

TRANSCOMMUNICATOR

2nd Edition



THE CSEL NEWSLETTER



THE WAY AHEAD

DON MYRICK
FLTCM, USN
USTRANSCOM CSEL



Thank you for taking time to review the second edition of the TRANSCOMmunicator. As we transition into the summer, I hope each of you are able rest, reset and spend quality time with family and friends. The summer months can be busy, we must still focus on the way ahead, ensuring we are postured and primed to meet the requirements in support of combatant commands and the Department of Defense. With new leadership comes change and growth. Since assuming command, General Jackie Van Ovost has focused on revamping the command priorities, which are the cornerstone and vision that will guide our efforts. Ultimately YOU, the warfighters within our enterprise, are the center of those priorities and remain the focus of our leadership team.

I wanted to take the opportunity to introduce some new initiatives that my office will be instituting over the next few months. Professional Development will continue to be an area of importance with a leadership and management focused literature initiative. Participants will be provided literature to review and identify “key takeaways” through an open forum discussion which will be applied to improving leadership and management practices within our enterprise. More detailed information will be promulgated in separate correspondence.

Continued on next page.

TRANSCOM MISSION

USTRANSCOM conducts globally integrated mobility operations, leads the broader Joint Deployment and Distribution Enterprise (JDDE), and provides enabling capabilities in order to project and sustain the Joint Force in support of national objectives.

CSEL Newsletter

2nd Edition

09 May 22

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THE WAY AHEAD

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Second, we are going to initiate quarterly CSEL Calls that will be streamed via MS Teams for those not local. This will offer me an opportunity to engage with the masses, offer critical insight regarding command focus/direction, and provide the enterprise a forum for open discussion. The recent reduction in COVID restrictions should allow the CSEL Calls to begin in earnest.

Additionally, battlefield circulation will continue to be a priority for me. With the continued risk of COVID, it has made travel more difficult over the past 12 months. Over the next year, I hope to get out and visit our global enterprise. It is impossible for me to know all the good things everyone is doing at their units and my team is working through ways to collect this information to drive my travel schedule. Be on the watch for more information regarding how you can directly influence my travel in the future.

In closing, the previous edition highlighted the accomplishments of our USTRANSCOM team over the past year. Our jobs are never done! Each day brings new challenges and opportunity to succeed. Earlier in this article, I spoke of the newly released command priorities, and ask that our entire global workforce allocate time to read and digest its content. They are provided on the following page. It is an honor to serve alongside each and every member of this amazing team. Keep up the great work and continue making the impossible possible.

Together, We Deliver!



USTRANSCOM PRIORITIES

Released 31 Jan 22

"These are our Priorities; this is where we are going as a command. I believe these priorities maintain the focus on warfighting readiness as our cornerstone."

- General Jacqueline Van Ovost

Ready Now and in the Future

Warfighting Readiness is our absolute cornerstone – we must never forget that our Command exists to project and sustain combat credible forces whenever and wherever our Nation requires. My expectation is complete commitment to maintaining our “fight tonight” readiness. Simultaneously, we must adapt our operations, shape our capabilities, evolve our operational concepts, and make the investments required to fight and win against a near-peer competitor in the future strategic environment. These imperatives – ready for today’s missions while evolving to meet tomorrow’s challenges – are mutually supporting and non-negotiable. We operate as a Total Force, harnessing the unique skills resident in our Reserve, National Guard, Merchant Marine, and Civilian teammates to bolster Warfighting Readiness. Likewise, the JDDE’s readiness, and our relationships with Allies and partners, remain vital to our ability to project a decisive force at a time and place of our Nation’s choosing. We will remain Ready...to Fight, Deliver, and Win.

Empower a Competitive and Resilient Warfighting Team

People are our most valuable resource and will make the difference between victory and defeat. Leaders must prioritize investing in our People to build and hone the critical skills required to compete and win. A competitive and resilient team is one which thrives on challenge and “stays hungry” – focused on improving every day, and constantly striving to add value. Our leaders will empower those on our team by providing clear intent and guidance, fostering and rewarding innovative approaches, and using honest mistakes as opportunities to learn and improve. Investing in our People includes fostering an environment in which all are treated with dignity and respect, and in which resilience is strengthened by demonstrating that we value the Families in our command, as well as the personal well-being of all. One of our key strengths is the diversity of our team. We will maintain an inclusive environment where we welcome differing backgrounds and encourage varied perspectives.

Drive Cyber Domain Mission Assurance

Make no mistake, today malign actors pose a real and persistent threat across our network...and our global enterprise rests in large part on the connectivity these networks provide. “Driving” mission assurance in this domain starts with everyone on our team embracing the individual responsibility to be a cyber defender, maintaining cyber discipline and vigilance as we operate every day. We will continue to adapt to the evolving cyber space domain with modernization efforts to afford us competitive advantage in the digital operating environment. Finally, our cyber defense efforts must encompass the entire JDDE, to include our industry partners, strengthening weak links while maintaining a robust menu of mitigation options.

Create Decision Advantage

Our ability to transform data into knowledge rapidly enables timely decisions and remains critical in outpacing our competitors. Retaining the advantage in decision-making begins by treating data as a strategic asset and transforming ourselves from largely experience-based decision makers to better-informed, data-driven decision makers. Employing data available through sensor networks and logistics information systems, and then applying machine learning and other advanced analytics to transform that data into actionable information, will provide our leaders time, space, and options in decision-making. Our command must sense, make sense, decide, and act faster than the pacing threat.

Senior Leader Perspective

Major General Cheryn L. Fasano, USAR

Commander, Joint Transportation Reserve Unit

About a year ago I received a call from then-USTRANSCOM Commander Gen. Stephen Lyons to say he selected me to lead the Joint Transportation Reserve Unit. I was admittedly busy googling 'USTRANSCOM' and 'JTRU' on my computer while we spoke – I knew nothing about it! But the JTRU is a unique gem in the Department of Defense (DoD), and seven months into my job as commander, I can't say enough about the relevancy of the unit to the command and the DoD.

What do we bring to the fight? We're made up of approximately 200 Reservists from the Army, Navy, Air Force, Marines and Coast Guard who augment USTRANSCOM in times of peace and war. And the JTRU doesn't just bring manpower and military experience – we bring the diversity of perspective Gen. Van Ovest has repeatedly stressed, saying, "Diverse, empowered teams lead to better decisions and results."



Senior Leader Perspective

(Continued)

That decision-making process is enhanced as our JTRU Reservists integrate with active duty. They're seeing problems and solutions through the eyes of civilian careers and outside-the-military-box thinking, coming from a huge variety of professions and trades: retail executives and employees; construction project leads; police officers; college professors; small business owners; historians; judges; environmental agencies; FEMA leaders; financial, medical and media professionals; and more.

Unique to the JTRU is that USTRANSCOM is still the only combatant command with a dedicated, joint Reserve unit – other COCOMs' Reservists meld directly into their directorates.

The JTRU has four quarterly mandatory Unit Training Assemblies (or drill weekends) versus drilling every month so that Reservists can more actively use those other days to work directly with the Active Component.

In leading this unit, I, along with our senior enlisted leader, U.S. Air Force Reserve Chief Master Sgt. Chad Bruntjens, realize Reservists don't just work on UTAs – they work above and beyond what the average American would know or expect. It's really a work/life/family harmony more than a balance.

"A lot – a lot – of Reserve time is spent outside drill periods on nights and weekends, after they've come home from a civilian job – required service training, admin, leadership matters, pre-UTA conference calls, filing reports, travel to drill," Chief says. "Our families have a lot of patience and support."

In our three decades, the JTRU has supported USTRANSCOM's efforts in humanitarian relief and contingency operations, including two major mobilizations: the months following 9/11 and recently in COVID-19 relief support and Operation Allies Refuge. Nearly 40 percent of the unit mobilized to USTRANSCOM helping combat the virus so that the mission could go on without interruption.

Being in this new era of Great Power Competition, a huge focus of our jobs as commander and SEL is harnessing all that knowledge and professional experience from our Reserve team into better executing USTRANSCOM mission and priorities. Together, we deliver!

Another Day, Another Mission

How USTRANSCOM supports Global Warfighters each day!



- ◇ An aircraft is taking off or landing every 2.8 minutes
- ◇ 115 railcars are moving DoD equipment
- ◇ 33 dedicated ships are underway
- ◇ 1500 trucks are delivering cargo

- ◇ 1500 household goods shipments are in transit
- ◇ 455 airlift sorties are in motion
- ◇ 47 tanker sorties are refueling receiver aircraft
- ◇ 13 airborne patients receive expert medical care
- ◇ 25 defense couriers are transporting sensitive materials





Component & Subordinate Command Spotlight

Military Sealift Command (MSC)

Norfolk, Virginia – Military Sealift Command (MSC) is the global supplier of maritime logistics to Navy Fleet Commanders and as the Naval Component Command to U.S. Transportation Command.

MSC directs and supports operations for approximately 130 ships with predominately civilian crews that replenish U.S. Navy ships at sea, conduct specialized missions, preposition combat cargo around the world, perform a variety of support services, and move military equipment and supplies to deployed U.S. forces.

MSC ships are a blended commercial/government fleet of government-owned and operated vessels, government-owned and contractor-operated vessels, and chartered contractor-owned and-operated vessels.

MSC's workforce includes 7,000 Merchant Marines, both civil service mariners and contract mariners, supported by 1,300 shore staff, and 1,000 active and reserve military personnel. A \$4 billion organization with operations in all 24 time zones, MSC provides services to Navy, Army, Air Force, Marine Corps, U.S. Transportation Command, Missile Defense Agency and other U.S. government agencies.

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MSC (Continued)

MSC Area Commands provide expertise and operational perspective to Navy Fleet commanders worldwide. The area commands are operationally focused and are aligned with the Numbered Fleet staffs in their respective theaters: Atlantic in Norfolk, Virginia; Pacific in San Diego; Europe and Africa in Naples, Italy; Central in Manama, Bahrain, and Far East in Singapore.

Ship maintenance and support functions are integrated into six maintenance hubs that support MSC area commands in the following locations: Naples, Italy; Manama, Bahrain; Singapore; Yokohama, Japan; San Diego and Guam.

Over the next decade 12 new classes of ships will come online and we will see up to 20 new ships delivered to the fleet in the next five years. MSC provides both basic and advanced courses to prepare mariners for operations in contested environments with Navy and Joint forces. MSC also develops and integrates new and disruptive capabilities to better support distributed maritime operations such as new connector vessels, unmanned aerial resupply, and at-sea munitions reload.

"We support joint warfighters across the full spectrum of military operations. The MSC team delivers agile logistics, strategic sealift, and specialized missions globally under all conditions, 24/7, 365 days a year, empowering global warfighting effectiveness."

*- Rear Adm. Mike Wettlaufer, USN
Commander, Military Sealift Command*

"Our integrated force is truly a global operation that delivers! The MSC team provides unique flexibility to fleet commanders which allows sustained power projection throughout the world. United we sail!"

*- CMDCM Theron M. Fischer, USN
Command Master Chief, Military Sealift Command*



Joint Distribution Process Analysis Center (JDPAC)

By: YN1 Keith Lofton



“We have to be able to anticipate how to scale logistics and analytics to find value”

-Mr. Bruce A. Busler
Director, JDPAC

The Joint Distribution Process Analysis Center (JDPAC) is a unique organization within USTRANSCOM. JDPAC is a directorate (TCAC ... the TRANSCOM “analysis center”) and a joint center comprised of multiple sub-elements. JDPAC gains synergy with people from three different organizational structures: AMC/A9 (USAF-assigned personnel), Transportation Engineering Agency (TEA) (Army-assigned personnel) and TCAC (joint manpower and contract support). In total, JDPAC has about 200+ ops research analysts, engineers, data scientists, computer scientists and transportation specialists.

JDPAC achieved Full Operational Capability in October 2010 after combining all the sub-elements as a result of the Base Realignment and Closure Commission (BRAC) decision to move SDDC and TEA to Scott AFB. JDPAC’s purpose is to:

- Provide analysis and engineering support to improve the nation’s ability to move and sustain the joint force and operate the Joint Deployment and Distribution Enterprise
- Serve as the analytic engine for USTRANSCOM and the component commanders

JDPAC’s values are to be a “unified team with people who are committed, competent, collaborative and credible.” Above all else, our leaders and those we support **must be able to trust JDPAC to deliver insightful products and recommendations, with unwavering confidence in our credibility.**

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JDPAC

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Highlights from 2021 include the completion of four major studies, with three of them Congressionally mandated. The Congressional studies included a Port Study, U.S.-Flagged POL Tanker Study, and the Mobility Capability Requirements Study (MCRS). Both the POL Tanker Study and MCRS were briefed out to Congress in June 2021 and captured mobility capacity requirements to meet National Defense Strategy demands. In October 2021, the Future Deployment and Distribution Assessment (FDDA) VII study completed and provided insights and recommendations on materiel and non-materiel solutions to improve Joint Deployment and Distribution Enterprise (JDDE) operations in a future contested operating environment. In addition to the studies, JDPAC also updated the En-Route Infrastructure Master Plan (ERIMP), a core component of the TRANSCOM Posture Plan.

JDPAC contributions to the Afghanistan NEO, the largest humanitarian airlift in history, included analysis that supported Civil Reserve Air Fleet (CRAF) Stage 1 activation and inactivation. Further, in support of TCJ3, JDPAC developed a passenger flow model across three Combatant Commands, that looked out 96+ hours, and metered flow into NORTHCOM to ensure CONUS evacuee camps did not exceed capacity.

In 2022, JDPAC's top priorities are aligned to the command's strategy:

- **Enterprise Data Science.** Our Enterprise Data Science efforts, under the banner "Big Data" and advanced analytics, is a cornerstone for the command's priority *Create Decision Advantage*. *The ability to apply pragmatic data analytics across the analytic spectrum will likely have the greatest potential to transform defense transportation/mobility and logistics planning and*
- **Mobility Analysis and Engineering Assessments.** Building off the 2021 MCRS/Fuel Tanker Study/FDDA experience, JDPAC is leading the Department in an effort to characterize the impacts on the JDDE to deploy, maneuver, and sustain broadly distributed forces in a contested operating environment. This FDDA VIII effort will be completed Summer 2022. Further, JDPAC continues to enhance the command's analytic capabilities, enhancing our Analysis of Mobility Platform (AMP) model to fulfill the Transportation Feasibility Assessment (TFA) mission as the Department sunsets the current model that performs this mission. These activities, along with transportation infrastructure assessments, are the foundation for the command's priority *Ready Now and in the Future*. *These efforts shape Service and Department support for the core capabilities necessary for TRANSCOM and the components to accomplish our mission.*

There is a wide range of other analytic and engineering work accomplished within JDPAC and many people in the command are not aware of the unique technical expertise and tools that can be applied to the transportation mission. From workload demand/capacity forecasting and cost-based analysis to airfield, seaport, highway, or rail engineering assessments on a global scale to operational support for current and future operations – JDPAC engineers analyze how to connect the globe as a Department of Defense mission for USTRANSCOM. They have the mind of an analyst or engineer and the heart of an operator!

Voluntary Intermodal Sealift Agreement (VISA)

By: YNC Jediolani Yap

Approved by the Secretary of Defense, William Cohen, on January 30, 1997, the Voluntary Intermodal Sealift Agreement (VISA) is a Department of Defense (DoD) commercial sealift readiness and emergency preparedness program. It is a partnership between Maritime Administration (MARAD) and U.S. maritime industry to provide the Department of Defense (DoD) with access to modernized commercial sealift and intermodal capacity to meet Contingency requirements and support the sustainment of U.S. military forces in the event of wartime operations or national emergencies.

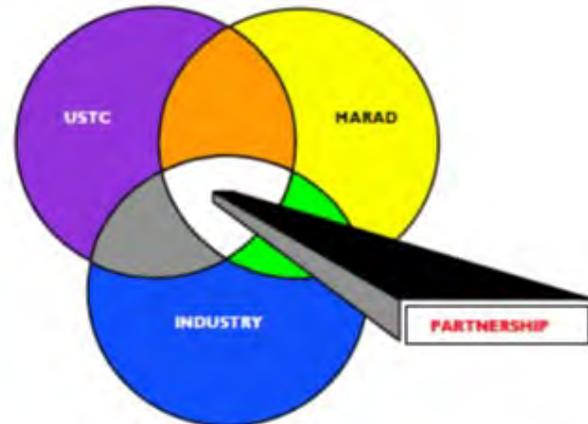
Joint planning between USTRANSCOM, MARAD, and VISA participants are done to provide DoD a responsive, seamless transition and to augment DoD's sealift capabilities from peacetime to wartime.

The commitments made by VISA participants account for nearly 20 percent of the overall sealift force projection capacity and over 95 percent of the overall sealift sustainment capacity. The other 80 percent and 5 percent are provided by the government-owned, surge fleet. VISA is sized to meet the expected commercial force projection and sustainment requirement expressed through the Mobility Capability and Requirements Study produced by our Joint Analysis Center. To this end, the commitments made by our sealift industry partners meets the MCRS-20 demand signal.

Currently, there are 53 VISA participants which are comprised of U.S. Flag vessels and U.S. citizen companies. These participants' capacity includes all intermodal shipping services, ship types, and terminal facilities that move thousands of tons of military cargo both in peacetime and wartime, as necessary.

Activation of the program requires Secretary of Defense's approval with the request of the Commander, USTRANSCOM. Once approved, VISA is activated in three stages with each stage representing a higher level of capacity commitment. Stage I starts with 15 percent, stage II mobilizes 40 percent, and at least 50 percent in stage III or 100 percent of capacity enrolled in the Maritime Security Program, whichever is greater is executed.

Although never activated, VISA plays an important role in strengthening the government and industry partnerships by "fostering cooperation between the defense and commercial sectors for research and development for acquisition of materials" under the Defense Production Act of 1950. U.S. Flag vessels participating in the agreement receive priority access and preference to DoD cargoes over non-VISA participants during peacetime. The capacity committed to VISA is used everyday to meet DoD over ocean workload demand via USTRANSCOM's Universal Services Contract and by charter contracts through Military Sealift Command (MSC).



Government & Industry Partnership:
Providing commercial transportation resources to meet national security requirements, in a timely efficient, and cost effective manner

Cyber Warfare Starts Left of the Boom

By: MSgt Michael Heth

For ten days, a 40-mile-long Russian armored convoy sat stranded in Ukraine without food, fuel, or maintenance—severely weakening Russia’s invasion. In contrast, the United States and NATO provided Ukraine untold tons of arms, supplies, and humanitarian aid in an operation some compare to the Berlin Airlift.

USTRANSCOM’s ability to rapidly move forces transoceanic distances at a time and place of our choosing is a strategic comparative advantage. The cyberspace domain is critical to executing global mobility operations. Today, malign actors pose a real and persistent threat to degrade or deny our ability to project and sustain the joint force.

USTRANSCOM counters the cyber threat with some of the most talented and dedicated cyber professionals in the world. Our Advanced Cyber Defense Center (ACDC) in the TCJ6 is the special ops unit of the cyberspace battleground—we know they exist, but their methods and exploits are classified.

ACDC stacks active and reactive defenses using a process called PICERL, which stands for Preparation, Identification, Containment, Eradication, Recovery, and Lessons Learned. PICERL’s 360-degree approach provides a methodical process to identify, isolate, and destroy intrusions, swiftly recover networks, and continuously improve cyber resilience.

ACDC’s efforts are perpetually proactive. For example, they analyze each Microsoft update, anticipate how adversaries could use it, and eliminate vulnerabilities. They also collaborate with the intelligence community and ensure indirect threats are collected, classified, and widely reported. All this information is ammunition for ACDC’s fight for cyber supremacy.

It’s safe to say USTRANSCOM’s networks are in good hands. However, the stakes have never been higher. Russia publicly stated they deem the United States’ sanctions an act of war. Cyber warfare starts well “left of the boom.” In other words, by the time an adversary strikes us kinetically, our systems would already be compromised. In mid-February, Homeland Security warned that Russia might retaliate against U.S. interests for its support to Ukraine, particularly by leveraging cyber capabilities.

The ACDC pros cannot do it alone. A single major penetration could allow the enemy to cripple our force projection ability. It takes an average of 88 seconds after penetration to find and exploit a network target. For context, USTRANSCOM’s internal phishing tests have a 13% success rate. As human beings, we’re all vulnerable to deception, but every phishing campaign endangers our entire enterprise.

What can we do to help? One obvious answer: good cyber hygiene. Let’s be honest, we all get annoyed with IT restrictions, the annual cyber awareness challenge, and reminders to log into the VPN correctly and avoid phishing attempts. But these simple acts help prevent weak links in the cyber chain. Directly put, we are a huge target, our enemies are presently targeting us, global tensions are significant, and our actions are pivotal. Sure, we can assume we’re breached, but let’s not house and feed the bad guys!

USTRANSCOM ENTERPRISE CORNER:

OPERATIONS HISTORY

By: Dr. Joseph Mason, Command Historian, USTRANSCOM
Mr. William Butler, Command Historian, USEUCOM
LTC Alejandro Sante, USAR

While conflict rages in Ukraine, it is worth remembering a USTRANSCOM effort to provide humanitarian assistance to Russia and other countries that were a part of the United Soviet Socialist Republic (USSR) until that communist state dissolved at the end of 1991. Eleven former Soviet republics, including Ukraine, had declared their independence and formed a Commonwealth of Independent States (CIS). They faced shortages of food and medical supplies, however, as they established new supply chains after being part of a centrally managed Soviet economy for almost 70 years.

On 23 January 1992, American Secretary of State James Baker publicly announced Operation PROVIDE HOPE, to deliver medical equipment and food to these republics. The U.S. Department of State led the initiative, but the U.S. military provided airlift, delivering relief supplies earmarked for hospitals, schools, orphanages, community shelters and senior citizen centers, often to austere airfields. Initially conceived as a short-term effort, it was a mission that would ultimately last for two decades.

U.S. European Command (USEUCOM) was the supported command, with U.S. Transportation Command (USTRANSCOM) supporting with strategic airlifters such as the C-5 Galaxy and venerable C-141 Starlifter. Planners from the two commands met in early February. Rhein-Main Air Base (AB) near Frankfurt, Germany (now closed), and Incirlik AB, Turkey, served as aerial ports of embarkation for supplies. Coalition partners such as Germany, Japan, and Turkey also contributed relief supplies that were incorporated into the airlift.

The first phase, known as Operation PROVIDE HOPE I, began 30 years ago on 10 February 1992 and included flights to Russia, Armenia, Kazakhstan, Ukraine, Turkmenistan, Azerbaijan, Tajikistan, Uzbekistan, Kyrgyzstan, Moldova, and Belarus. An intensive effort to deliver as much as possible in the shortest period faced challenges posed by operating in countries that never expected to support U.S. military aircraft. The C-5s and C-141s often had to transport extra ground crews and forklifts to off-load the supplies and safely execute refueling operations. In some remote airfields, aircraft could only land during the day because of a lack of night navigation facilities. Despite these challenges, the first phase successfully ended on 26 February, and by that time, the airlifters had transported 2,274 tons of food and medical supplies to 24 cities across the CIS countries.

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USTRANSCOM ENTERPRISE CORNER: OPERATIONS HISTORY

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Subsequent efforts provided lasting assistance and incorporated commercial air carriers. Sea and land delivery routes were opened. PROVIDE HOPE II, which began on 29 February 1992, ultimately delivered over 19,000 tons of medical and food supplies.

In the wake of the initial success of the first two phases, the U.S. Congress passed the Freedom Support Act in mid-October 1992 to sustain the assistance to the newly independent states as they made the fragile transition to democratic governance. The next phases, Operations PROVIDE HOPE III and IV, continued to deliver relief until September 1994 and constituted an additional 10,400 tons of supplies.

Further iterations of PROVIDE HOPE were conducted on a smaller scale and continued to foster goodwill across the region. The effort marked its 1000th, and ultimately final, mission in May 2014. For over two decades, therefore, the United States employed logistical and financial resources to ensure the development of the burgeoning democracies of newly independent states, some of which would eventually become key partners in the region.



USTRANSCOM RECOGNITION PROGRAM

2021 4th Quarter Award Winners

Junior Service Member
SSgt Pascal Strong, JECC

Service Member
SSgt Tiffany Cristo, TCJ3

Senior Service Member
MSgt Joseph Dewese, TCCS

Company Grade Officer
Maj Lauren Kalani, TCSG

Field Grade Officer
Maj David Bishop, TCJ3

CIV CAT II
Mr. Richard Simms, TCJ3

CIV CAT III
Mr. Adam Luebbert, TCJ2

Volunteer
Mr. Benjamin Spitler, TCJ2

2021 Annual Award Winners

Junior Service Member
SrA Jeremiah Beahm, JECC

Service Member
TSgt Anna Daily, TCSG

Senior Service Member
MSgt Melissa Navarro, TCSG

Company Grade Officer
Capt Ryan Weitgenant, TCAQ

Field Grade Officer
Maj David Bishop, TCJ3

Color Guard Member
Member Sgt Dustin Wiseman, TCJ1

CIV CAT I
Ms. Laine Hunt, TCJ1

CIV CAT II
Mr. Benjamin Spitler, TCJ2

CIV CAT III
Mr. Timothy Biedenstein, TCAC

Volunteer
SSgt Antwuan Jamison, TCJ3

USTRANSCOM CONNECTIONS

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TRANSCOM Trivia

Question: What is the different between Channel Air and SAAMs?

Answer Submission: Email submissions to TSgt Makayla Sirianni at Makayla.r.sirianni.mil@mail.mil no later than 20 May 2022.

Edition 1 Results

Question: Prior to the Afghanistan evacuation, how many times has CRAF been activated in the history of the program? Bonus points: name each activation.

Answer: CRAF has been activated twice before. Once in 1990-1991 during the first Gulf War as part of Operation Desert Shield, and again in 2002-2003 during the build up to the Iraq War as part of Operation Iraqi Freedom.

Correct Answer Shoutouts: Suzanne Mudd-Yarber, Major Bradlee Seehawer, Christopher Stuhldreher, Janice Griffin, Carolyn Cramer, Jasolyn Evans, Eli Scher-Zagier, and David Jones.

Content Creators Wanted

Do you have ideas about what you would like to see the CSEL highlight next?

Contact TSgt Makayla Sirianni (makayla.r.sirianni.mil@mail.mil) if you are interested in joining the team.