



# The Logistician

December 2025

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USACE Logistics Activity

The Logistician

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## USACE Director of Logistics Visits Millington to Strengthen Ties With Logistics Activity Center



*COL Michael O'Hara and members of the Directorate of Logistics joined leadership from the Logistics Activity Center to increase awareness of the role of the LAC within the US Army Corps of Engineers.*

In September, members of the U.S. Army Corps of Engineers Directorate of Logistics (DOL) team, including Director of Logistics Col. Michael O'Hara, Acting Deputy Director Ms. Marti Sedgwick, and Senior Maintenance Officer CW5 Sibley Hammid visited the Logistics Activity Center (LAC) in Millington, Tennessee, to learn more about the community of practice and how the Center supports the broader USACE logistics enterprise.

role earlier this year, said prioritizing a visit to Millington was essential.

"I started in this position at the end of July, and I knew that I needed to prioritize a visit to Millington to show support and have eyes and ears on the ground and know what's going on and how they function and meet the people," O'Hara said. "I definitely wanted to get down and meet everyone."

During the visit, he received detailed briefings from LAC

O'Hara, who started in this

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leadership and functional staff, toured offices, meeting with employees across the organization

"The meeting down there was excellent," O'Hara said. "I was briefed with several great presentations from LAC leadership and functional areas. I was able to get around and get to all the offices and meet a lot of the staff that was there. And then I got chance to meet with the Finance Center. It was good to see everyone's hard work and understand the important functions being carried out down there every day. It's the execution arm of the G4."

With a better understanding of where the LAC fits into the larger G4 organization, O'Hara said the visit helps him better advocate for the LAC and U.S. Army Logistics Activity (ULA) within headquarters.

"I am better able to talk to leadership up here at headquarters about the importance of the LAC and ULA and the execution that you all do in support of the districts," he said. "I thoroughly enjoyed it."

### **Property Accountability at the Forefront**

O'Hara said his top priority is property accountability, a focus he believes will last well beyond his tenure.

"The number one goal is definitely property accountability," he said. "And that will probably

be the number one goal long after I am retired and someone new is in this position. It's a difficult task and I think you always have to have that be one of the number one priorities."

He noted the need for improved training, especially as the Property Book Officer role transitions to the Accountable Property Officer (APO) across USACE.

"We kind of think we have an idea to train in property accountability, especially as the PBO is no longer the PBO it's now the APO and training on what changes come with that and the terminology and how we're going to manage property going into the future," O'Hara said.

### **Strengthening Collaboration Across Logistics**

During the visit, O'Hara said he identified opportunities to further unify DOL's policy and guidance role with the LAC's execution mission.

"I think there is a lot of opportunity for us to discuss the guidance arm of logistics up here at headquarters and then discuss the execution arm down in Millington, and then combining the G4 collectively," he said.

He emphasized a district-centric approach, noting that support requirements vary across the enterprise.

"We want to make sure the districts are getting all the support that they need," O'Hara said. "Some of the districts

operate without needing much of our execution arm and much of our policy and guidance arm... but some districts need a little extra help."

### **Unifying the G4 Identity**

O'Hara said one of his early focus areas is clarity in naming conventions to reinforce a shared logistics identity and community of practice.

"When I first arrived in this position people were telling me about the Logistics Activity Center, they were telling me about the USACE Logistics Activity, they are telling about G4 and the Directorate of Logistics, so there are all these different names," he said. "I think the naming convention is important."

He said a unified identity will strengthen ownership and cohesion across the logistics workforce.

"It will give everybody ownership in the G4. It will give them a sense of 'this is my home, this is where I belong'," he said. "And I think when we are all doing that, we are all kind of working together and we are on the same team and on the same page."

### **Supporting District Realignment**

As district logistics personnel realign under their respective districts rather than ULA, O'Hara said communication is key.

"We are in the early





stages of the district logistics personnel being under their own districts,” he said. “A lot of it is about communications, we need to be communicating across the community of practice to see where we can influence and fill the gaps.”

### **Delivering Quality, On-Time, and On-Budget**

O’Hara said collaboration and focus within functional areas are essential to supporting USACE’s mission.

“I think focusing on your

functional area first is the most important thing,” he said. “Transportation or supply management, these areas have some outdated policy and guidance. Focusing on those little things that can help us move on to the next phase into the future.”

He said logisticians are being asked to do more than ever.

“You used to have one person or a team of people managing a national program, now you have one person, an

individual, managing three different programs,” O’Hara said. “We are being asked to do a lot more these days.”

### **The Backbone of USACE Operations**

O’Hara described logistics as essential to mission success.

“It’s at the macro level, it is a background thing,” he said. “Logistics is the backbone and if we didn’t have it, there are a lot of things that would fall off.”

He also emphasized fiscal responsibility and the importance of identifying redundancies, filling personnel gaps, and ensuring the right people are in the right places.

“Some people look at logistics as a bill, but logistics actually saves money in the long run if it’s done properly,” he said.

### **A Growing Perspective**

O’Hara said he is still learning the full scope of USACE logistics but left Millington with a strong appreciation for the work underway.

“When we came down to Millington, we did get to visit the Memphis District, and that was really good,” he said. “It was really eye opening. It’s really good work going on!”

As he continues settling into his role, O’Hara said the visit strengthened his understanding of the enterprise and the logistics teams supporting USACE missions worldwide.



**COL Michael O’Hara and members of the directorate and activity center toured Ensley Engineering Yard during their visit. (Courtesy photo..)**



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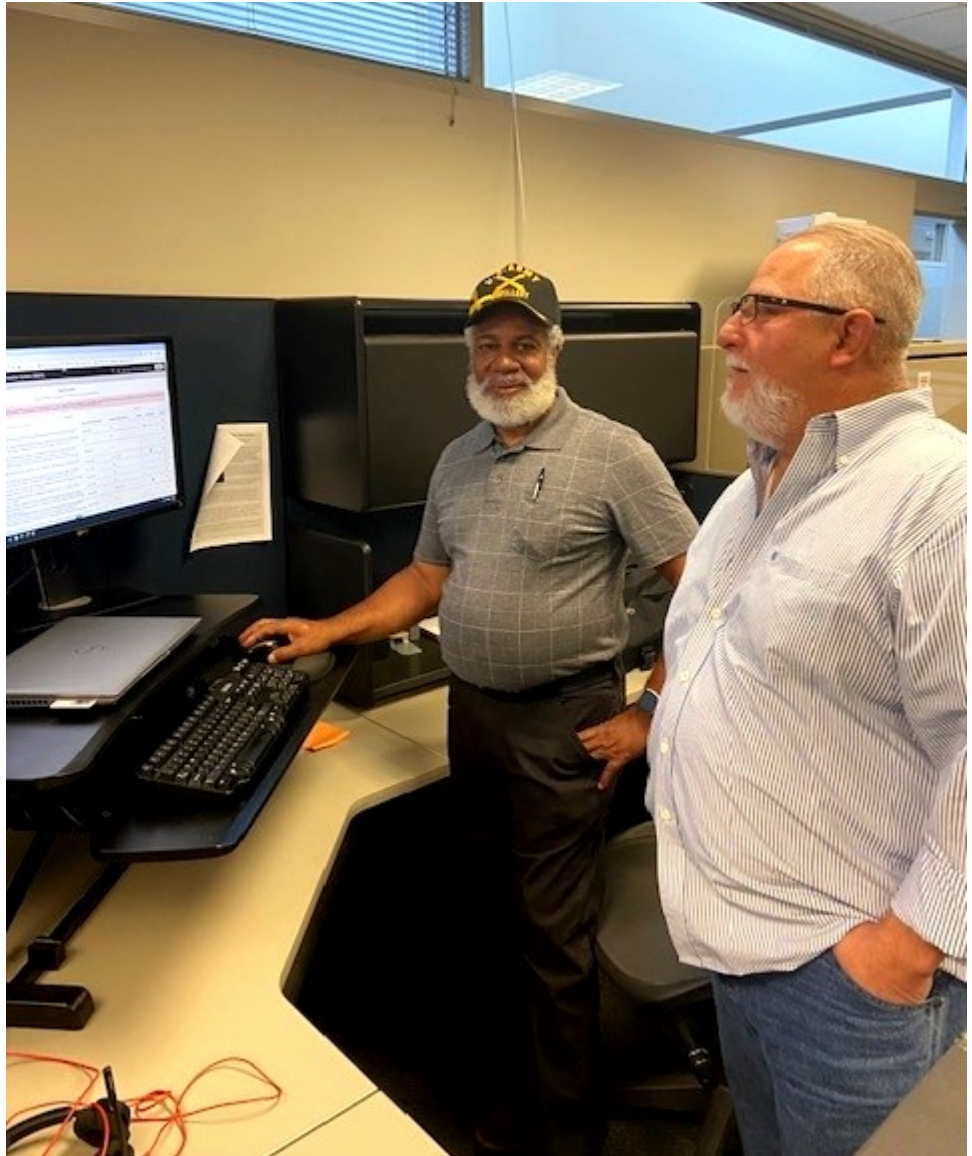
# USACE Logistics Team Tracks Critical Equipment Modifications Across the Enterprise

The U.S. Army Corps of Engineers Logistics Activity Center is strengthening equipment readiness across the enterprise through comprehensive tracking and management of more than 70 Modification Work Orders (MWOs) and other maintenance directives affecting more than 1,200 pieces of equipment.

Stanley Pearson and Charles Hickman led the effort to identify, track and record MWOs, Safety messages and Maintenance Action Messages—critical components of the Army's equipment maintenance and readiness programs. Their work is supported enterprise-wide through the Modification Management Information System (MMIS), a key tool integrated into the Army Enterprise System Integration Portal and the Army Readiness Common Operating Picture.

"All MWO's Safety and Maintenance messages for the Department of the Army are posted on the MMIS site," said Darren Branham, Chief of the Sustainment Division Programs Management Branch. "From there they have to be filtered and verified for which messages effect USACE equipment."

Branham said one of the most significant challenges is coordinating equipment ownership and tracking completion



*Stanley Pearson, left, and Charles Hickman supported the readiness of equipment tracking throughout the enterprise. (Courtesy photo.)*

across different units. The integration of MMIS into AESIP and AR-COP consolidates requirements into one platform for easy access and reporting.

The system also ensures that equipment owners receive timely information.

"It ensured that equipment

owners are aware of critical updates or modifications and the actions are completed in a timely manner," Branham said.

Logistics Management Specialist Zack Plowick said recurring Department of the Army requirements can create added complexity across the enterprise.



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“DA G6 has reoccurring software requirements with suspense dates,” he said. “Monthly compliance/completion updates are sent to the enterprise allowing to drill down to specific equipment.”

When maintenance issues arise across a fleet, MMIS helps ensure consistent corrective action.

“MMIS ground actions are usually retroactive to an identified issue that requires the attention of all platform owners,” Plowick said. “Previous ones have included things like performing checks on seat belts using specific steps to make sure they are functioning properly.”

To maintain readiness, both analysts emphasized the importance of clear timelines from proponents.

“MWO’s and maintenance messages are given a suspense date from the proponent allowing users ample time to schedule

and complete the actions to maintain operational readiness,” Plowick said.

Branham shared a similar view, noting these timelines help ensure users time to schedule and complete the actions to maintain operational readiness.

All tracking and reporting occur within MMIS.

“It is all tracked and completed within the MMIS site,” Branham said.

This centralized process enables identification of equipment that may require additional attention.

“The success is the completion across USACE along with the identification of equipment needing repairs or replacement from maintenance message required checks or updates,” Branham said.


Looking ahead, Plowick said draft Army regulations help the enterprise stay ahead of changing requirements.

“Maintenance trends for DA policies are pre published in draft AR’s that are circulated for review this allows to see where maintenance policies are changing,” he said.

Branham underscored the ongoing need for vigilance as maintenance requirements evolve.

“The maintenance field is dynamic and with the amount of equipment across USACE there are always new and changing requirements coming out which requires constant attention,” he said.

With more than 1,200 pieces of equipment dependent on timely modifications, the coordinated work of Pearson, Hickman and the Sustainment Division ensures USACE remains ready to support USACE, the Army and national missions.


**Modification Management Information System (MMIS)**
CUI
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👤
Last Login: 2025-10-27 18:06:21.0
Logout

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### Notifications

Welcome to MMIS. The messages below have been issued in the last 90 days.

24 SEP 25: A new Software Message module has been added to MMIS for management of CECOM-SW messages. Compliance and confirmation updates may now be posted in the Software Message section. CECOM-SW-MI-25-00002 was published 24 SEP 25 with more information. If you experience any issues, please contact the MMIS Mailbox. Thank you.

10 SEP 25: CECOM-SW-MI-25-00001 has been posted and provides guidance for expanded N/A reasons for CECOM-SW messages. Please review the document and video link prior to use of new reasons.

Safety		Software		Modification		Class VIII	
Number	Title	Required Confirmation Date	Required Completion Date	Confirm	Requirements	Dismiss	
<a href="#">CECOM-MA-25-04001</a>	GEN SET: DED SKID MTD 3KW 60 HZ, TACTICAL QUIET GENERATOR (TQG), MEP-831A, NSN: 6115-01-285-3012, LIN: G18358 AND GEN SET: COM DIESEL ENG DRIVEN-SKID MTD 3KW 400 HZ, TACTICAL QUIET GENERATOR (TQG), MEP-832A, NSN: 6115-01-287-2431, LIN: G74847--REPLACEMENT OF BATTERY TERMINAL KIT	Dec 20, 2024	NA	✓		✕	
<a href="#">TACOM-MI-25-038</a>	(INFORMATIONAL) CHANGES TO THE ARMY OIL ANALYSIS PROGRAM (AOAP)	NA	NA			✕	
<a href="#">TACOM-MA-25-037</a>	(INFORMATIONAL) M17/M18 9MM MODULAR HANDGUN SYSTEM (MHS), ADDITIONAL AUTHORIZED LIST (AAL) ITEM UPDATE	Aug 19, 2025	NA	✓		✕	

CUI



# Savannah District Disposal Program Strengthens Ties With Division Through Coordinated Equipment Turn-Ins

The Savannah District's (SAS) Disposal Program completed a series of coordinated pickups this fiscal year, combining equipment turn-ins at two locations while strengthening communication and support between district and division logistics teams.

The effort included one turn-in at UNICOR in Marianna, Florida, and another at Defense Logistics Agency Disposition Services (DLA-DS) in Warner Robins, Georgia. In Warner Robins, Sherry M. Coffey coordinated the turn-in of 40 items valued at \$250,000. The visit also included a stop at the South Atlantic Division (SAD) facilities in Atlanta, where SAD Regional Logistics Manager Darryl McMillon and Savannah District Logistics Manager Maurice D. Alford discussed ongoing disposal operations and business processes.

Alford said the pickups were part of a routine effort to manage excess and unserviceable equipment across Savannah District's geographically dispersed project sites.

"SAS District has multiple project sites outside of the District Headquarters location," Alford said. "We schedule disposal pickups for all of our project sites throughout the fiscal year. In this instance, we have project area



**Left to Right - Charles D. Jackson South Atlantic Division Logistics Management Specialist, Shiron N. Bailey Savannah District Supply Tech, and Maurice D. Alford Savannah District Logistics Manager. (Courtesy photo.)**

offices located in Atlanta close to our Regional Headquarters where we had the opportunity to pay a visit to our SAD logistics

support office all while retrieving excess/unserviceable equipment."

Close coordination with



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SAD was essential to maximizing the visit.

“SAS Logistics Mmanager is always in contact with our division property book team and Regional Logistics Manager in preparations for our disposal runs,” Alford said. “This particular mission was in very close proximity to our Regional Office where we were able to schedule in time for meet and greet and operational support.”

The visit provided significant value, both operationally and relationally.

***“SAS LM visit to the Division Property Office and RLM allowed us to understand their full capabilities as well as their challenges up close and personal,” Alford said. “It also allowed us to put some faces to the names we communicate with daily. We left feeling like the rapport between the district and division had been strengthen.”***

During the combined efforts, the team disposed of more than 40 pieces of equipment valued at \$250,679.00.

Alford encouraged other districts to take a collaborative



**Left to Right - Sabrina L. Spears South Atlantic Division Accountable Property Officer and Shiron N. Bailey Savannah District Supply Tech. (Courtesy Photo.)**

approach when planning their disposal activities.

“The divisions logistics offices are here to provide flow of communication and operational support,” Alford said. “On our disposal runs we make a concerted effort to leverage all of our resources and that includes our division’s support.”

He said building a cohesive program, rather than treating disposal as a series of isolated tasks, leads to stronger relationships and more efficient outcomes.

“In this effort we have been successful in accomplishing our missions and have achieved continued efficiency with each run,” Alford said.

“Involve your division offices as well as district leadership to support and build a ‘program’ instead of a process and tackle this collectively.”



# TELL US YOUR STORY

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[amandarae.s.moreno@usace.army.mil](mailto:amandarae.s.moreno@usace.army.mil)



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# USACE Completes Critical Cloud Migration of UPPIMS, Improving Availability and Modernizing Logistics Capabilities

The U.S. Army Corps of Engineers Logistics Activity completed a major IT modernization milestone on Oct. 17, migrating the USACE Personal Property Inventory Management System (UPPIMS) from GlideFast hosting to a ServiceNow Software-as-a-Service environment. The effort, led by Scott Rollins, Sustainment Division Logistics Automation Lead, was executed in collaboration with CIO/G-6, UFC, and SAIC.

“USACE transitioned from an on-premise GlideFast-hosted environment to a true Software-as-a-Service (SaaS) model hosted directly by ServiceNow,” Rollins said. “This migration unlocked several key advantages to include improved scalability, operational availability, faster upgrades to the latest platform versions, a hardened IL5 cloud infrastructure, and reduced customization requirements for mobile platform functionality.”

Rollins, who also worked with Crystal Torgerson on the project, said one of the most persistent challenges under GlideFast hosting involved certificate expirations, which created unpredictable outages.

“The biggest challenge with GlideFast with respect to UPPIMS was the frequently expiring certificates,” he said. “This was managed by GlideFast and

expired certificates caused a work stoppage for Primary Hand Receipt Holders (PHRHs). USACE had no visibility on when the certificates were set to expire and system outages were unpredictable.”

The migration also removed the intermediate hosting layer, allowing UPPIMS to operate entirely within the ServiceNow ecosystem.

“This migration improved functionality by sending data directly from AssetTrack to ServiceNow; the GlideFast intermediate step was removed,” Rollins said. “All inventories are now hosted and managed by ServiceNow which streamlines the data flow from AssetTrack to CEFMS II PPM.”

Rollins said the workforce is already seeing the biggest operational gain.

“The most noticeable change seen by the end users is an increase in Operational Availability,” he said. “Since the migration, UPPIMS has been operating at 100% with zero downtime.”

For logistics and sustainment missions, that availability translates to measurable readiness.

“An increase in operational availability gives USACE Primary Hand Receipt Holders more time to focus on their mis-



*Scott Rollins*

sion and meet all inventory requirements IAW ER 700-1-1,” Rollins said. “All non-expendable personal property must be 100% accounted for every 2 years.”

Rollins said the effort succeeded because of strong coordination among the Sustainment Division, CIO/G-6, UFC, and SAIC.

“The ServiceNow cloud migration effort required several key stakeholders,” he said. “The team consisted of the Sustainment Division, CIO/G-6, UFC, and SAIC and thorough testing was done in both the Staging and Development environments to ensure a smooth transition to Production. The team hit all targets with respect to cost, schedule, and performance.”

Key milestones, including



Business Rules Testing, Development and Staging Environment Testing, and training material updates, were all completed at 100 percent.

With the migration complete, modernization efforts will continue.

“UPPIMS Phase II is expected to begin in FY27,” Rollins said. “This will build upon the existing application with the goal of improving data analytics and adding functionality normally performed in PPM.”

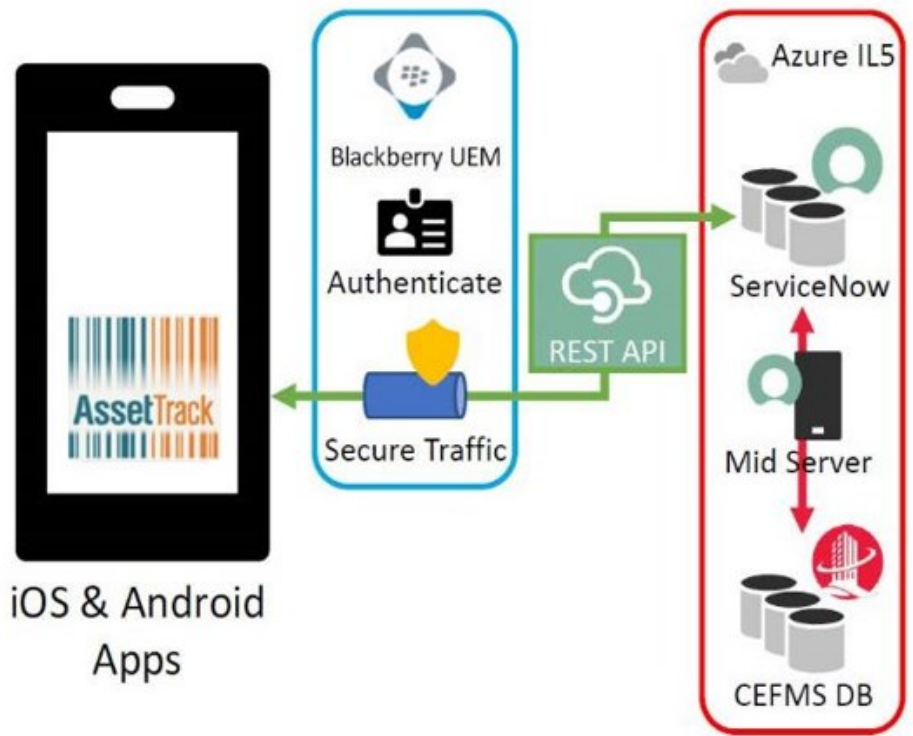
Rollins said system reliability will be the primary benchmark in the near term.

“Success will be measured by witnessing a decrease in incident tickets related to system operational availability,” he said. “The team expects to see system operational availability around

99%.”

With the new cloud environment fully operational, USACE users across the enterprise can expect smoother performance, fewer

outages, and a stronger, more modern IT foundation supporting personal property accountability.



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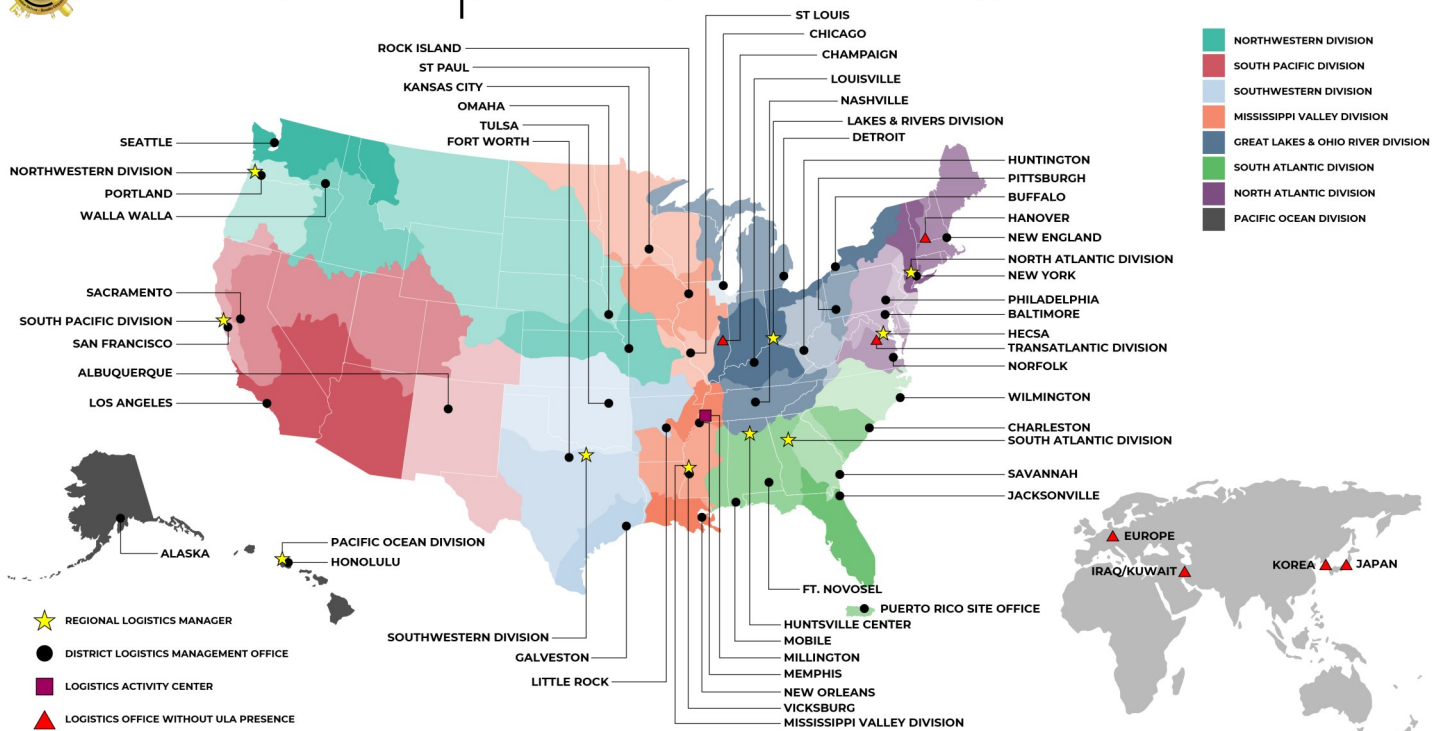


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