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MILITARY SURFACE DEPLOYMENT & DISTRIBUTION COMMAND  
SURFACE WARRIORS

# SDDC

**SDDC MOVES,  
DEPLOYS  
AND SUSTAINS**  
FORCES AND MATERIEL  
ACROSS THE NATION  
AND AROUND THE  
**GLOBE.**

## ITO Workshop Part 2 of 3

HQ SDDC G3

7 October 2019



WE ARE THE U.S. ARMY SERVICE COMPONENT COMMAND OF THE U.S. TRANSPORTATION COMMAND  
AND A MAJOR SUBORDINATE COMMAND OF THE U.S. ARMY MATERIEL COMMAND



**TRUSTED PROFESSIONALS...DELIVERING READINESS AND LETHALITY!**

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## Disclaimer

**Transportation University encourages a free flow of ideas. In the spirit of this academic setting, the views of the instructors and participants are assumed to be their own and not those of NDTA, USTRANSCOM, or anybody's parent organization/company.**





# CG Welcome Video



# Agenda

- Rail
- Defense Transportation Tracking System (DTTS)
- Cost Questions
- Claims
- Carrier Performance Module (CPM)



# Rail Fleet Management Overview

Rail Fleet Management manages the Defense Freight Railway Interchange Fleet (DFRIF), the DoD's interchange freight car fleet, the use of which affects military installations and organizations worldwide, through its involvement in the equipping, training, deployment, and redeployment of units in CONUS and Alaska.

Why is this important?

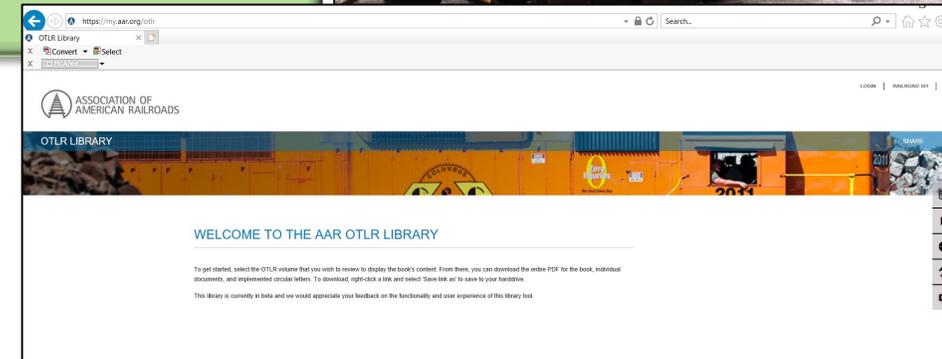
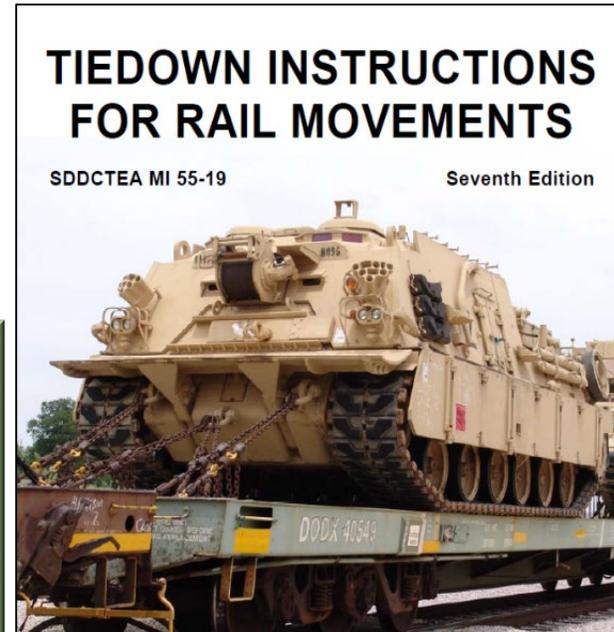
- Ensure freight cars meet military, federal, and railroad industry requirements
- Perform railcar future mission forecasting
- Audit invoices from railroads for repairs
- Receive empty car requests, determine the routing, and dispatch serviceable empty rail cars to authorized shippers for loading

# Rail Tie-down and Securements

Unit/shipper is **responsible** for properly loading and securing loads for safe transport to destination (s) IAW Rule 27, Section 3, of the Uniform Freight Classification 600 series, Association of American Railroads Open Top Loading Rules (AAR OTLR), section 6, and SDDCTEA MI 55-19

## Tips for Success

Units must make certain turrets and guns, radiator doors, side skirts, outriggers, crane booms, expansible van bodies, movable parts, vehicle doors and mirrors, and secondary loads are secured from extending up or out over the side of the flatcar during transport. Ensure chains are stored.



# Rail Tie-down and Securements

## Good to Know

### **Training Inconsistency:**

- Units and Personnel are receiving wide variations of training at different installations
- What is being taught and practiced at one installation does not mean it is in compliance with the AAR OTLR

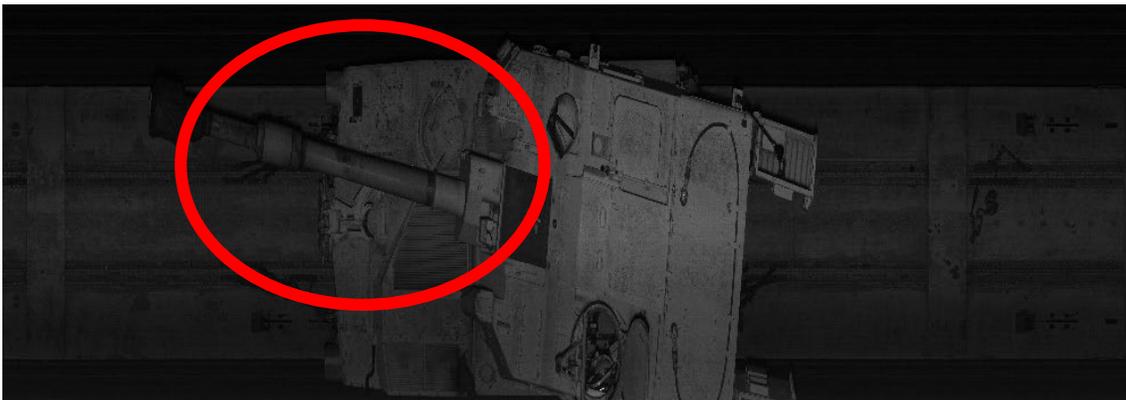
### **Recommended Hands-on Training:**

- **Railhead Operations Group Training Course (RHOG-TC) at MCLB Barstow**

## Near Miss Accident – Real World

**SITUATION:** In transit, multiple M-109's had the turrets rotate and block oncoming trains; resulting in a near miss/collision of an oncoming locomotive as well as interfere movement in and out of the a Class I Yard.

**ISSUES:** It was discovered that 5 M-109's had the barrel cradle either fall in transit or were not secured upon departure. The mechanical lock inside the turret that prevents the turret from turning were in the "unlocked" position and hatches were open.



## Near Miss Accident – Real World

**SITUATION:** In transit, multiple M-2A2s were improperly secured to the rail car resulting in one rolling off the back of a railcar and multiple coming off the sides.

**ISSUE:** After reviewing the inbound load, it was discovered that a majority of the M-2A2's were improperly secured.



## Near Miss Accident – Real World

**SITUATION:** A military train was traveling out of a yard enroute to destination. A chain was not properly stowed and was dragged down the tracks. The chain eventually caught a switch, picked it and caused a derailment.

**ISSUE:** The investigation showed that multiple chains were not stowed in the chain troughs as required in the SDDCTEA MI 55-19 and the OTLR. Some chains fell off the car and dragged several feet.



# Rail Security Requirements

- Reference shipping guidelines in DTR Ch 205 for Transportation Protective Services
- Add Rail Inspection Service (RIS) when required or desired



Defense Transportation Regulation – Part II  
Cargo Movement 10 May 2019

CHAPTER 205

TRANSPORTATION PROTECTIVE SERVICE (TPS)

A. GENERAL

1. This chapter implements the policies of Department of Defense (DoD) 5100.76-M, Physical Security of Sensitive Conventional Arms, Ammunition, and Explosives (AA&E); Defense Security Cooperation Agency (DSCA) 5105.38-M, Security Assistance Management Manual (SAMM), Paragraph C7.15, Transportation of Arms, Ammunition and Explosives (AA&E) and Sensitive Material, and DoD 5200.01-V1-M, DoD Information Security Program: Overview, Classification, and Declassification, for classified shipments. It further includes the transportation-related requirements for Communications Security materials contained in Committee on National Security Systems Instruction (CNSSI) 4001, CNSSI 4005, Safeguarding Communications Security Facilities and Material, and National Security Agency (NSA) Central Security Service (CSS) Manual 3-16, Control of Communications Security (COMSEC) Material. It establishes procedures and responsibilities for worldwide shipments requiring a TPS. Implementation of these procedures for commercial Transportation Service Providers (TSP) will be in accordance with (IAW) Military Freight Traffic Rules Publication-1 (MFTURP-1), which can be located on the Military Surface Deployment and Distribution Command (SDDC) website at <https://www.sddc.army.mil/tes/Pages/pubs.aspx> by selecting the "Resources" drop-down menu, choosing "Publications & Policies", and then clicking on the link for "Military Freight Traffic Unified Rules Publication". Nothing herein is to be construed to prohibit transportation security responsibilities and procedures as established by the theater Commanders (CDR), Department of Energy-funded shipments are not included in this regulation.
2. The following types of material provide guidelines to assist in determining the applicability of the procedures in this chapter to the transportation of cargo items:
  - a. DoD-funded or funded by other Government agencies participating in the DoD Industrial Security (DoDIS) program.
  - b. Classified and sensitive Foreign Military Sales (FMS) shipments while transiting in the Continental United States (CONUS) and Outside CONUS (OCONUS), to include shipments made under DoD ownership. Shipping requirements are based upon the Delivery Term Code (DTC) specified in the Letter of Acceptance. When the DTC dictates the shipment is moving within the Defense Transportation System (DTS), shippers must apply the appropriate TPS IAW this chapter. See Appendix E for detailed FMS transportation guidelines and requirements.
  - c. Made by or transported to/from a contractor or subcontractor when material is ultimately intended for military purposes. This will include all classified and sensitive items in research, development, testing, and evaluation, even when the item has yet to be delivered to the Government.
  - d. Nuclear Weapons Related Material (NWRM). Classified NWRM assemblies, subassemblies, and component parts (containing no fissionable or fissionable material) identified by the military departments that comprise or could comprise a standardized war reserve nuclear weapon (including equivalent training devices) as it would exist once separated/removed from its intended delivery vehicle. The term "delivery vehicle" is defined as the portion of a weapon system that delivers a nuclear weapon to its target. This includes cruise and ballistic missile airframes as well as delivery aircraft.

## Tips for Success

- Unit/shipper should NOT mark containers SI – they become a target!
- Load tricons and quadcons in well cars not flat cars



# Rail Inspection Service (RIS)

## What is RIS?

- **Rail Inspection Service (RIS)** is a TPS, and the second highest level of security for rail movements.
- Required for the movement of M1 armor/tanks (Abrams), Strykers, MRAPs, Bradleys, Avengers, or other ground vehicles with sensitive armor, AA&E and Night Vision Goggles. RIS may also be required for uncategorized AA&E. Optional for unit/wheeled vehicles and other sensitive and pilferable items such as high value communications and electronics.

## Tips for Success

- Any accident, incident, or potential threat must be reported immediately to appropriate emergency personnel and SDDC DTTS at the contact number 800-826-0794

## Who is authorized to inspect the cargo?

- Inspectors are either railroad police officers or other railroad employees who have been specifically trained to inspect rail cars. Inspectors must be fully aware of the sensitivity of material moving under RIS, and knowledgeable about all necessary safety, security and emergency procedures.

## Good to Know

### **RIS Reports Must Include:**

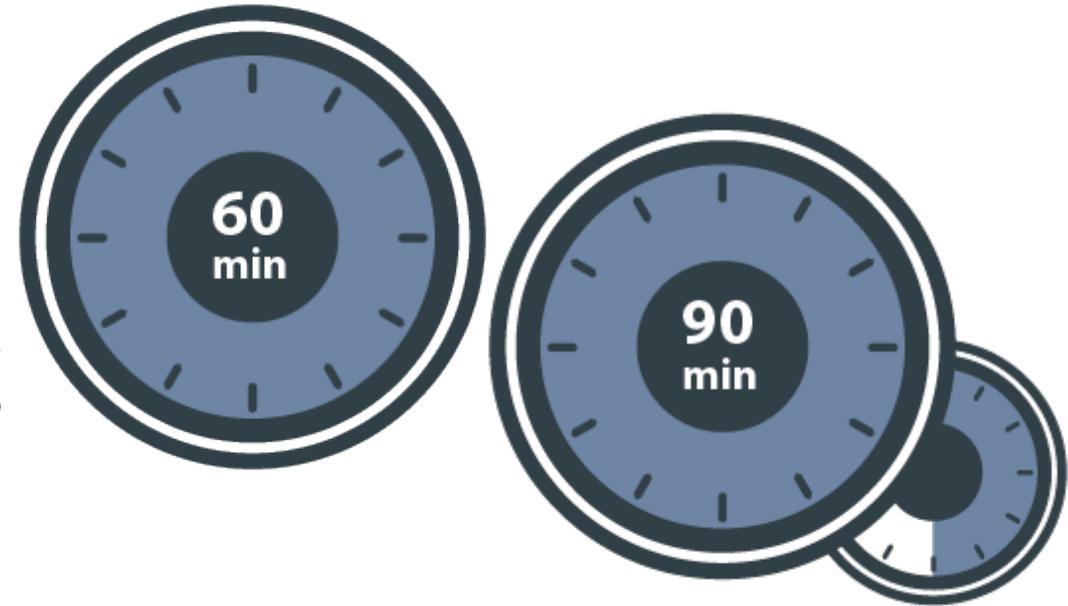
- (1) Name of TSP reporting.
- (2) Name of inspector and his/her signature or electronic log documenting train events and inspections.
- (3) Time of each inspection or acceptance for continuous observation.
- (4) Actual arrival time at terminal.
- (5) Actual departure time from terminal.
- (6) Condition of conveyance(s) and seals/locking devices.

# Rail Inspection Service (RIS)

## When are inspections required to occur?

- (1) At initial, intermediate, and final terminals upon arrival and until departure except while cars are on an inside track at terminal under continuous observation.
- (2) At junctions and interchange points where cars are left at rest.
- (3) While the shipment is in transit, when the cars are expected to be stopped for 90 minutes or more (the first inspection shall take place at the 90-minute mark).
- (4) At destination until such time as the consignee takes physical possession or otherwise agrees to accept responsibility for security.

Inspection of each car within one hour at required inspections locations and re-inspections every hour until the inspection requirement terminates under these provisions.



### Good to Know

SDDC may request to review or receive copies of all required written documentation at any time. TSPs will maintain all required documentation for a period of three years.

# Subcontractor Accessorials for Rail Operations

## Tips for Success

- Loading, unloading, technical service...only as needed
- FORSCOM Reg. 350-50-2
  - Deployment to port with no unit
  - AP3 deploying from home station to CTC

## Good to Know

- Shippers cannot direct who will perform those services.
- It is the responsibility of the origin railroad to contract for them.
- Preference will not be passed along.



# Rail Way-Billing Explained

## What is way-billing?

- A waybill is a shipping document prepared at the point of origin showing the point of origin, destination, route, shipper, consignee, description of shipment, weight, charges, special handling instructions and other data necessary to rate, ship and settle.

## What way-billing is not?

- A waybill is not a product of CMOS or GFM and must be produced per your servicing railroad's guidelines
- It is not a monetary document to show proof of funds
- It is neither a contract of carriage nor a negotiable instrument

## Why is it important?

- Identifies HAZMAT, high-wides, and rail inspections services
- Necessary for carrier routing and interchanges
- Rail cars will not be picked up by your servicing railroad until "billing" is complete

## Who's responsibility is it?

- Shipper Responsibility
- DTR language in staffing
- Training resources available from your servicing Railroad or HQ SDDC



# Empty Rail Car Reporting

## Why is it important to report empty cars?

1. Allows carriers to quickly return cars back into service
2. Allows accurate reporting of when equipment has arrived and been downloaded
3. Cars are often used for planning in upcoming movements, when cars are not reported as soon as they are downloaded and ready to pull from the installation, the railcar allocation plans will have to be altered.
4. This causes a ripple effect throughout the network and upcoming shipments.

### Good to Know

**All Shippers must report to HQ SDDC and/or QTS when DODX and TTX cars have been downloaded.**

# Resources

- Regulations/References

- DTR 4500.9-R, Part II, Cargo Movements <https://www.ustranscom.mil/dtr/index.cfm>
- Chap 202, Cargo Routing and Movement (Para. Q.)
- MFTURP-1 <https://www.sddc.army.mil/Pages/default.aspx>
  - Section C
- SDDC Customer Advisory CA-19 06-04/0036 – Bad Ordered DODX Rail Cars <https://www.sddc.army.mil/advisories>
- Association of American Railroads Open Top Loading Rules (AAR OTLR) - Section 6
- SDDCTEA MI 55-19

- Contact Info

- Org email: [usarmy.scott.sddc.mbx.dodx@mail.mil](mailto:usarmy.scott.sddc.mbx.dodx@mail.mil)
- Group line: (618) 220-1730



# DTTS Overview

DTTS monitors the safe and secure transport of DoD AA&E and Other Sensitive Material (OSM) by commercial trucks and barges in North America using satellite/cellular technology and 24-hour oversight.

Why is this important?

- Facilitate rapid emergency response to in-transit accident/incidents to minimize impact
- Monitor in-transit movement for security issues via programmed exception reporting

# Transportation Geospatial Information System (TGIS)

## Account Access

- Go to <https://tgis.sddc.army.mil/TGIS/>
- New users will be prompted to complete an application for TGIS access
- Upon completion, access is granted to TGIS
- Choose the DTTS option within the TGIS Application Suite to request access to DTTS
- For assistance and TGIS training, contact DTTS at [usarmy.scott.sddc.mbx.dtts@mail.mil](mailto:usarmy.scott.sddc.mbx.dtts@mail.mil) or 618-220-5305

**TGIS Application Suite**  
Please select one of the options below to explore

Mapping	DTTS	DCD (for Defense Courier Division personnel ONLY)	DFE
Tracking Analytics	Catalog	My Account	Help
Administration	Add Feedback	Server API Docs	Client API

# Advanced Shipment Planning

- Issue
  - TPS shipments are in the public domain for an excessive amount of time
- Background
  - Shippers must coordinate the delivery of TPS shipments with consignees
  - Shipments sit in the public domain longer than necessary due to weekends/holidays/installation closures
- Tips for Success
  - Ensure information in the TFG is current and Bills of Lading contain required information
  - Review the consignee's TFG special instructions to ensure compliance
  - Required Delivery Dates (RDDs) are not always consistent with standard transit times or no RDD identified
  - Contact the consignee to confirm the ability to receive the shipment
  - Coordination must be done between the consignee, consignor and the TSP to meet RDD, destination operating hours, and delivery restrictions
- Reference
  - DTR CH 205 Para C.2
  - DTR CH 201 Para Q.1



## Transportation Facilities Guide (TFG)

*Transportation Facilities Guide*

Site Motor Rail Air Bus Water Passenger HAZMAT AA&E Secure Holding

Review Date: 6/27/18 1:44 PM

**General Information**

**BLOC:** [REDACTED] **FPCON Level:** B - Bravo  
**Branch:** USA - U.S. ARMY **FPCON Date:** 10/09/2015  
**State:** MO **Country:** US  
**Office Email:** [REDACTED]

**Special Instructions:**  
 CENTRAL RECEIVING (Inbound) is at Bldg. 2562A, 292 Ordinance Dr. [REDACTED] Hours, inbound 0730 - 1430, and outbound 0730 - 1530. Drivers arriving for Unit direct pickups are advised that unit personnel do not report for duty until after 0900 hrs. due to daily physical fitness training. // AMMO SUPPLY POINT, ph [REDACTED] 1 June-31 August operating hours are 0530-1400 M-TH EH. No inbound AMMO accepted on Fridays. FAX AMMO REPSHIPS to [REDACTED] e holding area available, driver must remain with vehicle, no facilities provided. No safe haven or refuge. // RAIL IS DOWN for repairs which will take approximately 6 months. For RAIL questions email [REDACTED] // All CONTAINERS coming onto the Installation must be routed through the Container Control Officer, [REDACTED] MC, Bldg. 2391, [REDACTED] This activity has offload capability for 20' containers. // For road/weather conditions on Ft Leonard Wood call 573-563-4141. // Annotate on ALL Bills of Lading the recipient POC and phone number. // FREIGHT OFFICE: ph [REDACTED] is located at 391 Gas St. Hours of operation are M-F: 0700-1530. Consign retained OCIE to: Freight Section, Bldg. 2391, 391 Gas Street. NOTICE: Per the REAL ID ACT the following restrictions will be implemented starting 15 Sep 2016. All Federal agencies are prohibited from accepting drivers licenses or state identification cards from States deemed non-REAL ID Act compliant for physical access to Federal facilities (including DoD installations and facilities). The Department of Homeland Security (DHS) (Federal lead for ensuring REAL ID Act compliance) has published guidance, which DOD and other Federal agencies enforce. An informative website on the subject is located at: <http://www.dhs.gov/real-id-enforcement-brief>. The Real ID implementation document published by the Interagency Security Committee, provides a list of alternative forms of Federal identification that may be accepted for DOD installation access in lieu of a REAL ID Act compliant driver s' license. Examples of alternate forms of identification that may be accepted include: Enhanced Drivers' License, US Passport, US Passport Card, US Military ID, DHS Trusted Traveler Cards, and others. To request access for a pass, please go to the website <https://vcc1.icmvcc.com/im3500/registration.aspx> to register. Please use darlene.f.battle.civ@mail.mil as the address for your government sponsor on the Installation. For further information on this subject contact Mr. Todd Horton, Physical Security Specialist, [REDACTED] ext. 6-6297. The Transportation Office will not be able to assist with any determinations made by Physical Security personnel and will not provide escorts onto FLW. NO VFNUs or detention charges will be approved for Carriers who fail to gain access to Origin or Destination locations. Recommend ALL drivers have at minimum 2 accepted/approved forms of ID to comply with the Real ID Act. Drivers must enter the base through the Main Gate, from 1-44 take exit 161 turn south on Missouri Avenue stay in the right hand lane to access the Commercial Gate. Note 5, Note 6, Note 10, Note 11.

**View Notes**

Addresses  
 Telephone Numbers  
 Point of Contact Information  
 Over, Short, and Damaged (OS&D)  
 GOCARE Program  
 Embargo Information  
 Supported DODAAC  
 Host DODAAC

Secure Holding Tab

Information can include hours, entry requirements, contact information, and any other special requirements or instruction



# TFG Secure Holding Tab

*Transportation Facilities Guide*

Site Motor Rail Air Bus Water Passenger HAZMAT AA&E **Secure Holding**

**[REDACTED]** Review Date: 4/10/18 12:04 PM

<b>City:</b> Waynesville-St Robert, <b>State:</b> MO <b>Country:</b> US	<b>Zone Code:</b> <b>Zone Name:</b>
<b>Point Of Contact:</b> [REDACTED] <b>Point Of Contact Phone Number:</b> [REDACTED] <b>Commercial Phone Number:</b> [REDACTED] <b>Commercial After-Hours:</b> [REDACTED]	<b>Supervisor:</b> [REDACTED] <b>Supervisor Phone Number:</b> [REDACTED] <b>DSN:</b> [REDACTED] <b>DSN After-Hours:</b> [REDACTED]
<b>Secure Explosives Holding Area:</b> No <b>Hazard Division:</b>	<b>Secure Non-Explosives Holding Area:</b> Yes <b>N.E.W. Storage Capabilities:</b>
<b>Driver MUST Stay With Vehicle:</b> Yes <b>Driver Can Stay With Vehicle:</b> No	<b>Driver MUST Drop Trailer:</b> No <b>Driver Can Drop Trailer:</b> No
<b>Restrooms:</b> No <b>Showers:</b> No <b>Public Phone:</b> No <b>Food Within Walking Distance:</b> No	<b>Other Amenities:</b> DRIVERS MUST STAY WITH TRAILER AT ALL TIMES.

**Secure Holding Location:**  
No Secure Explosives Holding Area for SRC I or SRC II AA&E. Main Gate is located off Exit 161 on Interstate 44. Military Police will provide an escort to the Ammunition Supply Point. NO AMMUNITION IS RECEIVED ON FRIDAY'S

# Not In System (NIS)

- Issue
  - Without shipment information, DTTS cannot provide crucial information to first responders. This potentially impacts efforts to protect the public, property and emergency personnel
- Background
  - An NIS is created when a TSP departs the installation and no shipment information is in the DTTS system
- Good to Know
  - Policies and business practices may conflict with timely shipment information transmission to DTTS from shipping system
  - TGIS will not send REPSHIP notification for an NIS
  - NIS reports provided daily to Services and OSD
  - In accordance with (IAW) the DTR, Shippers are required to check TGIS 20 minutes after releasing a BOL. If its not in TGIS, Shipper must manually enter the information. The TO must enter AA&E shipments data moving under SNS into the DTTS before TSP (Truck) is released.
- Reference
  - DTR CH 205 Para O.5.c.





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DTTS Menu ▾ Apps ▾ Ma

BOL:

### Shipment Info

**BOL**  **GBLOC**  **DTTS Service Charge**

**Origin**  
**DODAAC**       
**SPLC**

**Destination**  
**DODAAC**       
**SPLC**

**Pickup Date (GMT)**   **Departure Date**   **Security Class**   **Load Use**   **Load Type**

**SCAC**

**DCS**

**Comments**

### Load Info

**TCN**  **UN Num**    **DODIC/NALC**

**NSN**    **Description**

**PSN**

**CIIC**   **Hazard Class**  **Pieces**  **Weight**  **Cube**

**NEW/Hazmat Net Quantity Ship**  **NEW Unit of Measure**

**Trailer Num**  **DROM/Container**  **RDD**   **RQ**  **Project Code**

Wed, 11 Sep 2019 16:28:54 Zulu local Time: 11:28:54 CDT Zulu Offset: -05:00



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DTTS Menu ▾

BOL:

### Shipment Info

**BOL**  **GBLOC**  **DTTS Service Charge**

**Origin**  
**DODAAC**          
**SPLC**

**Destination**  
**DODAAC**        
**SPLC**

**Pickup Date (GMT)**   **Departure Date**   **Security Class**   **Load Use**   **Load Type**

**SCAC**  **Tractor Num**

**DCS**

**Comments**

### Load Info

**TCN**  **UN Num**    **DODIC/NALC**

**NSN**    **Description**

**PSN**

**CIIC**   **Hazard Class**  **Pieces**  **Weight**  **Cube**

**NEW/Hazmat Net Quantity Ship**  **NEW Unit of Measure**

**Trailer Num**  **DROM/Container**  **RDD**   **RQ**  **Project Code**

TCN: W44XMF3124V039KK2 UN Num: DODIC/NALC: NSN: Description: LOADED EXPLOSIVES 1.3 C PSN: CIIC: Hazard C  
TCN: BATM8391229006DGX UN Num: 0242 DODIC/NALC: DA12 NSN: 1320014544603 Description: CHARGE, PROPELLING

Wed, 11 Sep 2019 16:35:00 Zulu Local Time: 11:35:00 CDT Zulu Offset: -05:00



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# DODAAC/SPLC

- Issue
  - Invalid Department of Defense Activity Address Code (DODAAC)/SPLC codes are being entered into the shipment information systems
- Background
  - Generic or invalid codes are being utilized
- Good to Know
  - DTTS sees codes such as XXXXXX, installation/unit names in the respective fields
  - DLA-Transaction Services updates information in the Defense Automatic Addressing System Center (DAASC) Inquiry System, verify DODAAC prior to shipment release. DTTS has to manually verify each unknown DODAAC in TGIS
  - TGIS will not send REPSHIP notification without a valid DODAAC

# Non-functioning Tracking Equipment

- Issue
  - Arriving at pick-up locations with broken or inoperable Satellite Motor surveillance (SNS) or Trailer Tracking Service (DCS) equipment
- Background
  - TSPs are required to provide working SNS and DCS equipment at origin
- Good to Know
  - Misconception drivers can be put on two hour check calls from origin
  - DTTS, Shippers, and TSPs do not have the authority to waive DTR or MFTURP-1 requirements
  - Per the MFTURP-1, DTTS is only authorized to place TSPs on two hour check calls when they experience an en route equipment failure. Two hour check calls may not be substituted for functioning SNS/DCS equipment at origin
  - TSPs must maintain 24 hour uninterrupted SNS/DCS service
- References
  - DTR 205 C.2.b.3
  - MFTURP-1, Section B



# Required Delivery Date (RDD) & Transit Time

- Issue
  - Miss identifying a valid RDD or not establishing an RDD based on published standard transit times. This increases public exposure to potentially dangerous materials
- Background
  - Shipment planning includes identifying a valid RDD or align RDD with published standard transit times
- Tips for Success
  - When transit times or RDDs are missed, consignees must submit the appropriate carrier performance action
  - Many RDDs get changed prior to delivery but do not get updated in systems
  - Align RDDs with published standard transit times
- References
  - DTR 202 Tables 202-3 and 202-4
  - DTR 205 C.2.a and b
  - MFTURP-1, Item 5, Figures 5.1 and 5.2

# Resources

- Shipper Smart Card will be available at the SDDC booth
- Contact Info
  - TGIS Helpdesk: [usarmy.scott.sddc.mbx.G6-SRC-TGIS-HD@mail.mil](mailto:usarmy.scott.sddc.mbx.G6-SRC-TGIS-HD@mail.mil)
  - TGIS Helpdesk number: 800-462-2176
  - TGIS Accounts: (618) 220-5416
  - DTTS Org email: [usarmy.scott.sddc.mbx.dtts@mail.mil](mailto:usarmy.scott.sddc.mbx.dtts@mail.mil)
  - DTTS Website: <https://www.sddc.army.mil/dtts/default.aspx>
  - DTTS Toll Free number: 800-826-0794
  - DTTS Commercial number: (618) 220-5060
  - SDDC G3 Freight Routing Team Group line: (618) 220-6359

# Cost Questions Overview

The Cost Questions Program enables Transportation Officers (TO) and Carriers (TSP) to submit inquiries and cost disputes for adjudication; authenticating cost discrepancies and claims for services performed; conducting pre-audits to assist with resolution.

Why is this important?

- Ensures appropriate services are utilized and mirror authorized payments

# Good to Know

- TO and TSP can submit cost questions
- Cost disputes between TO and TSP can be forwarded to SDDC for resolution on motor, rail, barge and pipeline
- TSP has 45 days from delivery to submit disputes
- Request should include as much information as possible on shipment (e.g., CBL #, ATR Offer #, Shipment ID #, Spot-Bid ID #, requested charges, synopsis of situation)
- When DoD and TSP records conflict, DoD records take precedence
- SDDC will notify shipping TO, TSP and any other parties deemed necessary (e.g., Service Reps, consignee) of decision, way forward

## Good to Know (Cont.)

- TSP may appeal SDDC decision to General Services Administration (GSA)
- Additional funds could be awarded to TSP or funds may be returned to DoD
- SDDC will work with shipping TO if GSA rules in carrier's favor
- Audits initiated by GSA result in excess funds turned over to GSA, not to DoD
- Submit cost disputes to: [usarmy.scott.sddc.mbx.cost-questions@mail.mil](mailto:usarmy.scott.sddc.mbx.cost-questions@mail.mil)

# Tips for Success

- Free time will begin once truck is placed in position for loading and/or unloading
- Time waiting for documents counts against free time
- Detention: Vehicle with Power Units (DEP) is for each 60 minutes of delay; Vehicle without Power Units (DET) is for each 24 hours of delay
- TSP cannot charge when delays are caused by acts or omissions beyond DoD's control
- When there are weight differences, carrier must submit re-weight ticket within three government days of delivery
- Tender rates/charges that apply between same origin/destination will alternate to produce the lowest charge to DoD
- DoD receives ten each chain/binder sets or eight each nylon strap sets with rate
- Extra Driver (EXD) shall not be requested in conjunction w/Expedited Service (EXP) to meet an RDD
- Use EXD w/Constant Surveillance and Custody Service (CIS) shipments exceeding 150 miles



# Key Issues

- Non-payment of freight charges
- CBL discrepancies
- Accessorial services
- Transportation Facilities Guide (TFG)
- Lack of shipment planning
- Documentation
- Shipment cancellation
- OD/OW shipments



# Resources

- Regulations/Policy:
  - DTR, Part II, Chaps 201, 202, 203, & 212  
<https://www.ustranscom.mil/dtr/index.cfm>
  - MFTURP-1 <https://www.sddc.army.mil/Pages/default.aspx>
- Contact Info:
  - Org email: [usarmy.scott.sddc.mbx.cost-questions@mail.mil](mailto:usarmy.scott.sddc.mbx.cost-questions@mail.mil)
  - Group line: (618) 220-5914



# Cost Questions Overview

Cost Questions is the avenue for Transportation Officers and Carriers to submit inquiries and cost disputes for adjudication; verifying and validating cost discrepancies and claims for service performed; providing pre-audits to assist in cost dispute resolution.

Why is this important?

- Ensures appropriate services are utilized and mirror authorized payments

# Good to Know

- Any cost dispute between shipper and TSP can be forwarded to SDDC for resolution, regardless of mode (except air)
- Request should include as much data as possible on shipment (e.g., CBL #, ATR offer #, shipment ID #, spot-bid ID #, requested charges, synopsis of situation)
- SDDC will notify both shipping TO and TSP of decision, way forward
- Other offices may be copied (e.g., Service Reps, consignee)
- When DoD and TSP records conflict, DoD records take precedence
- TSP may appeal SDDC decision to General Services Administration (GSA)
- Submit dispute to: [usarmy.scott.sddc.mbx.cost-questions@mail.mil](mailto:usarmy.scott.sddc.mbx.cost-questions@mail.mil)
- Once GSA begins audit of TSP, excess funds are not returned to DoD
- SDDC will work with shipping TO if GSA rules in carrier's favor

## Good to Know (Cont.)

- Shipper or TSP can submit a cost question
- TSP has 45 days from delivery to submit dispute
- Funds may be returned to DoD/additional funds provided to TSP



# Tips for Success

- Use of Extra Driver (EXD) shall not be requested in conjunction w/Expedited Service (EXP)
- EXD only used w/Constant Surveillance and Custody Service (CIS); over 150 miles
- Free time will begin once truck is placed in position for loading/unloading
- Detention: Vehicle with Power Units (DEP) is for each 60 minutes; Detention: Vehicle without Power Units (DET) is for each 24 hour period
- Carrier cannot charge when delays are caused by acts or omissions beyond DoD's control
- Time waiting for documents count against free time
- DoD receives ten each chain/binder sets or eight each nylon strap sets with rate
- When there are weight differences, carrier must submit re-weight ticket within three government days of delivery
- Tender rates/charges that apply between same origin/destination will alternate to produce the lowest charge to DoD

# Key Issues

- Non-payment of freight charges
- CBL discrepancies (SPLCs, pieces/weight, correct commodity codes, alternate equipment)
- Accessorial services
- TFG (base closures, entry requirements)
- DoD standard transit times/Missed RDDs
- Lack of shipment planning (RDDs, consignee requirements)
- Documentation
- Shipment cancelation
- OD/OW shipments



# Resources

- Regulations/Policy:
  - DTR, Part II, Chaps 201, 202, 203, & 212  
<https://www.ustranscom.mil/dtr/index.cfm>
  - MFTURP-1 <https://www.sddc.army.mil/Pages/default.aspx>
- Contact Info:
  - Org email: [usarmy.scott.sddc.mbx.cost-questions@mail.mil](mailto:usarmy.scott.sddc.mbx.cost-questions@mail.mil)
  - Group line: (618) 220-5914



# TDR Overview

The TDR is used for Documenting loss or damage to Government material to support the filing of claims against TSPs for Government reimbursement of cargo transiting within the Defense Transportation System (DTS). It is also used for documenting the loss or damage to FMS or other Security Cooperation Program (SCP) shipments to support the filing of claims against TSPs for reimbursement to the foreign customer.

Why is this important?

- Facilitate necessary adjustments to affected financial records
- Initiate item reissue and replacement orders as required

# Documenting TSP-related discrepancies

- TSP-related HAZMAT marking, labeling, placarding and documentation errors
- Shipping paper irregularities
- Improper cargo blocking and bracing
- Broken/missing seals
- Failure to provide transport equipment that complies with MIL-STD and/or State and Federal transportation safety regulations



# TDR Overview: Types of TDR's

- Request For Information (RFI) TDR
  - The most common type of TDR. This TDR requires a response from the recipient and is used to gather information regarding a shipment with a discrepancy. Once an RFI is sent, the recipient must respond within 30 days, except for classified cargo which requires a response within 7 days. When all responses for an RFI TDR are received, the responses are collected and sent to the servicing claims office for processing.
- Miscellaneous Problems TDR **\*\*\*NOTE: USE ETA/GFM Carrier Performance Module (CPM)\*\*\***
  - Documents carrier performance involving the timely delivery of freight, but does not result in a claim against the carrier. This type of TDR does not involve any cost to the government, and no response from the consignor is required.
- Astray Freight TDR
  - Created when shipments or portions of shipments are found in a carrier's possession or delivered to a government activity for which billing (e.g. waybill, bill of lading) is not available or which is being held for any reason except transfer.
- Report of Shipment (REPSHIP) TDR
  - When a Shipper fails to notify the recipient of inbound Arms, Ammunition and Explosives (AA&E), Nuclear Weapons Related Material (NWRM), Transportation Protective Service (TPS) or cargo that requires special handling to offload.



# Good to Know

- TDRs are NOT used for:
  - Cargo not transiting within the DTS.\*
  - Supply discrepancies, inclusive of item, packaging, and documentation discrepancies, attributable to the responsibility of the shipper or consignor.\*
    - Report these type discrepancies under official SDR guidance contained in DLM 4000.25-M, Defense Logistics Management System, (DLMS), Volume 2, Chapter 17, Supply Discrepancy Reporting, at <http://www2.dla.mil/j-6/dlmso/elibrary/manuals/dlms/default.asp>.
  - Discrepancies in cargo that falls under FAR-based contract rules inconsistent with DoD 4500.9-R, Defense Transportation Regulation (DTR) Part II, Chapter 210.
    - For Defense Transportation Coordination Initiative (DTCI) cargo, Refer to DTR Part II, Chapter 213 Paragraph E.1.r.
  - Claim is valued at less than \$500 for CONUS cargo (unless the cargo is FMS or hazmat) or less than \$1,000 for ocean movement, documented and reported and settled at the local level.



# Tips for Success

- Time Limitations for Filing Claims :
  - Government agencies will take prompt action to recover amounts due to the United States as a result of discrepancies in delivery, IAW time limitations established by the bill of lading (BL) or other contracts of carriage or by statute.

Mode of Shipment	Time Limit to File TDR for Claims Action
Domestic motor	9 months from date of delivery or expected date of delivery
Domestic rail	9 months from date of delivery or expected date of delivery
Domestic air	Limits are set forth on the individual TSP's air waybill
Ocean	1 year from date of delivery
International air	Visible damage – within 14 days of delivery; other damage – within 14 days of discovery; non-delivery of goods – 120 days from the date of the air waybill issue
Small package TSP	Limits are set forth in the TSP's individual service guide
Barge	9 months from date of delivery or expected date of delivery

# DIS Overview

DIS is an Internet-based application that is accessible from the GFM Main Menu or a carrier performance incident in the Carrier Performance Module in GFM and is used to generate the Department of Defense (DD) Form 361, Transportation Discrepancy Report (TDR). The TDR records and tracks the investigation and resolution of shipment discrepancies involving the movement of DoD cargo.

Why is this important?

- DIS adheres to the Defense Transportation Regulation (DTR), Part II Cargo Movement, Chapter 210 and supports the generation of the following TDRs: Request for Information (RFI), Initial Notification, Astray Freight, Miscellaneous Problems, and Report of Shipment (REPSHIP)
- TDRs generated through DIS are used by the Defense Finance and Accounting Services (DFAS) to settle claims for discrepant shipments on behalf of the US Government

## DIS Overview (Cont.) How?

- An interface exists between DIS and Carrier Performance Module (CPM). This ensures that when a CPM incident is generated, the data becomes available in DIS for the creation of a TDR. Any TDR is available to CPM for inclusion in the Carrier's Performance File and on any documentation created by CPM.
- DIS provides a link to the GFM Host database to automatically populate data from bills of lading (BL) that were generated by the GFM Freight Acquisition Shipping Tool (FAST), the GFM Spot Bid application, or the CMOS. DIS also automates email requests for information between shippers, receivers, carriers, and additional parties.

# TDR Process in DIS: What Happens in Claims?

- DFAS Claims Offices:
  - Review TDR package
    - Request additional info as needed
  - Issue Demand Letter
  - Enter Negotiations
  - Issue Final Decision
  - Settle
  - Claims Office Receives Payment
    - Forwards to DFAS Disbursing
  - DFAS Disbursing Issues Payment
  - Claims Office Notifies TDR Preparer
    - **Preparing Office must close TDR in DIS**
- TCAQ Claims Offices (USC/Multi-Modal):
  - Review TDR package
    - Request additional info as needed
  - Issue Demand Letter
  - Enter Negotiations
  - Issue Final Decision
  - Settle
  - SDDC G8 Receives Payment
    - Coordinate w/TCAQ & SDDC G35
  - SDDC G8 Disburses Payment
    - SDDC G8 informs SDDC G35
  - SDDC G35 informs customer

# Webinars

- Webinars (available only in GFMSIM)
  - GFM trainers present live Webinars using Internet-based conferencing tools to present software demonstrations, offer tips and best practices, and provide the opportunity for both new and experienced users to have questions answered in real time. Users view demonstrations from their own PC while listening to the instructor via a telephone conference call. Participation requires both an Internet connection and a telephone.
- Webinar Registration
  - Click the Register for Webinars link on the Simulator Training menu to view a schedule of classes and register.
  - Shipper Session Training Conducted Quarterly by SDDC

# Online Training

- Once access to GFM is obtained:
  - Click the **Training Overview & Guides** link on the Training menu to display an overview of the training program with links to the Shipper Training Guide and Carrier Training Guide. The training guides include more details about how to progress through training from an introduction to GFM through obtaining a Production system user ID.
  - The **Shipper Training Guide** is especially important to new shippers. It contains a checklist of all the training that must be completed so that the Transportation Officer can document and validate that a shipper is qualified to receive a GFM Production system user ID.

The screenshot shows the Global Freight Management (GFM) website interface. At the top, there are logos for the Department of Defense and the command, along with contact information for the Help Desk. A navigation sidebar on the left lists various applications, with the 'Training' menu item highlighted in blue and a red box around it. A red arrow points from this menu item to the 'Shipper Training Guide' link on the main page. The main content area displays a 'Message of the Day' regarding system maintenance, a 'Fuel Rate Adjustment' table, and the 'Training Overview & Guides' page. This page includes a welcome message, links for 'Shipper Training Guide' and 'Carrier Training Guide', and a list of training resources such as user manuals, webinars, self-paced modules, and simulator exercises.

# Online Training

- Online User Manuals/Help Files:
  - The GFM online user manuals provide step-by-step instructions for the use of the GFM applications. They can also be used as **help files** for specific questions by clicking on topics in the table of contents, searching the index, or performing a text search of the entire user manual. User manuals are updated with each new release of an application.
  - To access the user manual from the GFM Main Menu, mouse over the Online User Manuals/Help Files link on the Training menu, then select Discrepancy Identification System.

The screenshot displays the GFM online training interface. On the left is a navigation menu with two main sections: 'Applications' and 'Training'. The 'Training' section is expanded, showing a list of links. The link 'Online User Manuals/Help Files' is highlighted with a red box. A dropdown menu is open from this link, listing various user manuals. The 'Discrepancy Identification System (DIS) User Manual' is highlighted with a red box. To the right of the menu is a 'Message of the Day' section with a red header, containing an important message for all GFM users regarding system maintenance on October 13, 2016. Below the message is a search bar and a table with columns for 'Price Diesel (\$)' and 'Voluntary Tender Adjustment % (LTL only)'. At the bottom right, there is a table with columns for 'Site ID' and 'DODAAC'.

# Online Training

- GFM Training Simulator (GFMSIM):
  - The GFM Training Simulator provides a place for users to practice using the GFM applications in a safe environment, without generating live bills of lading, TDRs or tenders. The applications available in the Training Simulator operate identically to the Production system with a smaller, but real-world database.

# Resources

- Regulations/Policy:
  - DTR, Part II, Chaps 210 and Appendix I  
<https://www.ustranscom.mil/dtr/index.cfm>
  - MFTURP-1 <https://www.sddc.army.mil/pages/default.aspx>
  - SDDC Customer and Carrier Advisories  
<https://www.sddc.army.mil/res/Pages/advisories.aspx>
- Contact Info
  - Org email: [usarmy.scott.sddc.mbx.hq-loss-damage-reporting@mail.mil](mailto:usarmy.scott.sddc.mbx.hq-loss-damage-reporting@mail.mil)
  - Phone Number: (618) 220-4488



# Carrier Performance Program Overview

Manage the overall effectiveness of Carrier Performance to include monitoring performance and ability for TSPs' to provide service to DoD, adjudicate disputes between TSPs and shipping activities, and ensure Carrier Performance Module (CPM) is used to document service failures and performance actions.

Why is this important?

- Primary goal is to ensure DoD shippers receive top quality services

# Responsibilities

## Shipping Activity:

- Monitor TSP performance and ability to provide service to the DoD
- Carrier performance program implementation
  - Issue Letter of Warnings (LOWs)
  - Place TSPs in local non-use
  - Report issues to [usarmy.scott.sddc.mbx.carrier-performance@mail.mil](mailto:usarmy.scott.sddc.mbx.carrier-performance@mail.mil)

## Receiving Activity:

- Monitor performance of TSPs delivering to your activity
- Document and report service failures to origin
- Prepare Transportation Discrepancy Report (DD 361)
- Recommend TSP performance action



# Shipper Performance Actions

- Performance action matrix in Chapter 207 of DTR
- Completed in CPM
  - Letters of Warning
  - Non-use actions
    - Can place carrier in 180-day non-use if TO has placed carrier in non-use twice within a 12 month period
    - TSP may appeal non-use action (within 15 calendar days)
    - Must respond to any appeal within 7 business days
    - If denied, TSP can appeal to SDDC

# Carrier Performance Module (CPM)

- Global Freight Management (GFM) application that centrally tracks nationwide carrier performance based on shipper, receiving activity and SDDC input
- Used for all tender/spot bid related performance actions (DTR Chapter 207)
  - Capable of supporting contract performance
- Electronically generates and sends letters
- Blocks freight awards of Transportation Service Providers (TSP) in non-use
- CPM data used to perform quarterly evaluations



# CPM Entry Screen



### Carrier Performance Module

CPM Entry | SCAC Query | GBLOC Query | Contract Query | ID Query | TSP Notifications | Carrier Actions

#### New Incident Entry Form

* Reporter Name: <input type="text" value="Carrier Performance Team"/>	* Reporter Phone Number: <input type="text" value="6182205894"/>	* Reporter Email Address: <input type="text" value="carrier-performance@mail.mil"/>	
* Incident Type: <input type="text" value="Service Failure"/>	* Reason Code: <input type="text" value="FK - Commitment Withdrawal"/>		
* Reference ID: <input type="text" value="BKMT190910009"/>	* Reference ID Type: <input type="text" value="Shipment ID"/>	* Application: <input type="text" value="FAST"/>	
Contract Number: <input type="text" value="Contract Number..."/>	ATR Offer Number: <input type="text" value="485797404"/>		
* Incident Date: <input type="text" value="06/06/2019"/>	* Issuing Office GBLOC: <input type="text" value="BIAZ"/>	* SCAC: <input type="text" value="AMOZ"/>	* Reporting DODAAC: <input type="text" value="W28GPR"/>
Remarks: <input type="text" value="Accepted shipment in ATR and backed out when called."/>			
Remark Type: <input type="text" value="External"/>			

**NOTE: Fields marked with an \* are mandatory!**

# Create Letters of Warning

Carrier Performance Module GFM Main Menu

Home CPM Entry SCAC Query GBLOC Query Contract Query ID Query **TSP Notifications** Carrier Actions

Create New Letter

**Select**

\* SCAC:  Letter Type:

NOTE: Fields marked with an \* are mandatory!

# Create Non-Use Actions

Carrier Performance Module [GFM Main Menu](#)

[Home](#) [CPM Entry](#) [SCAC Query](#) [GBLOC Query](#) [Contract Query](#) [ID Query](#) [TSP Notifications](#) **Carrier Actions**

### Non-Use / Probation Action

**Select**

* SCAC:	Action Type:	* Start Date:	* Duration (days):
<input type="text" value="AM0Z"/>	<input type="text" value="Non-Use"/>	<input type="text" value="10/01/2019"/>	<input type="text" value="30"/>

# Use of Common CPM Codes (Service Failures)

## F1 – Shipment Refusal:

- Used for tendered non-ATR shipments when a TSP fails to accept or decline a shipment within 1 hour

## FK – Commitment Withdrawal:

- When a TSP responds to an ATR offer as able to accept the load, and then declines at time of award or prior to pickup
- Must call TSP within 1 hour of ATR closure

## FM – Shipment Refusal-Spot Bid:

- A TSP bids on a shipment via Spot Bid on the Web, then declines the shipment when the shipper calls to award the load
- Must call TSP within 4 hours

## FN – Shipment Refusal – Negotiation:

- When a TSP bids on a SDDC-negotiated shipment, and then declines the shipment when the shipper calls to award the load
- Must call TSP within 24 hours



# Use of Common CPM Codes (Non-Selection)

## N1 – Excusable Refusal:

- When a TSP declines a shipment after allotted time for an ATR offer, Spot Bid or Negotiation

## N3 – Low cost carrier not used in order to use carrier onsite:

- Carrier delivers on installation, must depart within 24 hours
- TO must provides justification

## N4 – Traffic Distribution:

- TO must be awarding 2 or more loads

## ND – Low cost carrier not used due to mission requirements:

- When a situation dictates a specific TSP
- TO must provides justification



# Notable Issues To Watch For

- Posting loads on Broker Boards (w/price)
  - TSP must be awarded freight
  - FL – Unauthorized Load/Broker Board Posting
  - Letter of Warning
- Leased equipment and 675 service
  - Advisory 20 July 2015
  - Updated MFTURP-1
    - Copy of lease agreement with vehicle
    - No taped on door signs
    - No Vehicle Furnish Not-Used (VFN) for rejected equipment
  - F2 – Improper or Inadequate Equipment
  - Two service failures in 30 days = Letter of Warning or non-use



# Notable Issues To Watch For (Cont.)

- Double Brokering
  - Occurs when a TSP having FMCSA common and/or broker authority and uses an additional licensed brokerage to arrange for transportation of freight
  - FF – Double brokering
  - 30 Day non-use
- Trans-loading
  - Refers to tied down vehicles/equipment moved to another conveyance without shipper consent
  - F9 – Mishandling freight
  - 30 Day non-use
- Ensure dates in Syncada align with actual delivery dates
  - FE – Falsification of delivery
  - 30 Day non-use



# Carrier Performance Evaluation Program (Example)

Performance Scale & Compliance Rates	Period of Performance			
	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
90 – 100%	Good Standing	Good Standing	Good Standing	Good Standing
80 – 89%	LOC	LOC	LOW	Up to 10 Day Non-use
70 – 79%	LOC	LOW	Up to 15 Day Non-use	Up to 30 Day Non-use
Below 70%	LOW	Up to 30 Day Non-use	Up to 60 Day Non-use	90 Day/Disqualification

**Results of 4<sup>th</sup> Quarter Review (Oct – Dec 2018)**  
**Number of motor TSPs evaluated: 650**

**Motor shipments/failures: 128,116/1,773 (1.38%)**

Percentage	TSP Results	Letters/Nonuse (NU)
100%	162	None
90 – 99%	148	None
80 – 89%	17	13 LOC/0 LOW/0 NU
70 – 79%	10	5 LOC/1 LOW/4 NU
Below 70%	8	2 LOC/2 LOW/2 NU
<b>Total Actions: 29 (22 3PL/7 Asset based)</b>		

Note: 6 TSPs scoring below 90% received no action

Total 4 <sup>th</sup> Quarter Service Failures: 1,773		
F4	Failure to pickup as scheduled	427 (24%)
F1/FK	Shipment Refusals	401 (23%)
DTTS	Combined failures related to TPS	774 (44%)
F3	Unable to meet service requirements	113 (6%)
Other	Other service failures	58 (3%)

**Number of TSPs with no shipments or failures: 305**

# Tips for Success

- Document Service failures and performance actions in CPM
- Keep your TFG up to date for driver requirements and pickup/delivery timeframes
- Shipment planning: coordinate with destinations for shipments requiring special handling
- Help us help you



# Resources

- Regulations/References
  - DTR - Part II, Cargo Movement, Chapter 207  
<https://www.ustranscom.mil/dtr/index.cfm>
  - MFTURP-1 <https://www.sddc.army.mil/Pages/default.aspx>
- Contact Info
  - Org email: [usarmy.scott.sddc.mbx.carrier-performance@mail.mil](mailto:usarmy.scott.sddc.mbx.carrier-performance@mail.mil)



# ITO Workshop Part 3 of 3

- Date: 9 October 2019
- Time: 1:45-3:00 pm
- Room: Midway 10
- Topics
  - International
    - Mission Planning: Fort to Foxhole
    - Surface Tasking Order



# Booth Schedule

Tuesday, October 8, 2019

Topic	Time
Carrier Performance	10:35-11:30
Claims	10:35-11:30
DMO	10:35-11:30
DTTS	10:35-11:30
Freight Routing	10:35-11:30
Rail	10:35-11:30
CAS	11:30-12:25
Cost Questions	11:30-12:25
DFTS	11:30-12:25
Large Volume Moves	11:30-12:25
Shipment Planning	11:30-12:25
Surface Tasking Order	11:30-12:25

Wednesday, October 9, 2019

Topic	Time
Carrier Performance	11:35-12:30
Claims	11:35-12:30
DMO/TCAQ	11:35-12:30
DTTS	11:35-12:30
Freight Routing	11:35-12:30
Rail	11:35-12:30
Surface Tasking Order	11:35-12:30
CAS	12:30-1:25
Cost Questions	12:30-1:25
DFTS	12:30-1:25
Large Volume Moves	12:30-1:25
Shipment Planning	12:30-1:25

TRUSTED PROFESSIONALS...DELIVERING READINESS AND LETHALITY!



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# SDDC

## ***ENABLING WARFIGHTING READINESS***

9 BRIGADES GEOGRAPHICALLY LOCATED TO SUPPORT COMBATANT COMMANDERS

OUR NATION'S STRATEGIC AMMUNITION PORTS

GLOBALLY POSTURED TO ENABLE DYNAMIC FORCE EMPLOYMENT

# **WARFIGHTING & WARFIGHTER FOCUSED**



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