



# *The Spearhead*

4TH QUARTER EDITION: FY23

## UNIQUE CAPABILITY WITHIN THE PACIFIC

Army Watercraft

## A LOOK BACK

Transporters and the Vietnam War

## BRIGADE TO BATTALION

Distribution Operations Playbook

Inside

From the  
Desk...

Innovative  
Solutions

Unit Spotlight

& More!

# I N T H I S I S S U E

4TH QUARTER EDITION: FY23



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# FROM THE DESK OF...

## The 33rd Chief of Transportation



Team Spearhead,

Greetings from Wiesbaden, Germany where I am temporarily performing duties as the Deputy Commander for Sustainment for the Security Assistance Group-Ukraine. I've been here since June and will return to my full-time duty as the Chief of Transportation in November. Even though my focus for the last several months has been on sustaining our Ukrainian partners, I've certainly kept tabs on the incredible work our Transporters have done throughout the world! Our teammates were integral during **Talisman Sabre '23** in the Pacific. Army Mariners fought harsh weather conditions in the establishment of a causeway ferry to shuttle vehicles to shore. Our Reserve and National Guard Transporters also made an enormous impact during **Operation Patriot**

**Press**, an annual training exercise established by Army Material Command to support DOD's munitions readiness requirements. Transporters in Europe have continued to play an integral role in **Operation Atlantic Resolve**, moving thousands of pieces of materiel aid to our Ukrainian partners and supporting rotation units conducting assure and deter missions.

On the modernization front, we continue to move forward with **autonomous vehicles**. In July, the 1<sup>st</sup> Theater Sustainment Command successfully demonstrated three autonomous vehicles at the Udari Range Complex near Camp Buehring, Kuwait. The vehicles have continued testing in the CENTCOM region throughout the summer, navigating off road without a driver and in civilian traffic.

I would like to give a shoutout to all the 2023 **Deployment Excellence Award winners and runners-up**. You can see all the recipients on page 32. I'd also like to extend a special congratulations to the Motor Transport Operator Course (MTOC), 58<sup>th</sup> Transportation Battalion, as they won the 2023 DA Supply Excellence Award! Our Soldiers and Civilians continue to do amazing work daily!

It was also a momentous summer for the Transportation School as

we activated the **71<sup>st</sup> Transportation Battalion** here at Fort Gregg-Adams, VA. This battalion provides command presence and leadership for all Transportation training units at Fort Gregg-Adams, VA and Joint Base Langley-Eustis, VA.

Lastly, I would like to extend my thanks to **CSM Randy Brown** for his tremendous leadership over the past two years. CSM Brown generated enormous positive change throughout his time as the Regimental Command Sergeant Major! He took the "People First" initiative to heart. The mentorship He provided to our young Transportation leaders will make an impact for years to come. We wish CSM Brown and his family all the best as he continues his service as the SDDC Command Sergeant Major!

Looking forward – It's that time of year again! Nomination packets for the Transportation Hall of Fame, Distinguished Member of the Regiment, and "Of the Year" will be due in the beginning of January. Check out the Regimental Awards Program page on the website for all the letters of instruction and information! [Regimental Awards Program | U.S. Army Transportation Corps and Transportation School | Fort Gregg-Adams, Virginia.](#)

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 is with great sadness that I submit my last article as the Transportation School CSM to the Spearhead Newsletter.

First, I would like to thank all the Soldiers, Civilians, and Friends of Transportation School. You've made my time at Fort Gregg-Adams an amazing experience.

I'd also like to thank the 31<sup>st</sup> Chief of Transportation MG Smith for selecting me as the 15<sup>th</sup> Transportation School CSM. Thanks to BG Crist and Col Behn for allowing me to serve under their leadership as the 32<sup>nd</sup> and 33<sup>rd</sup> Chiefs of Transportation. I would also like to thank SFC Jen and SSG Windham for keeping me connected with leaders across the globe. Regrettably, I am unable to recognize the names of all the individuals that played an integral role in my journey as the 15<sup>th</sup> Transportation School Command Sergeant Major. If you were not specifically mentioned in this article, please understand you are not forgotten. Moreover, if you're reading this article, you are

likely one of the names I failed to mention. Therefore, thank you for being a valued member of the team. Over the past few years, we've made great strides. Our solidification within the Sustainment Warfighting Function remains undeniable. Because of this, we're better postured to meet the demands of the future Army. But yesterday's homerun won't win today's game.

We must continue to challenge assumptions and leverage our capabilities against current and emerging expectations. I'm confident our team is up for the challenge, and I'm excited for the future of the Transportation Corps.

Although this is my last article as the Transportation School Command Sergeant Major, we're forever linked! I am committed to remaining connected and abreast with the Soldiers and Civilians of the Transportation Corps.

Thank you for your support and I'm always a phone call, text, or direct message away.



CSM Brown receiving the Legion of Merit from the CASCOM CG MG Simerly. (Photo by SPC Kylie Yapp)

Nothing Happens Until Something Moves!

Spearhead!

Be All You Can Be!



CSM Brown relinquishing responsibilities as the 15th Regimental Command Sergeants Major of the Transportation Corps. (Photo by SPC Kylie Yapp)

# FROM THE DESK OF...

## The 7th Transportation Regimental Chief Warrant Officer



Greetings again Army Transporters!

Greetings again Army Transporters! Hard to believe it has been almost three months since I assumed responsibility as the Transportation Corps RWO. I want to thank everyone in OCOT and the Transportation School for helping me settle in quickly and seamlessly. I have been fortunate to be able to visit some WOBC and WOAC classes and look forward to meeting more of you in the field.

The Army has been in a losing battle to recruit new Soldiers, with estimates that it missed recruitment goals by 25% last year and will most likely miss its target goal of 65,000 this year. Specific to Transportation Corps Warrant Officers, we recently reevaluated our accessions criteria. The benefit of this is two-fold – TC is forecasted to continue competitive accessions boards and more eligible Soldiers will result in more applications. But it will also target Soldiers in a younger demographic, with less time in service to correlate into a longer return on investment for MOS trained Soldiers.

There is a severe retention issue

within the Warrant Officer cohort and the Transportation Corps is no exception. We are losing substantial numbers of CW4s/CW3s as soon as they reach their 20-year mark. Historically, the target window for WO accessions has been between 8-to-12-years AFS, but recent trends have necessitated some reconsideration. Based on Deputy Adjutant-General (DAG1), and Director of Military Personnel Management (DMPM) projections, most WO accessions should occur between 5-9 years AFS in order to ensure longevity and retention. This analysis has also led to a trial program to identify “non-traditional” applicants who meet “conditions-based” criteria. The goal is to identify high performers within the junior enlisted population by evaluating their knowledge, talent, skills and potential, rather than rank and time in service. As of now, this is limited to four candidates per branch.

I do want to stress that this initiative does not degrade or displace our primary duty as technical experts. The Corps needs individuals who are skillful not only within the field but who also perform far above their grade and beyond conventional metrics. It's critical now more than ever to be intimately familiar and actively involved with this talent assessment process. We need to engage with more junior enlisted, more regularly, and take a vested interest in their professional aspirations. Mentorship is paramount in identifying those future TC Warrant Officers and setting them on a path to success. Be active and make yourself available to mentor and provide advice as often as possible. Establish those touchpoints earlier in an individual's career. Leverage your depth of knowledge and experience to be active participants in their success. You can never overestimate the im-

portance of individual and personalized mentorship and influence. Also, a well instituted mentorship program will help instill a sense of belonging and kinship that will last their entire career and bolster retention.

That being said, it's crucial that we continue efforts to find and recruit skilled NCOs who demonstrate technical proficiency now, even if they have higher AFS. While motivation and initiative are good indicators for potential, it cannot completely substitute for technical knowledge and ability to critically think that comes from experience. And that will be provided by NCOs doing their jobs now, who perform their craft daily, and who will transition to becoming successful TC Warrant Officers. We are technical experts and are relied upon for our competence as well as our candor. With experience also comes familiarity and self-assurance that is expected within your role as a trusted advisor. Being able to effectively communicate as well as having interpersonal skills are additional important traits needed for success. They will need your help to sharpen those intangible skills that aren't taught in the schoolhouse. Skills such as the instinct and forethought needed to dissect a problem-set quickly and develop optimal solutions. These brilliant NCOs are among our formations now that meet these criteria and just need your encouragement to submit a packet.

I know this will not be without its challenges. But I am confident you have the professionalism, talent, and devotion within our cohort to make sure we have a sustainable path to success. I continue to be impressed with all you accomplish and I am proud to be a part of this community.

**SPEARHEAD!**

# UNIT HIGHLIGHT

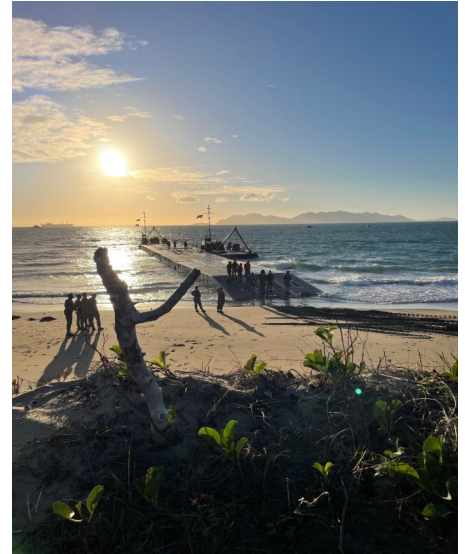
## Talisman Sabre: 7 TBX / 11th Transportation Bn (Terminal)

*Author: CW2 Joseph Lacroix*

The 7<sup>th</sup> Transportation Brigade (Expeditionary), 11<sup>th</sup> Transportation Battalion Soldiers participated in Joint Logistics Over The Shore Operations in support of exercise Talisman Sabre this summer. Soldiers of the 7<sup>th</sup> TB(X) represented the Army and the United States while operating in Bowen, the Queensland region of Australia. The Soldiers were able to host key leaders from around the world to include the United States Secretary of the Army, Honorable Christine Wormuth. Several Soldiers were able to showcase their expertise as Transporters by explaining their craft in the Corps.

As a part of Talisman Sabre 2023 (TS23) the 331st Transportation Company (Causeway) conducted bare beach and joint logistics over the shore (JLOTS) operations in an austere environment with joint allies in Bowen Australia and were able to facilitate movement of equipment rapidly and effectively over the indo-pacific, and beaches of Australia. The 331st TC transported, constructed, and utilized portions of Causeway sections to build a Roll-On, Roll-Off discharge Facility, a Causeway Ferry (CF), and other various modified platforms to conduct Lo/Lo and

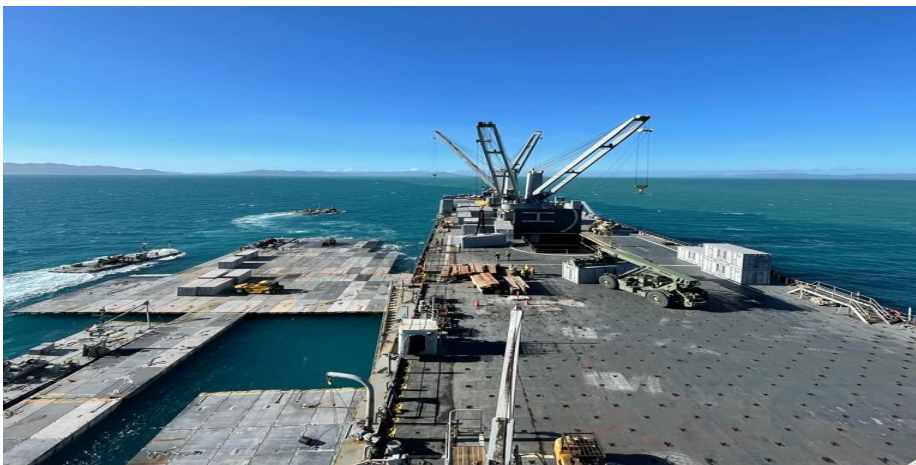
Ro/Ro operations at Kings Beach. During Operations the company successfully downloaded two navy bulldozers, one 10k forklift, one LHS, three coast guard rescue boats and their accompanying trailers, and all the dunnage required for operations. 368th Seaport Operations Company (SOC) worked with 331st Transportation Company (TC), 393rd Harbormaster Detachment (HMOD), Army lighterage, and Naval Beach Group 2 (NBG-2) IOT conduct cargo transfer operations across multiple Large Medium Speed Roll on/Roll Off (LMSR) ships and bring cargo to shore through Joint Logistics over the Shore (JLOTS). 368th SOC worked with 331st TC to conduct in stream build of Roll on/Roll Off Discharge facility (RRDF), Causeway Ferry, and Trident Pier for discharge of cargo onto the bare beach. 368th SOC moved cargo within and between watercraft through both crane and driving operations and tracked all equipment movement for in Transit Visibility (ITV). During Talisman Sabre 2023 (TS23), 393<sup>rd</sup> Harbormaster Detachment (HMOD) operated in joint logistics over the shore (JLOTS) operations in conjunction with the United States Coast Guard and the United States Navy. 393<sup>rd</sup> established a Joint Logistics Control Center (JLCC); providing command and control of a US Army Vessels to include the Logistic Support Vessels 3



The 331<sup>st</sup> TC hitting the beach for cargo transfer during JLOTS Talisman Sabre with the 393<sup>rd</sup> HMOD (Beach Lighterage Control Point). (Photo by 2LT Raymond)

and 7 under 8thTSC, and the US Army Vessel Landing Craft Utility 2020. 393<sup>rd</sup> HMOD worked closely with local and regional authorities to ensure operational success while teaching Australian Defense Force leaders the Art of Army Watercraft management during JLOTS operations. A Beach Lighterage Control Point (BLCP), and Ship Lighterage Control Point (SLCP) were established to effectively communicate and ensure the safety of military vessels as they navigated within the exercise area. During TS23, 393<sup>rd</sup> HMOD took up the challenge of needing to coordinate with multiple military units, sister branches of the military, local and regional authorities to enforce maritime safety regulations in austere conditions.

**About the Author:** CW2 Joseph N. Lacroix, Commander of the 393<sup>rd</sup> Harbor Master Detachment, 11<sup>th</sup> Transportation Battalion, 7<sup>th</sup> Transportation Brigade (Expeditionary).



The 368<sup>th</sup> SOC offloading 331<sup>st</sup> TC causeway pieces off the LMSR. (Photo by 1LT Gilbert)

# 103RD ESC TRAINING HIGHLIGHT

## COMPO 2 & 3 MTT Sponsored TC-AIMS II FUNC USER Course

*Author: CPT Phillip W. Amerson*

Great initiative and job by MSG Cory K. Kokenge from the 103rd Expeditionary Sustainment Command of Des Moines, Iowa, who identified the training gap in FY23/ FY24 for available quotas and began coordinating with the U.S. Army Transportation School at Fort Gregg-Adams, Virginia to host a MTT for the TC-AIMS II Functional User Course. MSG Kokenge then communicated the possibility of publishing the WARNO early through our command in order to gain scope on possible attendees and impact through our organization. True, this is a required course for his own Warrant Officer aspirations, and also true that motivation comes from various places.

The MTT instructed by Mr. Kelvin Middleton and Mr. Joshua Grimes, resulted in a total of 28 students receiving course completion certificates from the U.S. Army Reserve and U.S. National Guard, representing 12 states, and a U.S. Territory. This enables them to be designated as proponent-trained TC-AIMS II users supporting Command Deployment Discipline Program requirements such as duty appointed position responsibilities IAW AR 525-93, managing unit equipment and personnel rosters in the system for mobilization projections by FORSCOM, and convoy clearance requests through state National Guard DMCs. By my most current count, 14x Soldiers and Civilians were from the 103d ESC, to include myself, MSG Kokenge, Mr. Kendall, and MAJ Rasmusen. While this may seem top-heavy, we can now faithfully designate ourselves as trained command-level operators and have more of

the same in our downtrace. This has already come to benefit the 353th TC CO, for example, as two Soldiers from there in the class received a UDL-building task from MSG Kokenge and myself today care of the Fort McCoy Unit Movements Coordinator for their pending CRF status.

Overall, MSG Kokenge's effort to conceive the course filled a large gap in training, institutional knowledge, and proponent requirements of units. Thanks also to MSG Gass and the G3/7 team for executing this—even when we in TRANS were throwing ideas and needs at them and you all collectively turned them into reality: funding, instructors' travel, bar-

racks, location, quotas - so much that goes on behind the scenes to officially host a proponent-sponsored MTT here at Fort Des Moines. Yes, this is a proof of principle that it can happen and should happen again in the future.

### **About the Author:**

*CPT Phillip W. Amerson, Mobility Officer in the 103rd ESC Distribution Management Center (DMC). He is a graduate of the Logistics Captain's Career Course and holds a Masters of Arts in Political-Military Intelligence from American Military University.*



Brigadier General Raul L. Rodriguez, Commanding General of the 103rd Expeditionary Sustainment Command in Des Moines, Iowa addressing the students attending the TC-AIMS II Functional User Course. (Photo by MSG Kokenge)

# UNIQUE CAPABILITY

## Army Watercraft Support Within the Pacific

Author: MAJ Hans Mogelgaard

### Support Units forward deployed

With the ever-rising tensions within the Pacific Area of Operation, the lifeline to providing the commander options to achieve their strategic end state will be through the maneuvering and sustaining forces within and around Japan and the South West Islands. To ensure those setting the policy are afforded the most advantageous deterrence options, Army Watercraft and their other enabling units should be increased within the Pacific to train as we fight to be able to sustain the land forces. Increasing these options will provide more significant ways and means to achieve a desired end state by supporting forward-deployed units on the knife edge of freedom. With all of the Army Watercraft and enablers, forward stationed or on rotation, within the Pacific, the commanders will be provided a myriad of options to dissuade or counter any aggression as they were in World War II.

### Setting limitations of article

In this article, we will be discussing Army Watercraft projected to be stationed within Japan in the next two years with a focus on the 5th Transportation Company - Composite Watercraft Company (5th CWC) and further focused on the Landing Craft Utility 2000s operating within the Pacific. Therefore, this article purposely negates the use of the landing craft mechanized (LCM), Maneuver Support Vessel – Light (MSV-L), and Small Tug (ST).



The Landing Craft Utility (LCU) 2020 underway with Multi-Domain Task Force (MDTF) equipment. (Photo by CW2 Michael Imboden)

The [RAND article describes the intra-theater lift within the Pacific](#) as a prominent role that must be tackled jointly and clearly defined. This article will define inter-theater as operations between two or more geographic combatant commands and intra-theater as operations exclusively within one geographic combatant command. This will span the Pacific from Japan to the North and Australia to the South with all thirty thousand plus islands in between. With the creation of the 5th CWC, we see the United States Army Pacific providing limited intra-theater lift within the Pacific.

### The Why / demand

Army Watercraft is a well-

documented need within the Pacific for watercraft in theater, through the more than 20 campaigns in the Pacific Theater in WW2 and numerous amphibious landings to move ground troops within the Pacific to seize key terrain. In recent years, the demand can be shown through the heavy use of Army Watercraft with the Pacific Utilities and Logistics Support Enablers – Watercraft (PULSE-W). The PULSE-W mission has been a very successful venture between the Army Preposition Stock four (APS-4), USARPAC, 8th Theater Sustainment Command, USAR-J, 10th Regional Support Group, and 35th Combat Sustainment Support Battalion over the past ten years.

The ability of the LCUs to move

# UNIQUE CAPABILITY

## Army Watercraft Support Within the Pacific

all classes of supply throughout the theater has impressed many. The LCUs have been able to get into many local ports within Indonesia that the local Naval Logistic Combined Task Force (CTF-76) was surprised we could access. Within the past six years, the two vessels have sailed over 160,000 miles supporting over 100 separate missions. The United States Marine Corps is the number one customer unit with 46 separate missions. USARPAC is a close second with their Pacific Pathways series of exercises. With this increased capability, the requirement for additional assets within the theater has become prevalent in every exercise. The need for additional Army watercraft and watercraft enablers, such as assets to load and unload the vessels and critical enablers for the watercraft themselves, is an added requirement.

### **Increase of CMF88 and enablers in pacific**

The training audience spends much of its budget on transportation costs. While this cost includes the vessel, the other expenses that continue to increase during each exercise are the material handling equipment and labor. Without the ability to locally contract the MHE, the units at both the port of origin and destination of the watercraft would be dead in the water and unable to forward position all of their equipment. Additionally, due to the geography of the Pacific, different watercraft-enabling companies are needed. Specifically, a Seaport Operations Company (SOC) should be considered to ei-

ther be stationed or even rotated within the Pacific to emplace systems and processes to offload Army Watercraft during contingency operations. While a contracted solution could be used in a non-contingent environment, where the environment becomes contested, this solution could become troublesome and not afford the commander options, thus increasing the time needed to bring additional Army personnel forward, affording the enemy the advantage while limiting the Commanders' choices.

Added capabilities within the theater would allow fixed port and Logistics Over The Shore (LOTS) operations in a dispersed and contested environment. This company would also be able to support other

training units and organizations within Japan, such as the Kure Ammo Depo and our Japanese Allies. With the tyranny of distance within the Pacific, the Ship Squads within the SOC could load and unload a vessel at different spots within a battlefield. These added capabilities could extend the operational reach and provide commanders with options to array forces against an adversary. While the SOC is limited to only using the KALMAR a rough terrain container handler (RTCH), they have the skill set and knowledge to operate cranes if a deserted port has the capacity.

Army Watercraft are just one cog enabling the ground commander to seize key terrain. To ensure the vessels can provide the com-



The Landing Craft Utility (LCU) 2020 underway heading into the sunset . (Photo by CW2 Michael Imboden)

# UNIQUE CAPABILITY

## Army Watercraft Support Within the Pacific



The Japanese Ground Self Defense Force (JGSDF) loading equipment on the Landing Craft Utility (LCU) 2009. (Photo by CW2 Jason McElrath)

mander with critical movement, the watercraft must be supported by other critical enablers outside the Transportation Career field, both onboard and onshore. Specifically, two Culinary Specialists (92G) and one Combat Medic Specialist (68W) are required onboard the vessels to operate within the Pacific. Due to the speed at which the vessels operate, they are routinely away from homeport for 45 days at a time. Without the continued support of two culinary specialists, there is the risk of running into significant personnel operational tempo issues degrading the performance of our mariners. Without a seasoned combat medic specialist onboard, the risk to life is extremely high. Additionally, the LCUs operate well outside the golden hour many are accustomed to while coordinating

through other government agencies to get medical support as required in an emergency.

As readiness is a major priority to ensure the fleet is ready to Fight Tonight, the need for Marine Maintainers and additional low-density Ordnance personnel is critical to keep the aging fleet afloat. With the CWC coming on board, the organic maintenance platoon and allied trade specialist will significantly increase the ability to fabricate much-needed parts while also conducting repairs routinely requiring contracts. This organic ability will instantly increase the readiness of Army Watercraft within the Pacific. Additionally, flexing the CWC's maintenance platoon throughout the Pacific can drastically improve the vessel's ability to get underway

if anything breaks down.

Army Watercraft takes a village to operate, and it behooves all logisticians to remember that and not become absorbed with just Transportation assets. Without the proper knowledge among planners, staff members, and commanders, Army Watercraft operations could degrade and inhibit the movement of critical assets to provide the operational commanders with options by enabling operational reach, freedom of action, and prolonged endurance.

### Current Command and Control

Currently, the PULSE-W mission priority is set by and controlled by USARPAC through 8th TSC as in the order of precedence: Continuity operations; Pacific Path-

***“With the challenge of being forward deployed, low-density career fields, and tour limitations, leaders of all echelons should remember that strength of our Army rests with each service member and their families”***

# UNIQUE CAPABILITY

## Army Watercraft Support Within the Pacific

ways exercises; Munitions retrograde; DoD paying customers; and lastly vessel training. When not tasked through the 8th TSC, the 10 Regional Support Group provides the watercraft planning. Coordination with external customers within the last six months gives operational control of the vessels to the 35th CSSB as they will soon transition to the 765th Transportation Battalion (Terminal) as the tactical level commander for all Army Watercraft within the Pacific. This battalion will manage the daily operations and support for all Army Watercraft throughout the Pacific, focusing on enabling, sustaining, and tracking Army Watercraft and the number one priority of their people.

### **Future Challenges**

With a people first strategy within the Army, one will see that great care must be taken into account to preserve the greatest asset of the U.S. Army, our People. With the challenge of being forward deployed, low-density career fields, and tour limitations, leaders of all echelons should remember that strength of our Army rests with each service member and their families and their power to operate independently with only commanders' intent. Allowing the Army Mariners to execute their mission, coupled with the delicate balance of personal reset time, will enable an independent team forward deployed to support the Warfighter. Operating Army Watercraft with ill regard to this will prevent the current maintenance shortfalls but could increase

the ever-concerning shortfalls of retention rates. Additionally, understanding that Army Mariners are forward deployed, with their families, within the Pacific must be considered when scheduling Army Watercraft exercise support throughout the Pacific.

### **About the Author:**

*Currently, MAJ Hans Mogelgaard is the Support Operations Officer for the 35th Combat Sustainment Support Battalion, soon to transition*

*to the 765th Transportation Battalion (Terminal) in Camp Zama, Japan.*

*MAJ Hans Mogelgaard completed his Undergraduate at The Citadel in Charleston, South Carolina and received a Master of Arts in Defense and Strategic Studies at the United States Naval Command and Staff College in Newport, Rhode Island.*



The Loading Craft Utility (LCU) 2009 crew offloading force multipliers within the Pacific. (Phot by CW2 Robert Warner)

# MOBILITY UNIVERSITY

## Unit Movement Officer Refresher Course

*Author: Chief Warrant Officer 2 Erik Hodge*

### Introduction:

In order to bolster the skill sets of Leaders at all echelons and Unit Movement Officers (UMOs) within our armed forces, the conceptual idea of a Mobility University has emerged. This formal article aims to explore the significance of providing comprehensive and specialized education and training to UMOs, enabling them to develop tangible skills that align with Army certification courses. Mobility University seeks to enhance the overall readiness and strategic decision-making abilities of the armed forces, by creating a committed learning environment that fosters excellence, innovation, and collaboration.



Soldiers from the 573rd Engineer Company securing the chain tie-downs of the vehicle onboard a USAF C-17. (Photo by XVIII Airborne Corps PAO)

### Addressing Skill Atrophy and Burden:

UMOs, often burdened with additional responsibilities during an outload or redeployment, require proper

training and understanding of their role within the mobility-centric capabilities. Without adequate education and practical application, these officers risk skill atrophy post-graduation from certification courses. Mobility University aims to prevent this decline by offering academic instruction, practical engagement, and methodological approaches, ensuring the continual development and retention of essential skills.

### Building a Skill Base and Senior Leadership Pool:

The implementation of Mobility University will not only strengthen the skill base within the XVIII Airborne Corps but also extend its benefits to Corps tenant units. Through the application of the University, a greater pool of senior leadership will be cultivated. These leaders will possess critical thinking abilities, strategic decision-making skills, and an up-to-date understanding of mobility operations, ultimately enhancing the overall readiness of the armed forces.



The 573rd Engineer Company conducting outload of vehicles during a level III Emergency Deployment Readiness Exercise (EDRE). (Photo by XVIII Airborne Corps PAO)

# MOBILITY UNIVERSITY

## Unit Movement Officer Refresher Course

### Curriculum Overview:

The proposed curriculum at Mobility University will focus on unit movement tasks at the basic and intermediate levels, providing a foundation for UMOs. Furthermore, the curriculum will delve into advanced topics such as TC-AIMS II, HAZMAT familiarization, property accountability, and the Airlift Integrated Interface (A2I) process mandated by the Air Mobility Command (AMC). Additionally, a consolidated senior-level course will offer a comprehensive understanding of the mobility process, condensing the material to maximize exposure in the limited time available to senior leaders.

### Acknowledging Key Contributors:

The initial concept of Mobility University originated from retired mobility officers, who subsequently passed the baton to the Corps Transportation Office. It is important to recognize their contributions and efforts in expanding the understanding and capabilities of UMOs beyond the basics. Additionally, we are leveraging the FORSCOM provided iDST at Fort Liberty to aide in program development and future instruction at the University. By nurturing a multifaceted soldier who comprehends the workings of the transportation system, Mobility University aims to produce force multipliers who excel in their primary duties and effectively serve as mobility liaisons within their units.

### Fostering Rapid Deployment Readiness:

Given the diverse formations and operations within the army, the ability to move rapidly is crucial. Mobility University addresses this need by mitigat-



The 573rd Engineer Company loads cargo to support the Level III EDRE from Fort Johnson, Louisiana to Camp Atterbury, Indiana. (Photo by XVIII Airborne Corps PAO)

ing skill atrophy and ensuring deployment readiness. The main goal of readiness is prioritized, by streamlining the processing of cargo and personnel through inspection points and transportation nodes. The education and training provided by Mobility University will empower UMOs to facilitate an immediate response force capable of mobilizing within 96 hours while adhering to all requirements within the condensed timeframe.

### Conclusion:

While the establishment of Mobility University may seem like a herculean effort, it is vital for maintaining a highly skilled and responsive force. By providing comprehensive education and practical training, Mobility University will empower UMOs with the necessary skills to excel in their roles. Furthermore, the university's

focus on fostering excellence, innovation, and collaboration will positively impact not only the XVIII Airborne Corps but also Corps tenant and separate units. The result will be a pool of senior leaders equipped with critical skills and strategic decision-making abilities, ensuring the continuous readiness of our armed forces in an ever-evolving world.

### About the Author:

*CW2 Erik Hodge is currently assigned as the XVIII Airborne Corps G4 Transportation Office, Strategic Mobility Officer in Fort Liberty, 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.*

# INNOVATIVE SOLUTIONS

## USINDOPACOM Innovative Solutions to Support MDO

*Authors: COL Gina D. SanNicolas,  
CW2 Dahryl L. Stewart and SFC Ioana  
-Star H. Wells*

*How Do We Bridge A Gap In A Crucial  
Point Of Need To Ensure The Right  
Capabilities Are Available And Ready  
When The Ramp Descends?*

The increasingly contested Indo-Pacific region requires the U.S. and its allies to continuously demonstrate our ability to sustain land operations. Perhaps most pressing and challenging in this logistics challenge is the delivery

***“There was a critical dependency on host nation contract solutions in the absence of a Standard Forces Agreement (SOFA).”***

of bulk fuel during initial entry operations. The Large-Scale Combat Operations (LSCO) study at the Combined Arms Center identified 17 critical gaps. Of that, Gap 4 identifies Class III Carry and Distribution challenges. While the Army has made significant strides to realign capabilities to bridge this gap, this paper will aim to place emphasis on how commercial solutions can be levied to serve as a conduit particularly as it relates to bulk fuel and early en-

try. Defender Pacific - Garuda Shield and other regional exercises provided an opportunity for U.S. Army Pacific (USARPAC) to test its ability to conduct Petroleum over the Shore (POTS), a key component of CL III bulk distribution. These exercises have helped illuminate the challenges of POTS while allowing us to evaluate our competencies in fuel distribution. Those same challenges forced us to look at varying ways to overcome some of those challenges, by leveraging commercial solutions utilizing both proven techniques and new technologies.

USARPAC conducted the 15th iteration of Defender Pacific - Garuda Shield in 2021. The exercise enabled fundamental warfighting skills to enhance interoperability objectives for an enduring bilateral partnership with the Indonesian National Military-Land Force and the 25th Infantry Division (Schofield Barracks). Garuda Shield 2021 (GS21) highlighted numerous sustainment challenges distributing critical supply classes in a contested area of operations, with the CL III(B) resupply proving to be the most difficult problem.

USARPAC continues to face challenges with sustainment disparities in Indonesia for warfighting functionality operating across 3,200 miles among 17,000 economically immature islands, with the obvious exception of the island of Java. Logistics planners faced a complex environment with a broader array of vulnerabilities associated with theater opening, RSO&I, and

supply distribution. The global impact of the COVID-19 pandemic significantly affected military operations, both environmentally and economically. Additionally, the government imposed a country lockdown following a pandemic surge resulting in the delayed distribution of CL III(B), which primarily affected the GS21's amphibious beach landing and aviation operations capabilities. There was a critical dependency on host nation contract solutions in the absence of a Standard of Forces Agreement (SOFA). The disbursement of forces across multiple islands and peninsulas perpetuated additional constraints that limited the host nation's distribution capabilities and methods. Unforeseen challenges impacted Garuda Shield 2021 in every facet of sustainment operations, further validating the significance of all warfighting function integration.

### *Movement of Petroleum across Waterways*

USINDOPACOM experiences a persistent dynamic procurement and distribution challenge centered on time and space, mode of transportation, and geopolitical constraints. The strategic complexity of this combatant command requires 8th TSC to develop innovative Sustainment solutions tailored to unique situations at every level. The 8th TSC's challenge is to integrate these customizations into a system of systems to redefine regionally aligned "Theater Readiness." As such the construct built by the 8<sup>th</sup> TSC serves as a model for en-

## USINDOPACOM Innovative Solutions to Support MDO

# INNOVATIVE SOLUTIONS

## USINDOPACOM Innovative Solutions to Support MDO

500-gallon tanks, and one 5,000-gallon tank. The system is transportable on a flat rack secondary loaded onto a PLS with an M978 HEMTT Fueler (2500 gals) to distribute from the AMSCAT to the end-user. To efficiently and exclusively transport and refuel multiple pieces of equipment, three petroleum supply specialists (92F) and two motor transport operator (88M) are required. The AMSCAT is efficient and exclusive for its fully transferable design and capacity to refuel multiple pieces of equipment-simultaneously.-The maritime certifications make over the sea transport much simpler. The AMSCAT identifies high readiness and modernization objectives to achieve suitable solutions, readiness levels focused on self-sustained and expeditionary forces in a multi-domain operations (MDO), and minimizing reliance on host-nation contracting support.

*The Army Deployed full Bulk Fuel as-*

*sets across USINDOPACOM waterways for the First Time*

**Operation Piko 22-02:** In support of the sustainment gunnery exercise at the Pohakuloa Training Area (PTA) on the Big Island of Hawaii, 25<sup>th</sup> DSB employed two 500-gallon tanks at full capacity (as shown in image on page 17) providing an overall 1,000 gals of JP-8 fuel at the point of entry. The 25<sup>th</sup> ID, historically, endures challenges with rough terrain and restricted roads with ground transportation at PTA. The AMSCAT provided the 25<sup>th</sup> DSB an efficient bulk fuel distribution point, which enabled efficiencies during the RSOI process.

**Pacific Pathways – Salakanib/Balikatan 22-02:** 25th DSB conducted a subsequent successful proof of principle delivering CL III(B) utilizing the AMSCAT in support of the USARPAC Pacific Pathways - Salakanib/

Balikatan (PP-SN/BK) 22 in the Philippines with the 5,000-gallon tank at capacity. The AMSCAT deployed to the Philippines containing approx. 4800 gals of JP-8. Upon theater entry, the operators conducted distribution at the Subic Bay port following multiple testing cycles. The intent was initially to integrate with theater opening, providing initial self-sustainment support with more extensive storage and distribution capabilities for rotary wings, enhancing aviation operations. However, under unforeseen logistical circumstances, the AMSCAT became the sole CL III(B) source for the 25<sup>th</sup> CAB, which extended the proof of principle to inland petroleum support.

Both PP-SN/BK 22 and Operation Piko 22 exercises featured an approach to extend lines of communication, mitigate the reliance on local contracting during port opening and illustrate the enablement of maneuver elements to maintain OPTEMPO, tactical mobility, and sustain lethality by maximizing transportability of CL III(B). Additionally, end-users and customers identified marginal manufacturing framework limitations but assessed the AMSCAT as a promising commercial solution to fill the USINDOPACOM CL III(B) distribution gap.

The AMSCAT proof of principle supported the 8th TSC and the 25th Infantry Division's modernization aligned with the U.S. Army's new readiness and modernization model. A persistent, robust, and innovative sustainability enterprise serves as the lifeblood to preserve the competitive advantage in MDO. As a result, the



Image of the Amphibious Mobile Secondary Contained Above Ground Tank (AMSCAT)  
(Photo by Western Global (Manufacturer))

# INNOVATIVE SOLUTIONS

## USINDOPACOM Innovative Solutions to Support MDO



Operation Piko 22-02, 25th DSB employed two 500-gallon tanks at full capacity of JP-8 fuel at point of entry. (Photo by SFC Ioana-Star Wells)

supported units were able to maintain combat power, prolong endurance, and increase strategic and operational reach.

### **About the Authors:**

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*CW2 Stewart holds a Bachelor's degree in Leadership Science with a concentration in Leading Operations from Austin Peay State University. He has completed the Warrant Officer Advanced Course (WOAC) for future and successive assignments within sustainment plan-*

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*SFC Wells has completed the Senior Leaders Course (SLC) for future and successive assignments within sustainment planning and operations.*

# COMMERCIAL RAIL

## A Critical Component in DoD Movement Operations

Authors: Mr. Grover “Tye” Beasley and Mr. Ben Jensen

The commercial rail industry is critical to the United States economy and the defense of our nation. North American railroads move approximately -third of all United States exports and roughly 40% of the total domestic freight volume for consumers and manufacturers. While the Department of Defense moves less than 1.5% of all North American railroad volume across their 140,000 miles of track, the strategic implications of the rail industry’s contribution to moving the force is tremendous and vital to our national defense.

On any given day, the Army relies on the rail industry for movement of equipment to and from our seaports, depots, forts, bases, camps, and posts, as well as the National Training Center in California and the Joint Readiness Training Center in Louisiana. Moving brigade and larger-sized units to our commercial seaports for onward movement to support combatant commanders across the globe or returning to home station for reset requires the assistance of our “Fourth Component” railroad partners. They are our heavy lifters in the continental U.S. given the size, weight, and volume of cargo they move. For example, in FY22, approximately 575,325 tons of unit equipment was moved on more than 23,000 loaded railcars via 354 trains (using a planning factor of 65 cars per train).

The Headquarters Military Surface Deployment and Distribution Command manages the Defense Freight Railway Interchange Fleet. The DFRIF



A soldier from 1st Armored Brigade Combat Team, 3rd Infantry Division ground guides a Bradley Fighting Vehicle onto a rail car at Fort Stewart, Georgia. (Photo Credit: U.S. Army)

includes, among other variants, tank cars supporting fuel movements for the Defense Logistics Agency – Energy, special purpose railcars that support a variety of unique programs and cargo types across the DoD enterprise, and 1,355 chain-flat railcars that can be used by all military services but are primarily used by the Army. Embedded within this fleet are railcars specifically designed and manufactured to move M-1 tanks, including DODX-40 railcars that can move two M1’s per car, and DODX-41 cars designed to move a single M-1 per car. The commercial rail industry provides commercial chain-flat cars to supplement the military rail fleet, helping to ensure and enable combat readiness. The HQ SDDC team is engaged daily with its military customers and commercial rail partners to ensure proper positioning of the rail fleet and to address any issues or concerns.

Installation Transportation Officers are responsible for submitting empty railcar requests to HQ SDDC to support their unit movements. On average, SDDC, through its industry partners, provides the installations with 350 to 640 railcars depending on the size and type of the brigade combat team to be moved. By comparison, moving the same sized unit solely by linehaul trucks would require substantially more assets, ranging between 650 and 2,000 trucks. The resulting cost of linehaul over the cheaper rail alternative can be exorbitant. A recent example is a unit that canceled a few trains to use linehaul instead, resulting in charges \$490K over the rail solution. Linehaul movements also typically require permits to move outsized cargo over the nation’s highways and interstate system and puts these large vehicles into the public domain—a large safety concern, especially if

# COMMERCIAL RAIL

## A Critical Component in DoD Movement Operations

moving at scale.

For ITOs to secure the right type and quantity of railcars, an accurate unit deployment list should be provided 45 days prior to the ready-to-load date. Meeting this deadline is crucial to the proper load planning and correct number of railcars ordered through the SDDC Rail Fleet Management Branch. An accurate UDL also reduces the risk of over-ordering railcars, which creates unnecessary stress on a very finite strategic asset and generates additional transportation costs, often in the thousands of dollars, billable to the installation or unit.

At the installation level, units often request to load equipment by unit integrity instead of by like-type equipment. Although the concept makes great organizational sense, attempts to maintain unit integrity can end up costing more due to inefficient load plans that fail to maximize floor space utilization and capacity. Additionally, as the Army continues to modernize and upgrade equipment sets and, in some cases, to heavier and larger formations, further burden is placed on the DFRIF heavy lift capacity. This means more railcars will be needed to move future force requirements. Bottom line, unit integrity outloading is ineffective as cargo will be downloaded at the port and then typically stowed on vessels with like items in order to effectively and efficiently stow the vessel.

Conducting railhead operations at the installation level needs to be a deliberate and well-planned event. Typically, these operations are resource and manpower-intensive, requiring advanced training and on-scene lead-

ership with a huge dose of Safety First! It goes without saying that railcars, unit equipment, tools, and material handling equipment are large and unforgiving. Individuals at the railhead must be properly trained and supervised. Likewise, it's extremely important for leadership to conduct proper turnover and safety briefings to ensure safe and efficient railhead operations.

The care, feeding and general welfare of rail load teams comes in numerous shapes and forms but, at a minimum, must include proper safety

***“For ITOs to secure the right type and quantity of railcars, an accurate unit deployment list should be provided 45 days prior to the Ready-to-Load Date. Meeting this deadline is crucial to the proper load planning and correct number of railcars ordered through the SDDC Rail Fleet Management Branch.”***

gear, tools (such as chain tightening wrenches) and spanners, rest periods, hydration stations, and porta-potties throughout the railhead area. All material handling equipment must also be readily available and in good maintenance/operational condition.

Ultimately, the Army depends on SDDC to provide several thousand railcars within the first 30 days of a

potential contingency operation. Having these cars in the right place at the right time is a crucial element of successful deployment. Inefficient actions at the installation level can mean the difference between getting cargo to the ports in time to meet stringent COCOM requirements or not. We must all be disciplined and held accountable for the safe and efficient use of rail assets to ensure the capabilities and capacities required to move the force are available at the time of need.

### **About the Authors:**

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*Mr. Ben Jensen is SDDC's Chief, Domestic Movement Operations and DODX Railcar Fleet Manager since March 2021. He has accumulated over 25 years of military and commercial transportation experience, serving eight years in the U.S. Air Force and five years as a freight train conductor for a Class 1 railroad. He began his civil service career in 2012 with SDDC, managing the maintenance of the DODX railcar fleet.*

# ADVANCED CIVIL SCHOOLING

## Opening the Aperture from the CASCOM VCU Program

*Author: MAJ Matthew Jarzen*

Many U.S. Army Officers have heard of the Army's Advanced Civil Schooling (ACS) program that allows select Officers the opportunity to pursue a master's degree for 1-2 years. This program does include both a service obligation and, in some cases, a utilization assignment. The Combined Arms Support Command partnered with Virginia Commonwealth University to facilitate an ACS program for Logistics Officers to earn a Master's in Supply Chain Management. This master's program is year-long and culminates in an independent capstone project to address and solve some of the Army's sustainment issues.

I was part of the second cohort of Logistics Officers to attend the VCU program from August 2019 to 2020. After my time at Fort Drum, NY, I was nominated and selected to attend the VCU program. The cohort was small, with only 15 officers total, and each person came with a unique background and knowledge. While it was a chance to "take a knee" from the traditional Army, the program's rigor was enough to keep me engaged and continuously learning.

The true benefit of the program is being able to re-socialize and accustom yourself back into civilian life through the shared learning between yourself and the much larger civilian student body—many of which have become good friends and expanded my network of knowledgeable people beyond just the Army.

The Supply Chain Management program combines the qualitative with

the quantitative and widens the aperture of understanding operations beyond what we are trained on in the Army.

The spring term in 2020 was adjusted from in-person classes to virtual due to COVID-19. If anything, the supply chain disruptions caused by this black swan event underscored the necessity of re-looking at how companies—and by extension, the Army—map and manage their supply chains. The ability to optimize the supply chain while also making it anti-fragile is more critical in a post-COVID world, especially as global tensions increase, making supply chains more vulnerable than ever.

My capstone project, in collaboration with another member from my cohort, Major Faitha Schrader (definitely way more intelligent than me), involved how to fully optimize low

-demand Class IX repair parts for U.S. Army Watercraft Systems—mainly the large (and aging) Logistics Support Vessel (LSV)—that could be applied to any Army system with niche capabilities and low-demand for Class IX.

Working on this project in conjunction with the U.S. Army Transportation School ultimately facilitated my utilization assignment with the same organization. Other officers from my cohort worked on projects with Army Futures Command, Army Sustainment Command, and other entities. Following graduation, I put the uniform back on and began working within the Office of the Chief of Transportation (OCOT)—which is responsible mainly for personnel management in the U.S. Army Transportation Corps.

The actual assigned job performed involved the optimization of personnel. While different from working on Army equipment systems, I used the



MAJ Matthew Jarzen discussing Transportation Corps opportunities with prospective cadets during Virginia Military Institute orientation event. (Photo by Mike Aguilar)

# ADVANCED CIVIL SCHOOLING

## Opening the Aperture from the CASCOM VCU Program

principles from supply chain management of data analysis and harmonized quantitative and qualitative data to optimize Transportation branch cadet accessions, flatrack/CROP management, and several additional projects.

While one can narrowly view the supply chain as “things” from point A to point B, the fundamentals of supply chain management apply to any number of operational problem sets that involve anything from “people” to intangibles like “data.”

Any logistics officer can stand to benefit from this program. It gives you insight into some of the larger issues facing the Army’s sustainment enterprise and the companies that the Army relies on from the strategic industrial base. Now more than ever, we need our logisticians to understand the supply chain implications of disruption and work to build a more resilient system that allows us to Fight and Win wherever, whenever.

For more information on the Virginia Commonwealth University Masters

Supply Chain Management Program, visit: [Army Sustainment University](#)

### About the Author:

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# BRIGADE TO BATTALION

## Distribution Operations Playbook

*Author: CPT Mathew Lanter*

Tactical logistics is one of the most challenging tasks on the battlefield. Units have to get the right amount of supply to the right place, at the right time, within a rapidly changing environment, with minimal or conflicting guidance from doctrine. To make the best decision on how to support a brigade through a Large Scale Combat Operations fight, sustainment leaders need to understand the current level of training of their organizations, how developed their ability to make and execute rapid changes are, and from there decide where to place sustainment assets across the battlefield to ensure seamless integration into the brigade maneuver plan. This can range from keeping the majority of the sustainment assets at the brigade support area (BSA) to minimize potential issues such as desynchronization, to pushing sustainment assets forward and relying on logistics rally points (LRPs), to a balance between the two that provides forward sustainment to a limited number of units while requiring others to base their operations in the BSA. This spectrum of logistical operations may need to shift as the operation progresses, or may cycle from one to another and back again. The below concepts lay out three ways across this spectrum from which units can design their own plan for how to attack this problem set.

### **“Heavy FTCPs”**

Sustainment doctrine calls for three levels of sustainment at the brigade and below level, each of which contains one day of supply for their supported echelon. Company Trains, owned by the maneuver company first sergeant and supply sergeant, are charged with evacuating casualties and equipment from the front lines, receiving supplies from the Combat

Trains, and pushing those supplies forward to their platoons. Combat Trains, managed by the Combat Trains Command Post (CTCP), have the tasks to regenerate combat power and conduct resupply to Company Trains as necessary. Field Trains, led by the Field Trains Command Post (FTCP), are tasked with configuring classes of supply to company loads and coordinating for resupply forward. The “Heavy FTCP” concept calls for FSCs to draw their supply directly from the distribution company at the BSA and transport them forward directly to the Company Trains, minimizing the amount of times that supplies have to change hands and reducing the overall amount of synchronization required. This concept works well for units that struggle to execute effective LRP between the distribution company and the FSCs or that have limited flexibility with their distribution platforms.

### **Architecture**

The “Heavy FTCP” concept is characterized by a large portion of each FSC’s distribution platoon making its home in the BSA, with approximately 70% of the distribution platoon at the FTCP and the remaining 30% at the CTCP. This will naturally vary from unit to unit, depending not only on the type of unit, but also the current operational environment. For example, the FA FSC may keep the majority of its lift assets forward, at least those dedicated to Class V, while the majority of its fuel assets may be back at the BSA, prepared to conduct LOGPACs as scheduled and receive fuel directly from the Distribution Company at the BSA right after the daily DSSB resupply. The D FSC, however, should retain most of its lift assets at the BSA, prepared to move Class I, IV, and IX forward as

needed, while its fuel assets should be split, placing some at the FTCP and some forward at the CTCP anticipating the next resupply mission. Each FSC needs to find the correct balance for their supported battalion; if a unit is particularly good at projecting for their logistics needs, an FSC is able to keep a small package forward at the CTCP in case an emergency resupply is needed, while most of their assets remain back at the BSA.

Depending on the operational environment, this concept allows for the augmentation of FSCs by distribution company assets. This should not be open ended, but be completed within a set window, to provide the Distribution Company and sustainment leaders with predictability for when assets will be back to the BSA. This helps to give further flexibility forward to the FSCs, especially at critical points when maneuver battalions are far from the BSA or are heavily engaged with the enemy. The FSC Commanders who receive temporary augmentation by these assets need to be mindful of when the DSSB is scheduled to resupply the BSA, and ensure those assets are back at the BSA to receive resupply directly from the DSSB.

### **Requirements**

This concept requires little synchronization at the brigade level to work correctly. The SPO should maintain visibility of assets across the battlefield for situational awareness, but FSCs generally come back to the BSA after each LOGPAC and are therefore easy to contact. The majority of the planning comes at the FSC level, who must plan accordingly for when to send out LOGPACs to resupply Company Trains and still be back at the BSA in time to receive resupply from the DSSB, or at least to pull from

# BRIGADE TO BATTALION

## Distribution Operations Playbook

the stocks that the distribution company has on hand before they in turn receive resupply from the DSSB. The timelines for these movements should be fed through the SPO, who can then battle track sustainment assets across the area of operations and adjust accordingly if hit times are not met. It increases the size of the BSA, requiring each FTCP to play a part in the perimeter defense. Thus, FTCPs also need to be tied into the BSB Base Defense Operations Cell (BDOC) cell and monitor the BSB FM net.

Each FTCP also needs to remain tied in to their supported battalion's operational planning and current situation, which can present a challenge due to the distance between the BSA and the maneuver battalions' main CPs. The best way to combat this challenge is for the FSC commander to frequently conduct battlefield circulation, moving between the maneuver battalion main, the CTCP, and the FTCP. They also need to be heavily tied in with the SPO, who tracks changing assets and requirements across the battlefield.

The training required for this concept is mainly focused at the FSC level. FSCs should focus their training on interactions with their supported maneuver units, with the intent to minimize the time required to distribute supplies to the Company Trains. A Distribution Platoon should be able to arrive at an LRP for their supported maneuver battalion and have their LOGPAC split into separate serials, which each Company 1SG then takes to their respective Company AOs without ever breaking stride. Upon arrival, distribution should be conducted rapidly, and each element should be back at the LRP within two hours. This not only minimizes the time of the Distribution Platoon's exposure to the enemy, but also allows them to get back to the BSA so they can maintain a proper

work/rest cycle, allowing for sustained operations over a longer period of time. FSCs should also focus on communication between them and their supported companies, to ensure maximum synchronization of sustainment efforts across their portion of the battlefield. This allows them to adapt to changing circumstances, such as the battlefield situation not being suitable for a resupply, or the distribution platoon being delayed at the BSA. Overall, the training should be focused on maximizing the use of the FSC's limited time.

The biggest benefit for this concept is that it's simple and allows direct coordination, making synchronization across the brigade easier. It takes the pressure off of A CO and the SPO and spreads it out amongst the FSCs. This concept also works well with shortened Lines of Communication (LOCs) or when the BSA plans to displace very frequently (48-72 hours between jumps). Due to the amount of equipment that gathers at the BSA, the distribution company is almost never able to conduct the dis-

placement in only one movement; this concept frees up distribution company assets to be able to conduct multiple flips without impacting brigade sustainment. The biggest drawback for this concept is that two of the three days of supply in the brigade are located at one point, and if the enemy is able to destroy the BSA, the brigade will rapidly grind to a halt. Due to the nature of this concept, each FSC extends their LOCs, which is especially impactful on the D FSC, who typically has the longest LOCs. This requires FSC leadership to manage work/rest cycles very closely, and to identify and mitigate the risk to force that this extended time on the road creates. Additionally, units employing this concept tend to keep their BSAs closer to the Front Line of Troops (FLOT), putting the BSA at a higher risk for detection and receiving indirect fire (IDF). This may require the BSA to displace more often than one that is situated further away, which increases overall time for sustainment blackouts throughout the fight. However, brigades may employ



Soldiers from 299 BSB receiving a convoy brief during rotation 22-10. (Photo by CPT Matthew Lanter)

# BRIGADE TO BATTALION

## Distribution Operations Playbook

counterfire radar, air defense systems, and other assets to protect the BSA, mitigating the risk to the brigades critical assets.

### “Heavy Distribution Company”

The “Heavy Distribution Company” concept is the opposite end of the spectrum from the “Heavy FTCP” concept. It requires minimal but competent manning at the FTCP from each FSC and an extraordinary level of coordination between the FTCPs and the CTCPs. Each CTCP must be confident enough in its FTCP that when issues arise, the CTCP communicates them back and doesn’t just take care of issues on their own. The SPO must be heavily involved, tracking where each individual logistics asset on the battlefield is and what their status is. The SPO must be empowered to make decisions concerning forward assets, with the ability to shift assets between CTCPs if the need arises. Maneuver battalion commanders must understand that the sustainment assets within their formation belong to the brigade at large, and not their battalion specifically. The distribution company needs to be highly trained in LOGPAC operations, especially in the areas of communication, mounted land navigation, and actions on an LRP. All sustainment assets across the battlefield must be flexible and able to adapt quickly to changes as they arise.

Overall, this method allows for the brigade sustainment to stretch their legs more than any other method, providing maximum standoff distance between the brigade’s third day of supply and the FLOT, and providing the most dispersed sustainment architecture across the battlefield. Properly executed, this concept can allow a

BSA to operate 30-40 km behind the FLOT, ensuring that it is outside the enemy indirect fire range of all but the most robust systems.

This concept calls for the DSSB to execute one resupply to the BSB per day, the distribution company to execute two LOGPACs forward to FSCs per day, delivering to different FSCs on each LOGPAC, and for each FSC to deliver forward to their supported battalions twice per day. An example distribution battle rhythm is below. The key to this concept is to design it around the DSSB resupply to the BSA, ensuring that when the DSSB arrives for the resupply, all A CO elements are back at the BSA and ready to receive as much supply as possible. If an LRP takes an extended period of time and the A CO assets don’t make it back in time to receive resupply from the DSSB, a BCT will be shorted by at least half of a day of supply, which can have serious consequences in the time before the next DSSB LOGPAC.

### Architecture

The general architecture required for this method of sustainment is for the FSCs to have the bulk of their forces arrayed forward, preferably with their UMCP and CTCP collocated, and with a small element of LNOs at the FTCP within the BSA to assist with configuring their supplies into company packages for delivery forward. Ideally, the FTCP consists of a command element, typically either the FSC Commander or XO, who has a clear picture of the operational scheme of their supported battalion and is able to make and communicate significant decisions for the sustainment assets for their FSC, a mainte-

nance supervisor who is able to liaise with the SSA and maintenance supervisors from other FSCs to find adequate solutions for complex maintenance problem sets, a supply NCO to assist with CLI breaks and requisitioning CLII, CLIV, and CLV for their battalion, and a GCSS-A clerk to be tied into the SSA to PGR CLIX and ensure it gets loaded for movement forward. Additionally, the FTCP needs a heavy, redundant communication package to be able to be tied in to their maneuver battalion. Ideally, each FTCP establishes in close proximity to the SPO section and interfaces with the SPO constantly to combat sustainment challenges and shortfalls across the brigade.

The distribution company should task organize themselves into several different sections. They should have at least three convoy sections, one scheduled for a LOGPAC that will return to the BSA before the DSSB arrives, one scheduled for a LOGPAC that will depart the BSA after the DSSB has completed their resupply, and one for emergency resupply. In addition to each convoy section, the distribution company should have their headquarters, SSA, and a security section to manage perimeter defense of their sector of the BSA. Each convoy section should consist of a transportation team, consisting of PLS/LHS assets for CLI, CLII, CLIV, CLV, and CLIX, a fuel team consisting of M978/TRM assets for CLIII(B), and a security team to man gun trucks. As there are typically four maneuver battalions to be supported, two of those battalions should be on one LOGPAC and two on the other, so each convoy section should be different sizes to sup-

	0000	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300
DSSB																								
BSB A CO TM 1				TVL	LRP	TVL									BSB to FSC S.P.									
BSB A CO TM 2								BSB to FSC S.P.									TVL	LRP	TVL					

# BRIGADE TO BATTALION

## Distribution Operations Playbook

port the differing requirements between LOGPACs. The FSCs for the field artillery and engineer battalions should typically conduct supply point distribution from the BSA, as they generally have the shortest LOCs.

### Requirements

This method requires a high level of synchronization amongst all sustainment elements across the battlefield. The CTCP commander must know exactly where each of their sustainment assets are and what their current task and purpose are at all times. They must be tied in to the battalion operations cell and have a good projection of what the next 72 hours will look like for their supported battalion. They must in turn, feed all of this information to the FTCP commander who will then tie this information in to the SPO section. The SPO will receive all of this information from each FTCP commander and generate a Logistics Common Operating Picture (LOGCOP) for the brigade, confirming with the Brigade S4 that it matches what the Brigade Main is tracking as well. The SPO section, in conjunction with the FTCPs, can then project logistical requirements for all units across the brigade and match up current capabilities against those requirements. If shortfalls arise from these projections, the SPO must determine which battalion is going to be shorted their supplies, and for how long, based on the priority of support that the Brigade S4 generates for the current operation. The SPO then brings all of these projections to the LOGSYNC meeting, where they and all the FTCP commanders come together and confirm the final details of LOGPAC operations for the next 24 hours, template operations for the next 48 hours, and project operations for the next 72 hours. The output of the LOGSYNC meeting should be an easi-



Soldiers staging for a LOGPAC during rotation 22-05. (Photo by CPT Matthew Lanter)

ly readable LOGSYNC matrix, which shows the details on which units are conducting LOGPACs, where the LRPs for those LOGPACs will be, which units are conducting supply point distribution from the BSA, and the forecasted amount of commodities each unit is receiving. This provides the base plan from which brigade level sustainment is executed and any deviations require immediate notification to the SPO. The above steps are necessary no matter which concept of distribution a brigade decides to employ, but is the most critical and requires the most attention to detail while using the Heavy Distribution Company concept.

The creation of the LOGSYNC matrix is only the first part in the plan that allows this method to be successful. It provides a base point from which units can begin assembling loads, conducting convoy briefs, and executing rehearsals. However, the situation on a battlefield inevitably changes rapidly. There must be a

massive amount of communication at echelon to ensure that adjustments can be made with violence of action to maximize the sustainment support to the brigade. If a maneuver battalion becomes bogged down in a fight and is unable to execute a scheduled resupply from their supporting distribution platoon, this has the potential to prevent that distribution platoon from making their scheduled LRP time with the BSB distribution company or, if they do make it, for them to not be able to receive as much supply as was initially forecasted. These changes must be communicated at multiple levels to allow the sustainment enterprise to react accordingly.

The first level of communication should be from the maneuver unit to the CTCP commander. Once the supported unit has identified that they are not going to be able to make the scheduled resupply, they must communicate this to their supporting FSC and attempt to schedule an alternate time, depending on the nature of the conflict. Once the CTCP commander receives this infor-

# BRIGADE TO BATTALION

## Distribution Operations Playbook



Soldiers from A Co., 3CR RSS execute early morning LOGPAC during rotation 22-07  
(Photo by CPT Matthew Lanter)

mation, they must pass it to both the distribution platoon, halting their movement so they don't drive their LOGPAC straight into a firefight, and to the FTCP commander to keep them abreast of the situation at large. The FTCP commander in turn notifies the SPO and the distribution company commander, who can begin to make appropriate changes to the plan, which may include shifting the LRP time or location, or reducing the assets that go on the LOGPAC and spinning up the emergency resupply section from the distribution company to cover down on the shortfall once the FSC is able to resupply their maneuver unit and make it back to the LRP. Likewise, if a distribution platoon gets hit and its assets are destroyed or incapacitated, this must be communicated immediately through those same channels so that the SPO, the FTCP commander for that unit, and the distribution company commander can make a plan of action for how to overcome the shortfall. Potential options at this point are having the distribution company's emergency resupply section go forward and con-

duct throughput resupply to the maneuver unit until the distribution platoon is replaced, or reallocating assets from nearby CTCPs to cover down on the loss until replacement occurs. The latter option is much more expedient and, if the assets are pulled from multiple CTCPs, they allow the brigade sustainment enterprise more flexibility by not dedicating the emergency resupply package. Regardless, the communication of changing environments back to the BSA is absolutely critical for any of these processes to occur. Creating redundant communication channels at multiple echelons also helps to streamline this process and allow for faster reactions by all involved.

All of these considerations do not come naturally and require a significant amount of training to be executed properly. The first time this process is executed should absolutely not be against free-thinking opposition, as the processes and rapid decision making involved will easily overwhelm an untrained team. Mounted land navigation should be a priority for

all elements conducting LRP operations, especially for convoy commanders and lead vehicles for those LOGPACs. An LRP can easily fail because one unit went to one side of a ridge line and the other unit went to the other side, and this is even more compounded during hours of limited visibility. Convoy operations in general should also be a training focus, with specific emphasis on convoy preparation. The training should consist of checking and reconfiguring loads, conducting convoy briefs, rehearsals, and PCCs/PCIs. A unit should be able to know exactly how long it will take to spin up a convoy from initial notification time to SP time. This is especially critical for the emergency resupply section from the distribution company so the SPO and other planners involved can factor this in to their decision. Finally, training should include actual LRPs conducted between the distribution company and FSCs so LOGPACs know what to do once they reach the LRP, which marking methods differentiate which supplies are for them and which are for other FSCs that are at the same LRP, and how the flow through the LRP should work. Once contact is made, an LRP should take no longer than 30 minutes to execute. After these basics are mastered, training should start to include multiple variables. What happens if the designated LRP location is no longer viable? What actions should occur if a unit misses SP time? What if the LRP itself comes under contact midway through the resupply? A robust training plan that attacks all these variables and more will allow a brigade sustainment enterprise to provide maximum freedom of maneuver to their supported brigade.

This method of sustainment provides the greatest reach, flexibility, and dispersion for logistics within a brigade, but also requires the most intensive training, planning and man-

# BRIGADE TO BATTALION

## Distribution Operations Playbook

agement. It is only executable with a top-notch, well synchronized team that can adapt easily to a rapidly changing environment. It absolutely requires an accurate LOGCOP that is shared across the formation. It provides the brigade the ability to stretch its LOCs further than any other concept, allows the BSA to remain stationary for longer periods of time, and reduces logistics blackout periods. This system is the pinnacle of tactical logistics.

### “The Balance”

The two concepts listed above are clearly on opposite ends of the spectrum, and it is quite easy to find a middle ground between the two of them. Sustainment leaders must identify the current training level of logistical units within their formation and the capabilities of the SPO section to synchronize and track units across the battlefield. They must then determine which FSCs will habitually have more of a presence within their FTCP and which FSCs will be typically supported by the Distribution Company.

### Architecture

This concept requires the same base FTCP structure for all battalions which is required in the “Heavy Distribution Company” concept, but the amount of distribution platoon assets present at each FTCP will vary depending on which maneuver battalion they are supporting. Typically, the D FSC will maintain only the minimal manning for their FTCP with their distribution platoon forward at the CTCP, as will other FSCs with supported maneuver battalions that are most heavily involved in the fight. The remaining FSCs will have the majority of their distribution platoons located at the FTCP and will draw supplies via supply point distribution directly from the Distribution Compa-

ny.

The key point to this concept is that it must ebb and flow throughout the battle as the priority of support changes from one maneuver battalion to another. As maneuver battalions are shifted from being the decisive operation for the brigade, so too should their FSC assets shift from being mainly located at the FTCP to being mainly located at the CTCP and have the Distribution Company include them in daily LRPs. Likewise, as battalions come off the line to regenerate combat power, their FSC should shift to having more assets in the FTCP and receive resupply via supply point distribution directly from the Distribution Company or the DSSB at the BSA.

### Requirements

As suggested by the name of the concept, the requirements to be able to conduct this concept range somewhere between the “Heavy FTCP” concept and the “Heavy Distribution Company” concept. The SPO should be able to adequately track the battlefield environment and the spread of sustainment assets across it, making rapid adjustments as necessary. They should maintain the ability to employ an emergency resupply from the Distribution Company or to shift assets between CTCPs.

Communication between sustainment leaders throughout the brigade needs to remain constant, but should focus on those units who are being supported further forward through LRPs. The FSCs who have a heavier presence in the FTCPs should still conduct battlefield circulation, remaining tied in to their supported battalions and preparing for when their units become the priority of support for the brigade. Training for this concept should mirror that of the “Heavy Distribution Company” concept, though at a lesser intensity, which frees the unit up to conduct standard garrison operations.

This concept is ideal for a moderately trained unit that can achieve some level of synchronization across the bat-

tlefield, as it allows for the greatest flexibility between different situations and is able to shift efforts more effectively across the battlefield. Having the Distribution Company conduct LRPs to the units furthest from the BSA and highest in priority of support allows the brigade to extend its reach and focus on a rapidly changing battlefield situation, while at the same time not putting undue stress on the Distribution Company and maximizing its ability to receive resupply from the DSSB.

At the end of the day, no two logistics units are created the same. Each has their own level of training, their own personalities, their own strengths and weaknesses. The three options I’ve laid out above are not the be-all end-all, but instead are three options amongst a wide array of how sustainment architecture could be laid out. Some options will work better for some units, some won’t work at all. It is up to the sustainment leadership in an organization to figure out what “right” looks like for that particular unit.

### About the Author

*Captain Mathew Lanter, U.S. Army, is currently the Distribution Company Trainer at the National Training Center at Fort Irwin, California. He holds a B.A. from the University of California, Los Angeles. He has served with the 1st Brigade, 2nd Infantry Division, the 7th Transportation Brigade (Expeditionary), and the 1st Brigade, 1st Infantry Division. He has held the positions of Distribution Platoon Leader, Maintenance Control Officer, Support Operations Transportation Officer, Distribution Company Commander, and Battalion S3.*

# THE U.S. ARMY TRANSPORTATION MUSEUM

## History in Action for the Transportation Corps

*Author: Sepp Scanlin*

### **History happens when Something Moves!**

The mission of the U.S. Army Transportation Museum is to collect, preserve, exhibit and educate about the history of transportation in the U.S. Army, beginning with the Continental Army in 1775 and continuing to the present date. As Army sustainers and transporters, this is your museum, telling your story, but how does the museum execute this unique mission?

The museum falls under the direct command and control of the U.S. Army Center of Military History (CMH), a sub-command under TRADOC which has responsibility for all Army Museums. The U.S. Army Transportation Museum staff consists of four Department of the Army Civilians charged with maintaining the facility, collection and conducting the educational programming for over 50,000 visitors annually. The museum site itself is 6+acres campus, displaying 134 historic vehicles and holding almost 7000 other artifacts we use to tell the history of Transportation in the U.S. Army. Although we collect objects, we preserve them to assist the Army in future developments, such as the development of the modern convoy gun trucks. These same objects represent the stories of all veterans, from the Revolutionary War until today.

Buy why does, the Army save this history? We hold this history to inform the future. Here is an example on how the museum collection is influencing the Army today. As the

Army's role in the Indo-Pacific region increases, the challenges faced in transporting and sustaining the Army across this theater are being studied again. The need for flexible and tailorable Army watercraft is an important part of this discussion. This Army Signal Corps photo from the U.S. Army Transportation Museum collection, shows the Troopship President Johnson, at Milne Bay, New Guinea in 1943. Although the cargo ships may look different in the 21<sup>st</sup> century, the challenge of unloading them onto smaller Pacific islands with rustic or ad hoc port facilities is a challenge we face today. The why and how of Army sustainment in the Pacific has been done is best demonstrated by the experience of the U.S. Army in the World War II Pacific campaigns. The specific technical solution will change, but the operational need is demonstrated in the past. Our past can and should inform our future. The future of Army Transportation is built on the past and that history is held at the U.S. Army

Transportation Museum. The lessons of past can make for a stronger Army today.

The museum stands ready to host Soldiers, Leaders, Units, and policy makers to help educate them on the critical role of Transportation plays in the sustainment of both our Army, but also our nation. The museum is located at 300 Washington Boulevard just inside the main gate of Fort Eustis, VA. It is free and open to the public from TUE -SAT 0900-1630. You can also learn more about the museum on our webpage here - [U.S. Army Transportation Museum - Joint Base Langley-Eustis, Virginia](https://www.armytransportationmuseum.com)

**About the author:** *Sepp Scanlin started as the Director of the U.S. Army Transportation Museum located at Ft Eustis, VA, in March 2023. Previously he was the Museum Director of the 10<sup>th</sup> Mountain Division and Fort Drum Museum. He has a Masters in Museum Studies from Johns Hopkins University, Masters in National Security and Strategy from the Naval War College and retired after 21 years of service as a Lieutenant Colonel.*



Troopship President Johnson (WPA Chartered Army Controlled) is tied up at small floating pier at Milne Bay in New Guinea during the Pacific Campaign in 1943. (Photo credit U.A. Army Transportation Museum Research Collection)

# TRANSPORTERS AND THE VIETNAM WAR

## A Look Back

*Author: Timothy M. Gilhool – U.S. Army CASCOM & Fort Gregg-Adams Historian*

The Vietnam War, formerly the Nation's longest war prior to the conflict in Afghanistan, had a significant impact on American culture and society. Conducted in a time of great social upheaval, including the Civil Rights movement, the Counter-Culture movement, and the Draft, the war would shape the United States Army in significant ways both during and after the conflict. For the Transportation Corps, the war would challenge units and impact tactics across the length of the battlefield. It also showcased the diverse portfolio managed by Army Transporters, with missions ranging from Ports and Airfields to deep interior of South Vietnam.

### IN THE SKIES OVER SOUTHEAST ASIA

Though large-scale deployments to South Vietnam did not occur until after Tonkin Gulf incident in 1965, American advisors had been advising the

***“For the Transportation Corps, the war would challenge units and impact tactics across the length of the battlefield. It also showcased the diverse portfolio managed by Army Transporters.”***



C-21 Helicopters from the 33<sup>rd</sup> Transportation Company (Light Helicopter) loading Soldiers for a mission (Photo Credit: <http://www.118ahc.org/33rdtransco.htm> )

Army of the Republic of Vietnam (ARVN) since the late 1950s. Some of the first Army elements to arrive in December 1961 were Transportation Helicopter companies, specifically the 8th and 57th Transportation Companies. During the first several years of the war, most of these companies operated the H-21C Shawnee light helicopter (later designated CH-21C) which provided movement support of ARVN troops. Sometimes called the ‘flying banana’ due to its ungainly shape, it had just a maximum speed of just 120 mph. The CH-21's exposed control cables and fuel lines also proved vulnerable to enemy ground forces. The CH-21, which was designed for cold weather operations, performed poorly in the hot and humid conditions of Southeast Asia. Normally capable of carrying 20 passengers, it could lift only nine personnel when operating in Vietnam.

Unfortunately, the vulnerability of

this system sometimes proved fatal. The destruction of a CH-21 Shawnee near the Laotian-Vietnamese border with the death of four Transportation Corps aviators in July 1962 were some of the U.S. Army's earliest casualties in the conflict. Despite these losses, the Shawnee stayed in service as the Army's primary helicopter in Vietnam until 1964 when it was replaced with the Bell UH-1 Huey. Later in 1965, the Boeing CH-47 Chinook arrived in Vietnam, resulting in most CH-21 helicopters were withdrawn from active service for both the Army and Air Force.

### PORTS and BOATS

For most of equipment and many of the soldiers who first stepped foot in Southeast Asia, the person to greet them was an Army Transporter. From August 1965 to June 1972, multiple Transportation Commands (Terminal) were established in places like the ma-

# TRANSPORTERS AND THE VIETNAM WAR

## A Look Back

major port complex of Saigon, along with the smaller ports of Qui Nhon, Da Nang, Tan My, and Cam Ranh Bay. Units like the 507<sup>th</sup> Transportation Group (Movement Control) operating out of Tan Son Nhut and Saigon planned and programmed the movement of personnel, equipment, and supplies across the multiple Field Armies, Corps, and Division areas of operations. Overseen by the 1<sup>st</sup> Logistical Command, transporters influenced almost every mission conducted by American and Allied forces. Today, the 1<sup>st</sup> Theater Sustainment Command based at Fort Knox, Kentucky holds the lineage and honors of this command.

Given the extensive networks of rivers and terrain around the Mekong Delta, the capabilities provided by Transportation Corps maritime units were essential to operations in South Vietnam. At various times there were up to twelve separate Transportation Boat companies operating in-country. Companies like the 1099<sup>th</sup> Transportation Company (Medium Boat) was equipped with Landing Craft (Medium)

***“While some soldiers fought the war in the air and on the water, it was on the ground where the vast majority of the Transportation Corps served.”***

and perform duties as the ‘brown water navy’ in support of both Army and Marine Corps elements. Missions were wide and varied, from transporting fuel, ammunition, and supplies up and down river, to assisting in the recovery of downed helicopters. During its service in Vietnam (10 NOV 1965 – 28 FEB 1972), the 1099<sup>th</sup> TC was awarded both the Valorous Unit Award and the Meritorious Unit Citation in recognition of actions.

**GUNTRUCKS! GUNTRUCKS! GUNTRUCKS!**

While some soldiers fought the war

in the air and on the water, it was on the ground where the vast majority of the Transportation Corps served. Every combat division was supported by an organic Supply & Service Battalion which provided both movement and resupply capability. Later in the war, this type of organization was redesignated as a Supply & Transport (S&T) Battalion to better reflect its’ mission and capabilities. One of most famous was the 15<sup>th</sup> Supply & Transport Battalion, assigned to the 1<sup>st</sup> Cavalry Division (Airmobile). The unit served in Vietnam from July 1965 to April 1971 and earned both the Presidential Unit Citation for actions in Pleiku Province (Battle of the Ia Drang Valley) and three separate Valorous Unit Awards. The present day 115<sup>th</sup> Brigade Support Battalion of the 1<sup>st</sup> Brigade Combat Team, 1<sup>st</sup> Cavalry Division holds the lineage and honors of the Vietnam era 15<sup>th</sup> S&T Battalion.

Though many transporters served in units like 1<sup>st</sup> Cavalry Division and 25<sup>th</sup> Infantry Division, many more were assigned to the non-divisional units under the umbrella of the 1<sup>st</sup> Logistical Command. Over the course of the war, more than 54 separate truck and ground transport companies served in Vietnam. Given the nature of the conflict, these units were in constant danger of ambush and attack by both North Vietnamese regulars and Viet Cong guerillas. Two Transportation soldiers earned the Medal of Honor during the conflict - SP4 Larry Dahl and SGT William Seay - while serving as truck drivers. To help counter these threats, Transportation companies created the ubiquitous ‘Gun Trucks’ of the Vietnam War. Heavily armed and ar-



Gun Trucks of the 444<sup>th</sup> Transportation Truck Company in action (Photo Credit: <https://mikesresearch.com/2021/10/31/gun-trucks-in-vietnam/> )

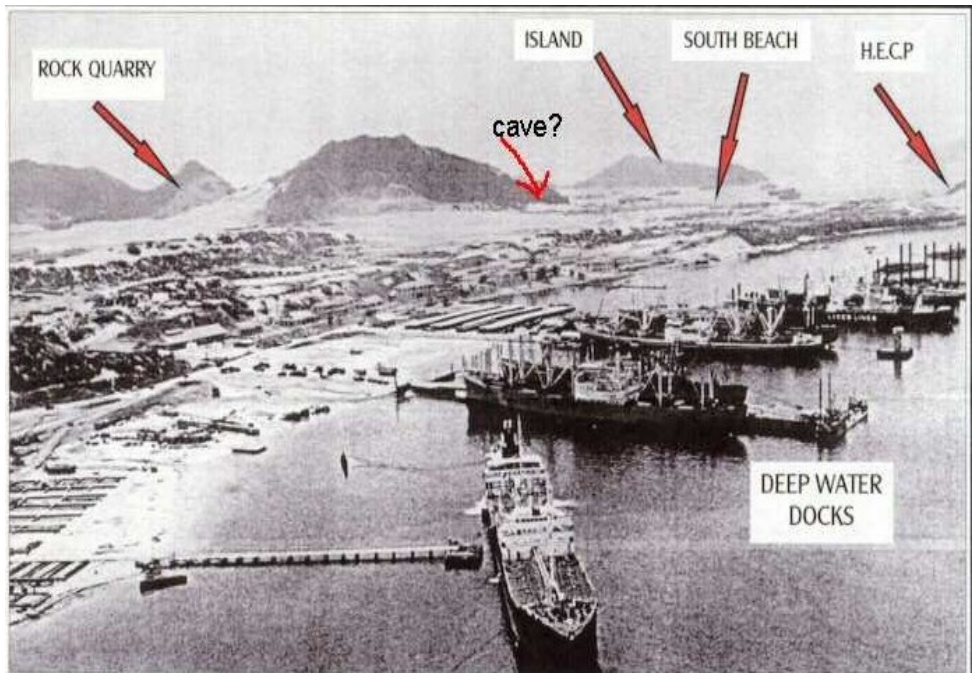
# TRANSPORTERS AND THE VIETNAM WAR

## A Look Back

mored, these jury-rigged creations were built on the chassis of a M54 5-Ton Truck. Generally, every one in ten trucks in a convoy would be a dedicated gun truck. Soldiers took pride in customizing their trucks, giving them names like 'Eve of Destruction' and 'Mother's Worry.' Multiple crew-served weapons were mounted on the vehicle, including M-60 machine guns and even XM-134 miniguns. The adoption of these platforms and changes to convoy tactics significantly increased the survivability of transportation units in country.

### LEGENDS AND LEGACY

The Vietnam War was a complex series of events from a complex time in American history. The 1960s and early 1970s saw the introduction of a number of new technologies that began to shape the modern battlefield. For the Transportation Corps, the multi-year conflict gave soldiers the experience of conducting multi-modal movement and distribution operations in rough terrain and against a determined enemy. Though transporters would lose propensity for helicopters with



124<sup>th</sup> Transportation Command set-up in Cam Ranh Bay, Republic of Vietnam. (Photo credit: <http://grambo.us/ataw/124tc.htm>)

the birth of the Aviation branch in 1983, most of the other functions practiced during the Vietnam War still remain with the Transportation Corps. In the decades that followed, hard learned lessons from the conflict would resurface as the Army faced new challenges in places like Iraq and Afghanistan. A great place to learn more about this and other aspects of our history is the U.S. Army Transportation Museum on Fort Eustis, Virginia. Though we may never again face a conflict exactly like the Vietnam War, there are many aspects of sustainment and warfare we can extract from a deeper look in how faced and met the challenges of war in Southeast Asia.

**About the Author:** Lieutenant Colonel Tim Gilhool, U.S. Army Retired, presently serves as Command Historian for the U.S. Army Combined Arms

*Support Command and Fort Gregg-Adams, Virginia. He holds a Bachelor's degree in History from the University of Michigan-Ann Arbor, a Master's degree from the University of Richmond, and Master's of Military Arts & Sciences from the School of Advanced Military Studies. While on active duty, he deployed multiple times in support of combat, contingency, and disaster relief operations, to include Iraq, Afghanistan, El Salvador, and New Orleans, as well as overseas tours in Germany and Korea. LTC(R) Gilhool also commanded support battalions in both TRADOC and FORSCOM and finished his time on active duty as a Strategic Planner, Office of the Chief of Staff, Army. He is honored to perform duties as the Regimental Historian for the U.S. Army Transportation Corps.*

***"Two Transportation soldiers earned the Medal of Honor during the conflict - SP4 Larry Dahl and SGT William Seay - while serving as truck drivers. ."***

# ARMY LOGISTICS EXCELLENCE AWARDS

## Fiscal Year 2023 Deployment Excellence Award Winners

### Active Army Deployment Unit Small Category



Winner: 386th TC DET, 16th SUS BDE, Vicenza Italy



Runner Up: 624th TC DET, 16th SUS BDE, Kaiserslautern, Germany

### Active Army Deployment Unit Large Category



Winner: 3ABCT, 4ID, Fort Carson, CO



Runner Up: 1ABCT, 1ID, Fort Riley, KS

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### Operational Deployment Category



Winner: 1ABCT, 1 CAV, Fort Cavazos, TX



Runner Up: 3 IBCT, 82nd Abn Div, Fort Liberty, NC

### Installation Category



Winner: 406th AFSBn, Fort Liberty, NC

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

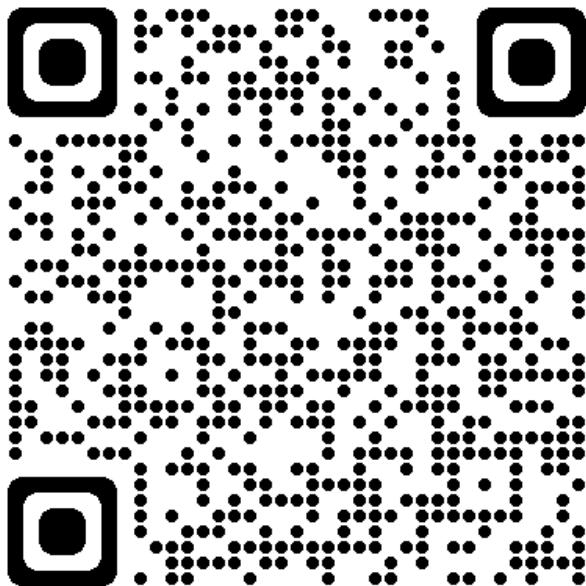
By CW4 Olga Negron

*"...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

## Transportation Corps “Of the Year”, Distinguished Member of the Regiment, and Hall of Fame Awards

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

**Packet Due Date:** 05 January 2024

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



## 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



# UPCOMING TC CONNECTS

- 1st QTR FY24, Tuesday, 28 November 1100 EST
- 2nd QTR FY24, Wednesday, 27 March 1100 EST
- 3rd QTR FY24, Tuesday, 25 June 1100 EST
- 4th QTR FY24, Wednesday, 25 September 1100 EST

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

<https://dod.teams.microsoft.us/j/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



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The image features a dramatic silhouette of two soldiers in full combat gear, including helmets and communication equipment. They are positioned in the foreground, looking out over a vast desert landscape. In the background, rolling hills or mountains are visible under a sky filled with soft, orange-hued clouds, suggesting a sunset or sunrise. The overall mood is one of quiet determination and readiness.

**BE ALL  
YOU  
CAN BE.**

