

Award-Winning Transportation Magazine of the Military Traffic Management Command

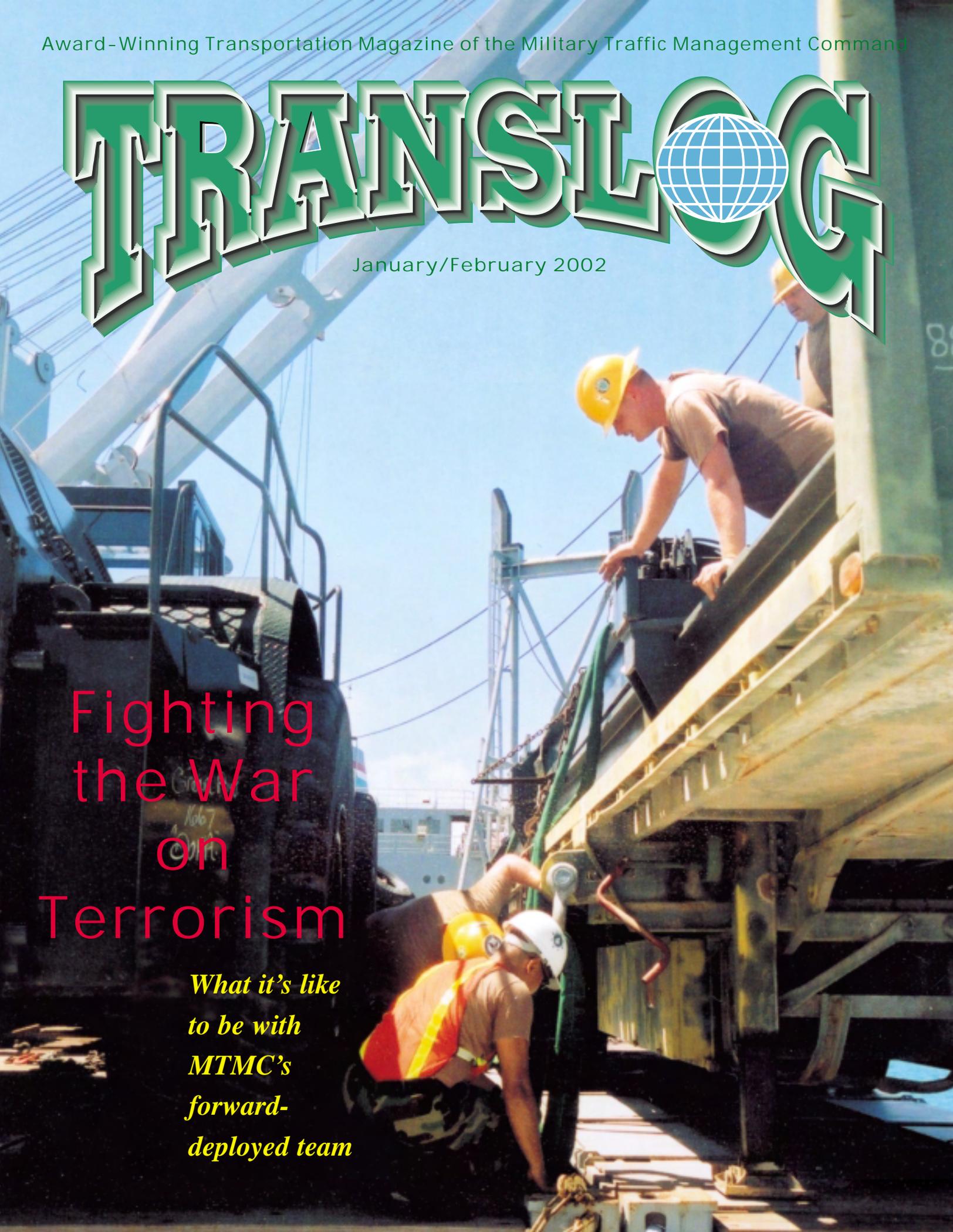
# TRANSLOG



January/February 2002

## Fighting the War on Terrorism

*What it's like  
to be with  
MTMC's  
forward-  
deployed team*





The  
Transportation Bimonthly  
of the U.S. Army

January/February 2002

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*From an undisclosed location,*

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# Lessons learned **m**

An interview with MTMC's Commanding General

**Q.** The revamped organization and training of MTMC Deployment Support Teams is paying off in a forward location in the War on Terrorism. Are there some lessons learned in this action?

**A.** Our new approach for Deployment Support Teams is making MTMC more agile and better prepared to meet the needs of CINCs. In the past, we deployed teams from single battalions, constraining our ability to maintain operations at home port locations. Now, we task organize teams from multiple battalions, which spreads training opportunities for some and lessens operational impact for others. The result is increased readiness and improved response.

It is not unusual today to find MTMC DSTs from four to five different units operating together as a team in foreign countries. These new DSTs have provided great leadership opportunities for our officers and NCOs, since they are charged with pulling team members together. Also, we have strengthened our training programs because we have developed a shared understanding of required tasks, conditions, and standards for essential tasks.

These are some of the lessons learned. There is no question that our decision to task organize DSTs from multiple units was a good one.

**Q.** We have had a seamless transition of MTMC operations to MTMC Fort Eustis. What contributed to this success?

**A.** I'm not sure the transition has been as seamless as you think. That being said, though, it has been very effective. We would have experienced much more difficulty following September 11th had we not been moving toward centralizing our operations.

I believe there are two primary factors in our successful transition to date. The first is unquestionably the strong leadership of our Deputy Commanding General, Brig. Gen. Barbara Doornink. Without her operational brilliance and decisive leadership, we would not be as far along as we are. She has truly been the visionary force behind making things happen.

Secondly, we have had remarkable teamwork by many others. Some probably still do not like our decision to centralize operations at Fort Eustis. The vast majority of people, however, fully understand why we have done this



Major General Kenneth L. Privratsky  
Commander  
Military Traffic Management Command

and are working hard to pull pieces together. There has been some bellyaching, but far more teamwork. Several of our best senior leaders in Alexandria, who have lived in the Washington, D.C. metropolitan area all their lives, are in the process of moving south now. That's commitment. These are some of the same folks who will make centralization of operations work. It will take many more months before we have things the way we want them. But in the end, MTMC will be far better off.

**Q.** For the third consecutive year, MTMC port handling rates have been cut. What is the value of these cuts?

**A.** Reductions in port handling rates reflect the Command's continuing commitment to cost management and customers. It is that simple. We still have much to do, but we have made great progress. Never before in its history has MTMC seen two years of reductions. Now, we have seen three. This is a very big deal. What is the value? These rate reductions are a wedge toward survival. We must continue our efforts. If we cannot offer services at competitive rates, then we really need to turn our operations over to someone else. I truly believe that.

**Q.** Many Reservists are supporting MTMC in their War on Terrorism. What are your impressions of the "Citizen Soldiers" supporting us?

**A.** I've spent a lot of my military career working with Army Reserve and National Guard soldiers. I have never failed to be impressed by their capability and humbled by their selfless service. They have interrupted their personal and professional lives in response to calls for help—some, several times over. These are the type of patriots who fought to give birth to our nation over two centuries ago.

What we see around us today in MTMC, in other overseas locations, in our airports, and in a wide range of other places is no different. It is testimony to the strength of our Army, the entire military, and our Nation. I deeply respect their commitment. We can all learn from them. I encourage everyone to shake a reservist's hand each day in thanks.

**Q.** This TRANSLOG will be available to 2002 MTMC Training Symposium participants. What are your thoughts on the value of the symposium, both to MTMC and our worldwide partners and industry supporters?

**A.** MTMC's annual Training Symposium draws large audiences because of its agenda. Our Symposium staff, led by Jeanie Bell Winslow, works hard to develop panels and breakout sessions based on the interests of attendees. Its primary value is information sharing and discussion. We routinely discover important issues that need to be worked further as a result of discussions. Without such dialogue, progress wouldn't occur. And so, the Symposium is a great educational forum.

A very important secondary value is networking. There is no substitute for personal interaction. When people leave a MTMC Symposium, they know a lot more people. That makes it easier to get things done in the months that follow. There is more to life than work; MTMC Symposiums are also fun! Those who attend this year will enjoy themselves just as they have in the past. That adds value, too. [m](#)

# People are command's greatest strength

By Mike Bellafaire  
MTMC Command Historian

It has been just over a month since Gen. John W. Handy assumed the command of the U.S. Transportation Command, and he likes what he sees.

The nation's newest Commander-in-Chief said he is impressed with the Scott Air Force Base, Ill., command, and its Army, Navy and Air Force components.

"What gets you is the first impression of dedication and personal pride in the people," said Handy, formerly the Vice Chief of Staff of the Air Force.

Handy took over the command at a challenging time—U.S. Transportation Command and its military components have been active participants in America's War on Terrorism for two months.

"The attitude of the people, no matter what, is to see it through," said Handy. "Military service members, civilians and contractors.

"It's impressive to see the capability demonstrated."

Handy, on a tour of the Military Traffic Management Command, Alexandria, Va., and the Military Sealift Command, Washington, D.C., Dec. 5-6, said U.S. Transportation Command is performing difficult missions on a global basis with precision.

"There are a lot of very large, complicated moving parts," said Handy.

"They're being executed in an elegant and sophisticated manner—particularly in Afghanistan."

Handy said the logistical support provided the warfighters has been crucial in the success of the War on Terrorism

in the landlocked country.

"U.S. Transportation Command facilitates tremendous combat power," said Handy. It is incredible what our people do—their spirit and dedication is just



*Gen. John W. Handy, U.S. Transportation Command's new Commander-in-Chief, says he will stress people issues and new equipment acquisition.*

extraordinary—it's overwhelming, something I enjoy bragging about a lot."

This is not Handy's first assignment at U.S. Transportation Command. He served as Director of Operations and Logistics from 1993 to 1995.

What are Handy's goals?

"The first thing that always comes to mind is the care and feeding of our people," said Handy.

"It's not only the quality-of-life issues; it's the pay and allowances, the family programs.

"What are those things we can rally at my level to work on? I don't have any rose-colored glasses on. Some of the things are tough issues."

Another challenge, said Handy, will be the funding for new construction of Air Mobility Command aircraft and Military Sealift Command ships.

New construction will provide state-of-the-art equipment for aircraft and ships for military transporters, he said.

"We need to update," said Handy.

Handy has a personal view on the War on Terrorism. He was in the Pentagon on Sept. 11 and experienced the terrorist strike.

Handy said he was in an intelligence briefing when word came of the attack on the World Trade Center. A television was turned on and meeting participants saw the second aircraft strike—brutal evidence that America was under attack. At about the same time, word came that another aircraft had been hijacked. It was reported to be over Pennsylvania, headed toward Washington, D.C.

"I thought immediately of the White House, Pentagon and Capitol," said Handy. "I had just picked up the phone to

*See "People," pg. 51*

# MTMC's forward element in the War on Terrorism

*EDITOR'S NOTE: Sgt. Maj. Gonzalo Rivera-Rivera recently got a first-hand look at the Military Traffic Management Command's role in the War on Terrorism. Rivera-Rivera, Command Sergeant Major of the 599th Transportation Group, Wheeler Army Air Field, Hawaii, wrote this letter after working with a MTMC deployment support team at "an operating location in support of the U.S. Central Command execution of Operation Enduring Freedom." See pgs. 26-27 for full-color coverage.*

Hello MTMC Family!

Last year, when I addressed the MTMC Commanders' Conference on the use of Deployment Support Teams, I had no idea how soon the training concept would apply to a wartime situation.

Recently, I had an opportunity to work with a very special deployment support team.

I can't tell you where they are. Following Department of Defense public affairs guidance, I will have to say the team is at "an operating location in support of the U.S. Central Command execution of Operation Enduring Freedom."

These team members are carrying the Military Traffic Management Command banner as a cutting edge of Operation Enduring Freedom. They are proud of their work. From my perspective, their work and dedication humbles me.

Led by Tom Brewer of the 836th Transportation Battalion, Yokohama, Japan, the team includes: Staff Sgt. Michael Babb and Minh Ho of the 599th Transportation Group, Wheeler Army Airfield, Hawaii; Staff Sgt. Lee Archuleta, of the 835th Transportation Battalion, Okinawa, Japan; and Staff Sgt. Neal Lucero, of the 837th Transportation Battalion, Pusan, Korea;

The hours are usually long, of course, and when loading or unloading a ship,

there is little time off.

When a vessel arrives in port, our deployment support team members produce an Integrated Computerized Deployment System printout of the stowed cargo, which is an exceptionally accurate template of how the cargo is stowed on-board the vessel. When there is an electronic Integrated Computer Deployment System or a Worldwide Port System file, they start even earlier.

All this takes place in a joint military environment under urgent wartime conditions. The U.S. Air Force is the consignee; the U.S. Navy is the port operator. We establish a vessel discharge operations plan based on priorities established by the Air Force unit that is to receive the ammunition.

In this process, the members of our deployment support team actually set the tone for the discharge. They identify when and how the ship will be unloaded—a true traffic management function. They manage the Navy port operators' work efforts on the ship and at the pier during the entire operation. They tally cargo, monitor operations during

the discharge or loading, and adjust the operations plan, if necessary, to ensure efficient cargo movement.

Usually by 7 p.m., the Worldwide Port System is updated with the disposition of cargo. When the ship sails, team members also complete an executive summary of the move and a cargo traffic message to assist the next MTMC port of call.

Sometimes, the Worldwide Port System LOGMARS Military Shipping Labels are not present on the shipping containers. As a consequence, our deployment support team members have not been able to use their scanners. Every one of our electronic data entries in the Worldwide Port System and the Integrated Computer Deployment System must be a manual transaction. This is a very time-consuming effort. It requires dedicated manpower resources with expertise in operating our automated cargo documentation systems that feed the Global Transportation Network. It is the only way we can provide valuable in-transit visibility of our cargoes.

I can't talk much about specific loads and systemic actions, but I can relate the challenges team members overcame in the Dec. 10-13 discharge of the Cornhusker State. We had to discharge more than 100 cargo containers from the vessel. I observed our team working very well with the Military Sealift Command and the Navy port operators. From my observation, they were the ones calling most of the shots when it came to cargo movement actions.

Without their stow plan printouts and marine cargo expertise, it would have been a very difficult mission for the port operator. The tasking was to selectively discharge scores of ammunition containers scattered among a cargo load of hun-



*Sgt. Maj. Gonzalo Rivera-Rivera*

*See "Rivera-Rivera," pg. 50*

# Deployment support team meets upload challenge

Cargo was still arriving on the last day we loaded the Balakleya. In the final hours, cargo arrived from multiple sources, including train, military truck, commercial truck and barge.

Nonetheless, we got it all loaded and secured properly.

That is the way members of the 598th Transportation Group's deployment support team remember loading the Soviet-Era vessel in Antwerp, Belgium.

As an Enduring Freedom cargo, the shipment had a top priority.

Over 600 pieces of Army equipment of all kinds was loaded Jan. 11-12 for shipment to forward locations.

"It was an excellent operation with a number of players, and an ideal opportunity to train a lot of my people," said Lt. Col. Sharon Baker, Commander, 838th Transportation Battalion, Rotterdam, the Netherlands.

The equipment came from Combat Equipment Group-Europe sites in Vriezenveen and Brunssum in the

Netherlands, and from Bettembourg, Luxembourg.

Army units in Kaiserslautern and Air Force units in Ramstein, both in Germany, also forwarded equipment. Personnel of the U.S. Army Europe's Movement Control Team Rotterdam coordinated the move of the material by train, truck and barge to Antwerp.

The deployment support team was composed of documentation and ship-loading specialists. Team members included personnel with the 950th Transportation Co., Bremerhaven, Germany, and the Rhine River Detachment, Mannheim, Germany.

"During several days prior to the upload, and until the ship departed January 12, equipment arrived daily in the port," said Baker. "The last day was especially busy."

"It was a challenge to finish the vessel papers on such short notice after the last of the equipment arrived," said John Slee, Chief, Documentation, 838th Transportation Battalion.

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

Slee's team inputted all equipment information into MTMC's Worldwide Port System after receiving the equipment and freight warrants from Combat Equipment Group-Europe. The database was used by the operations people to accomplish an Integrated Computerized Deployment System stow plan.

Standardized training was a key to the operation, said Burkhard Bremer, responsible for container repairs for the 950th Transportation Co.

"The operation was pretty much the same as in the port of Bremerhaven," said Bremer, "except for the off-load of the barge, which is very rare at the 950th."

Deployment support team members were enthusiastic about the mission.

"As a person without any experience in

*See "Challenge," pg. 49*

*The Balakleya at port (file photo). For more on the Balakleya in this issue of TRANSLOG, see "Busy port work includes visit by a favorite ship" on page 43.*



# Strategic Plan 2002 continues MTMC's move to the future

The first in a series of three TRANSLOG articles

The near-term future scope of the Military Traffic Management Command is organized in structure, priority and measurement in Strategic Plan 2002.

The long-range planning and philosophical document, now in command-wide distribution, charts MTMC's future direction. The plan is designed as a seamless continuation of Strategic Plan 2000, developed in late 1999, which led to many successful MTMC organizational and process initiatives.

"Our original strategic plan allowed us to make large strides in just two short years," said Maj. Gen. Kenneth L. Privratsky, Commander. "This revision will enable us to continue that journey – building upon a clear vision and set of imperatives. The major focus of Strategic Plan 2002 is the linking of objectives with measures, targets and initiatives."

The true spirit and value of the plan, said Privratsky, is that it was developed by the command's managers and leaders. Those planning developers included Frank Galluzzo, Director, Distribution Analysis Center, who said the plan will prove to be a series of road maps for the Military Traffic Management Command for years to come.

"The final product, MTMC Strategic Plan 2002, consists of two sections," said Galluzzo. "Section I outlines MTMC's mission and vision, along with the imperatives and objectives the command will use to measure progress towards becoming a more efficient, effective 21st century organization. Section II contains the detailed working documents used to achieve our vision as expressed in the measures, initiatives—the road maps."

The latter section will be used by

MTMC supervisors and employees alike to move their respective organizations into the future. One of those who will benefit from the plan is David Jones, Team Leader, Strategic Planning and Program Objectives Memorandum, of the Deputy Chief of Staff for Resource Management.

"During the planning process, we followed a structured, contractor-facilitat-

By Corenthia Libby  
Public Affairs Specialist  
MTMC Headquarters

ed, process for linking performance with metrics," said Jones. "We developed strategic plans that contain a mission statement, goals, objectives, perform-

See "Strategic Plan," pg. 48

## MTMC Strategic Plan 2002

### Successes

- One headquarters at two locations
- Centralization of personnel, supply and finance
- Standardization of MTMC port structure
- Task organization and training of deployment support teams
- Port handling rate reductions for three consecutive years
- Assessment and adoption of commercial automation solutions
- Enhanced industry partnerships

### Critical Challenges

- Establish MTMC as the global traffic manager of choice for origin-to-final-destination distribution of DoD passengers and cargoes in peace and war.
- Become a more efficient and effective organization by eliminating remaining pockets of redundancy.
- Leverage commercial capabilities by building on initiatives such as commercial software, direct booking, and performance-based contracting.
- Become the global surface traffic manager of choice for the warfighting Commanders-in-Chief and the Defense Transportation System.
- Provide end-to-end traffic management solutions. Eliminate redundant processes and artificial organizational walls, such as those that exist between domestic and international cargo movement, or rail and truck shipment modes.
- Become more reflective and analytic in the way we conduct our business.
- Make MTMC an organization of the 21st Century—focused on the Customer.

Third drop in three years ...

# MTMC cuts its port operations rates **again**

**F**or the third year in a row, the Military Traffic Management Command is cutting its port operations handling rates.

Beginning Oct. 1, the freight rates will be cut for many MTMC customers.

Cuts are taking place in three transportation areas: Port operations, privately owned vehicles, and liner-over-ocean transportation.

In port operations, the rates are coming down an average of 38 percent for fiscal year 2003, which begins Oct. 1.

The rates were cut an average of 40 percent in fiscal year 2002. Rates were

cut 27 percent in fiscal year 2001.

“There are a lot of reasons for the cut, but most noteworthy is the efficiency of our command’s overall costs and operations,” said Steve Andrews, Team Leader, Working Capital Fund.

“This involves port costs for over-ocean shipments handled by any of MTMC’s 24 terminal units,” said Andrews.

Department of Defense customers benefit through other cost cuts as well. There will be a 15-percent reduction in the cost of shipping cars in the Global Privately Owned Vehicle Contract, and

an average of 8-percent reduction in the cost of liner ocean transportation.

“In all, we’re returning \$77 million to our customers,” said Andrews.

MTMC’s ocean terminal operations vary.

They include such operations as the ocean movement of equipment for peacekeeping troops going to Kosovo and Bosnia.

What does the future hold?

“It all depends on our financial results over the course of the fiscal year,” said

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*See “Port rates,” pg. 51*

*Operation Bright Star cargo is loaded Sept. 7 on the Argonaut in Norfolk, Va.*



# Team Beaumont discharges two LMSRs **simultaneously**

In one of the largest vessel offload operations since the Gulf War, MTMC transporters discharged cargo filling the entire commercial port of Beaumont, Texas, as well as a 15-acre site outside the port perimeter to handle the overflow.

“It was a massive discharge,” said Lt. Col. Timothy Civils, Commander, 842nd Transportation Battalion, of the 1,600 pieces of cargo. “We had our hands full.”

The cargo, from Operation Bright Star in Egypt, arrived aboard two Large, Medium-Speed, Roll-on/Roll-Off ships. The USNS Seay arrived Dec. 2 with 1,444 pieces of cargo, and the USNS Fisher arrived Dec. 6 with 240 pieces of cargo.

“A sufficient staging area was critical,” said Ken Pendergraft, Chief of the 842nd’s deployment support team. “The port of Beaumont had a large volume of commercial cargo on hand, and staging area was at a premium.”

The working partnership between MTMC and the port of Beaumont was essential, said Pendergraft. The transporters developed a staging plan that would use all available space within the port perimeter – plus an additional 15 acres of area just outside.

Meanwhile, there was additional support from the Army Reserve. The 842nd Battalion’s deployment support team worked with the Army Reserve’s 1184th Transportation Terminal Battalion, of Mobile, Ala.

In addition to staging areas, there was the challenge of facilitating the onward movement of cargoes.

Arrangements for port clearance and onward movement was accomplished by Nancy Bourdet, the team’s Movement Control Chief.

“Not since the Gulf War days have we had an opportunity to move this amount of cargo to multiple destinations by multiple

modes of transportation,” said Bourdet.

Using the Global Freight Management System, the team moved 436 pieces of cargo by commercial truck, creating more than 250 Commercial Bills of Lading.

The Army Reservists arrived Nov. 28 and began port manager duties. Members of the 842nd Transportation Battalion’s deployment support team provided direct support. Their major duties included: cargo discharges, port clearance, and cargo tracking to destination.

Additional assistance was received from the 152nd Movement Control Team, of Fort Carson, Colo. The team provided valuable rail and truck-loading expertise. Meanwhile, team members gained the experience of working at a port.

The majority of the cargo was shipped to the 3rd Armored Cavalry Regiment, Fort Carson, Colo., and multiple Army units at Fort Hood, Texas.

Several of our veterans provided training and experience to new soldiers. Marine cargo specialist Ralph Cote worked with the vessel section on stevedore practices, port security requirements and the efficient discharge sequences.

“We received an executive summary from the 840th Transportation Battalion, describing, in detail, problems encountered during the loading in Egypt,” said Cote.

“This advanced information assisted tremendously in planning and executing a smooth and efficient discharge.”

charge.”

Terminal Operator Johnny Jackson assisted the terminal section with guidance on staging, transshipment and port clearance. Capt. Lisa Alexander and Bourdet assisted in the movement control section.

“It was the tremendous effort on everyone’s part that resulted in the success of this mission,” said Civils. “We had great team focus and customer service at work.” **m**



*Loading of the last truckload of Bright Star cargo was celebrated by MTMC’s 842nd Transportation Battalion.*



*M1A1 tanks are prepared for rail shipment from Beaumont*

# Dedication, hard work assure Bright Star **success**



*Above: The Maj. Stephen W. Pless arrives at dockside Oct. 30*

By Lt. Col. William Gibson  
Commander  
840th Transportation Battalion  
Photos by Robert Tilson

**I**n the shadow of the War on Terrorism, the Military Traffic Management Command conducted the massive Bright Star exercise in Dukhaya, Egypt, as scheduled.

That fact alone gave everyone on our deployment support team a feeling of pride and determination.

We also took pride in the 5,000-plus pieces of cargo we discharged—and later loaded—from September to November. The cargo ranged from M1 tanks and



helicopters to tactical kitchen facilities, to build a city in a Sahara Desert exercise area.

I am very proud of the MTMC team. The 840th Transportation Battalion, Izmir, Turkey, led the team, which included 10 American and five Turkish host nation employees. Several of our team members came from the 598th Transportation Group, Rotterdam, the Netherlands, and the 839th Transportation Battalion, Livorno, Italy.

This year's exercise was the largest ever conducted, and consisted of 70,000 troops from the United States, Egypt and 10 coalition countries.

Our mission: to work as the single port manager. We worked in partnership with soldiers from the 11th Transportation Battalion, 7th Transportation Group, Fort Eustis, Va., who worked together as the port operator.

After months of planning and training, our involvement in Bright Star began in August—in the United States. Sgt. 1st Class Anita Rice, our Operations Non-Commissioned Officer, traveled to Beaumont, Texas. She worked with the 842nd Transportation Battalion in the documentation, staging, pre-stow planning, and upload of two Large, Medium-Speed, Roll-On/Roll-Off vessels. The knowledge she gained in Texas was invaluable to us for the pending discharge.

Rice met us at Dukhaya, where our team had just arrived to manage two million square feet of dock and staging space.

This was our life for the next 90 days. We worked around the clock with two shifts. Sometimes we worked under

Force Protection Condition Delta; most of the time, we were at Condition Charlie.

"We handled seven coalition vessels within five days," said Maj. Darren Compton, the unit's Executive Officer.

In all, we discharged and later reloaded cargo from 29 different United States and coalition strategic sealift vessels—including five Large, Medium-Speed, Roll-on/ Roll-Off vessels.

The 840th did not rest—our planned break was dramatically interrupted by the terrorist attacks of Sept. 11.

For us, it meant being locked in a hotel for three days, living under Condition Delta.

When we returned to the port, we were required to wear bulletproof vests

*See "Bright Star," pg. 51*

## Bright Star Cargo:

# Discharge around the clock = success

**A**s the USNS Mendonca pulled into Pier 14 at the Norfolk Naval Station in the dark, predawn hours, we were ready.

With the ship's stow plan in hand, members of the 1174th Transportation Terminal Battalion, Fort Totten, N.Y., waited patiently.

With our partners, we were ready to move into action to discharge almost 600 pieces of cargo returning from Operation Bright Star, in Egypt.

Beginning Dec. 1, we worked closely with a deployment support team from the 832nd Transportation Battalion, Fort Buchanan, Puerto Rico, and members of the Fort Eustis-based 7th Transportation Group.

We worked around the clock in order to ensure Mendonca would depart on time Dec. 6. To meet this requirement, we divided into two teams working 12-hour shifts.

"This exercise was of great training value," said Lt. Col. Robert Oliveras, Commander, 832nd Transportation Battalion. "It showed the seamless integration of both Active and Reserve components to complete the mission.

"Mission accomplishment is important – and even more important is to accomplish the mission and do it safely."

In all, the Mendonca carried 597 pieces

**By Maj. Richard A. Wasserman  
1174th Transportation Terminal  
Battalion  
Public Affairs Officer**

of cargo. This cargo included 200 containers, 234-wheeled vehicles, and an assorted array of heavy engineer equipment.

As an added challenge, we used cranes to unload the heaviest vehicles directly to Army watercraft alongside the ship. The equipment was then moved by water to Fort Eustis to avoid movement over local highways.

After staging the cargo, it was transhipped to such military bases as Fort Polk, La.; Fort Huachuca, Ariz.; and Fort Carson, Col.

We found 83 pieces of cargo without documentation. Our Worldwide Port System section sprang into action and created records for the missing pieces.

"Our unit hasn't done a download such as this in quite a while," said Maj. Damon Taylor, our battalion's officer-in-charge. "This gave us a good overview of all the many details that are required to accomplish our mission."

In April, the battalion loaded the prepositioning vessel USNS Watkins, a large, medium-speed, roll-on/roll-off ship in Charleston, S.C. **m**

*Left: Soldiers prepare vehicles for redeployment*

# MTMC outsources rail car operations, administration

The Military Traffic Management Command is outsourcing the operation and administration of its railroad cars.

These functions for military-owned railroad cars will now be accomplished by a private contractor.

MTMC has signed a two-year contract with IntelliTrans, of Atlanta, to provide all car movements, tracking, maintenance management, repairs and records for the 2,200 railroad cars in the Defense Freight Railway Interchange Fleet.

The majority of the rolling stock is flatcars and tank cars. The more unique flatcars include

566 heavy-duty cars, capable of carrying a pair of M-1 tanks. In addition, the railroad car inventory includes more than 200 special-purpose units, such as depressed center cars and cabooses.

Military customers will also benefit from the contract in another way. IntelliTrans will also track military customers' shipments aboard commercial railroad cars.

"This is another step toward leveraging commercial capabilities," said Maj. Gen. Kenneth L. Privratsky, Commander of MTMC.

Outsourcing coordinator Tom Hicks agrees.

"This is a big change," said Hicks. "We are outsourcing administrative support functions while acquiring rail traffic management tools that will allow us to manage more efficiently," said Hicks. "We will eliminate some government-unique information systems in the process."

"We will now have a single



*MTMC's military railroad cars, shown here carrying M1 tanks from the Lima Army Tank Plant, Lima, Ohio, will now be managed by a private contractor.*

information management system, which will be used by both government and industry, and greater management and visibility of our rail cars," said Hicks. We're now going to be true traffic managers."

MTMC will reduce the size of its management staff involved in rail operations.

The contract, signed Dec. 7, will run 24 months and will have three one-year renewable options. The 24-month contract

base period is valued at \$1.9 million.

IntelliTrans will provide Department of Defense users and military customers with these capabilities:

- Forecasting
- Car ordering
- Intransit visibility
- Data collection

The system will provide MTMC with overall near-real-time visibility of the rail procurement and execution process, and the ability to influence it," said Mark Metz, Transportation Planner.

One of the big gains with the outsourcing will be managing rail car assets during a contingency, said Hicks.

"The contract will greatly improve our ability to manage the surge requirements of a wartime scenario," said Hicks. "We will be better able to integrate Department of Defense rail cars and commercial rail cars. This will allow us to use them better." m

## The railroad men

" The line had been built by railroad men. Army engineers had said that the road could never be operated ... The railroad men knew better and went ahead with their program, and by fall the line was operating eighteen trains a day ... "

"Stillness at Appomattox"

By Bruce Catton

# Alexandria operations center phases out work

Change has come to one of the most venerable organizations in Military Traffic Management Command headquarters in Alexandria, Va.

After a run of almost 40 years, the Command Operations Center has phased out its 24-hour, seven-day-a-week operation.

The last shift took place Dec. 23.

When workers locked the door and turned out the lights at 7 p.m. that day, the MTMC Fort Eustis Operations Center was totally in charge of the command—a single, worldwide operations center.

The rapid shift of critical operations to MTMC Fort Eustis was a surprise even to old-timers.

It was spurred by the immediate creation of a Crisis Action Center at MTMC Fort Eustis as the War on Terrorism erupted in early September. It was also hastened by the desire to eliminate the expensive duplication of two MTMC operations centers—only a few hours apart by highway.

Affected employees are getting ready for the future. Most of the Command Operations Center staff will be realigned to other vacant positions within the headquarters, and most are expected to compete for other positions within MTMC.

“I have many feelings—multiple feelings,” said Gianni Scattolini, leader of the West Team. “I have been in different positions here at MTMC since 1980.

“I am looking forward to change.”

The 11th floor operations center is strangely quiet on this winter afternoon in mid-December.

Only a half dozen of some 40 work stations are filled. Even the television screens, used to monitor world events, are muted.

Many of the center’s employees have left for other positions, both within and outside MTMC. One, Carlos Tibbetts, now works in the Terminal Management

Center,” said Lt. Col. Cheryl Mann, former Chief of the center.

“The customer must see no difference in the operations’ battle rhythm, regardless of the location.”

The seamless move, said Mann, is partially the result of a two-member team—Kim Morrison and Isaac Smith—who worked at Fort Eustis for two weeks to ease the transition.

In spite of the work phase-out, Smith feels good.

“I’m feeling a whole lot better knowing the plan was carried out well,” said Smith, of the transition of full operations to Fort Eustis.

“Today (Dec. 17),” said Smith, “is the first eight-hour shift I have had since Sept. 11.”

Smith looks forward to his own career changes within MTMC. The former Army intern said he will actively seek a new position.

“We’ve forwarded the calls and e-mails,” said Maj. John Schaeufele, an Air Force officer assigned to the command operations center for the past 18 months.

“We’ve notified our major customers and other command centers. MTMC Fort Eustis has already done it.

“They’ve had full responsibility since November 7.”

Schaeufele gives the following advice to transitioning employees:

“I tell them that when they’re detailed to a position, to do the best they can and fully apply themselves,” said Schaeufele. “The experience they gain



*Isaac Smith eased transition by working on a team at Fort Eustis. Wayne Howard is pictured at back.*

Division, 599th Transportation Group, Wheeler Army Air Field, Hawaii. Billy Pierce works as a contractor with the Worldwide Port System. Pete Fejeran now works sealift issues at the Military Sealift Command, at the Washington Navy Yard.

Six Army Reserve individual mobilization augmentees brought in for the War on Terrorism have been transferred to other duties throughout the command.

“The challenge is a smooth transition to Fort Eustis—seamless to the cus-

*See “Transition,” pg. 20*

# Reservists enjoy front-row seats to President's speech

A team of Reservists with the Military Traffic Management Command found themselves in front-row seats for a speech by their Commander-in-Chief.

The 1174th Transportation Terminal Battalion members were in Norfolk, Va., in early December for annual training. They were working on Pier 14, next to the USS Enterprise, an aircraft carrier just back from Operation Enduring Freedom.

When Maj. Rick Wasserman heard that President George Bush was going to address the Enterprise crew Dec. 7—the 60th anniversary of the attack on Pearl Harbor—he pursued a creative response. The public affairs officer contacted the security staff of the Enterprise and asked if some of the Fort Totten, N.Y., Reservists could receive an invitation.

They could!

“Not in my wildest dreams could I have imagined that we would have the privilege of meeting the nation’s chief executive,” said Wasserman.

In civilian life, Wasserman serves as a community service coordinator for WMTR/WDHA Radio, in Morristown, N.J.

Wasserman and his fellow Reservists arrived early to get good seats.

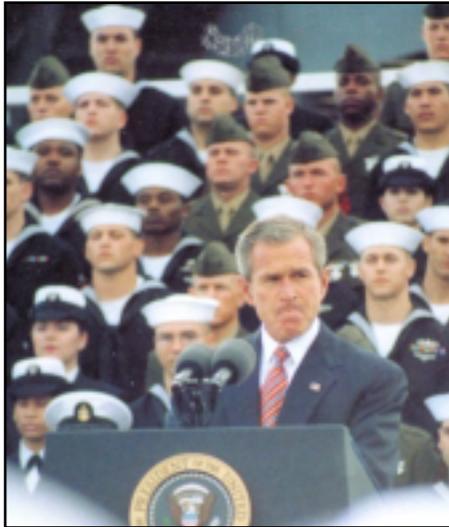
“We arrived over two hours early, and were able to find places almost directly in front of the lectern.”

President Bush arrived at 3 p.m. and addressed a very enthusiastic crowd of Enterprise sailors and Marines.

“It was great to see the President up close,” said Maj. Julio Toro, Vessel Chief, of the 1174th. “I’m glad I brought my camera.”

Praise also came from Spc. Dmitry Zosimov, who emigrated from Russia in 1996.

“It was very motivating,” said



*President George W. Bush addresses an audience of USS Enterprise sailors that included some MTMC Army Reservists. Photo by Maj. Julio Toro*

Zosimov, Terminal Operations Sergeant.

“It made me appreciate the direction our country is taking in the war on terrorism.”

In their seats immediately in front of the media area, several Reservists got additional attention. They were interviewed by newspaper and television reporters on their reaction to the President’s speech. [m](#)

## NYC firefighters add eloquence to ceremony

The change-of-command at Fort Hamilton, N.Y., for the 1179th Deployment Support Brigade was no ordinary ceremony.

At its conclusion, attendees stood on an overlook and watched a New York City Fire Department boat at the harbor entrance spray red, white and blue water.

The Nov. 3 demonstration was in recognition of Col. Daniel Ganci, who assumed command of the 1179th, a key Army Reserve deployment unit for MTMC.

Ganci’s brother, New York Fire Department Chief Peter Ganci, was lost in the Sept. 11 terrorist attack on the World Trade Center.

The ceremony was poignant on the beautiful fall afternoon.

The terrorist attacks were a major theme of Brig. Gen. Richard Colt, Commander, 77th Regional Support

Command, the ceremony’s presiding officer.

Soldiers with the 1179th Deployment Support Brigade stood rigidly at attention. Its members included two subordinate battalions—the 436th Transportation Battalion (Movement Control) and the 1174th Transportation Terminal Battalion.

Music was provided by the 319th Army Band, based at Fort Totten, N.Y.

Ganci assumed command from Col. John Levasseur, the unit’s commander since October 1998. During his tenure, the brigade transitioned to a major subordinate command—with its responsibility increasing from one unit to 27 units.

Levasseur is now serving as the Deputy Director of Reserve Component Mobilization, at the Defense Logistics Agency, Fort Belvoir, Va. [m](#)

# Delivery improvements recognized by NDTA award

A top leader of the U.S. Transportation Command has been recognized for dramatic increases in the delivery of military freight.

Lt. Gen. Dan Brown, Deputy Commander-in-Chief, has received the 2001 Department of Defense Distinguished Service Award.

“I am truly honored to receive this award,” said Brown.

“The work of so many people is responsible for the remarkable results we have achieved.”

The award is presented each year by the National Defense Transportation Association, Alexandria, Va.

Brown was recognized as the visionary leader behind the Strategic Distribution Management Initiative.

The initiative is a joint U.S. Transportation Command and Defense Logistics Agency effort to improve the velocity, reliability and efficiency of defense distribution.

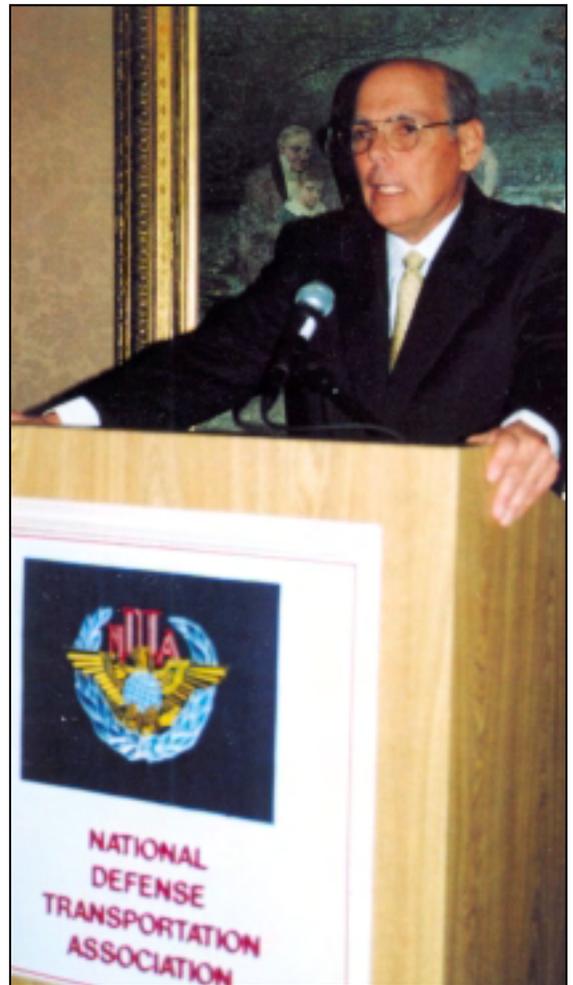
The Strategic Distribution Management Initiative has reached high levels of success. As an example, the surface distribution committee, chaired by Maj. Gen. Kenneth L. Privratsky, Commander, Military Traffic Management Command, has increased the speed of global shipments, on average, by 15 percent within the past year.

Most of the increases have been achieved by reducing time lost when military freight stands at transportation nodes awaiting transshipment.

“It is a watershed program that is having a permanent, positive impact on support to warfighters around the world,” reads the award citation.

Brown was also cited for his leadership of the Executive Working Group of the Voluntary Intermodal Sealift Agreement.

Most of the increases in the delivery of military freight have been achieved by reducing time lost when military freight stands at transportation nodes, awaiting transshipment.



*Lt. Gen. Dan Brown receives the top National Defense Transportation Association military transportation award.*

“His active leadership culminated in major streamlining of our peacetime and wartime contractual arrangements with the ocean carrier industry, incorporating best commercial practices and significantly reducing the time and cost to both the Department of Defense and the industry,” said the citation.

In addition, Brown was cited for his leadership on the Civil Reserve Air Fleet/Select Working Group. The group is currently undertaking a detailed examination of the future role and shape of the

Civil Reserve Air Fleet program to meet future national military objectives.

The award to Lt. Gen. Brown was presented on Dec. 6 by Jeff Crowe, Chairman of the Board of the National Defense Transportation Association, at a director’s meeting in Pentagon City. Crowe is Chairman and CEO of Landstar System, Inc.

In 2000, the award was presented to Bill Lucas, Deputy to the Commander, Military Traffic Management Command.

m

# MTMC industry partner receives award recognition

**W**hen the personally owned vehicles of military service members were damaged in two recent shipping mishaps, the owners were compensated at higher levels than required.

Affected vehicle owners were provided free use of rental cars and provided prompt settlements.

Meanwhile, in three years of operation, processing centers available to service members to move their vehicles have grown from 32 to 39, with new areas, such as Alaska, added.

The industry partner that has achieved this success for the Military Traffic

Management Command, and ultimately service member customers, has been honored for its work.

The National Defense Transportation Association has presented its National Transportation Award for 2001 to Ray Ebeling, Chairman and President, American Roll-on Roll-Off Carriers, of Montclair, N.J.

A related logistics service company, American Auto Logistics, Inc., of Monroe, N.Y., manages the movement of 76,000 privately owned vehicles a year as part of MTMC's Global Privately Owned Vehicle Contract. To date, the firm has moved 220,000 privately owned

vehicles. The contract has achieved an incredible 99-percent required delivery date, and a 99-percent customer satisfaction rate.

"The contribution he and his companies make to the continued vitality of transportation and logistics partnership with and in service to the U.S. government and its military commands is unique," said the award citation.

The award was presented Dec. 6 by Jeff Crowe, Chairman of the Board, National Defense Transportation Association, at a director's meeting at a Pentagon City, Va., hotel. Crowe is Chairman and CEO of Landstar System,

*The Tanabata is one of four vessels introduced by American Roll-on Roll-off Carriers.*



Inc. Originally, the presentation was scheduled for the association's annual convention in early October in Milwaukee. The convention was cancelled as a result of the Sept. 11 terrorist attacks.

Among the firm's accomplishments was the introduction of four United States Flag vessels since 1990.

These roll-on roll-off vessels are the most militarily useful vessels committed to the Voluntary Intermodal Sealift Agreement program," said the citation. "They carry critical military cargoes, much of which cannot efficiently be carried by container ships."

The sealift agreement guarantees military access to maritime vessels in time of emergency.

"I am especially pleased to receive this award from the National Defense Transportation Association," said Ebeling. "The NDTA is now the only organization and forum where U.S. Flag carriers, U.S. maritime unions, the Department of Defense and government agencies can meet and discuss policies and practices so critical to all of us."

Sharp competitive pressures and aging U.S. Flag vessels drew a strong warning from Ebeling.

"The U.S. Flag liner shipping industry presently faces a clear-cut sunset scenario, and the sun is sinking fast," said Ebeling. "The Maritime Security Program has a legislated sunset provision, effective August 2005.

"Absent a new, comprehensive, long-term Maritime Security program finalized within the next two years, what's left of the U.S. Flag international liner fleet will likely disappear."

The domestic liner fleet, he said, faces the challenge of expensive United States-built ships mandated by the Jones Act.

"The average age of ships in the domestic liner fleet is 30 years, and it's past time to face the fact that they aren't



*Ray Ebeling (right), of American Roll-on Roll-off Carriers, is recognized for transportation support to the military. Also pictured is Jeff Crowe, of the National Defense Transportation Association.*

" The NDTA is now the **only** organization and forum where U.S. Flag carriers, U.S. Maritime unions, the Department of Defense and government agencies can **meet** and **discuss** policies and practices so critical to all of us. "

—Ray Ebeling, Chairman and President, American Roll-on Roll-Off Carriers

likely to be replaced by ships built in United States yards at triple the world price."

Ebeling called for a revitalized U.S. Flag shipping industry "which provides comprehensive and competitive, promotional, regulatory and tax policy."

"We have reached the point where extending this, amending that, and hanging in there will not work. U.S. Maritime

policy must be freed from its historical anchors and totally refocused on the future.

Many industry partners contributed to the success of the firm's recognition, said Ebeling. He cited PASHA Group, Matson Terminals, Unified Aircraft Services and the Transcar Group as "indispensable business partners in operating the Global Privately Owned Vehicle program." **m**

## Transition

*Continued from pg. 15*

by performing new tasks expands their knowledge.

“At some future point, they may be competing for the very job at which they’re detailed—or a similar one.”

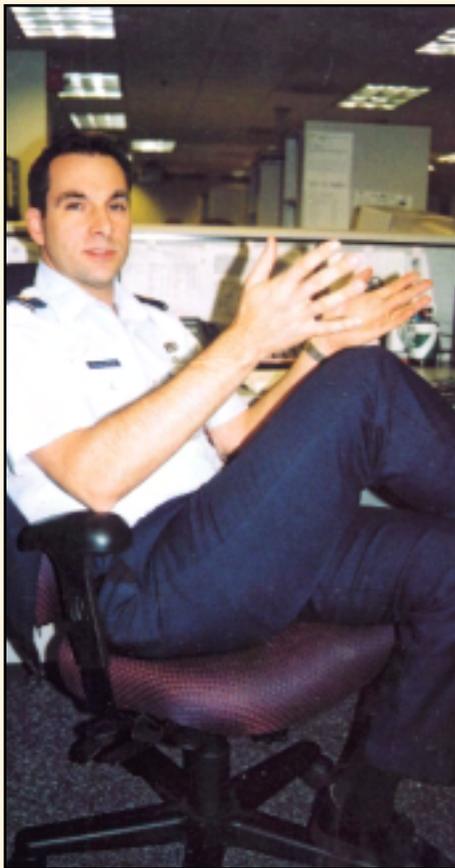
Mann goes to a late afternoon meeting. Smith and Scattolini clock out.

The operations center is almost deserted.

As the computer screens go dark in the Alexandria center, what happens next?

Space planners are already hard at work.

In the coming months, MTMC employees on the 8th and 9th floors of Hoffman II will be consolidated into empty offices and work spaces on the 10th through 12th floors—a cost and coordinating efficiency achieved by moving MTMC to a single worldwide operations center. **m**



*Maj. John Schaeufele gives advice to transitions center employees.*

# MTMC pushes change

Changes are coming in the way the Military Traffic Management Command administers the moves of the nation’s military service members.

“We are changing the processes that fundamentally affect how service members move,” said Col. Patty Hunt, the Deputy Chief of Staff for Passenger and Personal Property.

“These changes go to the core of the way we conduct business. These, combined with lessons learned from our pilot experience, will represent a major difference in the future program and the automation to support that program.”

On an annual basis, MTMC supervises more than 600,000 service member moves.

Much of this change could come as early as spring—in time for the busy summer surge. Modifications will occur in two broad areas: faster deliveries, and higher qualification standards to move personal property.

MTMC is decreasing the time allowed for the delivery of service members’ personal property in international moves, said Richard Morrow, traffic management specialist.

“We’re analyzing all channels and codes of service in an effort to identify opportunities to reduce transit times,” said Morrow.

“This will represent changes—both big and small—in the amount of time service members have to wait for their property to arrive at the next duty location,” said Morrow, a Norfolk-based U.S. Navy employee. Morrow works at MTMC as part of the Transportation Professional Enhancement Program.

Across the board, the changes probably

reflect a 15 percent, or higher, drop in time allowed for a mover to complete the personal property shipment, he said.

As an example, the current time allowed for the shipment of household goods for a



*Traffic managers who have spurred changes in the existing program include: Sylvia Walker (front), Mary DeCarpentry, Debbie Wells, Dennis Barborak and Richard Morrow.*

service member at Fort Hood, Texas, who is being reassigned to Kaiserslautern, Germany, is 66 days. The proposed changes would cut that time by 18 percent, or 54 days.

In a related initiative, MTMC is increasing the standards required to qualify as a Department of Defense personal property carrier.

“MTMC is seeking higher carrier qual-

# Changes in service member moves



*Dennis Barborak discusses changes in existing program with Debbie Wells.*

“They have a lot of questions,” said Wells. “There are a number of issues that relate to the Sept. 11 terrorist attacks.”

Due to the unusual nature of the questions, Wells said she was researching the issues.

“They’re really appreciative,” said Wells. “We’re giving them all the information we can.”

Wells is working at Fort Hamilton with Frank Thomas and Barborak. Also assisting is Phil Sanfilippo, of MTMC’s Regional Management Storage Office, Fort Monmouth, N.J.

On an earlier visit, Wells and a team assisted the personal property office at Dover Air Force Base, Dover, Del. [m](#)

ification standards,” said Sylvia Walker, Traffic Management Specialist. “Each carrier must reapply under the new standard to remain an approved Department of Defense carrier.”

The revised standards call for carriers to meet higher financial reporting and operating standards. These increased requirements will include a higher level of cargo liability insurance and maintenance of a performance bond for domestic moves.

These changes have been published in the Federal Register for public comment. The resulting changes will be in place by May.

These enhancements are not directly related to a quartet of moving pilots conducted in recent years, the results of which U.S. Transportation Command is in the process of tabulating.

In a related action, MTMC has resumed assistance visits to transportation offices and military installations across the

country. Assistance visits had stopped after MTMC reorganizations in 1999.

“We are now doing assistance visits,” said Dennis Barborak. “The new purpose of these visits is to evaluate the traffic management programs and policies at work in military transportation offices of all the services.

“We feel we can be a lot more effective in the role of assistance and instruction. It will be up to the transportation officers to take advantage of what we can offer.

“If training is needed,” added Barborak, “it will be provided by the team that is making the visit. We can also schedule additional training.”

Assistance visits will take place once every two years for all military personal property shipping offices,” said Debbie Wells, Traffic Management Specialist.

“The reception has been overwhelming,” said Wells, deployed to Fort Hamilton, in Brooklyn, N.Y., on her second assistance visit Nov. 13.



*Servicemember moves, such as this one in Arlington, Va., will be affected by changes in MTMC’s existing personal property program.*

# Moving industry backs MTMC pilot methods

By Mike Bellafaire  
MTMC Command Historian

As the Military Traffic Management Command's re-engineering pilot for personal property has ended, the moving industry has voiced its feelings on the three-year test.

"This is the base for the future," said Terry Head, President, Household Goods Forwarders Association of America, Inc., of Alexandria, Va., referring to the pilot.

"This will serve as the transition for whatever the future program will be."

A fellow personal property association official echoes the same support.

"There is some frustration the test has to come to an end," said Scott Michael, Assistant to the President, American Moving and Storage Association, of Alexandria, Va.

"Most people have been pretty happy with the three-state pilot."



*Col. Patty Hunt makes a point about the MTMC pilot with the program's contractors.*

Michael's reference to the three-state test refers to the three-year-long MTMC pilot that handled approximately half of all eligible military outbound moves in North Carolina, South Carolina and Florida.

The two men spoke at a final meeting of MTMC program managers and pilot contractors Nov. 28 at MTMC Headquarters, Alexandria, Va.

The pilot concluded in January, when the last year of the contract extension ended. In its three years of life, the MTMC pilot demonstrated exceptional results—with a remarkable overall 89-percent customer satisfaction rate. During the pilot's run, participating contractors moved 23,400 shipments.

Annually, MTMC moves more than 500,000 personal property shipments.

MTMC's program managers have been upbeat about the results.

"I hate to see the pilot come to an end," said Col. Patty Hunt, Deputy Chief of Staff for Passenger & Personal Property. "But a lot of things in the pilot will be incorporated in a future program."

Hunt told contractors that full attention should now be directed to the remaining shipments flowing in the system.

The MTMC pilot emphasized a number of quality-of-life enhancements, including:

- Full replacement value to service members for lost or damaged goods,
- Moving companies selected on the basis of "best value" rather than lowest cost, and
- A toll-free phone number available for service members to contact their movers.

Among those present at the final meeting of MTMC's pilot contractors was Morrison Stevens Sr., President, Stevens Worldwide Van Lines, Saginaw, Mich.

"The MTMC Pilot is the most successful of all the programs they've had," said Stevens. "It's more efficient than the Full Service Moving Program.

"We've fared well as a company."

At one time, the fourth-generation family business was participating in three different military moving programs—the MTMC Pilot, the Full Service Moving Program, and the existing military moving program.

"We tried to do the best job with each," said Stevens, who is serving a one-year term as Chairman of the Board of the American Moving and Storage Association.

The MTMC Pilot?

"By far the most efficient," said Stevens.

Stevens Worldwide Van Lines has moved 989 MTMC Pilot shipments within the past year. On average, the firm conducts 15,000 domestic moves a year and 5,000 international moves.

"It worked well," said Stevens. "As our score (customer satisfaction rate) went up, we got more business."

The U.S. Transportation Command is in the process of reviewing the results of all pilot programs and will submit its evaluation and recommendations to the Secretary of Defense in February. [m](#)



*Morrison Stevens Sr. says the MTMC Pilot is superior to other military moving processes.*

# Military members support new POV storage plan

When Chief Petty Officer Renato Feliciano received a transfer to Japan in 1995, he had to sell his Nissan Sentra.

There was no entitlement to take his car to Japan—and neither, for that matter, was there any Department of Defense

recently reflected on his situation a few years ago.

“You weren’t paid for storage,” said the Navy medical corpsman, interviewed Nov. 28 at the Baltimore Vehicle Processing Center.

“It was easier just to dispose of it than

By Don Dees  
Public Affairs Specialist  
MTMC Headquarters

Andrews took his motorcycle with him when he went to Osan Air Base.

The storage benefit would have had little impact on Andrews, had he not been allowed to ship a vehicle.

“I would’ve just left it at home.”

Andrews is married, and he said his wife would have taken care of any storage issues.

The current system is problematic for Feliciano, even though it does provide for storage.

“When you get back to the States,” said Feliciano, “where will the car have been stored?”

If a service member leaves from one coast and returns to the other, Feliciano speculated there would be some difficulty retrieving the vehicle.

“How would I get it back?” he wondered.

MTMC’s new plan would smooth the process when

service members return to the United States.

The single contract holder would receive the vehicle from the customer, and deliver it as directed at the end of the tour, according to Charles Helfrich, Chief of MTMC’s Privately Owned Vehicle and Storage Branch.

The convenience was evident to Andrews.

“At least they’ll know the car is being taken care of and that it’s in a garage,” said Helfrich.

“It’s one less thing to worry about while they’re over there.” m



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

storage of vehicles.

That changed in 1997, when a series of storage options was made available. However, different military installations offered different options.

Now, the Military Traffic Management Command is developing a single storage contract, which will cover service members at all installations in the United States who are on assignment to areas where they are not permitted to bring privately owned vehicles.

Feliciano, now driving a Dodge Stealth and on orders to Hawaii, is enthusiastic about the change. He

to store it.”

So he sold his sport coupe and transferred to the Pacific.

“It would have been paid off by the time I got back.”

Master Sgt. Bob Andrews agrees.

“I didn’t have to deal with it,” said the Air Force transporter, returning from a tour in Korea.

Hardest hit by the storage issue are single enlisted troops, he said.

“Other guys over there complained about the process,” said Andrews, of several young airmen who worked with him.

# Transportation Secretary praises strategic sealift

**T**he Ready Reserve Force, which supported Operation Desert Storm, stands ready to aid America's War on Terrorism.

That was the message of Secretary of Transportation Norman Mineta in a speech commemorating the 25th anniversary of the reserve fleet.

"The Ready Reserve Force remains ever at the ready to support rapid, massive movement of military supplies and troops anywhere in the world," said Mineta, at a ceremony in Baltimore aboard the M/V Cape Wrath.

"This readiness would not be possible without the support of a strong public-private partnership between government, industry and labor."

The Maritime Administration, under the U.S. Department of Transportation, maintains a current force of 76 standby

ships. The Administration was created in 1976 to meet surge-shipping requirements for the Department of Defense.

Speakers at the Oct. 18 ceremony praised the government-industry-labor partnership that supports the Ready Reserve Force.

"The Ready Reserve Force is a high-value sealift capability," said Rear Adm. David Brewer, Commander, Military Sealift Command.

"It helps us meet our rapid response needs."

Ultimately responsible for Department of Defense transportation efforts, U.S. Transportation Command relies heavily of the fleet's capability.

"The success of the Ready Reserve Force rests

**By Don Dees**  
**Public Affairs Specialist**  
**MTMC Command Affairs**

squarely on the shoulders of the Maritime Administration," said Rear Admiral Ed Fahy, Transportation Command's Director of Plans and Policy.

"Using the best practices of the com-



*Guests examine radar scopes on the vessel's bridge.*



*At a ceremony marking its 25th anniversary, Secretary of Transportation Norman Mineta praises readiness initiatives of the Ready Reserve Force.*



*The M/V Cape Wrath is one of the Maritime Administration's Ready Reserve Force vessels.*



mercial shipping industry, the employees of the Ready Reserve Force are ready to meet the needs of Department of Defense sealift requirements," said Fahy.

Ready Reserve Force vessels were a key part of Operations Desert Shield and Desert Storm, employing 72 of its ships in the effort between 1990 to 1991.

"We pushed a steel bridge to the Middle East," said Brewer. "We must never, ever burn that bridge."

Originally scheduled for Sept. 14, the commemoration was rescheduled because of the terrorist incidents of Sept. 11, said Acting Deputy Maritime Administrator Bruce Carlton. [m](#)

*First Mate Debbie Heenan describes the ship's operation.*

# Team works on **CUTTING EDGE**

By Terri Kojima  
Command Affairs Officer  
599th Transportation Group

**T**he water is shaded turquoise. The sky overhead is tranquil.

I am deployed with MTMC's forward deployment support team. For operational security reasons, I cannot tell you where I am. Officially, the team is located at "an operating location in support of the U.S. Central Command execution of Operation Enduring Freedom."

Overhead is the thunderous roar of a soaring B-52 bomber. On the horizon rests a fleet of ominous gray ships.

For the Military Traffic Management Command, our reality is a deployment support team playing a pivotal port operations role with the U.S. Navy, U.S. Air Force and civilian contractors.

The deployment support team is fully engaged in port operations with the Navy to ready Air Force warplanes with armament and supplies. The Navy is the port operator, relying on the deployment

support team to oversee port operations and provide cargo in-transit visibility.

The prepositioning ships of the Military Sealift Command, readied with military equipment and supplies, are berthed at this strategic location to support our forces.

"The deployment support teams provide us with the flexibility to rapidly deploy our port operations capabilities anywhere in the world," said Col. Peter Gitto, the Commander of the 599th Transportation Group, based at Wheeler Army Air Field, Hawaii.

"The ability of 599th deployment support team members to execute these operations directly supports the Air Force's ability to place bombs on target," said Gitto. "This is how we are supporting Enduring Freedom."

MTMC's initial team that arrived on site in October included Tom Brewer, of the 836th Transportation Battalion, Yokohama, Japan; Staff Sgt. Michael Babb, of the 599th Transportation Group, Wheeler Army Airfield, Hawaii; and Staff Sgt. Lee Archuleta, of the 835th Transportation Battalion, Okinawa, Japan. Brewer serves as team leader.

In December, Staff Sgt. Neal Lucero, of the 837th Transportation Battalion, Pusan, Korea, arrived to begin a 90-day rotation of members. Lucero arrived in time to assist with the selective discharge of more than 100 containers.

"I arrived on December 10 and hit

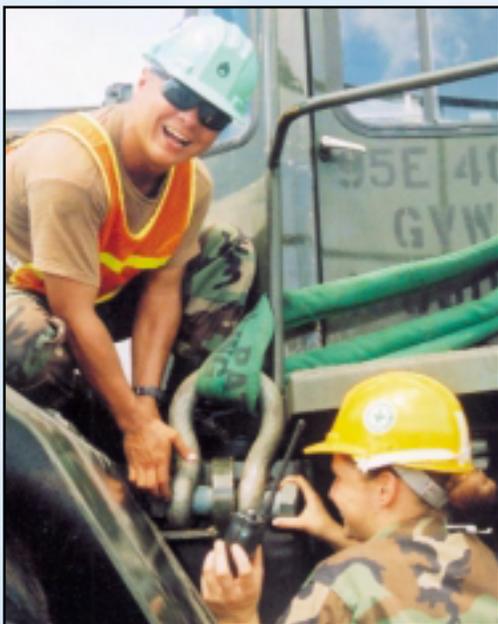
*Staff Sgt. Neal Lucero (left) and Staff Sgt. Lee Archuleta identify equipment to be discharged from the Cornhusker State.*



*Forward-deployed team members work in synchronization with a crane operation to discharge equipment.*

the ground running," said Lucero. "We were offloading ammunition on the ves-

*Staff Sgt. Lee Archuleta (left) and a Naval Cargo Handling and Port Group sailor share a humorous moment at work on the pier.*



# GE of U.S. War on Terrorism



with the *Cornhusker's*

sel Cornhusker State.”

In the next few months, there were additional discharges from the Cornhusker State, USNS Red Cloud, and USNS Fisher.

The formation of the team began in early October. That is when many seasoned 599th Group workers assembled in Yokohama for a two-week intensive deployment support team train-up and mission rehearsal. The training was specifically designed to prepare for a possible deployment in support of Enduring Freedom.

“At the end of the training period, we had the confidence that we could handle



*Deployment Support Team Commander Tom Brewer, and a Naval Cargo Handling and Port Group sailor, unfasten strapping from equipment that was just discharged from the Cornhusker.*

automated stowing system known as the Integrated Computerized Deployment System.

“The team built the stow plan into the system based on a variety of data sources,” said Brewer, “including manifest.”

With increased documentation requirements, workdays did not end following a 12-hour shift on the pier. Work then followed MTMC team members inside their quarters, where they manually documented cargo into the Worldwide Port System.

“We’re out there in the heat of the day to capture and hand document each piece of item loaded,” said Lucero. “Then, we go to our rooms to update the data in Worldwide Port

*See “Cutting edge,” pg. 49*

any type of mission in any environment,” said Brewer. “Nonetheless, it was the training and experience gained during previous missions that was key to our success.”

The training and experience was critical, as team members had to overcome work site challenges. For example, not all cargo had electronic bar codes. Cargo had to be tallied manually, said Brewer. That data was then sent to the host server in Yokohama for processing in the Worldwide Port System.

Sometimes, a particular ship’s characteristics were not available in the

*Right: Staff Sgt. Neal Lucero reviews documents to ensure all equipment discharged from the Cornhusker has been identified.*



# Veteran sailor puts 'Ready' in Ready Reserve Force

The 25th anniversary of the Maritime Administration's Ready Reserve Fleet in Baltimore drew lots of dignitaries.

It also drew special praise for one man.

Retired Navy Capt. Mike Delpercio sat quietly among spectators during the commemoration. Delpercio served as the Director of Ship Operations at the Maritime Administration from 1989 to 1999.

His work mobilizing reserve fleet ships for Operation Desert Storm drew the praise of Bruce Carlton, acting Deputy Administrator.

Carlton asked the veteran navy officer to stand.

"Sir, you put the Ready back in the Ready Reserve Force," said Carlton. "Thank you." Delpercio, an American flag perched jauntily in his suit pocket,

four of the ships activated for the Gulf War could not be made ready by their deadlines, said a 1994 Government Accounting Office report.

Delpercio quietly reflects on his works ensuring the fleet would be better maintained—for the next time.

"No one gave [the Ready Reserve Force] anything but lip service," said Delpercio, in the days before Sadaam Hussein's forces invaded Kuwait.

"The Maritime Administration ran the program, but it had its skeptics."

Many of the ships acquired by the administration for the reserve program had been in storage for 20 years, he said.



*Mike Delpercio (left) discusses dock reconfiguration of the M/V Cape Wrath with crewmember William Dowzicky.*

**“ Hawks leaned back in his seat and closed his eyes ...**

Lost in reflection, he saw a continuous picture moving slowly across the soft emptiness of night: a river of ships flowing with equal deliberation in dazzling sunshine and in pitch black of squally night. ”

**“Away All Boats”  
By Kenneth Dodson**

smiled broadly.

The United States could not have supported its troops in the Middle East without the government-owned, inactive fleet. However, the effort had its problems. No fewer than three out of every

The experience of the Gulf War brought home the readiness problem.

The biggest improvement for the program has been in the area of readiness, said Delpercio. The administration made strides by acquiring more useful ships.

“We got more diesel ships,” he said. “We had to move away from steam ... almost no one left who can engineer a steamer.”

Mostly, though, Delpercio pressed for activation drills.

“I convinced them we had to activate more often. We sold it to Transportation Command,” said Delpercio, of the Department of Defense command that oversees transportation requirements.

As the ceremony ended, Delpercio eased through the crowd—almost unnoticed.

As he made for the bridge of the M/V Cape Wrath, guests called out to him.

“Hey, Captain Mike!” called out a former coworker.

“Glad you could make it,” beamed an admirer.

“There he is, the father of the Ready Reserve,” said another.

Delpercio smiled modestly.

“The activation process really is the key to this whole program.” m

# 837th discharge upgrades warfighter aviation assets

By Maj. Eric Stewart  
Operations Officer  
837th Transportation Battalion

As the big AH-64D Longbow helicopters came out of the holds of the Green Wave, we could see the challenge close up.

The large aircraft filled most of the hole opening. The holes of the Green Wave seemed narrow indeed and made the operation especially challenging.

We planned accordingly—and were careful.

Result? The entire operation took place as planned—and without damage to the precious cargo. Our discharge of 24 AH-64D Longbow Apaches on Oct 8 at Pusan, Korea, greatly increases the aviation prowess of the 2nd Infantry Division. Most of the aircraft are going to 1st Battalion, 2nd Aviation Regiment.

The aircraft were sent to the Boeing helicopter plant in Mesa, Ariz., and were modified from Alpha-model Apaches to Delta-model Apaches, also called Longbows.

Features added to the aircraft include new fire-control radar and a radio frequency interferometer, which assists in target identification.

Our transporters were enthusiastic about the discharge.

“This was a big deal and required an enormous amount of teamwork from everyone involved in the operation,” said Maj. Sam Blanton, Executive Officer.

Planning was critical, said Ron Day, Chief, Operations Division.

“We were fully engaged in the Eighth U.S. Army planning process from the start. A series of conferences and a leaders’ Rock Drill at Pier 8 ensured we were all on the same sheet of music,” said Day.

The unloading was completed by a cooperative team of the International Stevedore Co. and an Army Aviation Depot

Maintenance Round-out Unit team.

Actual planning for the operation took many months and included the Eighth U.S. Army and 19th Theater Support Command.

The mission was summed up by our

commander, Lt. Col. Floyd Driver.

“The operation was well coordinated, flawlessly executed, and gave us an opportunity to train across our mission requirements,” said Driver. “It was great.”

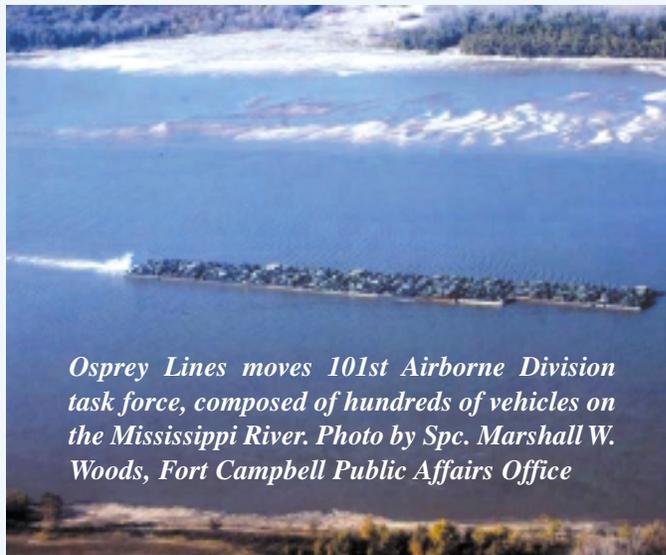
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## Fleet of barges moves giant Army task force

The 101st Airborne Division (Air Assault) helicopter arched high in the crisp autumn air, over the majestic scope of Mississippi River.

Amid the beauty, however, the center of attention was a Military Traffic Management

part of 867 vehicles moving upstream aboard 47 barges. Mission complete—the barges were returning a 101st Airborne Division back to Fort Campbell, Ky., following an October training mission at the Joint Readiness Center, Fort Polk, La.



Through three river systems, and a half-dozen states, the MTMC mission was conducted by Osprey Lines, of New Orleans.

The barges were discharged at Alexandria, La., on the Red River, in late September, and the cargo was reloaded Oct. 21-22.

“It was a normal-sized load for us,” said John Marzullo, Alexandria Regional Port Authority Executive Director.

“Our goal is four of

these operations a year.

“Weather does not affect us.”  
Barge operations at the busy Alexandria port have resulted in no vehicular loss or damage since the port started moving military cargo in 1993.

“We haven’t had a nickel’s worth of damage in all this time,” said Marzullo.

Magnificent! The moment was captured. Preserved in digital posterity was a large

m

# Video link produces travel savings for TEA

By Sharon Huff  
Deployability Engineering Team  
Transportation Engineering Agency

A high-tech, computer-based link is producing creative savings for MTMC's Transportation Engineering Agency.

The video test link allows engineers at our agency's Newport News, Va., office to view transportability tests—to include rail impact tests and provisions strength tests at Aberdeen Test Center, Aberdeen, Md.

We developed the video test link in order to reduce travel time and cost. It allows our engineers to view and hear digital files at their computer workstations.

The process is simple. At Aberdeen, the test is captured using digital video and audio equipment. The file is transferred via file transfer protocol to the center's Web site, [HTTP://134.194.25.104](http://134.194.25.104).

At that point, engineers at the Transportation Engineering Agency may open the file containing both video and audio data and review its content. The test data is available to other agencies as well.

Typically, our engineers give guidance before, during and after rail impact testing.

Part of that review includes an analysis of any damage as a result of the test impact or lateral, longitudinal, and vertical pulls on each provision.

Formerly, a typical trip of two and a half days would cost us over \$900 in

travel expenses alone.

"Besides savings in travel costs and non-productive travel hours, the video test link offers the acquisition community a tremendous capability to quickly resolve controversial test results," said Michael Williams, Chief, Deployability Division.



*Tiedown and lifting capacity are tested at Aberdeen Test Center, Aberdeen, Md. Photo by Hein Doan*

"In the past, we would have to wait weeks for trip reports, process and mailing of photographs and video tapes.

"What used to take weeks, we can now

accomplish in minutes and hours."

Also in agreement with that view is Bryan Reys, Deployability Engineering Team Chief.

"The video test link just makes sense," said Reys. "It helps us use our assets more efficiently.

"We are very pleased at the reception the video test link has received within the acquisition community, and are happy to see that so many organizations are able to reduce travel costs and time away from the office."

Now that we have been able to successfully expand the use of the video test link to observe both the rail impact test and the provision strength test at the Aberdeen Test Center, we are looking into creating a similar link at Yuma Proving Ground, Yuma, Ariz.

An additional option is available as well, where the video and audio data is transmitted through video teleconferencing centers. This allows our engineers to participate in real-time testing from Newport News.

There is a 15-minute delay with the video test link using the Web without video teleconferencing.

We strongly encourage the guidance of a Transportation Engineering Agency engineer to support any transportability test scenario from Military

Standard 810, Military Standard 209, and MTMC Transportation Engineering Agency's modal pamphlet series 55-19 through 55-24. m

# MTMC seeks single contract for POV storage

By Don Dees  
Public Affairs Specialist  
MTMC Headquarters

**M**ilitary service members going overseas will soon have a new benefit available.

Beginning as early as February, service members will have a standardized manner to store their privately owned vehicle.

Privately owned vehicles are not allowed in some assignment areas, such as Japan and Korea.

Currently, storage is provided through a variety of contracts negotiated by different military installations.

In the future, a single contractor will manage the program, said Charlie Helfrich, Chief of MTMC's Privately Owned Vehicle and Storage Branch.

"The storage program is in place now, but it's not uniform for the Department of Defense," said Charles Helfrich.

Currently, there are several methods for



*Charles Helfrich discusses storage of privately owned vehicles with Traffic Manager Julia Kaleem.*

privately owned vehicle storage. At some installations, service members may request the storage via a letter of authorization from the local installation transportation

officer. The service member pays a storage company to store the vehicle and is reimbursed by the government.

At other installations, transportation officers have contracted with a local storage company. In these cases, the vehicle is parked without charge to the service member.

"We want to have one contract for all of the Department of Defense," said Helfrich.

A request for proposals, he said, could be in the acquisition process by the end of the year.

MTMC has drawn up a list of considerations for the storage

service, such as maintenance services recommended by auto manufacturers.

"We're going to tell them what we need, but we're not going to stipulate how to do it," said Helfrich.

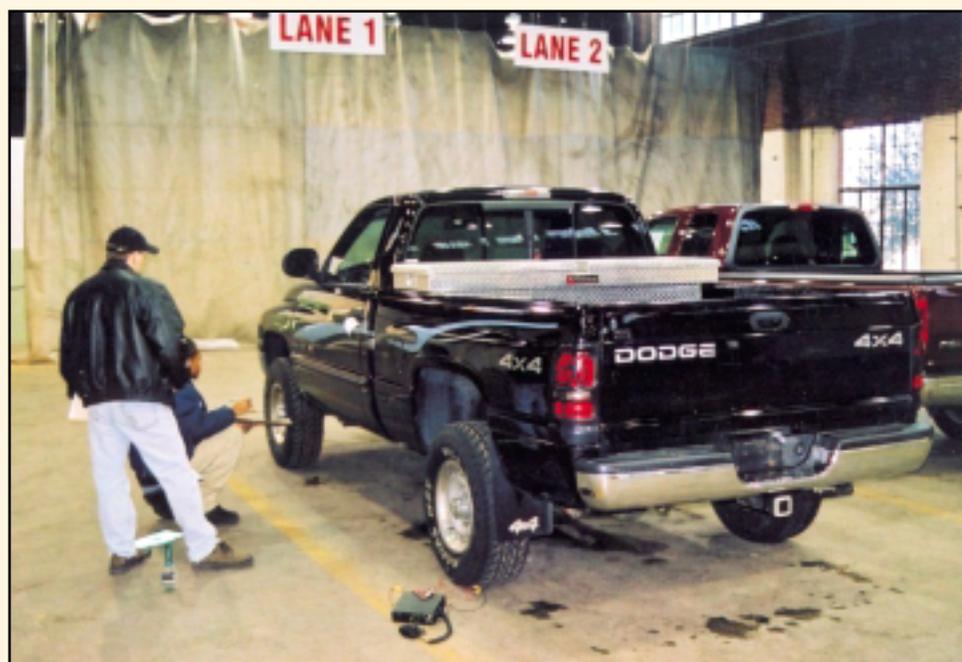
Some of the manufacturer's recommendations, he said, include putting the vehicle on blocks, running the engine periodically, and maintaining a trickle charge for the electronics as required.

"We're not going to tell the contractor where to store the vehicles," said Helfrich.

The contractor would be responsible for receiving the vehicle from the service member and delivering it upon return.

"I can't wait to get this contract going," said Helfrich.

The new storage provision is a result of an entitlement in the Defense Authorization Bill of 1997. [m](#)



*Privately owned vehicle is shipped through the Baltimore Vehicle Processing Center.*

# 'Energize your career, personal goals'

By Leesha Saunders Galery  
Legislative Liaison  
MTMC Headquarters

Some of the best advice provided at a national training conference came from a former Military Traffic Management Command employee.

George L. Jones, a retired Senior Executive Service member who once worked at MTMC as Civilian Personnel Director, challenged attendees at the

2001 Blacks In Government Training Conference in Los Angeles, Calif.

"Move out on your plan ... go the extra mile," said Jones, in the conference's keynote speech.

Jones spoke on the importance of change. He categorized the government labor force as a type of "Jurassic Park," which was evolving to survive.

Because of the changing work environment, seek out mentors and become a "roadrunner," suggested Jones, the President and Chief Executive Officer of Leadership Enterprises Associates, Inc., located in Alexandria, Va.

"Passion," said Jones, "not pedigree, will win in the end.

Government employees should "recognize, review, react and 'rev it up'" to achieve change, said Jones.

Teresa Knox, Cecilia Smith and I were among more than 4,000 federal, state, and city government personnel who attended the conference Aug. 26-Sept. 5. A record number of Afro-American, other minority, and non-minority government employees participated.

We found the conference to be extremely rewarding, and hope to put many of the ideas to work within MTMC.

This year's theme, "Retooling

*The Blacks in Government Conference featured exhibits from more than 100 organizations, including this NASA booth.*



*Cecilia Smith, Teresa Knox and Leesha Galery prepare for a briefing on the BIG Conference.*





*Dr. Marilyn Hughes Gaston (left) and Gayle K. Porter stress the importance of wellness for women during and beyond mid-life.*

should have an unrelenting push for personal success.

“It was truly an inspirational speech,” said Eugene Diggs, an information management specialist with the National Institutes of Health.

Author and talk show host Jewel Diamond Taylor summed up the conference at the closing session.

With some video outtakes of McFadden and Whitfield’s hit song, “Ain’t No Stoppin’ Us Now” playing in the background, Taylor encouraged participants to continue pursuing their goals at home and in

the workplace.

Psychologist Cheri Moore provided advice on anxiety and stress.

“I really love to talk to people,” said Moore, who participated in the conference without a fee.

Other topics, addressed in nearly 100 workshops, included career transition, career mistakes and strategies, leadership, teamwork and cultural diversity.

As if that was not enough, a portion of the conference included a two-mile fitness walk, and a workshop on health issues, featuring segments on Medicare, retirement and substance abuse. **m**

for the 21st century,” was well communicated through the forums and workshops.

“This year’s BIG event was one of the most enlightening conferences I’ve ever attended,” said Knox, a contact specialist.

Attendees were able to select from the workshops that met their personal and career objectives, she said.

“I wish MTMC would send some more of its people,” said Knox.

“Employees gain some of the best training and knowledge, and that can be used throughout their entire government career.”

Smith agreed.

“This type of training is so important,” said Smith, a program analyst.

“I really do hope more MTMC employees attend future BIG conferences!”

The conference offered a wide array of information sources.

Judge Greg Mathis, whose courtroom show is nationally syndicated on Warner Brothers Television, called for continued support of minority communities.

Each individual, said Mathis,

*G. Eric Gordon presented strategies to accelerate career development.*



# LASH vessels are familiar sight at MTMC terminals

A frequent sight at Military Ocean Terminal Sunny Point is tugboats moving small rectangular box-like barges.

The Lighter Aboard Ships, more commonly known by the acronym LASH, are familiar silhouettes on the skyline of the Cape Fear River at

the 597th Transportation Group, Southport, N.C. The operations are conducted by Waterman Steamship Corp., of New Orleans.

The LASH barges and their mother ships present military commanders with unique qualities. In an austere environment, or at a wartime-demolished port, the barges may be moved alongside a shallow pier or up a river for discharge.

In fact, the company touts its unique ships and barges for maritime operations at inland river points and undeveloped jog sites.

Typically, a LASH vessel may carry 80 or more of the barges. The barges have capacities that range up to 375 tons.

Until this year, the

by **Bev Brown**  
**Public Affairs Officer**  
**597th Transportation Group**

Army had three ammunition prepositioned LASH vessels.

“About every three years, Sunny Point would download the barges from the mother ship,” said Steve Kerr, Chief, Cargo Operations Division. “The vessel left for maintenance, and the 597th emptied the barges and replaced dated materials.”

After reviewing the condition of the cargoes, the loads would be reconfigured on the barges, said Kerr. Then the barges would be reloaded on the mother ships.

If there is a downside to LASH ships and barges, it is their added workload.

“Working with LASH barges means long and difficult work,” said Kerr.

“It is labor intensive and equipment intensive.”

Waterman also uses LASH barges to transport foreign military sales cargo. The



*Left: Using a forklift, longshoremen stack artillery pallets in a LASH barge. In the background, a towboat moves a second barge into position. Above: Ammunition inspector Ernie Riddle checks pallets of 8-inch artillery shells.*



*Left: Work crews prepare to shift a Waterman Steamship Corp. barge. Above: Sunny Point longshoremen prepare to lift two pallets of artillery shells from dockside to a LASH barge. Lower left: In a seamless motion, artillery shells are moved off trucks and loaded directly onto barges.*

cargoes usually consist of ammunition and vehicles.

In the past year, Sunny Point has loaded barges dropped off by Waterman on three separate occasions, said Kerr. When the barges were loaded, tow vessels moved them to Morehead City, N.C., for loading on a mother ship.

The Military Traffic Management Command has worked with LASH barges all over the world.

“Oh, sure,” said Col. Tom E. Thompson, Chief of Staff, a former commander of the 598th Transportation Group.

“The usual cargoes would be ammunition and vehicles.”

What is his professional view of LASH operations?

“They provide unique features for military transportation planning,” said Thompson.

The firm’s LASH operations began in 1969 with the Acadia Forest and Atlantic Forest and eventually grew to 13 vessels. Currently, the firm has six remaining U.S. Flag vessels.

Waterman provides liner service between the United States Gulf and East Coast and Mediterranean, Middle East, Indiana Sub-Continent and Southeast Asia ports. m



# Multi-modal workshop challenges traffic managers

The importance of military-industry partnerships in determining transportation solutions served as a continuing theme at the 599th Transportation Group's annual multi-modal traffic management workshop.

The partnership was stressed by the workshop's co-host, Col. Peter J. Gitto, Commander of the 599th Transportation Group.

"Collectively," said Gitto, "we can provide the most effective and best-value transportation services available."



*The U.S. Pacific Command Joint Service Color Guard detail parades the Colors during the opening ceremony of the multi-modal workshop.*

Almost 300 transporters attended this year's workshop, from Oct. 29-Nov. 2, at Kahuku, Hawaii. The event, in its eighth year, is co-sponsored by U.S. Pacific Command.

Top transportation leaders echoed Gitto's military-industry partnership theme, including William Villalon, President, American APL Logistics.

"We have so much to learn from one another," said Villalon.

"Some may assume—incorrectly—that developments in the commercial sector will always set the pace. In fact, nothing could be further from the truth.

By Terri Kojima  
Command Affairs Officer  
599th Transportation Group

"Indeed, the military 'invented' modern logistics, with (its) well disciplined concepts, such as advance staging and pre-positioning," said Villalon.

Some Department of Defense logistics concepts such as best-value contracts have been adopted by private enterprise, he added.

"This exchange of information cuts both ways and provides abundant justification for holding this excellent symposium," said Villalon.

Transporters should continue their quest for logistical innovations and information dominance, said Maj. Gen. Kenneth L. Privratsky, Commanding General of the Military Traffic Management Command.

"It's not only important to have information about a problem," said Privratsky. "What matters is having accurate and timely information to make decisions."

Privratsky had high praise for U.S. Pacific Command's accomplishments in reducing customer wait time over the last year, by one to two weeks, at ports in Korea, Guam, Okinawa, Japan and Hawaii.

"Fast lifts may be good," said Privratsky, "but don't maintain archaic work processes."

The military and industry should pool their ideas—

including continuous leverage of commercial capabilities—for further improved transportation, he said.

No matter their experience, military and commercial industry transporters found the workshop helpful with new issues and technologies.

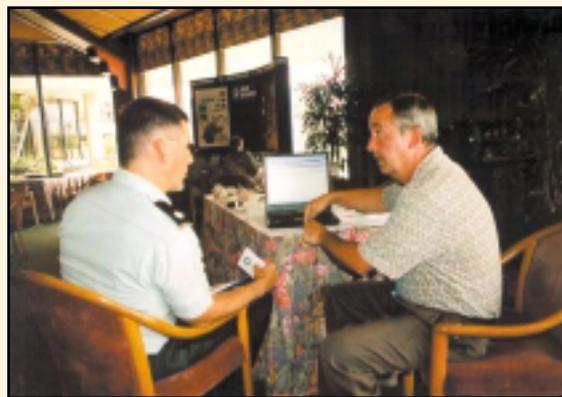
This is the fourth year Brad Baang, General Manager, Hawaiian office of BAX Global, Inc., Irvine, Calif., has attended.

"The Department of Defense is constantly reinventing and re-engineering itself," said Baang, "and we need to reinvent right alongside it, so we can continually support new and improved work processes and systems."

BAX Global maintains a fleet of commercial aircraft to provide heavyweight carrier services to the military.

"We are transporting things from Point A to Point B, and there are a lot of systems to be familiar with to get the job done right—and with as little customer wait time as possible," said Baang.

"We need to find out what government transporters' needs are, and then continue



*Lt. Col. Paul Oppenheim (left), of the 196th Infantry Brigade, Fort Shafter, Hawaii, talks with Lockheed Martin's John McDaniel, about Global Transportation Network.*

to combine our resources to be more effective.”

The heart of the workshop was the hands-on demonstrations and training, in applications such as the Integrated Computerized Deployment System, Automated Air Load Planning, Global Freight Management, the Global Transportation Network, Microchip Logistics, and the Transportation Coordinators’ Automated Information for Movement System II.

The mechanics of the Worldwide Port System were of interest to 1st Sgt. Jeff Enhuff, a transportation specialist at the Space & Missile Defense Command’s Kwajalein Atoll.

“Now I know exactly whom to contact to get Worldwide Port System and other technical information out to our location,” said Enhuff.

Face-to-face networking is a critical ingredient of the symposium’s success, said Enhuff.

This was the first year commercial transporters were invited to set up displays. This year’s participants included Federal Express, Roadway Express, and United Parcel Service.

“Face-to-face meetings build confidence levels,” said Cheryl Laney, of Federal Express.

“The symposium provided us the chance to disseminate information about our services as well as ask questions on how others handled certain issues,” said Laney.

“We need to continue having these workshops.”

The positive comments were echoed by Sgt. Robert Porkorski, U.S. Marine Corps Base-Hawaii.

“There are a number of new computer programs out there that would be very beneficial for deployments, load planning for ships and planes, and all the necessary tasks during Marine Prepositioned Forces offloads,” said Porkorski.

“I’m going to take this information back with me, and hope it gets implemented.” **m**

# Tightened MTMC policy briefed

An ongoing process has tightened up the security of Military Traffic Management Command’s munition shipments.

That was the message of Tom Hicks, Assistant Deputy Chief of Staff for Operations and Plans, to the Transportation Research Board’s Military Transportation Committee. Hicks presented a special report to the committee at the board’s annual meeting Jan. 15 in Washington, D.C.

“We’ve had great cooperation from commercial industry,” said Hicks.

Revised efforts were underway even before the terrorist attacks on America Sept. 11, he said.

The biggest change has come in the elimination of commercial trucking terminals for scheduling stops. Formerly, there were 25 to 30 such terminals. Under revised MTMC regulations effective Jan. 1, no terminals meet current requirements.

“There are some proposals,” said Hicks. “However, none is approved.”

Carriers now have an expanded list of Department of Defense installations if they require temporary stops, or arrive at non-duty hours.

Another area of heightened security



*Tom Hicks briefs Transportation Research Board members on MTMC’s revised munitions policy.*

involves munitions drivers.

“We found 70 percent of the drivers had a secret clearance,” said Hicks. “We decided to make it a requirement.”

The security requirement for drivers is effective in April.

MTMC handles between 45,000 and 50,000 shipments of weapons and explosives each year, said Hicks. Fifteen munitions trucking firms move the majority of the shipments; five of these firms carry out about 70 percent of the movements.

MTMC munitions shipments have an extraordinary safety record of transit, said Hicks. **m**



*Longshoremen move pallet of eight-inch artillery shells at Military Ocean Terminal Sunny Point, Southport, N.C.*

# Personal property one-time-only shipments automated

Thousands of service members worldwide have received the personal assistance of Shannon Worrell—and have never learned her name.

Each year, Worrell processes between 4,000 and 5,000 one-time-only personal property moves.

Until recently, Worrell did her work the old-fashioned way: manually.

The actions were critically important. One-time-only moves are international personal property shipments that go to, or from, non-controlled rate areas—typically, remote assignment regions, such as Africa and Southwest Asia.

A flood of e-mail messages and faxed requests have dominated the one-time-only section of Worrell and Angela Aguirre, who provides assistance.

Now, since Sept. 7, all personal property shipping offices have the capability to process one-time-only moves via automation, through the Transportation Operational Personal Property Standard System.

“My work responsibility remains the same,” said Worrell. “However, I am now able to concentrate more on the overview of the system, and provide quality assurance in the process.”

The implementation of this automation will reduce response time back to the requesting personal property shipping offices, and decrease the volume of incomplete or erroneous one-time-only requests previously submitted to MTMC.

“We started with the premise that there had to be a better way to process one-time-only moves,” said Collier. “It represented an absolutely crushing workload. It didn’t make sense to have so much manual work in an automated world.”

The automation process for submission and processing of bids was completed



*Shannon Worrell (right) and Angela Aguirre review an automated OTO request*

first. During this time, Dave Mullineaux took over the task to complete full automation between personal property shipping offices and MTMC. In the last year, tests were made of automated one-time-only moves at five personal property shipping offices.

“Now, instead of all the tedious key-punch processing, I can concentrate on assuring quality and meeting the suspense dates set by the requesting personal property shipping offices,” said Worrell. **m**

## Higher standards will boost moving safety

An initiative by the Military Traffic Management Command to increase operating and financial standards for movers will have a positive impact on safety.

That is the view of Charles Horan, Director of Enforcement & Compliance, of the Federal Motor Carriers Safety Administration.

“We want to level the field for the companies that do the right thing,” said Horan, who served 25 years in the U.S. Air Force, including a tour at U.S. Transportation Command.

“Getting the bottom feeders off the road means scrupulous carriers get a larger share of the business.”

Horan spoke Nov. 27 at a committee meeting of the American Moving & Storage Association in Baltimore.

By coincidence, MTMC’s move to strengthen personal property moves comes at a time when Horan’s organization is aiming for better enforcement of safety standards.

MTMC’s plans to speed international

personal property moves is supported by Kathy Grigsby, of Covan World-Wide Moving Inc., of Midland City, Ala.

“Since it’s 70 percent of our business, we always try to get along with them,” said Grigsby. “Let’s see how it works.”

Grigsby and her co-workers at Covan liked the recently concluded Full Service Moving Project.

“It was very profitable for us, a very good program,” said Grigsby, who knows both sides of military household goods shipments. As a former soldier, and wife of an Army helicopter pilot, Grigsby made six moves in 12 years of service.

Her experience as a customer makes her a more conscientious provider, she said.

“I’ve seen how important it is for the military to get its shipments in good shape,” said Grigsby.

She has a suggestion for “MTMCers” on the latest proposals.

“It seems as though they’re constantly putting together new programs. They need to give this one some time.” **m**

# MTMC Reservist wears Vietnam-era patch—again

**H**is unit's mission in Laos was secret. As a consequence, Master Sgt. Kenneth Mair never considered wearing his U.S. Army Support Thailand patch on the right

with a history degree in 1989. Wydock immediately began to research Mair's former unit.

"I take care of a lot of veterans and hear some stories that I never read in a book or magazine," said Wydock. "I knew there were forces in Laos, and I was eager to learn more about Mair's unit."

While reviewing records, Wydock made a critical discovery. In 1992, the Army publicly recognized personnel who had served in Thailand, Laos or Cambodia, from March 1961 to March 1973, and authorized the wearing of the U.S. Army Support Thailand patch.

"I felt Master Sergeant Mair had served his country for two years in

Thailand and deserved to be recognized for it," said Wydock.

The next challenge was finding U.S. Army Support Thailand patches.

After an extensive search, Wydock found a battle-dress uniform subdued patch at a local military clothing sales store. On the Internet, he located a Class A dress uniform patch through a military artifacts company.

Wydock proudly presented the patches to Mair at an informal birthday ceremony Jan. 15. He also

By Dorea Fowlkes  
Operations Center  
Military Traffic Management Command

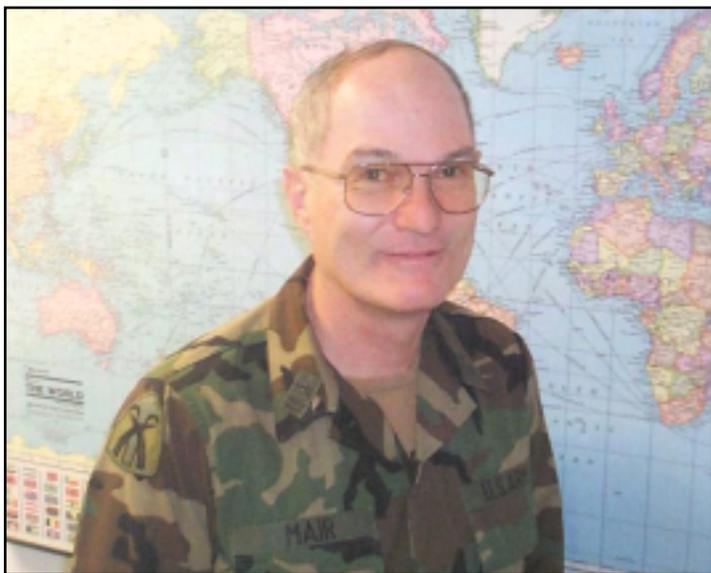
presented Mair with a display case containing the patch and several authorized medals.

"I am very proud to wear this uniform again, with the U.S. Army Support Thailand patch, for my support to a unit that I am very proud to recognize," said Mair.

Mair served in Korat, Thailand, with the undisclosed unit in 1969. For security reasons, members of the unit were not recognized for one of its missions in Laos.

Even after his departure from Thailand, Mair kept his duty assignment confidential for national security reasons. After his discharge, he worked as a computer programmer/analyst with an insurance company in Maine.

Mair joined the U.S. Army Reserve in 1981. He began working for MTMC's Plans, Readiness and Mobilization staff seven years later. [m](#)



*After 30 years, Master Sgt. Kenneth Mair, proudly wears a U.S. Army Support Thailand patch.*

shoulder of his uniform, which signified he was a combat veteran.

Anyway, that was over 30 years ago. When Mair left the Army in the spring of 1971, he forgot about it.

Now, thanks to the research of a fellow Reservist, Mair, the personnel services NCO for Individual Mobilization Augmentees, is wearing the patch again.

Capt. John Wydock met Mair when both men were mobilized for duty with the Military Traffic Management Command after the Sept. 11 terrorist attacks on America.

Wydock was intrigued to learn about Mair's participation in the Vietnam War, particularly his time served in Thailand. Although a registered nurse in Scranton, Pa., Wydock is an avid historian, graduating from Pennsylvania State University



*Capt. John Wydock used both the Internet and shoe leather to research the military history associated with his fellow Reservist.*

Biggest since 1973:

# Massive winter storm rocks Azores Detachment

**W**hen the huge winter storm with waves in excess of 40 feet hit in December, the Azores detachment sprang into action.

We had all the containers taken off the chassis to prevent them from overturning. Before the winds peaked, we had moved all the containers away from the pier side to ensure the contents were not damaged. It was good that we did. A few storm-tossed rocks hit the sides of containers over 75 feet from the shore.

The storm, which peaked Dec. 20, was quite the story here. Huge, towering waves battered the Azores and caused damage to our port area. For the first time since 1973, a part of the breakwater collapsed. The breakwater protecting the military port complex on the island of Terceira is comprised of massive concrete tetrapods, each weighing 38,200 pounds. Some of these tetrapods were moved up to 100 feet by the wave action.

Operations at the commercial port were impacted by the storm and the breach of the breakwater in three locations. The pier area lost about 10 percent of its area due to the waves. The retaining wall there, comprised of concrete three-foot thick and about 40 feet from the ocean, collapsed in at least two places. Consequently, there was little protection from subsequent waves.

Ships were not able to enter the harbor. The tanker Mormacstar was due in port on Dec. 20 but delayed until Jan. 1. Port officials were forced to relocate several hundred containers. Fortunately for the Azores community, the pre-Christmas timing of the storm meant scheduled shipping activi-

ty was light.

Ships were able to reuse the port again by Christmas Day. One of the first ships to enter port was the Strong Patriot, our resupply ship which carried MTMC cargo from the United States. The weather was still rough with winds of 55 mph and rain but we completed cargo operations in 10 hours and kept the ship on schedule.

Repairs at the port will take at least two

By Kevin Burns, Director  
Azores Detachment  
Photos by Tech. Sgt. Scott Johnson  
and Guido Melo

refresher courses Mother Nature does it for us. As I write this article, this very mild winter day with winds only reaching 75 mph, there was a weather-related incident at the base. A driver neglected to secure an aircraft pallet on a trailer. The wind caught and flipped the pallet over. The weight of that pallet and cargo is about four tons. No one was hurt, however the cargo of lettuce and milk suffered some loss.

I believe that I was actually one of the few who suffered an economic loss in the storm. On my way to work Dec. 21, a tire on my car struck a storm-tossed rock and caused a puncture. It is not fun to change a tire in an 80-knot wind.

A military terminal unit has been in the Azores since 1952.

At one time the port had a staff of more than 200. With the introduction of the efficiencies and economies of shipping containers, the mission is conducted today with a staff of 14. **m**



*Massive waves batter Azores port on the island of Terceira.*

years and are estimated at \$6 million. The impact on residential areas was limited. About 20 coastal homes were affected – some had first-floor flooding. Most of those residents went to stay with friends or relatives. In the case of American military personnel, they moved on to the installation.

The impact on operations here at the detachment was minimal. We are well versed in operations under adverse weather conditions. If we do not provide regular

*Staff Sgt. Ronald Bailey, base historian, inspects damage to retaining wall and pier apron.*



Azores:

# MTMC movements assure success of demolition

**M**TMC's Azores Detachment unloaded engineering equipment from the MV Strong Patriot that was put to work by soldiers within 24 hours.

Synchronized traffic management created a win-win situation for both the American military and our hosts, Portugal and the Azores Islands.

The end result was the successful dismantling of the 100,000-barrel, U.S. Air Force-owned Cabrito underground oil storage, which had not been in use

By Kevin P. Burns  
Director of Operations  
MTMC Azores Detachment  
and Maj. Ralph J. Riddle  
Executive Officer  
839th Transportation Battalion

since 1983. The job was completed in July.

For us, the project began April 23, when 30 engineering vehicles from the 225th Engineer Group, of the Louisiana National Guard, were discharged from the Strong Patriot. While the vessel has a 300-container capacity, the vehicles required about one-third of the space and approximately 10 percent of the dead weight—using a combination of deck space, flat racks and containers.

The Louisiana National Guard soldiers worked six-day weeks for three months to complete the job. The Azores are considered a sub-tropical climate, but the work was often accomplished in rain, fog and high winds.

The project is an example of one of the non-traditional support requirements

handled by MTMC.

Planning for the demolition project began back in 1996. The last hurdle, a funding source for the Louisiana National Guard, was confirmed six weeks before the equipment was to move.

Much of the success of the discharge and subsequent loading goes to our customers, members of the Louisiana National Guard. They provided complete cargo data and timely coordination.

We know the Strong Patriot very well. It delivers about 95 percent of the Air Force's Lajes Field Base supplies. The vessel also carries privately owned vehicles, personal property, commissary and post exchange goods to the islands. A

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*See Azores, pg. 50*



*Serenity prevails at site of dismantled underground 100,000-barrel fuel tank*

# Army - Navy teamwork loads Fast Sealift Ship

Soldiers and civilians from MTMC's 599th Transportation Group headquarters got some hands-on traffic management experience when the USNS Algol arrived in Pearl Harbor recently.

Army transporters partnered with members of the Navy's Fleet and Industrial Supply Center to load the Algol, one of eight Fast Sealift Ships operated by the Military Sealift Command, over two days.

The Fleet and Industrial Supply Center ran the terminal activity while soldiers from the 25th Infantry Division ran the port support activity.

"The safe and effective load of a Fast Sealift Ship is a terrific training opportunity for the 599th," said Col. Peter J. Gitto, Commander.

"The planning, coordination, and hands-on execution validate our readiness for worldwide deployment," said Gitto.

A deployment support team began work Dec. 15, during the staging and loading of the 946-foot Algol.

In all, 382 pieces of cargo were loaded for the 25th Infantry Division (Light), which will be conducting training for Task Force Eagle at Fort Polk, La. Some 1,200 Schofield Barracks-based soldiers are scheduled to deploy in late March as part of a peacekeeping mission in Bosnia.

By Terri Kojima  
Command Affairs Officer  
599th Transportation Group

the Worldwide Port System on the Fast Sealift Ship.

"The upload was an excellent training opportunity in automated cargo documentation with Worldwide Port System scanners," said Master Sgt. Dian Vaz.

Transportation planner David Bertao appreciated the chance to maintain proficiency with loading operations and characteristics of a Fast Sealift Ship.

"As a member of a deployment support team, it's good to keep up with procedures and be knowledgeable about the ships we may work with on future missions," said Bertao.

"This exercise provided us with the chance to identify any problem areas, while loading in a homeland environment that affords flexibility," added Bertao.

"Although it was a small load, the exercise was challenged by fluctuating vehicle numbers during the upload," said .

"However, smooth coordination and flawless communication among the various working components were key to the success of this strategic lift," said Pappalardo.

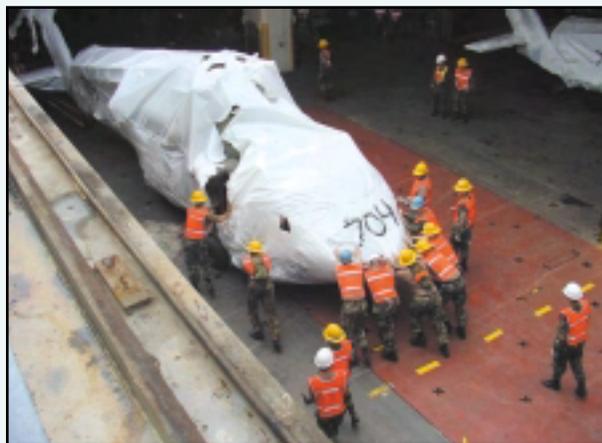
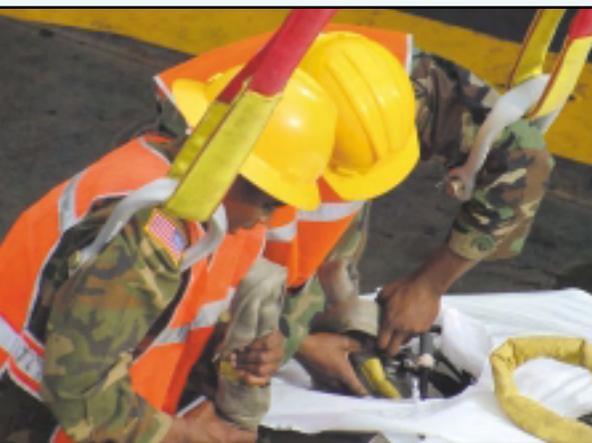
With the loadout completed 15 hours ahead of schedule, the Algol departed Hawaii on Dec 18 for Beaumont, Texas. At the completion of the Fort Polk training, the equipment will be shipped to Bosnia. m

"Smooth coordination and flawless communication among the various working components were key to the success of this strategic lift."

—Peter Pappalardo,  
Supervisory Marine Cargo Specialist  
Fleet and Industrial Supply Center

MTMC transporters worked with stevedore laborers and Navy personnel on equipment tie-downs, hazardous material compatibility and cargo documentation.

MTMC soldiers and civilians praised the experience gained on working with



Left: 25th Infantry Division soldiers from Task Force Eagle remove sling straps from helicopter. Right: Soldiers move Blackhawk helicopter aboard the USNS Algol.

# Busy port work includes visit by a favorite ship

The Balakleya is a familiar silhouette and a favorite ship to the transporters of the 950th Transportation Co.

Although we were busy, we were glad

pieces of cargo for a task force of 10th Mountain Division American peacekeeping forces bound for Kosovo.

This vessel is one we remember well. It has huge cargo holds – the entrances are

By 1st Lt. Chris Heiby  
Operations Officer  
950th Transportation Co.



*Balakleya, built to carry Soviet tanks, now is often used to carry American peacekeeping equipment to the Balkans.*

to see it again in October when it stopped by Bremerhaven with a big load of equipment bound for Kosovo.

We like the Balakleya because it is a paradox of the ocean. It was built to carry main battle tanks of the old Soviet Union. These days, the Balakleya is privately owned and is often used for moving the equipment of American peacekeeping forces.

As we walk the ship's decks we muse how this giant ship of the sea is being put to good use – good use indeed.

When the Balakleya called this time, it was a busy time for us. We were working four ships at the same time from Oct. 11-14 – either in Bremerhaven or nearby Nordenham.

This trip, the Balakleya discharged 800

some 20-feet in diameter to allow entry of the main Soviet battle tanks. Unlike comparable American ships, the Balakleya was designed to carry hundreds of troops and had a sauna and gym specifically for their morale.

Meanwhile, in Nordenham, we were simultaneously discharging 20 M1 tanks from the Faust.

These operations in Nordenham and Bremerhaven went on around-the-clock," said Maj. Robert Steigerwald Jr., Commander.

Meanwhile, we had a very challenging discharge in Nordenham, located just across the Weser River from Bremerhaven. Our

mission was to discharge 719 containers of ammunition from the Dutch vessel Singelgracht. These containers had to be segregated for six different locations in three different countries. We then had to load 150 of these containers for transshipment on two different vessels. We loaded some on the German coaster Bavaria bound for Norway and reloaded the remainder on the Singelgracht bound for Sweden.

The remaining containers were loaded on trains bound for U.S. Army Europe and U.S. Air Force Europe destinations in Southern Germany.

How tough were the three simultaneous missions?

"These operations stretched our unit to its limits," said Steigerwald.

Our company is a part of the 838th Transportation Battalion, in Rotterdam, the Netherlands.

*Bram de Jong, Chief, Command Affairs, 598th Transportation Group, assisted in the preparation of this article.*

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*Dieter Beckmann documents vehicle discharged from the Balakleya.*

# MTMC validates new port of entry to Bosnia theater

By Capt. Samuel Miller  
and Staff Sgt. Gloria Green  
839th Transportation Battalion

Only a few years ago, equipment for American peacekeeping troops in Bosnia arrived by train via a long, elongated route.

When we began using Rijeka, Croatia, in August 1998, we cut two weeks off the shipping time and sped the flow of helicopters to theater.

Now, the 839th Transportation Battalion has opened a new Adriatic Sea gateway for Bosnian peacekeeping movements.

We have validated the use of Koper, Slovenia, as an entry point for equipment movements. MTMC transporters moved a task force of 29th Infantry Division troops from the Virginia and Maryland National Guard in August. Later in October, we rotated the 3rd Infantry Division, Fort Stewart, Ga., back home.

This successful action provides us with a rotation port location.

The operation had a special twist because the peacekeeping cargo moved through two overseas ports.

Aviation cargo was handled in Koper, while non-aviation cargoes and vehicles were the responsibility of MTMC's 950th Transportation Co., in Bremerhaven, Germany.

For us, the operation began in early August, with the arrival of the MV Express, carrying cargo from Howland Hook, N.Y., and Beaumont, Texas. The vessel carried 36 helicopters. The rest of the 84 pieces of cargo included containers and vehicles.

We had no problems with the latter cargo. The helicopters presented a challenge. They had to be towed over 600 meters from the ship's ramp to the staging area. This is a long tow. We were presented with several challenges that ranged from traffic management to risk assessment.

Once in the staging area, the aircraft were immediately assembled by DynaCorp contractors for the direct flight into Bosnia. The remaining containers and vehicles were shipped out by rail.

We were back in Koper in late September to return the equipment of the earlier task force home. The last helicopter to be shipped arrived Sept. 29.

Loading of the USNS Pililaau, a large, medium-speed, roll-on/roll-off ship began Oct. 3. To load the 39 helicopters, a steep ramp from ship-to-shore presented the



*Using plywood sheets as dunnage, MTMC port workers ease movement of Black Hawk helicopter from Koper pier to USNS Pililaau. Photos by Robert Tilson & Gino Orsin*

biggest challenge.

Under such conditions, you can never be too careful. The first UH-60L Black Hawk took over an hour to load. Due to the steep grade, the nose of the helicopters passed very close to the ground as the helicopter was towed backwards up the ramp. And, at the top of the ramp, extreme caution had to be taken to protect the aircraft frame from coming in contact with the ship's superstructure.

We took a number of steps to lessen the ramp grade. They included:

- Adjusting helicopter struts,
- Using plywood sheets as dunnage, and
- Shifting ballast to the stern to decrease the loading ramp angles.

The steep incline of the ramp presented us with an even greater challenge as we began to load the OH-58, Kiowa

*See "Bosnia," pg. 50*

*Tractor eases OH-58, Kiowa Warrior aboard ship*



# MTMC transporters show grit at dockside

By Leesha Saunders  
Galery  
Legislative Liaison  
MTMC Headquarters

The digital pictures leap out of the computer monitor.

Military Traffic Management Command cargo is moving with inches to spare from the ship's bulkheads.

The body language of the transporters shows it all—excited energy and fatigue at the same time.

That is part of the breadth of working at the command. Some transporters work at the relative comfort and safety of a computer workstation. Others push cargo at dockside with all the known—and unexpected—hazards.

The late August discharge at Koper, Slovenia, on the Adriatic Sea, shows it all: grit, drive and determination.

“The job is never ordinary,” said Robert Tilson, Systems Administrator with the 839th Transportation Battalion, in Livorno, Italy.

“It takes experience, experience, and experience.”

Transporters often do not realize what challenges a port action will present, said Tilson.

He should know.

Tilson has made numerous overseas trips to the Balkans and this year's Bright Star exercise in Egypt.

“It's hard to know what stubborn puzzles will be encountered in the effort to get a ship loaded or discharged,” said Tilson.

You can see it all in the digital camera images.

In super-tight conditions, two transporters stand only feet apart, meticulously eyeing the movements of an invaluable



*Equipment bound for Bosnia peacekeeping duty is loaded in Koper, Slovenia.*



*Transporter assures safety by watching each inch of a helicopter's discharge.*

Black Hawk helicopter. One man uses his thumb and forefinger to signal another of the almost negligible space remaining between the aircraft and the ship's bulkhead.

If the smallest fraction of space is lost, the results could be disastrous.

The men look intently, not flinching, as

the helicopter is inched up the loading ramp.

Experience and skill have not lessened their attention to detail—on the contrary, they have made it their priority.

Tilson has sage advice: Nothing about loading and unloading equipment is average or taken for granted.

Answering questions over e-mail, Tilson and other transporters display pride in their work.

“We get stuff all the time that's hard to unload, has the wrong documentation, is sensitive or hazardous, and isn't marked,” said Tilson. “We pride ourselves in loading it right.”

Sometimes the cargo has to be inched on or off a ship. By the same token, it has to be moved carefully to an from railroad cars. A single misstep is unthinkable.

And Tilson knows a customer is always waiting.

Transporters should keep these rules in mind, he said:

- Fatigue is no excuse for not doing your best.
- Give your best, and you will make a difference—even if you don't have the experience.
- Be meticulous and concerned about your work.

• Do not overlook “something sloppy or just not right.” Take charge and correct it.

• We are the Army—we exceed what is required.

• Take pride in a job well done. The

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*See “Grit,” pg. 50*

# Veteran transporter recounts MTMC changes

**L**en Priber worked until the last day and the very last hour before his retirement begins.

That was no surprise to those who know the dynamic former Chief of the MTMC International Customer Service Branch.

Priber, 59, thrives on the action-packed challenges and colorful personalities of international shipping.

But after 42 years of government service, including four as a uniformed soldier, Priber's focus has now turned from caring for customers to spending more time with his family, as well as his passion for restoring older Victorian homes in his hometown of Meadville, Pa.

"I wanted to retire four years ago," said Priber, a veteran of MTMC's Joint Traffic Management Office.

"But things at MTMC were too exciting."

Priber said he stayed in order to work through the many issues associated with the closure of MTMC terminals at Bayonne, N.J., and Oakland, Calif., and the creation of the Deployment Support Command. He also wanted to work on the re-engineering of ocean contracts.

"It's hard to drop the ball in the middle of a project. I like to see the outcome of things."

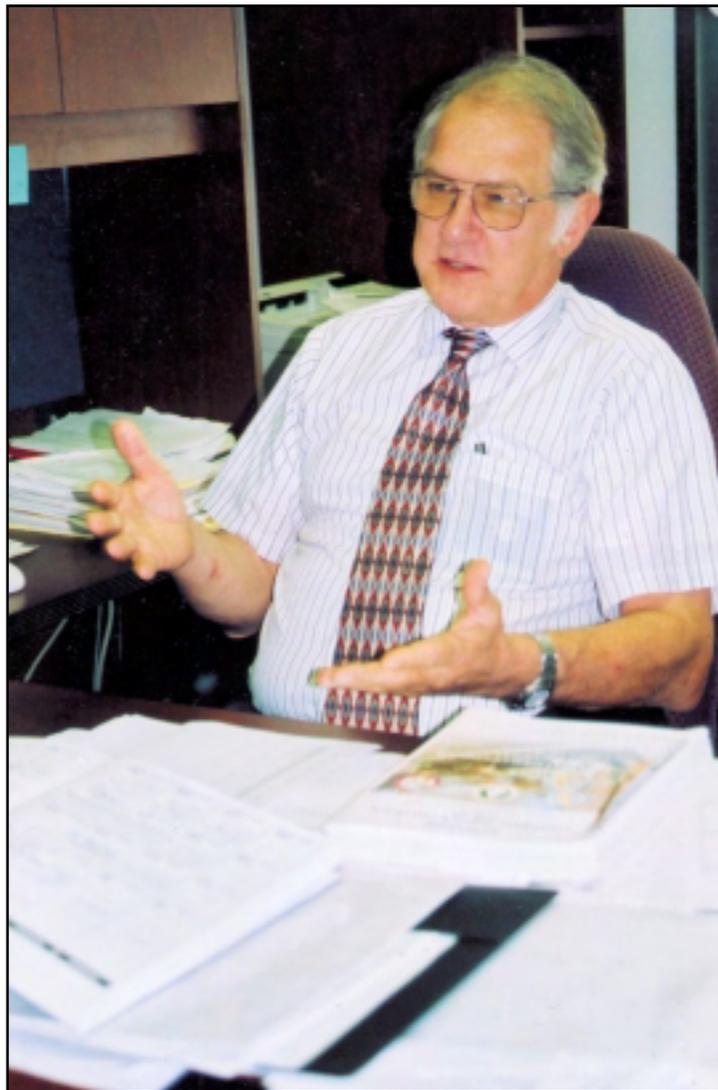
During his tenure at MTMC, Priber has seen many changes.

"If I had to choose my proudest moment at MTMC, it would be the way we came together as a command during the Gulf War," he said.

The military and commercial sectors

worked as a team during the conflict, said Priber.

"For the first time in my career, we had an opportunity to execute the premise of doing in peacetime what was required for a wartime situation. It really worked, and



*Len Priber plans to work every minute until the moment his retirement begins.*

I think it was our first real experience of testing this partnership with industry."

Experts from the commercial transporta-

by Corenthia Libby  
Public Affairs Specialist  
MTMC Headquarters

tion world accelerated MTMC's learning curve in the crisis, he said.

"Everyone was involved, seven days a week, providing support to our soldiers and the war-fighting commanders," said Priber. "All your training is geared toward an operation like that; to actually get the chance to use your training and skills is rewarding."

"I'll never forget it."

Priber began his MTMC career in 1973. What followed was both challenging and rewarding, not only for him, but also for the command.

"Every day something different happens to make you think and use your creativity and common sense. I really got a lot of satisfaction from helping people who called with a problem," said Priber.

"You can't find all the answers in a book. Sometimes you just have to use your own initiative to help a customer or resolve an issue."

Over the years, Priber also worked in the areas of planning and passenger movements.

"The past 26 years have been very rewarding," said Priber.

"I witnessed the progress in moving from Department of Defense organic assets to the worldwide capabilities of commercial carriers."

"There have been many changes in the way we do business these days," said

“There is a phrase, ‘magnetic personality.’ ... There are people of wonderful conductivity who draw rather than repel the tenuous and tentative approaches that we call human relationships.”

“Mister Roberts,” by Thomas Heggen

Priber. “There’s more interaction, and linkages between the MTMC offices and our efforts require more teamwork.”

There have been big changes in the command’s relationships with ocean carriers.

“There’s more teaming with carriers now than before,” said Priber.

“To improve business processes, the government now encourages industry to participate in efforts to re-engineer and streamline the way business is done with commercial carriers.

“There is no longer the ‘Department of Defense way.’ We’ve become more flexible in accepting commercial practices.”

Priber takes great pride in the recently announced Universal Service Contract 03 for worldwide ocean transportation services, in which he played a major role.

“We were able to capitalize on the expertise of professionals who have many years of experience and have been doing that same thing for their commercial customers,” said Priber.

The \$325 million contract, which started Sept. 1, will move more than 100,000 containers and non-containerized cargo.

The document reflects continuing improvements in MTMC’s ocean carrier documents, he said. As an example, the contract reduces the number of rates and simplifies terms.

While the previous contract had more than 25,000 different rates, the new contract has about 10,000 rate listings.

Stay tuned for Universal Services Contract 04, said Priber.

“I think we’ve made significant progress,” said Priber. “However, after

experience with Universal Services Contract 03, I’m sure that shippers, carriers and cargo managers will identify opportunities for further improvements.”

A best-value contract was achieved without additional costs to customers, said Priber.

“When we moved from low cost to best value, we improved service significantly.

“Even contractors support best value, because they now have an opportunity to compete on the basis of service and not just costs.

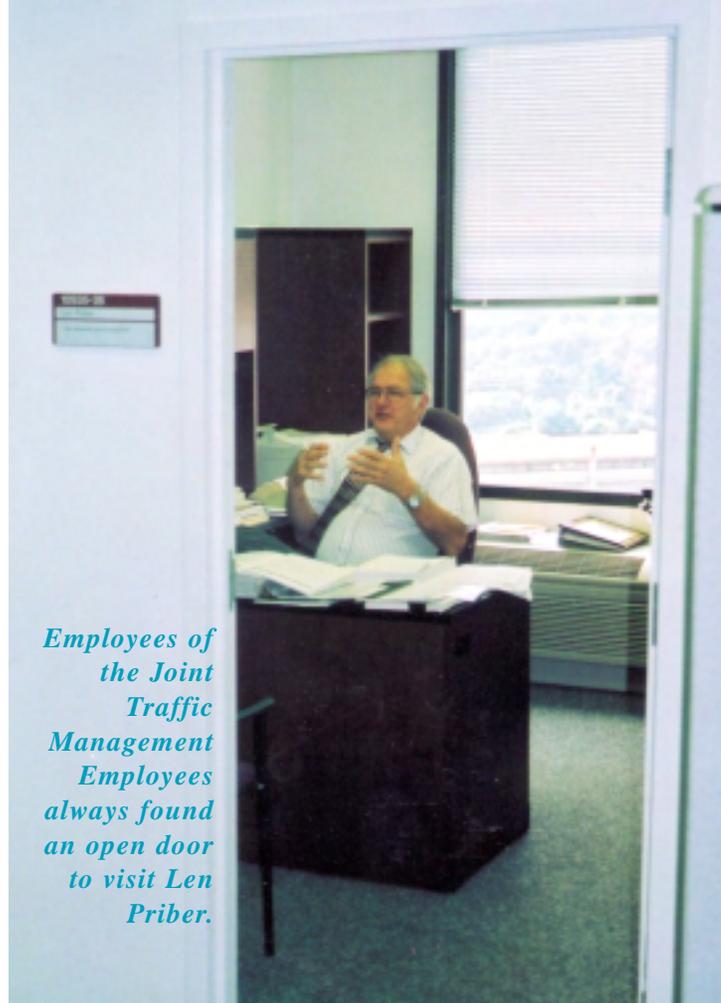
“They’re on board in this approach for contract negotiations.”

Like a well-kept journal, Priber has lots of fond memories. When asked what transformation affected his career the most, he names the Joint Traffic Management Office.

Priber helped establish the office at MTMC in 1997. The organization centralizes the traffic management of ocean transportation shipping within the Department of Defense. Its development set the stage for a closer relationship with industry and the streamlining initiatives of the Universal Service Contract.

“It’s exciting to create something that’s a real winner,” said Priber. “You try an initiative, and if it doesn’t work, you try something else.

“MTMC supports flexibility and innovation, which made my job challenging and worthwhile.”



*Employees of the Joint Traffic Management Office always found an open door to visit Len Priber.*

“I don’t think I ever had a day when I couldn’t think I made a difference and provided some value for the Department of Defense shippers.

“My former teammates feel the same way. We understood and complemented each other. There was a lot of synergy on our team.”

What advice does he have for new employees?

Be prepared for change, said Priber.

“There is lots of re-engineering taking place, making it easy to be frustrated. Be part of the process. Be involved. Give input for resolving situations and let your ideas be heard.”

Priber had talked about leaving for years. Is he gone this time for sure?

“I’ve got to stay away from Bill Lucas,” said Priber, referring to MTMC’s Deputy to the Commander.

“He’s been coming up with these challenging assignments for the past few years, which were impossible for me to refuse. I’m concerned he might convince me to come back for Universal Services Contract 04.” m

## Strategic Plan

*Continued from pg. 9*

ance measures, target dates and resource requirements.”

Formulation of Strategic Plan 2002 by developers was assisted by a focused approach, said Virginia King, Deputy Chief of Staff for Personnel and Logistics. The approach will allow MTMC to monitor its progress based on measurable results, she said. As an example, MTMC statistical progress can be compared against goals in the Government Performance Results Act. MTMC’s use of the Strategic Management System was supported by the Logistics Management Institute, of McLean, Va.

“We followed a structured planning method called the Strategic Management System,” said King. “It’s based upon the Balanced Scorecard approach that MTMC adopted to spell out its strategic direction, communicate expectations and measure progress.”

“The Strategic Management System makes it easy to develop strategy, said Larry Conner, Organizational Improvement Program Manager. “The organization can tailor the system to



*Virginia King (right) and Teresa Hall review a printed version of MTMC’s Strategic Plan 2002. The new plan will continue the command’s organizational and process improvement.*

meet its needs.”

The work of the development team began in June when Privratsky asked Col. Tom E. Thompson, Chief of Staff, to review the command’s original strategic plan and create a successor.

There should be a number of key objectives, he said. They include:

- Dominance of information management.
- Leverage of commercial capabilities
- Redefinition of MTMC traffic management.

“This task that you are undertaking is critical to our future,” said Privratsky, in his tasking for a new strategic plan.

Team members reviewed Strategic Plan 2000. To better understand metrics and performance measurement, several team members also attended a related workshop.

Once the planning group came together in early September, team members

approved the concept and identified a four-month timeline for updating the command’s strategic plan.

Additional copies of MTMC’s Strategic Plan 2002 are available from the Command Affairs Office at [pa@mtmc.army.mil](mailto:pa@mtmc.army.mil). **m**

# Is that supposed to be ‘fun’?

*Sgt. 1st Class Christopher Dixon leads Korean Army Augmentee members of the 837th Battalion in some push-ups at the Annual Polar Bear Swim at Haeundae Beach, Pusan, Korea. The ocean event is about 500 meters long and takes place every January—in freezing temperatures. Brrrrr ... anyone for a heated indoor swimming pool?*



## Challenge

*Continued from pg. 8*

seaport operations, it was an interesting and important experience I can use for further missions,” said Wolfgang Scherer, Chief Operations Branch, Rhine River Detachment.

“It was very interesting to look at how things are handled in seaport operations. I had the chance to look into everything, such as the Integrated Computerized Deployment System, receipt of cargo and vessel upload.

“The Integrated Computerized Deployment System was especially impressive.”

Bart Fiegel, Terminal Manager, of the 838th Transportation Battalion, praised the cooperation between the different organizations that worked together in the port.

“No glitches,” said Fiegel. “Everyone worked together.”

The Balakleya is well known to the 598th Transportation Group. The Ukrainian ship was originally built to carry Soviet heavy combat equipment. Since 1999, MTMC has used the ship for a number of missions.

For more information on the Balakleya in this issue, see “Busy port work includes visit by a favorite ship” on page 43. [m](#)

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## Cutting edge

*Continued from pg. 27*

System. So, in fact, we worked on two distinct tasks for each discharge.”

A strong working partnership exists among the military services and their parent units, said Archuleta.

“Being deployed here presented a number of personal challenges to team members, since it was on short notice, and expected to be of limited duration—less than 30 days,” said Brewer.

“When the decision was made to keep the team deployed 90 days, it meant we had to rely on family and friends at home station to take care of personal business.”

Lucero, who just completed his first month at the site, misses his wife and two young children, but he is excited about his work and the mission.

I watched Lucero wolf down a breakfast of “tosilog” (Philippine-style cured pork), garlic rice and scrambled eggs.

“It’s not like mom’s home cooking,” said Lucero, “but you know, it comes pretty close.” [m](#)

## Letters to the Editor

### *Thanks for recognition*

Dear Editor:

The Polish Army Veterans Association of America thanks you for your recognition in the most recent TRANSLOG magazine.

We were quite humbled to see the significant number of pages dedicated to the Polish Armed Services Day celebration. The annual event is very important to us, but we never expected the honor you bestowed upon us with such a prominent story in one of the military’s most prestigious publications.

Warmest personal regards,

Hieronim Wyszynski  
National Commander  
New York, N.Y.

### *Proud of MTMC*

Dear Editor:

Every TRANSLOG is better than the last! I do believe I read every word in the last one! Our General was super in the pictures at Doylestown! Maybe I told you that Al’s sister and brother-in-law lived and died there, and both are buried there at the Shrine of Our Lady of Czestochowa.

The Operations Center framed the picture of me bringing food to them and presented it to me at the Operations party. From that occasion until Christmas, I took a complete lunch to them once a week. All that cooking renewed my culinary skills and I really enjoyed it. Sure miss MTMC! I am still in touch with employees of Pricewaterhousecooper, National Defense Transportation Association, John Warren, and many other older MTMC retirees.

Again, congratulations to you and your staff on the beautiful magazines.

Affectionately,

Maxine Bonniwell

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### *Letters Welcome*

*TRANSLOG welcomes letters to the Editor for publication. Letters should be submitted to: Editor, TRANSLOG Command Affairs Office; Military Traffic Management Command Headquarters; 200 Stovall St., Room 11N57; Alexandria, VA 22332-5000. Letters may also be sent by fax to (703) 428-3312, or by email to [pa@mtmc.army.mil](mailto:pa@mtmc.army.mil).*

## Grit

*Continued from pg. 45*

feeling of satisfaction is better than the guilt of a slipshod shipment.

- “Live for the team and the team lives to lead.”

Preparation is important, said Tilson. One of the best ways to get prepared is to participate in a Rock Drill, an organized process to rehearse all the activities associated with a port action.

Also, adds Tilson, success comes to those who walk the area and discuss the work to be performed.

That advice gets firm endorsement from Lt. Col. Cheryl Mann, Chief, MTMC Operations Center, Alexandria, Va.

“The Rock Drills set the battle rhythm for the unloading,” said Mann. “Basically, you have all the people involved talking through the entire process.”

Looking at the digital photos of the Koper discharge of the 29th Infantry Division task force, Mann shakes her head in amazement.

“The transporters in the field deserve any praise I can give,” said Mann. “It is a hard, high-quality job they do. At the same time, they do it safely.”

Tilson, and other soldiers, civilians and foreign nationals who make up MTMC’s deployment support teams will go forth again and again. After a while, the trips to distant ports blur together.

When the job is all done, Tilson and his fellow transporters will have learned each other’s strong and weak points.

“We argue the way a family argues,” said Tilson. “In the end, we help each other grow.

“One person’s strength will cover another’s weakness. We mesh as a machine.” **m**

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## Azores

*Continued from pg. 41*

reliable schedule, and the support of the Van Ommeren shipping firm, allows the Air Force to cut its routine supplies stockage requirement by more than 10 percent.

When we loaded the equipment July 30 back on the Strong Patriot, we had some of the Louisiana National Guard soldiers help out.

The engineers provided great assistance in identifying sling points and moving equipment. Later, they assisted longshoremen in placing oak planks under the tracked equipment.

The loading of the ship would have taken many hours longer, had it not been for the motivation and assistance of the National Guard members. **m**



*Heavy equipment is lifted aboard the Strong Patriot*

## Rivera-Rivera

*Continued from pg. 7*

dreds of boxes that were onboard the ship. From what I observed, we had a very smooth operation in a very difficult tasking. There were containers stowed below deck that needed to be discharged. Some of the containers above deck were staying on the ship.

Careful planning by our deployment support team prevented lots of double handling and set the tone for effective and efficient cargo operations.

Now, more than ever, I’m truly convinced that we are vital for the completion of updates for the Worldwide Port System and Global Transportation Network to ensure in-transit visibility. Our presence there is of tremendous assistance to those who have to actually unload the cargo. I spoke with several of the Navy port operators there. They all agreed with me that our people are very valuable in contributing to their efforts.

It is an honor to chronicle a small part of the deployment support team’s very valuable work and loyalty. Looking forward to seeing as many of you as possible at the 2002 MTMC Training Symposium in Dallas, March 24-29.

Sincerely,

Sgt. Maj. Gonzalo Rivera-Rivera **m**

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## Bosnia

*Continued from pg. 44*

Warrior, aircraft.

We added additional shoring to the base of the ship ramp to diminish the grade. Needless to say, the John Deere tractors and operators were priceless in maneuvering their valuable charges.

Another challenge was the heavy dew that made the ramp slippery. We put sand on the ramp to provide traction. Inside the ship, we used extra ground guides and carefully turned the helicopters at a much slower pace.

We finished the loading the same day – the last helicopter was secure at 8 p.m. Two hours later, Pililaau sailed for Savannah, Ga.

Another reason for the operation’s success was the battalion new laser scanners which we fielded in August.

The new scanners are better equipped. They provide an internal program that secures the data from loss. We quickly forwarded this documentation information to the 841st Transportation Battalion, Charleston, S.C.

Our MTMC colleagues there would need the documentation information when they discharged the Pililaau in Savannah. **m**

## Port rates

*Continued from pg. 10*

Andrews. “I hope we can have a fourth consecutive cut in fiscal year 2004.”

MTMC customers will see their budgets go further with the cuts.

Shippers requiring port handling services will achieve the biggest savings. In fiscal year 2001, the Army was MTMC’s biggest customer with a 40 percent share of its port operations business.

“We’re thrilled,” said Nelson Chandler, of the Force Projection and Distribution Directorate, of the Army’s G-4 Staff, Pentagon.

“This will make our budget go a lot farther and help reduce the unfunded requirements we face each year,” said Chandler, Chief of Transportation and Distribution Policy.

“Quite simply,” said Chandler, “our funding will do more for us now.”

“Some of the savings will enable us to better support the Army’s transformation goals as we move from heavy M1 tanks to lighter, and more transportable, wheeled vehicles,” he said. “Reduced transportation costs serve to lower the cost of Army modernization programs when new equipment is fielded and existing equipment is redistributed.”

The Army ships ammunition, equipment and supplies of all kinds. Specific cargoes vary from War Reserve ammunition to the household goods of Army families. **m**

## People

*Continued from pg. 6*

get a track of the aircraft when we felt the building shake.

To this day, Handy is not sure if he actually heard the explosion—or just sensed the noise.

“We didn’t know an aircraft had been hijacked at Dulles,” said Handy, referring to American Airlines Flight #77.

The Boeing 757 aircraft crashed into the opposite side of the Pentagon from his office.

Handy was evacuated by helicopter to nearby Bolling Air Force Base, D.C., and continued his work.

The next day he was back at the Pentagon—while a fire still raged on the building’s roof.

That experience gives Handy an added edge and enthusiasm for his new job.

“I have a feeling of a hands-on ability, frankly, to strike back,” said Handy. “Now I have taken over a command that is doing something.

“That’s exciting.”

Recently, Handy said he had an experience to visit “Ground Zero,” the site of the World Trade Centers.

First, he said, he felt anger. Later, he felt “overwhelming sadness.”

“The impact changed every single one of us for the rest of our lives.” **m**

## Bright Star

*Continued from pg. 13*

and carry our M-40 gas masks.

We charged on!

I have many favorite memories of the exercise. Perhaps the one I remember most poignantly is the Nov. 16 promotion of Capt. John Myhre, 840th port operations officer, aboard the USNS Fisher.

Col. John Brown, Commander, 598th Transportation Group, pinned the captain’s rank on his soft cap, and Sgt. 1st Class Sidney Storr and Rice presented him a hard hat with the same rank.

At the conclusion of the deployment phase, I returned to Izmir and entrusted the entire redeployment phase to Compton. Our team completed its mission Nov. 24.

We had an unexpected postscript to our mission. The unit received a plaque from the Egyptian Ministry of Defense that required President Hosni Mubarak’s approval—one of only three received by American forces.



*Plaque from Egyptian military cites MTMC’s work*

This is the first time MTMC has received this honor. We will display it proudly at our headquarters in memory of the partnerships and friendships the exercise forged.

The entire 840th team deserves credit. As a result of other missions, there were times when we had only three individuals in Izmir, led by Master Sgt. Patricia Green, to continue the mission of supporting our customers in Turkey.

There is another mission: while we were in Egypt, terminal manager Alp Ertugrul led the first-ever deployment of a team composed only of Turkish nationals.

Ertugrul led our team in exercise Early Victor in Jordan, in both the September and November deployments. The cargo was 311 pieces of 5th Special Forces Group vehicles and equipment.

Others on the team included Asli Dogu, Tarkan Koncuk and Huseyin Tartar.

How well did they do?

In the loading phase of the operation, they finished two days ahead of schedule, and without any damage to equipment or injury to personnel. **m**

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