

Reference

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DEPARTMENT OF THE ARMY FIELD MANUAL

TRANSPORTATION MOVEMENTS SERVICES
FIELD ARMY



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TRANSPORTATION MOVEMENTS SERVICES

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* This manual supersedes so much of FM 55-4, 22 December 1959, including C 1, 12 July 1963, and C 2, 6 January 1965, and FM 55-6, 29 September 1961 as pertains to this manual.

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CHAPTER 1

INTRODUCTION

Section I. GENERAL

1. Purpose and Scope

a. This manual furnishes commanders, staff officers, and personnel in the field with general guidance for the implementation of transportation movements objectives, principles, and policies in a field army. It is designed to serve the following specific purposes:

- (1) Provides transportation movements unit commanders with a guide upon which to base organizational and operational concepts and procedures.
- (2) Provides guidance for the users of transportation services and explains the mission and functions of transportation movements units to commanders and staff officers at all levels within the field army.
- (3) Serves as a basis of instruction in the Army school system and at unit level by describing transportation movements management procedures.

b. Emphasis is placed in this manual on the management of transportation resources to accomplish the nontactical movement of materiel and personnel in the field army area.

c. The material presented in this manual applies without modification to both nuclear and nonnuclear warfare.

d. The provisions of FM 55-4 apply, in general, in the field army area.

e. Users of this manual are encouraged to submit recommended changes or comments for improvements to the Commanding Officer, U.S. Army Combat Developments Command Transportation Agency, Fort Eustis, Va., on DA Form 1598 (Record of Comments on Publications) in accordance with the applicable provisions of AR 310-3.

2. Transportation in a Field Army

a. The complete field army support command (FASCOM) is designed to support a field army of three corps of four divisions each engaged in sustained land combat. For smaller forces or operations of shorter duration, the headquarters and operating units can be tailored to meet the requirements imposed by the size and mission of the force, resource limitations, and environmental conditions. Therefore, the combat service support elements appearing in troop basis and contingency plans will be on a greatly reduced scale as compared with the organizational structure portrayed in this and related field manuals.

b. The composition of the headquarters staffs of the field army, field army support command, corps, and support brigades varies from the traditional staff formation in that—

- (1) The chemical, ordnance, provost marshal, quartermaster, and transportation special staff sections have been eliminated. In their stead a minimum number of essential technical specialists have been incorporated in the appropriate general staff sections.
- (2) In the field army support command and support brigades, the former staff sections for security and for plans and operations have been consolidated into a single general staff section; the former staff section for supply and maintenance has been separated into two separate general staff elements.

c. The transportation service in a field army is described in detail in FM 55-9. It consists of armywide services provided by the transportation brigade, truck companies and aircraft

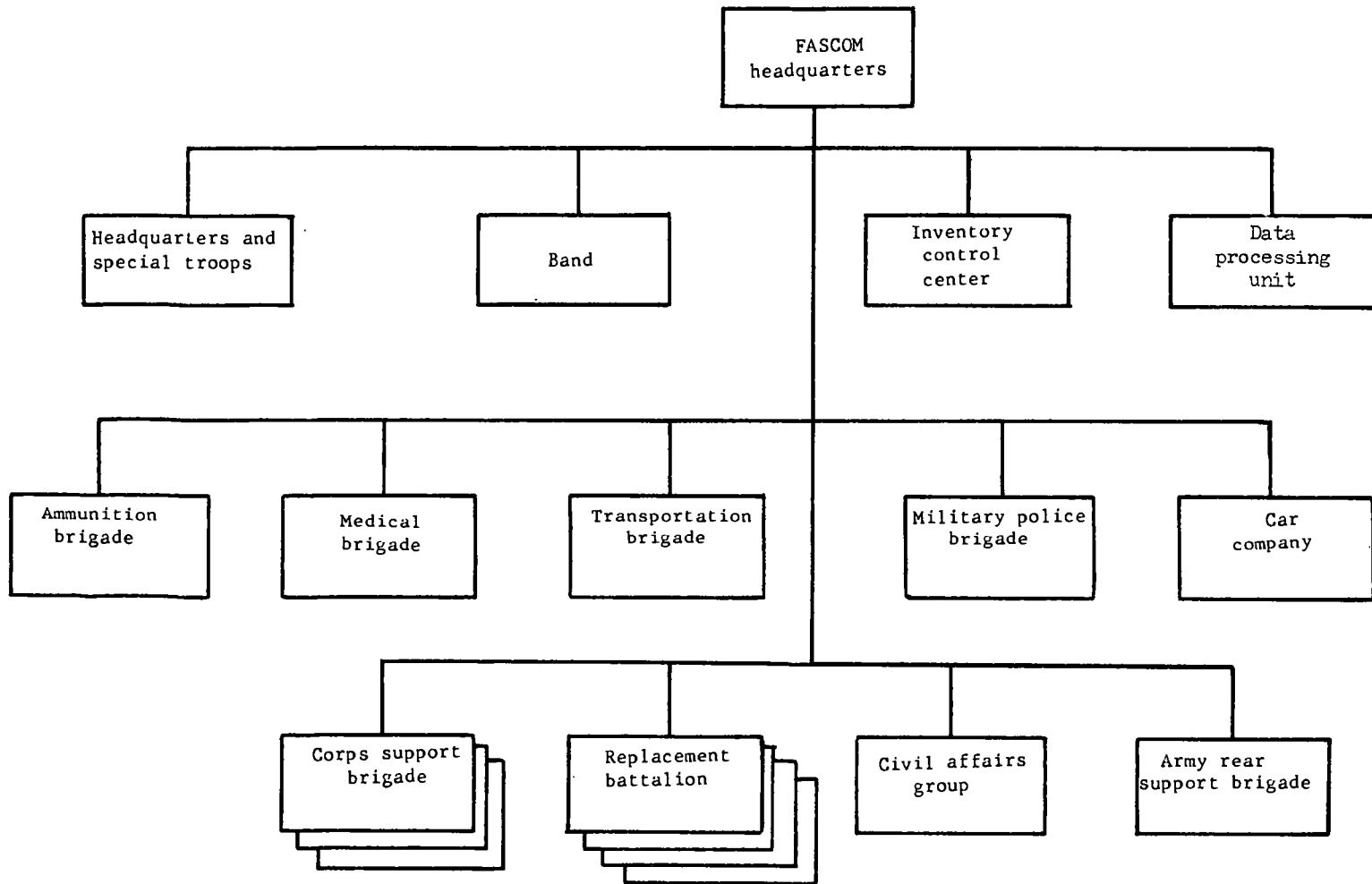


Figure 1. FASCOM organization.

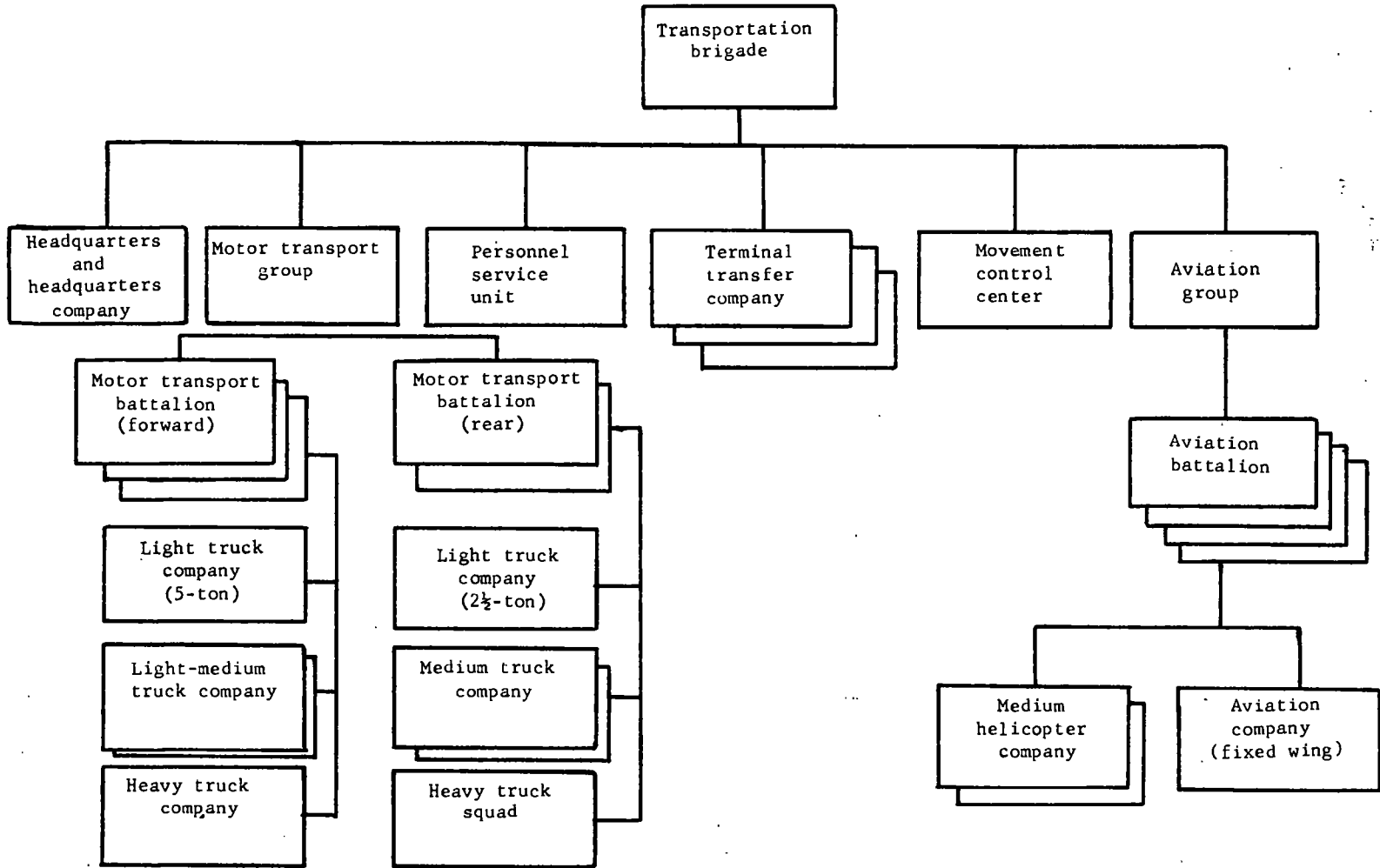


Figure 2. Type field army transportation brigade organization.

maintenance units assigned to direct support groups and general support groups in the support brigades, and transportation medium truck companies (petroleum) and headquarters and supply companies assigned to the general support groups in the army service area.

- (1) Armywide service is that service whose use is unpredictable and is based on combat intensity, decision, or terrain.
- (2) Direct support is the process of providing using units with materiel and services.
- (3) General support is the process of providing direct support units, such as direct support groups or division support commands, with backup supplies or services.

d. The transportation brigade is assigned to the field army support command (figs 1 and 2) and provides the following types of transportation support on an armywide basis:

- (1) Motor transport.
- (2) Transport aviation.
- (3) Terminal transfer services.

(4) Transportation movements management.

e. The transportation truck companies assigned to direct and general support groups of the support brigades are organized under TOE 55-67. These truck units are organic to the supply and service battalions in both the direct support and general support groups. The respective battalion commanders are responsible for the provision of transportation support within the support groups. As a result, these units are not normally considered a part of the FASCOM armywide transportation service.

f. Transportation movements management is provided within the transportation brigade by the transportation movement control center organized under TOE 55-6. The organization, functions, and operational procedures of this center are considered in detail in this manual.

g. Army aircraft maintenance services and units are described in FM 55-45.

h. The mission and functions of the transportation medium truck companies assigned to the quartermaster petroleum battalions are described in FM 10-4.

Section II. TERMINOLOGY

3. Transportation Movements

Transportation movements is the management of the movement capability to insure maximum accomplishment of movement requirements. The transportation movements function involves essentially three elements: requirement, capability, and management.

a. Movement Requirements. A movement requirement is a requirement to transport personnel or material that has been authorized by the appropriate commander. In the field army, a movement requirement is normally authorized by the FASCOM commander; in independent corps operations, by the corps support brigade commander. A movement requirement is normally converted by the appropriate staff officer into a requirement for transportation carrier equipment at a specific time with a specific origin and destination. The persons and things transported in filling requirements are called shipments.

b. Movement Capability. The movement capability is the ability of the shipping and receiving agencies and the transport services to complete loading of shipments, movement from origin to destination, unloading, and movement of empty transport to a new loading point within a stated period.

- (1) For cargo movement, the shipping agencies within the field army are normally the supply activities of the general and direct support groups and the ammunition brigade. For personnel movement the replacement battalions of the field army replacement system (FARS) are the shipping agencies.
- (2) The receiving agencies within the field army are normally the direct support activities of the division support commands and the direct and general support groups of the support brigades. Certain operating units,

such as artillery battalions, are receiving agencies in the corps and division areas when unit distribution of supplies is accomplished by the transportation armywide service.

- (3) The transport services in the field army consist of the transportation motor transport units, the transport aircraft units, and the terminal transfer units assigned to the transportation brigade.

c. Management. Efficient operation of the transportation service in the field army involves two aspects of management—

- (1) Movements management is concerned with planning, coordinating, programming, and supervising the allocation and use of available transportation resources in accomplishing the commander's movement requirements. It is a command function, with supervision being a staff responsibility of the FASCOM assistant chief of staff, services.
- (2) Operative management is a command function exercised by commanders of transport units, transportation facilities, and shipping and receiving installations. By the application of sound operative management, commanders at all echelons insure effective execution of FASCOM movement requirements by producing maximum movement capability through efficient employment of personnel, material, and facilities.

4. Movement Program

a. The field army movement program is a command directive prepared by the FASCOM assistant chief of staff, services, and issued in the name of the FASCOM commander. It allocates the available modes of transportation to accomplish the movement requirements and gives the movement priorities established by the commander. The movement program normally contains the following information:

- (1) The type and amount of cargo and/or the number of passengers to be moved.

- (2) The respective points of origin and destination.
- (3) The periods of time during which the movements will occur.
- (4) The mode or modes of transportation to be used in accomplishing respective movements.
- (5) Other information that may expedite accomplishment of movement requirements (for example, nuclear weapons requiring special handling, vehicles, or oversized or heavylift cargo).

b. The movement program serves the following specific purposes:

- (1) It directs the transport services to furnish the transport equipment and other facilities (for example, terminal equipment and terminal transfer personnel) to accomplish the programmed movements.
- (2) It serves as the authority by which shipping agencies may initiate action to obtain transportation.
- (3) It authorizes the transportation movements agencies to permit programmed shipments to move.
- (4) It directs receiving agencies to prepare to accept programmed shipments and to unload carriers promptly.

5. Transportation Movements Organization

The transportation movements organization in the field army is the transportation movement control center with its subordinate transportation movements offices (TMO's). These organizations are described in detail in chapter 5.

6. Critical Areas

From the standpoint of transportation movements activities, critical areas are those elements of the transportation system that must be kept under constant surveillance by transportation movements personnel to insure that they do not become bottlenecks that restrict the flow of traffic. In the field army, critical areas may be in the following locations:

a. General and direct support supply activities when the tactical situation or terrain

characteristics compel concentrations of these activities.

b. Intermode transfer points.

c. Air and water terminals.

d. Transportation centers (for example, cities, termini of superhighways, and rail yards).

e. Boundaries (for example, army rear boundary and corps and division boundaries).

f. International borders.

7. Embargo

An embargo is a command action temporarily limiting or prohibiting the acceptance or movement of shipments. It may be placed on an installation or area or on the services of a carrier. An embargo is normally used to prevent or relieve congestion at shipping, receiving, or transshipping points. It is also used when a serious disruption of a carrier's service occurs or is threatened. In any event, an embargo is imposed only when all other efforts, such as holding in transit, diverting to other installations, or using unaffected modes, have failed. When an embargo is imposed, prompt and continuing action must be taken by all concerned to alleviate the condition and thereby remove the embargo.

a. Because of its widespread effect, an embargo is imposed only by the commander having overall responsibility for all affected activities (SOLOG 27, app II). In the field army this authority is usually exercised by the field army commander or the FASCOM commander. Within specific corps areas, it may be exercised by the corps commander or the support brigade commander serving the corps areas. The responsible commander is guided by recommendations of his assistant chief of staff, services, and his transportation specialists. In developing such recommendations, the assistant chief of staff, services, consults all concerned and bases his evaluation on current information.

b. An embargo must be specific as to its application and, when possible, should have a time limitation. In the field army, an embargo is normally necessitated by a specific condition, such as a temporary inability either to load or unload aircraft or trucks, and emergency that

precludes acceptance of cargo to be moved to the rear, or disruption of a particular carrier's services to all installations in a specific area. The essential consideration in recommending an embargo is to limit its effect insofar as possible on other areas, installation, or activities within an installation.

c. The transportation movements field organization is charged with implementing and supervising the application of embargoes. Transportation movements offices must maintain close contact with embargoed activities to prevent further congestion or disruption of services and to assure restoration of normal service as quickly as possible.

8. Routing of Shipments

For the purpose of this manual, the following definitions apply to the routing of shipments.

a. *Crosshaul*. A shipment that moves across the normal flow of traffic.

b. *Backhaul*. A shipment that is moved beyond its intended destination and, to effect delivery, must be moved back in the direction of its origin.

c. *Circuitous Route*. An indirect movement of a shipment.

9. Release Unit

A release unit is a shipment or transportation unit that, owing to established command criteria, must be offered to a movements management authority for transport commitment. Release unit criteria vary according to the type and nature of available transportation service. In the continental United States, for example, the basic release unit criteria are—a shipment weighing 10,000 pounds or more, any shipment occupying the full visible capacity of a railway car or motor vehicle, and all oversize and overweight shipments. In oversea areas, similar criteria are established, although a lower weight limit may be used to achieve more effective use of military transportation resources.

10. Throughput

a. Throughput is the term used to describe the movement of personnel and supplies to destinations as far forward as possible without intermode or intramode transfers that involve

rehandling of cargo. The following are throughput goals for the support of the field army:

- (1) Communications zone transportation will transport to general support groups in the corps areas and army rear areas 75 percent of the daily, normal resupply tonnages of classes II, IV, and packaged III required by the general support groups.
- (2) Communications zone transportation will transport to division support

commands and direct support groups 25 percent of the daily, normal resupply tonnages of classes I, II, IV, and packaged III required by the division support commands and direct support groups.

b. Throughput goals for conventional ammunition are shown in figure 6.

c. The throughput of all personnel replacements is accomplished by the most expeditious transport means available.

CHAPTER 2

PRINCIPLES OF MOVEMENTS

11. General

Since the principles of movements are explained in detail in FM 55-4, the discussion here is limited to application of the principles within the field army area. These principles are applicable both to the management of the transportation services (operative management) and to transportation movements management. The principles of movement as outlined in SOLOG Agreement 27 (Revised) (app II) are as follows:

- a. Control of movements will be centralized to the highest level at which it can be adequately exercised.
- b. Movements will be regulated.
- c. Movements will be fluid and flexible.
- d. Maximum use will be made of carrying capacity.

12. Centralized Control

a. Control of movements will be centralized to the highest level at which it can be adequately exercised. This means that centralized control must be exercised by the commander charged with providing integrated logistical support. In the implementation of this principle in the field army area, the field army commander is assisted in the command function of transportation movements management by the FASCOM commander. The FASCOM commander is responsible for commands providing integrated logistical support and actually commands most of the agencies involved in accomplishing movements.

b. The FASCOM commander normally places the transportation movements management function under the general staff supervision of the assistant chief of staff, services, who accomplishes technical supervision of the transportation movements management function through a movements officer on his staff. With the placement of responsibility for transporta-

tion movements management at FASCOM level, the assistant chief of staff, services, is able to coordinate the activities of the transport services and users of the services to form an integrated transportation system for the command. Specifically, within the field army area, the assistant chief of staff, services, performs the following functions:

- (1) Exercises staff supervision over transportation units in the field army.
- (2) Advises the FASCOM commander of matters concerning effective utilization of the transport services and effective operation of those elements of the shipping and receiving services that have a direct bearing on the accomplishment of the FASCOM commander's movement requirements.

13. Regulation of Movements

a. Support concepts require that communications zone transportation units should deliver approximately 75 percent of the daily general support resupply requirement to general support groups in the corps and army rear areas. The remaining general support resupply requirement is transported by motor and air transport units organic to the transportation brigade. Since the field army transportation brigade has only sufficient transport means to deliver the remaining 25 percent of the army general support resupply requirement, this field army transport capability must be carefully managed. In addition, the field army transportation movements organization must coordinate with the communications zone movements organization to insure maximum accomplishment of the movement requirement.

b. FM 55-4 states that the movement of shipments in a transportation system should be programmed to the maximum extent possible. While this is applicable, in general, within the field army, the requirement for transporting

nonprogramed shipments increases as the combat service support effort moves toward the division area. (Combat service support is all of the logistic and administrative support services performed in the theater, including those performed by units that have a dual combat support, combat service support mission.) As a result, the requirement for a system for accomplishing nonprogrammed movements is particularly important in the field army area (FM 55-4). Within policies established by commanders, each transportation movements office should be given sufficient latitude to permit a flexible response to user requirements (FM 100-10).

14. Fluidity and Flexibility

Fluidity of the transportation system means uninterrupted flow of traffic. Flexibility indicates that the system can adjust rapidly to changing situations (FM 55-4).

a. One of the major goals of combat service support is the maximum accomplishment of throughput transportation to reduce the requirement for rehandling supplies and materiel in the field army rear area. The attainment of throughput goals and the effective use of organic field army transport are impossible unless the capability exists throughout the transportation system to effect continuous movement to destination. For example, the successful establishment of a motor transport trailer transfer operation from communications zone to field army would not be possible unless the capabilities of the communications zone and field army units participating in the exchange were matched.

b. The requirement for fluidity and flexibility in the field army transportation system emphasizes the importance of transportation users and services at origin, en route, and at destination notifying transportation movements personnel concerning any factors that will adversely affect the transportation system.

15. Maximum Use of Carrying Capacity

Maximum use will be made of carrying capacity. Transport capability that is not used on one day cannot normally be stored to provide an increase in capability for subsequent days. The requirements for transportation within the field army may fluctuate, depending upon the

tactical situation. However, transportation will normally be in short supply, and proper use must be made of the capability of each transport mode in accomplishing the commander's objectives.

a. The nature of the transport requirement in the field army area is such that the flexible modes of air and motor transport may be employed almost exclusively. Each mode must be employed to insure full realization of its inherent advantages. The air transport capability will be employed if speed of reaction is paramount or terrain considerations prohibit the use of other modes. Motor transport, with its capacity for wholesale and retail deliveries, complements the air mode and the fixed modes of the communications zone intersectional services—rail and inland waterways.

b. In implementation of the principle of maximum use, the following policies are particularly important in the field army area:

- (1) Unnecessary transshipment and rehandling of supplies will be minimized. By moving supplies as far forward as practicable by one means of transport, intermediate supply installations will be bypassed. This supports the throughput goals discussed in paragraph 10.
- (2) Backhauling will be kept to the minimum. This is important because of the relatively austere transport capability and numbers of supply handlers and terminal transfer personnel in the army area.
- (3) Crosshauling will be eliminated whenever possible. The demands for road space for tactical and nontactical moves make this a particularly important requirement.
- (4) Turnaround time will be kept to a minimum. A transport service has the primary role of moving persons and things. The efficiency of the mode depends upon maintaining a favorable ratio of traveltime to loading and unloading time. In addition, the requirement to reduce congestion and vulnerability places emphasis on this principle in the combat zone.

CHAPTER 3

TRANSPORTATION FUNCTIONS IN THE FIELD ARMY SUPPORT COMMAND

16. Staff Transportation Specialists

a. Within the field army, transportation functions are supervised by specialists assigned to the general staff sections of the army, corps, FASCOM, and corps support brigades. The primary duties of these specialists are to advise the commander on all transportation matters and to develop and implement such plans as are necessary to provide an efficient transportation service for the command.

b. Since the control of transportation movements in the field army is centralized at FASCOM, emphasis is given to the responsibilities of the transportation specialists in this organization.

17. Organization of the FASCOM Staff for Transportation

a. In the FASCOM, transportation specialists are responsible for assuring that maximum use is made of transportation capabilities. To carry out these responsibilities, they are assigned to three of the general staff sections.

- (1) The transportation specialists assigned to the assistant chief of staff, services, are charged with developing and implementing plans for and supervision of the following:
 - (a) Transportation movements, excluding pipelines.
 - (b) Transportation mode operations.
 - (c) Highway regulation activities in the field army support command, including providing the nucleus of the staff for and operation of the traffic headquarters at the field army support command.
 - (d) Terminal transfer operations.
- (2) The transportation specialists assigned to the assistant chief of staff, supply, have the responsibility for developing and implementing plans for

and supervising activities connected with surface and air items of transportation materiel.

- (3) The transportation specialists assigned to the assistant chief of staff, maintenance, are charged with developing and implementing plans for and supervision of aircraft maintenance. A detailed study of aircraft maintenance and supply is contained in FM 55-45.

b. Priorities for routes and movements are established by the army G3/G4. These priorities are implemented by the FASCOM assistant chief of staff, services, through the transportation specialists on his staff.

- (1) The assistant chief of staff, services, establishes the army traffic headquarters, using transportation and military police specialists of his staff as a nucleus and augmenting them with personnel of the transportation brigade.
- (2) The assistant chief of staff, services, will normally require the transportation specialists on his staff to perform the following movements functions:
 - (a) Preparation of the FASCOM movements program.
 - (b) Supervision of the use of the movement capability to insure efficient employment of transportation resources.
 - (c) Provision of detailed data to support current and future plans for the development of the transportation system.

c. In accomplishing these tasks, the transportation branch of the assistant chief of staff, services, is responsible for dealing with the users of the transportation system on behalf of

the transport operators. These tasks are responsibilities of the assistant chief of staff, services, but he must obtain the assistance of the transportation movements control center which is assigned to the FASCOM transportation brigade. The manner in which the transportation movements control center provides this assistance is described in chapter 5.

d. The transportation branch, assistant chief of staff, services, has, in addition to the normal functions of administrative planning, the responsibility for supervision of transportation mode and terminal operations. Supervision of mode operations is normally a staff advisory

responsibility since the transportation brigade commander is the actual transportation operator for the FASCOM commander. The relationship of the FASCOM assistant chief of staff, services, to the transportation brigade commander is similar to the relationship of the army assistant chief of staff, G4, and the FASCOM commander. The army G4 is the logistics staff adviser, and the FASCOM commander is the logistical operator. A further discussion of the relationship between the FASCOM assistant chief of staff, services, and the transportation brigade commander is contained in FM 55-9.

CHAPTER 4

USERS OF TRANSPORTATION SERVICES IN THE FIELD ARMY

18. General

a. The transportation system in a field army area varies widely in different theaters of operation. The major factors that have a direct bearing on the size and complexity of the transportation system are as follows:

- (1) Width and depth of the army area.
- (2) Strength, locations, and types of combat, combat support, and combat service support troops in the theater.
- (3) Terrain and climate.
- (4) Availability and condition of local transportation network.
- (5) Availability of local transportation system personnel and equipment.

b. A type transportation network that may be found in a field army area overseas is shown in figure 3. The transportation network depicted is a compromise between a sophisticated net and an inadequate, one- or two-channel network. Figure 3 contains the following critical points:

- 3 cities (X, Y, and Z).
- 2 main rail lines.
- 2 main supply routes (highways).
- 6 Army airfields.
- 1 major Air Force airfield.
- 1 army rear boundary.
- 3 corps rear boundaries.
- 9 division rear boundaries.

19. FASCOM Supply Installations

The major users of the transportation service in the field army area are the supply installations within the general support and direct support groups of the support brigades. Figure 4 illustrates a typical FASCOM supply organization consisting of four support brigades—one in each corps area and one in the field army rear area. Each support brigade has two general support groups and two direct support groups.

20. Field Army Replacement System

The replacement battalions (fig 1) of the field army replacement system are users of the transportation system. The battalions are normally attached to a support brigade for combat service support as shown below (operational control is retained at field army headquarters)—

a. Attached to each corps support brigade—one replacement battalion consisting of a headquarters and headquarters detachment and four replacement companies.

b. Attached to the field army rear area support brigade—one replacement battalion consisting of a headquarters and headquarters detachment and three replacement companies.

21. Armywide Services

The armywide services in the field army support command that are users of transportation are the ammunition brigade, the military police brigade, the medical brigade, and the civil affairs group.

a. The ammunition brigade operates the field army ammunition service for special and conventional ammunition. In terms of volume, special ammunition is relatively slow moving. The missiles are conspicuous and require careful handling and special security measures. Conventional ammunition is, by far, the largest dry-cargo component from a tonnage standpoint of forward-moving supplies in the army area.

- (1) Ammunition supply, unlike the supply of rations, is not characterized by nearly uniform, or easily predictable, daily demands. Ammunition consumption is directly related to combat intensity and may vary from almost nothing during lull periods to urgent requirements that will directly affect the outcome of the combat operation.

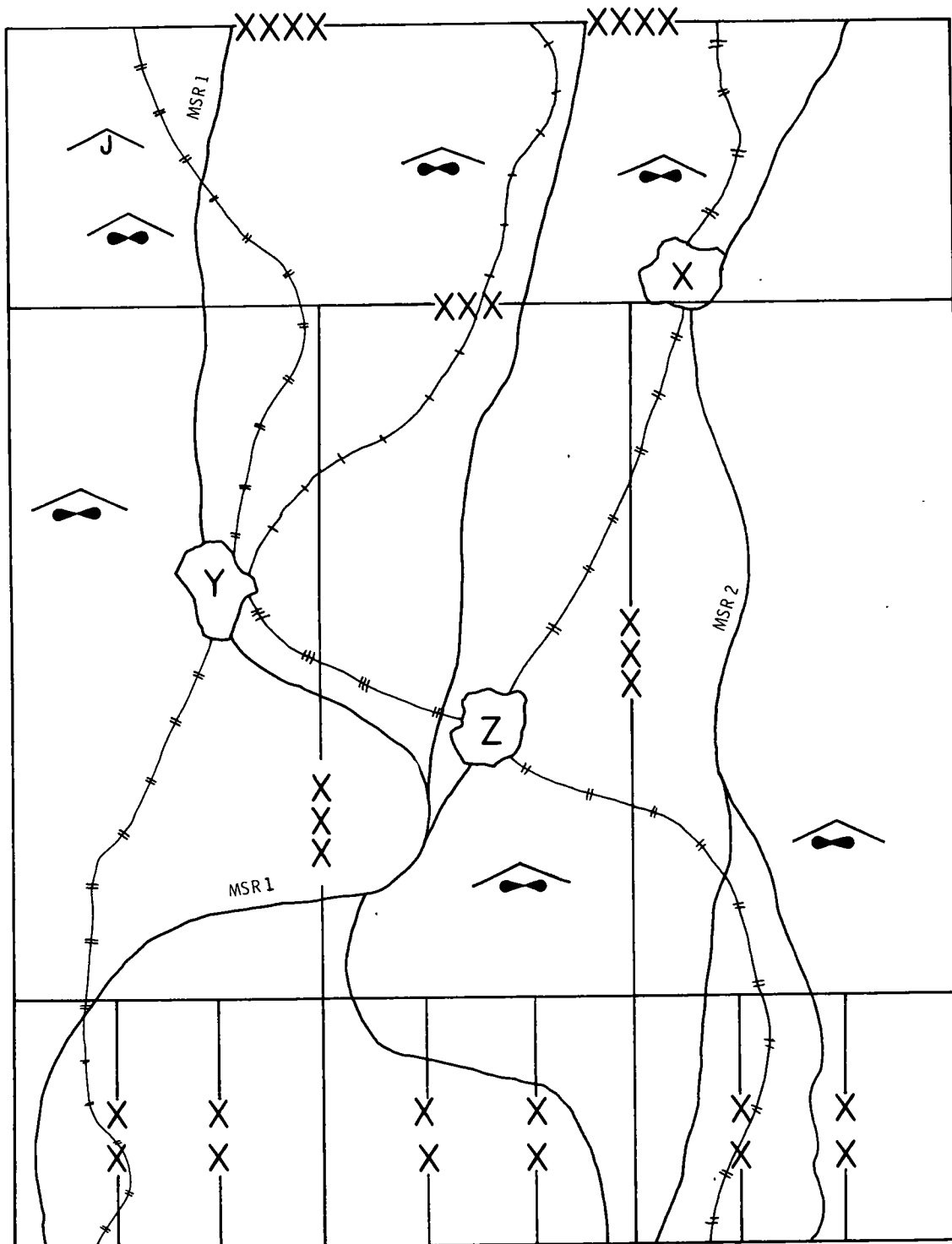


Figure 3. Type field army transportation network.

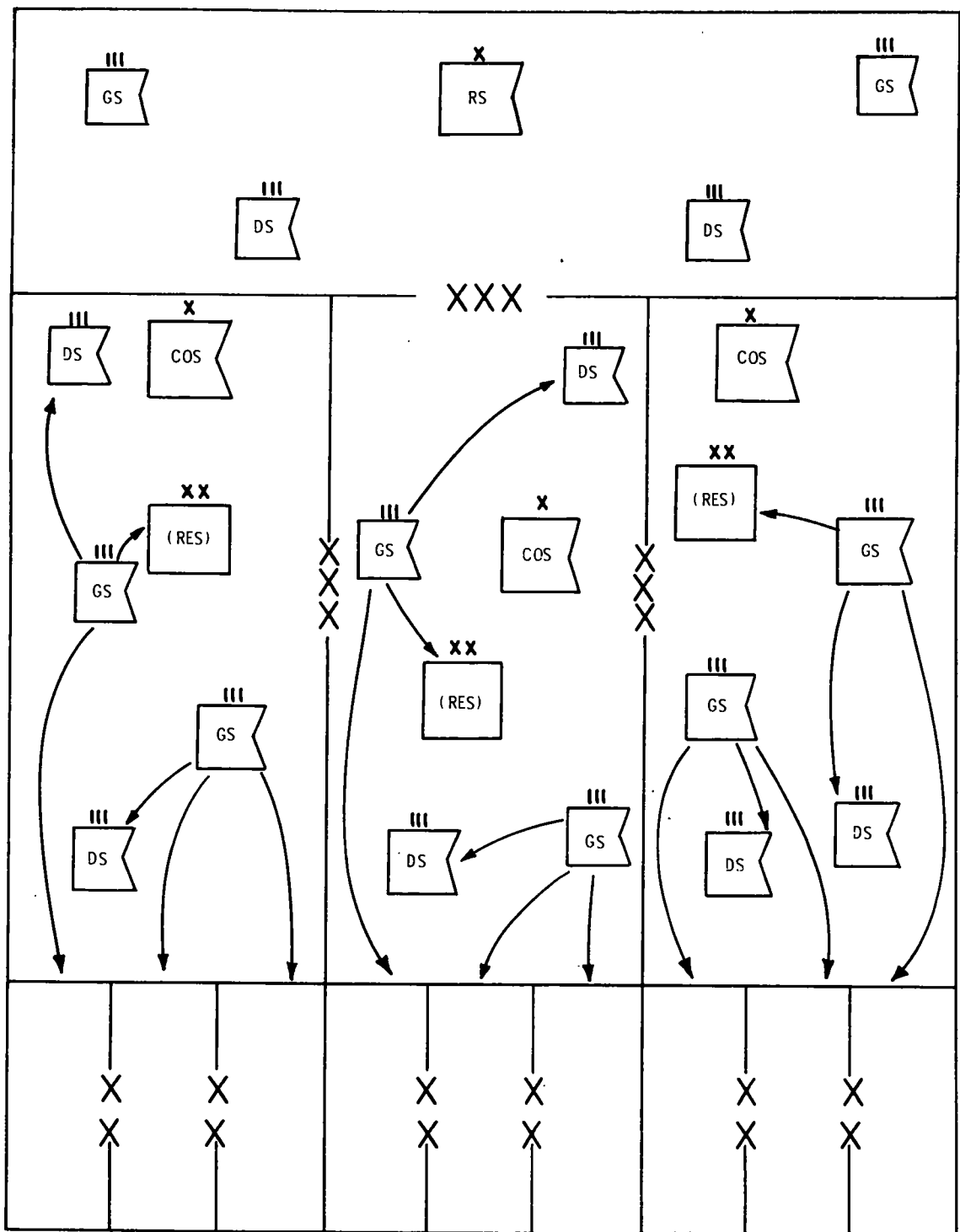


Figure 4. Typical locations, FASCOM support brigades.

This consumption can sometimes be anticipated (for example, before an offensive operation), and replenishment of stocks can be scheduled accordingly. Many times, however, changes in the tactical situation and resulting changes in requirements, allocations, and priorities will require rapid reaction by the transportation system to assure that ammunition shipments are diverted to the proper destinations. Planned movements of ammunition are fairly routine—the inventory control center determines the actual and forecast ammunition requirements to replenish stocks, and the transportation movements control center programs accordingly. Urgent requirements for ammunition replenishment are initiated by user demands and require rapid reevaluation of shipping priorities, reallocation of transportation, and perhaps rerouting of shipments already in progress. The flow of conventional ammunition in the field army is illustrated in figure 5, which, with the following paragraphs, explains the normal deployment of ammunition units and the system of providing ammunition supply support:

- (a) Two units per corps are located in the forward corps area to provide closeup direct ammunition supply support to divisions and local army customers. Normally, supply to the user will be effected through a supply point distribution system. Normal stockage levels of 2 days of supply are maintained at this echelon.
- (b) Two units per corps are located in the corps rear area or army forward area to provide general ammunition supply support to direct support ammunition units and direct support to local customers and to selected users in the division area. Supply to direct support ammunition units and the users will normally be accomplished by unit distribution, utilizing the armywide

transportation service. Approximately 60 percent of the tonnage issued in this manner will be delivered to users in the division area. Normal stockage levels of 3 days of supply are maintained at this echelon.

- (c) One unit per corps is located in the army service area to provide direct ammunition supply support to local customers and backup support to more forward ammunition support units. Normally, this unit will supply forward ammunition units by the unit distribution system using the armywide transportation service.
- (2) Communications zone transportation is responsible for the delivery of 75 percent of ammunition resupply to general and direct support units in the corps area. The armywide transportation service may make unit distribution of ammunition to artillery units operating in the division areas. Therefore, it is evident that the successful operation of the ammunition supply system is dependent upon a responsive transportation system. The attainment of the delivery goals will be possible only if transportation movements personnel at all echelons manage transportation resources efficiently.

b. The military police brigade is a user of transportation, particularly in evacuating prisoners of war and civilian internees. In providing these services within the field army area, the military police brigade requires transportation movements assistance in obtaining transport means to accomplish these moves.

c. The medical brigade is responsible for evacuation of patients from forward areas to field army medical treatment facilities. When the requirement for transportation to accomplish evacuation exceeds the organic capability of the medical brigade, the transportation movements organization is required to obtain the additional transport capability. The use of transportation vehicles in evacuation should be considered as an emergency means only. Ele-

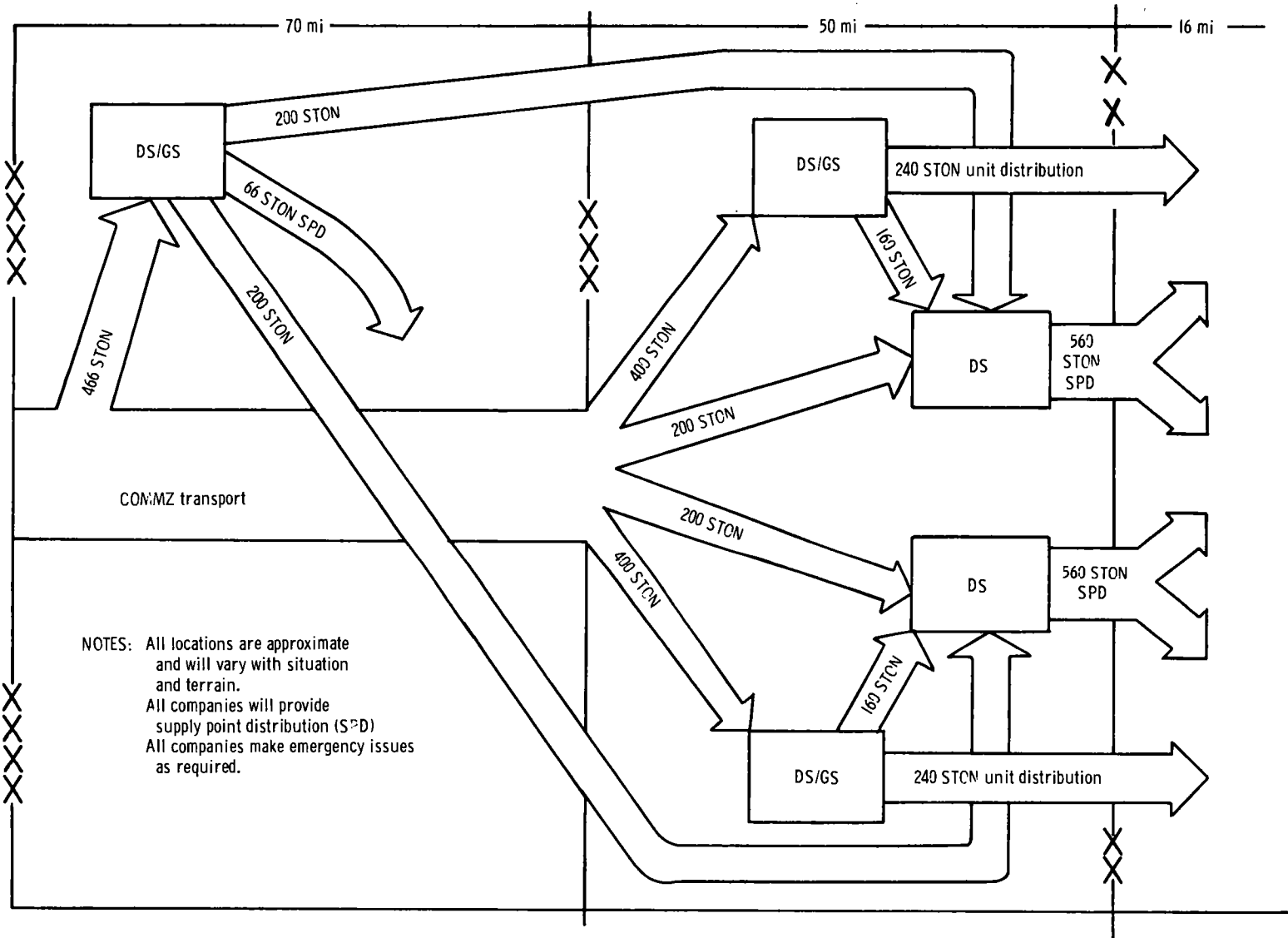


Figure 5. Daily flow pattern of conventional ammunition, one corps slice.

ments of the medical brigade, such as hospital and medical supply depots, may require assistance from the transportation armywide service in performing administrative moves.

d. The civil affairs group operating in the field army area may require transportation for the evacuation of civilians from the combat zone, for the transport of displaced persons to relieve congestion along main supply routes, and for similar functions which, through pertaining to the local populace, have a direct bearing on the conduct of warfare.

22. Transportation in Division Areas

a. The commander of the division support command is the division logistical operator. He plans, controls, and coordinates employment of organic, attached, and allocated transport capabilities used in a logistical role.

b. In army divisions, general staff responsibility for movements is shared by the G3 and G4. The G3 is responsible for movement plans, recommendations, and orders for tactical movements. The G4 is responsible for these functions for logistical and administrative movements. At division support command levels, the transportation section prepares plans and recommendations relating to re-

quirements, availability, and employment of transportation for combat service support. This section also prepares plans and orders pertaining to the allocation and use of available transportation and accomplishes the day-to-day coordination and scheduling of combat service support movements.

c. The divisions become users of the armywide transportation service in at least two ways—

(1) The vehicles of the transportation brigade (air and motor transport) deliver personnel and supplies to certain operating units forward of the area that would normally be occupied by the division support command. An example of such deliveries is the unit distribution of ammunition to operating artillery battalions in the division areas.

(2) Transportation brigade vehicles may be used to provide mobility for the division in support of tactical deployments. The transportation brigade has sufficient light trucks available in each motor transport battalion in a corps area to mobilize a brigade (nine companies) of infantry.

CHAPTER 5

FIELD ORGANIZATIONS FOR TRANSPORTATION MOVEMENTS IN THE FIELD ARMY AREA

23. General

a. The reason for and the benefits obtained from a centralized management of movements were discussed in paragraph 12. However, centralization loses its effectiveness in direct proportion to the geographic dispersion of the activities and the number of headquarters present in the chain of command between the central office and the point of performance. As the physical distance and the echelons of command increase, communications, speed of decision, and promptness of action are curtailed. To overcome these disadvantages and yet retain the benefits of centralized management, technically trained movements personnel are stationed at critical locations in the field, where they can spot delays in the transportation service and either take corrective action or report the situation to the central movement headquarters.

b. The typical field organization for transportation movements in the field army consists of a transportation movement control center headquarters, which serves as the field army central movements management agency, and 17 transportation movements offices (TMO's) located at critical points throughout the field army area.

c. Figure 6 shows a concept of employment for the transportation movements control center and the transportation movements offices. It should be noted that the center headquarters is located at the field army support command and the transportation movements offices are located to observe critical points in the transportation net and to serve users of the transportation system.

24. Transportation Movement Control Center

a. Mission. The mission of the transportation movement control center headquarters is as follows:

- (1) To command and supervise assigned and attached transportation movements units.
- (2) To plan and program nontactical movements of personnel, materiel, and supplies (except bulk POL) within the field army area. (For the movement of bulk POL, see FM 10-4.)
- (3) To maintain liaison, as required, with transportation elements of other component U. S. forces and with allied and host-nation transportation agencies.

b. Organization. The composition of the center is shown in figure 7.

c. Capabilities.

- (1) At full strength, the center is capable of the following:
 - (a) Commanding, planning, and supervising the activities of assigned and attached transportation movements offices.
 - (b) Providing a central organization and field offices to furnish movements management services in support of a field army.
- (2) The center is not adaptable to staffing with non-United States personnel. Members of allied forces and the host nations may be employed in liaison capacities.

d. Relationships. The movement control center is assigned to the transportation brigade and is under the command of the brigade commander. However, the primary function of the center commander and his staff is to serve as the central movements management agency for the field army support command. As described in chapter 3, transportation movements management is under the general staff supervision of the FASCOM assistant chief of staff,

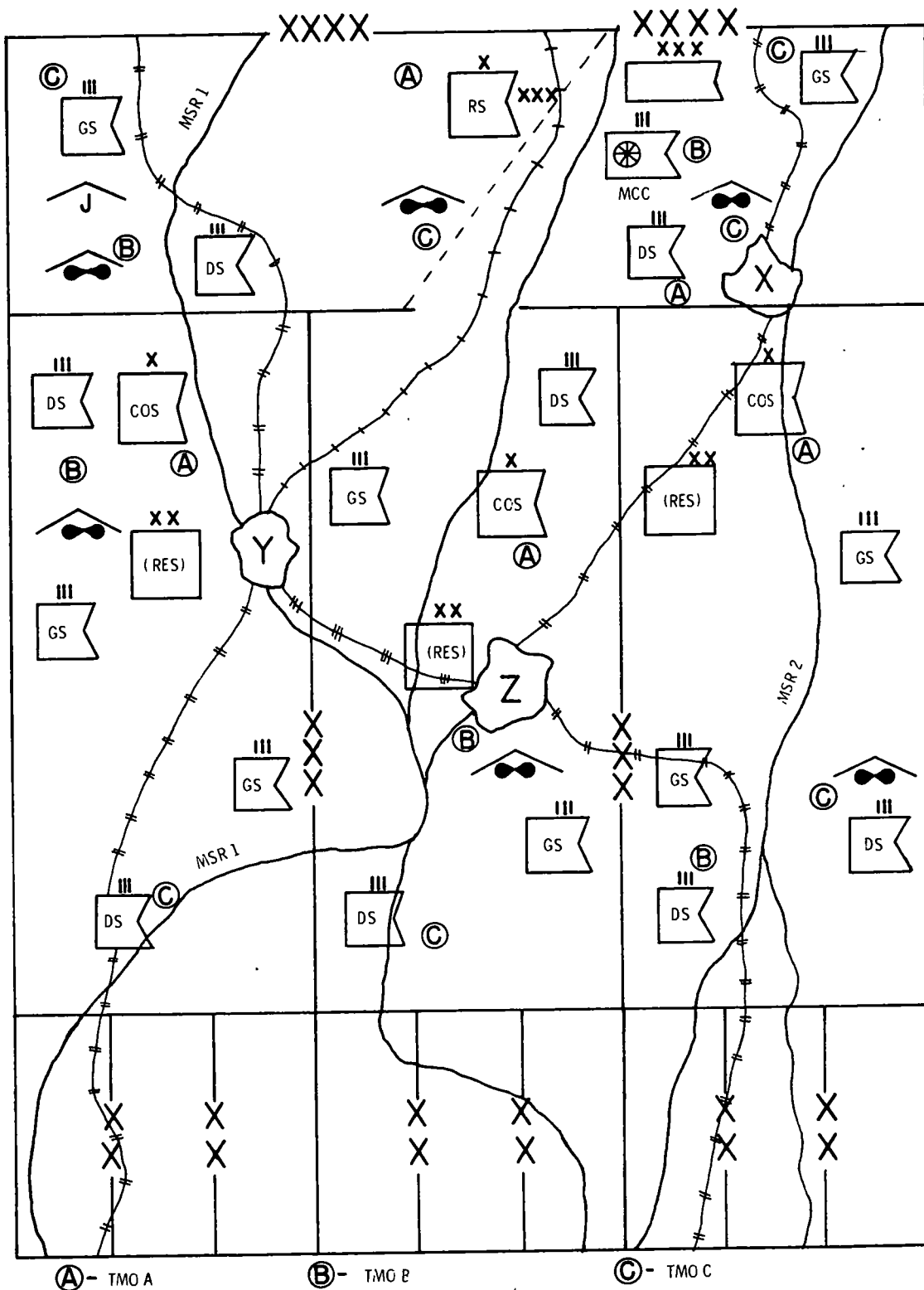


Figure 6. A concept of employment for the transportation movement control center (MCC) and the transportation movements offices.

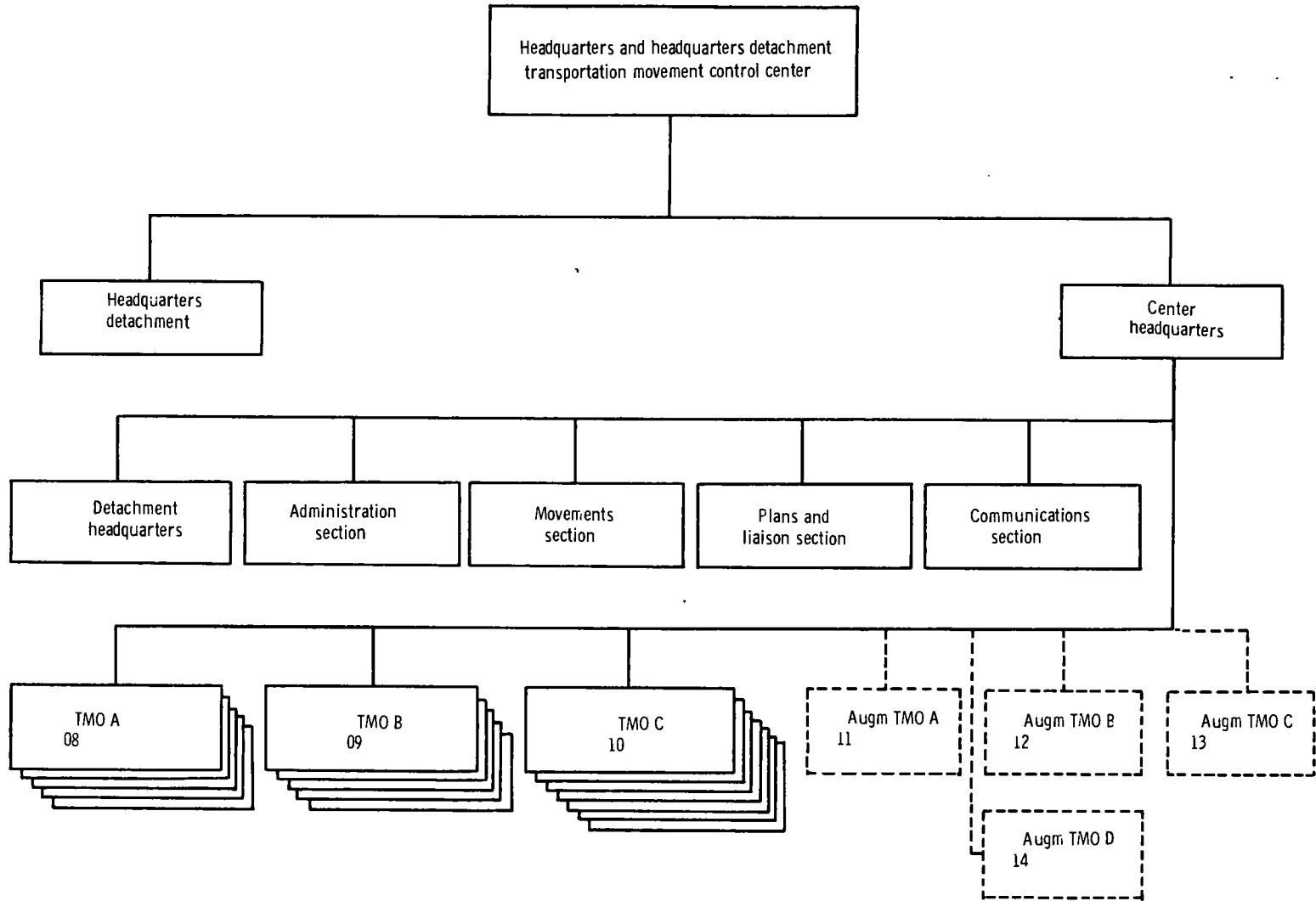


Figure 7. Headquarters and headquarters detachment, transportation movement control center.

services, and is under the technical supervision of the transportation specialists of his staff. The movement control center will therefore operate in conjunction with the transportation branch of the FASCOM assistant chief of staff, services, in managing the movement of personnel, materiel, and supplies (except bulk POL) within the field army area.

25. Headquarters and Headquarters Detachment

a. Center Headquarters. Center headquarters includes the commander, the executive officer, and the center staff.

- (1) The commander is responsible for the operation movements center. He commands all units assigned or attached to the center. He plans, supervises, and directs the activities of the center. He establishes standards for all transportation movements activities and controls and manages operations to provide for transportation movements support in conformity with policies and decisions of the field army and FASCOM commanders.
- (2) The executive officer is second in command of the movement control center. He exercises general supervision over and coordinates the work of the headquarters staff. By supervising and coordinating the details of operation and administration, he enables the commander to devote more time to command functions.
- (3) The movements officer supervises the activities of the movements section. He serves as operations and training officer for the center. He accomplishes transportation movements planning and programing in coordination with the plans and liaison section, which provides input for the program. He recommends assignment and attachment of transportation movement officers and the number of personnel required to provide movements services in accordance with the movements program. He is responsible for the training of transportation movements officers and specialists. He conducts

inspections of transportation movements offices in the field.

- (4) The plans and liaison officer supervises the operation of the plans and liaison section. He directs the planning function of the movement control center for both current and emergency missions. He prepares transportation capabilities studies, collects data on installation shipping and receiving capabilities, and prepares and maintains the installation capabilities files. He reviews and evaluates transportation logistical data and maintains transportation planning factors. He is responsible for coordination and liaison with U. S. and allied headquarters, host nations, and supply managers. He is responsible for the intelligence functions of the center.
- (5) The supply officer is the property book officer for the center. He supervises internal supply and supply management activities for the headquarters and transportation movements offices. However, the transportation movements offices are primarily dependent on the direct support unit serving their area for supply and maintenance support. The supply officer also serves as communications officer for the center.
- (6) The administrative officer advises the commander on administrative and personnel matters. He develops and issues instructions for submission of administrative records and reports. He authenticates and supervises the distribution of orders and instructions. He supervises the operation of the internal headquarters distribution center and messenger service. He safeguards, supervises, the distribution of, and accounts for classified materiel or information. He also serves as detachment commander.
- (7) The sergeant major is the commander's principal enlisted assistant. He advises and assists senior non-commissioned officers of the center in

the accomplishment of their assigned missions. He assists the commander in the inspection of subordinate units. He assists the administrative officer by supervising routine administrative activities within the center headquarters. He assists the executive officer in accomplishing the troop information program for the center. He performs the normal functions of first sergeant for the movement control center.

b. Detachment Headquarters. Detachment headquarters provides for the billeting, messing, discipline, security, training, supply, and administration of personnel assigned to the headquarters and headquarters detachment. It consists of the detachment commander and necessary administrative, supply and mess personnel.

- (1) The administrative officer, in his capacity of detachment commander, is responsible for the operations of the enlisted personnel of the center. He serves as the motor maintenance and mess officer for the center. He provides for local security, transportation, and movement of the headquarters and arranges for messing and billeting of transient personnel.
- (2) The sergeant major, in the capacity of first sergeant, is the administrative assistant for detachment activities. He calls all detachment formations. He is the office manager of the detachment headquarters and supervises detachment administrative procedures. He advises the commander concerning enlisted personnel assignments, reassignment, promotion, privileges, training, and discipline. He assists the detachment commander in the inspection of the unit's installations, facilities, and personnel.
- (3) The mess steward assists the detachment commander by supervising the activities of the first cook and the cook in operating a detachment mess. The size of the mess section is dependent on the requirement to provide messing facilities for the center and de-

tachment headquarters elements. Transportation movements offices are normally attached to adjacent units in the field army area for messing.

- (4) The supply sergeant maintains the center property book, requisitions supplies, and issues them to the center headquarters and headquarters detachment. Transportation movements offices will receive supply support from the nearest direct support unit or from such other unit to which they may be attached for supply and maintenance support.
- (5) The wheel vehicle mechanic performs organizational maintenance on the motor vehicles assigned to the center headquarters. Since the majority of the vehicles in the center are assigned to the transportation movements offices located throughout the field army area, it will be necessary for them to obtain maintenance support from the nearest direct support group or other unit to which they are attached for support. Headquarters officers will periodically inspect vehicles of assigned transportation movements offices to insure that proper maintenance is being performed. An organization maintenance tool set (No. 1, common) is provided for the use of the mechanic.

c. Administrative Section. The administrative section consists of five enlisted men and is supervised by the center administrative officer. It initiates administrative functions for the center and detachment headquarters and transportation movements offices, such as assignment, pay, promotion, and transfer of personnel; processing of awards and applications for leaves; and supervision of mail and correspondence activities.

- (1) The personnel staff noncommissioned officer is the enlisted supervisor of the administrative section. The clerk typist handles bulk mail for the center and, as required, assists in the distribution of mail to field transportation movements offices. The light truck driver delivers mail and correspondence to local offices.

- (2) Two vehicles are assigned to this section. A 1/4-ton truck is provided for the center commander, and a 3/4-ton truck is provided to transport mail and personnel between the center headquarters local offices. The provision of prompt mail delivery to the dispersed transportation movement offices is a problem that requires particular attention, especially if they are required to displace frequently.

d. Movements Section.

- (1) The movements section is the operations section of the center headquarters. It must be capable of operating 24 hours daily in performing the following functions:
 - (a) Controlling the operations of the transportation movements offices throughout the field army area.
 - (b) Coordinating and supervising the execution of the movement program.
 - (c) Effecting adjustments, additions, and deletions to the movement program in response to changes in priorities by the FASCOM staff.
 - (d) Recommending embargoes, as required, in response to changing priorities, congestion, or other information provided by shipping and receiving activities, transport modes, or transportation movements offices.
 - (e) Compiling records, reports, and other information as required.
 - (f) Advising the commander of the transportation situation and recommending changes to insure accomplishment of the mission.
- (2) The personnel of the movements section are under the supervision of the movements officer. Their duties are described below—
 - (a) An assistant movements officer is provided to supervise the execution of the functions listed in (1) above on a 24-hour basis.
 - (b) Enlisted supervision of the movements section is provided by a

movements supervisor and an assistant movements supervisor. Movements specialists assist in implementation of the movement program (para. 33), maintenance of statistical data, preparation of reports, and initiation of action to make routine changes in the movement program.

e. Plans and Liaison Section.

- (1) The plans and liaison section accomplishes planning, intelligence, and liaison functions for the center headquarters as listed below—
 - (a) Preparing transportation movements annex of plans of the headquarters to which this unit is attached. (This function may be accomplished in conjunction with or for the plans and operations specialists in the office of the transportation branch of the FASCOM assistant chief of staff, services.)
 - (b) Maintaining liaison with higher headquarters; transportation users, including shipping and receiving installations; allied forces; and host nation.
 - (c) Within FASCOM policies and procedures, coordinating with designated host-nation authorities to obtain transportation support from the host nation.
 - (d) Developing and supervising the intelligence program of the movement control center.
 - (e) Maintaining contact and exchanging information with intelligence agencies of higher, adjacent, and other units as appropriate.
- (2) The personnel of this section are supervised by the plans and liaison officer. Their duties are listed below—
 - (a) An assistant plans and liaison officer supervises the section in the absence of the plans and liaison officer. He assists the plans and liaison officer in accomplishing the liaison mission with higher headquarters, supply and personnel managers, shipping and receiving installations, allied forces, and host nations.

(b) A movements supervisor serves as the enlisted supervisor of the section. He is generally responsible for the administrative aspects of the operation of the section. Movements specialists assist in preparation of plans and agreements, collection and compilation of installation shipping and receiving capabilities, maintenance of intelligence files and data, and maintenance of status utilization reports of host-nation transportation facilities. These personnel provide the capability to man the section on a 24-hour basis.

f. Communications Section.

(1) The functions of the transportation

movement control center headquarters and its transportation movements offices throughout the area create a requirement for rapid, dependable communications. Both wire and radio communications are provided. The center headquarters maintains contact with higher units by teletypewriters. The transportation movements offices maintain contact with each other and with the headquarters by radio, teletypewriter, or telephone. A summary of the communications equipment is shown in table I. It is probable that in the near future, in addition to the communications outlined in table I, the transportation movements offices will have access to

Table I. Communications Equipment, Transportation Movement Control Center

| Item | Total | Headquarters and headquarters detachment | TMO A (5) | TMO B (5) | TMO C (7) |
|------------------|-------|--|-----------|-----------|-----------|
| Telephones: | | | | | |
| TA-312/PT ----- | 47 | 13 | 10 | 10 | 14 |
| Switchboards: | | | | | |
| SB-22/PT ----- | 2 | 2 | | | |
| SB-993/6T ----- | 17 | --- | 5 | 5 | 7 |
| Teletypewriters: | | | | | |
| AN/PGC-1 ----- | 12 | 2 | 5 | 5 | |
| AN/GGC-3 ----- | 12 | 2 | 5 | 5 | |
| Radios: | | | | | |
| AN/VRC-46 ----- | 5 | --- | 5 | | |
| AN/VRC-47 ----- | 7 | --- | --- | --- | 7 |
| AN/GRC-125 ----- | 7 | --- | --- | --- | 7 |
| AN/GRR-5 ----- | 1 | 1 | | | |

automatic data processing systems that will serve the transportation movement control center headquarters.

(2) Personnel of the communications section are supervised by the center supply officer. Their duties are described below—

(a) The communications chief is the enlisted supervisor of the section. He advises the center supply officer on the status of personnel training, equipment, and operational efficiency of the communications system of the movement control center. He conducts inspection of

signal equipment in the center headquarters and in the transportation movements offices located throughout the field army area.

(b) Teletypewriter and switchboard operators assigned to the section operate the teletypewriters, switchboards, and telephones and perform organizational maintenance on them. Efficient personnel management is required to permit these operations to be conducted on a 24-hour basis.

(c) The center headquarters and field transportation movements offices secure maintenance support from

the direct support unit serving the area in which they are located.

26. Transportation Movements Offices

a. General. Transportation movements offices are located to cover all critical transportation points throughout the field army area. The various functions of the offices and personnel manning them are outlined in FM 55-4. One concept of location with five TMO A's, five TMO B's, and seven TMO C's is shown in figure 6. The following basic criteria govern the positioning of transportation movements offices in the field:

- (1) To assure continuity and security of transportation operations, transportation movements offices must be so positioned in the field that all points of origin and destination and all critical points in the transportation net can be observed.
- (2) To achieve maximum utilization of common-use transportation resources, transportation movements offices must be in a position to regulate the flow of materiel and personnel into the transportation system and to concentrate, divert, or allocate transportation resources as the situation demands.
- (3) To effect a smoothly working distribution operation, transportation movements offices must be in a position to advise commanders of shipping, receiving, and transport agencies of situations that adversely affect movements.

b. Activities. Transportation movements offices in the field perform a variety of operations concerned with the management of transportation resources (SOLOG Agreement 31 (Revised) (app III)). The major functions of transportation movements offices are as follows:

- (1) Receiving requests for transportation service (STANAG 2156, FM 55-4).
- (2) Committing carriers as provided in the movement program.
- (3) Preparing exception requests to the FASCOM central movements management agency (normally, the transportation movement control center head-

quarters) for additional transport if requirements exceed programed activities.

- (4) Sending confirmations of transport availability to the requesters of the service (STANAG 2156).
- (5) Obtaining releases from destination transportation movements offices for nonprogramed shipments originating in the area of the transportation movements office.
- (6) Recording transactions.
- (7) Coordinating the actions of shippers, transport operators, and receivers.
- (8) Participating in the shipment planning activities of shippers, as required (para 40).
- (9) Accomplishing liaison with allied services and host-nation transportation services.
- (10) Maintaining statistical data and status files.
- (11) Providing information for supplementary movement instructions not found in the movement program.
- (12) Receiving, and transmitting, when required, to the FASCOM traffic headquarters, convoy clearance requests and confirmations of clearances of requesters.
- (13) Receiving, maintaining a current list of, and forwarding installation capacity reports.
- (14) Receiving and taking necessary action on daily installation situation reports.

c. Organization.

(1) TMO A.

- (a) The TMO A is the senior transportation movements office in the field army area. It consists of two officers and seven enlisted men. It performs the various functions described in *b* above. This office normally has a major area of responsibility as shown in figure 6. It will be noted that a TMO A is located in the vicinity of each corps support brigade headquarters and that two TMO A's have area re-

sponsibilities in the field army rear area.

- (b) A movements officer serves as chief of the TMO A. He commands assigned and attached personnel and assures performance of assigned functions. He is assisted by an assistant movements officer, who normally supervises unit administration, communications, maintenance, security and training. Both officers serve in coordinating and liaison roles, when required. The assistant movements officer may serve as a subsection chief if it becomes necessary to divide the office.
 - (c) The movements supervisor is the senior noncommissioned officer of the TMO A. He supervises the four movements specialists and the two teletypewriter operators. The unit is normally organized for two-shift, 24-hour operations.
 - (d) A 1/4-ton truck and a 3/4-ton truck are provided for mobility and operational use.
- (2) *TMO B.*
- (a) The TMO B, consisting of two officers and six enlisted men, performs the normal functions of a transportation movements office (*b* above). As shown in figure 7, a TMO B normally has a subarea responsibility, in which case it may receive direction from the area TMO A. It may also serve as an airlift coordinating office (ALCO) as described in FM 55-4. It may receive its direction from the central movements management agency, depending upon the local situation.
 - (b) The duties performed by the movements officer and his assistant are similar to those described for their counterparts in a TMO A ((1) above).
- (c) The six enlisted men of the TMO B perform duties similar to their counterparts in the TMO A ((1) above). The section can be organized to operate two shifts on a 24-hour basis.
 - (d) A 1/4-ton truck and a 3/4-ton truck are provided for mobility and operational use.
- (3) *TMO C.*
- (a) The TMO C, consisting of one officer and four enlisted men, normally operates under the control of a TMO A or TMO B. It provides movements management services at critical points such as intermode transfer points, Army air terminals, or specialized supply installations. The office is provided with a radio that enables it to maintain contact with TMO A's.
 - (b) The movements officer supervises four enlisted specialists in the performance of transportation movements functions.
 - (c) A 1/4-ton truck is provided for operational use.
- (4) *TMO D (augmentation).*
- (a) The TMO D is provided in TOE 55-6 as an augmentation. It contains four enlisted movements technicians and would normally be employed to augment a TMO A, TMO B, or TMO C, as required.
 - (b) A movements supervisor, two movements specialists, and a movements clerk perform transportation movements management functions. An augmentation such as this might be required if a TMO A were assigned as the transportation central movements agency supporting a support brigade in a separate corps operation.

CHAPTER 6 PLANNING

Section I. ADMINISTRATIVE PLANNING

27. General

The administrative functions of transportation movements concern long-range planning for the deployment of transportation and the preparation and issuance of general directives to guide users, transport services, and transportation movements personnel in accomplishing movements. The administrative procedures in FM 55-4 provide general guidance applicable to a theater of operations. Administrative procedures applicable to the FASCOM transportation system are covered here. The transportation service is provided by the transportation truck companies, the terminal transfer companies, and aircraft maintenance companies in the support brigades and elements of the transportation brigade (para 2).

28. Staff and Command Elements

a. The field army commander depends on his logistical operator, the FASCOM commander, for combat service transportation support. The FASCOM commander, in turn, has as his transportation operator a transportation brigade commander and as staff adviser his assistant chief of staff, services. The field army commander informs the FASCOM commander of the general scheme of maneuver, the number of combat elements that will be actively engaged, and other particulars that have a bearing on the required combat service support. The FASCOM commander, with staff guidance from his general and special staffs, passes on these requirements to the transportation brigade commander. The transportation brigade commander organizes and tailors his transportation units to accomplish the FASCOM combat service support mission.

b. There must be coordination among all staff and command elements. The FASCOM assistant chief of staff, services, as adviser to

the FASCOM commander, must work closely with the transportation brigade commander to adequately tailor the army transportation capability. Transportation units assigned to support brigades may, under certain circumstances and for certain periods, be attached to the transportation brigade. For instance, a heavy commitment to support one corps may lead the FASCOM assistant chief of staff, services, to recommend the relocation of one or more companies. This, of course, requires FASCOM command action.

c. The transportation brigade commander may place certain of his battalions and companies in direct support of a corps support brigade. It will be noted in figure 2 that the motor transport battalions are organized as forward and rear battalions to facilitate such attachment.

d. The commander of the transportation movement control center is actively involved in administrative planning. Since he is assigned for command control to the transportation brigade, he can advise the brigade commander concerning the allocation of transportation resources within the brigade. Since his transportation movements offices are located through the field army area, he can advise the FASCOM assistant chief of staff, services, concerning the use of transportation resources throughout the field army area. He can evaluate depot locations from the standpoint of accessibility to the existing transportation net, construction requirements, and other factors that must be considered in the FASCOM transportation plan.

29. Reports and Bulletins

Within the field army area, users of the transportation system are required to furnish information to the transportation movements

offices serving the area. The standard report forms to be used are the installation capacity report, the daily installation situation report, and the facilities and services guide. These are described in detail in FM 55-4.

30. Submission of Movement Requirements

User of the field army transportation system are informed by the assistant chief of staff, services, through command channels of procedures for submitting movement requirements to the central movements management agency. The following agencies normally submit movement requirements direct to the movements section of the movement control center headquarters:

a. FASCOM Inventory Control Center. The FASCOM inventory control center receives and processes requisitions from support brigades and the ammunition and medical brigades. It initiates action to fill requirements by requisitioning on the communications zone, by directing local procurement, or by directing

redistribution of supplies among the corps and army rear support brigades. The FASCOM inventory control center gives the movements section of the movement control center forecasts of movement requirements and actual movement requirements resulting from inventory actions.

b. Field Army Replacement System. The element of the adjutant general staff section at field army headquarters that deals with the field army replacement system gives forecasts and actual requirements to the movements section for the movement of personnel replacements within the field army.

c. Military Police Brigade and Civil Affairs Group. These organizations give forecasts, if possible, of their transportation requirements to the movements section. However, their requirements are generally unpredictable. Accordingly, elements of these armywide services normally deal with transportation movements offices in the field.

Section II. FASCOM MOVEMENTS PLANNING AND PROGRAMING

31. General

a. In the field army area, transportation management involves essentially two elements—movements planning and movements programing. Movements planning involves gathering supply and personnel movements information from supply managers, replacement battalions, armywide services, and other users of the transportation service. Movements programing directs shippers, transport operators, and receivers in the movement of personnel and supplies in the field army area. The purposes of the movement program were given in paragraph 4.

b. The availability of automatic data processing systems (ADPS) for the inventory control center and the central movements management headquarters will shorten the movements planning cycle and will make feasible the development of a movement program based on requirements rather than estimates.

32. Movement Plan

a. Movements planning is cyclic in nature and is properly accomplished at the FASCOM

assistant chief of staff, services, level. The purposes served by the movement plan are as follows:

- (1) It assists the transportation brigade commander in positioning his transportation resources to handle anticipated requirements effectively.
- (2) It provides supply and personnel managers and activities with information concerning the projected logistical support activities.
- (3) It provides the transportation brigade commander and the FASCOM assistant chief of staff, services, with a basis for requesting additional transportation support from the communications zone or the host nation or for making adjustments in assignments of transportation within the field army.

b. The FASCOM movement plan is submitted in advance to cover a specified period. The accuracy of the plan depends on the lead time required for forecasting supply and personnel movement requirements and the accu-

racy of the information on which the supply and personnel forecasts are based. Improvements in the accuracy of the movement plan depend largely on the availability of automatic data processing systems in FASCOM. Obtaining accurate supply movement forecasts is dependent upon the automatic data processing system that serves the FASCOM inventory control center. With the mobile digital computer, the FASCOM inventory control center should be able to provide the transportation movements control center with accurate forecasts. A desirable forecast cycle is a 14-day period for which there is a firm forecast of requirements for the initial 7 days and a tentative forecast for the succeeding 7 days. Under this procedure, a transportation movements plan is published every 7 days initiating a new planning cycle for the following 14-day period. The actual length of the lead time depends on the reaction time required to adjust transportation resources. If the air mode is considered, a very short lead time for forecasts is feasible. If motor transport units are involved, longer lead time is required to displace the units and permit the establishment of operations in a new location.

c. The submission of forecasts by personnel managers and other users of the transportation system can follow, generally, the time elements prescribed in *b* above for the inventory control center. The military police brigade and the civil affairs group are primarily involved in the use of transportation for personnel moving rearward. Forecasts of these moves may be required only when it is anticipated that the moves will exceed the normal return capability.

33. Movement Program

a. General.

(1) The movement program results from movement planning. Essentially, it is the command's program for distribution of supplies and personnel. The basic steps in movement programming are as follows:

- (a) Developing and preparing the supply and personnel movement plan. (This includes determination of requirements, analysis of capabilities, selection and allocation of modes, and coordination and resolution of priority conflicts.)

- (b) Preparing, publishing, and distributing the movement program.
- (c) Adjusting, adding to, and deleting from the program as necessary.
- (2) The submission of supply movement requirements to the field army support command can be accomplished in either of two ways—
- (a) Movement requirements are submitted through channels to the appropriate transportation movements office serving a shipping agency. This results in a conventional programming cycle. Since the provisions of chapter 7, FM 55-4, with change 1, apply to this system, it will not be considered in detail in this manual.
- (b) All movement requirements are originated by the inventory control center and given directly to the central movements management agency.

b. Submission of Requirements to the Central Movements Management Agency.

- (1) Submission of movement requirements to the central movement management agency is the recommended system. It shortens the lead time of the program and permits programming on actual requirements instead of forecasts. Under this system, the FASCOM inventory control system submits the requirements for transportation to the movements section of the transportation movement control center as soon as supply action is taken on a requisition. The inventory control center indicates whether the requisition will be filled from a FASCOM support brigade, procured locally, or placed as a requirement on the communications zone. The movements section of the movement control center, acting for the FASCOM assistant chief of staff, services, programs field army transportation to accomplish these moves that will be made on transportation brigade vehicles. The inventory control center has knowledge of supplies and ma-

teriel that are moving forward from the communications zone. It decides which cargo will be throughput on communications zone transport and which will be transferred to field army transportation. This decision is not the sole responsibility of the inventory control center but is arrived at through coordination with communications zone and field army transportation movements personnel. This procedure is a part of the shipment planning process prescribed by AR 55-10 (MILSTAMP). When it has been decided what cargo will be transshipped from communications to field army transportation, the movements section of the movements control center informs the appropriate modes and transfer point activity of the requirements.

- (2) This system represents a departure from conventional doctrine. Its success depends upon the ability of the inventory control center to accomplish essential actions rapidly and accurately and upon the ability of the transportation movements agency to efficiently balance requirements with capabilities. Dependable automatic data processing equipment and interconnecting communications must be available to all movements management agencies to make the system work.
- (3) If a movement program can be developed based on requirements rather than forecasts, the published program used under the conventional system will not appear. The movement program will be a series of extracts or directives to ship.

34. Transportation Movement Release System

The assignment of motor transport battalions in support of combat service support activities in the corps area requires the development of a transportation movement release system for nonprogramed shipments. This system applies only to the use of transporta-

tion brigade resources employed in providing a common-use armywide transportation service. It gives transportation movements offices the widest possible latitude in making local adjustments and permits close supervision of shipments from request for transportation to delivery at destination. The system is implemented primarily by transportation movements offices in the field through issuance of transportation movement releases (TMR's). In this connection, close coordination is imperative to prevent congestion and to insure that unit capabilities are not exceeded. For example, it is possible that a forward direct support unit would receive shipments direct from the communications zone; from an army general support direct support unit by common-use armywide transportation service; and from a corps general support unit by transportation of the corps general support group. Before a nonprogramed move can be initiated, it is necessary to obtain a transportation movement release from the destination transportation movements office to avoid congestion at the receiving installations.

a. A transportation movement release is the authority for movement. It authorizes dispatch of transport equipment, verifies receiving capability, and identifies the specific movement during transportation. In contrast, the movement program line number identifies an authorized movement and is the authority for issuing a transportation movement release.

b. Authority to issue transportation movement releases is decentralized to local transportation movements offices. Under this procedure, transportation movement releases are issued to the extent of transport capability available for commitment by the transportation movements office. If the requested movement cannot be made because of lack of transport or inadequate receiving capability, a local adjustment is made, if possible. Otherwise, the request is referred to the senior transportation movements office and, if necessary, to the movements control center headquarters for action. Shipments requiring specialized equipment or special services are usually referred directly by the origin transportation movements office to center headquarters.

c. A transportation movement release is is-

sued for all release-unit quantity transportation requests (para 9). Less-than-release unit shipments may be handled by the following methods:

- (1) Consolidated by the shipper and thus made eligible for a transportation movement release.
- (2) Forwarded by the shipper to the nearest consolidation and distribution point for consolidation.
- (3) Held by the shipper for pickup service provided in connection with a less-than-truckload scheduled express operation.
- (4) Forwarded by the shipper's organic transport.

d. Upon receipt of a transportation request, the origin transportation movements office confirms transport capability and forwards the

request to the destination transportation movements office. The destination transportation office confirms receiving capability, issues a transportation movement release, and notifies the origin transportation movements office. These actions must be accomplished expeditiously. If a communication failure occurs or if existing facilities are inadequate, the origin transportation movements office issues the transportation movement release on the basis of his knowledge of receiving capabilities and the urgency of the shipment and advises the destination transportation movements office as soon as possible.

e. To provide ready identification of the shipment during transportation, the transportation movement release number gives the origin transportation movements office, a mode indicator, and a handling indicator (for example, perishable/expedite).

CHAPTER 7

FASCOM TRANSPORTATION MOVEMENTS ACTIVITIES

35. Transportation Movements Activities at Origin

Transportation movement activities at origin are described in detail in FM 55-4. These activities occur in the field army support command with variations as noted below—

a. Requests for Transportation. Requests for transportation are handled by origin transportation movements offices when movements programming is accomplished under the conventional system or under a transportation movements release system (para 34).

b. Reports of Shipment (RESHIPS). Reports of shipment are required from the shipper when movements programming is accomplished under the conventional system, when the inventory control center gives movement requirements directly to the central movements management agency, or when a transportation movement release is required (para 34). Reports of shipment contain information as prescribed in SOLOG 50 (FM 55-4).

c. Coordinating Activities. The transportation movements offices are located so as to observe critical points in the transportation net and to coordinate the activities of the transport operators and the shippers. It is important for these offices to establish coordination with the users and operators of the transportation system. Within the corps area, transportation movements offices engage in shipment planning activities as described in paragraphs 39 and 40.

36. Transportation Movements Activities En Route

Once a shipment begins to move, one or more of the actions described below may take place—

a. Consolidation. The provisions of AR 725-50 (MILSTRIP) may produce many small-lot shipments. Shipments are most effectively consolidated by shipping activities. However,

the transportation service must provide consolidation and break-bulk distribution services geared to small-lot shipments in order to accomplish its mission.

b. Holding in Transit. Holding in transit stops the movement of traffic to eliminate or prevent congestion in the transportation system. It normally results from the placement of embargoes on receiving installations. Such action is taken only after coordination with transport operators and receiving agencies and only for the period necessary to alleviate the condition.

c. Diversion and Reconsignment. The route or destination of a shipment may be changed during transportation, and the consignee may be changed before or after arrival at destination.

d. Transferring. It may be necessary to move a shipment from one mode of transportation to another. Transfers may occur within the field army area when cargo is transferred from communications zone rail transport to field army motor or air transport. Transfers normally involve the actual lifting of cargo from one mode to another as distinguished from a motor transport trailer exchange. The term transshipment as used in AR 55-10 (MILSTAMP) refers to the transfer of cargo from one vehicle to another, either within modes or between modes.

e. Tracing and Expediting. Tracing is locating or confirming a shipment en route. Expediting is speeding its delivery. Both are joint responsibilities of transportation movements offices and transport operators. The operators normally establish and maintain a passing report system using military police traffic control posts, highway regulating points, or transportation movements offices when strategically located. The mode operators provide information concerning the locations of shipments in

transit in response to requests placed by transportation movements offices. (Special procedures for tracing baggage transported by air are contained in STANAG 3344, FM 55-4.)

**37. Transportation Movements
Activities at Destination**

The transportation movements office at destination serves primarily in a coordinating role. The transport modes must be received, un-

loaded, and released promptly. The receiving agency is responsible for unloading. The transportation movements office issues instructions to the mode operators concerning the disposition and eventual use of transport equipment in retrograde movements. In performing retrograde movements, the transportation movements office at destination performs activities similar to those prescribed for transportation movements offices at origin (para 35).

CHAPTER 8

SHIPMENT PROCEDURES

38. General

AR 55-10 (MILSTAMP) prescribes uniform and standard transportation data documentation and control procedures applicable to all cargo movements in the Department of Defense transportation system on a worldwide basis. The provisions of MILSTAMP that deal with shipment planning and transshipment activities are of particular interest in the field army transportation system.

39. Shipment Planning

a. Shipment planning is the coordinated effort between supply and transportation segments of a shipping activity to identify, process, and schedule shipments and to effect timely and adequate transportation response. To be effective, shipment planning must begin when requisition information is received by the supply agency authorized to direct shipment. From this point, concurrent and continuous coordination is effected until the shipment is released to the carrier.

b. The extent of shipment planning is governed by the need to realize full use of available transportation potential. Unlike rations and ammunitions, transportation potentials cannot be stored, and there is never enough transportation to waste. To illustrate, an aircraft represents a transport potential expressed as its daily ton-mile capability. Therefore, either capacity or range unused during any daily operating period is capability forever lost. Similarly, a delayed truck or railcar, either loaded or empty, results in irreplaceably lost capability. Another example is unnecessary in-transit rehandling of shipments. Both supply and transportation economy dictate through-movement of shipments as far forward as possible, bypassing intermediate supply installations and using one mode of transport.

c. The shipment planning function is established within shipping activities so as to—

- (1) Make effective use of available data processing capability.
- (2) Permit control of all processes and activities related to the shipment of materiel.
- (3) Permit maximum shipment consolidation consistent with supply and transportation priorities.
- (4) Permit timely transportation procurement action to meet required delivery dates.
- (5) Promote maximum use of available transportation capabilities.
- (6) Maintain adequate and readily accessible data reference files.

40. Organization for Shipment Planning

a. There is no typical organization for shipment planning. To illustrate, in the general support group or similar installations in the combat zone, a shipment planning office may be established with fulltime supply and transportation division representation. Transportation representation may be provided by the local transportation movements office.

b. Another method would be to assign responsibility for central coordination and shipment scheduling to the supply division and responsibility for shipment analysis to the local transportation movements office. In smaller shipping activities, a daily shipment planning conference may suffice. The essential consideration is the ability to harmonize effectively the efforts of all concerned with the actual shipment of supplies.

41. General Procedures and Policies

The materiel release order card (DD Form 1348-1), or a locally prescribed form containing substantially the same information, is the basic document for shipment planning. After the availability of stock is ascertained, this

information is transmitted either directly to the shipment planning office or simultaneously to supply, storage, and transportation segments. This procedure assures equitable use of available processing time as prescribed by AR 725-50 (MILSTRIP).

a. Shipment Planning Worksheet. The format for the shipment planning worksheet (SMC Form 1012) is given in the MILSTAMP regulation, AR 55-10. The worksheet provides a means of concurrent in-house development and recording of data during the shipment planning process. It is particularly useful as a coordinating checklist, as a means of assuring consideration of all factors in the shipping analysis, and as a means of providing complete supporting data for future reference.

b. Shipping Analysis.

- (1) Shipping analysis involves closely coordinated supply, storage, and transportation evaluation of all factors affecting the shipment. Among the primary factors to be considered, both MILSTRIP and MILSTAMP emphasize maximum consolidation and unitization (containerization) of shipments consistent with the available processing time. The other major factors include—
 - (a) The effect of shipment characteristics—size, weight, and hazards.
 - (b) The need for special transport environment, such as temperature control and shock attenuation.
 - (c) Security requirements due to defense classification or item value.
 - (d) Materials handling and transport loading capabilities.
- (2) The objective of the shipping analysis is to provide the most economical basis for transportation procurement action consistent with the prescribed delivery date. In most instances, this analysis is an instantaneous process based on experience and current shipping patterns.

c. Shipment Processing. In picking, packing, marking, and documenting the shipment, emphasis should be placed on—

- (1) Furnishing the transportation seg-

ment, as soon as possible, with accurate piece-count, weight, and cube data.

- (2) Making the shipment available for movement so as to permit maximum transit time.

d. Transportation Procurement Action. The applicable procedure depends upon the type of transportation support available to the shipping activity. If transportation is provided on a direct support or mission basis in the corps support brigades, the shipping activity commander is responsible for and controls the use and response of such transportation. On the other hand, movements management responsibility (referred to as clearance authority in the MILSTAMP regulation) for armywide military transportation service is vested in the appropriate general staff section. In such circumstances, the shipping activity procures transportation service, in accordance with command movements management policies and regulations, through the transportation movements office serving the facility. The shipping activity is responsible for timely coordination with the transportation movements office and for providing it with complete and accurate shipping data. In turn, the transportation movements office effects arrangements with the appropriate carrier.

e. Reference. For a detailed discussion of shipment planning policies and procedures, refer to applicable provisions of MILSTAMP and MILSTRIP regulations (AR 55-10 and AR 725-50).

42. Transshipment Activities

a. A transshipment activity is a transportation activity responsible for receiving, processing, and forwarding shipments within the Department of Defense transportation system. Transshipment activities normally occur in the field army rear area where cargo is transferred between communications zone and field army transportation.

b. The transportation control and movement document (TCMD), DD Form 1384, will be the primary document used at transshipment activities. This is a multipurpose document designed to give information in the clear or by coded data. It serves the following purposes:

- (1) Provides advance notice of shipments to consignees and transshipment activities within the Department of Defense transportation system.
- (2) Is used as an air bill, a highway waybill, a dock receipt, and other cargo documents.
- (3) Provides a control document for cargo moving in the worldwide Department of Defense transportation system.
- (4) Provides a source document for me-

chanically prepared air or ocean manifests.

- (5) Provides detailed cargo information on shipments moving in the worldwide Department of Defense transportation system, when required.
- (6) Is used as a means to report in-transit data and provide for tracing shipments in the transportation system.
- (7) Provides logistic management data as required.

CHAPTER 9

FASCOM AIR TRANSPORTATION

43. General

The aviation group shown in figure 2 is assigned to the transportation brigade when its primary mission is combat service support. When the aircraft are employed in direct support of a combat mission, control reverts to the tactical commander for the duration of the particular mission. When the aircraft are under control of the tactical commander, he is responsible for their proper utilization and for prompt return at the completion of the lift. Transportation movements functions are considered here as they pertain to the aviation group when it performs combat service support operations.

44. FASCOM Air Transport Operations

When the aviation group performs a logistical role, it may operate under the following system:

a. As a FASCOM Air Line of Communications.

- (1) The aviation group commander is responsible for planning, coordinating, controlling, and supervising operations of assigned or attached Army transport aircraft.
- (2) The transportation brigade commander provides terminal transfer personnel to load and unload aircraft, as required.
- (3) Transportation movement control center personnel provide movements management services for the air lines of communications.

b. On a Mission Basis in the FASCOM Army-wide Transportation System.

- (1) The aviation group commander plans, controls, and supervises the units or transport aircraft provided on a mission basis to support logistical operations.

- (2) Transportation movements offices provide movements management services and coordinates the activities of the transport aircraft and users as provided for in the FASCOM movement program.

c. In Direct Support of a Single FASCOM Activity.

- (1) The aviation group commander plans, controls, and supervises the units and aircraft placed in direct support of a single FASCOM activity, such as the ammunition brigade.
- (2) The FASCOM activity commander (for example, ammunition brigade commander) coordinates the utilization of the aircraft.
- (3) Personnel of the transportation movements office in the area participate in shipment planning activities as required.

45. Transportation Movements Offices at FASCOM Army Air Terminals

a. General. Scheduled FASCOM air line-of-communication operations require timing and precision in loading and unloading aircraft. Both the cargo and the aircraft are critical items. To insure timely movement of cargo and personnel and to facilitate efficient use of aircraft, the actions of shippers, terminal transfer personnel, and aircraft operators must be closely coordinated. Accomplishment of this objective is the primary task of transportation movements offices at FASCOM Army Air terminals.

b. Relationships. Transportation movements offices normally function under the operation control of the transportation movements control center headquarters. In this case, the transportation movements offices are responsible for maintaining a continuous and orderly flow of traffic into and out of the airlift sys-

tem. Their actions are governed by command movements management policies and procedures and by allocation contained in the FASCOM movement program. Transportation movements offices may perform the same functions in an independent Army air transportation system under policies established by the airlift commander. In both instances, local relationships among transportation movements offices, other air terminal elements, and aircraft operating elements are governed by policies established by the air terminal commander.

c. Functions. In carrying out their essential responsibilities of coordinating and expediting, transportation movements offices provide a single point of contact for all matters relating to the procurement and use of air transportation service. They perform the following major functions:

- (1) Control and coordinate the flow of traffic into the airlift system. Traffic flow is based on flight schedules and availability of opportune lift. Control is normally exercised through an air movement release system based on policies, priorities, and allocations established by the responsible commander. Within prescribed limits, adjustments are made to meet local condition. Significant variations from programed or scheduled requirements are referred to the command central movements management headquarters for resolution. Coordination may include any or all of the following actions:

- (a) Maintaining current information on flight schedules and other pertinent flight operations data.
 - (b) Maintaining current knowledge of the status of terminal receiving, warehousing, and loading facilities.
 - (c) Determining shippers' loading capabilities and shipping schedules.
 - (d) Arranging for pickup of shipments if motor transport is available for that purpose; otherwise, informing shippers of desired delivery time. Also, arranging for on-site pickup by aircraft under appropriate conditions.
 - (e) Assisting the terminal transfer element as required to facilitate expeditious loading and unloading of aircraft.
- (2) Arrange for diversion of traffic from air to surface to prevent or relieve air terminal congestion as required or as directed by competent authority.
 - (3) Maintain continuous communication with intermediate and destination air terminal transportation movements offices to insure control and supervision of shipments until delivery is accomplished.
 - (4) Provide timely advice to receiving agencies regarding incoming shipments and arrange for clearance of cargo and passengers from the terminal. Normally, receiving agencies furnish the necessary transportation.

CHAPTER 10

COORDINATION WITH COMMUNICATIONS ZONE MOVEMENTS ORGANIZATIONS

46. General

The transportation support of the field army is based on the concept that communications zone transportation will provide 75 percent of the daily resupply requirement for general support groups in the corps and army rear areas and 25 percent of the daily resupply requirements for division support commands and direct support groups. Communications zone transportation that accomplishes this through-put may be as follows:

- a. Rail transportation, when available, will be used as far forward as possible.
- b. Inland waterways, if available and suitable, will be employed.
- c. Motor transport long-haul transportation will be used, particularly when rail is not available.
- d. Air Force intraheater airlift may be employed.

47. Communications Zone Movements Personnel in the Field Army

a. The fact that communications zone transport vehicles will be operating in large numbers in the field army area creates significant transportation movements problems. These problems result from the following considerations:

- (1) Field army transportation movements offices must be capable of diverting communications zone vehicles that are transporting throughput supplies.
- (2) Communications zone transport operators must be assured of reasonably rapid turnaround of all vehicles to permit continued accomplishment of the throughput mission.
- (3) Field army transportation movements offices must be able to commit com-

munications zone transport vehicles for rearward movements.

b. Coordination of communications zone transportation operating in the field army area will require the attachment of communications zone transportation movements liaison personnel to selected field army transportation movements offices. The local situation will determine the number of communications zone personnel required and their locations. Policies and procedures guiding army and communications zone movements personnel may be sufficiently effective so that a communications zone liaison officer at the center, headquarters and at each of the five TMO A's will satisfy the coordination requirement.

c. Normally, field army transportation movements personnel should not commit communications zone transport to movements that would result in crosshauls, backhauls, or the use of circuitous routes. Communications zone motor transport units must be treated in a manner similar to that accorded the military railway service in oversea operations. Communications zone trucks should be permitted to complete throughput long hauls without interruption whenever possible.

d. In rearward movements, ideally the field army transportation movements officer should go to the communications zone liaison officer in his area to obtain a commitment of communications zone transport capability for the movement. The communications zone liaison officer, through rapid electronic communications, obtains the capability commitment from his central movements management agency. The communications zone liaison officer gives the designated transport capability to the field army transportation movements officer, who completes the coordination required to accomplish the movement. However, such a system

may not be feasible in corps and division areas, especially in rapidly changing situations. It may be necessary for field army transportation movements officers to exercise good judgment within the provisions of applicable policies in

committing communications zone transport for rearward hauls. The presence of communications zone liaison officers should assist field army personnel in the attainment of the rearward movements objectives.

APPENDIX I

REFERENCES

1. Army Regulations

- AR 55-10 Military Standard Transportation and Movement Procedures (MILSTAMP).
- AR 55-26 Transportation Movements.
- AR 310-3 Department of Army Publications—
Preparation, Coordination, and Approval.
- AR 320-5 Dictionary of United States Army Terms.
- AR 725-50 Military Standard Requisitioning and Issuing Procedures (MILSTRIP).

2. Field Manuals

- FM 9-6 Ammunition Service in the Field Army.
- FM 10-4 Quartermaster General Support Battalion.
- FM 12-2 Adjutant General Operations in the Field Army.
- FM 54-3 The Field Army Support Command.
- FM 54-4 The Support Brigade.
- FM 55-4 Transportation Movements In Theaters of Operations.
- FM 55-6 Transportation Services in Theaters of Operations.
- FM 55-8 Transportation Intelligence.
- FM 55-9 Transportation Services and the Transportation
Brigade in the Field Army.
- FM 55-35 Motor Transport Units and Operations.
- FM 55-42 Army Aircraft Maintenance and Supply Operations.
- FM 55-45 Aircraft Maintenance Services and Units in the Field Army.
- FM 55-46 Transportation Air Transport Units in the Field Army.
- FM 55-56 Transportation Terminal Transfer Company.
- FM 100-5 Field Service Regulations—Operations.
- FM 100-10 Field Service Regulations; Administration.
- FM 101-5 Staff Officer's Field Manual; Staff Organization and Procedure.

3. Tables of Organization

- TOE 55-6 Transportation Movements Control Center.
- TOE 55-62 Headquarters and Headquarters Company, Transportation Brigade.
- TOE 55-67 Transportation Light-Medium Truck Company.

4. Forms

- DA Form 1598 Record of Comments on Publications.
- DD Form 1348-1 The Materiel Release Order Card.
- DD Form 1384 Transportation Control and Movement Document (Manual).

5. International Agreements

- SOLOG 27 (Revised) Principles and Policies of Movements.
- SOLOG 30 Movements—General.

SOLOG 31
SOLOG 50
STANAG 2156
STANAG 2159
STANAG 3252
STANAG 3344

Movements Duties in the Field.
Traffic Dispatch Advice.
Transport Request and Reply to Transport Request.
Identification of Movements Personnel and Offices.
Titles and Colours of Air Movement Forms.
Procedures for Tracing and Disposing of Baggage (BAGLO/TROBAG).

APPENDIX II
SOLOG AGREEMENT 27
(Revised)
DETAILS OF AGREEMENT
PRINCIPLES AND POLICIES OF MOVEMENTS
(Studies C17, C19, C35 and C36)

General Remarks

1. Standard terminology is not essential to this study.
2. Any standard terminology applicable to this study which later may appear to be desirable may be forwarded directly to the Military Agency for Standardization Terminology Coordinator for standardization consideration.

SOLOG Agreement

PART I — PRINCIPLES OF MOVEMENTS (C17)

The ABC Armies agree that the principles of movements are:

1. Control of movements will be centralized to the highest level at which it can be adequately exercised.
2. Movements will be regulated.
3. Movements will be fluid and flexible.
4. Maximum utilization will be made of carrying capacity.

PART II — MOVEMENTS* RELATIONSHIPS (C19)

The ABC Armies agree that:

1. The relationships between Movements* and the transport services will be:
 - a. Movements* will decide the mode of transport necessary to implement the movements program.
 - b. Movements* will allocate traffic by tonnage and destination.
2. The relationship with transport users will be:
 - a. Movements* will be the agency to which all users of transport will go to obtain transport space.
 - b. Movements* will be the intermediary between transport users and transport services, except local and/or internal hauls.
3. Movements* will decide, in accordance with Movements Plan, what will be moved, where it will be moved, when it will be moved, and the mode of transport, but not how the selected transport service will operate.**

PART III — MOVEMENT EMBARGOES (C35)

It is agreed among the ABC Armies that:

1. "Movement Embargoes" be adopted as the tripartite term for restrictions temporarily placed on traffic into and/or out of installations to permit clearance of or prevention of congestion.

SOLOG AGREEMENT 27
(Revised)

2. Movement embargoes be placed only by authority of the commander cognizant of the effect of an embargo on overall logistical problems.

3. Movement embargoes be implemented through Movements* Staff channels.

PART IV — *MOVEMENTS PRIORITIES (C36)*

It is agreed among the ABC Armies that:

1. Movements priorities are the order of precedence of movements within assigned locations.

2. Overall policy for priorities is expressed by the theater command.

3. Movements personnel* interpret this policy and disseminate the necessary information to accomplish movements by means of detailed movements programs and instructions.

*The Q Movements Staff in the British Army. The Transportation Movements Staff in the U. S. Army.

**In the case of British Road Movement, the Movements* Staff may issue instructions regarding routes, timings, etc.

APPENDIX III
SOLOG AGREEMENT 31
(Revised)

DETAILS OF AGREEMENT
MOVEMENTS DUTIES IN THE FIELD

The Armies of the United States, United Kingdom and Canada agree to the following:
PART I — *STANDING INSTRUCTIONS OC TROOPS (TRAIN) (STUDY C40)*

1. The term "OC Troops (TRAIN)" will be adopted. However, the term "OIC Troops (TRAIN)" may be used by United States Forces, when desired.

2. In movements involving small units or casual personnel, the movement personnel at entrainment station appoint "OC Troops (TRAIN)," unless this officer has been appointed by higher headquarters.

3. The duties and responsibilities of the "OC Troop (TRAIN)" will include but not be limited to the following:

a. During Entrainment:

- (1) Submits movement orders and/or authority to movements personnel.
- (2) Ensures by checking with Movements Control personnel that troops, baggage, vehicles and other equipment are loaded according to Movement Instructions.
- (3) Inform troops of location of "OC Troops (TRAIN)" compartment and medical facilities, if available.
- (4) Appoints one or more officers or NCO's as assistants and/or car commanders who will be appointed for every car.
- (5) Makes inspection of train facilities, arranges for security, and completes "Train Inspection Report" with movement control personnel and a railway representative.

b. Enroute

- (1) "OC Troops (TRAIN)" is at all times responsible for sanitary arrangements, the discipline and protection of the men on the train and will conform to instructions given by movements personnel or railway operating personnel. Operation of the train is the responsibility of railway personnel.
- (2) Discipline—Enforces orders prohibiting:
 - (a) Detraining without permission.
 - (b) Throwing anything out of windows.
 - (c) Leaning out of windows or doors.
 - (d) Marking or writing on railway equipment.
 - (e) Unauthorized use of inflammable equipment.
 - (f) Damaging railway equipment.
 - (g) Violation of security regulations.
 - (h) Waste of water in lavatories.
 - (i) Riding anywhere on trains except where authorized.
 - (j) Interference with railway operations.
 - (k) The use of intoxicating liquors during the journey.

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(Revised)

- (1) The unauthorized possession of live ammunition.
 - (3) Current standing instructions in the event of sickness, death, or absence without leave will be observed.
 - (4) He will comply with all instructions received enroute.
- c. During Detrainment:
- (1) Ensures by checking with movement control personnel that troops, baggage, vehicles and other equipment are unloaded according to Movement Instructions.
 - (2) Completes "Troop Inspection Report" and any necessary documentation.

PART II — *TROOP TRAIN INSPECTION REPORT (STUDY C50)*

The standard Troop Train Inspection Report contained in Appendix "A" will be adopted.

PART III — *MOVEMENTS DUTIES IN THE FIELD (STUDY C47)*

Movements** Personel will be located in areas where personnel and/or freight movements originate, terminate or are diverted or reconsigned. They will perform the following functions:

1. Establish and maintain close relationship with service installations, i.e., depots, etc., and representatives of transport services in the area.
2. Maintain current information including location of local units, installations and depots, movement requirements, changes in movement capabilities, and status of the local transport situation.
3. Consolidate non-programmed movement requirements of local units, installations and depots, and arrange for transport services in connection therewith.
4. Supervise execution by users and operators of the movement program and/or movement instructions issued by the Movements Staff*.
5. Insure efficient use of transport capabilities allocated by the Movements Staff*.
6. Prepare plans when required for local employment of transport.
7. Effect reconsignment and diversion instructions as required by appropriate authority.
8. Preclude congestion by recommending to the Movements Staff* the establishment of priorities and/or embargoes or other appropriate actions.
9. Take necessary action upon receipt of:
 - a. Information regarding the arrival and dispatch of traffic.
 - b. Requests for information concerning the movement of traffic, losses/discrepancies, etc.
10. Advise local commanders on movement matters.
11. When required arrange itineraries, reservations, and the issue of the necessary travel documents for individuals and small groups.***
12. Insure adequate movements documentation.
13. Insure that all ordered security measures concerning movement of personnel and freight are complied with.
14. Perform such other movements** duties as may be prescribed by proper authority.

*Q Movements Staff in the British Army.
Transportation Movements Staff in the U. S. Army.
**Movement Control in the British and Canadian Armies.
Transportation Movements in the U. S. Army.
***Movement Control in the British and Canadian Armies.
Installation Transportation Officer in the U. S. Army.

PART IV — *MOVEMENT CHECK/**STANDARD TRACER (STUDY C54)*

1. After a consignment enters the transportation system, within a theater of operation, the capability must exist for locating it at any time in order that it can be expedited, diverted, re-consigned or held intransit when occasioned by changes in the tactical or logistical situation, or of locating it in the event it is missing or does not reach its destination within a reasonable period of time. A standardized form is required for transmitting data to movements*** personnel in the field so they can assist in locating consignments. This form to be known as a *Movement Check/**Standard Tracer.

2. The *Movement Check/**Standard Tracer normally will be prepared by the consignor or consignee and furnished to the local movements*** office who will in turn contact the transport service(s) involved in the move. The transport service will determine and report on the current status of the consignment.

3. The use of this code will facilitate transmission, by using "MOVCHECK/STDTRACER" followed by the letters representing the paragraphs below and the pertinent data.

- a. Consignor and location.
- b. Consignee and location.
- c. Waybill or similar document number.
- d. Means of transport and name/number of vessel/car or wagon/truck/lorry. (If truck/lorry, give description of unit to which truck/lorry is assigned.)
- e. Date loaded and dispatched.
- f. Details of route.
- g. Any identification numbers or marks known.
- h. Commodity description.
- j. Number of pieces.
- k. Type container.
- l. Total deadweight of consignment.
- m. Total measurement weight of consignment.
- n. Reference to movement program or instruction (as applicable).
- p. Instructions when consignment is located (e.g., expedite, divert, reconsign, hold in-transit and/or additional details as appropriate).
- q. Remarks.

*In the British and Canadian Armies.

**In the United States Army.

***Movement Control Service in the British Army.
Transportation Movements (Region/District) in the United States Army.

APPENDIX A

TROOP TRAIN INSPECTION REPORT

DATE _____

*UNIT IDENTIFICATION _____ TRAIN NO. _____

FROM _____ TO _____

(list ALL coach/car initials, numbers and damaged items. If nil, indicate)

| COACH/CAR NO. & TYPE | CONDITION OF COACH/CARS PRIOR TO ENTRAINMENT (see reverse side) | CONDITION OF COACH/CARS AFTER DETRAINMENT (see reverse side) |
|----------------------|---|--|
| | | |
| | | |

Inspected prior to entrainment by: (Signature) _____ Inspected after detrainment by: (Signature) _____

1. Entrainment TO/MC Det** _____ 1. Detraining TO/MC Det _____

2. OC Troops (Train)*** _____ 2. OC Troops (Train) _____

3. Railway Inspector _____ 3. Railway Inspector _____

REMARKS: Use reverse side for detailed explanations of cause of damage.

Inspection to be made by military personnel whether or not railway representative is available.

*When security regulations prohibit it, titles of units will not be shown and units will be described by their unit security serial number.

**Transportation Officer/Movement Control Detachment.

***To be signed by OC Troops (Train), or his representative, and should be the same officer making inspection at entraining and detraining points if possible.

(Revised)

(Reverse Side of Form)

INSPECTING PERSONNEL WILL CHECK THE FOLLOWING

1. Coach/car floors free from dirt and in sanitary condition.
2. Seats clean and free from tears.
3. No broken windows or doors.
4. Ventilators in proper order.
5. Lavatories in working order and properly supplied with water.
6. Toilets clear and sanitary: flushing apparatus in working order, and sufficient supply of toilet paper.
7. Water tanks filled (and iced if applicable). Extra water containers available in each coach/car.
8. Lighting fixtures in working order and coach/car properly lighted for night travel.
9. Platforms and steps of each coach/car safe and secure.
10. Passage used by passengers between coach/cars to be guarded by diaphragms/covered gangway; if not, arrangements to be made for equipping with chains or heavy ropes.
11. Emergency/communication cord.
12. Fire apparatus.

ADDED REMARKS

By Order of the Secretary of the Army:

*General, United States Army,
Chief of Staff.*
HAROLD K. JOHNSON,

Official:

J. C. LAMBERT,
*Major General, United States Army,
The Adjutant General.*

Distribution:

Active Army:

| | |
|------------------------|---------------------------------|
| DCSPER (2) | Armies (25) |
| ACSI (2) | Corps (15) |
| DCSLOG (2) | Div (10) |
| DCSOPS (2) | Div Arty (5) |
| ACSFOR (2) | Bde (5) |
| CORC (2) | Regt/Gp (5) |
| CRD (1) | CC (5) |
| COA (1) | Bn (5) |
| CINFO (1) | USMA (10) |
| TIG (1) | USAES (25) |
| TJAG (1) | USAAVNS (10) |
| TPMG (1) | USAOGMS (25) |
| TSG (1) | USAOC&S (25) |
| OPO (1) | USATSCH (7) |
| CofEngrs (3) | USAQMS (4) |
| CofCh (1) | USASCS (26) |
| USACDC Agcy (5) except | USAARMS (15) |
| USACDCARMA (15) | USAINTS (3) |
| USACDCINTA (2) | USALMC (3) |
| USACDCMPA (3) | USACDCIAS (1) |
| USACDCCEA (15) | USACDCCAG (5) |
| USACDCQMA (2) | USACDCCSSG (5) |
| USACDCAVNA (2) | USACDCEC (10) |
| USACDCCAA (2) | USACDCSWCAG (5) |
| USADCCBRA (3) | USACDCNG (1) |
| USCONARC (10) | USACDCCCISG (6) |
| USAMC (15) | Units org under fol TOE: |
| USACDC (10) | 55-6 (20) |
| ARADCOM (10) | 55-62 (3) |
| ARADCOM Rgn (10) | 55-500 (AD) (2) |
| OS. Maj Comd (5) | 55-500 (AE) (5) |
| LOGCOMD (5) | 55-500 (LA, LB, LC, LD, LF) (4) |

NG: State AG (3); Units—same as Active Army except allowance is one copy to each unit.

USAR: Units—same as Active Army except allowance is one copy to each unit.

For explanation of abbreviations used, see AR 320-50.

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