



SURFACE FORCE PROJECTION CONFERENCE

May 15-18, 2023

Christopher Newport University, Newport News, VA

***Achieving Surface Deployment at the Speed of War:
Supporting Large Scale Operations***



Commercial Industry & Government

Deployment Discussions

11:00 -12:30

COL Craig Hymes USA, (Ret.)

NDTA Senior Vice President of Operations



- 1) Mr. David Hatcher, Director of the Office of Sealift Support, Maritime Administration - Topic: **How the National Port Readiness Network Promotes Readiness**
- 2) Mr. Raymond Briggs, Principal, Deloitte Consulting LLP Topic: **Transportation Data Platforms**
- 3) Mr. Jefferson Younger, Reify Solutions - Topic: **The Importance of Data Discovery and Inventory: CUI Types that NDTA Members May Overlook**
- 4) Ms. Theresa Lorinser, Manager, Marketing, Military/Government, BNSF Railway - Topic: **Rail Industry**
- 5) Mr. Terry Howard, President of Carlile Transportations Systems, LLC - Topic: **Trucking Industry**
- 6) Mr. Stephen Ribuffo, Port Director, Port of Alaska in Anchorage - Topic: **Strategic Seaports**
- 7) Mr. Ryan Casey, General Manager Business Development & Sales US Flag · Maersk Line, Limited - Topic: **Ocean Carrier Industry**

Q&A – Time permitting at the end



- Thinking about moving Divisions & Corps
 - Fort to Port to Destination
 - Planning & Preparation
 - Requirements, Conditions and Constraints
 - Commercial capability & capacity

Rules of Engagement:

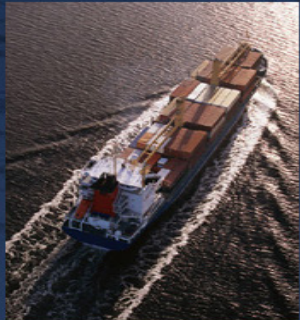
- 7 – 12 min. Info Sessions
- Q&A at the end - Time Permitting



2023

Mr. David Hatcher, Director of the Office of Sealift Support, Maritime Administration

Topic: How the National Port Readiness
Network Promotes Readiness



The National Port Readiness Network

David Hatcher
Director, Office of Sealift Support

MMARRAD

U.S. MARITIME ADMINISTRATION





Strategic Ports Program

The Strategic Seaports Program ensures the readiness of designated Commercial Strategic Seaports that support the safe and secure deployment of military personnel and cargo in the event of a national defense emergency.



Maritime Administration

U.S. Transportation Command

**Surface Deployment and
Distribution Command**

Military Sealift Command

U.S. Army Forces Command

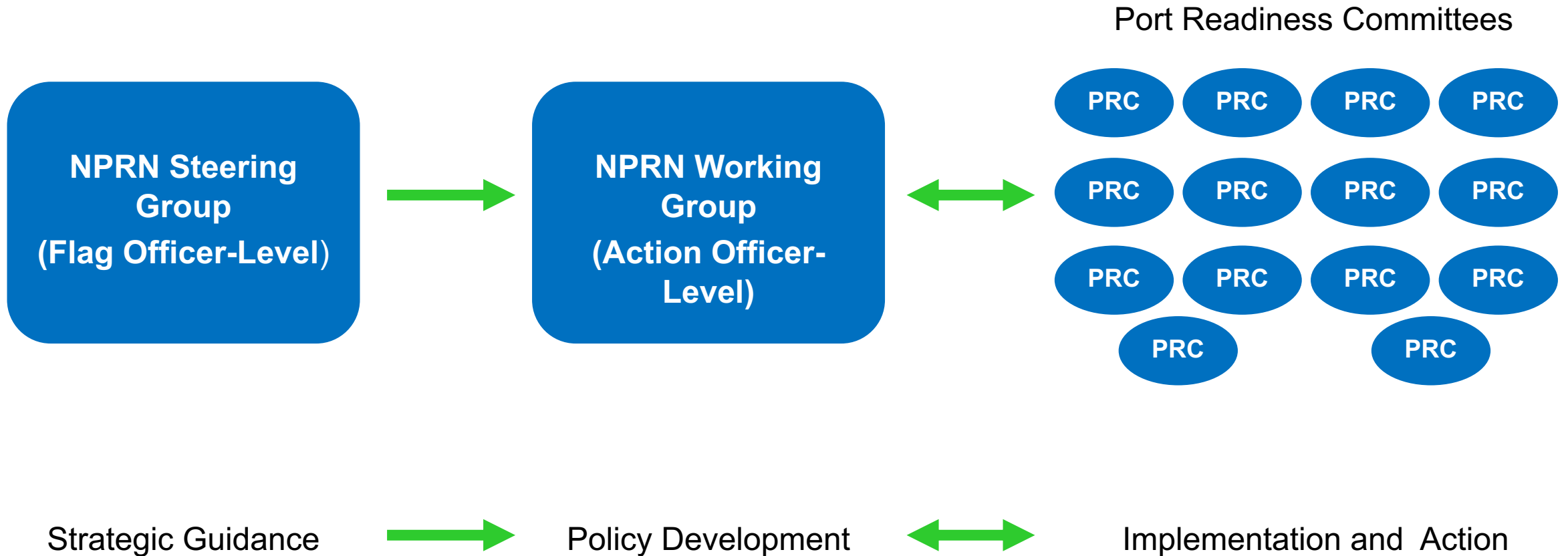
US Army Corps of Engineers

Transportation Security Administration

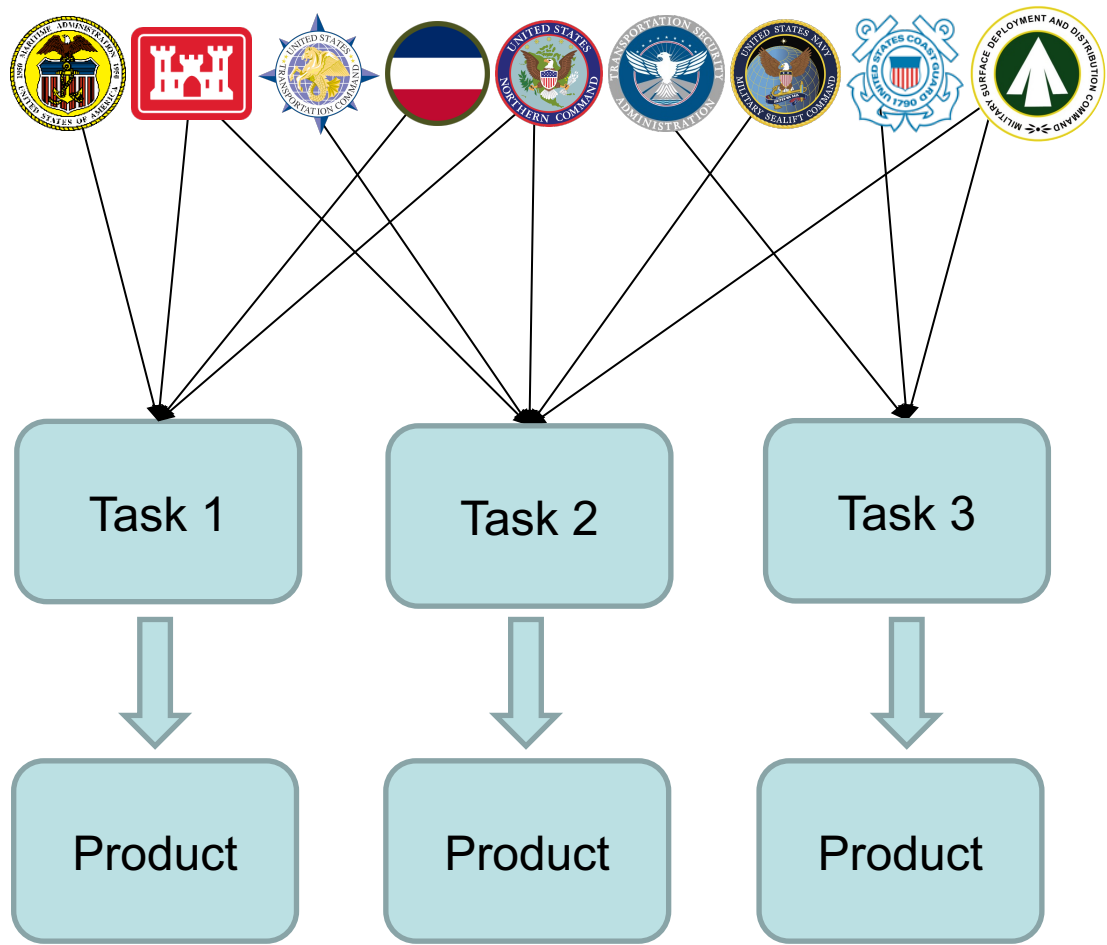
U.S. Northern Command

U.S. Coast Guard





Representatives from Participating Agencies





- 14 Port Readiness Committees centered on Commercial Strategic Seaports.
- Chaired by the United States Coast Guard Captain of the Port.
- Port- and regional-level deployment stakeholders, including associate members and other invited participants.
- A forum for military outload planning and after-action review.

Strategic Ports Program Manager

David Hatcher

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Strategic Ports Program Administrator

Matt Butram

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Mr. Raymond Briggs, Principal, Deloitte Consulting LLP

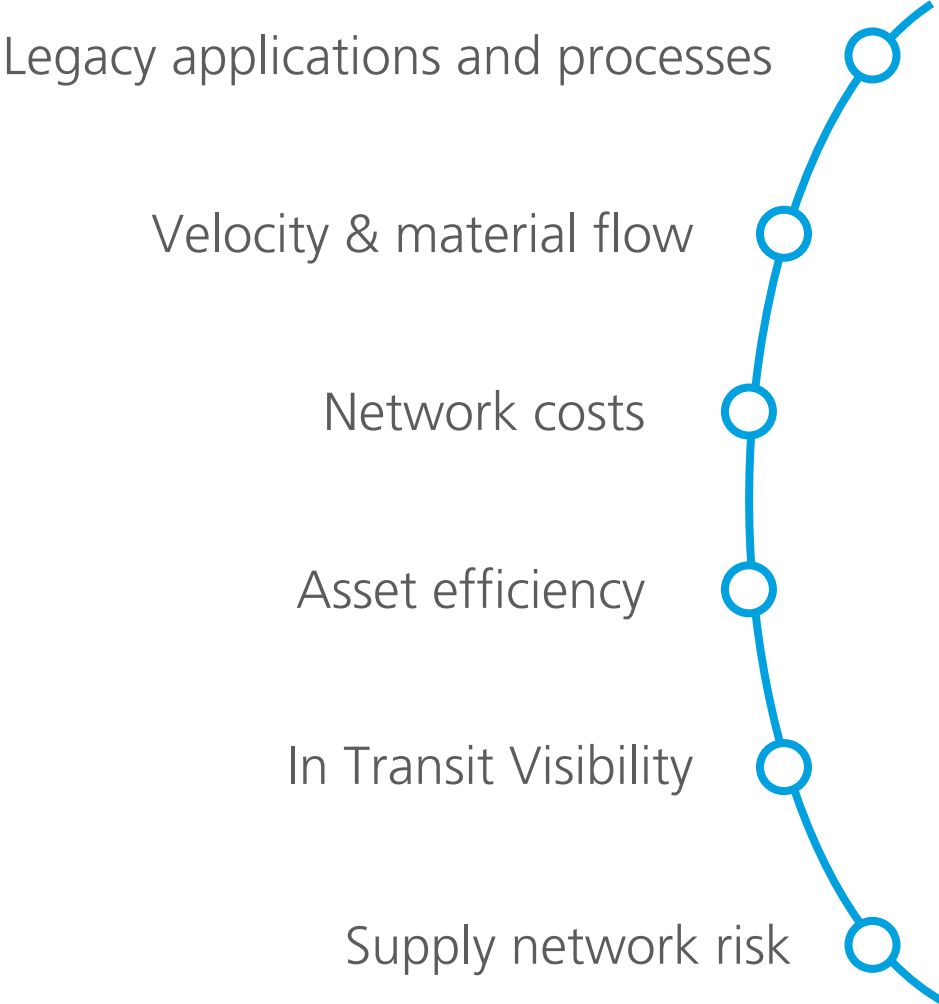
Topic: Transportation Data Platforms

TRANSPORTATION TECHNOLOGY TRENDS COLLIDE WITH THE TRADITIONAL ISSUES

CHALLENGES ARE ON THE RISE...

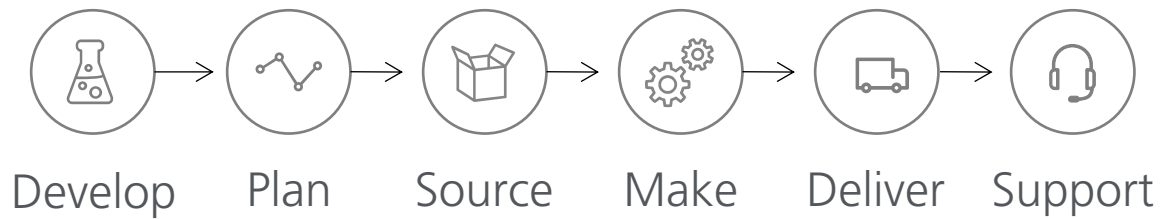


...WHILE TRADITIONAL ISSUES PERSIST

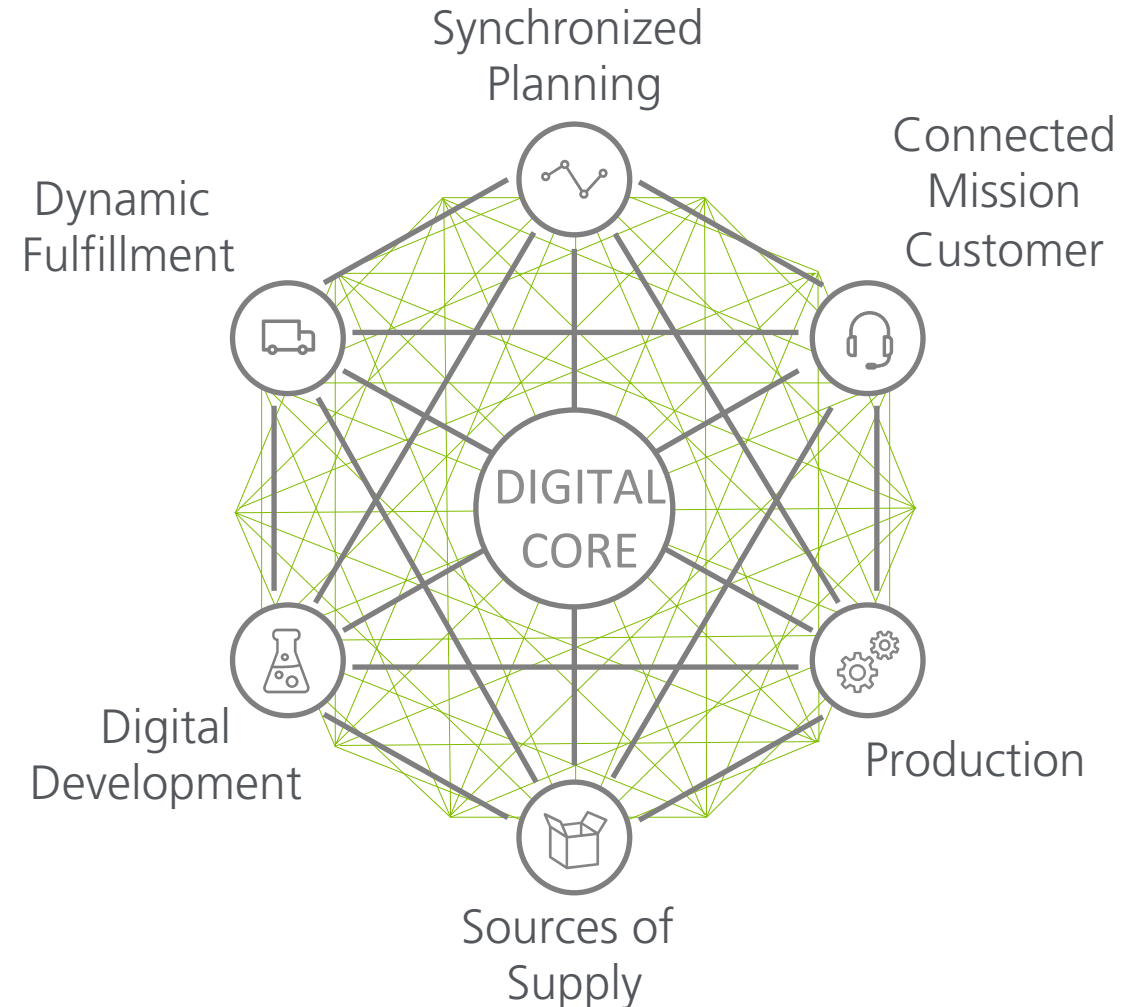


EVOLVING TRANSPORTATION DATA PLATFORMS TO A CONNECTED NETWORK

TRADITIONAL SUPPLY CHAIN



DIGITAL SUPPLY NETWORKS



HOW DO WE GET THERE?

Rethink users and usage to create value

- Provide compelling solutions better, faster and / or cheaper to accelerate business value
- Provide highly personalized products or services to build loyalty



Connect mission, vendors, and infrastructure

- Facilitate interactions across an ecosystem
- Match supply and demand
- Connect nodes faster



Harness data to enable new models

- Generate valuable insights that can inform better decision-making
- Utilize data insights to enable and drive mission outcomes
- Explore new processes based on data



TRANSPORTATION PLATFORM



Provides end-to-end visibility and real-time analysis to support agile, autonomous decision making

Connects the right systems, apps, and sensors to share the data required to build an insight capability

The core of any ecosystem is trusted data



2023

Mr. Jefferson Younger, Reify Solutions

Topic: The Importance of Data Discovery and Inventory: CUI Types that NDTA Members may Overlook



The Importance of Data Discovery and Inventory

CUI Types that NDTA Members May Overlook

CUI Criticality for CMMC Readiness

CMMC, NIST, CUI, & DFARS

Jefferson Younger

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NDTA Surface Force Projection Conference

CUI CRITICALITY

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Logistics and Transportation Data Protection

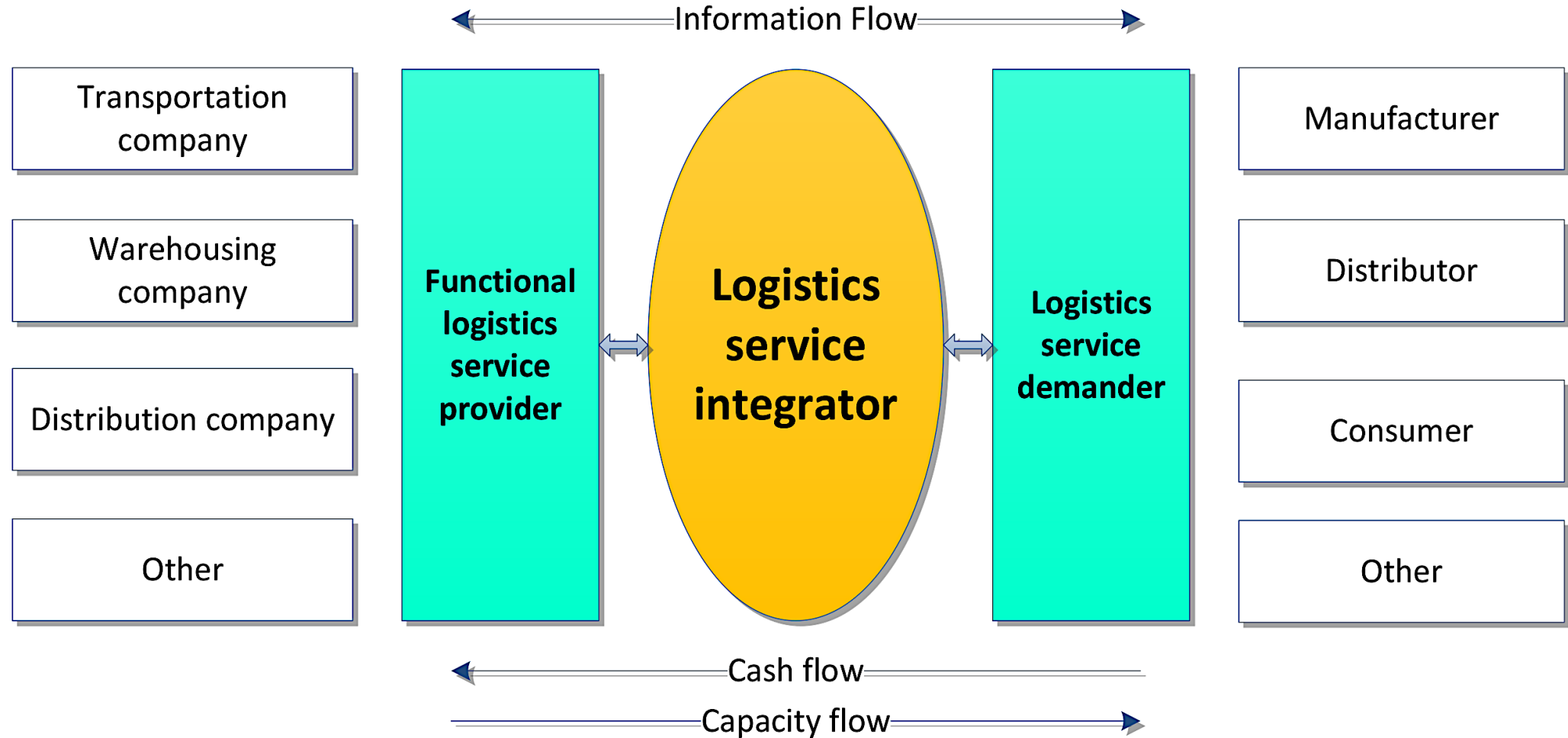


- DFARS clause 252.204-7019 is a provision that requires NDTA members that are defense contractors and subcontractors to implement specific security measures to CUI on their information systems. This provision is part of the Department of Defense (DoD) cybersecurity requirements, designed to protect sensitive information from cyber threats and attacks.
- Defense contractors and subcontractors must comply with a set of cybersecurity controls specified in NIST SP 800-171, which covers the protection of CUI assets.

These controls include:

- Access Controls
 - Incident Response Procedures
 - Security Assessments and Monitoring
 - Ongoing Measures to Protect CUI Stored on Company Systems
- Contractors and subcontractors **must also report any cybersecurity incidents involving CUI to the DoD within 72 hours of discovery.** Failure to comply with these requirements can result in a range of consequences, including termination of contracts, loss of future business opportunities, and legal liabilities.

Information (CUI) Flow



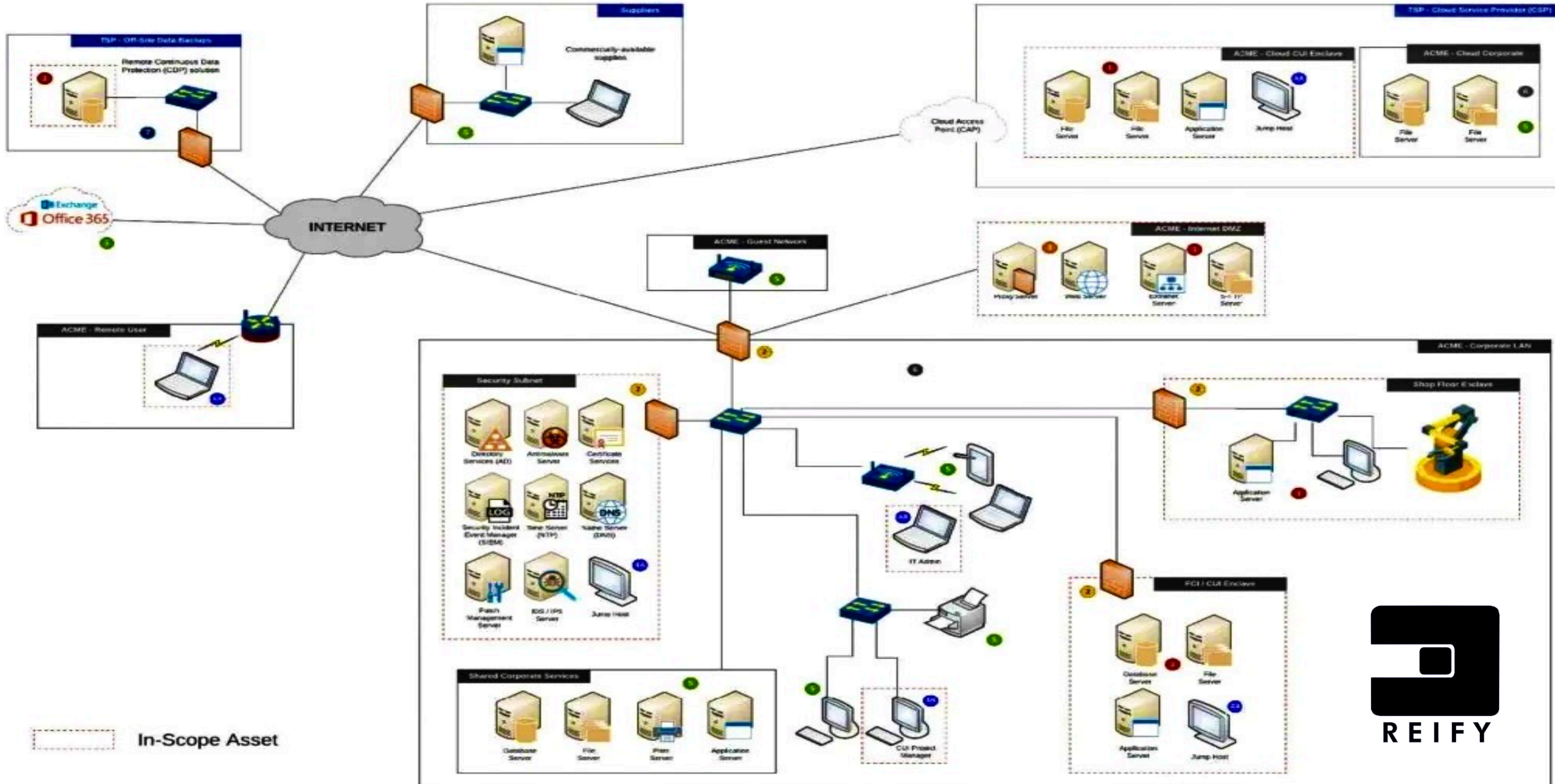
Risk Associated Unidentified CUI Data



- NDTA members manage a wide range of Controlled Unclassified Information (CUI) in their transportation and logistics operations. While they may take appropriate measures to safeguard some CUI types, others may be overlooked, posing significant risks and exposures, including insider threat and unauthorized disclosure.
- One of the biggest risks associated with overlooked CUI is insider threat, which occurs when authorized individuals access, use, or disclose sensitive data for personal gain or other malicious purposes. Insider threat can arise from employees, contractors, or other trusted individuals who have access to CUI, and can result in significant damage to military personnel, operations, and assets.
- Another risk associated with overlooked CUI is unauthorized disclosure, which occurs when sensitive data is disclosed to unauthorized individuals or entities. This can happen through hacking, data breaches, or other types of cyberattacks, as well as through human error or negligence. Unauthorized disclosure of CUI can lead to significant reputational and financial damage to NDTA members and can compromise military operations and national security.
- Reify has put together a list of some of the most common types of overlooked CUI data including personnel records, supply chain data, research and development data, cybersecurity information, and contingency plans. These types of CUI may be overlooked because they are not easily identifiable, or because they are not considered as sensitive as other types of CUI. However, they can still pose significant risks and exposures if not properly safeguarded.

Network and Data Flow Diagram:

Visual representation depicting in-scope assets & data flows. FCI & CUI environment to identify gaps & opportunities

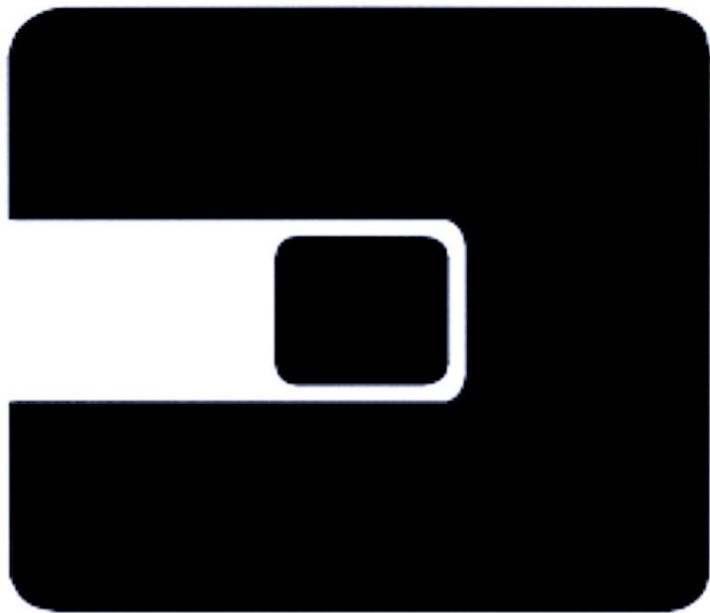
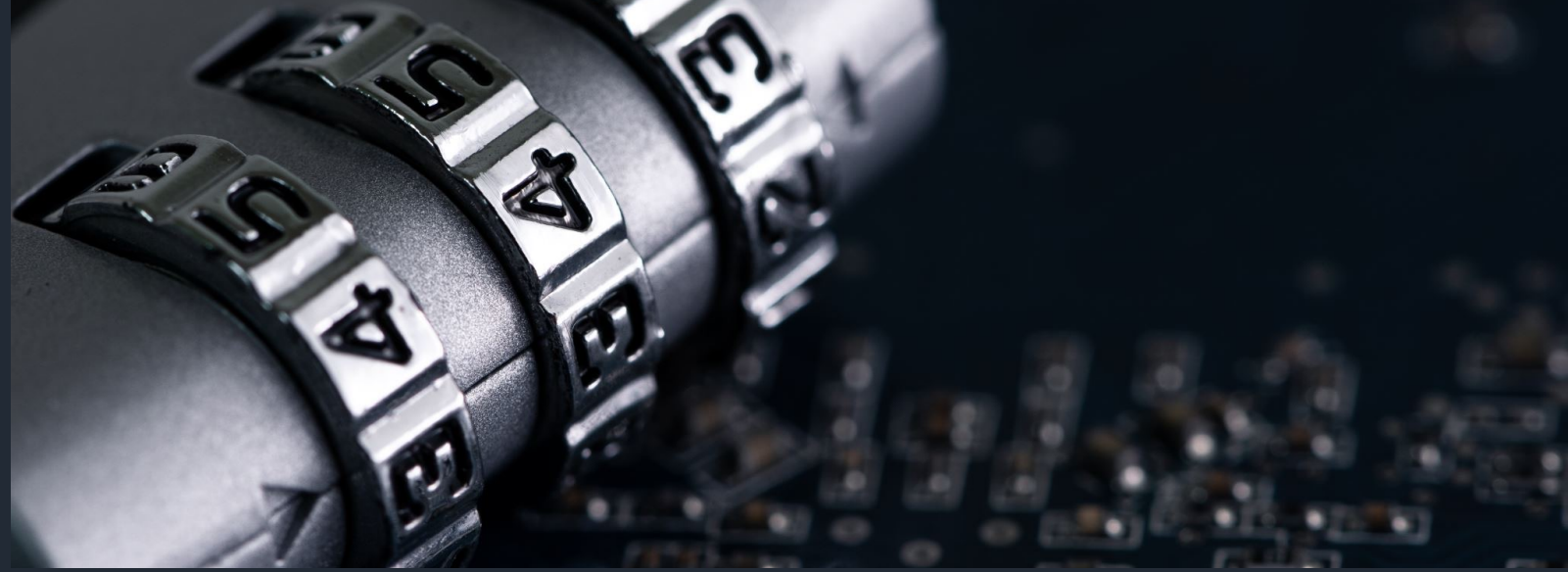


CUI Inventory and Types

Strategic Planning, Contracts, Logistics, Transportation, Intellectual Property, Financial Data, Staffing Plans, Legal, Emergency Response Plans

CUI Type	Description
Personnel Records	Contains PII and PHI of military and civilian personnel.
Supply Chain Data	Includes inventory management, shipping logistics, and supply chain security data.
Research and Development	Proprietary data related to new technologies, innovations, or solutions that are critical to military operations.
Cybersecurity Information	Data related to vulnerability assessments, security plans, incident response procedures, and other sensitive data related to cybersecurity and information security measures taken to protect transportation and logistics operations.
Contingency Plans	Outlines the procedures and protocols to follow in case of emergencies or disruptions to operations.
Software and Hardware Data	Data related to transportation and logistics solutions, such as software and hardware used to manage transportation and logistics operations.
Shipping Manifests	Lists of items being transported, including descriptions, quantities, and locations.
Transportation Schedules	Data related to the timing and sequencing of transportation operations, including departure and arrival times, delivery deadlines, and transportation routes.
Contracts and Agreements	Legal agreements between NDTA members and the DoD related to transportation and logistics operations.
Physical Security Plans	Plans outlining physical security measures taken to protect transportation and logistics assets and facilities, including access controls, surveillance systems, and perimeter security.
Emergency Response Plans	Plans outlining emergency response procedures in case of natural disasters, accidents, or other emergencies.
Business Continuity Plans	Plans outlining the measures taken to ensure the continuity of transportation and logistics operations in case of disruptions or emergencies.
Intellectual Property Data	Data related to proprietary intellectual property, including patents, copyrights, trademarks, and trade secrets related to transportation and logistics operations.
Financial Data	Financial information related to transportation and logistics operations, including budget information, cost estimates, and billing data.
Trade Secrets	Confidential information related to transportation and logistics operations, including processes, formulas, and other intellectual property.
Training Materials	Training materials used to educate NDTA members on transportation and logistics operations, including training manuals, videos, and other educational resources.
Marketing and Sales Data	Data related to marketing and sales efforts for transportation and logistics services, including advertising materials, customer lists, and marketing plans.
Strategic Plans	Plans outlining the strategic goals and objectives of transportation and logistics operations, including long-term planning and resource allocation.
Performance Metrics	Data related to performance metrics and key performance indicators used to measure the effectiveness and efficiency of transportation and logistics operations.

Incident Response Planning is not a bad place to begin for small and medium sized companies.



REIFY

FINAL THOUGHTS AND NEXT STEPS

- NDTA members must perform a data discovery and inventory to identify the types of CUI they handle and take appropriate measures to safeguard them. However, some CUI types may be overlooked in this process, posing potential risks and vulnerabilities to NDTA members' operations and Defense Industrial Bases.
- **Priority One:** Defining applicable statutory, regulatory, and contractual obligations (including DFARS, FAR, NIST 800-171 and CMMC 2.0)
- **Priority Two:** Identify the necessary People, Processes & Technology (PPT) in scope
- **Priority Three:** Perform a gap assessment from applicable statutory, regulatory, and contractual obligations
- **Priority Four:** Develop & implement policies and standards to address applicable statutory, regulatory, and contractual obligations
- **Priority Five:** Develop & implement a resource plan (e.g., business plan, budget, road map, etc.) to meet compliance obligations; and prioritize objectives from the resource plan for PPT requirements. POA&M deficiencies from this phase.

CUI CRITICALITY

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The Importance of Data Discovery and Inventory

CUI Types that NDTA Members May Overlook

CUI Criticality for CMMC Readiness

CMMC, NIST, CUI, & DFARS

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Strategic Planning, Contracts,
Logistics, Transportation,
Intellectual Property,
Financial Data, Staffing Plans,
Legal Agreements,
Emergency Response Plans

CUI Inventory and Types



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2023

Mr. Terry Howard, President of Carlile Transportations Systems, LLC

Topic: Trucking Industry

Carlile Transportation Systems, LLC



2023

- **Founded in 1980**
- **Purchased by Saltchuk in 2013**
- **FMC, NVOCC / OTI license**
- **FEMA Approved – RCTSD AK**
- **DTTS equipped fleet**



• (8) Strategic Locations:

- Anchorage, AK
- Fairbanks, AK
- Prudhoe Bay, AK
- Kodiak, AK
- Kenai, AK
- Tacoma, WA
- Houston, TX
- Edmonton, AB



Carlile Transportation Systems, LLC



2023











- **Carlile Advantage:**
 - **#1 Core Value - Commitment to Safety**
 - **DOD Certified**
 - **Alaska asset based fleet**
- **One of the largest equipment fleets in AK**
- **Multi-mode / Intermodal transport**
 - **Ocean - RoRo, LoLo, barge (scheduled & charter)**
 - **Rail - CONUS Interstate & Alaska intrastate**
 - **Road - CONUS Interstate, Alaska Canada, Trans-Canada, Alaska Intrastate**
 - **Air - Authorized Air Agent**

Carlile Transportation Systems, LLC



2023


 Saltchuk's
 six lines of
 business
 oversee related
 portfolios of
 independent
 operating
 companies

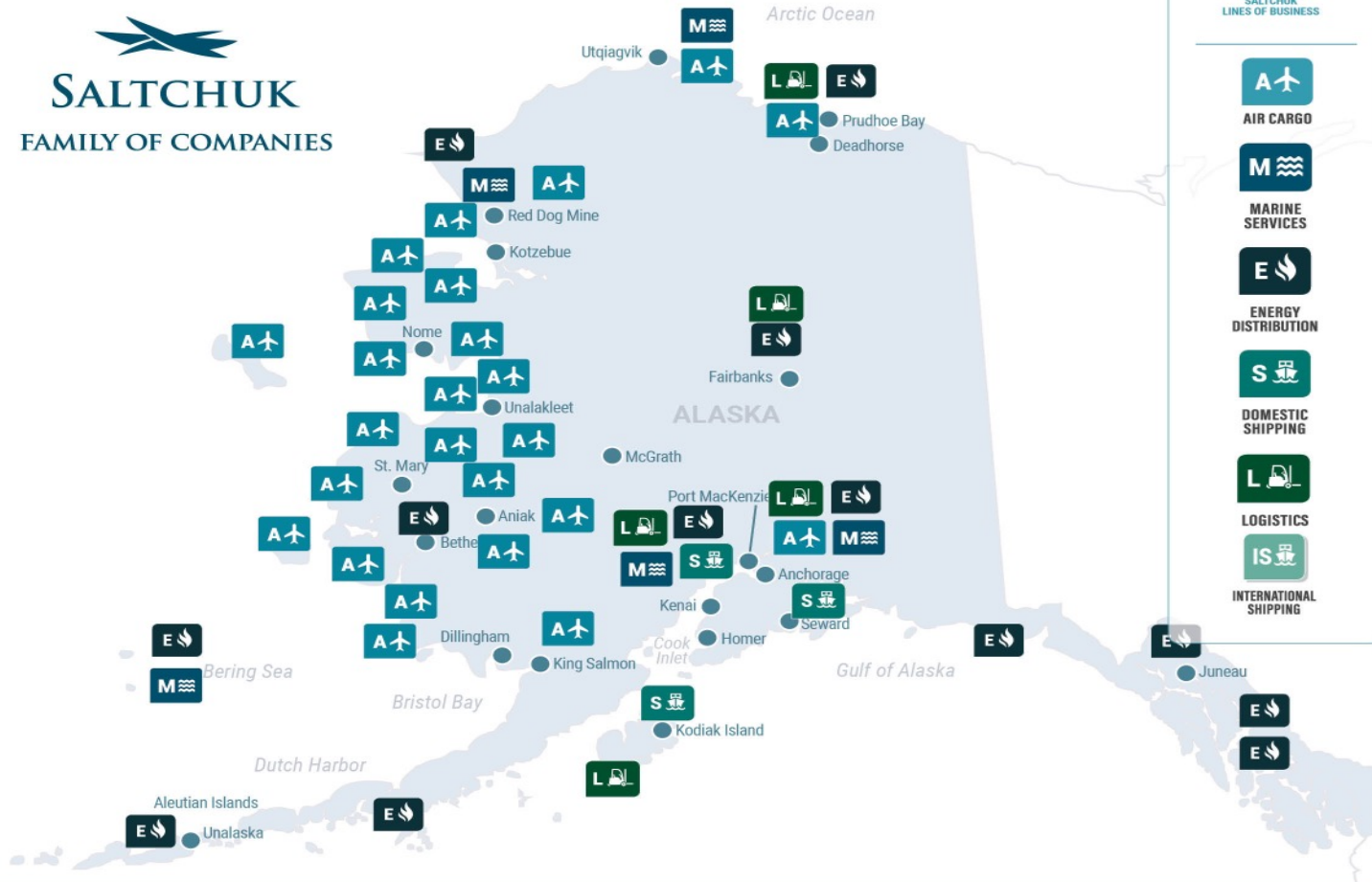
 AIR CARGO	 MARINE SERVICES	 ENERGY DISTRIBUTION	 DOMESTIC SHIPPING	 INTERNATIONAL SHIPPING	 LOGISTICS
					
Aloha Air Cargo Aloha Tech Ops Northern Air Cargo Northern Air Maintenance Services Ryan Air Saltchuk Aviation Shared Services StratAir StratAir Aviation Services StratAir Puerto Rico	AMNAV Cook Inlet Tug & Barge Foss Maritime Saltchuk Marine Shared Services Starlight Marine Young Brothers	Alaska Petroleum Distributing CityServiceValcon Delta Western Petroleum Hawaii Petroleum Inlet Energy The Jankovich Company Minit Stop Ohana Fuels	First Coast Terminals Puerto Rico Terminals TOTE Maritime Alaska TOTE Maritime Puerto Rico TOTE Services	CaribTrans Deluxe Freight Seven Seas Insurance Tropical Shipping VI Cargo Services	Carlile Transportation Naniq Global Logistics Shoreside Logistics

Carlisle Transportation Systems, LLC



2023

SALTCHUK
FAMILY OF COMPANIES



SALTCHUK
LINES OF BUSINESS

- A AIR CARGO
- M MARINE SERVICES
- E ENERGY DISTRIBUTION
- S DOMESTIC SHIPPING
- L LOGISTICS
- IS INTERNATIONAL SHIPPING



At home in Alaska

Serving Alaska and beyond

From Ketchikan to Utqiagvik and dozens of communities across the Last Frontier, Saltchuk is at home in Alaska. Our companies connect the roads, waterways and runways of Alaska – providing fuel, cargo and other essential services that keep Alaskans moving.

Saltchuk collectively is one of the state's largest private employers with more than 1,000 employees and their families calling Alaska home.

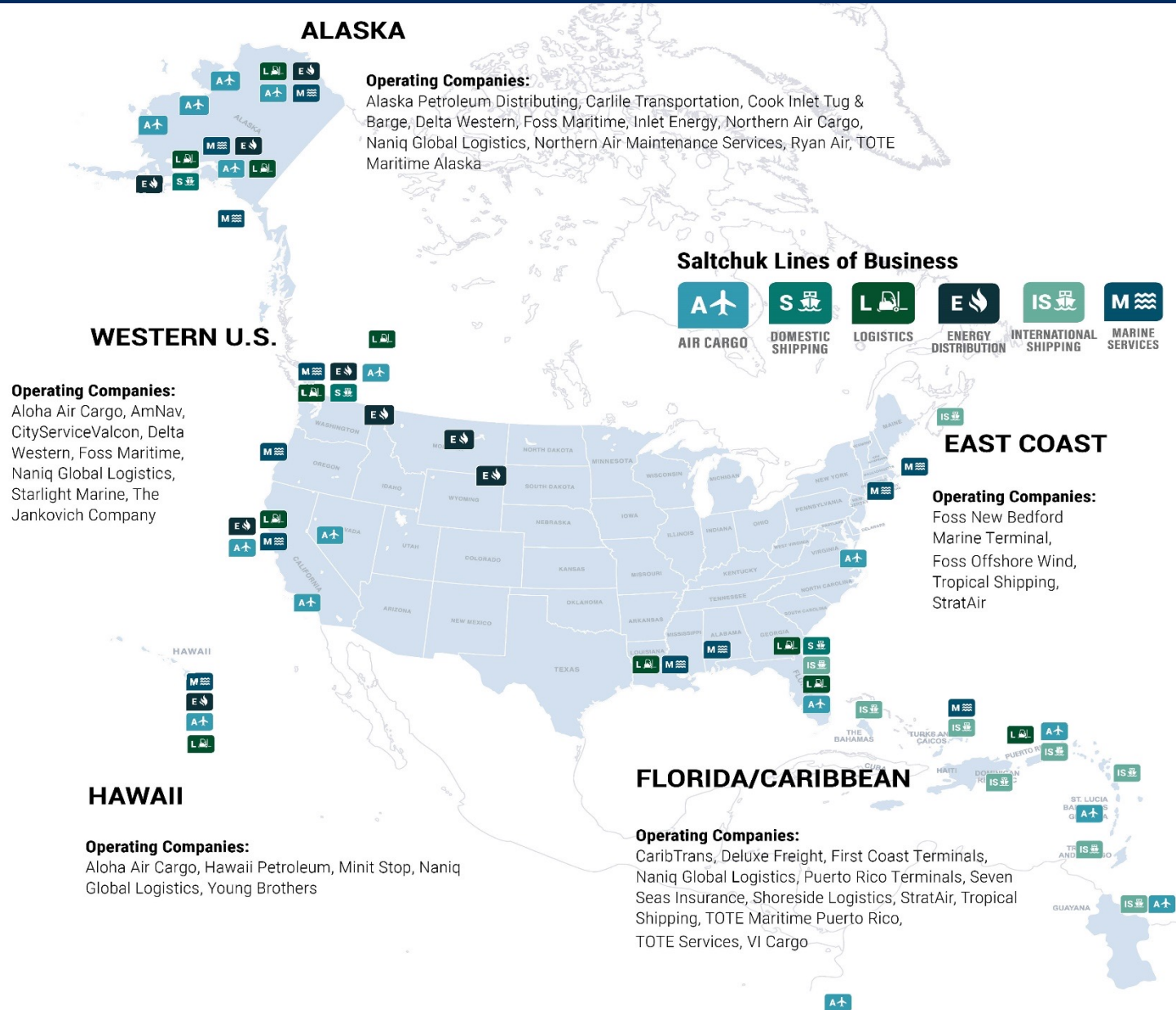
When you partner with a Saltchuk company, you instantly gain a team of experts with the knowledge, equipment and can-do spirit to get the job done – safely and reliably. You also get a national transportation network with the resources to deliver seamless services beyond Alaska.



Carlisle Transportation Systems, LLC



2023



Across North America

Providing critical services

Throughout North America, Saltchuk companies provide air cargo, logistics, energy distribution, domestic shipping, international shipping, and marine services.

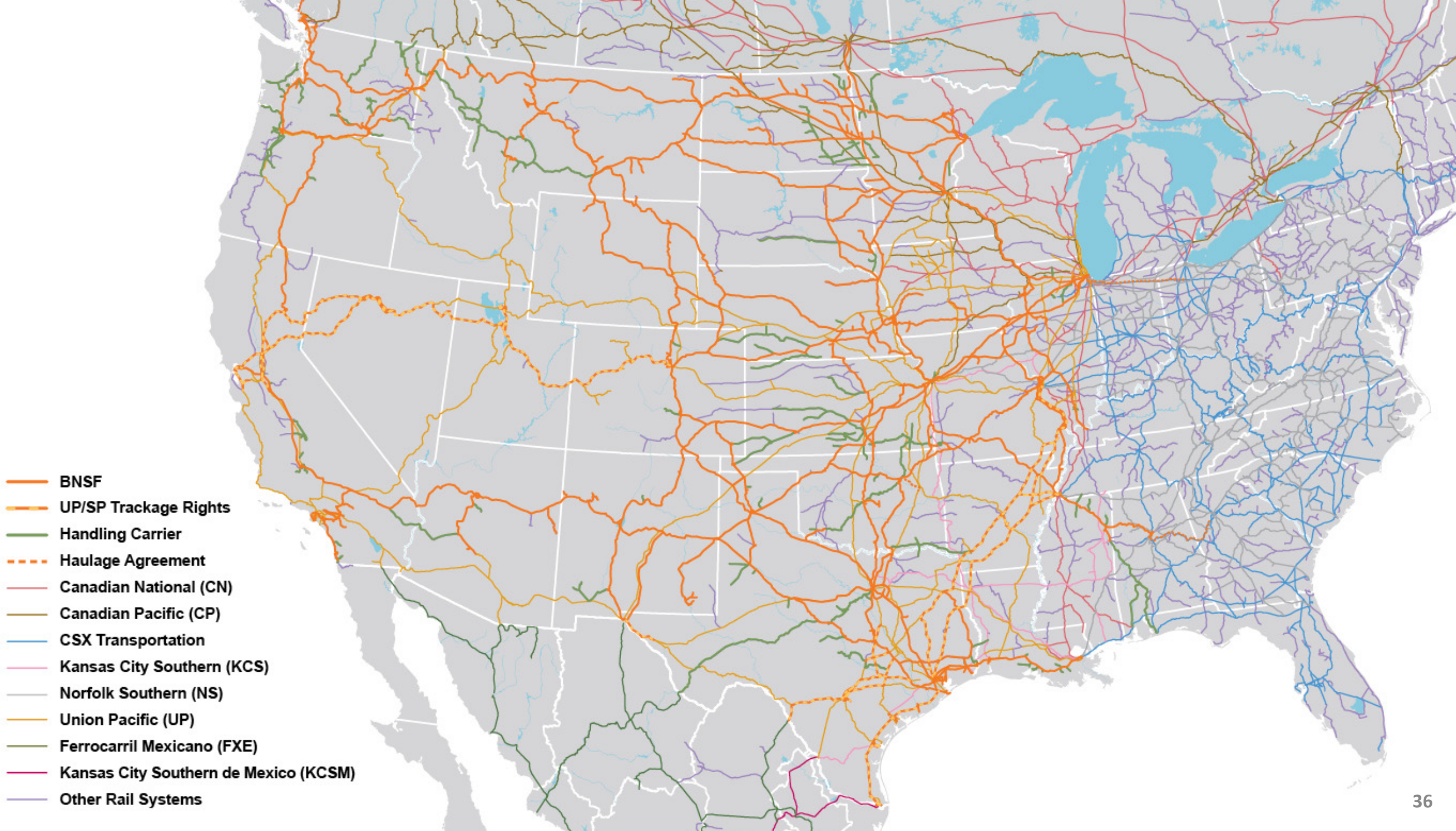
We believe in—and champion—the inherent value of our companies' individual brands.



2023

**Ms. Theresa Lorinser, Manager, Marketing,
Military/Government, BNSF Railway**

Topic: Rail Industry

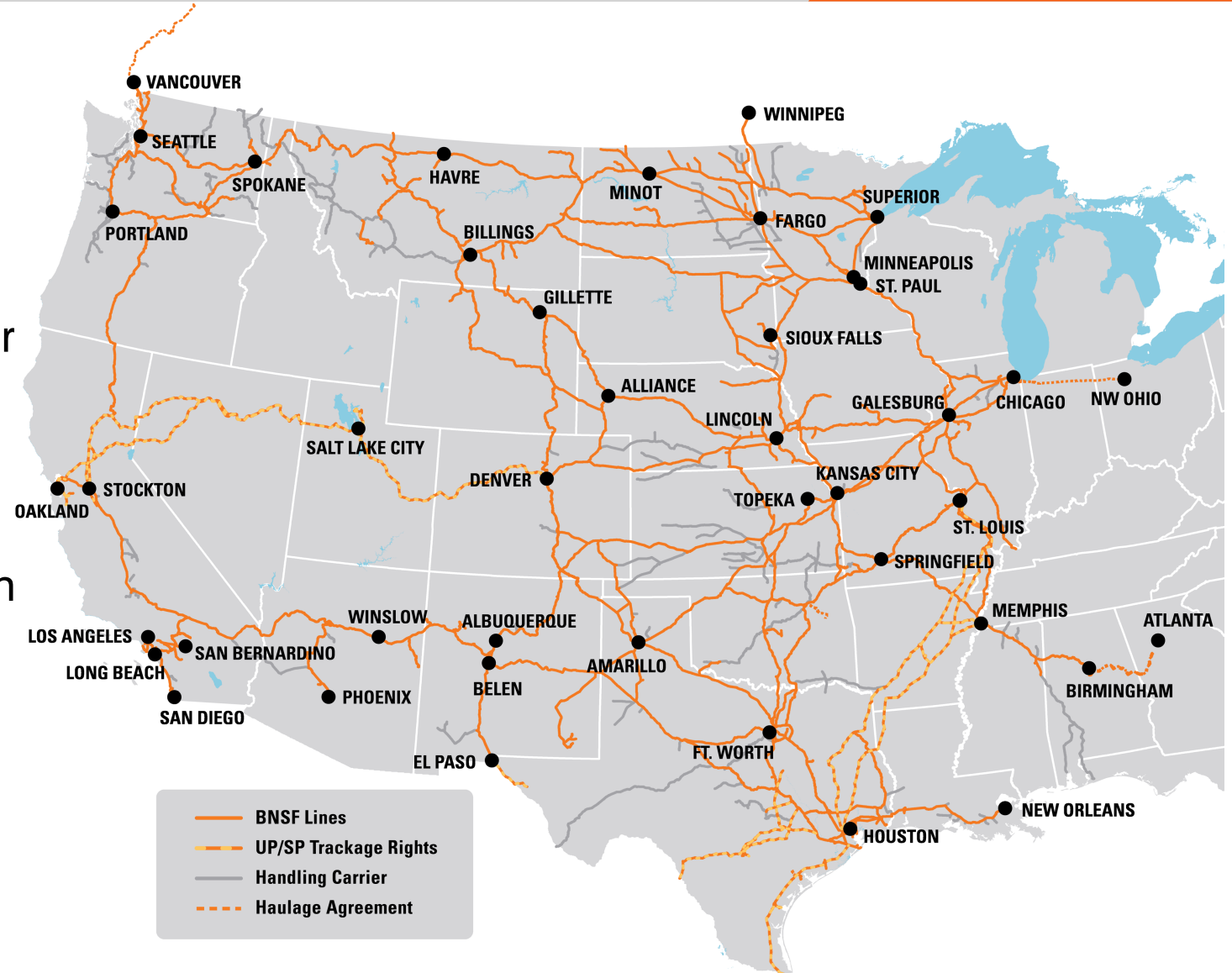


- BNSF**
- UP/SP Trackage Rights**
- Handling Carrier**
- Haulage Agreement**
- Canadian National (CN)**
- Canadian Pacific (CP)**
- CSX Transportation**
- Kansas City Southern (KCS)**
- Norfolk Southern (NS)**
- Union Pacific (UP)**
- Ferrocarril Mexicano (FXE)**
- Kansas City Southern de Mexico (KCSM)**
- Other Rail Systems**

About BNSF Railway

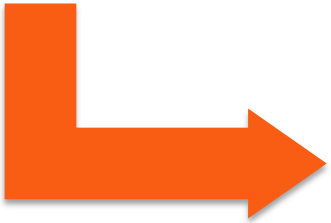


- A **Berkshire Hathaway** company
- Approximately **35,000 employees**
- **32,500 route miles** in 28 states and three Canadian provinces
- Approximately **7,500 locomotives**
- Moves **one-fourth** of nation's rail freight
- **13,000+** bridges and **89** tunnels
- Serves **40+ ports**
- **26** intermodal facilities



Fort to Port

Planning





2023

Mr. Stephen Ribuffo, Port Director, Port of Alaska in Anchorage

Topic: Strategic Seaports



PORT *of*
ALASKA
IN ANCHORAGE

Surface Force Projection Conference

May 16, 2023

Steve Ribuffo, Director, Port of Alaska

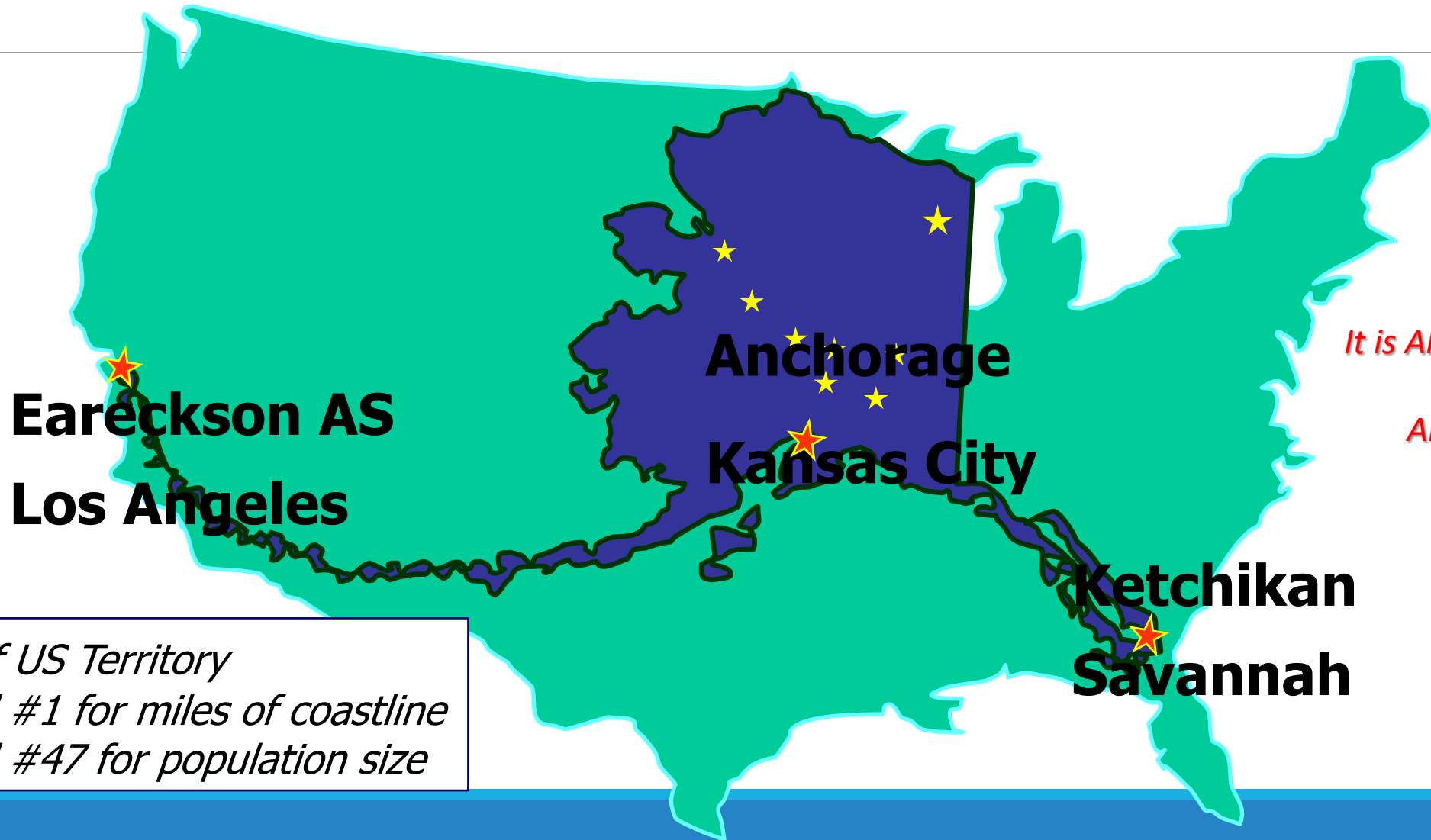
STRATEGIC LOCATION

“Alaska is the most central place in the world for aircraft, and that is true either of Europe, Asia or North America. I believe in the future, that he who holds Alaska will hold the world, and I think it is the most important strategic place in the world.”



Brigadier General Billy Mitchell - Feb 1935

The Contrasts that are ALASKA



*It is Alaska that makes
the U.S. an
Arctic Nation!*

- *20% of US Territory*
- *Ranked #1 for miles of coastline*
- *Ranked #47 for population size*

The Contrasts that are ALASKA

North Slope

- **Desolate Arctic Desert**

Interior

- **Vast Plateau**
- **Extremes**

South Central

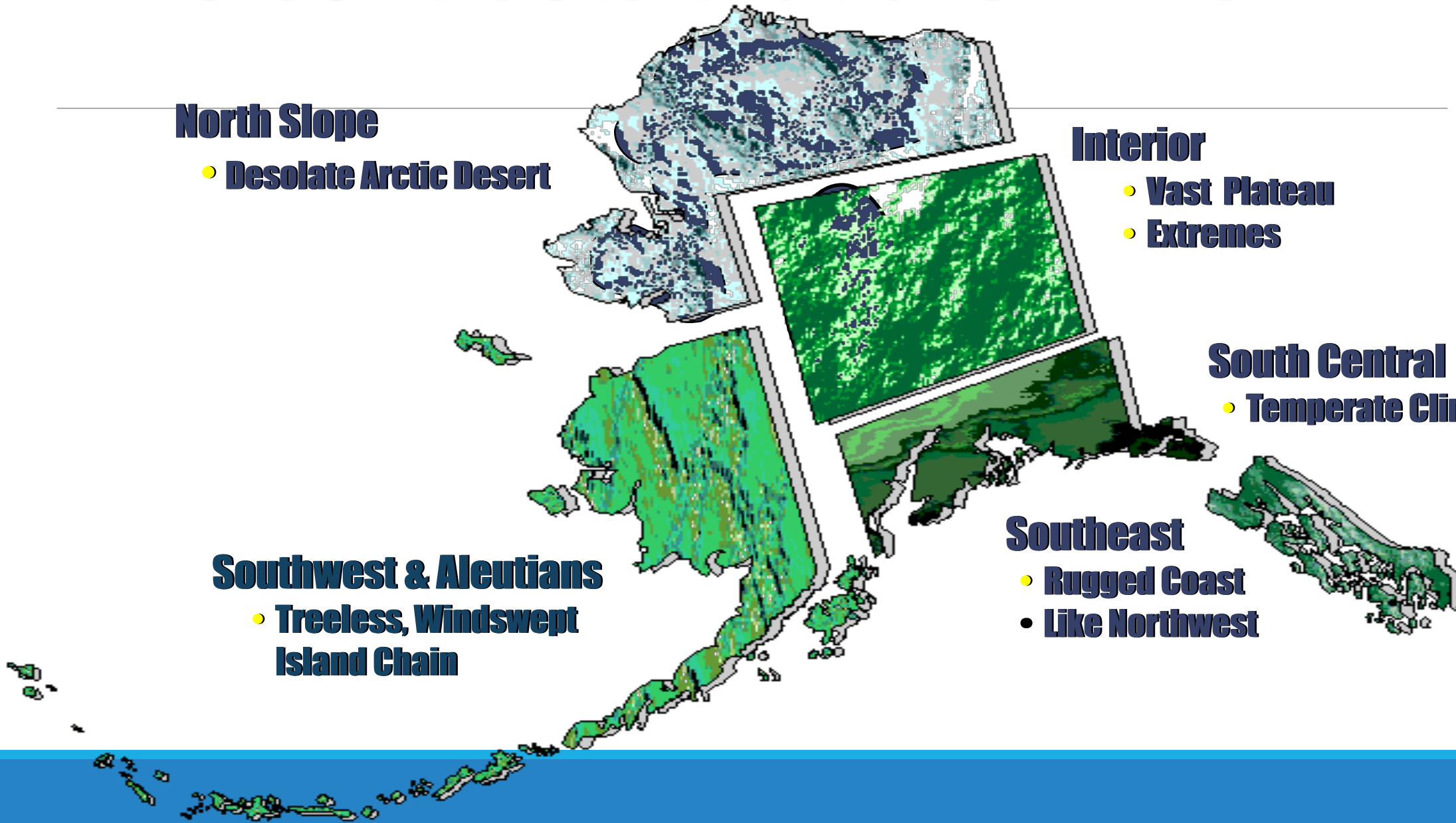
- **Temperate Climate**

Southwest & Aleutians

- **Treeless, Windswept Island Chain**

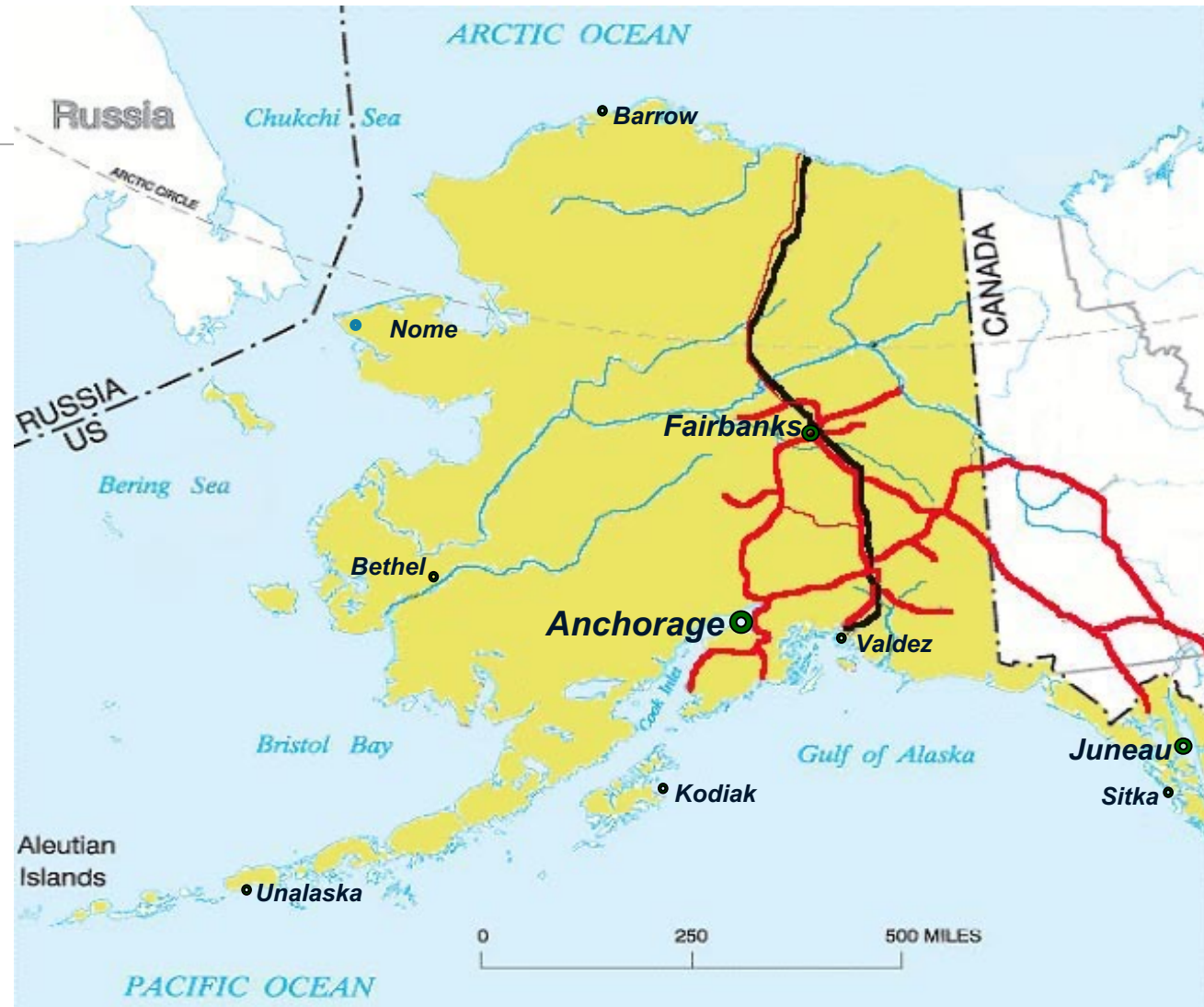
Southeast

- **Rugged Coast**
- **Like Northwest**



The Contrasts that are ALASKA

- ✓ ***Expansive AOR***
- ✓ ***Single Population Center***
- ✓ ***Limited Road Network***
- ✓ ***Civil Aviation Intensive***
- ✓ ***Major Remote Areas***
- ✓ ***Limited Commercial Access***
- ✓ ***Difficult Remote Access***





One road



Port of Alaska



PORT of
ALASKA
IN ANCHORAGE



3 MISSIONS



COMMERCE



**NATIONAL
DEFENSE**

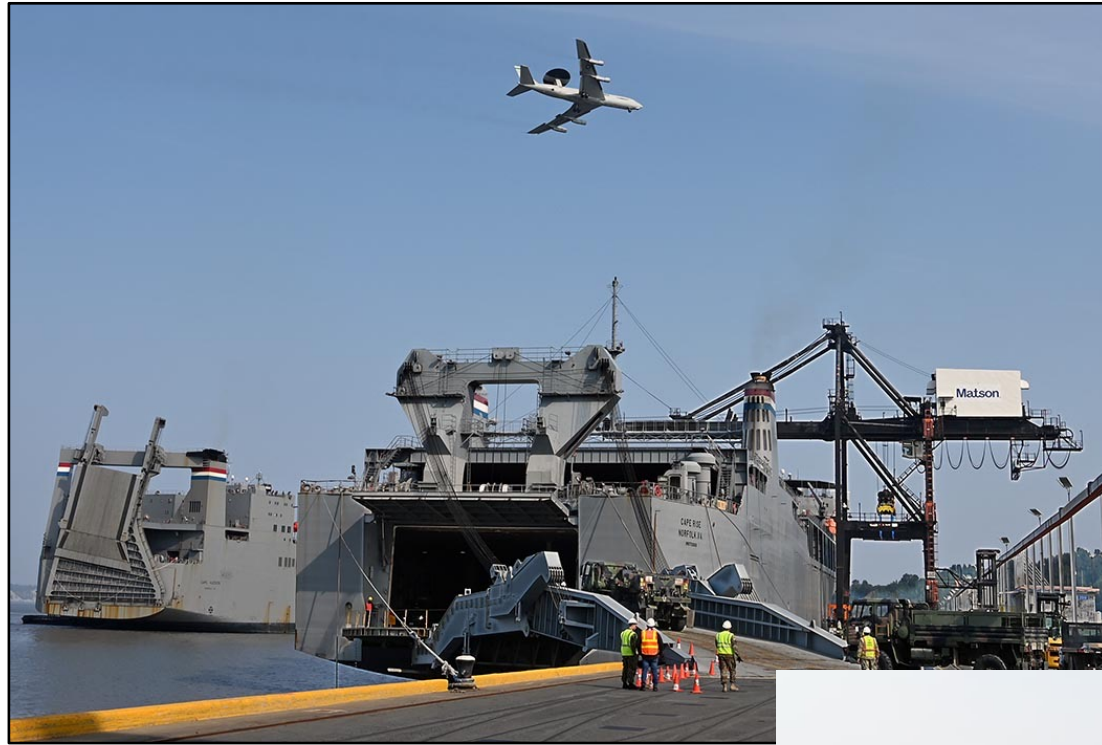


**DISASTER
RESILIENCY &
RESPONSE**

PORT of
ALASKA
IN ANCHORAGE



**NATIONAL
DEFENSE**



PORT of
ALASKA
IN ANCHORAGE



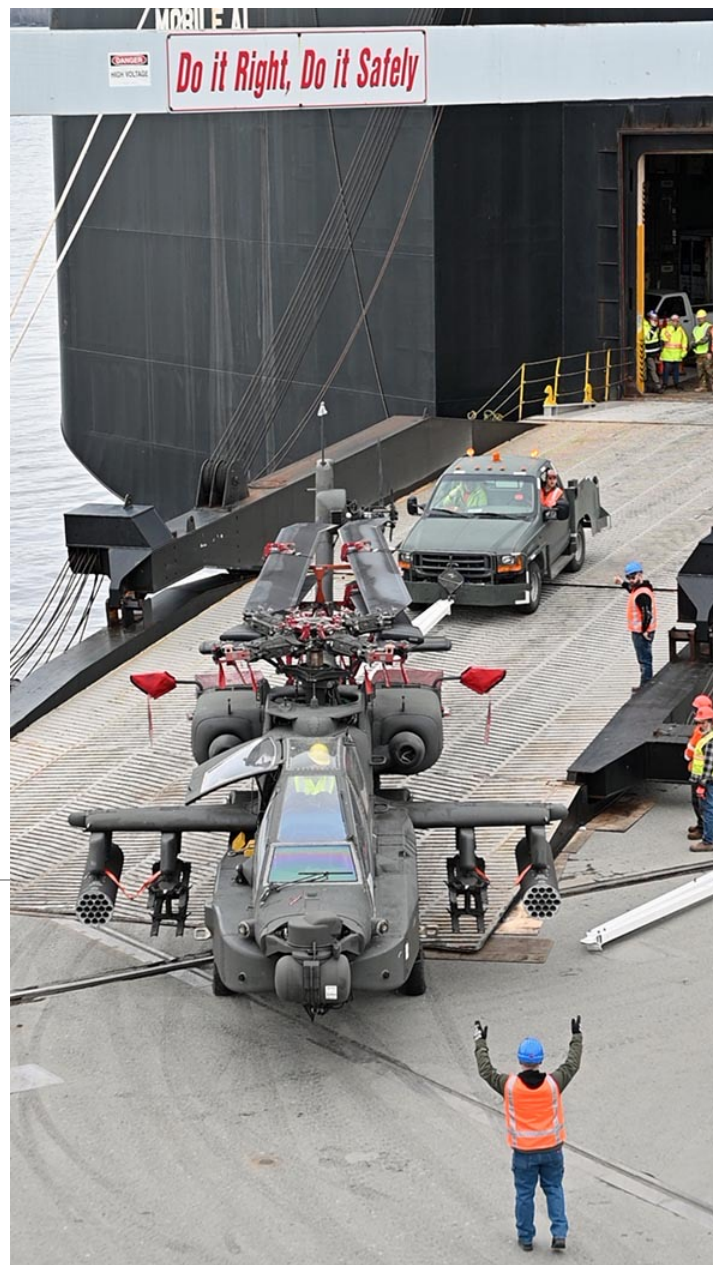
**NATIONAL
DEFENSE**



PORT of
ALASKA
IN ANCHORAGE



**NATIONAL
DEFENSE**





What You Need to Know...

- Dock Utilization Rate averages 30% – 40%
- Second highest tides in North America
 - 30 – 38 foot changes four times/day
- All Alaska military installations are connected to the Port by road and rail
- Check your egos at the Entry Gate – Listen & Learn
 - No one knows more about how to operate on our turf than we do!
 - *You don't know what you don't know!*



PORT of
ALASKA
IN ANCHORAGE



THANK YOU!



2023

**Mr. Ryan Casey, General Manager Business
Development & Sales US Flag · Maersk Line,
Limited**

Topic: Ocean Carrier Industry



US Flag Ocean Carrier Overview

Presented By: Ryan Casey

Introduction

Ryan Casey

General Manager

Business Development & Sales

+1-504-250-5874

rcasey@mllnet.com



Ryan Casey is based out of New Orleans, Louisiana and is the General Manager of Business Development and Sales for Maersk Line, Limited. His responsibilities include Sales, Marketing and Customer Care for US government, military and household goods customers throughout North American and abroad. Ryan has worked in the US Flag maritime industry for over 15 years.



Our story

Maersk Line, Limited (MLL), an American company, was established in 1983 to support the conversion and operation of five Maritime Prepositioning Ships on behalf of the United States Navy.

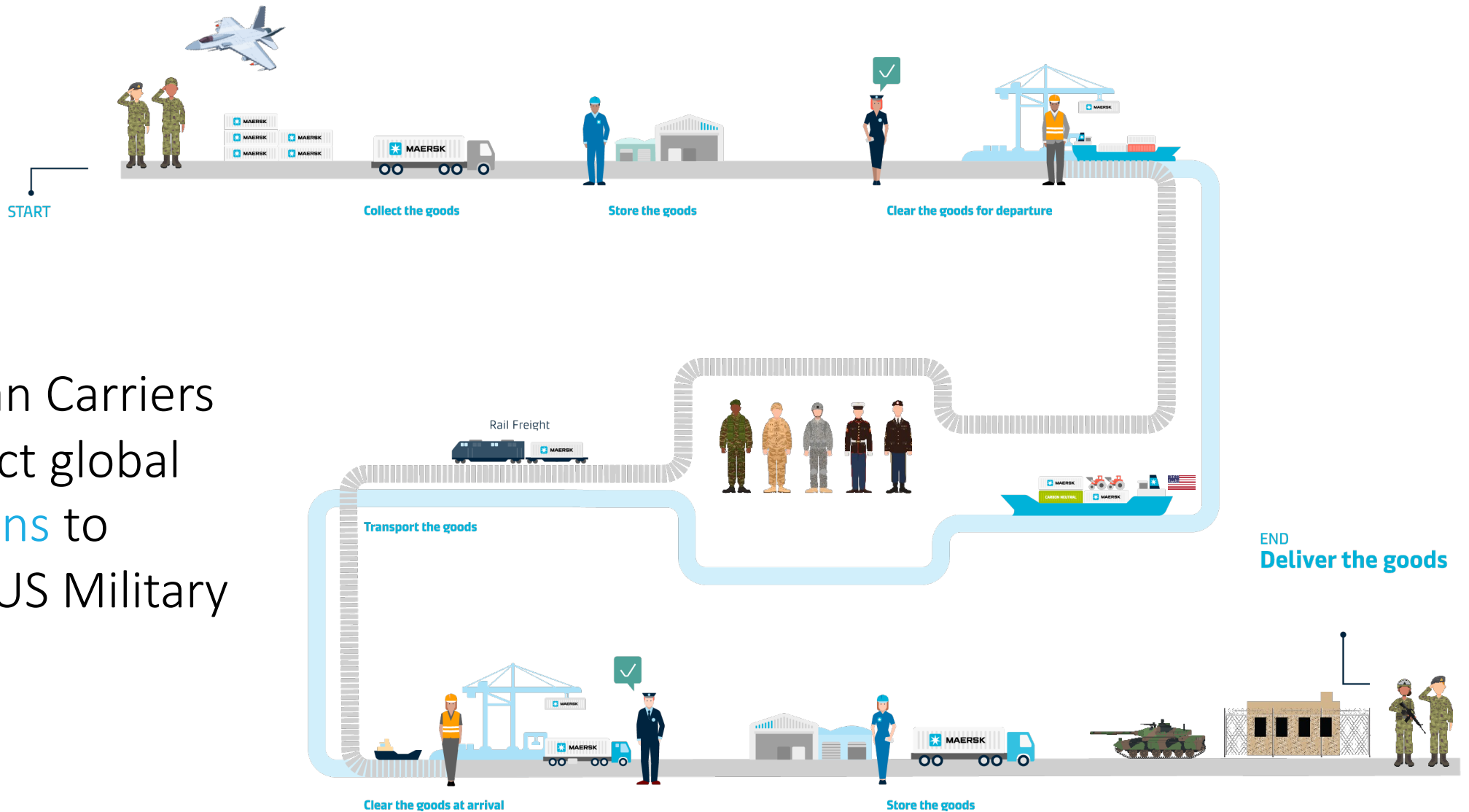
Since 1983, MLL has grown and now owns 20 US flag registered container vessels operating around the world to support the United States with military, government, and humanitarian missions.

Our participation in the Maritime Security Program (MSP) and Voluntary Intermodal Sealift Agreement (VISA) ensures that MLL assets, both afloat and ashore, are always available to support the US government.

Solutions

MLL provides ocean shipping services from over 300 ports around the world. With the largest fleet of internationally trading US flag registered vessels, and a vast global inland network, we offer our customers customized end-to-end transportation solutions.

In addition to handling dry and refrigerated containers, MLL provides special container solutions, while also handling out of gauge and break-bulk cargo. These special services give our customers access to standard services offered by RO/ROs, conventional carriers, and break-bulk vessels, combined with all the advantages that our liner shipping has to offer, such as: frequent / reliable departures, fixed schedules, and unparalleled global reach.



WHAT DO WE DO?

US Flag Ocean Carriers
 connect global
 supply chains to
 support the US Military

Enrolled in the Maritime Security Program (MSP)

Participant	Dominant Trade(s) – to/from North America	MSP Vessels
American Roll On / Off	Europe / Med	8
APL	Asia / Middle East	9
Argent Marine	Tramper	1
Central Gulf / Waterman	Tramper	4
Farrell Lines	Middle East / Med	3
Hapag Lloyd	Europe	5
Intermarine	Tramper	5
Liberty	Middle East / Med	3
Maersk Line, Limited	Middle East / Europe / Med / Asia / Africa	20
OSG	Tramper	2
TOTAL		60

US Flag vessels are a strategic partner of the Armed Forces



Keeping essential cargo moving

Every day we strive to ensure US Military supply chains stay connected and protected.



A photograph of four workers in hard hats and safety vests standing in a port at night, engaged in conversation. The background shows industrial structures and a ship's deck.

Innovating for the future

Incubating Supply Chain Solutions

We're combining our supply chain infrastructure with the power of our people and technology to drive end-to-end innovation that accelerates our Department of Defense partners' success

Overcoming
challenges to enhance
capabilities



In summary...

US Flag Ocean Carriers integrate the world by connecting multiple modes of transportation and various inland networks to support the Warfighter abroad. US Flag Ocean Carriers and the Merchant Mariners that work on these vessels act as an auxiliary to the United States Navy. Throughout history, US Flag vessels have supported Brigade Combat Teams around the world and will continue to do so into the future





2023

Q&A



SURFACE FORCE PROJECTION CONFERENCE

May 15-18, 2023

Christopher Newport University, Newport News, VA

***Achieving Surface Deployment at the Speed of War:
Supporting Large Scale Operations***