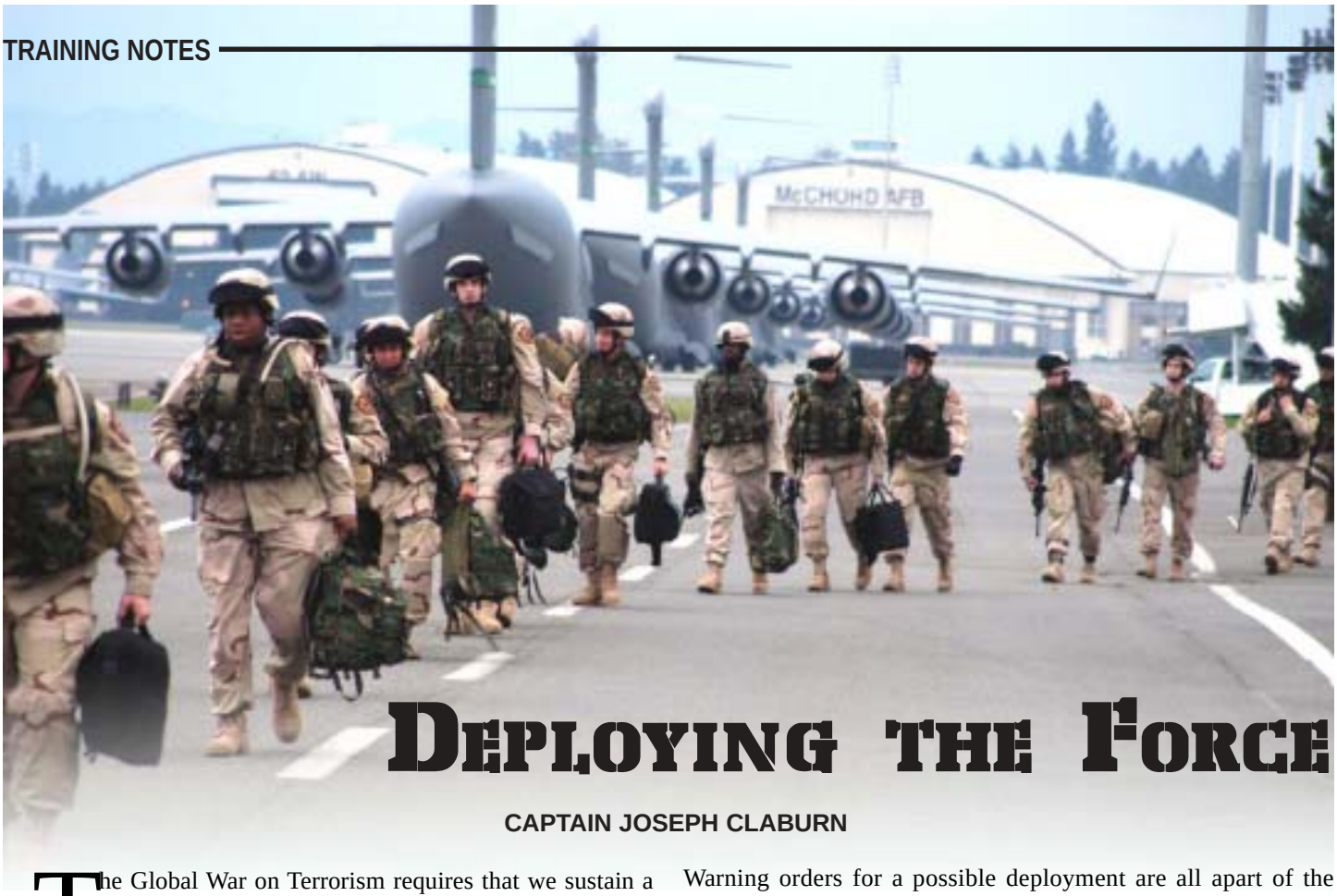


Deploying the Force

CAPTAIN JOSEPH CLABURN

The Global War on Terrorism requires that we sustain a force in several different areas of responsibility (AORs) around the world. Preparing units for deployment is the first and most essential task that must be completed before they can begin their missions. Since September 11, 2001, the Army and its sister branches have been on a continuous rotation of personnel, equipment, logistics, and sustainment packages. Before these forces are able to operate in their theater and as long as the Army continues to increase the rate of deployments, a constant preparation for deployment must be established for every unit. The baseline for success should result in a deployment shell that exhibits every mode of transportation available for a unit to travel outside of the continental U.S.

Concept and Execution

As the unit movement officer (UMO) for an infantry battalion with the 101st Airborne Division (Air Assault) for two years which included deployments as part of Operation Iraqi Freedom and Operation Enduring Freedom, I had the opportunity to plan and execute every means of transportation that exists, and in the following paragraphs I will discuss the lessons learned along the way.

Before September 11th, specifically in the 101st Airborne Division, we used terms such as Rapid Deployment Force, Division Readiness Brigade, and N-hour sequence for deployment notification. But post-September 11th, there are now different ways to deploy the force. For the most part, units are being given notification of deployment months in advance, which has drastically changed the sequence to which units prepare to deploy. Warning orders for a possible deployment are all apart of the division X-hour sequence which precedes the brigade and battalion-level N-hour sequences. The constraint of a 36 or 18-hour deployment cycle with a detailed and systematic N-hour sequence is now replaced with warning orders months in advance. These sequences help leaders to initiate certain decisions, enable staff officers to develop actions in the military decision-making process, and begin troop leading procedures. These steps can help to identify certain needs such as obtaining maps of the potential area of operation or requesting important deployment equipment. Upon notification of the initial warning order, units should start this sequence, even six months out from deploying. If units continue to use the N-hour sequence, staff and company commanders must understand the sequence in order to assign tasks and identify responsibilities.

Even at the beginning of U.S. deployments to Afghanistan in late 2001, conventional forces were given notice of a possible deployment weeks before receiving deployment orders. Units had time to deeply prepare and revise the very documents, personnel issues, and loads that should have already been done prior to the alert notification. From that point on, the force that was designated as the "readiness unit" truly had to be ready. There couldn't be anymore magic hand waves or units just "checking the block" to make it appear that they were ready.

Documents and Systems

Prior to any deployment, regardless if it is just to the National Training Center or as part of Operation Iraqi Freedom, every unit must have an accurate automated unit equipment list (AUEL)

entered into the Transportation Coordinator's Automated Command and Control Information System (TC-ACCIS) computer system. This list is supposed to be a representation of what the unit has available on the property books and helps the unit determine what equipment is needed for the deployment. Specifically, units must concentrate their efforts into transitioning the AUEL into a very accurate and detailed deployment equipment list (DEL) where they input data about the vehicles and equipment. This list has to be completed prior to any unit assuming or acknowledging deployment readiness. To save time and make the deployment data correct, unit movement officers must focus their attentions on the dimensional and weight data for every piece of equipment being transported. Without this information, or by inputting inaccurate data into the system, a unit could misrepresent the allocated lift or movement requirements to move the equipment.

Once a unit has been verified for deployment and the U.S. Transportation Command and Division Transportation Office begin to allocate the appropriate movement requirements for the unit, the DEL data is entered into the Time-Phased Force Deployment Document (TPFDD) to assign the deploying force with a unit identification code (UIC). The problem with this system is that it is not compatible with the TC-ACCIS system; therefore, the data must be produced in a different format and takes time away from the unit movement officer. Depending on the size and type of deployment, it could take a unit movement officer several hours to complete and compile the data to submit. At this point, JOPES (Joint Operations Planning and Execution System) operators at the higher level confirm the data in the system and begin to resource the transportation requirements.

The lack of a centralized computer system to do this job created problems in having true visibility of the units' allocated movement requirements. This problem could be solved if there was one universal tracking code instead of the Army using transportation control numbers and the U.S. Air Force using UICs. Additionally, if the data is not entered into the computer systems accurately from the very beginning, it is easy for this process to become inaccurate and inevitably creates problems from the lowest level to the highest level.

Heights, weights, dimensions, and specific data about the loads have to be accurate for these systems to produce the true picture for what the deploying force needs to meet its requirement. Because of the different data formats of each of the systems listed above, it can be very easy to "lose" equipment in the system or report inaccurate data. The incompatibility of computer systems and the inability to transfer data from one system to the other continues to create problems in this system and many others of the deployment systems.

Containers

Depending on the mode of transportation, the military van (MILVAN), ISU-90 and ISU-60 shipping containers, and the quadruple container (quadcon) are the primary containers used for both continental U.S. (CONUS) and outside the continental U.S. (OCONUS) deployments. The quadcons can be shipped individually or linked with three others to make one unit, and are now becoming the most widely used containers that the Army uses. The USAF 463-L pallet was used primarily for unit tuft boxes and baggage. Wood sideboards were constructed for pallets that were pre-packed for A and B-bags which drastically increased the number of bags that were stacked to the maximum height limit. There is no reason that the pallet with this baggage cannot be packed prior to a unit becoming active in the deployment order.

Designed primarily for sea movement and to replace the very old MILVAN container, the quadcon can be packed with specific items, grouped together up to a 20-foot length, shipped to its destination, and then easily broken apart and transported by truck to the receiving unit. However, the problems with this container were visible during the initial deployment of units from the 101st Airborne for Operation Enduring Freedom in Afghanistan. Although the container works great to group hazardous cargo together without having to jeopardize nonhazardous cargo being shipped in the same container, early use of this container showed that it is very manpower heavy when it comes time to group the four containers into one by using the couplings. Additionally, the single quadcon is easily shipped in the back of a truck using tie-downs, or grouped together it travels perfectly by commercial line haul, rail car, and sea lift. Units must ensure that the proper equipment to move the quadcon trains is available at the final destination such as the equivalent to a 10,000-pound forklift.

The majority of the air load personnel from the USAF did not have experience with the containers, so there was some confusion about how to tie the 20-foot configuration down to the USAF pallets. Every loadmaster for the aircraft had a different standard for the tie-down of the quadcons to the pallets. The quadcons required at least 24 10,000 pound chains to tie down to the pallet which had to be provided by the deploying unit. I do not

Sergeant Tami Lambert

Soldiers hook up an ISU-90 shipping container to UH-60 Blackhawk during a training exercise. The ISU-90 is one of the primary shipping containers used for deployments.

recommend this container for use during air mobility movements because it took up too much room in the aircraft, was extremely heavy, and often times got stuck in the roller system of the aircraft. The containers had to be placed on a pallet lift and placed onto the aircraft, using the center roller ADS system on the C-17, which drastically cut down on the number of pallet positions available for other pieces of equipment. The actual number of containers could be doubled if units used the more "air-friendly" ISU-90, with the built-in pallet locks on the bottom of the container.

The other area of concern came when the appropriate lift assets weren't available at the receiving airfield or forward operating base to move the 20-foot lengths. Certain lift equipment is required for units to separate the containers from the couplings and transport them individually. At one point during the 101st deployment to Afghanistan, several Air Force refueling bases identified that they did not have the material handling equipment (MHE), such as the k-loaders, to handle the large quadcon trains. The C-5 aircraft loaded at Fort Campbell, Kentucky, had to be downloaded at airfields in Europe and loaded onto C-17 aircraft to compensate for the smaller airfields in Pakistan and Afghanistan. The lack of proper MHE became an issue when multiple C-5 aircraft could not download the containers once they had arrived in Europe and resulted in timely delays. Due to this significant delay at several air bases, Air Mobility Command personnel requested that the containers be placed on individual pallets at the aerial point of embarkation (APOE) in order to increase the speed of the transload process.

Prior to any deployment, regardless of what container is being used, units can save time and preparation in planning to preload all of the equipment that they plan to take into theater with them. This includes office computers, manuals, and extra BII/arms room equipment. Load cards designating specific loads to containers can be done in advance; further, the unit must recognize that certain hazardous cargo or sensitive items may need additional paperwork for the movement. Specific attention should be placed on the type of movement, MHE, and other transportation assets available at the final destination to sufficiently allocate the proper container to be used.

HAZMAT

For all types of movement in or out of the United States, the certification to transport hazardous material (HAZMAT) can make or break the unit. A unit must focus critical attention on sending personnel to the two-week Department of Defense's transportation of HAZMAT course. Personnel designated to attend this course should be stabilized at the unit for at least one year to provide the unit with maximum coverage of this skill. To provide continuous coverage of this skill, certified personnel should be designated all the way to company level so that the work load of an entire battalion is not felt by one person as the certifier.

For all the types of movement, a Shipper's Declaration of Dangerous Goods (SDDG) and the DD 836 are required when shipping any hazardous material. The SDDG forms can only be purchased by the civilian company Labelmasters and can cost the unit money if preparation and experience are not emphasized. Unit movement officers should photo copy blank SDDG's for practice and to simulate the hazards in certain containers or loads and place them for future use. The DD836 is another declaration form for hazardous materials, but this form can be printed from Form Flow and can be reproduced with little effort or cost to the unit. A hazardous material "smart book" should be kept at company level handy to help with quick references of the most frequently used hazardous material used by the unit. When the word comes for units to deploy, these practice forms will be easy enough to use to fill out on the correct and actual form with the four carbon copy originals. Only the forms with the red-striped edges should be used for real world deployments. Units must also be prepared to add to their deployment package several packets of these forms with them into theater for their return trip and for operational or strategic flights in the AOR. In conjunction with the SDDG and DD836, a diplomatic clearance sheet will also have to be completed for international travel. The diplomatic clearance forms will be a compilation of the hazardous material on one aircraft traveling over the international borders of another country. Some flights experienced significant delays in travel (2-8 days) due to a denial of diplomatic clearance for U.S. Air Force flights flying to or over certain countries. A majority of the prolonged delayed flights had some type of Class 1.1 or 1.2 explosive (such as rockets, C4, or powder container projectiles) on the aircraft.

In addition to preparing the SDDG, units must also ensure that the proper shipping labels are placed on vehicles, pallets, and containers. The hazardous shipment labels can also be bought through Labelmasters, and units must ensure that a substantial amount of labels are in stock since every mode of transportation requires labels for shipment. Again, it is critical to ensure the properly trained personnel are certifying these loads since the improper labeling of loads is punishable by federal law with fines up to $10,000. Special consideration needs to be paid to such items as generators, Class VIII items, compressed cans (such as paint or maintenance lubricants), propane tanks (Coleman stoves), and Class IX.

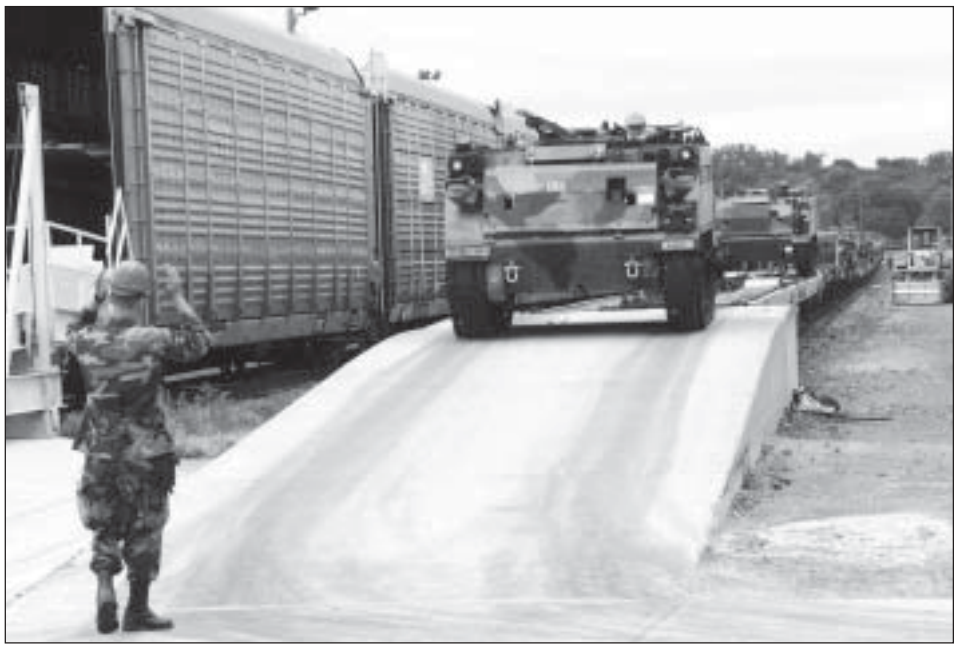
Moving by line haul

Moving the unit by line haul from the home station is one of the easiest moving modes. The majority of the focus for units should be placed on the transportation of their containers and ensuring that the proper personnel (UMOs, supply reps, executive officers) are present during the loading and inspecting of the equipment. All of the vehicles being shipped by line haul are traditionally stripped to the bare minimum to reduce the risk of equipment being stolen during transportation. For this reason, all of the accompanying equipment to vehicles and loads should be placed in containers for movement. Movement by truck doesn't have the constraints of shipping hazardous cargo like the other modes of transportation. Loads containing the equivalent to hazardous material "residue" do not require the SDDG for shipment. Depending on the type of hazard, shipments only have to be certified by schooled HAZMAT personnel if the substance exceeds a certain weight (1,000 kg or more depending on the hazardous material being shipped) or amount. For instance, empty

Gerry cans have to be certified if flying by military aircraft, but an entire container full of the cans does not constitute a hazardous shipment by commercial line haul. For this reason again, it is necessary that personnel making the decisions for the moving unit must be experienced and qualified to ship such material to avoid wasted time and planning preparation.

For containers holding sensitive or critical pieces of equipment, a special request is submitted through the transportation office of each departing unit for a truck with the satellite- tracking device. The use of these satellite-tracking devices is the only way that the sensitive items should be shipped since the truck drivers are qualified for such movements and the driver/company sign for the containers prior to departing the home station.

Units must ensure that a company representative is on site at the line haul loading dock because vehicles are typically loaded by an outload team that does not pay attention to bumper number specific to each unit. Load planners for these line hauls are only worried about the type of vehicle and not who it belongs to it, so the visibility of each unit's vehicles will be lost once the trucks depart the home station. It is important to not overload the containers with items that won't be able to be moved with the organic vehicles in the unit. This is the result of there not being enough allocated MHE available at the point of debarkation and allows the unit to quickly download the containers and move forward to an operating base or staging area.



Lori Bultman

Soldiers unload M113 armored personnel carriers from rail cars prior to an exercise at Fort Riley, Kansas. The rail system is often used for deployments to the Joint Readiness Center at Fort Polk, Louisiana, and the National Training Center at Fort Irwin, California.

Moving By Rail

Movement by rail car is significantly faster for a unit to outload because a majority of U.S. Army installations keep a designated number of rail cars on station and have significant rail operating facilities. Some of the railhead facilities have the ability to operate 24 hours a day, making the constant deployment of a brigade or a division much easier than any of the other deployment modes. Regardless of how many times U.S. Army units seem to use the rail system to deploy throughout the United States for the Joint Readiness Training Center or the National Training Center, we somehow always run into problems. Consistent with all of the other modes of transportation, the lack of trained personnel seems to be the biggest major shortfall for this system.

As easy as it is to deploy forces through this type of mode, it can be a very difficult process to go through, all the way up to getting the pieces of equipment on the rail cars, if the personnel aren't trained and consistent standards aren't enforced. Sensitive items on vehicles must be taken off and stored in containers due to the lack of security during the time of travel. In my experience, units were required to strip their vehicles to the lowest configuration and either store the pieces in a container or attach them to the vehicle using banding material. The vehicles were loaded up with as much equipment as possible to make room for other equipment in the containers, create more room on the rail cars, and to get as much equipment down to the port rapidly.

Members from civilian railways company came down to help with units deploying to Operation Iraqi Freedom and insisted that certain units use a specific type of banding material. This was the first step of many that became issues in the 101st Airborne Division's deployment. The type of banding material seemed to change after units had already spent thousands of dollars to buy one type and spent the time to apply it to the vehicles. The result was that units had to request additional funding to go down to local hardware stores to buy the appropriate banding material for the movement. This resulted in several vehicles failing the initial inspection and thousands of dollars wasted on the wrong material. Although military manuals specifically outlining rail requirements have been published, the use of CSX personnel on site as subject matter experts was something to sustain, but changing standards to how the load-out is to be conducted cannot be changed at the last minute. Recognizing problems early in this certain case can save units time and a significant amount of money.

Vehicles with secondary loads were only limited by the height to which they could be put on the railcar. Units maximized the use of secondary loads and traveled with most of their containers on the back of their medium and heavy trucks. For this, the ¾ inch wire rope sufficed for tying down the containers to the vehicles. However, it is essential for the DEL to report that the item has a secondary load on it as well as having an adjusted height and weight for the vehicle. This is important for the LOGMAR label when the vehicle gets down to the

shipping yard so that both pieces of equipment are accounted for appropriately. The John Deere GATORs were also a problem since they are too long to put onto the back of trucks, they hang off of the sides, and transporting them from the port to a FOB could be a problem if it is a considerable distance away. One solution was to load the GATORs on civilian bought trailers that could also be pulled by the Gators when they were downloaded. Another way to load the small utility vehicle was to secondary load one GATOR into the back of trucks which doesn't maximize the load capacity of the trucks transporting them.

Moving by Sea

Since the Persian Gulf War in 1991, the Army has focused much attention on the ability to deploy units using sea vessels from both the U.S. Navy and from the civilian maritime fleet. During the deployment phase of Operation Iraqi Freedom, U.S. Army units were rail loading their vehicles and containers to the nearest seaport of Debarkation (SPOD) for sea load across the Atlantic Ocean. U.S. Army personnel were assigned to download the vehicles from the trains at the shipyard, but at that point the vehicles became the responsibility of the shipping personnel. To keep accurate control of the equipment, vehicles and containers were equipped with RF tracking tags. These tags are tracked when a receiver and transmitter are in proximity so the result was that the equipment could be tracked from the home station along the railroad as the pieces of equipment passed certain transmitters along the way. The problem was that the transmitters could also keep track of the equipment while sitting at the port, but once the vessel got outside of the transmitting distance of the RF tag, the piece of equipment became untraceable until the vessel reached a port with another receiver and transmitter. This caused significant challenges to the units on the receiving side since there was no true visibility of equipment on multiple ships. It seemed that there was no one from the units keeping an eye on specific pieces of equipment and the personnel loading the vessels grabbed vehicle type's specific to their own load plans and gave no consideration to priority of movement for each unit. A partial list of the equipment on the ships was generated, but after further review, the lists were only 75-percent accurate most of the time. In addition to units not knowing what ship their equipment was on, it took a significant amount of time about 20-30 days for these ships to reach the ports in the Persian Gulf, and only limited space and resources were available to receive multiple ships. After multiple ships started to arrive at the SPOD, many other vessels were required to sit off of the coast. Before a vessel could enter the dock area to download, it had to wait for one ship to clear the docks before it could enter and download itself. Even still, units were unsure that specific or mission critical items would be on the next vessel.

In respect to hazardous material, U.S. Coast Guard regulations have to be enforced, and it is essential for units to understand the rules and regulations for such movements since the USCG falls under the Department of Transportation and not the Department of Defense. Containers holding hazardous material must be inspected and certified to be sea worthy to protect the items inside. Vehicles must be reduced to their lowest configuration to maximize the ships' multiple levels, and the striped items must be stored in containers which are readily available, so that vehicles could immediately travel from the port of debarkation the their respective staging areas. Due to the decreased need of a quick reaction force and the increased predictability of deployments, future units in the U.S. Army will deploy by sea vessel. Since movement by sea is

A Bradley fighting vehicle is loaded aboard the USNS Gordon in Kuwait. With the increased predictability of deployments, more units may move equipment by sea vessel. Since movement by sea is significantly cheaper than air mobility and has the flexibility to travel anywhere in the world, the use of U.S. Navy and civilian maritime vessels will be greatly increased, while the use of intercontinental travel with military aircraft will decrease.

Commander Randall Ramian, USN

Kaye Richey

Airmen load a pallet onto a C130. The key to success for a unit to quickly and efficiently move through the air deployment process is to have knowledgeable and experienced personnel to prepare the unit.

significantly cheaper than air mobility and has the flexibility to travel anywhere in the world, the use of U.S. Navy and civilian maritime vessels will be greatly increased, while the use of intercontinental travel with military aircraft will decrease.

Moving by Air

Moving a unit by strategic air seems to be the biggest beast to take on upon receipt of deployment orders when the operations orders come to conduct a deployment. Among the standard paperwork that is required to be filled out for all the other deployments such as load cards, SDDG's, DD836's, and packing lists the challenge of working with another branch of service to move a unit is difficult and requires even more tedious paperwork on the part of the unit movement officers.

The first hurdle is ensuring the proper personnel are trained on the right computer systems and that they are familiar with the sequence of USAF deployments. A large majority of the "frustrated loads" and delays on the flight line, or in the process, are primarily due to inconsistent standards by personnel not trained properly for their job. Like all things, interpretation of the manuals seems to be the law of the land during exercises that do not involve the people who help to enforce those standards. The deployment process for units moving by air must have a priority for schooling, and this training must be supported by USAF personnel who directly influence the movement of units during deployment. This ensures that everyone involved in future deployments is speaking the right terminology and enforcing the same standards.

Several installations offer Air Mobility Command Load Planner's Courses to assist unit movement officers in developing strategic lift load plans. During the time that I attended the course, the class learned how to create these load plans using cut outs, calculators, and countless formulas to determine center balance and maximum capacity of aircraft loads. Once I arrived at my unit, I received the Automated Air Load Planning System (AALPS) computer which helps assist the UMO's in determining lift restrictions and easily identifying load plans for aircraft. The trial by error on this system is long and tedious since the AUEL or DEL cannot be downloaded into the computer system but instead each individual piece of equipment must be entered into the AALPS system. Once this is done, each piece of equipment must be planned on the designated airframe and moved in conjunction with weight and squared feet restrictions. This system is easy to use once the DEL has been built into the database and is extremely acceptable for when units have to move around a wide AOR by military aircraft. However, due to the computer system not being compatible with the U.S. Air Force's two other load planning systems (CALM and GATES); the AALPS system is useful only to itself. A large amount of time can be saved with the system if there was a way to take the information from the units DEL in TC-ACCIS and input it into the AALPS system. The plus to the system is that the load plans are accurate and can be manipulated easily in the system to help with last minute load changes, frustrated loads that have to be "bumped" from one aircraft to another, and moving the pieces on the aircraft to maximize seats for passengers. Additionally, the system allows the user to print out a complete list of equipment in the DEL by Unit Identification Codes, Transportation Control Numbers, and Unit Line Numbers. But again, all this information has to be typed into the system prior to the use of this capability.

When units move by air, it is important for every piece of equipment to go through a pre-inspection to verify load cards, certify hazardous material, ensure vehicle serviceability, and complete the proper paperwork. A large majority of mistakes can be detected prior to the vehicle or equipment arriving at the ADACG/JI line where the final inspection is done. By the time that the items pass through the stations of the Joint Inspection line, UMOs will only have minor adjustments to weight and dimensional data. Having to create this information on the JI line only delays the unit's ability to quickly deploy by air and places extreme constraints on time for the inspecting USAF personnel.

The key to success for a unit to quickly and efficiently move through the air deployment process is to have multiple personnel knowledgeable and experienced to prepare the unit. The biggest setbacks from this process come from individuals who do not understand the standard and do not allow themselves the proper time to prepare for the deployment. Preparation and load out exercises are critical in ensuring accuracy in load plans for vehicles and containers as well as ensuring that the proper paperwork has been done for hazardous and nonhazardous material.

Lessons Learned

Every unit in the U.S. Army, down to company level, should have a unit movement officer responsible for keeping an accurate

and detailed deployment book on hand. This deployment book must contain every document needed for every possible mode of movement that the unit could be required to execute. Every UMO must keep a current copy of the property book, a copy of the AUEL and DEL, load cards for the vehicles and containers, and HAZMAT paperwork for any and all possible scenarios for the transportation of dangerous cargo. This book should be constantly changed based on the type of mission and area of responsibility that the unit might be deploying. For instance, the load required for a HMMWV shipped by air to the Middle East will be drastically different from a HMMWV shipped completely stripped on a rail car to JRTC.

Some installations offer a Strategic Deployability School and some installations even offer the two-week DoD certified HAZMAT course which allows personnel to sign for shipping hazardous materials for all modes of transportation. The focus for every unit should be the qualification of several personnel to reduce the workload of paper work and responsibility onto one person and enable coverage at several different locations during the deployment process. These personnel should have at least one year of retainability in the unit to allow time for experience and continuity. Because of the vast number of computer systems and paperwork that go into deploying, a designated deployment readiness team should be established with the assigned OIC (usually the S3-Air for a battalion) so that standards and continuity throughout the lower units is consistent. It is recommended that a MTOE change occur in units to allow the position of a designated Assistant S3 and a separate S-3 Air.

Before a unit departs to the theater of operations, UMO's for each unit should request to have the LOGMAR labels printed off for the return trip to home of station. If the proper computer system is not available at the POD in a different area of the world, unit movement officers will find themselves hand writing the labels for their equipment. The bar code transportation control number will never change for the piece of equipment and data, such as weight and dimensional data, can be crossed out and corrected without having to reprint a new label. Restrictions for this request will be dependent upon the number of units deploying and the resource funding to complete this task.

Airflow for military aircraft is unpredictable. I suggest that the chain of command split up between several aircraft so that any delays experienced along the way does not affect the command and control of elements that may arrive before them. All of the designated aircraft chalk leaders should travel with a communications card specifically with telephone numbers and pertinent e-mails in order to communicate with the deployment operations cell or the rear detachment back at home station to maintain visibility of delayed flights.

When the data for the TPFDD is produced, it is critical for units to emphasize the square feet required instead of weight. It seemed that the focus for the air force USAF transportation personnel was on how many tons a unit had to move without giving consideration to how big or small the pieces of equipment were. The logic for allocating aircraft was that if the deploying unit had a specific number of tons to move, the USAF would take that maximum weight for each aircraft and continue to add aircraft until the total tonnage was met. The problem with this is that the larger pieces of equipment take up more space inside the aircraft, resulting from the aircraft running out of room before meeting the maximum weight limit. Aircraft were flown completely filled based on square foot, but only met 60 or 70 percent of its total weight capacity. This resulted in the U.S. Air Force under-allocating the number of aircraft to move the unit and in units having to justify specific load plans on aircraft in order to receive more flights. This further slowed the deployment process and only resulted in bitter cross-talk between branches when timelines were not met and misallocation was factored.

The 101st Airborne Division utilized civilian contractors to help facilitate the movement of units deploying from Fort Campbell. These deployment support teams (DSTs) were first used during the redeployment of units returning from Afghanistan and were again utilized during the deployment to Iraq. The DST's were assigned to each of the units to create a centralized standard for the way that units were deploying. Additionally, these personnel were to be trained in specific areas of deployment to assist the unit movement officers in their deployment process. Based on my experience, the use of these DST personnel was not at all critical in the deployment or redeployment of units. The money to pay and train these personnel could very easily be saved on the proper training of unit personnel throughout the division.

Specialist Lorie Jewell

Soldiers file off a C-130 at Esler Air Field in Louisiana.

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