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INSIDE FEATURES

- 2 - Moving forward
- 3 - Teammate Spotlight
- 4 - TRANSCOM history
- 5 - Mergers and acquisitions
- 6 - USNS Safeguard
- 7 - Surface Warrior Challenge I

Scott AFB, Illinois
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Gail Jorgenson, director, Acquisition and Brig. Gen. Angie Cadwell, director, Command, Control, Communications, and Cyber (C4) Systems join Maj. Gen. David Clarkson, USTRANSCOM chief of staff as he signs the AcqDemo Business Rules document. Photo by Bob Fehringer, USTRANSCOM/PA

AcqDemo comes to TRANSCOM

By Kathleen Lukie, TCAQ

Defense Acquisition mission excellence and efficiency have long been priorities within Congress and the Department of Defense. The National Defense Authorization Act (NDAA) for FY 1996, as amended by Section 845 of the NDAA for FY 1998, allowed the DOD, with approval of the Office of Personnel Management, to conduct a personnel demonstration project with its civilian acquisition workforce.

The resulting project, Acquisition Demonstration Project, which was implemented in 1999, is designed to attract, motivate and retain high-quality acquisition, technology and logistics professionals.

On June 26, 2016, 65 non-bargaining unit employees from Command, Control, Communications & Cyber Systems Directorate (TCJ6) and 52 non-bargaining unit employees from USTRANSCOM's Directorate of Acquisition (TCAQ) converted into the Acquisition Demonstration Project (AcqDemo).

"We saw the potential benefits of inclusion in the Department's AcqDemo program and have pursued inclusion for several years," said Gail Jorgenson, director, Acquisition. "The journey to this point was critical for USTRANSCOM as we looked to attract the best candidates for our team. We want to be an employer of choice for a diverse and talented workforce."

The purpose of AcqDemo is to demonstrate how the effectiveness of the Acquisition, Technology and Logistics (AT&L) workforce can be further enhanced by allowing greater direct

managerial control over personnel functions and, at the same time, expanding the opportunities available to employees through a more responsive and flexible personnel system.

"AcqDemo is an enabler for retaining and recruiting a highly educated and trained acquisition workforce to meet the demands of present day and future," Jorgenson said.

The project includes simplified position classification, broad-banding, pay setting flexibilities, a contribution-based compensation and appraisal system, expanded training opportunities, sabbaticals, a voluntary emeritus program, and revised reduction-in-force procedures.

The converted employees have been trained on the new personnel system and how to write a contribution plan. Upcoming training will cover how a pay pool works, and how to prepare a self-assessment.

AcqDemo is designed to focus attention on the total job impact of employee contributions; to provide managers the authority, control and flexibility needed to better manage the AT&L Workforce; and to expand management's options to reward and encourage contribution. The immediate goal is to enhance the quality and professionalism of that workforce with the ultimate goal to provide the best acquisition systems for DoD.

"AcqDemo gives us a proven and highly successful personnel tool to reward our workforce for their contributions to meet our dynamic global mission," Jorgenson said.

Grip 'n Grins



Gen. Darren W. McDew, commander, USTRANSCOM, presents Col. David O'Brien, former USTRANSCOM surgeon general, with the Defense Superior Service Medal, July 8, during O'Brien's retirement ceremony. Photo by Lt. Col. Matthew Gregory, USTRANSCOM/PA

Moving forward

USTRANSCOM Teammates,

My first year as commander of USTRANSCOM is nearing a close, and I want to thank you for your hard work in delivering our nation's objectives. Your daily actions demonstrate unwavering commitment to further the command's priorities and pioneer new ideas.

Our four priorities were developed to help ensure the command will be ready to tackle the disruptive influences of the future. Continually evolving through initiatives such as advancing our cyber focus and building an agile workforce is how we will continue to maintain our competitive advantage.

Moving forward, I want to provide each of you the opportunity to critically think about some of the most pressing challenges the command faces, and what we can do to better position ourselves for future success.

Recently, our Change Management



Gen. Darren W. McDew, commander, USTRANSCOM, addresses members of the command during the recent Commander's Call. Photo by Bob Fehringer, USTRANSCOM/PA

(CM) and Knowledge Management (KM) teams reviewed our innovation platforms to assess how we can better

cultivate innovation across the entire command. To improve your ability to be heard, we are starting with what we are calling "Innovation Challenges." The first challenge will kick off soon, and I would like to ask you to consider how we can respond to emerging cyber threats in the future.

The CM and KM teams will then combine the top ideas received to create a product that will help inform command leadership on cyber. Top contributors will have the opportunity to choose their preferred method of recognition: paid time off, meetings with command leadership or monetary compensation.

The Innovation Challenges are the first of several initiatives that will afford you the opportunity to submit your ideas to help prepare us to meet the challenges ahead. I look forward to seeing where we can take the command!

Together, We Deliver!
DMc

TRANSPORTER

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An electronic version is available at:
<http://www.ustrancom.mil/cmd/trans/transporter.pdf>

Teammate Spotlight: Protocol

By Lisa M. Caldwell, TCPA

Merriam-Webster dictionary defines protocol as “a code prescribing strict adherence to correct etiquette and precedence (as in diplomatic exchange and in the military services).”

The U.S. Transportation Command Protocol team ensuring those criteria are met consists of Office Chief Annalisa M. Melton, Rita Whited, Dustin Cooksey, JoAnn Papworth and Sergio Gonzalez. They oversee relevant details for all ceremonies and special events in which the commander, deputy commander, chief of staff or senior enlisted leader participate, whether at USTRANSCOM or off-station.

“These include promotion, retirement, award, decoration and other recognition ceremonies,” said Melton. “We want every event to be memorable for the honorees, their families and attendees, and a key part of this is presenting proper military honors and decorum.”

Protocol is also logistically responsible for distinguished individuals

visiting USTRANSCOM. “We’ve supported such dignitaries as secretaries of defense; chairmen of the joint chiefs of staff; DOD senior enlisted leaders; Condoleezza Rice, former secretary of state; former USTRANSCOM commanders; our component commanders; and other combatant command



Members of the command’s Protocol team (L to R): Sergio Gonzalez, Dustin Cooksey, Office Chief Annalisa M. Melton, Rita Whited and JoAnn Papworth. Photo by Bob Fehringer, TCPA

commanders,” said Melton. “We try to seamlessly organize details like arrivals, departures, itineraries, escorts, meals and lodging so they can focus on their primary agenda.”

Additionally, Protocol advises the USTRANSCOM commander on cultural etiquette for hosting prominent foreign visitors to the command or when he meets with them while traveling abroad. “This applies not only to behavior, but to gift exchanges as well,” said Melton. “For example, when Gen. McDew visited France, he presented the French vice chief of defense staff with Bissinger’s chocolates. The company began in 17th century France and later settled in Ohio then St. Louis -- the candy and connection were a huge hit.”

For command action officers planning an event, Protocol has a procedural checklist to help organize a successful observance.

“We love occasions to showcase USTRANSCOM,” said Melton. “Whether guests are senior-level military or civilian personnel, regional civic leaders, or command members and their families, our goal for everyone is a five-star experience.”



Chapter three: Personal journey of resiliency, hope and faith in God - Part two

By Chaplain Lt. Col. Leslie Forbes-Mariani

Having unloaded one of the trucks, we were completely tired. So, back at the temporary lodging the boys are off to bed, dogs are walked and I was soon asleep. All of us were dreaming and anticipating donuts for breakfast. Early in the morning at 0300 the dogs go crazy, pounding on the front door.

I go down to discover several military police on my porch, they ask me my identity. Then they tell me they have been trying to reach me by phone. I said “the phone was plugged in, I must have left the ringer off.” They tell me my husband is in the hospital. I think “oh no he has another kidney stone, what terrible timing.”

Then they say he was shot in a home invasion, and my world spins around and my legs can’t hold me. Nothing we have is worth my husband’s life. I get the boys dressed, walk the dogs and the first sergeant arrives with the Scott Air Force Base on-call chaplain. We caravan to the hospital in St. Louis where he was air-evacuated for surgery.

En route, my husband calls us (over the speaker phone) in the car from the

operating room. He says he is going into surgery and he loves us. His last words to us before he goes into surgery are “Be at peace.”

Tears in our eyes, we tell him we love him too. We arrive at the hospital and the boys were not allowed in the emergency waiting room. Only I was allowed in the waiting room. After some very difficult moments and rude behavior by the security staff, we were given a room to wait in and offered food from the dining room by the social worker.

We went to have a meal three hours into the surgery. The social worker finds us in the dining room to give me her cell phone to have the surgeon tell me over the phone from the surgery room that my husband is alive and a miracle. He said “people don’t get shot in the heart and survive to tell the story.”

We were very happy and blessed. He was not out of the woods yet and was intubated and will be for some time. We returned to retrieve our jackets locked in our waiting room so we could go to the ICU waiting area, when the security personnel refused to let us back in, my kids were required to leave the area again. The social

worker intervened and my kids and I were allowed to go back to the emergency waiting room.

Three hours later, we were escorted to the ICU waiting area. During the full seven hours of waiting, the on-call chaplain from Scott prayed and stood with us in faith. And for the first time that day I was able to see my husband. Relief and gratitude poured out of me. He was intubated, not awake but alive.

This passage is what the Lord gave me the month before and during this whole time. We may be “down but not crushed, don’t lose heart, fix your eyes on me. You may be in a place hard pressed on every side, fix your eyes. He will help you.”

II Corinthians 4: 8 We are hard pressed on every side, but not crushed; perplexed, but not in despair; 9 persecuted, but not abandoned; struck down, but not destroyed... 16 Therefore we do not lose heart. ...17 For our light and momentary troubles are achieving for us an eternal glory that far outweighs them all. 18 So we fix our eyes not on what is seen, but on what is unseen, since what is seen is temporary, but what is unseen is eternal. (NIV)

TRANSCOM History

Research Center, what Research Center?

By Peg Nigra, TCRC

Inside or outside, there is always something historical to see.

Hopefully the weather will cool off soon. When it does, take a walk around the Transportation Plaza, right next door to Building 1900 East.

Completed in 2003, the plaza began in 1999 when the artifacts (the railroad display and C-119 propeller blade) placed out in front of Building 1900 had to be moved to make room for the security wall.

With support from the TRANSCOM deputy commander, Army Lieutenant General Roger G. Thompson, Jr., Dr. James K. Matthews, the Command Historian, developed a plan to build a plaza that would represent the TRANSCOM mission and the Services, and provide Scott personnel with a pleasant area for their breaks, lunches, and ceremonies.

Walk around the plaza. Sit down at

one of the tables or benches and enjoy the view. Take time to read the plaques to learn about these displays and what they represent. Enjoy the time away from your desk.

Until cooler weather gets here, you can enjoy the plaza from the second floor breezeway. From that air-conditioned vantage point, you can view all the artifacts representing modern military assets. The cool (both literally and figuratively) thing about the breezeway is while you are looking out onto the plaza with the huge anchor from the USNS Paul Buck and the KC-135 aerial refueling boom, on the wall behind you



The original Transportation Plaza, circa 2008

are artifacts representing the history of air, land and sea transportation.

In future articles, I'll tell you about the artifacts both in the plaza and in the second floor breezeway. For now, just enjoy the view.

The Red Ball Express

By Dr. Robert Sligh, TCRC

"Give George a headline, and he's good for another 30 miles." Karl Maldin, as Lt. Gen. Omar Bradley, delivered this throwaway line in the 1970 movie "Patton." But there's much history behind it.

The Allies had made a serious miscalculation. D-Day planners had counted on using road, rail and pipelines to move men, materiel, and, importantly, fuel to the front. Keeping troops supplied was not a major problem as long as the Wehrmacht kept the Allied contained in Normandy.

However, with the breakout at St. Lô in late July and the "unleashing" of Lt. Gen. George Patton's Third Army after the battle of the Falaise Pocket in August, new problems arose. Before the invasion, the Allied air forces and the French resistance had been successful in ruining the French rail network. With the Germans in full retreat and Patton in hot pursuit, Allied supply lines were increasingly stretched and stressed.

Without the rail network, supplying the Patton and the other field armies fell to trucks alone. However, there were not enough trucks (especially heavy-cargo trucks), not enough drivers and no ready plan.

With a logistics crisis looming by late August, a late night meeting resulted in hasty but workable plan. Dubbed the "Red Ball Express," referring to an old railroad term for



priority cargo, U.S. Army truck companies would use two routes from St. Lô to the Dreux/Chartres area. One was for outbound cargo trucks, the other for returning empty vehicles. No other traffic—military or civilian—was allowed on these routes.

Manned 75 percent by African-American personnel, the Red Ball Express started on Aug. 25, 1944, and ran until Sept. 5. On average, it moved 8,885 tons per day for a total of 88,939 tons. It was such a success that a second phase started the next day and ran until November 16, delivering 4,552 tons per day for a total of 323,304 tons.

While the Red Ball Express is the

best known, there were other "express" lines used during the European campaign.

To support Operation Market Garden, the "Red Lion Express" moved 17,556 tons between Sept. 13 and Oct. 12.

The "White Ball Express" ran several routes from Le Havre to Paris between Oct. 6 and Jan. 6, moving 143,067 tons.

The "Green Diamond Express" moved supplies from Normandy to the Avranches area from October 10 to 1 November 1, hauling 15,590 tons.

The "ABC Express" ran between Antwerp and Brussels from November 30, 1944 to March 26, 1945, delivering 244,924 tons.

The "Little Red Ball" made the Cherbourg to Paris run from Dec. 15, 1944 to Jan. 17, 1945, carrying 3,507 tons.

The last "express" was the March 25 to May 31, 1945 when the "XYZ Express" moved 872,000 tons supporting Patton from Liege, Duren, Luxembourg and Nancy into Germany.

The various expresses did not solve all problems. The advance, especially Patton's push toward Germany, ground to a halt several times due to either limited capacity or operational focus. However, without the Red Ball Express and its siblings, the Allied advance and ultimate victory would have been nearly impossible.



Mergers and acquisitions: *Love at first sight or shotgun wedding*

By USTRANSCOM
Commander's Action Group

The business world continually seeks improvement, both in process and in profit. Companies that fail to adapt often wither away. Mergers and acquisitions (M&As) are key weapons in today's business arsenal, and its principles are being realized by other groups. A recent edition of PRIME explores mergers and acquisitions, how they've been employed in today's business landscape and what—if anything—their successes and failures might teach us.

What is the difference between a merger and an acquisition? In short, mergers and acquisitions represent the process of two companies becoming one, ideally creating a stronger organization. A merger occurs when two firms—usually of similar size—join together in the hopes of strengthening their industry position and outpacing competitors. Acquisitions, however, occur when one company purchases another,

often as a cooperative agreement, but sometimes as a hostile takeover or buyout.

Organizations gain significant benefits from a successful merger or acquisition. One such benefit is synergy—the theory that two groups, when joined together, produce more than the sum of their parts. They experience this synergy by avoiding duplication, streamlining processes, and combining technologies. Companies like Disney, ExxonMobil, and SiriusXM are all modern beneficiaries of successful M&A deals.

Despite the advantages, not all mergers or acquisitions are success stories. Dozens of large mergers failed dismally, often citing cultural differences and incompatible systems as the reasons for their demise. Even mergers with great potential, such as the 2001 merger of AOL and Time Warner, failed so badly it's often considered "the worst merger in history." To avoid any anti-trust laws, M&A organizers must also navigate a complex regulatory minefield

wherein mistakes can be costly.

Mergers and acquisitions can teach us a great deal about organizational strategy. The failures, in particular, demonstrate the vital need for flexibility and forward thought. Organizations that stubbornly hold onto structures or standard practices often fail to integrate with a merger partner. Other examples show the validity of merger alternatives. The airline industry has seen many mergers recently, but it has also famously embraced the practice of business alliances—both with former competitors and with other supporting companies.

The federal government has a vested interest in understanding the nuances of corporate mergers. Late last year, the Pentagon submitted a legislative proposal requesting the power to block corporate mergers for national security reasons. Although it withdrew the request just months later, it demonstrated DoD's concerns over the power of mergers and acquisitions—even influencing the geopolitical landscape.





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TCAQ: Mr. Chad Lindauer
TCCC/CS/JS: MSgt Elizabeth DeArmond
TCJA: CPT Bryan Bird
TCRA: AZ2 Quincy Simms
TCSG: SFC Dustin Yourt

J1: Ms Tammie Harris
J2: SrA Rotario Jackson
J3: SSG Davage Miller
J5/4: Mr. Nick Brant
J6: Ms Tina Burton
J8: MSgt Christina French

USNS Safeguard, People's Liberation Army-Navy of China participate in first-of-its-kind submarine rescue exercise during RIMPAC 2016

By Sarah E. Burford, MSC/PA

July 12 and 13, Military Sealift Command rescue and salvage ship USNS Safeguard (T-ARS 50) conducted a training exercise with a unique counterpart, The People's Liberation Army (Navy) of China's submarine rescue ship Changdao (867), as part of the ongoing Rim of the Pacific (RIMPAC) exercise off the coast of Hawaii.

Building on RIMPAC 2016's theme, "Capable, Adaptive, Partners," the ships conducted a simulated submarine rescue event. Working with the U.S. Navy Mobile Diving and Salvage Unit 1 (MUDSU-1), the crew of Safeguard loaded, positioned and placed a U.S. faux-NATO submarine rescue chamber (SRC) false seat on the sea floor at a depth of approximately 180 feet.

This was done using the ship's 40-ton capacity boom crane. The false seat functioned as a simulated downed submarine, and was the focus of rescue operations. Safeguard's ability to lay in a multi-point moor provided a stable platform for diving operations needed in the placement and recovery of the false seat.

Following the placement of the false seat, Changdao launched their LR7 free-swimming rescue vehicle which was able to locate and attach to the false seat, simulating a submarine rescue. Safeguard's ability to set a



An LR-7 submersible undersea rescue vehicle from submarine rescue ship Changdao (867) submerges off the coast of Hawaii to perform a mating evolution between the LR-7 and a U.S. faux-NATO rescue seat laid by USNS Safeguard (T-ARS-50), during Rim of the Pacific 2016.

multi-point moor provided a stable platform for diving operations needed in the placement and recovery of the false seat.

"The purpose of this exercise was to demonstrate the rescue capabilities of both navies and our abilities to work together in an emergency rescue situation," explained Capt. Mark Wilson, Safeguard's civil service master. "Safeguard's tasking has brought her into joint operations with many ally nations' and their military forces within the Asian-Pacific Theater. Our work with Changdao in this year's RIMPAC exercise went smoothly and illustrates the cooperation and interoperability between our two navies. Training with the Chinese in this event illustrates, to

both nations, that should an emergency occur, both navies can operate jointly to perform a rescue."

As the world's largest international maritime exercise, RIMPAC provides a unique training opportunity that helps participants foster and sustain cooperative relationships that are critical to ensuring the safety of sea lanes and security on the world's oceans.

RIMPAC 2016 is the 25th exercise in

the series that began in 1971. Twenty-seven nations, 45 ships, five submarines, more than 200 aircraft and 25,000 personnel will participate in the biennial RIMPAC exercise that will run through Aug. 4, in and around the Hawaiian Islands and Southern California.

This year's exercise includes forces from Australia, Brunei, Canada, Chile, Colombia, Denmark, France, Germany, India, Indonesia, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, People's Republic of China, Peru, the Republic of Korea, the Republic of the Philippines, Singapore, Thailand, Tonga, the United Kingdom and the United States.

Priority 2 at July TRANSCOM Show

On July 22, Maj. Gen. David Clarkson and Chief Master Sgt. Matthew Caruso welcomed the Priority 2 leaders to The TRANSCOM Show for a discussion about the command's efforts to Advance Cyber Domain Capabilities.

Throughout the show, J3 Director Maj. Gen. Giovanni Tuck, J2 Director Capt. David McAllister and J6 Deputy Director Doug Gray spoke about a variety of initiatives the command is undertaking to protect itself from threats in an increasingly contested cyber domain. Topics included the success of the Joint Cyber Center and lessons from the recent Cyber Roundtable.

Pictured here, the participants explain aspects of the initiatives. Photo by Bob Fehringer, USTRANSCOM/PA





By Rob Wieland, SDDC/PA

Do you have what it takes to compete with the top Surface Warrior?

Military Surface Deployment and Distribution Command's commanding general has issued a challenge to participate in a new athletic competition -- the Surface Warrior Challenge I "Tour de Scott."

The event will take place on Scott Air Force Base Aug. 27, 7 a.m., and is open to all military and DOD civilians assigned to the base. It is free to

participate.

The Surface Warrior Challenge I consists of a mini-and a full-distance triathlon, with both individual and team categories. The mini-distance competitors will be required to complete a 100 meter swim, 10.6 kilometer bike ride, and 1.6 km run. Full-distance competitors will swim 500 meters, bike 31.8 km and run 5km.

SDDC Commanding General Maj. Gen. Kurt Ryan is the driving force behind the event and plans to compete in the full-distance category.

"It's all about the team. I put together these events for the Surface Warriors to be challenged and to build teamwork and camaraderie," said Ryan.

While Ryan is the motivation behind the event, Capt. Cherry Black, SDDC's HHD commander, is making the challenge a reality.

"We have put together a plan that involves many agencies on Scott Air Force Base with the intent of putting on a world-class event," said Black. The base pool will be the starting point, transition area, finishing line and cheering section for the entire event.

"I want this to be fun, with competitors riding and running through the transition area each lap," said Ryan. "If you don't want to compete, come out and cheer on the participants." Individuals can choose to compete solo, or as part of a team for the mini, or full multisport event.

"Finishing is winning," concluded Ryan.

For more event details and to sign-up for this free event, competitors can find Surface Warrior Challenge fliers at the base gyms, pool or at SDDC headquarters.

To register, scan and email your completed entry form to the following email address: usarmy.scott.sddc.mbx.events@mail.mil

Additionally, members of the SDDC workforce can sign up online via the SDDC portal at: <https://sddc.aep.army.mil/Lists/Surface%20Warrior%20Challenge%201/AllItems.aspx>.



USTRANSCOM hosts SEL conference

USTRANSCOM hosted a Senior Enlisted Leaders conference at Scott Air Force Base, Illinois, July 21. During a leadership forum with junior enlisted members, the group fields a question from an audience member.

They are, left to right, Army Command Sgt. Maj. Robert Allen, senior enlisted leader, Joint Enabling Capabilities Command; Navy Master Chief John Lawry, command master chief, Military Sealift Command; Air Force Chief Master Sgt. Matthew Caruso, senior enlisted leader, U.S. Transportation Command; Air Force Chief Master Sgt. Shelina Frey, senior enlisted leader, Air Mobility Command; and Army Command Sgt. Maj. Kevin McKeller, command sergeant major, Military Surface Deployment and Distribution Command. *Photo by Bob Fehringer, USTRANSCOM/PA*

Recognitions

USTRANSCOM's 2nd Quarter Award Winners

Junior Service Member

Cpl. Geoffrey Johnston, JECC

Service Member

Petty Officer 2nd Class William Smith, TCSG

Senior Service Member

Master Sgt. Charles Bina, JECC

Company Grade Officer

Capt. LesLee Roderick, TCJ5/J4

Field Grade Officer

Maj. Brooks Boyd, TCJ3

Category I – Karen Glockner, TCSG

Category II – Norman Falcher, JECC

Category III – Braulio Rodriguez, JECC

Volunteer – Staff Sgt. John Tarpley, TCJ2



Winners present for the award ceremony are, left to right, Capt. LesLee Roderick, TCJ5/J4, Karen Glockner, TCSG and Staff Sgt. John Tarpley, TCJ2. Photo by 375th/PA

Arrivals

Brig. Gen. Angela Cadwell, TCJ6
Lt. Cmdr. Jacob Prentiss, TCJ5
Cmdr. Roger Billings, TCJ3
Petty Officer 3rd Class Travis Campbell, TCJ1
Chief Warrant Officer 2 William Orner, TCJ2
Petty Officer 2nd Class Amonte Daniel, JCSE
Capt. Jedediah Spencer, TCJ3
Col. Paul Friedrichs, TCSG
Col. John Millard, TCCCX
Maj. John Riester, TCJ6
Maj. Rebecca Russo, TCCC
Master Sgt Deb Gililandswartz, TCJ1
Lt. Col. Robert Shelton, TCJ3
Col. Deron Frailie, TCJ5/4
Col. Monti Knode, TCJ6
Lt. Col. Stephen Zaiser, TCAQ
Lt. Col. Gregg Johnson, TCAC
Lt. Col. Susan Angus, TCSG
Lt. Col. Gary Cregan, TCSG
Maj. Brian Lust, TCJ3
Sgt. Marquitta Lino, TCJ1
Raymond Baker, JECC
Robert Brisson, TCJ3
Paige Elbe, TCAQ
Bradley Jublou, JECC
Dustin Lestrangle, JPSE
Joachim Mihalick, JECC
Lisa Mueller, JECC
Christine Paul Besikof, JPSE
Christopher Wanstreet, JECC

Departures

Brig. Gen. Mitchel Butikofer, TCJ6
Lt. Cmdr. Trisha Suttonestrda, TCJ5/4
Chief Warrant Officer 3 Samuel Farrah, TCJ2
Chief Warrant Officer 3 Bryan Hawkins, TCJ3
Cmdr. Michael Moore, TCJ5
Petty Officer 1st Class Bradford Bloink, JECC
Petty Officer 1st Class Dewonna Singleton, TCJ3
Petty Officer 1st Class Crystal Tanner, TCJ3

Petty Officer 2nd Class Danny Ramirez, TCJ3
Petty Officer 1st Class Zack Gurganus, TCJ3
Col. James Warnke, TCJ3
Staff Sgt. Christopher Blackwell, TCJ2
Staff Sgt. Carley Elsky, TCJ2
Staff Sgt. Latricia Kirk, TCJ1
Col. David O'Brien, TCSG
Col. Randall McNary, TCJ3
Senior Master Sgt. Teresa Vanderford, TCCS
Lt. Col. William Percival, TCJ5/4
Chief Master Sgt. Christa Dossett, TCJ3
Maj. Scott Messare, TCDC
Paul Frazier, TCJ6
Timothy Gould, TCAQ
Sandra Halama, TCAQ
Matthew Mohon, TCAQ
Gary Pendergrass, TCJ6
Richard Swezey, TCJ4
Ashley Tebbe, TCJ8
Larry Jameson, TCJ3

Promotions

Brig. Gen. Angela Cadwell, TCJ6
Petty Officer 2nd Class Britanni Zarzeck, TCSG
Petty Officer 2nd Class Ian D. Earls, JECC
Lt. Cmdr. Andrew J. Oswald, TCJ5
Capt. Rashida Brown, TCSG
Chief Master Sgt. Christa Dossett, TCJ3
Staff Sgt. Ian Krong, TCJ3
Tech. Sgt. Saleisa Lampkin, TCJ3
Lt. Col. Adam Langborgh, TCAQ

Editor's note

Ranks of all services are written in the Associated Press Style format, which is the journalism standard for uniformity of printed material in any form of the news media.

We realize individual branches have their own style, but that is used for individual-service-oriented material.