SPRING 2025

The Spearhead

Official Newsletter of the U.S. Army Transportation Corps & School

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25TH Infantry Division

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Source front and back cover photos : DVIDS

From the desk of...

The 34th Chief of Transportation

As I approach my eleventh month as Chief of Transportation and Commandant of the U.S. Army Transportation School, my family and I remain deeply honored to serve the Army's Transportation Professionals. Building on the Transportation Corps' rich history and tradition of excellence, we are accelerating transformation and modernization efforts to ensure the Army remains the world's premier land force, capable of deploying, fighting, and winning in any environment. I am continually inspired by the dedication and talent of our Soldiers – the backbone of Army movement.

Our focus is adapting to the evolving operational landscape of Large-Scale Combat Operations (LSCO) and Multi-Domain Operations (MDO). We are aligning efforts with the CSA's Transformation In Contact (TiC), Deliberate Transformation, and Concept Driven Transformation time horizons, guided by Total Army Analysis (TAA) and Army Structure (ARSTRUC) outcomes. While transformation progresses, rest assured that all Transportation Military Occupational Specialties (MOSs) remain critical to future demands – the Transportation Corps leads the way for Sustainment Modernization.

The core competencies of transportation – distribution, ground movement, movement control, terminal operations, and maritime – will endure. However, how we execute these missions is undergoing a fundamental shift, evolving from a linear, centralized logistics model to a dynamic, multi-domain distribution network. We are prioritizing agility, redundancy, survivability, and effective operation in contested environments, minimizing reliance on fixed infrastructure and embracing technologies for independent, decentralized operations with precision and speed.

Human-Machine Integration (HMI) with Autonomy is key to this evolution. Autonomy isn't about replacing Soldiers; it's about augmenting their capabilities, extending their reach, and reducing risk. The Autonomous Transport Vehicle-System (ATV-S), initially implemented on the Palletized Load System (PLS), will be fielded to Division Composite Truck Companies over the next 18 months.

ATV-S offers scalable control, allowing Soldiers to transition between direct operation, remote monitoring, and mission assignment – maintaining critical human oversight and decision-making, and thickening our formations for extended endurance and reduced operator fatigue.

Vehicle modernization directly supports these evolving capabilities. The Common Tactical Truck (CTT) program represents a significant leap forward, consolidating legacy platforms into a standardized, modular design with seamless integration with systems like ATV-S, exportable power, enhanced cybersecurity, and improved fuel efficiency – potentially replacing generators. Beyond the CTT, we continue enhancing existing Tactical Wheeled Vehicles (TWVs) with predictive maintenance systems and onboard power generation and are exploring technologies like the Medium Modular Equipment Transport Trailer (M-METT).

We also recognize the critical role of our waterborne assets. Our Army Watercraft Strategy will build a resilient maritime capability, including a mixed fleet of crewed and uncrewed vessels, such as the Maneuver Support Vessel (Light) (MSV (L)), currently in production and designed for austere and contested environments.

> "Our focus is adapting to the evolving operational landscape of Large-Scale Combat Operations (LSCO) and Multi-Domain Operations (MDO)."

Finally, modernization extends beyond hardware. We are investing heavily in our people through simulation-based training, realistic immersive experiences, and continually updated Programs of Instruction. We are piloting instruction in NCOES on the philosophy of autonomy and its operational integration and actively seeking unit and leader feedback through the TC Connect series to ensure relevant training. Your insight, input, and feedback are essential. I encourage all to participate in our TC Connect and provide your lessons learned to our OCOT office.

In closing, Team Spearhead is committed to equipping our Soldiers with the tools and training they need to succeed. I am confident that, through our collective strength, creativity, and dedication, we will overcome challenges and deliver decisive logistics support to our nation's warfighters. "Nothing Happens Until Something Moves!" – and together, we will ensure that movement is swift, precise, and secure.

From the desk of...

The 16th Transportation Regimental Command Sergeant Major

Transporters,

I'm blessed each and every day to be part of a "TEAM" that is so dynamic. As we press forward into the future of growth and readiness, I want to reflect on significant accomplishments across our formation. These milestones demonstrate our commitment to Warfighting, Continuous Transformation, Delivering Ready Combat Formations, and Strengthening the Profession. They are a true reflection of the Army's enduring values, the strength of our noncommissioned officer corps, and the warrior spirit that drives each one of us.

From the CASCOM Best Warrior Competition to the announcement of the Army Command Sergeant Major/ Sergeant Major Centralized Selection List (CSL), the long-awaited release of the Mariner Badge, our new strategic partnerships through the Partnership for Your Service (PaYS) program, and Transportation Sustainment Week, our Corps continues to set the standard for excellence.

CASCOM Best Warrior Competition: Grit, Strength, and Ethos in Action

In that same spirit of excellence, I want to spotlight the recent CASCOM Best Warrior Competition where "OUR" Transporters showcased their physical endurance, tactical expertise, and mental resilience by completing 13 total events in four days. I'd like to recognize five outstanding competitors who truly embodied the Warrior Ethos:

- SFC Nicholas Russo: A Warrior whose knowledge, fieldcraft, and leadership under stress marked him as a top contender.
- SFC Makerita Luani: Demonstrated unmatched determination and tactical sharpness.
- SSG Brett Walker: A Signal Soldier with a tenacious attitude, embodying the creed to "never accept defeat."
- SSG Justin Kelly: With quiet professionalism, SSG Kelly led with discipline and technical precision.
- PFC Willie Tutt: A Soldier whose resilience and team-first mindset highlighted the strength of our junior enlisted ranks.

These competitors pushed themselves beyond their comfort zones, demonstrating what it means to live the Warrior Ethos: I will always place the mission first. I will never accept defeat. I will never quit. I will never leave a fallen comrade. Their conduct also gave life to the Soldier's Creed, particularly its assertion: "I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills." The Best Warrior Competition is more than a contest; it is a crucible where our values are tested and refined. Each participant represents the best of what it means to serve, directly contributing to a **ready combat formation** and honing **warfighting** skills.

Our Transporters, through competitions like these, continue to uphold a time-honored tradition: training, mentoring, and holding the line. The NCO Creed calls out to "competence is my watchword," which was clearly on display during every ruck march, land navigation challenge, and qualification range. These warriors not only competed, but they also inspired other transporters, fostering a culture of "TRUST."

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Congratulations to the Army CSM/ SGM CSL Selectees

First and foremost, congratulations to all those selected in the recent Army Command Sergeant Major/Sergeant Major Centralized Selection List. This list represents the Army's trust and confidence in those who will serve in key leadership roles at the highest levels of responsibility. Each of you has demonstrated sustained excellence, unmatched competence, and an unwavering commitment to "OUR" transporters and the mission.

Being selected for CSL is not simply about individual achievement but about the responsibility to lead, mentor, and

shape the Transportation Corps of tomorrow. It is a testament to the NCO Creed, particularly the charge to "I will fulfill my responsibilities inherent in that role." As senior noncommissioned officers, you are the standard-bearers. Your leadership influences not just the readiness of your units, but the character and professionalism of every Transporter you lead, actively Strengthening the Profession.

To those who did not find their name on the list this year – your efforts and dedication are not overlooked. Continue to lead with passion and integrity. The opportunity to lead at higher levels often comes with time and consistent excellence.

The Mariner Badge: Honoring Our Watercraft Warriors

We are also proud to celebrate the official approval and release of the Basic, Senior, and Master Mariner Badge, a long-anticipated recognition of the skill, sacrifice, and mission-critical role of our watercraft operators/engineers. This badge is a monumental step in honoring Soldiers in the Army's maritime community, many of whom have operated in austere environments around the globe – often with little visibility but with immense impact.

The Mariner Badge acknowledges the technical proficiency, seamanship, and operational knowledge required to command and operate Army vessels. These professionals uphold the Warrior Ethos every day, often under challenging conditions that require complete dedication to mission, crew, and cargo.

PaYS Program: New Era, Stronger Futures

Another exciting development this quarter is the successful introduction of the first 15 Active Duty, National Guard, and Army Reserve Soldiers into the PaYS (Partnership for Your Service) program. This marks a significant step forward in our commitment to support our Soldiers beyond the uniform, helping connect them with meaningful civilian careers after their service.

The PaYS program is not just a transition tool but a bridge between service and continued purpose. It reflects the Army's promise to prepare Soldiers not just for the battlefield, but for life. With over 1,000 partners across the nation, from Fortune 500 companies to local businesses, PaYS ensures that Soldiers who answer the call of duty also have a pathway to succeed in their next chapter.

"...I want to acknowledge the range of critical roles that each of you play in our Corps."

This initiative echoes the line from the Soldier's Creed: I stand ready to deploy, engage, and destroy the enemies of the United States of America. And when their time in uniform concludes, they'll be just as ready to build families, businesses, and communities.

Transportation Sustainment Week

On 5 May 2025, we will proudly recognize the winners during Transportation Sustainment Week, a time-honored gathering that celebrates the unmatched excellence, professionalism, and legacy of the Transportation Corps. To our soon-to-be-announced Distinguished Members of the Regiment (DMOR), Transportation Corps Hall of Fame Inductees, Large and Small Units of the Year, your operational readiness, innovation, and leadership will set a new bar. Your efforts remind us that unit-level success is built on trust, discipline, and shared commitment, which embody the very essence of our motto: "Nothing Happens Until Something Moves."

In closing, I want to acknowledge the range of critical roles that each of you play in our Corps. Whether you're a newly selected Sergeant Major stepping into a strategic leadership position, a Watercraft Operator or Watercraft Engineer navigating difficult waters, a Motor Transport Operator loading oversize loads, a Transportation Management Coordinator coordinating supplies by land, sea, and air, a Cargo Specialist loading and unloading trucks, ships, and aircraft, or a Railway Specialist providing rail network capability and infrastructure assessments, remember that you are a vital part of the Transportation "TEAM" – a team that values and appreciates your unique contributions. We recognize and respect your grit and the immense potential that each of you brings to the table, and we are committed to supporting your growth and success, both now and in the future.

Thank you "ALL" for what you have done, what you are doing, and most of all what you will do in the future.

16th RCSM

From the desk of...

The 8th Transportation Regimental Chief Warrant Officer

The Army is undergoing a significant transformation, and the Transportation Corps is at the forefront of this change. As the demand for Army watercraft continues to grow, the need for skilled Army Mariners has never been more pressing. To address this requirement, the Transportation Corps is introducing innovative solutions, including the creation of Army Composite Watercraft Companies (CWC) and an increased focus on Marine Deck Officers (880A) and Marine Engineering Officers (881A).

But that's not all - the Transportation Corps is also seeking talented individuals to join the ranks of the 882A Mobility Warrant Officer. As a Mobility Warrant Officer, you will play a critical role in planning, coordinating, and executing the movement of troops, equipment, and supplies. You will be responsible for analyzing transportation networks, identifying potential bottlenecks, and developing innovative solutions to ensure the seamless movement of Army assets. You will also have the opportunity to make a real impact on the battlefield, ensuring that the Army's forces are deployed quickly and efficiently.

Unlock Your Potential: Exciting Opportunities Ahead for the Transportation Community

In response to the growing need for Warrant Officers, the Army has implemented a Direct Commissioning program, allowing qualified Non-Commissioned Officers to be directly commissioned to Chief Warrant Officer 2. This program is designed to address the critical operational shortage of technical Warrant Officers, which has a significant impact on Army readiness. The Transportation Corps has been identified as one of the technical fields facing retention challenges, and the United States Army Transportation School (USATCS) has established criteria for the direct commissioning of senior Non-Commissioned Officers.

To be eligible for the program, applicants must meet specific requirements, including exceptional performance, completion of senior-level NCOES, and a bachelor's degree. The application process involves pre-screening, review by the Regimental Warrant Officer, and approval by the Chief of Transportation. This opportunity is not limited to Army personnel, as it is also open to other services and civilian mariners with similar skills.

For leaders who are looking for a new challenge and are passionate about making a difference, becoming an Army Warrant Officer could be an exciting and rewarding career path. With the Direct Commissioning program, the Transportation Corps is offering a unique opportunity for talented individuals to take their careers to the next level. Whether you're interested in serving as a Marine Deck Officer, Marine Engineering Officer, or Mobility Warrant Officer, the Transportation Corps has a place for you.

Imagine being part of a team that is responsible for moving the Army's most critical assets, from tanks and trucks to personnel and equipment. Imagine the sense of pride and satisfaction that comes from knowing that your work is making a real difference on the battlefield. As a Warrant Officer in the Transportation Corps, you will have the opportunity to lead, to innovate, and to make a lasting impact on the Army.

So why wait? If you're ready to unlock your potential and take your career to the next level, consider joining the Transportation Corps as a Warrant Officer. Contact CW4 Johnnett D. Razontejada, TC Warrant Officer Proponent/Career Development Officer, to learn more about the Direct Commissioning program and the exciting opportunities available in the Transportation Corps. Nothing Happens Until Something Moves!
SPEARHEAD!


SPEARHEAD OF LOGISTICS
From the desk

Training with Industry

Caterpillar's Partnership Helping Expand Warrant Officer Expertise

Author: CW3 Robert C. Chaney

The Training with Industry (TWI) program for Army Marine Engineering Warrant Officers (881A) consists of a 12-month tour with Caterpillar Inc. in Peoria, IL. Participants will engage firsthand in a unique learning experience that allows them to work alongside industry experts to gain insight into the diagnosis, troubleshooting, and repair of CAT equipment. The knowledge gained from this experience can help enhance a Marine Engineer's technical abilities as well as build confidence with the utilization of CAT engines and generators installed on Army Watercraft. Students also gain live access to the Caterpillar supply chain network, helping to develop an understanding of the complexities of acquiring proprietary parts, and the vast distribution to both CAT dealers and customers. This partnership helps bridge industry terms, understand parts shortages or supply-chain complications, and most importantly help develop multi-functional logisticians!

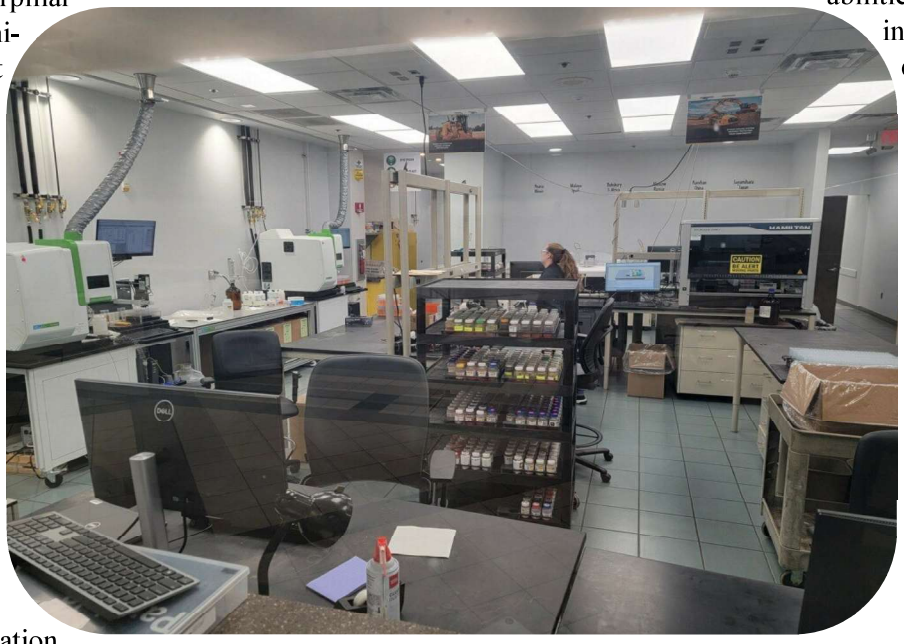
The TWI student will participate in a short indoctrination with Caterpillar Defense in Peoria, IL. The student liaison will schedule various tours of the Caterpillar facilities including: The Tech Center in Mossville, IL which is essential to new product development, or the foundry in Mapleton where factory workers cast engine blocks and components from locally sourced raw materials. An extensive tour of the Parts Distribution Center is available in Morton, IL which is the largest distribution facility in the CAT network. An optional yet extremely beneficial (short) tour of Building SS is also available, which allows the student to witness the assembly of medium and large track-type tractors.

The Warrant Officer will begin the journey through the 12-month TWI program by attending several certification courses at the Caterpillar Learning Center. These classes are coordinated by the student liaison and consist of but are not limited to: Master Mechanic, generator repair, electrical troubleshooting, hose making, and Caterpillar instructor training. The most notable benefit to

***Student Training**. Photo by: Caterpillar*

completing the certification courses offered at the learning center is that these courses are the same courses offered to Caterpillar dealers and technicians. They must complete the certification process for sales and distribution or troubleshooting and repair. This enables the Warrant Officer to network with CAT employees and gain industry knowledge and techniques to share with the Transportation Corps (TC) and the Army.

Once the certification courses are completed, the student will rotate through various Caterpillar facilities such as Fleet Condition Monitoring, Morton Parts Facility, Tech Center, and Caterpillar Defense Lifecycle Management Team. Typically, each rotation consists of three-month intervals and is selected based on the individual learner's needs or requirements. For example, a typical rotation for a Marine Engineer might consist of working with the Fleet Monitoring team in Houston Texas which uses real-time condition monitoring of marine equipment via algorithms, internet, and troubleshooting software to reduce equipment downtime through unscheduled maintenance or catastrophic failure. These efforts are essential to increasing operational readiness by reducing equipment downtime and decreasing spending on unscheduled maintenance. To aid in this process the Warrant Officer will conduct Scheduled Oil Sampling (SOS), which consists of collecting and analyzing oil samples in the CAT laboratory; or develop a remote technical diagnosis using the web-based Service Information System (SIS), a digital repository consisting of technical manuals and bulletins designed to aid the technician in diagnosing a repair and ordering the correct repair parts/ kits. After which the student learner will rotate to the Product Support and Logistics Division (PLSD) where he or she will collaborate with industry experts to fulfill the dealer's and technicians' repair orders. Through the use of the various Caterpillar parts management systems such as SAP, and Microsoft Power BI, the student will gain experience in research, procurement, and distribution of repair parts and kits from the largest supply hub in the organization (Morton, IL). The main objective of this process is to improve efficiencies in ordering and shipping by working through a Logistics Planning Analyst (LPA) to provide dealers with improved shipping dates, and accurate parts through the Caterpillar distribution network.



***Caterpillar Fuel Laboratory**. Photo by: Caterpillar*

The TWI program offers Marine Engineering Warrant Officers a great opportunity to expand their technical abilities, network with industry experts, and enhance their knowledge in parts procurement. Participants will have a thorough understanding of maintenance policies, standards, and procedures, returning to their unit as more capable and confident maintenance managers.

About the Author:

CW3 Robert C. Chaney is an 881A, Marine Engineering Officer, who completed TWI at Caterpillar, Inc. in Peoria, IL. CW3 Chaney has spent 20 years in the Army active component, and completed seven combat tours. He has a Master's Degree from Michigan State University in Supply Chain Management and is a certified Master Logistician.

Lifting Military and Commercial Vehicles

Author: Mr. Michael S. Bartosiak

Figure 1. *Photo provided by: SDDC*

For the United States to continue to defend democracy around the world it requires the ability to safely, efficiently, and economically deploy military equipment. While most military equipment will likely move on roll on/roll off (RORO) vessels, the ability to safely lift heavy and/or large military systems is still critical. These military systems are lifted onto trailers, railcars, and vessels. Even when Large Medium Speed RORO (LMSR) vessels are sourced for a deployment, tide or berth condition can result in not being able to use the vessel loading ramp and all the equipment must be lifted onto the vessel (Figure 1).

Figure 1. Example of Vessel Loading Ramp Not Aligning with Loading Dock

Surface Deployment and Distribution Command Transportation Engineering Agency (SDDCTEA) supports program offices developing military vehicles and systems to ensure they can be safely and economically transported. As part of this mission, SDDCTEA is the proponent of MIL-STD-209, Lift and Tiedown Provisions. This standard outlines criteria for the design and testing of the provisions to ensure all large and heavy military systems are equipped with the required lift and tiedown provisions that enables them to deploy safely at 'the speed of war'. One of the specific capabilities MIL-STD-209 governs is the safe crane lifting of wheeled systems to lift them onto trucks, trailers, railcars, or vessels. Testing is typically conducted using four equal length slings that converge at a single apex as shown in Figure 2.

Figure 2. Single Apex Crane Lift of a Bradley with MIL-STD-209 Lift Provisions

While SDDCTEA requires 209 lift provisions for all large and/or heavy military systems, a few program offices have waived the requirement for lift provisions and caused challenges in deployment. One system prioritized reducing weight to achieve C-130 transportability. Another program is a modified commercial system that had no structural area to install lift provisions. In both cases, the approved method for lifting these wheeled systems is to load and secure them on 40-foot flat racks. The systems are driven onto and subsequently chained down to the flat rack prior to lifting. The flat rack with the system is then

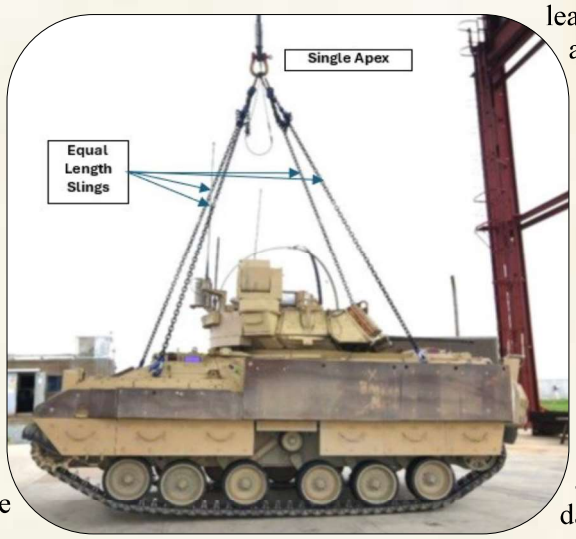


Figure 2. *Photo provided by: SDDC*

lifted by using ISO lifting lugs installed in each flat rack ISO corner fitting with slings that attach to lateral spreader bars as shown in Figure 2. Guidance can be found in SDDCTEA Modal Instruction (MI) 22 – Lifting Instructions for Sealift available for download at:

https://dod365.sharepoint-mil.us/sites/TRANSCOM-CG/homepage/USTRANSCOM.aspx

(requires a CAC and a DISA DoD365 J Guest account for access) or https://www.dodtechipedia.mil/dodwiki/display/TE/Transportability Engineering (requires CAC for access).

Figure 3. (next page) Military Systems without MIL-STD-209 Lift Provisions

Commercial vehicles and systems generally are not designed to be deployed by multiple transport modes and therefore do not have MIL-STD-209 lift provisions. When the military uses commercial vehicles and systems, it can create challenges on how to safely and efficiently lift them to support deployments. SDDCTEA recommends loading and securing these vehicles to 40-foot flat racks like Figure 3.

SDDCTEA has seen examples of leaders opting to use commercially available wheel nets to lift vehicles. SDDCTEA does not have test data that validates this method and cannot provide any official guidance to support safe lifting with wheel nets. Wheel nets are made from various fiber webbing and come in a variety of strengths and sizes. Various fibers have different properties that will vary the elasticity, sensitivity to temperature, sensitivity to ultraviolet light, resistance to chemicals, moisture absorption, and susceptibility to damage and wear.

SDDCTEA does not recommend nor provide official guidance on lifting wheeled systems with wheel nets (Figure 4). There are a myriad of issues with the use of wheel nets and could result in axle overloads and dangerous lifts the could result in potential injury and damage to equipment and infrastructure. Leaders that want to accept the risk of using wheel nets should consider many additional factors:

- Ensure vehicle brakes, suspension, tires, and axles are fully functioning and in good repair.
- Use appropriate lateral spreader bars in conjunction with wheel nets when lifting vehicles.

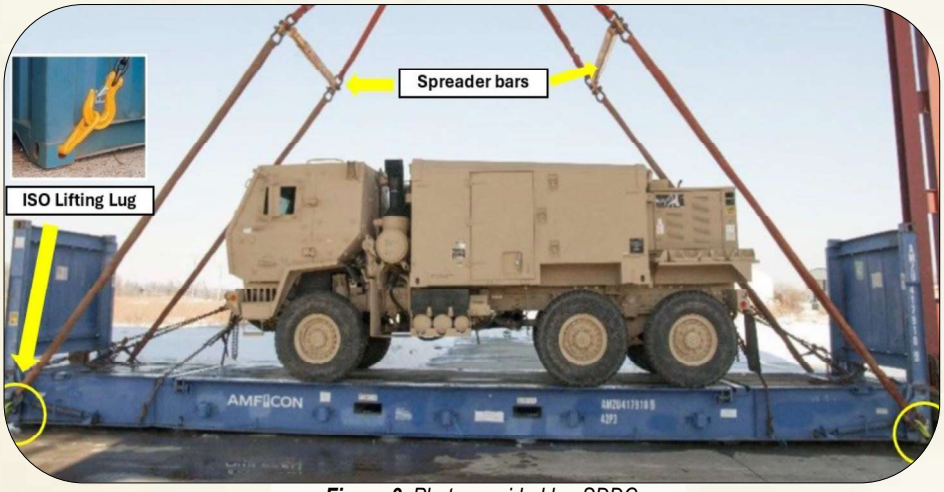


Figure 3. *Photo provided by: SDDC*

• If not using wheels nets on every vehicle axle, ensure the distributed/ concentrated axle weights do not exceed the working load limit of the wheel nets or the vehicle axles.

• Consider if environmental conditions (such as wind, rain, snow, ice, etc.) allow safe lift with wheel nets.

• Ensure a qualified crane lift operator approves the planned lift.

• Inspect wheel nets for damage or wear – do not use any net that requires repair or shows damage or wear.

• Periodically inspect wheel nets annually (at a minimum).

• Perform a static lift of the vehicle with wheel nets prior to moving/ rotating crane with the vehicle load to assess stability.

• Inform any unnecessary personnel to leave the lift area.

Figure 4. Example of Lifting with Wheel Nets

For additional guidance, consult the American Society of Mechanical Engineers B30.9 Sling Safety Standard for training of rigging practices. A qualified crane lift operator should always review the lift plan. The Occupational Safety and Health Administration guidance on Safe Sling Use (29 CFR 1910.184) states that a qualified person is one: "who by possession of a recognized degree or certificate of professional standing in an applicable field, or who, by extensive knowledge, training and experience has successfully demonstrated the ability to solve or resolve

Figure 4. *Photo provided by: SDDC*

problems relating to the subject matter and work." Lastly, if a leader determines the mission requires the risk of lifting a wheeled system with wheel nets, consult the wheel net manufacturer for proper use considerations, inspection criteria, and recommended storage requirements for the specific wheel nets being used.

SDDCTEA provides a series of Modal Instructions (MIs) helpful to use in the field to assist units deploy for a variety of transport modes:

• *MI 19* – Tiedown Instructions for Rail Movements

• *MI 20* – Tiedown Instructions for Truck Movements

• *MI 21* – Lifting and Tiedown Instructions for Helicopter Movements

• *MI 22* – Lifting and Lashing Instructions for Sealift

• *MI 23* – Tiedown Instructions for Containerized Movements (in development)

• *MI 24* – Vehicle Preparation Instructions for Airlift

These are available for download in pdf format or requests for hardcopy at:

https://dod365.sharepoint-mil.us/sites/TRANSCOM-CG/homepage/USTRANSCOM.aspx.

For any questions related to lifting and tying down

large and/or heavy military systems for deployments, reach out to us at: usarmy.scott.sddc.mbx.tea-dpe@mail.mil.

About the Author:

Mr. Michael S. Bartosiak serves as the Chief of Deployability Engineering of the Surface Deployment Distribution Command at Scott AFB, Illinois. Mr. Bartosiak has a Bachelor of Science Degree in Mechanical Engineering from the University of Florida.

Go Warrant!

Do you qualify?

880A/881A/882A

https://recruiting.army.mil/ISO/AWOR/

U.S. Army Europe and Africa Airlift Clearance Authority (USAREUR-AF ACA)

Author: CW3 Sidiq Aluqdah

The United States Army Europe and Africa Airlift Clearance Authority (USAREUR-AF ACA) serves as the single point manager for all channel air cargo exporting out of the European Command (EUCOM). The USAREUR-AF ACA mission is to challenge, control and validate all Army sponsored air eligible cargo exporting from EUCOM aerial ports. Based out of Ramstein Air Base, the USAREUR-AF ACA bridges the gap for Army cargo entering the channel air pipeline. Responsibilities also includes tracing actions, green sheet submission and port liaison support. Over the last eight months, USAREUR-AF ACA cleared over 11,000 pieces of cargo for channel airlift; avoiding cost in excess of $16,000,000.

USAREUR-AF ACA responsibilities:

• Control the movement of originating cargo into the Aerial Port of Embarkation (APOE)

• Clear all air-eligible cargo entering the defense transportation system

• Review Shippers Declarations for Dangerous Goods (SDDG), prior to air clearing

• Divert cargo from air to surface when aerial port storage is saturated or when other reasons dictate

• Enforce the use of the Logistics Tool Suite

• Monitor and assist shipper in resolving discrepancies for shipments

• Provide tracer actions upon request

• Expedite onward movement of high priority and explosive shipments

• Ensure applicable shipping documents are provided and accurate

• Exhaust efforts to correct frustrated shipments, prior to returning the cargo to shipper

Army shippers seeking clearance of cargo into the channel air pipeline must submit their automated request in the Logistics Tool Suite (LTS): https://lts.cce.af.mil/.

LTS standardizes the process for movement of USAREUR-AF ACA cargo within the Defense Transportation System (DTS). A digital DD2875 (SAAR) via the LTS homepage facilitates a paperless experience for Army shippers requesting LTS shipper provisions.

Shipper responsibilities include:

• Request - obtain airlift clearance in the LTS

• Prepare cargo or documentation for forward movement

• Ensure all cargo is packed, marked, labeled, and documented

• Hazardous materials shipments without proper certification

• Provide specialized shoring for cargo shipments

• Apply MSL and RFID tags for cargo identification and tracing efforts

• Ensure configuration of cargo does not change from that initially

• Correct all shipment discrepancies

• Release cargo to the aerial port only after the ACA has cleared the shipment

LTS allows users to generate the Advanced Transportation Control Movement Document or ATCMD. If the request is "air cleared" by the USAREUR-AF ACA, the cargo data is advanced from LTS into the Global Air Transportation Execution System (GATES). Conveniently, the system also generates a Military Shipping Label (MSL). Army shippers are only permitted to release air cleared cargo for delivery to the requested Aerial Port of Embarkation (APOE) IAW normal cargo movement procedures to include applicable documentation. A premature delivery is ill-advised and drives receiving ports to frustrated cargo on the AMC Form 33, Report of Frustrated Cargo. The USAREUR-AF ACA Additional pre coordination is required with the USAREUR-AF ACA for shipments of munitions regarding forecasting IOT ensure in transit storage capacity is available.

Below are common errors to avoid within LTS submission:

• Multiple commodities; HAZ shipments under the same TCN

• TCN originating in the channel pipeline are constructed incorrectly

• Invalid TAC; ship date not inclusive with the active TAC dates

• Transportation priority doesn't align with the requested RDD

• RDD greater than 21 days from the requested ship date

• Sensitive items don't include the amplifying data (ie; NSN. QTY, SN)

• Misrepresented consignor and or consignee DODAACs

• Generic nomenclature (ie; equipment)

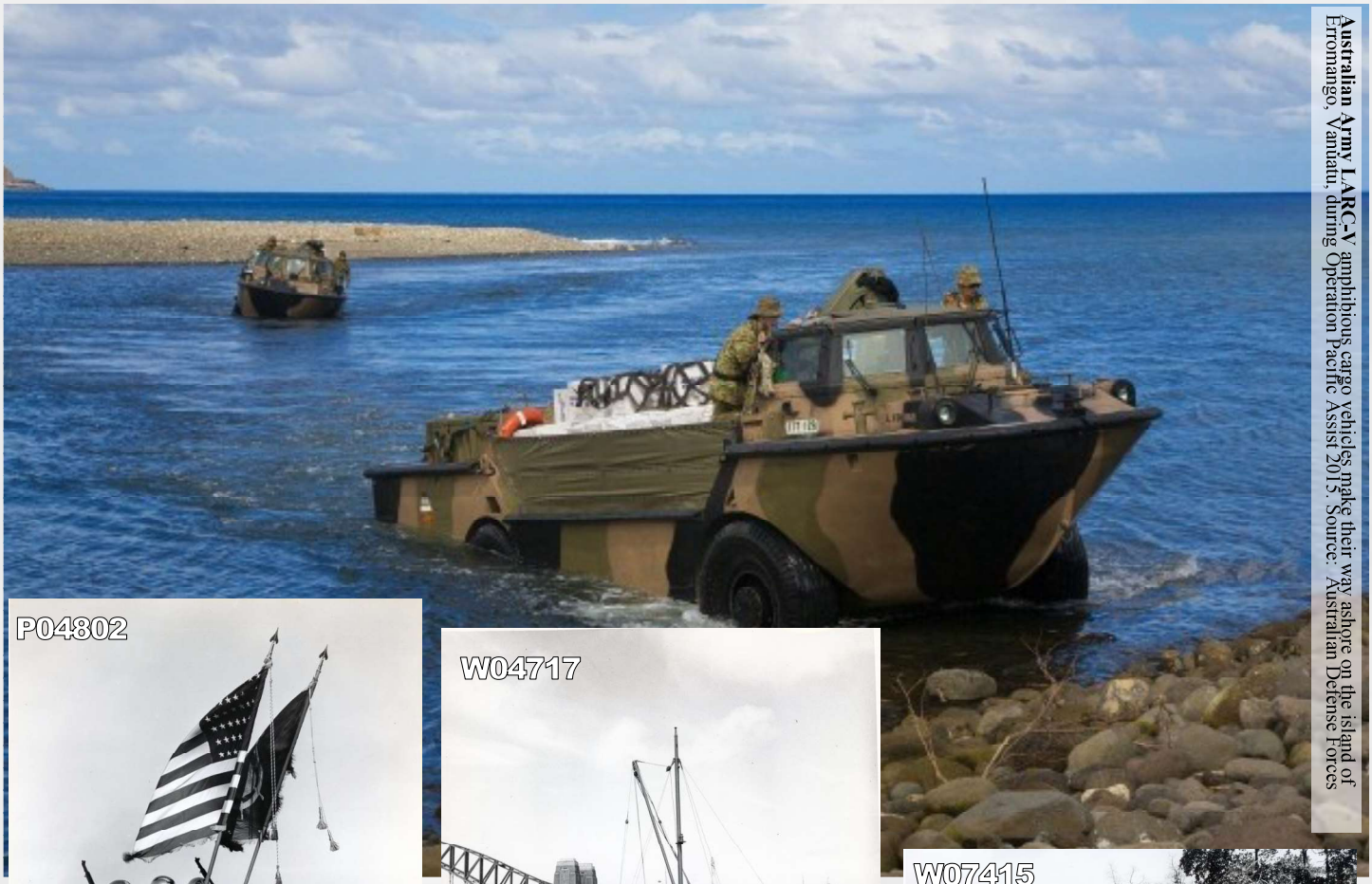
Army shippers

The most recent updates to USAREUR-AF ACA efforts are codified in the Defense Transportation Regulation Part II (Cargo) Appendix R: Clearance Authorities and Booking Offices, Part II, Appendix R (ustranscom.mil).

Further questions and concerns can be addressed to the USAREUR-AF ACA at the following distro: usarmy.ramstein.usareur-af.mbx.aca@army.mil.

About the Author:

CW3 Sidiq Aluqdah is currently assigned as a Mobility Officer in the 330th Transportation Battalion (MC), S3. He holds a Masters in Project Management from Grantham University (2020). His previous assignment was with the United States Army Europe and Africa Airlift Clearance Authority. He is a graduate of the Warrant Officer Advance Course.



Australian Army LARC-V amphibious cargo vehicles make their way ashore on the island of Erromango, Vanuatu, during Operation Pacific Assist 2015. Source: Australian Defense Forces

IMAGE P04802 - Transportation Color Guard from US Army Transportation Terminal Command Pacific march in ceremony held at Fort Mason, California circa 1958. Source: Army Transportation Museum P04802

IMAGE W04717 - Small one hold supply Australian vessel assigned to the U.S. Army Small Ships Service in Sidney Harbor, Australia in 1943. Source: Army Transportation Museum W04717

IMAGE W04715 - A U.S. Army small cargo ship with two barges behind on Mo river, near Morobe in Papua New Guinea shelters next to shoreline awaiting a nighttime supply run on 24 April 1943. Source: Army Transportation Museum W07415

Our Future is in our Past!

Author: Mr. Joseph "Sepp" Scanlin

The history of the Transportation Corps is filled with examples of how the Transportation Corps adapted and fought successfully in environments we face again today. As the Transportation Corps looks to the future, it must leverage the examples and lessons learned by its veterans of the past. The U.S. Army Transportation Museum holds many of these lessons in its exhibits and archives. Just as the development of GWOT gun trucks were enhanced by studying the history of Vietnam-era gun truck development, the Transportation Corps should and must use its history to prepare for its future. First and foremost, as the Army continues to shift both physical and intellectual effort into the INDOPACOM theater there are many lessons we can pull from the Transportation Corps' past. How and where can it do that? Here at the museum, we have a few recommendations.

First, I would challenge all movement control Soldiers, junior officers and logistical planners to closely study the U.S. Army Transportation Corps maritime effort immediately following Pearl Harbor in the Pacific. The U.S. Army recruited and deployed a host of former commercial

IMAGE W04716 - Local nationals bring supplies and soldiers ashore near Embogo in Papua New Guinea from small cargo sailboat in November 1942. Source: Army Transportation Museum W07416

Why History Matters to the Transportation Corps

shipping executives and sailors experienced in operating the Pacific. Most notable was the creation of Small Ships Section. The U.S. Army Small Ships Section was the U.S. Army response to the lack of organic water transportation resources and was tasked with establishing and managing the Army's intra-theater maritime network to support operations in the U.S. South Pacific. An Army memorandum authored on 15 December 1942 famously predicted that "sooner or later, small watercraft of a wide range of types would be indispensable as the island campaign gained momentum." Based in Australia at the time, it can easily be argued that many of the lessons from the U.S. Army Small Ships Section are still applicable today.

The need for a dedicated and diverse staff that understands the unique requirements of the maritime trade, the need for close cooperation with both Allied military and commercial industry and how critical small vessels would be in addition to larger strategic sealift in the Pacific campaign all remain critical as we re-engage our Pacific roots. Most fundamentally, the example is a thought exercise in how the U.S. military could address the need to rapidly expand U.S. Army maritime operations in direct response to conflict in the Pacific. Much like in 1941 and 1942, the United States does not have the existing physical organic maritime capability, so how can we establish the template and process to rapidly build it in times of conflict. To learn more about this you can get started with Mr. Kenneth Babcock's article in Army History Magazine in 2014 titled: MacArthur's Small Ships: Improvising Water Transport in the Southwest Pacific Area.

The next area I would recommend is the wider study of the Amphibious Operations, particularly the development of vessels and doctrine. Joint Publication 3-02 with a maximum of understatement states, "Sustainment of Amphibious Forces (AF), especially the Landing Force (LF) during the earliest stages of execution, is complex and presents unique planning considerations for commanders and their staffs." The INDOPACOM theater requires the U.S. Army to address not only amphibious offensive operations, but the wider need for long-term amphibious-based sustainment operations. Again, the lessons of World War II will high-

light that maritime sustainment during the Pacific campaign was fulfilled by the U.S. Army, not the U.S. Navy, with the majority of watercraft being fielded, managed, and tasked by the U.S. Army.

Although the organizations of the services have morphed since World War II, with notable modifications like the creation of U.S. Transportation Command and the U.S. Navy's Military Sealift Command there remains a distinct lack of experience and technological development in the realm of amphibious operations. The Transportation Corps' effort operating the small amphibious craft across the Pacific in World War II led directly to its leadership in the postwar development of the next generation of amphibious vehicles in the LARC series. Overall the Transportation Corps has deep and strong roots in amphibious operations as the Transportation Corps conducted them in all phases of the conflict. Some of the archival holdings at the museum include the below which can all be found on the museum's SharePoint page:

https://armyeitaas.sharepoint-mil.us/sites/TR-SCoE-AME/SitePages/USA-Transportation-Museum.aspx?OR=Teams-HL&CT=1686582278030&clickparams=eyJBcHBOYW1lIjoiVGVhbXMtRGVza3RvcCIsIkFwcFZlcnNpb24iOiIyNy8yMzA1MDEwMDQyMiIsIkhhc0ZlZGVyYXRlZFVzZXIiOmZhbHNlfQ%3D%3D

• Organization and Operating Procedures of Base Port Command, Base Seven USASOS Australia September 1944

• Report on Port Operations in Southwest Pacific (16 pages, published circa 1945)

• Monthly History Report HQs 2nd Port Base X Armed Forces West Pacific AUG-DEC 1945 (50 pages)

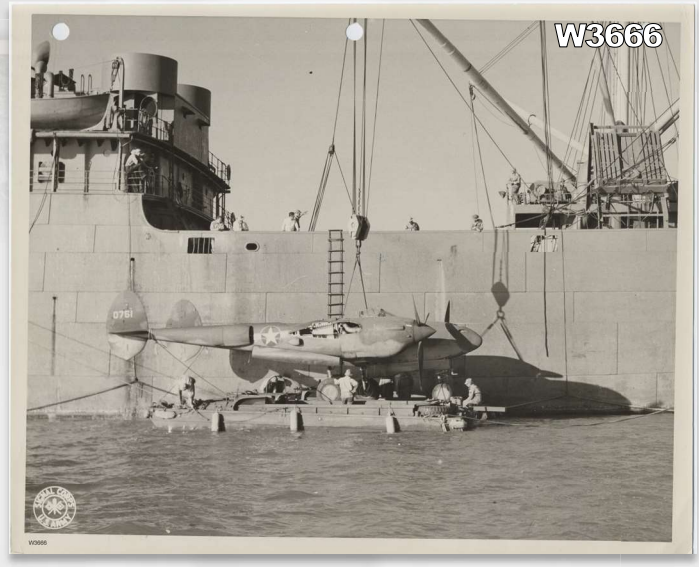
• Wunder Beach History by former Regimental historian Richard Killblane 2004

• Over the Beach: US Army Amphibious Operations in the Korean War by COL (Ret) Donald Boose CSI Publication

• Replace design Study for Lighter Amphibious Re-Supply Cargo 5 Ton (Amphibious Vehicle LARC V) 2004

Interestingly, the Australian Army watercraft Warrant Officers currently attending the maritime Warrant Officers Basic Course at Fort Eustis highlighted this during a recent visit, sharing they are still using an upgraded version of the LARC in their efforts at home and abroad. Even these international officer's attendance at the Maritime Course harkens back to the 1980s when Australian Army members previously attended the course.

The Transportation Corps history and supporting museum provide the intellectual training area, where these lessons



IMAGES W3665, W3666, W3667 - A series of Army Signal Corps photos showing the cross-loading of an assembled P-38 aircraft during transport from a larger ship to two DUKW for transfer during JLOTS operations during training at Fort Story, Virginia in 1943. Source: Army Transportation Museum W03665-W03667

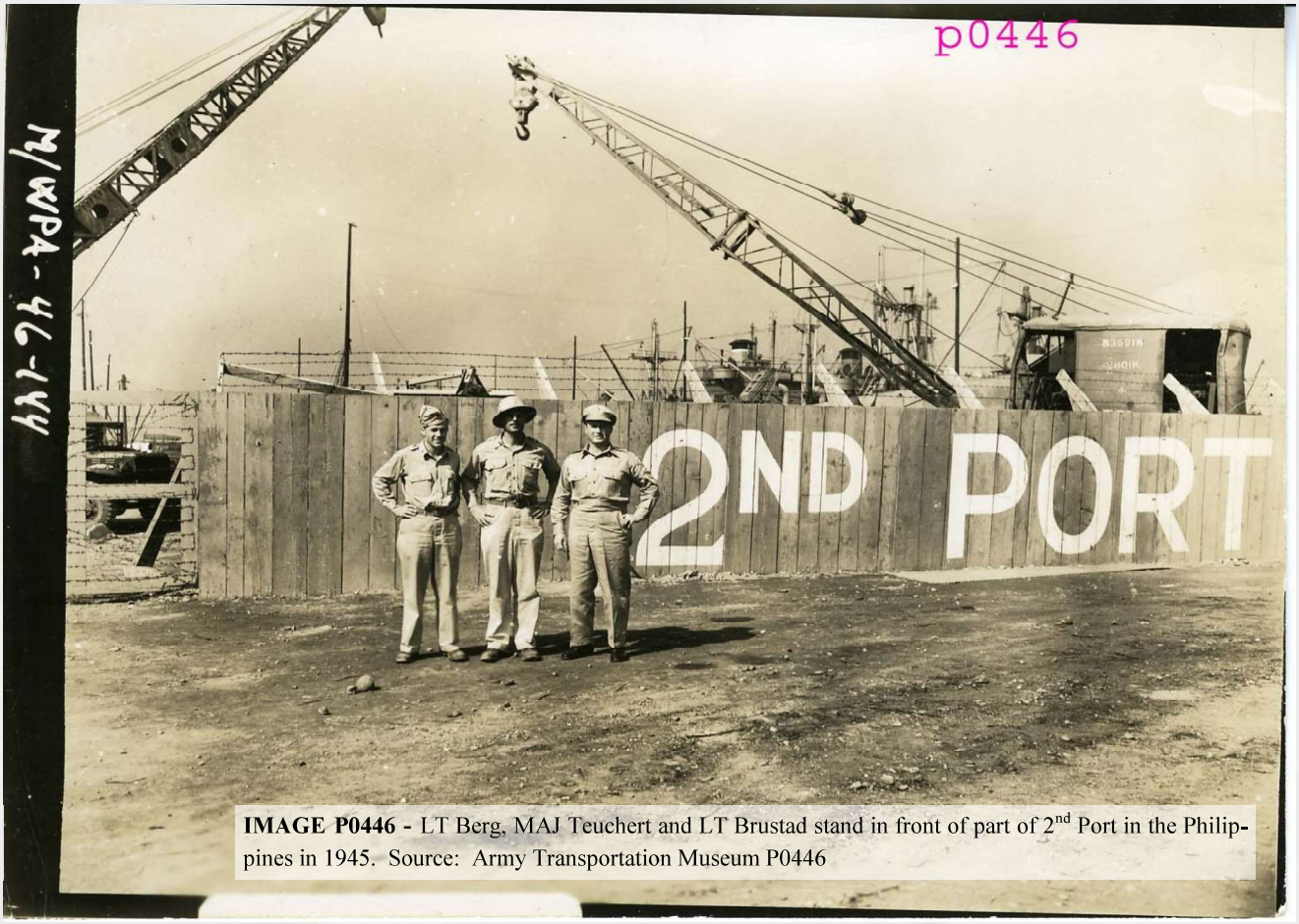


IMAGE P0446 - LT Berg, MAJ Teuchert and LT Brustad stand in front of part of 2nd Port in the Philippines in 1945. Source: Army Transportation Museum P0446

of the past reside and can be studied to provide a starter kit for the future. The Transportation Corps was born during World War I due to the increased complexities of mobilization and transport had on the Army ability operate. Despite the shrinking and re-organization of the Army through the ages, the mobilization and subsequent transport of the U.S. Army has demonstrated the critical role of trained Transportation Corps planners and the supporting elements of Transportation Corps. History shows us the call will come and history can helps us be better prepared to answer. The Transportation Corps history is the scaffold and inspiration for our contribution to the future, failing to leverage that history in your personal and professional learning risks failing to jumpstart it. The Transportation Corps expertise, equipment and dogged spirited have ensured that America could get to the fight, sustain it once there, and return home at the conclusion of the conflict – we must be prepared to do it now and into the future.

Determining Route Status in LSCO?

Sustainment Lessons Learned from a Corps Warfighter Exercise

MAJ Mikhail J. Jackson

Introduction

Who determines route status in Large Scale Combat Operations (LSCO)? Is it the Corps Transportation Officer (CTO), the Corps Engineers, or perhaps the Protection team? In LSCO, determining the status of military routes is a complex and multifaceted process that extends far beyond the apparent simplicity of assigning this responsibility to a single entity such as the CTO, Corps Engineers, or the Protection team. While it might initially seem that establishing route status falls solely under the transportation domain, the reality is far more intricate, involving coordinated efforts across multiple warfighting functions. To gain a comprehensive understanding of who actually determines route status, it is essential to delve into the mechanisms and collaborative processes that underpin this task. Unlike the simplistic view that assigns this responsibility to a single role, the determination of route status requires the integration of diverse expertise and input from various warfighting functions. Each of these warfighting components plays a critical role in ensuring that the logistical pathways essential for operational success are both secure and functional.

Route Status Analysis

Reflecting on my recent experience during the I Corps Command Post Exercise 2 (CPX 2), I realized that assessing and maintaining route status is a highly complex endeavor, demanding input and coordination from several key players. The CTO oversees transportation logistics, and our role is complemented by the Corps Engineers, who assess and address terrain and environmental factors that may affect route viability. Additionally, the Protection team provides assessments related to security threats and ensures that routes remain safe for troop and supply movements. Intelligence officers supply critical information regarding enemy activities and terrain challenges that inform route status. Logistics experts like me assess supply chain needs along the routes and ensure efficient dissemination of all updates regarding route status across the command structure.

In LSCO, considering the massive Area of Operations (AO) and location, determining route status for every route can be even more difficult. One might ask how one determines route status for an entire route that you may not ever see. Is the route status red or green if the enemy is anywhere involved on any side of the route? This is a very good question. Analysis from various warfighting functions plus subordinate units plays a critical role in answering the question. We grasped this complex matter by implementing a few different processes. In LSCO, we must establish checkpoints along routes in order to be successful. Checkpoints help establish route status on a smaller scale from multiple points inside one route. For instance, on one Main Supply Route (MSR), checkpoint 1 to checkpoint 2 might be green, but checkpoint 4 to checkpoint 5 might be red based on enemy activity in the AO for that perspective unit. Once the CTO receives the report, the CTO can make a determination with Corps Engineers and Protection about which route to assess, but ultimately the decision stems from the operations channels. To help with determining whether a status qualifies as black, green, amber or red it makes sense to use some sort of Route status criteria chart for units to use for determining their AOs as shown in the chart below with (Enemy Threats (G2), Explosive Hazards (G34), Trafficability (Roads and Bridges) (G3ENG), Congestion (CTO):

We created the route status criteria chart depicted above as a baseline tool that provides units a means to send up reports for Corps to review and consolidate and get a full snapshot of the entire AO. At the Corps level, the Corps can only control what it can see from the Corps Support Area (CSA) and below. Subordinate units must provide information for all routes beyond the CSA. For route status to work, everyone must collaborate. The best way to involve everyone is through daily status reports, followed by a Distribution Working Group (DWG) that reviews and synchronizes everyone's reports from their respective AOs for one clear picture. The DWG may not resolve all issues, but it is a good meeting that incorporates all transportation and mobility operations across the entire Corps from both subordinate units and enablers to help see the battlefield. The key to making the DWG work and subsequent meetings following as it pertains to route status is having an Operations presence available in each meeting to validate routes according to what is reported from each unit's respective AOs. If the DWG cannot resolve routes and warfighting functions cannot agree on the final outcome of a route, the decision needs escalation to a higher authority level and likely assessment at the Protection Working Group (PWG) for subsequent resolution at the Protection Decision Board (PDB) by the Deputy Commanding General of Protection (DCG-P). The PWG is crucial for gathering and consolidating feedback from each previously mentioned Office of Coordinating Responsibility (OCR) to suggest alterations to route status, which in turn affects travel requirements. With continuous protection monitoring throughout this process, the PDB can empower the DCG-P to decide whether to "close" routes or designate them as black. Black routes would halt travel and necessitate immediate action. In cases of significant issues on routes, operations might be conducted by Engineers for repairs or by the Maneuver Enhancement Brigade (MEB) for clearance. Additionally, if the operation lacks a DCG-P to decide, then the responsibility falls on the Deputy Commanding General of Sustainment (DCG-S) to make decisions at the Sustainment Decision Board (SDB).

Final Thoughts and Considerations:

In conclusion, our recent experience during CPX 3 and the Corps Warfighter Exercise (WFX) highlighted that success in route status relied on making it a dynamic process and delivering real-time updates through the Maven Smart System (MSS). While there were opportunities for more in-depth discussions on route status, we found that the most effective approach was for battle space owners to provide periodic

Criteria		Green	Amber	Red	Black
Enemy	*Security*	Security is established along routes.	Additional security is needed along the routes.	Security is not established a long the routes.	
	Threats	Low occurrences of enemy activity.	Two enemy attacks between the same phase lines within the last 12 hrs. with damage of equipment or injuries.	More than 3 enemy attacks between the same phase line within the last 12 hrs.	
Trafficability / Congestion	*Road/ Bridges*	No restrictions to traffic along route. No degradation to route infrastructure. Route clearance within 12 hours. No obstacles on route.	Two-way traffic with restriction points-identified bypasses. Route difficult - degraded at points along MSR/ASR; Route with active maintenance. Route clearance within 24 hours.	One way traffic only. Bypass difficult. No route clearance in over 48 hours. Route infrastructure degraded causing speeds less than 25 km/h. Displaced persons clogging routes.	No traffic is moving along route except Engineers /Combat forces. Bypass is impossible. Obstacles on route. Route Infrastructure severely degraded. No route clearance in over 96 hours. No route maintenance on route.
Weather	*Impact on Personnel or Maneuver*	Favorable impact. Low windchill and heat index. No light precipitation. Ground dry.	Marginal impact. Moderate precipitation. Puddles on improved surfaces.	Unfavorable impact. Wind chill or heat index temperature is high. Heavy precipitation. Hail, sand, storms that reduce visibility.	Unfavorable impact that causes a cease of military operations for more than 2 days. No MEDEVAC coverage available due to extreme limits. Thunderstorm warning of gust knots.

updates on their routes based on their assessments from the route criteria chart and for the Corps Support Area (CSA) COIC to consistently update the MSS layer for real-time visibility. Additionally, we established a quick-action team, composed of representatives from each warfighting function, to address major events—such as downed bridges along routes from enemy attacks—without waiting for a formal meeting. Our DWG meeting focused on route validation, while the PDB was dedicated to route adjudication, determining the actions needed to return a route from black to amber or red to green.

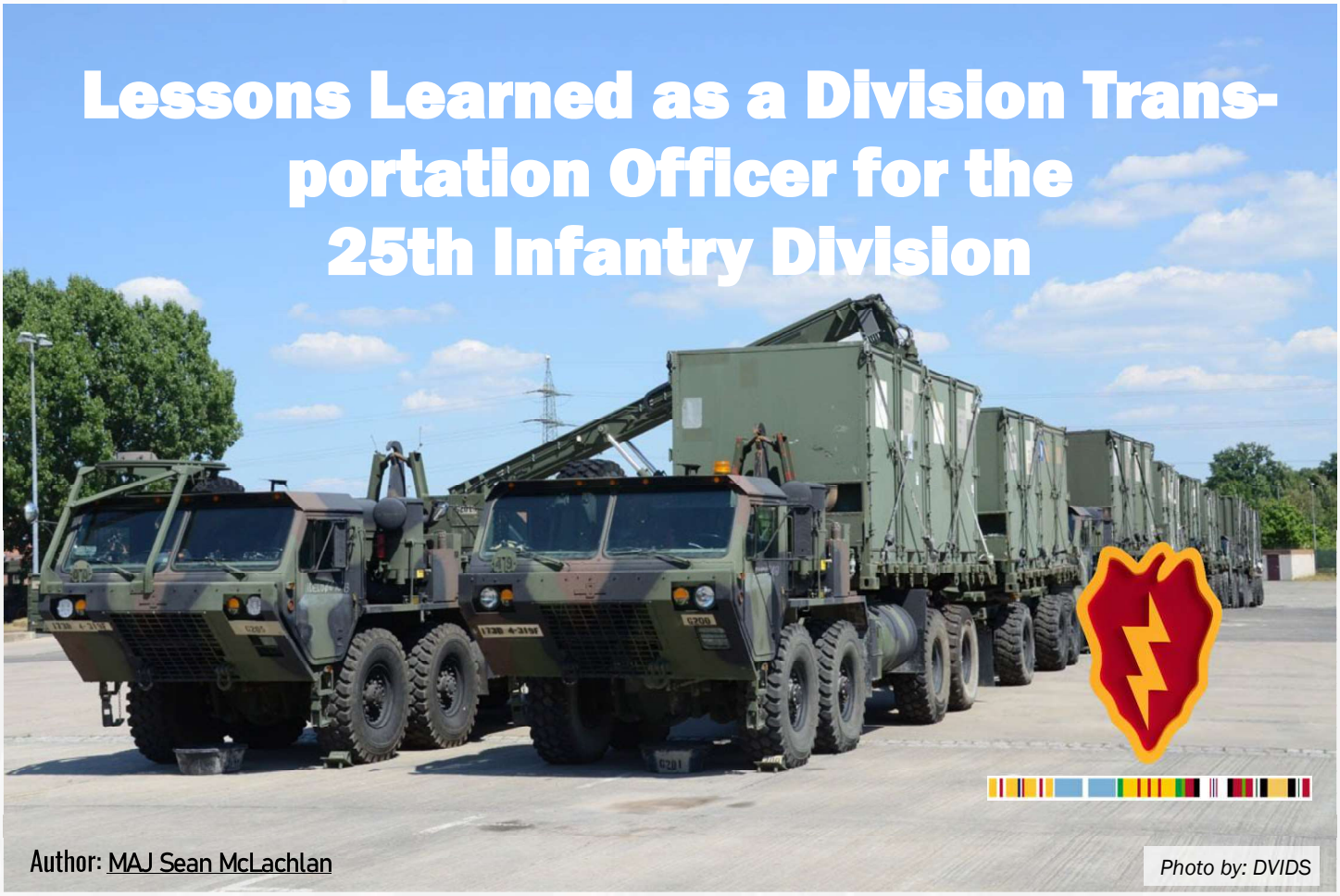
In the context of LSCO, determining the status of military routes is a complex and collaborative endeavor. This process demands the integration of knowledge and decision-making from a wide range of military disciplines. Each discipline contributes its specialized expertise, reflecting the multifaceted nature of military operations. Recognizing this complexity unveils the intricate interplay of skills and coordination required to successfully support and sustain operations, especially in challenging environments where conditions can change rapidly.

The status of a route is a critical component of operational planning and execution. It requires thorough evaluation and input from various warfighting functions such as intelligence, logistics, and engineering, to name a few. These warfighting functions work together to assess factors like terrain conditions, enemy activity, and logistical feasibility. Their collective assessments ensure that the routes selected are safe, reliable, and advantageous.

The significance of route status extends throughout the duration of combat operations, influencing the movement and supply of troops and equipment. Therefore, it is necessary to consider route status meticulously and monitor it continuously, with heavy involvement from operational planners and support from enabling warfighting functions. The effective management of route status compiles the essence of collaboration, adaptability, and strategic awareness from all warfighting functions – not just one.

MAJ Mikhail Jerome (MJ) Jackson is the current CTO at I Corps G4, Joint Base Lewis-McChord and possesses A Master of Science from Texas Christian University

Lessons Learned as a Division Transportation Officer for the 25th Infantry Division



Author: MAJ Sean McLachlan

Photo by: DVIDS

When I attended the Division Transportation Officer (DTO) Course elective at the Command and General Staff College in 2023, one question dominated the minds of aspiring DTOs: how do I avoid getting fired? This peculiar outlook stemmed from the imposing, but ambiguous nature of the role and the absence of a formal institutional pipeline for DTO selection. With only thirteen active DTOs in the U.S. Army and fewer than 150 officers with DTO experience, the role is both rare and relatively unfamiliar to most junior Majors. This article seeks to demystify the DTO role by addressing who the DTO is, how officers are selected, and, most importantly, how to excel in this demanding position.

The Role of the Division Transportation Officer

By MTOE, the Division Transportation Officer is a member of the Division G4 Sustainment Cell. In practice, the DTO works for two bosses: the G4 *and* the G3. Every single military operation involves troops, equipment, and/or supply movements. From tactical to strategic movements, the DTO is heavily involved and integrated into every Division operation. From planning a strategic deployment and managing the Reception, Staging, and Onward Integration (RSOI) of Division units, to developing a detailed movement table for the entire division to move from a tactical assembly area to brigade attack positions.

Overall, the DTO has a fairly expansive portfolio handling everything from Transportation Movement Requests across the Division (HET, PLS/LHS, and troop trans support), pre-deployment and RSOI activities, strategic troop and equipment transportation, and the Division's Command Deployment Discipline Program, among many other roles and responsibilities. There are few jobs that can prepare you to be a DTO, and it is one of the most challenging job opportunities available to logistics majors. That said, it is one of the most rewarding jobs in the Army and it will teach you more about Division operations than many, if not most, jobs available.

DTO Selection Process

DTO selection varies by year. As with all personnel assignments, it starts with a conversation with your Branch Manager at HRC. Before my Marketplace opened in the Fall of 2022, I signaled to HRC that I wanted to compete for a DTO assignment. Based on your record of performance, HRC will decide to add a nominative "DTO" label to your file in the AIM Marketplace allowing you to compete for DTO positions. For my Marketplace, HRC also directed that prospective DTOs would compete for a single division which they managed. In my case, I was directed to compete for the 1st Cavalry Division DTO position. While I did an interview with 1CD, I had a very strong interest in the 25th Infantry Division mission and indicated my interest in being the 25ID DTO during my interviews with their team. Fortunately for me, 25ID felt the same way and selected me to join the Tropic Lightning Team. In previous years, DTO applicants had

to be basic branch Transportation Officers. In my cohort of DTOs, we were an eclectic bunch with basic branch backgrounds including Quartermaster, Ordnance, Transportation, and in my case, Military Police. Furthermore, while most of us were resident CGSC students entering our first field grade assignment, a few were hand-selected within their Division after completing their initial key development jobs. Once each division chooses its primary and alternate DTO, the Chief of Transportation validates the 13 officers before their official selection.

If the DTO path interests you, talk with your mentors and contact prior DTOs. They will tell you the difference between light and heavy divisions and what to expect for a work-life balance. Clearly message to HRC that you want to compete for a DTO assignment before your marketplace opens, and most importantly interview with everyone. 1st Cavalry Division already preferred another candidate before they interviewed me, but my interview with 25ID went very well and I was selected as their DTO.

Excelling as a DTO: Key Lessons

My DTO shop went through a significant transition before I arrived. The incumbent had already moved on to their next KD job two months prior and was in the Philippines, my Sergeant Major had PCS'ed, and my mobility warrant officer was completing his relief in place just as I finished in-processing. I received a four-hour crash course on how to be a DTO from a former 25ID DTO before he PCS'ed to Europe, I received a meritorious handshake, and just like that, I was the new 25ID DTO. The lessons encapsulated below are focused on being a good DTO, but they are also a framework for being a good staff officer in any position.

Networking and Integration

1. Leverage the DTO Network:

The DTO community is small but invaluable. Knowledge management and peer communication were essential to our survival. We built a portal on Microsoft Teams to share products, orders, and templates, and we also created a Signal chat to share lessons learned and collaborate.

2. Integrate with the G-Staff: Regular engagements with the Division G-3, G-4, G-8, and other key stakeholders are essential. As noted above, I worked for the G3 as much as I did my actual boss, the G4. I learned more about my role as the DTO attending the weekly G3 standup and closeout meetings than I did in the entire DTO elective at CGSC. Every officer in the G3 has a portfolio or mission that influences and/or requires transportation support.

3. Engage with the Corps Transportation Office (CTO): The CTO offers technical expertise and is a vital intermediary for complex transportation requirements, bridging the gap between the Division and Army Service Component Command (ASCC).

4. The Transportation Enterprise: The DTO's real challenge is to build a joint, multifunctional team across multiple geographic combatant commands to synchronize transportation operations with maneuver operations and other sustainment activities. Knowing how to call the Military Sealift Command Watch Desk for live vessel updates, or who to call in your supporting Surface Deployment and Distribution Command headquarters for sealift support or vessel stow plan data, or who to call for hasty strategic airlift support are all vital. As are leveraging the Transportation Operations Branch of your local Theater Sustainment Command, the Mobility Directorate of your supporting ASCCs, as well as Air Force Contingency Response Groups for expeditionary air loading and joint inspection support for airlift operations. The DTO is one of the few officers on a Division staff that regularly integrates Joint capabilities into daily operations. Highlighting a few personal examples, during the Maui Wildfire Relief Operation in 2023, I deployed a Navy Dive Team on a Marine Corps C-130, downloaded the aircraft in Maui with an Air Force ground crew and K-Loader, and transported the sailors and equipment on Army National Guard trucks. During Keris Strike and Palawan Warrior in Malaysia and Brunei I deployed a CLV package overland by line-haul with the Army's 10th Support Group in Japan, conducted the Joint Inspection and air loading with Marines stationed out of a Marine Corps Air Station Iwakuni, and deployed the CLV via Air Force C-130s on a three-stop movement to Okinawa, Brunei, and then Malaysia. Building teams and influencing organizations across a geographic combatant command are essential to being an effective DTO.

> ...minds of aspiring DTOs: How do I avoid getting fired?

Mastering Critical Meetings

1. Sustainment Critical Path: Understand the interplay between the division distribution management board, the division movement board, and the various Division targeting and plans working groups. Each of these meetings feeds into each other, and the DTO must constantly leverage the staff for input and feedback.

2. Division Movement Board: At CGSC we discussed what a movement board should look like. At the basic level, this is a Transportation Movement Request (TMR) Working Group on steroids. The key components of a Division Movement Board include integrating the different staff sections to account for supply distribution, troop transportation, personnel reconstitution, human remains evacuation, casualty evacuation, CLVII reconstitution and retrograde, and route regulation. The hard part of the Division Movement Board is who chairs it. Who determines the priority of all movements forward and to the rear? Is it your Deputy Commanding General for Support? Your G4? Or the DSB Commander? What happens if they are all busy? This meeting rarely gets practiced outside Division CPXs and Warfighter and rarely gets key staff and command input before execution. It is essential to hold movement board working groups with all key stakeholders months before a major exercise or rotation to

understand who briefs and why, what is briefed, who is making a decision and when, and how movement requests are built into the board for senior leader adjudication.

Establishing a Garrison Battle Rhythm

1. Daily Touchpoints: Regularly engage with G-staff members to understand priorities and transportation requirements.

2. The Weekly Division Mobility Sync. This meeting is essential to keep tabs on what each brigade is doing and to synchronize deployment and transportation activities across the Division. My team would often use the end of the meeting to whiteboard critical Division and Brigade movements to ensure synchronization and enable a shared understanding of the mission.

3. Container Deployment and Distribution Planning (CDDP): Private Smith (and often Captain Smith) has no idea how to add a container to their property book and the Joint Container Management System or how to get it off their books and JCMS. It is essential to create a detailed container flowchart for all container actions, clearly spelling out who owns a task, and their contact information at nametape defilade. Our container flowchart was broken down from company to division/installation level with contact information for leaders at each decision point. Adding points of contact for each decision point in the flow diagram had a transformative effect across the division and increased our container deployability by 20%.

Effective Deployment Planning

1. The POAM – Program of Action and Milestones: Break deployments into clear phases and milestones to foster a shared understanding among subordinate units. Units should know clearly when the last time to make UDL changes is and when personnel numbers and deployment dates must be codified in JOPES for charter aircraft procurement. The tricky aspect of this process is understanding planning horizons. Take a simple, non-tactical personnel movement of 500 personnel. After a planning conference, it will often take a brigade two weeks to refine their personnel count and required delivery date for the charter air movements. It will take them another week to revalidate their numbers and timeline in JOPES. If you have to make a ULN or UDL change, the O-6 memorandum for record must be staffed through the Division front office and then to the Corps Transportation Office, and then the ASCC Mobility Directorate for approval. Once approved, the plan must be unlocked, changed, and then locked again. This process can take up to three weeks depending on how critical the timeline is and the senior leadership involved. When building the POAM it is essential to build in buffers before the ASCC's actual last day for UDL/ULN changes to ensure that you have enough time to staff the change approval and make it in the system of record.

25ID conducting RSOI. *Photo by: DVIDS*

2. Pre-Deployment Site Surveys (PDSS): Coordinate with theater-level movement centers to align deployment timelines and requirements. If your team cannot attend the Division PDSS in person, you need to have a trusted agent who understands port operations and the movement of port to fort to help you shape RSOI activities.

3. Installation Transportation Office (ITO): Most installations have a very robust ITO. They are the biggest force multiplier in any deployment. During my tenure as the DTO, our ITO only had three civilians compared to Fort Bliss, Cavazos, or Bragg where the ITO has hundreds of civilians supporting division deployment operations. Another good tip is to print off the Installation Deployment Support Plan and review the document with the ITO and your BDE Mobility Warrant Officers. Identify capability gaps and collectively identify how you will mitigate them. Often, these SOPs are made with the assumption of perfect manning and adequate funding available to support Division missions.

Leading from Below

1. Leading Your Boss: Provide decision-makers with clear, concise information and actionable options. Avoid transportation jargon that may obscure key points and never use acronyms. One of the hardest tasks of any field grade officer is to present the bottom line up front (BLUF) in a clear and concise one to two-sentence paragraph. It is essential to master the art of being concise with as few words as possible. Under the BLUF, provide essential background information in a small paragraph, and then outline the risk to mission and risk to force.

2. Presenting Solutions and Identify Risk: Identifying risk is critical. Frame recommendations in terms of risks, opportunities, and critical timelines to facilitate informed decision-making. It is essential that any identified risk be developed in close coordination with the affected

unit. Brigade Commanders want to highlight and shape risk themselves. Any email you send will be shared and assessing risk on behalf of a brigade command is a great way to get on a senior leader's bad side. A key component of presenting risk or opportunities is outlining options. For example, if a sea vessel is deadlined in Guam and rotary wing assets on the vessel are needed for a sequential activity, outline the cost and timeline associated with downloading the equipment and using strategic airlift or another sea vessel to complete the aircraft deployment on schedule.

3. Avoiding Surprises: Communicate emerging issues promptly, maintaining a calm and professional demeanor under pressure. The worst thing a young staff officer can do is send up the red star cluster signaling alarm without understanding the problem. In strategic transportation, something *will* go wrong. A charter flight will be delayed 24 hours affecting life support and base closure. A commercial vessel will become unavailable and you have to find a new way to get CLV into the theater in under 30 days. For the leader on the ground, a small hiccup in the transportation plan will seem catastrophic. Being the face of confidence and then aggressively finding a solution will not only save the mission, it will save the leader on the ground some much-needed Rogain upon his successful redeployment. Also, if you need to send a star cluster, you should do it in person or by telephone. Emails at this point are only to create a shared understanding of the full problem set with a wide audience and should include a timeline for future touchpoints for all stakeholders.

Strategic Planning and Execution

1. Day One Dangerous: Familiarize yourself with the Division's operational priorities and meet key players early. Make sure you have a copy of the Division Long Range Training Calendar and understand how division operations are affected by transportation milestones.

2. Gaining G-3 Respect: Building credibility with the G-3 staff is essential. Their support will simplify coordination and ensure your alignment with operational objectives. You will know when you have their respect when they joke that there's a computer and desk in their office for you.

3. Managing the DTO Team. It is extremely challenging to be both an executor and an organizational leader. As a Support Operations Officer (SPO), I have three captains, four warrant officers, and a lieutenant. I rarely make a PowerPoint but instead, provide a vision and correct their products. As the DTO, you are making almost all of the products while your team provides you with the data and metrics to put in the products. As the DTO, your day will be non-stop from when you enter the office to when you leave. There were entire months where my team was in three operational sync meetings at the same time and they were all critical. How do you create a shared understanding of what is happening in three countries while keeping the lights on with missions happening at home station? How do you provide task and purpose to your team when you are in meetings or solving critical problems most of the day? I would like to tell you that you give your team ownership over specific subsets of your job. The truth, however, is that there are too many overlapping tasks for your team to be focused on just one job. You have to make that Sergeant First Class, Chief Warrant Officer Two or Three, and your Sergeant Major the equivalent of a Field Grade Officer. You have to teach them how to lead other Majors, you have to teach them how to brief, and you have to teach them how to create 'Gucci Prod.'

4. Delegation. Delegate tasks to specialists, such as Air Mobility Liaison Officers (AMLOs) and Mobility Warrant Officers (MWOs) to optimize efficiency. Why are you on JOPES? Why are you building a plan in ICODES? Why are you in the Joint Container Management System? There will naturally be times when you need to dig into a system of record, but you have Soldiers and leaders in the DTO and your direct reports who can perform these tasks.

5. Operations in Large-Scale Combat Operations (LSCO). Understanding LSCO timelines is critical. Corps-level operations plan five to seven days in advance, while division operations plan 96 hours out. As the DTO, your focus should be on shaping plans 48 to 96 hours ahead and executing within a 48-hour window.

Conclusion

The DTO position offers unparalleled opportunities to influence division operations and sustainment. My time as the 25ID DTO was one of my most rewarding career opportunities. I had the opportunity to meet and work with the best minds across all four military branches. Hopefully, this has shed light on what a DTO is, how to compete for selection, and most importantly, a vantage to view success as a field grade staff officer.

About the Author:

MAJ Sean McLachlan is the Support Operations Officer for the 225th Light Support Battalion, 2d Light Brigade Combat Team, 25th Infantry Division. MAJ McLachlan graduated from the Virginian Military Institute in 2011 with a Bachelor's degree in International Studies. He has also earned Master's degrees in Military History from Norwich University and the U.S. Army Command and General Staff College and is a PhD candidate at Liberty University.

Sergeant Alex Hildreth receives and Army Achievement Medal (AAM) from Lieutenant Colonel Jason Day, the Commander of the 407th Brigade Support Battalion, for earning first place in the mobility competition.

Improving Operational Readiness through Mobility Competition

Author: CPT Logan Grow

Overview

Leaders across the Transportation Corps are charged with developing competent operators capable of maneuvering motor vehicles across any terrain worldwide. More critical than ever, our operators must be ready to conduct distribution and movement through dense vegetation under total darkness.

On 26 Sept 2024, the Alpha Distribution Company, 407th Brigade Support Battalion, hosted a Brigade-wide Mobility Competition, known as a Truck Rodeo, on Fort Liberty, North Carolina. Over twenty candidates were accepted from across each Forward Support Company (FSC) and Brigade Support Battalion (BSB) base companies to determine who would be titled the "King of the Road" in the 2nd Brigade Combat Team (Falcon Brigade Combat Team), 82nd Airborne Division. The competition played a critical role in honing the driving skills of our Motor Transport Operators (88M) while fostering discipline, teamwork, and operational efficiency.

More importantly, each event during the competition simulated real-world combat and logistical challenges for our drivers. The competition tested our operator's vehicle handling, navigation, and safety protocols under pressure. The Falcon Brigade Combat Team Commander, COL Derek Noel, stated "this competition challenges our 88M community beyond normal drivers training, building skills that will prove absolutely crucial for the next fight we face."

The Competition

The Truck Rodeo included five individually graded events, testing each 88M's day and night driving competence. The first event was to change an M1151A1 High Mobility

Multipurpose Wheeled Vehicle (HMMWV) front, driver side tire utilizing the basic issued items (BII) equipped to the vehicle. The second event was the loading of two M1 Flat racks onto a M1120 Load-Handling System (LHS) and a M1076 Palletized Loading System (PLS) Trailer. The third event was navigating a serpentine course with an LHS truck system. The fourth event was straight line backing with the same system. Finally, the fifth event was the same as the second only under blackout conditions and equipped with a night-vision device (NVD). The grading criteria was developed from a senior

Candidates test on the fifth event of the competition, loading and unloading of two M1 flat racks with NVDS.

leader counsel comprised of transporters across the Division. Time was the ultimate testing variable our candidates faced with multiple safety procedures that resulted in possible point deductions. The point-style grading system rounded out to a maximum score of 250 points. Congratulations to Sergeant Alex J. Hildreth, Hotel Company, 2nd Battalion, 325th Airborne Infantry Regiment, who earned a total score of 245 points and was titled the King of the Road in the Brigade.

One of the primary benefits of such competition-style training is the emphasis on precision and situational awareness. Operators are trained to handle military trucks in complex

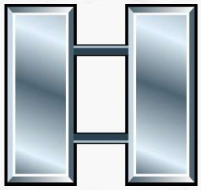
SGM Mike Wambsgans, 82nd Airborne Division Transportation Office Sergeant Major, grades a candidate on the first event of the Truck Rodeo.

environments, navigating through tight spaces, uneven terrain, and potential obstacles – skills that are crucial for mission success in suboptimal conditions. These events also highlight the importance of quick decision-making, effective communication, and adherence to safety standards, all of which are vital for minimizing risk and ensuring that military convoys can operate effectively in any scenario.

Beyond individual skills, truck rodeo competitions foster camaraderie and esprit de corps among military personnel. Participants are often placed in teams or required to communicate with other units, promoting collaboration and unity within the force.

The Way Forward

The next step is to amplify the competition at the Division Level and determine who is truly the King of the Road. Truck Rodeo Competitions are not just about showcasing driving prowess; they are an integral part of operational readiness. By enhancing technical skills, promoting teamwork, and reinforcing safety protocols, these competitions contribute significantly to the overall effectiveness of military logistics and combat operations.



About the Author

CPT Logan Grow currently serves as commander of Alpha Company, 407th Brigade Support Battalion, located at Fort Liberty, NC. He holds a bachelor's degree from Virginia Tech.

Tenacity and Teamwork:

Author: SSG Trevor J. Smolinski

Over the last six months, I was presented with the distinct opportunity to train, compete, and win the Army's Best Squad Competition. Naturally, I could not turn down that opportunity. As the Squad Leader of a highly motivated group of five Soldiers and Leaders, I began to teach, coach, and mentor on the most rudimentary Soldier skills. BRM, Land Navigation, T-CCC, squad movement techniques, and weapons familiarization were just a few of those critical skills. With the knowledge gained, my team competed in the 53rd Transportation Battalion Best Squad Competition (BSC). Three Soldiers from my team (21st ICTC) and two Soldiers from a competitor's team (513th TC) were merged to create a "Hybrid" team that would compete for the 593rd Expeditionary Sustainment Command BSC.

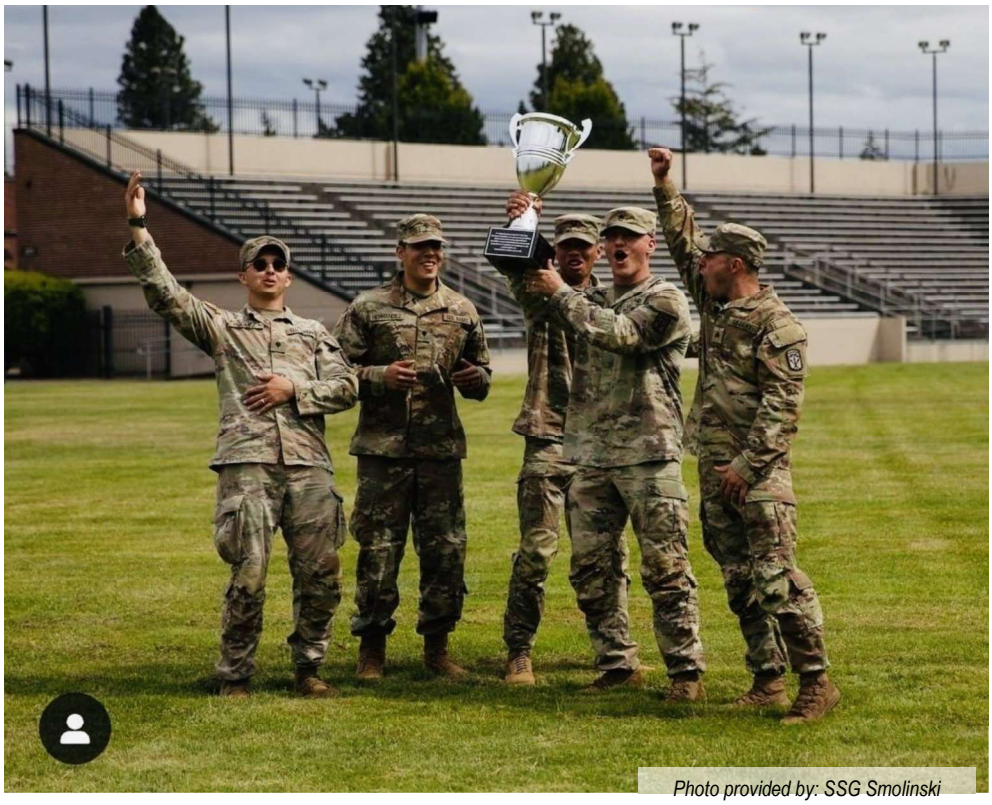


Photo provided by: SSG Smolinski

After the 53rd TB BSC, my team jumped right back into training. This time, however, the training became more in-depth. More tasks, skills, and attributes were added to their tool bags. These same tasks, skills, and attributes were used as tools that aided in another first-place win at the 593rd ESC. At this point, there was that "what if" thought: What if we really win this next competition? What if we make history for the Transportation Corps? The only way I could think to bring those "what if" questions into reality was to train harder and more seriously this time.

During this training cycle, it seemed to finally "click" for my team. Hearts, hands, and minds started to sync right before my eyes—a truly rewarding sight to experience. My team leader and I knew we needed more for the team, so we began reaching out to different entities to outsource training and skills that were outside of our tactical wheelhouse. We began strictly shooting iron sights every Thursday at the JBLM Ready Range. We were even able to coordinate Close Quarters Breaching with the 1st Special Forces Group, along with some "9 Line UXO" training from one of the team's EOD specialists.

While competing for the 1st Corps BSC, we faced teams that many would assume were the leading cause of the "natural" end for a Transportation Corps squad winning streak—teams like the 62nd MED, 2nd Brigade 1st Infantry Regiment, and 2nd Brigade 2nd Infantry Division. Honestly, I just saw Soldiers, and the only determining factor for the best outcome was preparation.

The 1st Corps BSC was by far the most in-depth competition to date, focusing on major areas of SMCT, T-CCC, Land Navigation, Weapons,

A Transporter's Legacy

Camouflage, and Squad Tactics. The list keeps going and is quite impressive. One of my favorite highlights from this competition was the T-CCC lane. My team completed this lane in 12:28, which incorporated initial contact and suppression, care under fire, tactical field care (with both major and minor interventions), calling up the "9 Line," briefing a "MIST" report, and getting the casualty on the bird. The next closest time was double ours!

I cannot stress enough that preparation before and during this competition led to the overarching success of that win. For the first time in history, a group of "Transporters" won the 1st Corps BSC! There are not many words to express the emotions and pride I felt in that moment. Just when we thought the win was enough, the 1st Corps NCO and Soldier of the Year came from my team as well! We would now go on to represent 1st Corps at Fort Carson, Colorado, where FORSCOM was hosting their Best Squad Competition!

From the date of the award ceremony, my team had roughly one month to train. Once again, there was a "switch" in the momentum for my team. Our training was off the charts. We were now doing Sniper Training, Squad Tactics, Call for Fire, and CQB with the 1st SFG. We trained in Land Navigation with the 2-75th Ranger BN, received Hot/Cold Load Training from the 16th CAB, and were assigned our very own H2F coaches. The 593rd ESC ensured my team had every opportunity to succeed. The "noise" made on this installation got the above entities excited to be part of this true "underdog" story.

A week before the FORSCOM BSC, the 593rd ESC made sure we were acclimated to the new elevation by flying us out earlier than any other team! The interventions that occurred at every level of training leading up to this point gave my team a real-life example of Senior Leaders implementing "This Is My Squad."

Ma'am, the tenacity, skill, and courage displayed during the FORSCOM BSC were unlike anything I have witnessed in my ten years of service. We were the only squad comprised of non-combat MOSs and successfully won multiple events within this competition. Additionally, we moved over 40 miles in 48 hours on foot, under a load. We set up a patrol base in the mountains and executed squad ambush, resupply, and reconnaissance missions as if it were our day job. While on patrols, my team scaled down cliffs, navigated rocky and unpredictable terrain, handing down weapons, radios, and equipment to accomplish the mission.

While we did not win this competition, we held our heads high! We placed third in all of FORSCOM! Competing against eight teams, we, Transporters, placed third!

Throughout the last six months, I learned a lot—about the Army, my Soldiers, and myself. I learned that pain is a mindset, and success or failure is the response to the mindset you choose.

I also learned that the true test of an American Soldier is what they do in spite of adversity, and the true test of that Soldier's leader is what they do in spite of their team's adversity.

Finally, I am honored to have had the opportunity to show the rest of the Army that Transporters are Soldiers too, and we are very much "in the fight"!

About the Author:

SSG Trevor Smolinski is an 88H, Cargo Specialist, who completed AIT at Fort Eustis, Virginia. SSG Smolinski has spent 10 years in the Army active component and completed two overseas tours, one at Camp Carroll South Korea and the other at Rhine Ordinance Barracks Germany. He is a highly motivated logistician who has gone above and beyond, earning certifications in Airborne, Air Assault, Jungle Operations, and Master Fitness Trainer, and will soon attend the Drill Sergeant Academy.

The Spearhead

Articles Wanted!

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.

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- Submit any photos, images, or charts as separate files in the highest resolution possible (1280 x 720 or higher) (.jpg or .tif)
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- Submit signed forms (Permission to publish, author bio, and OPSEC Review)

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