



# UNITED STATES TRANSPORTATION COMMAND TRANSPORTER

April 2017



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Scott AFB, Illinois  
Vol. 17, No. 4



Members of a critical care air transport team from Kadena Air Base, Japan, and specialty extracorporeal membrane oxygenation team from Fort Sam Houston, Texas, prepare to move a critically ill patient from Japan to Texas in January. The TRANSCOM Patient Movement Requirements Center-West team validated and coordinated the patient movement. *Courtesy photo.*

## TPRMC-W helps move critically ill patient

By USAF Capt. Emily Jarding, TCSG

The U.S. Transportation Command Office of the Command Surgeon's TRANSCOM Patient Movement Requirements Center-West organized moving a critically ill patient on heart-lung bypass from Japan to Texas in January.

What began as a common cold associated with the flu quickly developed into an aggressive pneumonia that a military treatment facility was unable to slow or treat. In coordination with the Japanese healthcare agency, the patient was transferred to a host nation facility capable of handling the patient's rapidly declining health.

Eventually, the HNF placed the patient on heart-lung bypass -- specifically, an extracorporeal membrane oxygenation machine which provides both cardiac and respiratory support to persons whose heart and lungs are unable to deliver an adequate amount of gas exchange to sustain life. This procedure was followed by a request to move the patient within 72 hours from Kadena

Air Base, Japan, to Fort Sam Houston in San Antonio, Texas.

A nine-member specialty ECMO team from Fort Sam Houston, in conjunction with a three-member critical care air transport team from Kadena Air Base, were tasked to pick up the patient and fly from mainland Japan directly to San Antonio.

The last time the Pacific theater and TPMRC-W supported an adult ECMO patient move was in 2012. Due to the sheer size and expanse of the Pacific itself, comprehensive planning was required to complete such an endeavor.

The TPMRC-W staff, along with the ECMO and CCATT teams, applied extensive critical and outside-the-box thinking in planning every movement detail with the HNF. Their efforts in mission planning, securing an aircraft, ground movements for patients and teams, patient loading, en-route care, offloading and transportation at the destination flight line resulted in a successful mission.



## USTRANSCOM hosts NCC students

Brig. Gen. Steven J. Berryhill, deputy director, USTRANSCOM Operations and Plans welcomes Naval Command College students March 14.

The NCC is part of international officers in the senior course at the Naval War College in Newport, Rhode Island. It comprises 50 senior officers from 50 nations. The majority of these officers go on to general/flag rank and 40 percent will go on to be future heads of Navy in their nations.

The International Fellows study alongside their U.S. counterparts for the full year of senior war college and additionally engage in a robust field studies program throughout the U.S. over the course of the year to enhance their understanding of U.S. institutions and diverse American life.

Their visit to USTRANSCOM and Air Mobility Command gives them a clear picture of America's global lift capability and challenges.

*Photo by Bob Fehringer, USTRANSCOM/PA*

## Easter 2017, remember the reason for the season

By Chaplain Lt. Col.  
Leslie Forbes-Mariani

When I was a child we celebrated Easter each year with a sunrise service. I remember we got up very early and dressed in our Easter splendor (which grandma made for us) and went to a park with a very tall white cross on top of a hill. We gathered around the cross and sang hymns and listened to the message of Christ and his rising from the dead. After that, we went to grandma's house where the smells of roast beast (lamb, beef, turkey, etc.) floated in the air and a feeling of celebration vibrated around us as the adults prepared the Easter egg hunt in the yard.

We opened our baskets filled with the candy mother load and chomped on the bunny ears. Now, as I grow older and prepare the roast beast and celebrations for my own family I am reminded of the reason for the cele-

bration. This is the most solemn and celebratory holy holiday in the Christian calendar. I am remembering what Christ did on the cross. He died and rose from the grave so the all who call on him might be saved. Saved from sin, shame, sickness and pain.

The first council of Nicaea A.D. 325 resulted in the first uniform Christian doctrine, revised in A.D.381 known as the Nicene Creed. Many of those who call themselves Christian believe this creed. "I believe in one God, the Father Almighty, maker of heaven and earth and of all things visible and invisible: And in one Lord Jesus Christ, the only-begotten son of God, begotten of his Father before all worlds, God of God, light of light, very God of very god, begotten, not made, being of one substance with the Father, By whom all things were made. Who for us men and for our salvation, came down from heaven, was incarnate by the Holy Ghost of the Virgin Mary, and

was made man, and was crucified also for us under Pontius Pilate.

He suffered and was buried, and on the third day he rose again, ascended according to the scriptures, and ascended into heaven, and sitteth on the right hand of the Father. And he shall come with glory to judge the quick and the dead. Whose kingdom shall have no end. And I believe in the

See **Chaplain** on page 3



Chaplain Lt. Col. Leslie Forbes-Mariani

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# U.S. Strategic Command commander speaks at USTRANSCOM

By TCPA

Air Force Gen. John E. Hyten, commander, U.S. Strategic Command, spoke to members of U.S. Transportation Command and its component commands March 6 in the Seay Auditorium.

Hyten was the sixth guest in USTRANSCOM's 30-4-30 Distinguished Speaker Series, an initiative to celebrate the command's 30th anniversary in October 2017. Air Force Gen. Darren W. McDew, USTRANSCOM commander, has invited 30 four-star general officer, flag officer and equivalent strategic senior leaders to speak about how they view the globe, linkages between USTRANSCOM's and the leader's organization, and a vision for USTRANSCOM partnerships.

Hyten is responsible for global command and control of U.S. strategic forces to meet decisive national security objectives, providing a broad range of strategic capabilities and options for the president and secretary of defense.

While here, he also had an office call with McDew and participated in a strategic roundtable with command senior leaders.

During his remarks, Hyten observed the close tie between USSTRATCOM and USTRANSCOM in how both approach their missions. "We're not functional combatant commands," he said, "we're global warfighting commands."

"We come to work every day to deter any action that would harm our homeland," he added.

Hyten assumed his present duties in November 2016. He attended Harvard University on an Air Force



**Air Force Gen. John E. Hyten, commander, U.S. Strategic Command, speaks to members of U.S. Transportation Command and its component commands March 6 in the Seay Auditorium. Photo by Bob Fehringer, USTRANSCOM/PA**

Reserve Officer's Training Corps scholarship, graduated in 1981 with a bachelor's degree in engineering and applied sciences, and was commissioned a second lieutenant.

His career includes assignments in a variety of space acquisition and operations positions. He served in senior engineering roles on both Air Force and Army anti-satellite weapon system programs.

His staff assignments include tours with the Air Force Secretariat, the Air Staff, the Joint Staff and the Commander's Action Group at Headquarters Air Force Space Command

as director. He was mission director in Cheyenne Mountain and was the last active-duty commander of the 6th Space Operations Squadron at Offutt Air Force Base, Nebraska.

In 2006, he deployed to Southwest Asia as Director of Space Forces for operations Enduring Freedom and Iraqi Freedom. Hyten commanded the 595th Space Group and the 50th Space Wing at Schriever Air Force Base, Colorado, and later served as vice commander then commander of Air Force Space Command.

## Chaplain, from page 2

Holy Ghost. The Lord and giver of life, who proceedeth from the Father and the Son, Who with the Father and the Son together is worshiped and glorified, who spake by the prophets. And I believe one Catholic\* and Apostolic Church. I acknowledge one Baptism for the remission of sins. And I look for the Resurrection of the dead, and the life of the world to come. Amen\*\*

The Passion of the Christ: 2004 will be showing free at Scott AFB Theater at 1800 Good Friday April 14.

\*A broad scope.

\*\*From I Believe: The Nicene Creed Eerdmans Books for Young Readers, Grand Rapids, Michigan copyright Lincoln Limited 2003



## Fun run

Runners and walkers from across Scott Air Force Base took part in the Bring Your Green 5K Fun Run, March 16, in support of U.S. Transportation Command's J2 Diversity Team and to celebrate Women's History Month and St. Patrick's Day. Photo by Bob Fehringer, USTRANSCOM/PA

# Teammate Spotlight: Reservist fields fuel solution for UPS

By Lisa M. Caldwell, TCPA

Air Force Reserve Col. Jeffrey S. Kozak is deputy director Mobilization, USTRANSCOM Operations and Plans directorate, and a command pilot.

In his civilian role as a United Parcel Service pilot, he recently applied innovative principles to the company's challenge of maintaining an uninterrupted supply of jet fuel into Louisville during peak season, the two weeks before Christmas.

"I'm on a UPS Airlines fuel team with Julie Raisor, Air Region Compliance Data Analytics supervisor, and Geoff Schnurr, financial analyst," said Kozak. "We knew there was a better way to manage fuel during peak by



Col. Jeffrey S. Kozak

using data analytics, business intelligence tools and previous work experience to develop an optimized plan that could be more effective and efficient."

Kozak said his team formed and used BI tools to save more than several hundred thousand dollars, reduce more than 1,300 tons of carbon dioxide emissions, and sustain a way to handle future jet fuel disruptions.

"Once we completed the Peak Optimized Air Tanker Plan and BI tools, we briefed members of the flight operations team and persuaded them to think about the situation differently and in turn, perform differently," said Kozak.

"The combination of an inability to maintain sufficient on-airport fuel inventory level and the limitations in delivering fuel to both the airfield and to aircraft via truck resulted in a need to air tanker fuel into Louisville," said Kozak. "This means uploading enough fuel on an aircraft to eliminate the need to refuel before a follow-on destination."

While air tankering fuel into Louisville during peak is not new, Kozak said the previous process fueled selected flights with a blanket amount by aircraft type.

"For example, an MD-11 would automatically receive an additional 9,400 gallons of fuel," he said. "This didn't consider the distance to be flown, cost of fuel at origin or the outbound destination from Louisville, which made it costly and inefficient."

Kozak said the key was to manage increased fueling requirements generated by the record number of flights in and out of Louisville during Peak 2016, while minimizing the amount of air-tankered fuel without reducing package volume capabilities.

"Our solution was innovative because it made UPS think unconventionally and overcome a longstanding paradigm," he said. "And, the Louisville air district manager said the efforts led to less congestion around the aircraft and a safer environment."

## USTRANSCOM hosts first component and JECC KMO offsite

### By Knowledge Management

U.S. Transportation Command Knowledge Management Officer Stephen Koronka welcomed his component counterparts March 9 for a day-long offsite around building a shared understanding of their command KM programs.

The interactive session marked the first time Koronka, Chris Trimpey from Military Sealift Command, Navy Capt. Jason Haen from the Joint Enabling Capabilities Command and Chris Rosenthal from 18th Air Force met to discuss the approach they are taking for their respective KM programs.

"We're meeting and learning from each other and raising the level of KM from a total enterprise perspective," Koronka said in his opening remarks.

KM is becoming more and more important to success at USTRANSCOM and its components as the environment they work in is becoming increasingly contested, said Koronka.

"It's easy (for leadership) to see KM as overhead," Koronka said. "We have to prove our value every day. KM is not a luxury. It is a critical enabler. Operations are not as effective without KM."

According to Air Force Maj. Gen. John C. Flournoy, Jr., USTRANSCOM chief of staff, the workforce often states it doesn't have time for KM.

"You don't have time not to think about KM; it will make you more efficient and cost effective," he said.

The session focused on outlining each organization's future vision for KM and how to get there. The group discussed the current state of KM at their organizations, defined what KM means to them, shared examples of

By the end of the day, each participant developed a future vision for their KM programs and defined the actions they need to take in the next five days, five weeks and five months to reach that goal.

They also agreed to continue collaborating to move their KM programs forward as a team. According to

Koronka, the group plans to meet regularly, both virtually and in-person.

"As a KM body, we need to use best practices to be together," Koronka said. "We have to set an example of how to share knowledge for the rest of the enterprise."

He acknowledged technologies are helpful but not the only way to communicate.

"It's human nature," said Koronka. "People want to see you and be taught face-to-face. Personal contact helps establish relationships."

Koronka said he'd like to bring leadership into future KMO offsites.

"It's good for them to see what we're crafting: the systems and business rules for what the collaborative environment will look like throughout the enterprise," he said.



Maj. Gen. John C. Flournoy, Jr., USTRANSCOM chief of staff, discusses the importance of knowledge management with Navy Capt. Jason Haen, Joint Enabling Capabilities Command KM chief, and Chris Rosenthal, 18th Air Force KM officer. Photo by Bob Fehringer, USTRANSCOM/PA

their KM activities and envisioned success. They also discussed the common challenges they all face, as well as the tools and frameworks they could bring back to their organizations to solve these challenges.

## USTRANSCOM hosts base training event

Members of USTRANSCOM, its component commands, and other units on Scott Air Force Base participated in a joint service training event focused on sharpening combat skills.

USTRANSCOM's Army Element, specifically Sgt. 1st Class Cody Caporaso, led the training event. Areas of focus were: Performing first aid to restore breathing; treating a suspected fracture; evaluating and transporting a casualty; reacting to indirect fire and unexploded ordnance; searching a detainee; performing voice communications; and weapons familiarization.



Clockwise from upper left; above - Sgt. Victor Shepard, USA, performs first aid to restore breathing; Sgt. Joel Gonzalez, USMC, searches Petty Officer 1st Class Robert Shaddock, USN; left - participants are briefed prior to the start of the training event; center left - Sgt. Benjamin Perrine, USA, simulates treating a fracture on Tech. Sgt. Gerson Amaya, USAF.

Photos by  
Master Sgt. Jason  
Galaway, USMC,  
TCPA

# History of USTRANSCOM

## First deputy commander: Navy Vice Adm. Albert Herberger

By Peg Nigra, TCRC

According to Air Force Gen. Duane H. Cassidy, USTRANSCOM's first commander-in-chief, selecting his deputy took a little time. After turning down a few applicants, he said, "When I said yes to Al Herberger being the deputy commander, it was the most brilliant day of my life, I want to tell you that."

Navy Vice Adm. Albert Herberger was indeed a catch. A 1955 graduate of the U.S. Merchant Marine Academy, Kings Point, New York, Herberger had extensive experience in personnel, training and logistics. Reporting for duty in September 1987, he brought the key skills the command needed to fulfill its mission as the Department of Defense's single manager of transportation.

When asked if he came with an agenda, he answered, "Yes, my agenda was to make it work." The first thing he worked on was the concept of operations for the fledgling unified command. By the time he arrived at USTRANSCOM, much of the groundwork had already been done by Air Force Maj. Gen. John E. Griffith, the command's director of Operations and Logistics.

Griffith's team had traveled around the world asking the warfighting commanders what USTRANSCOM should do. Those answers built the foundation for the CONOPS and planted the seed for the Global Transportation Network, a system that would provide detailed and timely in-transit visibility of cargo and passengers.

According to Dr. James K. Matthews, the command's first historian, the team "visited every [government]



Vice Adm. Albert Herberger

agency, every department that had transportation and/or deployment in their mission statement." Herberger told Matthews that the best thing that came out of that effort was contacting the intelligence agencies. "The command needed to know what was moving on the oceans." Herberger's conversation with the head of the Defense Intelligence Agency about transportation intelligence sparked a relationship with the intelligence community that continues today. He also used his connections with labor and sealift industry organizations--the Seafarers International Union, the Navy League and the Propeller Club--to build relationships with USTRANSCOM.

One of Herberger's last assignments before coming to USTRANSCOM was as director of the Military Personnel Policy Division in the Office

of the Chief of Naval Operations. Dr. Matthews credited Adm. Herberger with breaking "the logjam in the Navy personnel system that was keeping USTRANSCOM from filling its Navy billets, ...setting the precedent for bringing quality sailors into the command."

Herberger is also credited with formalizing USTRANSCOM's ties to the Department of Transportation. Through Herberger's efforts, Secretary of Transportation Samuel Skinner and Federal Highway Administrator Robert Farris traveled to Scott Air Force Base for a command orientation. Skinner acknowledged that USTRANSCOM had convinced him that national defense needed a healthy U.S. maritime industry.

Herberger retired from USTRANSCOM and the Navy in early 1990. Three years later, he was appointed the Maritime Administrator. During his four-year tenure with the Maritime Administration, Herberger worked closely with USTRANSCOM to revitalize the Ready Reserve Force, and, in coordination with USTRANSCOM, drafted the Maritime Security Act, which President William J. Clinton signed into law in October 1996.

Herberger's most recent contribution to sealift was as an author. *Global Reach: Revolutionizing the Use of Commercial Vessels and Intermodal Systems for Military Sealift, 1990-2012*, written by Kenneth C. Gauden, Rolf Marshall, and Albert Herberger, "provides a unique look into the development and implementation of over a century of U.S. national defense policy." This book is available for check out from the Research Center.

## Joint Qualification System & Joint Duty Assignment List primer

By Kevin Brisley, TCJ1

Why have a JQS? - To create commissioned officers educated and experienced in joint matters and to develop joint military leaders. JQS expanded the 1986 Goldwater-Nichols Act to include both Standard Joint Duty Assignments and recognition of inherently joint experiences.

What you should know - The JQS provides Active and Reserve Component officers an opportunity to earn joint qualifications upon completion of the requisite joint professional military education and completion of a full tour of duty in a joint assignment (via either the standard path or the experience path). Completion of an S-JDA

remains the primary means for an officer to achieve joint experience and joint duty credit.

Joint matters is defined in law and based on joint doctrine. The definition encompasses both "what you do" and "who you do it with" and is the primary criteria for evaluating positions for inclusion on the Joint Duty Assignment List and qualifying joint experiences.

JDAL Validation: Sec 668, Title 10 directs the SecDef to limit joint duty assignments to those in which an officer gains significant experience in joint matters. Joint duty assignments are listed in the JDAL; gaining significant experience in joint matters is the essential criteria for JDAL inclusion,

exclusive of force management or assignment incentives. Every joint organization meets the JDAL Validation Board during the five-year cycle. Joint organizations must focus on shaping the work to ensure a position provides joint matters experience to the incumbent officer.

Common factors affecting JDAL and E-JDA approval: Officers in positions within joint organizations must be accomplishing joint matters duties, not primarily Service-specific work; the position/organization must work at the strategic level. Work must demonstrate how it shapes the national strategic direction to achieve unified action.

# Andrews' Raiders, or the Great Locomotive Chase

By Dr. Robert Sligh, TCRC

In 1830 a new technology arrived from Great Britain—the steam locomotive and railroads. The Baltimore & Ohio opened that year with a flurry of railroad companies following. Very quickly, railroads eclipsed canals for cheap bulk transportation. By 1850, there were 9,000 miles of railroad tracks.

Ten years later there were 30,000 miles of track in operation. As railroads expanded, the cost of moving farm goods dropped 95% from 1815 to 1860. However, railroad mileage was not distributed evenly. The Southern States had only 9,000 miles or 30% of the total.

Despite this disparity, the Confederacy was quick to use railroads to its advantage. During the battle of First Manassas (a.k.a., First Bull Run), the Confederates were able to move 10,000 men from the Shenandoah Valley to the battle, many of them marching straight into action. Their timely arrival gave the South its first major victory.

However, with few lines, different gauges and reduced ability to repair damage, railroads could be a vulnerability. That was true of Chattanooga, Tennessee. Two rail lines ran through it. The east-west Memphis & Charleston Railroad connected Richmond with Memphis and the Trans-Mississippi West. The north-south Western & Atlantic Railroad connected Tennessee to Atlanta. Capturing the city was a prime Union objective, though its topography made it a tough tactical

nut to crack.

James J. Andrews, a Union civilian scout and “part-time spy,” had a daring solution. In a coordinated attack, he would lead a group of volunteers deep into Confederate territory, seize a train, and destroy as much railroad equipment as possible on his way north. At the same time, Union forces would move down the Memphis line.



Andrews' Raiders monument

With no way to reinforce the city from Atlanta, Confederate forces would either have to withdraw or surrender. Andrews' plan was approved and on April 10 he, another civilian and 22 volunteers from the 2nd, 21st and 33rd Ohio Infantry regiments—all in civilian clothing—set out in small groups. All but two made it to the rendezvous point at Marietta, Georgia.

On April 12, 1862, the group seized a train, the General, at Big Shanty (now Kennesaw), Georgia and began what became known as “The Great Locomotive Chase.” The General's conductor and a few soldiers pursued on foot, by handcar and then by a

series of trains.

The Union attack on Chattanooga forced the Confederates to quickly send valuable supplies and rolling stock out of the city. Andrews and company were able to convince southbound train crews that as a special train, they had priority. Repeatedly, southbound trains were sidetracked, allowing Andrews' Raiders to continue. They cut telegraph lines and tore up track where possible. The pursuers were closing and lack of adequate tools prevented the raiders from doing enough damage. After 92 miles, the General ran out of fuel. The raiders had to abandon the General 18 miles short of Chattanooga. Andrews' Raiders scattered but were all caught within two weeks.

The military raiders were tried and convicted of “acts of unlawful belligerency” while Andrews and his fellow civilian were charged as “unlawful combatants and spies.” Andrews and seven others were tried and hanged. Fearing they, too, would hang, eight raiders were able to escape. Two of them floated down the Chattahoochee River to the Gulf of Mexico, where the Union blockage ship USS Somerset rescued them. The six raiders still in custody were eventually exchanged for Confederate prisoners.

Although their exploits were only partially successful, Andrews' raid captivated the Union. Nineteen of the raiders received the newly instituted Medal of Honor. James J. Andrews, however, as a civilian, was not one of them.

## AQ leader addresses USTRANSCOM

By Lisa M. Caldwell, TCPA

Gail M. Jorgenson, Senior Executive Service, director, U.S. Transportation Command Acquisition Directorate, spoke to members of USTRANSCOM and its component commands March 24 in the Seay Auditorium about her career and the evolution of gender equality.

Air Force Gen. Darren W. McDew, commander, USTRANSCOM, hosted the event to celebrate the women of USTRANSCOM in honor of Women's History Month and as an initiative commemorating the command's 30th anniversary in October 2017.

Jorgenson is responsible for all matters related to the program management and acquisition of common-user transportation services, transportation-related services and

information technology support for USTRANSCOM's global transportation mission and the distribution process mission. She provides acquisition support for more than \$7.3 billion in transportation services.

Jorgenson said she originally went to school to be a business educator. Then, she was hired for a temporary government position which turned into a permanent one.

“You are looking at the most unlikely SES in the world,” she said, “and the reason it happened is because other people saw something in me that I didn't see in myself, and I



Gail M. Jorgenson

took a minute to listen.”

“Find somebody that inspires you and criticizes you kindly,” she added, “because that person needs to be a good mirror to you.”

Jorgenson discussed several women in senior leadership positions who made a difference in USTRANSCOM's 30-year history and who all felt the mission was bigger than the leader.

“Our trailblazers are not in our past, they're in our future, men and women alike,” she said. “You have a commander who wants you to take risks, he wants you to be scary, he wants you to challenge yourselves and he wants you to be innovative -- take advantage of that.”

“Ms Jorgenson's career is remarkable, reflecting integrity and dedication to service,” said Air Force Master Sgt. Tarha A. Mazyck, superintendent, Commander's Action Group. “As a military acquisition professional, her words encouraged me to continue to

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# Parting shots

## Calling all enlisted

Right - Chief Master Sgt. Matthew M. Caruso, USTRANSCOM senior enlisted leader, addresses audience members during an all enlisted call March 1. Caruso addressed enlisted development, fitness, areas of improvement and responsibilities of the enlisted force. He also provided the force with his Top 12 list which details his leadership philosophy. Bottom right - Command First Sergeant Senior Master Sgt. Kathleen A. May also addressed the enlisted members.

Photos by Master Sgt. Jason Galaway, USTRANSCOM/PA



### Arrivals:

Maj. Gen. John Flournoy, TCCS  
Staff Sgt. Tavares Battle, JECC  
Sgt. Faison Gaines, JECC  
Sgt. Isarel Martyrivera, JECC  
Petty Officer 1st Class Jarod Schenck, TCJ3  
Petty Officer 1st Class Justinpaul Joco, TCSG  
Sgt. Kevin Ovalle, JECC  
Sgt. Brannon Allen, JECC  
Cpl. Daniel Hafer, JECC  
Tech. Sgt. Jasmine Howell, JECC  
Senior Master Sgt. Bobbi Lydon, TCJ2  
Petty Officer 1st Class William Cronin, TCJ1  
Chief Petty Officer Ashlee Shaw, TCJ1  
Seaman Andrew Greable, TCJ2  
Petty Officer 1st Class Ryan Domene, TCJ3  
Petty Officer 2nd Class Austin Soller, JCSE  
Staff Sgt. Jeffrey Maurer, JECC

### Departures:

Staff Sgt. Austin Schmidt, TCJ2  
Lt. Timothy Summers, TCJ2  
Cmdr. Brian Becker, JCSE  
Chief Petty Officer Jonathan Townsend, JCSE  
Petty Officer 2nd Class Theodore Hauser, TCSG  
Staff Sgt. Justin Pave, JECC  
Sgt. 1st Class Erick Boone, JECC  
Staff Sgt. Jason Slajchert, JECC  
Senior Airman Rotario Jackson, TCJ2  
Lt. Col. Douglas Palagi, TCJ3  
Petty Officer 2nd Class William Smith, TCSG  
Senior Master Sgt. Ricardo Ortega, TCJ1  
Chief Warrant Officer 4 John Hughes, JECC  
Staff Sgt. Nathan Jajo, JECC  
Staff Sgt. Michael Fann, JECC  
Bernie Wood, TCCC-X



### AQ from page 7

work hard in an industry that discourages bias and promotes its personnel based on merit."

Jorgenson earned a bachelor's degree in business education and master's degrees in procurement and acquisition management, and national resource strategy. She has acquisition experience with the Department of Agriculture, Coast Guard, Defense Mapping Agency and Air Mobility Command. She joined USTRANSCOM in 1993 as acquisition manager, and was appointed to the Senior Executive Service in January 2010.

## 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 publications.