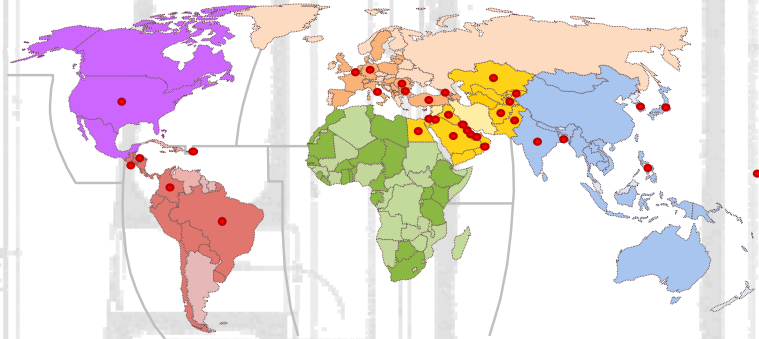
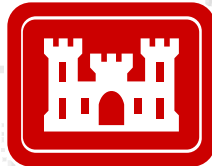


FY18-22

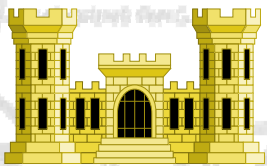
USACE Campaign Plan



June 1, 2017



US Army Corps of Engineers
BUILDING STRONG®



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Commanders Intent

The USACE Campaign Plan (UCP) is our Agency's strategic change decision document. It is fully nested with the Army Campaign Plan (ACP) and National Goals and Objectives. As such, it drives and aligns strategic change; anticipates and shapes our future operating and fiscal environments; unites all of USACE with a common vision, purpose, and direction; and responsively adapts to mission and "battle space" changes. The FY18-22 UCP does this by:

1) Anticipating and responding to a resource-constrained, volatile, uncertain, complex, and ambiguous external environment (VUCA);

2) Driving improvements in our processes for both DELIVERING THE PROGRAM (products, projects, and services for our stakeholders and partners) and STRENGTHENING THE FOUNDATION (those routine tasks needing to be done to an exceptionally high-standard, routinely); and

3) Driving us to ACHIEVE OUR VISION. Fundamentally, we DO what we measure and we ARE what we do. Over time, our behaviors become habits, and these habits become our culture. Since we cannot change everything at once, and to develop the best habits, we prioritize those highest pay-off behaviors for our success. As such, FY18 Priority Actions reflect our "best bet" to drive focused strategic change across the command, now and in the future.

Our four (4) UCP Goals define the strategic change we will achieve, stated in fourteen (14) words: "Support National Security", "Deliver Integrated Water Resource Solutions", "Reduce Disaster Risks", and "Prepare for Tomorrow".

To execute the UCP, we must accomplish the following four (4) key tasks:

1. Develop achievable timelines for each Objective, through its Priority Actions, over the next 16 Quarters.

2. Map Priority Actions in all MSC IPLANs and District OPLANs.

3. Align performance metrics (USACE Command Guidance), strategic change metrics (UCP), and functional strategic plans.

4. Rigorously track our progress throughout the year at CMRs, DMRs, and MSC / District governance forums.

If we commit ourselves to accomplishing these tasks by the end of FY18, we'll have positioned ourselves for more and continued strategic improvements in the future. And, our objective networks will be responsive and responsible "change agents". Let's use this UCP as an opportunity to get and remain "world class" and then get even better!

ESSAYONS! Building Strong! Army Strong!

TODD T SEMONITE
Lieutenant General, USA
Commanding

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Summary of Revisions

Developing the UCP FY18-22 has been a collaborative effort across the command. It aligns with strategic documents inside and outside USACE and with published National priorities. For the first time, we have tried to look out 16 Quarters and beyond in shaping Goals, Objectives, and Priority Actions. We have also adjusted and focused Priority Actions; improved / reduced the number of outcomes, measures, and targets; and added more descriptive information throughout. A summary of changes follows:

Goal 1 – Support National Security

Significant thematic redirection in Goal 1 is designed to operationalize the Military Programs Strategic Direction document focusing on building and resourcing future capabilities and capacity. There are changes to objective language, priority action designations, outcomes, end states, and metrics. However, innovative, resilient, and sustainable solutions remain. Specifically, Objective 1a now more closely tracks with both the International and Interagency business lines. Objective 1c (shown as purple on the UCP Horse Blanket) is now an enterprise approach to “all things environmental and energy” with a new Priority Action 1c1. Objective 1d now defines how USACE improves our support to the Engineer Regimental and vice versa.

Goal 2 – Deliver Integrated Water Resource Solutions

The new Goal title (changed from “Transform Civil Works”) reflects a concerted effort to operationalize the Civil Works Strategic Plan focusing on a holistic Integrated Water Resource Management. This drove significant changes to Objectives, outcomes, end states, and metrics.

Goal 3 – Reduce Disaster Risk

Goal 3 continues to focus on response, recovery, and mitigation of natural disasters. Major change is the addition of an enterprise approach to “all things Geospatial” in Objective 3d.

Goal 4 – Prepare for Tomorrow

Priority Action 4a2 has been rewritten and is now helps operationalize the KM Strategic Plan and achieve Level 3 Maturity. Objective 4b now better reflects our commitment to and focus on delivering our Cyber Security missions. Priority Action 4c3 now focuses on Acquisition Improvement. Priority Action 4d1 continues its focus on shaping our future workforce plus workload planning activities with revised metrics.



USACE Vision
Engineering solutions for the Nation's toughest challenges

USACE Campaign Plan

As of: **1 June 2017**

USACE Mission

Deliver vital engineering solutions, in collaboration with our partners, to secure our Nation, energize our economy, and reduce risk from disaster.



DCG-MIO: MG Funkhouser

Goal 1: Lloyd Caldwell

Support National Security

Deliver innovative, resilient, and sustainable solutions to DoD and the Nation.

Objective 1a: Director, International and Interagency Support

Support Combatant Command and other U.S. Government agency security objectives to advance our Nation's interests around the globe.

Action 1a1: Formalize Relationships.

Action 1a2: Promote disciplined use of enterprise practices, processes, and systems.

Action 1a3: Strengthen Scalable Delivery.

Objective 1b: Director, Installation Support / Brenda Johnson-Turner

Enable a ready, resilient, and capable installation management community.

Action 1b1: Enable a capable installation management community.

Action 1b2: Strengthen Installation Readiness through Energy and Cyber-Security.

Action 1b3: Transform Real Estate practices.

Objective 1c: Karen Baker

Support the Nation and the Army in achieving our energy security, sustainability, and environmental goals.

Action 1c1: Achieve Federal Energy and Sustainability Goals and Targets.

Action 1c2: Integrate sustainability + EOPs into all USACE missions / activities / actions.

Action 1c3: Grow future sustainability leaders.

Objective 1d: BG Whittle / COL Quander

Support the Engineer Regiment's efforts to provide professional Engineer leaders and units ready to accomplish complex missions in any environment.

Action 1d1: Provide Engineer experts to the Combined Arms Team.

Action 1d2: Support the Regiment and leader development initiatives.

Action 1d3: Support multi-component EN unit training / execution of disaster response.

DCG-CEO: MG Jackson

Goal 2: James Dalton

Deliver Integrated Water Resource Solutions

Deliver enduring and essential water resource solutions using effective strategies.

Objective 2a: Eddie Belk

Deliver Quality Water Resources Solutions and Services.

Action 2a1: Deliver studies and projects on time and within budget.

Action 2a2: Restore ecosystems and mitigate prior environmental damage.

Action 2a3: Deliver the Regulatory Program with a capable workforce.

Objective 2b: Larry McCallister

Deliver the Civil Works Program using Innovative Solutions.

Action 2b1: Implement alternative resourcing and delivery.

Action 2b2: Emphasize Integrated Water Resources Management.

Action 2b3: Promote regional solutions to watershed challenges.

Objective 2c: Tab Brown

Develop the Civil Works Program to meet the future water resources needs of the Nation.

Action 2c1: Update guidance and policies.

Action 2c2: Deliver the Civil Works Program with a capable workforce.

Action 2c3: Identify unmet water resource needs.

Action 2c4: Portfolio performs reliably in future climatic conditions.

Objective 2d: Thomas Smith

Manage the life-cycle of water resources infrastructure systems to consistently deliver reliable and sustainable performance.

Action 2d1: Use Risk-informed tools and processes.

Action 2d2: Apply life-cycle portfolio management strategies.

Action 2d3: Optimize Operations and Maintenance efficiencies.

DCG-CEO: MG Jackson

Goal 3: Director, Contingency Operations

Reduce Disaster Risks

Deliver support that responds to, recovers from, and mitigates disaster impacts to the Nation while ensuring sustainable operations.

Objective 3a: Ray Alexander

Enhance interagency disaster response and risk reduction capabilities.

Action 3a1: Maintain and Improve Readiness contingency capabilities.

Action 3a2: Improve linkage with USNORTHCOM / ARNORTH on DSCA missions.

Action 3a3: Update, maintain, and train in accordance with established doctrine.

Action 3a4: Increase physical security for critical infrastructure.

Objective 3b: Ray Alexander

Enhance interagency disaster recovery capabilities.

Action 3b1: Enhance support to the National Disaster Recovery Framework.

Action 3b2: Develop All-Hazards recovery capacity for USACE authorities / programs.

Objective 3c: Ray Alexander

Enhance interagency disaster mitigation capabilities.

Action 3c1: Develop capacity to support the National Mitigation Framework.

Action 3c2: Enhance capacity to reduce the Nation's Flood Risk.

Action 3c3: Improve State-level collaboration with the Silver Jackets program.

Objective 3d: Joe Fontanella

Deliver and Advance Army Geospatial Engineering.

Action 3d1: Integrate and Govern the Army Geospatial Enterprise.

Action 3d2: Provide Geospatial Engineering Support to the Army and DOD.

Action 3d3: Provide Geospatial Systems Acquisition and Program Management.

Action 3d4: Conduct Geospatial Research, Development, Test and Evaluation.

DCG: MG Wehr

Goal 4: Director, Human Resources / David Pittman

Prepare for Tomorrow

Build resilient People, Teams, Systems, and Processes to sustain a diverse culture of collaboration, innovation, and participation to shape and deliver strategic solutions.

Objective 4a: David Pittman

Maintain and advance DoD and Army critical enabling technologies.

Action 4a1: Develop new Science and Technology (S&T).

Action 4a2: Improve Knowledge creation / sharing and technology transfer.

Action 4a3: Improve Technology Infusion and Innovation.

Objective 4b: Greg Garcia

Build a secure cyber foundation and modernize IM / IT using sound investment strategies.

Action 4b1: Strengthen the Cybersecurity Enterprise.

Action 4b2: Maximize IT Investment.

Action 4b3: Modernize USACE IT.

Objective 4c: Director, Contracting / Tom Steffens

Streamline USACE business, acquisition, and governance processes and optimize financial management.

Action 4c1: Optimize Financial Management.

Action 4c2: Improve / Integrate Strategic Engagement and Communications.

Action 4c3: Improve Acquisition w/ policy, processes, and certified professionals.

Action 4c4: Transform to USACE Logistics Enterprise.

Objective 4d: Director, Human Resources

Build ready and resilient people and teams through innovative talent management and leader development strategies and programs.

Action 4d1: Shape our future workforce.

Action 4d2: Engage our Employees to Create Competitive Advantage.

Action 4d3: Implement the USACE Safety and Occupation Health Management System

Action 4d4: Prepare and recruit agile leaders for a dynamic, competitive, technical future.

Legend:

Priority Action: Mandatory MSC / District Action for inclusion in IPLANs / OPLANS

Supporting Action: MSC / District may align w/ this Action. Lead = HQ + Objective Network.

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Goal 1 – Summary

DCG-MIO: *MG Funkhouser*

Goal 1: *Lloyd Caldwell*

Support National Security

Deliver innovative, resilient, and sustainable solutions to DoD and the Nation.

Objective 1a: *Director, International and Interagency Support*

Support Combatant Command and other U.S. Government agency security objectives to advance our Nation's interests around the globe.

Action 1a1: Formalize Relationships.

Action 1a2: Promote disciplined use of enterprise practices, processes, and systems.

Action 1a3: Strengthen Scalable Delivery.

End State: A trusted organization of engineering and management professionals that is ready, relevant, and resilient through its commitment to delivering excellence and leading the industry.

End State: This objective will be complete when employ enterprise processes, practices, and systems are implemented and contribute to leadership making management decisions that consistently deliver valued services to our CCMD, ASCC, and interagency partners.

Objective 1b: *Director, Installation Support / Brenda Johnson-Turner*

Enable a ready, resilient, and capable installation management community.

Action 1b1: Enable a capable installation management community.

Action 1b2: Strengthen Installation Readiness through Energy and Cyber-Security.

Action 1b3: Transform Real Estate practices.

End State: This objective is a continuous process that supports our efforts to assist the Army in achieving federal energy and cyber-security readiness, resiliency, and sustainability goals and targets.

Objective 1c: *Karen Baker*

Support the Nation and the Army in achieving our energy security, sustainability, and environmental goals.

Action 1c1: Achieve Federal Energy and Sustainability Goals and Targets.

Action 1c2: Integrate sustainability + EOPs into all USACE missions / activities / actions.

Action 1c3: Grow future sustainability leaders.

End State: This objective will be complete by 2025 by achieving the federal sustainability and energy goals and targets within USACE's internal operations and infrastructure. Driver = OMB and CEQ Sustainability / Energy Scorecard (from Energy Independence Security Act).

Objective 1d: *BG Whittle / COL Quander*

Support the Engineer Regiment's efforts to provide professional Engineer leaders and units ready to accomplish complex missions in any environment.

Action 1d1: Provide Engineer experts to the Combined Arms Team.

Action 1d2: Realize effective personnel and leader development initiatives.

Action 1d3: Support multi-compo engineer units to train and execute disaster response.

End State: USACE supports the Engineer Regiment providing the U.S. Army with professional Engineer leaders and units who are ready to accomplish the most complex missions in any environment.

Objective 1a: *Ray Alexander*

Support Combatant Command and other U.S. Government agency security objectives to advance our Nation's interests around the globe.

End State: This objective will be complete when enterprise processes, practices, and systems are implemented and contribute to leadership making management decisions that consistently deliver valued services to our CCMD, ASCC, and interagency partners.

Priority Action 1a2: *Chris Gatz*

Action 1a2: Promote disciplined enterprise practices / processes / systems.

End State: USACE shapes strategic outcomes and consistently delivers technical and engineering solutions which meet the standards and expectations set by Congress, our IIS stakeholders, and ourselves.

The purpose of this action is to promote the use of USACE processes and systems to allow consistent program delivery, reporting through use of existing USACE systems and compliance with Army mandated use of GTSCMIS. Use USACE processes help ensure consistent project/program delivery and use of the required systems helps ensure our support and relevancy is displayed and understood and that project information is reported to allow informed management decisions. If we cannot display USACE contributions externally the probability of funding through advocacy in the POM process will diminish.

FY18 Outcomes / Metrics / Targets

Outcome 1a2.1: USACE employs consistent program management practices across the enterprise.		
1a2.1.1 MSC / 40%	% new domestic interagency and international Mega Projects w/ Enhanced Project Management Plans reviewed by HQs and signed by the Senior Project Executive within 60 days of MEGA Project assignment.	100% ■ ; ■ ; ■ ≤ 90%
1a2.1.2 MSC / 40%	% MEGA Project MFR credentialing requirements being met on all designated planned and ongoing interagency Mega Projects.	100% ■ ; ■ ; ■ ≤ 90%
1a2.1.3 MSC / 20%	% credentialing requirements being met on all planned and ongoing domestic interagency operational medical facility projects.	100% ■ ; ■ ; ■ ≤ 90%
Outcome 1a2.2: USACE uses enterprise Automated Information Systems for situational awareness, reporting, and governance.		
1a2.2.1 HQ+MSC / 25%	% monthly CCMD Engineer Common Operating Picture (ECOP) populated by REDi data.	100% ■ ; ■ ; ■ ≤ 80%
1a2.2.2 HQ+MSC / 75%	% all planned and ongoing Theater Security Cooperation, Security Assistance, Support to Others projects, activities, and engagements are entered into REDi.	100% ■ ; ■ ; ■ ≤ 80%

Objective 1a: *Ray Alexander*

Support Combatant Command and other U.S. Government agency security objectives to advance our Nation's interests around the globe.

End State: This objective will be complete when enterprise processes, practices, and systems are implemented and contribute to leadership making management decisions that consistently deliver valued services to our CCMD, ASCC, and interagency partners.

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FY18 Events (□), Milestones (◆), and Decision Points (✪)

Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> ◆ XISQ USACE Security Cooperation POM19-23 submission due to HQDA/DAMO-SSI 	<ul style="list-style-type: none"> ◆ USACE Concept of Operations for support to the Combatant Commands (CCMD), Army Service Component Commands (ASCC), and interagency published ◆ LNO Concept of Operations published ◆ MSC, Lab, Center, and FOA OCONUS submission into GTSCMIS due 	<ul style="list-style-type: none"> ◆ REDI accredited and integrated into Military Programs IT Portfolio 	<ul style="list-style-type: none"> □ MS-IIS / LNO workshop ◆ FY18 MSC XISQ requirements due to HQUSACE ◆ All major domestic interagency construction projects are managed using the directive process (DIRNET) ◆ All Theater Security Cooperation, Security Assistance, Support to Others projects, activities, and engagements are entered into GTSCMIS

Objective 1b: *Director, Installation Support / Brenda Johnson-Turner*

Enable a ready, resilient, and capable Installation management community.

End State: This objective is a continuous process that supports our efforts to assist the Army in achieving federal energy and cyber-security readiness, resiliency, and sustainability goals and targets.

Priority Action 1b2: *David Williams*

Action 1b2: Strengthen Installation Readiness through Energy, and Cyber-Security.

End State: This action will be complete when critical missions on installations are ready and resilient, enabling the Army to project power when needed by minimizing energy dependency and ensuring critical systems remain cyber-secure.

The purpose of this action is for USACE to support the Army by delivering resilient mission critical facilities that strengthen readiness, support energy security, and are cyber secure.

FY18 Outcomes / Metrics / Targets

Outcome 1b2.1: USACE designs and constructs energy resilient facilities.		
1b2.1.1 HQ+MSC / 50%	% projects designed rated LEED Silver.	≥ 90% ■ ; ■ ; ■ ≤ 75%
1b2.1.2 HQ+MSC / 50%	% projects constructed rated LEED Silver.	≥ 90% ■ ; ■ ; ■ ≤ 75%
Outcome 1b2.2: USACE designs, constructs, and delivers facilities with controls systems that are cyber secure.		
1b2.2.1 HQ / 100%	% total facilities control systems delivered in FY receiving Authority to Operate (ATO).	≥ 90% ■ ; ■ ; ■ ≤ 75%
Outcome 1b2.3: Cyber-security readiness and resiliency is integrated into all USACE missions, activities, and actions.		
1b2.3.1 HQ / 100%	Provide cybersecurity training and awareness to District PDTs and technical operators.	≥ 90% ■ ; ■ ; ■ ≤ 75%

Objective 1b: *Director, Installation Support / Brenda Johnson-Turner*

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FY18 Events (□), Milestones (◆), and Decision Points (⊕)

Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> ◆ All LEED Silver Construction Objectives met ◆ All Cybersecurity training objectives met 	<ul style="list-style-type: none"> ◆ All LEED Silver Construction Objectives met ◆ All Cybersecurity training objectives met 	<ul style="list-style-type: none"> ◆ All LEED Silver Construction Objectives met ◆ All Cybersecurity training objectives met 	<ul style="list-style-type: none"> ◆ All LEED Silver Construction Objectives met ◆ All Cybersecurity training objectives met ◆ ATO

Objective 1c: *Karen Baker*

Support the Nation and the Army in achieving our energy security, sustainability, and environmental goals.

End State: This objective will be complete by 2025 by achieving the federal sustainability and energy goals and targets within USACE's internal operations and infrastructure. *Driver* = OMB and CEQ Sustainability / Energy Scorecard (from Energy Independence Security Act).

Priority Action 1c1: *Antonia Giardina / John Coho*

Action 1c1: Achieve Federal Sustainability Target and Goals.

End State: USACE is recognized as a leader in sustainability and energy by meeting and exceeding federal goals and targets.

The purpose of this action is to engage all levels of command in directing and tracking activities required for USACE to achieve federal and USACE sustainability targets and goals. Implementing this action will reduce operating costs, improve energy, water and petroleum efficiency, and provide measurable results to enhance the USACE brand as the nation's environmental engineer.

FY18 – FY25 Outcomes / Metrics / Targets

Outcome 1c1.1: Complete High Performance Sustainable Buildings (HPSB) Assessments in USACE priority buildings by FY2019.		
1c1.1.1 MSC / 100%	% priority buildings assessed using the latest HPSB checklist. System of Record: Real Estate Management Information System (REMIS) / Sustainability Leading Metrics Workbook	FY18: ≥ 50% ■ ; ■ ; ■ < 25% FY19: ≥ 95% ■ ; ■ ; ■ < 50%
Outcome 1c1.2: Install energy and water meters as required in the USACE 5-Year Metering Plan by 2021.		
1c1.2.1 MSC / 100%	% energy and water meters installed as required in the USACE 5-Year Metering Plan. System of Record: CRAFT / Tableau and Sustainability Leading Metrics Workbook.	FY18: ≥ 25% ■ ; ■ ; ■ < 10% FY21: ≥ 95% ■ ; ■ ; ■ < 75%
Outcome 1c1.3: Reduce Alternative Fuel Missed Opportunities by 25% relative to FY16 Year-end baseline.		
1c1.3.1 MSC / 100%	% reduction in Alternative Fuel Missed Opportunities. System of Record: FleetDASH and Sustainability Leading Metrics Workbook.	FY18: ≥ 25% ■ ; ■ ; ■ < 20% FY25: ≥ 25% ■ ; ■ ; ■ < 20%
Outcome 1c1.4: Achieve 100% compliance with federal Sustainable Acquisition requirements based on a 5% sampling of relevant contracts.		
1c1.4.1 MSC / 100%	% sampled contracts containing one or more relevant sustainable acquisition clause(s). System of Record: Federal Procurement Data System / Contract Action Report / Sustainability Leading Metrics workbook.	FY18: ≥ 100% ■ ; ■ ; ■ < 95% FY25: ≥ 100% ■ ; ■ ; ■ < 95%
Outcome 1c1.5: Complete CRAFT data entry for each fiscal quarter within 6 weeks after the end of each fiscal quarter.		
1c1.5.1 MSC / 100%	% CRAFT-reported facilities that have complete data in CRAFT. System of Record: Enterprise Data Warehouse and Sustainability Leading Metrics Workbook	FY18: ≥ 90% ■ ; ■ ; ■ < 80% FY25: ≥ 90% ■ ; ■ ; ■ < 80%
Outcome 1c1.6: Obligation of Current Year Civil Works O&M Sustainability Fund		
1c1.6.1 MSC / 100%	% current year Civil Works O&M funds obligated. System of Record: Enterprise Data Warehouse and Sustainability Leading Metrics Workbook.	1Q: ≥ 5 ■ ; ■ ; ■ < 4 2Q: ≥ 10 ■ ; ■ ; ■ < 8 3Q: ≥ 50 ■ ; ■ ; ■ < 40 4Q: ≥ 95 ■ ; ■ ; ■ < 90

Objective 1c: *Karen Baker*

Support the Nation and the Army in achieving our energy security, sustainability, and environmental goals.

Priority Action 1c1: *Antonia Giardina / John Coho*

Action 1c1: Achieve Federal Sustainability Target and Goals.

End State: This objective will be complete by 2025 by achieving the federal sustainability and energy goals and targets within USACE's internal operations and infrastructure. *Driver* = OMB and CEQ Sustainability / Energy Scorecard (from Energy Independence Security Act).

End State: USACE is recognized as a leader in sustainability and energy by meeting and exceeding federal goals and targets.

The purpose of this action is to engage all levels of command in directing and tracking activities required for USACE to achieve federal and USACE sustainability targets and goals. Implementing this action will reduce operating costs, improve energy, water and petroleum efficiency, and provide measurable results to enhance the USACE brand as the nation's environmental engineer.

FY18-25 Events (□), Milestones (◆), and Decision Points (⊛)

Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> ◆ MSCs complete annual CRAFT data for Sustainability Goals ◆ MSCs complete annual CRAFT data QA/QC review ◆ ULA submits vehicle fleet data in the FAST system ◆ HQ submits Q3/Q4 Sustainable Acquisition report to OMB □ USACE Strategic Sustainability Committee meeting 	<ul style="list-style-type: none"> ◆ HQ submits annual Energy and Greenhouse Gas Inventory reports ◆ HQ submits OMB Sustainability / Energy Scorecard ◆ HQ posts MSC and District lagging metrics data on EKO ◆ HQ initiates Sustainability Plan development □ USACE Strategic Sustainability Committee meeting 	<ul style="list-style-type: none"> ◆ MSCs submit Sustainability Plans (15 APR) ◆ HQ submits Sustainability Plan to OMB and CEQ 	<ul style="list-style-type: none"> ◆ HQ submits mid-year scorecard to OMB and CEQ ◆ Achieve all annual goals for Sustainability / Energy scorecard □ USACE Strategic Sustainability Committee meeting

Objective 1d: *BG Whittle / COL Quander*

Support the Engineer Regiment's efforts to provide professional Engineer leaders and units ready to accomplish complex missions in any environment.

Priority Action 1d1: *Carl Gitchell / COL Brown / Sheryl Lewis*

Action 1d1: Provide Engineer experts to the Combined Arms Team.

End State: USACE supports the Engineer Regiment providing the U.S. Army with professional Engineer leaders and units who are ready to accomplish the most complex missions in any environment.

End State: USACE supports the Engineer Regiment providing the U.S. Army with ready units and combined arms experts who are innovative, adaptive, situationally aware leaders solving the most complex missions facing BEB and EAB enablers from all 3 components (Regular Army, National Guard and Army Reserve).

The purpose of this action is to increase USACE engagements and participation with the Army and Joint force to increase the Engineer Regiment's and warfighter's knowledge of USACE capabilities. Engagements and participation will also increase USACE personnel's knowledge of BEB and warfighter capabilities.

FY18 Outcomes / Metrics / Targets

Outcome 1d1.1: Increase understanding of the BEB core competencies and tasks; execute as part of the Combined Arms Team.		
1d1.1.1 MSC / 100%	No. Command Post Exercises (CPX), Warfighters, Culminating Training Events (CTE), and Combined Arms Training Center (CTC) rotations with USACE active participation. Includes planning and/or execution phase(s) to increase the engineers' and warfighter's knowledge of USACE capabilities. This includes AC and RC units. [Dirty Dozen #1, 5, & 6]	2017: ≥ 1 ■ ; ■ ; ■ 0 2018: ≥ 2 ■ ; ■ ; ■ 0
Outcome 1d1.2: Increase the number of engagements with Total Army maneuver and maneuver support units and commands.		
1d1.2.1 MSC / 100%	No. combined engagements completed per year. Goal is one (1) engagement per year for each unit. This includes CCMDs, ASCCs, Corps, Divisions, BCTs, and engineer Brigades and Battalions. Engagements include but are not limited to: leader professional development sessions, PM/Con Rep OJT opportunities, non-exercise related meetings, etc. This may include both Active and Reserve Component units. Note: FY17 will help form the base year for the number of engagements per MSC. [Dirty Dozen #1, 5 & 6]	2017: ≥ 2 ■ ; ■ ; ■ 0 2018: ≥ 4 ■ ; ■ ; ■ < 2
Outcome 1d1.3: Transform EAB Engineer Training for the Total Force (AC/NG/USAR).		
1d1.3.1 MSC / 100%	No. Total Joint, Interagency, Intergovernmental, and Multinational (JIIM) exercises involving ≥ 2 AC or RC engineer units with USACE participation. Intent is to increase engineer and warfighter knowledge of USACE capabilities. [Dirty Dozen #1, 5, & 6]	2017: ≥ 1 ■ ; ■ ; ■ 0 2018: ≥ 2 ■ ; ■ ; ■ 0

Objective 1d: *BG Whittle / COL Quander*

Support the Engineer Regiment's efforts to provide professional Engineer leaders and units ready to accomplish complex missions in any environment.

Priority Action 1d1: *Carl Gitchell / COL Brown / Sheryl Lewis*

Action 1d1: Provide Engineer experts to the Combined Arms Team.

End State: USACE supports the Engineer Regiment providing the U.S. Army with professional Engineer leaders and units who are ready to accomplish the most complex missions in any environment.

End State: USACE supports the Engineer Regiment providing the U.S. Army with ready units and combined arms experts who are innovative, adaptive, situationally aware leaders solving the most complex missions facing BEB and EAB enablers from all 3 components (Regular Army, National Guard and Army Reserve).

The purpose of this action is to increase USACE engagements and participation with the Army and Joint force to increase the Engineer Regiment's and warfighter's knowledge of USACE capabilities. Engagements and participation will also increase USACE personnel's knowledge of BEB and warfighter capabilities.

FY17 Events (□), Milestones (◆), and Decision Points (⊕)

Q1	Q2	Q3	Q4
<input type="checkbox"/> AWA 17 <input type="checkbox"/> Yama Sakura	◆ Complete AC/RC partnerships <input type="checkbox"/> Pacific Pathways <input type="checkbox"/> Key Resolve <input type="checkbox"/> III Corps Warfighter (WFX)	<input type="checkbox"/> JETC Credentialing workshops <input type="checkbox"/> I Corps WFX <input type="checkbox"/> III Corps WFX	<input type="checkbox"/> NIE 17 <input type="checkbox"/> Ulchi Freedom Guardian <input type="checkbox"/> Talisman Sabre

FY18 Events (□), Milestones (◆), and Decision Points (⊕)

Q1	Q2	Q3	Q4
<input type="checkbox"/> Yama Sakura	<input type="checkbox"/> EAB Engineer Training Update <input type="checkbox"/> I Corps WFX <input type="checkbox"/> XVIII ABN Corps WFX <input type="checkbox"/> Pacific Pathways	<input type="checkbox"/> NIE 18 <input type="checkbox"/> I Corps WFX <input type="checkbox"/> XVIII ABN Corps WFX	⊕ Revise AC/RC partnerships <input type="checkbox"/> Ulchi Freedom Guardian

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Goal 2 – Summary

DCG-CEO: *MG Jackson*

Goal 2: *James Dalton*

Deliver Integrated Water Resource Solutions

Deliver enduring and essential water resource solutions using effective strategies.

End State: Contribute to the strength of the Nation through innovative and environmentally sustainable solutions to the Nations water resource challenges.

Objective 2a: *Eddie Belk*

Deliver Quality Water Resources Solutions and Services.

End State: The objective will be complete when the Corps delivers on its commitments meeting the expectations of its partners and stakeholders.

Action 2a1: Deliver studies and projects on time and within budget.

Action 2a2: Restore ecosystems and mitigate prior environmental damage.

Action 2a3: Deliver the Regulatory Program with a capable workforce.

Objective 2b: *Larry McCallister*

Deliver the Civil Works Program using Innovative Solutions.

End State: This objective will be complete when USACE implements integrated water resources management and utilizes improved innovation.

Action 2b1: Implement alternative resourcing and delivery.

Action 2b2: Emphasize Integrated Water Resources Management.

Action 2b3: Promote regional solutions to watershed challenges.

Objective 2c: *Tab Brown*

Develop the Civil Works Program to meet the future water resources needs of the Nation.

End State: This objective will be complete when the USACE has a Civil Works Program that meets the needs of the nation and provides sustainable and resilient solutions in collaboration with partners and stakeholders.

Action 2c1: Update guidance and policies.

Action 2c2: Deliver the Civil Works Program with a capable workforce.

Action 2c3: Identify unmet water resource needs.

Action 2c4: Portfolio performs reliably in future climatic conditions.

Objective 2d: *Thomas Smith*

Manage the life-cycle of water resources infrastructure systems to consistently deliver reliable and sustainable performance.

End State: This objective will be complete when USACE Civil Works can clearly articulate the life-cycle strategy for each constructed asset and associated components using a system and risk-informed perspective; and can demonstrate those life-cycle strategies create, increase, or sustain a planned level of benefit delivery to the Nation.

Action 2d1: Use Risk-informed tools and processes.

Action 2d2: Apply life-cycle portfolio management strategies.

Action 2d3: Optimize Operations and Maintenance efficiencies.

Objective 2a: *Eddie Belk*

Deliver Quality Water Resources Solutions and Services.

End State: The objective will be complete when the Corps delivers on its commitments meeting the expectations of its partners and stakeholders.

Priority Action 2a1: *Lisa Kiefel*

Action 2a1: Deliver studies and projects on time and within budget.

End State: The action will be complete when the Corps delivers 90% of its commitments on time. Successful completion of studies and engineering designs that result in sound, credible, and reliably performing solutions for complex water resources problems.

The purpose of this priority action is to increase successful delivery on the commitments the Corps makes to its partners and stakeholders. We will achieve this outcome by ensuring that all chiefs' reports that can be signed get signed, by ensuring that all decision documents are completed on schedule, and ultimately by delivering our projects with high quality on time within budget. This priority action aligns with the OMB CW strategic plan and supports a core function of USACE.

FY18 Outcomes / Metrics / Targets

Outcome 2a1.1: Ensure quality projects, programs, and services are delivered on time and within budget to achieve current and future water resource goals and desired outcomes.

2a1.1.1 HQ / 33%	% Feasibility Reports leading to a timely Chief's Report. (No. successfully Signed Chief's Reports / No. scheduled Chief's Reports to be signed.)	≥ 90% ■ ; ■ ; ■ ≤ 75%
2a1.1.2 MSC / 33%	% decision documents (excluding Chief's Reports) completed on schedule. (No. successful Feasibility Reports / No. scheduled Feasibility Reports.)	≥ 90% ■ ; ■ ; ■ ≤ 75%
2a1.1.3 MSC / 34%	% Projects completed within scope and on schedule and within budget. (No. of physical completions completed ((P2 CW 450) / no. of physical completions scheduled (P2 CW 450).)	≥ 90% ■ ; ■ ; ■ ≤ 75%

Objective 2a: *Eddie Belk*

Deliver Quality Water Resources Solutions and Services.

End State: The objective will be complete when the Corps delivers on its commitments meeting the expectations of its partners and stakeholders.

Priority Action 2a1: *Lisa Kiefel*

Action 2a1: Deliver studies and projects on time and within budget.

End State: The action will be complete when the Corps delivers 90% of its commitments on time. Successful completion of studies and engineering designs that result in sound, credible, and reliably performing solutions for complex water resources problems.

The purpose of this priority action is to increase successful delivery on the commitments the Corps makes to its partners and stakeholders. We will achieve this outcome by ensuring that all chiefs' reports that can be signed get signed, by ensuring that all decision documents are completed on schedule, and ultimately by delivering our projects with high quality on time within budget. This priority action aligns with the OMB CW strategic plan and supports a core function of USACE.

FY18 Events (□), Milestones (◆), and Decision Points (⚙)

Q1	Q2	Q3	Q4
◆ Complete scheduled Chief's Reports, decision documents, and projects	◆ Complete scheduled Chief's Reports, decision documents, and projects	◆ Complete scheduled Chief's Reports, decision documents, and projects	◆ Complete scheduled Chief's Reports, decision documents, and projects

Objective 2b: *Larry McCallister*

Deliver the Civil Works Program using Innovative Solutions.

End State: This objective will be complete when USACE implements integrated water resources management and utilizes improved innovation.

Priority Action 2b3: *Lisa Kiefel*

Action 2b3: Promote regional solutions to watershed challenges.

End State: This action will be complete when USACE implements regional watershed solutions that meet the future water resource needs of our nation.

The purpose of this priority action is to increase regional forecasting of future water resources needs, apply USACE resources toward the highest priority regional needs, and deliver products that address the critical watershed challenges of our nation. This priority action aligns with the OMB CW strategic plan and supports a core function of USACE.

FY18 Outcomes / Metrics / Targets

Outcome 2b3.1 In collaboration with stakeholders, USACE identifies and implements innovative solutions to the Nation's water resource challenges through regional assessments and existing watershed authorities that promote regional solutions to watershed challenges.

2b3.1.1 HQ / 34%	% current Regional Strategic Assessments. (No. updated MSC Strategic Assessments / No. MSCs)	≥ 100% ■ ; ■ ; ■ < 100%
2b3.1.2 MSC / 33%	% implementation of enterprise-defined activities to advance IWRM. (No. reservoir surveys and drought contingency plan updates completed / No. HQ prioritized and funded reservoir surveys and drought contingency plan updates – Will not be measured in FY18 due to no funding. FY19 funding is expected).	≥ 90% ■ ; ■ ; ■ ≤ 75%
2b3.1.3 MSC 33%	% regional planning, engineering, and O&M activities that capitalize on remaining items. (Number of regional remaining item activities with cross functional areas and integrate programs performed this FY / Number of regional remaining item activities with cross functional areas and integrate programs planned to be performed this FY)	≥ 90% ■ ; ■ ; ■ ≤ 75%

Objective 2b: *Larry McCallister*

Deliver the Civil Works Program using Innovative Solutions.

End State: This objective will be complete when USACE implements integrated water resources management and utilizes improved innovation.

Priority Action 2b3: *Lisa Kiefel*

Action 2b3: Promote regional solutions to watershed challenges.

End State: This action will be complete when USACE implements regional watershed solutions that meet the future water resource needs of our nation.

The purpose of this priority action is to increase regional forecasting of future water resources needs, apply USACE resources toward the highest priority regional needs, and deliver products that address the critical watershed challenges of our nation. This priority action aligns with the OMB CW strategic plan and supports a core function of USACE.

FY18 Events (□), Milestones (◆), and Decision Points (⊕)

Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> ◆ Complete annual scheduled Regional Strategic Assessments Update ◆ Evaluate regional activities accomplished with RIs 	<ul style="list-style-type: none"> ◆ Complete annual scheduled Regional Strategic Assessments Update ◆ Evaluate regional activities accomplished with RIs 	<ul style="list-style-type: none"> ◆ Complete annual scheduled Regional Strategic Assessments Update ◆ Evaluate regional activities accomplished with RIs 	<ul style="list-style-type: none"> ◆ Complete annual scheduled Regional Strategic Assessments Update ◆ Evaluate regional activities accomplished with RIs ◆ Complete regional resource management activities ◆ Complete HQ prioritized and funded reservoir surveys and drought plan updates

Objective 2c: *Tab Brown*

Develop the Civil Works Program to meet the future water resources needs of the Nation.

End State: This objective will be complete when the USACE has a Civil Works Program that meets the needs of the nation and provides sustainable and resilient solutions in collaboration with partners and stakeholders.

Priority Action 2c1: *Susan Hughes / Dr. Kate White*

Action 2c1: Update guidance and policies.

End State: This objective will be complete when USACE has implemented a guidance improvement program that produces timely, relevant and efficient guidance updates and increased workforce capacity and writing skills to ensure effective implementation of integrated water resources management.

The purpose of this priority action is to improve Civil Works Guidance update process to provide relevant guidance when it is needed. We will achieve this outcome by a) ensuring that all guidance is reviewed annually and categorized, prioritized, and funds distributed to allow for appropriate and timely updates; b) a skilled workforce is developed and maintained that delivers clear and efficient guidance, and c) all policy is user friendly, simplified and cross referenced.

FY18 Outcomes / Metrics / Targets

Outcome 2c1.1: A Civil Works Program that provides sustainable and resilient solutions in collaboration with partners and stakeholders.		
2c1.1.1 HQ / 40%	% guidance identified as priority for update to meet current and future needs of the nation. (Priority guidance funded to completion / Total priority guidance identified)	≥ 90% ■ ; ■ ; ■ < 70%
2c1.1.2 HQ+MSC / 40%	% Civil Works workforce capable of preparing high quality guidance. (Workforce trained and practiced in policy development / Total workforce applying policy and guidance in CW projects).	≥ 90% ■ ; ■ ; ■ < 70%
2c1.1.3 HQ / 20%	% Guidance developed via improved Guidance Update Process. (Guidance tracked by Guidance Council / Total Guidance Issued)	≥ 90% ■ ; ■ ; ■ < 70%

Objective 2c: *Tab Brown*

Develop the Civil Works Program to meet the future water resources needs of the Nation.

End State: This objective will be complete when the USACE has a Civil Works Program that meets the needs of the nation and provides sustainable and resilient solutions in collaboration with partners and stakeholders.

Priority Action 2c1: *Susan Hughes / Dr. Kate White*

Action 2c1: Update guidance and policies.

End State: This objective will be complete when USACE has implemented a guidance improvement program that produces timely, relevant and efficient guidance updates and increased workforce capacity and writing skills to ensure effective implementation of integrated water resources management.

The purpose of this priority action is to improve Civil Works Guidance update process to provide relevant guidance when it is needed. We will achieve this outcome by a) ensuring that all guidance is reviewed annually and categorized, prioritized, and funds distributed to allow for appropriate and timely updates; b) a skilled workforce is developed and maintained that delivers clear and efficient guidance, and c) all policy is user friendly, simplified and cross referenced.

FY18 Events (□), Milestones (◆), and Decision Points (⊕)

Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> ⊕ Distribute Annual funding for Guidance Updates ◆ Annual Guidance Review and Priorities set 		<ul style="list-style-type: none"> ⊕ Guidance Council Approves Funding for next FY 	<ul style="list-style-type: none"> ◆ FY Guidance Updates Complete ◆ Award Task Orders

Objective 2d: *Thomas Smith*

Manage the life-cycle of water resources infrastructure systems to consistently deliver reliable and sustainable performance.

Priority Action 2d2: *Bob Leitch*

Action 2d2: Apply life-cycle portfolio management strategies.

End State: This objective will be complete when USACE Civil Works can clearly articulate the life-cycle strategy for each constructed asset and associated components using a system and risk-informed perspective; and can demonstrate those life-cycle strategies create, increase, or sustain a planned level of benefit delivery to the Nation.

End State: This action will be complete when Civil Works can clearly articulate the life-cycle strategy for each constructed asset and associated components using a system and risk-informed perspective.

The purpose of this action is to develop and apply life-cycle portfolio management strategies across the Civil Works enterprise using a system and risk-informed perspective. This requires that all the fundamental elements required to achieve that outcome must be in place and utilized effectively (Improved Maintenance Management, Condition Assessments, Risk Assessments, Portfolio Analytics and improved Decision Quality) in order to develop the longer-term view and supporting data that an effective life-cycle approach requires. Since successful risk-informed prioritization depends on each of the other fundamental elements, gauging overall progress is most effectively measured by tracking the degree of risk-informed prioritization in use. Similarly, measuring the percentage of developed and implemented life-cycle management strategies for these assets reflects the degree of overall accomplishment of this outcome. Measuring these two parts of this outcome is to gauge improvement in creating, sustaining, and increasing the delivery of Civil Works water resources assets through the development and implementation of a nationally consistent risk-informed and system-focused life-cycle portfolio management strategy.

FY18 Outcomes / Metrics / Targets

Outcome 2d2.1: % USACE water resource assets using risk-informed prioritization and with developed and implemented life-cycle management strategies (# of USACE water resource assets using risk-informed prioritization and with developed and implemented life-cycle management strategies / Total # possible of USACE water resource assets that should be using risk-informed prioritization and with developed and implemented life-cycle management strategies).

2d2.1.1 HQ+MSC / 50%	% CW Business Lines and Asset types with consistent Risk Assessment processes. (No. CW Business Lines and Asset types with consistent Risk Assessment processes / Total No. CW Business Lines and Asset types with consistent Risk Assessment processes)	≥ 70% ■ ; ■ ; ■ < 50%
2d2.1.2 HQ / 50%	% complete CW Strategic Asset Management Plan (SAMP) that addresses all functional areas using a risk-informed, system and lifecycle perspective, and explicitly links to 2b.1. (No. SAMPs completed / Total expected SAMPs)	100% ■ ; ■ ; ■ < 50%

Objective 2d: *Thomas Smith*

Manage the life-cycle of water resources infrastructure systems to consistently deliver reliable and sustainable performance.

End State: This objective will be complete when USACE Civil Works can clearly articulate the life-cycle strategy for each constructed asset and associated components using a system and risk-informed perspective; and can demonstrate those life-cycle strategies create, increase, or sustain a planned level of benefit delivery to the Nation.

Priority Action 2d2: *Bob Leitch*

Action 2d2: Apply life-cycle portfolio management strategies.

End State: This action will be complete when Civil Works can clearly articulate the life-cycle strategy for each constructed asset and associated components using a system and risk-informed perspective.

The purpose of this action is to develop and apply life-cycle portfolio management strategies across the Civil Works enterprise using a system and risk-informed perspective. This requires that all the fundamental elements required to achieve that outcome must be in place and utilized effectively (Improved Maintenance Management, Condition Assessments, Risk Assessments, Portfolio Analytics and improved Decision Quality) in order to develop the longer-term view and supporting data that an effective life-cycle approach requires. Since successful risk-informed prioritization depends on each of the other fundamental elements, gauging overall progress is most effectively measured by tracking the degree of risk-informed prioritization in use. Similarly, measuring the percentage of developed and implemented life-cycle management strategies for these assets reflects the degree of overall accomplishment of this outcome. Measuring these two parts of this outcome is to gauge improvement in creating, sustaining, and increasing the delivery of Civil Works water resources assets through the development and implementation of a nationally consistent risk-informed and system-focused life-cycle portfolio management strategy.

FY18 Events (□), Milestones (◆), and Decision Points (⊕)

Q1	Q2	Q3	Q4
◆ Apply prototype risk-informed investment strategy to O&M budget development	<ul style="list-style-type: none"> ◆ ID opportunities for water management flexibility to improve performance and reliability ◆ Refine risk-informed investment strategy to O&M budget development & establish line-of-sight of assets and funding from budget development through execution 		

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Goal 3 – Summary

DCG-CEO: *MG Jackson*

Goal 3: *Director, Contingency Operations*

Reduce Disaster Risks

Deliver support that responds to, recovers from, and mitigates disaster impacts to the Nation while ensuring sustainable operations.

Objective 3a: *Ray Alexander*

Enhance interagency disaster response and risk reduction capabilities.

End State: Enhance interagency disaster response, recovery and mitigation.

End State: Sustain objective to successfully support Contingency Operations.

Action 3a1: Maintain and Improve Readiness contingency capabilities.

Action 3a2: Improve linkage with USNORTHCOM / ARNORTH on DSCA missions.

Action 3a3: Update, maintain, and train in accordance with established doctrine.

Action 3a4: Increase physical security for critical infrastructure.

Objective 3b: *Ray Alexander*

Enhance interagency disaster recovery capabilities.

End State: This action will be complete when USACE is fully prepared to support the recovery of infrastructure systems, including USACE specific authorities and programs, and in coordination with those of participating governmental agencies.

Action 3b1: Enhance support to the National Disaster Recovery Framework.

Action 3b2: Develop All-Hazards recovery capacity for USACE authorities / programs.

Objective 3c: *Ray Alexander*

Enhance interagency disaster mitigation capabilities.

End State: USACE fully prepared to support the recovery of infrastructure systems, including USACE specific authorities and programs, and in coordination with those of partnering government.

Action 3c1: Develop capacity to support the National Mitigation Framework.

Action 3c2: Enhance capacity to reduce the Nation's Flood Risk.

Action 3c3: Improve State-level collaboration with the Silver Jackets program.

Objective 3d: *Joe Fontanella*

Deliver and Advance Army Geospatial Engineering.

End State: USACE and the Army geospatial engineering capabilities operate within the Army Geospatial Enterprise construct.

Action 3d1: Integrate and Govern the Army Geospatial Enterprise.

Action 3d2: Provide Geospatial Engineering Support to the Army and DOD.

Action 3d3: Provide Geospatial Systems Acquisition and Program Management.

Action 3d4: Conduct Geospatial Research, Development, Test and Evaluation.

Objective 3a: Ray Alexander

Enhance interagency disaster response and risk reduction capabilities.

End State: Sustain objective to successfully support Contingency Operations.

Priority Action 3a1: Susan Turek

Action 3a1: Maintain and Improve Readiness contingency capabilities.

End State: This action will be complete in 2020 when all USACE organizations achieve EMAP Certification.

The purpose of this priority action is to achieve readiness through planning, resourcing, recruiting, training, exercise, community feedback, and certification.

FY18 Outcomes / Metrics / Targets

Outcome 3a1.1: DRRS-A ratings that support ARFORGEN		
3a1.1.1 HQ / 100%	No. available MTOE FEST Teams (total of 3) in a Yes or Qualified Yes Status.	≥ 3 ■ ; ■ ; ■ ≤ 1 (Quarterly)
Outcome 3a1.2: Deploy Capabilities to successfully support Civil Disaster Response Operations.		
3a1.2.1 HQ / 100%	% Emergency Support Function #3 Planning Response Teams (29), assembled / trained.	≥ 75% ■ ; ■ ; ■ ≤ 50% (Quarterly)
Outcome 3a1.3: Field Force Engineering Capabilities Expeditionary and Reach back provide timely, high quality support to the warfighter during military contingency operations		
3a1.3.1 HQ / 50%	% EnvST Pool (16 individuals), manned, trained, and equipped.	≥ 75% ■ ; ■ ; ■ ≤ 50%
3a1.3.2 HQ / 50%	% surveys reflecting customer satisfaction with the reach back network (UROC and BDTs).	≥ 90% ■ ; ■ ; ■ ≤ 75%
Outcome 3a1.4: Fully integrate disaster response planning activities with FEMA 5 year plan.		
3a1.4.1 MSC / 100%	MSCs update All-Hazards Operations Order every 2 years and develop / publish scenario specific annex supporting FEMA Regions IAW FEMA 5-year planning guidance. If FEMA regional planning for the year is not applicable to USACE, MSCs may develop an alternative annex after coordination with HQUSACE. (Enter numerical value for appropriate criteria)	■ 2 = Updated All-Hazards Plan with annex ■ 1 = Updated All-Hazards Plan; no annex ■ 0 = All-Hazards Plan not current
Outcome 3a1.5: Achieve EMAP certification at HQ, Divisions and Districts.		
3a1.5.1 HQ / 100%	No. HQ / MSC / Districts that complete voluntary EMAP certification of Emergency Management Programs and Processes. (USACE total = 48)	FY18: ≥ 22 ■ ; ■ ; ■ ≤ 13

Objective 3a: Ray Alexander

Enhance interagency disaster response and risk reduction capabilities.

End State: Sustain objective to successfully support Contingency Operations.

Priority Action 3a1: Susan Turek

Action 3a1: Maintain and Improve Readiness contingency capabilities.

End State: This action will be complete in 2020 when all USACE organizations achieve EMAP Certification.

The purpose of this priority action is to achieve readiness through planning, resourcing, recruiting, training, exercise, community feedback, and certification.

FY18 Events (□), Milestones (◆), and Decision Points (⊕)

Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> □ NORTHCOM Exercise Vigilant Shield. □ Conduct FEST Training ◆ 1 NOV: EM COP completes EOC basic training ⊕ Adjust FEST ARFORGEN to deliver FEST capability to USFOR-A, CFJ, ARCENT and CJF Liberia. 	<ul style="list-style-type: none"> □ DFFE FY18-22 POM Brief to the II PEG □ Conduct FEST Training □ 553rd replaces SWF FEST-A in Afghanistan. □ 542nd FEST-A replaces 62nd FEST-A in Kuwait □ ESF#3 Team Leader Training. □ USFK exercise: Key Resolve □ EUCOM exercise: Austere Challenge. □ CREST and ENVST training. □ PRT Training: Temporary Housing. □ Local Government Liaison (LGL) Training. □ PL 84-99 Prospect Course. 	<ul style="list-style-type: none"> ◆ Publish All-Hazards OPORD. ◆ Publish FY18 Annual Training Guidance. □ ESF#3 ATL Training. □ Regional TTXs. □ Conduct FEST Training. □ PL 84-99 PROSPECT Course. ◆ Are You Ready? □ USACE / FEMA Senior Leader Seminar. □ PACOM Exercise: Balikatan – Philippines. □ LRD New Madrid Seismic Zone EQ TTX. □ Begin 2017 Hurricane Season. □ SWD + MVD Hurricane TTXs. □ ARCENT Exercise: Eager Lion. □ NORTHCOM Exercise Ardent Sentry (So Cal EQ). □ CST level I and II training. □ CRME: So Cal Scenario: includes DTOS, Power, Commodities PRTs. 	<ul style="list-style-type: none"> □ NORTHCOM exercise Vibrant Response. □ Ulchi Freedom Guardian – Korea. □ JFHQ exercise: Capital Shield ◆ 50% Achieved EMAP certification.

Objective 3b: Ray Alexander

Enhance interagency disaster recovery capabilities.

End State: This action will be complete when USACE is fully prepared to support the recovery of infrastructure systems, including USACE specific authorities and programs, and in coordination with those of participating governmental agencies.

Priority Action 3b1: Mark Roupas

Action 3b1: Enhance support to the National Disaster Recovery Framework.

End State: This action will be complete when the majority of entities execute the Rehabilitation Program IAW USACE standard business processes.

The purpose of this action is to assess storm damages to identify and timely complete restoration projects.

FY18 Outcomes / Metrics / Targets

Outcome 3b1.1: Increase leader awareness of USACE IS-RSF responsibilities under NDRF.		
3b1.1.1 MSC/ 100%	% new MSC / EM CoP leaders + members completed IS-RSF "101" web training. Target audience = new MSC/District Deputy CDRs + RCO Chiefs + EM CoP (baseline determined by MSC).	3Q: ≥ 90% ■ ; ■ ; ■ ≤ 60% 4Q: 100% ■ ; ■ ; ■ ≤ 90%
Outcome 3b1.2: Execute PL 84-99 Rehabilitation Program to enable communities' recovery.		
3b1.2.1 MSC/ 50%	(FY18) % Class 1 projects complete by 1 JUN 2018. (Evaluate 3Q and 4Q)	≥ 90% ■ ; ■ ; ■ ≤ 60%
3b1.2.2 MSC/ 50%	(FY18) % Class 1 project fiscally complete by 30 SEP 2018. (Evaluate 4Q)	≥ 90% ■ ; ■ ; ■ ≤ 60%
Outcome 3b1.3: Enhance integration into FEMA Regional planning for NDRF planning activities.		
3b1.3.1 HQ+MSC/ 100%	(FY18) Publication of USACE IS-RSF Annex in support of FEMA Regional plans. (Dependent on publication of FEMA Regional Plans.)	Yes ■ ; ■ No

Objective 3b: Ray Alexander

Enhance interagency disaster recovery capabilities.

End State: This action will be complete when USACE is fully prepared to support the recovery of infrastructure systems, including USACE specific authorities and programs, and in coordination with those of participating governmental agencies.

Priority Action 3b1: Mark Roupas

Action 3b1: Enhance support to the National Disaster Recovery Framework.

End State: This action will be complete when the majority of entities execute the Rehabilitation Program IAW USACE standard business processes.

The purpose of this action is to assess storm damages to identify and timely complete restoration projects.

FY18 Events (□), Milestones (◆), and Decision Points (☆)

Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> <input type="checkbox"/> Deliver Awareness Training. <input type="checkbox"/> Revisit decision with FEMA to fund NDRF preparedness and training 	<ul style="list-style-type: none"> <input type="checkbox"/> Deliver Awareness Training 	<ul style="list-style-type: none"> <input type="checkbox"/> Attendance at FEMA Regional Recovery Academy <input type="checkbox"/> Deliver Awareness Training <input type="checkbox"/> Broaden MSC exposure to recovery mission; OJT/cross training 	<ul style="list-style-type: none"> <input type="checkbox"/> Deliver Awareness Training <input type="checkbox"/> Develop potential Recovery SMEs

FY19 Events (□), Milestones (◆), and Decision Points (☆)

Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> <input type="checkbox"/> Assess damages ◆ Complete Project Information Report (PIR) CW170 ◆ Execute Cost Sharing Agreement CW130 ◆ Contract Award CC800 	<ul style="list-style-type: none"> <input type="checkbox"/> Assess damages <input type="checkbox"/> Complete Project Information Report (PIR) CW170 ◆ Execute Cost Sharing Agreement CW130 ◆ Contract Award CC800 ◆ Notice of Project Completion CW480 ☆ Assess funding available 	<ul style="list-style-type: none"> <input type="checkbox"/> Assess damages ◆ Complete Project Information Report (PIR) CW170 ◆ Execute Cost Sharing Agreement CW130 ◆ Contract Award CC800 ◆ Notice of Project Completion CW480 ◆ Complete Financial close-out ◆ Complete financial close-out ☆ Assess funding available 	<ul style="list-style-type: none"> <input type="checkbox"/> Notice of Project Completion CW480 ◆ Complete financial close-out ☆ Assess funding available

Objective 3d: *James Dalton / Joe Fontanella*

Deliver and Advance Army Geospatial Engineering.

End State: USACE and the Army geospatial engineering capabilities operate within the Army Geospatial Enterprise construct.

Priority Action 3d1: *Randy Reynolds / Nancy Blyler*

Action 3d1: Integrate and Govern the Army Geospatial Enterprise.

End State: USACE geospatial engineering capabilities are applied to assist CCMDs, ASCCs, USACE MSCs and interagency partners in achieving their objectives.

The purpose of this action is to increase awareness and identify relevant implementation actions of the Army Geospatial Enterprise (AGE) across USACE. The AGE is an integrated system of technologies, standards, data, and processes that delivers a standard and sharable geospatial foundation, which facilitates a Common Operational Picture (COP) at all echelons. This geospatial foundation for the COP results from storing all operationally relevant spatial and temporal data in standardized, distributed, interoperable geospatial data stores. This enables the synchronization, sharing, portrayal, awareness, fusion, and correlation of geospatially referenced data.

FY18 Outcomes / Metrics / Targets

Outcome 3d1.1: Army geospatial capabilities aligned with Army and National standards.		
3d1.1.1 AGC / 20%	% Army Computing Environments on track to implement the Standard Shareable Geospatial Foundation (SSGF).	> 85% ■ ; ■ ; ■ < 75%
3d1.1.2 MSC / 20%	% Civil Works Land Data Migration published in CorpsMap.	1Q17: ≥ 25% ■ ; ■ ; ■ ≤ 20% 1Q18: ≥ 50% ■ ; ■ ; ■ ≤ 40%
3d1.1.3 MSC / 20%	% Survey Monument information published in CorpsMap and data delivered to the Army Common Installation Picture.	1Q17: ≥ 15% ■ ; ■ ; ■ ≤ 10% 2Q17: ≥ 30% ■ ; ■ ; ■ ≤ 25% 3Q17: ≥ 45% ■ ; ■ ; ■ ≤ 40% 4Q17: ≥ 60% ■ ; ■ ; ■ ≤ 50% 1Q18: ≥ 80% ■ ; ■ ; ■ ≤ 70% 2Q18: 100% ■ ; ■ ; ■ ≤ 90%
3d1.1.4 AGC / 20%	% AGE SSGF geospatial data formats and web service standards defined and documented (Common Operating Environment (COE) v3).	1Q17: ≥ 15% ■ ; ■ ; ■ ≤ 10% 2Q17: ≥ 30% ■ ; ■ ; ■ ≤ 25% 3Q17: ≥ 45% ■ ; ■ ; ■ ≤ 40% 4Q17: ≥ 60% ■ ; ■ ; ■ ≤ 50% 1Q18: ≥ 80% ■ ; ■ ; ■ ≤ 70% 2Q18: ≥ 85% ■ ; ■ ; ■ ≤ 70%
3d1.1.5 AGC / 20 %	% AGE SSGF geospatial data formats and web service standards defined and documented (COE v4).	1Q19: ≥ 15% ■ ; ■ ; ■ ≤ 10% 2Q19: ≥ 30% ■ ; ■ ; ■ ≤ 25% 3Q19: ≥ 45% ■ ; ■ ; ■ ≤ 40% 4Q19: ≥ 60% ■ ; ■ ; ■ ≤ 50% 1Q20: ≥ 80% ■ ; ■ ; ■ ≤ 70% 2Q20: ≥ 85% ■ ; ■ ; ■ ≤ 70%
Outcome 3d1.2: Effective Geospatial Enterprise Governance in the Army and USACE.		
3d1.2.1 MSC / 100%	% USACE Enterprise Geospatial Engineering System 5-Year Plans updated annually.	> 95% ■ ; ■ ; ■ ≤ 80%

Objective 3d: *James Dalton / Joe Fontanella*

Deliver and Advance Army Geospatial Engineering.

End State: USACE and the Army geospatial engineering capabilities operate within the Army Geospatial Enterprise construct.

Priority Action 3d1: *Randy Reynolds / Nancy Blyler*

Action 3d1: Integrate and Govern the Army Geospatial Enterprise.

End State: USACE geospatial engineering capabilities are applied to assist CCMDs, ASCCs, USACE MSCs and interagency partners in achieving their objectives.

The purpose of this action is to increase awareness and identify relevant implementation actions of the Army Geospatial Enterprise (AGE) across USACE. The AGE is an integrated system of technologies, standards, data, and processes that delivers a standard and sharable geospatial foundation, which facilitates a Common Operational Picture (COP) at all echelons. This geospatial foundation for the COP results from storing all operationally relevant spatial and temporal data in standardized, distributed, interoperable geospatial data stores. This enables the synchronization, sharing, portrayal, awareness, fusion, and correlation of geospatially referenced data.

FY18 Events (□), Milestones (◆), and Decision Points (⊛)

Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> □ GGB CoC □ GGB ◆ NLT 1 DEC: Verify new projects + update current project status in Corps Project Notebook for previous FY 	<ul style="list-style-type: none"> □ GGB CoC; GOC 	<ul style="list-style-type: none"> ◆ CONOPS approved □ GGB CoC □ GGB 	<ul style="list-style-type: none"> ◆ CONOPS Implemented ◆ COE V3 Standards View (SV) 1 Updated ◆ COE V3 SV 2 Updated ◆ SSGF Work Plan completed ◆ Army Geospatial Interoperability Certification Policy Memo Approved at DA

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Goal 4 –Summary

DCG: *MG Wehr*

Goal 4: *Director, Human Resources / David Pittman*

Prepare for Tomorrow

Build resilient People, Teams, Systems, and Processes to sustain a diverse culture of collaboration, innovation, and participation to shape and deliver strategic solutions.

Objective 4a: *David Pittman*

Maintain and advance DoD and Army critical enabling technologies.

Action 4a1: Develop new Science and Technology (S&T).

Action 4a2: Improve Knowledge creation / sharing and technology transfer.

Action 4a3: Improve Technology Infusion and Innovation.

Objective 4b: *Greg Garcia*

Build a secure cyber foundation and modernize IM / IT using sound investment strategies.

Action 4b1: Strengthen the Cybersecurity Enterprise.

Action 4b2: Maximize IT Investment.

Action 4b3: Modernize USACE IT.

Objective 4c: *Director, Contracting / Tom Steffens*

Streamline USACE business, acquisition, and governance processes and optimize financial management.

Action 4c1: Optimize Financial Management.

Action 4c2: Improve / Integrate Strategic Engagement and Communications.

Action 4c3: Improve Acquisition w/ policy, processes, and certified professionals.

Action 4c4: Transform to USACE Logistics Enterprise.

Objective 4d: *Director, Human Resources*

Build ready and resilient people and teams through innovative talent management and leader development strategies and programs.

Action 4d1: Shape our future workforce.

Action 4d2: Engage our Employees to Create Competitive Advantage.

Action 4d3: Implement the USACE Safety and Occupation Health Management System

Action 4d4: Prepare and recruit agile leaders for a dynamic, competitive, technical future.

End State: A USACE workforce highly sought after for its proven capability to consistently and reliably deliver engineering solutions to the Nation's toughest engineering challenges, today, and relied upon to provide innovative concepts for building strong into our future.

End State: USACE maintains and advances Army and DoD critical enabling technologies through new S&T development, management of knowledge and technology transfer.

End State: This objective will be complete when USACE cybersecurity measures, policies, and practices are resulting in near 100% protection of USACE critical information and control systems. USACE IM/IT investment strategies are enabling the use of reliable, "near-new" IM/IT technologies IT services that meet mission requirements.

End State: This objective is a continuous process that works to streamline USACE business, acquisition, governance processes and optimize financial management as systems, regulations and processes evolve.

End State: This objective will be complete when USACE completes strategic execution of actions throughout the human capital lifecycle (plan, recruit, develop, sustain) to create a sustained competitive talent advantage.

Objective 4a: *David Pittman*

Maintain and advance DoD and Army critical enabling technologies.

End State: USACE maintains and advances Army and DoD critical enabling technologies through new S&T development, management of knowledge and technology transfer.

Priority Action 4a2: *Ian Pfaff / Mark Hainsey*

Action 4a2: Improve Knowledge creation / sharing and technology transfer.

End State: Expected to achieve a sustainable state this by FY18. An organization where critical information is identified and captured, knowledge is accessible to those who need it, collaboration and knowledge sharing is encouraged, and these integrated cultural principles improve efficiency, effectiveness and enable innovation in mission delivery.

The purpose of this action is to enable effective knowledge creation and sharing throughout the entire USACE enterprise in order to improve organizational effectiveness and create competitive advantage. To apply a disciplined enterprise process to facilitate the flow of information and knowledge to the right people at the right time. To provide the ability to act more efficiently and effectively to find, understand, share, and use knowledge to improve return on investment and create lasting value for USACE, its partners, stakeholders, and the people within the organization.

FY18 Outcomes / Metrics / Targets

Outcome 4a2.1: Level 3 KM Maturity.		
4a2.1.1 HQ+MSC / 34%	% MSC KM Scorecards reflecting Level 3 APQC Maturity (SMS).	≥ 75% ■ ; ■ ; ■ < 50%
4a2.1.2 HQ / 33%	% Community of Practice charters that align CoP strategic objectives with USACE Campaign Plan (UCP) Goals, Objectives, or Priority Actions.	≥ 75% ■ ; ■ ; ■ < 50%
4a2.1.3 HQ / 33%	% MSCs with assigned and resourced KMRs.	≥ 75% ■ ; ■ ; ■ < 50%

Objective 4a: *David Pittman*

Maintain and advance DoD and Army critical enabling technologies.

Priority Action 4a2: *Ian Pfaff / Mark Hainsey*

Action 4a2: Improve Knowledge creation / sharing and technology transfer.

End State: USACE maintains and advances Army and DoD critical enabling technologies through new S&T development, management of knowledge and technology transfer.

End State: Expected to achieve a sustainable state this by FY18. An organization where critical information is identified and captured, knowledge is accessible to those who need it, collaboration and knowledge sharing is encouraged, and these integrated cultural principles improve efficiency, effectiveness and enable innovation in mission delivery.

The purpose of this action is to enable effective knowledge creation and sharing throughout the entire USACE enterprise in order to improve organizational effectiveness and create competitive advantage. To apply a disciplined enterprise process to facilitate the flow of information and knowledge to the right people at the right time. To provide the ability to act more efficiently and effectively to find, understand, share, and use knowledge to improve return on investment and create lasting value for USACE, its partners, stakeholders, and the people within the organization.

FY18 Events (□), Milestones (◆), and Decision Points (⊕)

Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> ◆ All levels of the enterprise have KM SME's and Governance in place ◆ MSCs share 2 Good News Stories ◆ FY17 APQC KM Maturity Assessment Results Provided to Leadership 	<ul style="list-style-type: none"> ◆ All USACE CoPs chartered and aligned to USACE strategic objectives ◆ MSCs share 2 Good News Stories 	<ul style="list-style-type: none"> ◆ APQC Maturity Model Evaluation 100% ◆ MSCs share 2 Good News Stories 	<ul style="list-style-type: none"> ◆ 100% MSCs, Centers, Labs, and HQ Conduct Annual KM Maturity Assessment ◆ MSCs share 2 Good News Stories ◆ 75% MSCs, Centers, Labs and HQs apply standardized knowledge flow processes across their organizations ◆ FY18 APQC KM Maturity Assessment Initiated

Objective 4b: *Greg Garcia*

Build a secure cyber foundation and modernize IM / IT using sound investment strategies.

Priority Action 4b1: *Mark Leber / Jovann Adams*

Action 4b1: Strengthen the Cybersecurity Enterprise.

End State: This objective will be complete when USACE cybersecurity measures, policies, and practices are resulting in near 100% protection of USACE critical information and control systems. USACE IM/IT investment strategies are enabling the use of reliable, "near-new" IM/IT technologies IT services that meet mission requirements.

End State: This action will be complete when USACE organizations have demonstrated consistently high cybersecurity compliance ratings for all aspects of cybersecurity (individual, ICS, Network) over an extended period of time.

The purpose of this objective in the near-term is to increase our enterprise cybersecurity performance from the individual USACE network user all the way to the network security service provider practices. Once sound individual cybersecurity discipline is the norm we will have begun to change the USACE culture. Simultaneously, we must begin including cyber considerations in all aspects of engineering from project development through sustainment.

FY18 Outcomes / Metrics / Targets

Outcome 4b1.1: Raise USACE current scores for PKI compliance and Web Server Compliance to 98% making USACE a Top Tier Army organization for monthly Cybersecurity Scorecard compliance.

4b1.1.1 MSC / 34%	% privileged NIPR and SIPR accounts using PKI for login. (No. privilege accounts using PKI / Total No. required PKI)	≥ 98% ■ ; ■ ; ■ ≤ 95%
4b1.1.2 MSC / 33%	% general user NIPR and SIPR accounts using PKI for login. (No. general user accounts using PKI / Total No. required PKI)	≥ 98% ■ ; ■ ; ■ ≤ 95%
4b1.1.3 MSC / 33%	% public facing web servers that are on a military DMZ. (No. public facing web servers on a military DMZ / Total No. web servers)	≥ 98% ■ ; ■ ; ■ ≤ 95%

Outcome 4b1.2: Raise USACE current FISMA and ATO quarterly average to 98% making USACE a Top Tier Army organization.

4b1.2.1 HQ+MSC / 25%	% HQ, MSC, Center applications meeting monthly USACE standard of 98% for Federal Information Security Management Act (FISMA) Compliance. (USACE CIO/G-6 reports in SMS the quarterly FISMA metric summary score which is made of annual security review (ASR), Security Control Test, Contingency Test (COOP), Accreditation Expiration Date in SMS) (Exceeds mandated DA and Army Cyber Command (ARCYBER) standards)	≥ 98% ■ ; ■ ; ■ ≤ 95%
4b1.2.2 HQ+MSC / 75%	% HQ, MSC, Center applications meeting USACE standard of 98% for ATO Compliance. (No. compliant ATOs / Total No. ATOs). Exceeds mandated DA and Army Cyber Command (ARCYBER) standards. CIO/G6 will report in SMS.	≥ 98% ■ ; ■ ; ■ ≤ 95%

Outcome 4b1.3: All USACE Industrial Control Systems (ICS) have been inventoried, evaluated and received Risk Management Framework (RMF) authorization.

4b1.3.1 MSC / 100%	% Round 2: Supporting ICS Evaluation and Remediation started. (No. RMF authorized / Total No. Round 2 systems). Once supporting ICS is authorized it is transferred to FISMA compliance reporting (see 4b1.2.1). CIO/G-6 will enter SMS data for MSC.	≥ 90% ■ ; ■ ; ■ ≤ 35%
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Outcome 4b1.4: Reduced the number USACE cybersecurity related incidents attributed to poor individual cybersecurity practices by 50% during the fiscal year.

4b1.4.1 HQ / 75%	Reduce the total number of cyber incidents by 12% each quarter. CIO/G-6 will enter SMS Data.	≥ 95% ■ ; ■ < 95%
4b1.4.2 HQ / 25%	Reduce the number of low risk PII incidents by 4% each quarter. CIO/G-6 will enter SMS Data. PII incidents include loss/theft of device, email compromise, paper record compromise, and info dissemination.	≥ 95% ■ ; ■ < 95%

Objective 4b: *Greg Garcia*

Build a secure cyber foundation and modernize IM / IT using sound investment strategies.

Priority Action 4b1: *Mark Leber / Jovann Adams*

Action 4b1: Strengthen the Cybersecurity Enterprise.

End State: This objective will be complete when USACE cybersecurity measures, policies, and practices are resulting in near 100% protection of USACE critical information and control systems. USACE IM/IT investment strategies are enabling the use of reliable, "near-new" IM/IT technologies IT services that meet mission requirements.

End State: This action will be complete when USACE organizations have demonstrated consistently high cybersecurity compliance ratings for all aspects of cybersecurity (individual, ICS, Network) over an extended period of time.

The purpose of this objective in the near-term is to increase our enterprise cybersecurity performance from the individual USACE network user all the way to the network security service provider practices. Once sound individual cybersecurity discipline is the norm we will have begun to change the USACE culture. Simultaneously, we must begin including cyber considerations in all aspects of engineering from project development through sustainment.

FY18 Events (□), Milestones (◆), and Decision Points (☆)

Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> ◆ No Med/High Risk PII incidents reported 	<ul style="list-style-type: none"> ◆ 100% USACE computers and mobile devices have Windows 10.0 installed □ Begin Round 3 inventory of non-critical industrial control systems (ICS) ◆ 100% of Round 1 Critical ICS are RMF authorized status ◆ No Med/High Risk PII incidents reported 	<ul style="list-style-type: none"> □ Cyber Command Security Inspection (CCRI) (Tentative) ◆ No Med/High Risk PII incidents reported 	<ul style="list-style-type: none"> ◆ 100% USACE internet security stacks migrated to JRSS ◆ 100% of Round 2 inventory of supporting ICS is Evaluated and Remediation status ◆ No Med/High Risk PII incidents reported

Objective 4c: *Director, Contracting / Tom Steffens*

Streamline USACE business, acquisition, governance processes and, optimize financial management.

End State: This objective is a continuous process that works to streamline USACE business, acquisition, governance processes and optimize financial management as systems, regulations and processes evolve.

Priority Action 4c3: *Robin Baldwin / Jennifer Campbell-Dawkins*

Action 4c3: Improve Acquisition w/ policy, processes, and certified professionals.

End State: An integrated command-wide Acquisition Program that mitigates risk and streamlines business solutions where it becomes a standard business process in meeting the objective.

The action will track USACE ability to “deliver the program” through contracts awarded timely in accordance with projected award dates. This Acquisition Improvement Metric, will report positive steps to improve the acquisition process in keeping with the Acquisition Integrated Product Team’s projected contract award date.

FY18 Outcomes / Metrics / Targets

Outcome 4c3.1: Reduce the variance between Projected Contract Award Date and Actual Contract Award Date by 2% in FY18.

4c3.1.1 MSC / 100%	% variance between Projected Contract Award Date and Actual Contract Award Date. (Will adjust percentage as we develop the baseline.)	≥ 10% ■ ; ■ ; ■ < 2%
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Objective 4c: *Director, Contracting / Tom Steffens*

Streamline USACE business, acquisition, governance processes and, optimize financial management.

End State: This objective is a continuous process that works to streamline USACE business, acquisition, governance processes and optimize financial management as systems, regulations and processes evolve.

Priority Action 4c3: *Robin Baldwin / Jennifer Campbell-Dawkins*

Action 4c3: Improve Acquisition w/ policy, processes, and certified professionals.

End State: An integrated command-wide Acquisition Program that mitigates risk and streamlines business solutions where it becomes a standard business process in meeting the objective.

The action will track USACE ability to “deliver the program” through contracts awarded timely in accordance with projected award dates. This Acquisition Improvement Metric, will report positive steps to improve the acquisition process in keeping with the Acquisition Integrated Product Team’s projected contract award date.

FY18 Events (□), Milestones (◆), and Decision Points (⊕)

Q1	Q2	Q3	Q4
◆ 0.5% Reduction in Days	◆ 0.5% Reduction in Days	◆ 0.5% Reduction in Days	◆ 0.5% Reduction in Days

Objective 4d: *Director, Human Resources*

Build ready and resilient people and teams through innovative talent management and leader development strategies and programs

Priority Action 4d1: *J. Dorsey / L. Donaldson / P. Johnson*

Action 4d1: *Shape our future workforce.*

End State: This objective will be complete when USACE completes strategic execution of actions throughout the human capital lifecycle (plan, recruit, develop, sustain) to create a sustained competitive talent advantage.

End State: This action will be complete when USACE workforce and workload planning is consistent, timely, and comprehensive across the Command and provides effective support for workforce capacity, competency and balancing activities; resulting in optimal workforce management and zero involuntary separations through RIF.

The purpose of this action is to build a culture of proactive, strategic workforce planning. By shaping the current workforce to match future projected workload, USACE can strengthen its reputation as a Best Place to Work to engineer solutions to the nation's toughest challenges and win the competition for talent.

FY18 Outcomes / Metrics / Targets

Outcome 4d1.1: Successful enhanced enterprise management processes and improved USACE-wide workload-workforce (WLWF) planning.

4d1.1.1 HQ+MSC / 33%	Capacity Index – appropriate and affordable No. positions to execute workload.	≥ 3.0 ■ ; ■ ; ■ < 2.0
4d1.1.2 HQ+MSC / 34%	Competency Index – education and certification levels, skill sets, experience, and overall workforce proficiency to accomplish projected workload and missions.	≥ 3.0 ■ ; ■ ; ■ < 2.0
4d1.1.3 HQ+MSC / 33%	Balance Index – appropriate number of entry, junior, and senior level positions.	≥ 3.0 ■ ; ■ ; ■ < 2.0

Objective 4d: *Director, Human Resources*

Build ready and resilient people and teams through innovative talent management and leader development strategies and programs

Priority Action 4d1: *J. Dorsey / L. Donaldson / P. Johnson*

Action 4d1: *Shape our future workforce.*

End State: This objective will be complete when USACE completes strategic execution of actions throughout the human capital lifecycle (plan, recruit, develop, sustain) to create a sustained competitive talent advantage.

End State: This action will be complete when USACE workforce and workload planning is consistent, timely, and comprehensive across the Command and provides effective support for workforce capacity, competency and balancing activities; resulting in optimal workforce management and zero involuntary separations through RIF.

The purpose of this action is to build a culture of proactive, strategic workforce planning. By shaping the current workforce to match future projected workload, USACE can strengthen its reputation as a Best Place to Work to engineer solutions to the nation's toughest challenges and win the competition for talent.

FY18-19 Events (□), Milestones (◆), and Decision Points (☆)

Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> □ Perform enterprise Workload to Workforce assessments ◆ 0 Involuntary Separations ◆ 50 STEM follow-up contacts per MSC 	<ul style="list-style-type: none"> □ Brief Goal 4 Champions ◆ 0 Involuntary Separations ◆ 50 STEM follow-up contacts per MSC 	<ul style="list-style-type: none"> ◆ Review assessments ◆ 0 Involuntary Separations ◆ 50 STEM follow-up contacts per MSC 	<ul style="list-style-type: none"> □ Brief Goal 4 Champions (by exception) ◆ 0 Involuntary Separations ◆ 225 WW's assisted in finding employment ◆ 50 STEM follow-up contacts per MSC

Objective 4d: *Director, Human Resources*

Build ready and resilient people and teams through innovative talent management and leader development strategies and programs

End State: This objective will be complete when USACE completes strategic execution of actions throughout the human capital lifecycle (plan, recruit, develop, sustain) to create a sustained competitive talent advantage.

Priority Action 4d4: *Rebecca Thompson / Kamilah Covington-Koroma*

Action 4d4: Prepare / recruit agile leaders for dynamic, competitive, technical future.

End State: This action will be complete when USACE leaders are optimally equipped to lead people and change through complex environments.

The purpose of this action is to develop the current and future cadre of leaders that will guide USACE through an ever-changing technical environment. Technical and people-centered competencies are critical to the success of USACE leaders and the organization as a whole.

2018 – 2022 Outcomes / Metrics / Targets

Outcome 4d4.1: USACE is preparing and recruiting the next generation of leaders.

4d4.1.1 HQ+MSC / 50%	% increase in FEVS Training and Index score. (Current year – prior year = change). Goal = Steady State of 78%.	≥ 66% ■ ; ■ ; ■ < 63%
4d4.1.2 HQ+MSC / 50%	% hiring managers responding to Quality of Hire surveys. Data collection methods are designed to evaluate, improve and sustain the hiring processes of senior leaders.	≥ 80% ■ ; ■ ; ■ ≤ 60%

Objective 4d: *Director, Human Resources*

Build ready and resilient people and teams through innovative talent management and leader development strategies and programs

End State: This objective will be complete when USACE completes strategic execution of actions throughout the human capital lifecycle (plan, recruit, develop, sustain) to create a sustained competitive talent advantage.

Priority Action 4d4: *Rebecca Thompson / Kamilah Covington-Koroma*

Action 4d4: Prepare / recruit agile leaders for dynamic, competitive, technical future.

End State: This action will be complete when USACE leaders are optimally equipped to lead people and change through complex environments.

The purpose of this action is to develop the current and future cadre of leaders that will guide USACE through an ever-changing technical environment. Technical and people-centered competencies are critical to the success of USACE leaders and the organization as a whole.

FY18 Events (□), Milestones (◆), and Decision Points (⊕)

Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> ◆ Report Command-wide LDP participation ◆ Review / Report FEVS Training and Development Score ◆ 90% CES Quota Utilization ◆ 90% SDC Completion 	<ul style="list-style-type: none"> ◆ Solicit SETM/ETM Participants ◆ 90% CES Quota Utilization ◆ 90% SDC Completion 	<ul style="list-style-type: none"> ◆ 90% CES Quota Utilization ◆ 90% SDC Completion 	<ul style="list-style-type: none"> ◆ CES allocations distribution ◆ Review/Report on ELP longitudinal study ◆ 90% CES Quota Utilization ◆ 90% SDC Completion ◆ Aspirations Survey >75% positive responses; respondents aware of training opportunities available ◆ SETM – 6 or more applications received ◆ ETM – 6 or more applications received

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Annex A – Glossary

Actions

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)

Army Campaign Plan

A joint operation plan for a series of 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 key tasks or methods, 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 time horizon 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)

Metrics

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)

Annex A – Glossary

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.

MSC Implementation Plan (IPLAN)

The MSC IPLAN contains 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)

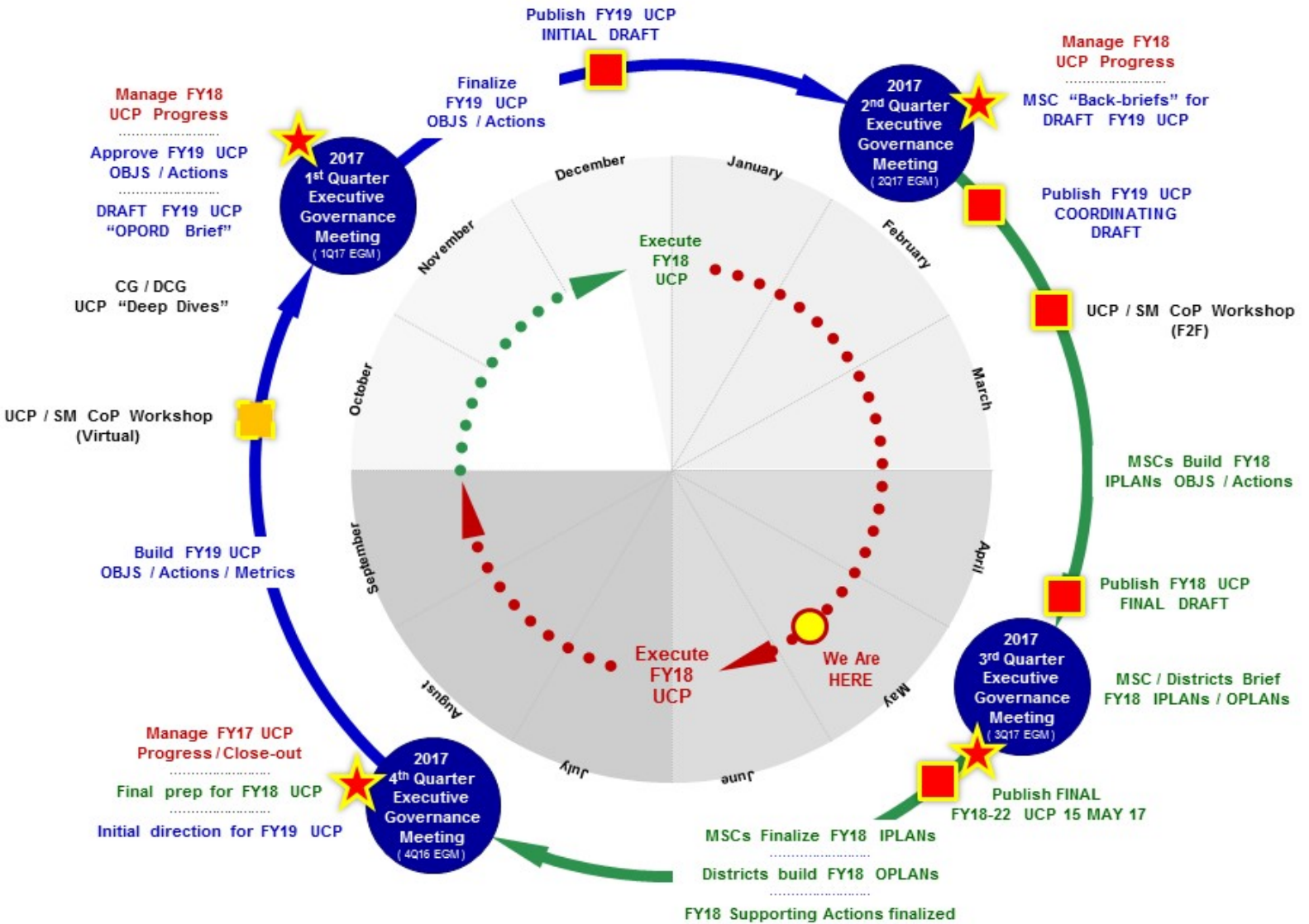
Objective

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)

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)

Annex B – Strategic Management Cycle May 2017 (FY17-FY18-FY19)



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Annex C – Acronyms

AFAP	Army Family Action Plan
AOR	Area of Responsibility
ASCC	Army Service Component Command
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, Organization, Training, Leadership / Education, Personnel, 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

Annex C – Acronyms

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
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
NWD	Northwest Division
OCO	Overseas Contingency Operations
OPLAN	Operations Plan
OPORD	Operations Order
PART	Program Assessment Review Tool
PDT	Project Delivery Team
QMS	Quality Management System

Annex C – Acronyms

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