



# *The Spearhead*

1ST QUARTER EDITION: FY24

## RAILHEAD SAFETY

Back to the Basics

## CULTIVATING STRONG SOLDIERS

The Crucial Role of Non-Commissioned Officers

Inside

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

1ST QUARTER EDITION: FY24



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# FROM THE DESK OF...

## The 33rd Chief of Transportation



Team Spearhead,

Greetings from Fort Gregg-Adams and Happy New Year! As many of you know, I was on a temporary assignment as the Deputy Commander for Sustainment for the Security Assistance Group-Ukraine from June to November. It was an honor and privilege to serve on the SAG-U team, but I'm pleased to be back in my seat as the Chief of Transportation and incredibly grateful to the team here at the Transportation School who kept our organization hitting on all cylinders while I was away.

I'd like to take a moment to recognize the selfless service of our Army mariners aboard **LCU 2032 Palo Alto** who rescued an overboard fisherman 10 miles off the coast of Indonesia on their way to Japan after Talisman Sabre 2023. It's times like these that we train so hard for, and the LCU 2032 crew executed a flawless recovery saving the fisherman's life.

### Quarter Highlights

I'm thrilled to welcome **CSM Kenneth Hood** and his Family as the 16<sup>th</sup> Regimental Command Sergeant Major. CSM Hood assumed responsibility of the regiment on 11 December 2023. Based on his proven track record as a transformational leader, I look forward to the positive impact he will have on all the Soldiers, Civilians, and Families within the Transportation Corps.

Additional highlights from this past quarter include the 58<sup>th</sup> Transportation Battalion hosting the **8<sup>th</sup> Annual Joint Service Truck Rodeo**. During the event 16 competitors from the Army, Air Force, Navy, and Marines participated in various skills competitions. This year's winning team was the Navy's Center for Seabees and Facilities Engineering Detachment.

I would like to extend a congratulations to the **Transportation Warrant Officers** that were selected for promotion this quarter. This is a tremendous and well-deserved accomplishment! You can find the list of those selected for promotion on page 23.

I'd also like to welcome the 212 ROTC and USMA cadets that branched Transportation this year! I had the opportunity to meet several of our future Transportation officers during the United States Military Academy branching event. I know these future officers will be a

great addition to the Transportation team!

### Looking Forward

I am excited to say that we had a record number of packets submitted for our TC Awards Program this year! We are currently conducting the board and look forward to announcing the winners in the coming months. We will be conducting the Transportation Corps Regimental Day on 06 May 2024 where we will recognize Distinguished Members of the Regiment and "Of the Year" awardees and induct the Hall of Fame class for 2024.

Lastly, I'm pleased to report that the Transportation School will be conducting a Training Summit from 6-7 March at FGAV. We're gathering our teammates from all three components who execute training to collaborate and share information with particular emphasis on ensuring COMPO 2 and 3 teams are fully synced with Transportation School initiatives. Looking forward to a great exchange of information.

SPEARHEAD!



# FROM THE DESK OF...

## The 16th Transportation Regimental Command Sergeant Major



**TEAM** (Together, Everyone, Achieves, More),

My family and I are humbled and blessed to serve as your 16<sup>th</sup> Regimental Command Sergeants Major. A quick thank you to BG Behn the 33<sup>rd</sup> Chief of Transportation for trusting me to serve in this outstanding command. I will remain nested with our mission and vision as we modernize for the future. It is an honor and privilege to serve alongside the great Soldiers and Civilians of the Corps. This tremendous **TEAM** works daily to ensure the proper development of transportation professionals who will deliver predictive and precise logistics at the point of need across our Army.

As a career Transportation Professional who embraces a multi-functional sustainer's outlook, I understand the importance of transportation in

Large Scale Combat Operations (LSCO) from the fort to the port and onto the tactical edge. I will give all I have to **SUPPORT YOU** and **OUR** Transportation Corps through a Total Force concept to include industry partners by emphasizing what I call "The 3 SHIPs," Partnerships, Friendships, and Relationships.

The numerous improvements in our ability to execute the transportation mission over the last few years has been astounding and a true testament to the professionals within our Corps. Effective sustainment leverages a wide range of knowledge, skills, and experience which reside in our Soldiers and Civilians. The Transportation Corps is synchronizing its efforts with stakeholders across the Army Sustainment Enterprise.

As a visionary who developed actionable concepts, theories, and ideas, CSM Brown executed his role as the 15<sup>th</sup> Regimental Command Sergeants

Major with incredible professionalism. Our future requires versatile, multifunctional Non-Commissioned Officers (NCOs) who are agile and energetic. As we continue to broaden our NCO's knowledge, skills, and professionalism, these subject matter experts will become sustainment leaders. While the future fight will be more complex and challenging, we need multifunctional NCOs that are **STRONG SERGEANTS** who ensure the job is accomplished and **STRONG SOLDIERS** who are trained and ready for LSCO anywhere in the world.

As the Army seeks to become a data-centric organization, so must our Transportation Corps and **OUR** formations. Change is both good and inevitable; we must embrace it and ensure our Corps flourishes in this space.

The **TEAM** who can predict and act the fastest will **WIN** in the LSCO environment and I look forward to joining this truly great **TEAM**.

Spreadhead 7!

Nothing Happens Until Something Moves!

Spearhead!

Be All You Can Be!

***"Our future requires versatile, multifunctional Noncommissioned Officers (NCOs) who are agile and energetic."***

# FROM THE DESK OF...

## The 7th Transportation Regimental Chief Warrant Officer



Happy New Year! I hope you were able to reset and spend time with friends and family. To all those serving away from home, you are always in our hearts and look forward to your safe and soon return.

On November 2, 2023, the Deputy Secretary of Defense published the 2023 DoD Data, Analytics, and Artificial Intelligence (AI) Adoption Strategy. This strategy was developed by the Chief Digital and AI Office (CDAO) and “describes the approach to improving the organizational environment within which DoD leaders and warfighters will be able to make rapid, well-informed decisions by expertly leveraging high-quality data, advanced analytics, and AI for enduring decision advantage.”

To say that data is the foundation on which everything is built upon is an understatement. Data drives decisions, actions,

and outcomes. This is nothing new, but the scale and scope of data that is currently available and is envisioned to become available is daunting. The Army is in the midst of not just modernization, but digital *transformation* across all domains.

At its fundamentals, data is nothing more than individual facts and figures. It is only when that data is collected, processed, analyzed, and turned into something useful that it becomes information. Every Soldier will need to be proficient in data *literacy* in the Army of now and tomorrow. That means they need “the ability to explore, understand, and communicate with data in a meaningful way.”

This generation of service members across the entire DoD will be at the forefront of this digital revolution. They will have to overcome a steep learning curve in a very short amount of time so that we keep pace with our allies and civilian partners, as well as outpace our adversaries. This will entail a synchronous effort from every Soldier, leader, and unit – across joint and combined organizations, in collaboration with commercial industry.

However, for information to convert into military lethality and dominance, it requires a significant shift in how we perceive data within our warfighting functions. Data will be real-time, agile, and constantly shifting, against a backdrop of a digital space that is unlike anything we have faced before, and sustain-

ment of our forces within that environment will be accomplished

**“Transformation – literacy – precision. Those are the competencies for decisive, agile, and resilient warfighting”**

through learning and innovation by our Soldiers of today.

Artificial intelligence may resonate with some as supplanting the human element and removing the ethical parameters of how we fight wars, but AI will actually enable better decisions to be made faster, at every echelon, and nested with complex tactical, operational, and strategic lines of effort. This AI will be critical in how we conduct our sustainment mission. The margins of success in this upcoming battlespace will be razor thin, and our requirements for sustainment do not allow for any resources to be squandered. Our mission will be providing *precision* logistics.

Transformation – literacy – precision. Those are the competencies for decisive, agile, and resilient warfighting and I know our sustainers will exemplify those competencies. I can never express the full gratitude felt towards you all for your sacrifices everyday and I am proud to serve alongside you at the precipice of this evolution.

SPEARHEAD!

# SOLDIER SPOTLIGHT

## First Lieutenant John Keith, 101st Sustainment Brigade

*Author: CPT Chadrick Dewitt*

First lieutenant John Keith currently serves as a Transportation Platoon Leader in Charlie Company, 129th Division Sustainment Support Battalion, 101st Division Sustainment Brigade, 101st Airborne Division (AASLT). Keith has excelled in many leadership opportunities separate from being a Platoon Leader in the largest and most demanding logistical Company in the 101st Airborne Division (AASLT). Keith performed exceptionally as the Operations Officer during Operation Lethal Eagle III, a 21-day division level exercise, overseeing the execution of 120 movements while

driving over 23,000 accident-free miles to transport over 600 personnel, and delivering over 500,000 meals to 10,000 Soldiers in a tactical environment. His efforts enabled the 101st Airborne Division (AASLT) to seamlessly train in a LSCO environment.

Keith also serves as the OIC for Charlie Company's Holistic Health and Fitness (H2F) Program. He works in collaboration with 35 strength coaches, nutritionists, physical therapists, and platoon trainers to build a comprehensive physical training strategy that targets Soldiers' ability to improve fitness, pre-

pare for various Army schools, and prevent injury. Since the implementation of the H2F Program in the company, Keith and the H2F team have seen phenomenal improvements to the company's physical fitness level and injury prevention. Keith's techniques were also adopted in the company's Air Assault School, Ranger School, Special Forces Assessment physical fitness programs. Since the H2F Program's initiation the company has seen a drastic increase in ACFT scores and Air Assault School success.

Keith holds the title of the first Officer in Charlie Company history to earn the Expert Soldier Badge (ESB). He leveraged his training expertise to develop an 8-week brigade level training program to validate, assess, and prepare future candidates to compete and earn their Expert Soldier Badge. **"Winning Matters,"** and Keith has certainly brought that mindset to this company, battalion, and brigade!

### **About the Author:**

*Captain Chadrick Dewitt is currently assigned as the Company Commander of Charlie Company, 129th DSSB. He is a graduate of the Captains Career Course and holds a Bachelor of Arts from Winthrop University, Rock Hill, South Carolina.*



1LT John Keith conducting a convoy brief during an FTX with 101st Airborne Division.  
(Photo by SGT Michael Gonzalez)

# UNIT HIGHLIGHT

## Operation Tin Man: Strengthening Unit Transportation Readiness

*Author: Staff Sgt. Katherine Ramos Muniz*

The 268th Inland Cargo Transportation Company, from the 1st Mission Support Command, undergoes extensive training for an upcoming deployment. Since 9/11, nearly 100 percent of the Army Reserve units in Puerto Rico have mobilized and deployed as a member of the Joint Force.

Recently, the transportation unit completed Operation Tin Man at Camp Shelby, Mississippi, where the Soldiers were responsible for managing equipment at the Central Receiving Shipping Point and moving it to the Gulfport by operating tactical vehicles.

Here at Camp Shelby, the CRSP yard is divided into three areas of operation the storage, holding, and ready line.

"As an 88H, a cargo specialist, my duty was to load and unload 20-foot containers from platforms with the RT240 at the CRSP yard," said Spc. Hector Martinez.

The Kalmar RT240 Rough Terrain Container Handler is one of the many tactical vehicles used in the armed forces to handle standard shipping containers and is considered the backbone of military logistics.

The 88Hs performed single stacks of the containers at the designated ready line. Then the Palletized Load System cargo



Soldier conducting container handling operations during Operation Tin Man. (Photo from: [Operation Tin Man: Strengthening unit transportation readiness > U.S. Army Reserve > News](#))

transfer team unloaded the container to the PLS so the 88Ms could transport it to the final destination, explained Spc. Martinez.

The 88Ms is the military occupational code for motor transport operators, according to Sgt. Jonathan Collazo, performing real-life missions during annual training, enables the Army Reserve Soldiers to train on different aspects of transportation.

The motor transport operators conducted convoy operations, equipment movement, preventive maintenance checks, and inventories.

"The mission was an opportunity for the Soldiers to gain more experience and proficiency in their MOS," said Sgt. Collazo.

The Army Reserve Soldiers fostered a culture of learning among each other, enabling the young Soldiers to build their expertise; consequently, the transportation team could safely move over 400 containers, concluded Sgt. Collazo.

Operation Tin Man enabled the Army Reserve Soldiers to be mission ready as they managed and transported the equipment, ensuring delivery was made on time and in good condition.

The Army Reserve forces in Puerto Rico have become an essential part of the total force, with streamlined, deployable forces and citizen Soldiers who embody the warrior mindset and spirit.

*Previously published on the Army Reserve News Webpage*

# CIVILIAN SPOTLIGHT

## Mr. VanWychen, Maritime and Intermodal Training Department

*Author: CW3 Sarah Stone*

At the Maritime and Intermodal Training Department (MITD) we have had several “greats” with which we have built this institution, Alvin Lipson, Bob Brockman, Ken Hunter, Jerry Weigel just to name a few; blessing generations of Army Mariners with their “pearls of wisdom” throughout the years. A current legend in the making is CW3(R) Thomas VanWychen a native of Moline, Illinois and retired 880A Marine Deck Warrant Officer is fondly referred to by his students as the minister for the “Church of Navigation Rules” and as the academic maestro of our Marine Deck Warrant Officer Basic Course.

Unbeknownst to his students, VanWychen spends countless hours refining resources and going as far as submitting requests to the USCG for corrections needed in their own test data bank. Just to provide context, there are 38 navigation rules and five annexes that all mariners must learn and maintain mastery of. During the classroom evaluation the passing grade is a 90% per United States Coast Guard standards for a 50-question multiple choice test. To ensure continued mastery all Army Mariners are required to pass this exam at every level of professional military education, from initial entry thru advanced courses.

Mr. VanWychen works tire-

lessly to train, educate, and serve as the schoolhouse reach back point of contact, helping our Soldiers succeed, both academically and operationally as they complete missions in support of training exercises and operations globally. He shares his knowledge with Soldiers throughout the Army’s fleet in an effort to keep the members of the Army Watercraft community proficient and ready to answer the call of duty safely, efficiently and with great proficiency.

VanWychen is the institution’s foundation and continuity for the 880A Marine Deck Warrant Officer Basic Course. In the last three years Marine Deck Warrant Officer Basic Course has changed drastically

to better accommodate and more effectively train and educate personnel from outside the Army Watercraft Career Field to onboard and become well-trained and well-educated Army Mariners. Taking into consideration previous course feedback from students and a very thorough evaluation of the way we teach the course, he was critical to the restructuring of the course to ensure the schoolhouse was producing more competent mariners. This was an extensive undertaking, that involved critical analyses, cadre team collaboration and evaluation of multiple course design elements with the goal of making improvements to meet the directed end state of preparing



CW3(R) Thomas VanWychen conducting Fast Rescue Boat operations during the 880A Marine Deck Warrant Officer Basic course. (Photo by CW3 Ansgar Larson)

# CIVILIAN SPOTLIGHT

## Mr. VanWychen, Maritime and Intermodal Training Department

entry level Marine Deck Warrant Officers to enter the operational Army. This was accomplished through his vision to develop a strong academic foundation in the Marine Deck Warrant Officer Basic Course and build upon that with less classroom lecture and more onboard and underway performance evaluations executed periodically throughout the course.

During the FY24 course the school is executing its initial operational tryout of the revamped course, and after over two months the student feedback and cadre observations have been positive. VanWychen's drive to provide the best training and education possible and his demonstrated ability to critically analyze, create and innovate while maintaining the integrity of the course was a feat accomplished by a dedicated master of his craft. The Maritime Training Division, the Maritime and Intermodal Training Department, the U.S. Army Transportation School and the Army Maritime Enterprise is very fortunate to have him as part of the TEAM!

### **About the Author:**

Chief Warrant Officer 3 Sarah Stone is currently assigned at the Transportation Maritime Training Department as a 880A Marine Deck Officer Instructor. She is a graduate of the 880A Warrant Officer Advanced Course and holds a Masters of Science from Suny Maritime College in New York.



CW3(R) Thomas VanWychen demonstrating the correct method for throwing the heaving line during the line handling lesson for the 880A Marine Deck Warrant Officer Basic course. (Photo by CW3 Ansgar Larson)



CW3(R) Thomas VanWychen providing oversight for the 880A Marine Deck Warrant Officer Basic students as they demonstrate their ability to operate the Landing Craft Utility 2000 during their Vessel Handling block. (Photo by CW3 Ansgar Larson)

# CULTIVATING STRONG SOLDIERS

## The Crucial Role of Non-Commissioned Officers

Author: SGM Antoine L. Smith

In the dynamic landscape of the United States Army, Non-Commissioned Officers (NCOs) stand as the backbone of leadership, playing a pivotal role in developing and fortifying the strength of Soldiers. The essence of their influence extends far beyond the traditional military hierarchy, as NCOs become architects of resilience, discipline, and proficiency.

At the core of NCO responsibilities lies the task of mentorship. Through years of experience, NCOs gain valuable insights into the challenges and demands of military service. Leveraging this experience, they guide and inspire junior Soldiers, instilling a sense of purpose and commitment. NCOs become beacons of knowledge, teaching Soldiers not only the tactical aspects of warfare but also the essential principles of character and integrity.

One key element in the NCO's arsenal is the ability to identify and nurture individual strengths within their unit. By recognizing the unique talents of each Soldier, NCOs can tailor their mentorship to foster a diverse and capable team. This approach goes beyond conventional training, tapping into the potential of Soldiers and contributing to a well-rounded and resilient force.

Discipline, another cornerstone of military strength, is cultivated by NCOs through consistent and fair leadership. They set high standards, enforce accountability, and create an environment where Soldiers understand the gravity of their respon-

sibilities. This disciplined approach not only enhances individual performance but also establishes a cohesive and effective unit capable of overcoming adversity.

Furthermore, NCOs serve as a bridge between officers and enlisted personnel, translating strategic goals into tangible actions. Their ability to communicate effectively ensures that Soldiers understand the broader mission and how their individual contributions contribute to the overall success of the unit. This alignment of purpose fosters a sense of camaraderie and shared commitment among Soldiers, enhancing their collective strength.

The mentorship provided by NCOs extends beyond the realm of military duties. As Soldiers face the physical and mental challenges inherent in their roles, NCOs become trusted confidants, offering support and guidance. This holistic approach to mentorship contributes to the overall well-being of Soldiers, promoting resilience in the face of adversity.

In conclusion, the impact of US Army Non-Commissioned Officers in developing strong Soldiers cannot be overstated. Through mentorship, recognition of individual strengths, discipline, and effective communication, NCOs shape a resilient and proficient force capable of meeting the diverse challenges of modern warfare. Their role as leaders and mentors underscores the importance of in-

vesting in the development of NCOs, as they, in turn, invest in the strength and success of the Soldiers they lead.

***“The mentorship provided by NCOs extends beyond the realm of military duties. As Soldiers face the physical and mental challenges inherent in their roles, NCOs become trusted confidants, offering support and guidance.”***

### **About the Author:**

*Sergeant Major Antoine L. Smith hails from Miami, FL and currently serves as the Operations and Sustainment SGM for the U.S. Army Transportation School. SGM Smith enlisted in the Army in 1999 as an 88M Motor Transport Operator.*

*He has three deployments to Iraq in a myriad of positions and heavily credits his time down range to enhancing his discipline as a Soldier. SGM Smith is a proud graduate of the NCOLCoE class #73 “Motivate and Serve”. He holds a bachelor’s degree in logistics and transportation management from American Military University as well as a bachelor’s in leadership and workforce development from The Command and General Staff College.*

# ASSUMPTION OF RESPONSIBILITY

## 16th Regimental Command Sergeant Major

*Author: SGM Randy Rodriguez*

The assumption of responsibility by CSM Kenneth E. Hood III on December 11, 2023, marked a significant moment in the Corps' history as the 16th Regimental Command Sergeant Major.

Notably, the Transportation Corps saw its first Regimental CSM in July 1986, held by CSM John Upchurch. CSM Hood succeeded the 15th Regimental Command Sergeant Major, CSM Randy Brown, in a unique situation where a formal change of responsibility ceremony couldn't take place due to CSM Brown's assumption of responsibility as the command sergeant major of Surface Deployment and Distribution Command last summer

After a brief six-month gap, CSM Hood assumed the role as the 16th Regimental Command Sergeant Major. His Assumption of Responsibility ceremony, held at Wylie Hall on Fort Gregg Adams, symbolized continuity, and dedication to the Corps' mission. The event highlighted the paramount importance of the Assumption of Responsibility in maintaining customs and courtesies within the military, underscoring the significance of a seamless transition of leadership. Working alongside the 33rd Chief of Transportation, BG Beth Behn, CSM Hood is poised to foster new partnerships, relationships,

and strengthen the Transportation Corps.

**About the Author:** Sergeant Major Randy Rodriguez hails from Albuquerque, NM and currently serves as the Proponency SGM for the U.S. Army Transportation Corps. SGM Rodriguez's Army career began in 1999 as an 88H Cargo Specialist. With pride, SGM

*Rodriguez has completed the Sergeants Major Course class #72, "Trust and Inspire." From team lead to battalion sergeant major, he has occupied a variety of leadership roles. He holds a bachelor's degree in leadership and workforce development from The Command and General Staff College.*



BG Behn passing the colors to CSM Hood symbolizing the transfer of responsibility and authority. (Photo by SPC Kylie Yapp)

# GENERAL OFFICER PROMOTION

## Chief of Transportation Promotion Ceremony

*Author: CPT Morgen Kiser*

On 5 January, 2024 the Transportation Corps celebrated the promotion of Colonel Beth Behn, the Chief of Transportation and Commandant of the U.S. Army Transportation School, to Brigadier General. The room was full of family and friends, not to mention over 2,000 attendees on Facebook Live from around the world. The host and presiding officer for the promotion ceremony was Lieutenant General Christopher O. Mohan, the Deputy Commanding General at the U.S. Army Materiel Command.

LTG Mohan discussed how, “promotion ceremonies are a big deal, and hold a special place in

our traditions as an Army.” Throughout his speech he commented on BG Behn and her leadership stating, “she has established herself as a master sustainer...and she is known not only as a master sustainer and tactician, but a wonderful leader who takes care of her Soldiers.” This was apparent not just in the room, but on the live stream as comments continuously poured in from subordinates and peers throughout the duration of the ceremony. LTG Mohan further discussed the impact she has made and continues to make on the U.S. Army Transportation Corps stating, “I can’t think of a better leader to be leading the Transportation Corps into the future.” Within the U.S. Army Transportation School, the Chief

of Transportation is responsible for all Transportation Corps training and doctrine and the impacts BG Behn makes will be felt for generations to come.

At the completion of LTG Mohan’s remarks the ceremony continued with the publishing of BG Behn’s promotion orders, followed by the welcoming of the U.S. Army’s newest brigadier general!

There are several distinct features to a General Officer promotion that are different from any other officer promotion. Following the promotion orders and oath it is customary for the general officer to receive the general officer flag and general officer pistol belt and pistol. The original flag authorized



(left) BG Behn’s family pinning on her general officer star.



(right) LTG Mohan presenting BG Behn with her promotion certificate. (Photos by 1LT Deran Tolbert)

# GENERAL OFFICER PROMOTION

## Chief of Transportation Promotion Ceremony

for general officers were boat flags, scarlet in color. The origin of the General Officer flag dates back to 1887, when officers of the Corps of Engineers were authorized flags on their ships. They were first authorized in War Department General Orders No.4, dated August 22, 1903. In 1943, the Chief of Staff expressed a desire for a belt to be used by all general officers when carrying side arms. The practice of issuing pistols, originally the Colt .380 caliber, to general officers began in 1944 during World War II. In 2018, the Army began the transition to the M17 Modular Handgun system, a military version of the Sig Sauer P320 pistol, which is what is issued today. Even today,

when general officers retire, they can purchase the pistol they were issued. The pistols are unique in that they are procured specifically for general officers, with serial numbers prefixed with the letters "GO".

Following the presentation of the GO flag, pistol, and belt, BG Behn provided remarks. You can imagine after 34 years of service that there are a considerable amount of people to thank. BG Behn provided thanks to "four buckets." First thanking those she grew up with in Cedar Falls, Iowa, followed by those she served with from West Point throughout her career. Third, BG Behn thanked the leaders she has learned from, singling out

BG(R) Ty Seidule, MG(R) Steven Shapiro, and LTG Erik Peterson. Lastly, BG Behn thanked her family and friends closing with an Episcopal prayer stating, "And now, Father, send out into the world to do the work you have given us to do." Promotions are about the future and the future of the Transportation Corps and Army are bring with BG Behn in the General Officer ranks!

*About the Author:*  
Captain Morgen Kiser is currently the Proponency Officer at the U.S. Army Transportation School. She holds a Bachelors in Science from the United States Military Academy and a Masters in Supply Chain Management from Virginia Commonwealth University.



(left) BG Behn's spouse presenting her general officer belt.



(right) CSM Hood presenting BG Behn with her general officer flag. (Photos by 1LT Deran Tolbert)

# TRANSPORTATION MANAGEMENT

## Duties and Responsibilities of a Transportation Management Coordinator

Author: Chief Warrant Officer 2 Erik Hodge and CW4 Daniel McMillen

The lifeblood of the deployment processing starts in the operations section, with direct input from the mobility section comprised of the mobility warrant officer and the mobility non-commissioned officer (NCO). The two work as a team, identified as the unit movement coordinator (UMC) and have a shared, compressive logistics background, feeding off each other to ensure operational and tactical tasks are accomplished and fit in with the strategic execution plan. Outside of the movement control teams within the expeditionary support command, the transportation management coordinator (TMC/88N) needs to gain exposure to operational-level tasks.

While transportation management coordinators require time to develop, the TMC/88N schedules transportation for troops, cargo, and equipment worldwide because they ensure that documents and

inventory freight shipments are properly prepared cargo for travel, coordinate transport for strategic and intra-theater movements, and build a better understanding of mobility within the force.

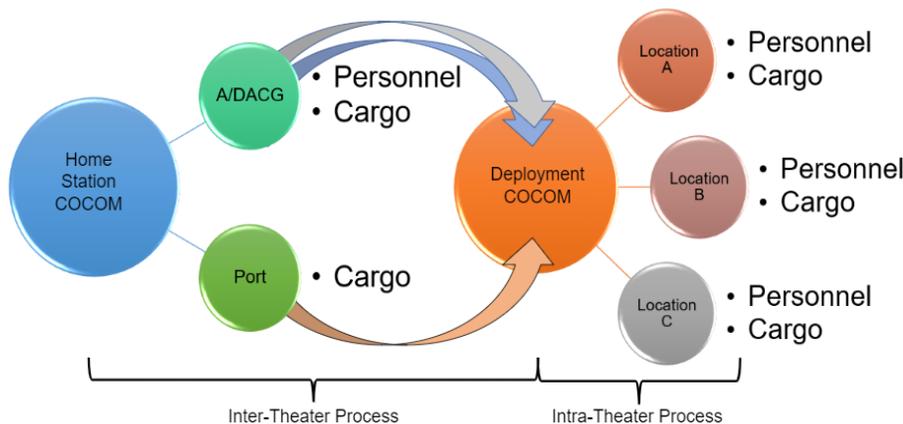
At all levels, the TMC/88N is responsible for scheduling transportation for troops, cargo, and equipment worldwide. As identified in the Defense Travel Regulations, a "deployment encompasses all activities from origin or home station through destination, specifically including intracontinental United States, inter-theater or between geographical commands, and intra-theater or movements within the same theater movement legs, staging, and holding areas" (DTR, 2022). The level of planning required for any movement from a convoy to requesting a United States Transportation Command (TRANSCOM) assets requires fine attention to detail. Each methodology involves understanding the overarching process, problem set, and risk mitigation to ensure the mission's suc-

cess.

The TMC/88N is responsible for reviewing documents and inventory freight shipments to ensure that all items are correctly prepared for travel. From the large-scale development of information

***"The level of planning required for any movement from a convoy to requesting a United States Transportation Command (TRANSCOM) assets requires fine attention to detail."***

"for deployments supporting combatant commander Operational Plans and Operational Orders, the Time Phase Force Deployment Data will designate the strategic movement mode" (ATP 3-35, 2015). This requires time and the capability to highlight issues before the execution of a mission. Each form and request format varies at echelon, and these documents build upon each other; unit deployment list becomes movement plans and an executable plan. At the tactical level, DD 1750 or inventory sheet feeds into the overarching cargo movement packet; this includes hazardous cargo. Hazardous cargo forms vary based on transportation, as does sensitive items (SI). The unit movement officer, Hazardous Material Certifier, and air load planner look to the TMC/88N for guidance and corrections before execution.

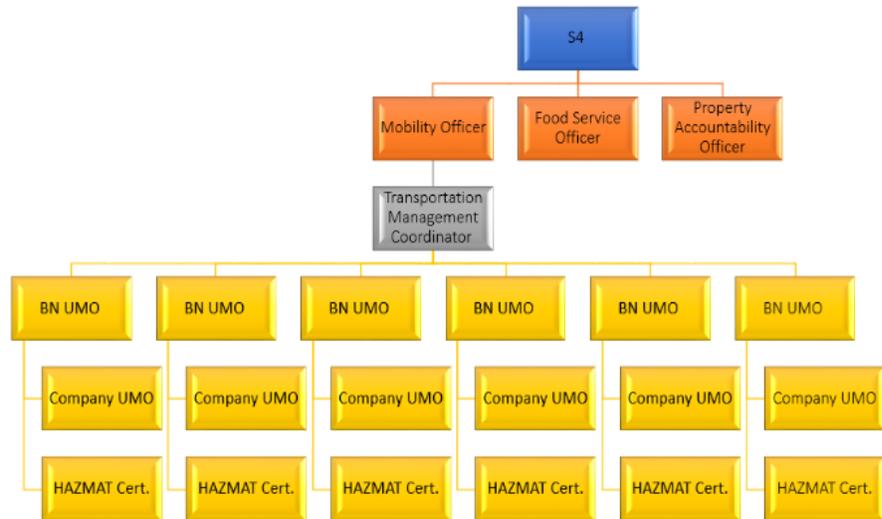


Simplified deployment flow chart. (Chart created by CW2 Hodge).

# TRANSPORTATION MANAGEMENT

## Duties and Responsibilities of a Transportation Management Coordinator

With the tactical requirements complete, the TMC/88N coordinates transportation for strategic and intra-theater movements. As the TMC grows in skill, so does the responsibility of that individual. Coordinating strategic lift requires access to the Joint Operational Planning and Execution System (JOPES) Editing Tool or JET. Logistical requirements are identified in the global secret system; this system has visibility at the joint level and is the source record of vessel and flight allocation. The TMC is responsible for ensuring that the data within the system is the most accurate to ensure that global logistical assets are appropriately managed and not wasted. The goal of a TMC is to be the subject matter expert within the chain of command. While the "Mobility Officer will act as the single point of contact for unit movements" (ATP 3-35, 2015). Educating the force is the key to building a better understanding of mobility within the staff. Education is critical to building a UMO, an additional duty to the individual. The primary function of a UMO is the assigned military occupational specialty, secondary is the movement function, meaning that all UMOs use the TMC as a sounding board. The information provided to the UMO is only as good as the TMC training those personnel. Simultaneously, those young Soldiers will grow and become critical leaders within the formation. As such, the information, experience, and education provided will remain with that person for the duration of their career.



The chart depicts the traditional task organization within a Brigade Combat Team. (Chart created by CW2 Hodge).

From the tactical to the strategic level of operational planning, the TMC is where the operational plan and capabilities meet the transportation plan and feasibility. If the TMC has done its job correctly, the unit will successfully deploy, complete integration, and redeploy with minimal issues regardless of size, scope, and mission set. It is a heavy burden that the Army places on these personnel. They plan, execute, and are rarely identified as the key to success that they are to the force. The best transportation management coordinators earn the respect of their command. They are often selected to become mobility warrant officers, the direct liaison to the commander as the subject matter expert within the formation.

### **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.*

*CW4 Daniel McMillen is currently assigned as the instructor for the 882A Mobility Warrant Officer Basic Course. He is a graduate of the Mobility Officer Intermediate Level education follow on course and holds a bachelor's degree from American Military University.*

# RAILHEAD SAFETY

## Back to the Basics

*Author: Mr. Ken Lewandowski,  
Manager Army Rail Safety*

Rail remains a vital part of the deployment process. During past deployment operations, the Army relied on contractors to do the majority of the loading, but with the focus on large scale combat operations, a unit's Soldiers will be responsible for rail loading unit equipment. Railhead operations are hazardous and very labor intensive. A detailed, deliberate risk assessment of the operation and training is required to achieve a successful, safe railhead operation. Leaders and Soldiers at all levels share an equal responsibility to ensure safe operations. To conduct a successful, safe railhead operation, we need to get back to the basics. Rail safety policies, practices and procedures must be followed. Unfortunately, it seems on occasion safety takes a back seat to getting the mission accomplished and the equipment loaded (or downloaded) as fast as possible.

As the Rail Operations Safety Professional for the Army, the CASCOM Rail Safety Office is tasked with conducting Rail Safety Surveys during railhead operations at installations. The fact is that during our safety surveys, we continually witness serious safety infractions and high risk behaviors. Soldiers working the railhead have been observed putting themselves in unsafe situations.



A Rail Loading Site Safety sign. The sign alerts everyone on the railhead of the safety practices that must be followed. (Photo by: Ken Lewandowski)

Listed below are some of the unsafe practices observed.

These and other unsafe practices have resulted in an increased number of rail operations mishaps.

Since 2010, the CASCOM Rail Safety Office has been tracking all reported rail mishaps. Of the 185 reported mishaps, 28 were directly related to unsafe actions by person-

### Unsafe Practices and Observations

1. Standing between moving equipment while ground guiding.
2. Occupying the same railcar as the vehicle being loaded.
3. Jumping off railcars and jumping from railcar to railcar.
4. Sitting or lying under railcars.
5. Climbing on the coupling gear between railcars.
6. Walking backwards while ground guiding.
7. Not using the required personnel protective equipment.

# RAILHEAD SAFETY

## Back to the Basics

nel during railhead operations. It's a safe bet there are many more mishaps that are not reported. As a way to help make railhead operations safer, the Rail Safety Office continues to work diligently on tools to aid Commanders.

Army Regulation 385-10 (The Army Safety Program),

***“The CASCOM Rail Safety Office has created an Interactive Multi-media Instruction (IMI) for Railhead Safety. This course will assist in meeting the intent of AR 385-10.”***

states that “Commanders will implement a railhead certification program for units assigned to rail loading operations, with assistance of local movement control or rail personnel”. What is the certification program? The CASCOM Rail Safety Office has created an Interactive Multi-media Instruction (IMI) for Railhead Safety. This course will assist in meeting the intent of AR 385-10. The instruction is currently located on the Army Blackboard site at: <https://scoe.ellc.learn.army.mil>. The online course provides guidance on the importance of safety during railhead operations. The course contains six modules including an Introduction, Personal Protective Equipment

(PPE), Safety On and Around Railcars, Railhead Site Inspection, Spanner Safety and Ground Guide Procedures. Upon successful completion of the training and the examination, personnel will be issued a Certificate of Completion from the CASCOM Rail Safety Office.

Training is one of the “Basics” that this article is referring to. Various installations offer additional training related to rail loading. Fort Riley offers a Unit Load Team train the trainer course that can be found on the Army Training Requirements and Resource System (ATRRS) website. This two day course is designed to provide the unit load team NCOIC/OICs train-the-trainer instruction on proper rail loading procedures for continental United States (CONUS) rail opera-

tions. The course teaches an overview of railhead operations and the basics of tying down vehicles and equipment on the railcars. Additionally, the Marine Corps Logistics Base Barstow Rail Operations Center offers a more in-depth, 14 day Railhead Operations Group Training Course (RHOG-TC). As a Joint Services school, the focus is on the needs, requirements and standards of all services. For more information on the RHOG-TC, their contact number is (760)-577-7781.

Completing a comprehensive Risk Assessment is another of the “Basics” that must be accomplished. AR 385-10, states “Commanders and other leaders who are planning or conducting these operations will use the information in Department of the Army Pamphlet (DA PAM) 385-



Soldiers violating railhead safety rules by laying under railcars. SDDCTEA Modal Instruction 19 Rail, Section X, Safety Checklist states “Remind soldiers to stay alert no sleeping, resting, or standing around, under, on, or between railcars”. (Photo by: Ken Lewandowski)

# RAILHEAD SAFETY

## Back to the Basics

30 (Risk Management), to help them assess hazards and risks". The Installation Transportation Office has the expertise and should review the DD Form 2977, Deliberate Risk Assessment Worksheet (DRAW) to ensure all potential hazards are identified and the proper controls are implemented. The completed and signed risk assessment must be briefed to everyone working on the railhead.

Unit leadership is by far the most important "Basic" aspect when conducting railhead operations. The Railhead Operations section of the Installation Transportation Office depends on unit leaders to assist in en-

suring the operation is being conducted as safely and efficient as possible. Unit leadership must make an on the spot correction when an unsafe act has been identified. A best practice is to have a safety officer or safety NCO assigned to each loading spur to oversee the Soldiers working on their assigned spur.

Equipment deployment via rail transport is a proven, effective means of transporting the unit's equipment from "Fort to Port" or to one of the major training sites. But, as with all operations, there are inherent risks and hazards that come with movement by rail. The unloading and downloading of

equipment onto railcars leaves very little room for error. Prior to conducting railhead operations, make sure everyone involved receives the required training, a risk assessment is conducted and unit leadership knows and understands their role in the operation. Getting back to the basics will help ensure a successful and safe railhead operation.

For more information on Rail Safety please contact the CASCOM Rail Safety Office at (804) 765-7574, DSN 312-7574 or email [usarmy.gregg-adams.tradoc.mbx.rail-safety@army.mil](mailto:usarmy.gregg-adams.tradoc.mbx.rail-safety@army.mil).



Although not seen in the picture, a track vehicle is currently being loaded on this railcar. This presents a hazardous situation for the ground guide (positioned in between moving equipment) as well as the Soldiers hanging on equipment and sitting at the end of the railcar. (Photo by: Ken Lewandowski)

# DPMO HIGHLIGHT

## The Newly Redesigned Deployer's Toolbox

Author: Mr. Timothy Quillin

The U.S. Army's ability to rapidly deploy forces globally with little to no notice is the backbone of readiness. The complex mix of policies, standards, and guidelines can overload unit leadership, decrease understanding, and put readiness at risk. To mitigate the risk and aid leadership at all levels, the Deployment Process Modernization Office (DPMO), the Army's proponent for deployment, developed the Deployer's Toolbox.

The new URL is <https://armyetaas.sharepoint-mil.us/sites/TR-SCoE-DPMO/SitePages/Deployment-Process-Modernization-Office.aspx>.

The newly redesigned Deployer's Toolbox is still the digital one-stop-shop for deployment information, resources, and a wide selection of tactical and operational guidance to assist units.

The new site requires a common access card (CAC) and offers updated checklists for planning and execution of deployment, more interactive features, and fewer clicks to access information.

The Deployment Checklist is a central feature of the toolbox and a readily available tool broken down for each deployment stage. The checklists are tailored for Soldiers and leaders from the Company to the Division level. The drop-down menus at the top of the toolbox contain information relevant to MWOs, UMOs, and Commanders. While guidelines and regulations exist as a reference to deployment, each checklist gives step-by-step guidance throughout the process. Each checklist contains hyperlinks that refer to deployment doctrine, policy activities, tools, associated resources, tactics, techniques, and procedures (TTP), and best practices to ensure Soldiers and

leaders have every resource necessary for current deployment standards.

As the Deployer's Toolbox is updated include new tools and resources, we encourage users to provide feedback and recommendations on how we can make it better and more responsive. Your contributions based on personal knowledge, experience, and expertise will help us improve the Toolbox as we build a resource relevant to the Operational Force.

Send us your feedback and recommendations through the [blog](#) or by emailing us at [usarmy.gregg-adams.cascom.mbx.dpmo-ds@army.mil](mailto:usarmy.gregg-adams.cascom.mbx.dpmo-ds@army.mil).



Figure 1: Redesigned Landing Page

# MASTER DRIVER PROGRAM

## Question and Answer with Mr. Billy Kirby

*Author: Mr. Billy Kirby*

The Transportation school gets a lot of questions about drivers training programs and AR 600-55. Based on the questions the editorial team decided to conduct an interview with Mr. Billy Kirby, the Chief of the Army Driver Standardization Office.

**Question:** Can you provide me with an overview of the master driver program?

**Answer:** The program was developed to ensure specific personnel at various levels of commands, are properly identified, appointed in writing, and trained in accordance with AR 600-55, to select, train, test and properly license all vehicle and equipment operators. The following positions currently exist, for all MOS', across the Army:

Master Driver Managers are located at the Brigade level of commands, they are appointed in writing by the BDE Commanders, are an NCO in the rank of SFC/E7 or above and civilian equivalent GS-7 and above. These individuals are the primary advisors to the brigade commander or civilian directors (GS – 15) for all facets of operator training. The master driver manager is the most experienced individual in the organization when it comes to operator training and licensing and is responsible for overseeing, validating, and inspecting the licensing programs of subordinate organizations.

The Master Drivers are located at

the Battalion level and is an NCO in the rank of SSG/E6 or above (or comparable civilian GS-7 or above) appointed in writing by the BN Commander. The master driver is the primary advisor to the battalion commander or civilian division chief (GS – 14 and above). The master driver is responsible for licensing and training program execution. Duties include the facilitation of training by ensuring resources are coordinated, such as: classrooms, driving facilities, road courses and simulators (where applicable), and the scheduling of required license instructors and license examiners to assist with phase I training execution. The master driver provides quality assurance for phase II and phase III operator training programs and ensures all training and licensing is accomplished in accordance with AR 600-55.

The License Instructors (LI's) are located at the company level and are vehicle or equipment subject matter experts who have been selected and appointed, in writing, by the company commander or civilian branch chief to train prospective operators. License instructors are responsible for conducting Phase II equipment training, to include the classroom equipment introduction, and all hands-on training.

The License Examiners (LEs) are also located at the company level and are vehicle or equipment subject matter experts who have been selected and appointed, in writing, by the company com-

mander or civilian branch chief to conduct examinations on prospective operators. License examiners are required to administer the Phase I: Initial Operator Training exam, Phase II: Equipment Training exam, and the Phase III: Training Validation/Performance Road Test exam.

***“We currently teach residential courses here at Ft. Gregg–Adams, VA, Mobile Training Teams (MTT) at the unit’s locations”***

**Question:** What are the various ways units can get their personnel qualified?

**Answer:** The United States Army Transportation School offers training in a variety of ways. We currently teach residential courses here at Ft. Gregg–Adams, VA, Mobile Training Teams (MTT) at the unit’s locations and, some virtual courses being taught in support of OCONUS MTTs.

**Question:** What do Soldiers in the course learn, and what can their unit’s expect them to come back with?

**Answer:** This course supports the Army Driver Training Strategy by providing informative instruction

# MASTER DRIVER PROGRAM

## Question and Answer with Mr. Billy Kirby

on Roles and Responsibilities directly associated with the duties and responsibilities of the Master Driver Manager, Master Driver, and License Instructor/License Examiner (LI/LE). The course includes Safety and Risk Management, Vehicle Characteristics and Capabilities, publications and forms resourcing, complete coverage of driver training regulations, Planning, Organizing and Developing a Driver's Training program to include physical layout, TADSS coordination, scheduling, resourcing, and the use of automated systems in driver training management. Students will return to their units with a thorough understanding of AR 600-55 and appropriate roles and responsibilities and the various levels of command. They will also learn how their unit SOPs should be developed and what should be in them. The Master Driver Instructors will review and recommend changes to the current SOPs, students will draft a new SOP with recommended changes to take back to their Commander's with follow on discussions and recommendations to be approved by them as reviewed by the USATSCH.

**Question:** Where can units go to assist them with creating their programs and SOPs?

**Answer:** Units have a few options to assist them, we are here to provide support to Army and take several calls each day to answer questions regarding unit's driver training. The Unit Training Assistance

Program (UTAP) website has a great deal of information for various wheeled and track vehicles that may be used to support unit's driver training programs. UTAP also has a Master Driver toolbox that we can provide information to be uploaded into the website.

**Question:** From your seat, what is the biggest challenge you see units having in maintaining a proficient driver's training program?

**Answer:** I talk with each class at the beginning of the course and then, again, at the end of the course. I want to understand the issues they are having and see how, we, at the Transportation School, may be able to better assist them in managing their driver training programs. I usually receive the same answer from every class, the main issue that comes

up is the amount of time units allocate for driver's training, most students say they only spend 2 -3 days on drivers training, regardless of the vehicle platform, this includes classroom and hands on training.

Visit the ADSO webpage at [transportation.army.mil/ADSO/index.html](https://transportation.army.mil/ADSO/index.html) for more information.

### About the Author:

*Billy Kirby is currently serving as the Chief, Army Driver Standardization Office (ADSO) for the US Army Transportation School at Fort Gregg-Adams, Virginia. He hold a Business Administration Degree from Columbia Southern University. Mr. Kirby spent 34 years in the US Army in a combination of both the Active and Reserve Components, retiring in May 2021 from the US Army Reserves.*



Soldiers drive through a driving navigation course during driver training . (Photo by Sgt. Benjamin Tuck)

# CHIEF WARRANT OFFICER PROMOTIONS

## FY 23 Selection Components 1 and 3

### Chief Warrant Officer Five

Willis B. Allen

Olga I. Negron

Kenneth M. Solomon

Kenneth Williams

### Chief Warrant Officer Four

Dennis Avila

Patrick Gonzales

Ralph E. Hyden

Nathaniel D. Parks

Maylynn Babauta

Eddie J. Guidry

James A. Leblanc

Jean C. Vegajaime

Kyle A. Blue

Joel A. Hernandez

Julia H. Marroquin

Jeremiah A. Wolf

### Chief Warrant Officer Three

Sidiq Aluqdah

Dimitre N. Genov

Brian L. Mellon

Steven J. Tipton

Clinton A. Bailey

Jose A. Gomez

Jordan J. Milo

Shaun D. Tuck

Eddie E. Barba III

Joel M. Grover

Wilson Nguyen

James L. Tyson

Caleb Bettenhausen

Brandon R. Hewett

Roberto Perezpalomares

David Villanueva

Kelly D. Bresley

Alexander S. Hiday

Johnathon Pierce

Jason L. West

Garrett Cleland

Benjamin A. Izzo

Alpan Risvanoglu

Anthwan Williams

John E. Cousins

Max D. Janusz

Keith B. Ritz

Derrick Williams

Guadalupe Delgadillo

Teresa M. Kasper

Raymond L. Sapp Jr.

Scott A. Wilson

William J. Denson Jr.

Hensuli Kennedy

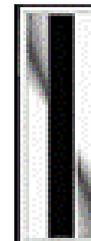
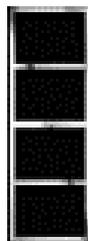
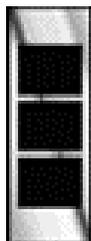
Robert L. Smith

Stephen Yarberry

Nathan A. Elkins

Ansgar K. Larson

Arthur Streiler



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**Avery Endler**

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**Megan Hanson**

*San Jose State University*

**Austin Courtar**

*Campbell University*

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**Brendan Walker**

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**Jhada Satterfield**

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**Michael Wergers**

*University of Tampa*

**Christierra Williams**

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*John Carroll University*

**Naashon Williamson**

*Morgan State University*

**Michael Zirpola**

*Troy University*

**Cleveland Williams**

*Texas A&M University (Central Texas)*

**Michael Wilmonen**

*University of Idaho*

**Matthew Zuber**

*Norther Illinois University*

**Brandon Williams**

*Virginia Commonwealth University*



United States Military Academy Cadets with the Chief of Transportation at the Transportation Corps Welcome Brief (Photo credit: CPT Morgen Kiser, Proponency Officer, U.S. Army Transportation School)



# 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:**

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# 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.

**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

- 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/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 are being executed and experimented as another way influence modernization efforts.

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

The image features a silhouette of two soldiers in profile, facing right, against a warm, golden sunset background. The soldier in the foreground is wearing a helmet with a night vision device and has a rifle slung over his shoulder. The second soldier is slightly behind and to the left. The overall mood is one of quiet determination and readiness.

**BE ALL  
YOU  
CAN BE.**

