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the voice of Global Defense Logistics

November 2011

HOA's New Spice Route

By Lt. Col. David L. Corrick, U.S. Air Force Reserve



Horn of Africa (CJTF-HOA)'s New Spice Route seeks to minimize the command's reliance on military airlift by developing reliable surface movement options across East Africa. Trucks carrying no-longer-needed equipment started moving in February from Garissa and Manda Bay, Kenya to the Port of Mombasa, then on to Djibouti. A shorter run with fresh, fruits and vegetables departs Kampala, Uganda for a training camp on the way to Entebbe. Next month, line haul begins from Djibouti to Dire Dawa, Ethiopia with construction supplies and provisions. Connections across the Horn of Africa are difficult without the addition of sealift. Still in its nascent stages, the program will add to local economies, while CJTF-HOA promotes stability through its panoply of programs.

Commercial trucking has been used sporadically over the years by the Department of Defense (DOD) in East Africa without a comprehensive plan. Despite these efforts, C-130s and other military airlifters remain

the prominent means of shipment to HOA's dispersed units due to short timelines and a lack of standardized processes for surface movement—something that the Spice Route team including CJTF-HOA, Headquarters U.S. Africa Command, U.S. Army Africa, U.S. Naval Forces Africa, and other DOD partners seeks to change.

U.S. Africa Command Structure Headquarters: Stuttgart, Germany

There's Strength in Numbers

Combining synergies enables full-spectrum operations in a land where infrastructure and resources are lacking. Various service components maintain a headquarters base where, as directed, contingency support can be available in response to crisis. The result is enhanced partner nation capacity, regional stability, protection of US and coalition interests and avoidance of conflict.

- Combined Joint Task Force (CJTF-HOA): Djibouti
- U.S. Special Operations Command Africa (SOCAF): Stuttgart, Germany
- Naval Forces Europe / Africa (NAVAF): Naples, Italy
- U.S. Air Forces Africa (AFAFRICA): Ramstein, Germany a.k.a. Seventeenth Air Force Headquarters
- US Army Africa (USARAF): Vicenza, Italy
- U.S. Marine Corps Forces Africa (MARFORAF): Stuttgart, Germany

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Continued from Front Page

Led by the CJTF-HOA Logistics Directorate (J4), the New Spice Route matches all DOD shippers with the right commercially contracted capability through the expertise of U.S. Army Africa (USARAF). Based in Vicenza, Italy, the Army's lead planner is Chris Zahner, who at HOA's East Africa Coalition Conference recently held in Djibouti said, "Marco Polo wasn't just an explorer, he was also a logistician developing logistics nodes along the Silk Road. Now let's do something similar where the Queen of Sheba traveled." HOA J4's Gloria Evans turns the concept into a joint plan and process. "As a supported command building partner nation capacity we rely on external sources for movement," She said, "Working together with our DOD partners to develop better contracts covering East Africa, with seamless connections to sealift, is the way to take pressure off of the C-130 fleet, save Defense dollars and support local economies." She notes that even the U.S.-owned firms in the framework use local subcontractors to ship throughout the region. The plan fits squarely within Africa Command's Adaptive Logistics Network (ALN). While similar to the Central Command (CENTCOM) and State Department coordinated proposal for the Middle East known as the New Silk Road, the New Spice Route emphasizes solutions by both land and sea. As challenging as the Silk Road Asia to Europe route is, CJTF-HOA and its partners operate in an area truly forsaken by twentieth century advances in road and rail. "We didn't even consider trying to line haul direct from Kenya to Djibouti," said Ms. Evans, "Our move from Garissa took us to the port of Mombasa then on to Djibouti by sea." U.S. Air Force Master Sergeant Allen Rickles added, "We compared the cost of air shipment and determined that we saved the government \$380,000 by moving by surface."

For the full article [Click HERE](#)

LTC David L. Corrick, USAFR, recently completed a nine-month tour establishing and directing CJTF-HOA's Joint Logistics Operations Center (JLOC). Currently a civilian traffic management specialist at Headquarters, U.S. Africa Command J4 in Stuttgart, Germany; he previously served as EUCOM Deployment and Distribution Operations Center's first NATO & Coalition Branch Chief (2005 - 2006) and as the founding Joint Movement Operations Center (JMOC) Chief (2003-2004) at Special Operations Command Europe. A graduate of San Diego State University and Air Command and Staff College, LTC Corrick's article "American Airlift: Europe's Strategic Interim Solution" appeared in the July/August 2008 edition of Navy Supply Corps Newsletter.

**The Concept of
Adaptive Logistics
Network (ALN)**

The ALN, centerpiece to AFRICOM's mission, is a concept which emphasizes and enables close collaboration, cooperation and mutual support between willing partners from DOD, allied nations, other U.S. government agencies, commercial firms, Non-Governmental Organizations (NGOs), Other Governmental Organizations (OGDs), and other entities with common objectives. ALN demands that potential solutions to African continental challenges be attempted at the lowest possible level before US forces are called in. For example, military airlift to supply and support would only be called upon when it is the best option, and when all other avenues have been exhausted.

On a continent with little logistical infrastructure, the fostering of relationships between U.S. forces and other like-minded partners is the key. The only way of building capacity where none has existed before is to leverage the resources of others in partnership and unity of effort.

The ALN model is applicable no matter what the line of operation. From combat to humanitarian assistance to disaster relief, the task of heavy lifting, delivery and distribution of goods and services to those in need will continue to be borne not just by the US military, but by a talented, professional, assertive collection of multinational partners committed to mission success.



U.S. Airforce photos: Staff Sergeant Stephen Linch

Djibouti Pride Initiative

Nov 10, 2011 — Hundreds of Djiboutian, coalition and U.S. service members, as well as local residents, came together outside the Camp Lemonnier fence line to clean up the area, November 5. Participants collected and removed trash from the Djibouti-Ambouli International Airport perimeter road as part of a road beautification effort, called the Djibouti Pride Initiative. Beautifying the area around Camp Lemonnier is just a part of being good neighbors, said U.S. Navy Captain Scott Hurst, Camp Lemonnier commanding officer.

U.S. Air Force Chief Master Sergeant James Davis, Combined Joint Task Force - Horn of Africa command senior enlisted leader, echoed Hurst's sentiment, saying "when we talk about building partner nations, this is where it starts ... coming outside the gate and showing that we are part of the Djiboutian community." Although this is the first road beautification effort in recent history, it will not be the last.

MORE International Perspectives from NDTA Members

Engaging and collaborating with world partners embodies a mission focus that is becoming more pronounced within the Department of Defense. The concept was pivotal to establishing the Northern Distribution Network (NDN) in support of supply lines in Afghanistan; and to ensuring victims received relief following natural disasters in Haiti and Japan. Forum attendees learned more about operations in place that reinforce global cooperation among supply chain partners by attending, "International Perspectives."

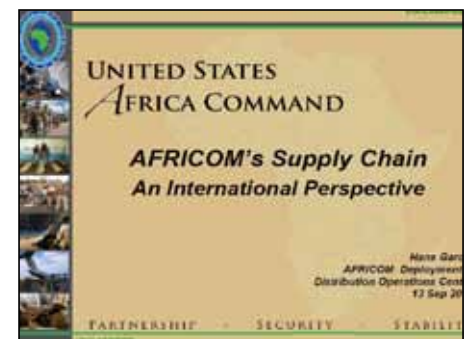
The session provided information on the challenges the military supply chain faces when supporting UN, NATO or country specific missions. It highlights the differences in status from a military and industry perspectives when supporting these programs. The panelists from various industry segments provided their views on how to tackle the challenges and how to improve the international military supply chain issues.

Container Train China and Europe Connected

Tengri News (Kazakhstan) reported on October 28, 2011 that the first container train from China has crossed the Kazakh border on its way to Lithuania. The decision to launch the "Container Train" connecting China and Europe, via the ice-free Baltic seaport in Lithuania Klaipeda, was taken in early October following the 7th sitting of the intergovernmental committee for trade and economic cooperation. A total of 41 containers, originating in Chungking and crossing Kazakhstan into Lithuania, arrived by rail in 10 days as compared to 40 days by sea.



Slides for "International Perspective" and other Forum Sessions are online at: www.ndtahq.com



'Coast Guard Alaska' premieres

Posted by: LT



Four hundred miles from the North Pole, ice began to break around a research camp, threatening the camp's shelters. A Coast Guard aircrew from Kodiak, Alaska, launched to provide support for the camp and ensure the threat of breaking ice was no more. Operations like this are commonplace in our nation's Last Frontier and have largely gone unseen – until now.

A Coast Guard aircrew heads to their helicopter at Air Station Kodiak, Alaska. Production photo courtesy of Al Roker Entertainment, Inc. Riding aboard the HC-130 Hercules aircraft alongside the Coast Guard aircrew, was a film crew from the new TV show "Coast Guard Alaska." The film crew has taped Coast Guardsmen and their families for the past few months and will provide a rare insider's perspective to the missions and lives of Alaska's heroes.

"The filming crew has been great," said Lt. David Corey, a pilot on the research camp overflight. "They are very flexible as far as working with us and just being aware of what our operations are and the risks associated with each operation."

Corey knows just how different missions in Alaska can be, as his previous duty station was as a pilot at Air Station Barbers Point in Hawaii. While the differences between the two locations are obvious,

the implications are very real for all who operate in Alaska.

"The harsh environment, the distance of our operating area, the seas, the fishing vessels, the crab fleet," listed Corey. "The structure of our operations out here provides all kinds of unique operations and unique opportunities to film."

An Air Station Kodiak, Alaska, crewmember while on a mission. Production photo courtesy of Al Roker Entertainment, Inc. After a day of capturing the action in dangerous Alaskan waters, the cameras followed Coast Guardsmen off-duty to shed light on the tight-knit community of Kodiak. In the homes of Coast Guard men and women, the film crews were able to portray the remarkable families who support each and every servicemember.

While even "reality TV" can't depict the full reality of any Coast Guard unit, Corey hopes "Coast Guard Alaska" will provide a glimpse of their everyday lives and life-and-death operations.

"What they show on the film is what it is actually like, so it offers a unique perspective people don't actually see," said Corey. "Out here, what we do is real."

SDDC 9 Traffic Management Workshop

NDTA was pleased to participate in the recent week-long Traffic Management Workshop in St. Louis, Missouri, sponsored by SDDC / G-9 for the benefit of all service branch transporters and their industry partners. MG Kevin Leonard, USA, commander of Surface Deployment and Distribution Command (SDDC) welcomed attendees to join hands-on workshops, demonstrations and the NDTA Expo coordinated in support of the event. The Expo period was held on Monday afternoon and included a buffet lunch. MG Leonard performed the ribbon cutting honors, officially opening the Expo Hall. Workshop attendees had the afternoon to make their way through the nearly 50 industry and military/government exhibits to meet service providers, and in some cases put faces with names. They were able to learn more about processes and technologies designed to move personnel, equipment and supplies safely and efficiently. The Traffic Management Workshop | NDTA Expo was held at The Millennium Hotel in downtown St. Louis, conveniently located to Scott Air Force Base and SDDC headquarters. In opening remarks, MG Leonard spoke at length about the partnership with industry, and expressed his sincere appreciation for the ongoing efforts. He spoke of the significant

challenges ahead as the US Army will have to reconstitute after a decade of war; specifically, the now full withdrawal from Iraq alongside the simultaneous support required for Afghanistan, deployment of Special Forces to Africa, news that was announced just after the workshop convened, and other commitments. He emphasized the opportunities for industry in supporting the challenge, as well as supporting the US Embassy in Bagdad with approximately 14,000 State Department employees and support personnel. Additional considerations include some 40,000 vehicles that are in Iraq as well as an untold number of containers. "How do we move forward? Are we doing the right things...in the right way? What are we missing...and, what's next?" Leonard asked. He spoke about lines of communication in Africa, which are problematic, and indicate that supporting any future operations in Africa may be more difficult than in Iraq and Afghanistan. He encouraged industry partners, who might know how to solve the complex issues in Africa, to join the challenge. According to Leonard, partnership, which is grounded in trust and accountability, will be pivotal to SDDC's success.



BIZ BRIEFS

Nov 15, 2011 "Good Gravy," TSA Blog with holiday travel tips [Read ON](#)

Nov 15, 2011 Damco, which offers freight forwarding and supply chain management solutions, praised as excellent in understanding of customers' needs and in delivering service in new survey. [Read ON](#)

Nov 15, 2011 Enterprise brings car-sharing to US military bases through "We Car", a car-sharing program for the DOD. There is no timeline on this offer; indefinite benefit from Enterprise! [Read ON](#)

Nov 14, 2011 Cubic Sentinel devices give AAFES In-Transit Visibility (ITV) [Read ON](#)

Nov 14, 2011 Cubic Sentinel devices give AAFES In-Transit Visibility [Read ON](#)

Nov 14, 2011 General William G.T. Tuttle, Jr., USA (Ret) former commander of Army Materiel Command has joined the Aeros Advisory Board.

Nov 14, 2011 USNS Medgar Evers, newest in the T-AKE class operated by Military Sealift Command, was christened Nov. 12 at the General Dynamics NASSCO shipyard in San Diego [Read ON](#)

Nov 14, 2011 Cubic Sentinel devices give AAFES In-Transit Visibility [Read ON](#)

Nov 12, 2011 New train route: Kazakhstan's Ambassador to Lithuania Galymjan Koyshibayev attended the meeting ceremony of container train, "Saule" that now connects China to Europe's biggest port in Antwerpen via the territory of Lithuania. [Read ON](#)

Nov 11, 2011 Hertz honors war heroes with free rentals. [Read ON](#)

Nov, 2011 Damco press release: Damco Praised by Customers in New Survey [Read ON](#)



Air Force Gen. Duncan J. McNabb passed command to Air Force Gen. William M. Fraser III during the ceremony at Scott Air Force Base, Ill.

Panetta praised McNabb for his leadership of a support structure upon which he said every other military operation depends.

"Very simply, ... we could not do our missions and defend America without you," he said. "No one goes anywhere, no one fights anywhere, no one stays anywhere without your support." [Read ON](#)



A.P. Moller – Maersk Group's U.S. arm Maersk Line, Limited (MLL) last week celebrated the naming of its first ice-classed and fourth U.S. flag tanker, the Maersk Peary, in Norfolk, VA. The freshly painted and recently reflagged 591-foot ship will be used to support a long-term charter contract with Military Sealift Command (MSC).

Aptly named after Rear Admiral Robert E. Peary who famously reached the Geographic North Pole in 1909 and led various research missions to the Arctic, the vessel will be used to deliver fuel to support military operations and research at Thule Air Force Base, Greenland and McMurdo Station, Antarctica, [Read ON](#)

San Antonio Chapter 26th Annual Scholarship Golf Tournament

The San Antonio Chapter's 26th annual Scholarship Golf Tournament took place at the Ft. Sam Houston La Loma Golf Course in San Antonio, Texas. Seventy Six golfers were present to demonstrate their support of the scholarship fundraiser and their appreciation of the sport. Bill Fisher, San Antonio Chapter President, welcomed them and expressed thanks for their participation and support. Fisher then introduced Anders Nylander, from UPS-Supply Chain Solutions--the Tournament Sponsor. Next to be recognized was Central Transportation Systems, for sponsoring the hole-in-one contest offering a \$10,000 prize to anyone making a hole-in-one on par three hole number 12.

After a long day filled with excitement, and one or two disappointments, golfers returned to the club house for a delicious barbeque dinner and to compare their team's score with other teams in hopes they might be amongst the top three. As most golfers were still enjoying dinner, Mary Hall, Golf Committee Chairperson, thanked players for their participation. She also thanked all hole sponsors and expressed special gratitude to UPS-Supply Chain Solutions and Anders Nylander, for, once again, being the major tournament sponsor and to Central Transportation Systems, Richard Pearson, for again sponsoring the \$10,000 hole-in-one contest.



NDTA Chapter Calendar

November 16

Atlanta Chapter Luncheon
Network with us the third Wednesday of each month at the Hilton Atlanta Airport.

Houston Chapter Luncheon
Houston, TX

Dec 4

San Antonio Chapter Christmas Party
San Antonio, TX

November 17

Dallas Chapter Luncheon
Meet us at Exchange Headquarters to hear from MG (Ret.) Den Kenneally, Exec. Dir., Southwest Defense Alliance.

Dec 10

Central PA Chapter Wreath Laying
Annville, PA

Scott-St. Louis Chapter Luncheon

Mark your calendars for this month's special guest speaker, Mr. Michael K. Williams, Deputy to Commander, SDDC

Dallas-Ft. Worth Chapter Wreath Laying

DFW Nat'l Veterans Cemetery,
TX

November 18

Washington, DC Chapter Luncheon

Looking forward to seeing you at the Army & Navy Club for lunch with guest speaker Lt. Gen. Loren Reno, Deputy Chief of Staff for Logistics, Installations and Mission Support, HQ, USAF. General Reno is responsible for leadership, management and integration of Air Force logistics readiness.

San Antonio Chapter Wreath Laying
Ft. Sam Nat'l Cemetery, TX

Dec 14

North Pole Chapter Luncheon
Anchorage, AK

Ft Bragg-Sand Hills Chapter Luncheon
Fort Bragg, NC

Mark your calendars for this month's special guest speaker, Mr. Michael K. Williams, Deputy to Commander, SDDC

Dec 1

Benelux Chapter Gala
Rotterdam, The NL

North to Alaska!

Our individual membership numbers continue to hover below 8500. We want to get back up over 9,000 members. To do that everyone needs to get involved! It won't be hard to reach and surpass our goal, if every active NDTA member goes out and recruits one new member!

Most recruiting happens at the chapter-level. A successful chapter has AN ACTIVE, ENERGETIC MEMBERSHIP program, and supplements the National membership drive with chapter programs. A successful chapter allows time at every meeting to talk about RECRUITING new members, and recognizes new members and their sponsors. And a successful chapter also works on MEMBERSHIP RETENTION, so that non-renewals do not eat into recruiting gains. RECRUITING and RETENTION go together; it is important that they get equal emphasis.

To encourage chapters, we have chapter prizes. The chapter in each of the three categories, which accumulates the most membership drive points through recruitment and retention in its category, will receive \$500.00 to use as it sees fit at the end of the contest. The chapter, which comes in second in each of the three categories, will receive \$250, and the third place chapter in each category will receive \$100.

The top individual recruiter will receive a **free registration** to next year's Forum in Anchorage, Alaska.

The chapter membership baseline, which determines the Chapter Category, is the chapter strength as of July 1, 2011, is attached to this memorandum. Note: Chapters do not change categories during the Membership Drive; they remain in the categories they were in as of July 1, 2011

Individual credits for new members will be awarded based on the sponsor shown on the membership application form (there will be no individual credits awarded for membership renewals). Sponsors must be NDTA members. If the name of the sponsor is not shown on the membership application form, no credit will be awarded to an individual. A "New" member is a person who has not been an NDTA member within the 12 months prior to enrollment. All credits will be awarded based on NDTA Headquarters records.

Each Chapter should try to appoint a Membership Chair to run your membership program. Allow your

Membership Chair a few minutes at every chapter meeting to report on recruiting before the membership. Also, please make sure that the Membership Chair has a program in place to retain members who are behind in their membership renewal. Your membership Chair will need help with this. Recruiting and retaining members is everyone's responsibility in the Chapter. Three basic things will help you in your recruiting and retention efforts:

- NDTA programs during the coming year should be high quality events that educate and inform members, fully justifying their time and expense involved in attending meetings.
- Spotlight, publicize, and play up new members. Invite them to assume an active role in the chapter. Introduce them to the members at their first meeting and also mention their sponsor (recruiter).
- Get involved in your local community, through community work, scholarship programs, and working with other professional and civic organizations. This will expand your potential membership base, spread the word about NDTA and keep your members interested.
- Work on MEMBERSHIP RETENTION on a continuing basis.

NORTH TO ALASKA! MEMBERSHIP DRIVE OFFICIAL RULES

Drive Dates: July 1, 2011 - June 30, 2012

Categories:

CATEGORY I - Chapters with 100 or less members

CATEGORY II - Chapters with 101-200 members -

CATEGORY III - Chapters with 201 or more members -

*based on the chapter membership strength as of July 1, 2011.

Credits will be given as follows:

One Credit - for each Renewal (Regular, Government, Military, A-35 or Student. One Credit - for each New Member (Regular, Government, Military, A-35 or Student

Chapter Incentives: The three chapters in each category, which have accumulated the highest number of credits, will receive:

- (a) The Category I chapter that accumulates the highest aggregate points for recruiting and retention in its category will receive \$500.00 to use as it sees fit. The chapter accumulating the second highest aggregate will receive \$200, and the third will receive \$100.
- (b) The Category II Chapter that accumulates the highest aggregate points for recruiting and retention in its category will receive \$500.00 to use as it sees fit. The chapter accumulating the second highest aggregate will receive \$200; and the third will receive \$100.
- (c) The Category III Chapter that accumulates the highest aggregate points for recruiting and retention in its category will receive \$500.00 to use as it sees fit. The chapter accumulating the second highest aggregate will receive \$200; and the third will receive \$100.

Individual Recruiter Incentives during the Drive:

- (a) The top individual recruiter will receive a free registration to this year's Forum in Anchorage, Alaska.
- (b) The top A-35 recruiter will receive a free registration to this year's Forum in Anchorage, Alaska.

Note: The winners of this drive will also win the annual competition for the Colonel Norbert Grabowski Recruiting Awards.

Let's make this year's Membership Drive a success. Let go North to Alaska with over 9,000 members!



Alaska, the 49th State Natural Beauty to Spare and Unique Transportation Needs



This week, I had the opportunity to visit a state that many Americans never see: Alaska. The wilderness and coastline of America's 49th state are absolutely beautiful and the people I met were wonderful, but as I learned this week, the folks on our "Last Frontier" also have many unique transportation challenges and needs.

One of Alaska's star modes of transportation is the scenic Alaska Railroad, which I rode south from Anchorage. This historic railroad is a great way for tourists to experience Alaska's natural beauty. It also generates a lot of economic activity for local businesses.

One of the most interesting parts of my visit, and one of the transportation resources that really provides Alaskans a wealth of economic benefits is the Port of Anchorage. I toured the port with U.S. Representative Don Young, U.S. Senator Mark Begich, former Governor and current Port Director Bill Sheffield, Anchorage Mayor Sullivan, and representatives from a number of shipping companies that use the port.

Through rail, road, and air connections, this port receives approximately 90 percent of all goods heading to Alaskan homes and businesses across their vast state. It stages 100 percent of the exports of refined petroleum products from the state's largest refinery in Fairbanks and facilitates petroleum deliveries from refiners on the Kenai Peninsula and in Valdez. And, it has been designated by the Department of Defense as one of 19 "National Strategic Ports" because it provides valuable supplies to Alaska's military installations. In fact, the Port has deployed more than 18,000 pieces of military equipment around the world since 2005.

The Port of Anchorage Intermodal Expansion Project has been underway since 2003. The expansion will prepare the port to support the expected growth of the population and economy in Alaska. Preparing the Port for the future is critical to the short and long-term economic vitality of not only Anchorage, but the state.

Now, many states have railroads, highways, and ports, but one transportation feature that makes Alaska unique is its reliance on general aviation. Many Alaskans fly small airplanes the way the rest of us drive cars and trucks. In addition to transporting mail and food, some remote communities even use airplanes to ferry kids to and from school--every day. During a roundtable with Senator Begich and the general aviation community, I had the chance to discuss ways the DOT can continue to keep general aviation safe, reliable and affordable for Alaskans.

The bottom line is that, everywhere I went in Alaska, I heard about the urgent need to improve the state's transportation network. Whether it was ferries, roadways, general aviation, railroads or even bike paths, the message was the same: Alaskans want and need better connectivity and mobility.

And I was happy to tell them that we can help make that happen. Whether it's through our existing programs or the investments spelled out in the American Jobs Act, DOT is working hard to be a reliable partner to Alaska and all 50 states.

Ray LaHood
U.S. Secretary of Transportation

HONORING ALL WHO SERVED
Veterans Day

NOVEMBER 11, 2011



As you know, President Obama recently announced the withdrawal of a significant number of our troops stationed in the Middle East, particularly from Iraq. To celebrate their homecoming, Hertz is pleased to announce a major promotional event, Hertz for Heroes. The Program kicks off on Veteran's Day, Friday November 11th.

"Our troops are coming home and you can join Hertz in saying thanks. Starting now through December 31st, every Hertz rental you make will help us reach our goal of providing 40,000 free weekend rentals for 40,000 troops. Join us and Celebrate our troops coming home"

Special thank you to our DTJ Sponsors

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Teams brainstorm in new Collaboration Station

By Christine Pesout, U.S. Transportation Command Public Affairs



In an effort to provide a meeting space more conducive to collaboration and innovative thinking, U.S. Transportation Command opened the "Collaboration Station" conference room on Oct. 17.

The room features 330 square feet of white boards and dynamic sharing technology including a 360-degree camera, audio and video recording capability and more. Chief of Staff, Army MajGen Greg Couch, launched a room-naming contest via the command's internal blog, a post to which there were more than 65 suggestions.

Among the first teams to reserve the room was the Global Distribution Synchronizer team. For three days, various members from across the command and component commands used the space to conduct mission analysis.

In April, the President assigned the GDS mission to US-TRANSCOM in the Unified Command Plan.

"It's extremely helpful to be able to get ideas out and then be able to capture them with the multimedia tools available in this room," said Army Lt. Col. Charles Gatling, Strategy, Policy, Programs and Logistics directorate.

"We've circled all 360 degrees of white board in this room at least four times over the past three days," said Jack Svoboda, Operations and Plans directorate, of the Global Distribution Synchronizer team's work in the new Collaboration Station conference room. "The non-traditional elements in here really help to get people to think and create."