



The Logistician

December 2024

Ashley Crosby's Role in Hurricane Helene Recovery

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Ashley Crosby (right) and William Fuller process TGIS data and dissemination of updated information kept the team well-informed and resource allocation smooth and efficient. (Courtesy photo.)

USACE Logistics Activity

The Logistician

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When Hurricane Helene swept through the southeastern United States, Ashley Crosby, the Southwestern Division Regional Logistics Planner, stepped into action. Deployed as the Logistics Contingency Response Subject Matter Expert (LCRSME), Crosby played a pivotal role in the recovery efforts, ensuring the operational success of Emergency Support Function #3 at the Columbia Emergency Operations Center.

Crosby described her responsibilities during the deployment as both demanding and rewarding.

"I develop and implement our logistics plans so that we can support the overall debris mission. Additionally, I manage and allocate resources, including personnel, equipment, supplies, and personal protective equipment (PPE) to meet the demands of the mission," she said.

Her efforts not only addressed immediate needs but also set a framework for smooth operations across teams and agencies.

Crosby said that clear communication was vital to her success.

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“Having clear and consistent communication with stakeholders helped me stay informed about any potential issues and that helped to be able to address them proactively,” Crosby said.

She emphasized that adaptability and maintaining flexibility were critical in responding to the ever-changing conditions of disaster recovery.

Despite the challenges that often accompany emergency logistics, Crosby noted that her team encountered no significant roadblocks during the Hurricane Helene recovery efforts.

“Fortunately, during the response to Hurricane Helene, we were able to effectively manage logistical operations without encountering any major challenges,” she said. “This was primarily due to our proactive planning and the robust support systems we had in place. I’m truly thankful for my support team both other logistics planners and the team back at the Logistics Activity Center.”

One of Crosby’s standout contributions to the recovery effort involved securing a 150% lodging waiver for responders.

“By obtaining the lodging waiver, we were able to provide our team with comfortable and convenient accommodations, which significantly improved their morale and effectiveness,” she said.

This logistical win allowed responders to focus on their tasks, leading to greater mission success.

Crosby’s ability to anticipate and forecast logistical support needs was reinforced by robust communication

strategies.

“To anticipate and forecast the logistical support needs we established strong lines of communication with all relevant parties, including other Emergency Support Functions, local emergency management agencies, and private sector partners,” she said.

Regular updates ensured all stakeholders stayed aligned with the mission’s goals.

Reflecting on her role, Crosby highlighted the unique importance of having a Logistics Contingency Response SME on emergency teams.

“The LCRSME brings specialized knowledge and experience in logistics, which in this case for Hurricane Helene is crucial for navigating the complexities of emergency responses,” she said.

Her biggest takeaway?

“It’s very important to have the role of a LCRSME on the team as early as possible.

It’s essential because we ensure that the right resources are in the right place at the right time, enabling responders to focus on the mission,” she said.

Crosby’s dedication to her work shines through her words and actions.

“What motivates me to work in high-stakes environments is my genuine love for helping people and being part of a dedicated team,” she said.

For Crosby, the impact of her logistics expertise during Hurricane Helene was not only a professional success but also a deeply personal fulfillment. Her efforts during Hurricane Helene underscore the vital role logistics professionals play in emergency response, ensuring that every mission has the resources it needs to succeed.



Members of the debris effort team conduct training to ensure clear communication and effective processes are in place (Courtesy photo.)



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Crystal Jones: The eFLIPL Help Desk Explained

For the US Army Corps of Engineers (USACE), managing financial and logistical responsibilities effectively is essential to supporting military and civil engineering projects. To streamline this process, the Logistics Activity Sustainment Division established the Electronic Financial Liability Investigation of Property Loss (eFLIPL) Help Desk, a resource dedicated to assisting USACE personnel with the eFLIPL application. Accessible via email at dll-efliplhelpdesk@usace.army.mil, the Help Desk provides timely and comprehensive support, ensuring uninterrupted system usage.

"The primary purpose is to ensure the efficient, secure, and compliant operation of the eFLIPL system for all USACE personnel," said Crystal Jones of the Sustainment Division. "By providing timely support, guidance, and training, the Help Desk helps USACE staff manage their financial and logistical responsibilities more effectively. This, in turn, contributes to the overall success of USACE's mission to support military and civil engineering projects and operations."

The eFLIPL Help Desk offers a wide range of support services, addressing user needs through multiple communication channels, including email, phone, MS Teams, Webex, and Jabber. These services include resolving account issues, troubleshooting system errors, providing training resources, and keeping users informed about

system updates.

"If personnel have trouble logging into the eFLIPL system, the Help Desk assists with resolving account issues, account activation, and troubleshooting login problems," said Jones. "The Help Desk also provides support when users encounter system errors, glitches, or unexpected behavior, ensuring users can continue their work without technical hindrances."

The Help Desk also plays a vital role in compliance, helping users adhere to Army regulations and internal policies. "It ensures that users are following proper logistical procedures within eFLIPL," said Jones. "We help maintain compliance by providing guidance on how to correctly input data and adhere to best practices when using the system."

To meet its commitment to responding to inquiries within 72 hours, the Help Desk employs a structured approach. "Users can submit requests via email, phone, or MS Teams," said Jones. "The Help Desk continuously monitors the status of each inquiry and ensures that requests are responded to within the timeframe. If user schedules permit, a follow-up communication is initiated to confirm the solution was effective. This ensures customer satisfaction and gives users an opportunity to ask additional questions or provide feedback."

The Help Desk's efficiency is further enhanced by its knowledgeable team. "The team stays updated on system



changes and enhancements," said Jones. "This allows us to deliver cutting-edge support and keeps users informed about new features or updates."

Since its inception in March 2021, the Help Desk has conducted more than 200 training sessions, supporting more than 800 active users and assisting with the completion of more than 1,000 FLIPLs. These sessions, tailored to users' specific roles, provide hands-on learning and real-time problem-solving opportunities.

"Training sessions are conducted through hands-on learning using the eFLIPL training system, with content specifically tailored to each user's role in the system," said Jones. "This approach not only enhances the learning experience but also fosters greater confidence, allowing for real-time problem-solving."

The sessions also include live Q&A segments, offering users opportunities for immediate clarification. "By



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customizing training sessions to address the needs of the users, the Help Desk ensures that the training is relevant and directly applicable,” said Jones. “This has significantly contributed to our success.”

Providing consistent support across multiple communication channels comes with its challenges. “The Help Desk may receive a high volume of inquiries during peak periods, which can be complex and require detailed troubleshooting,” said Jones. “When users switch USACE locations and forget to notify the Help Desk, it can cause time-sensitive delays.”

Despite these challenges,

the work remains rewarding. “The most rewarding part is the ability to directly contribute to their operational efficiency and success,” said Jones. “Seeing the immediate impact of our support on their day-to-day work is deeply fulfilling.”

As the eFLIPL Help Desk evolves, Sustainment Division aims to expand self-service options and enhance responsiveness. “The Help Desk could provide more detailed knowledge FAQs and troubleshooting guides,” said Jones. “To improve support quality, we could implement real-time feedback mechanisms, allowing users to provide input

after each interaction.”

Jones envisions a future where the Help Desk focuses on personalized support. “This means understanding the context of each inquiry, offering tailored solutions, and ensuring a more empathetic and human-centered approach to interaction,” she said.

By continually adapting to user needs and technological advancements, the eFLIPL Help Desk remains an essential resource for USACE personnel, ensuring efficient and uninterrupted system use while supporting the organization’s broader mission.

Proactive Problem-Solving by New York District Logistics Team Ensures Hydration for Workforce Amid Water Quality Concerns

In response to concerns over water quality in the General Services Administration (GSA)-leased New York District building, the Logistics Management Office (LMO) led by District Logistics Manager Selina Balestier demonstrated swift action and problem-solving to ensure the workforce had uninterrupted access to safe drinking water. The LMO’s efforts not only prioritized employee well-being but also aligned with sustainability goals by incorporating refillable water stations into the solution.

In September, GSA notified building tenants of issues with set water quality standards, including Legionella, copper, and lead levels. While no water outlets were deemed unsafe for use, the results prompted immediate concern over drinking water availability. GSA initially provided limited cases of individual bottled water,

which proved insufficient for the New York District’s workforce of 50-65 employees per floor.

“The lack of available drinking water for our personnel was deemed an emergency,” said Balestier. “This called for immediate collaboration among the Executive Staff, Mission Support Office, and LMO to address the issue.”

The team initiated an emergency Government Purchase Card (GPC) acquisition of 20 cases of bottled water and coordinated with the Caven Point Marine Terminal to secure additional water dispensers for pantry spaces.

Recognizing that individual bottled water was not a viable long-term solution, the LMO advocated for refillable 5-gallon water bottle stations. GSA contracted with a vendor to install dispensers near drinking fountains on every floor and

provide 5-gallon water bottles for ongoing use.

“The cost of individual bottled water cases was not a permanent solution and did not provide an appropriate amount of drinking water for all staff, this solution was very rationed and limited,” said Balestier. “We spoke with GSA and advised the purchase of 5-gallon bottles initially for our Corps owned dispensers. GSA proceeded to contract water service from a vendor that installed water dispensers near every drinking fountain on every floor. They are also providing the 5-gallon water bottles for them.

While this solution is an improvement over individual water bottles, it still faces challenges to ensure continuous access to drinking water by the workforce.

“The challenge we face and continue to deal with daily is the turn around time for the refill



of water for dispensers that are empty,” she said. “We have encountered 72 hour wait times for these refills leaving locations with no water available for personnel. I have requested a reserve bottle be staged near every dispenser due to the long wait times for water replenishment. This is an attempt to ensure water is always available. The LMO conducts walk throughs every morning and assesses water levels for every dispenser to submit requests ahead of time forecasting the lag time of request to replenishment completed.”

This proactive approach ensures the workforce has consistent access to safe drinking water while also reducing reliance on single-use plastic bottles, supporting broader USACE sustainability goals.

The LMO remains vigilant in its communication with GSA and maintains transparency with New York District staff through Logistics Teams Channels. Updates on water quality and operational status are shared regularly, ensuring concerns are addressed promptly.

“The LMO stayed vigilant and is continuously in communication for water and receipt of any available bottled water as well as status updates to additional testing of our building’s water systems,” Balestier said. “We also provided updated information to the New York District staff through our Logistics Teams Channel, ensuring timely information was provided to all questions and concerns.”

In collaboration with the Mission Support Office,



Personnel in the New York District building are able to obtain water from 5-gallon bottle water stations co-located with existing drinking fountains. (Courtesy photo.)

additional water filtration units have been procured for pantry areas, further enhancing long-term water quality solutions.

“LMO’s recommendation to Senior Staff is to maintain a reserve inventory of bottled water and filters for emergencies,” Balestier said. “This experience emphasizes the importance of having contingency plans and ensuring readiness for unexpected situations.”

The LMO’s swift action and innovative problem-solving exemplify the dedication of the New York District’s logistics team to employee welfare and

sustainability. While GSA continues efforts to improve the building’s water systems, the LMO’s commitment to proactive solutions ensures that hydration needs are met without disruption, keeping the workforce focused on its critical mission.

Through this initiative, the New York District Logistics Management Office highlights the value of adaptability, communication, and forward-thinking—qualities that are essential for overcoming logistical challenges in any scenario.



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Employee of the Quarter Recognized at Town Hall



David Dang was recently recognized as the Fiscal Year 2024 4th Quarter Employee of the Quarter for his performance as Budget Analyst from July to September. He sets high standards in the performance of his job and his meticulous reviews are a major contributor ensuring compliance to meet audit readiness standards.



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Simplifying Official Travel with the Government Travel Charge Card Program

The Government Travel Charge Card (GTCC) Program, managed by the Transportation Division of the USACE Logistics Activity (ULA), is a critical resource for facilitating official travel. Designed to provide a safe, effective, and convenient method for paying travel expenses, the GTCC Program enhances the travel experience for Department of Defense (DoD) personnel while promoting financial efficiency.

"The purpose of the Government Travel Charge Card (GTCC) is to serve as the primary payment method for official travel expenses incurred by Department of Defense personnel, whether military or civilian," said Reginald Tuggle, Lead Logistics Management Specialist in the Transportation Division. "DoD policy dictates GTCC be used by all DoD personnel to pay for all costs related to official government travel."

The GTCC is essential for official travel, including Temporary Duty (TDY) and Permanent Change of Station (PCS)

assignments. With global reach, the program allows employees to access reduced airfares, hotel rates, and accurate transaction details—all while eliminating interest charges.

"This program enables employees to conduct official travel worldwide, providing greater access to merchants and ensuring compliance with regulations," said Tuggle.

A notable feature of the program is its integration with the Corps of Engineers Financial Management System (CEFMS) II. "The game-changer for efficiency is the up-to-date GTCC information loaded into employees' travel profiles," said Tuggle. "This streamlines the electronic reimbursement process and prevents account delinquency. It's like cutting out a bunch of administrative hurdles and making the entire process much smoother and faster."

Beyond convenience, the GTCC includes valuable protections, such as insurance against lost or damaged luggage

and accidental loss of life, limb, or sight when travel expenses are charged to the card. These features enhance peace of mind for travelers.

To ensure compliance and avoid delinquency, the Agency Program Coordinator (APC) plays a vital role in monitoring account activity and managing delinquency reports. "APCs implement several control factors to prevent abuse of the accounts, including reporting delinquency to the appropriate officials and promoting the use of split disbursement," said Tuggle.

The program also emphasizes comprehensive training. First-time cardholders must complete the mandatory "Travel Card 101" training course available through the Defense Travel Management Office. Refresher training and updated Statements of Understanding (DD3120) are required every three years to maintain proficiency and compliance.

"Using this program improves governmental operations by simplifying financial processes and providing a solution-based platform to enhance USACE operations and accountability within ULA," said Tuggle.

By streamlining travel processes, enhancing security, and ensuring compliance, the GTCC Program supports USACE's mission and aligns with its broader goals for operational and financial efficiency. With the Transportation Division's oversight, the program continues to be a cornerstone of effective travel management for the organization.



FMD Implements Revised General Facilities Inspection Checklist

The Facilities Management Division (FMD) has published a complete revision of the ULA General Facilities Inspection checklist, ULA Form 40. This checklist, part of the ULA Facilities Inspection Program, is used to ensure a safe and productive workplace. It has been updated to reflect changes in applicable references and feedback from facilities managers, and it will debut in the November inspection cycle.

"The ULA Facilities Inspection Program consists of three separate inspections: the General Facilities Inspection, the Fire Protection Inspection, and the Architectural Barriers Act (ABA) Inspection," said Steve Lytle, mechanical engineer with FMD. "Together, these inspections ensure that ULA-managed facilities are accessible to all employees; are maintained in a safe and productive condition; and have plans and protective measures in place in case of an emergency."

The General Facilities Inspection is conducted semi-annually and focuses on the overall condition of each facility. Updates to the checklist were driven by feedback from facilities managers and updates to key references, including the recently revised *Engineer Manual 385-1-1, Safety and Occupational Health (SOH) Requirements*.

"There were two major considerations which prompted a need for a complete revision," Lytle said. "The first was feedback from facilities managers in the field. The second was to update the references on the inspection

checklist, the most important being EM 385-1-1, which establishes workplace SOH standards for USACE."

FMD aggregated feedback from past inspections and correspondence with facilities managers to identify areas for improvement. As a result, the revised checklist now includes an Administrative Actions section and a Safety and Occupational Health Office (SOHO) Coordination section.

"The new Administrative Actions section reminds inspectors to review prior inspections and ensure that they have been completed and closed correctly in the Facilities and Equipment Maintenance System, known as FEM," Lytle said. "The SOHO Coordination section reminds inspectors to coordinate with the Division's or District's SOHO for some items. The intent is to encourage collaboration and avoid duplicating efforts."

The revised checklist has

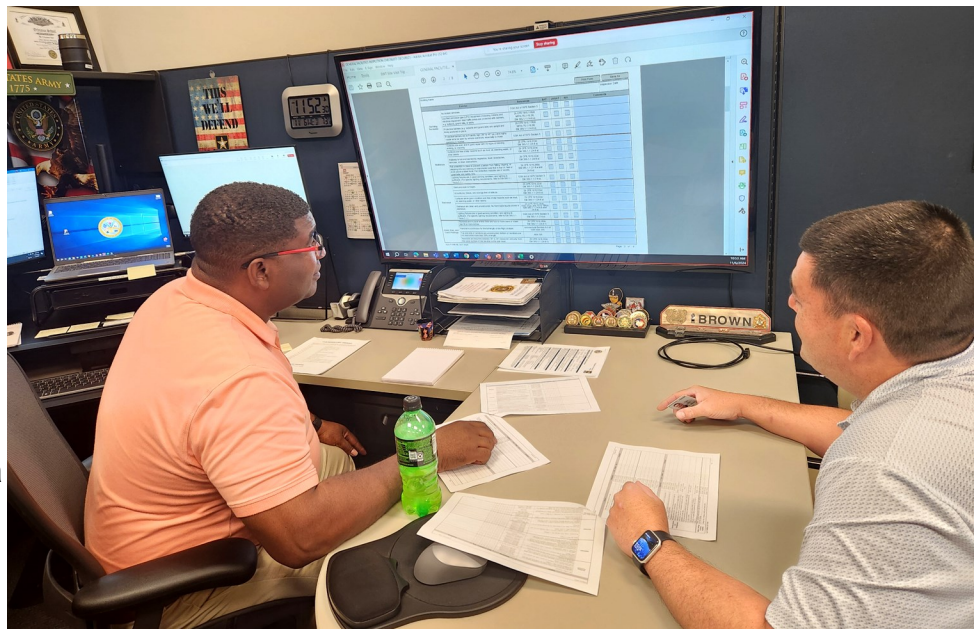
also been structured to facilitate inspections of both exterior and interior areas, allowing for division of labor among inspectors and improving efficiency.

Lytle acknowledged the challenges of creating a checklist applicable to all ULA-managed facilities, which vary greatly in configuration, purpose, and maintenance responsibilities.

"The biggest challenge was to make a checklist applicable to all ULA-managed sites and facilities," Lytle said. "The checklist relies on facility managers' knowledge of their site to resolve any issues discovered during the inspection."

The effectiveness of the new checklist will be evaluated after the upcoming inspection cycle. FMD plans to review data from the FEM and conduct an after-action review with input from facility managers.

"Facility managers handle



India Brown and Steve Lytle review the Facilities Inspection Checklist updates. (Courtesy photo.)



the day-to-day facility operations at their site and are the most knowledgeable of how their facilities fulfill their site-specific functions and needs,” Lytle said. “Through collaboration, ULA is able to leverage this broad depth of knowledge to ensure our ULA-managed facilities continue to fulfill the needs of USACE stakeholders and adhere to federal and organizational requirements.”

The updated checklist is expected to improve workplace safety, productivity, and compliance across all ULA-managed facilities.

Print Form

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U.S. Army Corps of Engineers Logistics Activity (ULA) GENERAL FACILITIES INSPECTION CHECKLIST The proponent agency is CELA-FM.						
Building Name						Inspection Date
Administrative		References	SAT	UNSAT	N/A	Comments
Administrative Actions	Review the Work Order (WO) Tracking Module in FEM. Ensure all previous General Facilities Inspections are properly closed.	ULA Facilities Inspection Program Guidance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Review results of last completed General Facilities Inspection.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Upon conclusion of the inspection, document deficiencies and generate follow-up work orders in FEM before closing the inspection work order. (If deficiency is addressed in previously created WO, list WO numbers in Comments.)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Exterior		References	SAT	UNSAT	N/A	Comments
Parking Areas	Improved parking areas are in good condition with no major heaving, settling, or cracking. Area is free of slipping hazards. (Pay particular attention to handicap parking areas.)	OSH Act of 1970 Section 5 EM 385-1-1 (24-8.a)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Drainage catch basins clear of large debris and accumulated sediment.	OSH Act of 1970 Section 5 EM 385-1-1 (24-8.a)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Parking blocks are secure and free from major damage.	OSH Act of 1970 Section 5 EM 385-1-1 (24-8.a)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Liquefied petroleum gas (LPG) equipment (including meters) and electrical equipment near traffic areas are protected with barriers, e.g. bollards, guard rails, or walls.	29 CFR 1910.119(d) NFPA 70 (110.26) EM 385-1-1 (14-8.a)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Protective barriers are sufficiently high (36" to 48" typ.) and highly visible as to be seen by vehicle operators, especially to those operating in reverse.	OSH Act of 1970 Section 5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Lighting fixtures are in good working condition, and lighting is sufficient. (For specific lighting requirements, refer to EM 385-1-1 Table 7-1.)	OSH Act of 1970 Section 5 EM 385-1-1 (7-8.a)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Parking areas and traffic lanes clearly striped and marked.	OSH Act of 1970 Section 5 EM 385-1-1 (24-8.a)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Parking signs readable with high contrast colors. Signs not faded or washed out.	OSH Act of 1970 Section 5 EM 385-1-1 (24-8.a)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
USACE-Contracted Waste Management (Trash Containers/ Dumpsters)	Containers/dumpsters are placed on firm, flat surface.	OSH Act of 1970 Section 5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Area free of trash accumulation. All wastes contained inside container/dumpster. Access is unobstructed.	29 CFR 1910.141(a) EM 385-1-1 (14-8.c)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	All dumpsters have doors and lids in place. Doors and lids should remain closed. Waste should not accumulate such that lids do not fully close.	29 CFR 1910.141(a) EM 385-1-1 (14-8.c)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	All bulk trash containers/dumpsters have drain plugs installed. No holes or perforations along bottom of bulk trash containers.	29 CFR 1910.141(a) EM 385-1-1 (14-8.c)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	No strong odors or leaks emanating from containers.	29 CFR 1910.141(a) EM 385-1-1 (35-8.j)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	No signs of birds, rodents, animals, or other pests getting into or residing in the area.	29 CFR 1910.141(a) EM 385-1-1 (35-8.k)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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Logistics Support Entry Control Point Renovations in New Orleans

From James Syrdal, New Orleans District Logistics Manager

This month's spotlight for the Mississippi Valley Division shines brightly on the New Orleans District Logistics Office (DLO) who manages one of the largest Corps Owned facilities in the agency.

During the month, the Facility Management Team within the DLO orchestrated and provided oversight of a renovation project at the district's entry control points. In doing so, two guard booths were renovated that included reflooring, creating better visibility and comfort to the guards.

The DLO Facility Manager (Kevin Calico-shown in picture to the) flawlessly developed and completed the statement of work for the \$88k renovation project. Calico also executed the duties of Contracting Officer Representative by ensuring the terms, conditions and deliverables of the contract were met upon completion of the eight-week project, which was a Fiscal Year 25 facility improvement project completed well ahead of schedule. An action that once again provided assurance to the district leadership of the DLOs ability to deliver.



(Courtesy photos.)



John Kulick Wins USACE 2024 Logistician of the Year Award

From South Pacific Division Public Affairs

John Kulick, regional logistics planner with South Pacific Division, was awarded the U.S. Army Corps of Engineers' Logistician of the Year Award during an award ceremony in Washington, DC, on November 13.

The award recognizes the logistician whose stellar performance enhances not only the USACE Logistics community of practice through their dedication and ability but also leave their respective district or division better than they found it.

With a retirement on the horizon in May, Kulick views the accolade as the cherry on top of his decades-long career in logistics.

"I was surprised and to conclude a very long career in logistics - it's kind of like a capstone event to 44 years," said Kulick. "This is the first time (I've received) a nomination and award of this size."

Kevin Elfers, SPD's logistics office chief, isn't surprised by the award and considers John, who has been with USACE 15 years, to be the backbone of his logistics team.

"John's 44 years of Army service, in and out of uniform, and as a supervisor and staff officer has benefited my managerial direction of logistics in this region," said Elfers. "I use John as a sounding board for solutions I seek to address personnel shortfalls in delivering our logistics program throughout the region. John's recommendations to attack problems are most often sound and sage advice."

Elfers adds during the first review by the USACE Logistics

Agency, they commended the high bar that SPD set for their future work at other Divisions and Districts and recognized John for the electronic filing work that has been accomplished in the SPD region.

While Kulick is seasoned in the logistics arena, he does play favorites when it comes to his preferred area of the field – disaster response.

"I've really been invigorated by my deployments to areas impacted by natural disasters, said Kulick. "It's gratifying to create order out of chaos using decades of past logistics experiences. I simply enjoy analyzing a problem that can be solved logistically."

"I recall a deployment to the Virgin Islands where we had temporary power generation teams of contractors working without their equipment which was accidentally offloaded and stored in Puerto Rico for two weeks," he explained. "To get it out of Puerto Rico and onto Virgins Islands, we had FEMA lease a roll-on/roll-off barge dedicated to the Corps of Engineers and had their "frustrated" equipment on Island in less than 72 hours."

"When solutions are needed during natural disaster events," said Elfers, "John is one of my first responders who is requested to deploy to solve logistics problems at disaster event sites where USACE is engaged and challenged by movement of equipment or sustainment of personnel."

By supporting logistics in countries like the Soviet Union, Germany, Afghanistan, and Iraq and numerous hurricane and earthquake evacuations in Puerto Rico and Florida, Kulick has developed keen instincts that



support SPD logistics.

"He has an innate ability to analyze business process doctrine and develop courses of action that achieve results across the functional areas of supply transportation, facility, maintenance, and emergency management functional disciplines," Elfers adds.

"In a nutshell, logistics is a lifeline and I just love the different aspects of having to use your experience and skills to come up with a solution," explains Kulick. Wrapping up his federal service career with USACE has been rewarding for Kulick.

"Our South Pacific Division leadership and staff are seasoned professionals, who like me, grew their skills from years of service to the nation," adds Kulick. "They know from 'foxhole' to 'boardroom' and allow others to work their initiatives to deliver programs, be it tactical movements of equipment or strategic movements of important people. 'Mission First, People Always' when executing a plan - seems to sum it up."



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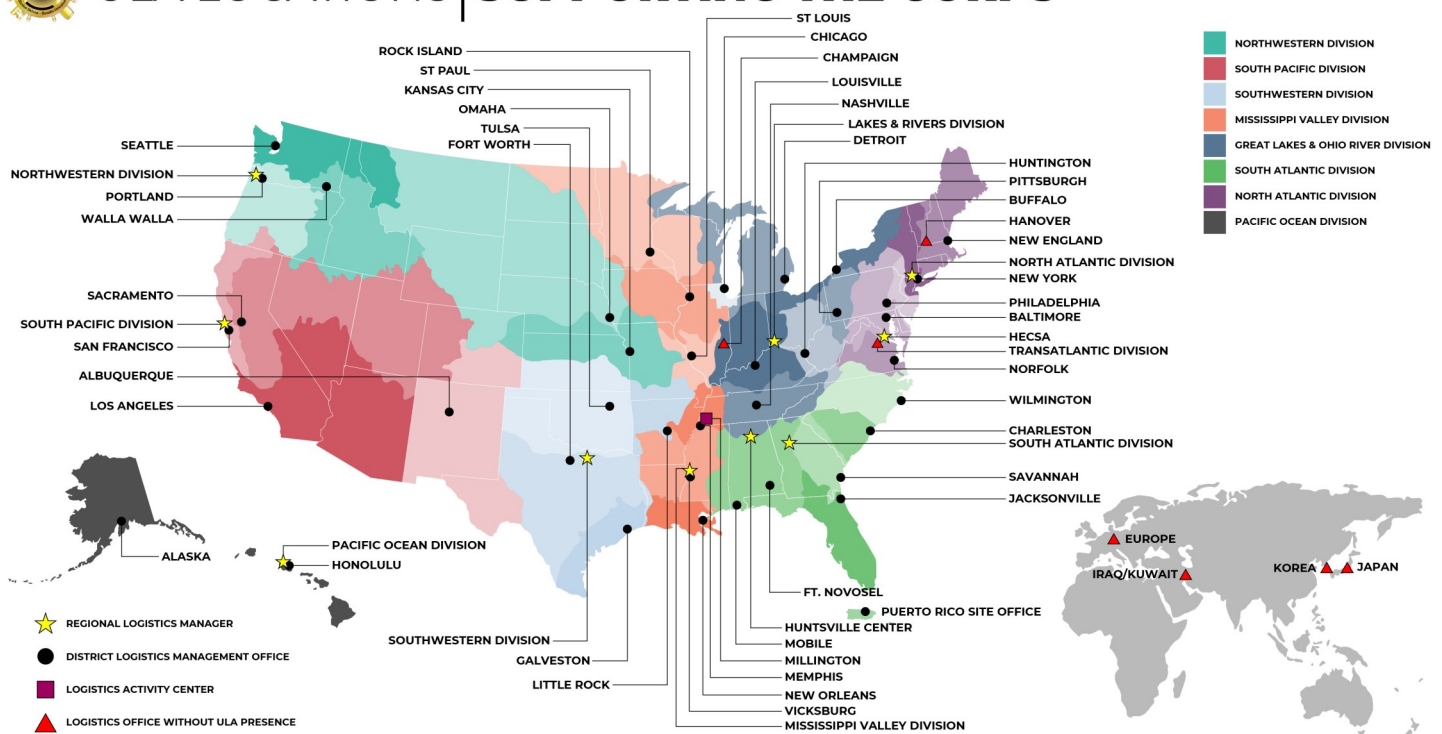


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