

October 2016



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Scott AFB, Illinois  
Vol. 16, No. 10

## Commander's anniversary message

USTRANSCOM Team,

On Oct. 1, 1987, U.S. Transportation Command, "a command born out of need," was activated. Gen. Duane Cassidy, our first commander, described and understood that need better than anyone. Our nation needed a unified combatant command to move America's fighting force across the globe via air, land, and sea. And so, with both optimism and a healthy skepticism, the newly formed command set out to deliver this Nation's objectives.

From the deserts of Southwest Asia, to the frozen ports of Antarctica, and the jungles of West Africa, the men and women of USTRANSCOM have provided for our Nation's warfighter for almost three decades. Regardless of the task, the timeline, or the location, this Command has ALWAYS been there - 365 and 24/7. Sustaining such a crucial capability for our Nation in the complex and uncertain world of today, tomorrow, and

beyond requires the Command to evolve and innovate. By doing so, we will leave USTRANSCOM's next generation in good hands, just as General Cassidy and our predecessors did for us.

In addition to celebrating our 29th birthday, on Oct. 1, we will begin a year-long celebration to commemorate 30 years of excellence. This celebration, known as "30-4-30", involves visits to USTRANSCOM by 30 current or former 4-star or equivalent senior military leaders. More details on this exciting program will be announced soon.

No matter the task, no matter the difficulty - you have always accomplished the mission without fanfare, and I trust the men and women of USTRANSCOM to continue doing that for generations to come.

Happy Birthday USTRANSCOM!  
*DMc*  
*General Darren McDew*  
*Commander, USTRANSCOM*

## New Command Strategy is here

U.S. Transportation Command's new command strategy is now available. This document is designed to provide guidance to the command as it faces an increasingly challenging future.

"In the coming years, we should expect conflicts to cross regional boundaries and potential adversaries to field numerically superior forces with near

technological parity," Gen. Darren W. McDew, commander, USTRANSCOM, said in the strategy. "I am focused on evolving the command in a way that ensures we are able to answer the nation's call today while simultaneously preparing for the future."

See Strategy on back page

## TRANSCOM hosts Foreign Attaché Operations Orientation Program



A group of 36 foreign defense attaches' visited USTRANSCOM Sept. 14, escorted by members of the Defense Intelligence Agency and hosted here by RADM Jackson, J5/J4 director. The DOD designs the Foreign Attaché Operations Orientation Program

to provide foreign defense attaches' with a greater understanding of how the U.S. armed forces operate from the strategic and tactical spectrum of operations and interacts with other federal agencies. *Photo by Bob Fehringer, TCPA*



Left - Gen. Darren W. McDew, commander, US-TRANSCOM, helps Lt. Col. Foster Ferguson with his new insignia, Sept. 8 during his promotion ceremony, as Ferguson's son, Jackson, daughter, Brook and wife, Patti watch. Above - Gen. McDew readministeres the oath of office to Lt. Col. Ferguson. Photo by Stephanie Pasch, TCCS-CM

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

By Chaplain Lt. Col. Leslie Forbes-Mariani

We were discussing the shooting, looking at the mess created, noting one of the bullets went through a Christmas angel and another one went into a baby Jesus Christmas lawn ornament. What an amazing thing, my husband has a guardian angel and baby Jesus took a bullet for him.

My niece and I moved us out of the temporary quarters and into the house on the Tuesday following the Saturday shooting. The first night in the home my youngest son did not want to stay and we had the police come and talk to the boys and tell them they were going to be safe.

We prayed and asked God to keep us safe.

We did not have our regular bedding out, as we could not find it yet. So beds were not made, but that did not stop my youngest from sleeping.

Each night for the next 25 nights I would post an update for my husband. Around the world saints were lifting up my husband before the throne room of God, singing over him the song "Good, Good Father" as a prayer.

Folks I did not know around the

world were praying for the recovery of my husband.

Soon my father-in-law arrived; we had all my husband's immediate family here to lean on each other during this time.

The hospital would not give me information as to his condition unless I was in-person. I only got to see him and get information on him in the afternoon after picking up the kids from school.

I was trying to get the house ready for his return and could not be at the hospital during the morning because it was a 45-minute drive one way. It was a very hard time.

Over the next few days the roller-coaster ride of emotion, setting up the house, keeping a routine for the boys and checking on my husband kept us very busy. His condition was up and down and he required a second surgery the day before Thanksgiving, and two days before our 17th wedding anniversary.

He came through the first surgery singing at the top of his lungs "Oh for a thousand tongues to sing God's praise." He made it through he was so blessed. We spent Thanksgiving and our anniversary in the ICU.

Again the II Corinthians 4 passage came to me "we are pressed hard from all sides, knocked down but not destroyed." This word of hope was very much a part of the healing for us now. He would help us through, heal my husband and give us hope. Our niece said he should call his next ministry "Twice Saved."



Chaplain Lt. Col. Leslie Forbes-Mariani

## TRANSPORTER



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

# Transparency, Collaboration make Fusion Center reorganization easy

By Change Management

One year ago, when TCJ3 launched the Fusion Center reorganization, the team knew it was facing a challenge, especially when the time came to relocate personnel.

The directorate decided to reorganize the Fusion Center for the first time since its inception in 2010 in order to optimize collaboration and processes within divisions and branches, make room for future growth, and ensure the directorate is prepared for changes in its operating environment. The seating realignment was designed to support the reorganization. It supports better workflow for programs such as AT21, IMMO and the Operational Blueprint, as well as the Future Ops Division, and allows the Sustainment Division and the Joint Cyber Center to expand to meet their growing requirements.

One of the biggest moves occurred within the East and West Ops divisions. Until now, these divisions sat separated on different sides of the Fusion Center. The Fusion Center reorganization combined the two divisions. After the relocation, all personnel focused on current operations and future operations will sit together.

"The effort to reposition about 140 people in the Fusion Center is designed to facilitate the flow of information among the entire team," said Col. Tyler Prevett. "Our organizational structure and operational processes are maturing to match a more globally synchronized planning construct."

In order to make the realignment as smooth as possible, Maj. Brad Bowyer, chief, current operations branch, began mapping the Fusion Center and capturing everyone's workstation requirements in July. He connected with division chiefs to discuss the optimal location for their team and met with the entire workforce to ensure the new workspaces had the same capabilities as the old ones.

Maj. Gen. Giovanni K. Tuck, director, operations and plans, launched the relocation Sept. 12, but Bowyer had already been communicating with the team to build a relocation schedule based on priority, demand and availability. The schedule was displayed on the DDOC screen and posted to IntelShare site along with a how-to guide. Bowyer also sent personal calendar invites including the time, date and new location to each individual.

"We tried to make the relocation as transparent as possible," said Bowyer. "I walked around and talked to people on a daily basis to help them prepare for the transition and answer any



Top photo: John Samson and Maj. Brad Bowyer review the new seating chart and discuss the day's movements. Bottom photo: Petty Officer 2nd Class Marty Williams rewires a new workstation. Photos by Stephanie Pasch, TCCS-CM



questions."

The intent, Tuck said, was to make the transition easy and prevent any inconvenience.

By talking with everyone before the relocation, Bowyer was able to minimize unnecessary movement of computers and communications equipment. Still, representatives from TCJ6 were on hand at all times to support the smooth transfer of machines when needed; reduce the risk of damage or loss of equipment; and mitigate connection issues.

The 375th Air Mobility Wing also sent a team over to help transfer VOIP and VOSIP phone numbers. Functional Area Communications and Computer Systems Managers were there as well to make sure all necessary capabilities had been moved to new

workspaces.

"The realignment had a lot of moving pieces, thus our FACCSMs rarely had the time to troubleshoot those issues," said Bowyer. "The J6-O leadership team ensured we had a point of contact that understood the significance of the move and type of assistance we needed. Just having a dedicated POC charged by leadership to assist when able helped us navigate various complex issues."

"It's a colossal effort to relocate so many people without disrupting operations," said Prevett. "We simply couldn't do it without a positive attitude among everyone involved and fantastic support from the J6 and the 375th Communications Squadron."

# J1 JOURNAL

## Human Capital and Development team provides roadmap for commander's vision

By David Breeden, TCJ1

In February 2016, Gen. Darren W. McDew, commander, U.S. Transportation Command, challenged us all to "Lead the way in expanding our foundational expertise, and identifying and removing cultural, procedural, and policy barriers so we continue to recruit, develop, and retain the best talent America has to offer." This bold vision requires all USTRANSCOM teammates to be just as bold in challenging normal assumptions.

Employees often place learning, development and promotion opportunities as the highest priorities when considering a job or career. Recruitment efforts must highlight these opportunities to attract new employees. Current supervisors must encourage ongoing career development opportunities in order to retain and promote the best and brightest, while avoiding pitfalls such as the Peter Principle. That principle refers to employees who are promoted for being competent in their current jobs only to become incompetent in the new position due to the lack of ongoing employee development and preparation.

Many supervisors believe that by ensuring their employee is technically trained, their employee development job is done. Successfully recruiting, developing and retaining employees takes much more. While technical competence is a cornerstone to employee development, it is just the beginning of a career-long journey. Employee development isn't fulfilled by a formal course alone. On-the-job training, job rotation, mentoring and simple discussions of organizational and individual goals are just as important.

USTRANSCOM's Human Capital and Development (HCD) team



Chris Gouveia from TCJ1's Human Capital Development office reviews US-TRANSCOM's Leadership Development Competency Model from the new US-TRANSCOM Instruction 36-13 with Sgt. Joel Gonzalez and Cathy Stubbs. Photo by Bob Fehringer, T CPA

in TCJ1-C can help you navigate the ever-changing landscape of employee development. This team of education and training analysts work daily with appointed directorate training coordinators and supervisors. J1-C is taking steps to provide DTCs, supervisors and employees a roadmap to fulfill Gen. McDew's vision by providing continuous employee developmental opportunities to mirror the USTRANSCOM Leadership Development Competency Model.

USTRANSCOM Instruction 36-13, Human Capital Development, was recently revised to include creating command-wide Individual Development Plans for all assigned military and civilian personnel. These IDPs help inform and address develop-

mental needs and goals, including a formal annual process for determining course and training requirements for inclusion in TRANSCOMs annual training and development program. IDP documents may be filed in an employee work folder or personnel information file. Development needs requiring formal courses are collected from directorates during the annual data call.

Supervisors are the key to successful employee development. However, it will take a team effort by employees, support and supervisory personnel to meet the challenges and champion an innovative, diverse, and agile workforce of the future.



## Construction corner

Facilities work is in the last phase of the HVAC contract in Building 1961 and will end in October.



Additionally, elevator replacement in Building 1900 East has begun with the number two unit, near the coffee shop.

Both elevators will eventually be replaced.

## TCJ1 Customers, we heard you

As we endeavor to improve TCJ1 services and support for Team TRANSCOM, we will implement standardized customer service hours beginning Oct. 1 - Monday-Friday, 0730-1100 and 1300-1630.

During the established hours, our customer service sections will be optimally manned to resolve customer issues quickly and efficiently.

Our commitment is to deliver exceptional programs and support to Team TRANSCOM. Please let us know if there is anything else we can do to live up to our high standards.

# Customs brokerage documentation adds new capability to DTS

By Stephanie Pasch, TCCS-CM

When representatives from India's Boeing C-17 Globemaster III Aircraft sustainment and modification program called U.S. Transportation Command's Enterprise Readiness Center for assistance shipping parts to the United States for repair, it became evident the Defense Transportation System was struggling to provide seamless support for foreign partners under the Foreign Military Sales Return and Repair program.

In this case, the Indian Air Force was attempting to utilize the DTS to ship small amounts of material to the U.S. for repair under USTRANSCOM's commercial air Total Delivery Services program. However, during collaboration between the ERC and the Air Force Life Cycle Management Center, challenges were identified that were preventing the DTS from providing timely support to the IAF -- specifically, the inability to execute customs brokerage documentation.

"USTRANSCOM's ability to support FMS repair and return material, to include supporting customs services on behalf of our partner nations, has been a service that has never been attempted under the DTS," said Bill Lindquist, a procurement analyst for the ERC. "If we can't provide repair and return, this inhibits USTRANSCOM's ability to offer reliable support for international FMS customers, which can ultimately have second and third order effects on U.S. and foreign partner's Security Cooperation mission."

After identifying a deficiency in the customs brokerage documentation service, the ERC set out to rectify the problem by assembling a cross-functional team, created with members from the AFLCMC C-17 Program Office, USTRANSCOM Acquisition Commercial International Branch, Air Mobility Command Commercial Air Services Branch, USTRANSCOM Logistics Transportation Policy Branch and Defense Logistics Agency (Distribution/Transportation Office).

This cross-functional team, led by the ERC, spent three months developing requirements and modifying contracting language to issue a formal request for information to the commercial air carriers under the TDS contract, which incorporates customs brokerage services in support of India's repair and return program.

Following negotiation of rates and terms with the carriers, a proof of principle was conducted in December 2015 to test the process. DLA acted as



Enterprise Readiness Center (ERC) staff Garth Sanginiti, Army Lt. Col. Chad Blacketter and Bill Lindquist discuss foreign military sales capabilities, Aug. 31, during an impromptu meeting. The ERC serves as the strategic integrator in coordinating transportation and readiness issues through collaborative efforts with component commands, customers and commercial partners. Photo by Bob Fehringer, TCPA

the booker and shipper on behalf of the IAF, and worked closely with the selected carrier for movement of the first non-hazardous shipment weighing less than 300 pounds. DLA also coordinated with AFLCMC and Boeing's C-17 contract support in India to book requirements, generate shipping labels and track each shipment, all of which are new roles DLA provided for this case.

As a result of the above efforts, shipping documentation was visible within the DTS, which significantly reduced cargo delays and led to greater efficiency throughout the transportation process. Since December 2015, 70 items have moved under this new process in support of the IAF's C-17 repairable program. Based on the success of this proof of principle initiative, TDS now provides duty-free cargo clearance with India's customs officials and USTRANSCOM is better postured to expand its transportation services to other nations.

"This was a significant event, as USTRANSCOM was attempting to fill a major void in its capability in offering complete end-to-end logistics support to the FMS community," said Lindquist.

Adding customs brokerage documentation service as a DTS capability helps address both DOD's enterprise readiness concerns and USTRANSCOM's ability to maintain readiness during a time of decreased activity and presence across the Global Distribution Network. Shipping cargo via the DTS assists in maintaining

active air channels, training for pilots and mariners, and keeping industry partnerships viable. It also makes repair and return through the DTS less cumbersome for foreign partners desiring to use the DTS.

"In this case, we were able to improve upon a DTS capability to better support our FMS customers," said Kay Clodfelter, logistics management specialist in the ERC. "Through greater collaboration with AFLCMC, TCAQ, AMC, TCJ4-Policy and DLA, we were able to leverage additional expertise to better shape discussions with our air carriers, ultimately incorporating expanded customs documentation service under the TDS contract."

As demonstrated above, USTRANSCOM continues to foster strong relationships with commercial industry, the command's "fourth component," by providing critical commercial resources to meet worldwide DOD mission requirements.

"Collaborative efforts of this nature strengthen USTRANSCOM's partnership with industry by identifying existing service gaps and opening the dialogue on how to expand the DTS portfolio of commercially available capabilities to close these gaps," Clodfelter added.

Building on this effort's preliminary success, the ERC is assessing potential opportunities to expand this capability to foreign partners in Europe and include customs under other DTS commercial contracts (air and surface) to support the movement of larger commodities.



## TRANSCOM history - The Transportation Plaza, part one

By Peg Nigra, TCRC

The items in the plaza not only represent air, land, and sea transportation, they represent the partnership with our component commands and the military services. The artifacts in this article were the original items selected for the plaza.

**C-130J Propeller:** The propeller represents USTRANSCOM's partnership with its Air Force component command, Air Mobility Command; the importance of intra-theater airlift to the warfighter; and the contributions that the C-130 has made to airlift history. The J model has greater range, increased cruising speed, and a decrease in time-to-climb compared to earlier models. One of the keys to the C-130J's improved performance is the Dowty Aerospace-designed and -built propellers that are lighter, quieter, and have fewer moving parts than previous C-130 propeller configurations.

**KC-135 Boom:** When installed in 2000, this display was the only known outside display of a KC-135 boom. Weighing 1,200 pounds and extending to a length of 47 feet, the boom represents the inflight refueling capability of AMC. Aerial refueling is a key component in our nation's defense, enabling the Air Force to project pow-

er over long distances. The 126th Air Refueling Wing, Illinois Air National Guard, Scott Air Force Base, restored this boom for USTRANSCOM.

**C-17 Winglet:** The C-17 winglet represents air mobility and the future of airlift well into the 21st century. The winglet is a near vertical aerodynamic surface located on each of the C-17s wing tips. A key aircraft structural component, its geometry optimizes cruise aerodynamic performance. The Air Force provided the winglet and The Boeing Company restored it for the command.

**Rail Display:** The railroad display represents land transportation and USTRANSCOM's partnerships with its Army component, Military Surface Deployment and Distribution Command, and the U.S. commercial railroad industry.

It is composed of four artifacts: a railroad crossing signal, called "cross bucks," donated to the command by the John F. Kennedy Space Center in Florida; a freight car truck bolster, known as "trucks;" a rail switch; and a section of rail and ties. The command has the trucks, rail switch, and a section of rail and ties on long-term loan from the CSX rail yard, Evansville, Indiana.

**M52A2 Truck Chassis:** Restored

half as military and half as commercial, the M52A2 truck chassis represents the military and commercial partnership in the highway mode of land transportation and the final in-theater land leg of the Defense Transportation System. The Armed Forces Museum in Alton, Illinois, restored the chassis for USTRANSCOM. The signpost indicates the distance and direction from Scott Air Force Base to various aerial and sea ports.

**Victory Ship Screw:** The 33,000 pound Victory ship propeller, or screw, represents sealift and USTRANSCOM's partnerships with its Navy component, Military Sealift Command, the Maritime Administration, the U.S. maritime industry, and the U.S. Merchant Marine.

During World War II, the U.S. built over 500 Victory ships to carry cargo to the European and Pacific theaters. Crewed by the U.S. Merchant Marine, these ships carried a naval armed guard unit to man the guns, usually eight 20mm, one three-inch, and one five-inch. Victory ships were named after member countries in the United Nations, U.S. cities, and U.S. universities.

Read about the 2010 additions to the plaza in the next Transporter.

## Birth of a Department

By Dr. Robert Sligh, TCRC

This month marks the 50th anniversary of the creation of one of our enterprise partners: the Department of Transportation.

In the summer of 1966, Congress agreed with President Lyndon B. Johnson that transportation should be elevated to a cabinet-level position. At the time, the Department of Commerce was in charge of some transportation issues.

It started with a June 1965 letter from a frustrated Federal Aviation Administration administrator Najeeb Halaby to the White House proposing a Department of Transportation. About to leave his post as the head of the independent FAA, he noted that

while the undersecretary for transportation controlled the Bureau of Public Roads, the Maritime Administration (MARAD), the Office of Emergency Transportation, the Weather Bureau, and the Coast and Geodetic Survey, he did not have critically important transportation responsibilities both in the promotion and safety regulations areas...independent of the Commerce Department. These included Halaby's FAA, the Coast Guard, functions within the Customs Bureau, or the railroad safety activities of the Interstate Commerce Commission.

Why not just move those functions to Commerce and tack on "Transportation" to the department's name? Halaby was against the idea. He did not think it politically feasible and, under the Eisenhower administration, aviation had not been handled well,

resulting in the creation of the FAA in 1958. Halaby believed that a "transportation agency must evenhandedly meet both civil and military needs."

See Birth on next page



President Lyndon B. Johnson during his January 1966 State of the Union address. Library of Congress photo archive photo.

# Teammate Spotlight: Joint Secretariat

By Lisa M. Caldwell, TCPA

With more than 140 years of combined government experience, the U. S. Transportation Command Joint Secretariat team includes Kelly Akerboom, Vickie Voegelé, Navy Petty Officer 1st Class Ameyer Adams, Marine Sgt. Ryheme Stephens, Aracely Walker who assists the Foreign Policy Advisor office, Susannah Lutchman-Hertel, and Pete Wiederholt, chief, Joint Secretariat.

According to Wiederholt, the JS team provides executive-level administrative support for the commander, deputy commander, chief of staff and the Command Support Group offices.

A key JS responsibility is managing the Command Section's incoming and outgoing correspondence, including any staff packages requiring coordination, approval or signature. Between electronic and hard-copy paperwork, Wiederholt said they handle hundreds of documents monthly.

To help ensure successful staff work, the JS maintains a comprehensive Action Officer Toolkit, offers hands-on toolkit and Task Management Tool training during the Action Officer Orientation Course, and facilitates USTRANSCOM executive officer meetings.

"Our goal is the smooth, timely flow of quality correspondence to meet required suspense dates," said Wiederholt. "Time is extremely valuable, especially for our senior leaders, and we want to make it easy for them to efficiently process all the information they receive."

Overseeing the wealth of communications is a central JS role.

"As USTRANSCOM's official entry



**The Joint Secretariat - Front row, left to right, Kelly Akerboom, Vickie Voegelé, Susannah Lutchman-Hertel and Aracely Walker. Back row, left to right, Petty Officer 1st Class Ameyer Adams, Pete Wiederholt and Sgt. Ryheme Stephens. Photo by Bob Fehring, TCPA**

point for all external assignments and manager of the Command Section's tasks, we issue and monitor 100-plus suspenses each week, publish business rules, advise customers on TMT, and generate a weekly tracking report," said Wiederholt.

Wiederholt said the JS sustains more than 20 additional CS/CSG programs, such as liaisons for budget, safety, facility utilization, security, training, sponsorship, manpower and personnel.

They also serve as functional area manager for records and communications/computer systems, Microsoft SharePoint site owner, government-

purchase card holder/approver, equipment custodian, organizational defense travel agency coordinator, official mail manager and Congressional Contract Award Notification Program manager.

Administering all these activities requires an extended duty day, which the JS team covers in shifts.

"Customer service is our priority, and we strive to be available whenever needed," said Wiederholt. "We have someone here from 5 a.m. until 7 p.m. each duty day, and I'm truly blessed to work with an incredibly talented, diverse group of professionals."

## Birth, from page 6

Halaby's letter caused a stir within the White House mainly because he had long fought for an independent FAA. President Johnson was looking for a bold and imaginative transportation program for 1966 and Halaby had just handed it to him. The LBJ administration had a task force study the proposal and in October 1965 recommended establishing a Department of Transportation.

In December, Secretary of Commerce John Connor mostly agreed with Halaby's proposal. He supported the creation a new department, though he expressed no opinion about including the Coast Guard or including Commerce's "Environmental Science Services Administration."

President Johnson announced his

intention to create the new department during his January 1966 State of the Union address. From there, LBJ, former House member and Senate Majority Leader, worked his legislative magic. He couched the message to Congress in terms of transportation safety and that "America...[lacked] a coordinated transportation system that [permitted] travelers and goods to move conveniently and efficiently from one means of transportation to another, using the best characteristics of each."

"After much compromise," Congress passed the act on Aug. 15, 1966, with the department coming into existence two months later. Only the Office of the Secretary of Transportation was new. All other parts of the new department already existed. Along with the FAA, the new DOT

consisted of the U.S. Coast Guard, the Federal Highway Administration, the Federal Railroad Administration, and the Saint Lawrence Seaway Development Corporation. MARAD was left out until it joined DOT in 1981.

The Hon. Anthony R. Foxx is the current and 17th Secretary of Transportation.

**Najeeb Halaby,**  
*Library of Congress archive photo.*



# Recognitions



Maj. Gen. David G. Clarkson, USTRANSCOM chief of staff, presents Col. Ronald J. Dougherty, USTRANSCOM director J1, with his retirement certificate Sept. 29. Photo by Stephanie Paasch, TCCM

## Arrivals

Lt. Cmdr. Matthew Buyske, TCJ5  
Lt. Cmdr. Christopher Kading, TCJ3  
Petty Officer 2nd Class Sherene Gurrola, TCJ1  
Petty Officer 2nd Class Frederick Stubbs, TCJ3  
Lt. Cmdr. April Malveo, TCJ3  
Petty Officer 2nd Jeremy Smith, TCJ3  
Lt. Cmdr. Samuel Merritt, TCJ6  
Maj. Jerimiah J. Corbin, TCJ3  
Maj. David D. Walters, TCJ3  
Maj. Nichole L. Downs, T CPA  
Chief Warrant Officer 4 Johnathan M. Waddy, TCJ3  
Col. Tory L. Scott, TCJ3  
Staff Sgt. Anton Smith, TCJ3  
Sgt. 1st Class Sundi S. Curry, TCJ3

Staff Sgt. Roni Pechman, TCJ2  
Tech. Sgt. Erick Etrheim, TCJ2  
Staff Sgt. Jessica Diaz, TCJ2

## Departures

Col. Ronald J. Dougherty, TCJ1  
Petty Officer 1st Class Edward Lacy, JCSE  
Cmdr. Jamie Burts, TCJ6  
Petty Officer 1st Class Jason Stanley, TCJ2  
Lt. Col. Andrew Martin, TCJ6

## Promotions

Lt. Col. Foster Ferguson, TCCC  
Staff Sgt. Marquitta N. Lino, TCJ1

## Parting Shots



The new USTRANSCOM Foreign Policy Advisor (POLAD) Alan Misenheimer and his staff, left to right - Rachel E. Wolfe, deputy POLAD, Sandra S. Moody, Deputy POLAD, and far right - Aracely Walker, executive support assistant. Read about Misenheimer in the November Teammate Spotlight. Photo by Bob Fehringer, T CPA

## 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.*

## Strategy, from page 1

While the command strategy offers a plan for the future, McDew stressed every USTRANSCOM member must interpret the concepts and ideas within the strategy and apply them smartly to their own initiatives.

"Going forward, your charge is to take positive actions within the defined strategic framework to address our most pressing challenges," he said. "We must be ready to execute in contested environments, while advocating for tomorrow's capabilities; extend mission assurance through the cyber domain; evolve the command to ensure agility and responsiveness in the dynamic environment of tomorrow; and address the fundamental changes occurring in our nation's workforce."

View the entire strategy at:  
[http://www.ustrancom.mil/cmd/USTRANSCOM\\_Strategy\\_current.pdf](http://www.ustrancom.mil/cmd/USTRANSCOM_Strategy_current.pdf)

