

Enabling Excellence

The
Logistician

In August 2024, at the request of former USACE Logistic Activity (ULA) Director COL Mabry Sumner, the USACE IG conducted an Organizational Assessment Survey to identify challenges within the ULA enterprise. To my understanding, the results of that assessment were not shared with the workforce. That lack of transparency ends now.

The assessment revealed a systemic failure in leadership that was degrading operational effectiveness, eroding morale, and driving attrition across all grade levels. The most consistent and troubling theme was a pervasive lack of trust in ULA leadership. Employees reported disengagement, favoritism, inconsistent or conflicting guidance, and instances of retaliatory behavior. Moreover, leaders were perceived as operating with unchecked authority, often contradicting themselves and each other.

This is not acceptable in any Army formation, and it will not be acceptable in ours. No more.

While the IG has appropriately requested that specific details not be released publicly, I believe you deserve to know this: I am fully committed to confronting these issues head-on, telling the truth, and driving meaningful change. I have already shared the detailed findings with my direct chain of command, and I am actively engaged in rebuilding trust, restoring morale, and ensuring that every aspect of our Logistics Community of Practice reflects the Army Values—not selectively, not situationally, but consistently and without compromise.

Accountability is not a slogan; it is a responsibility. To that end, I will invite the IG to conduct a follow-up assessment of G-4 at the end of the calendar year. This reassessment will allow us to measure progress in addressing organizational dysfunction, strengthening morale, and re-



storing leadership credibility. Improvement will not be assumed—it will be verified.

You have my word that as the Director of G-4, I am here to serve you, the Logistics COP, USACE, and the United States Army. Our mission demands excellence, and our people deserve leadership worthy of their commitment. Together, we will build an organization defined not by past shortcomings, but by integrity, competence, and trust.

-COL Michael O'Hara

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From Data to Decision: Leveraging GIS for Equitable and Rapid Emergency Planning

From André Baker, Northwestern Division G4 Logistics Management Specialist

When discussing GIS support for Emergency Management, data visualization is often the most prominent application. GIS enables users to aggregate data sets from multiple systems and transform them into actionable information, which is then tailored and displayed via dashboards for specific audiences. These features facilitate rapid, informed decision-making and enhance cross-agency readiness.

Current core GIS capabilities include integrating real-time data from various sources into spatial platforms for immediate alerting and combining intelligence streams to identify emerging patterns. For example, GIS can import weather data from feeds such as the National Weather Service (NWS). By combining weather analysis with elevation and infrastructure data, agencies can develop sophisticated hazard models. These models improve storm prediction, early warning systems, and resource allocation during response and recovery planning. Visualization tools, such as dashboards, turn complex data into digestible insights that senior leaders use to define mission requirements.

Understanding community demographics is essential for providing appropriate resources during the preparation and execution phases of emergency management. In past events, such as Hurricane Katrina, underserved communities were occasionally overlooked regarding critical resources. GIS helps mitigate these issues by providing detailed demographic snapshots—statistical characteristics including age, gender, race, income, and education. According to data sourced from the U.S. Census Bureau, GIS can reveal trends in diversity and economic status from the city level down to specific neighborhoods. Utilizing this data ensures that planning



André Baker uses data from GIS to make rapid and informed decisions. (Courtesy photo.)

and decision-making are both inclusive and effective.

In conclusion, GIS technologies support Emergency Management by integrating sensor data, imagery, and operational information to enable rapid threat detection. These tools improve risk analysis through spatial modeling, identify vulnerabilities, and boost operational efficiency via asset tracking. As a force multiplier, GIS should be a primary tool for all mission planning. It serves as a comprehensive hub for information sharing, proving invaluable for both internal operations and public-facing emergency management.



Using AI in Emergency Management

*From André Baker, Northwestern Division
Logistics Planner (Contingency)*

Artificial Intelligence (AI) encompasses computational systems engineered to execute complex cognitive functions traditionally requiring human intelligence, including advanced data analytics, pattern recognition, and autonomous decision-making.

The integration of AI with the professional expertise of Emergency Managers facilitates more robust risk mitigation and the development of superior contingency frameworks. By leveraging these technologies, practitioners can transition from heuristic-based decision-making toward data-driven methodologies. Within the emergency management lifecycle, AI enhances predictive capabilities, preparedness, response efficacy, and recovery strategies.

Through the real-time processing of extensive datasets, AI enables rapid responses to evolving threats and sharpens situational awareness by minimizing human error. Consequently, the adoption of AI yields significant organizational benefits, including optimized resource allocation, enhanced responder safety, fiscal efficiency, and streamlined public communication.

AI integration manifests across several critical domains:

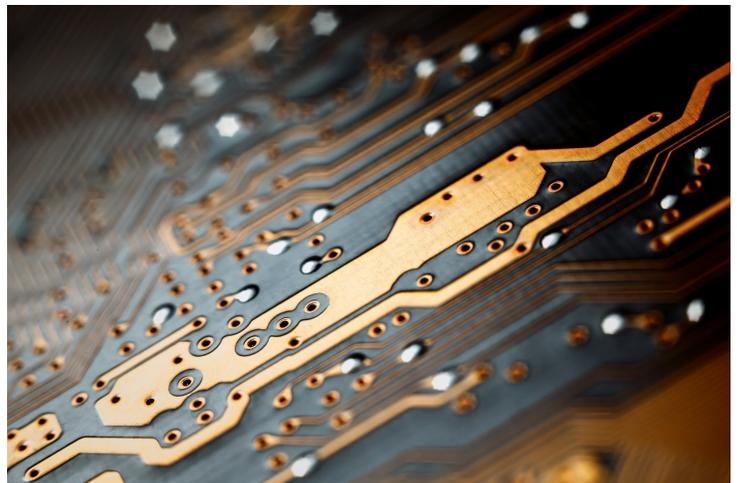
- **Predictive Analysis:** Machine learning algorithms evaluate historical data and live feeds to forecast environmental hazards, such as wildfires or hydrological events.
- **Operational Response:** Natural language processing (NLP) tools monitor communication streams to identify early warning signals and prioritize emergency service requests.

Recovery Operations: Unmanned aerial systems (drones) and robotics conduct autonomous

damage assessments, while AI-driven analytics inform infrastructure restoration and long-term strategic planning.

Despite these advantages, the emergency management sector has historically exhibited reluctance toward technological shifts, often driven by a lack of familiarity with emerging systems. However, AI's capacity to ensure the precise deployment of personnel and materiel is vital for modern operations. Furthermore, the use of AI in risk analysis and automated, multilingual public messaging ensures consistent and accessible communication for all stakeholders.

As of 2026, the reliance on AI for decision support has become the new norm and with the incorporation of AI into the daily activities within the Emergency Operations area will bring a higher level of support to the safety and resilience of the organizations they serve.



Mobile Logistics Team Delivers Full Inventory Compliance Amid Major Transitions



The Mobile District Logistics Team includes (left to right) Jeremiah Johnson, Monica Hopkins, Patrick Robinson, Matthew Derrenbacher, and Carlos Williams. (Courtesy photo illustration.)

The logistics team at the Mobile District closed the fiscal year with a rare achievement: 100% completion of equipment turn-ins and full property book validation, while simultaneously executing some of the largest logistical moves in recent years.

Carlos L. Williams, district logistics manager, said the milestone required discipline, coordination and close attention to inventory timelines across the organization.

“The biggest challenge to achieving this goal was making sure that all hand receipt holders were tracking the time limits on getting their inventories completed,” Williams said. “This limit is usually within 30 days once the inventory has started unless granted more time by extension.”

That focus on accountability was tested as the logistics team managed multiple complex efforts, including establishing a new warehouse, relocating headquarters operations and clearing out a nine-story building.

“All efforts concerning the move were coordinated with General Services Administration,

Defense Logistics Activity, all divisions chiefs along with their assigned move coordinators,” Williams said. He explained those coordinators were responsible for identifying and inventorying equipment designated for retention, transfer or disposal.

“All other equipment that was identified not to be kept would be either transferred to a new location if needed or disposed of after going through the proper channels for disposition instructions,” he said. “Once this was done the items being kept were packed accordingly and moved to their respective location for storage.”

Among the year’s accomplishments, Williams said the physical relocation of the district was the most important task completed by the logistics team.

“The most critical mission the Mobile Logistics Team completed this year was the actual move from the Federal building to its new location,”

Williams said. “This was done in conjunction



with providing ongoing support with day to day operations to all Divisions throughout Mobile District.”

The district has been recognized as a model for supply discipline, an outcome Williams attributes not to new processes, but to a renewed emphasis on existing standards.

“Although there were some changes to how we completed certain processes, there really were no new practices implemented so to speak,” Williams said. “Rather, we just began using the current regulations as written and made sure that the standards were being met according to the way they were already spelled out.”

He said reinforcing regulatory knowledge among staff produced measurable improvements.

“Just by educating our people on utilizing the regulations was enough to make some huge improvements,” Williams said.

With the fiscal year inventory complete, planning is already underway for the next cycle.

“The goal is to once again complete all inventories on time and once again achieve and maintain a 100% completion rate,” Williams said.

Reflecting on the team’s role, Williams said readiness is sustained through consistent training and documentation.

“We maintain our readiness by staying up to date with our training requirements and by making sure we track and maintain records as required,” he said.



Monica Hopkins and Lashundra Seals review record to ensure property accountability. (Courtesy photo.)

TELL US YOUR STORY

Your district logistics story can be featured in The Logician!

Email amandarae.s.moreno@usace.army.mil



USACE Overhauls Property Accountability Regulation for the Modern Era

From Cel Amaral, Accountable Property Officer, Sustainment Division

The U.S. Army Corps of Engineers G4-Millington has completed a comprehensive rewrite of Engineer Regulation (ER) 700-1-1, the foundational document governing property accountability across the command. It has been submitted to the USACE G4 for staffing.

The new regulation, the first major revision since 2015, is designed to align policy with modern Army systems, strengthen internal controls, and significantly enhance audit readiness.

"Our goal wasn't just to update the regulation; it was to create a more logical, comprehensible, and effective tool for commanders and property managers in the field, this new ER brings our policy into the 21st century," said Amaral.

The 2015 version was based on legacy systems and processes. The new draft replaces outdated information with policies built around the Army's current Accountable Property Systems of Record (APSRs): the CEFMS-II Personal Property Management (PPM) and the Global Combat Support System-Army (GCSS-Army).

Key improvements in the new ER 700-1-1 include:

- **System-Enforced Internal Controls:** The regulation moves away from person-dependent processes to system-enforced rules. By mandating Role-Based Access Control (RBAC), the system itself prevents a user who requests an item from also being the one to approve it, a critical enhancement for audit readiness.



- **Intuitive "Cradle-to-Grave" Structure:** The 2015 version was organized by topic, while the new draft is logically structured to follow the property lifecycle: from Requesting (Ch. 8) and Receiving (Ch. 9), through Management (Ch. 6-7) and Inventories (Ch. 11), to final Disposition (Ch. 10).
- **New Digital Management Tools:** The ER introduces a new USACE-specific system: the Quality Logistics Data Management System (QLDMS), which will standardize how Command Supply Discipline Program (CSDP) evaluations are conducted and tracked.
- **Enhanced Control Over Durable Property:** The new policy gives Commanders the explicit authority to place high-risk or sensitive durable items on the formal property book. This subjects them to the same stringent inventory requirements



as non-expendable property, closing a significant historical accountability gap.

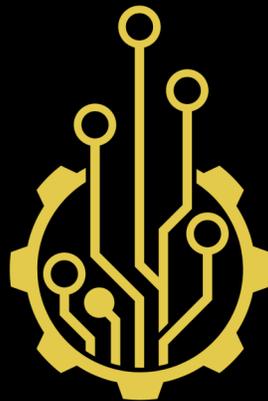
- **Empowering Local Units with SOPs:** The new ER formally requires all organizations to develop and, crucially, annually review their own local Standard Operating Procedures (SOPs). This ensures that high-level policy is consistently translated into actionable procedures at the unit level.
- **Dedicated Chapters for Critical Topics:** Recognizing their complexity, entirely new chapters were created for Training Requirements (Ch. 13) and Government Furnished Equipment (GFE) (Ch. 14), providing dedicated, focused policy for these high-visibility areas.
- **Improved Clarity and Usability:** Critical data points that were previously buried in long paragraphs are now presented in clear, easy-to-read tables. This includes tables for Property Hand Receipt Holder appointment restrictions, Organization performance standards – Objectives and Management Levels, Financial Liability Ap-

pointing and Approving authorities, and transaction code crosswalks, saving time and reducing errors.

Perhaps one of the most significant changes is the separation of policy from procedure. The new ER 700-1-1 strictly defines the "what" and "why"—the mandatory policies and standards. To support the force, a companion Engineer Pamphlet (EP) 700-1-1 is now under development.

"Think of the ER as the law and the new EP as the instruction manual; the pamphlet will provide the detailed 'how-to' guides, system walkthroughs, and checklists that our logisticians need to execute the policies in their day-to-day jobs," he said.

The overhaul of ER 700-1-1 is more than a simple update; it is a fundamental redesign aimed at ensuring USACE logisticians are equipped with the clear policy and modern tools necessary to maintain impeccable accountability and succeed in the Army's demanding audit environment.



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