
Administrative and Logistics Directorate: The Support Side of the House

by

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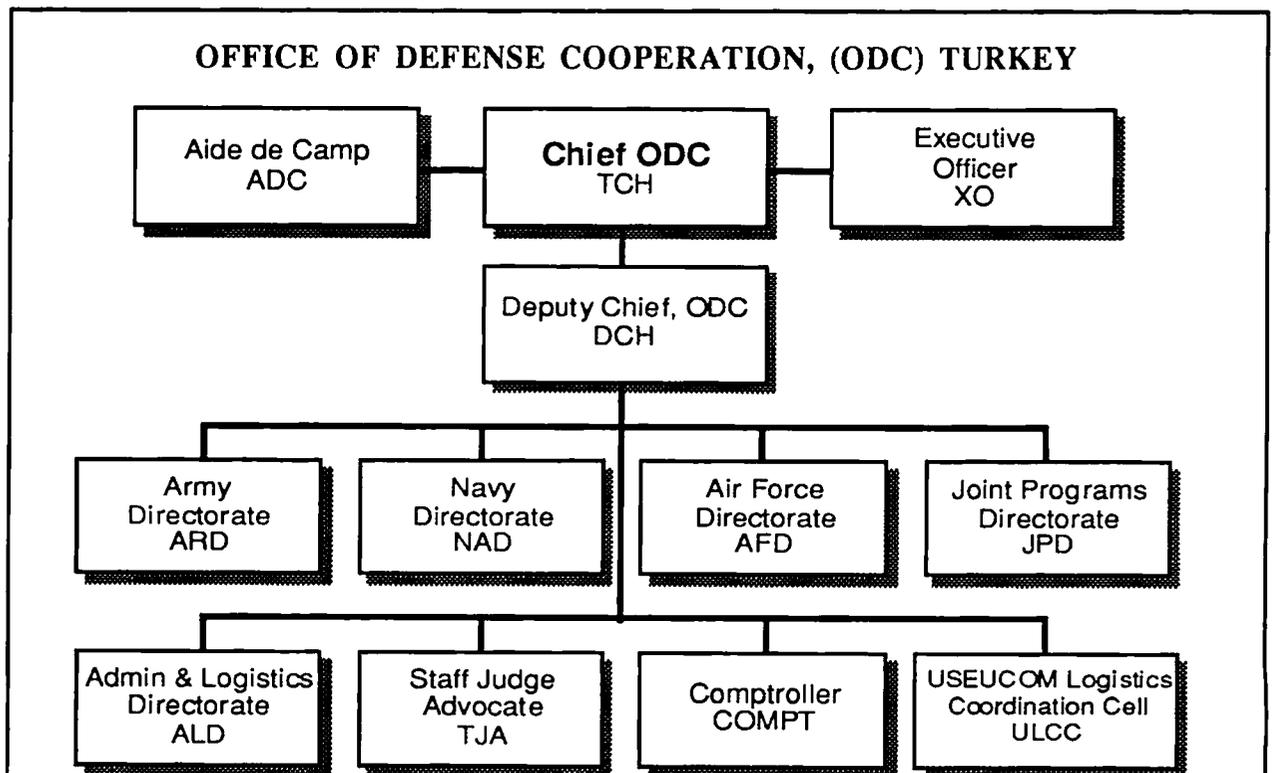
INTRODUCTION

The Office of Defense Cooperation Turkey is the largest Security Assistance Organization in HQ USEUCOM. It has occupied its current location in Ankara since 1965 and has shared the headquarters building with the Turkish Military Sports School since 1974.

Ankara is the capital of the Turkish Republic and is a thriving cosmopolitan city, surprisingly more European than might be expected. Personnel assigned to ODC Turkey enjoy spacious and comfortable apartments provided by the U.S. Embassy; most are situated in the modern Cankaya District with beautiful views of Ankara and the surrounding area. As the center of the Turkish government, and a major commercial center, Ankara was once only visited for business. That has changed dramatically in the past ten years as more and more people discover Ankara is a city that can be enjoyed inexpensively. In addition, the air, once polluted in winter, has improved tremendously with the change to natural gas from coal.

ALD OPERATIONS - THE MISSION

ODC Turkey has 75 active duty military, U.S. civilians, and Turkish civilians assigned.



In addition, we host seven tenant units and two supporting contractors.

The SAO and its tenant activities rely on the Administrative and Logistics Directorate (ALD) for much of the support normally found at a post or base. This includes all military/civilian personnel management, administration, logistics, document and operations security, supply, housing, automated information systems, document translation support, quality of life programs, and morale, welfare and recreation activities.

ALD is one of the truly joint directorates in ODC Turkey, comprised of 18 personnel with an Army Lieutenant Colonel directorate chief, and one Air Force Captain, three Army Noncommissioned Officers, one Navy Chief Yeoman, one U. S. civilian, and 11 Turkish Nationals. In addition to supporting the personnel and families of ODC Turkey, ALD supports nearly 600 Americans in the Ankara Community with various administrative support actions, including Pass & ID support and ration cards. Additionally, ALD is the single point of contact for Turkish identification cards and tax exemption processing for all U.S. military and civilian personnel in Turkey—approximately 9,000 people.

CHALLENGES

Ankara Air Station Closure

Until May 1994, ODC Turkey relied heavily on base support provided by the local Ankara Air Station (AAS), a U.S. Air Forces Europe (USAFE) asset. With the worldwide U.S. military drawdown, the majority of support activities at AAS were either closed or transferred. What remains for American use is the DODDS school, a small commissary/exchange (COMEX) shoppette managed by AAFES, a pizza parlor, the DODDS gymnasium and running track/soccer field, TMO, and warehouse space. With the closure of the AAS, ODC Turkey, and particularly ALD, is challenged daily to meet the needs of the SAO. This includes everything from providing personnel and pay support, classified document control, expendable items issue, housing maintenance, computer maintenance, and quality assurance on the \$1.5 million Turkish Base Maintenance Contract.

Quality of Life

Leased housing is the number one quality of life program for ALD to manage. ODC Turkey currently occupies 43 leased apartments. Numerous upgrades have been made in the past few years and continue at this time, to include new carpeting, refinished parquet floors, reupholstered furniture, new drapery, and security and safety items. Thanks to past ALD efforts, ODC Turkey personnel enjoy Funded Environmental Morale Leave (FEML), and unfunded/Space Available EML. ALD manages the Morale, Welfare, and Recreation Fund to support special events and programs. Physical fitness is stressed here, and ALD manages a large exercise facility with Nautilus and Universal equipment, free weights, Lifecycles, and a racquetball court. In addition, ODC Turkey personnel are able to use the Turkish Sports School's fitness facilities to include tennis courts, basketball courts, and running tracks.

Interservice Support Agreements and the FAAS

ODC Turkey currently has interservice support agreements (ISSAS) with most DOD-affiliated agencies in the Ankara area and with the 39th Wing at Incirlik Air Base in Adana, Turkey. ALD is directly involved in a large number of these agreements by providing or receiving many of their specific support services. Additionally, ALD has the primary responsibility within ODC Turkey for the Foreign Affairs Administrative Support (FAAS) agreement with the U.S. Embassy, of which a primary focus is the Leased Family Quarters Support. The closure of AAS and the resulting loss of

services previously provided by the agencies there has increased the dependency of the remaining Ankara organizations on the services that can be provided by ODC Turkey. As a result, the scope of many of the support agreements has grown significantly over the past year.

Automated Equipment Sustainment

We are in the process of improving our automation capabilities. Much of our security assistance work is accomplished through the use of the telephone and FAX machine. ALD is upgrading our automation posture here and planning for the future. ODC Turkey has received 23 of 27 new Zenith 486 computers to replace older 286 models in preparation for the installation of our local area network (LAN). Along with the computers on hand, this will allow all personnel ready access to a personal computer. All computers will eventually be tied together under a LAN which will allow us to more efficiently communicate through IDSS with all users of the Security Assistance Network. The ALD staff also includes a full time computer specialist under the base maintenance contract. This position has paid big dividends in computer maintenance and trouble shooting.

Personnel and Manpower

ODC Turkey continues to face the challenge of a growing mission with limited personnel resources. Constant scrutiny is required to identify replacements 9-12 months out to ensure adequate lead time for mandatory CONUS training requirements. Without attention, an underlap of personnel impacts adversely on mission accomplishment and continuity within the command. In December 1993, as a result of DSAA directed downsizing, ODC Turkey identified 13 JMP positions for deletion over the next three fiscal years. A follow-on request to convert one of the positions, JPD's Training Management Specialist, to an OKA funded position has been submitted to USEUCOM for decision by JCS.

Turkish Base Maintenance Contract (TBMC)

In 1993, a new Turkish Base Maintenance Contract was awarded to Vinnel, Brown, and Root (VBR). This contract at ODC Turkey covers a 30 vehicle motorpool, mail and distribution functions, library and librarian, custodians, heating and air conditioning services, electrician, computer specialist, pass and identification functions, recreation specialist, administrative support, military flight operations, supply specialist, housing specialist, and ammunition, weapons, and vehicle clearance specialist. The new contract is much improved, with expanded services, and ODC Turkey actually saved approximately one million dollars from the previous year. ALD monitors this contract under an Air Force style QAE program. Due to the loss of logistics support provided by AAS, it was necessary to expand the Turkish Base Maintenance Contract to support the retention of the DODDS school in Ankara, the number one priority of the Ankara community. Diligence paid off as ODC Turkey succeeded in getting 26 agencies in the community to agree to a Memorandum of Understanding (MOU) to expand the TBMC. In addition, basic logistics needs provided by the TBMC, such as a Traffic Management Office, were also retained.

CONCLUSION

The Administrative and Logistics Directorate strives to meet the many challenges of the ODC Turkey mission. We do an excellent job of supporting the needs of our community despite the lack of a local support base to draw upon. Whether it is a personnel issue, a quality of life issue, medical liaison support or any of the hundreds of challenges facing this SAO, ALD continues to work to ensure that an assignment to ODC Turkey is both rewarding and enjoyable.

ABOUT THE AUTHOR

Capt Dan Lucas, USAF, is the Adjutant General, Administrative and Logistics Directorate, ODC Turkey. Prior to this assignment in Ankara, he served as a Squadron Section Commander in a Communications Group and as a Personnel Officer for a Mission Support Squadron, Eglin AFB, Florida. Capt Lucas is a recent graduate of the USAF Squadron Officers School.