

January 2017



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**Happy  
New Year!**

Scott AFB, Illinois  
Vol. 17, No. 1

## JTRU Navy element change of command

By Navy Lt. Steven J. Mirrer, TCPA

Sailors from the Navy element of the U.S. Transportation Command's Joint Transportation Reserve Unit piped aboard a new skipper Dec. 3, signifying the formal relief of Navy Capt. Curtis Renard, who retired after 30 years of service.

Air Force Brig. Gen. Thomas Kittler, JTRU commander, officiated the ceremony during which Navy Capt. John Mooney assumed command of the Navy element of the JTRU.

As commander of JTRU's Navy element, Mooney will lead a staff of 40 Navy Reservists and serve as a chief watch officer for USTRANSCOM's Deployment Distribution Operations Center. The JTRU is comprised of soldiers, sailors, airmen, Marines and Coast Guard reservists who augment USTRANSCOM to provide transportation, sustainment and distribution to our nation's warfighters across the globe every single day.

Addressing all hands in his new command for the first time, Mooney

affirmed the pride he takes in the USTRANSCOM mission and support provided by reservists.

"I am extremely happy to be here, I'm thrilled, I feel it's a true answer to prayer," Mooney said. "When you're in a Navy reserve unit, you want to be at a place with incredible purpose and a place with a mission that's going to impact the country, your service and your time away from home and is going to be worthwhile."

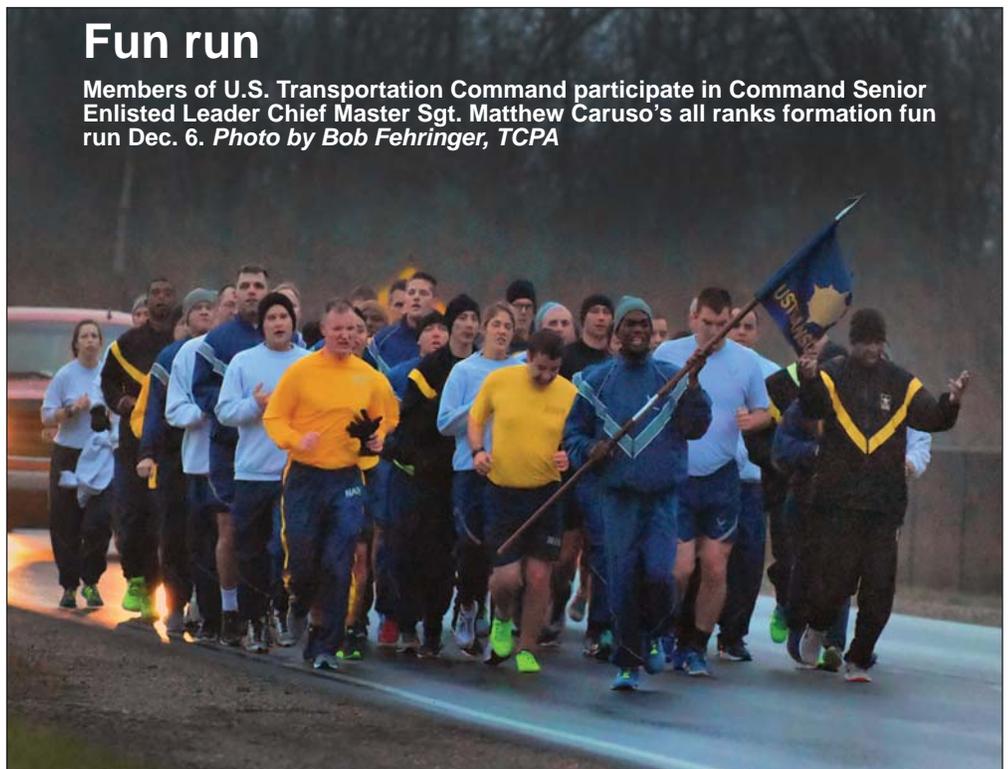
During the change of command ceremony, Kittler expressed his confidence in Mooney's ability to support JTRU's global mission, while also offering high praise for Renard.

"It's a bittersweet day for us as we wish Curt a fond farewell, and welcome aboard a new shipmate John Mooney," said Kittler, "Thank you both."



## Fun run

Members of U.S. Transportation Command participate in Command Senior Enlisted Leader Chief Master Sgt. Matthew Caruso's all ranks formation fun run Dec. 6. Photo by Bob Fehringer, TCPA





*Left - Gen. Paul J. Selva, Vice Chairman of the Joint Chiefs of Staff and former USTRANSCOM commander, presents the Meritorious Civilian Service award to Tom Shively, DLA liaison officer to USTRANSCOM, Dec. 9, during Shively's retirement ceremony. Right - Gen. Paul J. Selva and Tom Shively read Shively's retirement certificate. Photos by Maj. Nichole Downs, TCPA*



## What do we have in common with bowling pins?

By Chaplain Lt. Col. Leslie Forbes-Mariani

Some of you might think this is a Strick question, or we all get run over by heavy objects.

To my amazement the physics of bowling is more than a granny squat two-handed roll. When I went bowling as a kid I thought I was a success by just managing to get the ball down the alley without making a gutter ball.

As I improved I discovered the sweet spot and aimed for it. But my skill at the delivery and execution needed time and training to be reliable. The ball speed, weight and center of gravity with a spin can hit the pins at the specific spot (sweet spot) which will knock down all the pins (strike) which is the goal. It takes skill, practice and energy to regularly hit the sweet spot let alone knock down all the pins.

I was reading a devotional book in

which the author said that a bowling pin needs rest.

What? Rest, really?

Yes it needs rest from the game. Pins when they have served for six months are switched out with another set to rest. If the pins are not switched to rest then the bounce and spin of the pins become sluggish and dull and can break. The life of a pin is extended by six times when rested.

At the Stars and Strikes Bowling Alley on Scott Air Force Base, Davin McIntire manages the pins making sure they rest.

Valarie Roberts gave me a tour of the alley and sure enough the pins have a hole on the bottom to be set in a rack for a six-month rest. She said every two years they purchase two new sets and start the rotation over.

We, like pins, are hit from every angle by hard unyielding problems and sometimes we are hit by fellow pins who are suffering in their own

problems. Life can sometimes be hard, unyielding and difficult. 2 Corinthians 4:8-18. Like bowling pins we need rest. See **Pins** on next page



Chaplain Lt. Col. Leslie Forbes-Mariani

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An electronic version is available at:  
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# Teammate Spotlight: USTRANSCOM first sergeant

By Lisa M. Caldwell, T CPA

Senior Master Sgt. Kathleen A. May, a 21-year Air Force veteran, became U.S. Transportation Command's first sergeant in August 2016.

According to the command's organizational structure, the first sergeant is the single point of contact for enlisted matters, advising the USTRANSCOM commander, deputy commander, chief of staff and senior enlisted leader on matters of health, morale, welfare and use of enlisted personnel. May also evaluates the quality of enlisted leadership, management and supervisory training; acts as a liaison for USTRANSCOM's spouse community and family members; and supervises the Joint Service Color Guard.

Prior to becoming a first sergeant, May was an Aerospace Medical Services technician.

"I evaluated, diagnosed and treated active-duty members for illness and injury, prescribed medications, and conducted public health and bioenvironmental evaluations of workplaces, food establishments, and Morale, Welfare and Recreational activities," said May. "But, I wanted to serve people in more ways than just within the



Air Force Senior Master Sgt. Kathleen A. May, USTRANSCOM first sergeant, assists with a gift basket drawing at the command's Dec. 2 holiday call and social. Photo by Bob Fehringer, T CPA

medical community."

May became a first sergeant in October 2013 for the 366th Force Support Squadron at Mountain Home Air Force Base, Idaho.

"I'd always wanted to be a first sergeant, so once I'd been a master sergeant for nine months, I applied and

was selected prior to the career field being filled through the Developmental Special Duties program," said May. "I graduated from the First Sergeant Academy and put on my diamond December 13, 2013."

According to May, there are many rewards to her job but she especially appreciates interacting with people, and strives for an atmosphere of respect and dignity for command members and their families.

"Every person I've encountered during my career touched my life and helped me become the person I am today," she said. "I'm blessed for those relationships and want to help others achieve their dreams."

May said she looks forward to working with the command's senior enlisted leader and senior enlisted members on professional development opportunities and mentorship for enlisted personnel in all the Service components.

"I make it my goal each day to have a servant heart to both the members of USTRANSCOM and my fellow first sergeants across the base," said May. "Together, we can continue the legacy of compassion and assistance to all those assigned in our care."

## J1 Journal

### Military evaluations in a joint environment

By Lt. Col. Kimberly Boehm, TCJ1

When are EPRs due? Who signs the FitRep as the senior rater? Why does J1 need to review the report 15 days prior to close out? What is a static close out date? What form do I use for an NCOER? Why didn't anyone tell me my ratee was meeting a board and needed an OPR?

Supervisors of military personnel frequently ask these common questions and a litany of others when completing military evaluations. Each of these questions drive different responses, depending on the specific Service.

Your J1 readily acknowledges that navigating military evaluations in a joint environment can be challenging ... we are at the ready to guide supervisors through every step.

Following the dawn of the New Year, PCS season rapidly approaches, moving TRANSCOM into the peak evaluation season. Don't let this catch us by surprise.

Some supervisors are unaware per USTRANSCOM PD 36-24, Military Evaluations Program, a draft of all evaluations is due to TCJ1-P NLT 15 days prior to the end of the reporting



period. TCJ1-P will conduct an administrative review of the evaluation and return with suggested corrections.

Once the final report is complete, the final copy is due to TCJ1-P NLT 30 days after the end of the reporting period for Army and Air Force, 10 days for Navy, and 15 days for Marines. This timing ensures performance reports are completed and entered into members' records in a timely manner.

Championing an innovative, diverse, and agile workforce starts with supervisors having a conversation with the ratee at the beginning of and throughout the evaluation cycle, long before the draft is due to TCJ1-P.

Don't wait to have a discussion with your supervisor or rater... that evaluation due date isn't going to change and will be here before soon.

### Pins, from page 2

Try these ways to rest:

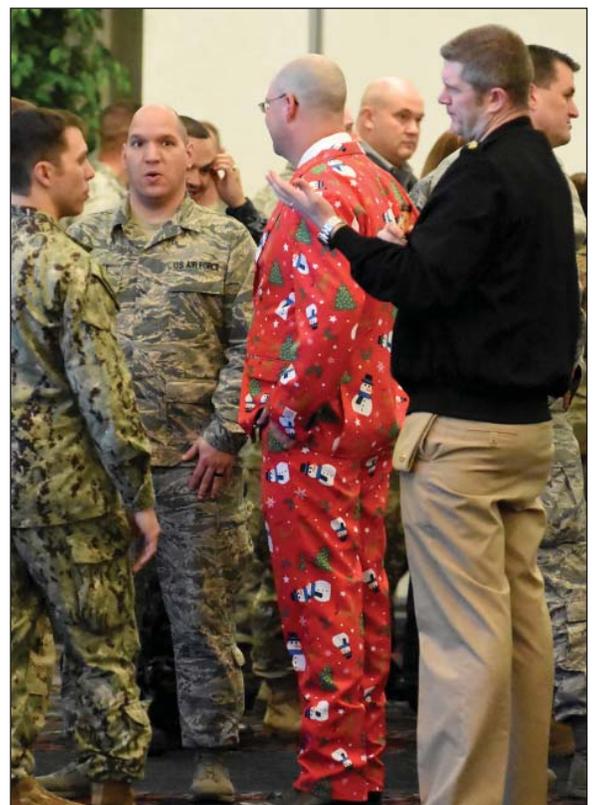
- \*Meditation and prayer, focus your thoughts on spiritual things
- \*The physical old-fashioned rest, kick your feet up and stop
- \*Get the needed hours of sleep, make it a priority.
- \*Take time off, get away, and plan rest.

We need to take the time to unplug. It is a biblical principal. God rested on the seventh day from all His work creating the universe, the eighth commandment tells us to rest, Jesus took time to rest. Farmers rest the fields by switching the crops or by letting it go fallow so crops will grow stronger the next year.

We need rest. In America today many adults are running on sleep deprivation. The experts tell us we should not look at our smart devices before bed because of the light which does not help us to fall asleep. Melatonin is regularly administered with all the other medicines which help us sleep. When we do not rest, we can break.

A new year has started. Make a plan in your regular schedule to have rest stops, relax and take time off from your work, schedule time out. Start a daily routine of respite for your health. Be like the bowling pin and sit the next one out.

# USTRANSCOM celebrates the holidays



Photos by Bob Fehringer, TCPA



# Children's holiday party

USTRANSCOM members and their children packed the Lincoln's Landing Community Center Dec. 3 for the USTRANSCOM Children's Holiday Party. The youngsters were treated to games, crafts and refreshments as they awaited the arrival of Santa, who gave all the children gifts. *Photos by Bob Fehringer, TCPA*



# History of USTRANSCOM - January to July 1987

By Peg Nigra, TCRC

From January to July 1987 the Unified transportation command (UTC) went from an idea to an organization with a new name, emblem and commander.

Looking back at his work shepherding the UTC from concept to reality, Air Force Gen. Alfred G. Hansen said, "I certainly was naïve in assuming that we could get the command up and running in to time at all....Now, with hindsight, we probably established the UTC in record time, about one year." And he was right. Nine months after Deputy Secretary of Defense William H. Taft IV directed Navy Adm. William J. Crowe, Chairman of the Joint Chiefs of Staff, to write an implementation plan and establish a UTC, the United States Transportation Command was up and running.

In his Dec. 31 memo, Taft named Air Force Gen. Duane H. Cassidy, commander-in-chief of Military Airlift Command (MAC), as the commander in chief for the new unified command. Several names for the new organization surfaced, including the U.S. National Transportation Command or USNATCOM. On Jan. 20 1987, Cassidy chose U.S. Transportation Command (USTRANSCOM).

Crowe instructed the team writing the implementation plan to address a "UTC mission and authority in peace and war." However, when the acting Chairman of the Joint Chiefs of Staff, Air Force Gen. Robert T. Herres, signed the plan in March, there was no mention of a wartime mission.

One of the team members writing the plan told the command's first historian, Dr. James K. Matthews, it

was a last-minute change during the final coordination at the Joint Chiefs of Staff level and the person responsible for that change "had been a rear admiral on the Chief of Naval Operations (CNO) staff named Butcher." Shortly before he retired in 1991, Navy Vice Admiral Paul D. Butcher, USTRANSCOM deputy commander February 1990 to March 1991, recognized the irony, but said he believed he had been acting in the best interests of the Navy as determined by Navy senior leaders, and that in hindsight it was "one of the dumbest things" he had ever done.



President Ronald Reagan talks with Adm. William J. Crowe, Chairman of the Joint Chiefs of Staff. *File photo*

On Apr. 10, Secretary of Defense Casper Weinberger approved the plan and eight days later President Ronald Reagan directed him to establish the United States Transportation Command. Herres named Cassidy the executive agent for USTRANSCOM on Apr. 27. Four days later, Cassidy announced the command's nucleus was in place at Scott Air Force Base, Illinois.

The implementation plan located

the new organization at Scott to take advantage of MAC's expertise in command and control and in a joint deployment airlift would be one of the "first responders."

Planners set up USTRANSCOM as a typical unified command with a commander in chief, deputy commander in chief, chief of staff, special staff (to include the Historian, Surgeon, and Public Affairs) and directorates for manpower and personnel, intelligence, operations and logistics, plans and resources, and command, control, communications and computer systems. Its commander received operational direction from the National Command Authorities through the Joint Chiefs of Staff.

Manning came from billets assigned to the Joint Deployment Agency, new billets, and dual-hat billets from MAC and the Air Force Communications Command, also located at Scott. The first 50 people assigned to USTRANSCOM, and not dual-hatted, were known as "plank owners," from the French tradition that members of the first crew to serve on a newly-commissioned ship become part owners of the ship. The plank owners received a USTRANSCOM badge with their corresponding assigned number on the back.

On June 22, President Reagan nominated Cassidy as the command's first commander in chief and on July 1 the Senate confirmed him and activated the command. In order to plan the activation ceremony and guarantee that senior leaders could attend, the command held its activation ceremony on Oct. 1, 1987. Since then, the command has used the October date as its birthday. See **History** on page 8

## Chinese New Year

By Dr. Robert Sligh, TCRC

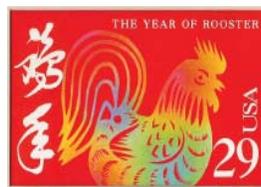
If you happen to be in St. Louis' Chinatown on Jan. 28 you might hear phrases like Jínián jíxiáng or Jínián dàjí—good luck in the Year of the Rooster. It's Chinese New Year! Time to celebrate. And the Chinese—along with many other Asian countries—really celebrate. For them, it's Thanksgiving, Christmas and New Year's all rolled into one. Hundreds of millions of people will travel home to visit relatives, eat traditional foods and shoot off fireworks to scare away evil spirits.

Unlike our New Year, the Chinese New Year doesn't fall on the same day each year. It moves. That's because the Chinese use a lunar-based calendar with dashes of the solar calendar thrown in. However, the date always

falls between Jan. 21 and Feb. 20.

Although there's no Black Friday in China and no rush for the latest gadget to give as a gift, they do give gifts to the young and the elderly as well as employees. However, the gift is cash in a red envelope. No exchanges, no returns necessary. One size fits all. Available at any 7-11 or other convenience store, billions of these brightly, and sometimes decorated, envelopes are exchanged.

Are you a monkey, a horse or a rat? These are just three of the animals of the Chinese zodiac and each comes in five flavors—wood, water, metal, fire and earth. Depending on which version you believe, either the Jade Em-



peror or the Buddha called a meeting of the animals. The first 12 to show up would win their own year, making a twelve year cycle. In order of arrival, they are: Rat, Ox, Tiger, Rabbit, Dragon, Snake, Horse, Goat, Monkey, Rooster, Dog and Pig. This year it's the rooster and those born during this year will be believed to have certain characteristics such as observant, hardworking, confident, courageous, talented, frank and honest. (Yours truly is a rooster.)

While a billion plus people will celebrate, one prominent Asian country doesn't celebrate the lunar New Year. Until 1873, Japan, too, followed the China calendar. However, Emperor Meiji changed all that. He wanted to modernize and Westernize Japan and decreed the New Year would henceforth begin on Jan. 1. It has remained that way ever since.

# Evolving for tomorrow through additive manufacturing

By USAF Maj. Hank Pflugradt, CAG

What if a technology existed that allowed troops at forward-operating locations to manufacture aircraft parts, tank treads, and ship components, on the spot, anytime, anywhere, at the touch of a button? Is this science fiction or a future reality? Neither. 3D printing is here, today.

Currently, across the globe, 3D printing is starting to turn the world of logistics on its head. Additive manufacturing, the linking of 3D printing to the production process, is disrupting the way we think about transportation by reducing manufacturing costs and decentralizing production. In this way, 3D printing is shortening the global supply chain. It is fundamentally changing the way products are made by enabling manufacturing to move closer to the user and eliminating the need to assemble and transport parts in different locations away from the point of intended use. These changes are decreasing the need for massive physical inventories, shortening the supply chain, slashing costs, and ultimately reducing risk.

Conceptually, 3D printing is quite simple. It requires hardware and software. The hardware consists of the 3D printer and the raw materials used to "print" an object (e.g. plastic, metal, composite, etc.). The software includes a digital-design file, which contains the 3D blueprint for the object, and the ability to transmit the item to the 3D printer. When the hardware and software are paired with the user's imagination, the possibilities for innovation are endless.

Recently, the U.S. Transportation

Command Commander's Action Group (CAG) took initial steps to demonstrate the benefits of this emerging technology. What began as a concept to change the way the Com-



**USTRANSCOM's Commander's Action Group demonstrated a proof of concept by using a 3D printer to create signage brackets. This technology offers nearly limitless possibilities for USTRANSCOM's global deploy, sustain and redeploy enterprise.** Photo by Maj. Nichole L. Downs, USA, TCPA

mand thought about logistics quickly transformed into the design and 3D printing of functional brackets to display office signs around the headquarters. Although the objects are small, the proof of concept is enormous.

Through research, the CAG discovered 3D-printing community portals on the internet. These websites allow graphic designers from across the world to upload their 3D design files for free download and use, including everything from coffee cups to cell-phone cases. Using the free digital blueprints, the CAG began to produce widgets as they calibrated the printer settings.

Their next goal, however, was to print an object that was designed, within USTRANSCOM, from scratch. However, creating such a digital file involved a baseline of technical expertise, which at that point, the team did not have. Pausing at this temporary roadblock, they reached out to a free-lance digital designer who created and donated a 3D model of the USTRANSCOM symbol.

That individual helped the CAG prove the capability of turning USTRANSCOM ideas into 3D designs, albeit through an external source. This did not stifle innovation, but in fact, fueled it. The ability to design and print an object for practical use was now within reach. The CAG just needed to bridge the gap. Enter the USTRANSCOM facility managers.

In addition to repairing and maintaining critical systems within the headquarters building, the USTRANSCOM facility managers spend a significant amount of time fashioning metal brackets to hang office signs from the ceiling throughout the headquarters. They do this because of the discontinuation of the original equipment brackets. Recognizing the opportunity to provide a more effective solution at a much lower cost, the CAG turned to 3D printing to produce the much-needed sign brackets.

Through Google searches and YouTube tutorials, the CAG downloaded free CAD design software and learned the basics of drafting digital 3D objects. Within a day, they optimally designed, printed, and load-tested new office sign brackets.

**Continued on back page**

## SMS Workflow Manager

By Maureen Crooks, TCJ3

On Sept. 26, 2016, Workflow Manager (WFM) as part of the Single Mobility System (SMS) FusionNet application replaced the legacy Events Logbook system as the command's collaborative information and operational tasking tool. The successful transition to the WFM was the result of the coordinated team effort of the SMS and Logbook transition teams.

They engaged in face-to-face stakeholder meetings and comprehensive training/outreach activity to inform users of updates on Logbook sunset and WFM training (tutorials, video's, etc.) to support transitioning off Logbook to WFM. The common response from most users is how surprised they were in how closely WFM "look and feel" resembled the now-retired Log-

book system.

According to Steve Pierson, 618 AOC Mission Support director, the 618th AOC transition to the WFM as part of the SMS has provided immediate enhancement to operational and planning capabilities by leveraging the use of custom and standard catalogs. The Weather Services group led the pack transitioning into a standard catalog in record time.

Additionally, the Mission Support cell was able to quickly and almost seamlessly shift operations into WFM thanks in large part to a very attentive set of developers. With outstanding support from users and program staff alike, this capability will provide the 618th AOC with needed agility to effectively execute the mission of Rapid Global Mobility.

WFM supports standard and customs catalogs while providing a repository for chronological information,

concurrent commentary and iterative work of linked tasks to more than 1,250 users. The cataloging of shared data and information will provide a complete record of operational taskings and a wide range of automated reports and briefings.

By hosting WFM as part of the FusionNet application inside of SMS, NIPRNet and SIPRNet users are now able to leverage additional capabilities. These capabilities include visibility of requirements and missions from planning through execution, as well as aircraft mission and sealift voyage schedules along with passenger and cargo in-transit visibility information.

To learn more about SMS Workflow Manager, please contact me at maureen.a.crooks.civ@mail.mil or (618) 220-7472.

# Recognitions



## Deputies meet

Former USTRANSCOM deputy commanders joined Lt. Gen. Stephen R. Lyons for a group photo Nov. 29 during the TCDC Forum. They are, left to right, Vice Adm. William A. Brown, Lt. Gen. Lyons, Lt. Gen. (USA, retired) Kathleen M. Gainey and Lt. Gen. (USA, retired) Robert T. Dail. *Photo by Bob Fehringer, TCPA*

### Arrivals

Lt. j.g. William Zink, TCJ2  
Maj. Darien Pitts, TCJ6  
Petty Officer 2nd Class Channing Bulkley, TCJ3  
Petty Officer 1st Class Priscilla Goodall, TCJ31  
Cmdr. Charles Burton, JECC  
Lt. Cmdr. Jason Smith, JECC  
Staff Sgt. Kelly T. Blount, TCCC  
Sgt. 1st Class Mikeal Smythe, JECC

### Departures

Petty Officer 2nd Class Louie Rosales, TCJ2  
Capt. Daniel Sunvold, JECC  
Sgt. 1st Class Benjamin Garcia, JECC

### Promotions

Sgt. Williams, Ashley TCSG

### 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.*

### History, from page 6

In June 1987, Cassidy sponsored a contest to design a command emblem. Two designs were picked and given to the Army Institute of Heraldry to meld into one. The result was the winged sea horse (really a sea-Pegasus) superimposed on the globe, encircled by a compass rose.

The winged sea horse represents speed and transportation, the compass rose faith, the globe earth and travel, and the four stars the services and the rank of the commander.

The emblems' colors are also symbolic: gold for wisdom, honor, and superiority; and blue for truth, loyalty, and peace. Finally, by borrowing the Joint Chiefs of Staff's gold and the Department of Defense's darker blue, the emblem emphasizes the command's unified status. Put this altogether and the emblem represents USTRANSCOM's mission to provide air, land, and sea transportation for the Department of Defense, in time of peace and war.



The winning designs, combined to make the USTRANSCOM emblem.

### Continued from page 7

Where the old metal brackets cost \$2.50 per bracket (not including the time and costs associated with shipping, handling and modification), the 3D-printed brackets cost 29 cents

each in material, an 88 percent cost savings. Where the old metal brackets took weeks to deliver, the 3D-printed brackets went from creation to "in the ceiling" in a matter of hours. Although the CAG's additive manufacturing proof of concept was the first of its kind inside the headquarters, this is not where the story ends, this is where it begins.

Imagine how this concept can be applied to your organization, to the Department of Defense, and to our Nation. This past July, a U.S. Navy MV-22B Osprey successfully completed a one-hour flight using a flight-critical part made by additive manufacturing techniques. It was equipped with a titanium, 3D-printed link and fitting assembly for one of its engine nacelles.

USTRANSCOM's 3D printed bracket is not just a proof of concept. It is a call for innovative thought. It is spawning the collective imagination of the command to think about how this capability will impact the future of transportation and logistics. The science fiction of tomorrow is here today. How we harness it is up to us.