

DTJ *Defense
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February 2009

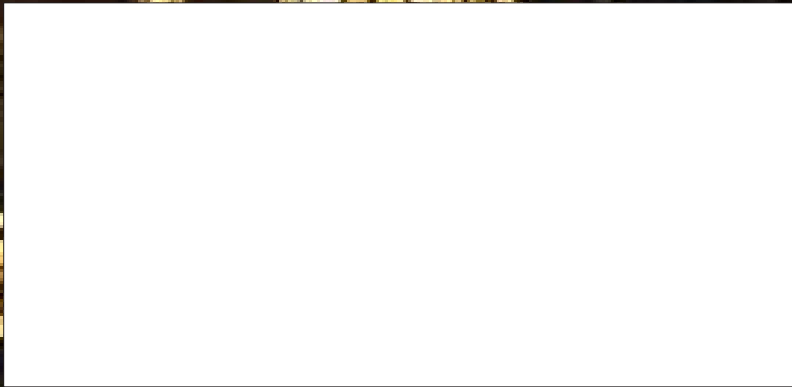
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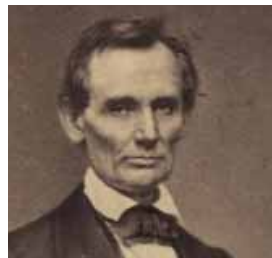
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COVER PHOTO: A soldier is transported to a U.S. Army UH-60A Black Hawk during a medical evacuation mission. The crew is from the 1st Forward Support Medical Team, 542nd Medical Company. (Photo: Staff Sgt. Jacob N. Bailey, USAF. Courtesy DOD)

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The editorial objectives of the *Defense Transportation Journal* are to advance knowledge and science in defense transportation and the partnership between the commercial transportation industry and the government transporter. *DTJ* stimulates thought and effort in the areas of defense transportation, logistics, and distribution by providing readers with:

- News and information about defense transportation issues
- New theories or techniques
- Information on research programs
- Creative views and syntheses of new concepts
- Articles in subject areas that have significant current impact on thought and practice in defense transportation
- Reports on NDTA Chapters

EDITORIAL POLICY

The *Defense Transportation Journal* is designed as a forum for current research, opinion, and identification of trends in defense transportation. The opinions expressed are those of the authors and not necessarily of the Editors, the Editorial Review Board, or NDTA.

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A-35

Building Upon Our Strength

Ms. Lori Leffler, A-35 Chair
Manager, US Government Sales, The Hertz Corporation



Communicating to Better Our Organization and Ourselves

NDTA's A-35 members are spread out across the United States and in eight different countries overseas, but distance should not be a barrier to maintaining a comprehensive A-35 program. We have the means to be effective—to better communicate and tie our A-35 network together thanks to our system of Chapter and Regional A-35 representatives. Their roles are vital!

There are some important steps that we must take, however, as we enter the New Year—we must fill Chapter posts that are vacant in many of the NDTA regions. As this issue of the *DTJ* goes to press, only four of the nine regions have identified their A-35 representatives. I know we can do better than that! If you are under 35 and are interested in filling one of these slots, or if you know of a colleague in your company or organization who you think might be a good fit for the task, please let me know.

Once we have a full roster of representatives, they can work together with their Regional NDTA Presidents to stimulate participation of young folks within their local communities. One possibility is to offer a guest spot in this column that will give voice to our A-35 representatives. They might report on activities, events, or news that appeals specifically to their interests, or they may have a particular topic in mind. Maybe they would like to interview someone who has made a difference in the work place. There are real benefits to this approach no matter what direction their writing may take. Exploring ideas and sharing thoughts brings knowledge and recognition.

TIPS ON CONDUCTING AN INTERVIEW

Stick with people (and topics) of interest to you. This will make it easier to pose questions and develop follow-up notes. You will be more comfortable, too, which will also put your source at ease.

Contact your source and request some time. Explain the nature of your interview request. The notion of an inter-

continued on page 35

Imagine adding your own published article to your portfolio!

Think of the new people you'll meet as well—some may even want to join the Association.

As an A-35 Representative you will also have the opportunity to present your case in person at the Council of Regional Presidents (CORP) meetings held on both regional and national levels, including the annual Forum (our 63rd Forum & Expo will be held in Nashville, TN, September 19-23) or the SDDC Symposium & NDTA Expo (coming up April 6-9 in Atlanta, GA).

Who Said That . . .

" . . . let us strive on to finish
the work we are in . . . to
care for him who shall have
borne the battle."

Find the ANSWER
on page 35



Change is In the Air

Dr. Kent N. Gourdin, Editor DTJ

Director, Global Logistics and Transportation Program
College of Charleston

Wow. 2009 is here already. I don't believe there are too many of us who were unhappy to see the last of 2008. So here we are, facing a new year, a new administration, and, no doubt, a lot of changes in the transportation area. For whatever they are worth, here are my thoughts on what's coming down the pike.

Even though gas prices have stabilized, I think the handwriting is on the wall: we simply have to change the way we view petroleum-based fuels and the ways we consume them. Some expect prices to shoot back up next year. Even if they don't, it seems like a good idea to use less fuel in any case. That way, we'll see more resources committed to developing alternative power options for all vehicles; the city of Honolulu is operating a number of hybrid buses in their island-wide transit system, and I expect it won't be long before heavy trucks are utilizing this technology as well. Can aircraft and large ships be far behind? Another thing soaring gas prices accomplished was to shift more people out of their cars and into mass-transit options, increasing ridership in some cities beyond the capacity of their respective systems. Hopefully, the growth in customers will continue so that revenues increase, service improves, and more areas will decide that investing in public transport is a profitable and efficient way to shift even more folks off the roads.

Similarly, there (finally) seems to be a significant shift of freight from long-haul trucks onto the railroads, a trend I expect to continue. As the costs of moving freight over the road have increased, rail has become a much more attractive option and one that makes a great deal of sense from an environmental point of view as well. Rail is simply the smart way to move large amounts of freight long distances; it's a shame we've not been able to appreciate that fact until now.

Sad to say, I believe the plethora of airline fees will continue. Even though I (and,

I suspect, many other customers) find many of these company-related charges (baggage, amenities, ticketing, etc.) incredibly irritating, the fact is they do generate a significant amount of revenue for the carriers. Governments get their pound(s) of flesh here as well. In fact, base fares have become largely irrelevant. A ticket from Baltimore to London, for example, may show a "fare" of \$600 on the airline's website. However, once you add a fuel surcharge and various US and British taxes, the REAL charge is more than \$1000!! On top of that, you pay to check a bag! That said, ensuring the strength of our air transportation system is essential, and if charging for services rendered helps in that regard, so be it.

The Obama administration must come up with a better way to support and maintain our transportation infrastructure. The deterioration of roads, bridges, and waterways has been discussed several times in this column, and won't be reiterated here. However, efforts to reduce the consumption

of fossil fuels, when successful, mean that less money is going into federal and state transportation. I have read some discussion of mileage-based taxes, though I don't fully understand how they work. Tolls could be useful or a system similar to the congestion-pricing scheme used in the heart of London. However the government decides to proceed here, we simply must not let our infrastructure deteriorate further.

I think we're in for some interesting times. Ultimately, I think that, as a nation, we will emerge with a stronger, more efficient, and more environmentally friendly transportation system, which is good news for both the nation and the Defense Transportation System. *DTJ*

ERRATA:

In the article "Joint Shipment Manager" in the Dec. 2008 issue of the *DTJ*, the epilogue section (pg. 11) incorrectly identified the CULT acronym. It should read "Common User Land Transportation." Within the DOD, CULT is a point-to-point land transport service operated by a single Service for common use by two or more Services. CULT provides for significant efficiency in a Joint environment by eliminating duplication by multiple services participating in the same operation. The intent is to provide efficient and unified support that enhances the effectiveness to deploy and redeploy our forces.



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2009 Outlook

LTG Ken Wykle, USA (Ret.)
NDTA President

The year 2008 is behind us—and we are glad, but the crystal ball for 2009 is murky. By all accounts it will be a difficult, unpredictable year. The financial crisis of 2008 was not expected. Full recovery is in the distant future. In 2009, the economy will remain weak and uncertain. Bankruptcies, mergers, and restructuring will headline the “news.” Demand for goods and services have declined, and the effect is rumbling through the industry. Reductions in transportation capacity will continue—less freight and passengers to be moved requires less capacity in the system.

The department of defense logistics workload should be similar to 2008. With a more stable government, improved security, and improved conditions for the US Military in Iraq, the operational tempo will decline, reducing the requirement for supplies and providing an opportunity to redeploy forces. Any decrease in the movement of supplies into Iraq will be offset by increased requirements to redeploy forces. Force levels and operations in Afghanistan are likely to increase. Requirements for commercial sealift and airlift (passenger and cargo) should be equal to or slightly above 2008. Rapid redeployment of forces from Iraq could increase the requirement for strategic lift. Companies providing “end to end” capability for Defense Department needs should have significant opportunities sustaining and redeploying forces from Iraq and moving additional forces and materiel into Afghanistan. With a weak commercial market, more companies may enter/compete for the DOD business.

Domestically, the focus will be on the economy and the need to get an economic recovery started. Results from the federal

“bailouts” and stimulus “packages” will take time to access, and the economy will take time to respond. Attention is being placed on our infrastructure. We should start by developing a national framework for infrastructure renewal while simultaneously funding specific infrastructure projects. Our nation’s infrastructure has been declining for more than a decade. Efforts must be made in 2009 to reverse this trend. Actions will start to find solutions and programs to fuel the economic engine. These may include the recently authorized Marine Highway initiative, the Nation’s energy and power generation and distribution system, the massive upgrade/replacement of municipal utilities and facilities, and reauthorization of the Highway Bill. Many credit the interstate highway system with providing the foundation for the economic growth achieved during the last 40 years—think connecting manufacturers and agriculture producers with consumers in major population centers, connecting all major geographical areas with air and ocean ports for exports and imports, just in time delivery, and overnight express. It is time to update our massive infrastructure and get America moving again. Mr. Eric Schmidt, CEO of Google, said, “Infrastructure is the foundation upon which wealth is created.” Infrastructure renewal will be one of the “tools in the tool bag” to get Americans back to work and energize our economy.

We recognize that the last half of 2008 was difficult and that the predictions for 2009 are gloomy. Yet you have supported NDTA, and indications are that most of you plan to participate in our events and activities during 2009. We will do our best to hold the line on pricing and look for ways to reduce our expenses. Thank

you for your loyalty, support, and commitment to our Association. Thank you for what you do every day in support of our economy and our Nation. Together we will weather the storm and strengthen our organization. *DTJ*

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NOT on OUR Watch

by Jim Seminara

It is 0230 hours and the latest cargo plane of casualties from combat theaters in Iraq and Afghanistan has just landed at Andrews AFB, MD. One of the wounded, a Marine Lance Corporal, is too seriously injured to be moved right away . . . he has 16 pins in his leg and has to be stabilized; his leg will be amputated. He is in immense pain, but he sees a man wearing a Purple Heart cap and requests to speak to him. The man is made aware of the Marine's wish; he cannot deny him for that is what he is there for—to give comfort. On approach, the Marine squeezes his hand and pleads, "I want to return to the Marine Corps . . ." He asks the man to stay with him.

Pictured above: Karla Randle-West, of Miami Gardens, FL, clutches the Purple Heart posthumously awarded to her son, Sgt. Edmond L. Randle, Jr., who was killed January 27, 2004, by an explosion from an implanted explosive device while conducting a surveillance sweep north of Baghdad, Iraq. Photo by Joe Amon, photographer for the Ft. Lauderdale Sun-Sentinel.

Colonel Stephen Cobb, retired Army after 31 years of service, has been in this Marine's shoes before. He is a four-time recipient of the military's Purple Heart Medal and is now doing all he can to comfort those returning from the battlefields overseas. Cobb and his wife, 1st Lt. Tanya Cobb, a five time wounded veteran of a special forces unit from the Army of the Russian Federation, are devoted members of the Military Order of the Purple Heart (MOPH)—one of the many service organizations dedicated to providing comfort to the United States' most treasured citizenry. As both private citizens and experienced veterans, they are among the most patriotic group of men and women in the US.

Cobb vows never to let our veterans go by unnoticed, a sentiment held by all members of the MOPH. They cannot stand by and allow for the veterans of our nation's present-day conflicts to be treated with the same disrespect as many of them once were. "When I came home, mostly all I saw were demonstrators. There were certainly no parades. There were no 'welcome homes.' I wanted to make sure that never again would another generation of veterans go through that experience that I had," said Cobb in a CNN interview. "And that's why there's no pay or remuneration or compensation involved in the work we're doing. It's a personal thing, to make sure that every veteran is appreciated, thanked, welcomed home, and then taken care of after they get home."

Not meant as a slight against President Bush, but when the Cobbs were invited to attend a ceremony at Camp Pendleton, CA on December 7, 2007, with the president, they had to make a decision—either go to the ceremony on Pearl Harbor Day or greet the wounded coming in that day. They stayed behind to greet the troops.

"Operation Welcome Home" has been a part of the MOPH's Greater Washington Chapter 353 since April 2004. The Cobbs have been meeting returning wounded US troops since before April 2004. Between then and up to June 2007, they never missed a flight, three times a week, including three times a day during the Fallujah campaign in Iraq; they greeted more than 27,000 troops in that time span. They only stopped in June 2007 after being informed that they would be of better service visiting the troops in the medical facilities during treatment.

The Cobbs visit and support Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF) patients at Walter Reed Army Medical Center (WRAMC) in Washington, DC, National Naval Medical Center (NNMC) in Bethesda, MD, and the VA Medical Center (VAMC) in Washington, DC.

"Operation Welcome Home" is just one of the many ways that the MOPH is touching the lives of the men and women in uniform from past and present. With more than 47,000 members deployed across the country, the MOPH is involved in multiple programs and services to assist our nation's finest, and is only surpassed by the Department of Veteran affairs itself. In fact, the MOPH is one of the largest volunteer contributors to the US government of any kind. This contribution is carried out through their National Service Program, consisting of two wings: the Veterans Administration Volunteer Service (VAVS) and the MOPH Service Program.

The MOPH's annual operating budget is approximately \$9 million, of which \$7.5 million goes to support the Service Program. This program operates a nationwide network of more than 80 offices, staffed by more than 170 trained Service Officers and assistants, each accredited by the Department of Veterans Affairs. The MOPH Service Program exists to assist all veterans in working with the VA and filing claims for the many benefits that are available. One does not need to be a member of the MOPH to seek assistance through them. In addition, Department and Chapter Service Officers volunteer to assist veterans and their families in their local communities and across the US. Volunteers process veterans' claims for compensation, pension, medical care, education, job training, employment, veterans' preference, housing, death, and burial benefits. Last year, MOPH Service Officers filed more than 66,000 benefits claims with the VA and recovered more than \$200 million for veterans and their dependents. This amounts to a \$30 return for each \$1 invested in this program.

This past year, 686 MOPH volunteers throughout the US donated nearly 83,000 hours to the VA, while the Ladies Auxiliary donated an additional 18,000 hours. Their volunteers' time and effort was valued by the VA at \$1.6 million, allowing

the VA to supplement care and support to its constituents. "Our training program is very stringent in supplying the service officers with the tools they need to assist our veterans. VA staff and lawyers from the National Legal Services Program are the core of our training program," said Frank Van Hoy, National Service Director.

The MOPH is one of only four veteran's service organizations to employ a full time attorney at law to represent veterans. Last year they reviewed and presented 446 appeals on behalf of all veterans. One hundred six of these appeals were approved, amounting to an additional \$1,303,972 in retroactive benefits being granted. They do this with the awareness that the court's decisions can affect thousands of veteran's claims and thus their successful representations protect all veterans.



Col Cobb sharing encouragement with a wounded vet. Photo by Samantha L. Quigley.



Jesse Torres, Commander, Department of North Carolina, presenting a check in the amount of \$1,157.60 so that USMC First Sergeant Russell G. Hill may travel home to Texas to be with his family for Christmas.

EDUCATIONAL SCHOLARSHIP PROGRAMS

- Perpetual scholarship established in 30 colleges/universities for students or professionals whose curriculum/dis-



Col. Cobb greeting a wounded warrior on a stretcher: Photo: Maj. J. Eric Bermudez, Deployed Flight Surgeon, 89th Aeromedical Staging Flight (ASF), Andrews AFB, MD.

cipline is oriented toward serving the handicapped.

- Tuition assistance awarded annually for sons and daughters of Purple Heart recipients.
- The Scotland School for disadvantaged children and orphans of veterans.
- Provided seed money to Gallaudet University to establish Music Appreciation curriculum for the hearing impaired and profoundly deaf.
- Computer Training for veterans and or spouses.

Army Sgt. Rebecca Zimmerman, discharged in April 2006, was awarded a \$3000 scholarship from the MOPH before becoming a member. Injured in Iraq during her deployment of November 2003-2004, a native of Oswego, IL, she is attending Washington State University for her B.A. in History with the hope of becoming a teacher. Placing first in her class, she became eligible to receive an additional award of \$2000 from the Lt. Michael P. Murphy Foundation, named for the Navy SEAL who compromised his own life for the rescue of his SEAL team in Afghanistan. Zimmerman said, "I found out about the MOPH through a fellow veteran at the community college I had been attending. After attending a national convention, the feeling of camaraderie inspired me to join. Any Purple Heart recipient should join the Order, regardless of their views."

Jim Sims, Sr. Vice-Commander and Chair of the Scholarship Program, said, "we requested and awarded 86 \$3000 scholarships last year and will be repeating that

effort this year as well." Sims joined the MOPH in 1987 and described himself as being a passive member until becoming an officer. "I realized how much service they were accomplishing for veterans, for those returning home—visiting nursing homes," his involvement has been more active since then.

GETTING THE TROOPS HOME FOR THE HOLIDAYS

For the past three years, the Department of North Carolina and its local MOPH Chapters have raised funds for airline tickets or mileage reimbursement to enable wounded warriors at Camp Lejeune, NC, and Fort Bragg, NC, to be with their families and loved ones during the Christmas holidays. "We do this in appreciation for their sacrifice and service to our Country," said Jesse Torres, the North Carolina Department Commander. In addition to holiday travel, the department raises sufficient funds to provide emergency family leave air fare to these warriors throughout the year.

"This year, 2008, 155 men and women, Army and Marines, were provided assistance," said Torres. Much of the money has been provided by the local chapter of the Knights of Columbus, an international outreach extension of the Catholic Church. "Last year they provided about \$58,000 for us and are on pace to helping even more this year. Whatever is left over from the holidays goes toward being able to provide troops with the money needed to get home in case of an emergency," said Torres.

Ft. Bragg Chapter 2226 has only been in existence for little more than a year,

starting with just over 30 members; they now have more than 135. "We wanted to get new blood, so we had to go to where the young ones were," said Chapter Adjutant Dan McGinley, an 83-year-old veteran of WWII, Korea, and Vietnam, in regard to why they started a new chapter at the home of the 82nd Airborne. "Getting the returning veteran started in planning their future is my only goal. Many think that returning home is the end; it is not. It is only the beginning. They need to realize that they have to plan their lives from here."

RECREATION FOR THE WOUNDED AND THEIR FAMILIES

During Law Enforcement Week in May 2008, the MOPH Department of California jointly hosted a Wounded Warrior Dinner Cruise along the Potomac River in Washington, DC, with the Los Angeles County Sheriff's Department for 100 wounded warriors and their families from the Walter Reed Army Medical Center and Bethesda Naval Hospital. The two collaborated again in September 2008, hosting 80 wounded warriors and family members for a dinner cruise in Balboa, CA.

For March 2009, the Department of California has organized a major fishing event for wounded warriors with Randy Houston, the brother of an Arizona Purple Heart recipient, Jerry Houston. The California Department of Fish and Game has offered a program to provide assistance and will reduce or waive the fishing license fee for the participating wounded warriors. Joan Bennet, a veteran herself, is a fishing ambassador for the California Department of Fish and Game. She is also a board member of the Monterey Veterans, Inc., who is providing their fifty-foot fishing yacht, already set up for this type of event, having hosted veteran fishing events for years.

In addition, Markley Cove on Lake Berryessa, CA, has committed to host an event at their resort and launch 50 boats at no cost. Other California corporations will provide in-kind support. The fishing events will be held at numerous lakes in California and ocean harbors as well. Fishing companies from Dana Point, Los Angeles, Monterey, Half Moon Bay, and San Francisco Bay all have expressed interest in supporting these events and the wounded warriors, as well as numerous individuals

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and volunteer groups that have committed to assist in any way needed.

Retired Los Angeles County Sheriffs department Detective Sgt. and Commander of the MOPH's Region VI William Hutton said, "we are especially grateful to the Audrey and Sydney Irmas Foundation of Encino, CA. With their help we have been able supply \$15,000 for the fishing derby, \$15,000 for an equestrian program in Texas, and \$20,000 for home preparations for disabled veterans."

For the past three years, the Orange California Chapter of MOPH has been intimately involved with "Operation Snowball Express (www.SnowballExpress.org)," which is dedicated to helping the children of those who have made the ultimate sacrifice while serving in the US Armed Forces since 9/11. This year at Christmas, Snowball Express hosted 2000 children and surviving spouses from all across America in Southern California for an all-expense paid holiday gathering that none of them will ever forget. Since its inception three years ago, Chapter 752 members have volunteered as "Hotel Captains" at the Anaheim Marriott to assist the families in any way possible. This year, 12 patriots and their wives participated.

"We are doing this because our mission is to help combat-wounded veterans and their families wherever and whenever possible. Simply put, we are providing comfort and support during a holiday that is sacred to the families and we try to help put a little joy into their hearts," said Cmdr. Jim Pinnix of chapter 752. "Believe me they fill our hearts in return as well."

"The efforts over the last two years by Jim and Marilyn Pinnix and the other MOPH volunteers have been nothing less than extraordinary," said John N. Mavros, President, Preferred Hotel Management Corp. and Vice Chairman, Snowball Express.

ADVANCED TREATMENT FOR THE DISABLED

On deck for 2009, the Department of Texas has secured a private grant from the Irmas Foundation by way of Hutton to send 37 amputees from the Brook Army Medical Center in San Antonio, TX, to a 10-week equestrian program designed specifically for amputees. Equitherapy uses horseback riding and other horse related activities to help disabled veterans to improve balance,

muscle control, and strength. The Triple H Ranch (Horses Helping the Handicapped) is a 120-acre ranch started by retired Air Force Col. Kent Harbaugh and his wife Kathy in 1997. They offer services to disabled veterans.

Marine Cpl. Jeff Harris, discharged in August 2000, met Hutton in Texas when he was just 15 years old and is now collaborating with Hutton for this program. "We were talking about doing a dinner cruise in Texas like the ones they did in Washington and California but decided to do something with a more lasting benefit," said Harris. Though, not a member of the MOPH, Harris, a golf pro, does whatever he can to assist today's veterans. "We raised a little under \$50,000 last year in a golf tournament at the Riverhill Country Club in Kerrville, TX, and we hope to raise \$100,000 this year (March 21-22, 2008)." Though the state of Texas is not a part of the western region, Hutton still decided to contribute the funding (\$15,000) to this program in the spirit of brotherhood.

WE WILL NEVER FORGET

For Veterans Day 2008 in Washington, DC, the face of the Purple Heart was brought to many by having the regional field supervisors from the National Service Program greet and speak with veterans and other visitors to their tent set up on the National Mall. MOPH National Cmdr. Jeff Roy was honored to introduce a panel of several of the most highly decorated service members from OIF and OEF, including Army Capt. W. Bryan Jackson, recipient of the Purple Heart and Distinguished Service Cross. They also honored the memory of Medal of Honor recipient Lt. Michael J. Murphy, son of their National Judge Advocate Daniel Murphy, by sponsoring the "Today's Heroes" session at the American Veterans Center's (AVC) annual conference.

The Departments of Florida and Texas have each commissioned the construction of a portable State OIF/OEF Heroes Memorial. This memorial contains a collection of tiles with the name and photo of every serviceman or woman from the state who has died in Iraq or Afghanistan. These movable memorials travel their respective states in an effort to visit each town that has lost one of their sons or daughters and takes part in ceremonies that honor these heroes such as Memorial and Veterans Day.

History

At his headquarters in Newburgh, NY, General George Washington, the Commander in Chief of the Continental Army, created the "Badge for Military Merit," a decoration consisting of a purple, heart-shaped piece of silk. Washington's "Purple Heart" was awarded to only three known soldiers during the Revolutionary War: Sgts. Elijah Churchill, William Brown, and Daniel Bissell, Jr. The decoration was largely forgotten until 1927, when Gen. Charles P. Summerall, the US Army Chief of Staff, sent an unsuccessful draft bill to Congress to "revive the Badge of Military Merit." In 1931, Summerall's successor, Gen. Douglas MacArthur, took up the cause, hoping to reinstate the medal in time for the bicentennial of George Washington's birthday. On February 22, 1932, Washington's 200th birthday, the US War Department announced the creation of the "Order of the Purple Heart."

Washington wrote in his orderly book on August 7, 1782: "The road to glory in a patriot army and a free country is thus open to all. This order is also to have retrospect to the earliest stages of the war, and to be considered a permanent one."

Shortly after the award was re-instituted, a group of combat-wounded veterans in Ansonia, CT, formed the first chapter of the civilian organization whose membership was composed of recipients of the decoration. Their action gave birth to a fraternal body that, until then, had been just a record on paper. The living organization grew rapidly during and after World War II and is now a nationwide body. It became known as the "Military Order of the Purple Heart of the United States of America, Inc." (MOPH). The organization was chartered by Congress by H.R. 13558, which became Public Law 85-761, on August 26, 1958.

Veterans and their families from the Warrior Transition Battalion in Fort Knox, KY, gathered at Runnymede Thoroughbred Farm in Bourbon County, KY.



Wounded Warrior families at Disneyland.



MOPH Welcome Desk, Anaheim Marriott: Jim Pinnix (in tan jacket) greets arriving families.

LADIES AUXILIARY

A very active MOPH Ladies Auxiliary has been essential to the success to many of its programs. Open to the spouses and lineal descendants of a Purple Heart recipient, the LAMOPH has both regular and associate memberships. In comparison with Ladies Auxiliaries of many other veterans' organizations, one is not required to be a US citizen. Women are also welcome to join the Purple Heart Ladies Auxiliary even if their Purple Heart recipient is not a member of the Military Order of the Purple Heart. Currently there are 6000 members of the LAMOPH, organized into 223 local units. These patriotic and dedicated ladies selflessly volunteer countless hours in support of individual veterans and the VA.

Sharon Carlton, past president and current secretary to the MOPH Ladies Auxiliary has played an instrumental role in expanding the auxiliary, especially in Virginia. "We refer to her as the mother of the greater Washington and Virginia Beach chapters," said Tanya Cobb. "She has been a role model for many of us."

"When a female member of the Purple Heart passes, it is likely that the male member may drop off or stay similarly active as before, but when the male member passes, it is likely that the female's involvement will double," said Carlton. "At least this has been true in my case and what I have experienced.

A LOOK AHEAD

National Commander for 2008-2009 Jeff Roy has appointed a Homeless Veterans Coordinator, Kevin Kavanaugh, to work with the VA on the issue of homeless veterans; joined in partnership with the "Cell-phones for Soldiers Program" (started by two teenagers in MA); and is sponsoring four wounded soldiers to climb Mt. Denali in Alaska.

"We are large, but small enough to stay focused on the service aspect. We want to make sure that any proposed VA programs do not get lost during the transition of the administrations and try to advocate a top five or six issues being considered by Congress, being realistic about what can be done," said Roy. "One of the key items is making a faster transition into the VA system for injured veterans. There has to be a smoother movement into the VA system."

"It is especially tough for National Guard and Reservists to get treated within the VA," said Army Staff Sgt. John P. Keith, Commander of the Department of Virginia and Chapter 353, who is serving at Ft. Belvoir, VA, in the De Witt Army Community Hospital.

Keith, injured in Baghdad by an RPG while traveling in an armored vehicle, has a prosthetic limb above the knee. The Cobbs were at Andrews AFB when his flight came in November 2004, but he was too sedated to know at the time, and

he woke up at Walter Reed. "I would like to do more to help others, but with a wife and two children it is tough," said Keith, a 16-year veteran whose service includes a one-year tour in Bosnia.

The first step in the transition is greeting them, and that is what the Cobbs do. "I mean we can give boxer shorts and slippers and break away pants and all sorts of other supplies and little toiletry kits and things like that. Those help in the immediate transition," said Cobb. "But what really helps is for every veteran to know that there's a whole network of friends out there who are willing to support them all the way through, not only when they arrive, but when they're at Walter Reed or Bethesda Hospital and when they go on further to other hospitals near their home duty station or near their home of record."

Our veterans can find comfort in knowing they will not be forgotten on this watch—or any other, for that matter—when the Military Order of the Purple Heart is involved. For more on the MOPH, visit: www.purpleheart.org. DTJ

Jim Seminara, a freelance journalist in Washington, DC, has been published in Human Events, The Cedar Rapids Gazette, and has worked as a reporter for the Evans-Novak Political Report and The Florida Catholic Newspaper; NJC Alumni: jimseminara@gmail.com

The speed and efficiency of today's aeromedical evacuations ensure that more combat wounded survive battlefield injuries than ever before. Ask any aircrew—they'll tell you that the most personal and rewarding flights are those that involve warriors in need. Whether they fly helicopters or fixed wing aircraft, in war zones or in the wake of natural disaster, the safe and sure transport they provide means the difference between life and death. Our story features the C-17 Globemaster, but the sentiment extends to all who provide care in the air, regardless of the type of aircraft they fly. Without the dedicated aeromedical crews, the story of our wounded warriors would have far fewer happy endings.

Military operations in Iraq and Afghanistan since 2003 have resulted in significant numbers of combat casualties requiring swift medical evacuation from the line of fire [see chart]. Blast-related injuries from Improvised Explosive Devices (IEDs), landmines, and shrapnel predominate, yet the survival rate is excellent thanks to carefully coordinated trauma management and rapid transport to medical facilities for treatment. The C-17 III Globemaster, a long-range multi-role aircraft capable of total "care in the air," and its dedicated and compassionate crew are key to survival success.

The aircraft can be re-configured at a moment's notice to accommodate ventilators, ECG monitors, stretchers, CPR equipment, and teams of doctors and life support technicians, allowing the C-17 loadmaster to transform the cargo bay into a fully functional airborne intensive care unit. Wounded warriors can then be safely evacuated from front lines to medical transition units, and stabilized patients can be sent from there to hospitals around the globe.

It seems that the C-17 was designed specifically with this mission in mind. It is equipped with stanchions for litters, a built-in oxygen system, and electrical hook



Photo: Staff Sgt. Edward D. Holzapfel, USAF. Courtesy DOD.

air

by Karen Schmitt



Photo: Airman 1st Class Andrew Oquendo, USAF. Courtesy: DOD

ups for medical equipment; interiors are well lit to facilitate patient evaluation and care. “We can adapt to any aircraft, but with the C-17 we don’t have to ‘make it fit’—it already fits,” says a spokesperson for the 349th Aeromedical Evacuation Squadron. Like anything else, though, it’s not a perfect world because in-flight vibration poses a concern when treating the seriously wounded. Patient pods—self-contained and stable units—may alleviate that problem and others, such as low cabin air pressure, reduced oxygen levels, high noise levels, and cabin temperatures that fluctuate during flight and can not be precisely controlled. The Air Force School for Aerospace Medicine is conducting research on these stressors, and if patient pods turn out to be the solution, they could easily be accommodated by the C-17 Globemaster III.

The Air Mobility Command (AMC) manages military aeromedical evacuations, and almost all OEF/OIF medevac flights originate from Travis AFB (California) with stops at Andrews AFB (Virginia) before patient pick-up in Afghanistan or Iraq. However, it is not uncommon to task an aircraft already on station in theater if factors are favorable. Flight hours are an important consideration. Crews are typically limited to a 16-hour duty day but on occasion can go up to 24 hours. It really doesn’t matter what type of cargo is already on-board as long as they can make room for patients. In fact, the aircrew can quickly reconfigure for patient transport in about 30 minutes.

Evacuation flights require careful maneuvering because of the high threat tactical environment. Landing in a combat zone, for example, isn’t anything like landing at a commercial airport. Arrival is covert, and

Wounded Warrior Diaries

www.defenselink.mil/home/features/2008/0908_wwd/index.html

The DOD has launched the “Wounded Warrior Diaries,” a multimedia Web tribute in which American service members wounded in combat share stories of their service, including their hard-won battles on the road to recovery and the ups and downs of life in the wake of injury. The diaries are sources of strength, encouragement and reassurance for other wounded troops and their families, and were created to honor the service, sacrifice, courage and determination of all who voluntarily serve in harm’s way.

almost always at night. There are no runway lights, and pilots wear night vision goggles to touch down. In preparation, circular shields with handles are tightly fitted over the circular, porthole-like windows of the C-17 so that no light escapes to give away their mission to enemy fire. The descent is fast and steep. Corkscrew turns rather than a gentle angle of bank mark the final approach, and strong G-forces pull on crew and cargo. In a heartbeat, the plane is on the ground, compared to commercial flights, which might take from 30 minutes to an hour to circle and taxi. Commercial flight attendants warn travelers to watch for shifting luggage in overhead bins, yet nothing moves in the C-17 as the loadmaster has fastened cargo evenly and securely in place.

Ideally, two loadmasters are on board to minimize turn around time, critical where airport security is lacking. Crewmembers are armed to add an extra measure of protection. Likewise, it is Standard Operating Procedure (SOP) that a crew chief and

Global War on Terror – Operation Iraqi Freedom / Operation Enduring Freedom by Casualty Category within Service | March 19, 2003, through January 3, 2009

	Army	Navy	Marines	Air Force	Total
Total Wounded in Action	21,354	626	8550	404	30,934
Wounded - No Medical Air Transport Required	14,215	462	6520	310	21,507
Wounded- Medical Air Transport Required	7139	164	2030	94	9427
Total Non-Hostile Related Medical Air Transports	29,590	1220	3033	1627	35,470
Non-Hostile Injuries – Medical Air Transport Required	7341	339	1202	400	9282
Diseases/Other Medical – Medical Air Transport Required	22,249	881	1831	1227	26,188
Total Medical Air Transports (Hostile & Non-Hostile)	36,729	1384	5063	1721	44,897

Prepared for the DOD by Defense Manpower Data Center – Data, Analysis & Programs Division



Photo: Master Sgt. Scott Wagers, USAF. Courtesy DOD.

Medical Communications for Combat Casualty Care (MC4)

www.mc4.army.mil/index.asp

MC4 supports a medical information management system for Army tactical medical forces, enabling a comprehensive, lifelong, electronic medical record for tracking all Service members, and enhances medical situational awareness for operational commanders. MC4 was first deployed in 2003, and is currently fielded to deployed medical forces in support of Operations Iraqi and Enduring Freedom, as well as Special Forces missions worldwide.

spare parts accompany the team in case of breakdown in austere locations.

A relatively new component to these missions is electronic medical record (EMR) technology. Having access to a patient's EMR before arrival at Landstuhl Regional Medical Center in Germany, the hospital that receives most of the troops evacuated from Iraq and Afghanistan, means that doctors will be better prepared when the patient arrives. The Army's Medical Communications for Combat Casualty Care (MC4) program delivers this medical information management system to capture battlefield records in total IT technology. Data is housed in the DOD's central clinical data repository, available for healthcare providers anywhere in the world via cyberspace. MC4 affords seamless care through a common medical software suite for all

Iraq Casualty Count

<http://icasualties.org/oif/>

Comprehensive and accurate data updated weekly

active duty military on the front lines or at stateside duty stations.

In addition to the C-17 III Globemaster, the C-130, SH-60B Seahawk UH-60A Black Hawk Helicopter, or the HH-60 Pave, among others, also play a vital role in moving casualties from war zones, natural disasters, or vessels in distress on the open seas. Their crews, like the Globemaster team, routinely engage in simulation exercises to ensure that everyone is on point in case of emergency transport.

One such account, far from the battlefield, involved a crew from the Air Force Reserve Command's 446th Airlift Wing. The crew was diverted to transport the DOD's only specialized burn center team to treat sailors who were severely injured when a steam line ruptured onboard the USS *Frank Cable* (AS 40), a naval submarine tender based in Guam. The sailors suffered burns over 20 percent to 70 percent of their bodies, and several were on lung ventilators when they were finally stabilized for transport to Tripler Army Hospital in Hawaii.

When the manifest includes patients, a smooth flight with minimal banking and light landings are the goal. On extremely long flights, the C-17 can even refuel in mid-air, minimizing the number of take offs, which might jolt the patient at rest.

Commercial CRAF Partners

A unique and significant part of the nation's mobility resources is the Civil Reserve Air Fleet (CRAF). US airlines, contractually committed to CRAF, support DOD airlift requirements in emergency missions like aeromedical evacuations. NDTA salutes its members and other commercial carriers that participate in the CRAF program:

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Evergreen International
FEDEX Express Airlines
Gemini Air Cargo • Hawaiian Airlines
Kalitta Air • Murray Air
North American Airlines
Northwest Airlines
Omni International • Polar Air Cargo
Ryan International Airlines
Southern Air • United Airlines
United Parcel Service Airlines
US Airways • World Airways

Short-Range International Section

ABX Air • Alaska Airlines • American
ATA Airlines • Astar Air Cargo
Champion Air • Delta Airlines
Jet Blue Airways • Lynden Air Cargo
Miami Air International
Northern Air Cargo • Northwest Airlines
Sun Country • United Airlines

Aeromedical Evacuation Segment

Delta Airlines • United Airlines
US Airways

Domestic Section

Air Trans Airways • America West Airlines
Frontier Airlines • Midwest Airlines
Southwest Airlines

Alaskan Section

Lynden Air Cargo • Northern Air Cargo

CRAF listing is subject to change

Back in the US, patients medevaced from OIF/OEF front lines are loaded onto buses bound for yet other hospitals and more treatment. But this time, on this end, family and friends will be waiting for them. They will resume the compassionate, dedicated care that was shown by medevac aircrews and medical flight teams on the next leg of the warrior's journey to rehabilitation and recovery. *DTJ*



HONORED TO SERVE



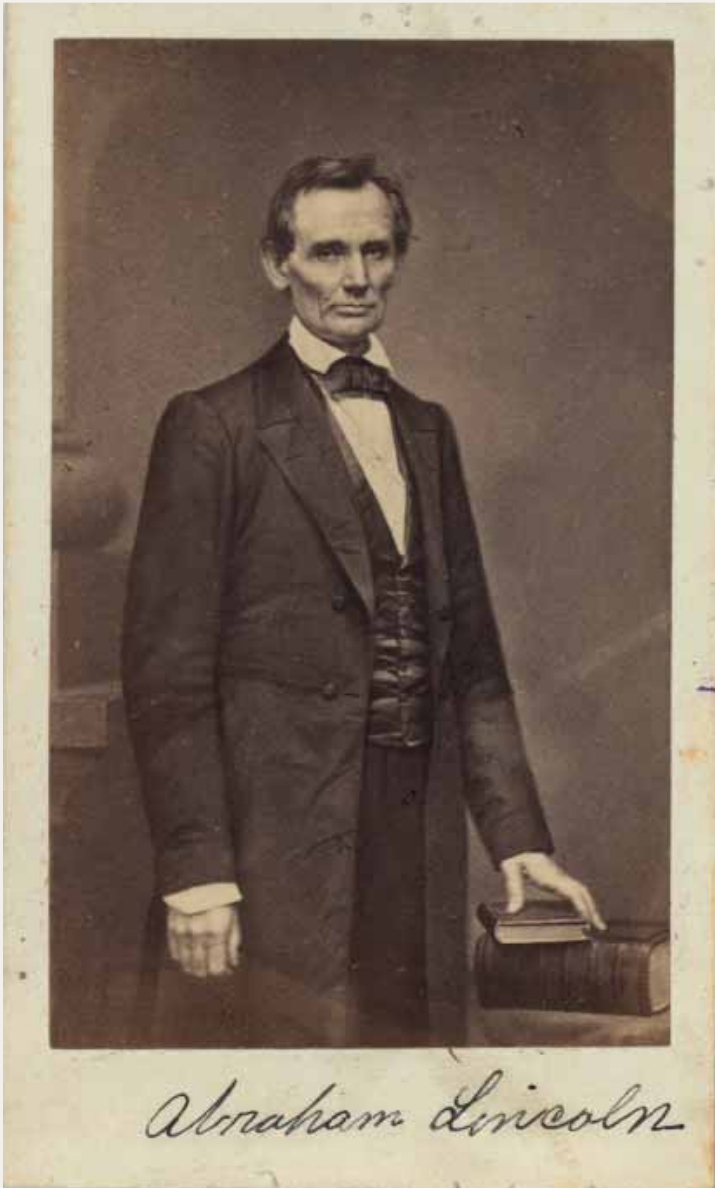
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Abraham Lincoln

as an Advocate of Improved Transportation

by Jason Emerson

Abraham Lincoln

February 12, 1809–April 15, 1865

“The people and events of the past serve no useful purpose if they are forgotten.”



Lincoln crossing Potomac Creek Bridge on the way to review the Army of the Potomac. By Edwin Forbes, 1863. Library of Congress: LC-USZC4-4410

This issue of the *DTJ* commemorates the bicentennial year of Abraham Lincoln's birth with a story that our readers will find especially engaging. Sincere thanks go to Jason Emerson for sharing transportation insight from Lincoln's perspective and for sharing his new release, *Lincoln the Inventor*.

Abraham Lincoln is renowned today for many ideas and accomplishments, but the one initiative to which he gave more attention than almost anything else was his desire to improve transportation throughout the US. He once said during his early political career that his “highest ambition” was “to become the DeWitt Clinton of Illinois” and improve the internal transportation of his home state as Clinton did for New York with the Erie Canal. Though Lincoln's support of transportation and infrastructure eventually was supplanted by his opposition to slavery's expansion, it never was abandoned or forgotten. In fact, Lincoln's belief in internal improvements spanned his entire political life, influenced a number of his actions as president, and even led to an invention and patent of his own creation.

Abraham Lincoln understood the need for reliable transportation in the early US through his own experiences without it. He had grown up on the frontier regions of Kentucky and Indiana where roads were poor, railroads nonexistent, and the reliability of river travel unpredictable. As a farmer he knew the importance of quality roads and waterways to get produce to markets; as a river boatman who worked the Ohio, Illinois, and Mississippi Rivers, he understood the need for waterways deep enough to travel and clear of obstructions. These early experiences and his affiliation with the Whig Party led him to become a political champion of Henry Clay's “American System,” which preached the gospel of “internal improvements” throughout the US.

Even in his first failed run for state legislator in 1832, the 23-year-old Lincoln focused his campaign on his great belief in the creation of good roads, bridges, railways, and canals and the clearing of impediments to improve river travel. “Time and experience have verified to a demonstration, the

public utility of internal improvements,” Lincoln declared in his first printed political pronouncement. “That the poorest and most thinly populated countries would be greatly benefited by the opening of good roads, and in the clearing of navigable streams within their limits, is what no person will deny.” Throughout his ensuing four terms in the Illinois state legislature, from 1834 to 1842, Lincoln was a vociferous supporter of internal improvements, and in the 1836 session helped secure \$10 million to construct a statewide system of roads, canals, and railroads financed by state bonds.

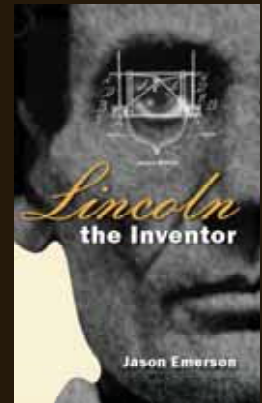
As a member of the US House of Representatives from 1847 to 1849, Lincoln continued to advocate internal improvements, and even gave a speech on the House floor solely dedicated to it. “The question of internal improvements is now more distinctly made—has become more intense—than at any former period,” he said on June 20, 1848, in response to a previous veto message by President James K. Polk. “It can no longer be avoided.” Lincoln then went on to argue against Democrat’s objections and assert that such an improved system of national transportation would not overwhelm the Treasury, nor offer unequal benefits to different localities, nor be unconstitutional.

As President during the Civil War, Lincoln espoused the importance of transportation through the building and improving of both vehicles and infrastructure. From a military standpoint, Lincoln understood the application of railroads in transporting armies and supplies around the country. He also supported and encouraged new technology to aid the Union war effort, such as the creation of mobile gun carriages, ironclad ships, and submarines. In a civilian capacity, Lincoln viewed improved transportation as necessary to encourage westward expansion and agricultural improvements. One of his great domestic achievements (independent of the war) was his support for a transcontinental railroad and telegraph line and his signing into law four Pacific Railroad Acts. Concomitantly, Lincoln also advocated and signed into law the Homestead Act (free dispersal of public lands out west subject to improvement and five years of residence), the first Morrill Land-Grant Act (donating public lands to states and territories that may provide colleges for the benefit of agriculture and

Just Released!

Lincoln the Inventor

The complete story of Abraham Lincoln's invention and patent, and how his mechanical genius shaped his life Southern Illinois University Press; 112 pages; January 8, 2009



In addition to his other accomplishments, Abraham Lincoln was the only US president to hold a registered patent. Jason Emerson offers the first treatment of Lincoln’s invention of a device to buoy vessels over shoals and its subsequent patent in May 1849 as more than mere historical footnote. As Emerson demonstrates, Lincoln’s scientific curiosity helped drive his lifelong intellectual development and influenced his treatment of inventors and innovators both as a lawyer and as president.

In this fresh contribution to the field of Lincoln studies, Emerson shows how, when, where, and why Lincoln created his invention and demonstrates how his penchant for inventions and discoveries informed his political belief in internal improvements and free-labor principles. Lincoln’s interest in the topic led him to try his hand at scholarly lecturing; later, as president, Lincoln encouraged and occasionally contributed to the creation of new weapons for the Union.

During his extensive research, Emerson uncovered correspondence between Lincoln’s son Robert and his presidential secretary, John Nicolay, that revealed the existence of a previously unknown draft of Abraham Lincoln’s lecture “Discoveries and Inventions” (the known draft of which is included in this book). Emerson not only examines the creation, delivery, and legacy of this lecture, but he also reveals for the first time how Robert Lincoln owned this unknown version, how he lost and later tried to find it, the indifference with which Robert and Nicolay both held the lecture, and the decision to give it as little attention as possible when Nicolay and John Hay published President Lincoln’s collected works in 1894.

The story of Lincoln’s invention extends beyond a boat journey, the whittling of some wood, and a trip to the Patent Office; the invention had ramifications for Lincoln’s life from the day his flatboat became stuck on a milldam in 1831 until the day he died in 1865. In addition to giving a complete examination of this important yet little-known aspect of Lincoln’s life, Emerson delves into Lincoln’s intellectual curiosity and creativity, both as a civilian and as president, and considers how those traits contributed to his greatness and allow new insight into his character. By learning to understand Lincoln the inventor, readers will better understand Lincoln the man.

Jason Emerson, an independent historian and freelance writer living in Cazenovia, NY, has published numerous articles and book reviews in both scholarly and popular publications on the subject of Abraham Lincoln. An earlier work, “The Madness of Mary Lincoln,” published in 2007, revealed new examination of Mary Todd Lincoln’s insanity case based on Jason’s discovery of Mary Lincoln’s twenty “lost” insanity letters, for which historians had been looking for eighty years. To learn more about the author and his writing, visit: www.jasonemerson.com.

mechanic arts), and the creation of the Department of Agriculture.

In private life, Lincoln was not a “railroad attorney,” but he did more often than not argue cases that favored transportation expansion, often in his work for railroads. As a state legislator, Lincoln helped incorporate the first Illinois Central Railroad Com-

pany, and, as Mark E. Steiner shows in his book *An Honest Calling: The Law Practice of Abraham Lincoln*, Lincoln worked on retainer for the company for nearly ten years and about 50 cases. He represented the company in local, state, and federal courts, regarding issues such as eminent domain, right-of-way, and tax and insurance liabili-

A March 1924 issue of *Popular Mechanics* first brought public attention to Lincoln's invention. Another transportation topic highlighted in the same magazine included notice of "auto bodies made of fabric—to end squeaks and rattles" on the road. The automobile design was manufactured in France and had an added time saving benefit since the body did not require dusting or polishing.



ties. Lincoln's most lucrative case was one for the Illinois Central against a suit by McLean County, Illinois, for tax liability. Lincoln won the suit and submitted a bill for \$5000, which the company refused to pay. Lincoln brought suit to collect and won the biggest fee of his legal career.

One of the most impressive and unknown offshoots of Lincoln's unshakable belief in improving transportation was his own invention of a "device to buoy vessels over shoals" to help improve river travel. Running aground on sand bars and other river impediments was a common threat to shallow water navigation in the mid nineteenth century. As a young river boatman in the Midwest, Lincoln knew this well. In fact, one of Lincoln's life-changing moments occurred in 1831 when a flatboat he was crewing loaded with hogs and barrels of bacon, pork, and corn became grounded on the Sangamon River below the town of New Salem, Illinois.

With the front hanging out over the Rutledge milldam and the rear taking on water, Lincoln began straining every muscle to pry the boat over the dam. As the flatboat began taking on more water, Lincoln directed the crew to unload the hogs onto a borrowed boat while he ran into the village and borrowed an augur from the cooper shop. He then bored a hole in

On his return to Washington, Lincoln submitted his application for a patent for a device for "Buoying Vessels Over Shoals," along with his model. The patent was approved as Patent Number 6469 on May 22, 1849—making Lincoln to this day the only US President to hold a patent.

the end of the boat hanging over the dam. The cargo barrels were rolled to the bow, the boat tilted, the water drained out, and the boat floated free. Lincoln's ingenuity impressed his employer, Denton Offutt, who later opened a general store in New Salem and hired Lincoln as a clerk.

Years later, in the autumn of 1847, Congressman Lincoln was returning home to Springfield from Washington. As his steamship, the *Globe*, passed up the Detroit River, it came upon another steamboat, the *Canada*, which had run aground. From the deck of the *Globe*, Lincoln watched as the *Canada's* captain ordered his crew to collect all the empty barrels, boxes, and loose planks on the ship and force them under the sides to buoy the boat over the shallow water. Lincoln, an experienced boatman with an intensely curious and mechanically inclined intellect, watched the procedure with great interest. The event certainly must have reminded him of his experience on the New Salem milldam, and for the rest of his trip home he considered creating a solution to this common waterway difficulty.

His idea used inflatable air chambers—similar to giant bellows—attached on each side of the hull of a steamboat (or any other vessel) just below the water line, with a system of sliding spars or shafts, ropes, and pulleys to fill the chambers with air. Inflation of the chambers could be achieved by either steam power or manpower and could be done whenever needed to buoy the ship over obstructions without the need to discharge the ship's cargo. In Lincoln's vision, the bellows

could be inflated simultaneously or individually, as the case may require, and then easily deflated and folded up for storage in housing boxes secured to the lower guard of the vessel when not in use.

Lincoln spent eight weeks writing a description of his invention and assisting a local mechanic in making a model of his design. His law partner, William Hern-

don, remembered how Lincoln would work on the model in the office, and, while whittling the spars for it, talk about "the revolution it was destined to work" in steamboat navigation. On his return to Washington, Lincoln submitted his application for a patent for a device for "Buoying Vessels Over Shoals," along with his model. The patent was approved as Patent Number 6469 on May 22, 1849—making Lincoln to this day the only US President to hold a patent.

Interestingly, after all his work to invent and patent his device, Lincoln never sought to publicize or market his invention. His collected writings show no evidence that he ever thought about it again. As Patent Office historian Harry Goldsmith has stated, the creation "just became another one among those thousands of patents which fail of commercial success." Historian Mark E. Neely suggested that Lincoln's invention went nowhere "probably because the weight of the apparatus would cause the problem he was trying to solve," ie, grounding the boat in the river bottom.

Whatever the explanation, more than one historian has surmised that Lincoln's invention may have furthered modern technology more than critics realize; the engineering ideas behind his buoyant chambers actually may have advanced the creation of modern ship salvaging and submarine construction. His work in support of railroad advancement and construction helped set legal precedents in Illinois, aid the Union army, build the transcontinental railroad, and advance westward expansion across America. DTJ



MRAP

UPDATE

by Eric Ebeling

Force Protection, the company that invented the MRAP category and pioneered its first variants long before there was an identified need or request, will submit its Cheetah vehicle in response to this solicitation. Like the first MRAPs—Cougar and Buffalo—the Cheetah was developed with a forward vision of the warfighter's safety and survivability needs long before that need was identified or a specific request was issued. Force Protection actually envisioned the need for an "MRAP-lite" and designed its Cheetah vehicle to meet precisely the requirement outlined in this solicitation. As such, the company can meet the aggressive testing and delivery schedule. In fact, the Cheetah has already completed and passed MRAP-level blast testing at Aberdeen, demonstrating that the Chee-

In December 2008 the Pentagon issued a solicitation for a significant number of new "light-weight mine resistant ambush protected vehicles (MRAPs)", or MRAP-All-Terrain Vehicles (M-ATVs) "that require MRAP threshold survivability and off-road mobility." This is significant because as the operating theatre transitions from Iraq to Afghanistan, where the roads are in much worse condition but the threat from IEDs, EFPs, and other attacks is equally strong, the military is proactively soliciting vehicles that "maximize both protection levels and off-road mobility attributes."

tah provides MRAP-level survivability at less than half of the vehicle weight. Additionally, Force Protection has created a Cougar-RT vehicle that also meets the requirements in the Pentagon solicitation.

ARC MIDDLE EAST SERVICE CARRIES 3000TH MRAP

With the sailing of the American Roll-on/Roll-off Carrier (ARC) vessel M/V Re-

solve ex Charleston, SC, on 4 December 2008, ARC has achieved the milestone of loading 3000 MRAP vehicles in calendar year 2008, destined for the CENTCOM area of operations (AOR). These vehicles employ the latest life-saving armor and systems to help protect deployed US forces in theater from improvised explosive devices (IEDs) and other battlefield hazards. To date, ARC has carried nearly



MRAPs in Rota, Spain, after discharge from M/V COURAGE

When the MRAP I program wraps production in the first quarter of 2009, there will be approximately 15,000 MRAPs in the CENTCOM AOR.



MRAP loaded on to M/V HONOR in Charleston, SC

3200 MRAPs overall on its Middle East service, currently made up of 4 modern pure car/truck carrier (PCTC) Ro-Ro vessels operating with a 17-day frequency. This achievement was the result of the tremendous private/public sector partnership with the US Transportation Command (TRANSCOM) and the hard work and dedication of all involved.

During the initial phases of the MRAP buildup starting in mid-2007, TRANSCOM flew all MRAPs to theater aboard heavy-lift aircraft, including organic assets such as C-17s and via leased Antonov assets. However, it quickly became apparent that sealift was the more cost-effective and efficient solution, as one Ro-Ro vessel can carry the equivalent of more than a month's worth of airlift missions at one-tenth the cost of airlift. In fall

2007, TRANSCOM implemented transformation priorities, including an MRAP end-to-end distribution team, to work with the US-flag carrier industry in order to fully leverage all transportation modes in a way that most effectively met the priority requirements of CENTCOM.

The effectiveness of the use of US-flag commercial sealift assets is demonstrated by the huge surge in volumes over the past year. By the end of 2007, using mostly airlift, there were only 1500 MRAPs in theater. Use of sealift began in earnest in early 2008, and a key turning point came in March 2008 when carriage of MRAPs by sealift first exceeded that by airlift. By April 2008, there were more than 5000 MRAPs in theater. By September, that number had climbed to 10,000. When

the MRAP I program wraps production in the first quarter of 2009, there will be approximately 15,000 MRAPs in the CENTCOM AOR.

To date, approximately 3300 MRAPs have been carried by TRANSCOM-managed strategic airlift, while more than 9600 MRAPs have been carried by sealift. The vast majority of the 9600 sealift units were carried by US-flag commercial carriers via their international commercial fleet. ARC has lifted fully one-third of the total number of MRAPs moved by sealift, and approximately one-quarter of the total number of MRAPs moved to the CENTCOM AOR.

Most recently, ARC carried out a proof of principle carriage of MRAPs by sea to Rota, Spain, where the units were trans-loaded to organic TRANSCOM-managed airframes for onward carriage for OEF operations. Rota is now a regularly scheduled port of call for ARC. This successful air-sea combination is yet further proof of the enduring successful nature of the partnership between TRANSCOM and its component commands and the US-flag commercial fleet. DTJ

For additional information, please contact Eric Ebeling at eebeling@amslgroup.com.

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WORLD'S TOP 25 TRAINS

Revealed by The Society of International Railway Travelers®

by Owen Hardy, CEO

What does Europe's very dignified grande dame, the Venice Simplon-Orient-Express, have in common with India's wheezing, narrow-gauge geezer, the 100-year-old steam "Toy Train"? They're both members of a select group, namely "The World's Top 25 Trains," as determined by The Society of International Railway Travelers®. An organization of travelers who love the comfort, romance, and fun of great trains, the Society celebrates its 26th year in 2009.

Some on the list are over-the-top luxury, such as the 36-passenger Royal Scotsman, the posh Royal Canadian Pacific, and Rovos Rail's Pride of Africa. Others offer the most stylish and comfortable way to see less-developed regions, such the world's newest private train, the Danube Express, which offers week-long, rail-based "cruises" through Central Europe.



Photos by Owen Hardy



This story is printed in tribute to President Obama's recent historic train trip, which traced the route Lincoln took to the capital before assuming the presidency in 1861.



Photo by Owen Hardy



Photo by Bruce Anderson

Per-person double prices for these mostly private-train tours range from \$3195 per person for a 10-day trip through the steep mountains of Norway to \$17,195 for a 15-day Mumbai-Calcutta excursion aboard India's Deccan Odyssey in a Maharaja Suite (comprising half a train car and including bedroom, sitting room, and two bathrooms

"The World's Top 25 Trains are based on the Society's experience and that of our writers, editors, members, and staff," said Owen and Eleanor Hardy, the Society's CEO and President, respectively. The selections were announced in a Special Edition of the *The International Railway Traveler*® magazine: *The IRT Society's Best-Loved Railway Journeys – 2009*™.

"The trains met stringent standards for service, accommodation, scenery, itinerary,

With a few exceptions, the top trains are privately owned and operated, offering "rail cruises" on which passengers can spend the night on board.

off-train experiences, and passenger enjoyment. Trains cannot pay to be included in this book; we choose them," the Hardys said. With a few exceptions, the top trains are privately owned and operated, offering "rail cruises" on which passengers can spend the night on board. The IRT Society's Best-Loved Railway Journeys – 2009 includes complete descriptions of each of the "Top 25" trains: their compartments

TOP TRAINS

(in geographical order)

NORTH AMERICA

1. Canadian (Canada)
2. Royal Canadian Pacific (Canada)
3. Rocky Mountaineer (Canada)

SOUTH AMERICA

4. Andean Explorer (Peru)
5. Hiram Bingham (Peru)

AFRICA

6. Blue Train (South Africa)
7. Pride of Africa (Rovos Rail) (South Africa)

ASIA/INDIAN SUBCONTINENT

8. Palace on Wheels (India)
9. Eastern & Oriental Express (SE Asia)
10. Shangri-La Express (China/Tibet)
11. Toy Train (India)
12. Deccan Odyssey (India)

EUROPE

13. Danube Express (Central Europe, Turkey)
14. British Pullman (Europe)
15. El Transcantábrico (Spain)
16. Golden Eagle Trans-Siberian Express (Russia)
17. Venice Simplon-Orient-Express (Europe)
18. Glacier Express (Switzerland)
19. Royal Scotsman (Scotland)
20. Bernina Express (Switzerland)
21. Flam Railway (Norway)
22. Bergen Railway (Norway)

"DOWN UNDER"

23. Ghan (Australia)
24. Indian Pacific (Australia)
25. Sunlander (Australia)

and public spaces, equipment used, and preferred routes. DTJ

For more information on the Society, visit their recently remodeled website at: www.irtociety.com or call (800) 478-4881.



Thank you!

On December 3, 2008, we extended our most sincere thanks and appreciation to General Norton Schwartz and his wife Suzie and to Earl and Penny Boyanton for their tireless and loyal support of NDTA

Even though they are moving on to new chapters in their lives, they will remain close to all of us!



WREATHS DECORATE CEMETERIES FOR THE HOLIDAYS

More than 100,000 wreaths were placed at many of the approximately 350 national and private veterans' cemeteries around the country this holiday season. Members of the NDTA's Washington, DC, and Central Pennsylvania Chapters donated funds to purchase wreaths and volunteered time to place them at headstones in ceremonies on December 13.



This is the second year that the Pennsylvania Chapter has participated; response to this program generated enough funds to award the Chapter's first scholarship in 2009. Shorty Salmans, organizer, explains, "Our goal was to place a wreath on every grave at Indiantown Gap National Cemetery, whose numbers are 33,000 and growing by 12 to 14 each day." This year, 2100 wreaths were laid;

Gold Stars Mothers of America, Civil Air Patrol Cadets, Naval Sea Cadets, and Boy Scouts of America also participated in ceremonies. Photos by "Shorty" Salmans and Peggy Rieder.



The Washington, DC, Chapter also participated in two separate communities by honoring fallen heroes at the Culpeper National Veteran's Cemetery and the Alexandria National Cemetery where LTG James Peake, USA (Ret.) Secretary of Veteran's Affairs was on hand. He praised NDTA efforts to honor our nation's veterans. DTJ

Kudos to chapter members for their outstanding effort!

IN MEMORIAM | LTC Joseph Allen "Al" Speight, USA (Ret.)



Long time NDTA San Antonio Chapter member and friend LTC Joseph Allen "Al" Speight, USA (Ret.), died on January 20 after a 4-year battle with cancer. He was instrumental in establishing NDTA's Surface Transportation Committee's Ports & Waterways Subcommittee, where he served as Chairman.

Al possessed great conviction regarding the vital importance of US strategic ports and the connection between the surface transportation and maritime networks. He was one of the first industry leaders to point out how rail infrastruc-

ture improvements in US military forts created an overwhelming rail bottleneck in US ports. Consequently, he was the driving force behind the successful effort in seeking state funds for rail infrastructure improvements in the Port of Corpus Christi. Just prior to his passing, Al was recognized by the Port with the naming of the "Al Speight Military Rail Yard." Al represents the best of NDTA through his efforts to bring military and industry together to build a stronger Defense Transportation Network, an example that will continue to guide us all. In lieu of flowers, a memorial contribution may be made to the Boy Scouts of America South Texas Chapter, 700 Everhart Road, Corpus Christi, TX 78411. DTJ



Costs are minimal but the rewards are great!

>> Contact NDTA for more information at 703-751-5011 or visit www.ndtahq.com <<

NDTA MEMBERSHIP

Maybe you know someone who would like to join. The National Defense Transportation Association (NDTA) is a non-political and non-profit educational Association comprised of government, military, and industry professionals dedicated to fostering a strong and efficient global transportation and distribution system in support of national security. Membership in NDTA affords opportunities to serve and educate the community in your area of expertise as well as other special benefits.

APPLICATION FOR MEMBERSHIP

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Position/Title _____

Organization _____

Mailing Address _____

City _____ State _____ Zip _____

Work Phone _____ Email _____

Birth Date _____ Chapter Affiliation _____

Sponsor _____

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- \$99.00 – Regular (3 Years)
- \$35.00 – Regular (1 Year)
- \$20.00 – SPECIAL RATE
 - A-35 (35 years or younger)
 - Military (Pay grade 03 & below + all enlisted grades)
 - Government Civilian (Pay grade GS 10 & below)
 - Retired (Not employed)
- \$10.00 – Students

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Donation to the Foundation \$ _____

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Signature _____

CORPORATE MEMBERSHIP

Corporate membership in NDTA provides increased exposure and networking opportunities for those companies wanting to do business with the US government or military. Membership should be a key part of any business plan where the defense and government transportation, travel and distribution system is the target market.

When you join NDTA as a corporate member, your company's executives will have the opportunity to share ideas with top military, government, and industry officials at NDTA events. These events are conducted and attended by high-level military decision-makers, defense and other government officials, and industry leaders—the individuals who are setting and influencing the transportation, travel, and distribution agenda for the future.

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- \$550.00 – Regional Patron (Small Business or local operating company)

Amount Remitted \$ _____

Donation to the Foundation \$ _____

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We should all feel proud—regardless of our political leaning—to know that NDTA is a recognized and respected entity . . . that the Obama Transition Team sought opinions on matters of transportation and infrastructure from our Association as they prepare for the way ahead.

LTG Kenneth Wykle, USA Ret., NDTA President and former Administrator of the Federal Highway Administration, invited to brief President-elect Obama's DOT Transition Team (ALEXANDRIA, VA; Jan. 6, 2009)

On December 5, Ken Wykle and representatives of the Coalition for America's Gateway and Trade Corridors, IANA, National Retail Federation, and The Waterfront Coalition met with President-elect Obama's DOT Transition Team to deliver an informal briefing on transportation challenges as seen from the perspective of seasoned experts. The role of intermodal operations—rail, air, maritime, and surface systems—was key to discussions.

The first 100 days will most likely determine the course that the new administration will take. All agreed that infrastructure improvements and the resulting opportunity to provide jobs and revive the sagging economy should be top priority. Equally important is the need to maintain a strong commercial transportation system; this not only benefits the economy and the transportation industry as a whole, but also guarantees that the department of defense has access to vital assets so that mission requirements can be met and our Nation remains secure. Government policy should also be revised to ensure the most efficient use of federal funds in order to achieve infrastructure goals.

As Administrator of the Federal Highway Administration from October 1997 to January 2001 and current president of the National Defense Transportation Association, Wykle sees issues from various vantage points. Meeting representatives were supportive of his assessment.

>> DOT TRANSITION TEAM MEETING SNAPSHOT – DECEMBER 5, 2008

National Transportation Policy—Primary Factors for Consideration

- Safety • Alternative Fuels • Environment • Mode Optimization
- Freight Corridors • Efficient Fund Distribution • Security

Major Topics (select)—By Mode

- Electronic On-board Recorders (FMCA) • Deteriorating Highway Infrastructure (FHWA)
- Next Generation of Air Traffic Control Systems (FAA)
- Piracy & need for National Policy (MARAD)
- Designated Freight Corridors & Double Track/Double Stack Capability (FRA)

Focus on Defense Transportation

- CHANGE: SFAR 77 to authorize US Flag air carriers to operate in Iraq. The threat is significantly less, and air cargo carriers would like the ability to compete with foreign carriers for the business.
- ENSURE IMMEDIATE & COMPLETE DEFENSE ACCESS to public/private partnership infrastructure facilities/highways, eg, privately operated toll roads must provide for the movement of Arms, Ammunitions, and Explosives or other Government HAZMAT without pre-clearance or unnecessary restrictions.
- CONSTRUCT/IMPROVE THE HIGHWAY CONNECTORS and MAJOR ARTERIAL HIGHWAY SEGMENTS leading into critical defense installations, facilities, manufacturers, and air and ocean ports.
- AUTOMATE and STANDARDIZE the process for getting overweight/outsized permits for moving equipment on the highways so carriers can complete one form and submit it electronically to applicable state DOTs for proper clearance.
- TWIC IMPLEMENTATION, while not a DOT responsibility, impacts the National Transportation System. Designate the TWIC as the standard transportation credential for all modes of transportation and for facility access across the government and industry facilities. Work to eliminate DOD, DOE, other government agencies, and industry having different credentialing requirements.
- CHAMPION THE NEED FOR A COORDINATED US POLICY ON DIPLOMACY AND/OR USE OF FORCE to counter threats of piracy. Piracy of ships in the gulf of Aden is of concern to US Commercial Maritime companies moving defense cargoes to the Middle East.

TOYS FOR TOTS

This December, the Colonel Weed Room at NDTA headquarters resembled a playground more than a meeting place for staff and office visitors. It doubled as the repository for dolls, books, games, and stuffed animals that eventually found a holiday home with needy families in Northern Virginia thanks to the Toys for Tots program. Individual NDTA members contributed as well by volunteering a portion of their membership renewal fee (totaling \$500) to the Toys for Tots Foundation. SSgt. Lawrence Sanchez, USMC, representing Delta Company, 4th Light Armored Reconnaissance

(LAR) Battalion, and the Toys for Tots campaign of Northern Virginia, explained more about this effort of love that began in 1947. At that time, Major Bill Hendricks, USMCR, his wife Diane, and a group of Marine Reservists in Los Angeles collected and distributed 5000 toys to deserving children.

“The Toys for Tots Foundation functions year round, although the holiday rush . . . lining up schedules, sorting toys according to age groups, filling orders, and making deliveries . . . takes place only in November and December. It's a volunteer effort—mostly from retired service

members. The Marine Corps is just the face,” explained SSgt. Sanchez.

Across the country, a dedicated group of individuals manage warehouses and storeroom facilities that have been specifically donated. They coordinate deliveries and dispatch vehicles. Donations

have been slow, but steady, compared to previous years.

“We are happy to help bring a bit of Christmas cheer to area families who are less fortunate and to support this very worthwhile project initiated so long ago by the United States Marines. The legis-

tics of shouldering together to coordinate special delivery is something NDTA can easily identify with.” In this instance, it is the children rather than the warfighter who will benefit. And, that need is just as great.

Thank you NDTA members for your help! DTJ

GOVERNMENT NEWS*

*Some articles have been condensed due to limitations in space.



US ARMY

Army Creates Organization to Oversee Civilian Training

From *GovernmentExec.com*

The Army has announced that it is standing up a civilian university to better manage employee education and training. With plans for a staff of 15, however, the university is less a physical entity than a governing headquarters that aims to better coordinate education programs.

The move is part of a broader plan to centrally manage career development for the Army's 250,000 civilian employees, about 60 percent of whom do not have established career paths. By centralizing management, the service plans to level the playing field for all civilians and gain a

better understanding of the skills it must develop to meet long-term needs.

Eventually, the service expects to create eight broad career tracks that will provide employees with a clear path for promotion and give them more visibility into opportunities elsewhere in the Army.

“We have a variety of subgroups of civilians that are well-managed, that have career programs and functional programs that provide for the developmental needs of portions of the workforce,” said Jim Warner, the retired brigadier general tapped to lead the Army Civilian University. “What we don't have is a departmental system that analyzes the entire workforce and provides a level of standards and oversight for all of that.”

That will be the university's responsibility, Warner said. In January, the university will assume oversight of the Army Management Staff College at Fort Belvoir, VA, where Warner and his staff will be located.

The college runs the Civilian Education System—a leadership development program—but the system isn't linked to other functional education programs in the Army or to department-wide initiatives aimed at the entire civilian workforce, Warner said. Part of the university's role will be to integrate those things across the service.

Warner said he will serve as an advocate for civilian education and training, which will almost certainly require more funding. “The Army's senior leadership has determined that the civilian workforce has a large and growing role in leadership and management of various important functions within the Army as an institution,” he said.

One of the university head's near-term goals is to improve distance-learning programs offered through the college. Classroom training at the college is very good, Warner said, but the distance-learning program needs to be enhanced.

Other top priorities will include documenting the education and training requirements for civilians throughout the Army's major commands and organizations. “Requirements are what get funded,” Warner said.

The US Army Product Manager for Joint-Automatic Identification Technology

The US Army Product Manager for Joint-Automatic Identification Technology (PM J-AIT), a part of the Program Executive Office, Enterprise Information Systems (PEO EIS) at Fort Belvoir, VA, is pleased to announce the award of the Radio Frequency Identification (RFID)-III Indefinite Delivery, Indefinite Quantity (IDIQ) contracts to the following contractors: Savi (a Lockheed Martin Company); Northrop Grumman Information Technology; Unisys; and Systems & Processes Engineering Corporation (SPEC).

2009 SDDC Training Symposium

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April 7 & 8 (Exhibit Dates)

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“The RFID-III contract enables the Department of Defense to migrate from a sole-source contract to a multi-vendor IDIQ contract,” stated Lt. Col. Pat Burden, PM J-AIT. “This is a significant milestone for DOD in that this migration will not only give DOD and other Federal agencies’ customers best-value solutions at competitive prices, but it moves us to ISO 18000.7:2008 compliant products, thus broadening interoperability with DOD and our Coalition partners. We look forward to working with the RFID-III contractors.”

This is a Firm Fixed Price IDIQ contract for Commercial active RFID hard-

ware, software, and services. The contract has a ceiling value of \$429.4 million. The term of the contract is 10 years consisting of a three-year base period; two one-year options for products, services, and maintenance; and five one-year options for maintenance only. In addition, PM J-AIT will offer site surveys, installation, integration, implementation, and training for turn-key aRFID solutions to the Department of Defense, United States Coast Guard, NATO, Federal Agencies, Coalition Partners, and other Foreign Military Sales. Individuals interested in additional information on the aRFID products and services offered should contact the Con-

tracting Officer Representative, Ms. Cindy Jones at cindy.j.jones@us.army.mil.

PM J-AIT is the DOD AIT and RFID leader providing global asset tracking, Web-based RF-ITV services, and complete program life cycle support. PM J-AIT products and services are customer driven, instantly accessible, and capable of being updated. PM J-AIT serves as the Executive Agent for RF-ITV infrastructure to the Department of Defense and Coalition Partners in support of expeditionary logistics and the Joint Warfighter. For more information about PM J-AIT, please refer to our Web site at www.eis.army.mil/AIT. DTJ

INDUSTRY NEWS*

*Some articles have been condensed due to limitations in space.



CSC CSC Establishes Logistics Center of Excellence

New Center to Provide Thought Leadership and Domain Expertise for Global Logistics Initiatives

At the beginning of December, CSC announced that it has established a Logistics Center of Excellence (COE), expanding its community of COEs to 17. Each center focuses on a specific set of capabilities, based on leading-edge technologies, that support CSC’s most innovative solutions for commercial and government clients.

Located in Merrifield, VA, the Logistics COE provides a platform for thought leadership that addresses real-world logistics challenges. The center identifies best practices that enable repeatable, cost-effective solutions and services that optimize supply, transportation, and maintenance functions throughout an enterprise framework. It provides access to experts in supply chain optimization, enterprise integration, distribution management/transportation, maintenance/repair, and facility management. Areas of expertise span the Department of Defense, civil agencies, and commercial markets.

“Our people are our key strength,” said Daniel G. Brown, vice president of CSC’s Logistics Center of Excellence. “They’re professionals from the federal

and commercial marketplaces who bring a broad range of technical, functional, and analytical skills to our logistics solutions. They have the domain expertise that lets us combine thought leadership and innovation with new technology to offer real-world solutions to our clients’ logistics challenges.”

An example of the technology innovation developed by the COE is CSC’s OmniLocation suite. OmniLocation is an intelligent location offering that incorporates asset tracking and operations monitoring onto a digital view of a geographical area. It provides an interactive picture of critical assets (people, vehicles, and infrastructure) with environmental sensor data to improve operational safety, security, efficiency, and customer satisfaction. CSC is using OmniLocation to manage its Northern UK technical field staff via GPS-enabled communications devices.

The CSC Centers of Excellence help clients explore state-of-the-art solutions with minimum up-front investment, leveraging CSC’s top talent to maximize innovation and business results. Each center has a designated facility and staff who demonstrate and deliver solutions and evaluate products, methodologies, and concepts.

For more information about the Logistics COE, visit www.csc.com/logistics. To learn more about other CSC COEs, go to www.csc.com/lef.



MORTEN BEYER & AGNEW (mba)



Dr. Bruce G. Flinn has joined the staff at mba as the Director of System Safety Programs. The company’s IOSA operations and safety role is strengthened by this announcement.

Dr. Flinn further strengthens mba’s growing technical and audit division. One of his key goals will be expanding the company’s role with IATA as an audit organization for both the IATA Operational Safety Audit and IATA Safety Audit for Ground Operations programs. He will also play a key part in establishing mba as an accredited Endorsed Training Organization for IATA this year.

Flinn, a PhD in Safety Engineering, has logged more than 15,000 flight hours as a commercial airline pilot. Prior to joining mba, Flinn served in various safety management positions with a number of international airlines. He holds FAA certificates for Flight Instructor, Ground Instructor, Control Tower Operator, Aircraft Dispatcher, A&P Mechanic with Inspector Authorization, Flight Engineer, and Flight Navigator. Additionally, he holds a FCC General RTO License with Radar Endorsement, an OSHA Outreach Trainer Certificate, ATSA Ground Security Coordinator Certificate, and a 6-Sigma Black Belt. DTJ



COL Denny Edwards, USA (Ret.)

from Pages PAST

Articles and media accounts about women in leadership positions have been abundant during the last year. Many "firsts" have taken place, and the proverbial "glass ceiling" has been shattered in many fields. A quick review of past DTJs reveals that women making news in military, government, and commercial transportation organizations is certainly not that new.

In April 1990, NDTA devoted an entire issue to Women in Transportation and the careers of 29 outstanding women, headlined by Elaine L. Chao, who was then the Deputy Secretary of Transportation. Even further back, in April of 1984, the Journal featured an article called "Women: 'Esprit' of Success," starting with the remarkable story of Deborah Gannet who became the first WAC in American military history when she enlisted (disguised as a man, Robert Shurtliff). The articles go on to highlight the careers of notables such as COL Elizabeth Hoisington, WAC Director and first Army Brigadier General; Maj. Gen. Jeanne Holm, USAF, first female officer to be promoted to Major General; and Rear Admiral Grace Hooper, "the officer who brought the Navy into the computer age".

Interestingly, it took 38 years (from 1970 to 2008) for a female military officer to go from one star rank to four stars. Future progress promises to be much quicker. The *Defense Transportation Journal* will continue to highlight achievements of all its members, and we look forward to the time when we no longer have to preface each accomplishment with "the first woman, the first African-American, the first Hispanic, the first handicapped," or other similar qualifiers. DTJ



Graphic Design by Michael Kiefer

WOMEN: "ESPRIT" OF SUCCESS



Content Beyond the Classroom

By Mr. Irv Varkonyi

PROFESSIONAL DEVELOPMENT

LEARNING OBJECTIVES

- Understand multiple online learning models
- Explore the four dimensions of online instructor roles
- Evaluate the selection process in choosing online learning

This Professional Development column explores the presentation of knowledge in our technological, globalized environment as it is delivered beyond the traditional classroom setting. Whether it's a degree granting program through a university or certification-based professional development program, presenting content online offers challenges and opportunities.

Online delivery comes in a variety of forms. Three popular forms are:

1. Website Presentations consisting of power point slides combined with thought-provoking questions. This method is static, and there is no interaction with an instructor or with other students.
2. Video Conferencing provides real time distance learning by means of live lectures in actual classroom settings. This method may be interactive, depending upon the technology available, whereby distance students can pose questions or exchange dialogue.
3. Online Syllabus within Prescribed Timeline utilizes a main-frame server that holds course content and study material. This method is interactive, however it is asynchronous—not conducted in real time. Students complete scheduled requirements that are reviewed by an instructor. Virtual discussions take place through “blogs.”

What is the concept of online education? Chad Patrizi, Dean of Business Management and Information Technology at the American Public University System (APUS), evaluates the opportunities and challenges of asynchronous, online education in the September and December Fac-

ulty Newsletters of APUS, which consists of the American Military University and the American Public University:

“The advent of online education has sparked a varied array of interest within the online community. While addressing the Education Commission in 2006, A. Frank Mayadas, Program Director of the Alfred P. Sloan Foundation, stated, “. . . online education [is] now being provided by over 1000 accredited institutions . . . Today there are over 2.5 million people taking [online] courses . . . and they are being taught by over 100,000 faculty.” Education industry collaborative research and consulting firm Eduventures contends that in 2008, 10% of higher education students will be enrolled in unique online programs, not just taking courses.

“Staggering growth and new and emerging technologies, in conjunction with the acceptance of online learning in higher education, have created an awareness of the facilitative roles of instructors in an online environment. Traditional classroom facilitation relies on both verbal and nonverbal communication, while the online environment primarily relies on written language.”

Patrizi offers information gained from the study “Exploring Four Dimensions of Online Instructor Roles,” which highlights one of the primary challenges encountered by online instructors: How can online instructors provide clear and visible guidance in an online environment? There are four roles:

1. **Pedagogical** - Faculty members must have the ability to share knowledge and build knowledge . . . through interactive discussion, designing a variety of educational experiences, providing feedback, and referring to external resources.
2. **Social** - Creating a friendly, nurturing, and communal atmosphere . . . inspiring and motivating students to interact with one another.
3. **Managerial** - Entails the organizational, procedural, and administrative tasks associated with the learning environment . . . setting clear guidelines regarding expectations and (adherence) to guidelines

continued on page 35

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General Dynamics/American
Overseas Marine
GeoDecisions
Global Maritime & Trans. School-USMMA
Greatwide Dallas Mavis
Hi-G-Tek, Inc.
Intermodal Association of
North America (IANA)
Intermarine, LLC
International Commodity Carriers, Inc.
International Longshoremen's
Association, AFL-CIO
Intl. Organization of Masters,
Mates and Pilots
ITLT Solutions, Inc.
Interstate Distributor Co.
KGL Transportation Co.
Kansas City Southern
Keystone Shipping Company
Knight Transportation
Kuehne + Nagel, Inc.
Liberty Maritime Corporation
LMI
Lockheed Martin Aeronautics Co.
Luxury Air Jets

MacGREGOR (USA) Inc.
Mack Trucks, Inc.
ManTech International Corp.
Matson Integrated Logistics
Matson Navigation Co., Inc.
Mayflower Transit
McCullister's Transportation Systems, Inc.
Marine Engineer's Benefits Association
Menlo Worldwide
Mercer Transportation Co.
Mi-Jack Products
Mobility Resource Associates
MPR/L – 3 com
National—Alamo
(Vanguard Car Rental USA, Inc.)
National Air Carrier Assn., Inc.
National Van Lines
NCL America, Inc.
North Carolina State Ports Authority
Northwest Airlines
NYK Logistics Americas
OAG
Ocean Shipholdings, Inc.
Old Dominion Freight Line, Inc.
Omega World Travel
Omni Air International, Inc.
OSG Ship Management, Inc.
Overdrive Logistics, Inc.
Owner-Operator Independent
Drivers Association
Pacer Transport
Pilot Freight Services
Port of Beaumont
Port of Oakland

Powersource Transportation, Inc.
Pratt & Whitney
PRTM Management Consultants, LLC
Priority Air Express
RAITH-CTS Logistics
Sabre Travel Network
Savi Technology
Sealed Air Corp.
Sealift, Inc.
Seafarers Int'l Union of N.A. AGLIWD
Sea Star Line, LLC
Southeast Vocational Alliance
Southwest Airlines
SRA International, Inc.
Stanley Associates, Inc.
SSA Marine
Textainer Equipment Management
TQL
Totem Ocean Trailer Express, Inc. (TOTE)
Transportation Institute
Transportation Intermediaries Assn. (TIA)
TRI-STATE Expedited Service, Inc.
Tri-State Motor Transit, Co., (TSMT)
TTX Company
Tucker Company
Union Pacific Railroad
United Airlines
UPS Freight
United Van Lines, Inc.
UTi Worldwide, Inc.
VT Halter Marine, Inc.
Wagler Integrated Logistics, LLC
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XIO Strategies, Inc.

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Advantage Rent-A-Car
AHI Corporate Housing
American Moving & Storage Assn.
Association of American Railroads
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Avis Budget Group
AWARDCO Freight Management Group, Inc.
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Benchmarking Partners
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The Cartwright Companies
Center for the Commercial Deployment of
Transportation Technologies (CCDoTT)
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Council (DERMEC)
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Europcar Car & Truck Rental
Federated Software Group
FlightWorks
Fox Rent A Car
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Green Valley Transportation Corp.
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The Howland Group, Inc.
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Hyatt Hotels and Resorts
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Kalitta Charters, LLC
Korman Communities AKA a division
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Logistics Management Resources, Inc.
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National Air Cargo + PLUS
Panther Expedited Services, Inc. + PLUS
Ports America Group + PLUS
Science Applications International Corp. (SAIC) + PLUS
Universal Truckload Services, Inc. + PLUS
YRC Worldwide + PLUS

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American Roll-On Roll-Off Carrier, LLC
Atlas Air Worldwide Holdings
BAX Global
The Boeing Company
Booz Allen Hamilton
Bristol Associates
CorTrans Logistics, LLC
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Evergreen International Airlines, Inc.
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Our Nation's Transportation Infrastructure is Deteriorating

WE MUST DO SOMETHING NOW!

Lee Jackson
Senior VP & COO
Strategic Solutions, LLC



Soaring gasoline prices are hurting Uncle Sam in the wallet, too. The result: The principal source of funding for highway projects will soon hit a big financial pothole.

The federal highway trust fund could be in the red by \$3.2 billion or more next year. The fund, set to finance about \$40 billion in transportation projects next year, has become increasingly strained. But the problem has taken on greater urgency as lawmakers face a backlog of projects to maintain the nation's aging interstate highway system and ease traffic congestion.¹

A MAJOR CHALLENGE IS UPON US!

As I discussed in my previous article, we are facing a major challenge. That challenge is, how do we provide adequate funding to support our major highways and the infrastructure associated with these highways—the inter-modal terminals, bridges, tunnels, and roads, both rural and urban, and arteries—that feed these highways? As motorists cut back on their driving and buy more fuel-efficient cars, the government is taking in less money from the federal gasoline tax.

THESE ARE THE FACTS.

The US fuel tax, or the federal gasoline tax, is the main supporter of the US Highway Trust Fund (HTF). This fund pays for road and bridge maintenance and has not been raised since 1993. Based on increasing capacity needs, higher construction costs, and ever decreasing fuel tax revenues, the HTF will be close to empty by the year 2009.

“Highway maintenance and new construction doesn't go nearly as far as it did. Between 1960 and 1965 America built 144,000 miles of new highway. Between 2000 and 2005 it added just 59,000 miles of new highway.”²

Funding for highway projects is derived from the tax we pay on gas when we fill up our cars, trucks, and commercial vehicles. In the past, this formula and the tax asso-

ciated with this formula has worked well and provided adequate funding for our highways and the infrastructure associated with that infrastructure. However, with the recent focus on the environment, introduction of hybrid vehicles, and greater fuel economy standards, as well as people driving less and some commuters switching from automobiles and carpools to mass transit, the income derived from the gas tax has been significantly reduced. As a result, although the costs associated with maintaining and constructing new infrastructure to replace aging infrastructure has been rising (bridges, tunnels, rural and urban roads and arteries), the income from the gas tax has been on a continual downward spiral resulting in a significant budget shortfall to support our Nation's highways.

WE MUST DO SOMETHING NOW!

With a new Commander-in-Chief in the White House and a friendly Congress on Capitol Hill the timing is right to take action and address this issue. This is a critical issue, not only for the traveling public and our economy, but for the Defense of our Nation. In times of national crisis, there is nothing more critical than having the ability for our military to deploy our troops and equipment rapidly and seamlessly via our highways, airports, ports, and rail terminals. Our transportation infrastructure is a critical piece of this puzzle.

THE TRANSPORTATION INFRASTRUCTURE CHALLENGE³

Between 1993 and 2015, highway and transit construction costs will have increased 70 percent. In 2005, highway capital investment was \$75 billion, \$33 billion or 45 percent of the total in Federal assistance, and \$42 billion from the state and local level. To restore the program's purchasing power, Federal highway assistance will have to increase from \$43 billion in 2009 to \$73 billion in 2015, and transit assistance will have to increase from \$10.3

billion to \$17.3 billion. The \$75 billion in annual spending by federal, state, and local governments combined falls short of levels needed just to maintain US existing transportation infrastructure in good repair.

CURRENT/FUTURE US POPULATION, ECONOMIC, AND INTERNATIONAL TRADE GROWTH

- **POPULATION** – By 2007, the US population grew to 303 million, up 130 million from 1955, the year prior to the start of the US Interstate Highway System. Over the next 50 years, it is expected to grow to 435 million, up by 140 million.
- **VEHICLES** – By 2007, our highways carried 246 million cars and trucks. In 1955, our highways carried 65 million cars and trucks. That number is expected to reach nearly 400 million by 2055.
- **VEHICLE MILES TRAVELED** – Highway travel in the US measured in “vehicle miles traveled,” increased to 3 trillion in 2006, up from 600 billion in 1955. The Federal Highway Administration forecasts that it will grow by 2.07% per year through 2022. Travel may exceed 7 trillion vehicle miles by 2055.

CONCLUDING REMARKS

It is clear that the President and our leaders in Congress need to come together to address the issue of our aging infrastructure. The list of issues and priorities of the new Administration are filled with concerns about our economy, job growth, the concerns of the middle class, and the war on international terrorism. Addressing the issue of our Nation's aging infrastructure should be considered a high priority issue and may lend support to many of the issues and concerns our Nation faces. *DTJ*

1. Richard Simon, July 21, 2008, Los Angeles Times
 2. The Economist Magazine of London, Aug. 9, 2007, “America's Creaking Infrastructure: A BRIDGE TOO FAR GONE.”
 3. American Association of State Highway and Transportation Officials; US DOT; Federal Highway Administration; and NASCO research

4. **Technical** - Instructors can either provide students with a trouble-free or a terrible learning experience online based on their own technical competence . . . (the outcome will or will not allow) students to be comfortable with new programs or techniques in the classroom.

Patrizi is also a doctoral student at APUS writing his dissertation on the "Community of Inquiry Framework." Patrizi goes on: Originally proposed by Garrison, Anderson, and Archer, at the University of Calgary, the COI conceptualizes online learning as the interaction of three overlapping presences: social, cognitive, and teaching. After extensive research and refinement, both the theoretical model and associated instrument were validated in 2007 by several universities.

Social presence is the ability of participants to identify with the community (eg, course of study), communicate purposefully in a trusting environment, and develop interpersonal relationships by way of projecting their individual personalities.

Cognitive presence is the exploration, construction resolution, and confirmation of understanding through collaboration and reflection in a community of inquiry.

Finally, teaching presence is a multi-dimensional presence consisting of three areas of responsibility including design, facilitation, and direct instruction.

Put into different language, learners are capable of experiencing the same accumulation of knowledge through online learning as they can through traditional in class formats. Our age of individual electronic communication "toys" is forcing cultural changes in socialization and knowledge exchange.

Yet questions remain:

- Is online learning for everyone? Probably not. Therefore, how does a learner evaluate their capability to learn online?

- Which type of online learning achieves optimum results? Only three models were discussed in this article. There are many more. Likely the type of model depends on the level of knowledge that the learner seeks to gain.
- Given a choice, how should learners choose between online learning and traditional classrooms? The reality is for many that there is no choice. Our warfighters who experience deployments and regular relocation have great difficulty getting university degrees from traditional institutions because they are not able to attend a university all the way through. Not all class credits become transferable as they move from one location to another. Or civilians who live in remote locations may not have the type of university that would benefit them the most.

I invite our readers to share with us their concerns or beliefs that support or critique online learning. Please be sure to be specific about the type of online learning you are referencing.

FOR FURTHER INFORMATION:

- Community of Inquiry <http://communitiesofinquiry.com>
- "Exploring Four Dimensions of Online Instructor Roles" <http://www.sloan-c.org/publications>
- American Public University System www.apus.edu DTJ

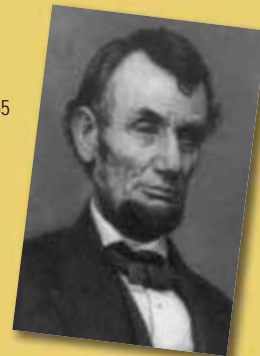
Irvin Varkonyi, chair of the NDTA professional development sub-committee, is Marketing Manager for Transportation and Logistics at the American Public University System. He is also an adjunct professor at APUS as well as George Mason University. Mr. Varkonyi is an instructor with the DC Metro chapter of APICS, the Association for Operations Management, and is the secretary for the NDTA's DC Chapter. He may be reached at ivarkonyi@apus.edu or 703 334-3259.

Who Said That . . .

ANSWER

President Abraham Lincoln

Second
Inaugural
Address
March 4, 1865



continued from page 4

view may not be appealing, especially if a source expects sensitive questions or critical review. Explain that you are an A-35er and that your write up will appear in the DTJ. The intention is to share information with readers. Assure your source that proof copy will be forwarded for review—and that nothing will be published without approval.

- Keep things simple and convenient. It's not necessary to conduct an interview face-to-face; in fact, it's easy "to meet" by email. Forward questions ahead of time so there will be no surprises.
- Ask the source to repeat rather than recording information incorrectly. This will create "breathing room" so everyone can collect their thoughts.
- Ask the source if they wish to be quoted. Don't assume that it is acceptable to print a direct quote. The same is true when using a recorder or making a photo. Journalistic etiquette is important.
- Note the best ideas and quotes. You will naturally pick up on meaningful quotes, essential facts, and interesting details. These items will form the basis of your article. As a rule of thumb, about 10 percent of what a source says will be used to anchor a story.
- Share contact details. Request an email address for follow-up. Your source may prefer to share an assistant's contact information rather than their own.

Always say thank you. Time is valuable, as is knowledge sharing. DTJ

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