



# *The Spearhead*

3RD QUARTER EDITION: FY23

## DEPLOYMENT READINESS

Understanding Readiness  
Through Opportunity Costs

## TRAINING WITH INDUSTRY (TWI)

Caterpillar Inc.

## INHOSPITABLE HORIZONS

The Epic Logistics of Supporting  
Scientific Research in Antarctica

### Inside

From the  
Desk...

Change of  
Charter

Unit Spotlight

& More!

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3RD QUARTER EDITION: FY23



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# FROM THE DESK OF...

## The 33rd Chief of Transportation



### Team Transportation,

I'm writing to you as our Corps wraps up another action-packed quarter. Our tactical units around the globe continued to thrive in support operations, exercises, and contingency operations. On 16 April, we activated the 5<sup>th</sup> Composite Watercraft Company (CWC) in Japan, making good on our strategy to increase Army Watercraft capabilities in INDOPACOM. Here at Fort Gregg-Adams, we celebrated the achievements of past and present Transporters during our regimental activities in May. In June, the Transportation School conducted the 58<sup>th</sup> Transportation Battalion Change of Command and the Regimental Chief Warrant Officer Change of Charter.

### A few highlights:

Our regimental activities events that kicked off the start of Sustainment Week on 15 May brought home the importance of honoring our past and

present Transporters. We started the morning with our new Hall of Fame wall unveiling. We were honored by the presence of many Hall of Fame members and their families there to witness the monumental occasion. Following the unveiling, we awarded our "Of the Year" winners, highlighting the best units and individual Transporters from 2022, and we recognized our 2023 Distinguished Members of the Regiment. We ended the day with our Hall of Fame ceremony and dinner as we inducted 16 members. The Hall of Fame Class of 2023's service spanned from the Spanish – American through every conflict through present day. A truly amazing group of Transporters! You can read more about our regimental activities starting on page 24.

The Transportation School has seen some major changes in leadership over the last month. On 02 June we conducted our Regimental Chief Warrant Officer Change of Charter ceremony as Chief Warrant Officer Five (CW5) John McCartin relinquished responsibility to CW5 John Zabler. On 05 June we also conducted the 58<sup>th</sup> Transportation Battalion Change of Command as LTC William Weaver relinquished command to LTC Steven Robinette at Fort Leonard Wood, MO. I would like to thank both CW5 McCartin and LTC Weaver for their tremendous leadership and contributions and wish them and their families all the best as they head to new assignments.

I am also excited about our partnership with our teammates at the

Command and General Staff College (CGSC) as we work to modernize the Division Transportation Officer (DTO) Course. We have been working closely with the CGSC faculty and current DTOs to create a more LSCO-focused course that will increase effectiveness of our DTO teams.

Lastly, we recently posted the fourth episode of "Coffee with the CoT" on our Facebook pages. During the latest episode I talked with Mr. Trenton Lykes, Director of the Transportation Management Training Department (TMTD). Mr. Lykes highlighted one specific course that was created recently to bridge the gap in education of our higher echelon staffs. You can read more about the Senior Transportation Operations Course on page 22 and don't forget to go to our Facebook pages and watch the full episode of "Coffee with the CoT!"

### Upcoming Events:

I am thrilled to announce the official activation of the 71<sup>st</sup> Transportation Battalion on July 12, 2023 at Fort Gregg-Adams, VA. The reactivation of this battalion that has a long and storied history as an operational HQ during WWII and Vietnam, and later, as part of the Transportation School will make a tremendous positive impact on all our trainees, drill sergeants, instructors and Families at Fort Gregg-Adams and Fort Eustis!

Be All You Can Be!

**SPEARHEAD!**

**NOTHING HAPPENS UNTIL SOMETHING MOVES!**

**SPEARHEAD!**

# FROM THE DESK OF...

## The 15th Transportation Regimental Command Sergeant Major



Teammates,

Greeting from Fort Gregg-Adams, the home of the Army Transportation Corps. It gives me great pleasure to provide a few words for this edition of the Spearhead Newsletter. As this quarter comes to an end, I couldn't be more appreciative of the hard work and dedication you continue to demonstrate at your various camps, posts, and stations. Your individual and organizational accomplishments are some of the most impressive achievements I've witnessed in my career. You're truly making a difference, keep up the great work!

I'd be remiss if I didn't acknowledge some distinguished teammates. First, Congratulations to the 2023 Transportation Corps Hall of Fame Inductees. You are experts of our craft, and we were honored to have recognized your accomplishments during Sustainment Week at Fort Gregg-Adams. Next, thanks to our Distinguished Members of the Regiment, your efforts and contributions continue to drive our Army into the future. Thanks for your leadership! Final-

ly, it was amazing to witness the emergence of excellence through our "Of the Year" winners. Your distinction was well merited, and we look forward to everyone competing for honors again next year. Once again, congratulations to everyone.

On a different note, in case you missed it, Sustainment Week was amazing! The week was filled with lots of information and guidance from senior sustainers. If you were unable to attend, connect with a teammate that was in attendance. I'm certain they'll be willing to share invaluable information on a myriad of sustainment topics and initiatives that were covered.

I took specific interest in the food service, talent management and multifunctional NCO discussions, because they were nested within the fabric of taking care of our people. People remain the Chief of Transportation's number one priority. Therefore, from my position, I'd like to share a few points on taking care of our people.

As you know, our Army is at an inflection point for accession and retention. Leaders can be the tipping point when a teammate is determining whether to join, stay, or separate from the team. Be the difference! As a rule of thumb, be the leader you've always wanted. Engaged leaders are the MVPs within our organizations. While being present is a physical action, presence is an Army attribute. Be cognizant that being present doesn't equal presence!

Next, use talent-management as a developmental tool and not a weapon. Placing people in the right place at the right time requires precision. It's important to understand

the follow-on effects of your personnel management decisions. Be deliberate and cultivate the right talents to develop the leaders of tomorrow today.

In line with developing talent, I'd like to share my thoughts on the multifunctional NCO. By no means are Transporters being eradicated. We have a long prestigious presence within our Army, and we will continue to play a key role in future Army operations. However, the Army is changing and with that so are roles and responsibilities. NCOs are expected to remain adaptive and possess a high level of endurance through all levels of war. This requires an understanding of Army operations in its entirety. As Transporters, we must continue to broaden our presence within the sustainment community. Being multifunctional does not divest you of your functional expertise. In contrast, it gives you a greater understanding of the sustainment warfighting functions. Having multifunctional knowledge, skills and behaviors will be the difference in you being a capability or liability to an organization. Although "nothing happens until something moves," sustainment is a collective effort.

Finally, as we move forward into summer transitions, I'd like you to remain connected. Continue to leverage our various feedback loops and don't forget to check out our TC webpage at [www.transportation.army.mil](http://www.transportation.army.mil) Thanks again for your continued support and leadership.

Be All You Can Be!  
Spearhead!



# FROM THE DESK OF...

## The 7th Transportation Regimental Chief Warrant Officer



Greetings fellow Transporters!

It is with great honor to have assumed responsibility as the 7<sup>th</sup> Transportation Corps Regimental Chief Warrant Officer. CW5 John McCartin has been an incredible steward during his time as RWO and has accomplished so much to ensure an enduring legacy. I want to personally thank him for his dedication and mentorship, and wish him the best as he assumes duties as the HRC Force Sustainment Division Warrant Officer Branch Chief.

In May, Fort Gregg-Adams hosted Sustainment Week. Interacting with the many leaders in attendance reinforced just how integral the Transportation Corps is for the Army and the Joint Force. Transportation Soldiers and individual units were recognized for their achievements with the "Of the Year" awards and Distinguished Members of the Regiment ceremony, as well as the Transportation Hall of Fame induction.

The 14th of June, marked the 248<sup>th</sup> birthday for the United States Army. The U.S. Army is far different today

than when it was formed by the Second Continental Congress in 1775. Today we are a more diverse and multicultural force of all-volunteer Soldiers who make-up the largest and most prestigious service within the greatest military in the world. Looking at the strength of Army Transporters, we are over 68,000 strong – Officers, Warrant Officers, and Enlisted across all three components. However, we must continue to recruit the best and, more importantly, be better in retaining our most skilled and knowledgeable.

The 9th of July, will mark the 105<sup>th</sup> birthday of the Army Warrant Officer. Today, our cohort is made up of 47 specialties across 17 branches. Warrant Officers are more than technical experts; we are adaptive leaders that influence across the entire spectrum of the Army. We now have over 650 Transportation Warrant Officers – but still not at our required numbers. Tomorrow's senior Warrant Officers are serving now – recruit and mentor!

Also, on 31 July, the Army Transportation Corps will celebrate its 81<sup>st</sup> birthday. As we reflect on how much has changed since then, know that the Transportation Corps is more critical than ever, and all the hard work you do is not unnoticed. Army Transporters are executing missions around the world. Later this summer will be Talisman Sabre, where the Army will be tasked to transport massive amounts of equipment across difficult terrain and at great distances. Talisman Sabre is the largest bilateral combined training activity between the Australian Defense Force and United States. The exer-

cise will also include a joint logistics over-the-shore exercise where Army watercraft will land on an undeveloped beach in Australia and offload M1 Abrams tanks in addi-

***"Warrant Officers are more than technical experts, we are adaptive leaders that influence across the entire spectrum of the Army."***

tion to over 400 pieces of rolling stock. This will be a great display of the efficiency and unmatched professionalism of the Transportation Corps.

It is an exciting time that will not be without its challenges, but I have no doubt all the Soldiers of the Transportation Corps will rise to the occasion and continue setting the standard for excellence.

In closing, I want to offer my condolences to the family of CW5 (R) Chester Willis, who recently passed. CW5 Willis was the first Transportation Corps Chief Regimental Warrant Officer, serving with distinction from 2004-2007. He contributed greatly to the Corps and to the Army. We will be forever indebted to him for the positive impact he had on so many. Be All You Can Be! Spearhead!

# CHANGE OF CHARTER

## A Message from Chief Warrant Officer Five John J. McCartin

Team Spearhead!

Greeting to all of you. It is hard to believe it has been two years since I had the privilege of assuming the duties as the 6<sup>th</sup> Transportation Regimental Warrant Officer. I have spent the last two years getting to work with some of the most professional Soldiers in the Army. The Transportation Corps leads from the front with the utmost quality Soldiers and continues producing future leaders daily at the school house.

As they say, all good things must come to an end, and with the summer transition cycle coming into full swing you will see many changing faces within the organization, but I am excited about the individuals that have been chosen to continue to carry the water for the Transportation Corps. I have no doubt that they will maintain the standard of excellence that you deserve.

I have learned so much over the past 24 months serving as your Regimental Warrant Officer. I came into the position having a basic understanding of what our Mobility Warrant Officers (WO) do, but it has been truly eye opening to understand the amount of responsibility they have, many times operating one deep in the formation they reside in. I had the opportunity to attend a couple of CENTCOM Force Flow Conferences at Scott Air Force Base, IL and really appreciate the expertise they bring to their units. It was great to be able to get so many Mobility WOs in one location and engage with a group of true professionals.

This is not to take anything away from our other Transportation Corps WO's, Our Marine Deck and Engineering Officers are also continuing to operate at an extremely high level. I will admit, after being a mariner for the last 32 years, I am much more familiar with the high level they oper-

ate at daily. We have our vessel crews operating all over the world, supporting operations in several areas of responsibility. These vessels and their crews are truly force multipliers highlighting the unique capability our Army watercraft bring to the fight.

We have moved the ball down the field on several major WO efforts over the past two years and as they move further the cohort continues to strengthen becoming more prepared for the future. WO professional military education (PME) is under a major revision. Army senior leaders realize they need to invest in the WO PME continuum to keep our Warrant Officers relevant with the most up to date technical training available. This effort has resulted in an entire new level of PME, the Warrant Officer Intermediate Course established for our CW2 population. Our WO recruiting and accessions program are also going through major changes. We continue to exceed all our accession requirements, averaging 125% to 150% of the packets necessary for accession boards for all our MOS's.

***“Our WO recruiting and accessions program are also going through major changes. We continue to exceed all our accession requirements”***



Transportation Corps WOs continue to do very well at promotion boards. We continue to see high selection rates at the CW2, CW3 and CW4 levels. We are continuing to work with HRC and the HQDA G1 to improve retention efforts for all WOs across the Army. The Transportation Corps, and the Army, are all fighting the retention challenges within our populations, but there are programs in place to target these issues.

We just wrapped up another Sustainment Week at Fort Gregg-Adams, VA and it was a great event. We started the week by unveiling the new Hall of Fame wall in Wylie Hall and also conducted our “Of the Year” awards ceremonies for both individual honors and unit awards. We then held our Distinguished Member of the Regiment Ceremony, congratulating the 30 newest Distinguished Members of the Regiment. We finished the evening with our Hall of Fame induction ceremony and dinner, which included the induction of the 1<sup>st</sup>



# CHANGE OF CHARTER

## A Message from Chief Warrant Officer Five John J. McCartin

***“I feel very confident in saying as I pass the Regimental Warrant Officer position...that the Corps is in great hands.”***

Chief of Transportation, BG Frank T. Hines. Congratulations to the 16 new members in the TC Hall of Fame.

I would be remiss if I did not take a moment to mention the passing of our 1<sup>st</sup> Regimental Chief Warrant Officer, CW5 Chester Willis, last month. He was the first to hold the title of Transportation Regimental Warrant Officer

and also a member of the Transportation Corps Hall of Fame. He set the standard for all of us to follow and was a friend and mentor to many of us. He wrote my letter of recommendation to become a warrant officer and I will forever be grateful that he saw my potential and took the time to teach, coach and mentor me throughout the years we served together.

I feel very confident in saying as I pass the Regimental Warrant Officer position onto CW5 John Zabler that the Corps is in great hands. CW5 Zabler is a dynamic WO that will continue to set the bar for us to follow. I look forward to seeing where he and the command take the Transportation Corps moving forward. He will no doubt do great things as he uses his skillset to keep the Transportation Corps

Warrant Officers ready and relevant to meet the needs of the Army.

As many of you know I am not calling it quits just yet, I was selected to continue to serve at HRC at Fort Knox as the Force Sustainment Division WO Branch Chief. I am both honored and humbled to have been selected to fill this vital role in the Army. I look forward to continuing to hear about the great things that our Transportation Warrant Officers are doing across the Army. Best of luck to all of you!!

### **SPEARHEAD!!**

CW5 John J. McCartin  
6th Transportation Regiment  
Chief Warrant Officer



CW5 John McCartin discussing Warrant Officer Professional Military Education changes and implementation during the State of the Corps address on 15 May, 2023. (Photo by LTC Daniel Morken)

# SOLDIER AND CIVILIAN HIGHLIGHT

## 163rd Transportation Detachment: Recognizing Heroes Among Us

Author: CW3 Bryce Lewis

The transportation community is made up of some of the most dedicated and hard-working individuals in the military. From ensuring that equipment and supplies are transported to where they are needed, to training and preparing for future missions, these individuals work tirelessly to keep our formations ready for anything.

We would like to take a moment to recognize and celebrate the accomplishments of some of our outstanding Soldiers, NCOs, Warrant Officers, Officers, and Civilians, serving with the 163rd Transportation Detachment at Bishop Point, HI. These individuals serve as an inspiration to us all, and their achievements are a testament to the strength and determination of the transportation community.



SFC Aaron Cooper

First on our list is SFC Aaron Cooper, an NCO who has made a significant impact on his unit. SFC Cooper has been recognized for his exceptional leadership and dedication to his Soldiers. Under his guidance, his detachment has consistently exceeded mission requirements and achieved new levels of readiness. SFC Cooper's indefatigable endeavors have garnered him a distinction as a rapid, adept, and assured commanding figure.

Next, we would like to spotlight Chief Warrant Officer Two Joseph Schall, who has become a subject mat-



CW2 Joseph Schall

ter expert in his field. CW2 Schall has been instrumental in developing and spearheading new property book and maintenance initiatives that improve upon existing ones. His expertise has been sought after by units throughout the field, and his



CPT Alexander McLoughlin

contributions have been invaluable.

Another standout performer is Captain Alexander McLoughlin, an Officer who has demonstrated exceptional leadership and strategic thinking. CPT McLoughlin has been instrumental in leading four watercraft detachments through complex operations, and his ability to adapt to changing circumstances has been key to the unit's success.

Finally, we would like to recog-



Mr. Ernest Vidinha

nize the outstanding work of our civilians. Mr. Ernest Vidinha, for example, served as a resource manager for over seven years and is a valuable asset to the organization. His expertise and proficiency were integral to the fruition of several significant endeavors, agreements, and financial stability in the units he supervises.

These individuals are just a few examples of the outstanding Soldiers, NCOs, Warrant Officers, Officers, and civilians in our transportation community. Their accomplishments serve as a reminder of the strength and determination of our formations, and they are a source of inspiration to us all.

In conclusion, we would like to express our gratitude and appreciation for the hard work and dedication of all those who serve in the transportation community. The contributions of these individuals are essential to the success of our formations, and they are truly heroes among us.

(Photos provided by CW3 Bryce Lewis)

### **About the Author:**

CW3 Bryce Lewis is currently assigned as the Chief Engineer, 163rd Transportation Detachment. His formal education includes an Associates of Arts in General Studies from American Military University.



# UNIT HIGHLIGHT

## 1041st Transportation Company Hits the Road for Historic Annual Training

*Authors: CPT Luis Torres*

CAMP MURRAY, WA.— This summer, Washington National Guard Soldiers with the 1041st Transportation Company, 420th Chemical Battalion, 96th Troop Command, will convoy to Fort Riley, Kansas, and back again, driving more than 4,000 miles in their tactical vehicles to validate the unit's primary and alternate routes and their ability to rapidly conduct an interstate deployment. The Soldiers will travel thousands of miles across the western half of the United States, the equivalent of a coast-to-coast road trip.

"This is easily one of the longest convoy movements conducted by a Washington National Guard unit in recent history," said CPT Luis Torres, commander of the 1041st Trans. Co. "We could be setting a new record."

In preparation for another busy annual training, leaders with the 1041st Trans. Co. drove more than 3,000 miles through eight states, as part of a route reconnaissance mission.

In just six days, SSG Bryan Calvillo, SFC Nathan Brogan, and CPT Luis Torres whipped through Washington, Idaho, and Montana; burnt rubber through Wyoming, Nebraska, Kansas, cruised through Colorado, and finally disembarked in Utah. They visited military installations and armories in multiple states to coordinate rest and maintenance support locations for the unit's upcoming annual training. Rest and maintenance sites are key strategic locations that will allow Soldiers to recover and conduct vehicle maintenance.

The leader's recon road trip was an essential step of the planning process. The trip laid the groundwork for what will be a complex interstate convoy operation, the success of which depends on pre-coordinated sustainment operations, a firsthand understanding of the mission, and the ability to plan for the unexpected by identifying and evaluating potential courses of action in advance. "This will stress test the unit, and our ability to be ready," said Torres

1041st Trans. Co. will take full advantage of their annual training time to prepare for their federal Mobiliza-

tion Support Force (MSF) mission, an essential part of the national defense strategy. As part of the MSF mission, National Guard and Reserve units are tasked to provide logistical and administrative support for mobilization sites and activities across the country.

Within the last few years, the unit has traveled to Fort Harrison, Montana, Camp Guernsey, Wyoming, and Dugway Proving Grounds in Utah, and recently supported several large-scale operations including a nationwide move to Camp Roberts, California, and Exercise Maple Resolve in Wainwright, Canada. 1041st Trans. Co., continues to pursue creative ideas and deliberate planning to provide relevant and challenging training that will engage Soldiers. Annual training missions like these have increased recruitment and retention in the company, and set the standard when it comes to transportation training.

"Last year's trip to Dugway Proving Grounds was roughly 2,000 miles roundtrip and we can't wait to double that," said Torres. "We are looking forward to this year as well, and continuing our movements together as a team."

### **About the Author:**

*CPT Torres currently serves as the Commander for the 1041st Transportation Company. CPT Torres enlisted in the Army in 2001 as a 19D Cavalry Scout. Upon finishing his 4-year enlistment, then SGT Torres enlisted in the WA National Guard and was assigned to the 506th MP Detachment in 2005. He has two deployments to Iraq and Afghanistan. Upon finishing his Bachelor's degree from Central Washington University in 2011, he commissioned through Officer Candidate School.*



Soldiers from 1041<sup>st</sup> TC conduct cross-training on the M983A4 LET w/ trailers as they prepare for their cross-country annual training.

(Photo by SFC Michael Boyd)

# LETTER FROM

## Maj. Gen. Michel M. Russell Sr. to the Transportation Corps

As I complete my final year of service to this great nation, I wanted to take a moment to thank all U.S. Army Transportation Corps professionals – past and present – and reflect on what my time as Chief of Transportation meant to me.

As the 28th COT, I learned the Transportation Corps is always at the center of what makes the Army and the joint force succeed. Transportation capabilities are essential to support the national military strategy. I also gained a greater understanding of the significance of projecting combat power through Joint Logistics Over the Shore operations. An exercise that really demonstrated this was JLOTS 2016, a joint-service, scenario-based exercise designed to simulate disaster and humanitarian assistance in the Cascadia subduction zone. I witnessed firsthand how the Transportation Corps supports a combatant commander during JLOTS '16.

This corps provides the physical capabilities necessary to affect agile maneuver and movement of forces and materiel at tactical, operational, and strategic levels. Our transporters really are the tip of the spear. This is indisputable.

As the commanding general of the 1st Theater Sustainment Command (the "First Team"), we provide predictive and precise operational level sustainment in support of U.S. Central Command and the Combined Forces Land Component Command. At the core of what we do as a TSC is theater distribution, which as you probably guessed, requires knowledge of transportation systems, equipment, processes, and doctrine. I leaned heavily on my time as the 28th COT to succeed in our mission.

During Native Fury 22, for example, U.S. Marine Corps Forces Central Command executed a Maritime Prepositioning Force offload operation, but at the heart of that exercise was support from the First Team by way of Recep-

tion, Staging, Onward Movement, and Integration on the western commercial port facility at Yanbu, Kingdom of Saudi Arabia, and at Al Bayadh on Prince Sultan Air Base.

While there are dozens of examples I could highlight, I cannot overstate the significance my time as the 28th COT had on me. My experiences, the people I met, and the knowledge I gained all better prepared me to navigate the challenges of my future assignments as U.S. Forces Korea J4, commanding general of the 19th Expeditionary Sustainment Command, HQDA assistant Deputy Chief of Staff, G4, and finally, as the commanding general of the 1st Theater Sustainment Command.

Reflecting on the past prepares you for the future. As each of you look back on your legacy and on the legacy of those with whom you served, I hope you know that I look fondly on my time as the Chief of Transportation. It was rewarding and unforgettable.



I remain impressed by what the Spearhead of Logistics continues to do to this day. **Nothing happens until something moves!**

Maj. Gen. Michel M. Russell Sr.

Commanding General 1st Theater Sustainment Command



Brig. Gen. Michel Russell (right), 28th Chief of Transportation, and Capt. Greg Vinci, commanding officer of Amphibious Construction Battalion 1, watch a video brief before touring the life support area for Joint Logistics Over-The-Shore 2016. (Photo by U.S. Navy Mass Comm Specialist 2nd Class Eric Chan)



# TRAINING WITH INDUSTRY

## Marine Engineering Warrant Officer—Caterpillar Inc.

*Author: CW2 Joshua Wynn*

The Training with Industry (TWI) program for Army Marine Engineering Warrant Officers (881A) is a 12-month tour with Caterpillar Inc in Peoria, Illinois, where participants will get firsthand experience working with Caterpillar products found on multiple Army Watercraft System (AWS) vessels. As the Army installs more of these products through the service life extension program (SLEP), Marine Engineering Warrant Officers must understand the mechanics and technology behind these newer Caterpillar engines. Moreover, they must understand the complex supply chain for parts ordering and distribution, which will further enhance their capabilities as maintenance managers.

The TWI participant will work directly with the Caterpillar Defense team in downtown Peoria, IL. Upon arrival, Caterpillar will provide an extensive tour of the foundry in Mapleton, IL, where they cast and forge many engine blocks and components. They will also visit the SS building in East Peoria, where they assemble medium and large track-type tractors, and the Parts Distribution Center in Morton, IL, one of the most extensive distribution facilities globally. Additionally, the participants will visit the Tech Center in Mossville, IL, where most of the new product development and testing occurs, and the Large Engine Center in Lafayette, IN, where they assemble many of the large marine and power generation engines.

During the 12-month assignment, the Warrant Officer will work in 2–3-month training rotations through vari-

ous facilities and departments within Caterpillar Inc. They will also attend dealer technician certification courses at the Caterpillar Learning Center. These rotations may include but are not limited to the Morton Parts Distribution Center, Caterpillar Defense Lifecycle team, Fleet Condition Monitoring, Tech Center, Peoria Proving Grounds, and Edwards Demonstration Center.

The courses offered to the TWI participant at the Learning Center are the same certification courses that Caterpillar Dealer technicians attend to become certified in the maintenance and repair of engines and equipment. This is a unique opportunity for Warrant Officers to gain knowledge, resources, and contacts to bring back to the AWS, the Transportation Corps (TC), and the Army. Some examples of the courses available include Engine Master Mechanic, Applied Failure Analysis I & II, Engine Electronics Troubleshooting I & II, Hose and Coupling Assembler, CAT Electric Power, Electric Power Application & Installation, and Caterpillar Instructor Accreditation Program (CIAP).

As part of their training rotation, the Warrant Officer will collaborate with individuals from the Product Support & Logistics Division (PSLD), responsible for fulfilling orders to dealers globally. They will gain hands on experience working with Caterpillar's various order and parts management systems and Microsoft Power BI. Furthermore, they will help coordinate and communicate between Logistics Planning Analysts (LPA) and dealers to determine shipping dates and find parts within the

global Caterpillar distribution network. They may also aid in preparing part kits for defense customers, such as the US Army, in the warehouse facility.

In addition, when working with the Fleet Monitoring team, the Warrant Officer will obtain experience assessing real-time events transmitted from equipment and engines worldwide. They will use their knowledge and experience, along with input from Condition Monitoring Analysts (CMA), the online Caterpillar Service Information System (SIS), and the Scheduled Oil Sampling (SOS) laboratory personnel to supply maintenance recommendations to customers and dealers based on the events.

The TWI program offers Marine Engineering Warrant Officers an excellent opportunity to increase their Caterpillar equipment and engine expertise. It also supplies valuable insights into parts ordering and distribution, proper maintenance, and the critical relationships between Caterpillar Inc and the Army. Ultimately, this program will further prepare them for future roles as senior maintenance managers and training developers.

### **About the Author:**

*CW2 Wynn is an 881A, Marine Engineering Officer, currently conducting TWI at Caterpillar Inc. in Peoria, IL. CW2 Wynn spent 18 years in the Army Reserves in 448th Civil Affairs BN deploying to Kosovo, Iraq and Djibouti. In 2018, he transitioned to active duty and completed Warrant Officer Basic Course. He holds a Bachelors of Science in Accounting and is currently working on his Masters in Business Administration.*



Photo: [Caterpillar](#) | [Caterpillar Inc](#)

# INHOSPITABLE HORIZONS

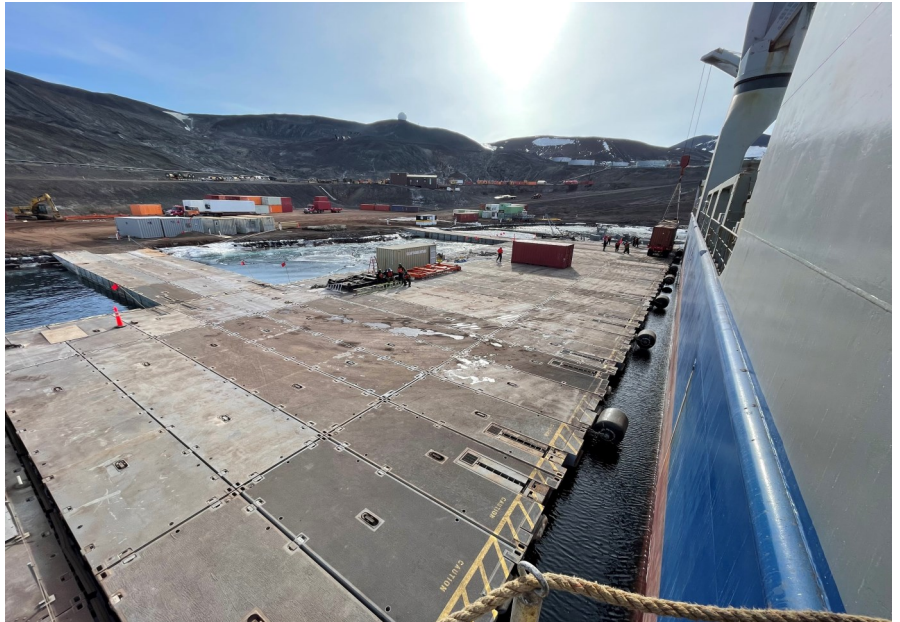
## The Epic Logistics of Supporting Scientific Research in Antarctica

Author: 1LT Hudson Kay

Operation Deep Freeze is one of the most remarkable and ambitious missions in the history of polar exploration. This annual resupply mission to Antarctica requires worldwide coordination, numerous people, including contractors and assets from the U.S. Army, U. S. Air Force, U.S. Coast Guard, U.S. Navy, and New Zealand Defense Force. It's a logistical feat that combines all modes of transportation and is delivered to one of the harshest environments on earth. The mission's success relies on the unfailing dedication of numerous teams, and this year, it was particularly reliant upon the 331st Transportation Company (Causeway) out of Fort Eustis, VA.

The 331st Transportation Company is a unique company in the U.S. Army, with the extraordinary capabilities to construct ports in the most challenging and austere environments around the world. The team is made up of highly skilled watercraft operators and watercraft engineers, among other MOSs, who take on one of the toughest and more dangerous jobs in the military by building piers and enduring harsh weather conditions. Their vital role in Operation Deep Freeze cannot be overstated, as the National Science Foundation (NSF) had to rely on Causeway's expertise to ensure the delivery of crucial supplies and equipment to Antarctica.

To execute Operation Deep Freeze, the coordination of multiple branches of the U.S. Military, as well as International Allies, is required.



View from the causeway pier from the Ocean Giant in Winter Quarters Bay, Antarctica. Soldiers of the 331st Transportation Company, Navy Cargo Handling Battalion 1, and New Zealand Defense Force can be seen helping download cargo from the ship. (Photo by 1LT Hudson Kay)

The mission's primary objectives are to resupply the remote Antarctic stations, maintain the infrastructure, and support scientific research in the region. The operation requires an enormous amount of planning and preparation to ensure the delivery of vital supplies, including food, fuel, and scientific equipment, to maintain the year-round research stations in the most inhospitable place on Earth.

The logistical challenges of Operation Deep Freeze are immense, and sometimes the existing infrastructure, such as the ice pier, is insufficient to handle the volume and weight of supplies required to maintain the remote Antarctic stations. In these cases, the NSF contracts with Causeway

***“The logistical challenges of Operation Deep Freeze are immense, and sometimes the existing infrastructure, such as the ice pier, is insufficient to handle the volume and weight of supplies required to maintain the remote Antarctic stations.”***



# INHOSPITABLE HORIZONS

## The Epic Logistics of Supporting Scientific Research in Antarctica

to construct a new pier, as they did in 2013, 2019, and most recently in 2023. To complete the mission, the team traveled from Virginia to Japan and then to California to prepare their equipment before making the long journey to Christchurch, New Zealand, where they received extreme cold weather gear and other necessary briefs for life on the continent.

Upon arrival in Antarctica, the team had to work fast to build the pier so that cargo operations could be completed within the limited window of more favorable weather conditions. This required navigating obstacles such as icebergs and massive chunks of ice, which posed unique challenges to the team. Despite these challenges, Causeway was able to successfully build a 240-foot pier with two Modular Warping Tugs, ensuring that over 20 million pounds of cargo were delivered to McMurdo Station, including critical supplies such as food, construction material, and scientific equipment. The team's efforts also included retrograde of materials, including the transport of 400,000-year-old ice cores, which are essential for research on climate change.

The success of Operation Deep Freeze 2023 relied on the dedication of numerous teams, including the 331st Transportation Company. Their hard work, expertise, and commitment to excellence were instrumental in ensuring that the remote Antarctic stations received the necessary supplies to maintain the year-round research and scientific



Causeway Soldiers working to build the pier despite harsh weather and ice in the way. (Photo by 1LT Hudson Kay)

activities. The logistical feat of Operation Deep Freeze is a testament to the determination and skills of the military and civilian personnel involved in the mission, who continue to push the boundaries of exploration and support the advancement of scientific knowledge.

### **About the Author:**

***“The success of Operation Deep Freeze 2023 relied on the dedication of numerous teams, including the 331st Transportation Company.”***

*1LT Hudson Kay currently serves as the Roll-on/Roll-off Discharge Facility 1 Platoon Leader in 331st Transportation Company at Fort Eustis, Virginia. He was the OIC of Operation Deep Freeze 2023 for the Army from October 2022 to May 2023. Kay holds a Bachelors in Mathematical Sciences from the United States Military Academy and commissioned as a Transportation Officer in May 2021. He has completed the Logistics Basic Officer Leadership Course and earned his Air Assault Badge.*

# JOINT DEPLOYMENT PROCESS

## Strategic Airlift

*Author: MSG John O'Brien*

My first experience with air mobility operations was as a young specialist, working in a movement control team at Baghdad International Airport 2003. My task was to go to every plane that landed and record what was loaded or unloaded. Transportation Corps Soldiers train to work at an aerial port as part of their MOS critical tasks; however, few get the opportunity to see the big picture and what happens behind the scenes to bring the aircraft there, or how to explain to the customer why they can't get a plane tomorrow.

Most deployment and redeployment airlift missions are a product of the Joint Operations Planning and Execution System (JOPES). The typical timeline from JOPES input to mission execution is about 30 days. Leaving out the details of long-range

planning and U.S. Secretary of Defense deployment orders, the joint deployment process starts when someone, usually a brigade mobility team, enters the movement plan into the JOPES database. The JOPES planner assigns each movement element a 5–7 character alphanumeric unit line number (ULN) for tracking. These are similar to a confirmation code issued by a commercial airline which can be associated with a specific unit or people and movement mode, source and timeline. ULNs use several legs to cover a unit's entire journey from origin to destination. Each service and Geographic Combatant Command (GCC) have specific ULN naming conventions assigned to them to allow for tracking, deconfliction and later billing, and service components can issue further guidance to delineate units.

After entering the information into JOPES, the deploying unit generates air load plans in ICODES and then uploads them into the Airlift Integrated Interface (A2I) website. A2I compares the uploaded plans against the ULNs in JOPES to ensure cargo and personnel numbers match. Additionally, A2I provides a means for the airlift planners to update the user and communicate any problem. To give planners maximum flexibility in selecting suitable airframes, users must submit load plans for every possible combination of aircraft that could move the load, except C-130s because they have a different role as tactical intra-theater airlift. For example, if the deploying cargo will not fit on one C-17, the user should send load plans for two C-17, one C-5 and one B-747/MD-11. TRANSCOM often contracts commercial carriers to move cargo, so users should note if their load is not compatible with commercial aircraft.

Once the movement planning JOPES input is complete, the ULN's must be validated before any movement can be scheduled. Validation is a process where the sourcing service or component stipulates that the capability requested has been sourced, all movement information is error free, and it meets the supported component's requirements and timelines. Validation timelines differ among GCC but all have the same deadline to provide their validated records to US TRANSCOM. In a rapidly changing world, it is impossible to keep everything to one set timeline, so validation timeline requirements can be



10<sup>th</sup> Special Forces Group Soldiers unload an ATV from a USAF C-130. (Photo by SOCEUR PAO)



# JOINT DEPLOYMENT PROCESS

## Strategic Airlift

waived with an endorsement from a colonel or general officer, depending on how close the available to load date (ALD) is at the time of submission.

Joint policy requires that all JOPES validations be communicated using a system called newsgroups. The validation process starts when the deploying unit submits a newsgroup message to their service component or supporting component JOPES offices. The service component verifies the data and then sends a newsgroup to the deploying unit's Supporting Combatant Command JOPES office. For the active Army, FORSCOM executes both of these functions. Once the Supporting Combatant Command verifies the data is correct and error free, another newsgroup message is sent to the Supported Service Component JOPES office who verifies the deploying unit or the capability requested is correct and free of errors. The Supported Service Component sends the request for final validation to the Supported GCC JOPES entity validation occurs which locks the ULN records in JOPES from further edits. Finally, US TRANSCOM accepts the ULNs for planning and tasks one of their service components, Air Mobility Command (AMC), Surface Deployment and Distribution Command or Military Sealift Command to provide the correct type of lift.



A USAF C17 loads cargo from Special Operations Command South at Homestead ARB, Florida. (Photo by MSG John O'Brien)

Although JOPES validation timelines are waiverable, countries' diplomatic clearance timelines are much more stringent and harder to waive. All military aircraft must coordinate diplomatic clearances with every country on the flight route. Lead times vary by country from blanket clearance to 30 or more days. Clearance is only for specific times and routes and types of hazardous cargo and making changes to a mission such as adding hazardous material could restart the whole clearance process from the beginning. While uncommon, it's not impossible for a maintenance or weather delay to move a mission outside of the approved dip-

lomatic clearance windows and force the mission to be rescheduled from scratch at the full lead time, sometimes weeks or more.

Air Mobility Command's 618<sup>th</sup> Tanker Airlift Control Center, commonly referred to as TACC, is based at Scott Air Force Base, IL where they exercise operational control over most strategic mobility aircraft throughout the world. When AMC forward deploys C17s, they habitually retain operational control and 618<sup>th</sup> also manages intra theater C17 missions. TACC tasks one of its Air Mobility Wings to provide aircraft and crews, but plans the missions from Scott. Once TACC plans an airlift mission, it will usually not appear in transportation automation systems until 10-14

# JOINT DEPLOYMENT PROCESS

## Strategic Airlift

days from mission execution. It is the responsibility of the deploying unit to ensure that there is adequate material handling equipment on hand, and the cargo is inspected prior to loading (see Spearhead Newsletter, 1st Qtr 2023). The following month, AMC sends each service component command a bill for all the airlift missions that carried its ULNs. AMC only bills the entire mission, to include positioning and dispositioning legs and even maintenance diverts, to one ULN that has the preponderance of cargo.

The process is similar for intra-theater movements. Since the mission stays within the same theater, the supported and supporting commands are usually the same so JOPES validation is streamlined. The GCC receives the request and tasks its own air component to fly.

The air component of each GCC has an Air Operations Center (AOC) that functions similar to the 618<sup>th</sup> and manages missions within their theater. In Europe, this is the 603<sup>rd</sup> AOC in Ramstein Air Base, Germany. Each AOC has an Army Battlefield Coordination Detachment (BCD, see Spearhead Newsletter 4<sup>th</sup> Qtr 2022) that serves as a liaison element for Army users and represents the Army at the AOC. The Air Force is not currently using A2I for intra theater moves, so 603<sup>rd</sup> AOC accepts documents for verification by email to plan missions supporting EUCOM and AFRICOM.

US Transportation Command and Air Mobility Command play a vital role in America's ability to rapidly respond to crises around the world, and this process can be greatly compressed in a contingency to meet

emerging mission requirements. Air Mobility Command operates hundreds of aircraft around the world every day, and each one is the result of detailed and thorough planning by service members and Airmen at several bases and commands to make the mission successful.

### **About the Author:**

*MSG John O'Brien serves as the Logistics Directorate Senior Enlisted Leader in Special Operations Command Europe at Patch Barracks in Stuttgart Germany. He holds a bachelor's degree in Global Logistics Management from Arizona State University and is a graduate of the Army's Master Leader's Course.*



Army Soldiers unload an AH-64 Apache from a USAF C-5. (Photo by CW2 Travis Kersey)



# ADR CERTIFICATION IN THE EUCOM THEATER

Authors: MAJ Justin A. Brown

## Introduction

The Agreement on the International Carriage of Dangerous Goods by Road (ADR) translated from *Accord relatif au transport international des marchandises Dangereuses par Route* is the European agreement for U.S. Military to transport ammunition and bulk fuel in the EUCOM theater. The lead time required for ADR certification on sustainment equipment for units operating in Europe remains the most significant challenge to providing combat credible forces. In the example of one Brigade Support Battalion deployed to Romania, 113 pieces of equipment were inducted into the ADR Program to which 20 pieces were certified in a seven month period. As a result, the unit lost the capability to store, move, and distribute 60,000 gallons of fuel and the ability to move its Supply Support Activity, the lifeblood of a brigade combat team. Furthermore, lack of transport capability deprives support units of the training opportunity to support their maneuver units in an environment that cannot be replicated at home station nor a combat training center. With the recent increase of U.S. Forces and equipment in Europe, the ADR certification program must be reevaluated to meet the growing demand. Without change, units within the V Corps Area of Operation (AO) will cede operational reach and its ability to “fight tonight”.

## Background

ADR was established on 30 September 1957. This NATO treaty al-

lows the U.S. to transport ammunition and bulk fuel on public roads in nations that are signatory members. As of the date of this article, there are 54 European states that are party to ADR. Every European state in AO Victory (V Corps Support Area) requires ADR certification with the exception of Poland, which waived this requirement for U.S. military forces, with caveats. According to ADR requirements, all bulk fuel vehicles, carrying more than 3,000 liters, and cargo transports designated to carry ammunition, by modification table of organizational equipment (MTOE), must be ADR certified. Class/Division 1.4S and certain low amounts of Net Explosive Weight are excluded.

## Current ADR Certification Process

Identified vehicle models must meet technical manual (TM) 10/20 series standards, with all parts installed and have a successful brake test to be ADR certified. Equipment is inspected by a qualified inspector or expert contracted competent authority (CA) and certified by key members of the Theater Logistics Sustainment Center – Europe (TLSC-E) staff or performed under contract with paperwork reviewed by TLSC-E certifiers. The current process calls for ADR certification at home station; however, units who are unable to meet predeployment certification timelines will certify equipment OCONUS in Germany at either the Maintenance Activity Vilseck (MAV), Maintenance Activity Kaiserslautern (MAK) or other contracted maintenance facility.

## Problem Statement

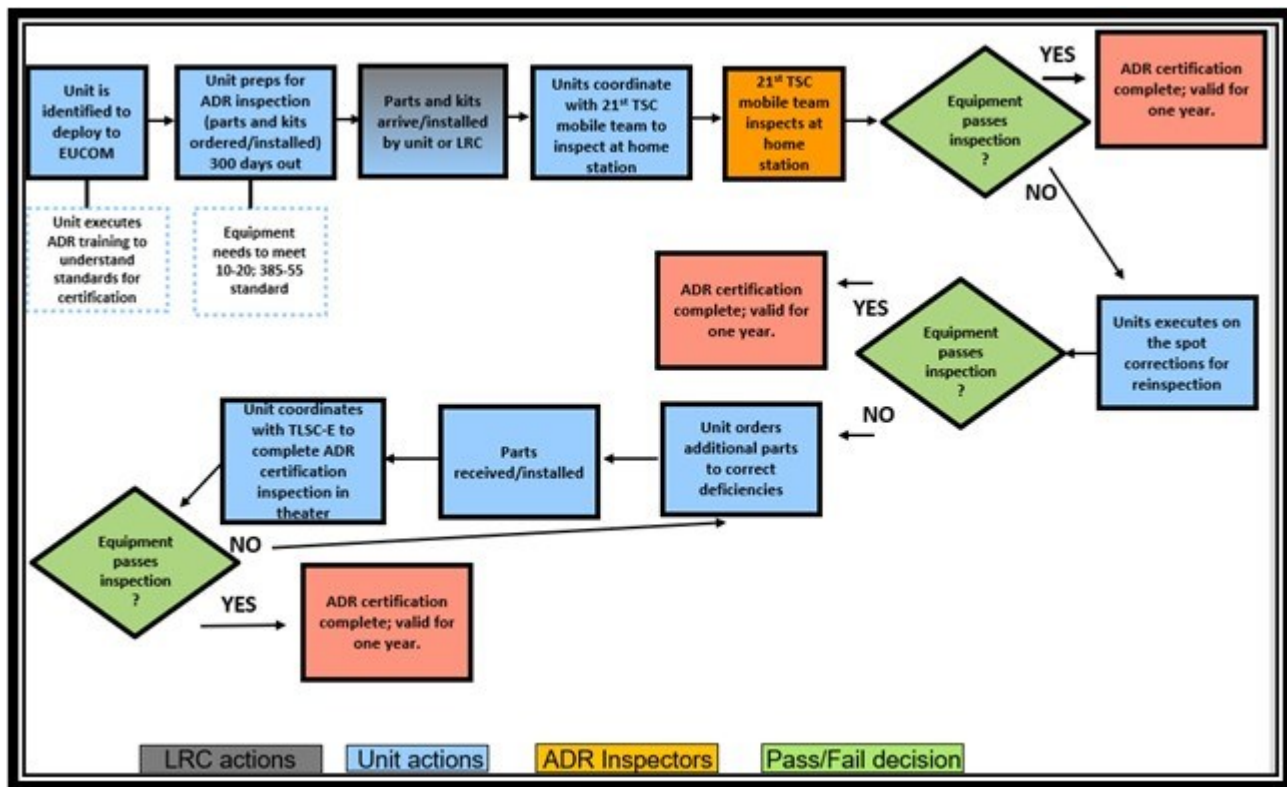
The following problem statements can be addressed at the Division level and echelons below.

1) Unit equipment below TM 10/20 series standard. Rotational Aligned Forces (RAFTs) often ship equipment below TM 10/20 series standard into the EUCOM theater and induct equipment that does not meet ADR standards at the MAV and MAK locations. As a result, the maintenance activity sites must bring equipment to TM 10/20 standards and equipment remains staged at MAK and MAV awaiting parts. Long lead time parts, high operational tempo, training prior to deployment at combat training centers, short notice deployments, and a lack of knowledge on ADR state-side are contributing factors to this problem set. The shortfall created by waiting for ADR certification leads to the inability of units to support fit to fight tasks and sustainment operations. The current ADR certified fleet (ACF) design in theater, supports two ABCTs, one CAB, one POL Platoon, one composite supply company, and two HQ elements for bulk fuel and is insufficient to bridge the requirement gap.

2) Lack of ADR recertification oversight. Units lack visibility and oversight to ensure proper coordination is in place for their equipment to have a completed brake test and a fully mission capable system, with all parts installed, prior to reinspection. Additionally, the Global Combat Support System-Army (GCSS-A) ADR recertification tracking is

# ADR CERTIFICATION

## In the EUCOM Theater



Proposed Pre-Deployment Agreement on the International Carriage of Dangerous Goods by Road Certification Process

still in its infancy and will need time to mature.

### Recommended ADR Certification Initiatives

To address the above problem statement we are recommending the following solutions:

1) Establish ADR certification state-side: RAFs must begin the ADR certification process 300 days prior to deployment at their home station. This concept would involve training maintainers on ADR certification standards and leveraging Logistics Readiness Centers (LRCs) to execute the Eagle IDIQ contract by providing assistance with installing parts/kits, bringing equipment to the

TM 10/20 standard, and executing a quality assurance/quality control (QA/QC) prior to ADR inspection. The final step of this process would involve the coordination and execution of inspections at home station. The end goal is to have equipment ADR certified prior to deployment.

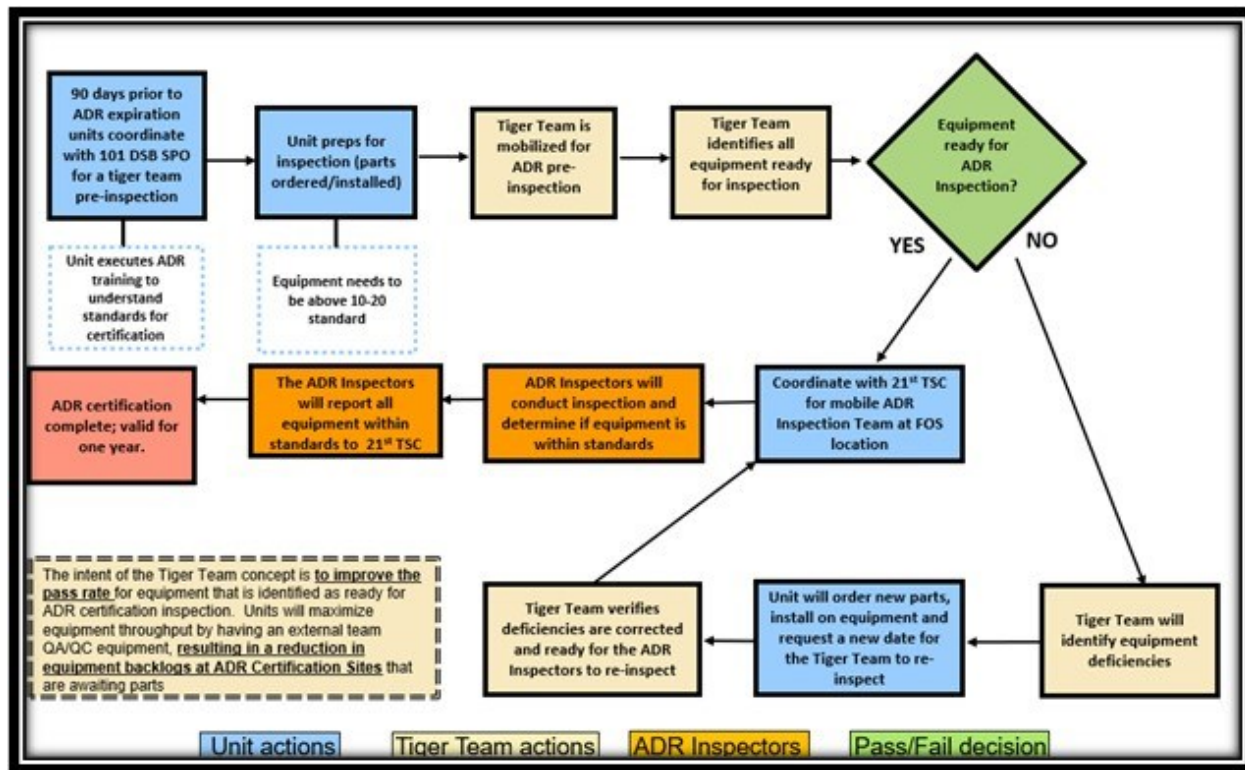
2) Establish a recertification program and leverage a system of record. A program that can manage and track ADR recertification between ADR certifiers and units will ensure accountability over the recertification process. In October of 2022, V Corps published a directive requiring that units input ADR expirations in GCSS-A. In coordination with the 21<sup>st</sup> TSC, the 101<sup>st</sup> DSB established tiger teams trained

by the TLSC-E on the ADR certification process. The tiger teams will provide QA/QC to ensure equipment passes maintenance standards prior to scheduling recertification. Although equipment would still require an inspection from qualified personnel and a brake test, 101<sup>st</sup> DSB anticipates that utilization of tiger teams will improve the pass rate for ADR recertification. Units will maximize equipment throughput by having an external team provide QA/QC on ADR equipment, resulting in a reduction in equipment backlogs at ADR certification sites. The success of this process is also dependent on how owning units prepare for equipment QA/QC and the



# ADR CERTIFICATION

## In the EUCOM Theater



Proposed Agreement on the International Carriage of Dangerous Goods by Road Re-Certification Process

following inspection. Units must maximize the opportunity when inspectors are on ground and treat the entire recertification process as if it is a scheduled service by leveraging GCSS-A as the system of record to properly forecast upcoming re-inspections.

### Conclusion

ADR certification impacts readiness and provides the warfighter with the sustainment requirements (fuel and ammo) that enable the warfighter to execute their current mission objectives in support of USAREUR-AF Operation European Assure, Deter and

Reinforce. ADR certification state-side and utilizing an established ADR recertification process will streamline ADR certification in the EUCOM theater. The recommendations in this article will address unit equipping requirements, extend operational reach and ensure a ready to “fight tonight” posture for units operating in the EUCOM theater.

### About the Author:

MAJ Justin A. Brown is a logistics officer and currently assigned as the 101st Division Sustainment Brigade Support Operations Materiel Man-

agement Branch Chief. He earned a Masters in Business Administration from Norwich University; and a Bachelor of Science in Business-Finance from California State University, Sacramento. Brown's previous assignments include USARJ Operations and Transportation Officer; 307 BSB, 1BCT, 82nd ABN DIV Maintenance Company Commander and Support Operations Officer; and 1st SFG(A) S4 OIC and Maintenance Company XO.

# DEPLOYMENT READINESS

## Understanding Deployment Readiness Through Opportunity Costs

Author: MAJ Alex J. Deets

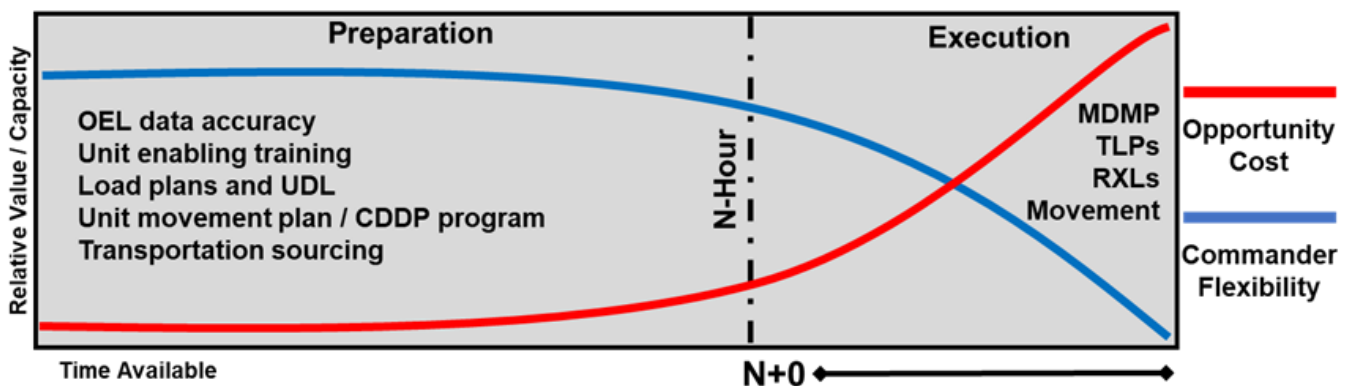
The ever evolving nature of the global geopolitical environment drives pivots within our joint force's global force management to meet our nation's needs. From growing Chinese aggression in the Pacific theater or European assurance and deterrence, our joint force continues to exhibit admirable flexibility and agility. What is the driving factor behind our joint force's ability to quickly project forces globally to defend and enable our nation's interests? The answer is deployment readiness. Deployment readiness serves a critical role in mitigating operational risk through preparation, training, and resource management. Deployment readiness is not accidental and requires disciplined management and adherence to Forces Command rules and guidelines to maintain. Recent events, to include the joint force's response to the evacuation of Hamid Karzai International Airport and rapid response to Russia's second invasion of Ukraine both epitomize its value.

Beyond the surface-level importance of our formations' ability to deploy at

the speed of war, business economics' concept of opportunity cost can help more deeply understand the value of deployment readiness. Opportunity cost captures the cost of the highest value forsaken. In other words, given limited time and resources, the opportunity cost is what we give up by choosing one option over another. In the execution of business strategies, opportunity cost represents tangible costs and risks that are constantly assessed. For our Army, readiness is no different. Readiness is about preparing for one's mission before required to do so. In effect, readiness reduces opportunity cost in execution by moving preparation left in time and space. Consequently, readiness allows commanders to prioritize limited time and resources towards mission planning and preparation by reducing the density of requirements following mission notification. Therefore, as commanders and staffs, the readiness we fail to maintain in preparation becomes a cost in execution.

Like the execution of a business strategy, opportunity costs associated with deployment readiness quickly

become tangible in execution. Deployment readiness training and staffing requirements mandated by our Forces Command are designed to maintain a rapidly deployable force. Failure to maintain these standards in preparation quickly cost the unit valuable time and resources that ought to be invested in mission planning and preparation. A company's organizational equipment list (OEL), which captures equipment dimensional and weight data for mobility planning in Transportation Coordinators' Automated Information for Movement System (TC-AIMS II), offers a great example. An OEL that is not properly updated and maintained translates to a junior leader that is focused on triaging a readiness failure opposed to participating in the military decision making process (MDMP) or troop leading procedures (TLP). Similarly, a failure to analyze mission-required capabilities and equipment and translating that to a unit deployment listing (UDL) consumes valuable time that



**Picture 1:** Visual depiction of commander flexibility and opportunity cost overtime as it relates to time before and after deployment notification.



# DEPLOYMENT READINESS

## Understanding Deployment Readiness Through Opportunity Costs

could be invested in sourcing transportation and thus delivering forces to the point of need faster.

Given an N-hour (hours from notification), the adverse relationship between opportunity cost and commander flexibility becomes readily apparent. As time and resources available become expressly limited upon mission notification, opportunity costs increase forcing commanders to accept risk on what will and will not be accomplished. Logically, commander flexibility decreases as time and resources are increasingly limited. Therefore, maintaining deployment readiness, like the OEL and UDL examples offer, is a matter of preserving commander flexibility by reducing opportunity costs in execution. In other words, completing and maintaining deployment readiness requirements left of notification lowers opportunity costs by reducing the volume of tasks necessary to prepare and deploy the force.

Using opportunity cost to clearly establish why deployment readiness is critical brings us to the question of how we preserve commander flexibility. Luckily, Forces Command has already provided us the answer through the preparation, training, and resource management rules and guidelines laid out in the Command Deployment Discipline Program (CDDP). CDDP clearly articulates the deployment planning, preparation, training, and maintenance tasks required to set the foundation for a healthy deployment discipline program from the company to corps-level. Forces Command has further energized deployment readiness and

its resources available via the recently established installation deployment support teams (iDST). Embedded with each installation's division transportation office (DTO) or installation transportation office (ITO), iDSTs provide unbiased inspections and analysis, integrate resources, and assist overtly under-resourced DTOs and ITOs.

While Forces Command provides the how and amplifying resources for a healthy deployment readiness program, the critical component to truly reducing opportunity cost in execution is command and S3/G3 investment. Without commander investment and S3/G3 operationalization, deployment readiness is simply another facet of readiness relegated to unit movement officers (UMO), S4/G4s, and mobility warrant officers (MWO) who are not afforded the authority or organizational mechanisms to affect change. Commands must operationalize deployment readiness by integrating deployment readiness into training management and resourcing, test and train units via deployment readiness exercises, and synchronize deployment readiness and mobility activities with operations and training plans. Adversely, UMOs, S4/G4s, and MWOs must make the operations process work for them by codifying requirements, guidance, and resources in operations, fragmentary, and tasking orders.

Wholistically, deployment readiness reduces risk and increases command flexibility. Deployment readiness, and readiness writ large,

is about reducing opportunity cost in execution by movement planning, preparation, and maintenance left of execution. By moving these activities left of execution, commanders are granted the flexibility to pursue mission preparation and planning less encumbered. The method of managing risk and reducing opportunity costs specific to deployment readiness is disciplined adherence to the standards already provided by Forces Command in its Command Deployment Discipline Program. However, commander emphasis and S3/G3 investment is required to truly realize advantages in flexibility and reduction in opportunity cost. For the business world, opportunity cost affords managers the ability to link seemingly disparate efforts with an overarching strategy. For our Army, opportunity cost similarly affords leaders the ability to directly link unit-level deployment readiness to the greater force's ability to quickly project and deploy globally in support of national interests.

### **About the Author:**

*MAJ Alex J. Deets currently serves as the 10th Mountain Division (LI) Division Transportation Officer (DTO) at Fort Drum, NY. He previously served as a Deputy S4 at the 75th Ranger Regiment at Fort Benning, GA and Stryker Forward Support Troop Commander in 3rd Cavalry Regiment at Fort Hood, TX. He has deployed four times to Afghanistan and is currently deployed to Europe. He is a current MBA student at the University of Kansas and has a Masters in Operational Studies from the Army Command and General Staff Officer College.*

# COURSE HIGHLIGHT

## Senior Transportation Operations Course (STOC)

UNCLASSIFIED



### Senior Transportation Operations Course (STOC)



#### Overview

- Observed shortfalls in Defense Transportation System (DTS) functions at the battalion and higher levels identified the requirement to develop curriculum and instruction to support Army / Joint Deployment and Distribution critical operations.
- Intended attendees include officers (O1-O5), warrant officers, non-commissioned officers (E6 & above), and DA civilians (GS 9-14) serving in transportation staff and movement control positions at the TSC / ESC, Corps, Division, Brigade, and other organizations within the Defense Transportation System.



Student briefings and discussions

#### Objective

- Develop, educate, and expand the skillsets of Sustainment Leaders which enable them to fully integrate logistics capabilities IAW Materiel and Distribution, Deployment and Redeployment, and DTS doctrine.
- Provide key leaders and staffs with increased knowledge that facilitate decision-making involving Force Projection capabilities, deployment, distribution, and sustainment functions and end to end logistics support through the uses of military and commercial organizations and resources.



The Senior Transportation Operations Course (STOC) is a Chief of Transportation initiative to address a Transportation operational training shortfall required to support Army/ Joint Distribution Operations.

STOC is designed to educate, train, develop and grow adaptive tactical and operational LOG-Sustainment Leaders on the navigation and employment of the Defense Transportation System. Additionally, the course integrates defense transportation capabilities as outlined in

AR 56-4, Distribution of Materiel and Distribution; the Defense Transportation Regulation; AR 525-93, Army Deployment and Redeployment, and JP 4-01, Defense Transportation System.

STOC also focuses on incorporating movement/distribution functions to support Unified Land Operations, movements taking place across the global distribution network, the complex array of capabilities and providers operating across multiple theaters, and the numer-

ous commands and agencies that execute the movement. STOC enables LOG-Sustainment Leaders to gain a full understanding of transportation management processes for establishing a multifaceted transportation network, providing the most effective use of air, sea, and land transportation resources from origin to destination to support the combatant commander.

STOC is a TC Proponent Functional Course that focuses on more core advanced Transportation ap-



# COURSE HIGHLIGHT

## Senior Transportation Operations Course (STOC)

plications to enable Sustainment Leaders to obtain a full understanding of global movement/distribution operations that link capabilities from strategic to tactical levels. STOC, as well, provides education and training to mitigate the knowledge gap in our Operational Force units as a result of force redesign in multifunctional logistics capabilities as well as increasing the Army's capability for rapid expeditionary operations. STOC also concentrates on how to integrate movement/distribution capabilities with other services and/or nations in joint, combined or coalition environments.

STOC instruction is divided into three modules and a culminating exercise. Each module has focus areas which are summarized below.

Upon conclusion of the blocks of instruction within the three modules, students then will demonstrate their knowledge in a culminating exercise.

Eligibility for attendance includes commissioned officers, warrant officers, non-commissioned officers, and DA civilians serving in an assigned position to transportation staff agency and/or movement control position at the Sustainment Brigade, Division, TSC/ESC or other echelons above organizations. Students may attend STOC as an anticipated backfill for one of these positions.

It is strongly recommended that students who have an interest in attending STOC have a comprehensive background in the Military Decision Making Process (MDMP), FM 4-0/Sustainment Operations, JP 4-0/Joint Logistics, and have

completed Support Operations Course Phases I and II.

All course candidates must have, at a minimum, an active SECRET security clearance to attend STOC. For more information on the STOC course please visit the U.S. Army Transportation School Course Page at [Transportation Course and Welcome Letters | U.S. Army Transportation Corps and Transportation School | Fort Gregg-Adams, Virginia.](#)

### **Modular A**

Focuses on Large Scale Combat Operations, Transportation Automated Systems and Reports, and highlights the capabilities of Army Watercraft.

### **Modular B**

Focuses on guidance and policy from higher Executive-level leaders and decision makers which is highlighted in instruction pertaining to Deployment and Mobilization Guidance, Strategic Level Transportation Stakeholders, and Intermodal Operations.

### **Modular C**

Provides instruction on Global and Theater Distribution Operations, the functions of Operational and Tactical Transportation organizations and commands, and Redeployment Operations.

# TRANSPORTATION REGIMENTAL HONORS

## Honoring the Past and Present of the Transportation Corps

*Author: CPT Morgen Kiser*

On May 15, 2023, the Transportation Corps conducted Regimental Activities during Combined Arms Support Command Sustainment Week. During the Regimental Activities, the Corps officially unveiled our new Hall of Fame wall, executed our “Of the Year” award ceremony, recognized our class of 2023 Distinguished Members of the Regiment (DMOR) and inducted the Hall of Fame class of 2023. The day brought together both past and present transporters who were able to share their experiences and whose stories strengthen the legacy of the Transportation Corps.

The Transportation Corps was excited to honor all our Hall of Fame members as we kicked off events with our new Hall of Fame Wall unveiling ceremony located at Wylie Hall, Fort Gregg-Adams, Virginia. The wall resides at the entrance of Wylie Hall for all Transporters to see and reflect on the incredible history of our Corps and continued bright future.

Following the Hall of Fame Wall unveiling we transitioned to our “Of the Year” and DMOR ceremonies. In 1996, the Transportation Corps established the “Of the Year” awards to recognize Transportation Corps Officers, Warrant Officers, Noncommissioned Officers, Soldiers, Civilians and Units of the Year. This annual award honors individuals and units for their contributions to the Transportation



Colonel Beth Behn addressing the audience at the Hall of Fame wall unveiling ceremony

(Photo by MAJ Daniel Morken)

Corps, the Logistics branch, the U.S. Army, and the United States during the previous calendar year. Only a few of the Transportation Corps’ outstanding Soldiers, Officers, Civilians, and Units, are recognized as “Of the Year” winners. This year over 90 packets were submitted for consideration. In her speech, COL Behn stated, “[of those packets submitted], there were high achieving individuals and units...as I looked through the nomination packets, I was blown away...thousands of miles traveled, countless port and vessel operations...[our] great Transporters out there are taking care of mission day in and day out.”

During the ceremony we recognized the top individuals in each category and the unit winner and

runner-up. Throughout the ceremony it was remarkable to see the tremendous impact these Transporters and units have made that will ultimately add to the legacy of our Corps. Following the “Of the Year” awards presentation, we recognized our 2023 DMOR recipients.

In 1998, the DMOR award was introduced to honor selected individuals who have made distinguished contributions to the Transportation Corps, and who, by virtue of prestige, status and experience, will assist in fostering regimental pride, esprit de corps, heritage and tradition. The distinction of DMOR is a lifelong honor, integral to the perpetuation of the regiment. Only a few of the Transportation Regiment’s



# TRANSPORTATION REGIMENTAL HONORS

## Honoring the Past and Present of the Transportation Corps

outstanding Non-Commissioned Officers, Warrant Officers, Commissioned Officers, and Civilians are distinguished as DMOR.

This year the Transportation Corps inducted 30 members into the DMOR. In her remarks, COL Behn stated, “to be recognized as a distinguished member of the regiment puts you in distinct company...[you] display the highest Army Values, live and breathe the Warrior Ethos...[you have] credibility, competence, character [and you are] the absolute best of our Corps.” She also went on to explain that members must “continue to mentor junior Soldiers and Officers.” These two great events provided us all with an oppor-

tunity to see the great impact Transportation individuals are making world-wide.

The last event of the day was the Hall of Fame ceremony and dinner. The Transportation Corps Hall of Fame recognizes individuals who served the Corps with distinction. The program maintains and enhances the legacy of the Transportation Corps and promotes cohesiveness and esprit de corps.

It was a phenomenal event as the Corps inducted 16 members into the Hall of Fame spanning from the 1<sup>st</sup> Chief of Transportation, BG (R) Frank T. Hines, who fought it the Spanish-American War to our most recently serving inductee, CSM Kwame Pettus,

***“the Corps inducted 16 members into the Hall of Fame spanning from the 1<sup>st</sup> Chief of Transportation, BG (R) Frank T. Hines, who fought it the Spanish-American War to our most recently serving inductee, CSM Kwame Pettus, who retired in 2022”***

who retired in 2022.

During Col Behn’s speech she discussed the importance of feeling a “deep obligation to connect our Transporters of the past to the Transporters of the present as we forge the Transportation Corps of the future.” It was truly incredible and humbling to learn about the 16 incredible inductees which COL Behn stated, “have over 475 combined years of service to our country, over 33 individual deployments...[and] over 45 commands at the battalion, brigade and general officer level.” Following the induction of all 16 individuals the class representative gave his speech.

LTG (R) Merle Freitag represented the outstanding Hall of Fame 2023 Class as the head of the class and the highest-ranking



Distinguished Members of the Regiment recipients and “Of the Year” Awardees

(Photo by LTC Daniel Morken)

# TRANSPORTATION REGIMENTAL HONORS

## Honoring the Past and Present of the Transportation Corps

member. LTG (R) Freitag served with distinction for over 30 years serving two tours in Vietnam and numerous command positions. During his speech he provided stories of perseverance and technological advancement. Throughout his storied career he proclaimed, "The biggest thing I want to share with you is that I feel so fortunate to have been able to lead Soldiers... Soldiers don't care how much you know until they know how much you care" hitting home the importance of the People First initiative. Towards the end of his speech he left us with a message on the

***"Soldiers don't care how much you know until they know how much you care"***

importance of the U.S. Army recruiting efforts and the rebranding to "Be All You Can Be" providing the audience with his perspective as a young adult stating, "Be all you can be, just think about what

that means to a young Soldier from South Dakota, whatever gifts God gave you, put them to use."

The Transportation Corps events that took place on May 15, 2023 reenforced the importance of preserving the Corps and continuing to forge a bright future for leaders to come. For a list of all the awardees and inductees, please go to page 27, and for the complete biographies of our Hall of Fame inductees visit our website at [www.transportation.army.mil](http://www.transportation.army.mil).



Hall of Fame Class of 2023 gather for a photo with the U.S. Army Transportation Corps command team.

(Photo by: Ryan Sharp)



# CW5 (R) CHESTER L. WILLIS

Remembrance



**CW5 (R) Chester L. Willis**  
**1<sup>st</sup> Regimental Warrant Officer**  
**Hall of Fame**  
**Class of 2022**  
**April 21, 1957—May 7, 2023**

# REGIMENTAL ACTIVITIES

2023 HALL OF FAME INDUCTEES

2023 DISTINGUISHED MEMBERS OF THE REGIMENT  
INDUCTEES

FY 2022 “OF THE YEAR” AWARDEES



# HALL OF FAME

## U.S. Army Transportation Corps 2023 HOF Inductees



Lieutenant General  
Merle Freitag



Lieutenant General  
James Dane Starling



Major General  
Richard G. Larson



Major General  
Mario F. Montero Jr.



Major General  
Mario F. Privratsky



Major General  
William N. Redling



Major General  
Howard F. Schlitz



Brigadier General  
Frank T. Hines



Colonel  
Richard J. Barnaby



Colonel  
Mark W. Dille



Colonel  
Sharon R. Duffy



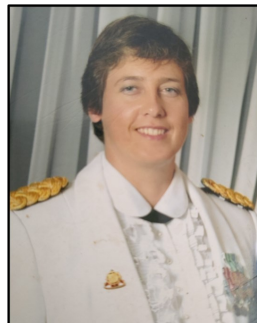
Colonel  
Edward J. Fisher



Colonel  
Craig B. Hymes



Colonel  
Susan R. Sowers



Chief Warrant Officer Four  
Rebecca S. Brashears



Command Sergeant Major  
Kwame A. Pettus

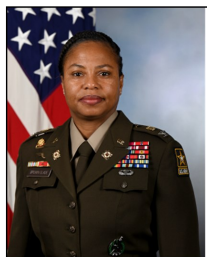


# DISTINGUISHED MEMBERS OF THE REGIMENT

## U.S. Army Transportation Corps 2023 DMOR Inductees



Brigadier General  
Steven B. McLaughlin



Colonel  
Caprissa Brown-Slade



Colonel  
Justin S. Herbermann



Colonel  
Brian P. Wolford



Colonel (Ret)  
Scott W. Conrad



Colonel (Ret)  
Philip L. Campbell



Colonel (Ret)  
John A. Redinger II



Colonel (Ret)  
Stanley H. Wolosz II



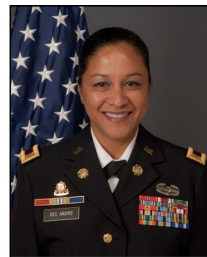
Lieutenant Colonel  
Jonathan K. Neal



Lieutenant Colonel (Ret)  
William G. Arp



Major (Ret)  
Donald C. Overton



CW5  
Lorena C. Del Andre



CW4  
Eric G. Brooker



CW4  
Jahmal A. Anderson



CW4  
Sandra T. Rodriguez



CSM  
Randy T. Brown



CSM  
Lonnie J. Gabriel



CSM  
Kenneth E. Hood III



CSM  
John T. Matronia



CSM (Ret)  
Gussie B. Bellinger



CSM (Ret)  
Luis D. Benitez



CSM (Ret)  
William E. Funcheon



CSM (Ret)  
Felton L. Head



CSM (Ret)  
Brian M. O'Leary



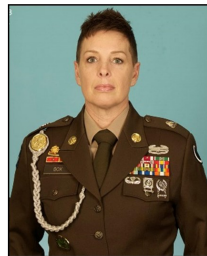
CSM (Ret)  
Kwame A. Pettus



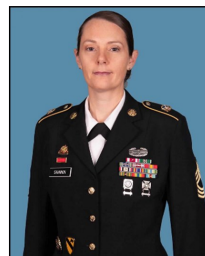
CSM (Ret)  
Selena C. Pope



CSM (Ret)  
Bradley W. Schemmel



SGM  
Rebecca L. Box



MSG  
Ginny R. Shannon



Ms.  
Tanya W. Garrett

# "OF THE YEAR"

## U.S. Army Transportation Corps FY 2022 "Of the Year" Winners

### Field Grade Officer Of the Year

#### Active Component



MAJ Brittany K. Quiles  
39th Transportation Battalion (MC)

#### Reserve Component



MAJ Jay Rodriguez Bonano  
1st Mission Support Command

### Company Grade Officer Of the Year

#### Active Component



CPT Clay W. Confer  
96th Transportation Company  
49th Transportation Battalion (MC)

#### Reserve Component



CPT Johnnie D. Moreno  
1st Battalion, 411th Regiment  
4th Cavalry Brigade

### Warrant Officer Of the Year

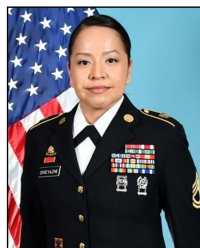
#### Active Component



CW2 Shaun D. Tuck  
Headquarters, US Army South

### Non-Commissioned Officer Of the Year

#### Active Component



SFC Latanya D. Dineyazhe  
HQ, 4th Security Force  
Assistance Brigade

#### Reserve Component



SFC Steven C. Lawson  
1859th Light-Medium Truck Company  
757th Combat Sust. Support Battalion

### Soldier Of the Year

#### Active Component



SPC Ainseley D. Pappas  
624th Transportation Detachment  
39th Transportation Battalion (MC)

#### Reserve Component



SPC Dalayno G. Franklin  
1398th Deploy & Distro Spt Battalion  
1179th Transportation Brigade

### Civilian Of the Year



Mr. Andre J. Cameron  
839th Transportation Battalion  
598th Transportation Brigade

### 2022 Of the Year Award Large Unit

#### Active Component



18th Combat Sustainment  
Support Battalion  
16th Sustainment Brigade

#### Reserve Component



1174th Deployment & Distribution  
Support Battalion  
1179th Transportation Brigade

#### Runner-Up



39th Transportation Battalion (MC)  
16th Sustainment Brigade

#### Runner-Up



257th Transportation Battalion  
641st Support Group

### 2022 Of the Year Award Small Unit

#### Active Component



White House Transportation Agency  
Military District of Washington

#### Reserve Component



1644th Transportation Company  
232nd Combat Sustainment  
Support Battalion

#### Runner-Up



386th Movement Control Team  
39th Transportation Battalion (MC)

#### Runner-Up



H Company  
427th Brigade Support Battalion



# "CHIEF, HOW DO I...?"

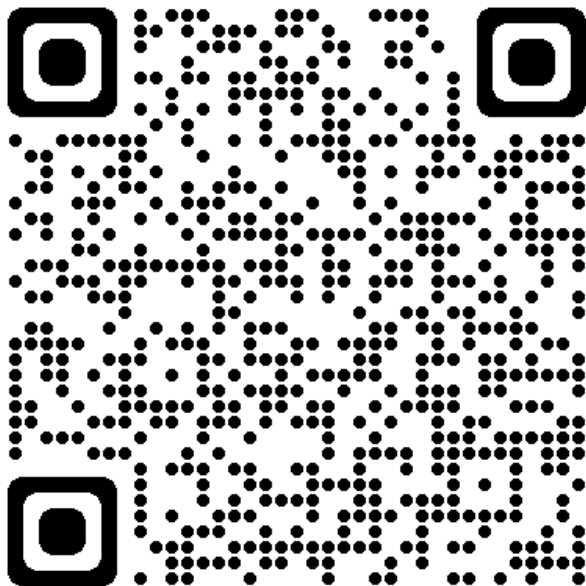
By CW4 Olga Negron

*"...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: [usarmy.gregg-adams.tradoc.mbx.transportation-proponency-office@army.mil](mailto:usarmy.gregg-adams.tradoc.mbx.transportation-proponency-office@army.mil)

# 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](mailto: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](mailto:srubel@ausa.org)

# AWARDS PROGRAMS

## 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 Gregg-Adams, Virginia](#)



# UPCOMING TC CONNECTS

- 3rd QTR FY23, Tuesday, 27 June 1100 EST
  - Training (TCAIMS II FUNC USER/UMODPC/ADPC/STOCC) and Systems (TCAIMS II/DACMS) Updates
- 4th QTR FY23, Wednesday, 20 September 1100 EST
  - Topic TBD
- 1st QTR FY24, Tuesday, 28 November 1100 EST
  - Topic TBD

**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.gregg-adams.tradoc.mbx.transportation-proponency-office@army.mil](mailto:usarmy.gregg-adams.tradoc.mbx.transportation-proponency-office@army.mil)

Questions? Call:

- ◆ 804-765-7288 / 7902



# The Spearhead Editorial Team

*Editor*

CPT Morgen Kiser

*Managing Editor*

CW4 Olga Negron

**FOLLOW THE TRANSPORTATION CORPS AND LEADERS ON SOCIAL MEDIA**



@OfficialUSArmyTransportationCorps



@ChiefofTransportation

@TCCSM



@tcregimentalwo

*The Spearhead* is a quarterly professional newsletter published by the U.S. Army Transportation School, 2221 Adams Avenue, Fort Gregg-Adams, 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 profile, facing right, against a warm, orange-hued sunset sky. The soldier in the foreground is wearing a helmet with a night vision device and has a radio antenna visible. The background shows a hazy desert landscape with mountains. The text "BE ALL YOU CAN BE." is overlaid in a bold, yellow, sans-serif font.

**BE ALL  
YOU  
CAN BE.**

