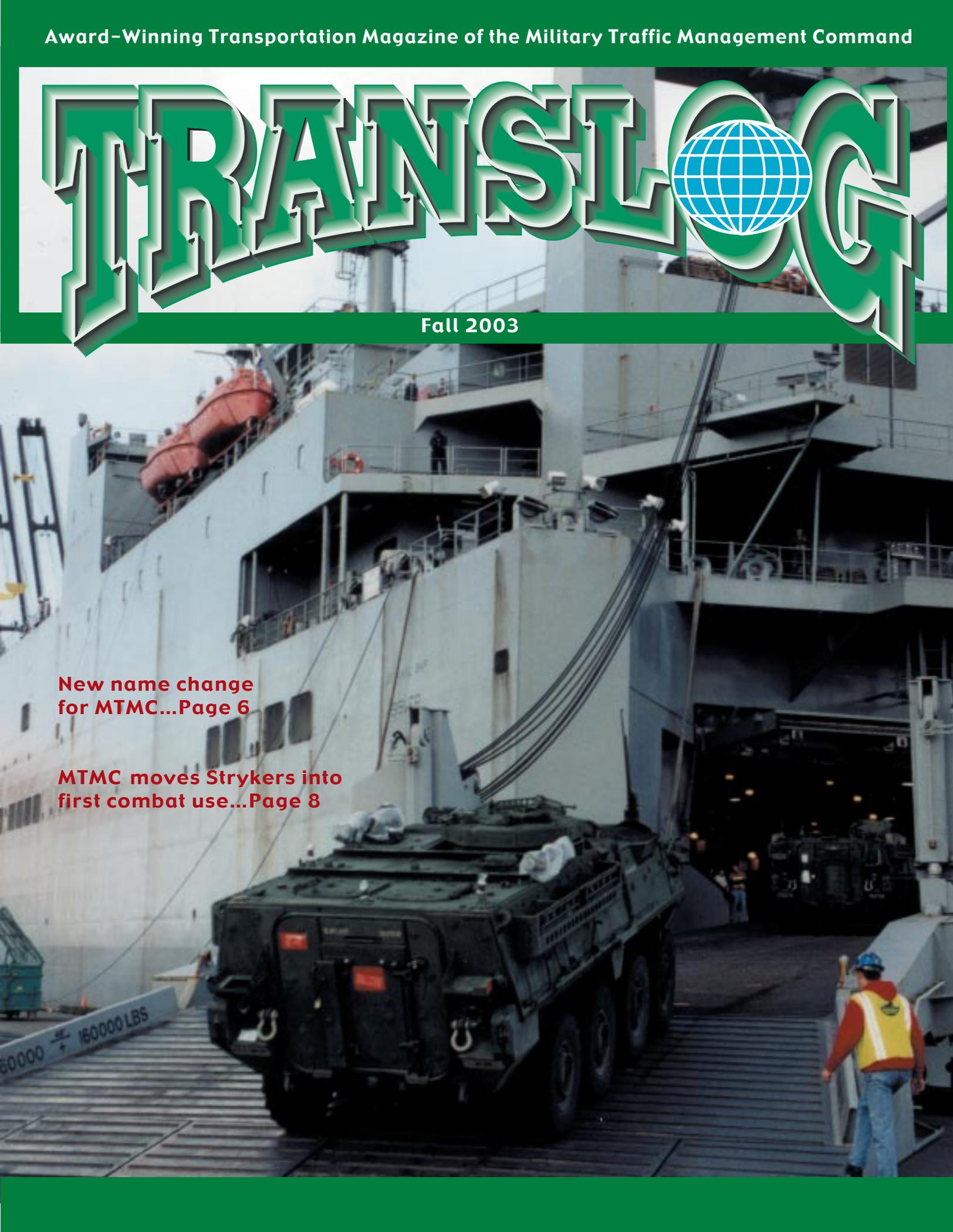


# TRANSLOG



Fall 2003

**New name change  
for MTMC...Page 6**

**MTMC moves Strykers into  
first combat use...Page 8**

60000  $\frac{1}{2}$  160000LBS

TRANSLOG is published by the Office of Command Affairs, Military Traffic Management Command Headquarters, 200 Stovall St., Alexandria, VA 22332-5000, under Army Regulation 360-1. Email: pa@mtmc.army.mil.

Views expressed are not necessarily those of the U.S. Government, the Department of Defense, the Department of the Army, or the Military Traffic Management Command.

**Material Welcome:** TRANSLOG considers all manuscripts, photo essays, artwork 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 JPG format, [at resolution of 300 pixels per inch at 100 percent size \(at least 3" x 4"; preferably larger\)](#). For additional guidance on submissions, please contact the Editor at (703) 428-3207; FAX (703) 428-3312.

**Reprinting:** TRANSLOG material may be reprinted if credit is given to TRANSLOG and the author.

**Distribution:** TRANSLOG is distributed through mail subscriptions and through the public affairs offices of MTMC Headquarters, the Transportation Engineering Agency, the 597th Transportation Group (Continental United States and Puerto Rico), the 598th Transportation Group (Europe and Southwest Asia), and the 599th Transportation Group (Pacific).

**Postmaster:** Send address changes to TRANSLOG, MTCA, Room 11N57, 200 Stovall Street, Alexandria, VA 22332-5000.

## Cover

*MTMC's 833rd Transportation Battalion loads Stryker vehicles at the port of Tacoma, Wash., on Oct. 10. The vehicles are bound for Operation Iraqi Freedom—the first use of Stryker vehicles in a contingency.*



(Photo by Don Dees)

page 8

## COMMANDER'S CORNER

- 4 **Special award is compliment to MTMC commitment and work**

## NEWS SECTION

- 6 **Focused support to the warfighter captured in Major Army Command name change**
- 8 **MTMC ships Fort Lewis Stryker unit for duty in Iraq**
- 9 **MTMC assists Polish support of Operation Iraqi Freedom**
- 12 **MTMC provides loading expertise to Bulgarian Army shipment bound for Southwest Asia**
- 13 **Iraqi support gives mission insight to MTMC's new Deputy Commanding General**
- 14 **MTMC Deputy Commanding General/Director of Operations retires after 30-year Army career**
- 15 **Transportation Command assumes enhanced distribution mission**
- 16 **MTMC's new 2004 Strategic Plan reflects changes in mission, responsibilities**
- 18 **Hurricane Isabel: Communications assured by special MTMC team**

## BRIEFS

---

- 10 **Operation Iraqi Freedom shows big changes in port operations**
- 20 **MTMC remembers Bob Hope**
- 21 **Ten-ship flotilla carries 3rd Infantry Division equipment home**
- 23 **TRANSCOM deputy says warfighters want single distribution source**
- 25 **TEA's Web information server wins twin awards**
- 26 **MTMC loads brigade-size prepositioned cargo**
- 27 **598th Transportation Group Forward remembers anniversary in Kuwait**
- 31 **Awards will recognize quality transportation firms supporting DOD**

## DEVELOPMENTS

---

- 24 **MTMC's new POV contract boosts user benefits**

*Page 7—MTMC transporters recognized for heroism*



*Page 6—Focused support to the warfighter captured in Major Army Command name change*

## EXERCISES

---

- 17 **Cross-training, preparation pays off in Cobra Gold 03**
- 28 **599th Transportation Group supports multi-national exercises in the Pacific**

## LETTERS

---

- 29 **Letters to the Editor**

## PEOPLE

---

- 7 **MTMC transporters recognized for heroism**
- 22 **New commanders at MTMC's 597th, 599th groups**
- 30 **Staff sergeant wins top MTMC NCO honors for 2003**

# Special award is compliment to MTMC commitment and work



*Major General Ann E. Dunwoody  
Commander  
Military Traffic  
Management Command*

Recently, it was my good fortune to receive on behalf of the men and women of MTMC the USS Admiral of the Ocean Sea award from United Seamen’s Service. We received the special presentation award for our work in supporting military operations in Iraq and Afghanistan.

Probably no award in recent memory better reflects the devotion to duty, grit and hard work of MTMC employees supporting the War on Terrorism—work that is continuing without respite. While the United Seamen’s Service gives annual awards, this is only the third time in the organization’s history that it has made this special presentation. Of interest, the two previous award recipients are the U.S. Transportation Command and the Military Sealift Command. The presentation is separate from the organization’s annual award presentation for maritime achievement.

The annual event benefits the United Seamen’s Service, a non-profit organization that provides community support to the U.S. Merchant Marine, the U.S. Armed Forces and seafarers from around the world.

United Seamen’s Service honored MTMC for “the extraordinary role it played in the nation’s ability to project and sustain combat power that led to a swift and successful victory and freedom for the people of Iraq.”

“Much of the success, both in Iraq and Afghanistan, stems from the bonds that (MTMC) has forged with the U.S. Flag shipping industry,” said our award presentation.

These are some of my thoughts upon receiving the award.

Many outsiders do not appreciate how much of our National Military Strategy is dependent on the patriotism and capability of the maritime industry. They truly are the workhorse that gets us to the war and back. I am blessed to be part of an organization that is also filled with hard-working dedicated men and women who answered the call. We are about half the size we were in 1990–1991 in Operation Desert Shield/Desert Storm. With only 214 active duty military folks in the organization, we relied on 2,000-plus Reservists and civilians to step up to the plate to operate at 26 different seaports and 13 power projection platforms.

In the early deployment stages, it looked like you could have walked on a steel bridge over the Atlantic with 157 ships underway. The speed at which these vessels were loaded would not have been possible without the tremendous support of the many port authorities, stevedoring companies and the longshoremen doing the heavy lifting. That heavy lifting actually began at military installations and depots where our



*Maj. Gen. Ann Dunwoody proudly displays special USS Admiral of the Ocean Sea award in New York City on Nov. 7. Sharing the good news is Gen. John Handy, Commander, U.S. Transportation Command.*

commercial truck and rail partners and other contractors provided tremendous and timely support for us to accomplish our many missions.

The hundreds of civilian mariners directly supporting Operation Iraqi

Freedom also answered the call—willing to sail into harm's way. Merchant Mariners have long been the unsung heroes of our nation's wars. Every time we call, the Merchant Marine answers with a resounding,

“When and where?” How could we not be impressed? We will never take their patriotism, loyalty, dedication and sacrifice for granted.

We are in for the long haul—and, the one thing we do know is people's lives depend on what we do.

While we continue to fight the war on global terrorism, we are in the midst of our own transformation. We will continue to look to all of you for your support and your ideas as we build a better tomorrow. In support of U.S. Transportation Command's new mission as the Department of Defense's Distribution Process owner, we in MTMC step forward to support that mission with our approved name change to the Surface Deployment and Distribution Command—a title that more accurately reflects our core competencies in today's environment.

This role will require even greater partnership with our friends in the commercial industry. But, that is easy, as we all have the same goal: To improve our support to the warfighters, our deployed men and women. Let us keep remembering those men and women deployed in harm's way.

With the United Seamen's Award, and our many work efforts worldwide, MTMC stands a little bit taller and a little bit prouder. Thanks to all of you for making this award a reality! 🍀

# Focused support to the warfighter captured in Major Army Command name change

**S**weeping, fast-paced change has been center stage at the Military Traffic Management Command as the organization reorganized and refocused to meet the demands of the Global War on Terror and Operations Enduring Freedom in Afghanistan and Iraqi Freedom.

As a result, the command will be officially renamed the (Military) Surface Deployment and Distribution Command (SDDC) effective Jan. 1, 2004.

The name change better reflects the command's critical role in deploying the force and its emphasis on end-to-end distribution operations in support of the warfighters, said Maj. Gen. Ann Dun-

woody, Commanding General. The name change follows closely on the heels of U.S. Transportation Command being designated as the Defense Department's Joint Distribution Process Owner. That is no coincidence. The Surface Deployment and Distribution Command will be a key enabler of a new and improved joint distribution system envisioned by Transportation Command.

Headquartered in Alexandria, Va., with its Operations Center at Fort Eustis, Va., this Army Major Command and Army Component Command of the U.S. Transportation Command is responsible for the global, joint movement of combat units, sustainment cargo, service member household goods and privately owned vehicles.

"It's more than just a name change" said Dunwoody. "Over time, we have literally outgrown our name. Our new name change to the Surface Deployment and Distribution Command better represents our number one priority and renewed focus—to support the warfighter through deployment, sustainment and redeployment."

"Traffic management will continue to be a key component of what we do, but it is only one of the tools in our arsenal," said Dunwoody.

"Our value to the warfighter resides in our ability to deliver capability and sustainment on time and ensure that we can provide timely accurate in-transit visibility and total asset visibility of all surface equipment and supplies at all times."

"Our mission has evolved from traffic management to the fusion of supply and transportation—a logical extension from our Department of Defense shift from a supply based logistics system to a distribution-based logistics process. We provide positive movement control from the source to the theater coordinating all aspects of the distribution and we will incorporate best practice supply chain management techniques."

This is not the first name change since the Major Army Command was established in 1965 as the Military Traffic Management and Terminal Service (MTMTS). The change to Military Traffic Management Command (MTMC) in 1974 marked a transition in process in the post-Vietnam Era.

For military customers, the name change will better reflect the service and performance the command provides in its global operations. "Our restated mission is to provide global surface deployment command and control and distribution operations to meet National Security Objectives in war and peace."

In order to make the vision a reality, MTMC is focusing on organizational redesign, process and technological redesign and cultural changes.



*OIF: The name change to Military Surface Deployment and Distribution Command is part of the organization's enhanced role in end-to-end distribution as experienced in Operations Enduring Freedom and Iraqi Freedom. (Army photo)*

“We have a full court press on all three fronts.”

Part of the expanding role of the Surface Deployment and Distribution Command is to provide a single face to the field for all surface movement requirements.

“Rather than have customers send requirements to two U.S. Transportation Component Commands for surface lift, we worked hand-in-hand with our great partners at the Military Sealift Command to streamline the process and funnel all the requirements through SDDC,” said Dunwoody.

“We work with Military Sealift Command to determine whether our existing ocean liner contracts could meet the requirement or whether Military Sealift Command needed to charter or activate a vessel. All that background activity in reaching the best solution set would be transparent to the customer who now has one entity to hold accountable.”

Multi-compo and multifunctional groups that fully integrate Reserve Component units into MTMC active duty units are being developed with the support of Lt. Gen. James Helmly, chief, U.S. Army Reserve, said Dunwoody

“This will allow us to expand or contract based on peacetime or contingency operational requirements,” said Dunwoody. “The modular capabilities built into our groups will facilitate our ability to do so.

“During Iraqi Freedom we moved more, faster and with less than ever before delivering capability to the warfighter on-time. We changed and adapted our processes on the fly to meet the needs of soldiers, sailors, airmen and Marines in the field.”

To commemorate the name change, the command will sponsor an official ceremony in the near future.

“The signs on our command centers and our 24 port terminal units around the world will reflect our new name,” said Dunwoody. “What will be unchanged is the quality service and performance we provide to our customers, the warfighters and their families. 🌐

# MTMC transporters recognized for heroism

By Martin Weteling,  
Assistant Public Affairs Officer,  
598th Transportation Group

**F**our transporters with the Military Traffic Management Command have been recognized for heroism after providing lifesaving measures for three Marines injured in a traffic accident.

The Army Commendation Medal has been awarded to Sgt. Maj. Sara Jennings, Sgt. 1st Class Darrel Kessinger, Sgt. 1st Class Robert Perkins, and Sgt. Robert Swanson. The four soldiers were in Kuwait as part of MTMC support to Operation Iraqi Freedom.

They were recognized for their actions on the evening of Jan. 27 in Kuwait when they encountered a vehicle accident and three injured Marines.

The four non-commissioned soldiers provided immediate first aid to the injured Marines and summoned emergency first aid assistance. The accident immediately attracted a large crowd of local nationals. The MTMC soldiers formed a protective ring at the accident site and secured the weapons the Marines were carrying.

Jennings, Kessinger and Perkins, assigned to the 598th Transportation Group, Rotterdam, the Netherlands, were awarded their medals Oct. 1 by Lt. Col. David Pemberton, deputy group commander.

Swanson received his award in a similar ceremony at his unit of assignment, the 836th Transportation Battalion, Yokohama, Japan.

“To us this was the only way to react and I am sure that anyone else would have done the same,” said Jennings, following the ceremony.

Perkins had similar comments.

“To us it seemed nothing special,” said Perkins. “You drive down the road, see a military vehicle wrecked and then it’s just natural that you stop and help your fellow countrymen.”

Jennings is the group’s sergeant major. Kessinger serves as an operations NCO and Perkins serves as a senior human resources manager. 🌐



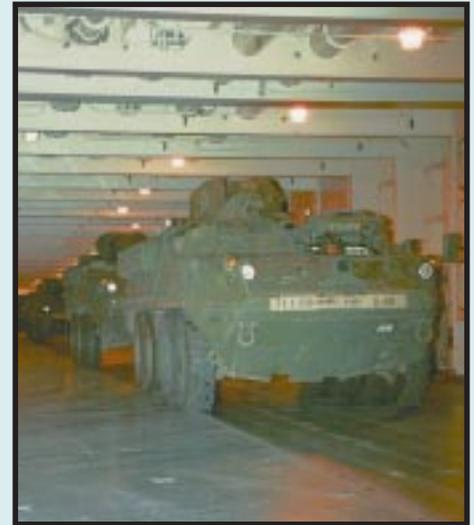
*Sgt. Maj. Sara Jennings receives the congratulations of Lt. Col. David Pemberton, deputy group commander, 598th Transportation Group, for her heroic work in assisting injured Marines in Kuwait. (Photo by Martin Weteling)*

# MTMC ships Fort Lewis Stryker unit for duty in Iraq

By Don Dees, Public Affairs Specialist, Military Traffic Management Command



*Longshoremen move a shrink-wrapped OH-58 Kiowa helicopter toward the USNS Sisler for upload in preparation for 3rd Brigade, 2nd Infantry Division's deployment in support of Operation Iraqi Freedom.*



*A column of Strykers rolls through the decks of the USNS Sisler on its way to be secured for the voyage to the Central Command area of responsibility.*



*Sgt. 1st Class Warren Carmouche, 1192ND Transportation Terminal Brigade, matches Stryker identification numbers with the manifest aboard the USNS Sisler on Oct. 10.*

The Army's new Stryker combat vehicles are headed for their first operational assignment—service in Operation Iraqi Freedom.

Loading of the Fort Lewis-based Stryker Brigade Combat Team began Oct. 9 at the port of Tacoma, Wash., by the 833rd Transportation Battalion, Military Traffic Management Command, and the Army Reserve's 1192nd Transportation Terminal Brigade.

The equipment was loaded aboard the USNS Sisler, and the USNS Shughart. The ships are both Large, Medium-Speed, Roll-On/Roll-Off vessels of the Military Sealift Command. This is the first time the large Navy ships have ever called on the port.

The vessels were scheduled to depart for a port in the Central Command area of responsibility in mid-October. To meet the scheduled departure time, loading continued around the clock, said Master Sgt. Dian Vaz, NCOIC of the 833rd.

The move represents another benchmark for the port of Tacoma as well. It is the biggest movement of military cargoes at the port since Operation Desert Shield in 1990. The cargo to be moved includes more than 1,300 vehicles, approximately 400,000-square feet of cargo, according to Vaz. Approximately 300 of the vehicles are Strykers.

"This is an historic move," said Lt. Col. Darren Zimmer, commander. "This is the first use of the Stryker vehicles in an active combat environment. My unit is honored to have such a significant role in support of both a changing Army and Operation Iraqi Freedom."

The many firsts represented by the deployment do not make the work of delivering capability for the war fighter any more difficult, said Zimmer.

"I think the novelty of the Stryker and all the attention paid to it make people think the mission is different, but it really is not. There are not a lot of differences

in moving these and moving other Army equipment,” he said.

Warfighters from the Stryker brigade agreed. “Army cargo is Army cargo,” said Lt. Col. Rob Choppa, deputy commander for the deploying brigade.

To ensure the unit would be ready when the time came to deploy, the brigade rehearsed shipping out.

“We did a deployment validation exercise and moved by ship from California to the Gulf of Mexico, said Choppa.

Other parts of the brigade moved by air and by rail. Some Strykers were transferred to high-speed vessel at the Port of Beaumont for the trip to Lake Charles, La., and eventually Fort Polk for a rotation at the Joint Readiness Training Center.

These training events proved to be invaluable experiences.

“They are fantastic in getting small unit leaders ready to meet the challenges of the open road,” said Choppa.

The key to the smooth operation at the port was the early cooperation between MTMC and the brigade.

“I can’t remark enough about what great support they’ve given us,” said Choppa.

The 833rd sent its experts to Fort Lewis to help with the planning process about two months before the scheduled departure.

“As an infantry officer I can plan combined arms operations but port support and loading is something that is kind of new,” Choppa said.

Other brigade staff members echoed Choppa’s sentiments.

“I think the soldiers and civilians of the 833rd Transportation Battalion and the 1192nd Transportation Terminal Brigade have been nothing but professional,” said Maj. Ramona Clemmons, military police planner for the combat team. “They have done a great job and I haven’t had any [loading] issues.”

The move is the biggest involving Fort Lewis troops since 1966.

The 833rd Transportation Battalion is headquartered in Seattle, Wash. The 1192nd Transportation Terminal Brigade is located in New Orleans. 

# MTMC assists Polish support of Operation Iraqi Freedom

By Maj. Lynne LeGloahec, Commander, 950th Transportation Co.



*MTMC transporters supervise the move of a helicopter onto the Lince at the Polish port of Szczecin destined to support American forces in Operation Iraqi Freedom.*

**A** Polish contribution of soldiers and equipment to support United States efforts in Operation Iraqi Freedom received a big boost from the Military Traffic Management Command.

Poland is contributing 2,300 soldiers to be part of a 9,200-strong multinational division.

To get equipment for the Polish soldiers to Iraq, MTMC provided single port manager duties at the seaport of Szczecin, Poland. The 950th Transportation Co., Bremerhaven, Germany, prepared the port of Szczecin for receiving, marshalling, documenting and loading of the inbound Polish equipment.

The sealift involved the loading of over 700 vehicles, representing 238,000

square feet of cargo and 720 shipping containers. Equipment was loaded on one container ship and three different roll-on/roll-off ships over the course of nine days.

A Deployment Support Team was formed which included 23 members. The team members came from the 598th Transportation Group, of Rotterdam, the Netherlands, and multiple subordinate commands. Other team members came from a six-man team mobilized to support the MTMC Operations Center, normally assigned to the 1190th Deployment Support Brigade, Baton Rouge, La.

*See “MTMC assists Polish,” pg. 11*

Veteran MTMC Reservists:

# Operation Iraqi Freedom shows big changes in port operations

By Corenthia Libby, Public Affairs Specialist,  
MTMC Headquarters Alexandria



*MTMC loads cargo at the port of Corpus Christi, Texas.*

**D**uring Operation Iraqi Freedom, more than 700 Reserve soldiers reported for duty at the Port of Corpus Christi.

MTMC's 1192nd Transportation Terminal Brigade, New Orleans, played a key coordinating role for the work of the soldiers at the port. In all the 100-member Army Reserve unit coordinated the loading of 31 ships of equipment and cargo for Operation Iraqi Freedom at the Texas port. Equipment originated from 10 different Army installations.

The cargo represented the key transportation move of the 4th Infantry Division, from Fort Hood, Texas, to Operation Iraqi Freedom. Vessels steamed to the eastern Mediterranean and awaited landing rights at Turkish ports. When landing rights did not come, on March 22 the ships were ordered through the Suez Canal to ports in Kuwait.

For veteran Reservists who served in Operation Desert Shield/Storm in 1990–1991, the changes in port operations work associated with the move were remarkable.

“The improvements to logistics support since 1991 are astounding,” said Maj. Doug Athey, 1192nd operations chief.

“For example,” said Athey, “rail operations back then were antiquated, but the Army has invested in developing rail infrastructure as part of Power Projection Platform improvements. “Today, with our improved rail infrastructure, we can overwhelm seaports with capacity.”

Changes are evident in all aspects of port operations,” said Col. Maynard Sanders, 1192nd commander.

During Desert Storm, in-transit visibility was limited to ship manifests, incomplete data and spot reports, said Sanders. Total asset visibility was almost nonexistent because shippers did not docu-



## MTMC deployment: Top Army general praises equipment in 4th Infantry Division move

One of the Army's top generals said the MTMC move of the 4th Infantry Division was a big success story for the Army and for Operation Iraqi Freedom.

Gen. Paul Kern, Commanding General, Army Materiel Command, said the division's digital equipment arrived in Kuwait ready for use by warfighters. The long voyage by sea—and a long delay in Mediterranean Sea waters off the Turkish coast—did not affect the equipment reliability and operability in the Army's most digitized division.

"Waves were breaking over the bows of those ships," said Kern on Aug. 22, in an article published by the Association of the U.S. Army's "AUSA News."

The equipment was not affected by seawater or the region's heat, he said. "It survived that," said Kern. "All came out meeting the 10-20 standard."

The 10-20 standard is an Army standard of measure for equipment readiness.

"Second concern was heat," said Kern. "Computer and electronics don't like heat. They held up remarkably well."



Gen. Paul Kern

ment the details of the cargo. For Iraqi Freedom, Electronic Data Interchange was enhanced with over-ocean carriers. Also, new business rules required shippers to document cargo.

"During Desert Storm," said Sanders, "to compensate for delays and lift shortfalls, ship loaders sought to maximize each shipload. Now, loads are developed to maintain task force integrity."

During Operation Iraqi Freedom, there was a big difference in the amount of containerized cargo, whether it was deploy-

ment cargo, ammunition, or sustainment cargo, said Brig. Gen. Barbara Doornink, outgoing Deputy Commanding General/Director of Operations.

"Our Reservists used the lessons learned from Desert Storm and took advantage of the advanced technology developed during the last decade," said Doornink. "Part of the success of the 1192nd was that they knew the plan and followed it from the beginning of the operation.

"In turn, that's had an impact on how the containers were shipped, on our ability to track them and on having total asset visibility."

The biggest ship the Reservists loaded was the 949-foot USNS Brittin, a Large, Medium-Speed, Roll-on/Roll-off vessel, said Lt. Col. Arthur Hedgepath, an 1192nd staff officer.

Meanwhile, there may be more work ahead at Corpus Christi.

"The port may see more ships returning with equipment from overseas than it shipped out," said Sanders. 📍

*Reservists with the 1192nd Transportation Terminal Brigade load cargo.*



## MTMC assists Polish

*Continued from page 9*

As the MTMC team began to gather in Szczecin, it quickly became apparent the biggest challenge would be documenting the incoming equipment and developing the prestow plan for the inbound ships. No one on the ground was familiar with the Polish military equipment, which was convoying in from various locations and not yet on hand.

In addition, the timeline for receiving and marshalling the rolling stock was very tight, with loading of the first roll-on/roll-off ship beginning July 15, 12 hours prior to the last night of convoy moves. A Polish Movement Control Team dispatched to Szczecin coordinated the inland movement of the inbound units and provided the 950th with invaluable manifest information.

Loading was a challenge as not all equipment was on hand when loading began. The loading process was simplified by marshalling equipment by size—calling equipment forward as either small or large pieces and stowing the equipment as economically as possible to minimize the square footage lost to broken stowage. The simplicity of the call forward plan also reduced some potential language problems between team members from the two countries.

The Polish military proved to be excellent working partners. Every time a requirement was explained to them, they quickly provided the necessary action. Their loading teams quickly mastered the marshalling and call forward procedures.

All told, the operation took seven days.

The Strong American, the last ship, sailed for Kuwait on July 23.

The Polish-led division will include 1,640 Ukrainian and 1,300 Spanish soldiers. Smaller detachments will come from Hungary, Romania, Latvia, Slovakia and Lithuania. The soldiers are among troops from 18 nations supporting 150,000 U.S. soldiers in Iraq.

The unit will be responsible for an area of operations of approximately 31,000 square miles. 📍

# MTMC provides loading expertise to Bulgarian Army shipment bound for Southwest Asia

By Christopher Koulouvaris, Terminal Director & Theofanis Skepetaris, Transportation Specialist, MTMC Greece Detachment

**M**ilitary support from Bulgaria to the American military in Southwest Asia got a helping hand from the Military Traffic Management Command.

The two of us, from the Piraeus, Greece, detachment of the 839th Transportation Battalion, Livorno, Italy, provided assistance to the Bulgarian Army loading equipment on a Roll-on/Roll-off vessel at Burgas, on the Black Sea.

On top of that, this was one of the first movements in recent years of the Bulgarian Army overseas.

The loading took place July 31–Aug. 1 aboard the *Strofades II*, a Greek Flag vessel.

As to the discharge, the Bulgarian Army was responsible for the transportation, staging and loading of all cargo from the dock onto the vessel. Cargo consisted of 204 pieces of rolling stock and 36 containers.

MTMC personnel participating in the loading included Theofanis Skepetaris and Spyros Vogiatzis.

In accordance with the stow plan and unique ship characteristics, we loaded all light vehicles and personnel carriers with the heavier pieces being loaded at the end. The following day, the vessel was moved to the container-loading zone where the rest of the cargo was loaded.

Loading was completed by late afternoon of Aug. 1. The vessel departed port later that evening.

The mission was very rewarding because it provided a great opportunity to work with Bulgarian Army personnel and see their unique equipment. The operation was a complete success; all equipment was loaded safely and without delay.

It was a successful first for the Military Traffic Management Command. The mission was safely completed without incident. The Bulgarian Army General Staff was very pleased with the support and information they received from our organization.

Our work was all the more successful because of coordination meetings in late July with the vessel owner, ship agent and Bulgarian Army representatives, in which all vessel-loading details were reviewed and finalized. 🌐



*With assistance from the Military Traffic Management Command, the Bulgarian Army loads equipment on *Strofades II* in Burgas, Bulgaria, on the Black Sea. Bulgarian troops and equipment are supporting United States military efforts in Southwest Asia.*

# Iraqi support gives mission insight to MTMC's new Deputy Commanding General

By John Randt, Director, Command Affairs, MTMC Headquarters Alexandria

Just back from Operation Iraqi Freedom duty, MTMC's new Deputy Commanding General/Director of Operations brings a wealth of fresh experience to supporting the warfighters and solving transportation challenges.

Brig. Gen. Mark Scheid moved into the command's No. 2 position upon the Sept. 30 retirement of Brig. Gen. Barbara Doornink.

The veteran transportation officer immediately is responsible for the running operations of MTMC's global distribution system for the Department of Defense. In addition to the commercial and military transportation coordination required, Scheid will oversee 24 MTMC terminal unit locations located stationed around the world from the MTMC Operations Center, Fort Eustis, Va.

Scheid has fresh transportation experience in a current contingency environment. From late last year until June 15, Scheid served as the Chief, Joint Movement Control Center, in Kuwait City, Kuwait, supporting Operation Iraqi Freedom.

Did that experience provide insight and a transition for the MTMC assignment?

"Absolutely!" said Scheid. "I was constantly working with the warfighters and customers. I worked directly with the Military Traffic Management Command and the Military Sealift Command."



*Then Col. Mark Scheid receives orientation from Virginia King, director, Personnel and Logistics, at MTMC Headquarters, Alexandria, Va., on Sept. 10. Scheid was promoted to brigadier general at a MTMC Operations ceremony Oct. 17.*

Scheid provided insights on his new assignment while on a Sept. 10 orientation trip to MTMC Headquarters, Alexandria, Va.

"I'm going to perfectly fit in with MTMC," said Scheid.

What sort of workday did the Chief, Joint Movement Control have—a 12-hour workday?

"We worked a 19-hour day—all seven days," said Scheid. "That was the average day."

Scheid said there were "three big success stories" involving transportation in support of Operation Iraqi Freedom. The three included: MTMC Deployment Support Teams, Large, Medium-Speed, Roll-on/Roll-off vessels, and the new family of High-Speed Vessels.

"These really made a difference," said Scheid.

What other transportation areas would he like to comment on?

"There is no doubt in my mind in this operation we had the best movement of munitions we have ever had."

Unlike Operation Desert Shield/Desert Storm, MTMC shipped no break bulk shipments of munitions. All munitions moved during Operation Iraqi Freedom were in containerized shipments monitored via state-of-

the-art in-transit visibility.

Scheid deployed to Kuwait as an extension of his position as Chief, Plans Division, J-4, U.S. Central Command, MacDill Air Force Base, Fla. He was assigned to the Central Command position in January 2000.

Scheid is a graduate of Bowling Green University, Toledo, Ohio. Upon graduation in 1977, he was commissioned through the Reserve Officers Training Corps as a second lieutenant.

In his initial assignment, Scheid served as a platoon leader with the 7th Transportation Group's 119th Transportation Co., at Fort Eustis. Overseas assignments in his 26-year Army career include Germany, Korea and Bosnia.

Scheid is a graduate of the U.S. Marine Corps War College, Quantico, Va. 🌐

# MTMC Deputy Commanding General/Director of Operations retires after 30-year Army career



*Brig. Gen. Barbara Doornink bids farewell to industry supporters Ray Schaible and Becky Caprano, both of Logistics Management Institute. (Photo by John Randt)*

**T**he Army officer who led the creation and development of the Military Traffic Management Command Operations Center at Fort Eustis, Va., has retired.

Brig. Gen. Barbara Doornink retired in a ceremony Sept. 30 at the Hilton Hotel, in Springfield, Va., ending a 30-year military career.

Doornink was assigned to MTMC's Fort Eustis headquarters Aug. 3, 2001. In her initial assignment, she served as Commanding General of the Deployment Support Command. Within weeks of her arrival, she was named MTMC's Deputy Commanding General/Director of Operations. In the latter position, Doornink managed and led the transition of the MTMC

subordinate command headquarters to the organization's global operations center.

"It's tough to say goodbye," said Doornink. "How do you say goodbye to the Army?"

Doornink said she regarded her role in the transition of the MTMC Operations Center to Fort Eustis as a professional and personal highpoint of her career.

"What a great way to retire!" said Doornink. "I think we're all the better for the experience."

Doornink drew praise from Maj. Gen. Ann Dunwoody, MTMC Commanding General.

"The constant is courage and conviction," said Dunwoody. "She has touched thousands in the Army with her teaching,

coaching and mentoring. There is nothing she can't do."

Maj. Gen. Jeanette Edmunds, Commander, 19th Theater Support Command, Taegu, Korea, co-hosted the retirement. She echoed Dunwoody's praise.

Doornink, said Edmunds, is "a great operator in time of war." She praised Doornink's service in Bosnia in the late 1990s.

"One of her achievements was getting the trains running again. She had to get all three factions working together. First, they would ship military—then commercial. Before long commerce was going again."

Retirement participants praised the work of Doornink with the Military Traffic Management Command.



*Lt. Gen. Gary Hughey, Deputy Commander, U.S. Transportation Command, bids farewell to Brig. Gen. Barbara Doornink. (Photo by Don Dees)*

Ray Schaible, a program director with Logistics Management Institute, of McLean, Va., praised Doornink's work implementing a global Operations Center at Fort Eustis in the latter part of 2001.

"When you make changes you should make them fast," said Schaible. "This is what happened at the MTMC Operations Center and it is working very well."

Doornink graduated from Washington State University in 1973 with a Bachelor of Arts degree in political science. Her first Army assignment was as a platoon leader in the 104th Transportation Co. (Medium Truck) at Fort Devens, Mass. In later military assignments, Doornink served in Korea, Germany and Croatia.

Immediately prior to her MTMC assignment, Doornink served as Director of Plans, Operations and Logistics Automation, Office of the Deputy Chief of Staff for Logistics, U.S. Army, Pentagon, Washington, D.C.

She is a graduate of the Industrial College of the Armed Forces, Fort McNair, Washington, D.C.

Doornink is succeeded by Brig. Gen. Mark Scheid, who most recently served as Chief, Plans Division, J-4, U.S. Central Command, MacDill Air Force Base, Fla. 🌐

# Transportation Command assumes enhanced distribution mission

By Lt. Col. Scott Ross, Public Affairs Office, U.S. Transportation Command



*As the Distribution Process Owner, the U.S. Transportation Command will streamline the policies, vision and performance goals in the Department of Defense's supply chain.*

The scope of the U.S. Transportation Command's movement of equipment and supplies to military customers is getting a boost.

The Commander, U.S. Transportation Command was named Sept. 16 as the Distribution Process Owner, by the Department of Defense.

"In this capacity, U.S. Transportation Command is tasked with developing efficient and effective distribution solutions to enhance strategic support to worldwide customers," said a Department of Defense press release.

"With this appointment, the Department of Defense will now have one entity to revolutionize this system working with the services and combatant commanders in synchronizing the distribu-

tion of personnel and equipment from factory to foxhole."

The action is a part of ongoing logistical transformation, according to Capt. Steve Honda, public affairs officer, U.S. Transportation Command.

"The consolidation of authority under one process owner is aimed at realizing logistics' efficiencies," said Honda.

The expected efficiencies include:

- A streamlined and standardized supply chain;
- Improved information management with an emphasis on asset visibility;
- Sustainment planning institutionalized into contingency processes, and
- Simplified distribution management for combatant commanders. 🌐

# MTMC's new 2004 Strategic Plan reflects changes in mission, responsibilities

By John Randt, Director, Command Affairs, MTMC Headquarters Alexandria

A new MTMC Strategic Plan that mirrors the organization's new distribution mission has received approval from Maj. Gen. Ann Dunwoody, Commander, Military Traffic Management Command.

The 2004 plan takes the Military Traffic Management Command well into the 21st century, said Linda Wilson, chief, Planning and Programming Office.

Copies of the new plan are scheduled to be in the field and on the MTMC Intranet by year's end.

"MTMC's new Strategic Plan reflects the dramatic changes we have had just since our 2002 plan was produced," said Wilson. "Two years ago, we concentrated heavily on our traffic management mission.

"We are refocusing our efforts from traffic management to global surface deployment command and control and distribution operations. This supports the Department of Defense's new mission for U.S. Transportation Commands as Distribution Process Owner."

The 2004 Strategic Plan has four key areas, or Perspectives, said Wilson. They are: Stakeholder, Internal Processes, Learning and Growth, and Resources.

"The key Perspective is the Stakeholder, or our customer, the warfighter," said Wilson. "Everything encompassed in the three other Perspectives is undertaken to support the warfighter."

The four areas are logical extensions and growth from key areas of the 2002 Strategic Plan, she said.

Brief goal statements for the four areas are:

- **Stakeholder:** Fulfill warfighter needs by employing innovative, customer-focused, best-value integrated services.
  - **Internal Processes:** Redefined end-to-end management culture and capabilities that embrace a proactive, analytical approach to global deployment/distribution command and control and deliver capabilities in support of the National Military Strategy.
  - **Learning and Growth:** The right people, at the right place, at the right time, with the right tools within the right environment.
  - **Resources:** Secure and execute resources to develop an organization that supports the warfighter while effectively controlling costs and maximizing benefits in the most efficient manner.
- "The new Strategic Plan reflects a vision for a new culture and environment as MTMC transforms," said Wilson. "The plan builds upon the organization's new vision, mission and core competency. "The essence of it is joint, global deployment command and control and management of distribution operations."
- From transportation movements to the headquarters processes, the plan will



*Linda Wilson says MTMC's 2004 Strategic Plan reflects the organization's new missions and responsibilities.*

spawn some revisions and changes in current procedures, she said.

"The plan reflects change," said Wilson. "The change will be the tight focus on MTMC's key mission of end-to-end global deployment command and control and distribution operations."

The new plan reflects approximately six months of work. Wilson coordinated a core team of MTMC employees who represented the MTMC Operations Center, Transportation Engineering Agency and the major headquarters directorates. Additional assistance was received from the Logistics Management Institute, of McLean, Va.

"The plan reflects a big part of our work lives for the past few months," said Wilson. "The project was a benchmark in all our careers. We produced a document that will carry MTMC forward for years to come." 🌐

# Cross-training, preparation pays off in Cobra Gold 03

By Christine Dimitry, 835th Transportation Battalion, Okinawa, Japan

For MTMC's Pacific Rim units, the annual Cobra Gold training exercise takes place every year. Our veteran staffers are old hands working the process and the many ports.

For me, Cobra Gold 2003 was my first deployment experience.

Our mission in the U.S. Pacific Command's major joint/combined, multilateral exercise's deployment phase was to discharge 1,700 pieces of cargo. The 50,000 measurement tons of cargo was aboard three ships—American Tern, Tampere and Pegasus Leader.

Our 16-member deployment support team traveled to Thailand in mid-May. Our members included nine civilians and seven soldiers. The civilians included three transportation interns. Members of our team were drawn from the 599th Transportation Group, Wheeler Army Air Field, Hawaii; all three battalions—835th Transportation Battalion, Okinawa, Japan; the 836th Transportation Battalion, Yokohama, Japan; and the 837th Transportation Battalion, Pusan, Korea.

“Current real-world contingencies presented some challenges that we overcame as a result of careful planning and detailed preparations,” said Lt. Col. Clayton Newton, 835th commander.

Our deployment support team managed two ports in Thailand—Chuk Samet for general cargo and Thong Prong for ammunition.

With heightened personnel demands due to Operation Iraqi Freedom we cross-trained our team members. The team had a majority of civilian members.

“I knew after the in-brief and meeting everyone face to face that the mission would be successful,” said Master Sgt. Felton Head, senior NCO for the team.

In an initial move, we detached three members of the team to take on a second



*Equipment is discharged at Port Chuk Samet, Thailand, as part of Cobra Gold 03.*



*1st Lt. Peterson, 835th Transportation Battalion, reviews documents to ensure that cargo downloaded at Port Chuk Samet, Thailand, is accurately accounted for.*

mission of maintaining in-transit visibility of cargo for the 25th Infantry Division (Light), Schofield Barracks, Hawaii, until it reached its inland destination of Camp Thanarath, Thailand.

With both teams working in unison, we retained in-transit visibility of the division's cargo from its upload at Pearl Harbor, Hawaii, to its final inland destination in Thailand—from the point of origin to final destination.

At three key points, our team provided surface distribution for 25th Infantry Division cargo bound for Camp Thanarath, a Thai naval facility located three miles inland from Chuk Samet. Initially, we discharged the cargo from the Pegasus Leader. Subsequently, we conducted the cargo's disposition and verification for onward movement, and the verification of the cargo's arrival at its final destination.

At Thong Prong Pier, team members conducted the discharge and staging of ammunition containers from the American Tern. Because of pre-deployment planning and preparation, we reduced work in the actual operation.

John Geigel, 835th supply branch chief, summed up the operation in two words—“customer satisfaction.”

“After discharging the cargo, we not only staged the ammunition by unit, but by compatibility,” said Geigel, “giving our customers the ability to take their ammunition and go. Our customers wanted this level of service and we provided it.”

The biggest challenge for our team members was the intense heat. On the last day of our ship operations the temperature reached 114 F. We followed careful safety procedures and ensured our fellow co-workers maintained fluid in their bodies.

The exercise was a big success, said Head.

“No injuries, incidents, or heat casualties...we were able to complete our Mission Essential Task List to standard and completed all tasks on schedule,” said Head. 🇺🇸

*Christine Dimitry, a member of the Office of the Chief of Transportation Intern Program, is currently serving an 18-month training tour with the 835th Transportation Battalion, Okinawa, Japan.*

# Hurricane Isabel: Communications assured by special MTMC team

By John Randt, Director, Command Affairs, MTMC Headquarters Alexandria



*Lt. Cdr. Solomon Robinson reviews Hurricane Isabel news coverage in "The Washington Times."*

*(Photos by John Randt)*

As Hurricane Isabel neared the Outer Banks of North Carolina with winds averaging 105 mph, a special MTMC Operations Center team sprang into action.

Forty-four staffers—who had left their homes in the Greater Newport News, Va., area—went to work in MTMC Headquarters Alexandria, Va., to ensure uninterrupted communications with military and commercial customers, higher and lower headquarters and industry vendors.

"We're here to replicate the Operations Center at Fort Eustis in case they lose connectivity and communications," said Col. Dennis Faver, director, Deployment Operations.

By mid-day Sept. 18, torrential rains and wind were hitting Fort Eustis, Va. MTMC communications challenges began as Hurricane Isabel moved through coastal North Carolina and hit the Greater Norfolk area. Electric power was lost at Fort Eustis and the Operations Center continued work with emergency generator power. The Operations

Center experienced sporadic connectivity problems.

Wind gusts of 59 mph were recorded at the Norfolk Naval Station.

In short order, wind and spirals of rain began to hit the

Greater Washington Area. Wind gusts of 45 mph were recorded at the Ronald Reagan National Airport.

## Hurricane News Report:

**"...the rains are relentless—  
the winds are wicked."**

**—WTOP Radio, Sept. 18, 2003**

*Communication team members Lt. Col. Terry Witt and Rick Shilby review Hurricane Isabel data.*

*The Weather Channel satellite map shows Hurricane Isabel coming ashore in North Carolina and Virginia.*



Working as a partner, the Operations Center team at MTMC Headquarters Alexandria assured continuous and uninterrupted communications flow. Team members worked in 12-hour shifts. When a Fort Eustis operations function had communications problems, their role was taken over by counterparts in the team at the Alexandria headquarters.

The dual communications capacity was maintained until 8 a.m., Sept. 20.

"It all worked very well," said Faver, working in his last operational assignment with MTMC.

Faver began retirement transition two days later.

"The real key," said Faver, "was that MTMC remained linked to its higher and lower headquarters throughout the storm."

While Faver worked, trees were blown down on some vehicles and homes in the subdivision where his home was located.

The team members included many volunteers like Rick Shilby, a team leader in Requirements Branch.

"I have mixed feelings about it," said Shilby. "I am happy to be here. But, I am very concerned having left all my household goods in jeopardy.

"I volunteered just the same."

Shilby later learned his Williamsburg, Va., home was untouched by the storm.

A second volunteer was Lt. Cdr. Solomon Robinson, a U.S. Navy officer assigned as operations officer to MTMC's Northern Command Team.

Robinson praised the team's cohesion and morale.

"We all worked like we're team members of one branch," said Robinson, who brought his family with him to an Alexandria motel. "We had a high level of cooperation." Two team members, Claire Bandy and Bambi Beatty, assisted the team at U.S. Transportation Command, Scott Air Force Base, IL.

Other team members included Lt. Col. Terry Witt, a U.S. Air Force officer in her fourth day of assignment with MTMC.

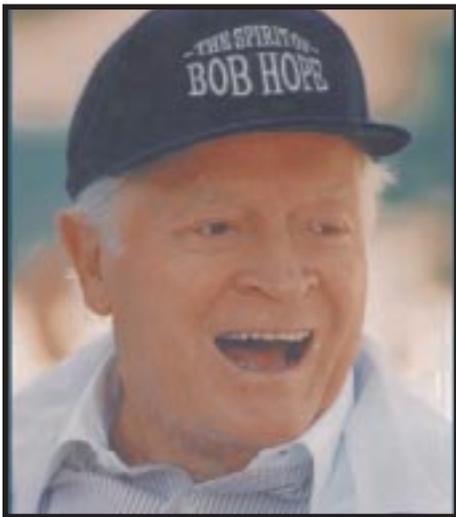
"I am excited to have been given this opportunity," said Witt, chief, Liaison Branch, Terminal Operations. "It's a baptism by fire. Excellent headquarters training!" 🇺🇸



*Hurricane Isabel coordination is conducted by Lt. Col. Tim Collins (left), Col. Rodney Mallette and Col. Dennis Faver. (Photo by John Randt)*



*Bill Antonelli (left), vice president and general manager, American Auto Logistics, Inc., and Col. Thomas Keller, chief, Passenger and Personal Property, examine one of the 192 vehicles damaged by Hurricane Isabel Sept. 18 at the Baltimore, Md. Vehicle Processing Center. During the Oct. 2 inspection, insurance adjustors reported many of the vehicles would be considered total losses. (Photo by Don Dees)*



*Bob Hope (Courtesy Bob Hope Web site)*

## Commentary:

# MTMC remembers Bob Hope

By John Randt, Director, Command Affairs, MTMC Headquarters Alexandria

As the USNS Bob Hope moved through the Gulf of Oman on July 27 bound for Savannah, Ga., news came of the passing of comedian Bob Hope—the ship’s namesake.

The ship’s master, Capt. Dave Henderson, ordered the flying of a second United States flag in honor of the legendary entertainer.

“He was such an amazing man, and we are so lucky to work on a ship that carries his name,” said Henderson. “We plan to send the flag we flew to his family in California.”

The Bob Hope was christened in 1997. Typically, the Large, Medium-Speed, Roll-on/Roll-off ships are named after Medal of Honor recipients. Bob Hope, who entertained military service members worldwide for five decades, is the first entertainer to have a Navy ship named in his honor.

It is probably fated that a ship with such a name will have a fabled record of achievement.

It is a record of achievement MTMC transporters know well beginning with the maiden voyage of the Bob Hope in late June 1999.

The situation was urgent. Bob Hope was one of three ships carrying equipment of a 1st Infantry Division task force from Bremerhaven, Germany, to Thessaloniki, Greece. With the withdrawal of the Serbian Army from the

province of Kosovo, unrest had broken out. The supreme allied commander of NATO, Gen. Wesley Clark, urged all nations offering soldiers or police to rush them to the troubled region.

A task force composed of transporters of the 598th Transportation Group and the 838th Transportation Battalion, both of Rotterdam, the Netherlands; and the 839th Transportation Battalion, Livorno, Italy, went into action.

The Bob Hope, followed in turn by the USNS Soderman and Osprey, were loaded in Bremerhaven by 838th transporters as warfighters rushed equipment to the port. As equipment lists changed, stow plans were hastily revised.

Bob Hope, the first ship, left Bremerhaven at a flank speed in excess of 24 knots.

Transporters in Thessaloniki were anxious. The Soderman was three days sailing behind the Bob Hope. Transporters, led by now retired Col. Tom Thompson, would have two workdays to discharge the vessel. There would be a day for the ship and port to be cleared—and then another vessel would be awaiting discharge!

Any miscalculation would throw the entire operation off schedule. With succeeding ships en route, any delays would have negative operational impacts.

Bob Hope arrived at the port’s sea buoy June 30 at 6 a.m.—right on schedule. MTMC transporters, who had worked the previous night until 11 p.m. discharging a high-priority engineering unit, were ready.

The equipment came off in streams of wheeled and mechanized columns. It was quickly organized into organic com-



*USNS Bob Hope in Thessaloniki, Greece, undergoes discharge after a flank speed six-day run from Bremerhaven, Germany.*



*Entertainer James Brown is welcomed by now retired Col. Tom Thompson, commander, 598th Transportation Group, during discharge operations of the USNS Bob Hope on July 1, 1999. (File Photos)*

# Ten-ship flotilla carries 3rd Infantry Division equipment home

A big Operation Iraqi Freedom transportation movement was accomplished with the transport of the 3rd Infantry Division equipment back home.

Ten ships, including the USNS Bob Hope, a Large, Medium-Speed, Roll-on/Roll-off vessel, were used to move the equipment to Savannah, Ga., in mid-August. The Bob Hope arrived Aug. 20 with 1,421 pieces of cargo.

MTMC's 841st Transportation Battalion, Charleston, S.C., discharged the equipment in Savannah.

In all, the 10 ships brought back 892,000-square feet of cargo en route to the division's base at nearby Fort Stewart.

The movement was noteworthy in that the 3rd Infantry Division was one of the longest serving combat units in Iraq and led the assault beginning Feb. 19 in the 21-day campaign that ended in Baghdad.



*Equipment is loaded on the USNS Bob Hope in this file photo.*

Vessel loading and discharge operations were accomplished in sweltering summer heat. In Kuwait, late July tem-

peratures reached a sweltering 130 F. outside.

It was hotter inside.

"It was even hotter inside the ship," said Col. Victoria Leignadier, commander, 598th Transportation Group, Rotterdam, the Netherlands, referring to the vessel's seven-deck interior.

"The ship's blowers, however, not only helped ventilate the ship but also cooled the air somewhat," said Leignadier.

To keep everyone hydrated, marine cargo specialists and vessel chiefs were encouraged to use bottled water.

If that was not enough, small sand storms also plagued the ship. However, loading operations were not impacted.

The Bob Hope was loaded in just under four days. The voyage marked the vessel's eighth loading operation in support of Operation Iraqi Freedom. In all, the Bob Hope carried a total of 38,000 tons of equipment and traveled 65,000 miles during these voyages. 🌐

pany and battalion configurations so all the 1st Infantry Division units would be ready for the road march ahead.

Under the blazing, summer Mediterranean sun, the job got done.

Late July 1, entertainer James Brown, the "King of Soul," came by for a visit with a flashy entourage of singers and dancers.

Ignoring the heat and oblivious to their stylish clothes and shoes, the entertainers went aboard Bob Hope to observe discharge operations.

In a staging area, the entertainer found some off-duty troops. James Brown led

the soldiers in the singing of "America."

It was quite a moment...far from home...with a group of soldiers about to travel into harm's way on the eve of the July 4th holiday.

Late that afternoon, a flood of young soldiers, easily distinguishable with their bright, red 1st Infantry Division patches, flooded into the port from buses. There were hundreds of soldiers detailed to drive the 1,000-plus vehicles.

The soldiers lazed in the late afternoon sun. Some slept while others gossiped and picked at meal rations in the heat.

The next morning, the port was empty.

The military equipment, escorted by Greek police, had left the port at 5 a.m. to avoid traffic and demonstrators. Destination: Kosovo.

MTMC transporters had the day off. Bob Hope eased from port in late morning, steaming into the summer haze of the Mediterranean until it disappeared completely over the horizon.

The discharge pier had to be cleared.

Soderman, with another full load of 1st Infantry Division equipment was due the next day and MTMC transporters had more days of work in the hot, steamy sun waiting for them. 🌐

# New commanders at MTMC's 599th, 597th groups...

## Battleship Missouri presents backdrop for 599th change of command

By Terri Kojima, Command Affairs Officer,  
599th Transportation Group



*The 599th Transportation Group official party salutes the Colors during Honors to the Nation. Pictured are: Col. Peter Gitto (left), outgoing commander; Maj. Gen. Ann Dunwoody, MTMC Commanding General; and Col. Thomas Harvey, incoming commander.*

**A** veteran transportation officer has returned to a MTMC assignment in style as the new commander of the 599th Transportation Group.

Lt. Col. Thomas Harvey, a past commander of the group's 837th Transportation Battalion, Pusan, Korea, accepted command aboard the Battleship Missouri, currently moored in Pearl Harbor. The vintage vessel was the site of the unconditional surrender of Japan in World War II.

Harvey said he looked forward to the assignment in a region he knows well.

"You can be sure of one thing," said Harvey, "and that's our commitment to provide global surface distribution management and services for the warfighter, any time, any place, on time, every time."

---

*See "599th," pg. 24*

## Tugboat provides patriotic color at 597th Transportation Group ceremony

By Shirl Jones, 597th Transportation Group



*Col. James Chen accepts the flag of the 597th Transportation Group from Maj. Gen. Ann Dunwoody, MTMC Commanding General while Col. Ron Heiter looks on. Soldier in background is Sgt. 1st Class Jon Carr, acting sergeant major.*

**A** Taiwan native who was the distinguished graduate of his Reserve Officer Training Corps class is the new commander of the Military Ocean Terminal Sunny Point.

Col. James Chen assumed command of MTMC's largest installation July 21. Located on the Cape Fear River, in Southport, S.C., the facility is a key munitions shipping location for the Department of Defense.

As symbols of the change of command, Chen and outgoing commander Col. Ron Heiter, fired two symbolic cannon shots from the ceremony site, the Fort Johnson garrison riverfront lawn. Offshore in the Cape Fear River, a Sunny Point fireboat sprayed red, white and blue water skyward.

"I feel privileged and proud to be part of such a great team and a great community," said Chen. "My tour as commander of Military Ocean Terminal Sunny Point signifies that I have come full circle in my career."

---

*See "597th," pg. 23*

# TRANSCOM deputy says warfighters want single distribution source

By Lt. Col. Scott Ross, Public Affairs Office, U.S. Transportation Command

In a word: Simplicity. That is what warfighters want according to the No. 2 officer in U.S. Transportation Command.

“Past studies,” said Lt. Gen. Gary Hughey, “especially evaluation of Operation Enduring Freedom and Operation Iraqi Freedom lessons learned, have the

*U.S. Transportation’s Command new appointment as Distribution Process Owner will transform military transportation says Lt. Gen. Gary Hughey, deputy commander.*



same bottom line: Warfighters want simplicity, speed, visibility, reliability.

“When there’s confusion, they want a single face to deal with for answers.”

The deputy commander of the combatant command spoke Sept. 25 to the Washington, D.C., chapter meeting of the National Defense Transportation Association.

Hughey made the remarks following the Secretary of Defense decision Sept. 16 to appoint Transportation Command as the Distribution Process Owner.

The consolidation of authority under one process owner is aimed at realizing logistics efficiencies, said Hughey. These efficiencies include:

- Eliminate existing seams between current distribution processes and standardize the policies, vision and performance goals in the Department of Defense’s supply chain.
- Drive interoperable information technology solutions and enhance total asset visibility to distribution customers.

- Institutionalize sustainment planning into contingency processes.
- Streamline distribution accountability under a single combatant commander.

Transportation Command is now consulting with the services, combatant commanders, defense agencies and industry partners to coordinate its new responsibilities, said Hughey.

“Distribution Process Owner will improve overall efficiency,” said Hughey. “It’ll enable a shift from an inventory-based sustainment system to a distribution-based system.”

The Transportation Command, he said, will now work with the military services and other agencies such as the Defense Logistics Agency, in synchronizing the distribution of personnel and equipment.

“Clearly, this designation represents a revolution in logistics and is the right thing to do,” said Hughey. “We need a single process owner that is accountable for the highly complex military distribution system.” 

## 597th

*Continued from page 22*

“This really does feel like homecoming.”

Most recently Chen served as chief of staff of the 19th Theater Support Command, Taegu, Korea.

Chen was commissioned through the Reserve Officer Training Corps program at Central Missouri State University where he was named distinguished military graduate. His previous overseas

assignments include Germany and Japan.

“I’m extremely proud to be a part of such an outstanding organization,” said Heiter, installation commander for the past two years.

“I want to use this as my opportunity to give a heartfelt thanks to those who have worked so hard to make a difference in the terminal. To the many friends we have made here, please know that you have made this stay better than we could have imagined.”

In his new assignment, Heiter will go

to the Joint Deployment Training Center, Fort Eustis, Va.

Heiter’s two-year tour at the terminal drew praise from Maj. Gen. Ann Dunwoody, MTMC Commanding General.

“He has had two years of tough, realistic training, but the bottom line is that no matter how we look back on his two years as commander, we will not forget his dedicated leadership,” said Dunwoody. “Ron has led and commanded a remarkable unit. Right after he took command, he was put to the test.” 

Harvey's audience July 31 included soldiers, civilians, military and industry partners from Japan, Korea, Guam and Hawaii. Fifty state flags flying from the carrier's deck highlighted the ceremony.

In his most recent assignment, Harvey served as the Director of National Security Affairs in the Center for Strategic Leadership, at the U.S. Army War College, Carlisle, Pa. During Operation Iraqi Freedom, he organized the first distribution team for U.S. Transportation Command in its history.

Prior to the academic posting, Harvey served as the chief of the Command and Control Center, MTMC Operations Center, Fort Eustis, Va.

Harvey drew high praise from Maj. Gen. Ann Dunwoody, MTMC Commanding General.

"Tom (Harvey) is a visionary leader, a change agent, and an extraordinary war fighting logistician," said Dunwoody. "They don't come any better qualified nor ready for command."

Harvey assumed command from Col. Peter Gitto who is being assigned to the U.S. Pacific Command's J4 logistics division.

Gitto praised the work of MTMC transporters.

"Your ability to plan and execute water port operations and surface distribution directly enhanced the quality of life and readiness of all U.S. forces throughout the Pacific region," said Gitto.

Dunwoody praised Gitto's tenure with the 599th which included critical global distribution associated with Operation Enduring Freedom and Operation Iraqi Freedom.

"His actions brought both MTMC and U.S. Transportation Command to the forefront in providing key in-transit visibility of critical commodities being deployed to support the war against terrorism," said Dunwoody.

"All this was done without any interruption of support to our Pacific Rim war fighters," said Dunwoody. "No easy task." 

# MTMC's new POV contract boosts user benefits

By Corenthia Libby, Public Affairs Specialist, MTMC Headquarters Alexandria

**M**ilitary and civilian members of the Department of Defense shipping privately owned vehicles to new assignments can expect continued good service under the new contract awarded by the Military Traffic Management Command.

American Auto Logistics, Inc., of Monroe, N.Y., has been awarded the Global Privately-Owned Vehicle II contract. Annually, MTMC is responsible for the movement of 72,000 personally owned vehicles belonging to military and civilian members of the Department of Defense.

"The new contract provides reduced movement times, site settlement of claims up to \$1,000, and in-transit visibility of shipped and stored vehicles," said Kathleen Jones, contracting officer. "This award represents the best value to the government."

The contract begins Nov. 1.

"The contractor has provided high-quality service under the original contract and we expect this level of service to continue in the new contract," said Charlie Helfrich, team leader, Privately Owned Vehicle and Storage Team.

In surveys, the firm has received a 99 percent customer approval rate.

American Auto Logistics has operated the contract for the past five years. In that period, the program has been expanded to increase the number of full service centers from 29 to 36. In addition, a vehicle storage option was added May 1, 2002.

"The storage provision is especially handy for soldiers ordered to overseas assignments where they are prohibited from taking a personal vehicle," said Helfrich. "Our contractor will maintain



*Donald Myers (right) documents the movement of Chief Petty Officer Renato Feliciano's privately owned vehicle from the Baltimore Vehicle Processing Center.*

the operating condition of all stored vehicles, in accordance with recommendations of the vehicle manufacturer."

Total 10-year contract value is estimated at \$1.9 billion. This estimate represents a two-year base period of performance, three one-year option periods, and five one-year award term incentive periods.

American Auto Logistics will be responsible for 36 vehicle processing centers, with service to and from the 21 additional partial service or quality-of-life sites, four covered storage sites, and trucking services throughout Europe, Asia, and the United States, including Alaska. The administration and payment of ocean carriage also is required.

Under the new contract, 12 U.S. Flag ocean carriers can be booked to ship privately owned vehicles.

For additional information, eligible Department of Defense members should contact their nearest installation transportation office. Additional information on the program is available at the MTMC Web site: [www.mtmc.army.mil](http://www.mtmc.army.mil). 

# TEA's Web information server wins twin awards

By Corenthia Libby, Public Affairs Specialist, MTMC Headquarters Alexandria

The Intelligent Road/Rail Information Server has won additional praise for MTMC's Transportation Engineering Agency.

The Web-based geographic information server has won two more awards for the Newport News, Va., agency.

Recognition has come from the Urban and Regional Information Systems Association, Park Ridge, Ill.; and the E-Government Conference, Washington, D.C.

The server was recognized for its ability to give immediate access to critical global infrastructure and cargo data for military deployment planners. The server assesses information from existing Web sites.

An Enterprise Honorable Mention was presented Oct. 13 to MTMC at the Regional Information Systems Association's annual meeting in Atlanta.

"We are absolutely delighted at the recognition" said Paul Allred, coordinator. "A lot of people put a lot of effort in this program.

"The Intelligent Road/Rail Information Server fulfills the military need for a secure, flexible application to provide one common operation picture for tracking of military shipments and critical infrastructure information," said the award citation.

"Overall, the Intelligent Road/Rail Information Server is an excellent system design, implementation and integration of several technologies into a near real-time response system."

Other recognition came from the E-Government Conference, in Washington, D.C., on June 10.

The Massachusetts Institute of Technology and Accenture, a New York City management consulting and technology service, selected the server as the best practice in digital government at the fed-



*Marc Barthello demonstrates use of the Intelligent Road/Rail Information Server to attendees at MTMC training symposium.*

eral government level. The two organizations recognized the server to honor the best practice in existing services delivered by the Internet.

"We were selected as the winner of the Federal Category from among 200 nominations," said Allred.

The purpose of the awards is to recognize best practices in digital government and higher education in the United States.

"I'm extremely pleased and proud of the level of success that the Intelligent Road/Rail Information Server has had in a relatively short time," said William Cooper, director, Transportation Engineering Agency. "It's quickly becoming the system of choice for spatial tracking of Department of Defense cargoes worldwide.



*The server provides deploying military unit commanders with real-time information on roads and weather.*

"I'm a big believer that Intelligent Road/Rail Information Server has huge implications for transportation security and homeland defense," said Cooper.

Additional information on Intelligent Road/Rail Information Server is available at [www.irris.tea.army.mil](http://www.irris.tea.army.mil). 



*USNS Watson loads equipment belonging to Combat Equipment Group—Europe in the port of Eemshaven, The Netherlands.*



*Self-propelled 155mm artillery howitzer rolls up the extended ramp of the USNS Watson.*

Amid summer heat...

# MTMC loads brigade-size prepositioned cargo

By Bram de Jong, Command Affairs Officer, 598th Transportation Group



*Capt. Ian Jorgensen (right), MTMC port commander in Eemshaven, coordinates equipment loading. Also pictured are Col. Robert Cox (center), commander, Combat Equipment Group—Europe, and Bart Fiegel, traffic manager, 838th Transportation Battalion.*

A European heat wave that put temperatures at historic high levels did not interfere with an MTMC managed high-priority cargo loading.

Transporters from the 838th Transportation Battalion, Rotterdam, loaded the USNS Watson, a Large, Medium-Speed, Roll-on/Roll-off vessel, at Eemshaven, a northern port in the Netherlands.

Mission success required precise synchronization between MTMC's customer, Combat Equipment Group—Europe and Dutch civil and military authorities, said Lt. Col. Victor Gonzalez, commander, 838th Transportation Battalion.

"The key to success is the unity of effort and synchronization of all the activities involved in the operation," said

Gonzalez. "For MTMC, this was a routine commercial port operation for which it contracted port handling and stevedore operations."

The weather became a key factor in ship loading, said Capt. Ian Jorgensen, commander, MTMC Rhine River Detachment.

"The weather wasn't routine in Europe," said Jorgensen, working his first port operation since his assignment to the Mannheim, Germany, unit. "During the load of the Watson several temperature records have been broken. Temperatures ranged from 90 F at the coast to 100 F inland.

"These latter temperatures had an impact in our afternoon operations, but with proper supervision and weather awareness by all, we were able to com-

Sept. 11, 2001 Anniversary:

# 598th Transportation Group Forward remembers anniversary in Kuwait

By Maj. Serge Pelletier, 598th Transportation Group Forward

In honor of the two-year anniversary of the Sept. 11th attacks on America, port work paused briefly at the port of Ash Shuaiba, Kuwait.

MTMC soldiers and civilians with the 598th Transportation Group Forward gathered for a ceremony to remember the victims. Work discharging the USNS Dahl and loading the USNS Seay was temporarily suspended.

Col. Mark Hagan, commander, 598th Transportation Group Forward, presided over the ceremony.

“Two years ago, thousands of American men and women, as well as folks from other countries, got up and went to work... never to return,” said Hagan. “September 11, 2001, is a date that will forever live in infamy. It is a date that has changed the world as we knew it, literally turning it upside down.”

Hagan praised members of the military armed services for their dedication in the War on Terrorism.

“It is a difficult war to fight because unlike any other war it is difficult to identify the foe, the target and the battlefield,” said Hagan.

Hagan praised Military Traffic Management Command soldiers and civilians who are at work on several continents as a result of the campaign.

“On behalf of a grateful nation and on behalf of the Free World,” said Hagan. “I thank you for your sacrifice and for your effort to make this world a better and safer place for all.”



*Maj. Willie Minor (left) leads soldiers with the 598th Transportation Group Forward singing “God Bless the U.S.A.” and “America the Beautiful.” Also pictured are: Col. Mark Hagan, Chaplain Patrick Appleget and Lt. Col. Paul Oettinger. (Photo by Maj. Serge Pelletier)*

As the ceremony ended, Maj. Willie Minor, 195th Contract Supervision Detachment, Orlando, Fla., led participants in the singing of *God Bless the U.S.A.* and *America the Beautiful.* 🇺🇸

plete the mission on time and with no heat casualties.”

Staging of the equipment by Combat Equipment Group—Europe began in May. Equipment was brought to the site from group sites in the Netherlands, Luxembourg and Norway. Additional equipment from a U.S. Army site in Italy arrived aboard the USNS Watson in mid-summer. Finally, equipment arrived from Combat Equipment Group—Afloat, Charleston, S.C.

Once all the equipment was on site, it was integrated into one brigade-sized combat package of over 1,500 wheeled and tracked vehicles and containers. The equipment will be part of the military’s pre-positioned fleet. Pre-positioned ships remain at sea. They are ready to deploy on short notice to support military forces in a fast-break contingency situation.

Jorgensen was upbeat about his port handling duties.

“I’ve never done port operations,” said Jorgensen. “I really enjoy working here in Eemshaven with this knowledgeable staff of military and civilian experts. My goal is to become a multi-tasked transportation officer and build on my transportation experience in handling line haul, rail loading and staging areas.”

Port security was provided by the Netherlands Army, Regional Military Command-North. 🇺🇸

# 599th Transportation Group supports multi-national exercises in the Pacific

By Terri Kojima, Command Affairs Officer, 599th Transportation Group

With many unit members deployed in support of Operation Enduring Freedom and Operation Iraqi Freedom, the 599th Transportation Group was challenged by the 2003 annual Balikatan and Tandem Thrust training exercises.

The training value of the two U.S. Pacific Command joint combined exercises are high, therefore, the Wheeler Army Air Field, Hawaii, command stressed participation in the exercises.

Two 599th deployment support teams were task-organized and deployed to separate islands in the Pacific. In April, a three-member 599th team began port operations in Guam and later on the island of Tinian in the Northern Marianas Islands, in support of Exercise Tandem Thrust 03.

More than 8,000 military members of the United States and Australian forces trained together in the western Pacific Ocean—nine time zones west of Washington, D.C.

Two weeks later, a second three-member deployment support team landed at the heart of Southeast Asia, in support of Balikatan 2003—the 19th annual exercise involving military forces of the United States and the Philippines.

The deployment support teams may have been small in number, but they could effectively accomplish their missions, said Col. Peter Gitto, outgoing 599th commander.

“The ability of the 599th deployment support team to rapidly deploy our sea-port operations anywhere in the world

ensures that exercise cargo and equipment get to our forces wherever they are and whenever they need it,” said Gitto.

“Whether it is a real world contingency on the opposite side of the globe or a major exercise in our Pacific area of responsibility, we are trained and ready to execute our distribution mission.”

Team members at both locations experienced an increased focus in coordinating the movement of exercise cargo and equipment with commercial ocean carriers as a result of the expanded use of Universal Service Contract 04 for deployment and redeployments.

“Significant difference [between Balikatan 2002 and 2003] was the use of commercial shipping of military cargo arriving in the Philippines from Hawaii and the U.S. mainland,” said John Fisher, then chief of mobilization and readiness for the 599th.

*MTMC transporters coordinate cargo loading in Guam on the Super Shuttle as part of Tandem Thrust 03.*



“This created new challenges and required extensive planning to meet the required delivery date for the exercise.”

Fisher led the deployment support team in the Philippines.

Unlike a Military Sealift Command charter, said Fisher, the commercial liner does not typically move military cargo directly from its port of origin to final destination. As a result, planners need to consider interim port calls on the required delivery date of cargo.

The team in the Marianas worked in close cooperation with the commercial carrier to discharge and upload Horizon Lines vessels in Guam. The team subsequently loaded the Super Shuttle to transport 25th Infantry Division (Light) and Navy Mobile Construction Battalion 28 equipment between Guam and Tinian.

Gordon Lowe, chief of the 599th’s Universal Service Contract Management Office, complimented the flexibility and commitment of the industry partners supporting Tandem Thrust.

“The military’s distribution requirements for Tandem Thrust 03 were dynamic, but our commercial distribution managers’ flexibility and commitment never wavered,” said Lowe, who led the deployment support team in the Marianas.

Pete Lujan and Marjorie Perez, of Military Traffic Management Command’s Field Office, Guam, augmented the Marianas team.

“As Guam natives, their familiarity with the lay of the land and working

Dear Editor:

I may be working for others now, but MTMC will always hold the place in my memories closest to my heart. It is the best team atmosphere and camaraderie.

I am serving with the 90th Personnel Services Battalion and currently in Balad, Iraq. We call it Logistics Support Area Anaconda, with postal units and personnel processing centers all over. I am currently assessing the networking, computer systems and communications at various locations for possible improvements.

It could be a different form of transportation. Where MTMC transports material, we transport people and the U.S. Mail. I am doing pretty much the same thing that I did with the 839th Transportation Battalion (Livorno, Italy) with systems administration, customer support, server security and exchange e-mail.

I miss you but as always, feel great serving and applying what I know. Who knows, I might be in the right place at the right time and return to the MTMC family.

Right now I have to get my load bearing equipment, body armor, Kevlar helmet and related stuff together for a convoy down to Baghdad at 4 p.m. local time. Going to be tough getting there before dark.

Take care and keep smiling.

Robert Tilson

*Editor's Note: Tilson wrote this e-mail Sept. 30 while on a two-week mission to Iraq for his Germany-based command. While with MTMC, Tilson volunteered for numerous 839th Transportation Battalion missions at Adriatic Sea ports in support of the Balkans peacekeeping efforts.*



*Robert Tilson is pictured in this file photo at a MTMC equipment discharge in Rijeka, Croatia, in early 1999. In the background is Rick Shilby of the MTMC Operations Center.*

relationship with industry partners from the area contributed to the success of our mission," said Lowe.

The exercises drew praise from participants.

"Exercise Balikatan 03 provided training of Group Mission Essential Task List as well as opportunities to establish close ties with local host nation personnel for future operations," said Fisher.

Lowe praised Tandem Thrust 03.

"It provided valuable lessons that will help us streamline the distribution process involving commercial ocean carriers, as we continue to expand the use of USC 04 to execute our mission throughout the Pacific and beyond," said Lowe. 🇺🇸

Dear Editor:

I have been closely following the development of MTMC for over 50 years now. I am 85 years old, retired since 1980 and peacefully living in "God's Waiting Room"—Florida.

I began my career in early 1950 as an I.C.C. practitioner with a MTMC predecessor organization in Pittsburgh, Pa. When the Pittsburgh office closed, I was chief of operations in the traffic management division and was transferred to the Washington, D.C. office of MTMC.

For many years after retirement my wife and I attended the MTMC retirees' annual luncheon, but in recent years we have been physically unable to be in attendance at these retirement luncheons. We really miss seeing these old friends even if only on an annual basis.

I am so happy to learn about the continuation of dedicated people that are currently employed by MTMC. My heart and interest has never left MTMC and today I rest on my laurels as one of the past deeply dedicated people that got MTMC up and running at the rapid pace that it still maintains. My time was during the Vietnam and Korean wars and we really never got to know what a 40-hour workweek would feel like.

Difficult to put it in words worthy of print...but thanks a million for keeping me on your mailing list for "Translog." You can be assured that each issue is read page by page.

Hugh L. Pollon

# Sergeant 1st Class wins top MTMC NCO honors for 2003

By Maj. Wilmer Moore, MTMC Operations Center



*Assistance of family members and coworkers was essential for his selection as MTMC's top NCO, says Sgt. 1st Class SiSi Fuluvaka.*

Winning selection as MTMC's top NCO of 2003 was a family support event for Sgt. 1st Class SiSi Fuluvaka.

Fuluvaka's wife and children would quiz him with questions to the competition. He also got help from fellow NCOs and civilian coworkers.

"There can only be one player and one coach but it's a team effort," said Fuluvaka, operations NCO, with the 599th Transportation Group, Wheeler Army Air Field, Hawaii. "The soldiers, civilians, the command—I could not do it by myself."

Fuluvaka entered the Army in April 1987 and, following basic training at Fort

Dix, N.J., completed the cargo specialist course at Fort Eustis, Va.

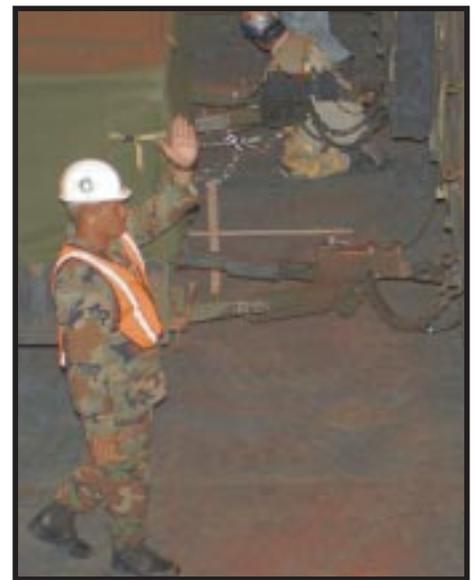
Competition for this year's selection was "a dead heat," said Command Sgt. Maj. James Morgan.

"It was a dead heat until the very last day," said Morgan. "It is always competitive but this was especially so."

Fuluvaka was in a tight competition with Sgt. Valencia Anders, of the 598th Transportation Group, Rotterdam, the Netherlands.

A board of MTMC sergeants major made the final selection July 27–29 at the MTMC Operations Center, Fort Eustis, Va.

"The competition was stiff—there are



*Sgt. 1st Class SiSi Fuluvaka, MTMC NCO of the Year, directs the loading of the USNS Seay in Pearl Harbor. The equipment is bound for Exercise Cobra Gold in Thailand.*

no winners and losers," said Morgan. "We all win, but only one soldier can be MTMC NCO of the Year."

All soldiers in the rank of corporal through sergeant first class, with less than 18 years service, are eligible to compete.

Soldiers are questioned in such skill areas as land navigation, military leadership and the NCO creed, said Morgan.

"In all we review 27 military expertise areas," said Morgan. "It is quite a workout for the soldiers before the panel."

Selection of Fuluvaka as MTMC's NCO of the year made him eligible for all-Army competition. Subsequently, Fuluvaka placed fourth in competition

# Awards will recognize quality transportation firms supporting DOD

**T**ransportation firms providing quality service to the Department of Defense are eligible for recognition from the Military Traffic Management Command.

Awards are given annually to Department of Defense approved commercial transportation firms through the Quality Award Program.

“The 2003 Quality Award Program seeks to recognize the top transportation providers in all modes and services,” said Jeanie Bell Winslow, program manager. “The requirements are simple: A company must demonstrate sustained exceptional performance in support of the Department of Defense in the past calendar year.”

This year’s award will be presented at a special dinner during the MTMC Training Symposium, March 22–25, 2004, in Denver, Col.

Any Department of Defense shipper may provide a brief,

one-page, nomination. Nominations should include the selected firm’s innovation and scope of contribution, said Winslow.

“A key factor in the decision making is the firm’s responsiveness to Department of Defense requirements and the potential for wide applicability of their innovations,” said Winslow.

In addition, nominations should list a firm’s name, president, mailing address, e-mail address and telephone number. Nominators should include their name, point-of-contact, mailing address, e-mail address and telephone number.

A panel of veteran MTMC transportation experts will make the final award selections.

The deadline for nomination submissions is Nov. 26.

Nominations should be sent to HQ MTMC, 200 Stovall Street, ATTN: MTCA, Alexandria, VA 22332-5000.

Additional information is available from Winslow at DSN 328-2272, (703) 428-2272 or e-mail [winslowj@mtmc.army.mil](mailto:winslowj@mtmc.army.mil). 

with NCOs at the National Capital Region Board, which comprises the Major Army Commands in the Greater Washington area.

“MTMC can be proud of this NCO,” said Morgan. “He is setting an example for other NCOs throughout this command and the Army.”

Fuluvaka has received numerous military awards, including the Meritorious Service medal, Army Commendation Medal with oak leaf cluster, and Army Achievement Medal with three oak leaf clusters.

Fuluvaka, and his wife, Michelle, have three sons; Latu, Nathan and Sione. 



*Panel of MTMC sergeants major ponders selection of MTMC NCO of 2003. Pictured are: Sgt. Maj. Terrence Heyward (left), MTMC Operations Center; Sgt. Maj. Jack Mraz, Plans & Mobilization; Cmd. Sgt. Maj. James Morgan, MTMC; Sgt. Maj. Sara Jennings, 598th Transportation Group; and Sgt. Maj. Gonzalo Rivera-Rivera, 599th Transportation Group.*

Military Traffic Management Command  
Office of Command Affairs  
Room 11N57  
200 Stovall Street  
Alexandria, VA 22332-5000  
<http://www.mtmc.army.mil>  
OFFICIAL BUSINESS

