



UNITED STATES MARINE CORPS  
MULTI NATIONAL FORCE - WEST  
I MARINE EXPEDITIONARY FORCE (FORWARD)  
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From: Distribution Officer  
To: Assistant Chief of Staff, G-4, I Marine  
Expeditionary Force (Forward)  
  
Subj: OPERATION IRAQI FREEDOM 05-07 AFTER ACTION  
REPORT/LESSONS LEARNED

1. Topic: Air Transportability Test Loading Agency  
(ATTLA) Certification Process

Discussion: Oversized/outsized commercially developed Special Equipment Items (SEI)/Urgent Universal Needs Statement (UUNS) equipment that have not previously transited the Defense Transportation System require an ATTLA certification which is conducted by the Headquarters Aeronautical Systems Center, Wright-Patterson, AFB in order to be transported via Air Mobility Command (AMC) aircraft. Several SEI/UUNS shipments destined for Iraq were frustrated at Charleston, AFB during OIF 05-07.2 due to ATTLA certification requirements which delayed the shipment of newly developed Counter Improvised Explosive Device (CIED) and Anti-Terrorism Force Protection (ATFP) equipment required in theater.

Recommendation: In order to expedite the ATTLA certification process, acquisition and contracting agencies need to initiate certification during the acquisition/procurement phase via the MARCORSYSCOM Transportability Office rather than waiting until the cargo is frustrated in the Defense Transportation System pipeline. Additionally, since there is no official USMC policy outlining the ATTLA certification process, recommend that MARCORSYSCOM Transportability Office promulgate a MARADMIN outlining ATTLA certification guidance.

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2. Topic: Marine Corps Airlift Eligibility Criteria

Discussion: CMC message 172152Z Mar 03 is the latest official guidance regarding Marine Corps airlift eligibility criteria. Air shipments in support of Global War on Terrorism (GWOT) that weigh less than 2,500 pounds and/or incur Air Mobility Command airlift costs less than \$5,000 are not subject to air challenge and are considered pre-approved by HQMC LPD. Challenge criteria apply to inter-theater and intra-theater air shipments funded by "M" and "L" TACS. Additionally, Marine Corps Air Challenge Authority (ACA) air challenges may be approved by the Supply Officer in the requesting unit's chain of command. During OIF 05-07, Marine Corps ACA challenged those shipments exceeding established criteria and the I MEF Traffic Management Officer (TMO)/Distribution Officer (DO) and Force Movement Control Center (FMCC) Chief served as air clearance authority for Multi-National Force - West. Along with the USMC ACA monitoring USMC air shipments, U.S. TRANSCOM monitored component sustainment/commodity air cargo transiting the Defense Transportation System into CENTCOM AOR via the Air Sustainment Tool in Single Mobility System (SMS). As a result, U.S. TRANSCOM provided agencies with a weekly Air Sustainment Report/Summary which provided an analysis of several non-critical Marine Corps shipments that did not meet Marine Corps challenge criteria.

Recommendation: Current GWOT air challenge policy was published during the initial phases of OIF/OEF; however, as the CENTCOM Theater matures and velocity throughput capability via the DTS/theater distribution pipeline continues to evolve, recommend review and modification of current Marine Corps Airlift Eligibility Criteria policy to reflect a more stringent criterion. Additionally, air cargo challenge criteria should not apply to intra-theater movement as the theater channel airlift system is the primary mode of transporting sustainment cargo due to convoy mitigation initiatives. Furthermore, recommend that that MEF TMO/DO serve as theater air clearance approval authority vice the unit Supply Officer who initially requisitioned the shipping requirement.

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3. Topic: Shipment of Commercial Vendor Procured  
Equipment and Supplies

Discussion: Marine Corps Order 4610.13F, Traffic Management Responsibilities for Offshore-Procured, Vendor-Shipped and Free on Board (FOB) Origin Items Entering the Defense Transportation System (DTS) (dtd 30 Aug 96); and MARADMIN 133/04, Routing of Marine Corps Sustainment Cargo ISO OIF II Through Consolidated and Containerization Points (CCP), DTG 122222Z Mar 04, are the most current guidance regarding the shipment of commercial vendor procured items via the Defense Transportation System (DTS), i.e., CCP, Defense Distribution Depot, Susquehanna PA (DDSP) and the CONUS Sea/Aerial Ports of Embarkation (S/APOE). Contracting and acquisition agencies that execute the procurement of Special Equipment Items (SEI) and Urgent Universal Needs Statement (UUNS) equipment, i.e., Counter Improvised Explosive Devices (CIED) and Anti-Terrorism Force Protection (ATFP) equipment are required to coordinate the shipment of commercial vendor procured items transiting the DTS via the Procurement Traffic Section, MCLB Barstow. However, current policy/guidance is outdated and does not provide clear guidance to contracting, procurement, acquisition agencies and vendors resulting in the loss or frustration of cargo entering the DTS.

Recommendation: Update guidance to clearly define processes required to induct commercial cargo into the DTS and ensure procurement personnel coordinate commercial vendor shipments with the Procurement Traffic Section, MCLB Barstow by providing detailed transportation instructions, i.e., vendor contact information, Type of Address Code-2 (TAC-2) as identified in the Defense Automated Address System (DAAS), Transportation Account Code, etc.

4. Topic: Hazardous Material (HAZMAT) Certification

Discussion: The 1<sup>st</sup> MLG CLR-15 SMU MDC experienced a shortfall of HAZMAT certified TMO and PP&P Marines which had a negative impact on shipping hazardous cargo via the DTS and the CENTCOM Theater Channel Airlift System.

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Recommendation: Prior to deployment, source a Mobile Training Team to train and certify TMO and PP&P Marines in the shipment of HAZMAT.

5. Topic: Marine Corps Expeditor at Charleston, AFB

Discussion: Charleston, AFB serves as the primary strategic aerial port of embarkation for USMC sustainment air cargo destined for Iraq. In an effort to expedite sustainment air cargo entering the Defense Transportation System (DTS), Marine Corps Logistics Command (MCLC) has positioned a contractor at Charleston, AFB to serve as USMC Expeditor for OIF sustainment air shipments. This initiative has proven extremely valuable in reducing frustrated cargo due to incorrect documentation, i.e., Transportation Control Movement Documents (TCMD), Hazardous Declaration (HAZDEC) documents, etc. Additionally, the contracted Expeditor is augmented by one 3112 Traffic Management Specialist and one 3052 PP&P Marine from 1<sup>st</sup> MLG; however, augmented Marines were not proficient with the DTS shipping process nor were they HAZMAT certified.

Recommendation: MLG Marines that augment the expeditor need to be well versed with the processes required to induct cargo into the DTS, have knowledge of the Automated Information Systems required to support the DTS process, i.e., Cargo Movement Operations System (CMOS), Global Air Transportation Execution System (GATES), Global Transportation Network (GTN), In-Transit Visibility Server, etc., and be Hazardous Material certified. Additionally, the Marines should be available on weekends and after hours to work transportation issues. An alternate consideration is to source an additional contracted Expeditor on a permanent basis which would add additional continuity/expertise and relieve MLG augmentation requirements.

6. Topic: Marine Corps Air Clearance Authority (ACA)/  
Procurement Traffic Section, MCLB Barstow Hours of  
Operations/Manpower Shortfalls

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Discussion: The Marine ACA/Procurement Traffic Section provides a vital role in supporting OCONUS USMC forces by coordinating the shipment of commercial vendor procured equipment and supplies via the Defense Transportation System (DTS). Primary function of the ACA/Procurement Traffic Section is to serve as the Marine Corps' sole transportation liaison with commercial vendors, prepare and distribute Transportation Control Movement Document's (TCMD)/Military Shipping Label's (MSL) to commercial vendors, advance TCMD's into FACTS and challenge air shipments that meet Marine Corps air challenge criteria. Current staff consists of two civil service employees. Prior to GWOT, the ACA/Procurement Traffic Section's primary mission was in support of III MEF/Marine Corps Bases Japan; however, shipping coordination and air challenge requirements have increased dramatically in support of GWOT yet the manpower structure remained the same which prevents the shipment coordination or air challenge approval after-hours and on weekends delaying the movement of cargo to CENTCOM AOR.

Recommendation: Review manpower structure at Marine ACA/Procurement Traffic Section and consider additional manpower to provide after hours and weekend coverage to coordinate commercial vendor shipments and clear hi-priority air shipments which will decrease customer wait time.

7. Topic: Traffic Management Officer (TMO) 3102  
Employment with-in 1<sup>st</sup> MLG G-3 Logistics Movement Control Center (LMCC)

Discussion: 1<sup>st</sup> MLG G-3 Logistics Movement Control Center (LMCC) rates one (1) TMO 3102 Captain per the current Table of Organization. During OIF 05-07.1, the 3102 Capt was tasked with serving on a Military Transition Team; therefore, there was no 3102 with-in the Logistic Command Element (LCE) to serve as the MAGTF's strategic and operational sustainment distribution Subject Matter Expert (SME). Additionally during OIF 05-07.2, the 3102 Capt was initially assigned the billet as a COC Watch Officer; however, due to 3102 manpower shortfalls with-in CLR-15, the 3102 was ultimately reassigned to serve as the Materiel Distribution Center OIC.

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Recommendation: TMO is a low density restricted officer MOS; therefore, there is a significant impact when TMO's are not performing functions aligned with their core competencies. Recommend that the 3102 structure assigned to the 1<sup>st</sup> MLG G-3 LMCC be realigned within the LCE that allows the 3102 to serve as the sustainment distribution SME in support of the MAGTF.

8. Topic: 31XX Occupational Field Training/Proficiency

Discussion: 31XX Occ Fld encompasses a broad range of transportation responsibilities divided into three distinctly different functional skill sets, Freight Operations, Passenger Travel, and Personal Property. During OIF 05-07, the primary function of the 31XX occupational field was the distribution of strategic and operational sustainment cargo, i.e., freight operations. 31XX Marines deployed in support of OIF 05-07 are assigned to 1<sup>st</sup> MLG Supply Management Unit (SMU) Materiel Distribution Center (MDC) while in the rear and are primarily responsible for the distribution of SMU General Account supplies which is only one aspect of freight operations and does not adequately prepare 31XX Marines to perform Defense Transportation System/Theater Channel Airlift System shipping distribution functions while deployed.

Recommendation: In order for 31XX Marines to be thoroughly proficient in theater sustainment receiving, shipping, and distribution functions, it is critical that 31XX's perform these functions in garrison. Sustained training in shipping cargo via the DTS and thorough knowledge of associated Automated Information Systems (AIS) are required to support the freight shipping process, i.e., Deployable Cargo Movement Operations System (D-CMOS), which can only be achieved through 31XX employment in garrison base and station freight operations. Therefore, MLG 31XX Marines should be integrated with Base/Station Freight Operations Sections while in garrison which will serve as a training platform and will enable 31XX Marines to be proficient in a deployed environment.

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9. Topic: 1<sup>st</sup> MLG 31XX Table of Organization/Table of Equipment

Discussion: The 1<sup>st</sup> MLG CLR-15 Supply Management Unit (SMU) Materiel Distribution Center (MDC) is responsible for the distribution of sustainment cargo in support of the MAGTF and should be fully staffed with deployable and proficient subject matter experts. The MDC is currently an adhoc organization with-in the MLG and does not possess a hard-lined Table of Organization (T/O) or Table of Equipment (T/E). Prior to OIF, 31XX's with-in FSSG's were assigned to Landing/Transportation Support Battalions (TSB); however, during the initial phases of OIF, 31XX's were transferred from TSB to Supply Battalion to serve as an element of the MDC to effect the distribution of sustainment supplies. During OIF 05-07 significant 31XX shortfalls existed w/in the MDC and Distribution Liaison Centers (DLC) which required other occupational field specialists, i.e., Supply, PP&P, Ammo Techs, and Corpsman to perform 31XX functions. Not only did 31XX manpower shortfalls have a negative impact on MDC and DLC operations, but also affected other logistic occupational fields with-in the MLG that were required to support the MDC.

Recommendation: Develop a MDC T/O and T/E and staff MLG's with deployable and proficient 31XX's in order to effectively support the MAGTF's sustainment distribution requirements.

10. Topic: Redundant Shipping Activities in support of the MAGTF

Discussion: There are currently two shipping activities that coordinate USMC shipping, receipt and distribution of cargo via the Defense Transportation System (DTS) and Theater Channel Airlift System. CLR-15 SMU MDC at Al Taqaddum and the Distribution Liaison Cell at Al Asad coordinate distribution of ground supply via the U.S. Air Force Air Terminal Operations Centers (ATOC) at Al Taqaddum and Al Asad. Additionally, U.S. Navy Mobile Air Cargo Handling (MACH) Teams are co-located with the MDC and DLC

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in Al Taqaddum and Al Asad and coordinate distribution of the Air Command Element's (ACE) aviation supplies via the ATOC's. Both activities perform the same function/process required to ship, receive and distribute cargo via the DTS/Theater Channel Airlift System.

Recommendation: Maintain one shipping activity to support both ground and aviation distribution requirements in support of the MAGTF.

11. Topic: Cargo Routing/Accountability Requirements Influences Ineffective Distribution Processes

Discussion: Accountable cargo entering Multi-National Force-West (MNF-W) Area of Operations (AO) is required to be processed by the CLR-15 SMU Initial Issue Provisioning (IIP) at Al Taqaddum to ensure accountability prior to distribution to the ultimate consignee with-in the MAGTF. Al Taqaddum serves as one of two strategic aerial ports with-in MNF-W AO with Al Asad being the other. For FY-07, U.S. TRANSCOM validated a contingency requirements cargo channel route between Charleston AFB and Al Asad, as well as a frequency requirements cargo channel between Charleston AFB and Al Taqaddum in support of MNF-W Forces. However, due to IIP/accountability requirements, cargo that will ultimately be distributed from Al Asad to the ultimate consignee located at outlying Forward Operating Bases (FOB) has to first be shipped to Al Taqaddum for accountability and later transshipped to Al Asad increasing theater distribution requirements.

Recommendation: Establish IIP capability in Al Asad to coordinate the distribution of accountable cargo directly from Al Asad in order to reduce double handling, minimize theater distribution requirements with-in MNF-W AO and decrease Customer Wait Time (CWT) to the ultimate consignee.

12. Topic: CENTCOM AOR Theater Channel Airlift System Transportation Priorities

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Discussion: Per CENTCOM Intra-Theater Airlift LOI, dtd 14 Sep 2006, cargo Transportation Priorities (TPs) have been inconsistent in the CENTCOM AOR and TP's have been artificially elevated. As a result, abuse of the prioritization system reduces theater airlift capacity. Theater transit time standards for TP-1 cargo is three (3) days and TP-2 is eight (8) days. Deferred freight cargo, TP-4, is 10 days. Theater standards are inconsistent with Time Definite Delivery (TDD) standards identified in the Defense Transportation Regulation (DTR) Part II, which results in inflated TP's.

Recommendation: In order to reduce artificially elevated Transportation Priorities and abuse of the Theater Channel Airlift System, theater TP's should reflect DTR TDD standards.

13. Topic: Worldwide Express (WWX)/International Heavyweight Express (IHX) Commercial Air Cargo Service

Discussion: WWX is a commercial small package express door-to-door service (0-150 lbs) mandated for use of OCONUS shipments per the Defense Transportation Regulation. IHX is a commercial express door-to-door service (151-300 lbs) pilot program mandated for use of OCONUS shipments per CMC msg 101042Z JAN 07. WWX/IHX service is not currently being used for DLA stocked items that are shipped from DLA Depots to Iraq. DLA stocked items requiring shipment to Iraq are routed via the Consolidation and Container Point (CCP), Defense Distribution Depot, Susquehanna PA (DDSP) for further transportation to Iraq in support of MNF-W.

Recommendation: Efficiencies and effectiveness can be gained through the use of WWX/IHX service into Iraq as evidenced by intra-theater use of commercial service. IHX service has been implemented in theater since Dec 06 by the Marine Air Wing and effectiveness has been gained as customer wait time for high priority aviation parts has been reduced from 24 hours to six hours.

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14. Topic: 3rd Party Commercial Carrier Account

Discussion: 1<sup>st</sup> MLG CLR-15 SMU MDC is required to use commercial air freight carriers to ship WIA/KIA Personal Effects (PE) per MARADMIN 009/06. In order to ship via commercial carriers, the MDC has to use a 3d Party Commercial Account managed by MCB Camp Pendleton Traffic Management Office (TMO). TMO is responsible for commercial bill payment through PowerTrack. During OIF 06-08 Relief in Place (RIP)/Transfer of Authority (TOA) between I MEF and II MEF, MCB Camp Pendleton will be required to close the 3d Party Billing Account and MCB Camp Lejuene TMO will be required to open a 3d Party Account to support 2<sup>nd</sup> MLG MDC commercial shipping requirements. Not only does this method create an administrative burden on MCB Camp Pendleton and MCB Camp Lejuene TMO's, but it creates the probability for delinquent commercial bills. During OIF 05-07 RIP/TOA 1<sup>st</sup> MLG MDC continued to use MCB Camp Lejuene's 3d Party Account resulting in a delay in commercial bill payments.

Recommendation: Marine Corps Logistics Command (MCLC) was recently identified as the USMC Distribution Process Owner (DPO); therefore, recommend that MCLC established a 3d Party Commercial Account to support both I MEF's and II MEF's deployed commercial shipping requirements.

15. Topic: Deployable-Cargo Movement Operations System (D-CMOS)

Discussion: During OIF 05-07.2 a review of theater distribution processes and Automated Information Systems (AIS) that support theater distribution processes revealed that the Material Distribution Center (MDC), embedded within 1st MLG, CLR-15 SMU, did not have AIS shipping capability to effectively ship sustainment cargo. The process required the MDC to employ Automated Manifest System-Tactical (AMS-TAC), a receiving AIS that does not possess the functionality to properly prepare a DD-Form 1384, Transportation Control Movement Document (TCMD), which is required to induct cargo in the Defense Transportation System (DTS) or the CENTCOM Theater Channel

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Airlift System. The utilization of AMS-TAC requires the MDC to manually alter the TCMD prior to manually entering the TCMD data into the Global Air Transportation Execution System (GATES). The employment of D-CMOS will provide the MDC with an established shipping AIS that will reduce cargo processing time by minimizing manual TCMD data input and will provide the MAGTF with a true integrated shipping and receiving sustainment distribution capability. Although, MARCORSYSCOM fielded D-CMOS during Nov 06, there continues to be challenges with D-CMOS functionality to fully support the MAGTF's sustainment shipping requirements, i.e., RFID tag writing capability, user and system administrator training, hardware shortfalls, etc.

Recommendation: Ensure MDC 31XX Marines are proficient in the use of D-CMOS and possess the capability to serve as System Administrators who can trouble shoot system malfunctions and work directly with the CMOS Help Desk. Additionally, MARCORSYSCOM needs to ensure that MDC's are fully equipped with required D-CMOS hardware prior to deployment.

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