



The Spearhead

2ND QUARTER EDITION: FY23

REFUEL ON THE MOVE OPERATIONS

Logistics Focus

PIER OVER DECKING SYSTEM (PODS)

Rapidly Available Interface for
Trans-loading (RAIL)

LEADERSHIP FROM THE MOUND

Communication, Teamwork, and Staff
Functionality

Inside

From the
Desk...

USATA (WH)
Highlight

DRAM: Overview,
Issues, & Pro-
posed Solutions

& More!

I N T H I S I S S U E

2ND QUARTER EDITION: FY23



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FROM THE DESK OF...

The 33rd Chief of Transportation



Team Transportation,

This has been an incredibly exciting quarter with the Transportation Corps hitting the ground running in the new year! From the superb execution of Operation Deep Freeze in Antarctica, Pacific Pathways, and other operations by Transporters in tactical units around the globe, to the development of Transportation Professionals here at the Transportation School, to forward progress on all things modernization, the Transportation Corps is thriving.

A few highlights:

I am excited to say that our podcast “Coffee with the COT” has continued to highlight great opportunities within the Transportation Corps this quarter. We published an episode where we met with members of the White House Transportation Agency; in the episode they

provided insight into the amazing organization and how you can apply to serve in it! On our latest episode we met with Mr. Billy Kirby and SFC Melvin Cerdillo from the Army Drivers Standardization Office where we discussed an overview of the M9 Master Driver Course and the resources the Transportation School can provide to the force. You can find these podcasts and other great content on the U.S. Army Transportation Corps Facebook page. If you have any questions you want answered in a “Coffee with the COT” episode, send them in to the Spearhead Editorial Team!

We’ve got a lot of exciting events and activities coming up in the next quarter. On 5 January 2023, the Under Secretary of Defense for Acquisition and Sustainment, William A. LaPlante, directed all Department of Defense organizations to fully implement the Naming Commission recommendations; this comes based off the guidance outlined in Section 370 of the United States National Defense Authorization Act for Fiscal Year 2021 (NDAA) establishing the “Commission on the Naming of Items of the Department of Defense that Commemorate the Confederate States of America (CSA).” We are excited to announce the redesignation of Fort Lee to Fort Gregg-Adams in honor of LTG(R) Arthur Gregg and LTC(R) Charity Adams. The Transportation Corps will also be redesignating five of our LCU vessels. You

can read more about our vessel redesignation and the significance of the new names found on page 16 in this issue of *The Spearhead*.

The Transportation School is in the midst of conducting our “Of The Year”, Distinguished Member of the Regiment, and Hall of Fame boards for this year’s awardees and inductees. We are excited to honor all awardees and inductees during our Regimental Day on 15 May 2023. This year we have received a record number of packets for our Hall of Fame, DMOR, and “Of the Year” nominations. We want to continue to create history and honor those within our regiment that have made tremendous contributions and shaped the Corps for years to come. This event will be followed by the Sustainment Center of Excellence Sustainment Week events from 16 – 18 May 2023, culminating with the Sustainment Ball.

I’d also like to highlight our upcoming critical task sites selection boards (CTSSB) June—August 2023. These boards are critical to ensuring we are training current and future Transporters on the most critical tasks they will perform in their specialties. Your participation in these boards is vital for the future of the Transportation Corps. For more information on participating in the upcoming CTSSBs, please see page 31 of this issue of *The Spearhead*.

**MOBILITY MEANS LETHALITY AND
SURVIVABILITY!**

SPEARHEAD!

FROM THE DESK OF...

The 15th Transportation Regimental Command Sergeant Major



Teammates,

Good day Transporters, it gives me great pleasure to provide a few words for this quarter's edition of *The Spearhead* Magazine. First, I'd like to thank you and your families for the continued support to our Corps and our nation. Because of your commitment, the Transportation School continues to drive change and provide DOTMLPF-P solutions in support of large-scale operations. Our nonstop distribution of personnel and commodities continue to enable readiness across the globe. We are fully aware that none of this is possible without our team of transportation professionals globally dispersed to various camps, posts, and stations. Our people are undoubtedly our greatest weapon. This includes our Soldiers, allied partners, Civilians, and Families.

"Our People are what makes our Army and our Nation strong."

Our Army is at a critical point and in need of your assistance. For the first time in decades, we're having difficulties acquiring and retaining talent. This is not an Army problem! This is a problem for our nation. As I said earlier "our people" are what makes our Army and our Nation strong. To have an effective Army, we must recruit and develop a capable force.

This is why we need your assistance. To assist local recruiters, the Army unveiled the Soldier Referral Program. The Soldier Referral Program is open to all Soldiers. Soldiers who assist recruiters can receive a one-time rank advancement or earn the Army Recruiting Ribbon. Soldiers from Private through Private First Class will be eligible for a single rank advancement. This advancement will be awarded if their qualified

referral enlists and ships to Basic Combat Training or One Station Unit Training. Specialists and sergeants can earn ten promotion points by earning the U.S. Army Recruiting Ribbon. The ribbon consists of four award levels, each worth 10 promotion points. Any Soldier, whether officer or enlisted, who has a qualified referral enlist and ship to Basic Combat Training will be eligible for the ribbon.

Every Soldier is a recruiter! And your story matters! Let's create opportunities for others to "Be all that they can be!" Thanks for all

"The Soldier Referral Program can earn any Soldier the Army Recruiting Ribbon, if the qualified enlist and ships to Basic Combat Training"

you do. Please continue to tag us on our social-media platforms or visit our website at www.transportation.army.mil

**SPEARHEAD!
BE ALL YOU CAN BE!**

NOTHING HAPPENS UNTIL SOMETHING MOVES!

SPEARHEAD!

FROM THE DESK OF...

The 6th Transportation Regimental Chief Warrant Officer



Team Spearhead!

We continue to move the ball forward at an amazing pace throughout the Transportation Corps and it is due to the outstanding work all of you are doing out there. As the Command Team does battlefield circulation across the force they always return and talk about the amazing things our Transportation teammates and professionals are doing. Be proud of what you do and what you bring to the fight, it is definitely being noticed!!

Our modernization efforts are in full swing across all spectrums of the DOTMLPF-P process. There are several big efforts taking place simultaneously, from the Tactical Wheeled Vehicle and Army Watercraft Strategies to the continuing

development of the Common Tactical Truck, the EHETS and MET, along with the builders' trials for the Maneuver Support Vessel (Light) and the development of our Maneuver Support Vessel (Heavy) requirements.

Another significant effort that has been put in place is the official Human Resources system of record: the Integrated Personnel and Pay System - Army (IPPS-A). As with any major system release there are some challenges to it, we are all struggling to figure out how to use it. Gone are the days of the DA31 and DA4187. We are all now learning what an Absence Request and a Personal Action Request (PAR) are. If I can offer one piece

of advice, be patient. Everyone from our teammates at HRC down to the squad leaders are all learning how it works and how to use it. Become familiar with it, learn how to navigate it and use it. I truly believe in the end it will be a much better system than our previous one, giving transparency at all levels and streamlining processes.

Finally, there is a big change coming to how we recruit future Warrant Officers. We have been charged by Army senior leaders to go outside the box, find new and innovative ways to recruit those highly talented individuals that will be the future of our cohort. So, be on the lookout in the near future for updated prerequisites for all three of our Transportation Corps Warrant Officer MOS's. We are also working through the recently published Army Directive on direct accessions and direct commissioning, two significant efforts that are coming. We are still working to understand them and how to implement them, so more to come in the near future on those two efforts.

Thank you for doing what you do on a daily basis, I continue to hear great things about all that you are doing for the force!!

"Big change coming to how we recruit future Warrant Officers that will be the future of our Cohort"

WE MOVE THE ARMY!

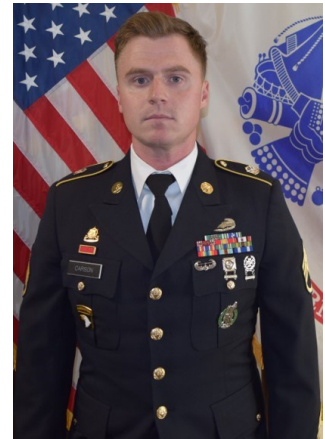
SPEARHEAD!

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SOLDIER SPOTLIGHT

U.S. Army Transportation Agency—White House

Staff Sergeant Jayson Carson, Highway Operations Sergeant (88M), United States Army Transportation Agency – White House (USATA-WH). SSG Carson hails from Mount Holly, NC. He currently serves in the USATA-WH Operations Center. Most notably, SSG Carson is the 2022 USATA-WH Non-Commissioned Officer of the Year. SSG Carson joined the Army to carry on his family's tradition of service to our great Nation. He was also interested in the opportunity to learn and grow professionally, while also receiving assistance to pay for college. While serving in the Army, SSG Carson hopes to leave everything better than he found it. He wants to make an impact on the Soldiers that follow behind him so that they, in turn, can make an impact on their Soldiers. SSG Carson hopes to become a CSM in the Army before he reaches retirement. SSG Carson is currently pursuing a bachelor's degree in Logistical Management and continues to challenge himself professionally and personally every day.



SSG Jayson Carson



FORT McNAIR, DC – An extremely prestigious and specialized organization within the US Transportation Corps is the US Army Transportation Agency – White House (USATA-WH) also known as White House Transportation Agency (WHTA). USATA-WH is located within the National Capital Region (NCR) on Fort McNair, DC and is charged with executing an incredible mission set. USATA-WH is comprised of an experienced team of mature, highly-trained, morally and professionally sound Transporters that are dedicated to providing 24-hour world-wide ground support and cargo handling for the Office of the President, First Family, White House staff, and official guests. Soldiers assigned to this elite organization are considered to be the best of the best that the Army has to offer. During a four-year assignment, there are numerous career opportunities that enable career progression within the Agency. For example, Presidential Support Drivers have the opportunity to advance and serve in the following positions within the Agency: Operations Sergeants; Highway Operations Sergeants; Senior Transportation Supervisor; and Chief Movements Supervisor (88N).

If you feel you have what it takes to be a valued member of a cohesive team while operating in an agile and fast-paced environment in support of the Commander-in-Chief – apply today as a USATA-WH Driver. Contact us today.

To obtain an assignment to WHTA contact our recruiting team to see if you qualify.

P: (202) 757-0753 / 54 / 70

E: whta.recruiting@whmo.mil

W: <http://mdwhome.mdw.army.mil/subordinate-commands/usata>



CIVILIAN SPOTLIGHT

Instructional Systems Specialist Fellows Program

Author: Mrs. Sheila Robinson

Mrs. Ashley LeCorn-Huckaby was accepted into the Career Program 32 (CP-32) Army Fellows Program in October of 2021 and began her Apprenticeship in October of that same year. She is a native of Prince George County, Virginia. She displays strong leadership skills, teamwork, oral and written communication skills, social skills, student growth, and curricula development.

In 2020, she completed her master's degree in Curriculum and Instruction from Liberty University, in the same year she began studying for her Doctoral Degree in Educational Leadership. Lecorn-Huckaby is currently a Doctoral Candidate; she is on track to graduate in December 2023 with her Ed.D. in Educational Leadership.

During her fellowship program she has completed multiple rotational assignments to include CASCOM Quality Assurance, Ordnance Training Development, Quartermaster Basic Skills Education Program (BSEP), and Training Technology Division (TTD). During her rotation with Ordnance, she gained skills in Instructional Design. She completed several projects such as the Miley Hall kiosk, environmental bulletin boards, and created courses using Articulate 360. In BSEP LeCorn-Huckaby instructed adult students in reading to enhance their learning and increase their Armed Forces Qualification Test (AFQT) scores to promote retention, increase re-enlistment options, and improve job performance. In the Training Technology Division, she learned IMI concepts to include blender, adobe pho-

toshop, and adobe audition. She excelled as the lead instructor for BSEP and because of her dedication, teaching skills, and expertise CASCOM was successful in supporting the Army efforts to help AIT Soldiers to improve their test scores and complete BSEP. For her commitment and intellect while working with the AIT Soldiers, Lecorn-Huckaby was awarded the Civilian Service Achievement Medal by MG Simerly.

LeCorn-Huckaby was permanently placed with Highway Movements Branch, Transportation Training Development Department (TDD) and is one of two instructional system specialists in the division. She has collaborated with the Training Development Team to review and educationally assess training documents, researching requirements and capabilities for internal IMI development, and creating a SharePoint site for TDD. Since her assignment with Transportation, she has been tasked with several initiatives throughout her brief tenure with the Training Development Division, and she has actively sought out technological advancements for the Transportation school. She has established positive relationships with her team, enthusiastically urged everyone to participate in training sessions, and one-on-one trainings with her to enhance their skills and capabilities; integrating interactivity in courses. She has completed Individual Student Assessment Plan (ISAP) revisions, observed an Articulate 360 Pilot Course, and an Advanced Leader Course examination making recommendations to improve both. She is also working to con-



Mrs. Ashley Lecorn-Huckaby

vene a workshop where instructors (AC and RC) and training developers collaborate to augment the student learning experience. Her current projects include creating standardized interactive slides for transportation courses and securing licenses for training developers for the most recent Articulate 360 suite. Lecorn-Huckaby also has a vision to acquire space and design a technology room to improve training developers and Instructors' technological capabilities.

The CP-32 is currently working with HQDA to have occupational series 1750 listed as a Mission Critical Occupation (MCO) due to the decreasing number of positions and personnel. This series has a positive education requirement and is difficult to recruit. This occupation is key to the creation of training that keeps pace with learning innovations and technological advancements. Lecorn-Huckaby's skillset is essential to the modernization and optimization of the education and training for the Transportation Corps.

JUNIPER FALCON 2023

Bilateral Exercise Designed to Improve Defense of Israel

Author: Capt. Katherine Alegado

CAMP ARIFJAN, Kuwait -- U.S. Army sustainers provided key logistics support to their fellow joint service members required to sustain operations throughout the bilateral military exercise known as Juniper Falcon 2023 (JF23), recently held between the U.S. and Israel militaries.

The Juniper exercise series, including Juniper Oak 23-2 which was completed in January, consists of U.S. Central Command (USCENTCOM) components and members of the Israeli Defense Force (IDF) to enhance interoperability. The Juniper series was designed to improve coordination between the U.S. and Israeli militaries and was conducted as part of a strategic agreement between the USCENTCOM and the IDF to hold annual training exercises.

U.S. Army Staff Sgt. Juan Alcantara, noncommissioned officer in charge with the 68th Combat Sustainment Support Battalion, shared the importance of cooperation between everyone involved as a key to success. "The mission is very important, especially knowing its concept of operation. It took multiple units to accomplish this mission and without them, it wouldn't have been possible. From the lowest to the highest, it was a team effort. It was all hands on deck and we got it done," Alcantara said.

JF23 was cooperatively planned over the last year, involving more than 250 personnel from the U.S. military and a similar number of IDF personnel. The exercise achieved its goals by enabling participants to learn from each other's knowledge and experience.

Spc. Fabian Pereabarco, movement control specialist with the 948th Movement Control Team (MCT), ex-



Staff Sgt. Elad Koren with the Israel Defense Forces shakes hands with Col. Gerri Jackson with the 143d Expeditionary Sustainment Command during Juniper Falcon 2023, Feb. 9, 2023. (U.S. Army photo by Spc. Cecilia Soriano)

pressed his gratitude for the opportunity to participate in JF23. "Overall, Juniper Falcon has been marvelous. The opportunity of training with the Israeli Defense Force, which presented themselves with great professionalism, is an unforgettable experience. For me, this was truly a learning experience, I learned a lot while working with the Israelis, including some history, the different types of food, and their language," Pereabarco explained.

Soldiers participating in joint exercises like Juniper Oak 23-2 and JF23 are immersed in many cultures, from the exposure to the joint operating environment to partner nations militaries. Similarly, these exercises assess Soldiers' proficiency in their military occupational specialties. U.S. Army sustainers provided the important function in movement of personnel and equipment

throughout the area of operation.

"Being tactically proficient for this mission means understanding how to move within a convoy, such as utilizing proper spacing between vehicles, knowing the capabilities of the vehicles within the movement, and understanding how to best navigate unknown terrain while mitigating risk and injury," said Sgt. Michael Fernandez, NCOIC with the 948th MCT.

This article was previously published on www.army.mil

IMPROVING MOBILITY

Brigade Support Area

Author: Capt. Connor Halliday

Displacing the Brigade Support Area (BSA) takes too long. ATP 4-90, the Brigade Support Battalion (BSB), acknowledges that the BSA does not have sufficient organic transportation assets to move 100% of its personnel and organic equipment in one lift. As a result, the BSA and the BSB are often left vulnerable during BSA displacements and shortcuts are taken in training to mitigate impacts to the supported units. During NTC rotations, and specifically NTC Rotation 19-04, contractors can be used to move the Supply Support Activity (SSA) during BSA displacements. This invalidates the authenticity of the training for combat for several reasons. First, contractors are unlikely to be available to provide this support in combat. Second, the logistics systems and personnel are cheated of valuable training and lessons learned as they do not need to consider how to overcome this problem. Finally, these types of shortcuts in training do not meet the intent of the BCT—to be self-sufficient and mobile.

There are several options the BSB commander and their staff currently must cope with regarding a cumbersome BSA that cannot be moved with organic assets. First, the BSB commander may decide to evacuate equipment or materiel back to a higher echelon of support. However, this course of action only mitigates the problem for the BSB, and unfortunately creates a problem for the sustainment brigade supporting the BSB. Second, the BSB commander may decide to have the Distribution Company (DC) conduct multiple flips, or trips back and forth from the new BSA from the old BSA. However, this delays sustainment operations until the new BSA is fully established and diminishes the principles of

sustainment—to include survivability, as protection assets and convoy security platforms are stretched thin.

Given the realities of storage capacity and lift capabilities of the transportation platoon and the DC, we need to look at new approaches to improve the mobility and therefore lethality and survivability of the BSA. These approaches must address how to improve the efficiency and decrease the footprint of the SSA and conceptualize novel ways to cut down on the load requirements of the BSA.

The first approach should focus on improving the mobility of the SSA. There are a couple options for creating a more efficient, less cumbersome SSA. One option is to expand the capacity of the DC's movement assets. However, this option comes with several tradeoffs. The BSB would need more trucks, more personnel, more mechanics, and more fuel. Given the resource and manpower requirement this entails, this option is unlikely to galvanize support. Instead, a better way to make the SSA more efficient is to split the Authorized Stockage List (ASL) into a smaller forward package and keep bulkier items further back in the fight, perhaps with the sustainment brigade in the logistical support area (LSA). When the mission dictates, the sustainment brigade can use its lift assets to move the items forward to the BSA or to the FSC itself via throughput distribution. Air lifts can also be coordinated and a ring-route can be used to quickly and efficiently move items from the LSA to the BSA or wherever the materiel is needed. Logisticians across the brigade, with the advice of the brigade maintenance technician and the SSA technician, can decide which items would be best to have in the forward ASL and which items could

be left with the sustainment brigade. This will be a laborious process and require the coordination and time of the Support Operations Officer, SSA technician, Brigade Maintenance Technician, and the BSB staff—but one that will pay off and allow the BSA to displace more efficiently if done correctly.

The second approach to improving the mobility of the BSA is rethinking water distribution in a BCT. There are several issues with bulk water distribution in the BCT. First, and as pointed out in an article by 1LT Connor Cook, the movement platforms of the DC cannot pick up and move a full Load Handling System Compatible Water Tank Rack (HIPPO). An LHS has a lift capacity of 24,000 pounds, and a full HIPPO weighs 25,942 pounds. This means that HIPPOs can only be filled to 1,745 gallons of water instead of 2,000 gallons of water, which makes for inefficient distribution of water. Second, although the DC has ten HIPPOs, the FSCs that they distribute water to do not have HIPPOs. Instead, FSCs have one 800-gallon holding container called a "camel" and one 400-gallon holding container called a "buffalo". As

"The first approach should focus on improving the mobility of the SSA. There are a couple options for creating a more efficient, less cumbersome SSA."

IMPROVING MOBILITY

Brigade Support Area

a result, the DC cannot easily transfer its water to an FSC and, likewise, the FSC cannot easily distribute water to its supported companies.

Taking a novel approach to water purification and distribution could solve the above issues. As of now, water purification and storage activities occur in the composite supply company (CSC) of a Combat Sustainment Support Battalion (CSSB) in a sustainment brigade (at the LSA). This means water is purified and stored very far back in the fight, and then must be transported to multiple levels of support areas prior to the water getting to forward line of troops (FLOT). The CSC has the capability of purifying 150,000 gallons of fresh water a day and 100,000 gallons of salt water a day. This capability, on a smaller scale, should be moved to the

FSCs. Having water specialists in the FSCs that could purify even just 5,000 gallons of water a day would allow for more efficient water distribution, solve the lift issues that come with moving and distributing water, and open transportation platforms in the BSA that could more easily allow the BSA to displace in one lift. This will require the Army to train more water specialists and invest in more equipment, but it will allow for more efficient water operations and could also solve other issues like decontamination after chemical, biological, radiological, and nuclear defense (CBRN) exposure.

Implementing these approaches will take time and buy-in from the force, but these approaches will get us closer to having a mobile

BSA with increased lethality, survivability, and efficiency and improve sustainment operations in the BCT.

About the Author:

Capt. Connor Halliday is an Instructor of International Affairs at the United States Military Academy. Halliday commanded Alpha Company, 25th Brigade Support Battalion, 1SBCT at Fort Wainwright, Alaska. Halliday also served as the S3 and Executive Officer for the 25th Brigade Support Battalion. CPT Halliday was the Maintenance Control Officer and Executive Officer for E FSC, 91st BEB, 1/1/ CAV.

Halliday holds a Masters in Global Policy Studies from the University of Texas (2022) and a Bachelors of Arts in Political Science from Furman University (2013). He has completed the Logistics Captain's Career Course and the Ordnance Basic Officer Leadership Course.



U.S. Soldiers from 115th Brigade Support Battalion, 1st Armored Brigade Combat Team, 1st Cavalry Division occupy their brigade support area during Combined Resolve XV at Hohenfels Training Area, Germany (Photo by Spc. Brandon Best)

¹ Connor Cook, "Improving the Composite Supply Company's Water Operations," [www.army.mil](https://www.army.mil/article/198116/improving_the_composite_supply_companys_water_operations), February 21, 2018, https://www.army.mil/article/198116/improving_the_composite_supply_companys_water_operations.

² Ibid.

LEADERSHIP FROM THE MOUND

Communication, Teamwork, and Staff Functionality

Author: Chief Warrant Officer 2 Erik Hodge

Understanding the method of communication and teamwork within the staff at any level is a requirement. As such, understanding a new team member creates a steep learning curve. Using a baseball diamond and positions, I will break down the staff's functionality into positions on the field.

The basics of baseball use the standard field and positions. Starting in the in-field you find the Catcher, Pitcher, First Base, Second Base, Short Stop, Third Base, Batter and Umpire.

With complete field visibility, you have the Command Sergeant Major as the Catcher, providing guidance and feedback to the Pitcher. They are responsible for seeing issues regardless of the Batter on the plate, how the bases are talking to each

other, and keeping an eye on the pop flies that are returned from the outfield.

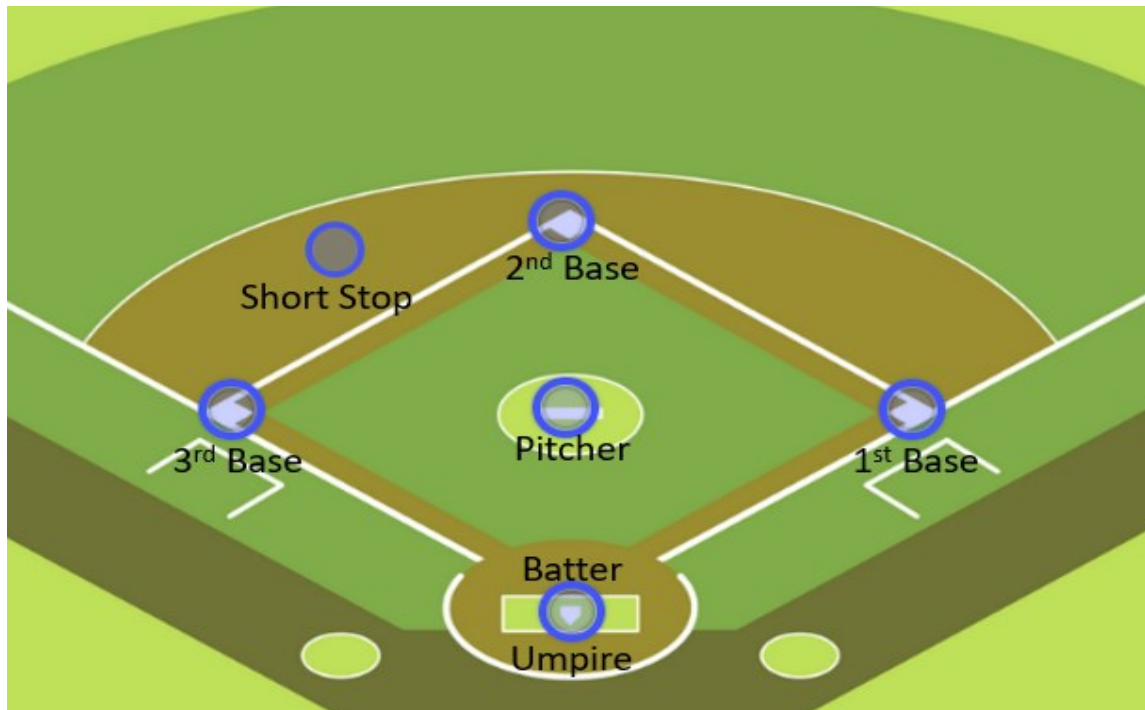
The Pitcher, or Commander, has trust in the Team as their back is to much of the field. The Pitcher is concerned with everything on the field. With that concern or stress, the Pitcher can throw the ball to any base to protect the Team, listening to the Catcher on what pitch would be the best course of action. Focusing on how to eliminate an issue before it requires the entire Team.

First Base, or the Logistics Cell, handles the line drives. Quick, fast issues, typically the first-person, deal with the problems of property, maintenance, and movement. First Base and right field are commonly grouped together as only left-handed batters typically aim that directly. Most batters are right-handed, avoiding that area of the

field. They are still very valuable plays and sections.

Second Base, or the Warrant Officer Corps, is directly behind the Pitcher. The link between the infield and outfield, they see the complete infield with input from the outfield.

“Second Base, or the Warrant Officer Corps, is directly behind the Pitcher. The link between the infield and outfield”



(Photo: [Wiffle Ball Diagram](#) | Quizlet)

LEADERSHIP FROM THE MOUND

Communication, Teamwork, and Staff Functionality

Typically, when the outfield deals with a pop-fly, tag a runner out. The first intermediate stop is the Second Base before home plate. These are the plug-and-play folks driven to ensure mission success happens at their base.

The Short Stop, the clutch player, is not wholly associated with a base but on who floats between the infield and outfield. This is the Operations Team, working the space where tasks or balls are usually hit. Always alert, talking with Third Base and the Warrant Officers of all aspects.

Third Base, the Executive Officer, the closer; this is the “danger alley,” the last chance to remove a runner from the game. The XO and CSM are off to the left of the Commander. This is the support structure of the Team. This is the hot zone; games are won or lost in “danger alley.”

The enemy always has a vote – as such, the Batter and Runner of the opposing Team are the enemies. Trying to win, steal bases and complete their goals.

“In the Outfield – the three sections either do what is expected or fail epically. Seriously, the Outfield operates by itself. Either they end up on ESPN for jumping into the wall, sacrificing their body for the win, or by lack of communication and running into each other ”

In the Outfield – the three sections either do what is expected or fail epically. Seriously, the Outfield operates by itself. Either they end up on ESPN for jumping into the wall, sacrificing their body for the win, or by lack of communication and running into each other and dropping the ball...both will end up on ESPN. They see the game from a different perspective than the Catcher and must communicate what they see.

Right Field is the Administrative Section. The player with their glove on their head, picking flowers! Kidding! The Administrative Section plays a vital part in the Team, personnel tracking, and pay issues. Just watching and waiting for that off chance of pop-fly or a ground ball that made it past the infield.

Center Field the Communication Section, responsible for keeping communication over the largest operations area on the field. Accountable for being flexible and fluid with issues or if other players need help.

Left Field or the Intelligence Section. Feeding information to the Short Stop, tracking the field, and liaison of information that goes through the Short Stop, Warrant Officers, and XO.

The unnamed named member of this operation, the Umpire. Fair and impartial, the Staff Judge Advocate. You never know what side they are on, and they are the final say, like it, hate it, kick dirt on their cleats, and you get tossed out of the park.

When no game is going on, we have the Maintenance Team, keep-

ing the stadium clean, bringing food and beer, and repainting lines. These unsung heroes are the Installation Team.

The audience, our diehard fans, who show up rain or shine, weekday or weekend – the American People.

Unity of function and communication is pivotal. The game never changes, only the location and members of the Team.

About the Author:

CW2 Erik Hodge is currently assigned as the XVIII Airborne Corps G4 Transportation Office, Strategic Mobility Officer in Fort Bragg, NC. He is an inter-service transfer from the Marine Corps, a Certified Knowledge Manager and is working on his Bachelor's degree in Information System through the University of Arizona Global Campus.

IN-TRANSIT VISIBILITY

Distribution Retrograde Adaptive Planning and Execution Management

Authors:

Capt. Carl T. Springfels

Capt. Nicholas J. Candelmo

When it comes to the tactical movement of vehicles, containers, ammunition, sensitive items, and anything of operational importance, commanders at all levels want to know where their equipment is and where it's going! The Distribution Retrograde Adaptive Planning and Execution Management (DRAM) system is an automation movement control tool that supports theater movement plan development, execution monitoring, and execution management for all classes of supply. The implementation of the DRAM system promises to significantly enhance the efficiency of in transit visibility (ITV) operations while providing commanders real time data of available assets as they maneuver into nodes around theater. The DRAM system can provide a common operating picture for the entire theater that eliminates most human error while standardizing reports for commanders. Current movement control operations require Soldiers to manually count, record, and build reports of assets as they enter and exit nodes. This process is tedious, inefficient, and does not automatically generate a singular common operating picture or report. The DRAM, however, reduces the Soldier requirement for both counting and reporting, which allows for other efficiencies to be gained at movement control nodes.

DRAM is capable of creating rail standardized agreements (STANAG) from a modified unit deployment list (UDL) and mission inventory lists for all modes of movement. This system is currently in a pre-beta test level prototype undergoing field testing, where the author of this article got to use it extensively hands-on. The system, designed by Cougar Software, utilizes a Getac tablet with internet access to scan, record, and generate reports for equipment be-

ing loaded and unloaded at movement control nodes. Movement control nodes can potentially accomplish a Brigade Combat Team's worth of equipment with as little as two Getac tablets. The system allows for one Soldier to operate the tablet, with the ability to simultaneously count, scan, and record equipment as it enters a movement control node. What normally takes a three to four Soldier team can now be accomplished with one Soldier and a tablet. This increased efficiency is critical in ensuring other movement control functions such as staging and flow of traffic are optimized. The DRAM system also creates staffing efficiencies in how data is compiled and reported. Currently, movement control teams are manually recording data and building reports from multiple Microsoft Excel and Microsoft PowerPoint documents, usually exported from TC-AIMS. DRAM eliminates the current staffing inefficiencies by generating real time reports as equipment is scanned. The DRAM reports are standardized across all nodes, and provides staffs and commanders at each echelon a common

operating picture of equipment flow anywhere in theater. Additionally, this standardization and real time efficiency allows combatant commanders confidence and flexibility to employ troops and assets at critical points of friction based on equipment flow.

Issue:

Garbage-In = Garbage-Out. DRAM data is only as accurate as the UDL provided by the unit or from the SDDC vessel manifest. Additionally, counting discrepancies between the unit and SDDC regarding secondary or nested loads erodes the accuracy of data in DRAM.

Experience:

During support to 2nd Brigade, 101st Airborne Division's Reception, Staging, and Onward Movement (RSOM) from the Port of Alexandroupoli Greece, the Movement Control Team received over 20 versions of the UDL from the start of planning until end of execution. The UDL may be built and locked in TC-



The ACR LIBERTY, SDDC driving 2/101 equipment off of the vessel.

(Photo: Capt. Carl Springfels)

IN-TRANSIT VISIBILITY

Distribution Retrograde Adaptive Planning and Execution Management



Engineer Equipment being uploaded onto the vessel for deployment to home Station after participating in Exercise Resolute Castle in Romania.

(Photo: Capt. Carl Springfels)

“DRAM must be a team sport. DRAM enables all parties to be on the same sheet of music – only if all parties use it. DRAM’s plan/data must be considered THE “plan/data of record.”

AIMS prior to execution, but this does not stop additional versions of the UDL being manipulated in excel and broadcast by email during fluid and dynamic operations such as this one. During twelve days of execution, new versions of the UDL were made until day ten. Some of these changes were due to the identification of swapped equipment not previously identified during loading, but most of it was due to changes to follow on locations of equipment as echelons above brigade determined the most advantageous locations for units and platoons. This represented a real challenge for previously built rail manifests and coordination with the commercial carrier, but it also meant that scanning a piece of equipment that was previously bound for Poland, but was now headed to Romania would result in inaccurate reports from DRAM.

Proposed Solution:

DRAM must be a team sport. DRAM enables all parties to be on the same sheet of music – only if all parties use it. DRAM’s plan/data must be considered THE “plan/data of record,” and all entities involved in the plan should be able to and keep that plan/data updated and correct, including changes to it, in DRAM. Despite the fact that SDDC is typically not concerned about secondary or nested loads, DRAM can capture secondary and nested loads, and can associate them with their prime mover. These must be built into DRAM accordingly to treat them like all other TCNs. Additionally, the usability of DRAM should be such that the mode of transportation or follow-on location of any piece of equipment scanned can be changed via drop-down directly on the tablet. If a Soldier is scanning a piece of equipment that was originally planned to move by truck, as it is being loaded onto a train, that Soldier should be able to make that adjust to reality on the spot, rather than a leader having to manipulate the system on a desk top at a later time.

Issue:

Battery life and number of tablets.

Experience:

At the Port of Alexandroupoli, only one DRAM tablet was needed during reception and staging, as it was placed at the vessel’s discharge point to scan Military Shipping Labels (MSLs) from equipment immediately as the pieces were downloaded and canalized through a choke point prior to entering the staging area. Therefore, the geographic features that DRAM currently offers showed all the pieces of equipment located at the same scanning point at the vessel discharge area. Once loading and onward movement operation began, trucks were being loaded simultaneously at several spread out locations. We deployed with two tablets and two

IN-TRANSIT VISIBILITY

Distribution Retrograde Adaptive Planning and Execution Management

batteries per tablet but we needed three tablets to keep up with loading operations. Once a piece of equipment was loaded onto a truck, many times a truck with a curtain that closed around the equipment, it became hazardous or impossible to scan that equipment. The civilian truck drivers were certainly resistant to a Soldier climbing up onto their truck exposing them to potential liability. This made a single point of scanning equipment at a departure location impossible. Furthermore, the battery life of each tablet was only 3-4 hours and charging the tablets takes 8 hours for a full charge. Operations during this movement were 13.5 hours a day, 0700-2030. Each tablet needs 3-4 batteries to stay in use. This is a total of three tablets and 12 batteries to guarantee successful use of DRAM throughout.

Proposed Solution:

Provide four batteries per tablet.
Provide each MCT four tablets.

Issue:

Capturing data. DRAM uses the DTT app, a separate app on the tablet, to import and export excel sheets of TCNs that have been scanned by the DRAM tablets. If Soldiers do not import, export, or save their data, they risk losing all of the cargo captured during the period.

Experience:

There was an incident where a tablet's battery was depleted and the data had not been exported, so all captured TCNs were lost.

Proposed Solution: The import and export usability should be adjusted to have an auto save function which would send data directly to the website from the tablet. Fur-



624th MCT and 1st ICTC Soldiers use DRAM to scan equipment, while SDDC manually checks . (Photo: Capt. Carl Springfels)

thermore, the tablets should be given internet connectivity in order to export and import to the DRAM website from the application. Expecting internet connectivity for all intra-theater sites may be unrealistic, especially in more austere locations, so tablets in the EUCOM area of operations so get either a European SIM card or an active international roaming plan with a US SIM card.

Conclusion:

With a few tweaks, and buy in from all users, DRAM is postured to be a solution that improves both accuracy and efficiency in reporting movements throughout theater.

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BATTLES OLD AND NEW

Renaming Legacy Transportation Corps Vessels

*Author: Timothy M. Gilhool—U.S.
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The American Civil War (1861 – 1865 C.E.) was the result of a complex series of issues going back to before the birth of the Republic. However, the prominence of large-scale chattel enslavement and blanket endorsement of white supremacy by the Confederate States of America (CSA) make anything associated with them anathema to the values and ideals espoused by the Nation and the United States Army. Directed by Congress in the 2021 National Defense Authorization Act (NDAA), the Department of Defense (DOD) for recommendations on the naming, renaming, and removal recommendations for all DOD items that commemorate the CSA or any person who served voluntarily with the CSA. This included several major Army installations, starting with our very own Fort Lee, Virginia, named for CSA military commander Robert E. Lee. The post will be formally renamed Fort Gregg-Adams in late April 2023.

For the Transportation Corps, it was faced with its own unique quandary. Five of the Army's Landing Craft Utility (LCU) fleet had names associated with the CSA: USAV Aldie (LCU-2004), USAV Chickahominy (LCU-2011), USAV Harpers Ferry (LCU-2022), USAV Malvern Hill (LCU-2025), and USAV Mechanicsville (LCU-2027). All five are named for Confederate military victories during the American Civil War and would require new designations. Based upon guidance provided through a Letter of Instruction for the U.S. Army Vessel Naming Program (dated July 2022) and in accordance with AR 1-33, the Army Memorial Program, a process was developed to identify name candidates of deceased personnel (who have distinguished themselves by acts of valor or service), significant battles or



U.S. Army Landing Craft Utility Vessel

(Photo- [Landing Craft Utility \(LCU-2000\)](#) - [USAASC \(army.mil\)](#))

campaigns, or phrases that recognize or represent a brigade's motto, and values that exemplify warrior ethos or patriotism in the Transportation Corps.

Beginning in Fall 2022, this naming effort proceeded under the under the inspired direction veteran Army Watercraft leader and Chief, Maritime Qualifications Division, Office of the Chief of Transportation (OCOT), CW4 Terry Senn. When new names are required for vessels, Chief, MQD, OCOT, as the manager of the Army Vessel Naming Program, will receive any criteria guidance from the Chief of Transportation (COT). Once criteria are established MQD will solicit recommendations from the field and schedule a Vessel Naming Review Board. The board's recommendations will be cleared and validated to prevent duplication and then forwarded to the Chief of Transportation (COT) for final approval. The Office of the Chief of Transportation (OCOT) is the manager for the U.S. Army Vessel Naming Program, coordinator for Vessel Naming Review Boards, and maintainer of the Registry of Army Vessel Names.

When new names are required for vessels, it is the Chief, MQD who serves as the manager of the Army Vessel Naming Program. Once criteria

are established MQD will solicit recommendations from the field and schedule a Vessel Naming Review Board with final approval through the Chief of Transportation.

This board took place in November 2022, after diligent research from CW4 Senn and his team, getting input from the field and other subject matter experts. After much consideration, five recommendations were agreed upon for approval by the COT. They are:

USAV Stoney Point (LCU-2004)

The battle occurred during the American Revolutionary War, focused on the capture Stoney Point, a rocky peninsula located on the west bank of the Hudson River in New York state. Stoney Point was the only link between two main traveled roads leading from New England to Pennsylvania, this point became vital. The British held Stoney Point until the night of July 16, 1779, when BG "Mad Anthony" Wayne and the American Light Infantry stormed it. The strategy was simple but effective. The center of the American force fired noisy shots to divert the enemy while two silent columns with empty muskets and fixed bayonets swarmed the fortifi-

BATTLES OLD AND NEW

Renaming Legacy Transportation Corps Vessels

cation and killed 123 British troops. The British suffered heavy losses in a battle that served as an important victory in terms of morale for the Continental Army. While the fort was ordered to evacuate quickly after the battle by LTG George Washington, this key crossing site was used later in the war by units of the Continental Army to cross the Hudson River on their way to victory over the British. The American morale was boosted tremendously as word spread throughout the Continental Army of the victory at Stony Point. (Can either be spelt as "Stoney" or "Stony").

USAV Wilson Wharf (LCU-2011)

The Battle of Wilson's Wharf (also called the Battle of Fort Pocahontas) during the American Civil War was a battle in Union LTG Ulysses S. Grant's Overland Campaign against Confederate Robert E. Lee's Army of Northern Virginia. On May 24, Confederate Fitzhugh Lee's cavalry division (about 3,000 men) attacked the Union supply depot at Wilson's Wharf, on the James River in eastern Charles City, Virginia, and was repulsed by two African American regiments of the United States Colored Troops (USCT) under the command of BG Edward A. Wild (about 1,800 men), who were in the process of constructing a fortification there, which was subsequently named Fort Pocahontas, in present day Charles City, Virginia.

USAV Chattanooga (LCU-2022)

The Civil War battle of Chattanooga took place 24-25 November 1863 in Tennessee. With the arrival of Union MG Sherman, after a month's march, United States Army LTG U.S. Grant had 61,000 soldiers to oppose CSA Braxton Bragg's well-entrenched 40,000 troops. He immediately

sent MG Hooker's 2 corps, on his right, to attack Lookout Mountain, while Sherman, without a pause to rest his weary troops, moved against the northern end of mission ridge. MG Sherman was repulsed, but MG Hooker stormed Lookout Mountain in the "battle above the clouds," against light resistance. MG Sherman renewed his assaults against the Confederate's right, while MG Hooker somewhat dilatory advanced against Bragg's left. In the afternoon Union MG Thomas' Army of the Cumberland began a limited attack against the front of the 3-tiered Confederate works. Taking the first line, MG Thomas' men, without orders, swept to the top of the ridge in a spontaneous assault. Bragg's CSA troops, seized with panic, fled. Federal losses in the two days' combat were 753 killed, 4,722 wounded, and 349 missing. The Confederates lost 361 killed, 2,160 wounded, and 4,146 missing. It is considered one of the remarkable victories of the war.

USAV Kings Mountain (LCU-2025)

The American Revolutionary War battle of Kings Mountain, which took place on October 7, 1780, in South Carolina. The battle was an overwhelming blow by American patriots against British forces engaged in the Southern Campaign of the American Revolution. Kings Mountain was a surprising action that halted the triumphant northward movement of Lord Cornwallis, British commander, in the South. The hardy southern Appalachian frontiersmen rose quickly to their own defense at Kings Mountain and brought unexpected defeat to Cornwallis' Tory invaders. With this great patriot victory came an immediate turn of events in the war in the South. Cornwallis abandoned his foothold in North Carolina and withdrew to a defensive position in upper South Carolina to await reinforcements. The upturn of patriot spirit eventually led to the final American victory at Yorktown in 1781. The engagement at Kings

Mountain displayed the individual valor of the American frontier fighter.

USAV Vigilant Warrior (LCU-2027)

Operation Vigilant Warrior was a military operation from 8 October 1994 to 15 December 1994 by the United States in response to deter two divisions of Iraqi Republican Guard troops moving toward the Kuwaiti border. The U.S. initially deployed 120 Marines and equipment from March Air Force Base, CA to Dhahran, Saudi Arabia. The 24th Infantry Division (Mechanized) deployed from Fort Benning and Fort Stewart, GA to the port of Ad-Dammam. Iraq immediately recalled its ground forces. In October 1994, the 7th Transportation Group deployed over 580 soldiers to southwest Asia in support of Operation Vigilant Warrior. Operation Vigilant Warrior proved to be a successful deterrence operation that prevented Iraqi troops from crossing into Kuwait. Each of these five battles are significant American victories that set conditions for future success in their various conflicts. The valor, commitment, and skill demonstrated by the United States Army soldiers, or more strictly speaking patriot soldiers in the Continental Army during the Revolutionary War for the Kings Mountain and Stony Point battles, are a magnificent legacy to remembered and memorialized. Transportation Corps soldiers can rest assured that these rechristened vessels will represented the values and ideals that all have sworn an oath to support, protect, and defend.

For more information on the background and process of the Naming Commission, see <https://www.thenamingcommission.gov/home>.

TRANS-LOADING

Pier Over Decking System and Rapidly Available Interface for Trans-Loading

Author:

Capt. Nicholas J. Candelmo

The Pier Over Decking System (PODS) and its subsystem, the Rapidly Available Interface for trans-Loading (RAIL), is a modular piece of equipment that utilizes decking, pinned beams, and adjustable footings to traverse damaged infrastructure and to create expedited ramp systems to load and unload vehicles from rail or line haul assets. These systems, funded by the U.S. Transportation Command Joint Deployment and Distribution Enterprise, can accommodate equipment up to 170,000 pounds and provides flexibility and increased opportunities to load and unload vehicles where infrastructure is damaged, does not exist, or does not meet the equipment or mission requirement. In the European Theater of Operations, the PODS and RAIL systems provide increased capability and freedom of movement for equipment both at strategic ports and at rail terminals where infrastructure is incapable of accommodating large military class vehicles.

From 02 to 06 May 2022 the 1st Inland Cargo Transfer Company (ICTC), 39th Transportation Battalion (MC), 16th Sustainment Brigade conducted a test demonstration of the RAIL alongside representatives from the 21st Theater Sustainment Command (TSC), the United States Army Combat Capabilities Development Center Ground Vehicle Systems Center (GVSC), and the Engineering Research and De-

velopment Center (ERDC). During this demonstration, the 1st ICTC validated its ability to transport and employ two of the PODS/RAIL systems. Each system is packed into a state of the art high cube twenty foot container with a reinforced base and no easy access doors. To unpack the system, the top of the container must be removed. The 1st ICTC started the demonstration by loading the system onto the back of Load Handling System (LHS) utilizing a Rough Terrain Container Handler (RTCH). Once transported to the railcar site, the system was downloaded off the LHS and the top of the

“The PODS and it’s subsystem, the RAIL, is a modular piece of equipment... to traverse damaged infrastructure and to create expedited ramp systems to load and unload vehicles from rail or line haul assets.”



1st ICTC PODS/RAIL team demonstrating the system at Coleman Worksite, Mannheim DE.

(Photo: Capt. Nicholas Candelmo)

TRANS-LOADING

Pier Over Decking System and Rapidly Available Interface for Trans-Loading

container was removed with the RTCH. The team then built the RAIL system in three configurations along a railcar and one along a line haul vehicle with no surrounding infrastructure. The configurations were the end load (railcar and line haul vehicle), the side load, and the right turn. With thirteen personnel the team from 1st ICTC was able to build each configuration by hand in no more than four hours. The team successfully validated all four configurations by loading a LHS and a M88 onto the railcar and a 5k forklift onto the line haul vehicle. At the conclusion of the demonstration, the 21st TSC issued both PODS/RAIL systems to the 1st ICTC for employment throughout the US Army Europe and Africa area of operations. At the time of issue, the 1st ICTC possessed the only two PODS/RAIL systems in theater.

In August 2022 the 1st ICTC deployed the PODS/RAIL system for the first time from Rhine Ordnance Barracks in Kaiserslautern Germany to Grafenwoehr Training Area in Grafenwoehr, Germany to assist with the loading of 3,000 Army Prepositioned Stock 2 (APS2) vehicles being turned in by the 1st Armored Brigade Combat Team (ABCT), 3rd Infantry Division (ID) to the 405th Army Field Support Brigade (AFSB). The equipment, issued to the 1st ABCT, 3ID during their no notice deployment to Europe following the invasion of Ukraine, was being sent back to Coleman Work Site in Mannheim, Germany for maintenance reset. Ten Soldiers from 1st ICTC built the



1st ICTC RTCH unboxing the PODS/RAIL system at Coleman Worksite, Mannheim DE.

(Photo: Capt. Nicholas Candelmo)

RAIL in the end load configuration in three hours to accommodate the loading of equipment onto line haul vehicles that did not possess organic loading ramps. Once built, the RAIL was easily accessed and provided a safe and high throughput capacity loading platform. As operations progressed, even line haul assets with organic ramp capabilities utilized the RAIL because of its increased weight capacity and the decrease in loading time. By the end of operations, the 1st ICTC's employment of the RAIL expedited mission completion by eight days and ultimately allowed the 405th AFSB to begin critical maintenance on their equipment sooner and thus increasing readiness for a critical theater asset.

"The PODS/RAIL system is a revolutionary piece of equipment that provides immense flexibility for rail and line haul missions, specifically in the European theater. "

TRANS-LOADING

Pier Over Decking System and Rapidly Available Interface for Trans-Loading

The PODS/RAIL system is a revolutionary piece of equipment that provides immense flexibility for rail and line haul missions, specifically in the European theater. As the need for expeditionary and cost efficient transportation terminals grows, the PODS/RAIL system solves many of the issues associated with both. In Europe, the majority of railheads with capable infrastructure to accommodate military vehicles are heavily used for civilian commerce and travel. Thus, availability to conduct large scale military transportation operations is not always available and the competing utilization makes these terminals

expensive to operate. On the contrary, rail terminals that lack infrastructure are more cost efficient and less utilized. The PODS/RAIL system compensates for the lack in infrastructure by providing a safe and capable platform to load and unload equipment virtually anywhere. The same concept also applies to line haul terminals, as now units do not have to compete for prefabricated loading ramps or contract assets with loading capabilities or material handling equipment thus increasing cost. These systems provide an organic capability for U.S. Army units to employ wherever and whenever needed.

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1st ICTC PODS/RAIL team demonstrating the system at Coleman Worksite, Mannheim DE. (Photo: Capt. Andrew Paulin)

REFUEL ON THE MOVE

Logistics Focus

Author:

Col. Charles L. Montgomery

Army sustainment doctrine has four distinct operational pillars: personnel services, finance, logistics, and health service support. The logistics domain serves as the focus of this article, precisely how logisticians distribute fuel to tactical formations during critical maneuver operations. Sustainment professionals utilize one of five support methods: unit distribution, supply point distribution, refuel on the move (ROM), aerial supply, and immediate resupply. The utilization of these methods depends on time, space, and mission requirements which shape the sustainment plan that best supports maneuver formations to maintain pace and tempo. ROM operations have atrophied within Brigade Combat Teams (BCT) over the last twenty years based on the execution of hybrid operations. As

the Army moves towards Large Scale Combat Operations (LSCO), executing ROM procedures with precision will allow BCT commanders to maintain operational energy across the entire scope and breadth of their task force. ROM operations, on the surface, appear simple; however, multiple aspects require consideration to master this task enabling operational success.

Army Techniques Publication (ATP) 4-90, Brigade Support Battalion (BSB), describes the overall purpose of ROM operations as "the ability to extend the time that ground maneuver forces can spend on the objective." This article's use of the term ROM represents the operation, not the specific equipment set. ROM operations typically operate under two foundational principles: predetermined fuel allocation or an established time on site, followed by the re-arrangement of platforms into

"the overall purpose of ROM operations...[are] the ability to extend the time that ground maneuver forces can spend on the objective."

directed tactical configurations. The legacy ROM package National Stock Number (NSN) is obsolete. The Heavy Expanded Mobility Tactical Truck (HEMTT) Tanker Aviation Refueling System (HTARS) serves as the replacement system, and unit representatives can review all the associated NSNs in the Fuels Technical Letter (FTL) 17-02 published by the United States Army Petroleum Center (USAPC). BSB authorization under the redesigned Army 2020 increased to two HTARS systems (Distribution Company Property Book Line-Item Number R66273). This equipment set allows the Distribution Company to establish two four-point refueling sites enabling the BCT to extend operational reach.

Units must train ROM operations in various operational environments to ensure their ability to perform this mission under varying conditions. These training environments include: Chemical/Biological/Radiological/Nuclear (CBRN), stress under simulated enemy fire, and various climatology that elevates operational risks during ROM operations. The primary dispersal system is the M978 HEMTT fuel tanker, which has a



"Thumbs up" means fuel it up. 1st CAV Sustainment Brigade controls the flow of fuel during Refuel on the Move (ROM) in support of 2nd ABCT during Pegasus Forge IV on Fort Hood, Texas (Photo: Sgt. 1st Class Ashleigh E. Torres)

REFUEL ON THE MOVE

Logistics Focus

capacity of 2,500 gallons. The secondary systems are the Modular Fuel System (MFS) and Tank Rank Module (TRM) - both systems have a total capacity of 2,500 gallons with varied dispersion rates. The M978 has a V11 flow valve regulating system, which controls the speed of fuel dispersal. The regulatory flow rate has a minimum of 50 gallons per minute (GPM) or a maximum of 300 GPM. This vital knowledge addresses the science of fuel flow rates during the execution of ROM operations to increase overall effectiveness. If the tactical formation

“Leaders must carefully analyze and graphically design the flow of operations that facilitates efficient operations combined with creating minimum interruptions to maneuver operations as possible.”

refuel slows during ROM operations, this may limit options for tactical commanders, leading to the loss of organizational momentum. Ideally, strategic sustainment stocks are the target to resupply BCTs. This logic allows Forward Support Companies (FSC) and BSBs to maintain three days of supply to continue sustainment operations forward of the ROM site. Strategic stocks refer to supplies delivered by the supporting Division Sustainment Brigade (DSB) and Combat Sustain-

ment Support Battalion (CSSB). This technique allows the tactical formation to maintain operational energy, which equates to an increased potential to bring to bear the full strength and power of a BCT on the enemy.

Terrain Management

Ruthlessly controlling the area during ROM operations determines overall mission success, not only in speed pushing the unit through the site, but also forward tactical options with timing actions on the objective as the driving factor. Leaders must carefully analyze and graphically design the flow of operations that facilitates efficient operations combined with creating minimum interruptions to maneuver operations as possible. Conducting Intelligence Preparation of the Battlefield (IPB) type operations in detail is the first step to success; however, selecting a Beachmaster who is competent and capable of understanding the task and purpose of the operation nested within the higher commander's guidance is critical. The duties and responsibilities of a Beachmaster include but are not limited to the following:

- Serving as a call-forward liaison between the maneuver unit and logistical formation.
- Directing traffic flow – precisely the final numbered location for each vehicle.
- Maintaining constant communication with the logistical mission command element.
- Controlling the timing of the operations to facilitate greater throughput. Maintaining a safe and fuel-spill-free environment by conducting deliberate operations in a controlled manner.

Rank recommendations for a Beachmaster start at the Sergeant First Class (SFC) level for multiple reasons:

1. A senior leader's presence at an operation of this nature is paramount. Based on this fact, the Platoon Sergeant or Platoon Leader from the fuel and water platoon should have a clear understanding of mission requirements combined with the capability of representing the BSB professionally.
2. Senior NCOs can defuse negative encounters with supported units based on their experience and understanding of the operation to execute with discipline initiative. SFCs afford BSBs appropriate coverage to continuously manage ROM operations with minimal oversight from the Distribution Company Commander. Executing ROM operations allows the BSB CDR to command a Tactical Operations Center (TOC), ROM, and Forward Logistics Element (FLE) without uncertainty.
3. The ROM element may be required to traverse the maneuver area of operations attached to tactical elements. Logisticians within BCTs must be flexible and adaptable to ensure maneuver forces extend operational reach to maximize enemy destruction.

Science (Dispersal Degradation)

The science involved with achieving maximum effectiveness from ROM operations is critical to mission success. The underlying logic concerns the dispersal rate of the four dispensing points, and

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which points disperse higher fuel quantities during operations. As stated earlier, the M978 regulatory flow rate has a minimum of 50 gallons per minute (GPM) or a maximum of 300 GPM. Based on several training exercises, we discovered fuel flow rate (gallons) averages for the following HTARS fuel points starting with point one: 75, 70, 60, and 45 (35 GPM on a few occasions). Further fuel points from the M978 dispersal platform degrade rapidly, thus creating an unequal fuel distribution ratio. The second part of this equation is determining each vehicle's types and fuel capacities that will enter the ROM site. For instance, an M1 Abrams tank has a 500-gallon fuel capacity compared to a 200-gallon M2 Bradley Fighting Vehicle (BFV) tank capacity. Therefore, based on the dispersal effectiveness, on a four-point HTARS system, it is more advantageous to have M1 tanks on the first two points, the BFV on the third point, and smaller Tactical Wheeled Vehicles (TWV) on the endpoint to maximize operations holistically. The last part of this equation determines the time associated with each serial. Historically, doctrinal guidance is two minutes (splash). However, I challenge setting a time arbitrarily without considering environmental and mission variables. Foundationally, we are trained to accomplish the mission to standard without time constraints. Based on this fact, the operation should dictate tactical decisions within the formation's time, space, and associated tactical/enemy threat conditions. Critical factors include guidance from the tactical commander, objective time and distance, and if there is

“Sustainment formations are responsible for extending operational reach, prolonged endurance, and freedom of action through the precise execution of logistics, finance, health service support, and personnel services support.”

another ROM before initiating the attack. Maneuver operations dictate sustainment. Professional logisticians must continuously parallel plan with their higher headquarters to ensure the proper development of the tactical commander's concept of execution requirements.

Conclusion

Army Doctrine Publication (ADP) 3-0, Operations, specifically details three purposes of the sustainment warfighting function. Sustainment formations are responsible for extending operational reach, prolonged endurance, and freedom of action through the precise execution of logistics, finance, health service support, and personnel services support. Once all three domains are combined, tactical commanders are afforded multiple maneuver options supported by logistics resources to maintain operational momentum. The ability of logisticians to understand the requirements for each operation, combined with the innate ability to anticipate future re-

quirements, places all formations in a position of advantage to remain proactive versus reactive during the execution of tactical operations. ROM operations serve as a vital supply method that remains a viable option for maneuver commanders maneuvering BCTs long distances to an objective. A myopic sustainment approach hinders tactical operations over time. Utilizing all supply methods and sustainment resources available is imperative to sustain the most powerful Army in the world to close with and destroy all enemy forces.

About the Author:

Col. Charles L. Montgomery currently is a student at the Air Force Senior Service College. His previous assignment was Senior Sustainment OC/T Trainer at the Joint Multinational Readiness Center located in Hohenfels, Germany. He holds a masters degree from the School of Advanced Military Studies in operational art and science.

COMPLETE ROUNDS ANALYSIS

Combined Command Post Training Lessons Learned

Author: Maj. Mikhail Jackson

Intro: Importance of complete rounds

The understanding of a complete round is vital to proper Class V ammunition management for cannon artillery. A complete round of ammunition consists of all the components necessary to fire a projectile: (1) the projectile (2) propellant (3) fuze, and (4) primer. Without all four (4) components the ammunition solution for cannon artillery is incomplete. In 2ID's recent Combined Command Post Training (CCPT) Exercise at Camp Humphreys, Korea, units did not completely understand the components of a complete round for cannon artillery the way they understand rocket artillery. For this CCPT exercise, in order to best implement training value, 2ID DIVARTY concentrated specifically on CLV 155mm ammunition for sustainment operations. In thoroughly analyzing 155mm CLS V, we discovered the lack of clarity across the Sustainment Warfighting Function (WfF) as to what constitutes a complete 155mm round.

155mm Complete Round Analysis

There are four (4) components that make up a 155mm complete ammunition round: the projectile round, fuze, charge/ propellant, and the primer. All four (4) components must be present to shoot a complete 155mm ammunition round, otherwise the projectile is unusable. The common misconception outside of the Fires WfF is that if a unit has projectile rounds, the unit has everything it needs to fire. On more than one occasion throughout the exercise, there were cannon units that thought they had enough 155mm ammunition to shoot but did not account for the fuze or primer to go with the projectile and charge. Failure to properly account for fuzes and primers meant these units, in fact, had inadequate amounts of ammunition. As the lead sustainer for the

DIVARTY in the role of a Force Field Artillery Headquarters (FFA HQ), it is our job to correct any misunderstanding of artillery ammunition.

Our complete round analysis required reviewing all CLV 155mm exercise data and cross-referencing each round to all components that make a complete round. From our analysis, we discovered that two (2) units had only enough complete round 155mm ammunition on hand to barely last them a day in the close fight. We used projected fire missions and anticipated required supply rates (RSRs) in our analysis. Both units needed an immediate resupply if they planned to maintain operations over a 24-hour period, based on the lack of fuzes and charges. Through our analysis we were able to calculate how many additional fuzes and charges each unit would need to maintain themselves over a 20-day time period when the next resupply would arrive by sea. The primary challenge, after completing our analysis, was synchronizing sustainment elements on the complete 155mm round.

The preliminary misunderstanding that caused confusion is the way the sustainers initially traced and reported the ammunition at the beginning of the exercise. They did not track 155mm ammunition by fuze and charges in initial reports. Not accounting for fuzes and charges made the on-hand quantities seem like they were sufficient with no resupply needed. The 155mm complete round analysis we provided told a different story that helped identify the need for an immediate resupply and account for a complete round for each unit.

Finally, projectile and fuze quantities will never be equal as an organization will always need more fuzes than projectiles. Different fuzes create different effects on the enemy with the projectile. Part of the FA unit's requirement to sustainers is to determine the options they need in Course of Action (COA) development and analysis.

Final thoughts and considerations

The best lesson to take away from the 155mm complete round analysis is that fine details do matter for any transaction between sustainment and combat arms organizations. Everyone needs to understand that fuze and charges are as important as projectiles. Accounting for all four (4) components must be a part of critical ammunitions.

To address the problem more thoroughly, the first step toward changing the culture of misunderstanding starts with synchronization. Synchronization with all echelons is key when coordinating 155mm complete rounds and reduces unnecessary second and third order effects. There are two (2) mechanisms to support successful synchronization for 155mm: consistent ammunition working groups with CLV subject matter experts per ammunition type, and a complete round tool that does the complete round analysis automatically. The DIVARTY developed a 155mm complete round quick tool that filters 155mm by component type to give sustainers the ability to build a complete round. Our hope is that shared understanding of the product will alleviate 155mm complete round confusion and assure adequate amounts of ammunition in future exercises.

About the Author:

Major Mikhail Jackson is a native of Nacogdoches, Texas. He received a Bachelor of Arts degree in Political Science from The University of Texas at Arlington and was commissioned as a Second Lieutenant in the Quarter Master Corps. Additionally, MAJ Jackson has also received a Masters of Science graduate degree from Texas Christian University (TCU) school.

CAREER NEWS

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| COL Jason A. Berdou | COL Jeremiah J. Hull | COL George J. Plys |
| COL Michael D. Boyles | COL Laura G. Hutchinson | COL Joshua D. Porter |
| LTC Megan Brogden | COL Ernest J. Lane II | COL Matthew A. Price |
| COL Edward Cho | COL Latrina D. Lee | COL Heather M. Reilly |
| COL Torrance G. Cleveland | COL Stephen Magner | COL Jason W. Schultz |
| COL Aaron M. Cornett | COL Stacy L. Moore | COL Paul W. Smith |
| COL Albert W. Davis | COL Samuel W. Morgan III | COL Lakicia R. Stokes |
| COL Denis J. Fajardo | COL Donyeill A. Mozer | COL Ryan H. Swedlow |
| COL James T. Fisher | LTC(P) Matthew P. Nischwitz | COL Delarius V. Tarlton |
| COL John E. Gray Jr. | COL William J. Parker III | COL Dwight F. Towler |
| COL Russell E. Henry | COL Geraldo A. Peralta | COL Altwan L. Whitfield |
| COL George A. Hill | COL Julian Perez | |

COLONEL PROMOTIONS

U.S. Army Transportation Corps congratulates 2023 Promotions

| | | | |
|----------------------------|-------------------------|------------------------|----------------------------|
| LTC Romaine M. Aguon | LTC Thomas A. Carver | LTC Sonia I. Huertas | LTC Carper H. McMillan |
| LTC Matthew T. Amsdell | LTC Hugh H. Coleman | LTC Harley P. Jennings | LTC Rebecca A. Milkowski |
| LTC Saul A. Arroyo | LTC Robert D. Cope | LTC Troy S. Johnson | LTC John P. O'Sullivan |
| LTC Fidel Arvelo | LTC Philip D. Cordaro | LTC Brian Kibitlewski | LTC Stephen A. Polacek |
| LTC Brian H. Astwood | LTC Rosa V. Delagarza | LTC Jason M. Knapp | LTC Philip Raumberger |
| LTC Aaron J. Becker | LTC Derek J. Dibello | LTC Virginia A. Knorr | LTC Christopher Richardson |
| LTC William R. Bennett | LTC Charles M. Diggs | LTC Andrew J. Kocsis | LTC Edward R. Runyan |
| LTC Wendy E. Bolton | LTC Alan R. Fowler | LTC Terrance L. Kratz | LTC Jamison R. Smith |
| LTC Jason P. Book | LTC Erin H. Frazier | LTC Caleb A. Lewis | LTC Aaron C. Teller |
| LTC Curtis D. Bowe | LTC Danilo A. Green | LTC Michael P. Liles | LTC William G. Weaver |
| LTC Christopher L. Camphor | LTC Jonathan R. Gregory | LTC Beth L. Luther | LTC Edward K. Woo |
| LTC Angel M. Cardenas | LTC Dion Hall | LTC Eloy Martinez | LTC Edward M. Woodall |
| LTC Randolph Carpenter | LTC Brandon J. Hill | LTC Bradley M. May | LTC Tracy L. Yates |
| LTC Rian M. Carter | LTC Linwood R. Hilton | LTC James M. McGee | |

"CHIEF, HOW DO I...?"

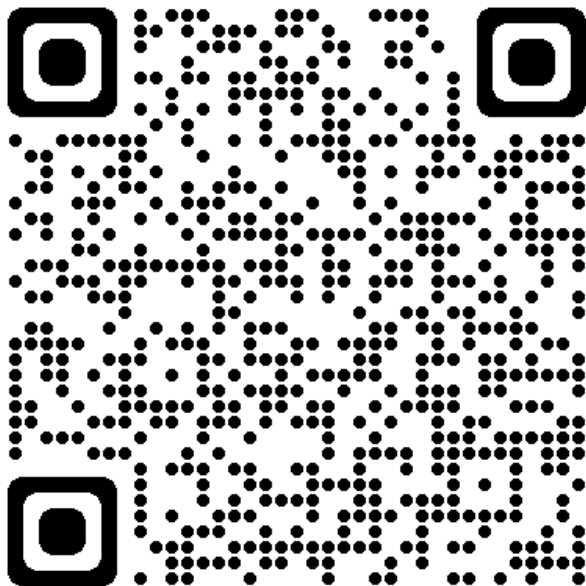
By CW4 Olga Negron

"...Find a Cargo Type Code for my upcoming movement/deployment?"

Did you know that there is a [one-stop shop](#) for all types of "codes" needed for standard deployment processes and you don't need a CAC to access?

There's codes for Aerial Ports, Cargo Type, Container Service Type, Helicopter Configuration, Palletized Transportation Unit Cargo Configuration, Transportation Priority, and Water Ports.

Use this site when you are stuck fulfilling documentations, forms or in the Joint/ Army Defense Transportation Systems. Codes are needed to keep moving the force forward!



Scan Here for Port Codes

SHARE YOUR KNOWLEDGE

Are you an NCO or Warrant Officer with unique and useful knowledge you want the force to know?

Send a quick write-up to with the Subject, **"Chief/SGT, How Do I?"** to: usar-my.lee.tradoc.mbx.transportation-proponency-office@army.mil

AWARDS INFORMATION

Deployment Excellence Award

Eligibility: Categories for small (Co and below) and large (BN and above)

For More Information: visit the [DEA Portal \(CAC Required\)](#) or contact the DEA Program Manager at 804-765-0917



Transportation Corps "Of the Year", Distinguished Member of the Regiment, and Hall of Fame Awards

Eligibility: Active Duty and U.S. Army Reserve, and the National Guard can compete.

For More Information: visit [Regimental Awards Program | U.S. Army Transportation Corps and Transportation School | Fort Lee, Virginia](#)



CASCOM SUSTAINMENT WEEK

Day 1: 15 May (Mon)

Opening/ALU Renaming Ceremony

Regimental Activities

Distinguished Member of the Regiment Awards Ceremony

"Of the Year" Awards Ceremony

Hall of Fame Ceremony and Luncheon

State of the Corps

Day 2: 16 May (Tue)

AMC ASLS

USAR/ARNG Sustainment Modernization Update

No Host Social

Day 3: (Wed)

Sustainment Senior Leader Forum

Modernizing Army Sustainment for 2030

Day 4: 18 May (Thu)

Sustainment Senior Leader Forum

Modernizing Army Sustainment for 2030

Sustainment Ball

Questions about CASCOM Sustainment Week 2023?

Send them to the Proponency Office at: usarmy.lee.tradoc.mbx.transportation-proponency-office@army.mil

NDTA AWARD COMPETITION 2023



The purpose of this note is to announce the National Defense Transportation Association (NDTA) Military Award program competition for 2023, provide instructions to competitors and verify you are our Service Point of Contact. We will present the awards for the **Logistics/Transportation Military Instructor of the Year and Military Unit of the Year for Active, Reserve and National Guard component categories from each Service** during the NDTA Annual Meeting and Award Ceremony at the annual **NDTA-USTRANSCOM Fall Meeting, 31 Oct – 3 Nov 2023, Rosen Shingle Creek Hotel, Orlando, Florida.**

For your information, a copy of the 2023 NDTA Award criteria is found at <https://www.ndtahq.com/wp-content/uploads/2021/11/NDTA-Awards-Program-Handbook-JAN2022.pdf>. Services may supplement our criteria as deemed appropriate. We request that units selected are at the company, squadron, ship or comparable level, they are involved in an operational logistics/transportation missions and that they have clearly exceeded normal standards of performance. **Regarding the Award's period of coverage, NDTA recommends applying the 12-month period, covering January through December 2022.**

Award Guidance:

Timings: SUSPENSE FOR SERVICE AWARD SUBMISSIONS TO NDTA HEADQUARTERS IS Thursday, 1 JUNE 2023. Please send all Service selections **directly to OCOT** by email, to usarmy.lee.tradoc.mbx.transportation-proponency-office@army.mil. Presentation will be at the NDTA-USTRANSCOM Fall Meeting 2023 as noted above.

Award Packets: Service award packets should include a complete data sheet and a unit narrative summary.

DATA SHEET: We sometimes experience missing or incomplete unit/individual information, particularly information pertaining to the winning unit's next higher headquarters. **PLEASE HELP US BY MAKING SURE THE CONTACT INFORMATION IS CORRECT AND PROVIDE INFORMATION FOR ALL ELEMENTS OF THE DATA SHEET (Found on page 21 of the NDTA Awards Program Handbook).**

NDTA MILITARY UNIT AWARD (Winner Summary): In addition to your service selection data sheets, we need a written achievement narrative for each winning entry. This summary will be published in the NDTA October, Defense Transportation Journal. It should be **one double-spaced page**. **Do not use acronyms**. (Example - previous unit narratives can be found online at: https://issuu.com/defensetransportationjournal/docs/dtj170_web?fr=sYjAxMzE4MzlyODU)

NDTA LOGISTICS/TRANSPORTATION INSTRUCTOR OF THE YEAR AWARDS (Winner Summary): Please provide a narrative summary of the individual's accomplishments, individual's unit and next higher chain of command information, **a high-resolution photograph (at least 300 pixels per inch) of the award winner** and contact information for the winner's supervisor. This information will be published in the October Defense Transportation Journal.

Presentation of Awards: We will hold a formal award ceremony during the annual NDTA-USTRANSCOM Fall Meeting. The ceremony takes place during the NDTA Annual Member Meeting and awards are presented by the NDTA President, Chairman of the Boards and USTRANSCOM Commander. Photos are taken of each award winner and will be available through the NDTA website following the ceremony. NDTA will provide additional administrative details in the JUL/AUG time period once the winners are identified. For winners unable to attend the in-person ceremony, awards will be mailed to the winning units' next higher headquarters for presentation. **Please specify where and to whom we should send the awards.**

NDTA's desire is to promote Logistics and Transportation excellence and our awards program is one way we try to do that. We hope these award opportunities create a strong competition and you will use this as opportunity to recognize units and individuals who are making a difference and striving for excellence.

TCRA ANNOUNCEMENT



Transportation Corps Regimental Association with the Association of the United States Army

The Transportation Corps Regimental Association (TCRA), a nonprofit dedicated to the well-being of the U.S. Army Transportation Corps, its Soldiers, Civilians and the Army Logistics Corps' success, announces its new status as an Association Partner of the [Association of the United States Army \(AUSA\)](#), a nonprofit educational and professional development association serving America's Army.

This partnership represents a joint commitment to the holistic wellbeing of Soldiers and their families made by two nonprofit organizations with deep histories in service to the military community and nation. Founded in 1950, AUSA supports the Army community with professional development programs and educational resources, as well as access to local, regional, and national industry supporters. Founded in 1990, TCRA equally prioritizes mentoring, networking, scholarships, and professional-personal development enhancement opportunities.

AUSA Association Partner status provides our membership with "best-in-class" resources to enhance their lives and support their professional, personal, financial, emotional, and social wellbeing," said MG (R) Ed Dorman III, President of TCRA. "Not only does AUSA support our national defense, but it's helping build the next generation of the U.S. Army community through programming that prioritizes development, education, and connection among those who are serving and have served. At TCRA, we apply these same principles to foster confidence and holistic readiness in our Members. We're proud to extend our commitment to them through access to AUSA offerings."

TCRA is committed to continually seeking opportunities to support members through partnerships that complement and support its mission. This includes local, regional and national organizations that provide defense transportation networking opportunities, access to resources and services, social and professional development programs and more. "Since our founding, AUSA has placed enormous value on improving quality of life for U.S. Army members, their families and supporters," said Gen. Robert B. Brown, U.S. Army retired, President and CEO of AUSA. "By partnering with like-minded organizations such as TCRA, we know we can achieve greater visibility for our shared mission while also expanding access to professional, educational and financial services for more of our members." With the launch of this partnership, TCRA Members can now access the benefits included with their AUSA membership directly through the AUSA website.

About TCRA

The Transportation Corps Regimental Association, a tax-exempt, nonprofit organization, was formed in September 1990. It endeavors to promote the Transportation Corps Regiment; preserve its history and tradition; foster member professional development; and to provide academic scholarships. For more information about TCRA visit <https://www.tcregt-association.org/> or email: tcregt@verizon.net

About AUSA

The Association of the United States Army is a nonprofit educational and professional development association serving America's Army and supporters of a strong national defense. AUSA provides a voice for the Army, supports the Soldier, and honors those who have served in order to advance the security of the nation.

AUSA Media Contact:

Susan Rubelt
srubel@ausa.org

CTSSB PARTICIPATION

TRANSPORTERS WANTED!

On behalf of Colonel Beth A. Behn, Chief of Transportation (COT) and CSM Randy T. Brown, Regimental Command Sergeants Major, we would like to take this opportunity to solicit your support and participation in upcoming critical task site selection boards CTSSBs.

In a continuing effort to keep our CMF 88 Enlisted, Officer and Warrant Officer MOSs current and relevant, the U.S. Army Transportation Proponent/School conducts periodic CTSSBs to identify those individual-level tasks (at echelon) that are critical for our Operational Force Soldiers' job performance and the successful accomplishment of the respective unit's mission(s) during large-scale operations (LSCO) in a multidomain operations (MDO) environment.

The call to be a CTSSB participant is not an easy task and one that will have many challenges associated with it, since what you and your fellow board members decide during the execution of a CTSSB, will affect the Transportation Corps' Soldiers/Leaders and the Army for several years to come.

Participation in CTSSBs demands only the best of the best Transporters and someone who has held a wide variety of positions and possesses vast skills, knowledges and abilities within their respective MOS and AOC. It is also preferred that participants have recent Combat Training Center (CTC) rotations and/or operational deployment experience within Sustainment Brigades, Brigade Support Battalions, or any echelon above Brigade units.

Listed below is list of upcoming CTSSB for FY23:

-88M CTSSB: 26-30 Jun 2023

-88N CTSSB: 7-11 Aug 2023

-88H CTSSB: 21-25 Aug 2023

If you should have any questions about CTSSBs and/or want to know more about becoming a CTSSB participant, please do not hesitate to contact any one of the primary point of contacts listed below.

Mr. Joseph M. Ozoroski, Transportation Training Development (TRANS-TD), U.S. Army Transportation School (USATSCH) Email: joseph.m.ozoroski.civ@army.mil

Ms. Sheila L. Robinson, Highway-Movements Branch Chief, TRANS-TD DEPT, USATSCH
Email: sheila.l.robinson6.civ@army.mil

Mr. Willie L. Hemphill, Watercraft Terminal Operations Branch Chief, TRANS-TD DEPT, USATSCH
Email: willie.l.hemphill.civ@army.mil

CPT Rashida J. Housen, Officer Education System (OES) Team Lead, Highway-Movements Branch Chief, TRANS-TD DEPT, USATSCH Email: rashida.j.housen.mil@army.mil

UPCOMING TC CONNECTS

- **MAY 23:** AIT, PME Training Feedback (T)

Stay abreast of the latest and join the MS Teams TC Connect group at this link:

<https://dod.teams.microsoft.us/l/channel/19%3adod%3afe66526a12ee4af49f260e9bfd914046%40thread.tacv2/General?groupId=a0d46373-04da-4619-9264-009ebffb3e81&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43>

WANT TO WRITE FOR THE SPEARHEAD?

As the Transportation Corps modernizes our equipment, training, doctrine, and formations, we must continually modernize how we engage the wider Army. The Spearhead seeks new voices and content to reach a multi-faceted audience of NCOs, warrant officers, and officers.

This is an opportunity for those experienced voices to shed light on interesting topics and concepts related to Transportation that

The Spearhead follows the same submission guidelines Army Sustainment Magazine uses to include the Permission to Publish, Author Bio, and OPSEC Review Form found below and at: <https://alu.army.mil/alog/submissions.html>

Guidance for Submissions:

- ◆ Identify theme you are writing and whether it's a feature (1000-1500 words) or short article (500-600 words).
- ◆ Write for an audience of SSGs-MSGs, WO1s-CW3s, 2LTs-MAJs. What is the "So What" of your information? How will it help that audience? Keep the Writing simple and straightforward.
- ◆ Do not assume that those reading the article have the background knowledge on the subject.
- ◆ Attribute all quotes to their correct sources.
- ◆ Ensure the article's information is technically accurate.
- ◆ Identify all acronyms, technical terms, and publications.
- ◆ If you've submitted the article elsewhere, please let us know at the time of submission and to which publication it's been submitted.

WHAT DO YOU WANT TO SEE IN OUR NEXT ISSUES?

SUBMISSIONS & IDEAS

- ◆ Submit your article as an MS Word Document (.docx)
- ◆ Submit any photos, images, or charts as separate files in the highest resolution possible (1280 x 720 or higher) (.jpg or .tif)
- ◆ For photos, please include a caption of a specific unit, Soldier, action
- ◆ Submit signed forms (Permission to Publish, Author Bio, and OPSEC Review)

SEND ALL DOCUMENTATION AND FILES TO:

usarmy.lee.tradoc.mbx.transportation-proponency-office@army.mil

Questions? Call:

- ◆ 804-765-7288 / 7902



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Managing Editor

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The Spearhead is a quarterly professional newsletter published by the U.S. Army Transportation School, 2221 Adams Avenue, Fort Lee, VA, 23801-2102.

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Dissemination: This medium is approved for the official dissemination of material designated to keep individuals within the U.S. Army knowledgeable of current and emerging developments within their area of expertise for the purpose of enhancing their professional development.

The image features a silhouette of two soldiers in a desert environment during sunset. The soldiers are wearing helmets and carrying equipment. The background shows a hazy landscape with mountains and a warm, orange glow from the setting sun. The text "BE ALL YOU CAN BE." is overlaid in a bold, yellow, sans-serif font.

**BE ALL
YOU
CAN BE.**

