

ADDRESS BY
GENERAL MAXWELL D. TAYLOR
CHIEF OF STAFF, UNITED STATES ARMY
AT THE TENTH ANNUAL CONVENTION OF
THE NATIONAL DEFENSE TRANSPORTATION ASSOCIATION
SHERATON PLAZA HOTEL, BOSTON, MASSACHUSETTS
THURSDAY, OCTOBER 13, 1955 -- 11:15 AM (EDT)

THE ARMY AND MOBILITY

LADIES AND GENTLEMEN, IT IS AN HONOR FOR ME TO SPEAK
AT THE TENTH ANNUAL CONVENTION OF THE NATIONAL DEFENSE
TRANSPORTATION ASSOCIATION| I HOPE BY MY PRESENCE HERE
TO DEMONSTRATE THE DEEP INTEREST OF THE ARMY IN
TRANSPORTATION MATTERS| AT THE SAME TIME I WANT TO TAKE
ADVANTAGE OF THE OPPORTUNITY TO EXPRESS THE ARMY'S
CONCERN OVER ITS STATE OF MOBILITY| ^{THIS} MOBILITY ^{MAY} ~~CAN~~ BE ACHIEVED
IN MANY WAYS; BUT PRIMARILY, MOBILITY MEANS TRANSPORTATION|
YOU GENTLEMEN WHO ^{THIS SERVICE} PROVIDE TRANSPORTATION AND THE ARMY
^{WANTS TO GO PLACES} WHICH ~~SEEKS IMPROVED MOBILITY~~ OUGHT TO HAVE ^{CONSIDERABLE} ~~A LOT~~ TO TALK
ABOUT|

IT SEEMS PARTICULARLY APPROPRIATE THAT A NATIONAL
ORGANIZATION CONCERNED WITH TRANSPORTATION SHOULD MEET
IN BOSTON, WHICH HAS ALWAYS BEEN THE HUB OF MANY ACTIVITIES --

INCLUDING TRANSPORTATION | HERE CONVERGE THE HIGHWAY,
AIR, RAIL, AND OCEAN LINES OF NEW ENGLAND | AT THE HEIGHT OF
WORLD WAR II, THE BUSY PORT OF BOSTON SHIPPED NEARLY A HALF-
MILLION TONS OF MILITARY CARGO A MONTH AS AN INDISPENSABLE
PART OF WAR TRANSPORT OPERATIONS |

THE ARMY IS TODAY A HEAVY USER OF TRANSPORT OF ALL
KINDS, AND WOULD BE A HEAVIER ONE IN WAR, ^{CASE OF} ~~OF ANY KIND~~ |

MY OBSERVATIONS THIS MORNING DEAL IN THE MAIN WITH THE
ARMY'S CONTRIBUTIONS TO THE DEVELOPMENT OF AMERICA'S
TRANSPORTATION; ^{WITH} THE ARMY'S UTILIZATION OF ^{THIS} AMERICA'S
TRANSPORTATION; ^{WITH} AND THE ARMY'S CONCERN OVER ATTAINING
INCREASED MOBILITY THROUGH BETTER TRANSPORTATION |

I WOULD LIKE FIRST TO DISCUSS A NUMBER OF WAYS IN WHICH
^{YOUR SPECIALTY}
THE ARMY IS INTERESTED IN TRANSPORTATION | EARLY IN OUR
HISTORY, THE REQUIREMENT TO MOVE OUR SOLDIERS, EQUIPMENT,

AND POSSESSIONS ABOUT THIS COUNTRY MADE THE ARMY A
PIONEER PARTICIPATOR IN DEVELOPING THE TRANSPORTATION
SYSTEMS OF THIS COUNTRY/ OFTEN MILITARY NEEDS PRECEDED
AND ANTICIPATED CIVILIAN NEEDS FOR OPENING THE COUNTRY
TO UNIMPEDED CIRCULATION ON ITS ROADS AND WATERWAYS/

LET ME REMIND YOU OF SOME OF THE WAYS IN WHICH THE ARMY
HAS CONTRIBUTED IN DEVELOPING ^{OUR} ~~THE~~ BASIC TRANSPORTATION

SYSTEM ~~OF THIS COUNTRY/~~
IN THE EARLY DAYS

MUCH OF THE EXPLORATION, SURVEY, AND MAPPING OF THE
UNITED STATES WAS DONE BY THE ARMY/ SO ALSO WERE THE
COASTS SURVEYED, AND MANY OF THE PORTS AND HARBORS BUILT
WHOLLY OR IN PART BY THE ARMY/ OUT OF MILITARY ACTIVITIES
GREW THE COAST AND GEODETIC SURVEY AND THE WEATHER
BUREAU/ EVERY MAJOR RAILROAD LINE IN THE UNITED STATES
WAS LAID OUT BY ARMY ENGINEERS, MANY OF WHOM LATER LEFT

THE ARMY TO BECOME THE ENGINEERS AND EXECUTIVES OF

THE ^{SE} ~~EARLY~~ RAILROADS | THESE SAME ARMY ENGINEERS

CONSTRUCTED DAMS, LEVEES, AND FLOOD CONTROL DEVICES

THROUGHOUT THE NATION FOR THE PURPOSE OF CONTROLLING

AND DEVELOPING INLAND WATERWAYS, SO IMPORTANT TO THE

DISTRIBUTION OF OUR COMMODITIES | I NEED HARDLY MENTION

THE PANAMA CANAL AS AN INTEROCEANIC WATERWAY BUILT BY

OUR ENGINEERS WHICH HAS CHANGED THE COURSE OF THE WORLD'S

SHIPPING |

THE FIRST REALLY LARGE SCALE USE OF MOTOR VEHICLES

WAS PIONEERED BY THE ARMY DURING GENERAL PERSHING'S

EXPEDITION AGAINST PANCHO VILLA IN 1916 | IN WORLD WAR I,

THE ARMY ACQUIRED SOME 130,000 MOTOR VEHICLES, AND WAS

INSTRUMENTAL IN STANDARDIZING AND IMPROVING BASIC DESIGN

ON SOME 200 MAKES AND MODELS | IN 1919, THE ARMY STIMULATED

ROAD BUILDING IN THE UNITED STATES BY PROVING, WITH A
CROSS-COUNTRY MOTOR CONVOY, THAT TRANSCONTINENTAL
MOTOR TRAVEL WAS POSSIBLE AT ~~THE TIME~~ THIS TREK OF
72 ARMY VEHICLES ACROSS THE NATION WAS A RATHER SPECTACU-
LAR AFFAIR FOR THE PERIOD, SIGNALIZING THE END OF WHAT
MIGHT BE CALLED THE ERA OF THE OLD TRAILWAYS, AND THE
BEGINNING OF THE ERA OF AUTOMOBILE HIGHWAYS. AS A PART
OF THIS PROJECT, THE ZERO MILESTONE WAS PLACED NEAR THE
WHITE HOUSE IN WASHINGTON, AND ANOTHER IN SAN FRANCISCO'S
LINCOLN PARK. YOU WILL BE INTERESTED TO KNOW THAT AMONG
THOSE WHO PARTICIPATED IN THAT ARMY PROJECT WAS
LIEUTENANT COLONEL DWIGHT D. EISENHOWER, WHO NOW AS
MIGHT
PRESIDENT MAY BE SAID TO BE LIVING AT "GROUND ZERO."

AS IS TRUE OF ANY PERIOD OF INTENSE MILITARY ACTIVITY,
WORLD WAR II PROVIDED A TREMENDOUS STIMULUS TO ARMY

LAND TRANSPORTATION ACTIVITIES | ITS MOTOR FLEET EXPANDED
TO MORE THAN A MILLION AND A HALF ~~MOTOR~~ VEHICLES REQUIRED
TO SUPPORT ITS FAR-FLUNG CAMPAIGNS | IT ORGANIZED AND
OPERATED THE WELL-KNOWN RED BALL EXPRESS ACROSS
EUROPE, REHABILITATED AND OPERATED LARGE SECTIONS OF
FOREIGN RAILWAY SYSTEMS, AND LAID THOUSANDS OF MILES OF
PIPE LINE TO SUPPORT MILITARY OPERATIONS | FROM ITS EARLY
EXPERIMENTS WITH CROSS-COUNTRY TRANSPORT FOLLOWING
WORLD WAR I AROSE THE ARMORED VEHICLES WHICH CARRIED
GENERAL PATTON AND OUR OTHER ARMORED LEADERS ACROSS
EUROPE TO VICTORY |

ON THE SEA DURING WORLD WAR II, THE ARMY HAD MANY
INTERESTS RELATED TO MARITIME TRANSPORTATION | TWENTY-EIGHT
ARMY DIVISIONS PARTICIPATED IN 42 AMPHIBIOUS ASSAULT
LANDINGS DURING WORLD WAR II, INCLUDING ~~ALL~~ THE LARGE-SCALE ~~SCALE~~ ^{EST}

AMPHIBIOUS OPERATIONS OF THE WAR -- THE PHILIPPINES,
NORTH AFRICA, SICILY, ITALY, SOUTHERN FRANCE AND
NORMANDY. | DURING WORLD WAR II, THE ARMY MOVED BY SEA
ALONE SOME 144 MILLION MEASUREMENT TONS OF CARGO |

IN THE AIR, AS THE AIR FORCE HAD NOT YET BECOME A
SEPARATE SERVICE, THE ARMY WAS AT LEAST TECHNICALLY
A PARTICIPANT IN ^{the} THE TRANSPORTATION ACTIVITIES OF LAND-
BASED AVIATION | I NOTICE A NUMBER OF MY FRIENDS IN NAVY
AND AIR FORCE BLUE ABOUT THE HALL | DON'T LET THEM
FORGET, WHILE WE ARE ON THE SUBJECT OF TRANSPORTATION
THAT, HISTORICALLY SPEAKING, A SAILOR IS JUST A SOLDIER
WHO PADDLED OUT TO SEA, WITH OR WITHOUT THE CONSENT OF
HIS COMMANDING OFFICER, AND AN AIRMAN IS EQUALLY A VERY
RECENT EX-SOLDIER | NOW THE ARMY HAS A VERY FRIENDLY FEELING
TOWARD BOTH SAILOR AND AIRMAN -- SLIGHTLY ABSENT WITHOUT

LEAVE THOUGH THEY BE -- IF ONLY FOR THE FACT THAT WE
WANT TO THUMB A RIDE WITH THEM FROM TIME TO TIME/

THE POSTWAR ARMY IS STILL HEAVILY INVOLVED IN
TRANSPORTATION, PRINCIPALLY THROUGH ITS TRANSPORTATION
CORPS, WHICH PROVIDES TRAFFIC MANAGEMENT AND STAFF
ASSISTANCE FOR THE MOVEMENT OF PEOPLE AND THINGS WORLD-
WIDE, USING ALL FORMS OF TRANSPORTATION, AND SERVING NOT
ONLY THE ARMY, BUT IN LARGE MEASURE THE NAVY, AIR FORCE,
DEPARTMENT OF DEFENSE, AND OTHER AGENCIES/ HUNDREDS
OF THOUSANDS OF DIFFERENT ITEMS, IN LARGE QUANTITIES,
MUST BE MOVED IN AND OUT OF SOME 150 KEY ARMY CENTERS OF
PROCUREMENT, STORAGE, AND DISTRIBUTION/ THE FACILITIES
USED ARE MOSTLY THOSE OF COMMERCIAL CARRIERS/ FOR EXAMPLE,
DURING FISCAL YEAR 1953 THE ARMY ORIGINATED 3400 SHIPMENTS
DAILY, WITH AN AVERAGE DAILY FREIGHT CHARGE OF MORE THAN

\$1 MILLION, PRACTICALLY ALL OF WHICH WERE MOVED BY
COMMERCIAL MEANS.

AS I MENTIONED, THE ARMY'S RESPONSIBILITIES FOR MOVING
DEFENSE DEPARTMENT CARGO EXTENDS BEYOND ^{OUR} ~~THE ARMY'S~~
OWN NEEDS. DURING FISCAL YEAR 1954, THE ARMY WAS RESPONSIBLE
FOR 60 PERCENT OF THE DOLLARS SPENT FOR THE MOVEMENT OF
DEFENSE FREIGHT WITHIN THE CONTINENTAL UNITED STATES.
AS EXAMPLES OF CURRENT WORKLOADS, I WOULD LIKE TO CITE
A FEW FIGURES TO ILLUSTRATE THE MAGNITUDE AND COMPLEXITY
OF THE ARMY'S TRANSPORTATION JOB WITHIN THE UNITED STATES,
^{OUR} ~~ARMY~~ RESPONSIBILITIES DURING THE LAST YEAR EXTENDED TO
7 MILLION SHORT TONS OF FREIGHT AND 1½ MILLION PASSENGERS.
ON WORLD-WIDE OCEAN TRANSPORTATION, THE ARMY SENT LAST
YEAR 1,200,000 PASSENGERS FOR A RIDE OF 4½ BILLION PASSENGER
MILES; AND ~~ARMY~~ CARGO AMOUNTING TO 9 MILLION MEASUREMENT

TONS FOR A TOTAL OF 30 BILLION TON MILES| THESE LARGE
OPERATIONS ARE ACCOMPLISHED ONLY BECAUSE OF THE
COOPERATION THAT EXISTS BETWEEN THE ARMY'S TRANSPORTATION
AUTHORITIES, THOSE OF THE DEPARTMENT OF DEFENSE, AND THE
PRIVATE TRANSPORTATION SYSTEM OF THE UNITED STATES|

ON WATER, THE ARMY HAS ABOUT 3400 PIECES OF FLOATING
EQUIPMENT, OF WHICH ALMOST 1300 PIECES ARE IN ACTIVE
SERVICE -- [PRINCIPALLY TUGS, BARGES, AND CRANES] -- WORLD-
WIDE AT SUCH PLACES AS GREENLAND, KOREA, CASABLANCA, AS
WELL AS IN THE UNITED STATES|

IN THE AIR, WE DEPEND LARGELY ON THE AIR FORCE AND
CIVIL AIR LINES BUT HAVE CONSIDERABLE ORGANIC LIGHT AIR-
CRAFT FOR INTERNAL ARMY REQUIREMENTS| OUR WORLD-WIDE
INVENTORY INCLUDES BOTH FIXED-WING AND ROTARY-WING
AIRCRAFT| THE LATTER PROVED HIGHLY USEFUL DURING THE

RECENT FLOODS WHERE HELICOPTERS FROM ARMY INSTALLATIONS
ALL OVER THE EASTERN UNITED STATES WERE PRESSED INTO
SERVICE TO AID CIVIL POPULATIONS. I SHALL HAVE MORE TO SAY
IN A MOMENT ABOUT ARMY AVIATION.

THUS FAR I HAVE BEEN DISCUSSING TRANSPORTATION AS A
LOGISTICAL SERVICE. NOW LET ME CHANGE THE PITCH AND
DISCUSS THE SUBJECT IN TERMS OF TACTICS AND STRATEGY.

SOLDIERS LEARN FROM THE START OF THEIR CAREERS AS
A MATTER OF CREED THAT VICTORY IN BATTLE RESULTS FROM
TWO INTERDEPENDENT FACTORS -- FIRE AND MOVEMENT. THE
CAST OF THE JAVELIN AND THE FOLLOWING TREAD OF THE HOPLITE,
THE STONE THROWN AT GOLIATH AND THE BOUND FORWARD OF DAVID,
THE COMMAND OF WELLINGTON AT WATERLOO -- "UP, GUARDS,
AND AT THEM!" -- THE ANNALS OF MILITARY HISTORY ARE REplete
WITH SUCH ILLUSTRATIONS OF THE VICTORIOUS COMBINATION OF
FIRE AND MOVEMENT.

IN MY ALLOTTED TIME, I SHALL NOT DISCUSS FIREPOWER,
EXCEPT TO ALLUDE TO ITS INFINITE VARIETY -- THE STONE, THE
ARROW, THE BULLET, THE SHELL, THE BOMB, THE ROCKET,
THE GUIDED MISSILE -- ALL ARE FORMS OF FIRE, PAST AND PRESENT,
AS I USE THE WORD | ALL ARE INSTRUMENTS OF VICTORY WHEN
COMBINED WITH MOVEMENT |

MOVEMENT REQUIRES A LITTLE MORE DISCUSSION, FOR IT
ASSUMES SUCH DIFFERENT FORMS AS THE BODILY AGILITY OF ^{THE}
^{SOLDIER,}
INDIVIDUALS, THE MANEUVER OF FORMED UNITS, AND THE DIS-
PLACEMENT OF INANIMATE SUPPLIES AND EQUIPMENT | THE ABILITY
TO EXECUTE MOVEMENTS OF ALL THESE KINDS OVER SHORT AND
LONG DISTANCES CONSTITUTES MOBILITY -- THE ATTRIBUTE WHICH
A SUCCESSFUL ARMY MUST HAVE TO GIVE EFFECT TO ITS WEAPONS |
IT PROVIDES THE SPEED DIFFERENTIAL OVER A SLOWER ANTAGONIST
WHICH ALLOWS THE POSSESSOR TO PLACE DESTRUCTIVE FIREPOWER

AT THE RIGHT TIME AND PLACE TO DO THE MOST HURT TO THE
ENEMY)

THUS, IN THE MILITARY SPHERE, MOBILITY MAY BE DEFINED
AS THE ^{Capacity} ~~ABILITY~~ TO SHIFT ^{striking} ~~POWER~~ IT MULTIPLIES THE
EFFECTIVE STRENGTH OF THE MILITARY FORCE WHICH CAN BE
APPLIED AGAINST AN ENEMY WITHOUT INCREASING THE AVAILABLE
MEANS) IT CAN GIVE LOCAL SUPERIORITY OVER AN ENEMY WHOSE
OVER-ALL STRENGTH IS GREATER THAN OUR OWN) IT PERMITS
THE RAPID SHIFTING OF RESERVES TO MEET SUDDEN CRISES IN
DISTANT AREAS) THUS MOBILITY IS A FORM OF ECONOMY WHICH
OUR ARMY CAN NOT AFFORD TO LACK)

MOBILITY IS USUALLY RECOGNIZED IN TWO FORMS) FIRST,
THERE IS TACTICAL OR BATTLEFIELD MOBILITY -- THE ABILITY
TO SHIFT STRIKING POWER ON THE BATTLEFIELD OR BETWEEN
ADJACENT AREAS OF COMBAT) STRATEGIC MOBILITY IS THE

Capacity

ABILITY TO SHIFT STRIKING FORCES OVER LONG DISTANCES, AS
FROM THE UNITED STATES TO THREATENED POINTS ON OTHER
CONTINENTS) STRATEGIC MOBILITY, IN PARTICULAR, HAS
NUMEROUS RAMIFICATIONS, SOME OF WHICH I SHALL TOUCH UPON
LATER)

ON THE BATTLEFIELD WE ARE USUALLY CONCERNED WITH
MOVING MILITARY UNITS AND THEIR EQUIPMENT FOR RELATIVELY
SHORT DISTANCES) ~~BUT~~ FIREPOWER ITSELF MAY HAVE A CERTAIN
BUILT-IN
ATTRIBUTE OF INHERENT MOBILITY) THROUGH OUR MODERN
TECHNIQUES WE CAN SHIFT THE FIRE OF ARTILLERY, GUIDED
MISSILES, AND ROCKETS ABOUT THE BATTLEFIELD WITHOUT THE
DISPLACEMENT OF MEN OR EQUIPMENT) OBVIOUSLY, THE GREATER
THE RANGES, THE GREATER THE FLEXIBILITY OF THIS MANEUVER
BY FIRE ~~ALONE~~)

IN BOTH ASPECTS, THE BATTLEFIELD MOVEMENT OF TROOPS
AND THE FLEXIBILITY OF FIREPOWER, THE ARMY'S TACTICAL
MOBILITY IS BEING STEADILY IMPROVED | ON THE GROUND IT HAS
BEEN IMPROVED BY NEW TANKS AND ARMORED PERSONNEL
CARRIERS FOR THE RAPID MOVEMENT OF HEAVY GUNS AND
SUPPORTING INFANTRYMEN OVER FIRE-SWEPT AREAS | THE ENTIRE
FAMILY OF ARMY TRACK AND WHEEL VEHICLES IS UNDER CONSTANT
SCRUTINY WITH AN EYE TO DEVELOPING NEW OR IMPROVED
DESIGNS AT LOWER COSTS | THE INCREASED RANGE AND STRIKING
POWER OF OUR HEAVY ARTILLERY, GUIDED MISSILES, AND ROCKETS
ENHANCE THE MOBILITY OF OUR SYSTEMS OF FIRE |

ONE OF THE MORE STRIKING IMPROVEMENTS IN THE ARMY'S
MOBILITY IS THE EXPANSION OF ARMY AVIATION | THE LIGHT
AIRCRAFT WHICH MADE ITS DEBUT AS AN ARTILLERY SPOTTER
IN WORLD WAR II HAS TAKEN ON A HOST OF NEW MISSIONS, MAKING

POSSIBLE MORE EFFECTIVE COMMAND SUPERVISION, CLOSER
LIAISON, AND MORE RAPID RECONNAISSANCE/ I HAVE OFTEN

REFLECTED HOW IMPORTANT TO OUR MILITARY SUCCESS IN
KOREA WERE THE ARMY AIRPLANES AND HELICOPTERS WHICH

ADJUSTED THE FIRE OF OUR WEAPONS, MOVED OUR RESERVES

OF MEN AND EQUIPMENT, AND ALLOWED COMMANDERS TO FOLLOW

CLOSELY THE COURSE OF THE BATTLE/ IT WAS 125 MILES FROM

MY HEADQUARTERS IN SEOUL TO THE RIGHT FLANK OF THE EIGHTH

ARMY LINE, BUT I COULD GET THERE AND STAND ON A MOUNTAIN-

TOP IN THE OUTPOST LINE IN LESS THAN AN HOUR/ WE ARE *also*
the possibilities given an attack ~~JUST BEING SENSED~~
INTERESTED IN THE FLYING PLATFORM/ WE ARE WORKING TOWARD

HELICOPTERS AND CONVERTIPLANES OF GREATLY INCREASED

CARGO CAPACITY TO ENABLE US TO TRANSPORT SIGNIFICANT

NUMBERS OF MEN AND QUANTITIES OF EQUIPMENT AND SUPPLIES

ACROSS ~~NEARLY~~ ANY KIND OF TERRAIN IN THE COMBAT ZONE/

THE KOREAN OPERATION DID NOT DEVELOP THE ULTIMATE
CAPABILITIES OF THE HELICOPTER, BUT IT EMPHASIZED ITS
GREAT POSSIBILITIES. *THE "CHOPPER" AS THE SOLDIERS CALLED THEM* IT SAVED UNTOLD MAN HOURS OF EFFORT
IN MOVING HEAVY LOADS FROM THE VALLEYS TO THE RUGGED *Mountain*
PEAKS, ~~OF THE AREA~~ HEAVY FORTIFICATION MATERIALS INDISPENSABLE
FOR THE PROTECTION OF THE FRONT WERE MOVED READILY INTO
AREAS HITHERTO ACCESSIBLE ONLY TO THE TOILING KOREAN
WITH A PRIMITIVE A-FRAME ON HIS BACK. THE HELICOPTER CAN
MANY FILL ~~THE~~ GAPS IN BATTLEFIELD TRANSPORT. IF A BRIDGE IS
BLOWN, IT FORMS AN AERIAL ARCH. IF ROADS ARE IMPASSABLE
AND RAILROADS ARE LACKING, IT PERMITS THE CONTINUED FLOW
OF SUPPLIES TO SUSTAIN COMBAT.

WE ARE INTERESTED IN ALL MEASURES TO OVERCOME NOT
ONLY PROBLEMS OF COMBAT BUT ALSO WHAT GENERAL BRADLEY
CALLED THE "TYRANNY OF LOGISTICS THAT OVERSHADOWS ANY

TACTICAL MOVEMENT IN WAR." OVER AND OVER, TACTICAL
ACHIEVEMENT HAS BEEN LIMITED BY LOGISTICAL POTENTIAL
WE HAVE OFTEN HEARD IT SAID THAT PATTON'S THIRD ARMY
WAS HALTED IN ITS DASH ACROSS WESTERN EUROPE BY RUNNING
OUT OF GAS. THIS IS NOT QUITE ACCURATE WE HAD THE GAS,
BUT WE COULDN'T GET IT TO HIM IT WAS FUNDAMENTALLY A
LACK OF THE MEANS TO TRANSPORT GAS WHICH CAUSED THE
DIFFICULTY

CURRENT

LET ME RECOUNT SOME OF OUR ~~SPECIFIC~~ MEASURES TO
Army
IMPROVE OUR TRANSPORTATION PROCEDURES WE ARE MAKING
SOME HEADWAY IN REDUCING THE TIME-CONSUMING METHODS
WHICH HAVE CHARACTERIZED THE LOADING AND DISCHARGE OF
SHIPS IN AN ERA OF THE POSSIBLE USE OF A-WEAPONS, WE CAN
NOT PERMIT SHIP TURN-AROUND TIMES OF THREE TO EIGHT DAYS,
WITH THE ATTENDANT CONCENTRATION OF LUCRATIVE TARGETS

IN THE SOUTH PACIFIC AT ONE TIME IN 1942, 75 SHIPS LAY AT ANCHOR IN A PORT WHICH COULD DISCHARGE ONLY FOUR SHIPS A WEEK | THAT SORT OF THING CAN'T HAPPEN AGAIN! | THE CONGRESS HAS APPROVED THE PURCHASE OR LEASE OF A NUMBER OF VESSELS CAPABLE OF TRANSPORTING, LOADING, AND UNLOADING RAILROAD ROLLING STOCK ON RAILS BY THE ROLL-ON-ROLL-OFF METHOD, AS WELL AS WHEELED AND TRACKED MILITARY VEHICLES TO BE LOADED AND DISCHARGED UNDER THEIR OWN POWER. | THESE SEA-TRAIN, FERRY-TYPE SHIPS MAY ASSUME INCREASING IMPORTANCE | SHIPS BUILT TO LET CARGO ROLL OFF, JUST AS OIL TANKERS PERMIT THEIR CARGO TO FLOW OFF, MAY BE THE ANSWER TO THE MILITARY NEED FOR A MORE RAPID DISCHARGE OF OCEAN FREIGHT |

IN ATOMIC WAR, LARGE FIXED PORTS MAY BE SO VULNERABLE TO LARGE-SCALE DESTRUCTION THAT WE CANNOT PLACE OUR FULL DEPENDENCE ON THEM | AS THEY WILL PROBABLY BE PRIME TARGETS,

WE MUST DEVELOP ALTERNATIVE METHODS OF GETTING LARGE
TONNAGES ASHORE TO COMBAT FORCES/ ONE OBVIOUS SOLUTION
IS UNLOADING OVER THE BEACH/ WE MAY HAVE TO HAVE MOBILE
PORTS ABLE TO SUBSTITUTE FOR CONVENTIONAL PORTS WHOSE
USE MAY BE DENIED BY THE THREAT OR USE OF ATOMIC WEAPONS/
IN THIS CONNECTION, THE ARMY IS EXPLORING THE AERIAL TRAM-
WAY, A LARGER VERSION OF A SKI-TOW/ SEVERAL PROTOTYPES
ARE ALREADY IN EXISTENCE FOR LOGISTICAL TESTING/ AT FORT
EUSTIS, THE ARMY HAS AN AERIAL TRAMWAY OVER 4500 FEET IN
LENGTH, SUSPENDED ON 75-FOOT TOWERS/ THIS FUNICULAR
CAN BE AND HAS BEEN USED FROM MOUNTAIN PEAK TO MOUNTAIN
PEAK, BUT IT WILL BE MOST USEFUL, WE BELIEVE, IN SUPPORT OF
MILITARY OPERATIONS OVER THE BEACH/ A RELATED ITEM OF
NEW EQUIPMENT IS IN THE DeLONG PIER, THE BASIC COMPONENT
OF OUR PREFABRICATED PORT/ TEN-TON CARS ON AERIAL CABLES

WILL HANDLE ABOUT 80 TONS OF CARGO AN HOUR, TURNING OUT
THE CARGO CAPACITY OF A SMALL SIZE PORT/

THUS FAR, I HAVE TALKED ABOUT TACTICAL MOBILITY AND
OF IMPROVEMENTS IN THE LOGISTIC SUPPORT UPON WHICH
TACTICAL SUCCESS DEPENDS/ BUT THERE IS ANOTHER TYPE OF
MOBILITY IN WHICH THE ARMY IS VITALLY INTERESTED -- THE
ABILITY TO MOVE RAPIDLY TO DISTANT POINTS ABOUT THE EARTH'S
SURFACE TO APPLY MILITARY FORCE IN ACCORDANCE WITH OUR
NATIONAL POLICIES AND DECISIONS/

THIS REQUIREMENT FOR STRATEGIC MOBILITY WILL FACE
THE ARMY AS A PHASE OF GENERAL OR LOCAL WAR/ THE MEANS
OF TRANSPORTATION USED WILL DEPEND ON THE SITUATION/ IF
THE CONDITIONS IN THE UNITED STATES ARE SIMILAR TO WORLD
WARS I, II, AND THE KOREAN WAR, OUR OVERSEAS DEPLOYMENTS
MAY FOLLOW THE CONVENTIONAL PATTERN, DEPENDING LARGELY

ON OCEAN SHIPPING / IF THE TIME FACTOR IS URGENT, IF ENEMY
BOMBING DAMAGES OUR PORTS, OR IF ENEMY SUBMARINES OBSTRUCT
OUR SEA LANES, THE ARMY MUST LOOK TO THE AIR FOR ITS
STRATEGIC MOBILITY / WE HAVE A LONG WAY TO GO TO REACH
A STATE OF READINESS IN AIRBORNE STRATEGIC MOBILITY CONSONANT
WITH THE NEEDS OF THE ARMY / THERE IS MUCH TO BE DONE BY
THE AIR FORCE, BY CIVIL AVIATION, AND BY THE ARMY ITSELF IN
ORDER TO PRODUCE THE COOPERATIVE RESULTS REQUIRED / APART
FROM THE RESPONSIBILITIES OF OTHER AGENCIES IN THIS IMPORTANT
FIELD, THE ARMY HAS ITS OWN WORK CUT OUT IN IMPROVING THE
AIR TRANSPORTABILITY OF ITS EQUIPMENT | WEIGHT AND COMPLEXITY
ARE THE ENEMIES OF THIS OBJECTIVE, A FACT WHICH MUST BE
WRITTEN LARGE AT THE HEAD OF EVERY STUDY OF ARMY SUPPLIES
AND EQUIPMENT /

THE MEANS TO IMPROVE OUR STRATEGIC INTER-
CONTINENTAL MOBILITY ARE NOT ENTIRELY WITHIN THE
CONTROL OF THE ARMY | TO A LARGE DEGREE WE ARE HITCH-
HIKERS AND STRAPHANGERS, DEPENDENT ON THE OTHER SERVICES
AND ^{ON} CIVIL AVIATION FOR THE INDISPENSABLE RIDE WHICH MAY
MEAN VICTORY OR DEFEAT ON THE GROUND IN SOME DISTANT AREA |
WE NEED A SYMPATHETIC UNDERSTANDING OF OUR TRANSPORTATION
NEEDS IF WE ARE TO BE ABLE TO GET ^{TO} SOME IMPORTANT PLACE
"FUSTEST WITH THE MOSTEST MEN," TO QUOTE A FAMOUS ^{CIVIL WAR}
EXPONENT OF MOBILITY, ~~NATHAN BEDFORD FORREST~~ |

IN CLOSING, LET ME SAY THAT THE NATION NEEDS A POWERFUL
ARMY CAPABLE OF COPING PROMPTLY WITH MILITARY SITUATIONS
WHEREVER THEY MAY OCCUR | THE ARMY HAS POWERFUL ~~NEW~~
WEAPONS, BUT IT IS THE COMBINATION OF FIREPOWER AND MOBILITY
THAT WINS WARS | THE ARMY'S FIREPOWER IS GROWING STEADILY,

BUT THE DEVELOPMENT OF ADEQUATE MOBILITY IS LAGGING

BEHIND.) THE ARMY DOES NOT YET HAVE THE DEGREE OF MOBILITY

ON THE SEA OR IN THE AIR WHICH IT CONSIDERS ESSENTIAL TO

ENABLE IT TO BRING ITS FIREPOWER TO POSSIBLE AREAS OF

DECISION IN SUFFICIENT QUANTITIES AT THE RATE REQUIRED/

I INVITE YOU EXPERTS TO DIRECT YOUR INTEREST AND COMPETENCE

TO SOME OF THE UNRESOLVED MOBILITY PROBLEMS OF THE ARMY/

IN WAR, VICTORY IS TO THE STRONG AND TO THE SWIFT/ DURING

THE ARMY'S AIRBORNE INVASION OF HOLLAND IN SEPTEMBER -

OCTOBER, 1944 THERE WAS A CRITICAL BRIDGE AT NIJMEGEN

OVER THE WAAL RIVER IN FULL VIEW OF THE GERMANS AT ARNHEM/

THE BRITISH had hung

OVER THE BRIDGE ~~WAS~~ A SIGN WHICH ACTED AS A POWERFUL

STIMULUS TO MILITARY MOTORISTS: "THIS BRIDGE IS UNDER FIRE/

GET MOBILE."/

OUR WORLD IS UNDER FIRE/ IT BEHOOVES THE ARMY --

OUR ARMY -- TO GET MOBILE/ WITH YOUR HELP WE PROPOSE

TO DO SO/

-END-