



Division Transportation Officer & Mobility Officer

Newsletter

Volume IX, Issue 2 | April—June 2013



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prepared by

**Deployment Process
Modernization Office
Bldg 12500
2401 Quarters Rd
Fort Lee, VA 23801**

<http://www.cascom.army.mil/deploy>

DPMO publishes the DTO/MO Newsletter four times a year. DPMO is an Army G3/4 chartered organization that serves as the Army deployment proponent. The DTO/MO Newsletter is a vehicle to disseminate recent developments in Army deployment concepts, procedures, and issues. The intent is to provide a flow of information among readers around the globe. This periodical is governed by Army Regulation 25-30 (The Army Publishing Program).

Director

Mr. Bob Brackett
DSN 539-0939

COMM (804) 765-0939
robert.brackett@us.army.mil

Editor/Layout/Distribution

Mr. Kevin Rhodes
DSN 539-0930

COMM (804) 765-0930
kevin.rhodes@us.army.mil

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To Subscribe or Unsubscribe, Please Email: kevin.rhodes@us.army.mil

FROM THE DESK OF THE CHIEF OF TRANSPORTATION



Teammates! This will be my final DTO/MO Newsletter as my time has come to transition to new horizons. Yet, I leave with a great admiration and respect for the work of the DTO/MOs and all the key players and integrators of deployment, redeployment, and power projection operations in our distribution network - from tactical to strategic.

As you have read in several publications of this newsletter over the last couple years, as our Army transitions from an "Army at War" to an "Army in Preparation" (for what's next), our ability to conduct Expeditionary Employment of Army Forces becomes ever-more essential. I urge you all to stay decisively engaged in all activities associated with the Rapid Expeditionary Deployment Initiative (REDI) as we enable our Army's transition not to a "garrison" based Army, but to a "power projection" based Army!

We have an obligation as the subject matter experts and deployment/distribution integrators to spearhead our Army into an era founded on strategic maneuver and rapid deployment, employment, and redeployment. Deploy/Redeploy is back as a Mission Essential Task (MET) and we need to be the connective tissue that integrates all these activities and enables responsive, effective execution. We have developed a Command Deployment Discipline Program (CDDP) that will be out for worldwide staffing within a couple weeks. It's intent is to elevate the command emphasis of this key "rail of readiness". You can expect EDREs/SEDREs for no-notice deployments to be back in vogue and become a more integral aspect to Home Station Training in a regionally aligned, power projection based force. As a reminder as well, AR 525-93 Army Deployment and Redeployment was officially released/published Nov 2012.

The purpose of REDI is: Vision: Improved, standardized, implemented and maintained deployment readiness and capability; End-state: REDI enables rapid, credible military response options...Our Army is committed to this at all levels...it is our mission as "integrators of deployment and distribution in everything that we do"...to make it a reality.

Thank you for all your do every day to make a positive difference. Our Army is in the midst of an historic inflection into the 21s Century, paradigmatic change, game-changes, and uncertainty will be the norm, achieving excellence in power projection is one of the keys to our success as an Army moving forward, and you are all key touch-points in that journey....As we say - getting there is the hardest part - we want to be the best at getting there and getting back in the same level of effectiveness.

Let's sustain the momentum in 2013 and make a big leap forward in enhancing deployment and distribution capabilities and skill sets for our Army...as Partners in Sustainment Excellence.

Spearhead of Logistics...Spearheading Logistics into the Future!

v/R Your 26th COT (let's keep the comms lines open moving forward)

v/R Your 26th COT (let's keep the comms lines open moving forward)

BG Stephen E. Farmen

26th Chief of Transportation
 Commandant, U.S. Army Transportation School
 Comm: 804-765-7444 (o)
 804-888-3856 (bb)
 DSN: 539-7444
stephen.e.farmen@us.army.mil
stephen.e.farmen@us.army.smil.mil

Spearhead of Logistics...Spearheading Logistics into the Future! Partners in Sustainment Excellence...



• Distribution White Paper



• Chief of Transportation
 • Regimental CSM

On the Move....

FORSCOM/USARC TC-AIMS II Enterprise Migration

by Mr. David Rogers, Functional Analyst

Over the past four months, Automated Movement and Identification Solutions (AMIS), in conjunction with U.S. Army Forces Command (FORSCOM), supported the migration of U.S. Army Reserve Command (USARC) units from Transportation Coordinators' – Automated Information for Movements System II (TC-AIMS II) standalone and client/server systems to the Enterprise environment. The migration efforts demonstrate the ability to reliably meet annual Computerized Movement Planning and Status System (COMPASS) Organizational Equipment List (OEL) reporting requirements via the TC-AIMS II Enterprise. This project has seen AMIS personnel provide on-site assistance to units across the United States, from Marysville, Wash. to Fort Belvoir, Va. to San Juan, P.R.

The USARC migrations are another component of the FORSCOM plan to transition TC-AIMS II users from standalone and client/server architecture to the Enterprise environment, thereby decreasing software distribution and hardware maintenance requirements and costs. Users interested in migrating to the TC-AIMS II Enterprise are encouraged to contact the Support and Operations Center at (877) 839-0813 or c4isr.support@us.army.mil for more details.

Units migrated to date:

- 335th SIG, Las Vegas, Nev.
- 4th ESC/ 311th ESC, San Antonio, Texas
- 451st ESC, Wichita, Kan.
- MIRC/200th MP CMD, Fort Belvoir, Va.
- 807th MDSC, Salt Lake City, Utah
- 364th ESC, Marysville, Wash.
- 416th ENG CMD, Darien, Ill.
- 1st MSC, San Juan, P.R.
- 3rd MDSC, Atlanta, Ga.
- 143rd ESC, Orlando, Fla.
- 103rd ESC, Des Moines, Iowa

TC-AIMS II Webify Reduces Costs and Increases Performance for Users

by Mr. Charles McCracken, Chief, Functional Management Branch

TC-AIMS II Webify will segment modules into components aligned with the business process areas within Unit Move (asset management, movement planning, movement execution, and system administration). This flow will minimize instruction costs required by the user, as well as reduce cost required for software maintenance and future enhancements. The modernized, enhanced system will substantially reduce maintenance costs and increase performance. In addition to cost reduction, Webify will support Common Access Card (CAC) authentication in the Web application environment, increasing security by eliminating the need for usernames and passwords.



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12th Combat Aviation Brigade Redeployment Rail Operations 2013

by MAJ Charles J. Rozek, Brigade SPO and CPT Michael Kee, Deputy Brigade SPO, 12th Combat Aviation Bde, Katterbach, Germany

As the remaining units of the 12th CAB return home from a deployment in support of OEF, the Support Operations Cell (SPO) prepared itself to receive both the men and women of the Brigade as well as their gear and equipment. From buses, to cranes, to trains, the SPO cell worked tirelessly behind the scenes to coordinate with various civilian and commercial entities to ensure that Soldiers, equipment and gear completed the long journey back safely from Afghanistan to their home stations in Ansbach and Illesheim, Germany.

Due to the make-up of the Support Operations cell, it is uncommon for SPO to actually be tasked to conduct operations where it is solely responsible to plan and execute actual missions. However, there is one major undertaking during a Brigade deployment/redeployment operation in which the SPO must spearhead alone; which is the Brigade Railhead Operation. A mission where the SPO not only prepare the Katterbach Kaserne for a

train arrival, but must also have the personnel and equipment in place to download and move containers and equipment from the railhead to various locations around garrison. This by far is no easy task for any pure staff-section due to numerous reasons, but the SPO was ready and able to do its part to ensure a successful redeployment of the Brigade.

To undertake such as a large task, the SPO had to coordinate with the Movement Control Teams (BMCT), the United States Army Garrison (USAG) - Ansbach, as well as the Brigade in order to receive additional manning support from sister units. In all, the numbers swelled to over 70 personnel required to execute this type of mission safely and successfully. Duties ranged from road guards to direct traffic, medics, teams to remove blocking and bracing from the containers on the railcars, security details, personnel to identify incoming equipment and teams directing flatbed trucks to various locations around post.

With the plan locked in and with all the final coordination complete and in place, the SPO cell was prepared and standing by for the receipt of the incoming trains. The mission finally kicked off on 11 March 2013 and the operation to download two separate trains consisting of 25 railcars had begun. Over the span of two days, The SPO cell and its assigned detail of 70 personnel successfully downloaded, staged, and moved over 112 pieces of equipment and containers ranging from 20ft MILVANS, quad-cons, tri-cons, ISU 90, 463L Pallets, and bi-cons from the Katterbach railhead to various drop points around the post. The mission went as planned. What took almost a month of planning concluded almost as soon as it began. The mission was a success and fortunately completed without issue or injury and with a minimal amount of the dreaded "ICE" complaints that usually arise during such events from the Katterbach community. **"Professionals!"** ♦





Installation Prepares for Rapid-Deployment Push

Story and photo by SSG Heather Denby

More than 100 Soldiers of the 103rd Engineer Company, 94th Engineer Battalion, 4th Maneuver Enhancement Brigade, lined Constitution Avenue on Jan. 28 with equipment and vehicles staged in preparation of rapid-deployment to a domestic, catastrophic incident requiring a presidential declaration for federal response within the continental U.S.

This was a test. This preparation was part of a Joint Task Force – Civil Support Defense Chemical, Biological, Radiological, Nuclear, Response Force Deployment Readiness Exercise.

“The rapid deployment of a horizontal engineer company provides civilian incident commanders with a powerful tool during disaster response missions,” said Maj. Frank Tedeschi, 94th Engineer Bn. training and operations officer. “The collaboration between the installation and the 4th MEB, during this exercise, was exceptional and sets the standard for the deployment of any military capability from Fort Leonard Wood in the future.”

During the exercise, Fort Leonard Wood personnel assigned to the DCRF mission were notified of a notional incident that required immediate response of specialized teams, such as the heavy construction equipment operators assigned to the 103rd Engineer Co.

These Soldiers, when ordered, will deploy in support of state and local authorities in response to a CBRN or natural disaster to

expedite recovery and mitigate loss of human lives.

But the rapid deployment of a company-sized element requires the support of several other agencies from across the installation who aid in the Soldier readiness process.

“It was an honor to coordinate the installation’s support for this exercise,” said Cherie Pinkston, installation readiness specialist. “All Fort Leonard Wood agencies and directorates worked together to construct upon lessons learned so that we are ready to answer our Nation’s call to support our Soldiers, anytime, and all the time.”

Upon notification of the notional incident, Soldiers prepared all military vehicles for transport to the incident site and the Directorate of Plans, Training, Mobilization and Security provided privately-owned vehicle storage for single Soldiers.

Soldiers were then bused to a Soldier Readiness Processing site where the Directorate of Human Resources provided personnel to ensure that all Soldiers were prepared for the deployment by validating medical, dental, legal and personnel records.

Finally, all equipment was inspected by the 4th MEB safety office and the Directorate of Logistics for predetermined load plans.

With personal vehicles stored, bags

packed, personnel records and equipment inspected, Soldiers were notified that the exercise would end prior to the shipment of any items off base.

The 94th Engineer Bn. training and operations officer says that they are prepared to go, at any time.

“Our Soldiers will assure mobility through any disaster site, just like they do on the battlefield, allowing critical civilian and military capabilities to be at the right place, at the right time to save lives and decrease human suffering,” Tedeschi said.

The 103rd Engineer Co. and supporting agencies will continue to refine the rapid deployment process with more exercises slated in the future. ♦



SPC Teresa Sadar, a construction equipment repairer assigned to the 103rd Engineer Company, issues a Soldier Readiness Processing packet to a Soldier at the SRP site.



Addition of Unit Movement Officer Training to the Transportation Basic Officer Leader Course

provided by MAJ John A. Hotek, Course Manager, Transportation Basic Officer Leader Course (TBOLC), Army Logistics University, Ft Lee, VA

In an effort to improve the immediate response capability of the U.S. Army, as well as the ability of its leaders to effectively manage changing mission sets, the Transportation Basic Officer Leader Course (TBOLC) recently integrated the Unit Movement Officer (UMO) Course into the TBOLC curriculum. This joint effort between TBOLC, the U.S. Army Transportation School and CASCOM G3 Training Development not only increases the student’s educational experience, but it also provides gaining units with trained UMO personnel.

The training TBOLC students receive in the new training module is identical to that offered by the UMO Course at the U.S. Army Transportation School. Therefore, upon successful completion of both the UMO and TBOLC programs of instruction, students receive a Certificate of Training for Completion of the Unit Movement Officer Course from the U.S. Army Transportation School. The integration of this training into the TBOLC program of instruction is just one more indicator of how the Transportation Corps continues to leverage its internal capabilities and maximize efficiencies in order to develop integrators of deployment and distribution.



Mine Resistance Ambush Protected (MRAP) Armored Wheel Vehicle

by Jeff Skinner, Chief, ADSO, US Army Transportation School, Ft. Lee, VA

As the Mine Resistance Ambush Protected (MRAP), the Army's battle proven Armored Wheel Vehicle platforms start to populate our units and installations throughout the Army, there are many things we must be aware of.

Armored Wheeled Vehicles (AWV) brings with them a new and unique training requirement for commanders. The unique driving characteristics are unlike those of unarmored vehicles. Several obvious examples are increased stopping distance,

slower acceleration, reduction in payload, lane change reactions, higher center of gravity, etc. Commanders must begin to educate their units on how to properly integrate these vehicles into everyday use as safely and efficiently as possible, since we share both civilian and military road network infrastructure. Although this may seem like a normal everyday task, these oversized vehicles pose many challenges when conducting day to day operations.

The mind set and skills that have become normal daily survival operations during

the last 10 + years tend to make integrating these systems with civilian vehicles very challenging. Commanders must take a hard look at their unit level drivers training programs and make the necessary changes to ensure that Soldiers are trained and prepared to operate MRAPs safely over public roads both on and off the installation as well as throughout military training areas. The following resources are designed to assist units with this transition.



- Commanders must ensure that their Master Driver Trainers (MDT) are fully engaged in daily training requirements as well as assisting in the movement planning and use of these vehicles. For units that do not have this capability, the US Army Transportation Regiment/School has recently developed the Master Driver Trainer Course (ASI M9) that can be requested through the ATRRS Course Catalog under school code 551L. This new course leverages a capability directly to the point of need, and provides unit commanders with proponent trained subject matter experts that will develop, execute and maintain the echelon of driver's training required to safely and efficiently execute standardized drivers training to support daily and war time missions.
- The following Army Regulation, Training Circular, Hand Book, Training Aides Device Simulation Systems (TADSS) and the U.S Army Driver's Training Strategy (ADTS) are available for use.
- AR 600-55 - The Army Driver and Operator Standardization program

- (Selection, Training, Testing, and Licensing). This regulation established standards, polices, and procedure for the selection, training, testing and licensing of operators of Army wheeled vehicles.
- TC 7-31- MRAP Family of Vehicles- provides leaders with the tools they need to produce quality MRAP operators. The TC consists of six (6) chapters and four (4) appendices that cover a full range of training guidance for proper operation of the MRAP. Note that chapter three (3) outlines Driver Selection, Training, and Supervision. This section is key to the licensing process for MRAP operators. Commanders must ensure that this TC is used when developing and improving their unit drivers training programs for vehicles with in this family set.
- MRAP Hand Book 11-11- This hand book will familiarize Soldiers and leaders with the MRAP Family of Vehicles, their capabilities and limitations, and planning considerations for utilizing the vehicle.

- Common Driver Trainer (CDT MRAP Variant) The driver/ trainer simulator provides initial and sustainment driver training at the training institutions and operational installations where these systems are currently being fielded. Unit Commanders/ Master Drivers must take advantage of these simulators to help build effective drivers training programs within their units.
 - Army Driver's training Strategy (ADTS) - provides the Army with a comprehensive drivers training framework. The intent is a coherent, cost effective method of conducting driver training to include developing, fielding and acquiring driver training enablers. It is a transformative strategy designed to standardize how Army drivers and operators will train and sustain their skills.
- Finally, the US Army Transportation Schools Army Driver Standardization Office (ADSO) and the Transportation Regimental Safety Office are available to assist Commanders and Master Drivers with developing safe and effective drivers training programs. ♦



P931 Course: U.S. Army Command & General Staff College: A New Focus On An Old Problem

by MAJ Stacy M. Tomic and Dr. Eric Morrison, US Army Command and General Staff College, Ft Leavenworth, KS

“Sustaining the future force in an era of persistent conflict, under conditions of uncertainty and complexity, requires an adaptive and versatile sustainment framework that is capable of maintaining the force’s freedom of action.”

Major General James L. Hodge

Educationally, how does the Army educate sustainment officers attending the Army’s Command and General Staff Officer’s Course (CGSOC) to develop a Concept of Sustainment that allows the commander freedom of action, while building capacity to respond to changes within the Operational Environment (OE)?

At CGSOC, the Department of Logistics and Resource Operations (DLRO) answer to the challenge is a sustainment planning and problem solving course, P931.

In addition to the general sustainment education provided for all students during the Common Core and Advanced Operations Course (AOC), CGSOC provides education for the Sustainment and Adjutant General Corps, through the Support Operations Officer (SPO) Course. Conducted during the CGSOC Electives period immediately following AOC, the SPO course is an elective that provides branch specific education that includes sustainment planning fundamentals and various sustainment planning tools.

However, the SPO course is taught at the end of the academic year. Several students, including MAJ Geovanni S. Rivera, a recent CGSOC and SPO graduate asked, “Why is this course not provided prior to the start of CGSOC? This course would have provided a doctrinal foundation during the Common Core and AOC for me and all the other sustainers within the college”.

Recognizing the current challenge coming from the field and comments from stu-

dents like MAJ Rivera, DLRO recognized the requirement to develop a program to bridge the knowledge gap.

An initial attempt to bridge the education gap was the Sustainment Planning Tools Seminar, a two-hour brief that covered sustainment doctrine and planning tools. However, the seminar failed to provide sufficient depth and breadth to meet the knowledge gap identified from former students and the field. As a result, the P931 course was established to provide the students with a common doctrinal knowledge base and the crucial tools necessary to enhance planning skills required during CGSOC and meet Hodge’s challenge to sustain all phases of the operation.

What exactly is P931? P931 is an intense 12 – hour curriculum delivered over two days. P931 course discussions include Modular Sustainment Concepts, Tactical Support Operations, Maintenance Operations, Supply and Field Services Operations, Medical Operations, Movement and Distribution Management Operations, Ammunition and POL Operations, and automated planning tools (OPLOG/LEW).

Day one begins with an overview of Army Sustainment, the Levels of War, and Levels of Sustainment. Thereafter, a lesson on the Sustainment Warfighting Functions and its Principles leads to the elements of Sustainment. The lesson block on Logistics, Personnel Services and Health Services Support provides a com-

mon understanding of Sustainment units and their capabilities on the battlefield. The block also provided an awareness of Sustainment units and their command and support relationships. The first day of the course sets the conditions for the capstone exercise conducted on day two.

Day two begins with a quick review of concepts from day one, followed by a two-hour block on MDMP and a concept of sustainment overview to include products used in a running estimate. Collectively lessons from both days provide an understanding of how commodities flow within a theater and set the groundwork for the course’s capstone exercise. The capstone exercise requires students to create a force structure layout within a new theater. The process requires students to analyze and brief functional areas in support of the theater, assesses Reception, Staging, Onward Movement and Integration (RSOI) and concludes with developing a theater opening plan complete with a movement plan for equivalent size brigade organizations.

Ultimately, the success of the exercise is measured by sustainment officers developing an understanding of sustainment planning, unit capabilities, and requirements and passing that along knowledge to their classmates.

As stated in JP 4-0, “Joint Logistics”, “Effective planning enables logisticians to anticipate requirements, and validate, synchronize and integrate them with available resources to minimize

[Click to Read More on Page 22](#)





88M AIT Training: POI 9.5—Focus for Change

by CPT Micah J. Klein, Commander, C Co, 58th Trans Bn, Ft. Leonard Wood, MO

At 0500, 257 of the Army's future Motor Transport Operators prepare for another

highly anticipated day of training at Fort Leonard Wood; the sprawling Missouri base in the middle of the Ozarks.

Here, at Fort Leonard Wood, the Army has been conducting realistic situation-based training for the Transportation Corps' largest military occupational specialty (MOS) for the past 26 years. Recently, however, the 88M training has experienced a change as the 88M training program of instruction shifted its focus to the Army of 2020 campaign plan and developed a more efficient program of instruction (POI).

What has become known as POI 9.5 among the Transportation Corps Officers and Noncommissioned Officers (NCOs) of the 58th Transportation Battalion takes aim at safety and providing the best training possible for our "Logistics Corps maneuver element" Soldiers. As part of POI 9.5, 88M advanced individual training (AIT) Soldiers conduct frequent open-road driving on the streets of Fort Leonard Wood with a proponent-certified instructor for an average of over 14,000 miles per class. The one-on-one instruction takes aim at student safety while providing constant feedback to transportation Soldiers so when they are negotiating the roads forward deployed, they have experience on the techniques for operating safely. All companies within the 58th Transportation Battalion have been awarded or are pending award of the Army Safety Excellence Streamer for their close attention to safety as a result of the new conditions of POI 9.5.

In addition to the improved training environment, the 88M POI has created an increased demand for the number of instructors required to conduct training. Training and Doctrine Command (TRADOC) and the Transportation Corps swiftly reacted to this new requirement and infused the 58th Transportation Battalion with Reserve component instructors from across the United States to provide their recent combat experience and lessons learned while as a Reserve component NCO to the 88M trainees.

In a recent article published by the Fort

Leonard Wood Guidon newspaper, SFC Michael Paige, a mobilized instructor from Pennsylvania, reflected on the reward that he feels being part of such an important mission and conducting the training that he received 30 years ago when the roads were unpaved and the vehicles were of less quality than they are today.

As the Transportation Corps moves towards a standardized and quality educa-

tion for 88M AIT Soldiers, cadre of the 58th Transportation Battalion know their crucial part of the lines of effort and continue to make training more effective in an era of change. Our mission: *to conduct advanced individual training to produce motor transport operators capable of contributing to their first unit of assignment*, remains at the spearhead of the change coming to the Transportation Corps. ♦



58th Transportation Battalion instructor training three AIT Soldiers on how to back up an M915 tractor-trailer.



58th Transportation Battalion instructor training a group of Soldiers on how to properly ground and pick-up an unloaded flatrack on the M1120 Load Handling System

Sustaining the Force: Providing Logistics Support During a Decisive Action NTC Rotation

by CPT Michael R. Caldwell, Commander, D FSC 215th BSB, 6/9 CAV

The eight principles of sustainment, integration, anticipation, responsiveness, simplicity, economy, survivability, continuity, and improvisation are the basic guidelines and fundamentals required to sustain any operation. These principles can be particularly challenging to accomplish within a decisive action operation. We as a Forward Support Company had to take a different approach in sustaining the fight; using a various approaches to ensure we met operate within these principles in order to successfully sustain the Squadron throughout the rotation.

As an FSC, it is imperative that leadership on all levels have a complete understanding of the Common Operational Picture (COP). Throughout NTC, we learned how critical it is to understand what all supported Troops are doing so we could better anticipate logistical requirements for their mission set. For instance, if a Troop was in the defense, there would be a larger requirement for CL IV and less of a requirement fuel. Having that understanding helps determine how to properly employ assets. This is a concept that I will refer to as the 'Tailor-Made' concept. With the supply lines being as long as they were at times, were able to increase responsiveness by sending a Forward Logistics Elements (FLE) out at key points of the operation, having the right assets are in the right place at the right time. During NTC, we had success with this concept because we as an FSC were integrated in the plans process.

We identified shortfalls requested additional assets as required and employed a logistics packages forward to sustain the fight effectively

The establishment of the UMCP and the capabilities we had at that site is yet another example of the 'Tailor-Made' logistics concept. The fundamental key in deciding what assets needed at the UMCP was driven by what was required to repair as far forward as possible and have a maintenance exchange point to support the Combat Repair Teams that are further forward with their respective Troop. A critical lesson learned was the absolute necessity of LogSynchs which includes the synchronization of the main-



tenance issues. Communication proved to be a challenge that we to overcome on various levels, but once everyone was on the same page, a severely low Operational Readiness rate increased to above 90 percent.

Field feeding proved to be a true morale booster throughout NTC. A challenge was incorporating the meal cycle delivery with the Logistic Release Point (LRP) times. With most of our being early morning and only having dinner short order meal modules, we made the conscious decision to send out the rations on somewhat of a reverse cycle. Most people would agree that Soldiers would rather have steak and potatoes for breakfast instead of an MRE. Again, just another way we tailored operations to better support the mission.

Distribution operations are especially critical during a decisive action operation. During the rotation we had the Troop Supply Sergeants embedded with the Distro platoon and it proved to be a key factor in ensuring supplies were properly distributed. Essentially, those supply representatives served as liaisons for their respective Troops and we were able to effectively push out supplies from the Field Trains which was located in the Brigade Support Area.

Essentially, as a Forward Support Commander is absolutely imperative to have an understanding of the entire operational plan. It is equally as imperative to have a current understanding of commodities on hand and asset availability and capabilities. This will in turn allow you to identify shortfalls promptly and facilitate proactive support instead of reactive. Knowing what you have is half the battle, the other half is know how to employ what you do have in an efficient manner. ♦



McCoy Gets Upgraded Software System to Facilitate Cargo Shipments

Story & photos by Rob Schuette, Public Affairs Staff

Fort McCoy is among the first Army installations to be fielded the web-based version of the Cargo Management Operations System (CMOS). CMOS eventually will help the Department of Defense (DoD) standardize equipment movement operations.

D.J. Eckland of the Fort McCoy Freight Office said the installation sought the CMOS program to enhance visibility of shipments and further automate the shipment process.

The process started about a year ago, and the system was fielded this winter when there was less training to impact the transfer, Eckland said. The new system will be in place to help support the exercises and summer training.

The CMOS software program has been used by the Air Force since 1991 to track cargo shipments, said Bernard Crosby, a traffic management specialist with the Program Management Office from Gunter Air Force Base, Ala. Crosby was a member of the team that fielded the system at McCoy. He also was a member of the Air Force and one of the first users when CMOS originally was fielded for the Air Force.

“The fielding of the CMOS to the Army will help allow everyone to use the same system and to communicate equipment movement electronically instead of hav-

ing to do it via phone,” Crosby said. “If Air Force personnel deploy overseas to support Army missions, it also means they won’t have to learn a new system to support the Army.”

Several joint Army-Air Force bases already are solely using the CMOS, as are Navy and Marine organizations, he said. James Anderson, a Transportation Information System Specialist for the Deployment, Process and Modernization Office, at Fort Lee, Va., and also a member of the fielding team, said two Army installations, Fort Eustis, Va., and Fort Knox, Ky., had served as pilot Army organizations for the stand-alone testing of the software.

The stand-alone CMOS equipment at Fort Eustis and Fort Knox was upgraded to the web-based program in January.

Anderson said the system uses bar codes to allow for scanning information, so it is much more accurate than the systems it’s replacing, which relied on manual data entry.

Fort McCoy CMOS users received one week of training on the new system from the fielding team. The system installation was finished during the second week the team was at Fort McCoy.

The installation of the system at Fort McCoy kicks off CMOS fielding at 22 Army organizations in 2013. CMOS installation is scheduled at 40 Army installations in

each of the years 2014 and 2015.

“We will be able to use the lessons we learn from the fielding the system at Fort McCoy to better field the system at other locations,” Anderson said. “As more and more installations and other organizations have this equipment, the system will become more standardized and yield better data for all of the users.”

The goal is to make the CMOS a “purple” system that would serve all DoD users, he said.

CMOS allows the system data to be managed to show the status of equipment movements, Anderson and Crosby said. ♦



Nellie Prater, freight management specialist for Fort McCoy, is advised by Master Sgt. Jason Bond, a Cargo Management Operations System program functional analyst of Gunter Annex, Ala., in using the Cargo Management Operations System software.

841ST TRANSPORTATION BATTALION (SDDC) CHARLESTON, SC

1050 Remount Road, North Charleston, SC 29406
(843)743-0383

841st Transportation Battalion Deployment Smart Book

Purpose: This handbook is specifically designed to assist the UMO and first-line supervisor in sealift deployment planning and execution; although all levels of command will benefit in being familiar with the procedures contained herein.

Scope: The handbook is NOT an official SDDC publication, but it is a guide based on numerous lessons learned from OIF/OEF deployments. By following this guide, the deployment process will be expedited through ports in the 841st Transportation Battalion area of responsibility. The handbook also will assist in deploying through other sea ports of embarkation, (SPOEs), but units should verify procedures with their designated port operator prior to actual shipment of cargo.

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Operation Midnight Sun: Multifunctional Logistics in the Last Frontier

By MAJ Timothy J. Barrett, Support Operations Officer, 17th Combat Sustainment Support Battalion

The 17th CSSB's Mission

The commander of my unit, the 17th Combat Sustainment Support Battalion (CSSB), believed that taking on this mission would be a great training opportunity and would engage multiple capabilities within the battalion. As time would show, this event also provided a great opportunity for the CSSB to work with multiple DOD entities, including the U.S. Air Force, Alaska Army National Guard, and USCG. Because of the 17th CSSB's many deployments in recent years, the battalion headquarters and the 109th Transportation Company (established in Alaska in 2006 and 2009 respectively) had never before been available at the same time to conduct this mission. This operation included the recently formed 205th Ordnance Platoon to support ASP operations.

Because of our location, we conducted our coordination and planning through the U.S. Army Alaska (US-ARAK) G-4 rather than through the battalion's nominal headquar-

ters, the 45th Sustainment Brigade.

We realized early in the planning process that the mission included a requirement to retrograde ammunition from FWA and JBER to the Port of Valdez (in addition to delivering the ammunition). We were eager to take on this portion of the mission, but the USARAK G-4 gave us some sage advice: It was preferable to get our foot in the door and do the small things well, build our reputation as a premiere support battalion, and then increase missions in the future. The point was well taken.

Reconnaissance

The reconnaissance for this operation was conducted in February. The reconnaissance team included the support operations officer (SPO) and members of the 109th Transportation Company. Before our departure, we contacted the Surface Deployment and Distribution Center-Alaska (SDDC-AK) commander to plan our itinerary. Our first stop was to the Alaska Army National

Guard's armory in Valdez, where we would stage and conduct our operations.

We made a few quick observations. First, the snowfall in Alaska that year broke records. More than 8 feet of snow had accumulated throughout the city and at the Port of Valdez. This would affect the execution of our operations in May. We also observed a significant lack of space within the armory to support both a sleeping area and a maintenance area. Another venue to support maintenance operations had to be found.

We later met with the director of the Port of Valdez, who gave us a tour of the port and an overview of how it operated. During our reconnaissance, we noted a Coast Guard maintenance bay just east of the port director's office. We then met with the Coast Guard warrant officer, who directed us to his colleague's motor shop on the far side of Valdez. The USCG kindly offered not only its maintenance bay for backup support but also its galley to feed the permanent party.

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Multi-National Distribution Forward Operating Base DELTA Case Study: Sep 07— Aug 08

prepared 3 December 2012 by MAJ Kyle Weaver, MAJ Danilo Green, and Dr. Eric Morrison, US Army Command and General Staff College, Ft Leavenworth, KS

Background

The 7th Sustainment Brigade (SB) deployed in support of Operation Iraqi Freedom from September 2007 to December 2008. This deployment proved to be unique relative to the brigade’s previous deployments because it would be responsible for sustaining several non-U.S. forces. Specifically, in addition to supporting U.S. forces and contractors, the brigade supported a Republic of Georgia Infantry Brigade, a separate Republic of Georgia Infantry Company, a Romanian Unmanned Aerial Vehicle (UAV) detachment, and an El Salvadorian Infantry Battalion. Integrating each of these units into the brigade’s concept of sustainment presented several challenges.

The 7th SB’s struggle to synchronize sustainment with the Georgian Infantry Brigade created a great deal of operational friction not only between both brigades, but also it strained the 7th SB’s distribution support assets. The crux of the issue was in coordinating with the Georgian Brigade to receive contracted refrigerated vans (REFER vans) from 7th SB convoys and immediately escort those assets to one of their six outlying patrol bases. Synchronizing REFER van receipt from Kuwait and onward movement to outlying patrol bases was essential to ensure that perishable foods did not spoil enroute to the supported unit. Limited In-Transit Visibility (ITV) on FOB (Forward Operating Base) DELTA made it difficult to provide accurate REFER van numbers to the Georgian Brigade in order for the brigade to manifest those assets and plan for escorts according to their tactical procedures. This fluid and sometimes inaccurate reporting often meant the Georgian

Brigade convoys would be delayed hours if not a day depending on circumstances. Consequently, this distribution interruption in turn postponed the 7th SB convoys’ return to Tallil Air Base in Iraq and the return of the REFER vans into the Class I theater distribution system.

The 7th SB tried several approaches to solving this problem. In addition to putting greater effort into improving its ITV of corps REFER vans moving north from Kuwait, the 7th SB’s initial response to reducing the friction between itself and the Georgian Brigade was to improve the professional rapport between the units; 7th SB officers would update the Georgian Brigade in person whenever there was a change to the projected number of inbound REFER vans. Unfortunately the relationship between the units never improved and frustration ensued. On the one hand, the Georgian Brigade expected the 7th SB to provide them more responsive support—they wanted enough lead-time from the 7th SB so that they could receive and escort REFER vans according to their timeline. On the other hand, the 7th SB expected the Georgian Brigade to be more flexible like the other U.S. units—when there was a change in inbound REFER vans, U.S. units would simply make pen and ink changes to their manifest and integrate the assets accordingly into their convoy.

Satisfactory synchronization and integration into the planned concept of support was not achieved with the Georgian Brigade during the deployment. In order to quickly reduce the REFER van bottleneck with the Georgian Brigade, the 7th SB ultimately chose to escort the REFER vans to the Georgian patrol bases di-

rectly. The 7th SB allocated additional convoy protection assets to convoys conducting replenishment operations at FOB DELTA so that those protection assets could escort the REFER vans while other classes of supply were being downloaded. While this course of action did eliminate the REFER van bottleneck, this decision created two effects. First, additional convoy protection assets were used when none were previously required. Second, the 7th SB replenishment convoys had to remain at FOB DELTA additional hours in order to wait for the protection assets to return.

The 7th SB had a similar challenge working with the separate Georgian Infantry Company; failure to synchronize the distribution process strained the 7th SB distribution pipeline. The Georgian Company was tasked to provide security for a brigade-level Border Transition Team (BTT) operating along the Iraq/Iran border. In addition to providing physical security for the BTT training compound, the Georgian Company was responsible for escorting 7th SB convoy assets to the border and back to FOB DELTA.

The Georgian Company focused the majority of its effort into securing the BTT compound and only sent security platforms to secure 7th SB sustainment trucks when the BTT compound began to run out of supplies such as CLI and CLIII(B). Since the Georgian Company did not routinely pick up their supplies, which also included CLII and CLX for training the Iraqi border patrol, the BTT supplies caused a backlog at the FOB DELTA Central Receiving and Shipping Point (CRSP) yard. Consequently, this backlog created..

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950th TC AUSTERE CHALLENGE

By Sgt. 1st Class Narada Stephens

The 950th Transportation Company (TC) closed out 2012 with another successful mission during the month of December, 2012 in support of Exercise AUSTERE CHALLENGE 12. The 950th TC served as the Single Port Manager at the Port of Bremerhaven, coordinating the discharge and download of cargo from MV VASALAND. With a strong focus on prior planning and safety, it was extremely important to ensure that all 374 pieces of cargo belonging to the 10th Army Air & Missile Defense Command, located in Kaiserslautern, Germany, were documented and accounted for as soon as they came off the vessel.

AUSTERE CHALLENGE 12 was a bi-lateral exercise between the U.S. and Israel. It is one of the largest and most significant joint exercises within the region. U.S. European Command (USEUCOM) and the Israel Defense Forces (IDF) successfully concluded Austere Challenge 2012 (AC12), a large-scale air defense field training and command post simulation exercise. AC12 was designed to improve interoperability between the U.S. and Israeli militaries and was conducted as part of a long-standing strategic agreement between USEUCOM and the IDF to hold bi-lateral training exercises on a regular basis. AC12 was cooperatively planned for more than two years, involving more than 3,500 U.S. personnel from the U.S. military and more than 1,000 IDF personnel. Military observers from both USEUCOM and the IDF were pleased with the results and said AC12 enabled participants to learn from each other's knowledge and experience. Though driven by the overall situation in the Middle East,

the exercise did not relate to any specific current incident or development.

The 950th TC had to remain flexible during the time of the exercise due to unstable conditions while the exercise was being conducted. Because the Gaza conflict starting before we had moved out all of the exercise equipment, several courses of action had to be considered based on when the equipment could return. The 950th TC was able to utilize the extensive experience within the company to plan for an unconfirmed vessel arrival.

Prior to the early morning start, First Sgt. Jermaine Taylor and Safety Officer Nils Pfuhl ensured that everyone understood the importance of safety throughout the mission. In below freezing temperatures, downloading of MV VASALAND commenced upon arrival mid December, 2012. The Cargo Documenting Section was responsible for accounting each piece of equipment by validating the Military Shipping Label (MSL) and information that was retrieved from the Global Air Transportation Execution System (GATES). Once all cargo was downloaded, the Marine Cargo Section staged the pieces in Bremerhaven Port utilizing an ICODES-generated plan as well as coordinating the rail and truck uploads with the local BMCT. A total of four trains were loaded for the duration of the mission. Commercial trucks were also used to line-haul the last four pieces of oversized cargo. The 950th TC successfully completed the mission with no complications, displaying the level of professionalism that exists within the Army Transportation Corps.

The redeployment was successful due to detailed planning and synchronization leading up to the deployment of exercise equipment in September 2012. Key lessons learned from the deployment and redeployment phases of the operation were as follows:

1. For every exercise involving the deployment/redeployment of equipment it is imperative to have single Mission Command for movement planning, coordination and synchronization. 10th AAMDC was the largest deploying unit for the exercise and could have benefitted from being charged with providing overall support/synchronization, unit movement functions, for all elements deploying for the exercise.
2. 10th AAMDC Unit Movement Officers did exceptionally well at planning and execution of their equipment movements. It is imperative that units get back to basics with regard to UMO functions, as after greater than 10 years at war, UMO functions have atrophied. US Army Europe units have had the luxury of having Deployment Specialists from US Army Europe HQ's, keen oversight from the US Army Europe, G3 Movement Operations Center and for large movements, the benefit of SDDC Deployment and Distribution Support Teams (DDST) prior to and during deployment ROC Drills in order to avert documentation issues which may arise when equipment arrives at the port. In this era of fiscal uncertainty it is imperative that units focus on the basics so that they can maintain deployment proficiency, in the event that deployment enablers are unavailable. ♦



2/2 SBCT Redeployment Move (Port to Fort)

by MSG Robert Brotoski, 7th ID SR Trans Supervisor

What would seem like a substantial logistical challenge was made to look like an interagency piece of cake by the civilians and Soldiers from JBLM and SDDC in the recent offloading and Port to Fort move of 2/2 SBCT's equipment redeploying from Theatre on March 4th 2013.

From the first IPR through the many rock drills and route recons to the final operation this was a mission that speaks volumes of what various Transportation Units and Agencies can do when they put their minds to it.

All of 2/2's equipment as well as a number of "V Hull" Strykers bound for PM Stryker at JBLM, arrived on the MV Green Bay on 27 February 2013. The teamwork of 2/2 SBCT's Mobility Team and the

833rd Transportation Battalion Detachment personnel supervised the download ensuring to segregate the sensitive items containers as well as pre-staging the containers sorting them by receiving Battalions.

Following the offload and departure of the ship over the weekend, the real work began as the M915A5 Trucks began rolling out of 513th TC's motor-pool at 0600 on Monday morning the 4th of March headed to Tacoma Port.

As the Work Horse Soldiers from the 513th were just getting on I-5 heading north, the M1120 HEMTT LHS's from the 21's CTC; both units hailing from 593rd SUS BDE and 13th CSSB, also began rolling to the Installation Transportation Department (ITD) area of operations setting up the Central Receiving and Ship-

ping Point (CRSP) yard with 2/2's Brigade Mobility personnel to ultimately receive all of the containers and rolling stock brought from the port by the 513th.

The result of all of the great planning by all of the elements including SDDC, Trans Shops from I CORPS, 7th ID and the 593rd SB SPO Trans could be seen from all areas of operations. Whether it was 2/2 SBCT's (special thanks to CW2 Melanie Ober and SFC Charles McCorkle) personnel overseeing the movement of their rolling stock out of the port, 833rd's movement team supervising the loading of the trucks, 513th personnel switching a loaded trailer for an empty one at JBLM or the CTC personnel working with ITD personnel to process the containers; it was clear that this was an outstanding example of TC Hard at Work!!" ♦



"Bayonet!!"

Nothing Happens Till' Something Moves!!



Drivers from 513th Truck Company along side the Port of Tacoma dock, preparing to strap down their loads, with Mount Rainer in the background

Spearhead....





An XO's Perspective at NTC

by 1LT Juliana Burkley III, Executive Officer, D FSC 215th BSB, 6/9 CAV

The National Training Center (NTC), set in the Mojave Desert in Fort Irwin, California, is a place that can and will thoroughly test a unit's capabilities. If not properly trained or prepared, it can reveal some harsh realities about a unit, but it can also provide a unit the opportunity to shine if they work as a team. As a now four time participant of the NTC experience, I realized quickly that just like the three previous times, you can't assume that you know everything, because there is always something that can be learned. As far as the headquarters section goes, I quickly realized that I had a lot to learn about battle tracking, as well as how the field feeding section should work.

Upon jumping out to Tactical Assemble Area (TAA) Chicago, and setting up the Command and Control (C2) node in the Command Track, I realized rather quickly that you can't just have anyone sitting on "radio watch" 24 hours a day and think that everything is going to be fine. You have to have someone on the radio that can take in information from the radio or Force XXI Battle Command, Brigade and Below (FBCB2), digest it, and quickly know how to disseminate the information either back over the radio to someone else or give the information to someone on ground who knows what to do with the information without having to have one of the "Big 3" around to take care of it. Initially there were eight personnel on radio watch pulling three hours apiece. After the first 24 to 36 hours, it became evident that this was not going to work. It wasn't that the per-

sonnel were not trying, but that they just wasn't very competent or confident on the radio, nor were they efficient at getting either myself, the Commander or the First Sergeant the proper information in ample time for us to be able to execute any mission that needed to happen in a timely manner. We quickly trimmed that number down to four personnel, all of whom had training on the radio which made for a more efficiently run C2 node.

Another problem that we were able to overcome as a section was a lack of automations. As a company, we have four FBCB2 systems assigned to us; one in the Command Track, one in the Commander's vehicle, one in the Distribution Platoon Leader's vehicle and one in the Maintenance Platoon Leader's vehicle. Due to miscommunication and a lack of PCI on my part, only one (from the Command Track) of the four was actually taken to NTC. Because of this, we weren't able to track the Distribution Platoon accurately when they were out conducting LRP Operations. If there was any benefit to all of this though, was the fact that we were forced to use a regular map, which is something that the Army has gotten away from primarily due to systems like the FBCB2. We also had an MTS system in the C2 node, but the connectors did not work, so we were unable to use it during the rotation.

After getting through some initial rough patches along with a little help from the Observer Controller Trainers (OCTs), the Command Track started to take shape. We were able to update graphics on the map as incidents from the battle were called in. Each Soldier that worked in the command track understood what would be considered a Commander's Critical

Information Requirement (CCIR) and who to get that information to. The group also became very proficient in setting up and breaking down the Command Track. By the end of the rotation, the HQs section was running on auto pilot.

As far as the field feeding section is concerned, one of the primary issues with the operations as I saw it was not having an area for that section to conduct "proper" personal hygiene. The last thing that anyone wants to do is contribute to the poor health of his/her Soldiers. At a minimum, the Field Feeding section should have been afforded the opportunity to take some sort of hygiene break at least every three days. This way you don't run the risk of passing along some germ or virus that could very well cripple your unit. The good thing about the field feeding section was that they were able to prepare meals at any given time and get it to the supply sergeants so that they could get the food to their respective troops. Due to the OPTEMPO, our Senior Food Specialist routinely prepared meals at odd hours to ensure that the maneuver unit had a hot meal, even if it was the first meal of the day.

In summary, no matter how much you think you may know, there is something that can always be improved on. I am sure that not only the Headquarters and Field Feeding sections learned a lot, but the Maintenance and Distributions sections did as well. One of the biggest lessons that I will take from the rotation is to always expect the unexpected. You never know what may happen or what scenario you or your section may be faced with. If you approach it with an open mind and are able to adapt to the situation at hand, you will not fail. ♦

Status of the DEA Program



Currently the DEA program is going through the same budget constraints as the rest of the Army. There are no changes to the current Competition Year Self-Nomination Category and preparing Unit Deployment Packets through 30 November 2013. CY 2012 Board results will be released later in the year.

Changes that are in effect:

- All Validation and Operational Deployment trips have been cancelled to date, pending any future funding and travel resolutions.
- The Combined Logistics Award Ceremony has been postponed from 4 June 2013 until 4 September 2013.



Maintenance Collection Point (MCP) Operations at NTC

by 2LT Christopher M. Bond, M&S Platoon Leader, D FSC 215th BSB, 6/9 CAV

Force on force conflict at NTC provides a different set of challenges when compared to FOB operations, or any other operations that have been conducted over the last 10 years regarding to maintenance. Establishing an effective MCP requires close coordination between several points within the squadron, to include: FSC headquarters, Squadron headquarters, and Headquarters Headquarters Troop, while still holding the capability of contacting each forward troop individually and rapidly. Effective and reliable forms of communication are an absolute necessity, as the MCP is a stand-alone element, located only one echelon behind the forward line of advance while employing only a handful of soldiers.

Soldiers located at this point on the battlefield are not only responsible for squadron maintenance, but also of site security. To put things in perspective, a maintenance element of roughly 20 soldiers and an HHT element of roughly 25, must maintain 100% site security at all times, and in our specific case, soldiers manned Observation Posts (3 soldiers 2 hour shift) and executed a roaming guard (4 soldiers 2 hour shift) - with a SOG (1 NCO 2 hour shift), round the clock, the duration of the field problem. These security operations tend to fluctuate with the battle rhythm, leaning more heavily personnel wise upon HHT when squadron maintenance load and recovery operations become more

demanding, or vice versa when casualties are taken from the troops or CASEVACS are requested.

The general idea of the MCP is not to stand and fight upon contact with the enemy, but to be able to displace rapidly to a new location, before the enemy even knows you are there. As a soft target, knowing your capabilities and effectively planning rapid movement become your cornerstone. By the end of rotation 13-03, 6-9's MCP had displaced six times, and each time was smoother and more rapid than the one prior. On order, maintenance assets could be packed and staged within 20 minutes, and at a new location some 15km away, traveling at 25MPH, within an hour. Establishing a 'new site security SOP' will expedite movement and occupation processes, meaning each vehicle and piece of equipment has a set location within the convoy, at the new site, and sectors of fire already established before arrival at the new site (to include crew served weapons). This level of fidelity requires close coordination between HHT commander and M&S PL, but will pay dividends in night movement for hasty setup.

The greater challenges of MCP ops lay within communication and establishing an effective work/ rest cycle. The nature of field maintenance ensures that recovery operations can be required at any point in time, more commonly at night, as per increased chances of vehicle rollover due to

terrain. Ensuring your recovery section is well rested and has a quick response time requires close management of work/ rest cycle.

Communication, by MTOE- for an ARS FSC may be difficult at the MCP, as only one FBCB2 is allotted for the section; belonging to the Maintenance Control Officer. An OE-254 is also available by MTOE for M&S and each CRT deployed forward, which may be a little known fact to our unit or any other. D FSC did not have an FBCB2 of our own at the MCP, or an OE-254, requiring leadership to communicate through an HHT FBCB2 at a degraded rate. Considering the MCP was far from in range of any squadron asset via normal radio, communication was painful and slow.

In closure, maintaining a sound tactical awareness, and uninhibited communication can ease the MCP operations process. Being a soft target, but remaining highly mobile- mitigates lack of combat power, as long as employment of those moves and new site location are determined by accurate intelligence. Knowing your combat and communications capabilities, planning for them, and adapting to them quickly and effectively, will determine the abilities of your MCP. As long as soldiers and leadership from the FSC and HHT can coordinate and convey their requirements clearly, working together, the site will be operationally effective and secure. ♦





Lesson Learned from My First NTC Rotation

by 1LT Emmanuel Hollist, Squadron Maintenance Officer, D FSC 215th BSB, 6/9 CAV

At the end of the 6 months of training at home station prior to NTC, I was certain that we were fully prepared to handle any possible training related issue that may arise during NTC. As the SMO, I had full confidence in the competence of my mechanics and clerks. However, the problems we faced at NTC were not centered only on maintenance as we had prepared for at home station. The maintenance problems we faced came coupled with inadequate communication systems, and shortages of critical parts needed for repairs. Briefly, I like to mention that my intention in this article is not to blame, but to provide insight and advice for any other maintenance officer out there that is yet to have his or her share of life in the “box”.

The communication issues my team experienced can be attributed to a shortage of two key systems. The first one was the unavailability of long range communication radio systems to all maintenance personnel. The farther apart elements of the squadron were dispersed across the battle field, the harder it transmit or re-

ceive timely information. This problem hindered effective communication between the UMCP (which was located in the CTCP) with the rest of the squadron. Consequently, we resorted to the heavy use of FBCB2 stations as the primary communication system. FBCB2s bridged the vacuum created by lack or long range radios. However, the shortages of FBCB2 stations lead to over sharing, which impeded timely information flow and in some cases information loss. As you can imagine in both cases, the challenges with communication systems we faced limited our ability to provide timely maintenance reports and requisitioning of needed parts.

Speaking of parts, the inability of the SSA to provide major critical parts for repairs in a timely manner was a haunting issue we experienced. To be fair, this issue actually stems from funding freezes that caused back orders and sometimes a need to reorder parts. Even when the parts “arrived” going to pick them up was quite a wild goose chase. I remember watching my clerks returning empty handed numerous times after been told that that need critical part was available for pick up. This was not only frustrating

for us, but it was for the maneuver troops as well. Controlled “cannibalization” almost became the better option over waiting on parts.

Lack of information on events transpiring on the battlefield in my opinion was a disadvantage as we could not anticipate the needed support. In a sense, I felt that we were always on the reaction mode more than being able to take proper initiative. At this point, I would emphasize the necessity to understand key lingo and operations of the maneuver units that could serve as hints for what class IX parts or recovery assets that might be needed.

We did adjust and managed to handle the situations the best we could towards the end of our rotation. Consequently through the challenges of NTC, I realized the need to modify home station training to include similar scenarios just as we faced. In addition, fielding and training maintenance crews with adequate and dedicated long range communication systems with “retrans” capabilities should be paramount during home station training as this would greatly increase the unit’s readiness. ♦



U.S. Patriot Batteries Deploy to Turkey

by Major Erin Humelsine, XO, 839th Trans Bn (SDDC), Leghorn Army Depot, Italy

Two Patriot batteries from the United States deployed to Turkey in support of NATO’s commitment to Turkey’s security. We stand with our Turkish Allies in the spirit of solidarity; we are determined to defend the Turkish people and their territory. The Battery(s) will augment Turkey’s self-defense capabilities.

The Patriot Battery(s) will be deployed in a purely defensive role and it will not be used to set up a no-fly zone or any offensive operation. The Patriots are being deployed to de-escalate the situation along the Turkey-Syrian border, and demonstrate Alliance solidarity and resolve. Patriots can be used against missiles and aircraft that may threaten Turkey, however in this instance the focus is on defense against short-range ballistic missiles. (Source: USAREUR PA)

On 23 Jan 2013, five members of the 839th Transportation Battalion went to the Port of Iskenderun, Turkey to support the NATO in the move of a U.S. Patriot Battalion from the port to the final location of Gaziantep, Turkey (more commonly known as Site G). The team included Major Humelsine, Sgt 1st Class Hamler, Mr. Akyildiz, Mr. Irin and Mr. Gonan. The team’s purpose was to be the Single Port Manager for the 143 pieces of cargo to be discharged from the Alliance Charleston and to provide onward movement support if needed.

Prior to the arrival of the *MV Alliance Charleston*, coordination needed to be conducted with the local port, the S&RTS Contractor, Turkish Customs, Turkish Military, 627th MCT, and 21st Theater Sustainment Command. Every group represented had their own agenda and ways of doing their job, the coordination meetings were extremely successful to ensure on the day of execution the off load would be done in a safe and efficient manner.

The 21st TSC held a Rock Drill on 30 Jan 2013, where every entity who had a part in the operation from cargo discharge

through the movement to Gaziantep briefed and rehearsed their role in the mission. The *MV Alliance Charleston* berthed on 31 Jan 2103. The discharge lasted for 6.5 hours with all cargo being safely staged in the staging area ready for onward movement to Gaziantep.

During the discharge Major Humelsine gave an AFN interview and provided the local PAO access to view the discharge from onboard the vessel. Due to the high visibility and sensitivity of the cargo there was extensive media coverage from many different nations. ♦



Lessons Learned: Deployment and Redeployment Multi-Modal CONOPs

by MAJ Jason M. Kahne, 159th Combat Aviation Brigade, Ft. Campbell, KY

Over the last several years, units have conducted multi-modal operations to overcome some of the geographic and transportation challenges encountered by operating in Afghanistan. The combination of sealift and airlift transportation modes reduces transportation costs and allows for more efficient use of limited air cargo assets. However, conducting multi-modal operations creates a unique set of challenges for deploying and redeploying units. Successfully conducting multi-modal operations requires building a cohesive Joint Contingency Operation (CONOP) Team, developing a detailed plan that effectively communicates the requirements to the supporting services but is still flexible enough to meet the needs of the supported service, and operating products that simplify communication. The 159th CAB's recent deployment to Afghanistan required a multi-modal Rota CONOP for deployment and a Diego Garcia CONOP for redeployment.

The first step to building of a cohesive Naval, Air Force, and Army CONOP team started with a Pre-Deployment Site Survey (PDSS) and planning conference. The 159th CAB's Rota CONOP deployment PDSS and planning conference coincided with another CAB's Rota CONOP. The PDSS and planning conference allowed the 159th CAB to reconnoiter installation facilities and capabilities, meet key players and build relationships with sister services and multiple agencies, and receive an immediate first-hand AAR by watching a CONOP in progress. The 159th CAB's Diego Garcia redeployment PDSS and planning conference achieved all the same objectives minus first-hand observations of another unit in execution. Following the PDSS and planning conference, key leaders from the Army, Air Force, Navy, and other agencies conducted several IPRs via Defense Connect Online (DCO). These IPRs allowed key players from all services and supporting agencies to identify and address issues and requirements. Subsequent IPRs ensured the appropriate service or support agency provided the proper resources and solutions.

The 159th CAB built multi-modal cargo ULNs utilizing intermediate locations (ILOC) specifically for multi-modal operations. All cargo and associated paperwork was packed and annotated to airlift standards to ensure that administrative paperwork requirements at the multi-modal site was kept to an absolute minimum. The vessel was loaded in a Last-In First-Out (LIFO) to better facilitate multi-modal operations. The last item loaded on the vessel were stacks of 463L pallets and the "golden container" containing all operational support equipment. It contained dunnage, shoring, chains, binders, and C2 support equipment. Aircraft and containers were also loaded in reverse chalk order. Tanker Airlift Control Center (TACC) pre-approved chalk load plans, but the units had the flexibility to reshuffle chalks as required. The deployed CAB controlled the bi-directional flow of aircraft and sensitive-items (SI) containers into and out of theater to ensure RC-S maintained the appropriate mix of combat power and aviation support assets.

A color-coded chalk calendar was an effective tool used to communicate which helicopter airframes were loaded onto each C-5 chalk and which subordinate aviation task force those helicopters belonged. This product became a living document that tracked the current projected flow of chalks into and out of theater. Each change came with a successive version number. Another product was a detailed "playbook" that accompanied each version of the color-coded chalk calendar that identified each helicopter by tail number, each container by TCN, and every Soldier that accompanying each chalk. The detailed playbook ensured the proper build-team personnel were available to download each C-5 chalk and that onward transportation was coordinated for containers. US-TRANSCOM specifically mentioned this "play-book" during the force-flow conference at Scott AFB as a necessary ingredient for multi-modal success. ♦



Helicopters towing from pier to airfield





Unit Deployment and Redeployment Capabilities: Examples of BCTs Getting back to the Basics - Part II

by LTC Michael Arnold, Commander 842nd Transportation Battalion, Lt. Cmdr. Elbert Pama, Commander, Pacific Northwest Detachment, and MAJ Leslie Grayham, BN S3, 842nd Transportation Battalion

The previous article on this subject, "Unit Deployment Capability: The Need to Get Back to the Basics!" Part 1 by COL Charles Brown, Commander of the 597th Transportation Brigade, can be viewed in the January-March 2013 issue of the DTO/MO Newsletter.

It's no secret that with the current fiscal crisis in our government and its potential impact on our military forces for how we conduct operations, military organizations, and the leaders in them, must develop innovative procedures to accomplish their missions and to maintain readiness. Members of Military Surface Deployment and Distribution Command's 842nd Transportation Battalion, headquartered in Beaumont, TX and their OP-CON Pacific Northwest Detachment, headquartered in Seattle, Wash., have been busy implementing deployment training techniques and procedures to support numerous I Corps and in III Corps Brigade Combat Teams' ability to accomplish a very significant aspect of their mission...the ability to deploy and redeploy themselves! Key aspects of being successful in today's operational environment include increasing units' proficiency on tasks associated with the deployment process.

In the previous article on this subject, COL Charles Brown, Commander of the 597th Transportation Brigade, discussed how "the his brigade has been providing CONUS-based units with deployment and redeployment 'assistance' in partnership with Reserve Component Soldiers from the Deployment Support Command, headquartered in Birmingham, AL, for the past decade as we have supported operations in Iraq and Afghanistan." He explained that most of the assistance that had previously been provided was "sourced with Over-Seas Contingency (OCO) funding and supported by what is called a 'Deployment and Distribution Support Team" (DDST)." Based on the high OPTEMPO in the unit deployment cycle, this type of support provided by SDDC was designed to take a more active role working with Division Transportation Officers (DTOs), Unit Movement Officers (UMOs), and Installation Transportation Officers (ITOs) as units prepared to deploy

and returned from deployment. In essence, SDDC's role in the BCT deployment cycle during OIF and OEF could be described as having a significant portion of the "heavy lifting" responsibilities.

Recently however, with reduced fiscal resources and possible significant reductions in OCO funding, SDDC units, like the 842nd Transportation Battalion and its OP-CON Pacific Northwest Detachment (PNW-D), have been working with BCTs in I Corps and III Corps to find innovative ways to enable units to take on more organic responsibilities to deploy and redeploy themselves... with more of a supporting and limited role by SDDC units in lieu of the robust support provided by the DDSTs. Granted, the 597th Transportation Brigade and its subordinate battalions are committed to our continued support to deploying and redeploying units, but in today's environment we must do this with far less resources and with far more innovation.

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Inspections of Rolling Stock



Scanning Operations



25th ID is “Getting Back to the Basics”

by MAJ Altwan Whitfield, CPT Mark Kinsey, CW3 Robert Stout, SGM Mathew Calhoun, SFC James Swenson, and SGT Candy Vierling / 25th ID DTO Team

Working around the clock, a team composed of Soldiers from 25th ID, the Navy and Air Force joined forces with civilians and contractors to off-load MV GREEN BAY on February 20-21. The huge ship was hauling trucks, trailers, aviation equipment and other pieces of rolling stock and cargo that had been used by the 25th Combat Aviation Brigade in Afghanistan. The off-load was a joint effort by the 25th ID DTO team, the 3BDE and 25th CAB Soldiers, NAVSUP Fleet Logistics Center Pearl Harbor Ocean Terminals Division, and the ITO office.

Off-loads are not uncommon on the island of Oahu, but this one was notable because of the budget constraints. Typically, off-loads rely heavily on contracted stevedores and cargo handling personnel from mainland Naval Reserve units; however, for the GREEN BAY off-load, 25ID elected to “get back to the basics” and

rely on its own soldiers to fill the shoes of contractors and reserve personnel. In addition, NAVSUP FLCPH used a team of Sailors and Airmen, as well as, its own civilian personnel. Many Soldiers in the division were unfamiliar with the duties and responsibilities of being a stevedore, therefore, a team from the Navy came down and taught several soldiers the basics of “chain breaking”

Throughout the off-load, a visitor would have seen teams of Army, Navy, Air Force and civilian personnel working side-by-side doing the tough and dirty stevedore jobs deep in the holds of the ship. The 25ID provided the largest contingent – nearly 40 personnel – and we were organized into teams that unlash cargo, drove trucks, and performed emergency maintenance on vehicles that appeared to have no intentions of ever moving again.

Approximately 24 hours after its arrival in port, the GREEN BAY cast off its lines and returned to sea, leaving behind 480 pieces of rolling stock, containers . . . and spectacular results. Although the off-load had been projected to take 36 hours, the joint team completed the operation in 20 hours. In addition, the cost savings were tremendous and were estimated to have been approximately \$100,000 less than the cost of a fully-contracted off-load.

This display of jointness and team effort is how 25ID’s DTO team plans to help the Division to “Get back to the Basics”. With the shift of focus to the PACOM AOR, it is vital to our Division’s readiness to be trained and proficient at transportation task that has been supported in the by past by contractors. Our team is focused and committed to reorganizing our internal and external SOPs to meet the needs of the PACOM AOR. ♦



Soldiers, Sailors and Airmen receiving safety brief for MV GREEN BAY download



Need to Contact Divisional Transportation Officers (DTOs) and Mobility Officers (MOs) [CLICK HERE](#)

Need to Contact Installation Transportation Officers (ITOs) and Unit Movement Coordinators (UMCs) [CLICK HERE](#)

continued from page 7: A New Focus on an Old Problem

duplication of effort, resolve shortfalls, mitigate risk and ensure effective support of CCDR [combatant commander] requirements.” A complete understanding of automated planning tools is essential for sustainment officers to achieve the requirements laid out in the above quote.

P931 introduces the capabilities and limitations of two automated tools, and how to effectively use the tools. One of the tools demonstrated, the Logistics Estimate Worksheet (LEW) is a Microsoft Excel workbook developed by LTC (Ret) David Sales and others at the Army Logistics Management College.

LEW uses current doctrine, modular forces and Combined Arms Support Command planning factors to provide a comprehensive estimate of sustainment requirements based on user-defined criteria. In addition to all classes of supply, maintenance, transportation, ambulance requirements for medical evacuation, personnel and maintenance losses, the LEW also provides factors for unique problems such as pack-mule usage and requirements and building a Forward

Operating Base (FOB). LEW also allows the user to tailor standard organizations by overriding standard inputs. In the past several years, LTC Damian Green significantly expanded the tool to make the LEW relevant for today’s complex operating environment. For example, during the POL block of instruction, the LEW can assist the staff to identify the capacity to store and distribute CL III (B) during all phases of the operation. Additionally, the LEW helps identify the number and types of units required for the mission. The most recent version of LEW is located on AKO.

Hodge’s challenge to all sustainment professionals to sustain the future force in an uncertain and complex environment requires an innovative approach to educate sustainment professionals. Given such a complicated responsibility, sustainment planners need all the tools they can get. For sustainment, medical service, and adjutant general corps officers attending CGSOC, P931 provides a common doctrinal base and an understanding of automated planning tools to plan rap-

idly and in sufficient detail to provide commanders the operational reach, and freedom of action necessary to complete the mission. ♦

Major Michael Ludwick is an instructor for the Department of Logistics and Resource Operations (DLRO) at the U.S. Army Command & General Staff College, Fort Leavenworth, Kansas. He is a graduate of the Command & General Staff College with a B.A. degree from University of Northern Colorado and an M.S.A. degree from Central Michigan University. His Army assignments included company command, Bn executive and Bn support operations officer with additional staff positions at the brigade, division and army level.

Mr. Mike Weaver, a retired Marine, is an Assistant Professor in the Department of Logistics and Resource Operations (DLRO) at the Command and General Staff College. He is a graduate of Command and General Staff Course, the Marine Corps Advanced Logistics Officers Course, and earned a Masters of Science in Public Administration from Webster University.



Re-launching of Residential Defense Transportation Regulation (DTR) Part II/MILSTAMP & Basic Freight Traffic Courses

by CW4 William L McClain, Chief, Professional Military Training Division, United States Army Transportation School

To bridge the gap between the operating and generating force, The United States Army Transportation School has reintroduced the resident Basic Freight Traffic Course (BFTC) and the Defense Transportation Regulation (DTR) Part II/MILSTAMP Course at Fort Lee, Virginia. The BFTC scope of training provides Transportation officer functions; motor, rail, water and air carrier industries; routing; tariffs and tenders; transportation security; hazardous cargo; loss and damage; freight documentation; detention and demurrage; carrier performance program; Global Freight Management (GFM) System/Electronic Transportation Acquisition (ETA); and the role of the Transportation Component Commands. The DTR Part II/MILSTAMP provides an overview of Defense Transportation Regulation (DTR) Part II/MILSTAMP application and its interface with other military standard transportation systems. Subjects include activity address directories, Transportation Account Code (TAC), shipment planning, Transportation Control and Movement Document (TCMD) preparation, clearance procedures, address marking, ocean cargo and air terminal documentation, shipment tracing, and in-transit data reporting. Both courses are vital to personnel working within the Defense Transportation System and therefore will serve as a good foundation for the transportation community.

Defense Transportation Regulation (DTR) Part II/MILSTAMP Courses for FY 13

- 11-15 March 2013
- 1-5 April 2013
- 29 April- 3 May 2013

Basic Freight Traffic Course (BFTC) for FY 12

- 18-29 March 2013
- 8-19 April 2013
- 5-17 May 2013

Please contact your training personnel to schedule these courses for FY 13 and FY14 in Army Training Requirements and Resources System (ATRRS). Spearhead!

continued from page 12: Multi-National Distribution FOB DELTA Case Study

a bottleneck for other supplies being transshipped from FOB DELTA, because only four Soldiers were assigned to the FOB's small CRSP yard.

Lessons Learned

Similar to their approach with the Georgian Brigade, in order to resolve the backlog problem, the 7th SB chose to increase lateral coordination between itself and the Georgian security company. However, coordination convoy escorts proved to be difficult due to the language barrier between the two units. There were few English to Georgian translators available on the BTT compound; the majority of translators on the compound spoke Georgian and Arabic. As a result, the 7th SB and the Georgian Company had to communicate through a series of translators over the phone. On the BTT compound, the Georgian Soldiers spoke to their Georgian/Arabic translator, who in turn spoke in Arabic to the English/Arabic translator over the phone, who in turn relayed the message to the 7th SB Soldiers. This inefficient method of communication often led to misunderstandings and increased frustration for both units and did not lead itself to building good working relationships between the Soldiers.

Since the 7th SB was unable to send an English to Georgian translator to the BTT compound to be used strictly for sustainment coordination, the 7th SB chose to dedicate 7th SB convoy assets to throughput supplies to the BTT patrol base. This course of action created an additional one to two day distribution missions for the 7th SB where no require-

ment existed using the "spoke and hub" method, which required convoy escorts from the Georgian security company. Again, this course of action chose to bypass the requirement to work and coordinate with the Georgian unit and provide direct supply distribution support to the BTT patrol base.

Relative to the sustainment challenges the 7th SB faced in supporting both the Georgian Brigade and the separate Georgian Company, the 7th SB was able to integrate the El Salvadorian Battalion and the Romanian UAV detachment seamlessly into the planned concept of sustainment. The El Salvadorian Battalion's mission was to partner with and assist the local Iraqi government agencies in the area. Although the majority of its units remained on FOB DELTA, the El Salvadorians did have a few outlying patrol bases. Unlike the 7th SB's relationship with the Georgians, the 7th SB was able to build and maintain a good working relationship with the El Salvadorians. A Spanish-speaking Soldier from the 7th SB met and coordinated with El Salvadorian Soldiers daily. The El Salvadorians seemed to appreciate the face-to-face interaction and as a result, they were more willing to be flexible with and adapt their sustainment plans according to any unforeseen sustainment issues the 7th SB faced with inbound corps convoys.

The 7th SB also built and maintained a good working relationship with the Romanian UAV detachment. The Romanian detachment's mission was to record and transmit detailed imagery to Multi-

National Division Central-South. In addition to routine supply support, the 7th SB worked closely with the Romanian detachment to track its supply of aviation gas (AVGAS) in the supply system. Because of 7th SB's daily interaction, the Romanian detachment provided the 7th SB LNO with updated imagery of its Main Supply Routes and Alternate Supply Routes as a gesture of good will. As a result, the 7th SB was able to leverage the imagery to gain and maintain situational awareness of key distribution routes to FOB DELTA.

Conclusion

Although this case study demonstrated that building and maintaining a good professional working relationship between foreign units to resolve existing friction does not always work, the concept is worth exercising at every given opportunity (US Army, 2006). Often, these established working relationships turn into friendships; however, even though the working relationship sometimes does not create friendships, it does create a high level of respect (Myers, 2009). Over time, organizations perform tasks for other organizations not out of obligation, but out of mutual friendship and/or respect. ♦

Bibliography

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