

**TRANSPORTATION OPERATIONS**

**HEADQUARTERS  
DEPARTMENT OF THE ARMY**

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## Preface

This manual provides standards for the execution of Army transportation functions in support of military operations. It reflects the shift to joint operations, prompted by the 1986 Goldwater-Nichols Act. It presents the transportation doctrine commanders require to integrate the Army's transportation capability with the capabilities of other Services and the DTS. This doctrine applies when executing missions throughout the full range of military operations, including OOTW. It is also applicable regardless of the size of the Army force involved in an operation.

The manual portrays the Army transportation system as a basic element of warfighting. It uses the strategic, operational, and tactical levels of war to frame the system. Because the system is controlled by different commands throughout the levels, this manual describes procedures commanders should follow to establish a seamless total distribution system. The system links all Army installations, to include forts, camps, mobilization stations, and depots to fighting positions. This manual uses the functions of a transportation system to present the Army transportation capabilities. These elements are movements control, terminal operations, and mode operations.

The primary users of this manual are ASCC and their staffs. The manual is also useful to senior Army, joint service and allied officers serving as joint/combined force commanders or staff officers, and noncommissioned officers. It also contains guidance to handle the requirements generated by other governmental and non-governmental agencies, as well as HN elements, involved in the operation. Moreover, the manual is designed to assist other Service component commanders in their understanding of the Army's transportation capability. Finally, all military leaders will find this manual useful in their general professional education.

This manual implements pertinent doctrine from joint publications. These publications include Joint Pub 4.0, Joint Pub 4.01.1, Joint Pub 4.01.2, Joint Pub 4.01.3, and Joint Pub 4.01.5. It is fully compatible with the Army doctrine contained in FM 100-5 and supports the contents of FM 100-7, FM 100-8, FM 100-10, and FM 100-16. This manual also recognizes the doctrine contained in FM 100-17 and FM 100-19.

The proponent of this publication is HQ TRADOC. Submit changes for improving this publication on DA Form 2028 (Recommended Changes to Publications and Blank Forms) and forward it to Commandant, US Army Transportation School, ATTN: ATSP-TDX, Fort Eustis, VA 23604-5389.

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

## Chapter 1

# Fundamentals of Transportation Operations

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### TRANSPORTATION AND THE NATIONAL MILITARY STRATEGY

1-1. The foundations of the national military strategy derive from the national security strategy. This strategy places four fundamental demands on the US military. These demands are:

- Ensuring strategic deterrence and defense.
- Exercising forward presence in vital areas.
- Responding effectively to crisis.
- Retaining the national capacity to reconstitute forces.

1-2. As the principal land warfare component of the Armed Forces of the US, the Army plays a vital role in fulfilling these demands. In turn, an expansible and adaptable transportation system (see Figure 1-1, page 1-2) plays a key role in the Army's capabilities to fulfill each demand. A responsive and capable transportation system adds credibility to the US strategic deterrence capability and sustains the forward presence forces. The transportation system also plays a key role in projecting and supporting the reconstitution of the force.

1-3. The synchronized execution of the transportation functions reinforce the capability to conduct military operations. These functions are movement control (sometimes called traffic management), terminal operations, and mode operations. These functions are defined below.

#### MOVEMENT CONTROL

1-4. Movement control is the planning, routing, scheduling, controlling, coordinating, and ITV of personnel, units, equipment, and supplies moving over LOC. It involves the commitment of allocated transportation assets and the acquisition of HN transportation services to support military operations. Its goal is to optimize common-user transportation modes and terminals. This effort links common-user assets with the organic transportation capabilities of the supported units. Common-user transportation assets support the whole force. Movement control is the linchpin of a transportation system.

#### TERMINAL OPERATIONS

1-5. Terminal operations is the staging, loading, discharge, transfer handling, and documentation of cargo or personnel between various transport modes. The two major groups that exist are water terminal and inland terminal operations.