



The Spearhead

3RD QUARTER EDITION: FY24

OPERATION PATHWAYS

Challenges and Presence in the Pacific

ADVANCING ANALYTICS

Multi-Domain Technology Platform for Decision Making

ENABLING THE WARFIGHTER

Deployment Operations

Inside

From the Desk...

Civilian Spotlight

Rail Training Support Package

& More!

I N T H I S I S S U E

3RD QUARTER EDITION: FY24



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FROM THE DESK OF...

The 34rd Chief of Transportation



Team Spearhead,

As I take the wheel as the 34th Chief of Transportation, and Commandant of the U.S. Army Transportation School, my Family and I are excited for this tremendous opportunity and look forward to our time at Fort Gregg-Adams, the home of Transportation and Sustainment. I am honored and humbled to assume the role of Chief of Transportation. I am excited to lead this esteemed organization, comprised of dedicated professionals who have made it their mission to support the warfighter and keep our nation's military moving.

As I start out in this role, I am reminded of the rich history and tradition of excellence that defines the Transportation Corps. From the earliest days of our nation's founding to the present day, the Transportation Corps has played a vital role in supporting our military's operations, providing the necessary logistics and transportation expertise to ensure our troops have the resources they need to succeed.

Throughout my career, I have had the privilege of working with incredible Transportation Professionals. The Transportation Corps is truly leading the way; we have some of the most talent-

ed Soldiers in the Army!

As the Chief of Transportation, I am committed to ensuring that the U.S. Army Transportation Corps remains a premier organization, capable of supporting the Army's mission to deploy, fight, and win.

My top priority is to ensure that our Soldiers, Non-Commissioned Officers, Warrant Officers, Officers, and Civilians are trained to win in any environment, and that we continue to modernize our unit's equipment for the future fight.

We will prioritize training in emerging technologies such as autonomous systems and artificial intelligence to ensure our Soldiers are prepared to operate in a rapidly evolving battlefield.

We will expand the use of simulation-based training to provide Soldiers with realistic and immersive training experiences that will increase the expertise of our personnel.

We will also acquire emerging technologies to support our training initiatives and ensure Soldiers are prepared to operate with the latest equipment and systems.

By prioritizing modernization, we will ensure that our Soldiers are trained and equipped to win in any environment, and that our Army remains the most powerful and capable military force in the world.

As we drive change towards the future, it is a privilege to serve alongside each and every one of you. I believe that our collective strength, creativity, and dedication are the keys to our success; I look forward to working together to achieve our goals and overcome the challenges that lie ahead.

So let us embark on this journey, with a shared sense of purpose, a commitment to excellence, and a passion for serving our nation's military. I am honored to be your Chief of Transportation, and I look forward to the great things we will accomplish together.

Nothing Happens Until Something Moves!

SPEARHEAD!

"I am committed to ensuring that the U.S. Army Transportation Corps remains a premier organization"

FROM THE DESK OF...

The 16th Transportation Regimental Command Sergeant Major



The first six months as the 16th Regimental Command Sergeant Major of the United States Army Transportation School has been a whirlwind of activity, dedicated to optimizing our people, developing our transportation professional, and modernizing our corps. This period has been marked by significant events and initiatives, each contributing to our overarching goal of warfighting, continuous transformation, delivering ready combat formations, and strengthening the profession of arms.

The journey began with the Sustainment Leading Change Summit at Fort Gregg-Adams, a pivotal program that aligned sustainment requirements with our core objectives: Warfighting, Ready Combat Formations, Transformation, and Strengthening the Professional NCO Corps. This summit provided a strategic framework that guided our subsequent actions and initiatives. One of the key events that followed was the TCS Offsite, where key leaders gathered to refine the Transportation School Campaign Plan, focusing on training transformation aligned with Combined Arms Support Command (CASCOM). This event facilitated the development of the TC24 plan, with updated objectives, essential tasks, and supporting

tasks validated by department leaders.

Witnessing firsthand the advancements at Aberdeen Proving Grounds was crucial for our modernization efforts. The Common Tactical Truck Knowledge Point showcased new prime movers and the EHET/MET trailer designs. These innovations are essential for modernizing our fleet and ensuring our personnel are equipped with state-of-the-art equipment, further enhancing the training transformation efforts discussed at the TCS Offsite. Professional development remained a priority, highlighted by my attendance at Sustainment Branch Week at Fort Bliss, Texas. Engaging with Sergeants Major Sustainment CMFs about the future path for sustainment leaders and deepening students' understanding of the Transportation Corps highlighted our commitment to developing our professionals.

International collaboration, coordination, and communication was also a focal point during my visit to Japan for the 5th CWC activation ceremony at Yokohama North Dock. Discussions with CSM Jeffery Weaver on transportation challenges and training Japanese soldiers with our POI emphasized the importance of international partnerships, friendships, and relationships and overcoming logistical hurdles.

Strengthening the Profession of Arms was reinforced during the professional development initiatives from Sustainment Branch Week. The TC Summit at Fort Gregg-Adams brought together USATSCH, TC Proponent Staff, and Component 2 and 3 School Course Managers and Instructors. This event was crucial for sharing best practices and addressing institutional do-

main issues, further emphasizing the need for open lines of communication and collaboration.

A particularly inspiring visit was to the 10th Mountain Sustainment Brigade at Fort Drum, where the TRV-150 Symposium demonstrated the capabilities of the Joint Tactical Autonomous Aerial Resupply System (JTAAAS). The dedication and expertise of our personnel were evident, and special recognition goes to LTC Albright, CPT Bandy, and CW2 Cruz for their comprehensive brief on TRV-150 capabilities and challenges. These insights from Fort Drum were invaluable for understanding the practical applications of our modernization efforts discussed earlier. Finally, briefing the need for the Army Mariner Badge to the Sergeant Major of the Army was a significant step toward recognizing the expertise of our mariners. Collaborating with the Mariner Qualification Division and CW4 Senn, we emphasized the critical role of our Army mariners and the importance of their recognition, linking back to the broader theme of professional development and modernization.

These first six months have been marked by significant progress and collaborative efforts. As we continue to modernize the Transportation Corps, develop our professionals, and optimize our people, I am confident that we are well on our way to achieving our goals and enhancing our capabilities for the future. Spearhead!

Now to my Battle buddy BG Behn, as Joe Maddon said, "To be the best you have to do things others are unwilling to do". Fair Winds and Following Seas my friend.

To COL Arnold welcome to the "TEAM". Full Speed Ahead!

Nothing Happens Until Something Moves!

SPEARHEAD!

FROM THE DESK OF...

The 7th Transportation Regimental Chief Warrant Officer



Hello once again Transportation community!

As we enter summer, there are no shortage of undertakings where the Transportation Corps is entrenched in operations around the world. While the pace of these missions shows no sign of diminishing, our Soldiers continue to answer the call with dedication, professionalism, and expertise.

The US Army is at a critical inflection point as we respond to divergent and concurrent requirements

“The US Army is at a critical inflection point as we respond to divergent and concurrent requirements around the world.”

around the world. From setting of the INDOPACOM theater, to steadfast support to the Ukrainian army, and to delivery of humanitarian aid in Gaza – there are no major missions or exercises across the globe that do not involve the Transportation Corps.

And the unfortunate reality of today is that all of you face ever increasing demands as available resources diminish. The workload put upon our Soldiers at the tactical level is daunting. But our storied history is replete with examples of succeeding in the face of insurmountable odds. We have shown countless times that we can triumph. As GEN Gary Brito remarked “our profession will continue to produce unparalleled Soldiers and leaders who serve as the foundation of America’s relative strength.”

But will and strength of our Soldiers alone will not be sufficient. It requires leaders who inspire and motivate. Leaders who act decisively and exude command presence. MAJ C.A. Bach once said that “without initiative and decision, no man can expect to lead.” While he gave those words in 1917, his observation transcends time. Leaders must instill confidence and illicit the best of Soldiers in the most trying of times. Leaders must be present and not eschew their responsibilities.

Now more than ever, the nation looks to you to be those type of leaders. To motivate and inspire. To make sound but timely decisions. To lead by example and mentor the leaders of tomorrow. Requirements will continue to increase in scale and scope. Leaders will find success when they articulate the challenges, create shared understanding, and give clear and actionable commands to achieve mission success.

On the topic of exceptional leadership, I want to express my heart-

“Our storied history is replete with examples of succeeding in the face of insurmountable odds.”

felt gratitude and appreciation to BG Beth Behn, the 33rd Chief of Transportation. It has been a tremendous opportunity serving as the Regimental Chief Warrant Officer. Every day I have been inspired by her examples of servant leadership. BG Behn made herself available for discussion, advice, or mentorship without hesitation, and faced every challenge head-on, with patience, diplomacy, and optimism. Her staunch advocacy and strategic influence will transform the Transportation Corps, and the Army as a whole, for many years to come. She will not be far removed from the Transportation Corps, and I look forward to the many bright days ahead with COL Will Arnold assuming the role of the 34th Chief of Transportation. Farewell and following seas BG Behn!

Thank you for everything you do, day in and day out. It may be small compensation but take some comfort knowing that there is recognition at every echelon for those efforts. And for all those serving away from home, we wish you a safe and speedy return.

Nothing Happens Until Something Moves!

SPEARHEAD!

UNIT HIGHLIGHT

103rd Expeditionary Sustainment Command Rail Operations

Author: MAJ Philip Amerson

Charged with executing Nation Wide Move 2024 (NWM24), the 103 Expeditionary Sustainment Command sought creative solutions to a historically challenging task: cross-country movement of unit equipment to support USAR exercises in a short timeframe. As early as August 2023, the 103 ESC assembled an eight-person team with members from Current and Future Operations, Support Operations, and Transportation to design a mission command structure that would support the daunting task utilizing a task organization of mostly external downtrace units. The team analyzed historical averages of fulfilling transportation movement requests (TMRs) to find that NWM typically was able to only fulfill between 30-40% of TMRs from units seeking movement support to USAR exercises across the nation during the summer annual training season. Resourcing and executing these TMRs involves identifying a supporting transportation company to provide lift capability to customer equipment often using geography and proximity to the customer units as the first level of critique to feasibility. But still, the team concluded, there had to be a better way to fulfill more movement requests. Surely line haul convoy movement companies from across the USAR could carry all the requests, right? By January 2024, the answer was a resounding "No."

Looking at the customer unit requests, there were too many disparate locations to sensibly partner up a transportation company with a customer unit's home station location and exercise location. The obvious gap in available USAR oversize/overweight line haul assets, such as HET systems, available to haul large equipment like PLS, LHS, wreckers, fuel tankers, etc. meant that commercial line haul movement becomes the fallback plan. The team recognized the cultural and historical reliance on



Trains pulling into Yermo Railyard with equipment (Photo Credit: MAJ Phillip Amerson)

our commercial line haul partners and wanted to provide another solution. In walked MSG Cory Kokenge one day in October 2023 to the Transportation office with a tri-fold brochure about the capabilities of rail, specifically the Yermo Rail Operations Team at Marine Corps Logistics Base Barstow (MCLB) in Barstow, CA.

As early as the Initial Planning Workshop in November 2023 held at Camp Dodge, IA, the NWM team had been tossing around the idea of "doing a train." This idea caught the attention of USARC G3/7 who, at the IPW, presented a 5-year plan of incorporating multimodal capabilities into NWM execution. So by January 2024 the 103 ESC NWM Rail Operations Team was well established with a developing concept of operations. Considering the USARC directive that NWM would support USAR exercises of CSTX and WAREX at Ft. Hunter Liggett, CA and Ft. McCoy, WI, and QLLEX at locations throughout the nation, the Rail Operations Team immediately identified an opportunity to employ a rail movement. For CSTX 24-01 held at Ft. Hunter Liggett, CA there were 22 units from the Northeast, Mid-Atlantic, and

Southern United States assigned to the exercise who would inevitably move their equipment through a mixture of commercial line haul (CBL), organic convoy movement, and supported NWM convoy movement. The Rail Operations Team conducted three rounds of unit deployment list (UDL) analysis before, during, and after the NWM Movement Board held in February 2024 to compare unsupported/unfulfilled TMRs for different modes of transport. Eventually ending up with 546 pieces of equipment from these 22 units, the team compared factors such as NWM TMR fulfillment percentages, costs of CBL versus rail movement, and training value to all units involved to conclude that rail was a definite possibility. Given such benefits as an increase from roughly 30% to 55% TMR fulfillment, a cost savings of approximately \$2.6million when compared to CBL, and the ability to employ multimodal and multi-nodal operations for some hard-to-train units, the NWM24 Rail Concept of Operations gained swift approval and support through USARC, the 79 and 377 TSCs, the 103, 143, 310, 311, 316, and 364 ESCs, and subsequent downtrace organizations. By April 2024 the Final Planning Workshop narrowed the focus of the rail operation: it would become a hybrid CBL-rail-NWM convoy operation. Units in the Eastern US would send their equipment to Ft.

UNIT HIGHLIGHT

103rd Expeditionary Sustainment Command Rail Operations

Knox, KY by CBL line haul. The train would carry approximately 300 pieces of USAR equipment to Yermo, CA where it would move to Ft. Hunter Liggett by a mix of NWM transportation companies and CBL.

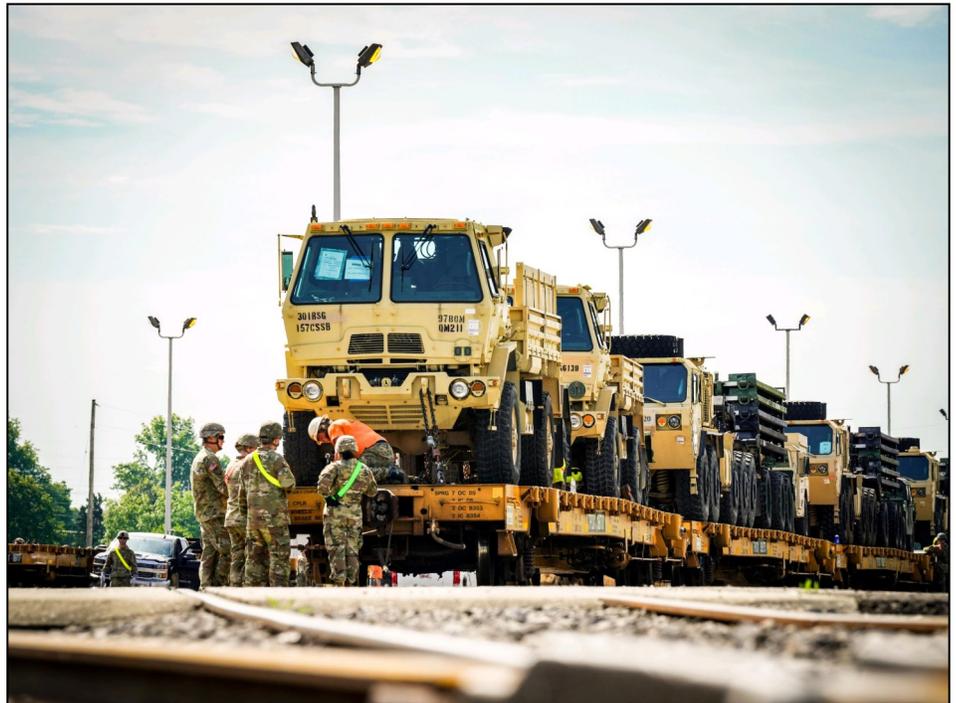
The 103 ESC Rail Operations Team consisting of MAJ Phillip Amerson, CW4 Kevin Napolitano, MSG Cory Kokege, SSG Nicole Amor, and SGT Jonah Tibbits headed to Ft. Knox, KY in early May 2024 to receive CBL line haul from these 22 units and locations. Along with over 120 Soldiers from supporting units from the 321 SB, 457 and 812 TC BNs, 757 ERC, 245 SMC, 309 TTP, 330 and 940 MCTs, and 942 TC CO, the combined team received, inspected, staged, and loaded all equipment in record time to 84 rail cars bound for Yermo, CA. This was the capitulating moment of nearly a year designing and communicating the plan and was a resounding successful effort by units to come together for a common cause – rail operations! The train departed on 17 May from Ft. Knox and arrived in Yermo, CA on 28 May to another ad-hoc group of USAR units assembled there to download and push the equipment forward to CSTX 24-01. Over 180 Soldiers from the 103 ESC, 457 TC BN, 757 ERC, 336 CSSB, 291 TTP, 330 MCT, 189 TTP, 960 QM, 257 TC (HET), 478 TC (PLS), and 729 TC (MDM TRK) joined together to push and convoy the 300-plus UDL to Ft. Hunter Liggett, CA by the start date of CSTX, 1 June 2024.

The spirit of cooperation amongst the units executing these first two of four phases of “NWM24 Rail Operations” cannot be understated; it was the reason for safe and successful operations at Ft. Knox and Yermo. Not in anyone’s recent memory has such a massive planning and execution effort across two TSCs, six ESCs, and a least two dozen brigade, battalion,

company, and detachment level units taken place. The success thus far with deploying the equipment across the country has resounding impacts on analysis of USAR deployment readiness, deployment platform support, multi-modal and multi-nodal operations, and the ability of each unit involved to conduct their doctrinal mission. Phases three and four of the operation begin with the conclusion of CSTX and will see the equipment moved back to Yermo, CA then transported by rail to Ft. Eustis, VA at the beginning of July 2024. Planning for next year’s NWM has already begun, and the 103 ESC Rail Operations Team has surely opened new opportunities for this concept to grow in the near future.

About the Author:

Major Phillip W. Amerson currently serves as a Mobility Officer for the 103rd ESC, at Des Moines, Iowa. He holds a Bachelors of Arts from University of Columbia, SC and a Masters of Arts from American Military University, in Manassas, Virginia.



Loading at Ft. Knox, KY and getting instruction on chaining down equipment (Photo Credit: SGT Jonah Tibbits)

CIVILIAN SPOTLIGHT

Mr. Andre Cameron

Author: Captain Kevin Conley

The mission of the 839th Transportation Battalion is to execute and enable Mission Command of Joint Deployment and Distribution Enterprise (JDDE) elements at strategic Seaports of Embarkation & Seaports of Debarcation across the EUCOM and AFRICOM AOR's while providing direct support to CENTCOM elements to deliver readiness and lethality to the Joint Force. Within the 839th Transportation Battalion are three subordinate detachments, to include the mighty Transportation Corps Detachment Eastern Mediterranean – Greece (TC DET Eastern Med – GR), led by Detachment Director, Mr. Andre J. Cameron.

Mr. Cameron is a Hyattsville, MD native and retired United States Air Force (USAF) Chief Master Sergeant. Throughout his USAF career in the traffic management career field, Mr. Cameron demonstrated extensive knowledge and leadership in strategic, operational, and tactical logistics operations while serving at duty stations throughout the globe to include Greece, United Kingdom, Turkey, Italy, and Germany. Additionally, Mr. Cameron deployed six times in support of various operations to include OIF, OIR and OEF. After serving nearly 28 years of active-duty service, Mr. Cameron retired from the USAF in 2018 and decided to continue his service to the United States as a Department of the Army Civilian. In 2019, Mr. Cameron had the honor of assuming the responsibility of Detachment Director of the TC DET Eastern Med – GR.

The TC DET Eastern Med – GR is at the forefront of the Transportation Corps motto, "Nothing Happens Until Something Moves." Under Mr. Cameron's leadership, the detachment has earned a reputation throughout the theater with customer units and the sustainment enter-



Mr. Cameron poses in front of the USNS YUMA. (Photo Credit: Public Affairs Office, 12th Mechanized Infantry Division, Hellenic Army)

prise alike for seamless customer service, dependability, and professionalism. Due to his detachment's extraordinary high level of performance, **Mr. Cameron has been awarded the Transportation Corps Civilian of the Year for not one, or two, but three consecutive years in a row from 2021 to 2023.**

Mr. Cameron's leadership and operational philosophy are summed up into three words known as the "three-ships": partnerships, relationships, and friendships. Mr. Cameron and his team not only preach this philosophy but embrace it, proven by their tried-and-true relationships they have formed throughout the Joint, Interagency, Intergovernmental, and Multinational spectrum. Three-ships with agencies such as the US Embassy – Athens, Hellenic National Defense and Hellenic Coast Guard, law enforcement agencies, port authorities, as well as various other embassies and Defense Ministries in the region have enabled the swift and continued throughput of Department of Defense and NATO cargo through various seaports in Greece

and throughout the Eastern Mediterranean. This concept is further evident during mission planning as Mr. Cameron and his team integrate all stakeholders early in the planning phase to set conditions for a safe and successful seaport terminal operation.

Repeatedly, the TC DET Eastern Med – GR is the "Spearhead of Logistics" in the region, providing synchronized global deployment and distribution support. Due to the conflict in Ukraine, seaport operations in the Black Sea were halted, immediately prompting cargo destined for the Black Sea to be diverted to the TC DET Eastern Med – GR's area of operations in the Adriatic and Aegean Sea for the foreseeable future. Mr. Cameron's team of transportation professionals took this in stride, immediately adapting to the increased workload and excelling. The seamless execution of the Army's strategic objectives, enabled EUCOM's power projection and freedom of movement in support of NATO's bolstering of combat-ready forces, deterring Russian aggression along Europe's eastern flank.

Over the years, Mr. Cameron has

CIVILIAN SPOTLIGHT

Mr. Andre Cameron



TC DET Eastern Med – GR at their Detachment Headquarters in Piraeus, Greece. (Photo Credit: Mr. Konstantinos Karydis, TC DET Eastern Mediterranean—Greece)

About the Author: *CPT Kevin Conley is currently assigned at the 839th Transportation Battalion as an Operations Officer, located in Pisa, Italy. He holds a Bachelor of Science in Business Management from Westfield State University and a Master of Supply Chain Management from Virginia Commonwealth University.*

led the detachment to accomplish new heights in the Eastern Mediterranean. In 2022, the detachment executed the first simultaneous port operations in Alexandroupolis and Thessaloniki, Greece, deploying U.S. Army forces to forward operating sites in EUROMED. In 2024, the detachment went on to execute the first entire Armored Brigade Combat Team deployment South of the Alps, utilizing the ports of Alexandroupolis and Thessaloniki, Greece. Later in 2024, the team executed a late notice ammunition mission. Mr. Cameron spearheaded the coordination of the vessel discharge, inland transportation, temporary storage, and vessel loading of ammunition containers with host nation authorities and local contractors with little notice. The result was the safe, efficient, and successful execution of the mission, a true testament to his leadership and the strong relationships Mr. Cameron has built over his tenure. Most recently, Mr. Cameron and a small element of his detachment were called to deploy to Cyprus to assist with planning efforts in support of the ongoing humanitarian

mission in the region. Mr. Cameron and his team served in an advising role to the joint task force and multinational organizations to facilitate port operations. This culminated with Mr. Cameron guiding the first vessel loading operation, loading the vessel with humanitarian aid that was subsequently delivered via Joint Logistics Over-the-Shore. As we speak, Mr. Cameron and his team are spearheading the Theater objective of port diversification, leading multi-organization pre-deployment site surveys to expand the Theater's portfolio of viable seaports in the region and prepare for future operations.

Mr. Cameron's leadership, tactical and strategic-level transportation experience, and ability to leverage his extensive network of relationships and partnerships has and will continue to greatly benefit U.S. military sealift operations in the Eastern Mediterranean and throughout EUROMED. If your unit is destined for a port in the Eastern Mediterranean, know you will be received by a group of professionals with the mindset of, "There is a way," led by one of the Army's best!

ENABLING THE WARFIGHTER

Deployment Operations

Author: Lieutenant Colonel Richard Martinez and Ms. Tai Drayton

Introduction

In the realm of military operations, transportation is more than just a support element; it is the tip of the spear, leading and enabling the forceful projection of power and capabilities. It is the backbone that supports operations ranging from routine deployments to critical combat missions. There has been no shortage of transportation missions across the Army Sustainment Command (ASC) enterprise in recent years. Units from all Army Components (COMPOs) are being provided strategic and comprehensive support at each of the transportation nodes located at Army Field Support Battalion (AFSBn)- Cavazos, 407th Army Field Support Brigade (AFSB), Fort Cavazos, TX. Fort Cavazos is the largest Power Projection Platform (PPP) and one of two active Mobilization Force Generation Installations (MFGI). This accounts for over 120,000 Soldier movements, 70,000 short tons (ST) of equipment movements, and 500 commercial line haul missions for all COMPOs in FY23. As written in the Department of the Army Pamphlet 525-93, "Force projection is



A 1/1 CD Soldier walks along equipment already tied down and staged for rail movement. (Photo Credit: Tai S. Drayton)

“The Unit Movements Section is the “heartbeat” of the unit’s movement process. This section, full of experienced movement planners, is where the deployment synchronization process begins.”

the ability to project the military element of national power from continental United States (CONUS) or another theater in response to requirements for military operations. Force projection operations extend from mobilization and deployment of forces to redeployment to CONUS or home theater.” In direct support of the AFSBn deployment and mobilization mission is the Unit Movements Section (UMS), which is under the Transportation Division Installation Officer (ITO), comprised of Department of the Army (DA) Civilian workforce assigned to the Unit Movements, Freight and Linehaul, Arrival/Departure Airfield Control Group (A/DACG), and Rail Operations sections. Each node encompasses a specific and deliberate set of tasks in support of unit deployment readiness, facilitating Strategic Power Projection.

Deployment Process

The Unit Movements Section is the “heartbeat” of the unit’s movement process. This section, full of

experienced movement planners, is where the deployment synchronization process begins, assisting in validating each unit’s Operational Equipment List (OEL) and Unit Deployment List (UDL). Daily, there is never a shortage of a unit’s presence within the UMS area. In FY23, the UMS supported over 1,100 deployment actions in support of all COMPOs on Fort Cavazos. In addition to movements processed in support of contingency and non-contingency operations, in FY23, the UMS supported 12 Combat Training Center (CTC) rotations, successfully providing synergy and knowledge to units preparing for future real-world missions. UMS allows units to leverage the subject matter expertise of the DAC workforce to review data captured in the Transportation Coordinators’ Automated Information for Movements System II (TCAIMS-II). As an additional tool, in FY24, the Deployable Automatic Cargo Measurement System (DACMS), a digital measurement system that will feed TCAIMS, is anticipated to be in place to expedite the

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wheeled and track vehicle validation process. Once the requirements are met at UMS, the unit will transition its equipment to the newly renovated Deployment Ready Reaction Field (DRRF) if rail movement is the identified mode of transport. The DRRF is a concrete area of 800K square feet designed to support the heaviest equipment on the installation and can support 1,800 vehicles in a brigade combat team (BCT) formation. The concrete area enables Soldiers to efficiently prepare and stage their vehicles in rail car and load sequence order prior to movement to the Rail Operations Center (ROC) for loading.

Rail Operations

Rail Operations is the highest risk mission performed across the AFSBn, and with the implementation of the speed of war, which is the ability to rapidly deploy an Armored Brigade Combat Team (ABCT), the intricacies and focus on detailed planning and coordina-

tion, execution, and safety, are even more vital to mission success. The Fort Cavazos ROC has multiple ramps with the capacity to store hundreds of rail cars, and the ability to load around 100 rail cars in a minimal time period as necessary. The ROC also supports the Army's Regionally Aligned Readiness and Modernization Model (ReARMM) by way of coordinating, shipping, and receiving new innovative Tank Automotive and Armaments Command (TACOM) equipment as well as equipment fieldings to the warfighter worldwide. The ROC is also responsible for receiving and processing convoy clearances and the management and accountability of Army Intermodal and Distribution Platform Management Office (AIDPMO) containers through coordination with the Surface Deployment and Distribution Command (SDDC) Container Management Cell. Though much of the attention during an equipment movement is on the ROC,

“Rail Operations is the highest risk mission performed across the AFSBn, and with the implementation of the speed of war.”

line haul is also a significant player during the movement execution process.

The Line Haul Site is another robust operation contributing to the success of a unit's equipment movement. Here, equipment not loaded via rail is staged for movement to the designated port, utilizing commercial assets. Depending on industry availability and the nature of the mission, the Line Haul Site can support over 100 trucks daily. The freight team is responsible for coordinating and soliciting trucks by developing and providing customer cost estimates, coordinating, routing, and booking shipments for all COMPO requirements; this includes the billing and reconciliation of SDDC-owned railcars.

Finally, the A/DACG is ready to support all strategic airlift requirements 24 hours a day, seven days a week. It provides the knowledge and skill necessary to ensure effortless deployments and redeployments of troops. The A/DACG has a Maximum on Ground (MOG) of seven aircraft and can support over 1,000 passengers daily. In FY23, the Fort Cavazos A/DACG supported over 400 aircraft cargo missions, consisting of an estimated 11,000 STs and over 49,000 passengers.



AFSBn Cavazos Rail Operations Center (ROC) employee ground guides equipment being transported into the railyard. (Photo Credit: Tai S. Drayton)

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Strategic Collaboration

The deployment process is not a singular task; multiple agencies and strategic partners are part of the planning and execution process. Daily, the rail operations team participates in the SDDC-led rail call; this call includes industry carriers, Department of Defense agencies, and contract partners to collaborate and track mission-related requirements against available resources. There are also multiple sync meetings with units preparing for movements, sessions that include the III Armored Corps, 1st Cavalry Division Units, III Armored Corps enabling brigades, and tenant units.

While deployments and exercises remain a priority, the Installation Transportation Office represents the face of enterprise logistics support, serving as integral role players in various rehearsal of concept (RoC) drills and tabletop exercises (TTX) using accurate data and analytics from previous deployments and exercises to ensure the outcome represents realistic expectations and deliverables. During the first quarter of FY24, Fort Cavazos garrison, AFSBn-Cavazos, and III Armored Corps conducted the prepare to deploy order (PTDO) and Defense Chemical, Biological, Radiological, and Nuclear (CBRN) Response Force (DCRF) TTX to rehearse and refine readiness activities for PTDO/DCRF units, along with installation support at deployment nodes. The ITO team also serves as a conduit between the unit and other installation entities such as the 418th Contract Support Battalion. AFSBn-Cavazos is working with III Armored Corps in implementing a Common User Land Transportation (CULT) and Material Handling Equipment (MHE) contract for the installation, identifying the specific types of MHE that would be re-

quired to support the movement of any Fort Cavazos unit's tactical equipment to the various transportation nodes. Collaboration across the logistics enterprise is one of the many keys to success. The commitment to facilitate an environment to coach, teach, and mentor is a pillar of the AFSBn-Cavazos lines of effort. In a fluid and often challenging environment, where sometimes unpredictable commercial industry is heavily relied upon as an example, and the turnover of Soldiers is inevitable, the ability to anticipate challenges early enables all logistics stakeholders to maneuver proactively and succinctly.

The Deployment Assurance Readiness Council

In FY23, AFSBn-Cavazos, in conjunction with the Directorate of Plans, Training, Mobilization & Security (DPTMS), initiated the process of building a formalized strategic partnership by way of the Deployment Assurance Readiness Council (DRAC) that will be

held monthly to engage units who are deploying and identify in advance where they are in their deployment process before execution of their movement. The objective of the DRAC is to synchronize long-range and near-term deployment readiness and scheduling in accordance with the Installation Deployment Support Plan (IDSP) by facilitating a standard and recurring working group. The intent is to build continuity, identify, coordinate, and deconflict deployment resources and practices on Fort Cavazos, and ensure deployment readiness. This forum is one of the AFSBn-Cavazos' initiatives that will catalyze streamlining the deployment process, aiding in the systemic movement of equipment personnel once in the deployment movement execution window.

Conclusion

As the Army continues to respond to conflicts and disasters in a constantly evolving environment, what was once considered a surge is now the new norm. Utilizing a layered approach, innovative techniques, tools, and col-



1/1 CD Soldiers scan equipment for accountability and confirmation of documentation at the AFSBn Cavazos ROC. (Photo Credit: Tai S. Drayton)

ENABLING THE WARFIGHTER

Deployment Operations



1/1 CD Soldiers tie-down equipment to the railcar prior to onward movement to the port. (Photo Credit: Tai S. Drayton)

About the Author:

Lt. Col. Rich Martinez currently serves as commander of the Army Field Support Battalion-Cavazos, 407th Army Field Support Brigade at Fort Cavazos, Texas. He holds a bachelors degree from Texas A&M International University and a masters from Clarkson University.

Ms. Tai Drayton currently serves as the Deputy Installation Transportation Officer, Army Field Support Battalion-Cavazos, 407th Army Field Support Brigade at Fort Cavazos, Texas. She holds a bachelors degree from New Mexico State University and a masters degree, also from New Mexico State University. She is a 2007 graduate of the Department of the Army Transportation Internship Program.

laboration during the strategic planning phase are necessary to support force requirements and project capabilities at the origin and destination. Understanding how these capabilities align as a means to develop a comprehensive forecast by integrating and communicating the capacity of all variables is essential, as the margin for error is

minimal. This sheds light on the logistical strategies and relentless challenges faced in ensuring that Soldiers, equipment, and essential supplies are where they need to be at the exact moment they are required, thus epitomizing the concept of transportation as the tip of the spear in military endeavors. The AFSBn-Cavazos Transportation Division has long been the blueprint of installation transportation logistics by maintaining an agile, innovative approach to the unit movement process: staying ready, no matter the mission, in support of the Soldier.

“As the Army continues to respond to conflicts and disasters in a constantly evolving environment, what was once considered a surge is now the new norm.”

DEPLOYMENT OPERATIONS

The Deployment of a Brigade to the EUCOM Area of Responsibility

Author: Chief Warrant Officer 3 Derrick L. Williams

Introduction

The United States Armed Forces comprised of six service branches, Army, Marine Corps, Navy, Air Force, Space Force and Coast Guard have deployed forces dating back as early as 28 July 1914 fighting in World War I. Over my 17-year tenure in the U.S. Army I have had the opportunity to deploy to multiple countries including Iraq, Kuwait and Afghanistan. The military will forever deploy service members and their equipment to locations defending Americas freedom and way of life. Throughout this paper I will talk through the deployment of a Brigade to the United States European Command Area of Responsibility (EUCOM AOR). My focus is to highlight issues throughout the deployment process capturing strategic partners and Army Field Support Battalion (AFSBn) enablers on military installations. Additionally, I will propose recommendations to remedy issues that have been incorporated with other organizations and deemed successful.

Background

The ARMY deploys to the United States European Command Area of Responsibility (EUCOM AOR) to support European and NATO allies and partners. Regionally Aligned Forces often labeled RAF units are Secretary of Defense Orders Book (SDOB) formations identified to serve in areas throughout Europe. These units serve a 9-month rotation from the Division, Brigade, Battalion or Company echelon. Over the past couple of years, formations deployed individually operationally controlled (OPCON) by a higher organization. Currently, forces deploy aligned to their higher headquarters and adjacent brigades. For example, if 1st Armored Division

(HQ's) is identified to deploy, 1st Armored Division Artillery (DIVARTY), 1st Armored Division Sustainment Brigade (DSB) and 1st Armored Division Combat Aviation Brigade (CAB) will be forces aligned to deploy as well. These combat-credible forces show our commitment to NATO while building readiness, increasing interoperability, and enhancing the bonds between ally and partner militaries in what is identified as Operation Atlantic Resolve. There are four types of U.S. Army Atlantic Resolve rotations: armored, aviation, sustainment task force and division headquarters. Rotational units conduct bilateral, joint, and multinational training events across more than a dozen countries. Although a need for a multitude of forces is required throughout the European continent, the complexity in how we deploy into this theater has been challenging to say the least. Issues such as agricultural inspections and washing, port diversification, Agreement concerning the International Carriage of Dangerous Goods by Road (ADR), direct liaison authorized (DIRLAUTH) between deploying units and 21st TSC, and vessel scheduling are just a few to highlight.

Challenge 1: Port Diversification

Major concerns I will address and start with is port diversification. This has been an ongoing issue for a minimum of 3 years now. Units typically attend the EUCOM Force Flow Conference (FFC) with Mobility Officers and key planners to shape deployment operations and identify Seaport of Embarkation/Seaport of Debarkation (SPOE/SPOD) ports. Once identified, deploying units create Port Support Activity (PSA) teams based on ports

identified, life support and infrastructure. On multiple occasions, 21st TSC has informed a unit of a SPOD change due to a Deputy Commanding General's decision or ports inability to support due to throughput issues. This has caused units to recreate a port support plan in a hasty manner without proper analysis or information pertaining to the new port selection. Additionally, the newly selected port has never been site surveyed or utilized and approved to disembark certain equipment. This causes unnecessary staff churn and friction within the deployment plan.

Challenge 2: Vessel Sourcing

Another common issue throughout the strategic enterprise is the vessel sourcing solution for warfighter requirements. As units are ordered through the proper G-3/S-3 channels, Unit Deployment Lists (UDL) are created and submitted through the Joint Operation Planning and Execution System (JOPES) of record. Once completed, Unit Line Numbers (ULN) are validated by Forces Command (FORSCOM), USARCEN, Army Service Component Command (ASCC) and Combatant Commanders. At this point, sourcing of vessels based on information validated in the JOPES repository will commence. Surface Deployment and Distribution Command (SDDC) will then review the warfighters data along with known carriers/schedules currently operating in the EUCOM AOR. After thorough review, SDDC often requests a unit movement timeline shift based on carriers' availability and projected arrival into a SPOE. Strategic protocol is not being maintained as the ASCC is required to meet the warfighters as well as commanders' intent and not meet a carrier's timeline. Historically speaking, roles have been reversed with

DEPLOYMENT OPERATIONS

The Deployment of a Brigade to the EUCOM Area of Responsibility

SDDC forcing a unit to adjust and meet a carrier's timeline. This has significantly impacted units as they are expected to adjust movement dates and spend extensive amount of time at ports to facilitate operations.

Challenge 3: DIRLAUTH

Lastly, I will discuss DIRLAUTH between a deploying unit and 21st TSC. As preparation for a warfighters deployment begins Forces Command (FORSCOM) executes a Deployment Readiness Brief (DRB). Post the DRB, DIRLAUTH is authorized and allows the deploying unit to communicate directly with organizations in the EUCOM AOR. 21st TSC often abuses the opportunity to interact with Continental US (CONUS) units without incorporating higher echelons to create shared understanding and awareness. Information and requirements are often communicated via bottom-up refinement instead of top-down proposal from the deploying unit. This is due to 21st TSC providing data only to deploying units instead of all echelon parties. As organizations continue to deploy into this AOR communications must be flattened for mission success reducing stray voltage from outside agencies.

Solution

Identifying problems is always an effortless gesture by many however, providing a solution to remedy known issues will forever be a challenge. In the previous paragraph I outlined major concerns throughout the strategic deployment process but offer solutions to maximize efficiency. One key recommendation is to maintain strategic protocol by confirming requirements validated in the Joint Operation Planning and Execution System (JOPES) repository. This reduces the man-

agement of multiple systems, provides the most accurate data based on deploying organizations input and confirms the deployment timeline. Secondly, the solidification of SPOD's as this factors into major end to end planning for rotational forces. RAF units develop PSA requirements for the selected ports, conduct site surveys, and contract life support for soldiers sleep areas. As ports are changed planning efforts must execute an audible for the newly aligned SPOD. Having no change eliminates the new requirement of developing courses of action (COA) for a successful operation. Lastly, the authorization of DIRLAUTH between deploying organizations and EUCOM representatives should only be executed on a case-by-case basis or for hasty decision-making requirements. Although this has been approved by FORSCOM all dialogue should be formalized and routed through the task organization for shared understanding and awareness. This eliminates confusion, deviation of any plans solidified by all parties and maintains accountability for critical suspense dates.

Conclusion

As our Armed Forces continue to rapidly deploy into this theater we must adjust and continue to adapt for success. The EUCOM theater is a fluid Area of Operation but establishing systems and processes for everyone to follow is required. Although we have documents such as Time Phased Force Deployment Data Letter of Instruction (TPFDD LOI) this only outlines strategic planning for requesting lift capabilities and developing timelines. Developing an intra theater standing operating procedure or theater gateway to help facilitate changes and movement may be an emerging requirement. Our allies and partners depend on America's force to exercise interopera-

bility and strengthen bonds in a timely manner. A collaborative effort within the USAREUR-AF and 21st TSC organizations will help continue to accomplish this task moving forward. It's not a broken process, just not user friendly to deploying units.

About the Author:

CW3 Derrick Williams is currently assigned as the 1st Armored Division, Senior Mobility Officer at Fort Bliss, TX. He is a graduate of the Mobility Warrant Officer Advance Course at Fort Gregg-Adams, VA.

"It's not a broken process, just not user-friendly to deploying units."

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<https://www.europeafrica.army.mil/AtlanticResolve/>

ADVANCING ANALYTICS

Multi-Domain Technology Platform for Decision Making

Author: Chief Warrant Officer 2 Karen Carter

ADVANA: (Advancing Analytics) A multi-domain technology platform which offers military and business decision makers, analysts, and users at all levels access to enterprise data and reliable, in a secure environment.

The Chief Data and Artificial Intelligence Office (CDAO) is responsible for the functional and mission ownership of the Deputy Secretary of Defense (DepSecDef). The DepSecDef has initiated the Artificial Intelligence and Data Accelerator (ADA) program and is advocating for the availability of all Department of Defense (DoD) data on the Advana platform, particularly for advanced data analytics purposes and accessibility across the department. The DepSecDef has provided additional resources to com-

batant Commanders (CCMD), Joint Staff (JS), and Defense Logistics Agency (DLA) to help them create their initial analytical and information visualizations. Similarly, the Services and DLA have their own "community spaces" within Advana for storing and analyzing their portions of DoD data. The Army, on the other hand, is focusing on Vantage, an internal Army platform, for its data efforts. Nonetheless, a considerable amount of Army data is available on Advana.

Our Problem Statement: In the past, providing a comprehensive view of operations across an enterprise was difficult due to organizational barriers, fragmented data ownership, and outdated technological systems. However, given the current and future challenges that we face, it's crucial that we continue to modernize and improve the way we access and analyze data to make informed decisions.

The Mission: Advana supports

the National Defense Strategy and future requirements, such as the Army 2030 goals. This starts with the decisions made today by making data accessible across the DOD enterprise under a single platform.

The Vision: In the year 2024, we have moved beyond the traditional 3-domain fight of land, air, and sea. Instead, we are now preparing to fight in 5-domains, which include land, air, sea, cyber, and space. To achieve this, we need to change our decision-making behavior across the Department of Defense enterprise, using data and analytics to inform our strategies.

The U.S. Army is presently navigating a complex landscape, marked by possible changes in worldwide military capacities, emerging technologies, rising threats to the nation's security, and other challenges that place fresh demands on its core land force. Experts predict that by the year 2030, other nations will have positioned themselves to undermine the global security interests of the United

The screenshot shows the Advana website interface. At the top is a dark blue navigation bar with the 'ACQUISITION Office of the Assistant Secretary of Defense' logo on the left and menu items: 'Home', 'Initiatives', 'Organization', 'Divisions', 'Title 10 Reorg', and 'Partnerships'. Below the navigation bar is a large image of an aircraft carrier. The main content area is divided into three sections:

- Research & Reports:** This section features four report cards with icons and titles:
 - Performance of the Defense Acquisition System Series (2017-2023):** The annual PDAS reports use SAR data to examine Nunn-McCurdy breaches and cost growth of MDAPs: 2023, 2021, 2020, 2019, 2018, 2017.
 - Assessment of AoA Studies in the DoD as Compared to Best Practices (2021):** Report by Data Analytics assessing DoD implementation of the AoA process: time required to complete, recommendations to improve, etc.
 - A Feasibility Study on the Use of AI for Defense Acquisition Program Review (2020):** IDA study exploring specific examples of how AI can help Acquisition analysts be more effective in their predictions and efficient in their processes.
 - Evaluating and Predicting Contract Performance Using Machine Learning (2020):** Study by IDA assessing the feasibility of predicting program performance using text analytics and machine learning techniques on contract text data.
- Working Collaboratively:** This section is titled 'Acquisition Analytic Forum' and includes an icon of three people. The text states: 'This forum creates a culture that collectively shares industry analytics best practices to improve analytics and data literacy within the acquisition workforce. It brings together OUSD(A&S) and service component representatives to discuss analytics and ensure that the correct metrics are created and used to answer the strategic questions that informs the Analytics Framework and ultimately improve outcomes.'
- Training Opportunities:** This section is highlighted with a yellow border. It features the 'ADVANA' logo and text: 'Advana*, DoD's big data platform for advanced analytics, has numerous free training materials* and third party training resources for its various tools, as well as webinars and office hours*. Please reach out to the Advana Help Desk* and initiate a Help Desk Ticket to inquire about or request a training.' Below this, it lists 'Advana Access Request Guide', 'Databricks Training', and 'Databricks Academy'. At the bottom of this section, it says '*DoD network access only' and features the 'DAU Coursera' logo with a small 'DAU' logo next to it. The text below the logo reads: 'DAU is teaming up with the world's largest provider of massive online open courses to extend the reach of its DoD workforce training with online DoD-Coursera programs. Relevant courses include Data Science, covering Programming in R, Practical Machine Learning, Statistical Inference, and more.'

ADVANA: Training and frequently asked questions and answers.

ADVANCING ANALYTICS

Multi-Domain Technology Platform for Decision Making

States. As such, the Army of the future must be properly staffed, trained, and equipped to prioritize readiness for large-scale combat operations (LSCO).

Readiness: Advana's 13 domains provide support to users of all skill levels in national defense, helping warfighters accomplish their missions. Some examples of the domains commonly used is the Logistics and Readiness option, which offers global force management capabilities. In the tab shown above (Favorites Tab) I've saved majority of the applications I would use as a transportation officer. Some of the applications allows you to gain insights into weapon system parts backorders, customer wait times, TC-AMIS data, in-transit visibility of cargo, Global Air Transportation Execution System, and more. Retrieving this data impacts capability and logistics effectiveness across the services benefiting communication from the same platform from the tactical to strategic level.

Planning Tools / Training Exercises: Although ADVANA is a joint system and accessible to all DOD enterprise. Being in the Army we can practice shaping the Army 2030 goals by introducing systems such as Vantage & Mercury. The Army plans and executes deployments by leveraging artificial intelligence (AI) and machine learning (ML) capabilities to turn insights into actions quickly and effectively. <https://cascom.army.mil/asrp/sust-est.html>

Army Vantage connects and draws data from new and legacy systems, regardless of the form or scale, providing a comprehensive operational picture. Reinventing Modern deployment, by Streamlining Operations, Vantage, enables the configuration of end-to-end operational applications to streamline the outload of forces, making the deployment process more efficient with real personnel and equipment retrieved by Unit Identification Code (UIC). <https://www.eis.army.mil/>

[sites/default/files/2020-12/PEO%20VANTAGE_EC_Fact%20Sheet_FINAL.pdf](https://cascom.army.mil/sites/default/files/2020-12/PEO%20VANTAGE_EC_Fact%20Sheet_FINAL.pdf)

Mercury is designed to assist logistics planners in quickly determining their supply requirements using the CASCOM Planning Data Branch's Planning Factors. Streamlined Planning: It supports operations typically associated with multi-phase operation plans (OPLAN) and operation orders (OPORD), helping to create more accurate and efficient logistics plans. Data-Driven Decisions: By providing access to relevant planning data, Mercury enables the Army to make informed decisions based on current and projected needs. [Mercury \(army.mil\)](https://www.army.mil)

Advana, Mercury & Vantage, serves as a critical tool in the Army's logistics planning arsenal. It provides a quick and secure way to estimate supply needs, ensuring successful deployment execution. Units can use Advana for briefing purposes such as Initial Progress Reviews (IPRs), Military Decision-Making Process (MDMP), Joint Warfighting Assessments, and Force Flow conferences. During exercises like Pacific Pathways, the focus would be on evaluating joint warfighting capabilities and integrating new technologies. Soldiers can use Advana, Vantage, or Mercury to minimize errors when requesting BBPCTs, calculate rail cars, number of pallets, submitting TMRs for MHEs, and updating Unit Deployment Lists (UDL) and Organizational Equipment Lists (OEL). This innovative system offers soldiers an opportunity to be exposed to new technologies and improve their joint warfighting capabilities.

Sustainment: By using ADVANA, early deployment planning and collaboration can be achieved with near-real-time accurate information, with Air Military Command

(AMC), Military Sealift Command (MSC), Installation Transportation Office (ITO), Port Support Agency (PSA) and the deploying unit. On the Available to Load Date (ALD), all DOD enterprises using ADVANA can ensure that equipment is loaded onto strategic lifts effectively, reducing friction and ensuring a smooth transition to the success of military deployment and redeployment. Armed with the capabilities provided by Advana, in the time it would have usually taken a staff officer to build a PowerPoint slide deck, and logisticians can develop a base operating support-integrator application and working groups to discuss or develop sustainment plans.

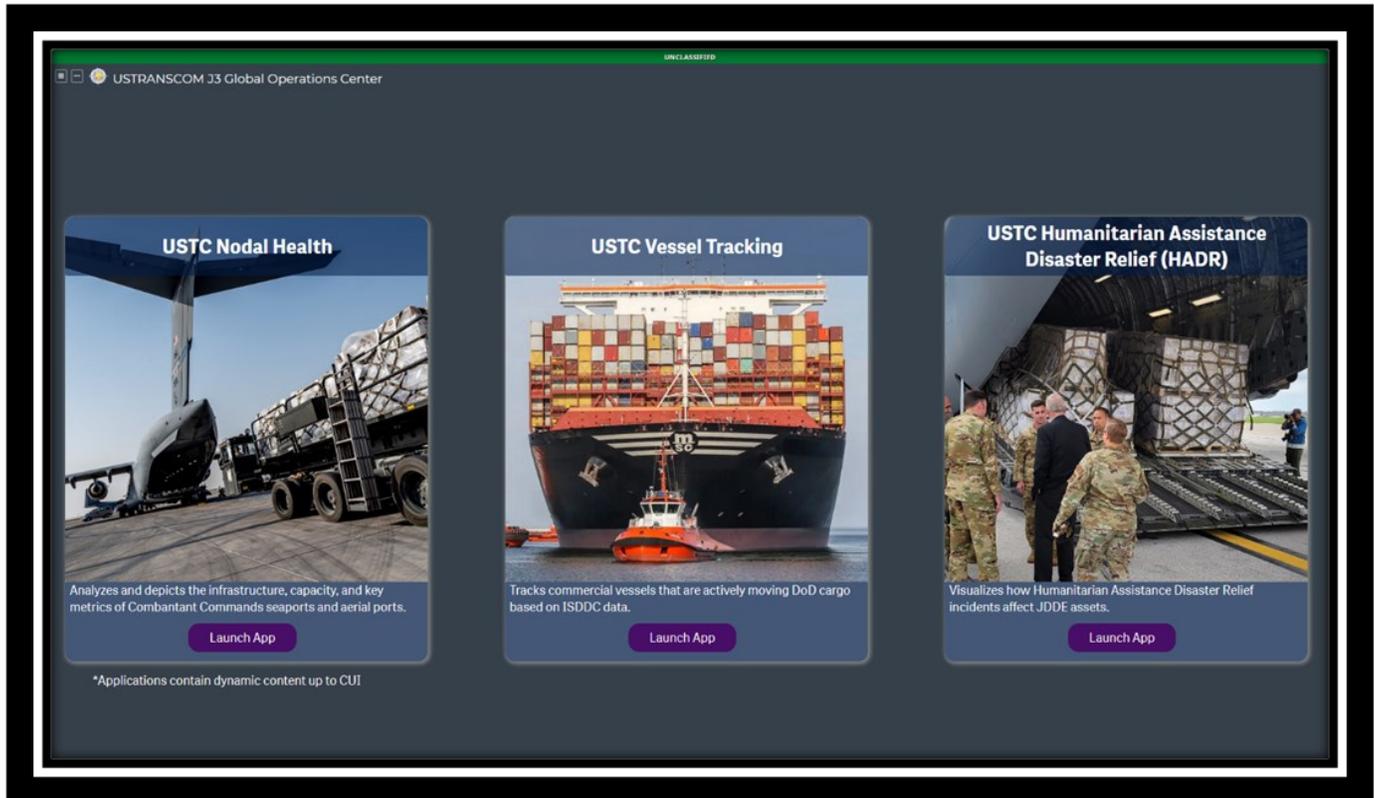
USTRANSCOM GLOBAL Operations Center

The Global Operations Center is a highly useful digital platform designed to help users navigate to the USTRANSCOM Home page and access a variety of applications that can assist them in their operations. The applications available on this platform include Nodes, Vessel Tracking, and Humanitarian Assistance Disaster Relief, among others.

The information provided on this platform is constantly updated and meticulously curated to ensure that all data is accurate and relevant for users. Moreover, all the information is classified as "controlled unclassified," meaning that it can be accessed by authorized personnel without compromising any sensitive information. Whether you're a military professional, a humanitarian worker, or someone who needs to track vessels for commercial purposes, the Global Operations Center is an invaluable tool that can help you accomplish your goals more efficiently and effectively.

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Multi-Domain Technology Platform for Decision Making



The USTRANSCOM J3 Global Operations Center homepage to the three applications, Nodal Health, Vessel Tracking, and Humanitarian Assistance Disaster Relief (HADR).

Nodal Health is an invaluable tool that evaluates and displays significant infrastructure, capacity, and metrics of seaports and aerial ports of combatant commands. It helps to procure information regarding a port's capacity and compare it with other ports. This tool supports strategic planning by sourcing data from GATES, which helps strategize and understand what's currently staged at the port. It also communicates with CMOS, which provides better visibility for onward movements, particularly when the cargo's onward movement has different final destinations.

Vessel Tracking application image above is a demonstration of how to effectively filter information. By filtering for the port of embarkation, which in this case is Baltimore, the current location of a specific

vessel can be pinpointed. The page conveniently displays the data source and timestamp of the most recent update in the top right corner, and provides you choke points depicted in amber circles. It provides up-to-date information on three vessels that departed from Baltimore, including their last reported status, international maritime organization (IMO) and estimated time of arrival (ETA). For additional cargo details, you can refer to the bottom left corner where you'll find the transportation control number (TCN), vessel name, service receiving the cargo, supply class, and a description of the cargo. Sensitive details of ship or cargo are depicted in ADVANA SIPR or JWICS.

Humanitarian Assistance Disaster Relief (HADR) app visualizes how events related to disaster relief and humanitarian assistance can

affect the assets of the Joint Deployment and Distribution Enterprise (JDDE). The app receives real-time data feeds from various sources, such as satellite-based observations, ground-based measurements, and the Federal Emergency Management Agency (FEMA). This app is useful for contingency planning, multiple ongoing movements, and logisticians can provide commanders with information that updates every hour.

Advana utilizes a networked architecture that connects all vehicles and personnel in real-time, facilitating seamless communication and coordination between different units. This enhances situational awareness and enables rapid response to changing circumstances. Advana's design is customer-centric, meaning that products are developed based on customer input at all levels of the organization to meet their business and mission needs.

ADVANCING ANALYTICS

Multi-Domain Technology Platform for Decision Making

Recommendation: Knowledge Manager Applications

Armed with the right tools and strategies, our primary responsibility as subject matter experts in logistics are to create opportunities for three types of interactions: People to People (P2P), People to Systems (P2S), and Systems to Systems to People (S2S2P) *_TR 10-5/10-5-1Policy*.

P2P involves connecting individuals around meaningful content to facilitate constructive conversations that can lead to situational understanding, increased learning, effective teamwork, and organizational success. P2S refers to the interaction between individuals and online repositories, such as Advana, Vantage and Mercury. S2S2P involves the use of dashboards or common operating pictures to help decision-makers see data and information from authoritative sources and improve their decision-making abilities. Advana/Mercury/Vantage systems can also be very useful for onboarding new Soldiers and Officers. Instead of overwhelming them during the initial weeks, providing access to knowledge tools can help them

learn useful information at any time. Moreover, providing access to highly relevant answers at the right time can help the unit spend less time on information retrieval and more time on activities that drive the deployment or exercise.

As we look ahead to 2030, ADVANA will play a crucial role in shaping the future of the armed forces with a groundbreaking concept that leverages advanced autonomous vehicles, networked architecture, and cutting-edge technologies to redefine the capabilities of the Army. By providing a platform that enables data to be widely accessible, understandable, and usable across the DOD enterprise, Advana empowers us to make the most of the insights that data can provide. This ensures that we are well-equipped to tackle the complex challenges we face and to continue to maintain our national security.

About the Author:

CW2 Karen Carter is currently assigned as the Mobility Officer in Manama, Bahrain. She was a branch transfer from the Quartermaster Corps in 2020, into the Transportation Corps. CW2 Carter, is a graduate of the Mobility Warrant Officer Advance Course at Fort Gregg-Adams, VA.

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Example of a Community Space - <https://pegasus.data.mil/#/>
Joint Staff J4 Advana Training - <https://intelshare.intelink.gov/sites/ADAOPLOG/layouts/15/start.aspx#/Training>
Army Financial Management Community Space - <https://ares.data.mil/#/>
ADVANA (Open) Check out SCALE – DLA’s fuel COP - <https://qlik.advana.data.mil/hub/stream/c9483e2e-da86-4c92-aad9-7adc30285658>
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OPERATION PATHWAYS

Challenges and Presence in the Pacific

*Author: Chief Warrant Officer 2
Kiara Shishido*

The Department of Defense is being forced to reevaluate its presence globally due to the intensifying near peer threats, yet the needs of operations surrounding INDOPACOM and USARPAC objectives have not been matched by finance. Supplementary challenges emerge in the INDOPACOM area of operation as the paradigm evolves from theater conflict and presence in CENTCOM to EU-COM and from counterinsurgency (COIN) operations in 2018 to large-scale combat operations (LSCO). Operation Pathways is an umbrella of operations that build the readiness at multiple echelons and demonstrates in a tangible, meaningful way the U.S. commitment to the region through a series of army-to-army, joint, bilateral, and multilateral exercises. Army forces deployed are a vital joint force component to maintaining stability and security in the Pacific.

The large Pacific area of operations presents difficulties for the projection of power and operational mobility of a ground force west of the International Date Line (IDL) due to its significant marine topography, abundance of islands, and island chains. In several of the Pacific's subregions, INDOPACOM is underfunded and lacks agreements regarding permanent basing and status of forces. A difficulty INDOPACOM is facing is the planning of strategic lift, synchronization, and execution of the Pathways concept as the Joint Exercise Life Cycle (JELC) in specific country-focused exercises does not align. The planning challenge is intensified by a funding structure that does not support multiple or concurrent operations for the entirety of the year. This limits permanent presence in line with the COCOM as funding is allocated incrementally by and to individual



Transportation Documentation Specialist, verifies container equipment of-
load on Pearl Harbor, Hawai'i. (Photo Credit: Alison Martinez)

exercises. Services benefit from pathways due to war fighting concept refinement and incorporation of Multi-Domain Operations (MDO) (Judson, 2021).

Background:

Pacific Pathways began in 2014 as a method to train with foreign militaries during expeditionary style deployments to support Pacific led initiatives and posturing (South, 2023). Each deployed task force provides continuity and unity of a strategic message during its deployment, and an additional capability and flexibility to the INDOPACOM commander to respond to contingencies within theater (Judson, 2021). Initially, it entailed elements of Brigades and below, currently Operation Pathways forecasts Corps/Division HQ (TAC), BDE (+/-), BN (+/-), and multiple companies and sustainment entities moving forward parallel to LSCO initiatives. USARPAC currently projects presence in one country up to 9

months, further stimulating the initiatives. Needless to say, it has grown exponentially.

Pathways requires forces in over 30 exercises, multiple Joint Pacific Multinational Readiness Center (JPMRC) in both Hawaii and Alaska across all USARPAC units. Army to army, bilateral and multilateral training take place in the following countries: Japan, Korea, Palau, Philippines, Thailand, Papua New Guinea, India, Indonesia, Brunei, Bangladesh, Singapore, Malaysia, Norway, Australia, Maldives, etc. Its readiness is complementary to and is not replicated by Army and joint combat training centers (CTCs). It creates the opportunity to establish joint task forces (JTFs) to command, control, and sustain land forces. This concept accommodates certification of these JTFs, which are presented with complex, real-world challenges that cannot be replicated at training venues in any other setting.

OPERATION PATHWAYS

Challenges and Presence in the Pacific

Needs/Costs:

Army forces must utilize multi-modal transportation and communications systems and specialized skill sets and exercise strong synchronized leadership at all levels of command to employ and sustain forces at distances spanning half the globe. For various singular exercises liner requests are submitted to Surface Deployment and Distribution Command (SDDC) for sourcing based on cargo type and density. These countries are unique and unconventional requiring special sourcing based on the route and location of the cargo's destination, which generate expensive shipments. Unintended consequences arise when one considers the multiple country-specific planning conferences that define and refine training aims and objectives in relation to the planning horizons and time constraints required for an operation, not in line with the sourcing of strategic lift (Brooks, 2023).

A stellar example for aggregation is that four exercises may be

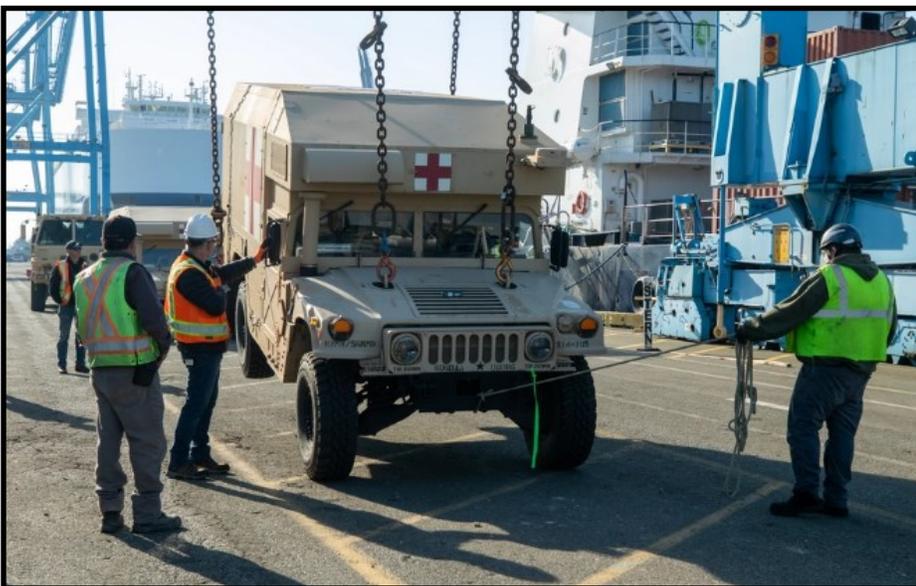
grouped under one vessel uploading in January, yet two of four exercise JELC events have not taken place, making it exceedingly problematic to develop cargo requirements prior to upload, which can be four months prior to execution. At this point in time, units are uploading for exercises where objectives have not been defined. Larger exercises and exercises that take place at comparable times are combined to upload, deploy, and redeploy cargo under a single strategic vessel to optimize strategic vessels and costs. Because cargo will be removed from the footprint for a period of 6 months or greater, it could cause maintenance issues and lead to assets becoming non mission capable; this disadvantages leader possessing combat power and pacing items. Upwards of \$30 million apiece, INDOPACOM aims to employ two to four RORO/LOLO vessels annually based on funding, but only covers approximately eight to 10 exercises. Considering financial constraints and complexity, it becomes more economical to maximize the lift of two

to four vessels throughout the course of a year by grouping activities that typically include greater amounts of cargo and liner options for smaller requirements.

Average costs of an LSV are approximately \$26K a day, average cost of an OP Vessel is \$30 million for a rotation (cargo only), and an average cost of a JPMRC rotation is \$8 million. Lack of Army Watercraft (AWC) availability causes additional transportation requirements. Up to 15 exercises a year are liner movements and many of which become One Time Offers (OTO). In many cases, carriers require the purchase of the entire vessel to move cargo from point "A" to point "B", at times ranging \$6 million, one way transit fee. A great example is that a liner request from Alaska to Australia with a cargo density of 11 items is ~\$8 million due to unusual routes and fuel price. Many exercises require both vessels and AWC.

Solutions/Benefits:

Further operationalizing Pacific Deployment and Distribution Operations Center (PDDOC) with the ease and accessibility and proper prioritization of AWC. AWC consists of Landing Craft Utility (LCU) and Logistic Support Vessel (LSV). However, operations are augmented by Expeditionary Fast Transport (EPF), Offshore Supply Vessel (OSV), Maneuver Support Vessel (MSV). AWC utilization ICW support from the four component commands and assets focus on maintenance cycles and duration. These assets are used to move cargo and ammo across the theater however, AWC functionality is uncommon and require long periods throughout the year for maintenance support and upgrades, limiting capabilities and augmentation.



The 593rd Expeditionary Sustainment Command loading equipment at the Port of Tacoma, Mar. 19, 2024 for U.S. Army Pacific's Operation Pathways. (Photo Credit: SPC Derick Fennell)

OPERATION PATHWAYS

Challenges and Presence in the Pacific

JPMRC rotations provide realistic training opportunities that portray peer and near-peer threats for regional combat training center rotations in Hawaii and Alaska. JPMRC includes Marines, Navy and Air Force and serves as the region's premier CTC that strengthens defense relationships, fosters multinational interoperability, increases U.S. readiness and reinforces the unified regional land power network that supports INDO-PACOM. Scaling JPMRC and imbedding rotations in exercises, enable competition of various tasks and objectives to include training with partners and saves money where Rotational Training Units (RTU) can execute the same tasks forward in terrain we may soon experience.

Sail routes are identified and approved by the International Maritime Organization (IMO). Due to the cost of unconventional routes, fuel prices, carrier availability, and authorized flagged vessels, identification of efficient routes to the Pacific subregions would enable economical shipments and presence. DOD and US-TRANSCOM should be working closely with IMO to expand routes.

Incorporation of Army Preposition Stocks (APS) and establishment of Enduring Equipment Sets (EES) may save some costs where only organic aggregation of cargo is needed. APS is intended to have specific equipment in strategic locations in the event of a crisis. Using these assets frequently vice reaction to a crisis, will further prepare the military and agencies for future conflicts. EES are meant to be the initial assets on ground or at an ISB to sustain operations without (or minimum) cargo shipment. No ISBs have been established due to the dynamics of small island chains, storage capabilities, and lack of permanent presence for sustainability of cargo ICW costs.

Conclusion

Continuous presence in the Pacific yields true readiness to deploy and operate in a time of crisis. The ramifications of lack in funding include impeding the ability to respond if the U.S. or regions of interest with resources and allies are targeted. To respond appropriately to near-peer threats, it is imperative to have the right amount of credible and effective fighting power, forces forward, and geographical placement. Funding constraints make strategic coordination difficult in addition to the incapacity to sustain fighting strength. To train innovatively, we must use the framework

and funding of existing security cooperation exercises and tie them together in time and geography.

About the Author:

CW2 Kiara Shishido is currently assigned to the G4 CTO, I CORPS in Joint Base Lewis McChord, WA. She is a graduate of the Mobility Warrant Officer Advance Course at Fort Gregg-Adams, VA. CW2 Shishido, also holds a Bachelor of Science from Columbia Southern University.

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TRAINING WITH INDUSTRY

Virginia International Gateway

Author: Sergeant First Class Aaron E. Bailey

The Army Training with Industry (TWI) program is a competitive broadening assignment that allows selected military personnel to gain valuable experience by working with leading civilian industry partners in their career fields. The program is designed to expose Army personnel to best practices, innovative techniques, and the latest advancements in their respective fields by embedding them within prominent organizations outside the military.

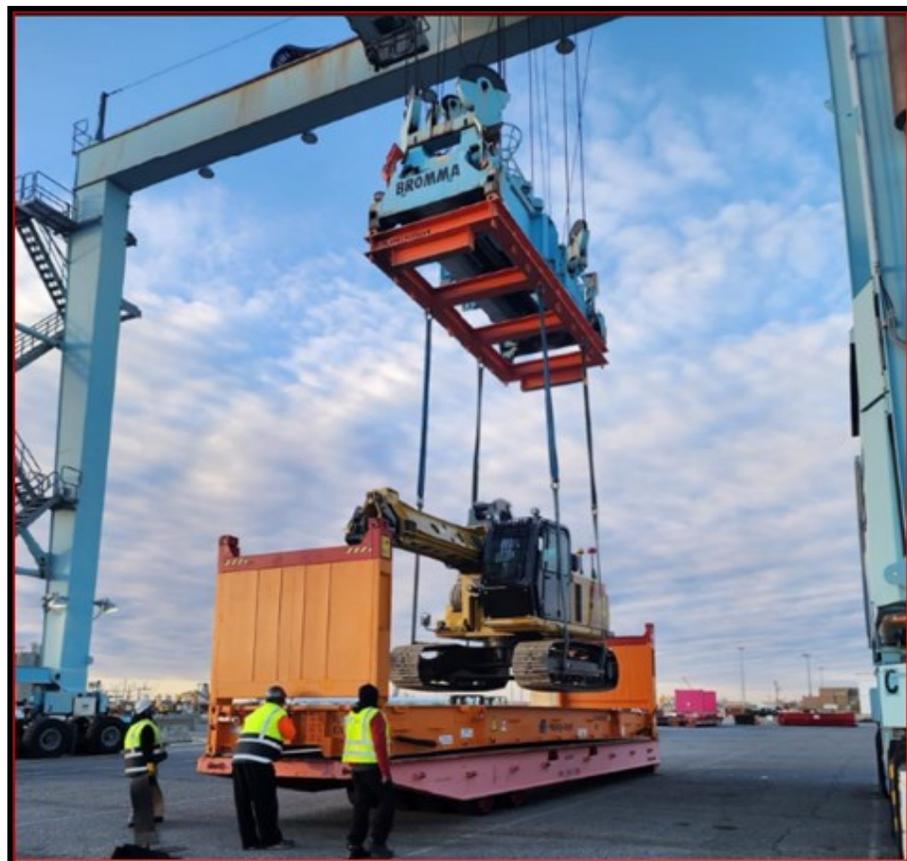
The TWI assignment with the Port of Virginia provides senior Army Transportation NCOs (typically 88Hs) with an in-depth understanding of the port's cargo operations, the maritime industry, and the complexities of managing a major cargo terminal. The se-

lected individual serves as an Assistant Operations Manager (AOM) within the Cargo Freight Station (CFS) at the Norfolk International Terminal (NIT).

The role of an AOM at the Port of Virginia, particularly within the CFS/Out of Gauge (OOG) division is to supervise the throughput and handling of all breakbulk freight that is not containerized and/or modified containers. This includes vehicles, machinery, boats/yachts, open-top containers, and any other freight that requires special rigging to safely transport. As one of the busiest ports in the nation (according to the Bureau of Transportation Statistics), this requires a deep understanding of cargo handling, logistics planning, and ensuring compliance

with the International Longshore-

“The TWI assignment with the Port of Virginia provides senior Army Transportation NCOs...with an in-depth understanding of the port’s cargo operations, the maritime industry, and the complexities of managing a major cargo terminal.”



men Association (ILA) master contract, making it a beneficial accessorial component of using the POV for shipping needs.

For me, this assignment has been an eye-opening experience and an opportunity for networking for life after my military service. I have learned about the industry from the people I have encountered thus far during my time with the POV. I have been thoroughly impressed with the efficiency and unconventional cargo handling techniques that I have seen the men and women of the ILA utilize to handle freight within the CFS. I have trained at three of the six terminals within the POV, Norfolk International Terminal (NIT), Newport News Marine Terminal (NNMT), and the Virginia International Gateway (VIG) in Portsmouth, VA. Within each terminal, I have seen different cargo han-

TRAINING WITH INDUSTRIES

Virginia International Gateway



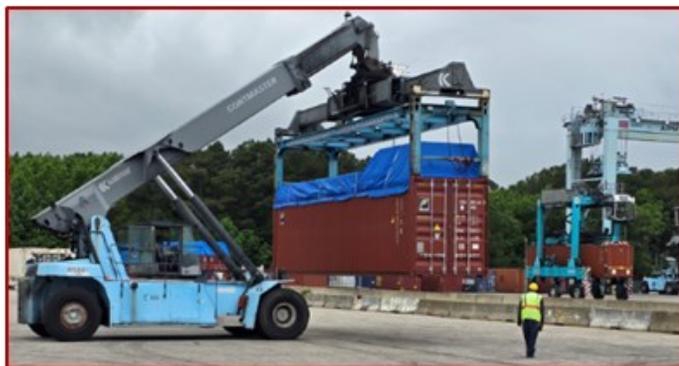
Port of Virginia cargo handlers unloading equipment from a trailer. (Photo Credit: SFC Aaron Bailey)

dling techniques and equipment that I believe the Army can integrate within its cargo operations to increase expediency and efficiency.

This assignment has also been rewarding by allowing me to continue with my self-development as I have completed multiple courses toward my graduate degree. The precious commodity of time to train and continue other self-development goals during this assignment is like no other assignment I have served within my 14 years of service. Any individual selected for this assignment should take full advantage of

this assignment and aggressively pursue their personal and professional goals while on this assignment; this will make the US Army, the Transportation Corps, and yourself better.

About the Author: SFC Aaron E. Bailey, is currently in the Training with Industry Program, with the Virginia International Gateway in Portsmouth, VA. He is a graduate of the Senior Leaders Course. SFC Bailey, holds a Bachelor of Business Administration from Saint Leo University in Florida.



Port of Virginia cargo handlers moving containerized loads. (Photo Credit: SFC Aaron Bailey)

ANNOUNCEMENTS

RAIL TRAINING SUPPORT PACKAGE

CAREER NEWS

RAIL TRAINING SUPPORT PACKAGE

Army Sustainment Resource Portal



[Link to Rail Training Support Package:](#)

[Army Sustainment Resource Portal \(ASRP\) - Unit Rail Team TSP](#)

Lesson 1

Conduct Rail Load Operations

Lesson 2

Conduct Rail Off-Load Operations

Lesson 3

Rail Load Team Assessment and Certification

Lesson 4

Rail Off-Load Team Assessment and Certification

Lesson 5

Rail Safety Training and Certification

Resources

Sample Unit SOP
Rail Publications
Briefings
And more

CAREER NEWS

Transportation Colonel Selection Board Results

John R. Abella	Maria M. Gregory	Christopher J. Masson	Jermon D. Tillman
Melinda J. Acuna	Michael A. Hallinan	Eric S. Mccall	Christopher J. Urynowicz
Michael E. Ashton	Dennis L. Han	Tyler D. Olsen	Carey E. Way
Aaron S. Brown	Stacy L. King	Timothy N. Page	Mark J. Winker
Andrew S. Carpenter	Joel M. Machak	Matthew C. Rivera	
Antonio C. Coffey	Harry Mars	Grant T. Thimsen	

CAREER NEWS

Transportation Lieutenant Colonel Selection Board Results

Matthew D. Boersema	Ryan T. Donaldson	Jason W. Jones	Michael Strickland
Adam M. Bolliger	Gretchen D. Gaskins	Christopher Q. Kearney	Fredrick D. Teeter
Cory R. Carter	Kevin F. Gibbons	Travis J. Michelena	Tiffany Thrower
Thomas Carter	Nathan J. Gilden	Zachary S. Miller	Christopher Vesce
Samuel P. Clarke	David G. Hamilton	Joseph W. Pittard	Otto J. Vindekilde
Jeremy G. Coates	Carl P. Hartman	Guy E. Reynolds	Hannah K. Williams
Brendan T. Collins	Philip A. Hickman	Jairus B. Roberts	Joshua H. Wilson
Craig A. Devito	Albert Johnson	Kenneth A. Slaton	Thaddeus Wilson
Nicholas G. Doms	Brian M. Johnson	Jamaal D. Smart	Christopher Zimmer

U.S. ARMY TRANSPORTATION MUSEUM

History in Action for the Transportation Corps

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.

As the museum staff looks to planning for the coming year ahead, we'd like to highlight some of the successes the museum had in from April 2023 through May 2024.



Museum hosted 62,985 visitors, executing our primary mission of sharing the Transportation and Army story. The museum's Facebook reach for this period was 2,279,065. Conducted 810 instructor contact hours conducting 110 educational programs at the museum and in the galleries in support of history and heritage training for 22 Military Occupational Specialties for both Transportation and Aviation Advanced Individual Training, Logistics Officer Basic Course and Foreign military Captains attending the U.S. Army Logistics Officer Advanced Course.

The museum's COL Clos Transportation Corps Regimental Room hosted 229 events, serving as the premier location on Fort Eustis for Changes of Command/Responsibilities, promotions, retirements, or other senior VIP events.

Museum installed three temporary exhibits themed to support museum special events.

One installed in the COL Clos Regimental Room was in support of the WW1 film by Sabaton, which was shown twice at the museum. A second exhibit in our temporary gallery display case highlighted holiday themed items from the Transportation rail collection in conjunction with the non-profit hosted SGT Santa train event, which saw over 2000 visitors to the museum over the event weekend. The final exhibit was focused on the history of the types of training offered by the Maritime and Intermodal Training Department (MITD), the portion of the Transportation School still located on Fort Eustis.

Our collection remains steady with just over 7,600 artifacts, of which 138 are vehicles on display between Fort Eustis and Fort Gregg-Adams. We had two restored vehicles returned to the museum. The first was the OIF up armored M915 tractor, which is now on display in the museum's truck pavilion. The second was the Super DUKW test vehicle which is now on display at the Transportation Pavilion located at Fort Gregg-Adams. Both these restoration were funded by donations from the Army Transportation Museum Foundation. The museum ambulance car is still undergoing restoration in South Carolina and upon return will be returned to the Maritime and Intermodal Training Department (MITD) in support of their training mission.



We are continuing to make our art and photograph collections virtually accessible to the field through our museum SharePoint page - <https://armyeitaas.sharepoint-mil.us/sites/TR-SCoE-AME/SitePages/USA-Transportation-Museum.aspx>

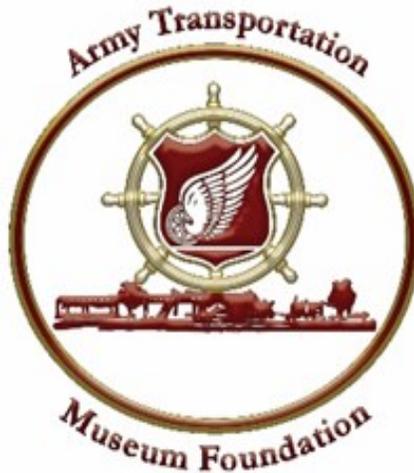
Feel free to visit our online sites:

Official museum webpage – <https://transportation.army.mil/museum/>

Facebook page here – <https://www.facebook.com/USARMYTransportationMuseum>



ATMF ANNOUNCEMENT



The Army Transportation Museum Foundation (ATMF) was established in 1970 as a 501(c)(3) nonprofit organization to support the U.S. Army Transportation Museum. Since that first success, the ATMF has been the museum's primary supporter, focused on its core purpose to preserve historical artifacts and celebrate the rich legacy and culture of the Transportation Corps.

The ATMF collaborates closely with the museum to design and plan exhibits, both new and updates to existing ones. Donations play a crucial role in acquiring and restoring artifacts, creating engaging displays, and enhancing the museum grounds.

The ATMF raises funds through a variety of means: membership, gift shop proceeds, raffles and an annual golf tournament.

Mark your calendars for the Annual COL Joe Botts Memorial Golf Tournament, scheduled for Saturday, September 7, 2024. This event promises camaraderie and fun. Sponsorship and registration are open. For more details, visit <https://www.atmfoundation.org/golf-tournament>.

Donors become lifetime members of the ATMF after contributing a cumulative amount of \$100. Active members (those who've donated in the last 5 calendar years) receive a yearly newsletter, a calendar, and recognition on the digital display in the museum lobby.

In 2023, the ATMF funded several crucial projects for the museum:



M915A4 Line Haul Tractor Refurbishment: Bringing military history back to life.

Digitization Suite: Enhancing the museum's ability to preserve and share historical records.

Audio-Visual Equipment Upgrade: Improving the auditorium experience for ceremonies and events.

Mast/Flag Pole Restoration: Boosting the aesthetic of the museum entrance.

Office-area Window Decals: Transporting the museum to the exterior façade.

The ATMF Gift Shop, located in the museum lobby, offers a wide array of Transportation-themed swag for those who want to show their pride and support for the Transportation Corps.

For additional information about ATMF, please visit <https://www.atmfoundation.org> or email atmfoundation@gmail.com.

TCRA ANNOUNCEMENT



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

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

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

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

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

About TCRA

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

About AUSA

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

CONNECT WITH TRANSPORTATION

Transportation Corps Links and Resources



Chief of Transportation: <https://www.facebook.com/Chiefoftransportation/>

Regimental Command Sergeant Major: <https://www.facebook.com/TCCSM/>

Regimental Chief Warrant Officer: <https://www.facebook.com/tcregimentalwo>

U.S. Army Transportation Corps: <https://www.facebook.com/OfficialUSArmyTransportationCorps>

U.S. Army Transportation Corps: <https://www.instagram.com/u.s.armytransportationcorps/>

U.S. Army Transportation Corps: <https://www.linkedin.com/company/us-army-transportation-corps/>



Deployer's Toolbox (DPMO):

<https://armyeitaas.sharepoint-mil.us/sites/TR-SCoE-DPMO/SitePages/Deployment-Process-Modernization-Office.aspx>

United States Army Transportation School

<https://transportation.army.mil/>

Transportation Corps Spearhead Newsletter

https://transportation.army.mil/New_Resources/spearhead.html

Unit Training Assistance Program for Driver Training

<https://utap.army.mil/Account/welcome>

Transportation School Contacts

https://transportation.army.mil/contact_us.html

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

- 4th QTR FY24, Wednesday, 25 September 1100 EST
- 1st QTR FY25, Wednesday, 20 November 1100 EST
- 2nd QTR FY25, Wednesday, 19 March 1100 EST
- 3rd QTR FY25, Wednesday, 25 June 1100 EST
- 4th QTR FY25, Wednesday, 17 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

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 two soldiers in silhouette against a warm, golden sunset sky. They are wearing helmets and carrying equipment, with a rifle visible on the right. The background shows a hazy landscape with mountains and a building. The text "BE ALL YOU CAN BE." is overlaid in a bold, yellow, sans-serif font.

**BE ALL
YOU
CAN BE.**

