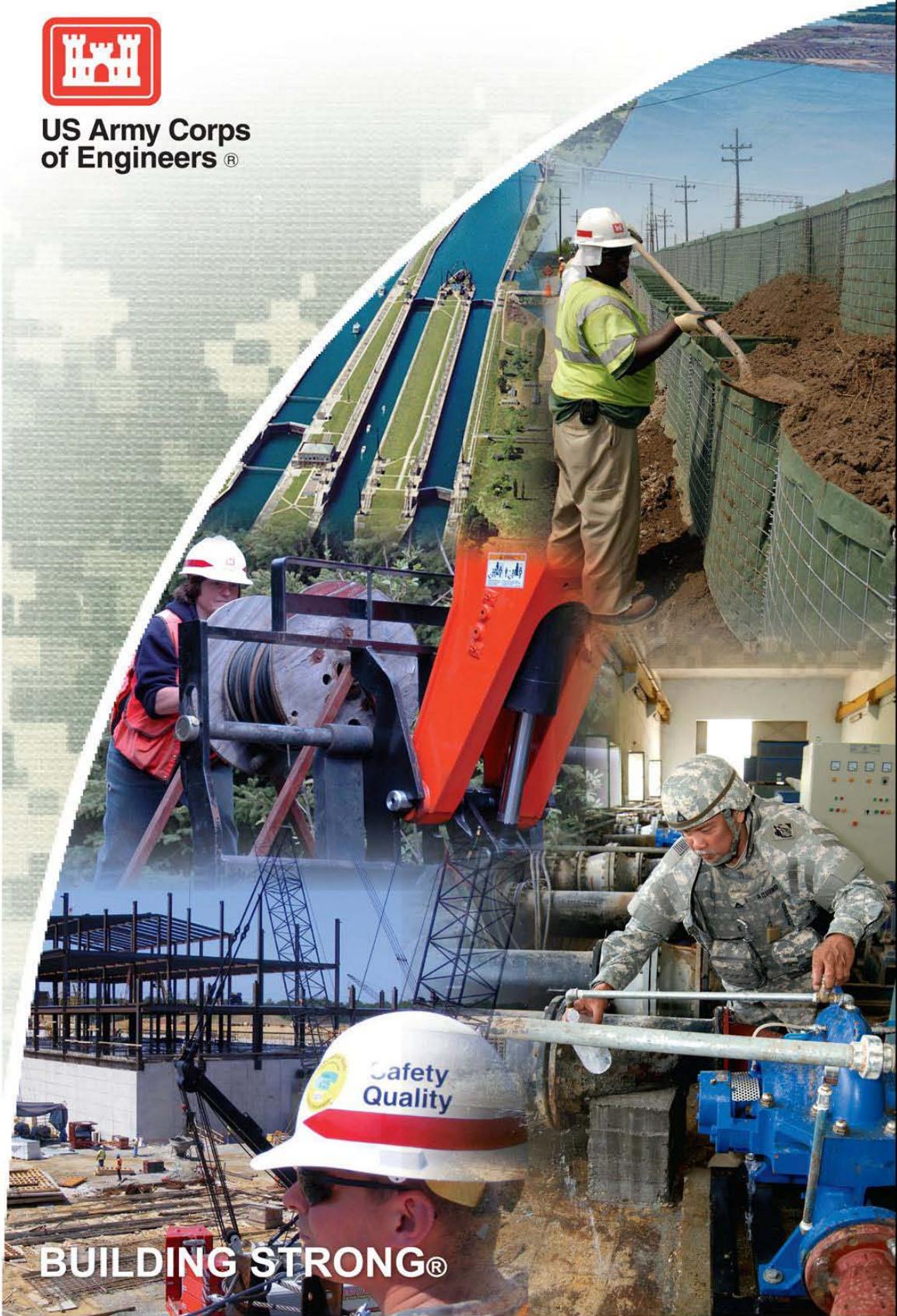




US Army Corps
of Engineers®



CAMPAIGN PLAN—FY11

BUILDING STRONG®

Table of Contents

Foreword	4
Introduction	5
USACE Vision	5
USACE Mission and Mission Essential Task List (METL)	5
USACE as a Direct Reporting Unit to the Army	6
Commander's Intent.....	7
USACE Campaign Plan Summary.....	8
Goal 1	9-10
Goal 2	11-12
Goal 3	13-14
Goal 4	15-16
Requirements and Funding	17
Campaign Plan Accounts	18
USACE Campaign Plan Alignment	19
Strategic Management Process.....	20
Implementation Plans.....	21
Appendix A: Roles and Responsibilities	22
Appendix B: Goal 1 Strategies and Performance Measures	23-37
Appendix C: Goal 2 Strategies and Performance Measures	38-49
Appendix D: Goal 3 Strategies and Performance Measures	50-73
Appendix E: Goal 4 Strategies and Performance Measures	74-87
Appendix F: Outcome Based Measurement Approach.....	88-91

Table of Contents continued

Appendix G: "Great Is" Definitions.....92

Appendix H: Change Management Plan and Approval Process.....93-95

Appendix I: Campaign Plan Accounts Roles / Responsibilities and Approval Process.....96

Appendix J: Campaign Plan Terms of Reference.....97-98

Appendix K: Acronyms.....99-100

Appendix L: Useful Websites.....101

Appendix M: Campaign Plan Battle Rhythm FY11 - FY12.....102

Appendix N: Campaign Plan Quick Reference Guide "The Puzzletop".....103

Foreword

The U.S. Army Corps of Engineers (USACE) Campaign Plan (CP) Fiscal Year (FY) 2011 – Revised Edition is the primary vehicle for designing, organizing, integrating, and executing strategies, actions and outcome based measures outlined in this CP. The CP includes Objective Champions strategies using the ends-ways-means construct with associated Enterprise level outcome based metrics which were approved by the Deputy Commanding General (DCG) on 23 November 2010. The DCG also approved our annual battle rhythm for the CP (Appendix M) and the intent is to publish a revision to the CP NLT 1 June each year titled USACE CP XXXX beginning in FY12. USACE CP will align vertically with the Army Campaign Plan (ACP) and horizontally with strategic customer's CP such as Installation Management Command (IMCOM) as well as reflecting specified/implied tasks shown in the Engineer Annex (under development) to the ACP in support of Department of the Army imperatives. These strategies and associated enterprise performance measures serve as a roadmap moving USACE towards "Great" while allowing the Commanders the latitude and flexibility to develop their Implementation Plans accordingly. As we have discussed, under this battle rhythm the USACE CP is timed better for Major Subordinate Commands (MSCs) Implementation Plans (IPlan) development rhythm and allowing six-months for implementation. By the Winter Leaders Conference of each year there should be a clear indication what will be in the June publication of the USACE CP.

As this is an evolutionary process, any revisions to the CP will be managed in accordance with approved Change Management Plan (Appendix H). A change management tool will be utilized so that all are aware of any revisions to the CP during FY11. Any revisions to the CP will be disseminated via the Directorates, Objective Networks, CP Project Delivery Team (PDT) and in coordination with MSC representatives – Business Management Directors (BMDs). Additionally, any fiscal changes to Goals, Objectives or Strategies must be changed utilizing the HQUSACE Executive Direction and Management (ED&M) Campaign Plan Accounts Development, Management and Execution Standard Operating Procedure (SOP) effective 1 December 2010. This SOP can be found at the following SharePoint site: <https://kme.usace.army.mil/XO/CampaignPlan/Campaign%20Plan%20Accounts/Campaign%20Plan%20Accounts%20SOP.pdf>.

As we move forward it is expected that the Objective Networks, a "to be created" Metrics Sub-Community of Practice (CoP) and our Strategic Management Workshops, will all work towards improving alignment, outcome based metrics and our strategic dialog. It is a learning journey and a work always in process.

This revised version of the USACE CP FY11 as well as Headquarters Staff and MSC IPlans, and historical supporting documents, are available on the USACE Campaign Plan SharePoint and the USACE PAO public site: <https://kme.usace.army.mil/XO/CampaignPlan>; <http://www.usace.army.mil/about/campaignplan/Pages/Home.aspx>.

Questions or comments regarding the USACE Campaign Plan can be directed to Mr. Jerry Lucas, Program Manager, at 202.761.4237 or email jerry.w.lucas@usace.army.mil.

Introduction

Purpose and Scope

The USACE Campaign Plan will guide our policy decisions on how we organize, train, and equip our personnel; how we plan, prioritize, and allocate resources; and how we respond to emerging requirements and challenges. Implementation of the goals and objectives from this Campaign Plan will lead to actual change in our organization moving us from “good to Great.”

Strategic and policy documents such as the National Security Strategy, the National Defense Strategy, the National Military Strategy, the Army Campaign Plan, the Army Strategy for the Environment, USACE program areas strategic plans, and USACE priorities provide the strategic framework for USACE to implement its global mission set. These missions include water resources management nationwide, engineering research and development, design, construction management and other engineering and real estate services worldwide for the Army and Air Force, the Defense and State Departments, the Federal Emergency Management Agency, and many other international, national, state and local partners and stakeholders.

USACE Vision

A GREAT engineering force of highly disciplined people working with our partners through disciplined thought and action to deliver innovative and sustainable solutions to the Nation’s engineering challenges.

USACE Mission

Provide vital public engineering services in peace and war to strengthen our Nation’s security, energize the economy and reduce risks from disasters.

USACE Mission Essential Task List (METL)

- Provide engineering, construction and real estate services for the Army, Air Force, assigned U.S. Government agencies and foreign countries.
- Identify, facilitate and implement solutions for water resources challenges.
- Secure, operate and maintain civil works water resource projects.
- Protect, restore and enhance the environment.
- Provide timely engineering support for national response efforts to emergencies and disasters.
- Research, develop, transfer and leverage innovative technologies to solve national engineering challenges.
- Maintain proficiency in core technical and enabling business support functions.

USACE as a Direct Reporting Unit to the Army

USACE performs several functions as a Direct Reporting Unit (DRU) of the Army. These include:

Planning and execution of DRU responsibilities by exercising command and control of organic, assigned and attached Army forces.
Executing engineering and construction programs as a designated Military Construction (MILCON) agent for all Military Departments and Department of Defense (DoD) agencies.
Managing and executing research and development and real estate programs in support of DoD infrastructure and operational requirements.
Managing and executing civil works and environmental programs under Title 33 USC and other applicable laws.
Managing and executing hazardous, toxic, and radiological waste (HTRW) clean-up programs for DoD, the EPA, the Department of Energy (DOE), and other agencies as required. The USACE also executes the Army Environmental Program as requested.
Supervising and coordinating engineering services and construction activities associated with security assistance programs and projects.
Developing comprehensive, sustainable and integrated water resource solutions through collaboration with regions, States, local entities, and other Federal Agencies.
Providing selected engineering and related services to foreign governments in support of the Department of State, the Agency for International Development, and the DoD Foreign Military Sales Program.
Administering certain laws in the United States to protect and preserve the navigable waters and related resources, such as wetlands.
Preparing for and responding to national emergencies in support of Department of Homeland Security (DHS) and other federal agencies.
(1) USACE organizes, trains, equips and deploys Field Force Engineer (FFE) and other contingency response teams that provide technical engineering support to Operational Maneuver Units and other Federal Agencies.
(2) USACE organizes, trains and equips, non-deployable Base Development Teams that provide technical engineering reach back support to forward deployed Operational Maneuver Units.
(3) USACE is the Public Works sector lead for the Defense Critical Infrastructure Program (DCIP).
Managing and executing all real estate functions for the Army and where the Army is the DoD executive agent as well as Air Force elements in the United States, and other DoD and Federal agencies upon request.
Serving as the proponent for the DoD Recruiting Facilities, Overseas Leasing, and Homeowners Assistance Programs.
Providing Army Staff counsel review for all realty instruments and resolution of real estate issues.
Performing basic, exploratory, nonsystem specific R&D in systems, equipment, procedures, and techniques relevant to the engineering support of military operations, materiel development and civil works water resources mission requirements.
Performing the preservation of archeological and historical resources on Public and Indian lands, the cleanup of hazardous contamination on Active Army installations, and work on formerly owned DoD properties.
Managing and executing the Army's Commercial Utilities Program.
Providing facility engineer support to DoD installation directors of public works, IMA and other installation proponents.
Managing a strategic reserve of non-tactical generators and the Prime Power Program for the Army.
Managing the classified construction program.
Providing the following support:
(1) Combatant commanders, DoD, DHS, USAID, and other Government agencies on international stabilization, reconstruction, and contingency operations.
(2) Commander, (Medical Command) MEDCOM in developing environmental quality criteria.
Executing the Army Facilities Component System (AFCS).
Executing the payment in lieu of taxes reporting requirement for the Department of the Interior.
Performing DA Functional Chief Representative responsibilities for Career Program 18 (CP-18).

Source: AR10-87

Commander's Intent

The U.S. Army Corps of Engineers will, through execution of this Campaign Plan, become a GREAT organization as evidenced by the following in all mission areas.

- Delivers superior performance;
- Sets the standard for our profession;
- Makes a positive impact on the Nation and other nations; and
- Is built to last as evidenced by our strong “bench” at all levels—educated, trained, competent, experienced, and certified.

We will deliver superior performance through disciplined people, thought, and action. We will use the USACE Campaign Plan as a component of our corporate strategic management process to establish our command priorities, focus our transformation initiatives, measure and guide our progress, and adapt to the needs of the future.

The Headquarters Staff and Major Subordinate Commands (MSC) develop and maintain implementation plans (IPlans) to achieve USACE Goals and Objectives. The Headquarters Staff IPlans support achievement of the MSC IPlans. Although we have established strategic targets and milestones to achieve each objective, MSCs have the latitude to broaden Corps initiatives or develop new ones within their own authority. Additionally, given that some objectives may not be fully applicable to all subordinate units, Commanders should, within the scope and intent of USACE priorities, establish their own command priorities to achieve the intent of the USACE Campaign Plan.

We will align and synchronize our work throughout USACE and make deliberate and informed corporate decisions on the best use of our resources. If any requirements outside the USACE Campaign Plan arise, we will make a corporate decision to either divert resources or incorporate new objectives and adjust work priorities as necessary.

My intent is for USACE to be ONE DISCIPLINED TEAM—in thought, word, and action—and to meet our commitments, with and through our partners, by “SAYING WHAT WE WILL DO, AND DOING WHAT WE SAY. We must show value to the Nation and be accountable for what we say.”

R. L. Van Antwerp
Lieutenant General, US Army
Commanding

USACE Campaign Plan Summary

USACE Campaign Plan Goals and Objectives are derived, in part, from the Commander's Intent, the Army Campaign Plan, and Office of Management and Budget guidance. The four goals and associated objectives also build on prior strategic planning efforts. Each goal and objective is led by a USACE senior leader who manages and oversees actions to reach the goal and objectives.

The successful achievement of the goals and objectives contained in the USACE Campaign Plan are dependent on actions implemented by the entire USACE team. These strategies are not directed actions but communication intended to clarify what the Goal / Objective Champions think is the way forward in the near term.

Goal 1: Deliver USACE support to combat, stability and disaster operations through forward deployed and reach back capabilities.

Objective 1a: Ready, responsive and reliable.

Objective 1b: Support the Operating and Generating Force.

Objective 1c: Establish human resources and family support programs that promote readiness and quality of life.

Objective 1d: Institutionalize USACE capabilities in interagency policy and doctrine.

Goal 2: Deliver enduring and essential water resource solutions through collaboration with partners and stakeholders.

Objective 2a: Deliver integrated, sustainable, water resources solutions.

Objective 2b: Implement collaborative approaches to effectively solve water resource problems.

Objective 2c: Implement streamlined and transparent regulatory processes to sustain aquatic resources.

Objective 2d: Enable Gulf Coast recovery.

Goal 3: Deliver innovative, resilient, sustainable solutions to the Armed Forces and the Nation.

Objective 3a: Deliver sustainable infrastructure via consistent and effective military construction and real estate support to customers.

Objective 3b: Improve protection, resilience and lifecycle investment in critical infrastructure.

Objective 3c: Deliver reliable infrastructure using a risk-informed asset management strategy.

Objective 3d: Develop and apply innovative approaches to delivering quality infrastructure.

Goal 4: Build and cultivate a competent, disciplined, and resilient team equipped to deliver high quality solutions.

Objective 4a: Identify, develop, maintain and strengthen technical competencies.

Objective 4b: Communicate strategically and transparently.

Objective 4c: Standardize business processes.

Objective 4d: Establish tools and systems to get the right people in the right jobs, then develop and retain this highly skilled workforce.

Goal 1

Deliver USACE support to combat, stability and disaster operations through forward deployed and reach back capabilities. One of our standards for advancing from “good to Great” is that we will have a "unique, positive impact on our Nation and other nations."

Goal 1 Champion: Director, Contingency Operations Directorate

Objective 1a: Ready, responsive and reliable.

Ready, responsive, and reliable. The key objective in implementing Goal 1 is Objective 1a, this is the barometer the Nation and the personnel we support will measure us against. The road map we developed in achieving this objective, has three guiding way points: 1) fully support the Army, Department of Defense (DoD), Department of Homeland Security (DHS), Department of State (DoS), North Atlantic Treaty Organization (NATO) and the Nation for domestic incident response and military contingencies successfully executing our civil and military programs; 2) ensure USACE has credentialed and trained high performance expeditionary teams that meet the published readiness standards to be rated “green” and positioned to support domestic incidents and military contingencies; 3) set high standards of performance with standardization of basic processes (SOP), training and readiness metrics.

Objective Champion: Director, Contingency Operations Directorate

Objective 1b: Support the Operating and Generating Force

Support the Operating and Generating Force. The primary focus for Goal 1 is to achieve synergy in USACE's expeditionary capabilities and response to the Nation's Full Spectrum Operations requirements around the globe. To do this, USACE must transform its supporting and expeditionary elements -- Objective 1b addresses this requirement. The road map we developed in achieving this objective has five principles: 1) adapt existing USACE capabilities, organizations, and processes to fully support expeditionary forces; 2) provide direct engineering support to the Regiment, the Army and other DoD expeditionary forces; 3) implement engineering policies and standards across the Army; 4) serve as the Army Knowledge Center of Excellence for engineering technologies; and 5) conduct research, development, test and evaluation (RDTE) to improve and transform Army unit operations.

Objective Champion: Deputy, G-3

Objective 1c: Establish human resources and family support programs that promote readiness and quality of life.

Establish human resources and family support programs that promote readiness and quality of life. In order to support its expeditionary workforce, USACE will create both human resources and family support programs that provide incentives to and care for families of employees who deploy to support Overseas Contingency Operations (OCO) and disasters that USACE is engaged in. Programs will seek to address those areas that serve as detractors to deployment, to include benefits, entitlements, recruitment and retention, and family issues.

Objective Champion: Director, Human Resources

Goal 1 Continued

Objective 1d: Institutionalize USACE capabilities in interagency policy and doctrine.

Institutionalize USACE capabilities in interagency policy and doctrine. Develop comprehensive, integrated planning and information sharing capabilities to support stability operations and both foreign and civil emergencies. Mechanisms include advanced concepts development and experimentation, interagency workshops, participation in Combatant Command (COCOM)-level and other joint and interagency exercises, and through application of scientific, technological and engineering expertise available within USACE and externally.

Objective Champion: Chief, Interagency and International Services Community of Practice

Goal 2

Deliver enduring and essential water resource solutions through collaboration with partners and stakeholders. USACE will focus its talents and energy on comprehensive, sustainable and integrated solutions to the Nation's water resources and related challenges through collaboration with stakeholders (internal, regional, states, local entities, other federal agencies, etc.) and playing traditional or emerging roles (leadership, technical support, broker, data and knowledge provider, etc.) as appropriate. This goal refers to not only developing and delivering comprehensive and lasting solutions and products but also ensuring that the deliverables are sustainable (long lasting, integrated and holistic) to respond to today's and future challenges.

Goal 2 Champion: Director, Civil Works

Objective 2a: Deliver integrated, sustainable, water resources solutions.

Deliver integrated, sustainable, water resource solutions. USACE will deliver a more holistic approach to solving water resources challenges that effectively considers the broad variety of economic, social, and environmental goals and constraints through the creation of enabling mechanisms to support existing organizational core competencies in collaboration with internal and external partners. Enabling mechanisms include improving of water resources policies, regulations, processes, procedures and methods that adapt to emerging trends and national priorities; sharing best practices and lessons learned throughout and across communities of practice (i.e. planning, engineering, construction, project management, programs, operations); and enhancing and support strong capabilities and competencies to facilitate delivery. This objective deals with implementing updated planning guidance and policy, realizing regional integration goals and concepts (communities of practice, centers of expertise, regional business centers), streamlining/adapting processes to improve effectiveness and efficiency, developing programs to improve technical capabilities and programs designed to facilitate and support the delivery of products to achieve authorized purposes.

Objective Champion: Chief, Planning and Policy Division

Objective 2b: Implement collaborative approaches to effectively solve water resource problems.

Implement collaborative approaches to effectively solve water resource problems. USACE will develop and implement collaborative approaches to improve behavior and accelerate organizational change by using data and feedback from customer surveys, lean six sigma results, Government Accountability Office audit reports, lessons learned, best practices, reports which provide recommendations for improving decision making processes and enhancing program areas, and expertise based on internal and external peer review feedback.

Goal 2 Continued

This objective is focused also on effectively engaging external agencies to blend multiple approaches, the use of methods of analysis, synchronize complementary inter-agency efforts, and orchestrate timing of resources to optimize and integrate multi-agency implementable solutions. The approaches developed under this objective incorporate all program areas including planning, communications and public outreach, customer service and satisfaction, product delivery, construction and engineering, safety, programs and project management, resource management, managing Congressional and political relationships.

Objective Champion: Chief, Planning and Policy Division

Objective 2c: Implement streamlined and transparent regulatory processes to sustain aquatic resources.

Implement streamlined and transparent regulatory processes to sustain aquatic resources. USACE will develop and implement actions that will result in streamlined and transparent regulatory processes that balance economic development with sustaining of aquatic resources. This objective has three main prongs: 1) achieve greater consistency in permit processes across districts; 2) streamline systems to improve responsiveness and efficiency and to aid the decision making process; and 3) enhance accomplishment of program goals by using a systems and watershed approach to help solve the Nation's water resource problems. Greater consistency, timeliness, and quality of regulatory products will be achieved by developing and implementing Corps-wide tools and systems. These include: 1) database and geospatial tools to improve efficiency of permit processing, quality of project review, and watershed/systems-level analysis and decision making; 2) a national network of technical experts; and 3) templates for permits and decision documents.

Objective Champion: Director, Regulatory Programs

Objective 2d: Enable Gulf Coast recovery.

Enable Gulf Coast recovery. USACE will develop actions for the Gulf Coast, to provide for: hurricane and storm events readiness and response; affected communities' recovery and risk reduction; and a long-term sustainable coast and ecosystem across the Gulf Coast. This objective is heavily focused in application of lessons learned, risk management, risk communications and a system approach which uses flexible and adaptive approaches in conjunction with all stakeholders/partners to facilitate collaborative planning, design and construction.

Objective Champion: Director, Task Force Hope

Goal 3

Deliver innovative, resilient, sustainable solutions to the Armed Forces and the Nation.

USACE is the Nation's premier public service engineering and construction organization. Due to its unique military and civil mission capabilities and mandates, it is well suited to providing infrastructure support to serve both the military and national civilian arenas. USACE is committed to providing innovative, resilient, and sustainable infrastructure solutions for our Nation today, for the future of our country tomorrow.

Goal 3 Champion: Director, Military Programs

Objective 3a: Deliver sustainable infrastructure via consistent and effective military construction and real estate support to customers.

Deliver sustainable infrastructure via consistent and effective military construction and real estate support to customers. USACE is challenged to deliver an unprecedented volume of quality, sustainable, and cost-effective facilities and infrastructure to support the Army and other Military Services and Defense Agencies in support of defense transformation and the Joint Force. Delivery of quality facilities and infrastructure in support of Army Campaign Plan Objective 2 will be key to the Army's success in implementing the Army Campaign Plan imperatives. The Army's transformed force structure and footprint demand a high degree of consistency, to be achieved through consistent processes and integration of Army facility standards with military construction (MILCON) delivery processes. Continued innovation to adapt to market conditions, adopt industry best practices, provide sustainable solutions, and deliver facilities faster will be necessary in an era of limited resources. Real estate approaches will be enhanced through accelerated land acquisition and consistency across product and service delivery.

**Objective Champions: Chief, Military Programs Integration Division
Chief, Engineering and Construction
Director, Real Estate**

Objective 3b: Improve protection, resilience, and lifecycle investment in critical infrastructure.

Improve protection, resilience, and lifecycle investment in critical infrastructure. USACE will improve resiliency of critical infrastructure to reduce risks to critical water resources and infrastructure critical to DoD from an all hazards systems approach, to include hostile activity. Improved resilience of critical infrastructure ensures availability of networked assets critical to the nation. Investment decisions must be risk-based and meet the priorities of the component programs. Interdependencies are identified and understood. Prevention, protection and consequence mitigation strategies must be developed. Principles, strategies and technology are shared and leveraged across programs. USACE is already engaged in several key ongoing programs that directly support this objective including: Dam Safety, Levee Safety, Antiterrorism, Physical Security, Law Enforcement, Critical Infrastructure Protection and Resilience (CIPR), Defense Critical Infrastructure Protection (DCIP), Critical Infrastructure Risk Management (CIRM), and Asset Management (AM).

Champion: Director, Contingency Operations Directorate

Goal 3 Continued

Objective 3c: Deliver reliable infrastructure using a risk-informed asset management strategy.

Deliver reliable infrastructure using a risk-informed asset management strategy.

USACE will deliver a reliable infrastructure to ensure these assets continue to provide value to the Nation and meet expected levels of service while mitigating risk. Increased reliability will be achieved by developing a strategy, which includes an integrated national plan for assessing the infrastructure and an investment strategy for operation, maintenance, and enhancements to improve reliability, minimize risk, and meet projected infrastructure demands. USACE is already engaged in several key ongoing programs that directly support this objective including: asset management, dam safety, levee safety, and the Inland Marine Transportation System.

**Objective Champions: Chief, Operations & Regulatory Directorate, LRD RIT
Chief, SPD RIT, Real Estate**

Objective 3d: Develop and apply innovative approaches to delivering quality infrastructure.

Develop and apply innovative approaches to delivering quality infrastructure.

Incorporate and increase the use of innovations and innovative tools in the organization that result in improved efficiencies and effectiveness of project execution or development of the workforce. This includes the identification and implementation of industry-based best practices along with innovative technologies coming out of the USACE Research & Development Program. The end state is an enlightened, innovative and creative USACE workforce implementing more effective, efficient and better quality engineering solutions for the Nation.

**Objective Champions: Deputy Director, Research and Development
Chief, Engineering and Construction**

Goal 4

Build and cultivate a competent, disciplined and resilient team equipped to deliver high quality solutions. USACE requires a workforce that is equipped with the skills and tools necessary to move USACE into the future. This goal and set of objectives will ensure that the members of the USACE team not only are the right people in the right jobs, but are provided with the capabilities and capacity to become great. Our workforce will deliver superior performance every time, set the standard for their professions, make positive contributions to our Nation and other nations, and be built to last.

Goal 4 Champions: Director, Human Resources, Chief, Engineering and Construction

Objective 4a: Identify, develop, maintain and strengthen technical competencies.

Identify, develop, maintain and strengthen technical competencies. The intent of this objective is to increase USACE technical competencies needed now and in the future to deliver high quality products and services. Progress will be measured through customer (includes partners and sponsors) satisfaction with products and services and USACE impact on setting the standard for our profession. Specific actions for maintaining and enhancing critical core technical competencies are defined in the Technical Competence Status Report. Areas addressed in the report include selected communities of practice. Development of a Human Capital Plan is also a critical part of the endeavor to strengthen competencies.

Objective Champion: Chief, Engineering and Construction

Objective 4b: Communicate strategically and transparently.

Communicate strategically and transparently. Provide an open, two-way strategic communication framework that is centrally managed, vertically synchronized and locally executed applying the latest technology and training in order to increase professional credibility, collaboration, public confidence and the reputation of USACE. Strategic, transparent communication both informs and educates employees, stakeholders and the public, and provides them a means to offer feedback and input into the decision-making process.

**Objective Champions: Director, Corporate Information
Chief, Public Affairs Office**

Objective 4c: Standardize business processes.

Standardize business processes. The purpose of this objective is to increase efficiency, effectiveness and quality of product in executing USACE's missions. USACE will identify, develop, implement, and document standardized business processes. Some USACE business processes are currently available for use in the USACE Quality Management System (QMS). Communities of Practice (CoPs) will develop additional standard business processes and enter them in QMS. MSCs and Districts will then implement them as soon as they are approved. Standard business processes will assist in creating an effective workforce capable of working virtually and seamlessly. Project delivery teams (PDT) will be able to respond to the Nation's and Armed Forces' call for expeditionary technical teams in real-time, anywhere across the globe with minimal onsite training through the use of standard business processes.

Objective Champion: Director, Resource Management

Goal 4 Continued

Objective 4d: Establish tools and systems to get the right people in the right jobs, then develop and retain this highly skilled workforce.

Establish tools and systems to get the right people in the right jobs then develop and retain this highly skilled workforce. The purpose of Objective 4d is to provide human capital programs throughout USACE that will support mission accomplishment in a demanding environment. When fully implemented, Objective 4d will result in the establishment of human capital programs and systems that provide tools for our leaders and employees that set conditions for them to achieve their full potential. All leaders and employees will have the opportunity to perform a job that matches their skills and interests, to receive training and development that will improve and increase those skills, and to be competitive for new positions that will further challenge them and support mission execution. Leaders will have a full range of tools available to them that will enhance their ability to attract the right people for their positions and to retain them in a volatile and extremely competitive labor market.

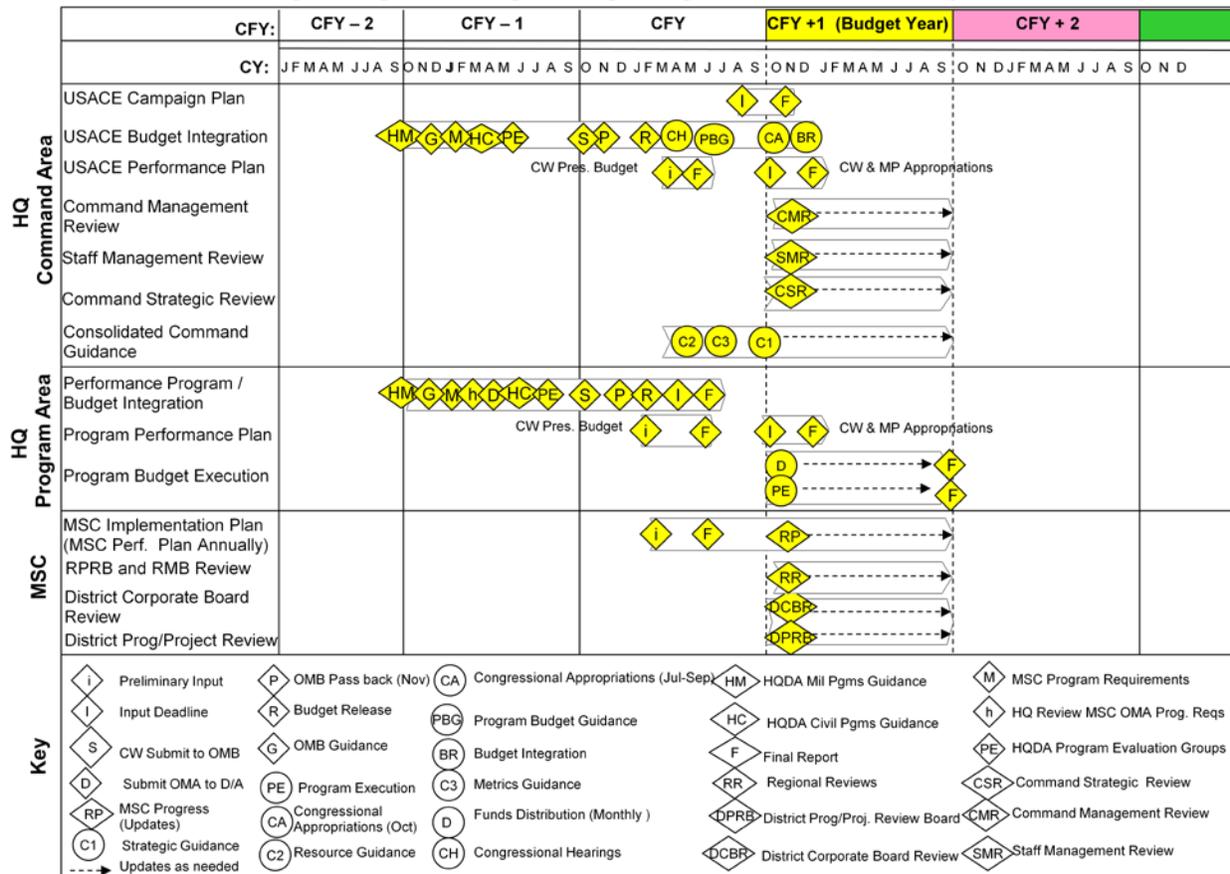
Objective Champion: Director, Human Resources

Requirements and Funding

Everyone must recognize that we are operating in a fiscally constrained environment. We must live within our budget and do all we can to optimize the application of resources while ensuring consistent, equitable and predictable delivery of services to our Soldiers, Families and Civilians. The entire USACE team is expected to pursue every feasible opportunity for savings in order to help ensure the most effective use of our scarce resources at the Enterprise level as well at the MSC level. It is important to recognize that the Army's budget has grown significantly over the last several years but this trend will not continue. Careful scrutiny is required to ensure that all of our programs are targeted effectively and meet high priority needs.

Planning, Programming Budgeting and Execution process represent both cyclical and ongoing sets of activities that flow from the strategic planning process and command guidance activities. The programming and budgeting processes produce the annual program, the guidance document, the budget, the five-year development plan (Civil Works), the future-year defense plan (Military Programs) and the annual performance plan. The intent of these processes is to accomplish the missions and the staff (functional area) goals and objectives and to align budgets to performance plans. MSC IPlans contain the key implementation actions, measures and targets in support of the Campaign Plan. The MSCs align their IPlans with the execution process as part of their performance planning function. Please see ER 5-1-15 USACE Strategic Management dated 1 December 2009 for a detailed discussion on the USACE PPBE process.

Planning, Programming, Budgeting and Execution Cycle

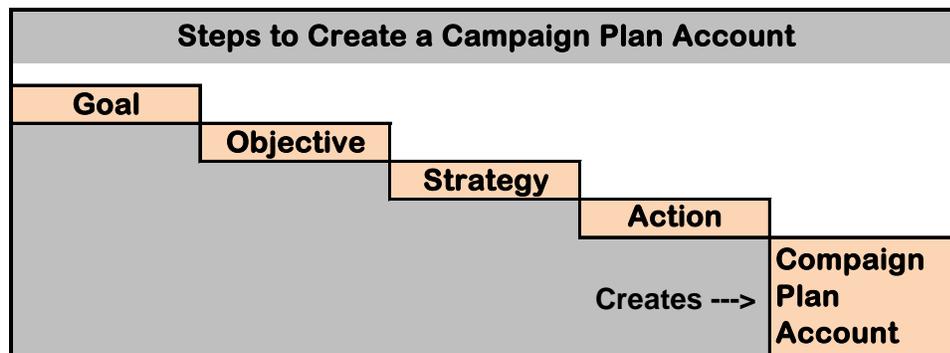


Campaign Plan Accounts

The USACE campaign plan is tiered with goals as the primary element. Subordinate to goals are objectives with strategies designed to support the objectives as the next subordinate level. Finally, subordinate to strategies are actions that are taken to achieve the strategies. Goals, objectives, strategies and actions are developed by the Objective Champions for their approval by the respective Goal Champions during the campaign plan development process. Campaign plan actions that are direct funded are known as campaign plan accounts. Changes to the campaign plan goals, objectives and strategies are reviewed and approved using the USACE Campaign Plan Change Management Process. Additionally, any fiscal changes to Goals, Objectives or Strategies also must be changed utilizing the HQUSACE Executive Direction and Management (ED&M) Campaign Plan Accounts Development, Management and Execution Standard Operating Procedure (SOP) effective 1 December 2010. This SOP can be found at the following SharePoint site:

<https://kme.usace.army.mil/XO/CampaignPlan/Campaign%20Plan%20Accounts/Campaign%20Plan%20Accounts%20SOP.pdf>.

Table 1. Campaign Plan Account Structure and steps to create a direct funded CP account



This CP Accounts SOP applies to HQUSACE Directorates and Separate Offices (e.g., Office of Counsel, Safety Office, Strategy and Integration Office, Human Resources, etc.). Campaign accounts are established by the USACE Commander to support the goals and advance and achieve the objectives of the campaign plan. Resources allocated for the campaign plan implementation shall not be expended to enhance non-campaign plan related Headquarters operations or, to supplement programs funded through other appropriations or via other established budget processes.

Finally, HQUSACE ED&M account includes corporate initiatives that have Corps-wide benefits to Headquarters, the field and support the USACE Campaign Plan implementation. These actions are designed to improve organizational effectiveness and corporate operations. Campaign Accounts consist of actions which are not day-to-day operations in support of the headquarters' staff or execution of operational missions. The USACE HQ is the decision making and governing body of the Campaign Accounts. All key resource management events related to the Campaign Plan (Program Advisory Working Group, Headquarters' Priority Group and the Senior Program Budget and Advisory Committee) will be conducted separately from the ED&M operating budget.

Alignment

We must achieve alignment of our initiatives for USACE’s Vision, Commander’s Intent and USACE Campaign Plan to be successful. Alignment: vertical, horizontal and lateral—applies to the interlocking sets of activities between the hierarchies of plans and reviews, as well as between the interlocking sets of activities for planning, programming, budgeting, and execution.

Vertical alignment involves unity of purpose in configuring goals, objectives, strategies, and decisions throughout the levels of the USACE. Horizontal alignment refers to the coordination of key activities across the organization and is primarily relevant to cross-functional and intra-functional integration. Establishing and maintaining alignment requires continuous interaction through effective collaboration and coordination between the program, functional and command areas as well as between headquarters and field units. Alignment ensures improvements to performance and supports the Commander’s Intent for USACE to be one disciplined team.



Figure 1. The Hierarchical Relationship within the USACE Campaign Plan

Strategic Management Process

This USACE Campaign Plan is an integral part of the USACE Strategic Management Process. The USACE Strategic Management Process provides an integrated and comprehensive approach (Figure 2) to making strategic sense of the environment in which we operate and the fit and function of our organization. It includes processes for strategic scanning, planning, resourcing, implementation and assessment. Senior leaders and staff proponents scan for, survey, and assess environmental factors affecting USACE. Strategic planners consider these factors in the formation of the USACE Campaign Plan Goals and Objectives. USACE programmers budget for the implementing actions which initiates the implementation phase of the strategic management cycle. The entire USACE team engages in implementing the USACE Campaign Plan as portrayed in Figure 1. Assessment and evaluation of how effectively USACE is progressing in implementing the USACE Campaign Plan is conducted throughout the USACE Strategic Management Cycle. Senior leaders monitor progress at the quarterly Command Management Reviews (CMR) and periodic Command Strategic Reviews (CSR). The CMR is a vertical assessment of how a particular USACE Campaign Plan Goal is being implemented, whereas the CSR is a regional horizontal assessment of how an MSC is implementing the Campaign Plan within its area of operations. Thus, CMR and CSR are complementary and reinforcing (Figure 2).

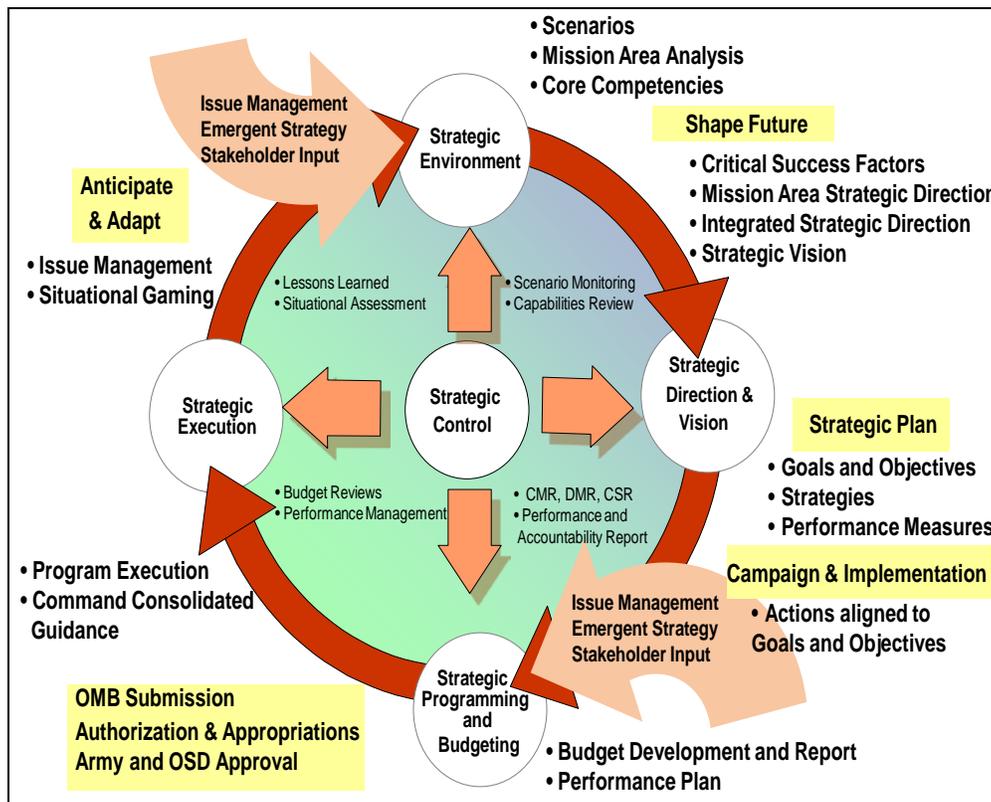


Figure 2: USACE Strategic Management Process

Implementation Plans

Implementation Plans (IPlans)

The Headquarters Staff and MSC IPlans are maintained on the USACE Campaign Plan

SharePoint site: <https://kme.usace.army.mil/XO/CampaignPlan/default.aspx>

HQ Staff IPlans

Civil Works (CW)

Contracting (CT)

Corporate Information (CI)

Human Resources (HR)

Logistics (LD)

Public Affairs (PA)

Military Programs (MP)

Research and Development (R&D)

Resource Management (RM)

Safety (SA)

Small Business (SB)

Strategy and Integration (SI)

MSC IPlans

Army Geospatial Center (AGC)

Engineer Research and Development Center (ERDC)

Great Lakes and Ohio River Division (LRD)

Mississippi Valley Division (MVD)

North Atlantic Division (NAD)

Northwestern Division (NWD)

Pacific Ocean Division (POD)

South Atlantic Division (SAD)

South Pacific Division (SPD)

Southwestern Division (SWD)

Transatlantic Division (TAD)

U.S. Army Engineering and Support Center (HNC)

Appendix A Roles and Responsibilities

1. **Background.** The CG stated that he expects the Goal Champions to provide the leadership and direction to define the boundaries in which we operate. They have multiple responsibilities not limited to issuing direction and directing the enterprise in achieving the Goals and Objectives while measuring progress thru enterprise wide metrics, ensuring alignment both vertically and horizontally providing meaningful assessments utilizing data collected / disseminated within their Objective Networks.

2. **Roles and Responsibilities.** The following Campaign Plan guidance was issued by the CG at the Summer Leader's Conference 2009:
 - a. With respect to the roles and responsibilities of the Goal and Objective Champion, the CG stated that he expects the Goal Champions to provide the leadership and direction for managing and executing the USACE Campaign Plan. They
 - Lead
 - Issues Directions
 - Provide Guidance
 - Direct the enterprise in achieving the goals and objectives
 - b. The CG's expectation for Goal and Objective Champions is for them to provide advice and counsel concerning enterprise-wide, regional communities of practice, or staff actions needed to achieve the Campaign Plan goals and objectives.

3. **Tools for managing the Campaign Plan.** In order to improve efficiency and effectiveness, we must add rigor into our Goal and Enterprise wide assessment via a robust Objective Network system while measuring our progress via Enterprise level metrics.
 - a. Goal/Objective Champion Network. With respect to how the Goal and Objective Champions will determine enterprise progress, the CG expects the Goal and Objective Champion to gather information on Campaign Plan implementation progress from multiple venues and sources, including utilizing the Objective Networks, Directorate Management Reviews, Community of Practice Assessments, site visits and assessments thru the Command Management Reviews and Command Strategic Review Programs as well as customer expectations to determine how USACE can advance to "Great". Campaign Plan progress should be discussed with Commanders, the SES network, Objective Networks, and with assigned MSC point-of-contacts for each objective and goal.
 - b. Goal/Objective Champion and Enterprise Assessments. These assessments should include where we are today "As-Is" but should focus more on the future "Should-Be" state identifying the gaps between those states thus allowing Senior Leaders to make informed decisions, anticipate change within a resource constrained environment.
 - c. Enterprise Metrics. Enterprise metrics have been developed using a methodology that resulted in outcome based metrics and provides a roadmap to assess and measure progress. These metrics will assist the organization in measuring progress, assist leaders in showing value to the Nation and azimuth for guiding the Campaign Plan during a resource constrained environment. MSC Commanders have the latitude to embrace those measures that will assist them in moving their IPlans from good to "Great."

Appendix B
Goal 1 Strategies and Performance Measures

Goal 1

Deliver USACE support to combat, stability and disaster operations through forward deployed and reach back capabilities. One of our standards for advancing from GOOD -to- GREAT is that we will have a "unique, positive impact on our Nation and other nations."

Definition of GREAT for Goal 1:

USACE achieves and sustains the capability to fully execute domestic and international incident response and military contingency missions in support of the Army, the Department of Defense, and Federal, State, Local and International Agencies.

Goal Champion: Director, Contingency Operations Directorate

Objective 1a: Ready, responsive, and reliable

Definition of GREAT for Objective 1a:

USACE has a professionally credentialed Contingency Workforce trained and ready to plan and execute all specified Contingency missions to the highest performance standards.

Objective Champion: Director, Contingency Operations Directorate

Strategies:

1a.1: Implement RXXI initiatives and organizations

Ends:

USACE is organizationally postured to support the Army, Department of Defense (DoD), Department of Homeland Security (DHS), Department of State (DOS) and the Nation for domestic incident response and military contingencies.

Ways:

- Develop the required Directorate of Contingency Operations (DCO) organizational structure within the Headquarters.
- Achieve to effectively and efficiently execute contingency operations.
- Develop the required Regional Readiness organizational structure at the Division and District level to effectively and efficiently execute contingency operations.

Means:

- Develop and submit a Concept Plan to Department of the Army (DA) seeking approval of the permanent DCO organization and structure.
- Validate Division and District Readiness Organizations requirements.
- Develop Regional Readiness Organization requirements zero-sum-gain resourcing solutions.

Appendix B
Goal 1 Strategies and Performance Measures

1a.1 Measures:

Outcome Measurement Framework				
BUILDING STRONG				
Program: (Objective1a) Ready, Responsive and reliable.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Implement RXXI initiatives and organizations	Short / Intermediate / Long	Build response organization to meet mission requirements.	Personell on board and Equipment on hand	1) 87.5% of personnel on hand available to achieve a qualified yes. 2) 90% of equipment on hand available to achieve a qualified yes. 3) 100% of PRT teams assembled and trained by June 1st of each calendar year.
	Short / Intermediate / Long	Build sufficient depth in the organization to fully support contingency requirements.	Have enough depth in organization to support two simultaneous contingency response operations.	1) 87.5% of personnel on hand available to achieve a qualified yes. 2) 90% of equipment on hand available to achieve a qualified yes. 3) 100% of PRT teams assembled and trained by June 1st of each calendar year.

1a.2: Achieve high state of regional readiness

Ends:

USACE Contingency Response Teams achieve and maintain an operational readiness rate of at least 90%.

Ways:

- USACE MTOE Units achieve and maintain a 90% Operational Readiness Rate when they are in the ARFORGEN Available Pool.
- USACE ESF-3 Teams achieve and maintain a 90% Operational Readiness Rate.

Means:

- Focus resourcing efforts for personnel, training and equipment on teams in the ARFORGEN Training Window in order to ensure they are at the maximum state of readiness when they enter the ARFORGEN Available Pool.
- Train all ESF-3 support teams prior to 01 JUN 11.

Measures:

Outcome Measurement Framework				
BUILDING STRONG				
Program: (Objective1a) Ready, Responsive and reliable.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Achieve high state of regional readiness	Short	Successfully mitigate the impacts of a disaster.	Meet mission assignment requirement.	100% of mission assignment requirements met.
		DRRS-A rating that support ARFORGEN.	Unit / Teams in available pool have achieved a yes or qualified yes.	100% of units / teams in available pool have achieved a yes or qualified yes.
	Intermediate	Support recovery efforts.	Assignments are done, recovery projects are scoped and contracts are awarded.	Projects are complet within established time frames.
	Long	Assess and mitigate risk for potential events.	Advanced measures are in placed prior to the onset of the event.	Percent of advanced measures complete prior to event.

Appendix B
Goal 1 Strategies and Performance Measures

1a.3: Integrate response team capabilities into doctrine

Ends:

USACE contingency response capabilities are integrated into Army, Joint and Interagency doctrine.

Ways:

- Increase participation in national level exercises.
- Increase participation in joint sponsored exercises.
- Increase participation in COCOM Theater Security Engagement exercises and Capacity Development programs.

Means:

- Maximize USACE participation in National Level Exercise 11.
- Maximize participation in Joint Chiefs of Staff Exercises Key Resolve 11 and Ulchi Freedom Guardian 11.
- Maximize CMEP participation in COCOM Theater Security Engagement exercises and Capacity Development programs.

Measures:

Outcome Measurement Framework				
<small>BUILDING STRONG</small>				
Program: (Objective1a) Ready, Responsive and reliable.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Integrate response team capabilities into doctrine	Short	Provide USACE input to draft documents. (Army / Joint)	Input accepted in the Army and Joint documents.	Capabilities are fully incorporated into Army and Joint doctrine.
	Short	Update USACE Regulations. (ER)	Engineer Regulations are updated via addendums as processes change or every five years.	Regulations addresses all current processes.
	Intermediate / Long	Publish final doctrine	Published and current.	100% of contingency response doctrine published and current.

Appendix B
Goal 1 Strategies and Performance Measures

Objective 1b: Support the Operating and Generating Force

Definition of GREAT for Objective 1b:

USACE transforms its supporting and expeditionary elements.

Objective Champion: Deputy, G3

Strategies:

1b.1: Develop and employ new capabilities

Ends:

Support the Army, Department of Defense (DoD), Department of Homeland Security (DHS), Department of State (DoS) and the Nation for domestic incident response and military contingencies.

Ways:

- Army Geospatial Center (AGC) achieves full operational capability.
- Engineer Detachments (FEST) achieve a Green/YES DRRS-A rating.
- Meet all Latest Arrival Dates for deploying USACE elements.
- Achieve and sustain maximum readiness of all ESF-3 support teams.
- Improve the Army Facility Component System (AFCS) / Theater Construction Management System (TCMS).

Means:

- Focus resourcing efforts on teams that will deploy during FY 11 (4 teams, 1 FEST-M and 3 FEST-A).
- Gain approval of initial Army Geospatial Policy.
- Form and train all ESF-3 support teams prior to 01 JUN 11.
- Improve AFCS/TCMS designs, incorporate Navy designs into TCMS and establish TCMS as the Joint solution for contingency facility design.

Measures:

Outcome Measurement Framework				
(Objective1b) Support the operating and generating force.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Develop and employ new capabilities	Short	Secure required resources for personnel, training and equipment.	Number of people, Percent of fill, Equipment needed and are they trained.	1) 87.5% of personnel on hand and trained. 2) 90% of assigned equipment on hand.
	Intermediate	Present requirements for POM funding or Congressional support (FCCE)	Determine requirement for incremental funding	1) Percent of requirement that is validated. 2) Percent of validated requirements that are funded.
	Long	Secure permanent funding for all contingency response programs.	Validated requirements equal total requirements.	Percent of validated requirement equal to total requirements.

Appendix B
Goal 1 Strategies and Performance Measures

1b.2: Synchronize theater engineer command (TEC) and USACE operations

Ends:

The USACE and TEC are fully synchronized in their plans to mutually support the execution of contingency operations.

Ways:

- Assist in the pre-deployment training of the TEC Deployable Command Post (DCP).
- Prepare the TEC to successfully assume control of the Engineer Detachments (FEST-M) prior to deployment.

Means:

- Coordinate the participation of the 416th TEC in Exercise Key Resolve 11 that will serve as the Mission Rehearsal Exercise (MRX) for deploying FESTs.
- Integrate deploying Engineer Detachments (FEST-M) into deploying DCP MRX prior to deployment.

Measures:

Outcome Measurement Framework				
BUILDING STRONG				
(Objective1b) Support the operating and generating force.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Synchronize Theater Engineer Command (TEC) and USACE operations	Short / Intermediate	Meet all contingency deployment requirements	Have the capability trained and ready to meet requirement.	Deploy the capability to meet latest arrival date in the deployment order.
	Long	DRRS-A training ratings meet ARFORGEN requirements	All FEST participate in training in accordance with annual training plan.	90% of teams achieve a yes or a qualified yes.

1b.3: Establish and sustain the army geospatial enterprise (AGE)

Ends:

The Army Geospatial Center (AGC) provides an unprecedented level of support to deployed forces across the spectrum of operations.

Ways:

- Develop a future Geospatial technology and standards roadmap.
- Transition of Geospatial products into information layers.
- Develop AGE test and certification procedures for Acquisition programs.

Means:

- Complete 100% FY11 RFI's for geospatial production.
- Maintain a 100% operational readiness rating for the DDASS Server.
- Meet BuckEye collection target requirements.

Appendix B
Goal 1 Strategies and Performance Measures

1b.3 Measures:

Outcome Measurement Framework				BUILDING STRONG
(Objective1b) Support the operating and generating force.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Establish and Sustain the Army Geospatial Enterprise (AGE)	Short	1) Awareness and appreciation of AGE 2) Adoption of cost effective processes supporting Geospatial Information and services 3) Continuous production of special/unique Army geospatial information data, products and services	N/A	1) Approved AGC Policy, Army Data Models, Network Architecture, Standards, ADS, and MOAs/MOUs w/ the ACC and other major activities. 2) Resource % of critical and Validated requirements resourced
	Intermediate	1) Basic implementation of AGE 2) Secure stable resource stream in support of Geospatial Information & Services (GI&S) development and acquisition 3) Transition and integrate maturing Geospatial Research Engineering Development into AGE activities	N/A	1) Utilization of AGE by Civil Works, Installation community, DHS, and Generating Force Enterprise Activities 2) Percent of required GI&S funding received 3) Percent increase of technology insertion of new GI&S capabilities
	Long	Full implementation of AGE with supporting robust Geospatial Research Engineering processes	N/A	Amount that AGE is inculcated into all applicable Army's systems, programs and activities

1b.4: Continuous evaluation and improvement

Ends:

USACE continuously captures lessons learned from every contingency operation, develops solutions to close capability gaps and seeks formal approval to implement corrective actions.

Ways:

- Gain DA Approval of DCO organizational requirements.
- Expand the current Corps of Engineers Remedial Action Program (CERAP) to include the analysis of military contingency support operations.

Means:

- Prepare a zero requirement structural alignment Concept Plan for submission to DA for approval.
- Resource a permanent military funded position within the existing CERAP team.
- Recruit and fill the vacant position for the Chief, G-31, Force Management Branch.

Appendix B
Goal 1 Strategies and Performance Measures

1b.4 Measures:

Outcome Measurement Framework					BUILDING STRONG
(Objective1b) Support the operating and generating force.					
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures	
Continuous evaluation and improvement	Short / Intermediate / Long	Continue CERAP for civil emergency response	Capture lesson learned for every event and conduct an AAR.	1)Lessons learned are captured and AARs are conducted for every event. 2) 100% of CERAP findings input into Army CALL system. 3) 100% of Joint Lessons Learned input into the system [Within 180 days following the close-out of an event or operation]	
	Short	Update USACE Regulations. (ER)	If AAR yeilds a required regulation change then actions are taken to update regulations.	Regulations are updated as requirements are identified from conducting AARs.	
	Intermediate / Long	Integrate CERAP products into Army CALL	Identify applicable lesson learned during the conduct of USACE operations that apply to the Army.	100% of findings input in the Army CALL system.	
	Long	Joint Lessons Learned programs	Identify applicable lesson learned during the conduct of USACE operations that are Joint .	100% of findings input in the Army CALL system.	

Objective 1c: Establish human resources and family support programs that promote readiness and quality of life

Definition of GREAT for Objective 1c:

Providing educated, trained, competent, experienced, and certified professionals across the full spectrum of operations and empowering and unifying informed and resilient families.

Objective Champion: Director, Human Resources

Strategies:

1c.1: Institutionalize

Ends:

Institutionalize a permanent sustainable level of funding, staff, technology, and other support for the Family Readiness Program throughout USACE.

Ways:

- Establish a permanent Family Readiness Program at HQUSACE.
- Establish permanent full-time family readiness coordinators at the Divisions.

Appendix B
Goal 1 Strategies and Performance Measures

1c.1 Ways Continued:

- Develop requirements and obtain funding for a sustainable Family Readiness Program budget.
- Develop a training plan for USACE Family Readiness Program personnel.

Means:

- Obtain funding for FY12 and beyond to sustain the USACE Family Readiness Program.
- Submit concept plan for an out-of-cycle submission for FY 13 POM.
- Coordinate with FMWRC for transfer of RFRC positions and funding to USACE.

Measures:

Outcome Measurement Framework				
BUILDING STRONG				
(Objective 1c) Establish human resources and family support programs that promote readiness and quality of life.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Institutionalize a permanent sustainable level of funding, staff, technology, and other support for the Family Readiness Program throughout USACE	Short	Adequate funding and staff to support the sustainment of the current family readiness program	Amount of funds and staff adequate to meet the mission.	1) Sustain family readiness positions at HQ USACE at three 2) One appointed family readiness coordinator per District and Centers 3) One full time dedicated family readiness employee per Division 4) No unfunded requirements
	Intermediate	Adequate and permanent family readiness staff and funding in USACE	All positions permanent on TDA and in budget cycle.	1) 100% of budget programmed in FY14 cycle 2) Convert 100% of TDA to government positions by 2014
		Culture shift by USACE employees to understand and embrace the family readiness program as a quality of life program	Increase of personnel who elect to participate in the family readiness program.	50% increase of personnel who elect to participate in the family readiness program.
Long	Family members who are prepared to operate at their highest levels under any circumstance, with minimal outside assistance or support	Family readiness is an integral part of USACE's culture.	95% of eligible personnel elect to participate in the family readiness program.	

1c.2: Family Readiness Services

Ends:

Establish and implement enhanced USACE Family Readiness Program services in order to contribute to resilient employees and their families.

Ways:

- Establish standard processes to determine and monitor effectiveness of the services.
- Develop a process to identify and share best practices inside and outside of USACE.

- Compile Family Readiness Program resources throughout USACE communities.

Appendix B
Goal 1 Strategies and Performance Measures

1c.2 Means:

- Post the standard processes in QMS.
- Utilize AKO for sharing of best practices within USACE; sustain development of contacts outside of USACE and establish mechanism to share information.

Measures:

Outcome Measurement Framework BUILDING STRONG				
(Objective 1c) Establish human resources and family support programs that promote readiness and quality of life.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Establish and implement enhanced USACE family readiness services in order to contribute to resilient employees and their families.	Short / Intermediate	Standard assessment plan is established and implemented throughout USACE	When the assessment plan is established.	Establish the assessment plan by end of FY11.
		Collect, share, and effectively use family readiness lessons learned, emerging concepts, and information technology to inform, educate, and engage USACE employees and family members	Knowledge is being shared throughout USACE and with family members.	1) Minimum of five lesson learned / best practices shared through monthly newsgrams 2) Minimum of 10 lessons learned / best practices shared at Family Readiness Workshops.
		Ability to integrate and leverage resources and capabilities of existing family support programs for USACE employees and family members	Family members can identify and access specific resources to meet their short term and long term needs.	90% of family members satisfied with available resources during a deployment.
	Long	Family members who are prepared to operate at their highest levels under any circumstance, with minimal outside assistance or support	Family readiness is an integral part of USACE's culture.	95% of eligible personnel elect to participate in the family readiness program.

1c.3: Communication

Ends:

Establish and implement an improved communication process between personnel, families, and USACE.

Ways:

- Develop additional Family Readiness Program communications and marketing resources.
- Develop a two-way feedback process to identify needs and requirements and deterrents to family readiness.
- Develop a Family Readiness Program Strategic Communication Plan.

Means:

- Continue modification of the existing USACE Family Readiness web page to improve the resources and information provided; make it a one-stop shop for USACE.
- Utilize social networking sites to promote and market family readiness programs and benefits among geographically dispersed families.
- Establish and implement a standard assessment plan.

Appendix B
Goal 1 Strategies and Performance Measures

1c.3 Measures:

Outcome Measurement Framework BUILDING STRONG				
(Objective 1c) Establish human resources and family support programs that promote readiness and quality of life.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Establish and implement an improved communication process between personnel, families, and USACE	Short / Intermediate	Utilize existing technology to inform, educate, and engage employees and family members.	Family members and employees are engaged with the family readiness program using technology.	1) Website hits increases by 25% per year. 2) Establishment of social media account by end of FY11.
	Long	Family members who are prepared to operate at their highest levels under any circumstance, with minimal outside assistance or support	Family readiness is an integral part of USACE's culture.	95% of eligible personnel elect to participate in the family readiness program.

1c.4: Readiness

Ends:

Continue to develop and implement guidance on staffing, incentives, and benefits to improve hiring and retention for overseas contingency operations.

Ways:

- Request approval from Office of Personnel Management for changes to assist in recruitment:
 - o Modify the retention incentive requirements to make them readily available for Overseas Contingency Operations (OCO) assignments.
 - o Allow non-competitive conversion authority for Schedule A appointees returning from OCO assignments.
- Request modification of the Joint Travel Regulation (JTR) to extend the approval to exceed the 180-day temporary duty (TDY) limit to include backfills employees for OCO-deployed employees.
- Educate OCO deployees, their supervisors and commanders about medical benefits regarding overseas non-OWCP related injuries and illnesses.

Means:

- Resources are available.

Appendix B
Goal 1 Strategies and Performance Measures

1c.4 Measures:

Outcome Measurement Framework BUILDING STRONG				
(Objective 1c) Establish human resources and family support programs that promote readiness and quality of life.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Continue to develop and implement guidance on staffing, incentives, and benefits to improve hiring and retention for overseas contingency	Short / Intermediate	Meeting the personnel requirements of deployed commanders with eligible employees with the right skill set (in a changing environment) while maintaining the mission requirement at MSCs and Districts.	1) Commanders can meet mission requirement with volunteer personnel. 2) MSCs / Districts can meet mission while supporting OCO personnel requirement.	USACE can provide 75% of personnel requirements to meet OCO mission requirements.
	Long	USACE can use developed processes to meet staffing and retention requirement for contingency and disaster response missions.	USACE has developed a pool of employees who are available to deploy to future contingency or disaster relief operations.	Within 30 days of new contingency or disaster relief mission, USACE can provide 75% of required personnel.

Objective 1d: Institutionalize USACE capabilities in interagency policy and doctrine

Definition of GREAT for Objective 1d:

USACE institutionalizes its capabilities in interagency policy and doctrine.

Objective Champion: Chief, Interagency and International Services Community of Practice

Strategies:

1d.1: Engage DoD and the interagency community

Ends:

USACE capabilities are fully integrated within the Department of Defense (DoD), the interagency, and other appropriate entities, resulting in better performance as a whole of government.

Ways:

- Participate in interagency and DoD exercises, experiments, and demonstrations.
- Participate in interagency and DoD planning and working groups.
- Participate in interagency and DoD workshops and training and seek out development opportunities.

Means:

- Use existing personnel resources such as Headquarters, liaison officers, Interagency and International Community of Practice (IIS CoP), Field Force Engineering teams (FFE), Major Subordinate Commands (MSCs), laboratories, centers, and other USACE organizations.
- Leverage research and development technologies and capabilities.
- Identify and promote detail opportunities to external organizations.

Appendix B
Goal 1 Strategies and Performance Measures

1d.1 Measures:

Outcome Measurement Framework				BUILDING STRONG [®]
(Objective 1d) Institutionalize USACE capabilities in interagency policy and doctrine.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per	Measures
Engage DoD and the interagency community	Short	USACE capabilities are engaged.	1) Increase engagement 2) Increase in external funding arrangements	1) Number of new engagements resulting in follow-on work increases by five percent annually. 2) Number of new application of USACE capabilities that are funded increases by five percent annually.
	Intermediate	USACE capabilities are fully integrated within DoD, with other Federal agencies and other appropriate entities.	Long term relationships (multi-year) integrating USACE capabilities.	1) Increase in one new plan annually integrating USACE capabilities. 2) Increase in number of enduring relationships lasting more than five years.
	Long	DoD / Interagency performs better as a result of USACE's participation.	Prearrange and well coordinated USG response actions.	Reduced response time by 10 percent over 10 years.

1d.2: Set conditions for meeting customer requirements

Ends:

USACE has the right tools and resources to respond to current and future customer requirements.

Ways:

- USACE becomes a strategic ally for the U.S. Agency for International Development (USAID).
- Develop and update customer relationship management plans on a consistent basis.
- Establish contract mechanisms available to support USACE missions worldwide.
- Establish broad-based Memorandum of Agreements (MOAs) with the Department of State and other interagency and international partners.
- Integrate USACE capabilities into interagency and DoD planning and doctrine.
- Develop authorities which increase USACE authority to use its resources to support missions abroad.
- Increase USACE awareness of interagency capabilities and operations

Means:

- Use existing personnel resources such as Headquarters, liaison officers, IIS CoP, FFEs, MSC, laboratories, centers, and other USACE organizations.

- Ensure Customer Relationship Management PROSPECT course, guidance, and templates are available to MSCs.

Appendix B
Goal 1 Strategies and Performance Measures

1d.2 Means cont.

- Identify USACE members that can support current and future interagency and DoD requirements by skill-set and willingness to deploy.
- Expand existing contracts and establish new contracting capacity to fill gaps.
- Leverage existing MOAs and other implementing arrangements and establish new agreements where gaps exist.
- Identify and promote detail and/or exchange opportunities.
- Fully develop existing and new means and authorities that enable USACE to more effectively provide support to U.S. Government agencies, international organizations, and foreign governments.
- Select USACE personnel to participate in interagency professional development training opportunities.

Measures:

Outcome Measurement Framework				BUILDING STRONG.
(Objective 1d) Institutionalize USACE capabilities in interagency policy and doctrine.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per	Measures
Set conditions for meeting customer requirement	Short	Improved USACE response to current and future customer requests.	USACE meets customer requirements	1) Increase in overall customer satisfaction rating over the next three years by three percent. 2) Delegation to Army to accept funding from foreign countries and international organizations completed by 1st Quarter FY12.
		Increased USACE understanding of customer requirements.	Customer Relation Management Plan	1) National level CRM plan completed by 4th Quarter FY11. 2) National account plans for selectr strategic customers including DoS, USAID, MCC, and the COCOMs completed by 4th Quarter FY12.
	Intermediate	USACE has the right tools and resources to respond to customer requirements.	1) Contracts with worldwide coverage 2) Staff ready and trained to deploy 3) Mechanisms in place to engage USG and NGO	1) 100% world-wide contract coverage by end of FY13. 2) Roster of deployable staff developed by 4th Quarter FY11. 3) One new legislative authority or funding source approved and being used within five years, enabling USACE to increase its ability to employ USG and NGO capabilities.
	Long	DoD / Interagency performs better as a result of USACE's participation.	Prearrange and well coordinated USG response actions.	Reduced response time by 10 percent over 10 years.

Appendix B
Goal 1 Strategies and Performance Measures

1d.3: Educate customers on USACE capabilities, processes, and procedures

Ends:

Customers are able to fully leverage USACE capabilities resulting in better performance as a whole of government.

Ways:

- Enhance customer and stakeholder understanding of USACE.
- Incorporate USACE activities into the Army Global Outlook System (ARGOS) and other project databases, as appropriate.

Means:

- Use existing personnel resources such as Headquarters, liaison officers, IIS CoP, FFEs, MSC, laboratories, centers, and other USACE organizations.
- Develop and update outreach material.

Measures:

Outcome Measurement Framework				BUILDING STRONG.
(Objective 1d) Institutionalize USACE capabilities in interagency policy and doctrine.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per	Measures
Educate customers on USACE capabilities, processes and procedures	Short	Increased customers understanding of USACE capabilities, authorities and processes.	Increased customer request for services.	Ten percent increase in number of new funded agreements over the next three years.
	Intermediate	Customers are able to fully leverage USACE capabilities	Customer are making use of the broader USACE services.	Five percent increase in number of new applications of USACE capabilities that are funded over five years.
	Long	DoD / Interagency performs better as a result of USACE's participation.	Prearrange and well coordinated USG response actions.	Reduced response time by 10 percent over 10 years.

Appendix B
Goal 1 Strategies and Performance Measures

1d.4: Use capacity development practices on all international activities

Ends:

Recipient nations increase their capability to sustain products and services resulting in an improvement in the quality of life within a foreign nation, enhanced self sufficiency, and enhanced stability.

Ways:

- Complete Capacity Development training for required USACE personnel.
- Apply Capacity Development consistently for all international activities.

Means:

- Use existing personnel resources such as Headquarters, liaison officers, IIS CoP, FFEs, MSC, laboratories, centers, and other USACE organizations.
- Use existing Capacity Development policy, guidance, and training courses and update/revise as necessary.

Measures:

Outcome Measurement Framework				BUILDING STRONG.
(Objective 1d) Institutionalize USACE capabilities in interagency policy and doctrine.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per	Measures
Use capacity development practices on all international activities	Short	Sustainable products.	No negative press and no negative audits.	Reduction in percentage of products/services not functioning as intended over a 3 year period.
		Increased use of USACE for non-traditional activities.	Increase in nonconstruction activities.	Five percent increase in number of Capacity Development activities over the next two years.
	Intermediate / Long	Enhanced self sufficiency of nations.	Recipient nations have the capability to sustain products.	1) 15% increase in number of Capacity Development activities conducted within seven years. 2) Increase in number of new
		Enhanced stability.	Improvement in quality of life.	

Appendix C
Goal 2 Strategies and Performance Measures

Goal 2

Deliver enduring and essential water resource solutions through collaboration with partners and stakeholders. The Corps will focus its talents and energy on comprehensive, sustainable and integrated solutions to the nation's water resources and related challenges through collaboration with stakeholders (internal, regional, states, local entities, other federal agencies, etc.) and playing traditional or emerging roles (leadership, technical support, broker, data and knowledge provider, etc.) as appropriate. This goal refers to not only, developing and delivering comprehensive and lasting solutions and products but also, ensuring that the deliverables are sustainable (long lasting, integrated and holistic) to respond to today's and future challenges.

Definition of GREAT for Goal 2:

A holistic focus on water resource challenges and opportunities that reflects coordinated development and management of water, land and related resources while maximizing economic services and environmental quality and ensuring public safety while providing for the sustainability of vital ecosystems.

Goal 2 Champion: Director of Civil Works

Objective 2a: Deliver integrated, sustainable, water resources solutions.

Definition of GREAT for Objective 2a:

In collaboration with stakeholders, USACE consistently facilitates the solution of water resources challenges in ways that are innovative, enlightened, sustainable and demonstrate a balance of responses to regional, watershed or basin-wide conditions.

Objective 2a Champion: Chief, Planning and Policy Division

Strategies:

2a.1: Develop project and policy proposals for the next Water Resources Development Act (WRDA).

Ends:

Establish and deliver innovative and holistic approaches to solving watershed challenges across the United States.

Ways:

- Prepare for the next WRDA through completion of Chief's Reports and development of policy proposals.
- Implement the Feasibility Reset Initiative.
- Monitor key Planning milestones and metrics during monthly PRBs and DMRs.

Appendix C
Goal 2 Strategies and Performance Measures

Strategy 2a.1 continued:

Means:

- Existing GI and CG funds appropriations are being utilized in the conduct of the pre-authorization and post authorization studies that could lead to Chief's Reports.

Measures:

Outcome Measurement Framework				BUILDING STRONG _®
Program: (Objective 2a) Deliver integrated sustainable water resources solution.				
Strategy:	Action:	Time Frame:	Outcome	Measures
Develop project and policy proposals for the next Water Resources Development Act (WRDA).	Prepare for the next WRDA through completion of Chief's Report and development of policy proposals	Short / Intermediate	WRDA	Develop WRDA Testimony Standard Operating Procedure (SOP) by Dec 2010
		Short / Intermediate	Development of Guidance	Revise and Issue Draft EC 1105-2-220 on legislative proposals by Feb 2011
		Long	Civil Works Projects Executed	Develop list of critical planning feasibility studies and a schedule for conducting in-progress-reviews (IPR) (in order to drive progress and to resolve issues) by Jan 2011
			Change in Policy	90% of the critical planning feasibility studies completed with Chief Reports in accordance with coordinated approved schedules
			Implemented Policy	Number of Planning milestones (CW050 - Feasibility Scoping Meeting (FSM); CW190 - Alternative Formulation Briefing (AFB); CW160 - Submit Final Report; CW245 - CW Review Board (CWRB) Meeting; CW270 - Submit Chief's Report) achieved per approved schedule

2a.2: Develop, update, implement and ensure understanding of water resources planning policies.

Ends:

Establish and deliver innovative and holistic approaches to solving watershed challenges across the United States.

Ways:

- Develop a master plan for managing updates of water resources policies, regulations, processes, procedures and methods that adapt to emerging trends and national priorities.
- Develop and implement necessary water resource guidance.
- Ensure field planner understanding of guidance and policy.

Means:

- Campaign Plan Account resources are available for guidance updates.
- Utilize existing GE and project funds as appropriate for the continued update of water resources guidance. Utilize RTS and FOA funding for policy learning sessions.

Appendix C
Goal 2 Strategies and Performance Measures

2a.2 Measures:

Outcome Measurement Framework				BUILDING STRONG _®
Program: (Objective 2a) Deliver integrated sustainable water resources solution.				
Strategy:	Action:	Time Frame:	Outcome	Measures
Develop, update, implement and ensure understanding of water resources planning policies.	Develop a tool box for managing water resources policies, regulation, processes, procedures and methods that adapt to emerging trends and national priorities	Short / Intermediate	Change / update the business is done	Conduct in-progress-review (IPR) to gauge if revisions/corrections to EC-1165-209 Peer Review are needed by February 2011 on annual basis.
	Refine USACE approach to budget development to focus on systems	Short / Intermediate	Updates	Update ER 1105-2-100 Appendices (F, G, H) by Aug 2011
	Collaborate with Federal Partners in the development to focus on systems box of data / information and technical assistance for states and stakeholders	Long	Incorporate within normal business / Peer reviews done within framework of policy	Business processes are incorporated in QMS process and peer reviews are SOP within framework of policy
	Develop and refine the watershed investment DT and utilize the tool to facilitate the Administration place based watershed initiative for the 8+1 ID areas			
Execute development of implementation guidance for WRDA 2007				

2a.3 Review the planning processes, revise and implement improvements

Ends:

Establish and deliver innovative and holistic approaches to solving watershed challenges across the United States.

Ways:

- Prepare for the next WRDA through completion of Chief's Reports and development of policy proposals.
- Develop and implement planning process improvement initiatives to improve timelines, reduce costs and enhance quality.
- Establish a PDT to review the current pre-authorization process and identify alternatives to improve timelines, reduce costs and enhance quality with a target of a feasibility study in 18 months.
- Participate on the CEQ led Interagency Team in the effort to revise P&G.

Means:

- Utilize existing GE funded positions to develop and implement planning process improvement initiatives.
- Utilize existing GE funding for the development of policy initiatives for the next WRDA.
- Utilize existing GE and project funds as appropriate for the continued update of water resources guidance.
- Utilize RTS and FOA funding.

Appendix C
Goal 2 Strategies and Performance Measures

2a.3 Measures:

Outcome Measurement Framework				BUILDING STRONG _®
Program: (Objective 2a) Deliver integrated sustainable water resources solution.				
Strategy:	Action:	Time Frame:	Outcome	Measures
Review the planning processes, revise and implement improvements	Prepare for the next WRDA through completion of Chief's Report and development of policy proposals	Short / Intermediate	Issue Principles and Standards	NAS Panel Report on P&S Portion by December 2010.
		Short / Intermediate	Interagency Guidelines	CEQ Interagency Team draft of Interagency Guidelines for public review by June 2011
	Develop and implement planning study process improvement initiatives	Short / Intermediate	Interagency procedures	18 Month Feasibility Study Team recommendations by January 2011
	Execute development of implementation guidance for WRDA 2007	Short / Intermediate	Develop Guidance	Implement 2 Planning Process Improvements by June 2011
Long		Plan project in accordance to Principles and Standards and Guidelines	Develop WRDA proposals for planning process changes/improvements by June 2011 in prep for FY13 budget input.	

2a.4: Strengthen planning capability and leadership

Ends:

Establish and deliver innovative and holistic approaches to solving watershed challenges across the United States.

Ways:

- Establish a forum for sharing best practices and lessons learned throughout and across communities of practice (i.e. planning, engineering, construction, project management, programs, and operations).
- Utilize Planning Centers of Expertise.
- Continue Planning Associates Program.
- Planner training through the Planner Core Curriculum.
- Planning Regional and National Technical Experts.

Means:

- Utilize Planning Support Program (GI Remaining Items) to strengthen Planning Training and Planning Centers of Expertise.
- Requirements for Planning Training in the Consolidated Command Guidance from HQUSACE.

Appendix C
Goal 2 Strategies and Performance Measures

2a.4 Measures:

Outcome Measurement Framework				BUILDING STRONG _{SM}	
Program: (Objective 2a) Deliver integrated sustainable water resources solution.					
Strategy:	Action:	Time Frame:	Outcome	Measures	
Strengthen planning capability and leadership	Establish a forum for sharing best practices and lessons learned throughout and across communities of practices	Short / Intermediate	Coordination of Planning principles within the planning community	Establish Planner Certification Pilot by January 2011	
		Short / Intermediate	Implementation of best practices and business processes via training / certification	Full implementation for Planner Certification March 2012	
	Reestablish USACE Planning Excellence Program	Long	Higher Planning Capabilities		Planning Core Curriculum completion rates by MSC are 65% by FY
			Quickly and Efficiently planning		Planning Center of Expertise Mission Analysis Complete March 2011
			High Quality Products		90% of Planning Associates selected complete the program annually

Objective 2b: Implement collaborative approaches to effectively solve water resource problems.

Definition of GREAT for Objective 2b:

USACE establishes and maintains collaborative relationships with Federal, state and local agencies, and other stakeholders. USACE leverages these relationships to blend and enhance a multiplicity of approaches to facilitate multi-agency solutions.

Objective 2b Champion: Chief, Planning and Policy Division

Strategies:

2b.1: MSCs and Districts will contact stakeholder responders to follow-up on the survey.

Ends:

- Meaningful, productive relationships with State water resources agencies that include an understanding of goals, priorities, needs, opportunities, and trends.
- Ability to integrate and leverage resources and capabilities between Federal, State, local, and NGO interests across the region to successfully execute core missions driven by routine communication.
- Collect, share, and effectively use lessons learned, emerging concepts and innovation to drive watershed solutions.
- Improve the administration and congressional understanding of the regional utility of USACE.

Appendix C
Goal 2 Strategies and Performance Measures

2b.1 Ways:

- Facilitate basin-wide collaboration.
- Engage multi-State and Federal, NGOs, agencies and academia within the watershed to discuss regional water resource issues; and identify and prioritize possible solutions.
- Host watershed meeting with multi-State agencies.
- Institutionalize Federal water resource agencies roundtables.
- Utilize State and stakeholder partnering meetings to discuss to identify regional needs.

Means:

- CW Customer Surveys and follow-up contact with survey participants.

Measures:

Outcome Measurement Framework			BUILDING STRONG,
Program: (Objective 2b) Implement collaborative approaches to effectively solve water resource problems.			
Strategy:	Actions:	Outcome	Measures
MSCs and Districts will contact stakeholder responders to follow-up on the survey.	Engage multi-State and Federal, NGO's, agencies and academia w/l the watershed to discuss regional water resource issues; and identify and prioritize possible	Near Term Plans	1) Follow-up contact with survey participants within 60 days (95% and above G; between 90% and 94.9% A; <90% R) 2) Civil Works Customer Survey Results o Green: 75% or greater of relationships within each MSC are rated greater than 4.5 using the CW customer survey in the following categories that relate to collaboration: Attitude; Products and Services; Communication and Problem Solving. o Amber: 75% or greater of the average question-specific responses score 4.0 to 4.5. o Red: 75% or greater of the average question-specific responses score 3.99 and below.
	Host watershed meeting and multi-State agencies	Meaningful, productive relationships with State water resources agencies that include an understanding of goals, priorities, needs, opportunities and trends	
	Institutionalize Federal water resource agencies roundtables	Ability to integrate and leverage resources and capabilities between FSL and NGO interest across the region to	
	Utilize State and stakeholder partnering meetings to discuss and identify regional needs	Collect, share, and effectively use lessons learned, emerging concepts and innovation to drive watershed solutions	
	Utilize State and stakeholder partnering meetings to discuss and identify regional needs	Improve the administration and congressional understanding of the regional utility of USACE	

Appendix C
Goal 2 Strategies and Performance Measures

2b.2: Implement the revised CW Customer Survey to better measure collaboration with partners and stakeholders.

Ends:

- Meaningful, productive relationships with State water resources agencies that include an understanding of goals, priorities, needs, opportunities, and trends.
- Ability to integrate and leverage resources and capabilities between Federal, State, Local, and NGO interests across the region to successfully execute core missions driven by routine communication.
- Collect, share, and effectively use lessons learned, emerging concepts and innovation to drive watershed solutions.
- Improve the administration and congressional understanding of the regional utility of USACE.

Ways:

- Utilize, review and revise the CW Customer Surveys to better measure collaboration.

Means:

- Utilize GE Campaign Plan account.

Measures:

Outcome Measurement Framework			BUILDING STRONG [®]
Program: (Objective 2b) Implement collaborative approaches to effectively solve water resource problems.			
Strategy:	Actions:	Outcome	Measures
Implement the revised CW Customer Survey to better measure collaboration with partners and stakeholders	Implement the revised the CW Customer Survey to better measure collaboration with partners and stakeholders.	Collect, share, and effectively use lessons learned, emerging concepts and innovation to drive watershed solutions	Deploy new CW Customer Survey by Spring 2011.

2b.3: Engage state, federal and regional stakeholders to address water resource issues.

Ends:

- Meaningful, productive relationships with State water resources agencies that include an understanding of goals, priorities, needs, opportunities, and trends.
- Ability to integrate and leverage resources and capabilities between Federal, State, local, and NGO interests across the region to successfully execute core missions driven by routine communication.
- Collect, share, and effectively use lessons learned, emerging concepts and innovation to drive watershed solutions.
- Improve the administration and congressional understanding of the regional utility of USACE.

Appendix C
Goal 2 Strategies and Performance Measures

2b.3 Ways:

- Execute strategically focused program for the Administration’s placed based initiative for the 8+1+1+1 identified areas.
- MSCs engaged in ongoing and planned activities for Federal, state and NGOs entities.

Means:

- Utilize existing watershed and project specific funds as appropriate and other existing resources.

Measures:

Outcome Measurement Framework			BUILDING STRONG ₂
Program: (Objective 2b) Implement collaborative approaches to effectively solve water resource problems.			
Strategy:	Actions:	Outcome	Measures
Engage state, federal and regional stakeholders to address water resource issues	Engage state, federal and regional stakeholders to address water resource issues	Ability to integrate and leverage resources and capabilities between Federal, State, local, and NGO interests across the region to successfully execute core missions driven by routine communication.	MSCs entering into new collaborative initiatives or relationships with another federal agency, state agency and NGO annually (2or more Green; 1 Amber; 0 Red)

Objective 2c: Implement streamlined and transparent regulatory processes to sustain aquatic resources.

Definition of GREAT for Objective 2c:

A USACE Regulatory program that is fair, flexible and transparent in the regulatory decision-making process through its ability to adapt and respond in the face of risk and uncertainty.

Objective 2c Champion: Director of Regulatory Programs

Strategies:

2c.1: Transparency

Ends:

Execute a clear and transparent Regulatory program with consistent and timely processes that enable the program to deliver a fair and flexible permit program to the American public.

Ways:

- Effective collaboration with our Federal, State, Tribal and Local stakeholders.
- Continue to make advancements using the best available technology to communicate the Regulatory program to permit applicants and our stakeholders.
- Provide the necessary tools and guidance to the field for effective implementation of effective communication strategies.

Appendix C
Goal 2 Strategies and Performance Measures

2c.1 Means:

- Develop Division and District communication plans that provide clear and concise messages about the regulatory program to the public.
- Utilize best practices and strategies implemented by Divisions and Districts that have proven to be successful in communicating the program and utilizing customer feedback (i.e. regular meetings with partners, outreach events, and customer survey results).
- Utilize current and emerging forms of media, technology and outreach to inform applicants and stakeholders of the regulatory program requirements.
- Additional resources may be required to implement nationally.

2c.2: Consistency

Ends:

Provide the public with consistent information and permit products

Ways:

- Develop regional approaches to standardize permit decisions and supporting documentation.
- Establish local operating procedures for the implementation of the program consistent with Regulations and National Regulatory Standard Operation Procedure.
- Expand the use of QMS and Process documents including the current Regulatory Standard Operating Procedures.

Means:

- Expand the use of automated forms and letters, Regional and Programmatic permits and the use of geospatial tools to improve ease and accuracy of data entry and project analysis.
- Establish and build national network of technical subject matter experts (SME) to increase technical expertise and national consistency.
- Establish regional Regulatory boards to facilitate consistent implementation of the program.
- Resources and labor available.

2c.3: Effective and efficient

Ends:

Diligently execute a balanced program that protects the aquatic environment

Ways:

- Work closely with State and local regulatory programs.
- Develop local process and operating agreements with Federal Partners in order to effectively execute the federal mission.

Appendix C
Goal 2 Strategies and Performance Measures

2c.3 Means:

- Explore opportunities to partner with local regulatory entities on joint review and permit processes.
- Explore and develop regional and programmatic approaches for coordination to ultimately reduce extended interagency review timeframes.
- Continually refresh training materials, develop regulatory mentoring plans and Individual developments plans in concert with the skill requirements of the program.
- Resources and labor available.

2c Measures:

Outcome Measurement Framework	
Objective 2c: Implement streamlined and transparent regulatory processes to sustain aquatic resources.	
Strategies	Outcome Measures
Transparency	Improve Turn Around Time (i.e. time elapsed from date a complete application is received until issuance of a permit decision). Goal: 100% of Districts meeting Performance Measure #8 by the end of FY 11
Consistency	Reduce Total Processing Time (i.e. time elapsed from receipt of initial application to issuance of a permit decision) Goal: 100% of Districts reducing total processing time (received to issued) by 10% by the end of FY11.
Effective and Efficient	Increase First Pass Yield by Improving Quality of Applicant Submittals (i.e. – increase the percent of applications that are complete and accurate the first time received). Goal: Increase first pass yield in 100% of Districts to greater than 75% by the end of FY11

Appendix C
Goal 2 Strategies and Performance Measures

Objective 2d: Enable Gulf Coast recovery

Definition of GREAT for Objective 2d:

USACE successfully delivers a quality, maintainable, and certified 100-year risk reduction system to Greater New Orleans by June 2011, and delivers an environmentally sustainable and implementable, high-level, risk balanced, affordable plan for future protection of the Gulf Coast.

Objective 2d Champion: Director, Task Force Hope

Strategies:

2d.1: Deliver the Mission

Ends:

Provide 1 % hurricane and storm damage risk reduction for New Orleans and deliver an environmentally sustainable and implementable, high-level, risk-balanced, affordable plan for future protection and restoration of the Gulf Coast.

Ways:

- MVD will provide hurricane and storm damage risk reduction of 1% for New Orleans, and coastal restoration and hurricane protection needs of south Louisiana.
- SAD will continue coordination between MsCIP and Gulf States Alliance.

- SWD will implement a comprehensive plan for long-term recovery of the Texas coastal region.

Means:

- Utilize Regional/National resources.
- Leverage the full host of acquisition strategies available to meet mission requirements; Design-Build, ECI, Best Value, etc. that have proven to be successful.
- Leverage the Louisiana-Mississippi Gulf Coast Ecosystem Restoration Working Group (the road map).
- Utilize programmatic governance models to refine State-Federal vision.
- Leverage lessons learned from other major efforts:
 - o Comprehensive Everglades Restoration Plan
 - o Missouri River Ecosystem
 - o Chesapeake Bay Program

2d.2: Science and Technology Solutions

Ends:

Provide science and technology solutions to specific Gulf Coast challenges.

Appendix C
Goal 2 Strategies and Performance Measures

2d.2 Ways:

- ERDC will provide technology solutions to specific Gulf Coast challenges as requested by MVD.
- Louisiana Coastal Area (LCA) Science and Technology (S&T) Office will provide science-based solutions as requested by the LCA program management team.
- Look for science and technology collaboration efforts with other federal agencies such as NOAA and USGS.

Means:

- Resources and labor available.

2d.3: Transition Plan

Ends:

Deliberately execute the plan to transition the “Expeditionary Mission” back to normal Division/District operations.

Ways:

- Transfer project responsibilities when substantially complete.
- Manage each personnel action individually.
- Implement manageable transition schedule.
- Align final District organization with Levee Authorities.

Means:

- Use regional resources if necessary.
- Augment capability through contract resources.
- Funding and labor available.

2d Measures:

Outcome Measurement Framework	
Objective 2d: Enable Gulf Coast Recovery.	
Strategies	Outcome Measures
Deliver the Mission	Deliver the mission! Provide a hurricane and storm damage risk reduction system that will defend against the effects of a 1% storm in the Greater New Orleans Metropolitan area by June 1, 2011.
Science and Technology Solutions	Identify potential comprehensive plans for long term recovery of the Louisiana coastal region while maximizing use of existing authorities to achieve a comprehensive solution
Transition Plan	Execute an integration plan for the expeditionary mission "Task Force Hope" to assure a smooth transition back to traditional Division/District operations.

Appendix D
Goal 3 Strategies and Performance Measures

Goal 3

Deliver innovative, resilient, sustainable solutions to the Armed Forces and the Nation.

USACE is the nation's premier public service engineering and construction organization. Due to its unique military and civil mission capabilities and mandates, it is well suited to providing infrastructure support to serve both the military and national civilian arenas. USACE is committed to providing innovative, resilient, and sustainable infrastructure solutions for our nation today, for the future of our country tomorrow.

Definition of GREAT for Goal 3:

...the nation's premier public service engineering and construction organization provides innovative, resilient, and sustainable infrastructure solutions.

Champion: Director of Military Programs

OBJECTIVE 3a: Deliver sustainable infrastructure via consistent and effective military construction and real estate support to customers.

Definition of GREAT for Objective 3a:

USACE delivers infrastructure and real estate services exceeding customer requirements for quality, timeliness, life cycle cost and sustainability.

Objective Champions:

Chief, Military Program's Program Integration Division
Chief, Engineering and Construction
Chief, SPD RIT & Real Estate CoP
Chief, NWD RIT and Installation Support RIT
Chief, Environmental CoP
Director, Real Estate

Strategy 3a1: Effectively Implement MILCON Business Processes

Action 3a.1a: Sustainability Training and Technical Support

Ends:

Deliver sustainable infrastructure via consistent and effective military construction processes correctly utilizing the Leadership in Energy and Environmental Design (LEED) rating tool to assist in insuring building sustainability.

Ways:

- Revise guidance pertaining to using LEED in new military construction by updating and publishing the LEED Implementation Guide. Once approved by ACSIM, disseminate the revised Guide to all MSCs and Districts.
- Conduct LEED Implementation Train the Trainer class for 45 MSC and District personnel. Once trained, participants will be asked to commit to offering one session.

Appendix D
Goal 3 Strategies and Performance Measures

3a.1 Ways: continued

- LEED Implementation Training in their Districts during FY 2010 and will serve as local “experts” to provide technical support on LEED.
- Assist MSC and District personnel in providing LEED Implementation Training by providing up-to-date course materials, instructor support, and qualified instructors as needed.
- Provide technical support through Sustainability Directory of Expertise (Dx). Currently the Dx is comprised of four individuals with superior knowledge of LEED and sustainability. These individuals provide answers to technical questions throughout the Corps and maintain a website of technical information pertaining to LEED and sustainability for Corps use.
- Insure HQ USACE participation in all SDD Validation Site Visits during FY 2010.

Means:

- Resource all efforts listed above pertaining to sustainability/LEED at the HQ level through Directorate of Military Programs.

Action 3a.1b MILCON Business Processes

Ends:

Effectively implement MILCON Business Process, in accordance with Military Programs OPOrd (FRAGOs) to support Army Facilities standardization and maximize timely delivery of quality facilities at authorized scope within budget.

Ways:

- Partner with ACSIM and IMCOM to ensure that USACE is receiving MILCON projects with identified requirements.
- Synchronize and resolve all MILCON Business Process issues across all levels of USACE.
- Provide MBP training to MSCs, Districts and Installations on a regular schedule to ensure consistent message is delivered to all parties.

Means:

- Lead/Participate in regular forums with ACSIM and IMCOM to resolve issues. Includes but not limited to Planning Charrettes, PDRs/3086s, environmental issues, timely release of directives and scope issues.
- Centers of Standardization maintain responsibility for assigned facility types. Standard facility projects are executed using Model RFP. Ensure Roles and Responsibilities for Adapt Build are provided in guidance to COS(s) and Geographic Districts (GD).
- GDs complete Project Definition Rating Index (PDRI) for each MILCON project identifying project risks and plan to address each risk.
- GDs/MSc complete and submit package to waiver database. HQUSACE manage and track completion/approvals.
- MSC request training; resources are available.

Appendix D
Goal 3 Strategies and Performance Measures

3a.1b Measures:

Outcome Measurement Framework				
(Objective 3a) Deliver sustainable infrastructure via consistent and effective Military construction and real estate support to customers.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
(3a1) Effective Implementation of MilCon business process	Short	Maximize the delivery of quality facilities at full authorize scope within budget on time with full sustain requirement compliance meeting all requirements for standardization, within the resources and current policy framework.	1) Meet Army standards for energy and sustainability 2) Comply with Army standard and criteria 3) 100% scope within total program budget 4) Percent project delivered on time	1) Establish, develop and implement plan to stand-up Regional Master Planning Production Centers within USACE to provide comprehensive master planning assistance NLT 30 Sep 2011. 2) Publish revision of AR 210-20 by 31 March 2011. 3) Develop OSD UFC on Master Planning that includes energy effectiveness, LID and Sustainable Development practices. Completion 30 Sept 2011. 4) Expand Installation/USACE planning practicum offerings and classes that will further installation/USACE understanding of synchronization MILCON programming, design and construction with base Planning Practices. By end of 2011 75 % of MSC/IMCOM regions offered opportunity to learn how planning is used to synchronized comprehensive planning issues such as Energy, Sustainability, Low Impact Development with Programming, Design and Construction activities. Sponsor at least 3 regional Practicums and 3 classes in 2011.
	Intermediate	Influence proponent to program the resources and adopt policies necessary to achieve the delivery quality facilities at full authorize scope within budget on time with full sustain requirement compliance meeting all requirements for standardization.	1) Percent of program and # of projects where PA in budget book match the validated PDR 3086 estimates. 2) Percent of program at RTA having a low risk PDRI score.	1) Percent of Army standards for energy and sustainability met 2) Does USACE comply with Army standard and criteria 3) Percent scope within total program budget 4) Percent project delivered on time 5) Percent of program and # of projects where PA in budget book match the validated PDR 3086 estimates. 6) Percent of program at RTA having a low risk PDRI score
	Long	Deliver quality facilities at full authorize scope within budget on time with full sustain requirement compliance meeting all requirements for standardization.		

Strategy 3a2: Establish & implement improved delivery processes

Action 3a.2a: Installation Support / Master Planning

Ends:

USACE, an OSD leader in comprehensive master planning, provides leading-edge planning services within OSD that embrace sustainable development, champion collaborative planning processes and provide responsive holistic planning services to customers in helping to create great military communities.

Appendix D
Goal 3 Strategies and Performance Measures

3a.2a Ways:

1) Broaden USACE Master Planning Technical Support to USACE, Army, other Services and OSD

- Provide master planning technical practice consulting services with IMCOM, other Services, and OSD to promote best business practices in planning.
- Broaden Master Planning Awareness to USACE, Army and other Services and OSD agencies on the understanding of master planning by hosting planning awareness events, publish planning articles in agency and professional publications and participate in professional planning forums.
- Increase professional planning outreach services.

2) Continue Growing and Expanding USACE Master Planning Professional Development and Training Program

- Conduct 'leading-edge' master planning professional development and training program, accredited by the American Planning Association and provides the entire OSD Planning Community 'leading-edge guidance on master planning practice.
- Host annual Army Planning Symposium in conjunction with the American Planning Association.
- Expand Regional Planning training opportunities to include curriculum for Sustainable Planning and Development, Base Camp Development and Foundation planning principles.

3) Champion robust MSC/Center Master Planning Technical Support Programs

- Ensure each MSC/Center provides Master Planning services and technical support to bases, installations and/or other Federal Agencies in their designated area of responsibilities. MSC must assure at least 1 supporting district is designated/certified in providing full spectrum of planning services in their AOR.
- Ensure each USACE MSC's /Centers oversee designated supporting District Master Planning Program to ensure the districts assign adequately skilled planning personnel that can provide both in-house and contracted planning support to customers.
- Maintain regular master planning reviews to ensure MSC/Center Planning programs are meeting Campaign Plan Goals for Planning; as well as host mid-year program review.

Appendix D
Goal 3 Strategies and Performance Measures

3a.2a Means:

- **Resource Master Planning Outreach and training program to sustain understanding of leading edge planning practices.**
 - **HQ USACE**
 - Planning team resources Technical updates and development of new courses, workshops and other National forums.
 - Ensures programs follows best planning practices and maintains APA Certification.
 - Host annual Planning Symposium.
 - Resourced by HQ USACE.
 - **MSC's/Centers**
 - Ensures that designated planning support personnel at MSC/Centers and Supporting Districts are trained to current practices by attending USACE planning courses.
 - MSC/Center resource training of MSC/Center personnel.
 - Participate in annual Army Planning Symposium funded by MSC.
 - Resourced by MSC/Centers.
 - Designated Planning Support Districts
 - Funds training District master planning support personnel.
 - Participate in at least 1 every 3 years the Army Planning Symposium and Federal Planning Symposium- APA conference.

- **Designate technically proficient Master Planning Personnel for Master Planning program, and project managers at HQ USACE, MSC/Centers and designated**
- **Master Planning supporting Districts that implement USACE Master Planning Program within their AOR.**
 - **HQ USACE**
 - Master Planning team champion Army Master Planning Community of Practice, and advises USACE, Army other Services and OSD on leading planning practices.
 - Serve as proponent for Army Planning Training and Development.
 - Through at least semi-annual teleconferences, or meetings or other forums, provide insight on current planning trends to MSC and/or supporting districts. Also, provide forum for ERDC to share planning research to MSC.
 - Funding by HQ USACE

Appendix D
Goal 3 Strategies and Performance Measures

- **MSC/Centers**
 - Designate MSC/Center Master Planning Program Manager
 - Coordinates planning work within their AOR to ensure quality support is provided.
 - Designate at least one Supporting District in their AOR as ‘certified’ master planning support district. “Certified means support staff is trained and familiar with local/regional planning issues, and possess a robust in-house and consultant support is available to meet customer requirements.
 - Fosters “regional customer support forums’ to ensure planning support synced with customer needs. These forums can be just conference calls/ or video conferences. Funded by MSC’s. These forums should occur at least semi-annually.
 - Provides at least semi-annually MSC/Center program report to HQ USACE on ongoing work, planning contract capacity and investment in training of planning personnel.
 - Funds PM mandatory attendance at annual USACE program review held in conjunction with Army Planning Symposium.
 - Funded by MSC/Center Resources.
- **Supporting Districts**
 - For MSC Designated Master Planning Support Districts assign planning program managers that have planning practice proficiencies.
 - Master Planning Program Manager must provide at least semi-annually program report to MSC on program status to include on-going work, contract capabilities, in house capabilities, training and professional development and planning issues. Costs funded by Supporting District.
 - Promote continued program to maintain planning competencies at the planning supporting districts through training or championing limited in-house planning support.
 - Funded by Supporting Districts/MSC.
- **Sponsor program reviews and provide technical planning insight services to ensure ‘state of the art’ consistent level of planning Services.**
 - **HQ USACE**
 - Build technical planning partnerships with other USACE Community of Practices, Army Staff and Secretariat, other Services and OSD offices and champion promotion of best sustainable planning practices.
 - Provide routine insight to MSC/Centers and Supporting Districts on current trends. Travel funded by HQ USACE.

Appendix D
Goal 3 Strategies and Performance Measures

- Serve as Army's liaison to the American Planning Association and the champion of Army master planning practice. This includes participation in nation planning practice boards, and designated planning expert to National professional practice Associations.
- Funded by HQ USACE.
- **MSC/Centers**
 - Sponsor Regional planning practice forums' to ensure planning support follow best planning business practices. Experts from other MSC's/Centers and HQ USACE as well as customers can participate. Ensure USACE R&D participates to provide venue on their current research effort. Forums can be webinars, conference calls, tele-conferences, or formal meetings.
 - Funded by MSC/Centers.
- **Supporting Districts**
 - Participate in Technical practice forums, customer planning working groups and other stakeholder forums to provide planning insight.
 - Work with customers and partners in building planning support program that provides 'state of the art' planning consulting advice.
 - Funding by MSC's, Supporting districts and customers.
- **Maintain consistent conversation and dialog with customers at routine, periodic levels.**
 - **HQ USACE**
 - Issue/direct Master Planning Program iaw with Military Programs OPLAN.
 - Participate in routine program meetings with IMCOM (including both ACSIM- policy development) and HQ IMCOM – San Antonio), as well as other Services and Agencies to ensure planning support and products meet customer needs.
 - Host Mid-year Planning review in conjunction with Army Planning Symposium to provide enterprise review with MSC's HQ USACE, regional and HQ IMCOM offices.
 - Funded by HQ USACE.
 - **MSC/Centers**
 - Implement Master Planning Program IAW Military Programs OPLAN.
 - Utilize the previously identified forums as venues to promote consistent conversation and dialog with customers.
Funded by MSC.

Appendix D
Goal 3 Strategies and Performance Measures

- **Supporting Districts**
 - Implement Master Planning Program IAW MP OPLAN.
 - Establish close partnership with customers.
 - Participate in MSC forums.
 - Funded by MSC/Supporting districts.

3a2 Measures:

Outcome Measurement Framework				
(Objective 3a) Deliver sustainable infrastructure via consistent and effective Military construction and real estate support to customers.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
(3a2) Establish and Implement improved infrastructure delivery process	Short	Maximize the capability for the Army to do effective planning and programming development, requirement definition, administration, and nimble and flexible execution , within the resources and current policy framework and long-term sustainably focused.	1) Trained personnel per year 2) Number of students trained per year (PAX/LEED) 3) Number of classes per year 4) Accuracy and timeliness of budget book	Percent of Districts that are utilizing the start and stop definition as defined by HQ.
	Intermediate	Influence proponent to program the resources and adopt policies necessary to achieve the capability for the Army to do effective planning and programming development, requirement definition, administration, and nimble and flexible execution and long-term sustainably focused.	1) Funding received equals funding requested 2) Policy purposed is accepted	1) Trained master planning personnel per year 2) Number of students trained per year (PAX/LEED) 3) Number of master planning classes per year 4) Accuracy and timeliness of MILCON budget book
	Long	Provide a capability for the Army to do effective planning and programming development, requirement definition, administration, and nimble and flexible execution and long term sustainably focused.		1) Trained master planning personnel per year 2) Number of students trained per year (PAX/LEED) 3) Number of master planning classes per year 4) Accuracy and timeliness of MILCON budget book

Strategy 3a3: Real Estate (RE) Transformation

Action 3a3a: Effectively implement RE transformation

Ends:

Consistently deliver and transform infrastructure and real estate services that exceed customer requirements.

Appendix D
Goal 3 Strategies and Performance Measures

3a3 Ways:

- Review the Real Estate Management Information System (REMIS) and Rental Facilities Management Information System (RFMIS) data fields to identify the beginning and end stage for each of the 25 products and services.
- Deploy a system test within one region for Districts to enter data to ensure beginning and end stage is accurately defined. Review system test, tweak definitions of beginning and end stages, and deploy to all Districts.
- Provide training to all Districts on utilizing REMIS and RFMIS to track the number of actions each District is working.
- Establish a portal through the Enterprise Data Warehouse for HQUSACE, Division, and District to have the ability to review actions in progress and completed.
- Compare data nationally to capture efficiency, productivity (output/cost), and total workload.

Means:

- Resources are available.

Measures:

Outcome Measurement Framework				
(Objective 3a) Deliver sustainable infrastructure via consistent and effective Military construction and real estate support to customers.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
(3a3) Real Estate Transformation	Short	Ensure the Districts are utilizing the real estate systems and entering the data in required fields consistently.	Consistently all Districts are utilizing the start and stop definition as defined by HQ.	Percent of Districts that are utilizing the start and stop definition as defined by HQ.
	Intermediate	Develop metrics and algorithms for each product and service. Share "best in class" processes throughout the corporation.	Conduct comparison analysis of official reports from enterprise data warehouse to identify anomalies and capture efficiencies.	Numbers of changes to standard business processes as a result of the comparison analysis of official reports from enterprise data warehouse to identify anomalies and capture efficiencies.
	Long	Provide consistent Real Estate products and services for a more effective DoD and Army program.	Districts utilizing standard business, existing and new tools to provide real estate products and services to customers.	Percent of districts utilizing standard business processes, existing tools, and new tools to provide real estate products and services to customers.

Appendix D
Goal 3 Strategies and Performance Measures

Strategy 3a4: Establish future directions for Military Missions

Action: 3a4a: Military Missions Strategic Planning

Ends:

Deliver sustainable infrastructure via consistent and effective military construction and real estate support to customers.

Ways:

- Develop and implement a strategic plan to align USACE for successful delivery of sustainable infrastructure in the future and to guide internal resource allocations.
- Develop the strategic plan using a scenario based capabilities methodology.
- Engage external stakeholders, internal senior leaders, the MSCs, business lines, and supporting functions related to USACE’s military missions.
- Use workshops, analysis, and follow-on discussions to build the plan.
- Reach out to ongoing enterprise initiatives to leverage existing knowledge.
- Develop a strategic communication plan to introduce and sustain the plan across the enterprise.

Means:

- Resource a contract with a firm expert in scenario based capabilities planning to facilitate the process and assist the PDT.
- Build an internal team dedicated to development of the plan.
- Designate Goal and Objective Champions.
- Resource travel to the MSCs to discuss the plan.

Measures:

Outcome Measurement Framework				
(Objective 3a) Deliver sustainable infrastructure via consistent and effective Military construction and real estate support to customers.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
(3a4a) Military Mission Strategic Planning (MMSP)	Short	USACE becomes more focused on learning, systems thinking, strategic sense making, and innovation as highest priority MMSP objectives are integrated into the USACE Campaign Plan; MMSP objectives are resourced and developing toward core competencies.	Learning organization, systems thinking and innovation can be imbedded into the CP.	1) Percentage of MMSP objectives incorporated into the Campaign Plan. 2) Percentage of MMSP objectives updated annually
	Intermediate	Most MMSP objectives are integrated into USACE Campaign as USACE begins to realize it strategic goals; lead change within DoD infrastructure community; develop cross-cutting organizational enablers; build customer relationships; lead technical capability within DoD; deliver solutions; fully support expeditionary requirements. Value of strategic planning is acknowledged and second MMSP iteration takes place.	1) Customer satisfaction surveys show continued positive scoring and comments 2) Project/program performance indicators trend positively (Deliver full scope, on time, in budget) 3) USACE realizes indicators for Goal 4? (innovation) 4) USACE actively involved in guiding facility implications of Army/DoD futures initiatives (force modernization) . 5) Risk management training and competency standards are developed 6) Military Missions establishes a formal strategic sensing program 7) USACE technical capability sought throughout DoD 8) USACE Expeditionary resources are well funded by DA 9) Communities of Practice flourish across the board 10) Next iteration of MMSP starts on time with strong senior leader support.	1) Percent of projects delivered on time. 2) Percent of projects delivering full scope withing budget. 3) Number of personnel funded by DA for force modernizaton program (CRST) 4) Percent of key ERS, Pams, EM less than 5 years old. 5) Percent of senior leader time spent on strategic sense making and thinking 6) Percent of PMS/PgMs proficient at risk management. 7) Percent of customers highly satisfied with services. 8) Number of innovation proposals approved 9) Number of FFE teams manned, trained, equipped and ready for deployment. 10) Percent of CoPs highly active
	Long	USACE is the Nation’s most effective and dynamic public engineering and technical services organization. In collaboration with customers, partners and allies we anticipate and deliver innovative and sustainable solutions that support military readiness and operations, and national policies and objectives. We are a values based organization and a force multiplier with domestic and global capabilities.	1) Customer satisfaction surveys show continued positive scoring and comments 2) Project/program performance indicators trend positively (Deliver full scope, on time, in budget) 3) USACE realizes indicators for Goal 4? (innovation) 4) USACE actively involved in guiding facility implications of Army/DoD futures initiatives (force modernization) . 5) Risk management training and competency standards are developed 6) Military Missions establishes a formal strategic sensing program 7) USACE technical capability sought throughout DoD 8) USACE Expeditionary resources are well funded by DA 9) Communities of Practice flourish across the board 10) Next iteration of MMSP starts on time with strong senior leader support.	1) Intermediate metrics continue on positive trends 2) Requests from DoD to support special challenges/programs increase 3) Amount of discretionary / reimbursable work done by USACE increases.

Appendix D Goal 3 Strategies and Performance Measures

Action 3a4b: Sustainable Performance

Ends:

Incorporate system approaches and sustainability principles into the full life-cycle of all USACE operations and services¹.

- Reduce scope 1 & 2 greenhouse gas (GHG) emissions through energy efficiency and renewable energy.
- Reduce scope 3 GHG emissions.
- Develop and maintain a comprehensive GHG inventory.
- Implement the “Guiding Principles For Federal Leadership In High Performance and Sustainable Buildings.”
- Engage in regional and local sustainable planning efforts to achieve sustainable communities.
- Improve water use efficiency and management.
- Prevent pollution and waste.
- Implement sustainable acquisition practices.
- Implement electronic stewardship practices, including energy efficiency at data centers.
- Innovate sustainable practices related to core mission areas.

Ways:

- Develop and implement a Strategic Sustainability Performance Plan.
- Collaborate with partners to achieve sustainability goals internally and to improve services provided to customers.
- Establish policies and guidance to meet sustainability requirements.
- Establish GHG Scope 3 reduction target.
- Complete the comprehensive GHG inventory for USACE.
- Develop a strategy to synchronize energy (including vehicle and vessel fleet petroleum use) and water activities across USACE.
- Participate in the development of a LEED-like sustainability rating system for un-occupied structures.
- Reduce use of paper.

¹ The intent of this strategy is to improve USACE’s sustainability performance within its internal operations (e.g. energy efficiency in buildings and structures we own and operate) as well as positioning ourselves to provide more sustainable services to our customers in accordance with EO 13514 and other statutory requirements. See related Campaign Plan strategies in Objective 2a for climate change adaptation initiatives for water resources management and Objective 3a1a for LEED support within MILCON.

Appendix D
Goal 3 Strategies and Performance Measures

3a4b Means:

- Leverage current investments in infrastructure, capital assets, and supplies.
- Use alternative investment strategies such as Energy Savings Performance Contracts, Enhanced-Use Leases, Power Purchase Agreements, Utility Energy Services Contracts, etc.
- Document “shovel ready” projects to take advantage of future funding opportunities, such as the **American Recovery and Reinvestment Act** of 2009.
- When submitting budget requests, highlight those items that contribute to compliance with EO 13514.
- Modify standard operating procedures to include sustainability requirements.
- When a building/structure is upgraded/renovated, include energy and water efficient technologies and other requirements within the “Guiding Principles”.
- When programming for new construction and leases include the requirements within the “Guiding Principles”.
- When acquiring fleet vehicles work with ULA to meet the requirements related to fleet management, petroleum reduction, and alternative fuels.
- When acquiring any new product or service include the FAR clauses related to energy, water, recycled content, and bio-based and environmentally preferable products.
- Use the Leadership Development Program to develop and promote sustainable innovations.
- Default printers to double-sided printing.

Measures:

Outcome Measurement Framework				
Objective 3a) Deliver sustainable infrastructure via consistent and effective Military construction and real estate support to customers.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
(3a4b) Sustainable Performance	Short	Develop an understanding of sustainability in the context of each USACE mission.	Measuring outputs according to the priorities on the OMB Sustainability and Energy Scorecard.	1) On track to achieve Scope 1&2 GHG Reduction Target of 23% by 2020 ___ On track w/ 4.5% reduction (G) ___ Behind schedule by <half of planned reduction (Y)
	Intermediate	System approaches and sustainability principles integrated into the full lifecycle of all USACE infrastructure, operations, and services.		2) Sustainable green buildings: ___ at least 2% of buildings sustainable & on track for 15% by 2015 (G) ___ at least 5% GSF of building inventory sustainable in FRPP (Y)
	Long	Maximize innovative, resilient and sustainable solutions for the Armed Forces and the Nation.		3) Use of renewable energy as a percent of facility electricity use: ___ Total of 2% from renewable electricity sources including 2.5% from new sources (thermal, mechanical, or electric) (G) ___ 5 percent from any renewable electricity source (Y)
				4) Reduction in potable water intensity compared with 2007: ___ at least 5 percent and on track for 26 percent in 2020 (G) ___ at least 3 percent (Y)
				1) On track to achieve Scope 1&2 GHG Reduction Target of 23% by 2020 ___ On track w/2.1% reduction (G) ___ Behind schedule by <half of planned reduction (Y)
				2) Sustainable green buildings: ___ at least 15% of buildings sustainable target goal of 15% by 2015 (G) ___ at least 7.5% GSF of building inventory sustainable in FRPP (Y)
				3) Use of renewable energy as a percent of facility electricity use: ___ Total of 5% from renewable electricity sources including 2.5% from new sources (thermal, mechanical, or electric) (G) ___ 5 percent from any renewable electricity source (Y)
				4) Reduction in potable water intensity compared with 2007: ___ at least 16 percent and on track for 26 percent in 2020 (G) ___ at least 12percent (Y)
				1) On track to achieve Scope 1&2 GHG Reduction Target of 23% by 2020 ___ On track w/23% reduction (G) ___ Behind schedule by <half of planned reduction (Y)
				2) Sustainable green buildings: ___ at least 15% by 2015 (G) ___ at least 7.5% GSF of building inventory sustainable in FRPP (Y)
				3) Use of renewable energy as a percent of facility electricity use: ___ Total of 5% from renewable electricity sources including 2.5% from new sources (thermal, mechanical, or electric) (G) ___ 5 percent from any renewable electricity source (Y)
				4) Reduction in potable water intensity compared with 2007: ___ 26 percent in 2020 (G) ___ at least 12 percent (Y)

Appendix D
Goal 3 Strategies and Performance Measures

OBJECTIVE 3b: Improve protection, resilience and lifecycle investment in critical infrastructure.

Definition of GREAT for Objective 3b:

Resilient Critical Infrastructure that the Nation can depend on at all times.

Objective Champion: Director, Contingency Operations Directorate

Strategies:

3b.1: Implement a comprehensive life-cycle systems approach

Ends:

Implement both a National and Regional systems approach which identifies critical infrastructure interdependencies across relevant sectors that enables risk reduction through yearly risk management based investments.

Ways:

- Identify & initiate crosswalks & synchronization with other Campaign Goals & strategies to enable broader understanding of infrastructure systems risk management in an all-hazards context.
- Strengthen collaboration & participation of MSCs, Centers of Expertise and ERDC in critical infrastructure protection resilience initiatives.
- Establish training and outreach programs to USACE outside HQ; engage them to execute and sustain critical water resources and military infrastructure.
- Establish methodologies and guidance to identify interdependencies among critical water resources and National defense infrastructure systems.

Means:

- Each USACE Critical Infrastructure Resilience (CIR) Program Manager develop and publish a framework that describes, at minimum, their program, goals, priorities, actions taken to accomplish their mission, and interaction with internal USACE and external stakeholders. These frameworks should be vetted amongst the core programs to identify gaps, overlaps, common goals, and to further develop opportunities for collaboration.
- The CIR Program Managers continue to meet collectively with MSCs to exchange program information and that they identify those areas the programs have in common and develop common goals and objectives that will foster collaboration.
- Request and obtain funding for initial setup and sustainment of the program.
- Establishing a CI management process that includes for CIR programs and document this management process as a USACE governance document. This will include:
 - o Methods to share program information and requirements
 - o Methods to enhance communication and coordination among programs and staffs
 - o Identification of methodologies common to all USACE CI programs

Appendix D
Goal 3 Strategies and Performance Measures

3b.1 Means: continued

- Standardized methods to assess USACE assets to determine criticality
- Project prioritization processes
- Threat and hazard mitigation processes
- Best practice identification
- Lessons learned and continual improvement processes
- Identification of R&D requirements and information sharing

3b.1 Measures (Civil Works):

Outcome Measurement Framework					BUILDING STRONG [®]	
Program: Objective 3b (Civil Works): Implement protection, resilience and lifecycle investment in critical infrastructure.						
Strategy:	Activity:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures	
3b.1: Implement a comprehensive life-cycle systems approach	Conduct 2010 implementation of Consequence-Based Top Screening (CTS) methodology for systematic screening and consistent prioritization of high-consequence (critical) dams and navigation locks.	Short	Identification of critical facilities that consider interdependencies regional impacts and system wide effects.	Consequence-Based Top Screening (CTS) Assessment Reports	Conduct 90 screenings at Corps dam & navigation locks projects per year. Sunset Date: FY2014 (estimated). Implementation of this activity is supported by outcomes resulting from Activity #2.	
		Intermediate	Identification of critical facilities that consider interdependencies regional impacts and system wide effects.	Consequence-Based Top Screening (CTS) Assessment Reports		
		Long	Achieve a more secure and more resilient Corps critical infrastructure through risk-informed life cycle management.	Verification of USACE facilities (dams and navigation locks) meeting the thresholds set forth by the National Critical Infrastructure Prioritization Program led by the U.S. Department of Homeland Security.		
	Support 2010 dam break flood consequence assessment studies (modeling, inundation mapping, and consequence estimation) at Corps critical dams projects.	Short	Support CTS portfolio-wide screening efforts at Corps dams and navigation locks.	Support CTS portfolio-wide screening efforts at Corps dams and navigation locks.	Dam break flood inundation modeling and consequence estimation studies.	Complete consequence assessment studies at 60 Corps dam & navigation locks projects per year (2a). Sunset Date: FY2013 (estimated). Outcomes of this activity provides input to Activity #1.
		Intermediate / Long	Consistent alignment of risk-informed prioritization efforts at Corps dams, navigation locks, and levees by CIPR, Dam Safety, and Levee Safety programs.	Consistent alignment of risk-informed prioritization efforts at Corps dams, navigation locks, and levees by CIPR, Dam Safety, and Levee Safety programs.		
	Development of a security risk assessment methodology (Common Risk Model for Dams) for systematic portfolio-wide prioritization of Corps critical infrastructure.	Short	Identification of key vulnerabilities at critical dams and navigation locks to manmade attack scenarios (land-side, water side, and cyber).	Identification of key vulnerabilities at critical dams and navigation locks to manmade attack scenarios (land-side, water side, and cyber).	Risk assessment at Corps critical facilities.	Complete conditional risk assessment at 5 Corps dam & navigation locks projects per year. Sunset Date: FY2015 (estimated). Implementation of this activity immediately follows the outcomes of identification and prioritization of critical dam projects resulting from Activity #1. Total number of Corps critical projects to be assessed remains to be determined.
		Intermediate / Long	Improve the risk profile of Corps CW critical infrastructure to manmade incidents.	Improve the risk profile of Corps CW critical infrastructure to manmade incidents.	Portfolio-wide protective programs.	N/A
		Intermediate / Long	Prioritization of life-cycle investment to improve the protection and resilience of Corps Civil Works critical infrastructure (dams, navigation locks, and levees).	Prioritization of life-cycle investment to improve the protection and resilience of Corps Civil Works critical infrastructure (dams, navigation locks, and levees).	Asset-specific protective measures and cyber security program implementation.	N/A

Appendix D
Goal 3 Strategies and Performance Measures

3b.1 Measures (Military Programs):

Outcome Measurement Framework					BUILDING STRONG _®
Program: Objective 3b (Military Programs): Implement protection, resilience and lifecycle investment in critical infrastructure.					
Strategy:	Actions:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
3b.1: Develop and implement plans to support Defense Critical Infrastructure (DCIP), a DoD risk management program.	Implement a public works sector (PWS) program to support the overall DCIP by the Office of the ASD(HD&ASA)	Short	Coordination with all mission and asset owners to identify public works critical assets	Current list to identify asset owners and public works critical assets.	Yearly update to defense critical asset (CA) list submitted by 1 June 2) Meet 100 % deliverables on assigned tasks (to OASD and mission owners) : - Maintain Office for program management, CA data repository, and update yearly Sector Assurance Plan, and provide critical review of assigned policy documents. (No known sunset date)
		Intermediate	Implementation of recommended risk mitigation strategies for remediation and mitigation		
		Long	Reduce the risk of the Public Works Supporting Infrastructures for the Mission and Asset Owners for Defense Critical Infrastructures		
	Conduct dependency analysis of Public Works Sector Infrastructures in support of the Defense Critical Assets	Short	Asset owners develop risk mitigation strategies with Public Works Sector recommendations	Provide advice and risk mitigation strategies to asset owners.	1) Perform dependency analysis of assigned CAs and ensure 34 % of Public Works Assets validated in Strategic Mission Assurance Data System (SMADS) per year (it will be continuously refreshed on a 3-year cycle). 2) 100 % of assigned Public Works Assets validated in Strategic Mission Assurance Data System (SMADS) per year. 3) As tasked by OASD, 100% of assigned asset owners are provided advice and risk mitigation plans after scheduled DCA vulnerability assessment.
		Intermediate	Remediation of vulnerabilities to Public Works Infrastructures supporting Defense Critical Assets		
		Long	Reduce the risk of the Public Works Supporting Infrastructures for the Mission and Asset Owners for Defense Critical Infrastructures		

Strategy 3b.2: Develop a unified all hazards risk assessment and management strategy

Ends:

Develop a unified, all-hazards risk assessment and management strategy (that engages all key stakeholders to improve the protection and resilience of the Nation’s critical water resources infrastructure systems, and Army and DoD assets).

Ways:

- Develop processes to identify vulnerabilities and risks to critical water resources and National defense critical infrastructure systems in context with identified interdependencies.
- Develop a risk-informed investment strategy to protect and provide resilient critical infrastructure. This includes a series of systems-based exercises led by USACE with DHS & FEMA’s support.
- Improve preparedness, response, and rapid recovery for critical infrastructure in the event of natural catastrophe, hostile attacks, or other emergencies.
- Develop R&D initiatives to address Critical Infrastructure protection & resilience requirements and capability gaps in collaboration with goal 3c and external partners.

Appendix D
Goal 3 Strategies and Performance Measures

3b.2 Means:

- Establishing a process to share infrastructure protection, security, and resiliency technology needs and R&D project information, studies and analyses among USACE CI programs. This process should look at material and non-material solutions and include the identification of Federal and private sector R&D efforts and organizations that seek to fill technology needs and can serve as a means to leverage public and private R&D investments in collaborative projects of mutual benefit to meet the CI resilience needs of all stakeholders where feasible. Actions will include:
 - o Requesting permission to participate in R&D forums and groups such as the Technical Support Working Group.
 - o Initiating literature reviews to identify and assess what relevant material and non-material solutions are available to meet CI security and resilience needs.
- Establish policy for sustainment of strategy.
- Request and obtain funding to include HQUSACE, MSCs, Centers of Expertise and ERDC.

3b.2 Measures (Civil Works):

Outcome Measurement Framework					BUILDING STRONG [®]
Program: Objective 3b (Civil Works): Implement protection, resilience and lifecycle investment in critical infrastructure.					
Strategy:	Activity:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
3b.2: Develop a unified all hazards risk assessment and management strategy	Implement regional resilience efforts through the "2010 Dams Sector Exercise Series -- Green River Valley" (DSES-10)	Short / Intermediate / Long	Improve preparedness, response, and recovery capabilities using an all-hazards approach.	N/A	Complete 3 events and 2 reports per year. Sunset Date: Continuing effort. Typical DSES project life-cycle is 18-month from start to finish.
	Conduct pilot efforts using blast damage estimation tools resulting from R&D as part of overall risk assessment process.	Short / Intermediate	Quantification of blast damage at critical dams and locks components as part of overall risk assessment process.	Blast damage assessment reports of critical facilities.	Complete 5 projects per year. Sunset date: FY2011.
		Long	Develop solutions, methodologies, and tools to address key vulnerabilities and implement effective protection programs to minimize consequences.	R&D technical reports on embankment dams blast cratering effects, concrete gravity dams blast damage evaluation, and blast mitigation technologies testing and evaluation.	Complete 4 technical R&D reports per year. Sunset Date: Continuing effort.

Appendix D
Goal 3 Strategies and Performance Measures

3b.2 Measures (Military Programs):

Outcome Measurement Framework					
BUILDING STRONG [®]					
Program: Objective 3b (Military Programs): Implement protection, resilience and lifecycle investment in critical infrastructure.					
Strategy:	Actions:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
3b.2: Support the initiatives of HQDA G-3/5/7, Critical Infrastructure Risk Management (CIRM) Office	Identify, assess and plan risk mitigation actions of USACE assets critical to DoD missions	Short	Asset owners develop risk mitigation strategies	1) Current list to identify asset owners and public works critical assets. 2) Provide advice and risk mitigation strategies to asset owners.	1) Yearly update of list produced by 2012. 2) % of asset owners provided advice and risk mitigation strategy per year over a three year cycle.
		Intermediate	Remediation of vulnerabilities to infrastructures supporting Defense Critical Assets		
		Long	Reduce the risk of the Public Works Supporting Infrastructures for the Mission and Asset Owners for Defense Critical Infrastructures		
	Assist HQDA CIRM Office and Army Commands with assessment and risk management decision packages to mitigate risks to DA's critical	Short	Asset owners develop risk mitigation strategies	1) Current list to identify asset owners and public works critical assets. 2) Provide advice and risk mitigation strategies to asset owners.	Conduct 100% of the assessments of Army owned task critical assets as assigned by HQ DA by 30 Sept every year.
		Intermediate	Remediation of vulnerabilities to infrastructures supporting Defense Critical Assets		
		Long	Reduce the risk of the Public Works Supporting Infrastructures for the Mission and Asset Owners for Defense Critical Infrastructures		
	Provide PWS expertise to assist the DCIP Community with natural hazards assessments and developing risk decision packages	Short	Asset owners develop risk mitigation strategies	1) Current list to identify asset owners and public works critical assets. 2) Provide advice and risk mitigation strategies to asset owners.	1) Yearly update of list produced by 2012. 2) % of asset owners provided advice and risk mitigation strategy per year over a three year cycle.
		Intermediate	Remediation of vulnerabilities to infrastructures supporting Defense Critical Assets		
		Long	Reduce the risk of the Public Works Supporting Infrastructures for the Mission and Asset Owners for Defense Critical Infrastructures		

Appendix D
Goal 3 Strategies and Performance Measures

OBJECTIVE 3c:

Deliver reliable infrastructure using a risk-informed asset management strategy.

Definition of GREAT for Objective 3c

.....a holistically integrated approach to infrastructure investments, i.e., a dynamic
Asset Management *Culture*.

**Champions: Chief, Operations & Regulatory Directorate, LRD RIT
Chief, SPD RIT, Real Estate**

Strategies:

3c.1: Real property data quality assurance

Ends:

Maintain accurate data in all real estate databases.

Ways:

- Provide issue reports to the Districts quarterly to correct identified anomalies, review existence of data in required fields, and to validate data accuracy.
- Develop online training tools to ensure data is inputted correctly as changes to the systems are implemented.
- Build quality assurance/quality control into the systems as system designs are updated.

Means:

- Need \$25K to develop online training modules and hold initial training workshops.

Measures:

Outcome Measurement Framework				BUILDING STRONG [®]
Program: (Objective 3c) Deliver reliable infrastructure using a risk-informed asset management strategy.				
Strategy:	Time Frame:	Outcome	(may be more than one per	Measures
Real Property Data Quality Assurance	Short	1) Civil Works -- Maintain data integrity to continue compliance with CFO act and FRPP. 2) Military Programs -- Assist Army in preparing for CFO Audit	1) Compliance with CFO act and FRPP annual requirements. 2) Reduce data anomalies and errors in real estate systems.	1) Comply with CFO act and FRPP annual requirements. 2) Data anomalies and errors decrease by 3% annually.
	Intermediate	1) Civil Works -- Maintain data integrity to continue compliance with CFO act and FRPP. 2) Military Programs -- Maintain data integrity to continue compliance with CFO act and FRPP.		
	Long	Accurate data will help DoD and Army make better informed decisions as it relates to real property.	Accurate data that is useful to meet varying requirements.	95% of data accuracy.

Appendix D
Goal 3 Strategies and Performance Measures

3c.2: Facility and equipment maintenance (FEM)

Ends

Deliver reliable infrastructure using a risk-informed asset management strategy.

Ways:

- Deploy and Implement the FEM system as the corporate work maintenance management system of record.

Means:

- District and MSC FEM managers actively engage MSC Regional Asset Manager (RAM).
- Meet FEM “Minimum Use Guidance” memo dated April 2009.
- Ensure appropriate “connectivity” to remote sites.

3c.2 Measures:

Outcome Measurement Framework				BUILDING STRONG [®]
Program: (Objective 3c) Deliver reliable infrastructure using a risk-informed asset management strategy.				
Strategy:	Time Frame:	Outcome	(may be more than one per	Measures
Facility and Equipment Maintenance (FEM)	Short	Assist in determining the national requirements to enhance investment decisions and focus project sites on mission critical	Identify critical components	100% applicable MSC and business line consensus of critical
	Intermediate	Enhance our ability to make improved national investment decisions.	Align with business line risk models	One business line per year aligned with business line risks models
	Long	Contributes to risk informed life cycle portfolio management.	FEM data is used to effectively inform the component failure.	Align one business line per year where the FEM data is used to

3c.3: Implement national condition assessment methodologies

Ends:

Deliver reliable infrastructure using a risk-informed asset management strategy.

Ways:

- Develop and implement national condition assessments for the navigation, flood risk management, hydropower, and recreation infrastructure to ensure consistency in supporting prioritization and development of the investment strategies.

Means:

- Districts use national business line condition assessment processes and results in decision making, including annual budget work package submissions.
- Districts form assessment teams as required, as well as leverage existing assessment efforts

Appendix D
Goal 3 Strategies and Performance Measures

3c.3 Measures:

Outcome Measurement Framework				BUILDING STRONG _®
Program: (Objective 3c) Deliver reliable infrastructure using a risk-informed asset management strategy.				
Strategy:	Time Frame:	Outcome	(may be more than one per	Measures
Implement National Condition Assessment Methodologies	Short	NATIONAL CONDITION ASSESSEMENT OUTPUT IS INPUT TO NATIONAL RISK	N/A	Outcomes feed and are integral to National Risk-Based Processes
	Intermediate			N/A
	Long			N/A

3c.4: Implement National risk based processes

Ends:

Deliver reliable infrastructure using a risk-informed asset management strategy.

Ways:

- Develop and implement national risk based processes to inform the budget process.

Means:

- Districts and MSC use national risk approach for decision making, including the annual budget work package submissions and “5 x 5” risk matrices for asset based business lines.
- Districts, Business Line managers and other personnel as required support HQ Asset Management in evolving consistent risk processes.
- District and MSC business line managers actively engage MSC Regional Asset Manager (RAM).
- Support periodic HQ Asset Management led AAR’s as required.

Measures:

Outcome Measurement Framework				BUILDING STRONG _®
Program: (Objective 3c) Deliver reliable infrastructure using a risk-informed asset management strategy.				
Strategy:	Time Frame:	Outcome	(may be more than one per	Measures
Implement National Risk Based Processes	Short	Implement national condition and risk management	Processes are implemented and consistently used.	# of Districts where processes are implemented and consistently
	Intermediate	For a given budget execute project or program that operate the least possible risk and increase reliability	Minimize unscheduled downtime	If budget equals or exceeds average of previous 3 years, unscheduled downtime less than or equal to previous year OR NTE 5%
	Long	Risk informed life cycle portfolio management.	Integrated processes implemented and consistently used	# of project sites, Districts, Divisions and Business lines where the integrated process are implemented and consistently used

Appendix D
Goal 3 Strategies and Performance Measures

OBJECTIVE 3d:
Develop and apply innovative approaches to delivering quality infrastructure

Definition of GREAT for Objective 3d:

An innovative USACE workforce made up of individuals who know what they know, knows who knows the rest, and enthusiastically shares information in a sustainable environment.

**Champions: Director, Research and Development
Chief, Engineering and Construction**

Strategies:

3d: Develop and apply innovative approaches to delivering quality infrastructure.

Ends:

Develop and apply innovative approaches to delivering quality infrastructure.

Ways:

- **Strategy 1: Identify and implement measures to foster enterprise-wide innovation.**
 1. Evaluate the Construction Industry Institute (CII) Innovation Maturity Model (IMM) as tool to support assessment and to improve an agency-wide environment for innovation.
 2. Assess the Innovation Adoption Process (IAP) as a method to evaluate innovations for implementation.
 3. Establish a USACE-wide innovation award.

Measures:

Outcome Measurement Framework				BUILDINGSTRONG _®
Program: (Objective 3d) Develop and apply innovative approaches to delivering quality infrastructure.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Identify and implement measures to foster enterprise-wide innovation.	Short	Sharing of Innovation and Information	1) How innovative the workforce is willing to become. 2) If innovation is recognized and rewarded at HQ/MS/Districts. 3) If and how innovation is shared and implemented enterprise wide.	1) Construction Industry Institute (CII) Innovation Maturity Model (IMM) implementation (as indicator for culture change and innovation adaptation across USACE – establish baseline 2nd Qtr FY11). 2) Identify key IMM indicators for path forward and measure annually improvement of IMM scores for these indicators. 1) Full Construction Industry Institute (CII) Innovation Maturity Model (IMM) implementation (as indicator for culture change and innovation adaptation across USACE). 2) Continuously increased number of innovations shared annually across each MSC.
		Demonstration and validation of innovation		
	Intermediate	Increase trend of innovation		
		Develop the application of the innovation		
	Long	Innovation is the driving force for change		
		Development of a scientifically sound innovation approaches for quality infrastructure		

Appendix D
Goal 3 Strategies and Performance Measures

Obj 3d Ways continued:

- **Strategy 2: Identify and implement measures to foster knowledge creation and sharing.**
 1. Approve and implement the refreshed CoP ER.
 2. Execute a Knowledge Management (KM) assessment and implementation team project which helps USACE to:
 - Understand KM Needs
 - Identify Existing KM Activities
 - Refine Understanding through Prototype Exercises
 - Communicate Ideas and Findings across the Organization
 - Identify information validation and resources
 - Identify KM policy needs
 3. Execute Knowledge Management Corporate Social Networking/Collaboration team project.

Measures:

Outcome Measurement Framework				BUILDING STRONG _®
Program: (Objective 3d) Develop and apply innovative approaches to delivering quality infrastructure.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Identify and implement measures to foster knowledge creation and sharing.	Short	Sharing of knowledge creation and Information	People/Process: 1) CoPs are the engine/source for knowledge and content within USACE.	1) Develop a USACE-wide KM strategic plan. 2) Identify lessons learned integrated into doctrine (policy and planning). Establish designated guidelines and policy for knowledge sharing and social networking. 3) Initiate two full scale KM demonstrations (Jan – Jun 2011) using the enterprise Intranet search engine and identify future resource needs for knowledge sharing, to be presented to NMB in Aug 2011. 4) Establish a KM Strategic Communication Plan (FY11). 5) Establish a Chief Knowledge Officer for USACE with resources (FY12). 6) Establish and demonstrate full KM capabilities (end FY12).
			2) USACE has a Chief Knowledge	
		3) A corporate governance structure has been developed for KM in USACE.		
		4) CoPs provide SME to validate lessons learned and give guidance.		
	Intermediate	Increase trend of knowledge creation	5) Incentives are used to encourage people to share their ideas.	6) Establish and demonstrate full KM capabilities (end FY12).
			Technology: 6) USACE has an enterprise KM Tool Suite.	
		Have designated guidelines / policy for knowledge sharing and social networking.	7) A corporate search functionality is on the desktop of everyone on USACE network.	
			8) USACE has an enterprise way to	
	Long	Knowledge creation is the driving force for change A culture of collaboration and knowledge sharing is created and knowledge base is accessible without technological or structural barriers.	9) USACE has social networking both inside and outside the firewall.	N/A
			10) USACE has leveraged all Army KM tools.	
			11) USACE has identified the level of collaborative capability required for KM Suite.	

Appendix D
Goal 3 Strategies and Performance Measures

Obj 3d Ways continued:

- **Strategy 3: Implement critical technology transfer initiatives.**
 1. Develop and implement BIM into all aspects of USACE infrastructure planning, design, construction and operations.
 2. Work with CERD, and HQUSACE and ACSIM technology proponents to establish Tri-Service Based R&D requirements identification process to define future MILCON and installation infrastructure research needs and establish a life-cycle technology management approach for installations.
 3. Develop and implement BIM into all aspects of USACE infrastructure planning, design, construction and operations.
 4. Work with CERD, and HQUSACE and ACSIM technology proponents to establish Tri-Service Based R&D requirements identification process to define future MILCON and installation infrastructure research needs and establish a life-cycle technology management approach for installations.
 5. Work with CERD, CECW and HQUSACE technology proponents to establish a R&D requirements identification process to define future Civil Works research needs and establish a life-cycle technology management approach for Civil Works, including the development of engineering guidance, demonstration programs and technology support.

Measures:

Outcome Measurement Framework				BUILDINGSTRONG [®]
Program: (Objective 3d) Develop and apply innovative approaches to delivering quality infrastructure.				
Strategy:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Implement critical technology transfer initiatives.	Short	Establish technology transfer mechanism and policy	1) BIM implementation USACE wide for infrastructure planning design construction operation.	1) Establish technology transfer guidelines and policy. 2) Establish and use a collaboration platform for technology transfer (within USACE and within tri-services). 3) Recognize excellence by establishment of technology transfer award (4th Qtr award, starting in FY12) .
	Intermediate	Increase trends of technology transfer	2) Number of Military Programs technology transfer implementation 3) Number of Civil Works technology transfer implementation across USACE, with guidelines/policy in place.	4) Conduct four technology transfer demonstrations (Jan – Jun 2011), two for Civil Works and two for Military Programs, to identify what “works well” and what “does not work” and present to NMB in Aug 2011.
	Long	Establish and use collaboration platform for technology transfer		
	Long	Technology transfer is an enterprise wide / tri-service enabler for delivering quality infrastructure		N/A

Appendix D
Goal 3 Strategies and Performance Measures

3d Means:

- **Identify and implement measures to foster enterprise-wide innovation.**
 1. Field participation in CII IMM Survey (Resources: MSC / District staff); analysis of CII IMM Survey (Resources: ERDC through funding from Objective 3d); and baseline report on Assessment/Survey (Resources: Contracted SME through funding from Objective 3d).
 2. Contract with ERDC for pilot testing of the IAP (Resources: MSC / District staff, HQ PDT, and ERDC through funding from Objective 3d).
 3. Resources: Existing HQ PDT with MSC/District Staff and contract with ERDC (Resources: MSC / District staff, HQ PDT, and ERDC through funding from objective 3d).

- **Identify and implement measures to foster knowledge creation and sharing.**
 1. Resources: Existing CoP refresh PDT.
 2. Resources: ERDC (partial funding from Objective 3d).
 3. Resources: CESWF team (funding from Objective 3d).

- **Implement critical technology transfer initiatives.**
 1. Resources: Ongoing CAD-BIM Center activities.
 2. Resources: Existing CERD/ERDC PDT.
 3. Resources: CERD/ERDC/CECW PDT.

Appendix E
Goal 4 Strategies and Performance Measures

Goal 4

Build and cultivate a competent, disciplined, and resilient team equipped to deliver high quality solutions.

Definition of GREAT for Goal 4:

A USACE workforce highly sought for its proven capability to consistently and reliably deliver the highest quality solutions to the Nation's public engineering challenges today and relied upon to provide innovative concepts for building strong into our future.

Champions: Chief, Human Resources and Chief, Engineering and Construction

OBJECTIVE 4a:

Identify, develop, maintain, and strengthen technical competencies

Definition of GREAT for Objective 4a:

A workforce that is designed, built, and maintained at all levels to consistently deliver high quality solutions to USACE mission and stakeholder needs, and is recognized world-wide for its technical skills and abilities to apply this human capital in solving engineering challenges.

Champion: Chief, Engineering and Construction

Strategy: USACE Technical Competencies

Ends:

Increase and sustain USACE technical competencies at the right capacities and locations that are needed now and in the future.

Ways:

- Develop and implement processes to identify and assess existing & required technical competencies and technical capacities across USACE.
- Establish clear definitions of technical competencies required by USACE professional workforce at each stage of their technical development.
- Ensure USACE's technical guidance is updated, understood, and used to consistently and reliably deliver high quality solutions to nation's public engineering challenges.
- Focus and improve ability of technical communities of practice on effectively sharing vital technical knowledge across USACE.
- Identify & implement near-term actions to improve technical competence of workforce.
- Increase professional licensure and accredited technical certifications of USACE's technical workforce.

Means:

- Resource the leadership of technical CoPs to enable them to successfully perform their assigned knowledge sharing roles.
- Separate and resource the functional technical staff to successfully perform their assigned technical policy, procedure, and oversight roles.
- Resource and use the Army Competency Management System (CMS) to assess technical skills, knowledge, and abilities at all levels.

Appendix E
Goal 4 Strategies and Performance Measures

4a Means continued:

- Resource and implement the activities needed to more effectively identify and document the current and future technical manpower requirements (capacities) needed at HQUSACE, MSC HQs, and District levels for mission-critical technical competencies.
- Take actions to resource and implement already identified steps to improve the competencies and professionalism of the technical workforce at all levels.
- Synchronize and resource USACE “core” career paths for USACE’s mission-critical technical workforce and associated training curriculum in order to support USACE missions and stakeholders in the 21st Century.
- Take actions necessary to ensure quality technical policy and guidance directs and controls USACE’s workforce towards achieving high quality solutions to public engineering challenges.

Measures:

Outcome Measurement Framework				
Program: (Objective 4a) Identify, develop, maintain, and strengthen technical competencies among the USACE workforce.				
Action:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Develop and implement processes to identify and assess existing & required technical competencies and technical capacities across USACE.	Short	Identification of Strengths, Weakness and Gaps for Tech Competencies and Capacities	Systematic assessments of SWGs in tech competencies made at all USACE levels.	Percent of employees at each level assessed and validated in regard to technical competencies.
	Intermediate	Progress Toward Closing Manpower and Competencies Gaps.	Plans prepared/resources committed to ensure right competencies & capacities at all levels.	Percent of mission critical occupations that have appropriate manpower standards at all levels.
	Long	Workforce With Competencies and Capacities to be GREAT at Mission Performance!	All USACE Supervisors and CoP/functional leaders are confident that USACE has needed technical competency and capacities.	Number of identified mission critical (competencies / capacity) gaps that are resourced for closure.
		Use Processes and Tools to Guide Hiring Actions	Needed technical competencies play prominent role in all manpower and staffing actions at all levels.	Number of recruitment actions driven by staffing standard for competency and capacity.
Establish Clear Definitions of Technical Competencies Required by USACE Technical Workforce at Each Stage of their Technical Development.	Short	Clear Definition of Technical Competencies Required at Each Stage of Their Career	Required technical competencies reflected in career maps for mission-critical occupations.	Ensure CoPs / Sub CoPs have completed career maps for mission critical occupations.
	Intermediate	Engage All USACE Employees on Understanding Technical Competencies Required During Their Career	Required tech competencies reflected in career maps for all USACE occupations and regularly covered in performance evals/training plans.	1) Percent of performance standards and training plans reflecting required technical competencies for individual's career. 2) Percent of resources required for development of needed technical competencies that are fully funded at each level.
	Long	Resources are Provided to Ensure Individuals are Able to Acquire Required Technical Competencies	Real resourcing of technical training/ development occurs annually as a priority at each level in a highly disciplined manner.	Link to required technical competency into personnel selection process.
Ensure USACE’s Technical Guidance is Updated, Understood, and Used to Consistently and Reliably Deliver High Quality Solutions to Nation’s Public Engineering Challenges.	Short	Resourced Plan to Ensure USACE’s Technical Guidance is Updated Systematically	Plans prepared and initial resources committed to systematically update needed technical guidance for all CW, MP, and Interagency	Percent of critical technical guidance resourced and updated annually.
	Intermediate / Long	Technical Guidance Documents are Regularly Reviewed, Prioritized, and Updated.	All USACE technical guidance is on sustainable schedule of activities and resources to ensure current and correct technical guidance is shaping high quality solutions to Nation's public engineering challenges.	All technical guidance is on a sustainable schedule of activities and resources to ensure current and correct technical guidance is shaping high quality solutions to Nation's public engineering challenges.

Appendix E Goal 4 Strategies and Performance Measures

4a Measures continued:

Outcome Measurement Framework				
 BUILDING STRONG				
Program: (Objective 4a) Identify, develop, maintain, and strengthen technical competencies among the USACE workforce.				
Action:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Focus and improve ability of technical communities of practice on effectively sharing vital technical knowledge across USACE.	Short	Increased Use of Knowledge Resources	Significant input and use of outputs from USACE wide Knowledge Base resources/tools.	1) Number of website hits on knowledge management website. 2) Number of lessons learned entered into Enterprise Lessons Learned (ELL). 3) Number of entered lessons learned transitioned into guidance. 4) All lessons learned reviewed and resolved within 18 months
	Intermediate	Robust Knowledge Sharing System Used Effectively at All Levels	Lessons & knowledge are regularly captured, entered and extracted at all levels.	1) Number of items entered on knowledge systems at each level. 2) Number of items extracted on knowledge systems at each level.
		Cross-CoP Knowledge Sharing Done Effectively at All Levels	Regular activities of CoPs & program/functional managers at all levels are inclusive.	Number of cross CoP meetings occurring per year.
	Long	Policies, Procedures, Training and Project -Level Decisions at All Levels Reflect Systematic, Effective Use of Lessons Learned.	Knowledge Management/Lessons Learned is standard practice for USACE planning, program mgmt, and functional mgmt at all levels.	Percent of project reflecting effective use of lessons learned.
Identify & Implement Near-Term Actions to Improve Technical Competence of Workforce.	Short	Lists of Short-Term Actions to Improve Technical Competencies of Workforce.	Each CoP/functional area establishes & maintains clear list of short-term initiatives to improve technical competencies.	Does CoPs / Sub CoPs maintain clear list of short term initiatives to improve technical competencies.
	Intermediate	Implement Short-Term Actions to Improve Technical Competencies of Workforce.	Real resources are allocated and status maintained on implementation of short-term initiatives to improve technical competencies and capacities.	1) Implement processes to sustain near term actions. 2) Institutionalize successful actions into EQMS.
Increase professional licensure and accredited technical certifications of USACE's technical workforce.	Short	Provide guidance to the workforce on registrations and certifications required	Each CoP/functional area establishes and maintains clear list of required and recommended professional registrations and certifications.	Does each CoP maintain clear list of required and recommended professional registration certifications.
	Intermediate	Incorporate registration requirements into career maps	Career maps clearly reflect when professional registration and/or certifications are required or recommended.	Percent of CoPs career maps that have incorporated professional registration and/or certification are required or recommended.
	Long	USACE becomes a Federal Agency Leader in Professional Registrations and Technical Certifications	Internal/external communications reflect USACE's leadership in professional registrations & technical certifications of its workforce.	Comparative analysis of USACE workforce of peer agencies.

Appendix E
Goal 4 Strategies and Performance Measures

Objective 4b:
Communicate strategically and transparently

Definition of GREAT for Objective 4b:

Being known, respected and trusted leaders in the communication field
and in the communities in which we serve.

Champions: Chief, Corporate Information and Chief, Public Affairs

Background: The purpose of Objective 4b is to provide a consistent, transparent and competent strategic communication framework that is centrally managed, vertically synchronized and locally executed applying the latest technology and training in order to increase professional credibility, collaboration, public confidence and the reputation of USACE. Strategic, transparent communication both informs and educates employees, stakeholders and the public, and provides them a means to offer feedback and input into the decision-making process. Objective 4b seeks to enhance critical core competencies to support and maintain consistent and transparent communication with our workforce, stakeholders, and customers.

Strategies:

4b.1: Consistent

Ends:

Implement USACE web redesign, branding, and other strategic communication tools, processes and public affairs programs to support aggressive reputation building.

Ways:

- Implement approved USACE brands.
- Migrate public websites to the DoD server farm.
- Use standard processes for designing and publishing official websites.
- Implement the USACE Strategic Communication Plan for communication with external stakeholders.
- Use standard processes for strategic communication planning.

Means:

- Obtain resources to migrate public websites to DoD.
- Obtain resources for external communications analysis.
- Resources are available to accomplish other tasks.

Appendix E
Goal 4 Strategies and Performance Measures

4b.1 Measures:

Outcome Measurement Framework					
					 BUILDING STRONG [®]
Program: (Objective 4b): Communicate strategically and transparently					
Strategy:	Action:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Strategy: 4b.1 CONSISTENT	Implement approved USACE brands	Short	100% new products and sites meet branding standards	100% new products and sites meet branding standards	100% new products and sites meet branding standards
			90% legacy web site transition	90% legacy web site transition	90% legacy web site transition
		Intermediate	95% print and digital media are transitioned	95% print and digital media are transitioned	95% print and digital media are transitioned
		Long	A consistent brand that supports aggressive reputation building	N/A	N/A
	Use standard toolsets and processes for designing and publishing standard websites and strategic communication plan	Short	90% sites will use the proper toolsets and processes	90% sites will use the proper toolsets and processes	90% sites will use the proper toolsets and processes
		Intermediate	Consistent process used Corps-wide for public facing websites	95% sites will use the proper toolsets and processes	95% sites will use the proper toolsets and processes
		Long	Consistent process used Corps-wide for public facing websites that supports aggressive reputation building	N/A	N/A
	Migrate public websites to DoD server farm	Short	90% migration to DoD server farms	90% migration to DoD server farms	90% migration to DoD server farms starting FY11 completing FY13
		Intermediate	Consistent reliable secure public facing website	95% migration to DoD server farms	95% migration to DoD server farms
		Long	Consistent reliable secure public facing websites that supports aggressive reputation building	N/A	N/A
	Implement USACE Strategic Communication Plan with external stakeholders	Short	90% dissemination of plan Corps-wide	Finalize and 100% dissemination of plan to PAOs Corp wide	Finalize and 100% dissemination of plan to PAOs Corp wide NLT FY11
		Intermediate	Consistent external messages	95% use that result in consistent external messages	95% use that result in consistent external messages
		Long	Consistent external messages that supports aggressive reputation building	N/A	N/A

4b.2: Transparent Ends:

Use Web 2.0, Knowledge Management Environment (KME) and other information sharing tools to foster internal and external communication and build transparency across the Corps.

Ways:

- Train users in use of Web 2.0, KME and sharing tools (Wikis, blogs, Facebook, SharePoint, Groove, etc.).
- Increase and track use of Web 2.0, KME and other information sharing tools by 20% each year to reach a steady state of 95% use.
- Use the Strategic Communication On-Line Planning Environment (SCOPE) site on KME to facilitate transparent external communication efforts.
- Track feedback on usefulness and clarity of SCOPE content.

Appendix E
Goal 4 Strategies and Performance Measures

Means:

- Obtain funds to establish a tracking dashboard for tool use.
- Obtain funds to establish a feedback mechanism for SCOPE.

4b.2 Measures:

Outcome Measurement Framework						BUILDING STRONG [®]
Program: (Objective 4b): Communicate strategically and transparently						
Strategy:	Action:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures	
Strategy: 4b.2: TRANSPARENT	Use the Strategic Communication On-Line Planning Environment (SCOPE)	Short	SCOPE site established	20% use of site	20% use of site leading to increased usership	
		Intermediate	Consistent use of the strategic communication process	95% dissemination of strategic communication process	95% dissemination of strategic communication process	
		Long	Consistent use of the strategic communication process that supports aggressive reputation building	N/A	N/A	

4b.3: Competent

Ends:

Develop and enhance critical core competencies to support and maintain consistent and transparent communication.

Ways:

- Use electronic forums to share best practices for using and optimizing strategic communication, Web 2.0, KME, and information sharing tools.
- Train PA personnel in strategic communication planning and the use of Web 2.0, KME, and information sharing tools to facilitate transparent communication.
- Train IT personnel in the development and implementation of Web 2.0, KME, and information sharing tools.

Means:

- Resources are available.

Appendix E
Goal 4 Strategies and Performance Measures

4b.3 Measures:

Outcome Measurement Framework  BUILDING STRONG _®					
Program: (Objective 4b): Communicate strategically and transparently					
Strategy:	Action:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Strategy: 4b.3: COMPETENT	Train users in use of KME, and sharing tools (Wikis, blogs, facebook, sharepoint, etc)	Short	20% per year trained	20% per year trained	20% per year trained reaching 75% by FY14
		Intermediate	95% Trained	95% Trained	95% Trained
		Long	Transparent knowledge sharing	N/A	N/A

Objective 4c:
Standardize business processes

Definition of GREAT for Objective 4c:

A toolbox of standardized and optimized processes transportable worldwide to seamlessly deliver superior products and service by a USACE-led team of joint service and/or interagency personnel with limited training.

Champion: Chief, Resource Management

Strategies:

**4c.1: Quality Management System (QMS) And Automated Information Systems (AIS)
 E.G. P2, CEFMS, ETC.**

Ends:

Embed in USACE QMS and associated AIS standardized and optimized Enterprise Standard (ES) Processes to be followed in a consistent manner by subordinate commands; Supplemental Processes (SP) that link to ES; and Local Unique Processes that fill in gaps between ES and SP and/or address new requirements that may ultimately yield new ES or SP to ensure that organic knowledge skills, abilities and capabilities are inculcated USACE-wide to translate customer requirements into delivered projects and services that meet customer expectations via a USACE QMS that is the recognized standard serving as a benchmark for public and private sector organizations.

Appendix E
Goal 4 Strategies and Performance Measures

4c.1 Ways:

- Use and improvement of standardized and optimized business processes will enable the Corps to better deliver goods and services.
- Documented functioning repository of standardized processes embedded in USACE QMS and AIS to include challenges, successes and metrics.
- Develop methodologies to identify and prioritize Supplemental and Local Unique Processes for assessment as Enterprise Standards.
- Systematically identify, prioritize, publish, and improve Enterprise Standards, Supplemental Processes, and Local Unique Processes embedded in USACE QMS and AIS.
- USACE QMS including all USACE AIS is accessed via a validated Maturity Model, and key performance criteria measure critical customer requirements.

Means:

- HQ USACE, MSC, Centers, and Districts Workforce (Military, Civilian, and Contractors).
- DA OBT Continuous Process Improvement (CPI) guidance/policy; analysis tools; and training assets.
- Campaign Plan Account Funds, Engineering Design and Management (ED&M) Funds.
- USACE Quality Management System (QMS) and Automated Information Systems (AIS).
- Engineer Regulation (ER) 5-1-14, USACE QMS along with guidance on the use of USACE QMS.
- Internationally recognized Best Practices and Lessons Learned from Government and Industry (ISO Standards).
- USACE Strategic Communications and training assets.

Measures:

Outcome Measurement Framework BUILDING STRONG _®					
Program: (Objective 4c) Standardize business processes.					
Strategy:	Action:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
4c.1 QMS and AIS Systems	Use and improvement of standard processes will enable the Corps to better deliver goods and services.	Short	Identify processes to be entered into enterprise process repository.	Key processes identified by functional owners published in QMS.	1) Number of key processed identified 2) Percent of key processes
		Intermediate	Develop methodology for prioritization.	Finding from assessment conduct.	1) Percent of key processes assessed 2) Percent of recommendation implemented 3) Percent identified for CPI
		Long	Organic knowledge skills, abilities and capabilities inculcated USACE wide to translate customer requirements into delivered projects and services that	N/A	N/A

Appendix E
Goal 4 Strategies and Performance Measures

4c.2: Continuous Process Improvement (CPI)

Ends:

Establish a communication plan to introduce and inform USACE about CPI while building support for its involvement and use; a means of documenting, developing and refining best practices; trained process owners who understand how to identify projects and their roles and responsibilities as project owners; and a trained cadre of CPI practitioners to ensure that organic knowledge skills, abilities and capabilities are inculcated USACE-wide to translate customer requirements into delivered projects and services that meet customer expectations via a USACE QMS that is the recognized standard serving as a benchmark for public and private sector organizations.

Ways:

- Develop an innovative USACE-wide communication plan to increase the level of awareness and participation in CPI projects; and leverage DA CPI training classes.
- USACE will share information regarding challenges, successes, metrics, and best practices across the enterprise ultimately refining best practices and aligning with Army CPI maturity model.
- Transition from top down to bottom up awareness of process improvement initiatives that ultimately leads to a bottom up approach that segues into Enterprise Standards.
- Every MSC and Center has at least one LSS Black Belt (BB) ultimately transitioning to Every MSC and Center has a Master Black Belt and Functional Offices/Communities of Practice have a BB.
- Develop a data driven process by which to identify CPI projects based on lagging indicators.

Means:

- HQ USACE, MSC, Centers, and Districts Workforce (Military, Civilian, and Contractors).
- DA OBT Continuous Process Improvement (CPI) guidance/policy; analysis tools; and training assets.
- Campaign Plan Account Funds, Engineering Design and Management (ED&M) Funds.
- USACE Quality Management System (QMS) and Automated Information Systems (AIS).
- Engineer Regulation (ER) 5-1-14, USACE QMS along with guidance on the use of USACE QMS.
- Internationally recognized Best Practices and Lessons Learned from Government and Industry (ISO Standards).
- USACE Strategic Communications and training assets.

Appendix E
Goal 4 Strategies and Performance Measures

4c.2 Measures:

Outcome Measurement Framework					 BUILDING STRONG.
Program: (Objective 4c) Standardize business processes.					
Strategy:	Action:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
4c.2 Continuous Process Improvement	1) Develop an innovative USACE-wide communication plan to increase level of participation in CPI projects and fill school slots coordinated by DA. 2) USACE will share information regarding challenges, successes, metrics, and best practices across the enterprise.	Short	Transition from top down to bottom up awareness of process improvement initiatives.	MSC's voluntary participation to improve processes.	Percent of CPI projects led by MSC sponsors.
		Intermediate	Bottoms up driven approach that segway into enterprise standards.	Number of recommendation from field (MSCs /Districts)	Percent of recommendation from MSCs / Districts that are aligned with enterprise standards.
		Short	Documented functioning depository to include challenges, successes and metric.	Tangible evidence that a body of knowledge is being built.	1) Number of recommendation offered. 2) Percent of recommendation per MSCs / Districts.
		Intermediate	Refining best practices and align with Army CPI maturity model.	Number of projects to establish best practices using CPI.	Number of projects to establish best practices using CPI.
		Intermediate	Developing a data driven process by which to identify projects	Number of projects to improve using CPI.	Number of projects to improve using CPI.
		Short	Every MSC/Center has at least one LSS Black Belt.	LSS Black Belts are in every MSCs/Centers.	Percent of trained / certified LSS Black Belts in MSCs / Centers.
		Intermediate	Every MSC/Center has a Master Black Belt and Functional Offices / CoPs have Black Belt.	Master Black Belts are in every MSCs/Center and Black Belts are in Funtional Offices / CoPs.	Percent of trained / certified LSS Master Black Belts in MSCs / Centers and percent of Black Belts in Functional Offices / CoPs.
		Long	Organic knowledge skills, abilities and capabilities inculcated USACE wide to translate customer requirements into delivered projects and services that meet or exceed customer expectations.	Capability of identifying requirements and customer expectation in terms of cost, time, quality and translated into delivered goods, products and services that enhance customer satisfaction.	Customer satisfaction improves each year.

Appendix E
Goal 4 Strategies and Performance Measures

Objective 4d: Establish tools and systems to get the right people in the right jobs, then develop and retain this highly skilled workforce

Definition of GREAT for Objective 4d:

USACE is the employer of choice, attracting and retaining disciplined, competent and professional talent, delivering innovative solutions now and into the future.

Champion: Chief, Human Resources

Strategies:

4d.1: Recruit

Ends:

Establish innovative USACE recruitment approaches for recruiting a diverse and talented workforce.

Ways:

- Develop automated applicant tracking system.
- Establish a database to provide current and projected vacancies for career fair planning.
- Develop standard USACE marketing/branding material to use at all recruitment events.
- Develop standard processes for recruitment activities (e.g., career fairs) and document in QMS.
- Develop USACE recruiter training to ensure standard processes and ensure a consistent message is delivered at recruitment events.

Means:

- CEHR resources are available to establish an automated applicant tracking system, a database for career fair planning, and to develop marketing/branding materials and recruiter training.
- MSCs update database quarterly as part of their workforce planning, ensure resources are available for training and attendance at job fairs, and provide input on standard processes.

Appendix E Goal 4 Strategies and Performance Measures

4d.1 Measures:

Outcome Measurement Framework BUILDING STRONG					
Program: (Objective 4d) A workforce that consistently delivers quality products efficiently and effectively, and is recognized world-wide for its technical solutions and doctrine.					
Strategy:	Action:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Recruit	Develop automated applicant tracking system.	Short	Secure funding to develop and implement system	Requested funding has been received.	100% of requested funding received.
			Facilitate/streamline the process for consideration of potential applicants	Greater access to potential applicants	75% of applicants receive follow up within two weeks; 100% receive follow up within three weeks.
			Simplify process for potential applicants to express interest in USACE employment	One avenue to multiple positions	75% of applicants receive follow up within two weeks; 100% receive follow up within three weeks.
		Intermediate	Sustain System	Continuous funded system	100% of requested funding received.
		Long	Public understanding and recognition of USACE as an employer of choice	USACE improve recruitment rating in talent management index in EVS.	Score in Top 5 of all federal agencies in the talent management index
	Develop standard USACE marketing / branding material to use all recruitment events.	Short / Intermediate	Better position USACE to achieve even greater results for recruiting	Increase interest in USACE as a result of marketing and branding.	95% of hiring managers are satisfied with the quality of applicants
			Build public understanding and increase name recognition	Increase interest in USACE as a result of marketing and branding.	95% of hiring managers are satisfied with the quality of applicants
		Short / Intermediate	Spread a consistent message so people know who we are and what we do	Increase interest in USACE as a result of marketing and branding.	95% of hiring managers are satisfied with the quality of applicants
			Arm managers with information to educate them on the hiring process/flexibilities and material to pull from to share with potential applicants	Increase interest in USACE as a result of marketing and branding.	95% of hiring managers are satisfied with the quality of applicants
		Long	Public understanding and recognition of USACE as an employer of choice	USACE improve recruitment rating in talent management index in EVS.	Score in Top 5 of all federal agencies in the talent management index
	Develop standard processes for recruitment activities (e.g. career fairs) and document in QMS	Short / Intermediate	Standard roles and responsibilities are established and implemented throughout USACE to facilitate participation at national events	A standard process to execute a national recruiting event.	1) 100% of submitted AAR from national recruitment. 2) 80% of systemic lessons learned and major recommendations addressed within 120 days of event. Remaining 20% are addressed within 180 days of the event.
			Long	Public understanding and recognition of USACE as an employer of choice	USACE improve recruitment rating in talent management index in EVS.
	Develop USACE recruiter training to ensure standard processes and ensure a consistent message is delivered at recruitment events.	Short / Intermediate	Better position USACE to achieve even greater results for recruiting	Increase interest in USACE as a result of recruiter training.	80% of applicants with positive experience as a result of recruiter interaction.
			Long	Public understanding and recognition of USACE as an employer of choice	USACE improve recruitment rating in talent management index in EVS.

Appendix E
Goal 4 Strategies and Performance Measures

4d.2: Develop

Ends:

Incorporate CES courses into all USACE Training and Career Development Plans as well as guidance issued by COPs on growth and development, to include using as part of competitive consideration for additional training.

Ways:

- Partner with the ULC and AMSC to track CES completions on a quarterly basis and ensure that USACE is receiving quota allocations based on identified requirements.
- Develop an innovative USACE-wide communication plan to increase participation levels and fill quotas assigned by DA.
- Increase quota utilization by 20% each year until a steady state of 95% fill of allocations.

Means:

- Resources are available.

Measures:

Outcome Measurement Framework BUILDING STRONG					
Program: (Objective 4d) A workforce that consistently delivers quality products efficiently and effectively, and is recognized world-wide for its technical solutions and doctrine.					
Strategy:	Action:	Time Frame:	Outcome	Indicator(s) (may be more than one per	Measures
Develop	Partner with the ULC and AMSC to track CES completions on a quarterly basis and ensure that USACE is receiving quota allocations based on identified requirements	Short	Effective utilization of quotas for CES Courses (fill rate / quotas used)	Meet or exceed the established quotas.	20% increase of established quotas per fiscal year until 95% achieved.
	Develop an innovative USACE- wide communication plan to increase participation levels and fill quotas assigned by DA	Intermediate	Establish the competency necessary for future Army Civilian leaders	Increase of USACE Senior Service College (SSC) applications to two applications beginning in FY 2011.	All USACE applicants are accepted to SSC.
	Increase quota utilization by 20% each year until a steady state of 95% fill of allocations	Long	Competent Leaders	Positive result from the Employee Viewpoint Survey (EVS) on the leadership and knowledge management indices.	Continue to see a 1% increase in positive responses in the EVS.

Appendix E
Goal 4 Strategies and Performance Measures

4d.3: Retain

Ends:

Shape the workforce through innovative retention strategies to meet the Nation’s engineering challenges

Ways:

- Develop/deploy innovative, integrated, and holistic retention strategies by monitoring turnover rates in mission critical occupations and utilizing employee viewpoint survey results to assist in maintaining a healthy turnover rate.
- Develop/deploy USACE model on-boarding procedures to accelerate the assimilation of new employees so that new employees are quickly elevated to a high level of productivity.

Means:

- Resources are available.

Measures:

Outcome Measurement Framework  BUILDING STRONG.					
(Objective 4d) A workforce that consistently delivers quality products efficiently and effectively, and is recognized world-wide for its technical solutions and doctrine.					
Strategy:	Actions:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)	Measures
Retain	Develop/deploy innovative, integrated, and holistic retention strategies by monitoring turnover rates in mission critical occupations and utilizing employee viewpoint survey results to assist in maintaining a healthy turnover rate	Short	Information collected and processes developed to monitor turnover trends in mission critical occupations	Data collection mechanism established for mission critical occupations to determine turnover trends (why people leave)	Trends established by end of FY13
		Intermediate	Retention strategies developed and applied	Meet or exceed an established retention rate within the mission critical occupations	Turnover rate within mission critical occupations does not exceed 5-8% annually
		Long	A disciplined, competent and professional USACE workforce capable of meeting the Nation’s engineering challenges while maintaining a healthy employee turnover rate	Job satisfaction, as measured by the employee viewpoint survey, is high.	The employee viewpoint survey job satisfaction survey question does not fall below 80%.
	Develop/deploy USACE model on-boarding procedures to accelerate the assimilation of new employees so that new employees are quickly elevated to a high level of productivity	Short	USACE-wide on-boarding processes developed and implemented	On-boarding surveys determine on-boarding procedures are being conducted throughout USACE.	90% of new employees undergo the on-boarding process immediately upon being hired.
		Intermediate	On-boarding processes are refined	On-boarding surveys determine a high level of satisfaction with how the process integrates new employees into the organization, prepares them to succeed at their job, and to become fully engaged, productive members of the organization.	80% of new employees state they were satisfied or highly satisfied with their transition into USACE.
		Long	A disciplined, competent and professional USACE workforce capable of meeting the Nation’s engineering challenges while maintaining a healthy employee turnover rate	Job satisfaction, as measured by the employee viewpoint survey, is high.	The employee viewpoint survey job satisfaction survey question does not fall below 80%.

Appendix F Outcome Based Measurement Approach

Outcome Based Measurement Approach

Clearer evidence is necessary; that the strategies employed to move the Campaign Plan’s goal and objectives from good to “Great” is occurring. Therefore, USACE has incorporated a performance management approach that includes activities to ensure that goals are consistently being met in an effective and efficient manner. This approach focuses on the development of outcome based measurements that provide a learning loop that feeds information back into programs on how well they are doing. It offers findings that can be used to adapt, improve, and become more effective. To increase its internal efficiency, a program needs to track its input and outputs. To assess compliance with service delivery standards, a program needs to monitor activities and outputs. But to improve its effectiveness in providing services and to show that it produces benefits that merit support, an agency needs to measure its outcomes.

The Performance management tools used in the outcome measurements approach includes the logic models, performance measurement and program evaluation.



Figure 1
Performance Measurement Approach

Logic Model

The Logic Model is the basis for a convincing story of the program’s expected performance. The elements of the Logic Model are resources, activities, outputs, customers reached, short, intermediate and longer term outcomes, and the relevant external influences.

The benefits of using the Logic Model tool include:

- Builds a common understanding of the program and expectations for resources, customers reached and results, thus is good for sharing ideas, identifying assumptions, team building, and communication;
- Helpful for program design or improvement, identifying projects that are critical to goal attainment, redundant, or have inconsistent or implausible linkages among program elements; and,
- Communicates the place of a program in the organization or problem hierarchy, particularly if there are shared logic charts at various management levels;
- Points to a balanced set of key performance measurement points and evaluation issues, thus improves data collection and usefulness.

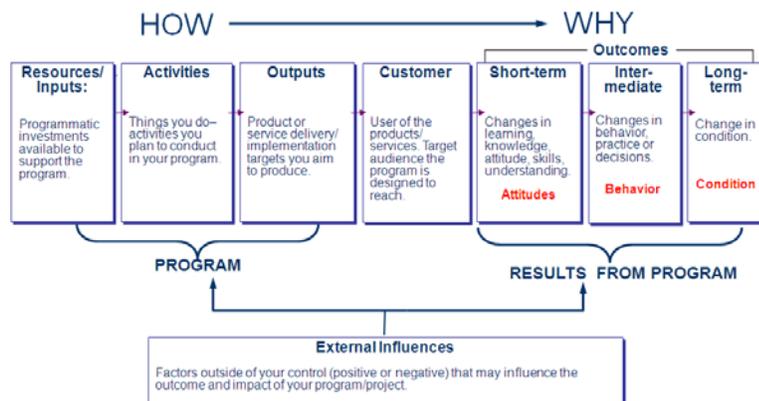


Figure 2
Logic Model Framework

Logic Model overview continued

The basic logic model components shown in Figure 2 above are defined below. These components illustrate the connection between *your planned work* and *your intended results*.

Your planned program describes what resources you think you need to implement your program and what you intend to do. Resources / Inputs include the human, financial, organizational, and partners a program has available to direct toward doing the work. Program Activities are what the program does with the resources. Activities are the processes, actions, and strategies that are an intentional part of the program implementation. These interventions are used to bring about the intended program changes or results. Outputs are the direct products of program activities and may include types, levels and targets of services to be delivered by the program.

Your target audience describes customer or users the program is designed to reach with the products/ services.

Your intended results include all of the program's desired results. Outcomes are the specific changes in program participants' behavior, knowledge, skills, status and level of functioning. Short-term outcomes should be attainable within 1 to 3 years, while longer-term outcomes should be achievable within a 4 to 6 year timeframe. The logical progression from short-term to long-term outcomes should be reflected in impact occurring within about 7 to 10 years.

The Logic Model is constructed in five steps discussed below. Step 1 is collecting the relevant information; Step 2 is defining the elements of the Logic Model in a table; Step 3 is constructing the Logic Model; and Step 4 is verifying the Model.

Step 1. When describing an existing program, it is essential that the Goal / Objective champions or objective SMEs collect information relevant to the program from multiple sources. The information will come in the form of program documentation, as well as interviews with key stakeholders both internal and external to the program. Building the Logic Model for a program should be a team effort in most cases. If the goal / objective champion does it alone, there is a great risk that parts viewed as essential by some will be left out or incorrectly represented. However, we recommend that persons knowledgeable of the program's planned performance, including partners and customers, be involved in a work group to develop the Model. As the building process begins it will become evident that there are multiple realities or views of program performance. Developing a shared vision of how the program is supposed to work will be a product of persistent discovery and negotiation between and among stakeholders.

Step 2. Building a Logic Model usually begins with categorizing the information collected into columns in a table as depicted in figure 3. Using the categories discussed above the manager goes through the information and tags it as a resource, activity, output, short term outcome, intermediate outcome, long term outcome or external factor. Since we are building a *model* of how the program works, not every program detail has to be identified and cataloged, just those that are *key* to enhancing program staff and stakeholder understanding of how the program works. The table should also list the mission / great statement. The intended long term outcomes should lead the program to achieving the mission / great statement. As the elements of the Logic Model are being gathered, the manager and a work group should continually check the accuracy and completeness of the information contained in the table. The checking process is best done by involving representatives of key stakeholder groups to determine if they can understand the logical flow of the program from resources to solving the longer term problem.

Step 3. The Logic Model captures the logical flow and linkages that exist in any performance story. Using the program elements in the table, the Logic Model organizes the information, enabling the audience to understand and evaluate the hypothesized linkages. Where the resources, activities and outcomes are listed within their respective columns in the story, they are specifically linked in the Model, so that the audience can see exactly which activities lead to what intermediate outcomes and which intermediate outcomes lead to what longer term outcomes or impacts.

Logic Model overview continued

Goal / Project Title:		BUILDING STRONG...				
Mission / Great Statement:						
Programs						
Resources / Inputs	Activities	Outputs	Customers	Short-term Outcome	Intermediate-term Outcome	Long-term Outcome
			External Influences			

Figure 3
Logic Model

The rows are created according to activities or activity groupings. If there is a rough sequential order to the activities, as there often is, the rows will reflect that order reading from top to bottom of the diagram. When the outcomes from one activity serve as a resource for another activity chain, an arrow is drawn from that outcome to the next activity chain.

The final product may be viewed as a network displaying the interconnections between the major elements of the program's expected performance, from resources to solving an important problem. External factors are entered into the Model at the bottom, unless the program has sufficient information to predict the point at which they might occur.

Step 4. As the Logic Model process unfolds, the work group responsible for producing the Model should continuously evaluate the Model with respect to its goal of representing the program logic -- how the program works under what conditions to achieve its short, intermediate, and long term aims. The verification process followed with the table of program logic elements is continued with appropriate stakeholders engaged in the review process. The work group will use the Logic Model diagram(s) and the supporting table and text. During this time, the work group also can address what critical information they need about performance, setting the stage for a measurement plan.

Performance Measurements

A critical challenge in outcome measurement is deciding specifically what information will indicate how well the program is doing regarding an outcome. This information is called the outcome indicator. The purpose of an indicator is to help you know whether an outcome has been achieved. The data is collected in a table as in figure 4. Specifying an outcome indicator will lead to the following:

1. The specific observable, measureable characteristic or change that will represent achievement of the outcome; and
2. The specific statistic(s) (e.g., number and percent attaining outcome) the program will calculate to summarize its level of achievement.

Outcome Measurement Framework					BUILDING STRONG...
Goal / Objective					
Activity:	Time Frame:	Outcome	Indicator(s) (may be more than one per outcome)		Measures

Figure 4
Outcome Measurement Framework

Performance Measurements continued:

Some outcomes are fairly easy to observe and measure. Many outcomes however, are not concrete enough to measure directly. An indicator may not capture all aspects of an outcome, and some outcomes may require more than one indicator. Outcome indicators must be observable and measurable. If a condition is not observable and measurable, it may relate to the outcome, but is not useful as an indicator. Indicators also must be unambiguous.

Performance Evaluation and Next Steps

Helps you understand and explain why you are seeing the program / project results. An assessment is currently taking place to determine which automated system will be used to conduct the performance evaluations. USACE will gain greater insight as we assess the Army's automated system and investigate potential commercial systems.

Appendix G
“Great Is” Definitions

Goal 1: USACE achieves and sustains the capability to fully execute domestic and international incident response and military contingency missions in support of the Army, the Department of Defense, and Federal, State, Local and International Agencies.

Obj 1a. USACE has a professionally credentialed Contingency Workforce, trained, and ready to plan and execute all specified Contingency missions to the highest performance standards both domestically and overseas.

Obj 1b. USACE transforms its supporting and expeditionary elements

Obj 1c. Providing educated, trained, competent, experienced, and certified professionals across the full spectrum of operations and empowering and unifying informed and resilient families.

Obj 1d. USACE capabilities are fully integrated within DoD, with other Federal agencies, State and local governments, and other appropriate entities.

Goal 2: A holistic focus on water resource challenges and opportunities that reflects coordinated development and management of water, land and related resources while maximizing economic services and environmental quality and ensuring public safety while providing for the sustainability of vital ecosystems.

Obj 2a. In collaboration with stakeholders, USACE consistently facilitates the solution of water resources challenges in ways that are innovative, enlightened, sustainable, and demonstrates a balance of responses to regional, watershed or basin-wide conditions.

Obj 2b. USACE establishes and maintains collaborative relationships with Federal, State, and local agencies, and other stakeholders. USACE leverages these relationships to blend and enhance a multiplicity of approaches to facilitate multi-agency solutions.

Obj 2c. A USACE Regulatory Program that is fair, flexible and transparent in the regulatory decision-making process through its ability to adapt and respond in the face of risk and uncertainty. The Regulatory Program will be defined by the manner in which we administer and implement a consistent, efficient and effective program that promotes collaboration with Federal, tribal, state, and local partners, and a watershed approach that uses data and technology to make informed decisions that protect the environment and are in accordance with Federal laws and regulations.

Obj 2d. USACE successfully delivers a quality, maintainable, and certified 100-year risk reduction system to Greater New Orleans by June 2011, and delivers an environmentally sustainable and implementable, high-level, risk balanced, affordable plan for future protection of the Gulf Coast.

Goal 3: Providing innovative, resilient, and sustainable infrastructure solutions for our nation.

Obj 3a. USACE delivers infrastructure and real estate services exceeding customer requirements for quality, timeliness, life cycle cost and sustainability.

Obj 3b. Resilient Critical Infrastructure that the Nation can depend on at all times.

Obj 3c.a holistically integrated approach to infrastructure investments, i.e., a dynamic Asset Management Culture

Obj 3d. An innovative USACE workforce made up of individuals who know what they know, knows who knows the rest, and enthusiastically shares information in a sustainable environment.

Goal 4: A USACE workforce highly sought for its proven capability to consistently and reliably deliver the highest quality solutions to the Nation’s public engineering challenges today and relied upon to provide innovative concepts for building strong into our future.

Obj 4a. A workforce that consistently delivers quality products efficiently and effectively, and is recognized world-wide for its technical solutions and doctrine.

Obj 4b. Being known, respected and trusted leaders in the communication field and the communities in which we serve.

Obj 4c. A toolbox of uniform processes transportable worldwide as a framework to deliver superior products and service by a ready bench.

Obj 4d. USACE is the employer of choice, attracting and retaining disciplined, competent and professional talent, delivering innovative solutions now and into the future.

Appendix H Change Management Plan and Approval Process

1. Scope

This process describes how to manage changes to the USACE Campaign Plan and Implementation Plans (IPlans).

2. Process Overview

This process is performed whenever changes occur to the USACE Campaign Plan and IPlans. Changes to the Campaign Plan are considered continuously with updated versions of the Campaign Plan published annually.

Change Management is one of the most important activities undertaken during implementation of the Campaign Plan. It is the process by which proposed changes are evaluated, agreed upon, documented, and implemented. Approved changes become the basis for updating the annual Campaign Plan.

A change is defined as a modification to a Campaign Plan Goal, Objective or enterprise-wide strategy. A change can include revisions to the Campaign Plan Vision, Mission, and Commander's Intent. Additionally, deleting or adding a Campaign Plan Goal, Objective or enterprise-wide strategy is also considered a change.

Recommended changes to Campaign Plan Goals and Objectives are addressed by the Strategic Advisory Council then briefed for decision to the Command Council. Changes to enterprise strategies are considered at anytime during the calendar year and addressed/approved by the Deputy Commanding General.

Changes to a HQUSACE or MSC's IPlan that do not affect Campaign Plan Goals, Objectives or enterprise-wide strategies are at the discretion of and approved by the IPlan owner (i.e. MSC Commander, Office Chief).

The change management process is shown in the Flow Chart on the following page.

3. End Result

This process ensures that changes to the Campaign Plan are managed in a manner that enhance enterprise-wide success in implementation and that relevant stakeholders are included.

4. Responsibilities

- Command Council
 - approving changes to Campaign Plan Goals, Objectives, Vision, Mission, Intent or other.
- Strategic Advisory Committee
 - reviewing and accepting Campaign Plan Change Requests from Goal Champions
 - briefing the Command Council on proposed Campaign Plan changes.
 -

Appendix H

Change Management Plan and Approval Process

4. Responsibilities continued:

- Goal Champions
 - identifying required changes
 - assigning an action officer for changes
 - approving change management request prepared by action officer
 - submitting and coordinating change management request forms with the Deputy Commanding General or Strategic Advisory Committee
 - coordinating with the Campaign Plan Project Manager

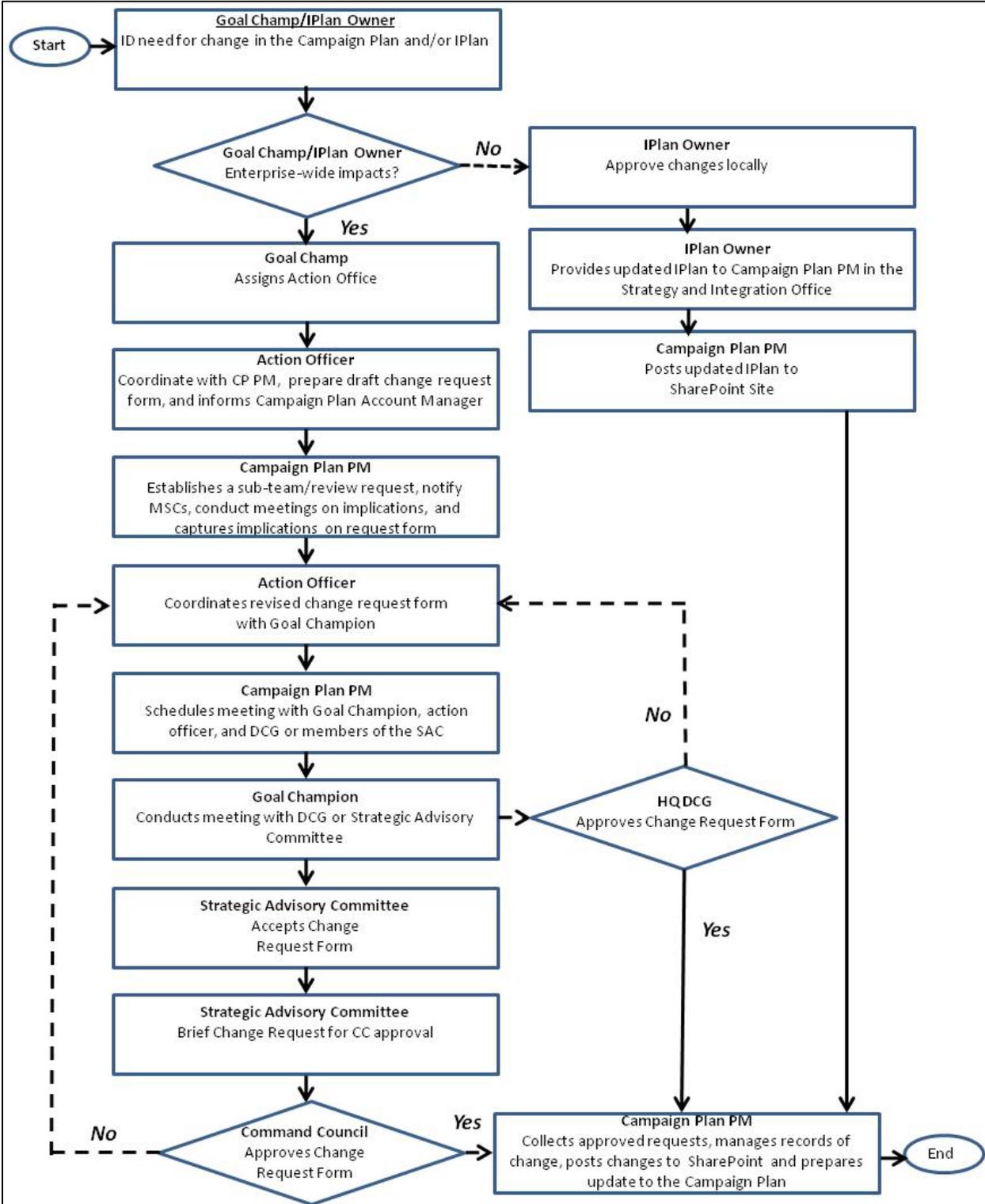
- Goal Champion Action Officer
 - preparing change request forms on behalf of Goal Champions
 - briefing change request forms to Campaign Plan PDT
 - coordinating with the Campaign Plan Account Manager

- IPlan Owners
 - identifying required changes to the Campaign Plan and/or IPlans
 - managing and approving IPlan changes
 - providing Goal Champions recommendations for enterprise-wide changes
 - providing updated IPlans to the Strategy and Integration Office

- Campaign Plan Project Deliver Team
 - reviewing change management requests forms
 - determining implications to requested Campaign Plan changes

- Campaign Plan Project Manager
 - managing / tracking the change management process updating/publishing annual Campaign Plans.

Appendix H Change Management Flow Chart



Appendix I
Campaign Plan Accounts
Roles / Responsibilities & Approval Process

Senior Program and Budget Advisory Committee (SPBAC). Chaired by the Commanding General (CG), or designated representative, committee makes final decisions and approval for the annual planning, programming and budget associated with the Campaign Accounts. Any changes to the Campaign Goals or Objectives must be taken to the Command Council after being addressed by the Strategic Advisory Committee. SPBAC attendees include: All Goal Champions, USACE Chief of Staff, Director of Resource Management and the Office of Strategy and Integration.

Headquarters Prioritization Group (HPG). The HPG reviews, validates, prioritizes, ensures compliance with campaign plan strategies and recommends approval of the annual Campaign Accounts distribution to the SPBAC. During execution, the HPG monitors the execution of the Campaign Accounts and approves the re-allocation of funds between goals and the distribution of funds as per Table 1, Goal Funding—Approval Process.

Goal Champion. Goal Champions are responsible for developing strategies, and controlling funds allocation and re-allocation within assigned goal to accomplish objectives according to the obligation plan (See Table 1). Assigns responsibilities to objective champions and delivery teams and establishes internal procedures/processes to perform and execute the ends-ways-means.

Objective Champion. The Objective Champion is responsible for leadership, management and execution of funds.

Resource Management (RM). The Director of Resource Management is the overall coordinator maintaining oversight for distribution and execution of funds to include analysis and review. Resource Management ensures funds are executed IAW fiscal law, e.g. time, purpose and intent.

Strategy and Integration Office (CESI). Synthesizes, refines, manages, and coordinates the USACE Campaign Planning process in accordance with ER 5-1-15, USACE Strategic Management and other applicable guidance.

Humphreys Engineer Center Support Activity (HECSA). Provides the administrative financial management support for executing the Campaign Plan accounts. Provide direct support to the Goal Champions and designated action officers, particularly in their respective monthly reviews and during the Campaign Accounts quarterly reviews.

TABLE 1. Goal Funding – Approval Process Funding Action	Approval By:
Re-Allocation within a goal.	Goal Champion; RM is in the coordination loop
Re-Allocation between goals	Agreement between Goal Champions and agreement between DMP and DCW; RM is in the coordination loop
Addition of funds to the overall Campaign Plan total increasing previously approved Project Budget Guidance (PBG).	Scheduled HPG/SPBAC process

Appendix J Campaign Plan Terms of Reference

Army Campaign Plan: A joint operation plan for a series of related major operations aimed at achieving strategic or operational objectives within a given time and space. (DOD JCS Pub 1-2, JP 5-0, USACE ER 5-1-15)

Commander's Intent: A concise expression of the purpose of the operation and the desired end state. It may also include the commander's assessment of the adversary commander's intent and an assessment of where and how much risk is acceptable during the operation. (JP 3-0)

District Operations Plan: The District Operations Plan executes the projects/programs to accomplish the objective stated by the MSC in the MSC IPlan. The execution has a three to five year outlook for projects/programs. The type of execution is direct, linear and sequential. While the focus of the plan is on time, cost, quality control, mission completion, project/program milestone and workforce issues, it also addresses other measures of performance called for in the MSC IPlan that demonstrates efficiency and effectiveness. (USACE ER 5-1-15)

Goal: A goal is a statement of aim or purpose included in a strategic plan (required by GPRA). In the campaign plan and the performance plan, strategic goals are used to group multiple programs. Each program goal should relate to and in the aggregate be sufficient to influence the strategic goals or objectives and their performance measures. A performance goal is comprised of a performance measure with targets and timeframes. (USACE ER 5-1-15)

HQ Staff Implementation Plan (IPlan): HQ staff directors and chiefs formulate HQ Staff IPlans, when necessary and appropriate, to implement Program Area specific actions in support of the Campaign Plan, improve management and accountability, and respond to new strategic direction and/or strategic vision. Staff IPlans establish the overall purpose and strategic direction of the functional area support activities, including goals, objectives and performance metrics or indicators. The plans are updated, reviewed, and approved again as required by the Commander. (USACE ER 5-1-15)

Individual Performance Plan: All employees, including managers and executives, are to operate under individual performance plans developed in coordination with their supervisors. These performance plans are to be specific, measurable (both in terms of quantity and quality), aligned, relevant/realistic and timed. When addressing alignment, the plan should directly link to the USACE Campaign Plan, Program Area Strategic Plans and Implementation Plans (and to Army and Defense goals and objectives to the extent possible). Each employee should be able to see how his or her work directly supports the organization's achievement of the USACE Campaign Plan Goals and Objectives. (USACE ER 5-1-15)

Metrics are a system of parameters or ways of quantitative and periodic assessment of a process that is to be measured, along with the procedures to carry out such measurement and the procedures for the interpretation of the assessment in the light of previous or comparable assessments. Metrics are usually specialized by the subject area, in which case they are valid only within a certain domain and cannot be directly benchmarked or interpreted outside it. (FM 6-01.1)

Appendix J
Campaign Plan Terms of Reference Continued

Mission Statement: A statement which is brief, defining the basic purpose of the agency, and corresponds directly with the agency's core programs and activities. An agency's program goals should flow from the mission statement. **(USACE ER 5-1-15)**

MSC Implementation Plan (IPlan): The MSC IPlans contain the key implementation actions that are linked to funding requirements, measures and targets in support of the Campaign Plan and Program Area Strategic and Performance Plans. The work to be performed in developing the MSC IPlan is done by the MSC Implementation Planning Working Group.
(USACE ER 5-1-15)

Objective: State the specific outcomes that an organization expects to accomplish within a given or stated time frame. Should be detailed enough to provide an overall sense of what exactly is desired without outlining the specific steps necessary to achieve that end. Objectives are specific and measurable targets for accomplishment during the state time frame. Objectives link "upward" to Goals, link "downward" to Strategies, and they also link directly to Outcome/Effectiveness measures. Every Objective should have at least one Strategy. Whenever possible, every Objective should be linked to an outcome measure. **(FM 6-01.1)**

Staff Implementation Plan: Cross-cutting plan that describes how the Staff will provide guidance, policy and resources that will enable MSCs to meet their metrics.

Strategies: The specific methods, processes, or steps used to accomplish Goals and Objectives. Strategies impact resources (Inputs) in some positive or negative way and they are executed in a tactical manner so as to link Goals and Objectives to day-to-day operations. They link "upward" to Goals and Objectives and also link directly to Output/Efficiency measures but may also be linked to Outcomes/Effectiveness measures. Action Plans (tactical planning) should be developed from Strategies to support Operations Management. **(FM 6-01.1)**

Vision Statement: Identifies where the organization intends to be in the future or where it should be to best meet the needs of stakeholders. Incorporates a shared understanding of the nature and purpose of the organization and uses this understanding to move the organization toward a greater purpose. **(FM 6-01.1)**

Appendix K Acronyms

AFAP	Army Family Action Plan
AOR	Area of Responsibility
ATMP	Automated Training Management Program
CECW-HS	Office of Homeland Security
CERAP	Corps of Engineers Remedial Action Program
CII	Construction Industry Institute
CIRM	Critical Infrastructure Risk Management
CISP	Critical Infrastructure Security Project
CMR	Command Management Reviews
COCOM	Combatant Command
CONOPS	Concept of Operations
CoP	Community of Practice
CPI	Continuous Process Improvement
CSR	Command Strategic Reviews
CW	Civil Works
CWRB	Civil Works Review Board
DCIP	Defense Critical Infrastructure Program
DCP	Deployable Command Post
DHS	Department of Homeland Security
DoD	Department of Defense
DOS	Department of State
DOTLM-PF	Doctrine, Organizations, Training, Leadership and Education, Personnel, and Facilities
DRRS-A	Defense Readiness Reporting System Army
EFORGEN	Engineer Force Generation
ENCOM	Engineer Command
ENGLink	Engineering Linkage
eQMS	electronic Quality Management System
ESF	Emergency Support Function
FDU	Force Design Update
FE	Fundamentals of Engineering
FEM	Facility and Equipment Maintenance
FFE	Field Force Engineering
FM	Field Manual
FRAGO	Fragmentary Order
FY	Fiscal Year
HQDA	Headquarters, Department of the Army
IAAT	Independent Assistance and Assessment Team
IAP	Innovation Adoption Process

Appendix K
Acronyms Continued

IAW	In Accordance With
IDP	Individual Development Plan
IMM	Innovation Maturity Model
IPlan	Implementation Plan
MILCON	Military Construction
MOA	Memorandum of Agreement
MSC	Major Subordinate Command
MTOE	Modification Table of Organization and Equipment
NATO	North Atlantic Treaty Organization
NFPA	National Fire Protection Association
NMB	National Management Board
NORTHCOM	US Northern Command
NRF	National Response Framework
NTCS	National Technical Competency Strategy
OCO	Overseas Contingency Operations
OPLAN	Operations Plan
OPORD	Operations Order
PART	Program Assessment Review Tool
PDT	Project Delivery Team
QMS	Quality Management System
REMIS	Establish Real Estate Management Information System
RFMIS	Rental Facility Management Information System
RXXI	Readiness Twenty-one
SCOPE	Strategic Communication Planning & Evaluation
SME	Subject Matter Expert
TEC	Theater Engineer Command
USACE	U.S. Army Corps of Engineers

Appendix L Useful Websites and Links

USACE Campaign Plan SharePoint site: (Internal)

<https://kme.usace.army.mil/XO/CampaignPlan/default.aspx>

USACE PAO Public Campaign Plan site: (Public)

<http://usace.army.mil/about/campaignplan/Pages/Home.aspx>

Campaign Plan Accounts site:

<https://kme.usace.army.mil/XO/CampaignPlan/Campaign%20Plan%20Accounts/Forms/AllItems.aspx>

Enterprise Level Metrics and Outcome Based Measurements site:

<https://kme.usace.army.mil/XO/CampaignPlan/Metrics/Forms/AllItems.aspx>

Objective Network and Campaign Plan / HQ POC Lists:

<https://kme.usace.army.mil/XO/CampaignPlan/Objective%20Networks%20Documents/Forms/AllItems.aspx>

Campaign Planning, Strategic Planning, Doctrinal & Academic Guides / Primers:

<https://kme.usace.army.mil/XO/CampaignPlan/Campaign%20Plan%20Network%20%20PDT/Forms/AllItems.aspx>

USACE Strategic Management CoP site:

<https://kme.usace.army.mil/CoPs/StrategicManagement/default.aspx>

USACE Command Management Review Program site:

<https://kme.usace.army.mil/XO/CampaignPlan/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2FXO%2FCampaignPlan%2FShared%20Documents%2FCMR%20Assessments&View=%7bF423F09B%2dA365%2d4401%2dA1C0%2dD114688F1202%7d>

USACE Command Strategic Review Program site:

<https://kme.usace.army.mil/HQ/CommandStrategicReview/default.aspx>

USACE Quality Management System site:

https://kme.usace.army.mil/CE/QMS/Pages/Welcome.aspx?Region=HQUSACE&Group=National_x0020_Process_x0020_Number

DoD websites:

<http://www.defense.gov/RegisteredSites/RegisteredSites.aspx>

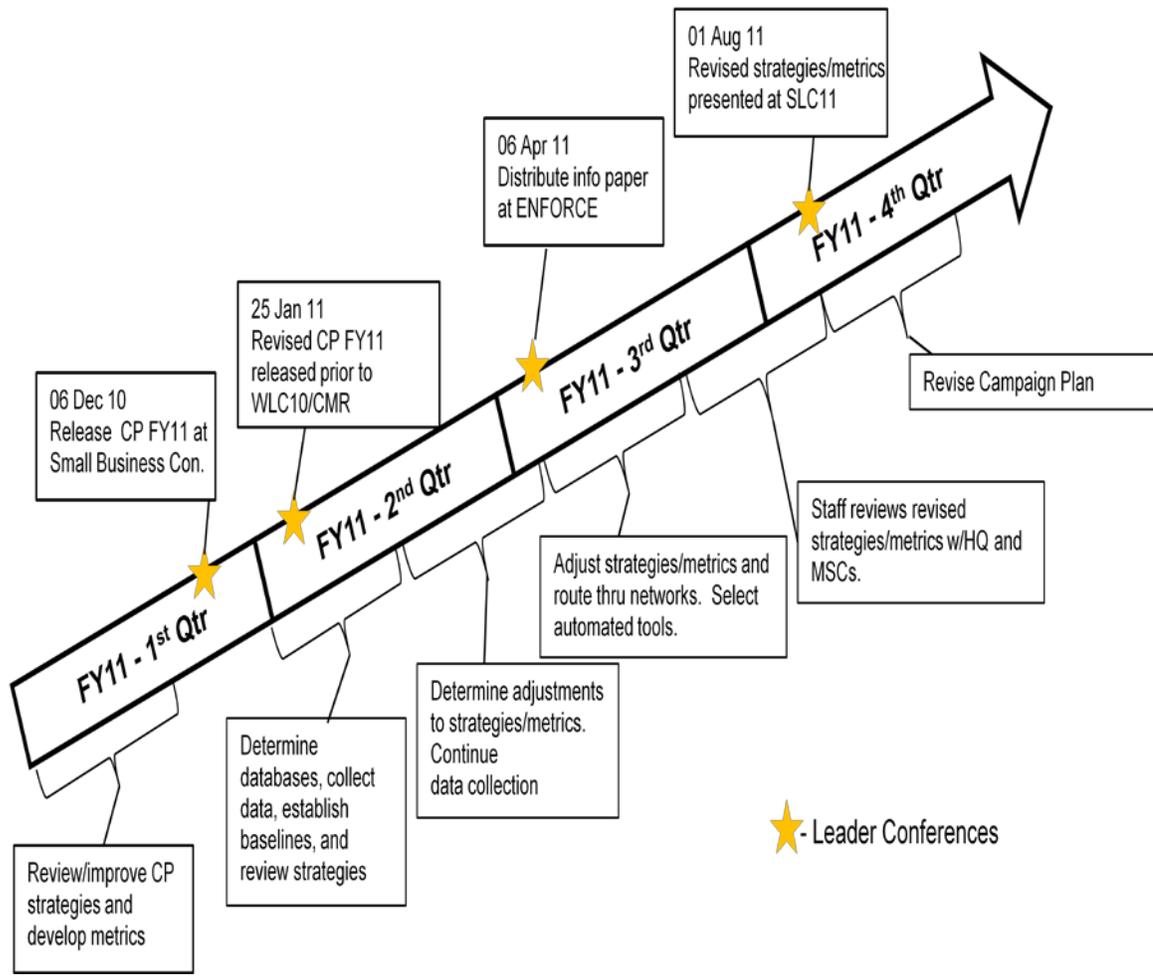
US Army War College Library:

<http://www.carlisle.army.mil/library/index.htm>

Strategic Studies Institute (AWC):

<http://www.strategicstudiesinstitute.army.mil/>

Appendix M Campaign Plan Battle Rhythm FY11



Appendix N
USACE Campaign Plan Quick Reference Guide
“The Puzzletop”



USACE Campaign Plan

What will YOU do to make USACE GREAT?

USACE Vision
 A GREAT engineering force of highly disciplined people working with our partners through disciplined thought and action to deliver innovative and sustainable solutions to the Nation's engineering challenges.

USACE Mission
 Provide vital public engineering services in peace and war to strengthen our Nation's security, energize the economy and reduce risks from disasters.

GREAT is

- Delivering superior performance.
- Setting the standard for the profession.
- Making a positive impact on the Nation and other nations.
- Being built to last by having a strong "bench" of educated, trained, competent, experienced, and certified professionals.

Goal 1	Goal 2	Goal 3	Goal 4
<p>Deliver USACE support to combat, stability and disaster operations through forward deployed and reach back capabilities.</p> <p>Objective 1a:</p> <p>Ready, responsive and reliable.</p> <p>Objective 1b:</p> <p>Support the Operating and Generating Force.</p> <p>Objective 1c:</p> <p>Establish human resources and family support programs that promote readiness and quality of life.</p> <p>Objective 1d:</p> <p>Institutionalize USACE capabilities in interagency policy and doctrine.</p>	<p>Deliver enduring and essential water resource solutions through collaboration with partners and stakeholders.</p> <p>Objective 2a:</p> <p>Deliver integrated, sustainable, water resources solutions.</p> <p>Objective 2b:</p> <p>Implement collaborative approaches to effectively solve water resource problems.</p> <p>Objective 2c:</p> <p>Implement streamlined and transparent regulatory processes to sustain aquatic resources.</p> <p>Objective 2d:</p> <p>Enable Gulf Coast recovery.</p>	<p>Deliver innovative, resilient, sustainable solutions to the Armed Forces and the Nation.</p> <p>Objective 3a:</p> <p>Deliver sustainable infrastructure via consistent and effective military construction & real estate support to customers.</p> <p>Objective 3b:</p> <p>Improve protection, resilience and lifecycle investment in critical infrastructure.</p> <p>Objective 3c:</p> <p>Deliver reliable infrastructure using a risk-informed asset management strategy.</p> <p>Objective 3d:</p> <p>Develop and apply innovative approaches to delivering quality infrastructure.</p>	<p>Build and cultivate a competent, disciplined, and resilient team equipped to deliver high quality solutions.</p> <p>Objective 4a:</p> <p>Identify, develop, maintain, and strengthen technical competencies.</p> <p>Objective 4b:</p> <p>Communicate strategically and transparently.</p> <p>Objective 4c:</p> <p>Standardize business processes.</p> <p>Objective 4d:</p> <p>Establish tools and systems to get the right people in the right jobs, then develop and retain this highly skilled workforce.</p>

AS OF: 26 July 2010