



translog

FALL 2010



FOCUSED ON
THE MISSION
THROUGH
CHANGING TIMES



translog

is a quarterly publication of

SDDC

Military Surface
Deployment and
Distribution Command

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TRANSLOG is published by the Command Affairs Office, Military Surface Deployment and Distribution Command, Headquarters, 1 Soldier Way, Scott Air Force Base, Illinois 62225, in accordance with Army Regulation 360-1.

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Submissions: TRANSLOG considers all manuscripts, photo essays, artwork, white papers and general news about military transportation, its history, and related human endeavors. Material, including photos, may be mailed or sent electronically. Scanned and digital images should be in full-color TIFF or JPEG format, at least 3" x 4"; preferably larger.

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Published Nov. 3, 2010

TRANSITIONS



Maj. Gen. Kevin A. Leonard (left) took command of Military Surface Deployment and Distribution Command from Maj. Gen. James L. Hodge (right) during a change of command ceremony at Scott Air Force Base, Ill., Aug 25.

Gen. Ann E. Dunwoody, commander, Army Materiel Command, officiated the ceremony. Air Force Gen. Duncan J. McNabb, commander, U.S. Transportation Command, hosted the ceremony.

U.S. Army photo by Mike W. Petersen

For more photos from the ceremony, turn to page 14.

The Office of the Army Chief of Staff announced Aug. 27 the nomination of Col. Paul C. Hurley, Jr., deputy commander and director of operations for the Military Surface Deployment and Distribution Command at Scott Air Force Base, Ill., for promotion to the rank of brigadier general.

As deputy commanding general, Hurley is responsible for running SDDC's joint, global distribution of Department of Defense surface cargoes. Additionally, he will direct SDDC terminal unit locations around the world. These responsibilities impact Joint Service force deployment and logistics operations.

Bruce Busler has been selected to become the new TEA/JDPAC Director. Busler joined SDDC October 3. He previously worked in U.S. Transportation Command's Logistic Sustainment Division, TCJ5/4-L, Dynamics Research Corporation.

Col. Mark Hagan, commander of 596th Transportation Brigade (Ammunition), retired after 37 years of service to the nation. Hagan passed the brigade's colors to Col. Joseph Callisto in a change of command ceremony at Military Ocean Terminal Sunny Point, N.C., Sept. 10.



Col. Paul C. Hurley, Jr.,
deputy commanding general, SDDC

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FROM THE COMMANDING GENERAL



“SDDC REPRESENTS THE GLOBAL SURFACE TRANSPORTATION EXPERTS. I AM CONVINCED THAT TOGETHER WE CAN MEET THE CHALLENGE THAT THE SERVICES’ MISSION REPRESENTS BY PROVIDING WORLD-CLASS LOGISTICAL SUPPORT THAT IS BOTH TIMELY AND EFFECTIVE.”

In my first two months as commander, it is clear to me that SDDC is an organization with missions critical to the success of our military worldwide ...and that we now confront our most daunting challenge: change.

The most significant changes are happening while our team is still in motion--arrival at a new headquarters, our new workforce, and a new commander. Despite the challenge these changes represent, I am confident we can adapt and improve in the midst of the constant demands of supporting the warfighter, military families, and the nation.

The transition from Operation Iraqi Freedom to Operation New Dawn Sept. 1 signified the end of major combat operations. SDDC’s tremendous efforts in deploying, sustaining, and redeploying forces in support of Operation Iraqi Freedom helped pave the way for this transition. Amid those efforts, we’ve looked at how we accomplish the mission and how we can improve the process.

Efforts like the joint SDDC and Army Sustainment Command Lean Six Sigma project (featured on page 18) illustrate the need for a critical approach to our work.

Our job is to provide unparalleled distribution services worldwide, ensuring our nation’s objectives are met. In order to be successful, our support must be proactive, not reactive. We must consider the mission and look for ways to prevent any logistical shortcoming. Service members and their families depend on us.

Adjusting our processes as needed and innovating when a mission calls for a fresh approach are crucial to how we operate. We can’t simply be comfortable with “how things have always been done” if we have the integrity and ingenuity to do things better.

It is our duty to ensure that the military services are logistically supported, whether in peace or war. We must think of ourselves as logisticians in support of each unit, working together for a common goal. We need to be of one mind - focused on the mission, one heart - willing to serve, and one purpose - keeping our forces sustained and alive.

I am proud to be a member of the SDDC team, and I look forward to seeing what we can accomplish together for our great nation.

IMIHIP

A handwritten signature in black ink that reads "Kevin A. Leonard".

KEVIN A. LEONARD
Major General, USA
Commanding



FROM THE COMMAND SERGEANT MAJOR

When Maj. Gen. Leonard addressed the SDDC Headquarters workforce at his first Town Hall meeting, he introduced his core beliefs as a Soldier and leader. He not only illustrated what he believed, but the reasons why he holds those beliefs - from his family's roots in the Great Plains to the discipline he learned through Eastern martial arts.

The commander summed up his philosophy on what makes a command perform at its best with six words: "One Mind, One Heart, One Purpose."

We need to keep our minds focused on the greater mission, our hearts invested in our service to the nation and its military, and at all times work to fulfill our purpose of keeping troops sustained and alive.

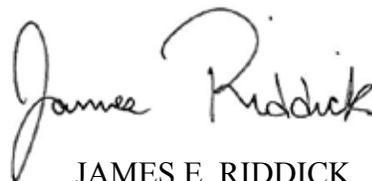
It is easy sometimes to lose sight of that greater mission while sitting in a cubicle or office. Far from the front lines, it is hard to keep perspective on how our mission affects the war effort. We have our own struggles on a day to day basis both personal and professional. We do not think of our daily missions as having a life-or-death impact.

No matter where you sit in SDDC, whether in a cubicle at Scott Air Force Base, at one of our ports around the world, or at the tip of the spear, you are supporting that One Purpose. Logistics is like a symphony; even the smallest part can make or break the performance. If you invest your heart and mind into perfecting your piece of the music, we all perform better, and the men and women risking their lives will not have to worry about having all the tools they need to accomplish the mission and come home safely.

What we are doing is keeping Soldiers alive whether as civilians, servicemembers, contractors or industry working with SDDC. We are an important part of the success or failure of our troops around the world. To a Soldier in Afghanistan or Iraq, our failure can mean not having the bullets, beans or body armor to accomplish his mission.

So I take the commander's philosophy of "One Mind, One Heart, One Purpose" to heart. And as I travel to the different places SDDC is working to accomplish the mission, I see people already investing in our mission as if lives depended on it. It encourages me as a leader and Soldier and reminds me as an American: lives do depend on it.

Let's Roll!



JAMES E. RIDDICK
CSM, USA



"THE END STATE OF WHAT WE DO IS KEEPING SOLDIERS ALIVE. AS CIVILIANS, SERVICEMEMBERS, CONTRACTORS AND INDUSTRY WORKING WITH SDDC, THAT IS WHAT WE DO. WE ARE AN IMPORTANT PART OF THE SUCCESS OR FAILURE OF OUR TROOPS AROUND THE WORLD."



Military Ocean Terminal Concord partners with local law enforcement for National Night Out

By Erik Johnson
SDDC Command Affairs

In a recent partnership with area law enforcement, Soldiers and emergency personnel at Military Ocean Terminal Concord, Calif., helped show that an alert neighborhood is the first step in detecting and preventing crime, even on or near a military installation.

Soldiers and emergency personnel from MOTCO helped the citizens of Clyde, Calif. enjoy their National Night Out Aug. 3. The National Night Out is an annual event in which communities partner with local law enforcement to create an atmosphere of cooperation in fighting crime.

MOTCO's Office of Emergency Services brought a fire truck and crew and police vehicle and crew to the event as a symbol of their continuing support to the community and to help generate awareness for Antiterrorism Month.

August is the Army's Antiterrorism Awareness month, and MOTCO personnel introduced the Army's iWatch program as a way for citizens of Clyde to get involved and help combat potential threats to the installation and its personnel.

MOTCO also provides assistance to local communities through their mutual aid agreement. For example, the terminal's firefighters responded to a potentially devastating house fire in Clyde two years ago. The firefighters extinguished the fire and prevented it from spreading to adjacent homes.

In addition to the crews of the two vehicles, 15 personnel from the Department of the Army Civilian Police and MOTCO's fire stations voluntarily attended to show support for the event.

MOTCO's Director of Emergency Services personnel created pamphlets, posters and bookmarks to



Staff Sgt. Christopher Beyer, physical security NCO for Military Ocean Terminal Concord, talks to a local resident during the National Night Out in Clyde, Calif.

teach Clyde's citizens how to spot and report suspicious activities. This will help protect both the community and MOTCO from dangerous people and activities.

"In the end, the most important thing is that we reaffirmed our commitment to them under the mutual aid agreement with the county," said Lt. Col. Chris Hart, commander, 834th Trans. Bn. "They, in turn, were receptive to the iWatch program and pledged to help us whenever possible."

According to Clyde community leadership, National Night Out was the community's first partnership with MOTCO in at least ten years and helped citizens and Soldiers alike get to know each other as more than just the people on the other side of the fence.

"What we found was that Clyde residents are largely supportive of the military and our presence here," said Hart. "All in all, it was a great event that will reap benefits for MOTCO for the foreseeable future."

SDDC units to compete Army-wide for supremacy in supply

By Erik Johnson
SDDC Command Affairs

In the upcoming Chief of Staff Army's Supply Excellence Awards competition, Soldiers from the Military Surface Deployment and Distribution Command will have the opportunity to prove the SDDC reputation as surface transportation experts.

SDDC has selected the 598th Transportation Brigade and the 836th Transportation Battalion to compete in the fiscal year 2011 Supply Excellence Award competition.

Earlier this year, SDDC's G1/4 staff sent a list of requirements to each of the command's brigades asking that they evaluate their units and issue recommendations as to which unit should be asked to compete. Once the recommendations had been returned, G1/4 personnel went out and conducted on-site evaluations to choose which battalion and brigade would represent SDDC at the Army level in the CSA, SEA competition.

"It gets them great exposure, and shows that they're following the regulations and doing things right," said Bernard Walls, SDDC Logistics Division chief. "That's the most important thing."

Walls also said that just in the few days since the announcement, he has already received requests to include units that initially declined to be evaluated. This increase in interest shows that more units are thinking about what they can do to improve themselves.

The 598th and 836th will go on to compete Army-wide at the Table Distribution Allowance Property Book and Unit levels, respectively, where they will undergo a similar evaluation by Army experts. The inspection dates have not been announced yet, but are due to take place all around the world during FY11.

The competition began in FY1986, but was inspired

during the Total Army Worldwide Supply Conference held in Nov. 1984. Some of the stated objectives of the CSA, SEA program include enhancing the readiness of all Army units, providing a structure for recognition of group and individual soldiers, perpetuating group competition, and increasing public awareness of supply excellence in the U.S. Army.

"We've had a big push on property accountability recently, and we're trying to get supply back on the map," said Walls. "With everything else going on in the Army, supply does not always get the exposure it deserves."

The contest is judged based on the on-site evaluations of each unit and organization by the U.S. Army Quartermaster School. Units are evaluated on several criteria, with up to 10 % of the total score reserved for areas of special emphasis by the Army G4 and/or the Quartermaster General.

These evaluations follow the same criteria used by SDDC's G1/4 in selecting a battalion and brigade to compete, with

an eye toward improving every unit that competes rather than simply judging who is the best.

"We don't go out there to fail anyone. There are no losers in this, it gives everyone a chance to get focused and do things right," said Walls.

Walls said that SDDC is eagerly awaiting the results not only in the hope that our Soldiers will do well in the competition; but in the hope that the evaluations will give SDDC a better understanding of what can be done to make our units even better.

"It gives headquarters exposure as to what we should be doing," said Walls. "It's not about competing, it's about improving."

"WE'VE HAD A BIG PUSH ON PROPERTY ACCOUNTABILITY RECENTLY, AND WE'RE TRYING TO GET SUPPLY BACK ON THE MAP. WITH EVERYTHING ELSE GOING ON IN THE ARMY, SUPPLY DOES NOT ALWAYS GET THE EXPOSURE IT DESERVES."

- BERNARD WALLS,

SDDC LOGISTICS DIVISION CHIEF



Army Chief Management Officer presents LEAP Award to SDDC team

By Diana M. Rodriguez, Office of Business Transformation

The Under Secretary of the Army, the honorable Dr. Joseph W. Westphal, and Army's first Chief Management Officer (CMO), presented awards to winners of the 2010 Lean Six Sigma Excellence Awards Program (LEAP) at a ceremony in the Hall of Heroes at the Pentagon Oct. 15.

The SDDC Project Team for Improving OCONUS Transportation Discrepancy Reporting was among the winners honored in the ceremony for the Non-Enterprise Level Award (Green Belt). Demitrous Blount led a team of G9 personnel on the project.

In attendance were the LEAP award winners and representatives from their offices. Additionally, Gen. Ann E. Dunwoody, U.S. Army Materiel Command commanding general, Mary Sally Matiella, Assistant Secretary of the Army for Financial Management and Comptroller, Joyce Murrow, administrative assistant to the Secretary of the Army, and Lt. Gen. Robert E. Durbin, acting director of the Office of Business Transformation, were in the audience to wish the recipients well and congratulate them for their achievements.

During his remarks to the awardees, Westphal told the group, "All are calling upon us to manage ourselves better and be more efficient and innovative. Innovation and change is difficult and demanding. And that is where you, as the Army's premier Lean Six Sigma practitioners, come in."

Westphal stated, "I believe that in managing the Army's Business Transformation, a core capability of our Transformation should and is being executed through Lean Six Sigma projects. The Army is supported by the Lean Six Sigma Program Management Office, within the Office of Business Transformation. The OBT and I have embarked upon one of the largest enterprise-wide deployments of Lean Six Sigma in an effort to institutionalize the tenets of continuous process improvement. You, as our Lean Six Sigma practitioners, are all uniquely positioned to identify innovative ways the Army can be more efficient."

Lean Six Sigma is a concept that American manufacturer, service, and healthcare industries have successfully pioneered and adopted to achieve a continuous

process improvement in all areas of the business. The objective is to utilize a data-driven approach and methodology for eliminating defects and variation reduction from product to service. Lean Six Sigma attempts to make more cost-effective use of taxpayer dollars while better serving Soldiers and their families.

OTHER 2010 LEAP AWARDS WINNERS:

Enterprise Level Project Sponsor Award: Assistant Secretary of the Army Financial Management and Comptroller

HQDA Level Organizational Deployment Award: Assistant Secretary of the Army Acquisition Logistics and Technology

AR 10-87 Level Organizational Deployment Award: Army Materiel Command

Subordinate Level Organizational Deployment Award: 21st Theater Sustainment Command

Enterprise Level Award (Master Black Belt): Program Executive Office, Combat Support and Combat Support Services

Enterprise Level Award (Master Black Belt): Assistant Secretary of the Army for Manpower and Reserve Affairs

Non-Enterprise Level Award (Black Belt): Army Communications-Electronics Life Cycle Management Command

Non-Enterprise Level Award (Black Belt): 21st Theater Sustainment Command

Non-Enterprise Level Award (Green Belt): Program Executive Office, Enterprise Information Systems

Non-Gated Project Team Award: Tobyhanna Army Depot

Non-Gated Project Team Award: 21st Theater Sustainment Command



SDDC Soldier earns AMC Soldier of the Year title

By Erik Johnson, SDDC Command Affairs

Though known as Global Surface Transportation Experts, SDDC's troops are warriors first, as evidenced by the fact that an SDDC Soldier was named Army Materiel Command's Soldier of the Year after a grueling competition in July.

Spc. Alex Perenishko of the 690th Rapid Port Opening Element (RPOE), 597th Transportation Brigade, earned the title "Best Warrior" after a weeklong series of obstacles, tests and challenges at Rock Island Arsenal, Ill.

The challenges that competitors had to overcome ran the gamut from combat skills to physical endurance to medical duties. Soldiers had to fire on an M-4 range, do weapon checks on multiple firearms, properly deploy a hand grenade, evaluate casualties and arrange medical evacuations, spot and report improvised explosive devices, undergo several physical training tests and do day- and nighttime urban orientation and land navigation courses.

According to Perenishko, the most difficult event was the 12-mile road march. He said he had never marched that far before, which made for a new and difficult experience. However, Perenishko also said that the march was his favorite part of the competition.

"It was rough, but for me to go out and be able to knock it out on the first try ever was really fun," said Perenishko. "But it was hard because the march itself wasn't actually worth any points. Every mile for the first six miles we had to stop and answer a question, and then if you wanted the points for the questions you had to complete the march."

Before entering the AMC competition, Perenishko had to win the SDDC Soldier of the Year Competition in Rotterdam, The Netherlands, nearly 4,000 miles from the 690th RPOE's home in Fort Eustis, Va.

"The SDDC competition was tough, it was a huge change of environment for me and a really tough mental and physical challenge," said Perenishko.

Perenishko said both competitions have taught him valuable lessons he hopes to bring back to his unit.

"It's great knowledge and experience to go back and share with my company," said Perenishko. "And it will help me encourage the other Soldiers to try to do something like this when the time comes... I more or less just want all the Soldiers to know that anyone can do it."

Sgt. Randy Rodriguez, also of the 597th Trans. Bde., participated in the AMC Soldier of the Year competition representing SDDC as NCO of the Year.

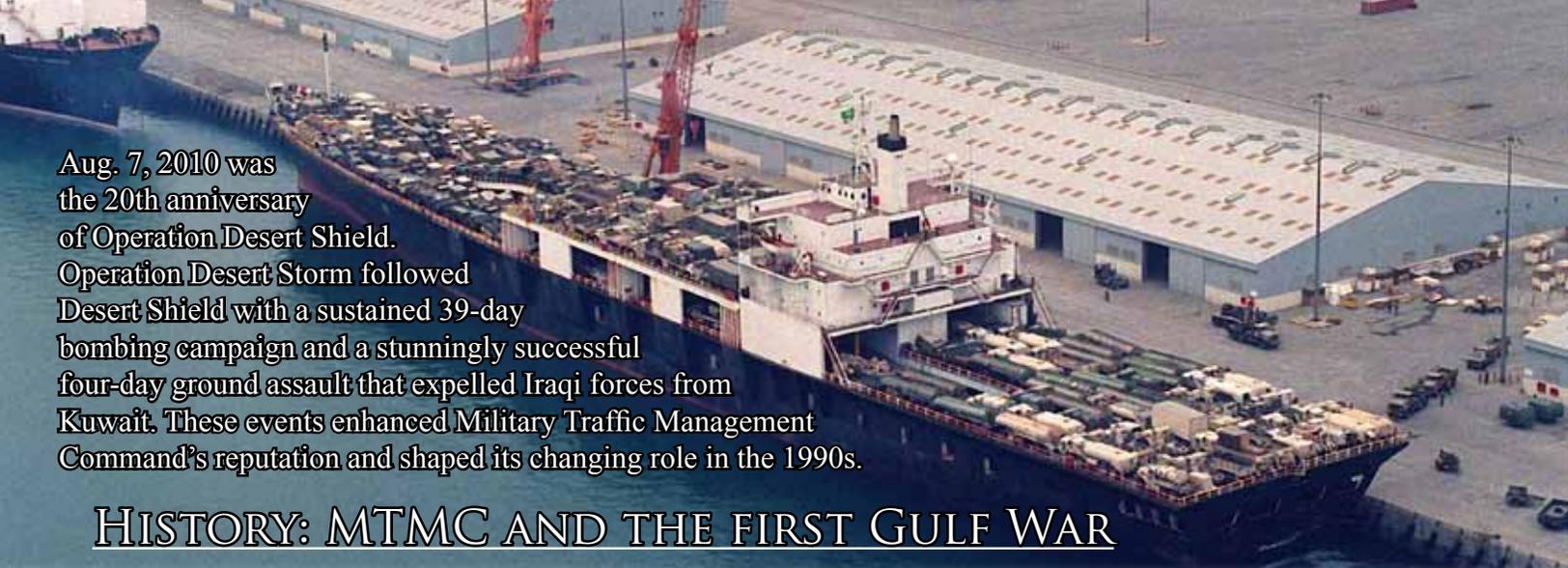
Perenishko and AMC NCO of the Year Sgt. John Ferguson, Army Sustainment Command, received a trophy and an iPod touch, and competed in the Department of the Army Best Warrior 2010 competition at Fort Lee, Va. in October.



Top: Spc. Alex Perenishko takes part in the Army Best Warrior 2010 competition.

Above: SDDC's Perenishko and Staff Sgt. Randy Rodriguez, compete in the AMC Soldier of the Year competition at Rock Island Arsenal, Ill.





Aug. 7, 2010 was the 20th anniversary of Operation Desert Shield. Operation Desert Storm followed Desert Shield with a sustained 39-day bombing campaign and a stunningly successful four-day ground assault that expelled Iraqi forces from Kuwait. These events enhanced Military Traffic Management Command's reputation and shaped its changing role in the 1990s.

HISTORY: MTMC AND THE FIRST GULF WAR

By Dr. Kent Beck, SDDC Command Historian

Desert Shield/Desert Storm unfolded as a logistics triumph as well as a major military victory. The United States buildup of 533,000 troops in the Persian Gulf happened in tandem with the sustained movement of mountains of supplies, armor, weapons, and ammunition. The Center of Military History's 1995 overview of The Whirlwind War pointed out that MTMC, the Army Component Command of United States Transportation Command since 1988, "played a major role from the beginning of mobilization." While certainly true, that statement by itself minimized the pressured and difficult way that MTMC's role unfolded.

The deployment process for the 101st Airborne Division, Fort Campbell, Ky., took shape despite a 20-day delay in mobilizing key Reserve port operations units, because many reservists showed up early at Jacksonville, Fla., as volunteers without military orders. By Aug. 13, MTMC Eastern Area received official permission to accept and move forward with the volunteers who already had started work, two weeks before the official reserve call-up. The ad hoc team at Jacksonville (most of whose members were from the same unit) directed the loading of 10 ships to move the equipment of the 101st Airborne Division.

As MTMC's commander Maj. Gen. John R. Piatak recalled in an Aug. 1991 interview, "We had moved the 101st out of Jacksonville before. We knew that Jacksonville had a capability to handle helicopters in easy fashion ... The question was not to develop a strategy, but how quickly can you execute those things we know should happen."

A 30-person ad hoc MTMC "scratch" team arrived at Savannah Aug. 3, the day after the Iraqi invasion of Kuwait. The team leased facilities at the port along with berth space. On Aug. 11, two fast sealift ships, the USNS Capella and USNS Altair arrived at Savannah. Aided by the Army Reserve's 1185th Transportation Terminal Unit, the scratch team loaded both ships around-the-clock so they were able to sail for Saudi Arabia on Aug. 13 and 14. By Aug. 31,

both ships had completed their offloading at Ad Dammen, Saudi Arabia. Initially, the 1185th loaded nine ships in nine days despite intense seasonal heat and thun-

derstorms. Overall, MTMC loaded 12 ships with 254,930 measurement tons at Savannah in August, with a remarkably low average loading time of 35.8 hours per ship.

This extraordinary achievement came despite major adjustments and additional issues. Since the "worst case scenario" of an imminent Iraqi invasion of Saudi Arabia was very plausible and might have compelled the 24th Infantry Division to fight the Iraqis at Saudi ports, the Army asked MTMC to "combat load" the 24th's major equipment with tanks and vehicles driven onto the vessels with full fuel tanks and ammunition racks. Air defense artillery was put on the top deck of the first two ships leaving Savannah in anticipation of possible attacks. Combat loading and the unit's extra supplies increased the number of ships used.

MTMC's success in managing the loading of 103 ships (which delivered 520,000 measurement tons) in the first 59 days of Desert Shield included the most obvious military cargo, ammunition. Personnel at Military Ocean Terminal, Sunny Point (MOTSU), N.C., loaded nine ships with 102,809 measurement tons of ammunition during Phase I of Desert Shield. As elsewhere, MTMC officials at MOTSU faced real challenges. MOTSU needed more people to sustain the contingency mission. HQ MTMC added more than 100 civilians to augment rail and stevedore operations. The 1185th Terminal Transportation Unit sent a contingent to North Carolina once operations at Savannah concluded. They joined a flow of Individual Mobilization Augmentee (IMA) reservists that started on 20 Aug. Many civilians voluntarily took on additional duties beyond their normal roles.

Extra work in a mobilization situation is not surprising, but two other changes had not been anticipated. While the facility had been designed to rely on railroad shipments, most ammunition reached MOTSU by truck rather than by rail. Just as surprising, the increased flow of ammunition more and more came on pallets rather than in containers, once again contrary to the facility design. Since truckloads of palletized ammunition could not be loaded as efficiently as containers, a backlog of ammunition pallets grew.

"We certainly should have containerized more ammu-

Desert Shield deployment photos courtesy Dept. of Defense

dition,” admitted Gen. Hansford T. Johnson, USAF, commander, United States Transportation Command, September 1989-Aug. 1992. “We simply did not push hard enough for it.”

During Phase II of Operation Desert Shield (Nov. 20, 1990 – Jan. 15, 1991) another 30 ships with 383,335 measurement tons of ammunition deployed from MOTSU. MTMC Europe deployed 200,000 measurement tons of ammunition to Saudi Arabia during this period. Once the ammunition deployment was complete, a large sustainment effort followed. At the official start of the redeployment from Desert Storm on March 10, 1991, 55 ships with 418,000 short tons of ammunition were en route to Southwest Asia.

The other highlight of Desert Shield Phase II for MTMC Europe, the movement of 122,000 troops and 50,000 pieces of equipment from Germany to Saudi Arabia in seven weeks compelled several adjustments. Four mobilized MTMC Transportation Terminal Units deployed to Germany, the Netherlands and Belgium. Once the move began, MTMC had to use five additional European ports in addition to its standard ports of Rotterdam, the Netherlands, Bremerhaven, Germany and Livorno, Italy. When 407 trainloads and 12,200 railcars of Army equipment congested Northern European railways, MTMC managed 421 barge loads to help relieve the pressure. Another alternative maneuver led MTMC to stage 204 road convoys that moved 5,100 vehicles. While finding alternative ways to move, MTMC Europe managed to work effectively with the Army’s 7th Corps, as well as with Germany, the Netherlands, and Belgium to make sure that the equipment and supplies reached the ports on time.

MTMC and Desert Shield/Storm

Operated out of 50 ports
23 United States
27 foreign

Loaded 6.5 million measurement tons on 537 ships (between Aug 7. 1990 - March 10, 1991)

MTMC’s Eastern Area redeployed 3.8 million measurement tons from 282 ships at 14 ports

One part of the deployment from Europe was disappointing. Piatak said units deploying from Europe “stuffed hundreds and hundreds of containers, put no markings on them, offered them to us, we shipped on over there and they got them there. However, they didn’t know what was in what. So the [7th] Corps was inundated with containers they had no visibility over.”

Gen. H. Norman Schwartzkopf, commander, U.S. Central Command, described the buildup as “an absolutely gigantic accomplishment” and stated, “I can’t give

credit enough to the logisticians and transporters who were able to pull this off.”

The formal award of the Army Superior Unit Award to MTMC Feb. 8, 1992 led Susan B. Livingston, Assistant Secretary of the Army for Installations, Logistics, and Environment to praise “MTMC’s unprecedented efforts associated with terminal operations, rail and truck movements, plus behind-the-scenes coordination with industry and government agencies.”

Desert Shield/Desert Storm brought MTMC into a closer relationship with USTRANSCOM and USCENTCOM as it won an expanded role in the operational theater that remained important throughout the 1990s and dominated the first decade of the 21st century. General Piatak worked in harmony with USTRANSCOM and Military Sealift Command. He also used U.S. Central Command’s stated movement priorities (which USTRANSCOM obtained and provided) to force lower priority DOD customers to wait.

Desert Shield involved MTMC in furious port operations often in commercial ports like Jacksonville and Beaumont that later became the home stations of SDDC battalions. Likewise, Eastern Area was seen as providing outstanding support of deploying units. Eastern Area commander Brig. Gen. Hubert G. Smith won praise for his active customer support and became deputy commander of USTRANSCOM in 1995.

MTMC reaffirmed its commitment to MOTSU after Desert Shield/Storm and also fashioned a long-term commitment to develop the terminal at Concord, Calif., as the West Coast equivalent of Sunny Point.

Many shortcomings of Desert Shield and Desert Storm such as limited containerization, a need to upgrade the sealift fleet, faulty cargo documentation, and inadequate in-transit visibility (ITV) received sustained attention in the following years. Desert Shield and Desert Storm showed MTMC excelling at port management despite problems and propelled the command forward through lessons learned and shaping future operations.





Strykers drive from the ARC Endurance (left) around to a staging area near SDDC's Cape Canaveral Detachment headquarters. The Strykers are headed for Anniston Army Depot for a reset process by Army Materiel Command.

LAST IRAQ COMBAT BRIGADE STRYKERS COME HOME

Story and photos by Mike W. Petersen, Editor

The 832nd Transportation Battalion's Cape Canaveral Detachment managed the redeployment of the 4th Stryker Brigade Combat Team, 2nd Infantry Division, Oct. 6-7 at Port Canaveral, Fla.

More than 300 Strykers were unloaded from the roll-on/roll-off ship ARC Endurance on the first day of port operations. All but a few were driven off by stevedores from Ambassador Services, trained to drive the vehicles at Fort Lewis, Wash. in advance of the mission.

That training was key in the offload being completed in half the scheduled time, according to Cape Canaveral Detachment traffic manager Dan Robinson.

"The Strykers aren't a typical operation for the Cape Detachment. We had a lot of training and planning," Robinson said. "We also had our master trainer from Jacksonville in place to manage and supervise of all the drivers. The vessel came in from theater with most of the vehicles operational. This went so well because the whole thing was synchronized between the Cape Detachment, the bat-

Among the cruise ships and NASA shuttle preparations Oct. 6 at Port Canaveral, Fla., was the unusual sight of hundreds of Strykers combat vehicles rolling into the port. Military Surface Deployment and Distribution Command was bringing the last combat brigade from Iraq back onto American soil.

talion, the stevedores, and the Port Support Activity team."

The detachment, which maintains a permanent presence of five people at the port, conducts sustainment cargo shipments to the islands of

Ascension and Antigua, as well as the Atlantic Underwater Test and Evaluation Center. A tenant unit on Cape Canaveral Air Force Station, the detachment also supports the Air Force 45th Space Wing and NASA.

Port Canaveral was selected for the delivery due to its proximity to the cargo's destination, Anniston Army Depot, Ala., where the vehicles will go through Army Materiel Command's reset process.

For many of the Soldiers and civilians supporting the redeployment, the Strykers held a significance beyond the scale of the operation. Many have supported the deployment, sustainment and redeployment of the U.S. military from ports and distribution nodes around the world since the war began in 2003.

Sgt. 1st Class Joseph Barajas, cargo specialist, deployed

to Kuwait in 2006-7 supporting the surge of troops and equipment that helped turn a corner in Operation Iraqi Freedom. To Barajas, the Strykers are a reminder of something far more important.

“My son was in the Army for five years. He was with the Strykers in Iraq, in the infantry,” Barajas said. “I’m relieved we’re bringing our equipment home, but we’re trying to bring our Soldiers home.”

As Operation New Dawn moves into its second month, the hope for a free Iraq remains strong among the SDDC troops, civilians and contractors who have invested so much over the last seven years from locations around the world.

“This is a big day for us, and a big day for the U.S. Army,” said Lt. Col. Bleu Hilburn, commander of the 832nd Trans. Bn. “This marks the end of Operation Iraqi Freedom and the beginning of Operation New Dawn. It’s a significant watershed for the military. It’s not just a new name. It’s a new mindset. We’re now involved in supporting a sovereign Iraqi government.”

Top: Sgt. 1st Class Joseph Barajas and Staff Sgt. Michael Kenyon, cargo specialists, monitor the loading of Strykers belonging to 4th Stryker Brigade Combat Team, 2nd Infantry Division from Fort Lewis, Wash., the last combat unit to leave Iraq.

Center: Lt. Col. Bleu Hilburn, commander, 832nd Transportation Battalion, talks with local media at Port Canaveral, Fla. The offload generated media interest at a location normally known for cruise ships and space shuttles.

Bottom: Ada Quinones, a transportation manager with SDDC’s Cape Canaveral Detachment, ensures all documentation on the Strykers is straight before the trucks depart the port.





SDDC CHANGE OF COMMAND

AUGUST 25, 2010 - SCOTT AIR FORCE BASE, ILL.



Top: Gen. Ann E. Dunwoody, commander, Army Materiel Command, passes the SDDC colors to the incoming commander, Maj. Gen. Kevin A. Leonard.

Above: Maj. Gen. James L. Hodge, outgoing commander, talks about the vital support his wife Michelle (right) has given him throughout his career.

Right: Commanders and guidon bearers representing SDDC's five subordinate brigades and Army Reserve element stand in formation.

All U.S. Army photos by Mike W. Petersen





Col. Stanley Wolosz, SDDC chief of staff, commands troops during the change of command ceremony.



Maj. Gen. James L. Hodge is congratulated by Air Force Gen. Duncan McNabb, commander, U.S. Transportation Command.



Pam Leonard is presented with yellow roses by SDDC Soldier of the Year Spc. Alex Perenishko.



SDDC Command Sgt. Maj. James Riddick returns the USTRANSCOM Land Component Command flag to the Joint Honor Guard.





Responsible Reset Task Force critical link in Iraq drawdown

Story and photos by Natalie Cole, 1st Theater Sustainment Command

Soldiers and civilians with the Responsible Reset Task Force (known as R2TF) at Camp Arifjan, Kuwait are a critical link in the chain of Army Materiel Command (AMC) teams that manage the withdrawal of equipment from Iraq.

The task force keeps billions of dollars worth of supplies and vehicles moving across the desert and ocean to the United States without getting lost. No tanks or trucks can mysteriously vanish in the move. To give an example of the volume, the task force moved more than 3,100 armored vehicles in July, exceeding their goals for the month, according to John P. Dugan, deputy to the commander, R2TF, AMC.

In addition to overseeing the movement and accountability of items, the task force manages the repair and redistribution of equipment once it reaches the United States. Many of the armored vehicles in theater, for example, have become beat-up and worn-out as troops rely on them in combat.

In a process known as Reset, the task force teams in the United States take a damaged vehicle and “give it some new life after it’s been to battle,” Dugan said. “[Reset] takes away the effects of the high op tempo and operations in a harsh environment.” But the task force is not only about moving and fixing things. It also saves the Army and the tax payers’ money, according to Sgt. Major Patrick D. Strong, of the R2TF, AMC.

The task force identifies supplies that can be salvaged as opposed to destroyed, and keeping existing equipment in circulation cuts the costs of buying replacements. Strong said he is impressed by

“the amount of funds that have been saved, and it just continues to grow.” In fact, the task force has recovered \$208 million worth of supplies so far in 2010, said Dugan. The task force uses a collection of logistics computer programs to uphold its motto of “accountability, visibility, and velocity,” Dugan said. One of the newest programs helping with the drawdown is the Theater Provided Equipment planner (TPE planner), which was launched in January of 2010.

Now, units who receive their equipment in theater can use the TPE planner to keep track of their items and identify anything they have that they do not use. The quicker units identify the excess equipment, the quicker it can be redistributed to other units in the Army who do need it, Dugan said. With the TPE planner, the time it takes to move out excess equipment has been cut in half, from 10 days to five days, according to Dugan.

The introduction of the TPE planner is significant because it “gives units, divisions, corps the ability to rapidly determine the disposition of equipment,” he said. Thus far, more than 260,000 items have been processed in the TPE planner, Dugan said. The task force plans to have all excess

theater issued equipment out of Iraq and in the United States by August 31.

The process of repairing and redistributing equipment is how the task force regenerates the Army's power and resources. When all equipment is accounted for, the Army has a clear picture of what is available to provide to other units, said Strong. This forward-looking approach is a part of the task force's way of doing things.

"We need to be predictive, not reactive," said Dugan. "[We are] putting capabilities back with the units."

The drawdown is a process that takes joint effort. The task force relies on information and logistical support from the 1st Theater Sustainment Command and its subordinate units in Iraq, Camp Arifjan and the sea ports in Kuwait. Dugan said given the computer programs and work of the AMC enterprise, there have been no insurmountable obstacles.

"We wouldn't need to be here if there weren't daily challenges to be worked out," he said. "It's a great team effort among all." Col. LeRoy Ontiberos, with the AMC R2TF, said working with the task force offers a unique perspective for Soldiers.

He said he enjoys "working with a civilian workforce with eons and eons of experience. They're a real wealth of information." He added that the end result of the team work



is "to use the information to complete our mission."

When asked about the most meaningful part of the task force's mission, Dugan said, "being part of the responsible draw down. The depth and breadth of the requirements... are extraordinary. To help and put processes in place that help [troops] be effective, that has been the most rewarding."

Strong said while the work of the task force is more behind the scenes, it is a necessary part of the drawdown's success.

"We're the support role from behind," he said. Strong added that although troops cannot see the computer data, "they know what's happening, they know when it's done," he said. "We've earned everyone's respect."



Above and Left: Soldiers from 595th Transportation Brigade move vehicles through Ash Shuaiba, Kuwait, to be returned to the States for Reset by Army Materiel Command.



LEAN SIX SIGMA PROJECT IMPROVES RETROGRADE PROCESS FROM OIF

By Erik Johnson
SDDC Command Affairs

The Automatic Reset Induction (ARI) process involves the reset of equipment returning from Iraq to the United States. The process stretches over 7,000 miles from Iraq to Texas. It is estimated that around 800,000 pieces of equipment will be retrograded to the United States in the next two years, with a maximum pace of 4,500 pieces per month.

The Military Surface Deployment and Distribution Command's Lean Six Sigma (LSS) staff combined forces with the Army Sustainment Command's Continuous Process Improvement office June 2008, to improve the ARI retrograde flow of equipment from OIF to CONUS source-of-repair (SOR) facilities.

Maj. Gen. Robert M. Radin, then-commanding general of ASC, provided the project's basic principles, goals and objectives and ordered that LSS personnel take charge of the improvements. LSS personnel are tasked with reducing and eliminating unnecessary or nonvalue activities while reducing variation and increasing quality.

The specific goals that Radin outlined were to provide 100 percent in-transit visibility (ITV) and total asset visibility (TAV), reduce overall process time by 20 percent, reduce duplication of efforts, eliminate the manual labor used to reconcile hundreds of thousands of dollars' worth of ARI equipment every year and eliminate the Army's associated liability of more than \$700 million in lost equipment.

To identify the problem, the team tracked more than 250 ARI shipments. They found that the loss of visibility occurred when the original sustainment transportation control number (TCN) changed to a unit movement TCN midway through shipping.

"The effect is similar to a commercial carrier changing its shipment tracking number en route without notifying the customer or letting him know the product he received is really what he ordered," said Mark Paun, transportation deployment, redeployment and distribution analyst for SDDC.

"The bottom line was that Army and Defense Logistics Agency supply automation systems weren't interfacing electronically with Army and joint transportation and mobility systems," said Paun.

The process involved manual labor on the part of DOD personnel, including attaching multiple tags to each shipment and copying transportation information onto clipboards





and spreadsheets. Some steps of this process were being performed more than once by different agencies, increasing process time and cost, Paun said.

After considering multiple courses of action (COA), the team settled on a course of action that, according to Paun, meant drastically changing the way the Army transports retrograde shipments for years to come.

Under the chosen COA, the team would develop a capability in the Transportation Coordinators' Automated Information for Movement System II (TC-AIMS II) to accept Army War Reserve Deployment System-generated supply TCNs and the associated supply and transportation data.

This would require only one TCN during shipment, and allow Life Cycle Management Command (LCMC) personnel to automatically close out shipments. It would decrease manual labor and redundancy during the process, saving time and money.

The chosen COA met all of Maj. Gen. Raldin's initial goals and objectives, as well as every stakeholder and customer requirement. In June 2009, it was decided to execute this plan.

In November 2009, LSS personnel completed the software upgrades to TC-AIMS II and, in late December 2009, the new system was fielded. A shipment can now be identified and closed out simply by scanning a barcode and radio frequency (RF) tag. Redundant steps were cut out of the process, saving time and money during shipment.

According to Paun, the first shipment tracked under the new system showed that the changes had improved the process. Several ARI pieces of rolling stock were shipped to test the process, resulting in 100 percent end-to-end ITV and TAV, 92 percent ARI automated closeout and reconciliation at the SOR facility (13 out of 14 shipments), 92

percent ARI married supply and transportation data and a reduction in process time from 149 days to 105 days.

The process has immediate financial benefits for the 595th Transportation Brigade in Kuwait. The reduction in personnel cost is expected to be around \$4 million over the next six years. It is also projected to save around \$3.4 million on RF tags in the next 6 years.

In addition, the 44 days removed were all removed from the Iraq and Kuwait stages of the process. Stakeholders there are busy supporting a war; anything that saves them time and effort benefits the warfighter.

However, the project's impact is not strictly limited to this process.

"The project's improvements have far-reaching benefits beyond ARI," said Paun.

The new process will allow non-unit deploying equipment and supplies, including urgently needed supplies not directly tied to Time Phase Force and

Deployment Data, to be shipped with the same attributes of the improved ARI process.

Paun gave the example of Mine Resistant Ambush Protected (MRAP) vehicles shipping to Kuwait and Iraq. Using the same TCN-generation system as the new ARI process, MRAP shipments can have a TCN assigned from the source of supply or manufacture.

This would accelerate the process, increase the transportation movement priority and resolve transportation funding constraints (who pays for the movement). All of that combines to bring those MRAPs faster to the Soldiers who need them.

"The new ARI process marks the beginning of a new era in retrograde transportation," said Paun.

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PACIFIC REACH 2010

Using lessons learned in Haiti, SDDC trains for Pacific disaster relief

By Donna Klapakis
599th Transportation Brigade

A humvee pulled off the U.S. Army Vessel Calaboza onto a boat ramp in Ito City, Japan, Sept. 1, signaling the beginning of American aid to an area devastated by earthquake. All roads in and out of the peninsula had been severed during an 8.7 temblor earlier that day, leaving only passage by helicopter or sea available.

This disaster relief scenario gave SDDC's 836th Transportation Battalion its first opportunity to exercise command and control functions to practice delivering cargo for the Pacific Reach 2010 humanitarian assistance and disaster relief exercise in Japan.

"The 836th's role in Pacific Reach was to provide command and control for the LCUs [landing crafts, utility] here to move equipment to and from Ito City. They supervised the upload and offload safely and tracked the movement and time," said Sgt. Maj. Willie Jacobs, 836th sergeant major.

"This was the first time that U.S. Army Japan has had this big of a stake in the process. The vessels are maintained here, they get exercised maybe twice a year, each particular vessel, apart from maintenance," said Sgt. 1st Class Cory Adams, 836th Transportation Battalion plans and training noncommissioned officer in charge.

SDDC performed reception, staging, onward movement and integration (RSO&I) of cargo, as well as life support functions based on the contingency scenario.

"This all spun off of the Haiti earthquake," Adams said. "Based on an Army unit's strategic location - regardless of our normal function - how can we best employ boots on ground when our friends need help?"

The Army supplied generators, water trailer tanks, and light transportation, as well as personnel to man the generators and drive the trucks. All equipment was shipped by LCUs from the 836th headquarters at Yokohama North Dock to Ito City, about a six-hour cruise.

The 836th stores ten 2000-series LCUs belonging to Army Materiel Command at Yokohama North Dock. The vessels are Army prepositioning stock, so are not manned the rest of the year. Thirty-eight crew members from Fort Eustis went to North Dock to man the vessels in order to participate in the exercise.

While the vessels are a part of Army Prepositioning Stocks-4, from Army Sustainment Command, operational

command of the vessels and their crews was the responsibility of the 836th Transportation Battalion during Pacific Reach.

Valerie Van Vleet and Clayton Maciorowski of the 599th Transportation Brigade's information management directorate set up and manned the deployable port operations center during the exercise.

Van Vleet said all aspects of the operations center were fully functional during the exercise, and it proved to be a



Soldiers and civilians offload cargo and equipment from the U.S. Army Vessel Broad Run on Aug. 31 in Ito City, Japan, as part of Pacific Reach 2010.



The U.S. Army Vessel Calabozo pulls into Ito City, Japan, Sept. 1 as part of Pacific Reach 2010.

tremendous command and control asset.

Sept. 1 is Disaster Preparedness Day in Japan. It is the anniversary of the 1923 Great Kanto Earthquake, which killed more than 100,000 people. About 670,000 people participated in disaster preparedness drills around the country this year according to the Yomiuri Shimbun, a Japanese newspaper.

In the lead up to the Sept. 1 landing at Ito City, U.S. Army Japan and the 836th also held a VIP Day at Yokohama North Dock to brief the role Pacific Reach 2010 exercise would play in Disaster Preparedness Day. Gen. Yoshifumi Hibako, chief of staff of the Japanese Ground Self Defense Force, attended.

“It was a great opportunity to work with the Japanese Self Defense Force on a scenario that allows us to help our allies, and we realized our shortfalls in an exercise environment, giving us a chance to correct and perfect our actions,” said Jacobs.

In all, two Army LCUs participated in the exercise, USAVs Broad Run, which brought equipment to set up a command and control site in Ito City on Aug. 31, and Calabozo.

Jacobs said the expanded exercise gave the 836th an opportunity to learn some valuable lessons. The exercise gave the vessel crews and the 836th a chance to realize how big a role the tides play in Japan. Because the ramp was very steep, the Calabozo had to back off from the original landing site to drain ballast to lift the bow before it could offload the cargo, according to Jacobs. Trucks onboard the vessel could have cleared the water at the original landing site, but the humvees onboard could not.

Lt. Col. Gregory N. Bunn, commander of the 836th, said the unit plans to expand on the exercise in coming years.

“For next year’s exercise we’d like to employ more watercraft and have a bigger scenario, more cargo, which would really stretch the battalion’s capability to upload and discharge the vessels. I’d also like to have two or three locations. The bigger scenario would improve our ability to plan and command and control, and to sustain units that task-organized under the battalion.”

Pacific Reach 2010 ran from Aug. 27 to Sept. 1, but the soldiers arrived for it Aug 22 and departed Sept. 9.



Lt. Col. Gregory Bunn, 836th Transportation Battalion Commander, speaks to reporter Shunsuke Shimanaka at Ito City.





A Stryker belonging to 56th SBCT is lifted from the MV American Tern at Riga, Latvia in preparation for the training exercise Saber Strike 11.

STRYKERS ARRIVE IN LATVIA FOR SABER STRIKE 11

Story and photos by Bram DeJong, 598th Transportation Brigade

Deployment and Distribution Support Teams from SDDC's 950th Transportation Company played a vital role in orchestrating the receipt and discharge of Stryker vehicles at the Vecmilgravis Terminal in Riga, Latvia.

The Strykers belonged to the 56th Stryker Brigade Combat Team from the Pennsylvania Army National Guard and participated in the exercise Saber Strike 11 in October. The exercise partnered the Pennsylvania National Guard with Estonia, Latvia and Lithuania for training and the chance to strengthen relationships with the Baltic States.

"The participation of 950th personnel during the planning conferences leading up

to the exercise paid huge dividends," said Maj. Gina SanNicolas, commander of the 950th Transportation Company. "Because of the communication between Latvian logistics officers, U.S. Army Europe and U.S. European Command planners - to include 16th Sustainment BDE - this set the tone for successful reception and integration of cargo."

The objectives of the exercise included preparing International Security Assistance Force nations for increased contributions to ongoing operations in Afghanistan; and improving NATO and coalition interoperability at the tactical level which also include Joint Forces participation where possible, accord-





ing to SanNicolas.

“In addition to building partnerships, the equipment brought over for the 56th SBCT is also part of an initiative to leverage State Partnership Program events and Army National Guard state partner resources,” SanNicolas said. “SDDC plays an integral role in this by ensuring that cargo is delivered to achieve these objectives. This is what we bring as enablers.”

Two key players, Bruce D. Rogers, deputy chief of mission in Latvia, and Col. I. Rajevs, chief of staff, Joint Latvian Forces, addressed the Latvian media during the operation. Rogers underlined the importance of the cooperation between the U.S. and Latvian forces and recognized the importance of Latvia being a partner in NATO. He also recognized the important role of Latvian forces in Afghanistan.

“Missions like this allow us to continue to refine our role in theater-opening capabilities as part of a larger force. This is the first time the 950th Trans. Co. has conducted operations in this port in Latvia. This port operation further strengthened our training as global deployers,” SanNicolas said.

Staff Sgt. Douglas Kirk, operations NCOIC, and 1st Lt. Karla Bayles, executive officer, 950th Trans. Co. watch the first Strykers being unloaded at the Vecmilgravis Terminal in Riga, Latvia.



Pacific workshop talks DPS, State Dept. shipments

Story and photos by Donna Klapakis,
599th Transportation Brigade

SDDC Personal Property Office-Pacific hosted a Personal Property Training Workshop at the Sheraton Waikiki Oct. 19-20.

The primary focus of the workshop was discussion and presentation of the Defense Personal Property System, according to Mae Ohori, director for the SDDC Personal Property Office-Pacific.

While SDDC is the executive agent for the Department of Defense personal property program and oversees the movement of all household goods, DPS is run through U.S. Transportation Command. Although the two commands are co-located at Scott Air Force Base, Ill., the division of responsibilities presents some challenges, said John Johnson, chief, Personal Property Branch, SDDC.

Michael Williams, deputy to the commander, SDDC, gave the keynote address Oct. 19. He noted that while performance in the household goods business is good overall, good is not the standard to which he aspires.

“We have to have 100 percent of the shipments make it,” Williams said in his keynote address. “In our business, even if we attain the 99.9 percent level, that still isn’t good enough. If even .1 percent of the shipments don’t make it, that will affect 40 service members out of 40,000.”

During his keynote address, Williams noted that five base realignment and closure moves will add to an already busy summer schedule from April to September 2011.

Williams also answered a question concerning whether the Defense Personal Property Program would be outsourced in coming years. He said that although no plans were in the works, senior leaders look at outsourcing the

program about every five years. Since the movement of privately owned vehicles has already been successfully outsourced, it is possible that the movement of service members’ household good could also be outsourced in coming years, he said.

Leland Gallup, chief of Recovery Branch, U.S. Army Claims Service at Fort Meade, Md., spoke on the role of his office, which has seen an 80 percent decline in personal property claims in the past two years since service members began submitting claims directly to transportation service providers.

The providers now pay service members full replacement value for their claims. However, on claims that the providers are unable to pay, the services are only able to pay depreciated value. He said the services are working on a plan to fill in the gap between the two amounts.

Beginning in April, the Department of State now ships household goods for service members assigned to embassies, such as Marine security guards and attaches, Johnson said.

Ohori said the workshop had about 200 attendees, including Department of State representatives from Thailand, Indonesia, Cambodia, Laos, and Pakistan. Transportation service providers, agents, and all five uniformed services were also represented.

On Oct. 18, Personal Property Office-Pacific held a special session for State Department personnel on how to handle personal property shipments for servicemembers assigned to embassies, as well as separate service meetings for the Army, Air Force, Navy and Marines.

Michael Williams, deputy to the commander, SDDC, answers a question after his keynote address at the SDDC-Pacific Personal Property Training Workshop Oct. 19.



Q&A WITH CAPT. GREGORY GROSSMAN, SOLDIER AUTHOR

By Capt. Barrett Michel,
595th Transportation Brigade

A lynchpin program in preparing Iraqi security forces to achieve self-sufficiency in counterinsurgency operations was the use of U.S. Army military transition teams (MiTT). Generally composed of 10 -12 commissioned and noncommissioned officers, MiTT teams were embedded in Iraqi army divisions, brigades, and battalions to teach, mentor, and operate with the unit.

Capt. Gregory Grossman, operations officer with the 831st Transportation Battalion, served with a team from 2007–2008. Recently, he published a book, “Dreams of Hope: A Transition Team’s Adventures in the Iraq War” documenting his experiences.



Tell us a little bit about the book.

It’s a roughly fifteen-month account of my team’s intense experiences in Iraq. The story spans our initial training and formation at Fort Riley to the final battles in Sadr City, Iraq, prior to redeployment in mid-2008. The battles in Sadr City during the time covered in the book most people now refer to as “March Madness” or “The Battle of Sadr City.”

Why did you write the book?

I had always wanted to write a book about my experiences in the Army. Like most people who say they want to write a book I found it difficult to get started. On deployments I keep a green book of my notes and thoughts about what is going on during my tour. During my last tour in Iraq I found that I was filling up the notebook at about three times the rate that I would usually write in my journal.

I was in a briefing from the division commander with my team at the Phoenix Academy in Camp Taji Iraq in 2007. The division commander’s main point was essentially that this tour in Iraq would be what we made of it. We were making history. He said, “Do your pre-combat inspections, do your mission rehearsals before every mission, stay in shape, and you might even want to write a book during your tour.” After that I walked down to the Internet café and sent my sister an email about all the crazy things that I was experiencing and she said the same thing, “write a book.” So I did.

As I wrote the various chapters in the book I found that it was almost therapeutic to write these things down. I also wanted to somehow document what our team and many other teams like ours went through during that time. The

media at the time

focused on the large

surge of forces in Iraq in 2007, but very little was mentioned about the surge of transition teams during that same time.

How long did it take?

It took about three years by the time the book was finally available through a commercial publisher. I am still on active duty, and therefore had to have the book vetted and reviewed by Multi-National Security Transition Command - Iraq Security, Public Affairs, and the Office of the Staff Judge Advocate at Department of the Army. This review process took about a year and the rest of the time was spent on a few editorial revisions. Overall, I would say I re-wrote the book in its entirety about three times during the entire process.

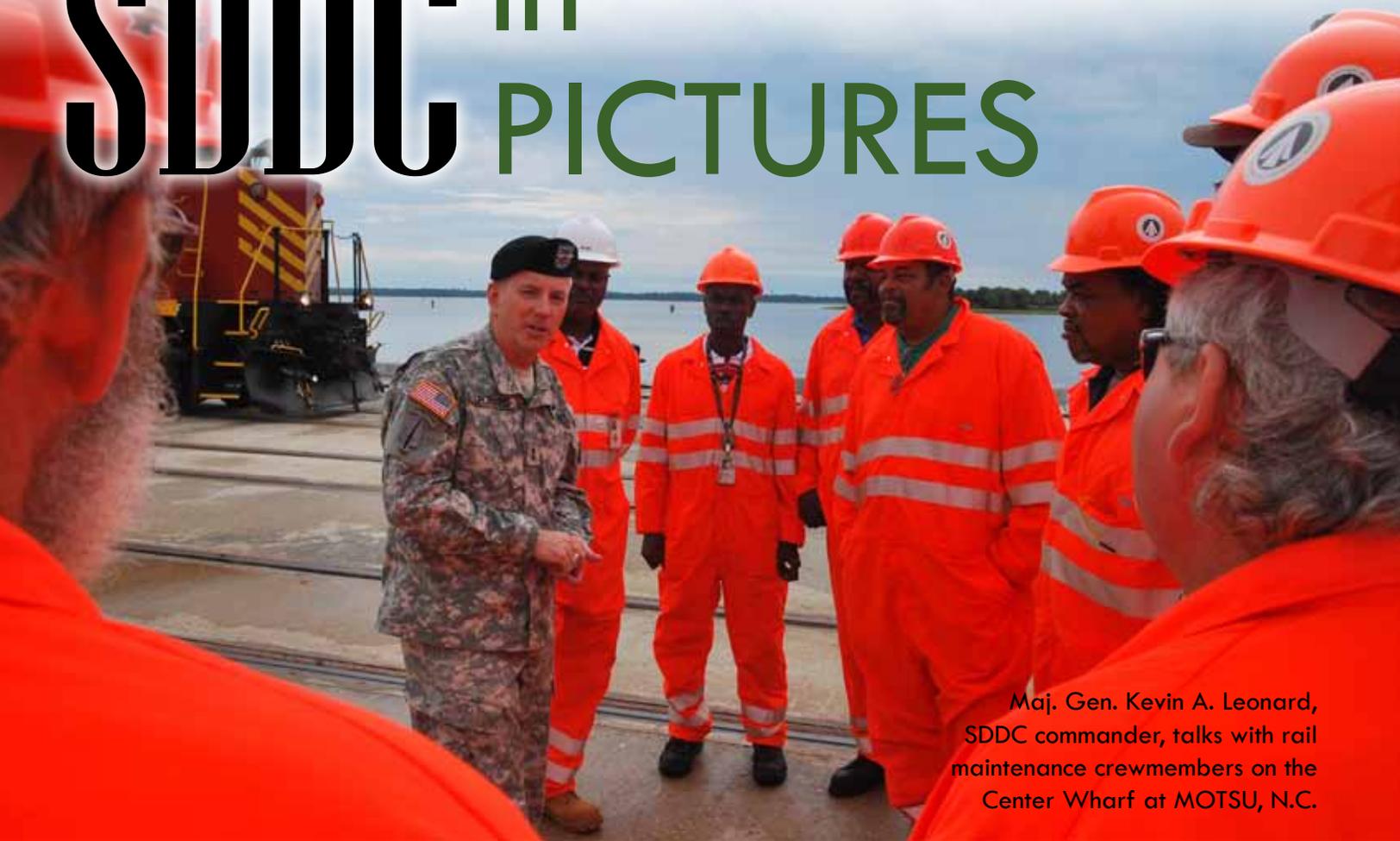
Many months after we left Iraq and the team was on to our different assignments, our team noncommissioned officer in charge received a message from the brigade sergeant major about our team medic’s award. Doc received his Permanent Change of Station award but he had been submitted for an Army Commendation Medal after the final battles in Sadr City prior to our redeployment. The brigade sergeant major sent a note to our NCOIC that Doc’s award was upgraded to an ARCOM with “V” Device for Valor. I immediately sat down after reading the email and wrote one of the final chapters of the book about Doc. The title of the chapter is “Valor.” I also wrote about this in the Epilogue. *The book was published August 4, 2010 and is now available from Authorhouse.com, Amazon, and Barnes and Noble.*

Excerpt from [Dreams of Hope: A Transition Team’s Adventures in the Iraq War](#):

It is the second day since the Jeesh al-Mahdi (JAM) attacked Sadr City in one of the biggest offensives in years. The Iraqi battalion executive officer (my current Iraqi counterpart) is dead, shot in the back of the head at a checkpoint in Sadr City. My anxiety level is as high as I can ever remember. My thoughts are clouded with the strange dreams (more like nightmares) and restless sleep from multiple nights of listening to barrages of incoming and outgoing mortars, artillery, and rockets firing. The battalion S2 from the Iraqi battalion stops at our building at 3:00 a.m. to inform us that JAM elements are attacking the perimeter. The buzz of multiple large-caliber automatic weapons in the distance confirms his report. Exactly two weeks are left until we redeploy. Our replacements are on the ground in Iraq, but they cannot get to us because all the helicopters are being diverted in direct support of combat operations. I wonder aloud to myself, is this all just a really long, bad dream? If so, how do I wake myself up? Pinching myself hurts. This must be real.



SDDC in PICTURES



Maj. Gen. Kevin A. Leonard, SDDC commander, talks with rail maintenance crewmembers on the Center Wharf at MOTSU, N.C.

Photos from the U.S. Transportation Command Component Commanders Conference, hosted by SDDC's 596th Transportation Brigade at Military Ocean Terminal Sunny Point, N.C. Sept. 27-28.

The senior leaders of US-TRANSCOM, SDDC, Air Mobility Command and Military Sealift Command took part in the conference, which included firefighter training and a tour of the MOTSU rail and terminal facilities.

*U.S. Army photos
by Mike W. Petersen.*

*For more photos,
visit www.flickr.com/translog.*

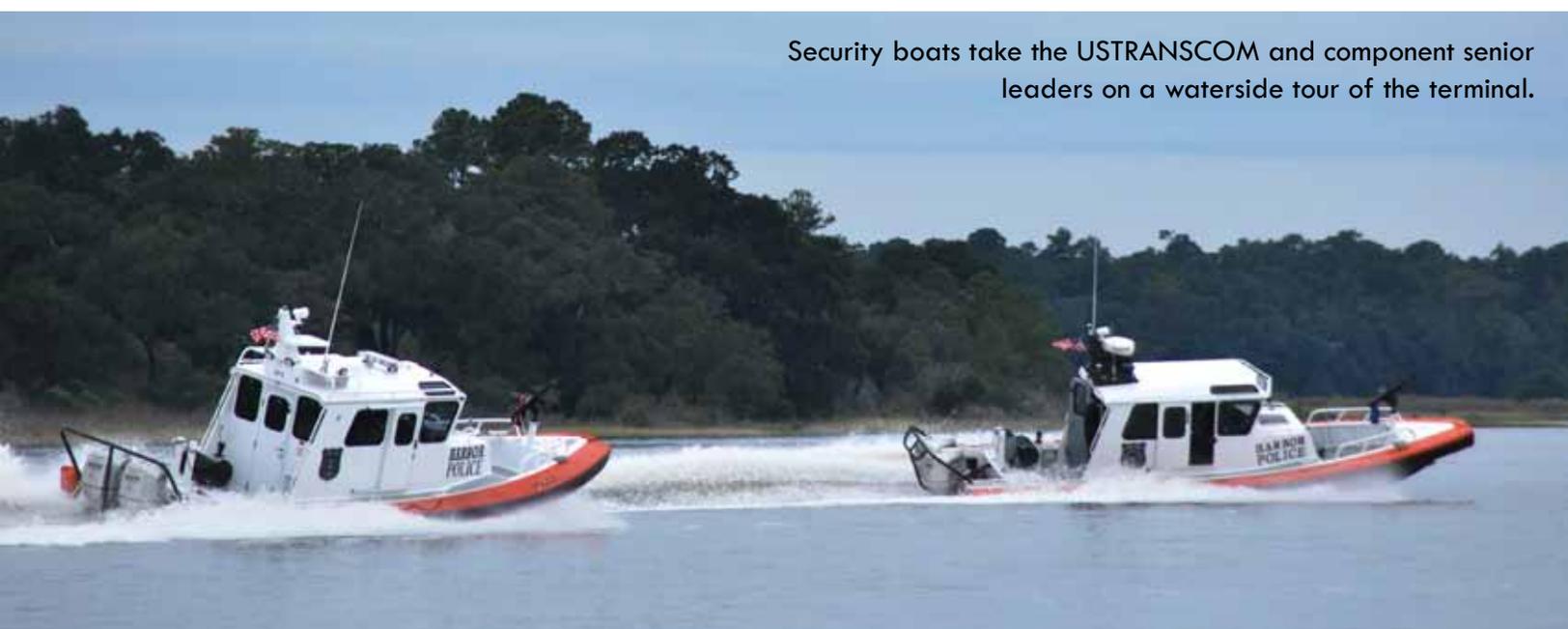


Gen. Duncan McNabb, commander, USTRANSCOM, drives one of MOTSU's U.S. Army locomotives used to transport munitions on the installation.



Left: The senior leaders of USTRANSCOM, SDDC, Air Mobility Command and Military Sealift Command train with the MOTSU Fire Department putting out a liquid propane fire.

Below: Command Sgt. Maj. James Riddick, command sergeant major for SDDC, gears up for firefighter training.



Security boats take the USTRANSCOM and component senior leaders on a waterside tour of the terminal.



SDDDC

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ONE MIND

ONE HEART

ONE PURPOSE