



Corps supports the Armed Forces

by Lou Fioto

NAD is the Corps' regional business center in the Northeast and 51 other countries. Its boundaries cover most of the Atlantic coast, including 14 states from Maine to Virginia and the District of Columbia. That is 180,000 square miles, about 5% of the U.S. NAD serves 62 million people, over 30% of the U.S. population. It supports the military in the northeastern U.S., Europe, Asia Minor, Greenland and Labrador. This includes 61 Army installations (37% of all worldwide). It supports the 1st Infantry, 1st Armored and 10th Mountain Divisions, and is the only contingency Division in the Corps, meaning it can move with the Army on short notice and support any operation. It also buys, manages, and sells land for the Army and Air Force. NAD is building roads, infrastructure and base camps to support the Army initiatives in the Balkans. It also designs, builds and maintains facilities for the U.S. Military Academy at West Point, NY. The Division leases over 600 recruiting offices for the Armed Services, the most in the Corps.

The North Atlantic Division (NAD) of the U.S. Army Corps of Engineers recently showed its deep commitment to improving support and service to the men and women in uniform when it held an Installation Support Workshop at Fort Monmouth, New Jersey.

Approximately 70 Corps and Directorate of Public Works (DPW) employees and other Army customers from around the world attended the October conference. David Thomas, NAD's Installation Support Officer, and Senior Engineers Edward Subjek and Robert Wooley organized the three-day affair.

The workshop brought together senior leaders and project managers from NAD and its six Districts (including Europe District, which supports all Army and Air Force installations in Europe), MACOM and DPW Engineers supported by the Division, and project managers from other Corps Divisions.

"My goal is to take care of soldiers and their families," BG Stephen Rhoades, Division Commander, told attendees in his opening remarks. "It's a passion for me. I want NAD to be number one supporting soldiers. If it increases the quality of life for soldiers and their families, I want to do it."

The General talked about shrinking resources and increased workload and their effects on installation support, citing that the Corps is down 5,000 employees since 1995 while work has increased 20%. He stressed open communications and mutual cooperation as two keys to success for the installation support program, urging everyone to do the best they can under the circumstances.



LTC Stephen Wood, Garrison Commander, Fort Monmouth, NJ, presented his command perspective and the processes Fort Monmouth follows to plan, reduce costs, and solve problems in a resource constrained environment.

"As a former DPW and customer of the Corps," Thomas said, "I felt there was a need to bring everyone involved in installation support together to facilitate partnering, team building, and trust between the DPWs, MACOMs, and the Corps. The workshop provided a forum to understand customer needs and identify customer concerns and impressions of the Corps. From this, we can start to change the Corps so we can become a better customer service organization."

Supporting the military has always been a Corps of Engineers commitment and priority. MG Milton Hunter, Deputy Commander of the Corps and a former NAD commander, said, "The men and women of our Armed Forces are our most valuable resource. We must dedicate all of our energies to supporting them in every possible way. We must give them the best,

most modern facilities in which to train, live, work, and play. We must prepare to bed down the 21st Century that is evolving through the Army Transformation. We want them to know how much we appreciate their sacrifices and that we're behind them 100% as they protect and defend our lives, our land and our liberty. They put everything on the line for us. It's the least we can do for them." He was echoing the statements of many leaders before him.

The workshop stressed sharing, cooperation and trust among all parties while striving to provide that support.

LTC Stephen Wood, Garrison Commander, Fort Monmouth, followed BG Rhoades on the workshop's first day and presented his command perspective and the processes Fort Monmouth follows to plan, reduce costs, and solve problems in a resource constrained environment.

Joe Laird, a Project Manager from the Northwestern Division in Omaha, Nebraska, served as workshop facilitator. The first day's agenda included a discussion of MACOM and DPW customer needs, problems, and constraints. This discussion set the foundation for the second and third day when workshop attendees broke into groups to discuss problems and evaluate causes and constraints. Solutions were developed, as were course of action plans to work the solutions. These activities were augmented with Corps of Engineer Installation Support briefings on capabilities, products and services available to the MACOM and installations.

Throughout the workshop, emphasis was placed on the Corps and DPW understanding each other, and on teamwork.



Participants discussed using technology and innovative approaches to improving performance and accomplishing the mission.

Problems were identified and prioritized for the workgroups to solve. Workgroups then hammered out solutions and action plans, briefed the other workgroups, adjusted them and briefed the top priority ones to BG Rhoades.

Steve Mason, Chief, Installation Support Division, TRADOC, Virginia, summed up these efforts by saying the workshop initiative and outcome "indicates the Corps is making a sincere effort to improve the service it delivers and to build upon the relationships it has with the community it serves."

LTC Jim Alty, DPW, Fort Lee, Virginia, added that the workshop attendees "focused on tackling the tough issues to improve operations and leverage capabilities. Identifying the issues up front and working them through the workshop breakout sessions was critical to the workshop's success."

Some of the main problem areas addressed by the workgroups were overall management, communication, accountability, personnel and training; IS funding strategy; contracting tools; design and construction quality; timeliness; and cost-effectiveness.

The individual workgroups were comprised of a very diverse group of attendees. David Murr, Regional Project Manager for

22nd ASG, Europe District, stated that during discussions, "the interface between the attendees and getting to understand their point of view was very beneficial in addressing and solving these problems."

Workgroup solutions to improving installation support included periodic performance reviews, co-location, partnering (within/across organizations), developmental assignments and cross training. The workgroups' output formulated a comprehensive Action Plan. Attendees are selecting and prioritizing the top five problems.

Most agreed the workshop was a huge step in trust building and should become a regular event. "NAD is to be commended for planning and hosting this Installation Support Workshop," said James Scott, Director of Public Works, Tobyhanna Army Depot, PA. "With all the management training saying get close to your customers and listen to them, it was good for everyone to get together in this workshop. We are all each other's customers. By getting together and discussing issues, we are better able to understand each other's concerns and identify solutions to problems."

"We need to take care of soldiers," BG Rhoades reminded attendees as the workshop concluded. "I appreciate your atten-

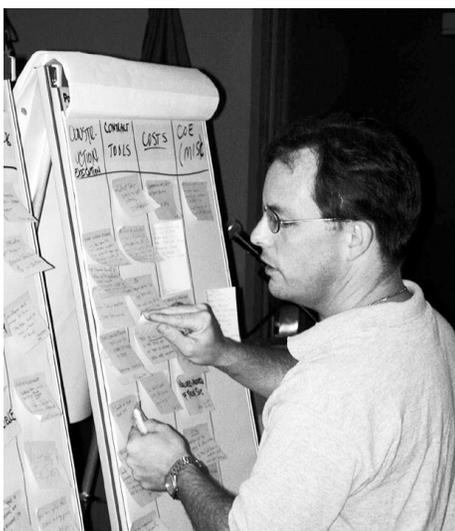
dance and applaud your efforts. We've left some unfinished business and that bothers me. Rest assured I'm serious about making things happen and will correct and advocate the problem areas and issues identified throughout this workshop. I'm committed to supporting our Armed Forces and will do whatever it takes to do right by them."

Ed Subjek summed up the workshop by saying, "Our main goal was to improve communications between the Corps and our customers and to build trust in our partnership. We feel this was achieved. We asked customers for needs and problems, and by focusing on customer problems and issues, I believe we are perceived as better listeners than we were before the workshop. We now have a better focus on customer concerns and we are going to take care of them."

Another Installation Support Workshop is planned for next year. For more information, please click on <http://www.nad.usace.army.mil/is/installationsupport.htm>

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Joe Laird, workshop facilitator, sorts critical issues provided by workshop attendees.



Workgroup prepares briefing for workshop discussion.