



US Army Corps
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Strategic Management Board



Final

Strategic Management Review

May 9, 2001

1300-1500 hrs

Focus: Client/Partner Relationships



Agenda



Focus - Client/Partner Relationships

- **Introduction & Objectives** < 5 min Kristine Allaman
- **Corporate Program (M-1)** < 5 min Steve Coakley
- **Client/Partner Relationships (CC-1)**
 - **FEMA** (15 min) Charles Hess
 - **EPA** (15 min) Pat Rivers
 - **Update on SFO Interim Policy** (5 min) Dave Sanford
- **MSC Feedback on Regional Issues & Initiative**
 - **LRD** (22 min) BG Griffin
 - **NWD** (22 min) BG Strock
 - **NAD** (22 min) BG Rhoades
- **Wrap up** (5 min) Kristine Allaman
 - **Next SMR agenda & plans**



Objectives for this SMR



Focus - Client/Partner Relationships CC-1

- **Review Background & Purpose of Balanced Scorecard**
- **Review Background & Status -- Existing SMR Metrics**
- **Focus on Two Key Partnership Relationships**
 - **Federal Emergency Management Agency**
 - **Environmental Protection Agency**
- **Participate in MSC Feedback Discussion on Regional Issues & Initiatives**
 - **LRD BG Griffin**
 - **NWD BG Strock**
 - **NAD BG Rhoades**



Balanced Scorecard



SMR Measures for May 9th Discussion

Mission

- M-1: Corporate Program
- M-2: Strategic Client Relationship

Client/Customer

- CC-1: Strategic Client Relationship
- CC-2: Client/Customer Satisfaction

Client/Partner Relationships

Business Practices

- B-1: Business Efficiency Indicator

Capability & Innovation

- CI-1: Leadership Capabilities and Effectiveness
- CI-2: Workforce Capabilities
- CI-3: Command Climate
- CI-4: Strategic Research and Technology Support



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Corporate Program (M-1)



**Total Mission,
Support For Others,
Federal Emergency Management Agency
& Environmental Protection Agency**

Steve Coakley

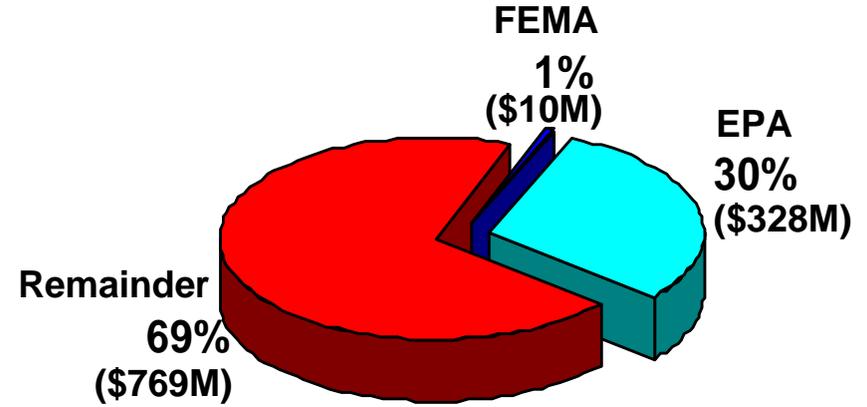
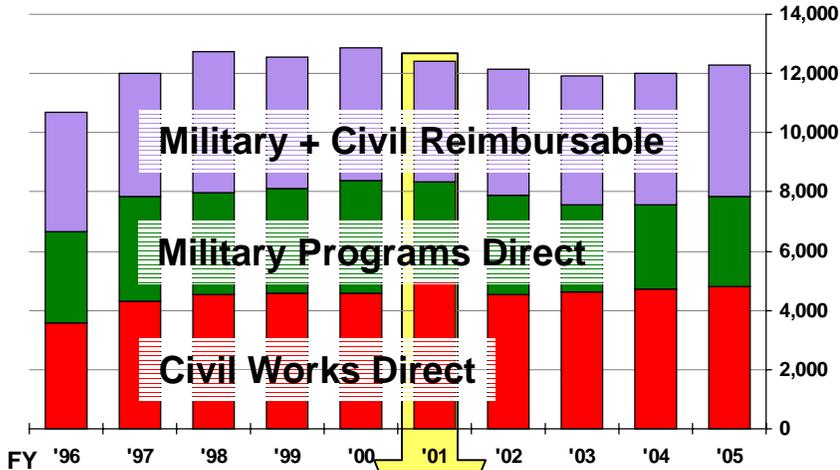


Corporate Program (M-1)



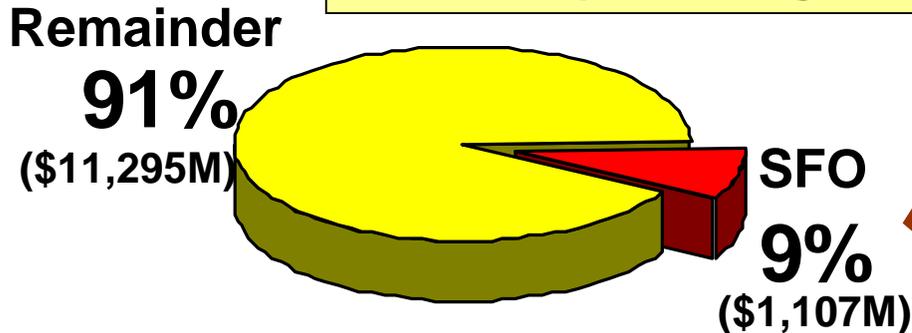
Mission

Corporate Program
(Current \$ in Millions)

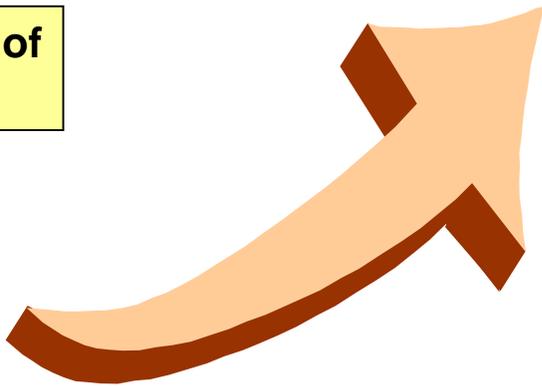


EPA and FEMA
Portion of SFO Program

Support for Others Portion of
FY01 Corporate Program



Total \$12,402M





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Strategic Client Relationship (CC-1)



Federal Emergency Management Agency - USACE Partnership

Charles Hess



FEMA Partnership (CC-1)



Where we are

- Concept draft account plan on hold - new FEMA leadership and direction being addressed
- FEMA Account Strategy incorporated into our draft Emergency Management Strategic Plan



FEMA Partnership (CC-1)



Where we are going

- Conduct executive session with FEMA in 4th quarter.
- Confirm strategic “goals/direction” with field input & participation:
 - Mission (\$) goals
 - Relationship goals
 - Internal goals
- Begin dialogue on **international emergency mgt. initiative**



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Strategic Client Relationship (CC-1)



Environmental Protection Agency - USACE Partnership

Pat Rivers

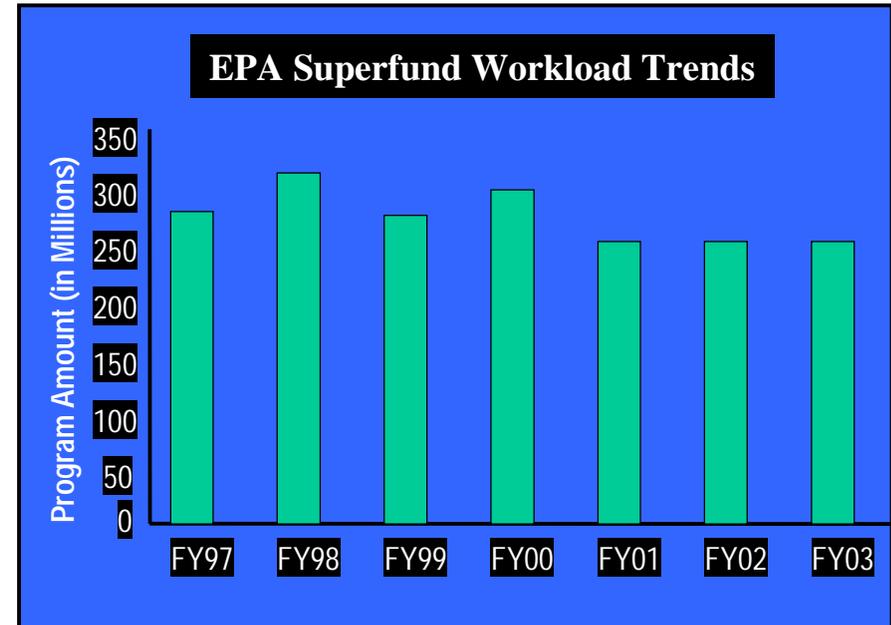


EPA-USACE Partnership (CC-1)



Where we are :

- **3 Areas of Support:**
 - Superfund support
 - Brownfields planning and assessment
 - Oil Pollution Act (OPA) work
- **History of USACE Support to EPA**
 - Feb 1982: Superfund MOU signed
 - Dec 1984: MOU extended indefinitely
 - April 2000: Brownfields MOU



- **Program Issues**
 - USACE Cost Reimbursement Contract Expertise
 - Potential Program Changes
 - EPA Contracting Strategy
 - Can We Take the Heat (& Learn Something from it)?
 - Tar Creek Superfund Site

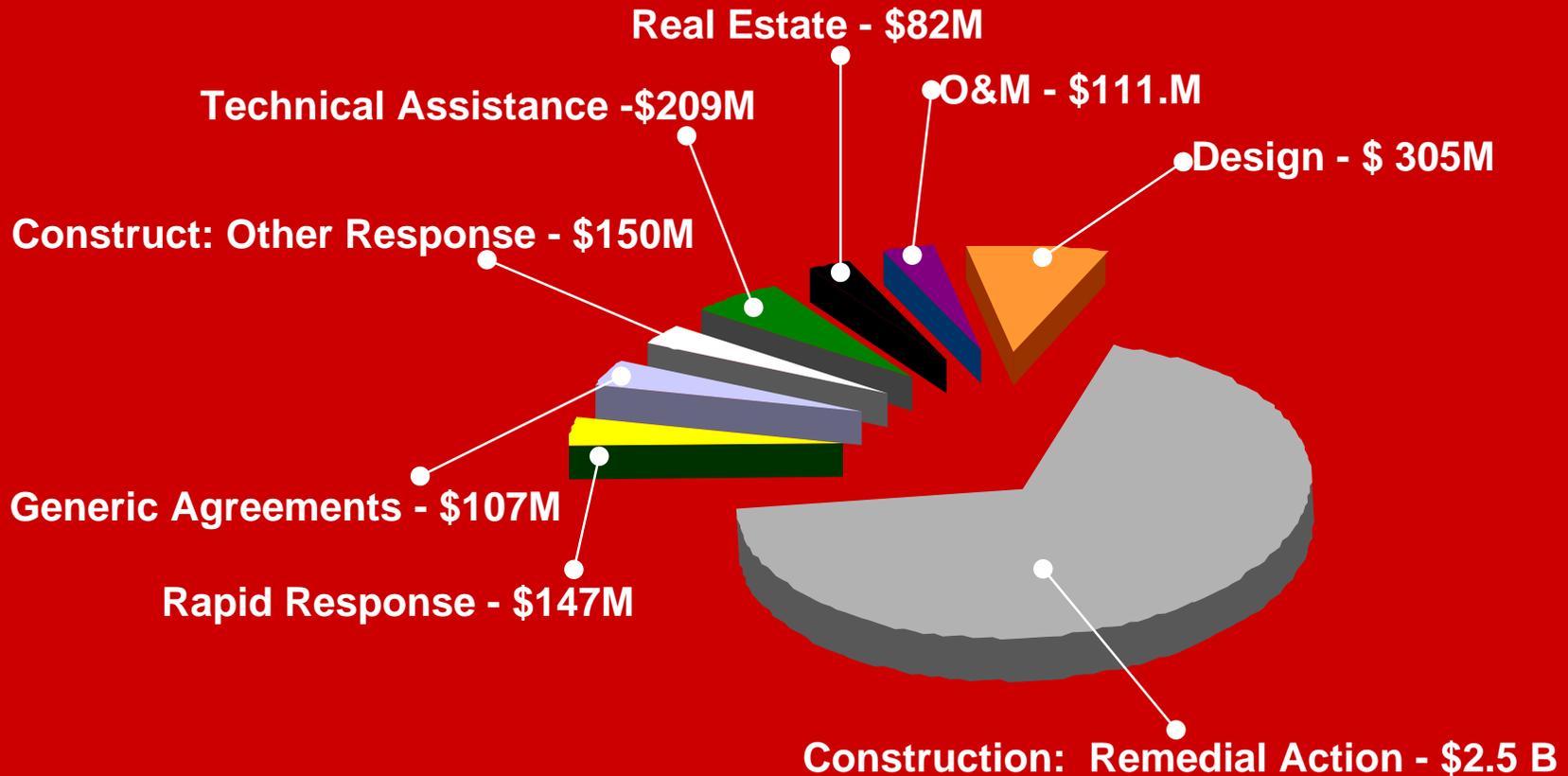


EPA-USACE Partnership (CC-1) Customer Workload



Funds Received from EPA Regions
(since 1982, the start of the program)

TOTAL: \$3.6 Billion





EPA Customer Account



Number of Active Projects and Amount of Existing IAG Funding

EPA Region	Corresponding USACE Division	# of Projects	Existing Funding for Projects
Region 1	NAD	77 Projects	\$ 408M
Region 2	NAD	152 Projects	\$1,166B
Region 3	NAD, LRD	94 Projects	\$ 381M
Region 4	SAD, LRD, MVD	63 Projects	\$ 89M
Region 5	LRD, SWD, NWD	75 Projects	\$ 207M
Region 6	SWD, MVD, SPD	44 Projects	\$ 365M
Region 7	MVD, SWD, NWD	6 Projects	\$ 45M
Region 8	SPD, NWD	22 Projects	\$ 29M
Region 9	SPD	51 Projects	\$ 99M
Region 10	NWD	22 Projects	\$ 155M
TOTAL		606 Projects	\$3 Billion - IAG Funding



EPA Customer Account Nominees for Senior HQEPA Positions

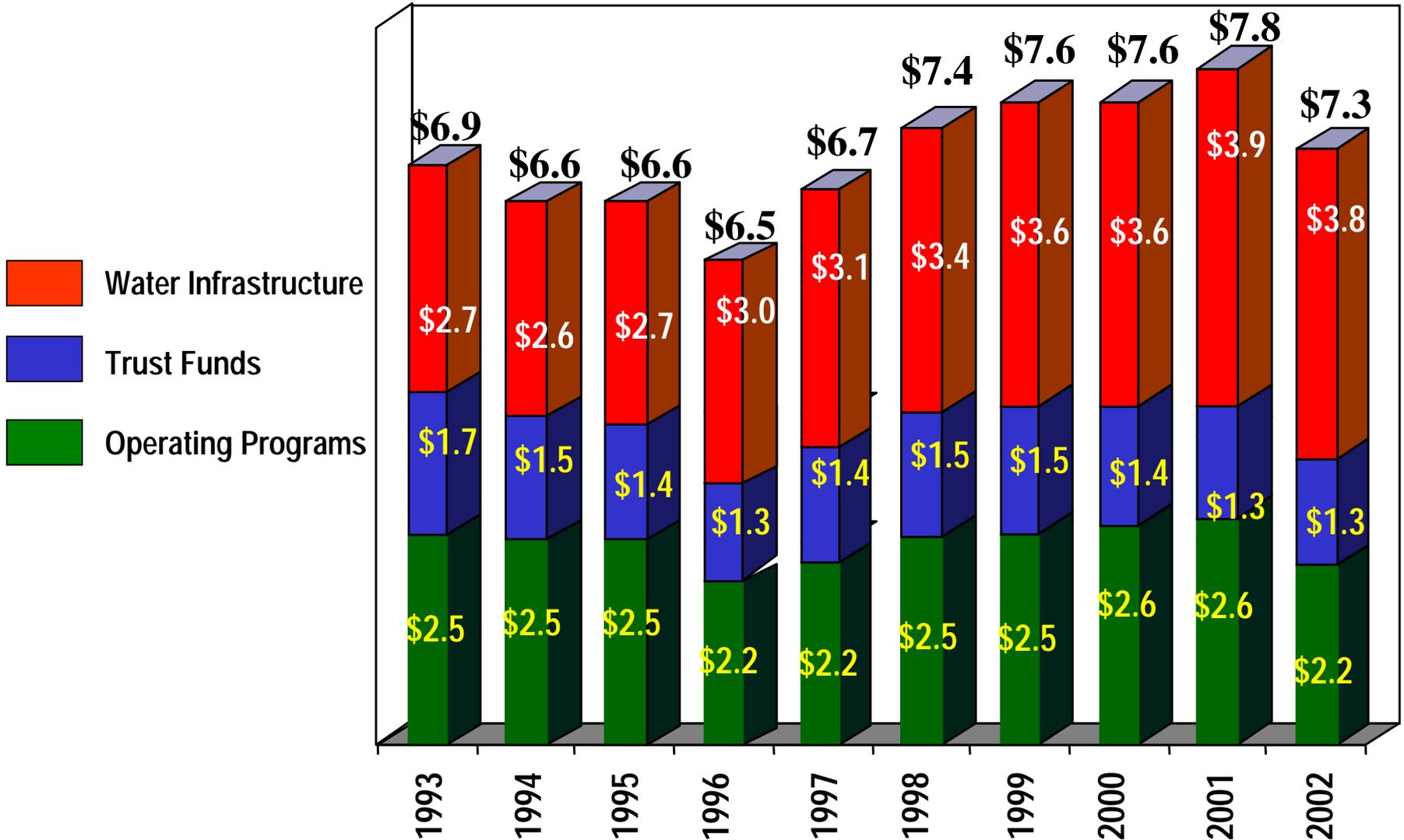


<u><i>Position</i></u>	<u><i>Nominee</i></u>	<u><i>Date Nominated</i></u>
• ASSOCIATE ADMINISTRATOR FOR CONGRESSIONAL AND INTERGOVERNMENTAL AFFAIRS	EDWARD KRENİK	03/09/2001
• COUNSEL TO ADMINISTRATOR AND ASSOCIATE & ADMINISTRATOR FOR POLICY, ECONOMICS AND INNOVATION	THOMAS J. GIBSON	03/09/2001
• ASSOCIATE ADMINISTRATOR FOR COMMUNICATIONS	TINA KREISHER	03/09/2001
• EPA GENERAL COUNSEL	ROBERT E. FABRICANT	2/28/01



EPA's Budget Trends

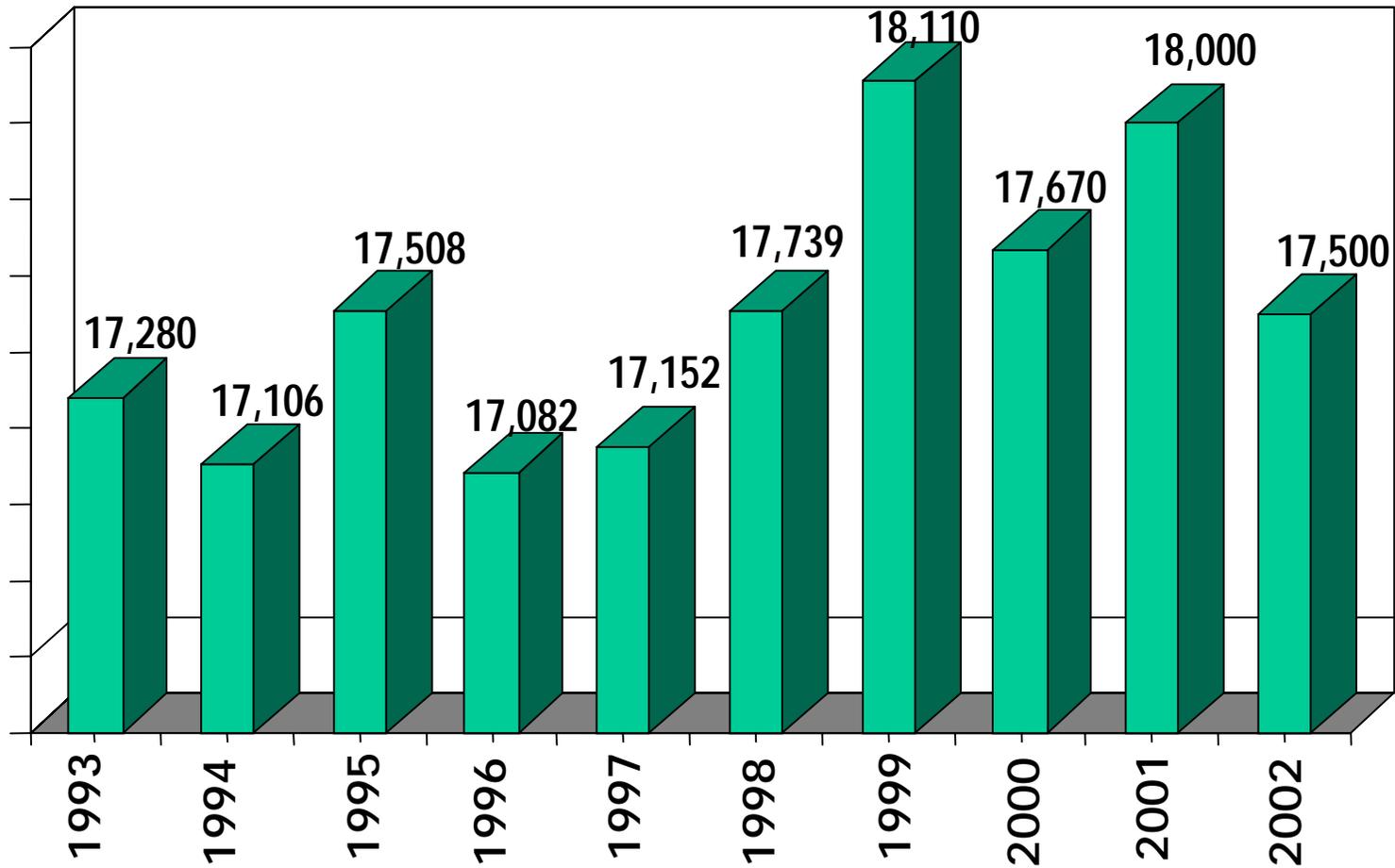
(dollars in billions)



* FY 1993-2001 reflect EPA's final enacted operating plan.



EPA's Workforce Trends



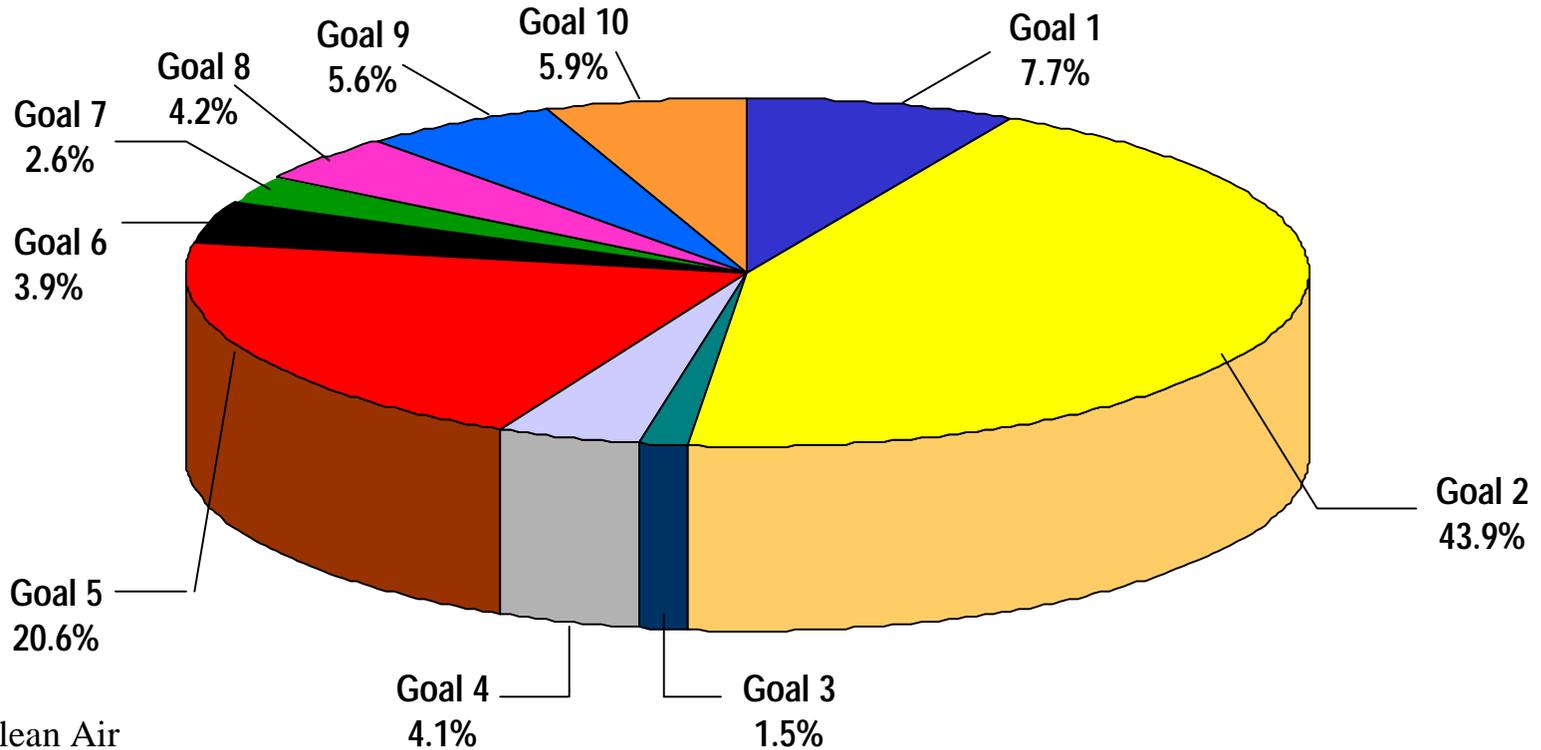
NOTE: FY 1993 through 2000 reflect actual FTE usage.



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EPA's 2002 Budget by GPRRA Goal

(Total Agency: \$7,312.6 million*)



Goal 1: Clean Air

Goal 2: Clean & Safe Water

Goal 3: Safe Food

Goal 4: Preventing Pollution & Reducing Risk in Communities, Homes, Workplaces, & Ecosystems

Goal 5: Better Waste Management, Restoration of Contaminated Waste Sites, & Emergency Response

Goal 6: Reduction of Global & Cross-Border Environmental Risks

Goal 7: Quality Environmental Information

Goal 8: Sound Science, Improved Understanding of Environmental Risk, & Greater Innovation to Address Environmental Problems

Goal 9: A Credible Deterrent to Pollution & Greater Compliance with the Law

Goal 10: Effective Management



EPA-USACE Partnership



Where We're Going:

- **Superfund Trends**
 - 700 of the 1200+ NPL sites cleaned up
 - Funds targeted to sites ready to go

 - Future outlook - bright for rate of progress and USACE involvement, but challenging for program funding:
 - Cost of Doing Business is an internal influence
 - Competition from BUREC is an external influence
- **Brownfields Trends**
 - Continued support in planning and assessment
 - Increased potential for cleanup support given S.350
- **Oil Pollution Act (OPA) Trends**
 - Partners: EPA + Coast Guard
 - Support concentrated in Region 6
 - Modeled after USACE Support to EPA Superfund

Key Findings:

- Majority of EPA support work occurs at field level
- Critical relationship between HQUSACE + HQ EPA
- Issues for consideration:
 - there are more areas of mutual interest than we're currently pursuing
- Areas of common interest where prospective partnerships between USACE and EPA could be built include:

- ✓ Water Quality
- ✓ Contaminated sediment
- ✓ Waste Water collection and treatment
- ✓ Native American support



Recommend:

- 1. Develop corporate strategy for how USACE as a *whole* will partner with EPA.**
- 2. LTG Flowers to meet with Christine Todd Whitman, EPA Administrator**
- 3. Senior partnering session with EPA to follow.**
- 4. Establish relationships with some of the same Non-Government Organizations as EPA.**



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Strategic Client Relationships



Update on USACE Section 211 (Thomas Amendment) Interim SFO Policy

Dave Sanford



Update on Section 211 Interim Policy

Policy Calls

- Section 211 does not apply to Federal agencies.
- State and local work done under authorities other than Intergovernmental Cooperation Act not affected.
- Certification under Section 211 require comparisons with the private sector only.



Policy Changes As Result of Section 211, WRDA 2000

	<u>Existing</u>	<u>New</u>
Private Sector Emphasis	yes	increase
Facts to Support Certifications	not required	required
Facts Policy	no	yes
MSC/Labs Authority	unlimited	limited
HQ Approvals Required	no	yes
ASA(CW) Certification Required	no	yes
Exit Strategy	no	yes
Congressional Reporting	no	yes (annual)



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LRD Feedback On Regional Issues & Initiatives

BG Griffin



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LRD Regional SFO Partners



National Aeronautics and Space Administration

- \$115 M Project to Decommission and Decontaminate Nuclear Reactor at Plumbrook, Ohio by 2007

State of Ohio

- Multi-faceted Customer Account with an Account Manager for Three Major State Agencies (Ohio Department of National Resources, Ohio Environmental Protection Agency, & Ohio Department Of Development)

Bureau of Prisons

- Maintenance and Rehabilitation of Several Facilities in Mid-Atlantic Region for Approximately \$10 million

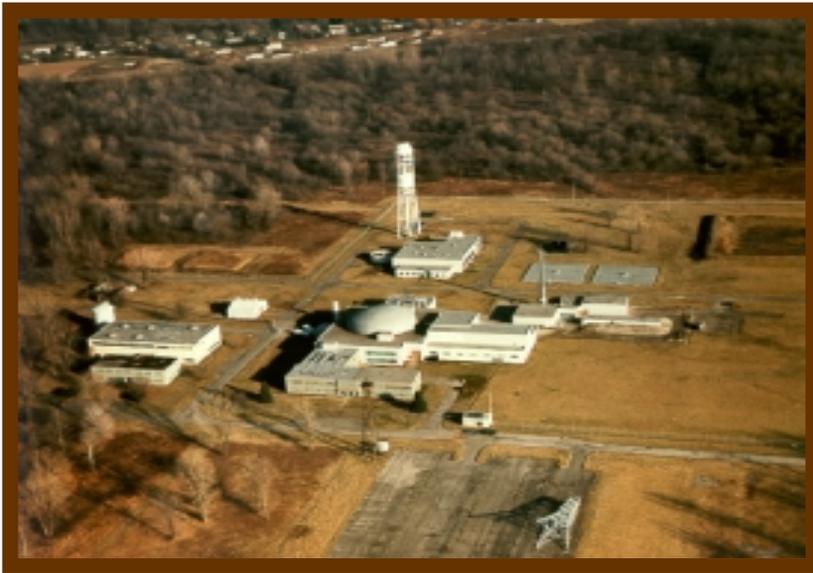


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LRD Regional SFO Partners



Plum Brook Reactor Facility Decommissioning Project



Why is the Corps of Engineers involved?

- ◆ Meets national need
- ◆ Provides challenging work
- ◆ Fits with Formerly Utilized Sites Remedial Action Program (FUSRAP) expertise

- ◆ US Army Corps of Engineers and National Aeronautics and Space Administration are federal partners





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National Aeronautics and Space Administration



Where We Are

- **USACE (LRD Regional Team) Selected by NASA for Developing Decommissioning and Decontamination Plan - November 1998**
- **Completed Decommissioning and Decontamination Plan in November 1999**
- **NASA / USACE Partnership Finalized Dec 2000**
- **Executing Plan (Present - 2007)**



National Aeronautics and Space Administration (continued)



Partnership Issues

- **Culture**
 - Contracting
 - Funding
 - Project Management
- **Trust**
 - Treating USACE as a Contractor
 - Change Process
 - Financial Management
- **Technical Expertise**
 - Nuclear
 - Safety



National Aeronautics and Space Administration (continued)



Partnership Initiatives

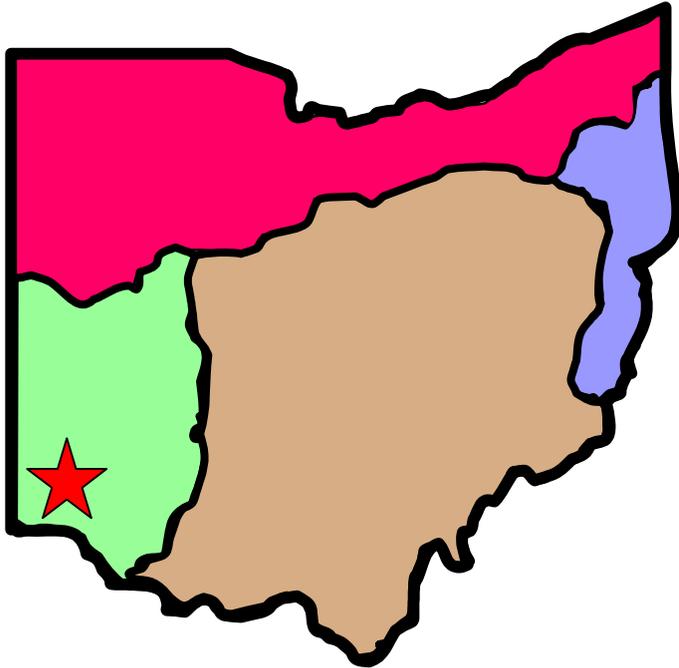
- Integrated Team Approach Partners in Region
- Executive Leadership Team
- Business Management Office Involvement Focusing on Client Relations
- 'Star Trek' Universal Translator Approach

Lessons Learned

- Speak with a Single Voice
- Understand Partners' Culture First
- Leverage MSC Staff to Build Multi Level Relationships Sooner



State of Ohio



Why Ohio:

- 7th Largest State (11.3M)
- Varied Water Resources Challenges
- Seeking Corps Partnerships

-  Louisville District
-  Pittsburgh District
-  Buffalo District
-  Huntington District
-  LRD - Cincinnati



Where We Are

- Identified as Strategic Account for Regional Business Center in 1999
- Appointed Account Managers for Ohio Department of Natural Resources, Ohio Environmental Protection Agency, and Ohio Department Of Development

Partnership Issues

- Model Project Cooperation Agreement Language Unacceptable to Ohio Attorney General
- Different Business Practices
- Point of Contact
- Looking for single POC



Partnership Initiatives

Ohio Department of Natural Resources

- Facilitated Meeting with Ohio Attorney General and HQUSACE Counsel to Develop Mutually Acceptable Project Cooperative Agreement Language - May 1999
- Held Coordination Meeting with Ohio Department of Natural Resources Depts. & USACE Districts - Sept 1999
- Established Ohio Department Natural Resources Account



Partnership Initiatives

Ohio Department Of Development

- Identified Several Potential Ports Projects
- Partnering with other Navigation Interests for Ohio River Main Stem Study

Ohio Environmental Protection Agency

- Partnering to deal with Environmental and Regulatory Issues
- Relationship led to Successes on Marion & Toussaint Projects
- Annual Program Planning Session for Formerly Used Defense Site Program



Lessons Learned

- Partnering Works (Relationship Resulted in Authorizations, Appropriations, and Project Execution)
- Regional approach Necessary to Resolve Project Cooperative Agreement Issue
- Communication Between All Stakeholders Remains a Challenge

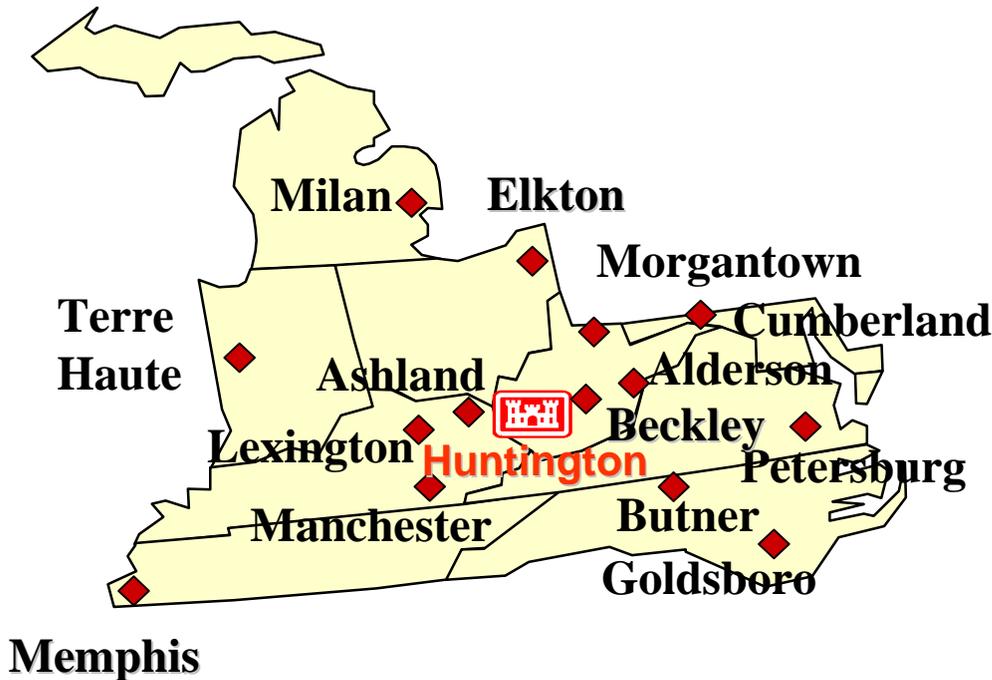


Bureau of Prisons



Why Bureau of Prisons?

- Needed Engineering Support (design and construction) for Facilities



Federal Bureau of Prisons Mid-Atlantic Region



Where We Are

- Memorandum Of Agreement with Mid-Atlantic Region Bureau of Prisons Nov 96
- Efforts Resulted in Workload Between FY 97-00 of \$7.7M (Mostly with Huntington District)
- Executing \$10M+ Program Currently with Huntington District as Program Manager



Partnership Issues

- Single Point of Contact Wanted
- Different Boundaries of Multiple Districts/Divisions in Mid-Atlantic Region
- Desire Responsiveness / Cost Effectiveness



Partnership Initiatives

- Huntington District is Program Manager - One Door to Corps
- Brokered Work to Geographic District
- Innovative Contract Use
 - Indefinite Delivery/Indefinite Quantity Contract
 - Performance Oriented Construction Activity Contract
 - Multiple Award Task Order Contract



Lessons Learned

- Need National Scope Contracts to Build Relationships
- One Door to the Corps
- Culture Change in Corps Continues as a Challenge



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NWD Feedback On Regional Issues & Initiatives

BG Strock



Where We Are



- **Overall Division Corporate Relations Plan/Supported by Individual District Plans.**
- **Plans Linked into Business Management Office.**
- **Coordinated Through the Regional Management Board.**
- **NWD Business Development/SFO Team = Division/District Members**



Where We Are (continued)



- **5 Strategic Areas**

- ✓ Environmental Protection Agency
- ✓ Department of Transportation
- ✓ Restoration of Abandoned Mine Sites (RAMS)
- ✓ Native Americans
- ✓ Livable Communities

- **“Champions” Identified for Each Strategic Area (Deputies for Program Management)**



Regional Satisfaction Issues



- Liability
- Thomas Amendment
- Funding
- Multiple Boundaries



NWD CUSTOMERS



- EPA Superfund (\$100M)
- States of Missouri and Kansas Road Construction (\$15M)
- Restoration of Abandoned Mine Sites (RAMS) Program
- US Fish & Wildlife Service national Account Liaison
- US Forest Service Region 1, Missoula, Montana



NWD CUSTOMERS



- Draft Native American Strategic Outreach Plan developed.
- Outreach strategy and program developed to implement WRDA 2000 provisions.
- In process-- implementing strategic partnership with 16 Federal agencies addressing environmental projects/programs with Indian Tribes in Rocky Mountain & Great Plains Regions.



Establishing Satellite Offices In Strategic Locations

- **Boise, Idaho Office**
 - Works CW issues as well as SFO issues
- **Missoula, Montana Office**
 - Supporting US Forest Service and other CW and Military Customers
- **Denver, Colorado Office**
 - Coordinating with SPD to jointly establish office
 - PM Forward has been selected



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Regional Satisfaction Initiatives



- **Quarterly Business Development Meetings**
- **Customer Commitments**
- **Highlighted at Division/District Program Review Boards**



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Regional Satisfaction Initiatives



- **Customer Satisfaction Surveys**
- **Attend Customer Program Review Mtgs**
- **Attend Customer/Professional Conferences**



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Strategic Questions



- **USACE Corporate Relations Plan**
- **Executive Liaisons**



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NAD Feedback On Regional Issues & Initiatives

BG Rhoades



NAD Feedback on Regional Partner Issues and Initiatives



Where Are We:

- What are key programs and processes between USACE and key strategic partners in region?
- What is status of relationships with key SFO customers in region?

Regional Satisfaction Issues:

- What strategic issues (strengths and weaknesses) exist?
- What are we doing in region to improve SFO customer satisfaction?
- How successful are these efforts?

Regional Satisfaction Initiatives:

- What is being done with strategic SFO partners to improve relationships, improve quality, reduce costs or delivery time?

Strategic Question(s) for discussion:

- What are unmet SFO customers needs?
- Within region, how can relationships and USACE service to key SFO partners be improved?
- What role does your business center play in SFO programs?
- How do key SFO partners fit into Vision & Campaign Plan?



NAD Customers 2001



- Architect of the Capitol
- Camden/Trenton
- City of Philadelphia
- Clinton City Highway Department
- Coast Guard
- Congressional Office of Compliance
- District of Columbia Government
- District of Columbia Public Schools
- Defense Supply Center Richmond
- Department of Energy
- Drug Enforcement Administration
- Deputy Under Secretary of the Army-International Affairs
- Environmental Protection Agency
- European Command (EUCOM)



NAD Customers 2001 (continued)



- Federal Aviation Agency Tech Center
- Garwood School Board
- Holocaust Memorial Council
- Federal Emergency Management Agency
- Government Accounting Office
- Housing and Urban Development
- Immigration and Naturalization Service
- John F. Kennedy Center for the Performing Arts
- National Aeronautics and Space Administration
- National Oceanic and Atmospheric Agency
- National Park Service
- New York State Department of Environmental Compliance



NAD Customers 2001 (continued)



- Office of Secretary of Defense
- Pennsylvania National Guard Bureau
- Roosevelt Island Operating Corporation
- State Dept
- US Army Europe
- US Customs
- US Department of Justice-Bureau of Prisons
- US Fish and Wildlife Service
- US Marshall Service
- US Postal Service



NAD Discussion Points



• International Program

- International program: 6 customers and \$5.7 million;
Program small but vital to national interests;
Supports CINC's engagement plan and the Army
- NAD intent: pursue Federal customers with work overseas;
Example: US Customs Service in Republic of Georgia.
- Effective international program must be coordinated across all three levels of command:
 - District provides country access and performs work.
 - Division identifies regional opportunities and performs regional outreach.
 - HQ develops federal agency relationships with a near-term goal of actual work.



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NAD Feedback on Regional SFO Partner Issues and Initiatives



- **Where We are:**
 - **NAD has \$466 million in SFO work**
 - **34 customers ranging from EPA to Clinton County Highway Department**
 - **Majority of SFO in NAD is with EPA (78%)**
 - **NAD sees all customers as important -- regardless of project size**
 - **USACE reputation 'built' from each project**



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NAD Feedback on Regional SFO Partner Issues and Initiatives



- **Regional Satisfaction Initiatives:**
 - **NAD meeting with customers to improve partnerships:**
 - **EPA – Forward placement, partnership meetings**
 - **Veterans Administration – recent coordination with Veterans Administration on MOU for hospital work**
 - **FEMA – Participated in emergency ops exercise for hurricane reaction**
 - **NAD conducting regional survey of federal agencies within AOR to match agency needs with USACE capabilities:**
 - **Appropriation research**
 - **Customer outreach**



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NAD Feedback on Regional SFO Partner Issues and Initiatives



- **Strategic Questions for discussion:**
 - What are unmet SFO customers needs?
 - SFO largely Federal Agency issue and greater help from HQ is necessary. Funding decisions made in many cases from Agency HQ. Where Agencies have strong regions (EPA), NAD does very well.
 - We are looking at appropriations bills and have made several contacts as a result.



Strategic Questions for Discussion



#1

Key customers? Are some customers more “key” than others?

- While EPA work is vast majority of SFO, NAD views all customers as important. Small job is important to small customer and our future -- regardless of project cost. Vital to not allow any hint of service differential.
- View SFO program as “strategic” and all customers as “key.”



Strategic Questions for Discussion



#2

National Security Strategy & SFO Mission?

- Role of USACE is support to Nation and National Security Strategy.

- Role accomplished in coordination with Congress, partners and CINC (Theater Engagement Plan)

- Preservation of the force to respond to future contingencies is key military precept.
 - No support possible without personnel and expertise assets.
 - In era of constrained resources, SFO is method to maintain the force while supporting the Nation.

- Engagement is vital measure.



Strategic Questions for Discussion

#3 & 4



- **Role of business center, workload sharing?**
 - Provide support to Districts outreach efforts.
 - Coordinate and direct Division efforts.
- **Differences among SFO and Military/CW customers/partners?**
 - SFO customers not mandated by Congress or attracted by cost-sharing -- they have choices.
 - SFO far more competitive field -- responsiveness, speed and cost requirements even more strict than MP or CW programs.
 - No difference in quality or execution standards.



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SMR Wrap Up



Strategic Management Board Chair



SMR Wrap Up Discussion

Existing Measures



Balanced Scorecard

9 Strategic Measures

<p style="text-align: center;"><u>Mission</u></p> <p>M-1: Corporate Program Trends</p> <p>M-2: Strategic Client Relationship</p>	<p style="text-align: center;"><u>Client/Customer</u></p> <p>CC-1: Strategic Client Positioning</p> <p>CC-2: Client/Customer Satisfaction</p>
<p style="text-align: center;"><u>Business Practices</u></p> <p>B-1: Business Efficiency Indicator</p>	<p style="text-align: center;"><u>Capability & Innovation</u></p> <p>CI-1: Leadership Capabilities and Effectiveness</p> <p>CI-2: Workforce Capabilities</p> <p>CI-3: Command Climate</p> <p>CI-4: Strategic Research and Technology Support</p>



M-2/CC-1 Client Rotation



DATE	LEAD	FOCUS CUSTOMER SATISFACTION
1st Qtr FY01	Executive Liaison & their teams	<u>Feb SMR M-1, M-2, CC-2, CI-1</u> <ul style="list-style-type: none"> • MP Customer Satisfaction • SAD, TAC & POD Customer Issues/Initiatives • Leadership Capabilities and Effectiveness • Measuring Progress/Status of Campaign Plans
2nd Qtr FY01	Executive Liaison & their teams	<u>MAY SMR M-1, CC-1 & Key Clients</u> <ul style="list-style-type: none"> • FEMA and EPA • NAD, LRD & NWD Customer Status (MSC Cmdr)
3rd Qtr FY01	Executive Liaison & their teams	<u>AUG SMR M-1, CI-3, & Strategic Clients</u> <ul style="list-style-type: none"> • Civil Works Customer Satisfaction • SPD, HNC and MVD Customer Status (MSC Cmdr) • Command Climate + Business Efficiency Indicator
4th Qtr FY01	Executive Liaison & their teams	<u>NOV SMR M-1, CI-2, CI-4 & Key Clients</u> <ul style="list-style-type: none"> • USDA, DOS and Indian Nations • SWD & ERDC Customer Status (MSC Cmdr) • Workforce Capabilities • Research and Technology Support

