instances, which upon investigation were found unworthy of attention. This department deserves much credit, since it so excellently supplied the division under disadvantages, especially with reference to some inexperience on the part of detachments.

SIGNAL DEPARTMENT.

This department, under command of Lieutenant-Colonel C. J. Evans, cannot receive too much praise. In a short space of time after reaching camp the department put the commanding general in communication by wire with his entire command and the outer world. It was particularly efficient in keeping in touch with the extended field maneuvers, and I take pleasure in saying that, considering the duty in hand, I have not within my long experience seen better work performed with more alacrity than was accomplished by this body of men.

Notwithstanding this good work, the establishment is defective in its organization. There appears to be in existence a separate signal corps for each brigade. This at once indicates the possibility of embarrassment or confusion in responsibility and authority. The law should authorize a general corps for the entire Guard, placed in charge of a chief, with a general supervision of the department, and detachments should be allowed for brigades.

The present method may continue to work well, but the chances are against it under the varied circumstances liable to occur at any time.

NAVAL MILITIA.

The excellent detachment of the Naval Reserve, designated by Captain Thomas A. Nerney and commanded by Lieutenant Thomas S. Harloe, gave ample credit to this branch of the service, notwithstanding the disappointment in the shipment of its guns which were ordered from the steamer "Marion," and expected to reach the cantonment with the troops

These guns arrived at Santa Cruz three days late and their absence marred the camp service to a considerable extent. The delay, it is

reported, was wholly due to some misunderstanding or carelessness on the part of railway employés.

When the guns did arrive the work of the detachment was continued in demonstrating its usefulness as an important auxiliary of the land forces in camp, as well as in the extended field maneuvers which are generally not easily accomplished successfully without the aid of artillery. Though the guns were of small caliber, they served well in the school of comprehensive demonstration.

The use of the term "militia" as applied by the law to the naval force of the State seems to me unfortunate; it is now hardly synonymous with the highest meaning of the word "military," and in modern times has come to signify the undisciplined domestic or great latent forces subject to be called for the defense of a nation in its very last extremity.

The Constitution of the United States and the several Acts of Congress from 1792, including the Act of July 17, 1862, have made use of the word "militia" in connection with the enrollment of the masses for defense, but they refer mostly, or in a general sense, to the unorganized bodies of men hastily converted into armed organizations. This was very different from the general understanding to-day regarding formed and disciplined troops.

The National Guard of a State is already in voluntary service and has for its object immediate duty under discipline in constructed units. The military forces of the States are now generally authorized as National Guard; hence it is believed that the term "militia" is no longer a good appellation for troops constantly in readiness for service such as the military guard of a State.

The Naval Reserve of California is as far superior to what is now commonly known as "militia" as the professional is above the amateur, and should for various reasons be relieved of the inappropriate designation.

EQUIPMENTS OR PROPERTY.

The ordnance, clothing, camp equipage, etc., and, indeed, the supplies in general furnished for the use of the National Guard of this State for all purposes, were examined with much interest. I have inspected the military establishments of a number of States and found the troops supplied with fine equipments, but none to surpass those in the hands of the State Guard of California, either in quantity or quality. With the exception of some shortage of canvas, which necessitated the hiring of some tents (not of the army regulation pattern) to supply the deficiency, the property and stores generally are ample, yet furnished with an excellent display of reasonable economy.

The rifles and carbines of the troops, although things of the past, are in good service condition as far as they can be made so for the work

expected of them; but the time is at hand when the old Springfield arms should be replaced by the small caliber.

The horse equipments are of the army pattern and apparently in the hands of men who take good care of them, thus saving to the State the frequent purchase of articles or parts lost or carelessly broken.

The canteens, haversacks, knapsacks or blanket bags, are of the regulation pattern and very good, but need more uniformity in marking. This can be done by directing the undeviating use of the regulation stencils or marking kits.

The clothing is also of the regular army pattern, and for the most part obtained by contract through the Uniform Board, and is made of good material. Exceptions might be taken to the fit of many of the garments; the best attention has not been given in the matter of sizes. Overcoats need not be issued to all the men in this climate. Twenty to a company will serve for the required guard duty or detached service at night.

The brown tents recently purchased from the United States Government by authority of the War Department are well made and of superb material; the fabric is of the twelve-ounce army duck. The color of the canvas, if it can be made permanent, is a very great improvement over the white shelter. This is especially noticeable in the subdued light induced by the dye, and is particularly grateful to patients in the hospital tents that are so much relieved from the glare of the light. Upon my inspection of eighty-six of these tents after a two-weeks' exposure to the sun, I found them more or less faded; the sides exposed to the strongest light were most affected.

The tent poles are not the best. They are thin, brash, and easily broken.

Some time prior to the cantonment it was suggested that a storehouse be constructed at a suitable place on the reservation. I then expressed my convictions against it, for two reasons: the inadequacy of funds for the right kind of a building, and the absence of any means for its proper care.

The State military property is extensive and very valuable and of a tonnage that leaves no question as to great economy in storing it where it is required for use. Now that the State has a permanent camp ground at a place as convenient as possible for the scattered military organizations, I urgently recommend an appropriation for a suitable stone building to be located on the camp site, properly cared for and of sufficient dimensions to store all State property belonging to the National Guard which is required only for camp purposes. This would keep all this expensive camp equipage intact at one place, and under proper protection, as well as for immediate use. By the present method the transportation of camp appurtenances is not only very

great, but the property is unavoidably more or less loosely scattered throughout the State and much of it, necessarily, without good storage.

Experience has shown the fallacy of the arguments in favor of allowing small organizations to go into camp separately. This consumes public property for work and improvement that can and should be accomplished in the armories.

A camp has no value unless it is devoted to instructions beyond the reach of home stations.

ADMINISTRATION.

In my effort to obtain information in regard to the internal management of the National Guard I was at once brought face to face with a lack of appreciation of the importance of the paper work essential to the service. There seems to be no display of promptness in attending to official communications in the subordinate commands. In my conversation with the chief quartermaster of the division and others just prior to the encampment, I was informed that at none of the brigade headquarters could exact data be obtained as to the quantity, quality, and kind of equipment, etc., on hand among the troops for the coming concentration. This is due to the fact that official channels are more or less ignored; reports, returns, requisitions, and other communications are not sufficiently scrutinized at the various headquarters in transmission. They must all pass through intermediate commanders, and should be recorded so that they and their staff officers may have a complete record and know precisely what the organizations of their commands have on hand or may require.

It is not expected that the Adjutant-General's office can know what supplies or equipment is necessary to replace shortage due to wear and tear or augmentation of organizations unless the best attention is paid to reports.

Upon the near approach of the field duty in question it was simply impossible to furnish the troops needed requisites in time for that duty. There should be no such circumstances. Should the Guard, or any portion of it, be required for immediate service, a knowledge of the facilities for such service should at once be obtainable through the chiefs of staff corps.

The paper work should be held to the regulations of the Adjutant-General's office at Sacramento and so directed as to require the quarterly or frequent returns to be made systematically through the regular channels to the Adjutant-General of the State. This would entirely set aside all reason for any statement to the effect that intermediate commanders and their staff officers are not in a position to know the conditions of their commands.

Upon further investigation it was found that when official channels were observed, the delay in the return of papers was of a nature that frequently required direct communication, regardless of propriety, in order to hasten administrative work. Such papers as can have no bearing upon intermediate headquarters, or any control by them, may be sent direct, but they are few and well understood. No officer from the highest to the lowest can disregard official channels and yet expect an intelligent administration or a proper acquaintance with the troops. Instances are known where several letters have had to be written in pursuit of important papers wholly neglected by the recipients. It is shown in one case that eight communications had to be written to a subordinate before the official information asked for in the first could be obtained. Surely this is inattention that deserves severe rebuke. When an officer is willing to hold a commission, he should be equally willing to perform the duties pertaining to it.

PERSONNEL.

There is much to be said for the enlisted men of the National Guard of California. I have observed these men with great interest. Coupled with the fact that without material compensation they are willing to give their time for military purposes in preparation for the defense of the State, is the difficulty they have in getting the instructions they are so much in earnest to obtain. They are excellent men and come from that class of the population always called upon to fight the battles of the Nation. To find that they do it well and most completely, we need only look at history.

The officer is the important individual of the service, clothed with a responsibility not always fully comprehended. Where the lives of men may at any moment be placed in the hands of a commander, it is important for that commander to apply himself as much as possible to a study and knowledge of his profession. To him the soldier looks for instruction and protection, and when the officer is incapable of imparting the one or giving the other, the service of the soldier cannot be otherwise than inefficient.

Of various infractions of military propriety, it was frequently noticed that officers and enlisted men together visited drinking saloons and treated each other to intoxicants at public bars. This at once shows the entire absence of a proper understanding of their duties as officers and enlisted men. Whatever the home relationship, such an example here is destructive. Military efficiency is out of the question where there is such familiarity under such circumstances. The soldier can not have the right kind of respect for the officer who does not deport himself in a way unqualifiedly demanded by his position. These con-

ditions are well known but not always appreciated, and, perhaps, may not be until the command is called for duty and placed in a strait where the men will ignore the officer, and deplorable failure the result.

Among the requirements in the officer's make-up are dignity, strength of character, careful attention to the needs of the soldier, and absolute justice, for there is no man so utterly helpless and forlorn as the soldier commanded by an incompetent officer. The enlisted man feels this incompetence and in his thoughts doubts and condemns his commander, and mentally, if not openly, questions every order and duty. The officer may not at once discover the cause of this attitude, but he will sooner or later be humiliated by failure. Discipline is an indispensable condition for the existence of good troops. It imparts cohesion and flexibility in an armed body of men. Where there is no discipline, an army is without control. First, an efficient officer; second, discipline; which latter may be defined as follows:

Discipline, in military affairs, is a general name for the rules and regulations prescribed and enforced for the proper conduct and subordination of officers and enlisted men. This is the technical meaning. In a higher sense, discipline is the *habit of obedience*. The individual acquires the habit of subordinating his own will or inclinations to those of his superior in rank without surrendering self-respect or individual rights. Without these qualifications a command is not efficient.

The principle is a good one where the colonel commands the officers of his regiment and holds them to a punctillious performance of all details that properly fall to them in connection with their men. They should be particularly careful in the accounts, and in keeping themselves well informed concerning the necessary wants of the soldiers. It is not admitted among well-regulated troops that the regimental commander can give the best attention to his own duties and at the same time assume the functions of the subordinate officers to whom he and the regulations must delegate the details, and whose business it is in their turn to perform those duties commensurate with their positions under the general supervision of the colonel.

The mobilization of the State troops was authorized for the higher information of the command, taking for granted that the detailed instructions preparatory to the concentration had been accomplished at home stations. It soon developed that the best attention had not been given in armories, and the work of the camp was hampered by the absence of a knowledge of many of the first principles; among them, for instance, instruction in guard duty and its importance, the duties of a sentinel, and how performed, manner of saluting, respect to colors, care of dress, handling the rifle, setting-up of the soldier, company guide, length and rapidity of step, the importance of keeping the body erect, looking to the front, keeping proper distance, etc. All these faults do

not apply to the entire Guard, but are defects too frequently observed. Under the circumstances there would have been wisdom in officer's call each day purely for the purpose of imparting information touching these subjects, when so much relating to the details could have been communicated to the men without books or loss of time.

The general order issued by the commanding general inaugurating the duties of the concentrated division is an excellent one. It outlines a system of work covering all requirements without imposing hardships upon the command. Concerning the exercises, the order at once indicates a school for the higher and more extended military instructions, taking for granted that the work in the drill halls had had sufficient attention to bring the troops to a proficiency consistent with and preparatory to the work contemplated by the order. In this there was considerable disappointment. But it is another of the conditions showing the very great importance of bringing the various organizations together for comparison and emulation, and a better knowledge of the profession. It is evident that the field officers do not give the best attention to the interior economy of their regiments. Much depends upon the attentive supervision expected from them in this connection.

Since the officers should inspire confidence and loyalty through a good understanding of their duties, it may not be out of place here to give an idea as to the conditions that should exist between the officers and enlisted men. We will take for example the captain and his company, as follows:

There is no position in an army that will give as much satisfaction in return for an honest, capable, and conscientious discharge of his duty as that of a captain or commanding officer of a company. There is a reward in having done his full duty to his company that no disappointment of distinction, no failure, can deprive him of; his seniors may overlook him in giving credits, unfortunate circumstances may defeat his fondest hopes, and the crown of laurel may never rest upon his brow, but the reward that follows upon a faithful discharge of his duty to his company he cannot be deprived of by any disaster, neglect, or injustice. He receives it when he looks upon his little command, and sees the harmony, comfort, and discipline that prevail; he feels it when he comes to part with his men in the due course of promotion, or as they individually take their discharge after a faithful service; he remembers it when, in after years, no matter if rank and honors have in the meantime fallen upon him, he meets an old soldier who with respect and affection still calls him his captain. He is a small sovereign, powerful and great within his little domain, but no imbecile monarch ever suffered more from intrigues, factions, and encroachments than an incapable company commander. No tyrant king must contend more with rebellions, insurrections, and defections than an arbitrary and

unjust captain, and no wise and beneficent ruler ever derived more heartfelt homage, more faithful service, or more patriotic devotion than a just, competent, and faithful commander receives from his company. They will love him truly, they will obey him faithfully, and whilst there is life they will stand by him in the hour of battle.

The command of a company divides itself into two kinds of duty, requiring very different capacity, viz: *government* and *administration*. The former requires force of character, judgment, and discretion, and has often been well performed without much capacity for the latter. Administration requires a certain amount of knowledge absolutely indispensable to a discharge of a duty.

Government.—Under this head may be included instructions in drill regulation and discipline, the preservation of order and subordination, and the cultivation of a military spirit and pride in the profession among men. It involves the appointing and reduction of non-commissioned officers, and the subject of rewards and punishments.

Administration.—Providing the clothing and subsistence of soldiers, and attending to the transportation of the men and their supplies, belong under this head. They involve the keeping of the records of the company and the accounts of the men, the drawing and distributing of supplies, and the care and accountability of public or company property. The efficient administration of the affairs of a company greatly facilitates the discipline and government of the company, makes the men content and cheerful in the performance of their duties, and attaches them to their commander.

By the foregoing criticism it must not be understood that much good work and commendable accomplishments of the National Guard of California are overlooked. Great credit is due this body of men for the proficiency attained under the adverse circumstances that obtain in the widely separated organizations, and for the considerable time given by the individuals from their necessary avocations for military improvement.

No troops are perfect, and these, like all others, are assembled for instructions, and must have much praise for their progress.

I was not situated so as to report intelligently upon the efficiency in the drills or field maneuvers of the Division. This will, no doubt, be embraced in the observations of the commanding general, or the reports of such officers, directly connected with the command, as may have been designated by him for the purpose, and who have had the opportunity to observe in detail the daily exercises of the troops.

Respectfully submitted.

THOS. WILHELM, U. S. A.,
Colonel, and I. G. R. P., N. G. C.