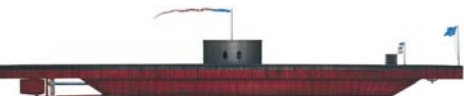


# THE MONITOR AND MERRIMACK



Newsletter of the  
Greater Hampton Roads Chapter  
District 02 – Chapter 03  
SOLE– The International Society of Logistics  
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**May 2015**  
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## *From the Chapter Chairman*

Thanks to everyone who was able to join us for our April Luncheon! Our joint luncheon with the **National Defense Transportation Association Norfolk Chapter** was well attended. **Mr. Jason Eaton, Chief Logistics, Virginia Department of Emergency Management** gave a great presentation. His presentation provided a detailed view of how our VDEM can help our local governments provide assistance in responding during a crisis. Thank you Mr. Eaton for the work you staff do to prepare and help our communities for crisis!

This month's luncheon will be a joint event hosted by the Tidewater Chapter of ASNE. I want to thank **Mr. Mike D'amato, National Vice President for ASNE** and **Mr. Kevin Terry, Programs Chair, ASNE Tidewater Section** for extending the invitation for this dinner meeting. Please make sure to make your reservations at <http://www.asne-tw.org/>.

## *From our Virtual Chapter's newsletter:*

CPL Exam #94/CML Exam #18  
Twenty-three individuals (13 first timers) sat for the CPL and CML exams on May 2nd. This was the largest single group so far taking the CML exam. Good luck to all! FYI: SOLE usually has the highest turnout of persons sitting for either the CPL or CML exams in November.

*Two loggies walk into a bar. The third one ducked. {Give it time. You'll get it.} <tentative applause>*

*Charlie Littleton  
Chairman GHRC SOLE*

## Coming Events:

**Wednesday, 20 May  
2015**

**20 May 2015**

**1800-2030 Dinner Meeting**

**Mr. John Reinhart**

CEO & Executive Director  
of the Virginia Port  
Authority

This is a Joint event with our  
Tidewater NDTA Chapter and  
sponsored by the Tidewater  
Chapter of ASNE

\*\*\*\*\*

**Thursday, 25 June**

**Luncheon  
11:30 AM to 1 PM**

**John Sofia, NAVSEA 06  
(Ret.)  
"NAVSEA Commonality  
Program"**

**Teppanyaki Grill and Buffet  
7525 Tidewater Drive, Suite 8  
Norfolk, Virginia**

*Certified Professional Logistician Corner*

The next CPL Exam  
will be given in  
November 2015

1. The transportation decision (choice of transport mode and carrier) is important because:
  - a. Transportation is necessary to bridge the gap between producer and consumer.
  - b. transportation is key in the logistic function.
  - c. it provides time and place utility for goods.
  - d. the choice of transport mode directly affects all other elements of the logistics system (e.g., packaging, production, planning, warehousing , inventory control, etc.)
2. The carrier selection decision involves:
  - a. the selection of the mode of transport and then selection of a particular carrier within the mode.
  - b. the selection of a particular carrier.
  - c. the use of air freight as the swiftest method of transport.
  - d. the choice of five modes of transportation.
3. Selection of a particular carrier has implications for:
  - a. warehousing and materials handling
  - b. inventory stockouts and level of inventory because of consistent carrier service performance.
  - c. inventory levels because of the speed of delivery
  - d. service level and cost.
4. The major determinants of carrier service performance are:
  - a. transit time, reliability and security
  - b. transit time, reliability, accessibility and security
  - c. the time required for pick-up and delivery and terminal handling.
  - d. the availability of carrier routes and terminals in the proximity of shipping locations
5. The transport rate is not an important criterion in selecting a specific carrier because:
  - a. the rates for alternative carriers are the same.
  - b. the rates via alternative carriers in a mode are usually the same, allowing for slight disparities.
  - c. all carriers offer the lowest transportation costs.
  - d. all carriers compete on service.
6. The most important determinant in the carrier selection decision is:
  - a. reliability of the transit time provided.
  - b. the accessibility of a carrier to the modes.
  - c. the provision of safe service.
  - d. the capability to provide the equipment and facilities required to move a shipment
7. The major weakness of rail transportation that offsets its low cost is:
  - a. its low accessibility and rather long transport times.
  - a. lack of reliability and safety.
  - c. its transportation of high density, low value goods.
  - d. the increase in packaging costs for the rail mode.
8. The difference between rail and the other modes is that:
  - a. there are regulatory controls regarding the commodities transported by rail.
  - b. there are regulatory controls regarding the commodities transported by motor carriers and air freight.
  - c. the railroads are regulated by the CAB.
  - d. railroads are more tightly controlled by the government.
9. A common carrier is best defined as:
  - a. a for-hire carrier that holds itself out to serve the general public at reasonable charges and without discrimination.
  - b. a for-hire carrier that is not regulated with respect to economic matters.
  - c. a not-for-hire carrier and not subject to economic regulation.
  - d. one regulated by the FTC.
10. Piggyback or Trailer-on-Flatcar (TOFC) is:
  - a. transportation which combines motor carrier and air transport.
  - b. truck-water transportation.
  - c. a specialized form of containerization in which rail and motor transport are coordinated together.
  - c. transportation on the water.

Please see answers on Page 3

*Near term Calendar of Events*

**GHRC SOLE  
 & NDTA Tidewater**

**20 May 2015**                      **John Reinhart** CEO & Executive Director of the Virginia Port Authority (Sponsored by ASNE Tidewater)    Dinner Meeting

**GHRC SOLE**

**25 June 2015**                      **John Sofia, NAVSEA 06 (Ret.)** “NAVSEA Commonality Program”

**23 July 2015**                      **Michael Pasquarette PMS Project Manager** NSLCDDET Norfolk, NNSY “The Future of PMS”

**27 August 2015**                      **David Floyd, DAU/SOLE District 2 Director,**

**ASNE**

**Dinner Meetings:**                      Every 3<sup>rd</sup> Tuesday, Springhill Suites, Newtown Road, Va. Beach, (1800-1900 Social Hour); 1900-2030 Dinner and Program; Reservations: on line at ASNE Tidewater site.

**20 May 2015**                      **John Reinhart** CEO & Executive Director of the Virginia Port Authority (Sponsored by ASNE Tidewater)

**16 June 2015**                      Annual Awards Banquet

**NDTA**

**29 May 2015**                      **Annual Golf Tournament. SEWELLS POINT Hampton Blvd. Norfolk VA** Registration Start 7:00 AM Shotgun Start 8:00 AM Register at [www.ndta-norfolk.org/calendar.asp](http://www.ndta-norfolk.org/calendar.asp)

**CPL/CML CORNER ANSWERS**

Answers			
1	d	6	a
2	a	7	a
3	b	8	b
4	b	9	a
5	b	10	c

## National Defense Transportation Association



### Annual Golf Tournament Captain's Choice

May 29, 2015

SEWELLS POINT Hampton  
Blvd. Norfolk VA  
Registration Start 7:00 AM  
Shotgun Start 8:00 AM



**Registration Includes:**

- \*Lunch
- \*Golf Cart
- \*Practice Balls
- \*Goody Bag
- \*Prizes For:
  - Closest to the Pin
  - Longest Drive
  - Top Teams
- \*Raffle

**Entry Fee:**

- \$48.00 per Person, Member of Active Military
- \$58.00 per Person, NDTA Members, GS, & Ret. Military
- \$68.00 per Person, All Others

*Dixon Golf Challenge – Par 3 Hole  
- \$10 buy-in for a chance to win many fun prizes*

Register on our Website at [www.ndta-norfolk.org/calendar.asp](http://www.ndta-norfolk.org/calendar.asp)



Or mail form below  
Make Checks Payable to:  
Tidewater NDTA  
ATTN: Ann Tardy  
13 Club Terrace  
Newport News, VA 23606  
(757) 443-5272  
[ann.tardy@navy.mil](mailto:ann.tardy@navy.mil)

**Sponsorship Opportunities:**

- \*Platinum - \$1,000
- \*Gold - \$500
- \*Silver - \$250
- \*Active Duty Team - \$250
- \*Hole Sponsor - \$50
- \*Other opportunities  
(Call or email Ann for details)

PLAYER NAME	ORGANIZATION/EMAIL	ENTRY FEE	SPONSOR FEE	PRIZE DONATION

Proceeds go to charitable and scholarship funds. Tidewater NDTA's 2013 contribution went to *Operation Smile*.

\$5.00 Mulligans, LIMIT 2 per player  
144 Player Limit-Reservations Due by May 22, 2015



## May Dinner Meeting

Presented by the Tidewater Section of ASNE  
and the Greater Hampton Roads Area  
Chapter of SOLE



**Date//Time: Wednesday, May 20, 2015 / 6:00pm – 9:00pm**

**Place:** Marriott Springhill Suites: 6350 Newtown Road, Norfolk

**Cost:** Members and Guests: \$28 in advance / \$30 at the door  
Military in uniform: \$15 in advance / \$20 at the door  
Student ASNE members: \$10 in advance / \$15 at the door  
Student non-members: \$15 in advance / \$20 at the door

**To sign up:** Register and Pay on-line @ <http://www.asne-tw.org/>

**RSVP:** RSVP by NOON - Tuesday, May 19, 2015

**Questions:** Contact Kevin Terry @ 757-705-7194 / [kterry@nasscoeast.com](mailto:kterry@nasscoeast.com)

### “Operations in the port of Hampton Roads”



John F. Reinhart was appointed CEP/Executive Director of the Virginia Port Authority (VPA) by the Board of Commissioners on October 31, 2013 and officially took office on February 19, 2014. The mission of the VPA is to foster and stimulate the commerce of the ports of the Commonwealth and to serve as the eastern seaboard gateway for global import and export of freight throughout the world.

John is responsible for the broad programmatic areas of business development and growth, strategic marketing, finance, and operations of Virginia's marine terminal facilities – Virginia International Gateway, Newport News Marine Terminal, Norfolk International Terminals, Portsmouth Marine Terminal, Port of Richmond and the Virginia Inland Port

Prior to joining the Virginia Port Authority, John served as Chief Executive Officer of Maersk Line, Limited (MLL) since 2000 and President and Chief Executive Officer since 2004. He was a member of the Board of Directors for MLL and Farrell Lines. MLL provides U.S. flag transportation and maritime services to government and commercial customers worldwide. During his career with Maersk, he also held the positions of Chief Executive Officer, Senior Vice President and Regional Director and was responsible for commercial activities of the company, including sales, customer service and marketing for North America. He previously worked at Universal Maritime Services (UMS) as General Manager and President

John currently serves on the following boards: Hampton Roads Transportation Accountability Commission, Marine Transportation System National Advisory Council, Commonwealth Transportation Board, American Bureau of Shipping Council, Town Point Club Board of Governors, Nauticus Foundation, Greater Norfolk Corporation, Hampton Roads Business Round Table and the Hampton Roads Chamber of Commerce Regional Board.

Awards and Honors include: 2014 Colgate W. Darden, Jr. Scouter Citizen of the Year, 2009 Seafarer's International House, Outstanding Friend of the Seafarer, 2007 Admiral of the Ocean Sea Award, 2006 Chairman of the Propeller Club's 80th Annual International Conference and the 2003 Boy Scouts of America Maritime Good Scout Award. John received his B.A. in General Studies and Political Science from Ohio University and completed the Executive M.B.A. Program at the University of Michigan. John and Mary have lived in Virginia Beach since 2000 and have raised three children.

**Jason C. Eaton,**

Chief, Logistics Section

, Mutual Aid/Resource Coordinator with the Virginia  
Department of Emergency Management

23 April 2015 GHRC Luncheon Speaker



Jason Eaton provided our attendees with a comprehensive and highly interesting review of the Commonwealth of Virginia's Logistics Resource Management Program. He took time to explain the semantics involved in both in state and out of state resource challenges. He highlighted his initiation of Logistics training programs aimed at developing more "in depth" state capabilities and noted the creation of a hybrid "all hazards" concept. He also detailed all the many agencies and partners necessary for both day-to-day and emergency needs.

Jason highlighted the use of mutual aid agreements and how proper contractual vehicles emphasized flexibility and electronic vehicles. He also went over their private sector liaison program, incorporating increased preparedness bridging state, local and federal resources.

Finally, he emphasized the fact the localities must be allowed to resolve their issues with state support and summarized "Best Practices" being pre-established contract service support, training and education programs for logistics management processes and providers, the private sector liaison program, use of technology in logistics, coordination with FEMA and having a procurement Staff as a part of the Logistics Team.

Jason provided number of recent examples of how his agency has resolved recent emergency challenges and answered a number of post-presentation questions. Charlie Littleton, our Chapter Chairman, presented him framed letter of appreciation and thanked him for journeying all the way from Richmond.



## Transportation Topics

German ports brace for near week-long rail strike

((Reprinted from the Journal of Commerce –on line)

May 5, 2015)

German locomotive drivers began near week-long strike Monday afternoon that threatens to clog container yards at the country's leading ports and cause massive disruption to industrial supply chains across Europe's largest economy.

### **New automated Rotterdam container terminal shows how far US lags**

(Reprinted from the Journal of Commerce May 3, 2015)

APM Terminals in Rotterdam officially opened the container terminal of the future on April 24 with the aggressive prediction that Maasvlakte II will improve vessel productivity by 40 percent.

### **No ships at anchor off Southern California ports as congestion eases**

(Reprinted from the Journal of Commerce May 3, 2015)

The ports of Los Angeles and Long Beach achieved a post-congestion milestone this week with no container vessels arriving at anchor on Tuesday, and again on Thursday, for brief periods

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### **Exclusive: APMT CEO says ports must bear costs of big ships**

(Reprinted from Container Management – on line 7 May 2015)

In an exclusive interview with **CM**, the CEO of APM Terminals Kim Fejfer, has said that it is up to container terminals and port operators to deal with the problems caused by the growing size of ships and alliance agreements.

When asked if shipping lines should be more considerate about the problems mega-ships and alliances can cause, he said these changes are “a natural evolution of ship design and business goals. Port operators need to keep pace with industry changes”.

These problems have occurred most dramatically on the US West Coast and, when asked if he envisioned a long-term shift of cargo to the East or Gulf Coasts,

Fejfer said that this was up to the import/export community.

He was speaking just after the official opening of the APMT Maasvlakte II terminal in Rotterdam, at which the company claims customers can experience a 40% higher level of productivity due to the level of automation.

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### **New employee-model drayage company won't likely set industry trend**

(Reprinted from the Journal of Commerce May 6, 2015)

An employee-based trucking model backed by venture capital that was announced Monday in Los Angeles-Long Beach is expected to gain traction in harbor drayage, but it won't dominate the industry any time soon.

### **Bullish on future, Miami posts double-digit growth for March**

(Reprinted from the Journal of Commerce May 6, 2015)

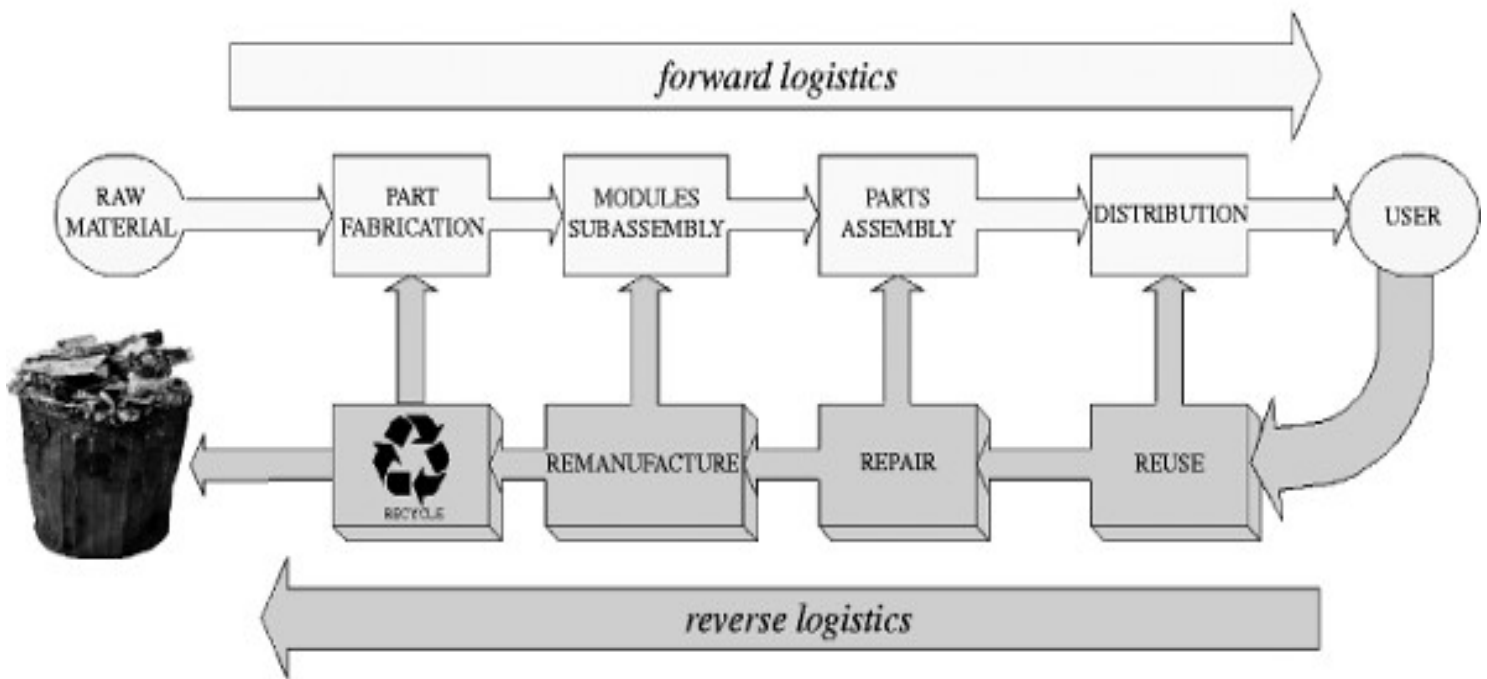
The Port of Miami experienced double-digit container volume growth in March. It's just a hint of what's to come, port officials say, as the port gears up for the opening of its deeper harbor this summer.

### **Mega-ships may not achieve vaunted cost savings**

(Reprinted from the Journal of Commerce May 6, 2015)

The economics of the mega-ships of 18,000 20-foot-equivalent units that container lines are building and deploying may not be all they are cracked up to be. The savings that carriers are touting as the reason for ordering them may not be as great as advertised when all their costs are factored in

**What is Reverse Logistics and How Is It Different than Traditional Logistics** by Adam Robinson Feb. 18, 2014 (Reprinted from Cerasis.com)



Today we begin our series on all things reverse logistics, first answering at a high level, “What is Reverse Logistics?” Beyond answering what is reverse logistics, we will also cover the history of reverse logistics, the benefits of reverse logistics and why it’s a rising practice, especially in aftermarket industries, and then talk about some uses of reverse logistics by shippers and how using a logistics services provider can give you the leg up in this burgeoning aspect of the logistics world. Stay tuned over the next weeks for this great series, and become an expert!

**Continued on Page 11**



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**CHARLIE LITTLETON**

5301 ROBIN HOOD ROAD,  
SUITE 108

NORFOLK VA. 23513-2406

**PHONE:**

**(757) 857-1311 (4203)**

**FAX: 757-857-0916**

**(757)**

**E-MAIL:**

**[clittleton@LCE.com](mailto:clittleton@LCE.com)**

**Chapter MAILBOX:**

The Mailing Address is:  
Greater Hampton Roads Area  
Chapter of SOLE – The  
International Society of  
Logistics  
P.O. Box 4684  
Virginia Beach, Va. 23454

**We are on the Web at:**

**[www.ghrc-sole.org](http://www.ghrc-sole.org)**



**Long Term 2015 Calendar Greater Hampton Roads Chapter Monthly Schedule**

	Business Meeting	Lunch/Tour	Speaker/Topic
May	18 May	20 May	<b>John Reinhart</b> CEO & Executive Director' the Virginia Port Authority (Sponsored by ASNE Tidewater) Dinner Meeting
June	11 June	25 June	<b>John Sofia</b> , NAVSEA 06 (Ret) "NAVSEA Commonality Program"
July	9 July	23 July	Michael Pasquarette PMS Project Manager NSLCDDET Norfolk, NNSY "The Future of PMS"
August	13 August	27 August	David Floyd, DAU/ SOLE District II Director

Note: The May events are a Joint Meeting with the Tidewater Chapter of ASNE (Sponsor) and NDTA. The May event is a Dinner Meeting.

**Membership Renewal:**

**Please don't put off to tomorrow what you can and need to do today. Take the time to renew your SOLE membership dues. The form is available on the Headquarters Website – SOLE.org.**

**Reverse Logistics** (Cont'd from Page 8)

***What is Reverse Logistics?***

Reverse logistics stands for all operations related to the reuse of products and materials. It is “the process of planning, implementing, and controlling the efficient, cost effective flow of raw materials, in-process inventory, finished goods and related information from the point of consumption to the point of origin for the purpose of recapturing value or proper disposal. More precisely, reverse logistics is the process of moving goods from their typical final destination for the purpose of capturing value, or proper disposal. Remanufacturing and refurbishing activities also may be included in the definition of reverse logistics.” The reverse logistics process includes the management and the sale of surplus as well as returned equipment and machines from the hardware leasing business. Normally, logistics deal with events that bring the product towards the customer. In the case of reverse logistics, the resource goes at least one step back in the supply chain. For instance, goods move from the customer to the distributor or to the manufacturer.

When a manufacturer’s product normally moves through the supply chain network, it is to reach the distributor or customer. Any process or management after the sale of the product involves reverse logistics. If the product is defective, the customer would return the product. The manufacturing firm would then have to organize shipping of the defective product, testing the product, dismantling, repairing, recycling or disposing the product. The product would travel in reverse through the supply chain network in order to retain any use from the defective product. The logistics for such matters is reverse logistics.

**An Introduction to the Landscape of What is Reverse Logistics**

Reuse of products and materials is not a new phenomenon, waste paper recycling, deposit systems for soft drink bottles, and metal scrap brokers are all examples that have been around for a long time. However, reverse logistics as a research field is relatively new. A body of knowledge is beginning to develop around the reverse logistics field which only emerged within the last two decades or so. Especially during the last decade, reverse logistics has obtained recognition both as a research field and as a practice. Although reverse logistics has been gaining more and more attention recent years, many companies haven’t fully realized its importance and what is reverse logistics. As a matter of fact, reverse logistics is too often viewed as a headache, an expensive and recurring headache.

**Continued on Page 12**

**Reverse Logistics (Cont'd from Page11)**

According to a study, a few years ago, two professors of University at Nevada asked more than a hundred companies why they didn't have a strong reverse logistics program, nearly 40% said returns management didn't seem as important as other issues. 34.3% of the supply chain executives said they did not have the right system in place, more than one third said company policies inhibited them to do so. Such a lack of attention on reverse logistics is hard to understand. Contrary to the business world, academia researchers seem to have long shown the interests on studying reverse logistics, as early as 1993, articles with "reverse logistics" in the title started to appear. Ever since the publish of Rogers & Tibben-Lembke's article "[Going backwards: reverse logistics trends and practices](#)", there has been an increased interest in the subject of what is reverse logistics. There are already many studies showing that reverse logistics has large potential to shippers' performance and customer relations, but unfortunately, in reality, the potential value of effective reverse logistics is often overlooked.

**The Rise of Reverse Logistics in the E Commerce Freight Shipping World**



Reverse logistics presents one of the biggest operational challenges in the world of [eCommerce freight logistics](#) due to the sheer volume and cost of processing returns. Effective reverse logistics is believed to result in direct benefits, including improved customer satisfaction, decreased resource investment levels, and reductions in storage and distribution costs. The amount of returned goods going backwards along the supply chain from the end point (customers)

**Continued on Page 13**

## Reverse Logistics (Cont'd from Page 12)

is usually much more than people normally think. As an example, the sheer volume of returns generated in many companies, ranged from 3% to as high as 50% of total shipments across all industries. Many other studies indicated the real costs of the returns take up roughly 3%-5% of total revenue. Surprisingly, for the traditional bricks-and-mortar retail operations, returns are 3 to 4 times more expensive than forward (outbound) shipments. In some industries such as book publishing, catalog retailing, and greeting card, over 20% of all products sold are eventually returned to the vendor. What's more surprising is that some industries are estimated to have return rates in the range of 30 percent to 50 percent with other estimates are as high as 60 percent. Given the status quo of the reverse logistics, the neglect of the importance to the reverse part of the logistics flow opens an opportunity to create and manage customer relationships and build customer loyalty to the retailer.

### What is Reverse Logistics Flow vs. Traditional Logistics Flow?

For reference, the traditional logistics flow is defined by the [Council of Supply Chain Management Professionals glossary](#), as:

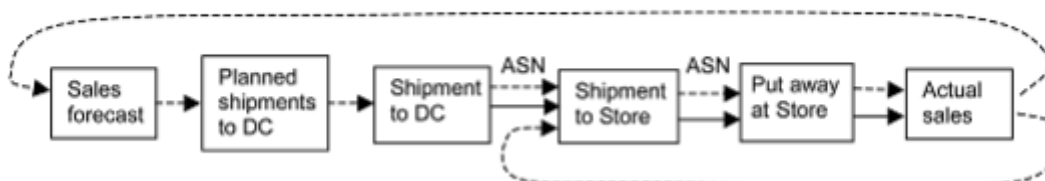
“The process of planning, implementing, and controlling the efficient, cost effective flow of raw materials, in-process inventory, finished goods and related information from the point of origin to the point of consumption for the purpose of conforming to customer requirement.”

The same glossary defines reverse logistics as:

“The process of planning, implementing, and controlling the efficient, cost effective flow of raw materials, in-process inventory, finished goods and related information from the point of consumption to the point of origin for the purpose of recapturing value or proper disposal.”

Reverse logistics is quite different from the traditional logistics, or forward logistics, activities. The below figure is a traditional logistics flow

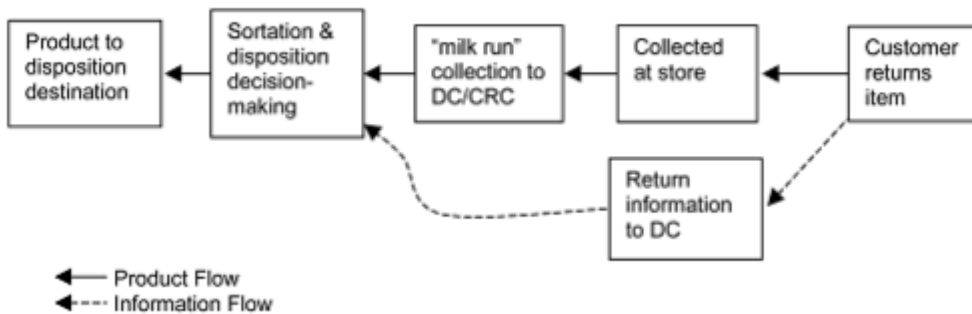
Traditional Logistics Flow



**Reverse Logistics (Continued from Page 13)**

Sales forecast is used to project sale requirement, when certain amount product is required, they will be shipped to the DC (distribution center) and then shipped to the retail stores from DC. At every single level of the supply chain, ASNs (Advanced Shipping Notices) will be assisting the useful information as the products flow.

Reverse logistics flow, however, is a different story. Shippers generally do not initiate reverse logistics activity as a result of planning and decision making on the part of the firm, but in response to actions by consumers or downstream channel members. Here is the figure outlining what is reverse logistics flow:



When a return occurs, the returned product will be collected (in many different ways) and sent to the distribution center. At the same time the relevant information about the return item description, condition at return, customer information etc., will be transferred to the return processing center, but unfortunately, given the current state of the reverse logistics status quo, this information capture process rarely occurs, or occurs with less accuracy



## FAMOUS LOGISTICS QUOTATIONS

(Reprinted from Military Quotes.com)

“Nine times of ten an army has been destroyed because its supply lines have been severed”

– **Macarthur, August 1950 to the Joint Chiefs of Staff**

“the secret of war lies in the communications”

– **Napoleon Bonaparte**

“Free supplies and open retreat are two essentials to the safety of an army or a fleet”

– **Rear Admiral Mahan**

“Good logistics is combat power”

– **Lieutenant-General William G. Pagonis**

Director of Logistics during the Gulf War of 1991

“An Army cannot preserve good order unless its soldiers have meat in their bellies, coats on their backs and shoes on their feet.”

– **The Duke of Marlborough, 1703**

“Without supplies neither a general nor a soldier is good for anything”

– **Clearchus, 401 BC.**

Spartan officer, celebrated as the leader of the Ten Thousand

“Praise the Lord and pass the ammunition.”

– **H. M. Forgy**

chaplain USS New Orleans, Pearl Harbor, Dec 7, 1941

## HISTORY

### Long Distance Logistics:

### The Mexican Expedition (Reprinted from

Army Sustainment  
May–June 2015)

By Sara E. Cothren and Alexander F. Barne

The Army’s Mexican Expedition in 1916 and 1917, originally called “the Punitive Expedition,” provided lessons about supporting and maintaining a campaign across long distances

May–June 2015

Army Sustainment

The young lieutenant turned around and was mildly surprised by the dust and sand cloud following the truck as it moved through the staging area. He had expressly told the drivers to keep their speed down while the convoy was getting organized. This last batch of National Guardsmen had proven to be a pretty good group of Soldiers, but some of them drove like they had never seen a truck before. If they couldn’t follow orders here in camp, what was it going to be like when they started on the convoy to the forward operating base more than one hundred miles down the road?

The latest report had indicated that the route was fairly secure, but the lieutenant knew how quickly that could change. Just two weeks ago, they had been fired on while passing through a supposedly “friendly” village. He also wasn’t encouraged by the mix of trucks he was going to be leading. Why couldn’t the Army send him just one kind of truck? Instead, he had a mix of makes and models, each with a different cargo capacity and operating speed. It was not surprising that some of his drivers were struggling to operate the darn things.

Continued on Page 16

## Long Distance Logistics – The Mexican Expedition

(Cont'd from Page 15)

In spite of his misgivings, the lieutenant signaled over to the sergeant that he was ready and the convoy started moving. General Pershing's cavalry and infantry units were on the move again looking for Pancho Villa and would need the supplies and ammunition these trucks were carrying. Besides, it could be worse; he could be leading one of the pack mule and horse-drawn wagon convoys.

During the second decade of the 20th century, while most Americans were watching the events in Europe with trepidation, a fire was burning much closer to their homes. A period of almost perpetual revolution and instability, starting in 1913, was wracking the United States' southern neighbor. Any U.S. citizens in Texas, Arizona, and New Mexico feared that the violence in Mexico would spill over the border. Tension remained extremely high between the United States and Mexico throughout 1913 and 1914.

In response, President Woodrow Wilson adjusted the stationing of his military units to protect American businesses and American citizens living in Mexico and along the border. The Mexican seaports on the Gulf of Mexico continued to be hot spots as both sides in the Mexican Revolution fought for their control.

### Mounting Tension

The relationship between the U.S. government and Mexican leader Victoriano Huerta worsened on April 9, 1914, when Mexican authorities arrested eight U.S. Sailors at the port of Tampico. The commander of a U.S. Navy warship, the USS Dolphin, had arranged for a pickup of supplies from a local warehouse. While the American Sailors were loading the supplies on their boat to carry them out to the Dolphin, they were arrested and marched through the town to the jail.

Although the Sailors were quickly released, Adm. Henry C. Mayo, commanding the U.S. Navy ships in the Tampico area, demanded that the Mexicans formally apologize and display the American flag in the port. He also insisted that Mexicans honor the flag with a 21-gun salute

International incidents have a tendency to rapidly spin out of control, and this was no exception. Very quickly, both governments were involved in making demands. In the meantime, the U.S. Navy directed all available ships and a regiment of Marines to head for the Gulf of Mexico. Adding to the tension were reports that a German ship, the Ypiranga, was headed for Vera Cruz loaded with machine guns and ammunition for Mexican revolutionaries. This proved to be the final straw for President Wilson; he ordered the secretary of the Navy to land his forces and prevent the unloading of the Ypiranga.

By 11:30 a.m. on April 21, 1914, the U.S. forces had prevented the ship from docking.

The Navy had also landed a force of Sailors and Marines to seize key port facilities as well as the customs house and the area near the railroad station. Other naval forces that had been off the coast of Tampico rapidly made their way south to join the effort. Within the forces were two legendary Marine Corps figures: Smedley Butler and Alexander Vandergrift.

### The U.S. Army Occupation

Against a spirited but ineffective Mexican defense, the Americans quickly cleared Vera Cruz of resistance. By the evening of April 22, the city was under U.S. control and over 300 Mexicans and 19 Americans were dead. Shortly thereafter, Soldiers from the Army's 5th Brigade, 2nd Division, replaced the naval forces and continued the occupation. Other Army units moved in force to the Mexican border with Texas and Arizona while the 5th Brigade was establishing control of Vera Cruz. Gen. Frederick Funston took over the Army occupation force in Vera Cruz and soon began the serious job of administering the city. This was no small chore because Vera Cruz was renowned for being unhealthy and disease-ridden.

From all accounts, Funston proved to be a very able administrator and, for the most part, the U.S. Soldiers and local Mexican citizens settled into an uneasy peace. Occasionally,

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Funston had to flex his administrative and military muscles, such as when it became evident that the local ice-making plant gave the local bars and canteens priority for its products, at the expense of the local hospitals, citizens, and the U.S. Army. Funston had his troops seize the facility and reprioritize the shipments.

By November 1914, the incursion at Vera Cruz ended and the U.S. Army's 5th Brigade returned to its bases in Texas. With calm apparently restored between the two countries, most of the units that had moved to guard the border were returned to their original Army posts. The Focus on Europe  
The lessons learned during the deployment of the brigade to Vera Cruz were digested and staff analysts at the War Department continued to work on the adjustments needed to build the new Army formations. Once again, all eyes turned toward Europe as the Central Powers (Germany, Austria-Hungary, the Ottoman Empire, and Bulgaria) squared off against the Allied Powers (France, the British Empire, the Russian Empire, and others).

By 1915, Italy had joined the war on the side of the Allies. Although most Americans favored the Allies, enough people supported Germany—or strict neutrality—to keep the discussions interesting. Reports of German atrocities in Belgium and France were countered by stories in German-American periodicals detailing Great Britain's goals for world domination. In many large Irish-American communities, feelings were more likely to be anti-British than pro-German, but the results were the same.

President Wilson talked of being “too proud to fight” and stressed his goal of keeping the United States out of the war in Europe. Conversely former President Theodore Roosevelt and his “Preparedness” followers continued to press for greater support for the Allies and the need to build a stronger military. However, regardless of their beliefs, most Americans felt secure knowing that the entire Atlantic Ocean separated their

country from the fighting.

### **The Punitive Expedition**

And then, on the night of March 8, 1916, all that changed. Under the command of the Mexican revolutionary leader, Pancho Villa, several hundred Mexicans crossed the border and attacked the town of Columbus, New Mexico. With this attack, the already fragile American-Mexican relations took a very drastic turn for the worse. Although the U.S. cavalry forces stationed in and near Columbus managed to drive off the raiders, enough blood had spilled on both sides to demand a military solution.

On March 15, just seven days after Villa's attack, the first column of U.S. forces, led by the 13th Cavalry, departed Columbus and crossed the Rio Grande into Mexico. Following the 13th were the 6th and 16th Infantry Regiments, Battery C of the 6th Field Artillery, and some logistics support troops. The next day, Gen. John J. Pershing led a second column, consisting of the 7th and 10th Cavalry, another battery from the 6th Field Artillery, and some support troops from a staging base in New Mexico, across the border. The expeditionary force soon added Curtiss JN-3 airplanes of the 1st Aero Squadron to conduct aerial reconnaissance of Chihuahua in search of their target.

The original plan called for the two columns to converge at Casas Grandes, where Villa had been recently sighted. When the two columns met, they compared notes. There was no sign of Villa and, very importantly, no sign of the Mexican Army. It was obvious that if Villa were going to be punished, Pershing would have to do it without the help of the Mexican government.

### **Sustaining Pershing's Forces**

With Pershing's two forces now joined, he commanded 4,800 Regular Army Soldiers with more than 4,000 horses and mules. His arrival at Casas Grandes meant that the Americans had penetrated almost 100 miles into Mexico and were at the site that would become their major logistics hub for the next 11 months.

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Pershing's forces at Casa Grandes were soon supplied with the Army's latest transportation acquisitions: touring cars and cargo trucks. The Mexican government had forbidden the U.S. Army from using the Mexico Northwestern Railway system. Given the railway restrictions, these acquisitions were essential to supplying the troops as they moved south in pursuit of Villa and his supporters, the "Villistas." Soon three columns of cavalry on parallel routes were dispatched toward the town of Namiquipa.

The orders from Washington were to occupy as much of Chihuahua as possible, find reliable sources of information among the local population, use all possible means to perform reconnaissance of the unoccupied areas, keep the supply pipeline secure, and keep Villa and his men on the move, allowing them no rest from the chase.

There were now 162 trucks supporting and maintaining the supply line and delivering much needed food and materiel from Columbus to Pershing's forward operating base at Namiquipa. However, even this large-scale distribution system, by 1916 standards, was inadequate, and Pershing needed more trucks added to his operation.

Back in Washington D.C., Hugh Scott, the Army chief of staff, also tired of Mexican President Carranza's unwillingness to help support the American efforts, ordered the quartermaster general of the Army to purchase and dispatch as many trucks as he could to Columbus. Despite having no funding to make the purchase, the quartermaster general placed the order while Scott went to Secretary of War Newton Baker and confessed that he had just spent \$450,000 that the department didn't have. Surprisingly, Baker told him not to worry and obtained the funding to make good on the deal. Soon Pershing's force was supplemented with another 100 trucks.

Ultimately, it was an exercise in futility. The Americans never caught Pancho Villa, and Pershing's forces tried to occupy much more land than they could control.

On a positive note, the efforts by Pershing's forces kept the Mexican leader and his troops on the run and away from U.S. border towns. In February 1917, after 11 months in Mexico, Pershing and the last of the Regular Army troops in his command crossed the border back into the United States. The expedition to capture Pancho Villa came to an end just in time; two months later the United States entered the war that was raging in Europe.

### **Lessons Learned**

Several lessons can be learned from the Mexican Punitive Expedition

**.Five hundred miles is a long way to go without supplies.** The 13th Cavalry made the deepest penetration into Mexico, reaching the town of Parral, which was 516 miles from the U.S. border. By the time they entered Parral, the Soldiers and their horses had far outstripped the U.S. Army's ability to supply them. As a result, the officers found it necessary to purchase feed for the horses and food for the men from their own pockets in order to make their way back to the main supply line.

### **Standardization is a good thing.**

It was the first time in the U.S. Army's history that non-rail motor vehicles were used in a military operation. Recognizing the advancements in wheeled vehicles, the Army purchased every truck it could; unfortunately, it was forced to buy many different makes and models in order to get the quantities needed.

The Mexican Expedition quickly showed that numerous types of trucks were hard to maintain and sometimes even harder for the young soldiers to learn to drive. Nevertheless, relying only on rail and horse became a thing of the past as the Army entered the Great War in Europe.

**You trust your mother, but you still need to cut the cards.** One of the first lessons learned the hard way during the campaign was that when entering a country undergoing revolution, a Soldier should trust no one. Repeatedly the U.S. forces were given bad information and sent in the wrong

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direction by local inhabitants. The local Mexican officials and army officers proved to be equally unreliable sources of information. The bloodiest battle fought during the campaign came not against Villa's men but against Mexican soldiers, and it ended badly for the U.S. cavalrymen.

**Good can come from bad**. Among the positive things to come out of the long dusty campaign was the opportunity to integrate trucks and aircraft into Army operations. Before the expedition, most officers in the Army would have preferred the supply support of horses and mules over motor vehicles. After the campaign, little doubt remained that motorized vehicles were here to stay. Even the cavalry, the strongest institution supporting the use of horses, had visionaries who could see the future. Among them was a young lieutenant named George S. Patton who, while leading a patrol of 9th Cavalry troopers mounted on Dodge touring cars instead of horses, raided a ranch belonging to one of Villa's senior lieutenants, Julio Cárdenas. In a short but sharp gunfight, Patton exhibited the aggressive leadership skills he would demonstrate in two world wars.

After the expedition was over Perishing went on to lead the American Expeditionary Forces in War World I and was a mentor to many officers such as Marshall, Eisenhower, Bradley, and Patton, who led the Army in War World II. Although ultimately unsuccessful at capturing Pancho Villa, the Army's Mexican Expedition had dispersed the Villistas and provided many lessons about supporting and maintaining a campaign across long distances. The lessons were valuable, especially because the next test for the Army would be what is now known as World War I.

*Sara E. Cothren is a logistics management specialist in the Enterprise Systems Directorate of the Combined Arms Support Command at Fort Lee, Virginia. She holds a master's degree in management concentrating on logistics from the Florida Institute of Technology*

*Alexander F. Barnes is a logistics management supervisor in the Enterprise Systems Directorate of the Combined Arms Support Command. A former enlisted Marine and Army warrant officer, he holds a master's degree in archaeology. He is the author of*

*In a Strange Land: The American Occupation of Germany 1918–1923 and Let's Go! The History of the 29th Infantry Division from 1917 to 2001*. Another book, *To Hell with the Kaiser: America Prepares for War 1916–1918* will be published in **September 2015**.

