



UNITED STATES TRANSPORTATION COMMAND TRANSPORTER

April 2015



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Scott AFB, Illinois
Vol. 15, No. 6



U.S. Navy Reservists, left to right, Lt. Andrew Martin, Petty Officer 1st Class Joshua Smith and Lt. Ryan Denton were among the many reservists, active duty and civilian workers who participated in Turbo Challenge 15. The three acted as Military Sealift Command Detachment, Scott Air Force Base, liaisons for USTRANSCOM during the exercise. *Photo by Bob Fehringer, USTRANSCOM/PA*

Turbo Challenge 15 tests command crisis response

By Capt. Robert Mulac, USNR

The Department of Defense's response to multiple, simultaneous crises around the world is quickly becoming the norm. To test its ability to meet the challenges in such contingencies, U.S. Transportation Command held Turbo Challenge 2015.

TC 15 shared scenarios with three other combatant command exercises, U.S. European Command's Austere Challenge, U.S. Strategic Command's Global Lightning and U.S. Africa Command's Judicious Response. All challenged USTRANSCOM's ability to balance global priorities to sustain U.S. forces, support the international community, and evacuate Americans, even when challenged by simulated port closures, civil unrest, protests and major equipment failure.

From March 19 through March 25, USTRANSCOM proved its 24-hour operations successful. The seamless integration command with its components, including its reserve component, was key to success, according to Air Force Maj. Gen. Wayne Schatz, USTRANSCOM J-3

Director of Operations and Planning.

"The level of effort sustained during both the Crisis Action Planning and Post-Exercise phases of Turbo Challenge 2015 could not have been accomplished without with unrivaled contributions of our team mates from the Joint Transportation Reserve Unit," said Schatz.

"As one of our five components, and our only component composed entirely of reserve service members, Schatz continued, "the JTRU enabled USTRANSCOM to honor our promise to our exercise war fighters: Together, We Deliver."

The JTRU had 46 members supporting the command's tier one, Joint Chiefs of Staff-directed exercise. Air Force Reserve Maj. Gen. Michael D. Kim, JTRU commander shared Schatz' observation.

"Seamlessly integrating the JTRU's highly skilled Reservists into the exercise supports the TRANSCOM mission and guarantees success," he said. "This is exactly why the JTRU exists, to be command's force-multiplier on a daily basis and especially when one or multiple contingencies stresses the abilities of TRANSCOM's total force team."



U.S. Transportation Command's Navy Reservists celebrated the Navy Reserve's 100 birthday March 3 with a brief ceremony at the command. *Photo by Bob Fehring, TCPA*

TANDEM gets upgrade release

By USTRANSCOM Change Management

After five years of continuous use at USTRANSCOM, TANDEM, short for Training and Development Management, is a Success Factors Learning Management System that is getting ready for a much needed face-lift this spring.

"TANDEM allows USTRANSCOM the ability to administer, document, track, report, and evaluate training and education online and under one common system," said Ray Forcier, J1-C, senior education and training analyst.

TANDEM was implemented in February 2010, and has served the command well; but has been considered an "end-of-life" system since December 2012.

"We were no longer receiving the support we needed from SuccessFactors to maintain proper system functionality, this is why we experienced problems with TANDEM," said Forcier. (i.e., personnel being granted credit for training they didn't complete).

Recently the command awarded a new contract to upgrade TANDEM with an expected April 15 delivery date.

Some of the enhancements will include an updated user dashboard with easy links; ability for users to personalize their dashboard; an easy to read to-do list; easier access to learning; and the ability to create and assign online surveys.

Recently TCJ6 and TCJ1 led a team of cross-directorate administrators in configuring and testing our TANDEM development site.

On-site training will be provided to directorate training coordinators March 16-20, and educating the workforce will begin shortly thereafter.

The new version of TANDEM is expected to provide much easier navigation and ultimately reduce customer frustration.

"We're really excited about the enhanced capabilities this new and improved TANDEM will provide this command," said Forcier.

TRANSPORTER

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Teammate Spotlight: Joint Exercises Branch

By Lisa Caldwell, TCPA

The Joint Exercises Branch helps U.S. Transportation Command preserve readiness capability - the command's strategy focus area one - through its responsibilities as part of the Joint Training and Exercises Division in the Operations and Plans Directorate (TCJ3).

"My branch's purpose is to support readiness by enabling the command to realistically exercise and assess the policies and processes which are the foundation of USTRANSCOM's dynamic, multi-dimensional global mission sets," said branch chief Army Lt. Col. Jonathan Cox.

Cox said his 13-member military and contractor team assists about 140 DoD joint exercises annually by managing USTRANSCOM's engagement in the supported combatant commands' Joint Exercise Programs. Concurrently, they plan, execute and assess 10 of 18 USTRANSCOM-sponsored JEP events each year: seven Turbo Activation drills, an organic surge fleet exercise for Military Sealift Command and the Maritime Administration; Ultimate Caduceus, the number one patient movement field training exercise; Ultimate Reach, a live-fly strategic airdrop exercise for Air Mobility Command; and Turbo Challenge - USTRANSCOM's tier one battle staff command post exercise which involves all the directorates, the components, the Joint Transportation Reserve Unit and the Joint Enabling Capabilities Command, and which always links to another COCOM's tier-one exercise.

According to Cox, his team uses the Joint Event Life Cycle to guide exercise planning, starting 12 to 18 months prior to execution. Cox's team receives directorate training requirements at the annual Joint Training and Exercises Conference, then uses a concept development event to identify which ones to include in the exercise. During initial planning, those needs are crafted into storylines to feed into the linked COCOM exercise and are refined during midterm and final



Members of the USTRANSCOM Joint Exercises Branch help preserve readiness capability as part of the Joint Training and Exercises Division in the command's Operations and Plans Directorate (TCJ3). Photo by Lisa M. Caldwell, USTRANSCOM/PA

planning.

The team also has a representative at each COCOM annual training and exercise conference. "This allows us to maintain situational awareness of other COCOM JEP events and look for ways to integrate training requirements of our own battle staff and joint enablers -- such as the JECC and the Joint Task Force-Port Opening -- into

"Turbo Challenge 15 is the first time four combatant commands partnered in an exercise..."
-Scott Hill-

their exercises," said Cox.

Turbo Challenge 15 demonstrated the comprehensive efforts of the Joint Exercises Branch.

"Turbo Challenge 15 is the first time four combatant commands partnered in an exercise, giving us an outstanding opportunity to provide agile, first-class support to U.S. European Command, U.S. Africa Command and U.S. Strategic Command," said Scott Hill, chief, Joint Training and Exercises Division. "I'm very proud of the joint exercises team for producing such a unique TC 15 scenario."

TC 15 emphasized Knowledge Management, defined on the command KM SharePoint site as "USTRANSCOM's deliberate approach to develop, capture, and maintain shared understanding to enable effective

decision support and staff processes," accomplished by three major components: people, processes and tools.

According to Cox, to address a gap identified from TC 14, participants in TC 15 were evaluated on their effective use of KM to support operational decisions and the battle rhythm.

During the recent TC 15 academics session at Scott Air Force Base, Marine Corps Lt. Col. Brian Duplessis of the Joint Staff J-7 Deployable Training Team discussed using boards, bureaus, centers, cells and working groups to "break down silos of excellence

for successful staff integration." He noted B2C2WGs use a seven-minute drill to define why one is needed to aid the commander's decision process. Each directorate has a KM representative who can assist with the drill.

Kudos to the Joint Exercises Branch for helping USTRANSCOM uphold its reputation as the transportation and enabling capability provider of choice.

April 3-11



POLAD to host open house

By Bob Fehringer, TCPA

The USTRANSCOM Foreign Policy Advisor (POLAD) Richard W. Nelson's Office invites all TRANSCOM teammates to an open house, April 13, from 8:30 to 10:30, on the occasion of the birthday of Thomas Jefferson, our first Secretary of State.

If you have no idea what the POLAD is, or does, or why Jefferson is so important to the office, that's exactly why Nelson is hosting the event.

The POLAD is USTRANSCOM's principal advisor and focal point on foreign policy and international affairs. The office includes a senior POLAD, Nelson, who is a member of the U.S. Senior Foreign Service, and two deputy POLADs, Kwang Kim, Department of State and Andrew Corwin, an analyst on an exchange program with the National Geospatial Intelligence Agency, and executive support assistant Aracely "Nuñez" Walker.

The POLAD provides information and guidance to the commander on the foreign policy and diplomatic implications of USTRANSCOM's global missions, to include the commander's overseas engagements.

According to Nelson, since he arrived at USTRANSCOM in August 2013, he has accompanied the commander on numerous overseas trips, where they meet with U.S. ambassadors, defense attachés, and country teams, and with ministers and chiefs of Defense, service chiefs, and frequently also with foreign ministers, prime ministers and presidents.

"Two memorable trips to Afghanistan - one with General Will Fraser and one with General Paul Selva - focused on our operations there and in strategically important countries in the CENTCOM and EUCOM AORs," Nelson said. "In November 2013, in Termez, Uzbekistan, General Fraser opened a new rail scanner at Friendship Bridge on the Afghan border to enhance the commercial viability of the Northern Distribution Network.

"In July and August 2014, in Baku and Tbilisi, General Selva met with the presidents of Azerbaijan and Georgia," Nelson continued, "both vital



The USTRANSCOM Foreign Policy Advisor's office consists of, left to right, Andrew Corwin, POLAD Richard W. Nelson, Aracely "Nuñez" Walker and Kwang Kim. Photo by Bob Fehringer, USTRANSCOM/PA

transportation links in the East-West corridor from China to Europe. Our military operations in these regions have had the effect of supporting the development of key commercial infrastructure, which leads to economic and political stability. This exemplifies how TRANSCOM's actions are fully synchronized with broader U.S. government objectives."

The POLAD also provides foreign policy guidance to USTRANSCOM elements and component commands on emerging strategic, policy, and operational issues, and works to strengthen coordination between USTRANSCOM and the Department of State, and with other interagency officials and U.S. missions abroad.

In coordination with other command directorates, the POLAD assists the command section with DV visits to USTRANSCOM from the Department of State and other foreign affairs agencies, foreign missions in the U.S., and foreign dignitaries from overseas.

"In recent months, we've been focused on many of the same issues that have been on the desks of our colleagues here at TRANSCOM: Ebola, Ukraine, Syria and Iraq," Nelson said. "We help with diplomatic clearances; for example, some countries can be

inconsistent in their permissions for over-flight or ground transportation. Last year, we were deeply involved in the retrograde from Afghanistan and maintaining access on all branches of the Northern Distribution Network. I was also asked to visit the MV Cape Ray before it set sail to help with the foreign affairs aspects of its mission."

The POLAD office has had the lead on several visits of foreign ambassadors and government ministers to TRANSCOM headquarters.

"We work very closely with the Enterprise Readiness Center and the Strategy and Governance Division in the J5 on outreach to foreign governments," Nelson said. "We've hosted events for some of the foreign military logistics teams that have visited the command. We stand ready to assist anyone at USTRANSCOM on any issue. To paraphrase the TRANSCOM motto: State and Defense – Together, We Deliver."





Commander tours Mediterranean

Gen. Paul J. Selva, commander U.S. Transportation Command, visited U.S. Naval Support Activity (NSA) Souda Bay, Greece March 5, as part of a familiarization tour, which included Italy, Greece, Crete, Israel and Spain. *U.S. Navy photos by Mass Communications Specialist 2nd Class Jeffrey M. Richardson*

Navy Munitions Command Detachment Souda Bay Officer in Charge, Chief Warrant Officer Wayne Slack, briefs Gen. Paul J. Selva, U.S. Naval Support Activity (NSA) Souda Bay Commanding Officer, Capt. Mike R. Moore, (middle) USTRANSCOM POLAD Richard W. Nelson and USTRANSCOM director, Strategy, Capabilities, Policy, and Logistics, Rear Adm. David Baucom during a visit to Marathi NATO Pier Facilities.



DOSS Aviation Fuels Manager, Robert Kilty, briefs Gen. Paul J. Selva, on U.S. Naval Support Activity Souda Bay fuel facility capabilities.



Lt. William G. Abbott briefs Gen. Paul J. Selva and Capt. Mike R. Moore, on operational capabilities during a boat tour of Souda Bay.

Consider Others

By Chaplain Lt. Col. Trenton E. Lewis
USTRANSCOM Command Chaplain

An interesting thought about the Easter season comes to mind as I write this month's words of encouragement. Human efforts had previously failed to satisfy the penalty of sin (Romans 6:23) leading to the self-sacrificial act of GOD as revealed in John 3:16: "... HE gave HIS only begotten SON, that whosoever believeth in HIM should not perish, but have everlasting life." GOD's gift of Christ demonstrates that GOD knew that those desirous of worshipping and serving HIM would need another avenue through which full reconciliation with HIM would be possible. GOD's consideration of others' needs in the gift of HIS SON is the avenue through which GOD facilitates the

reconciliation of the GOD to human relationship. The consideration of others is the gold nugget of the Easter season.

The Apostle Paul, as well, in Philippians 2:4 teaches us to consider not our own needs without considering the needs of others. In essence, we should not let our personal needs



Chaplain Lewis

overshadow the needs of our collective National needs. Each day that we fight to maintain and spread the freedoms this Nation enjoys we display our understanding that we are fighting to ensure that others are able to enjoy similar freedoms. We must continue to sacrifice for the ultimate goal of universal freedom for humanity.

While this goal will be difficult to accomplish since the nature of humans is to be inhuman to one another. Yet, we must diligently work to ensure the triumph of good over evil and the ushering in of freedom for all of humanity.

I applaud our love for country. Let us continue to work to achieve its goals so that our children's children will not have to live enslaved to an ideology that would snuff out our GOD given freedoms.

History of TRANSCOM 1994-1996

By Peg Nigra, TCRC

Gen. Robert L. “Skip” Rutherford took command of U.S. Transportation Command and Air Mobility Command on Oct. 18, 1994. US-TRANSCOM was seven years old, had undergone a major reorganization, and was extremely busy as it supported contingency and humanitarian relief operations around the world. Improving the strategic mobility fleet after the release of the Mobility Requirements Study Bottom-Up Review Update (MRS BURU) in December 1994 became the command’s number one priority.

With the increased tempo of contingency and relief operations, Gen. Rutherford was concerned about the ability of the airlift and sealifts fleet to support the warfighter. Modernization of the airlift fleet and increased surge sealift requirements were vital to meet the two major theater wars scenario of the MRS BURU.

With the C-141 rapidly reaching the end of its life cycle and modernization of the C-5 needed to improve its reliability, Gen. Rutherford stated that “We need to make every effort to get the C-17 into the hands of our operational squadrons as quickly as possible.” Gen. Rutherford declared initial operational capability for the C-17 Globemaster III in January 1995. At that time there were 14 C-17s at Charleston Air Force Base, South Carolina.

On the sealift side, the command supported the MRS BURU recommendation of continued procurement of Large Medium Speed Roll-On/Roll-Off (LMSR) ships. In addition, Gen. Rutherford worked to counter Navy attempts to cut Ready Reserve Force (RRF) operations and maintenance funds in fiscal years 1997-2001. Gen. Rutherford supported two other programs designed to increase the command’s surge sealift capacity and maintain a strong U.S. maritime presence.

The Maritime Security Act (MSA), signed by President Bill Clinton in October 1996, authorized financial



Gen. Robert L. “Skip” Rutherford assistance for 47 militarily useful U.S. flag commercial ships, which ensured availability of commercial shipping and a pool of qualified merchant marines to crew RRF and other government vessels during crises and war. According to retired Army Lt. Gen. Edward Honor, president of the National Defense Transportation Association, “There would not be a Maritime Security Program today if General Rutherford hadn’t pushed the noodle and pushed it hard.”

Gen. Rutherford also supported the Voluntary Intermodal Sealift Agreement (VISA), a program developed through a partnership between DOD, Department of Transportation, Maritime Administration, and U.S. flag commercial sealift industry that would establish the order in which government-owned merchant ships and private sector maritime assets would be called up in a war or national emergency.

The command made a few organizational changes during Gen. Rutherford’s tenure. In 1996, the Quality Office merged with the Manpower and Personnel Directorate, which was then renamed the Manpower, Personnel, and Quality Directorate.

Also in 1996, the second phase of the Secretary of Defense-directed Operational Support Airlift (OSA) project was completed. This phase culminated in a new OSA scheduling mission for USTRANSCOM, the Joint Operational Support Airlift Center (JOSAC), which was responsible for scheduling all OSA assets for the Services.

During Gen. Rutherford’s tour, US-TRANSCOM’s operations tempo went into overdrive. The command supported relief operations in Africa, the former Soviet Union, South America, and Northern Iraq; the 1996 Summer Olympics in Atlanta, Georgia; and peacekeeping operations in Haiti and Bosnia-Herzegovina. In addition, acts of terrorism in Oklahoma and Saudi Arabia claimed nearly 200 American lives.

In April 1995, USTRANSCOM handled the transportation of firefighters, Federal Bureau of Investigation teams, urban search and rescue teams, and search dogs from around the country to support the rescue and relief efforts following the bombing of the Alfred P. Murrah Building in Oklahoma City, Oklahoma, where 169 people died. USTRANSCOM also handled the return of casualties from the bombing of the Khobar Towers housing area on King Abdul Aziz Air Base, Saudi Arabia, in June 1996.

Gen. Rutherford laid the groundwork for a revitalized sealift program and a stronger airlift fleet to support the warfighter and the security interests of the United States. Under his leadership, the command was able to support the National Command Authority in its direct employment of military forces, “whether with clenched fist or open hand.”

Gen. Rutherford died on July 4, 2013, of natural causes at San Antonio, Texas. He is interred at Fort Sam Houston National Cemetery.

Ask the Historian

By Peg Nigra, TCRC

Well, I didn’t advertise the contest in the March Transporter and no one sent in entries. So here are the answers to the first two questions plus the extra credit.

Question 1. What is the US-TRANSCOM connection between Air Force General Duncan J. McNabb, US-TRANSCOM Commander from 2008 to 2011, and Air Force General Duane Cassidy, USTRANSCOM Commander from 1987 to 1989?

Continued on next page

Answer: Major Duncan J. McNabb was Gen. Cassidy's aide.

Question 2. What do Air Force Gen. Walter Kross, USTRANSCOM commander from 1996 to 1998, Air Force Gen. John W. Handy, USTRANSCOM commander from 2001 to 2005, and Air Force Gen. Paul J. Selva, USTRANSCOM commander since 2014 have in common? And it's not that they were USTRANSCOM commanders or that their last names have the same number of letters, but that's weird, right?

Extra credit: as USTRANSCOM Commander, what does Gen. Selva not have in common with Generals Kross and Handy?

Answer: Maj. Gen. Kross served as the director of Operations and Logistics (TCJ3/J4) from June 1990 to July 1991. Maj. Gen. Handy served as TCJ3/J4 from July 1993 to March 1995. And Brig. Gen. Selva served as the director of Operations (TCJ3) from November 2004 to January 2006 and as director of Operations and Plans from January 2006 to August 2006.

Extra credit: Generals Kross and Handy were dual-hatted as commander of Air Mobility Command and USTRANSCOM. Gen. Selva commanded each organization separately. The dual-hat arrangement ended in 2005 when Gen. Norton A. Schwartz became the first single-hatted USTRANSCOM commander.



Vice Adm. William A. Brown, USTRANSCOM deputy commander, far right, takes notes during the Ambassadorial Roundtable on "East-West transport corridor for trade and economic cooperation" Feb. 10 at the Embassy of Azerbaijan, Washington, D.C. Courtesy photo

Call for Transporter Booster Club Nominations

This is a Call for Transporter Booster Club Nominations! The Transporter Booster Club Annual Elections will be held Apr 3, 2015 in the Honor CR at 10 to vote in the new council.

As the current Booster Club Officers prepare to transition out, we would like to get some fresh faces in these seats. All council positions will be available during this election.

This is an open election, so we encourage all to sit in even if you are

unsure as to whether you want to join or not!

Positions include president, vice president, treasurer and secretary.

Anyone within the command may apply.

Members will be selected based on a majority vote by all personnel in attendance.



Facilities and Safety Corner

Tornado season has started and we need to think about what to do to protect ourselves. We have done an analysis on the structural integrity of our buildings, researched FEMA guidance, and determined where the best locations are to seek refuge. Tornadoes are so unpredictable that no areas above ground are completely safe.

If a tornado is reported, don't hesitate to seek refuge. You will likely only have seconds to act. Go to the designated refuge areas in your buildings, get as close to the wall as possible, and lay down covering your head. In a tornado our buildings will come apart.

In Building 1961, seek refuge in the main hallway as close as you can to the wall by the break room or in the north south hallway on the east side of the building.

In Building 1990, seek shelter in the first floor restrooms, break areas and adjacent hallway

In Building 1900W, the best refuge areas are on the first floor hallway outside TCAQ offices or the 1st floor conference room. If you can't make it to the first floor the main hallway on the second and third floors are a 2nd best

In Building 1900E, the best refuge is the first floor hallway. Second best refuge is the second and third floor hallways or the staircases.

In Building 1700, best refuge location is the 1st Floor hallway outside TCSG or the hallway leading to the north parking lot. Second best are the hallways on any floor.

Outside or in a car, seek a building, ditch, or low area

A drawing of our refuge areas in USTRANSCOM Buildings, and FEMA guidance on tornado preparedness, are on the TCCS-FMS Sharepoint site.

Recognitions

Training complete

Petty Officer 2nd Class Carleigh Cook, TCJ2, has successfully completed the Enlisted Information Dominance Warfare Specialist program.

She now joins nine fellow JIOC-TRANS 0113 Sailors who have successfully completed this intense intelligence training held at the Office of Naval Intelligence (ONI) in Washington, D.C.

This training enhances the Navy's understanding of information dominance to increase warfighting and mission effectiveness.

Pictured here, Rear Adm. Gene Price, deputy commander, U.S. Fleet Cyber Command, presents Cook with the EIDWS medal. Photo by Petty Officer 2nd Class Troy Bedard, TCJ2



CPR/AED Training Classes

CPR/AED is a classroom, video-based, instructor-led course that teaches adult CPR and AED use, as well as how to relieve choking on an adult.

This course teaches skills with AHA's research-proven Practice-While-Watching technique, which allows instructors to observe the students, provide feedback and guide the students' learning of skills.

Completion of the course certifies personnel to use AEDs in US-TRANSCOM Facilities.

All classes will be held in the Seay Auditorium, B1900E.

For dates and registration, contact Andrew Daub, TCJ3-FP, andrew.p.daub.civ@mail.mil

AFAF Campaign returns

The 2015 AFAF Campaign began March 23 and runs through May 1.

The goal of the campaign is to generate funds to support Airmen families in crisis situations through the following AFAF affiliates: Air Force Aid Society, General and Mrs. Curtis E. Lemay Foundation, Air Force Villages Charitable Foundations and Air Force Enlisted Village.

If you are interested in additional info regarding the campaign, please contact the AFAF project officer Senior Master Sgt. Cliff Lawton: clifford.l.lawton.mil@mail.mil. AFAF

Keyworkers:

TCJ1 - Staff Sgt. Latricia Kirk
TCJ2 - Tech. Sgt. Richard Davie/Staff Sgt. Carley Elsky
TCJ3 - Master Sgt. Jordan Mohr/Staff Sgt. Dustin Castle
TCJ5/4 - Kelly Wyman/Master Sgt. Lana Murray
TCJ6 - Master Sgt. Crystal Oakman/Spec. Susan Caldwell
TCAQ - Tech. Sgt. Kendra Strnad/Rachel Dow
TCAC - Maj. Jesus Tavares/Wally Hunt
TCSG - Staff Sgt. Gina Pickens/Senior Airman Tiffany Grubb
TCJA - Lora Barnhart
TCRA - Sgt. 1st Class Brooke Wilson
TCCS-JS - Master Sgt. Jason Lowe



Gen. Paul J. Selva, commander, US-TRANSCOM reenlists Master Sgt. James Hoy, personal security advisor to the commander, USTRANSCOM, March 24. Photo by Rob Wieland

DEE-SIPR Migration--Date Change
USTRANSCOM and the JECC DEE-SIPR migration has moved to April 14-15.

SIPR customers need to continue completing pre-migration actions as follows:

*Update milConnect: <https://www.dmdc.osd.mil/milconnect/>

NOTE: Users who do not update Mil-Connect "WILL NOT" migrate during scheduled migration

*Clean-up/Reduce mailbox to = 50MB & 5000 items

NOTE: Users whose SIPR exchange accounts exceed 50MB "WILL NOT" migrate during scheduled migration

*Create Appropriate PSTs to Offload Email from the Mailbox

*Archive or Delete Outlook Calendar Items

*Export Outlook Email Rules

User pre-migration checklists and additional information can be found at: I:\FACCSM\DEE-SIPR Migration

Contact Belinda Cornelison, TCJ6, at 220-3902, or belinda.l.cornelison.ctr@mail.mil for more information.

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