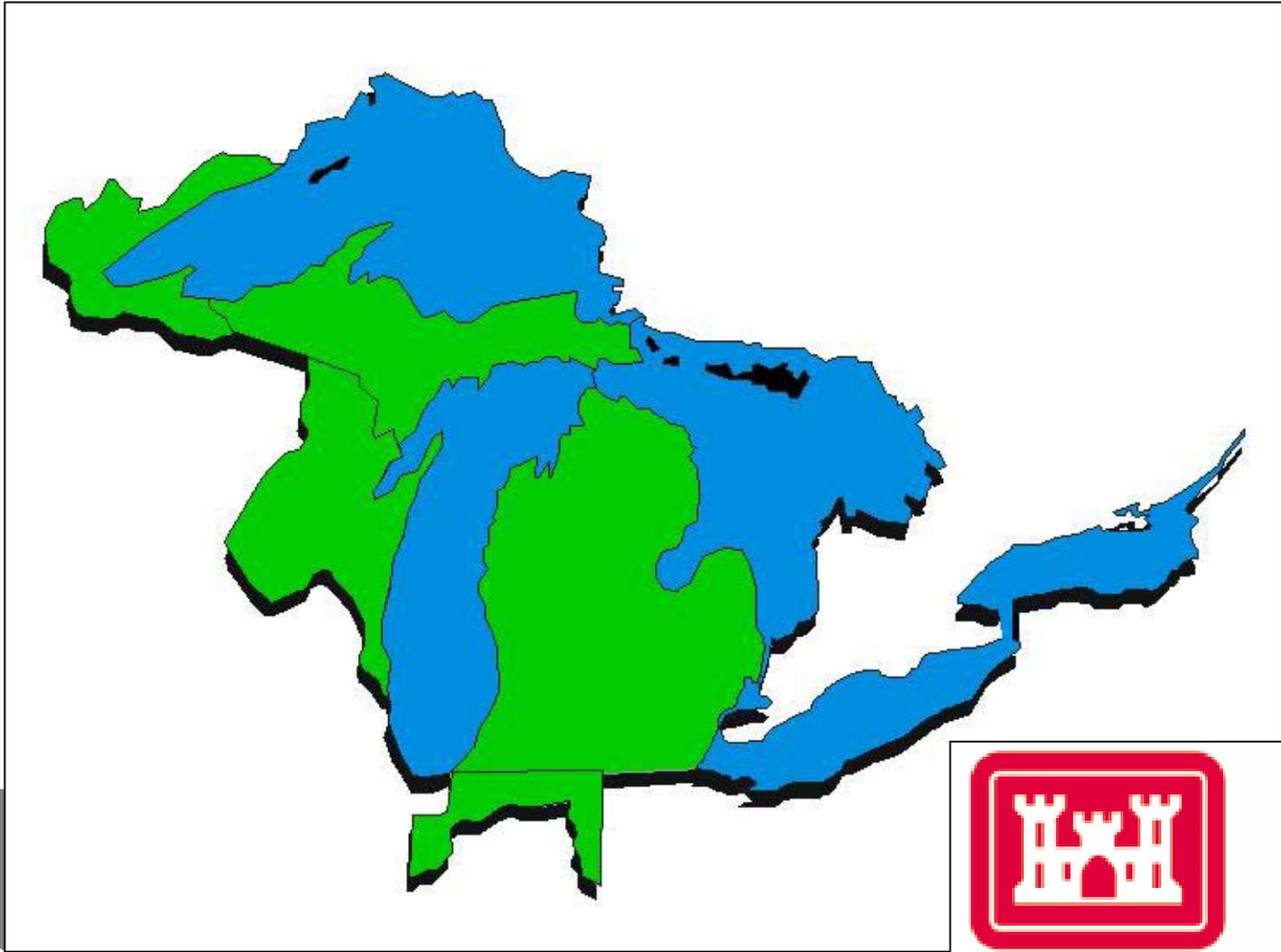
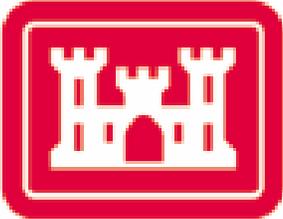


US Army Corps of Engineers, Detroit District



2003 STRATEGIC BUSINESS PLAN
September 2002



**US Army Corps
of Engineers** ®
Detroit District

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A message from the Commander:

Team Detroit,

This district has a long and storied history of providing the highest quality solutions that have strengthened our nation, enhanced the economic vitality and quality of life of the Great Lakes region, and protected our environmental resources. Through your efforts, and those of your predecessors, we have evolved to meet the needs of the world in which we live. Today, that world is changing at an incredible pace. Our ability to adapt is being challenged as never before.

If we are to remain the world's premier public engineering organization, we must continue to look into the future and proactively address the evolving demands and expectations of our stakeholders. As part of our ongoing continuous improvement process, several months ago the District embarked on a journey to refresh our strategic plan. We:

- identified new business requirements
- refined our mission
- set new goals
- developed our plan of execution

District employees provided their perspectives and insights through an online assessment. This information was compiled and analyzed, forming the basis for much of the work that has since ensued. This strategic plan is the result of many hours of dedicated effort from virtually everyone in the District. It is OUR plan!

This is not a document to be filed away. It is the action plan for our future. Many of the projects identified in the plan have already begun – some nearing completion. I will be personally tracking our progress—we will not get sidetracked. I am convinced that the result of this effort will enhance our position as a world-class organization poised to meet the requirements of our stakeholders.

We are not content to follow the well-traveled road; we must take a bold approach and blaze our own trail. Take pride in what we do. Be passionate about our mission.

We are “Great Lakes — Great Team!” Hooah!

LTC Thomas H. Magness

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1. INTRODUCTION

The Detroit District, established in 1841, covers 88,600 square miles of land inhabited by about 14 million people and has 4,100 miles of Great Lakes shoreline. The District continues to investigate, plan, design, construct, operate and maintain Congressionally authorized water resource projects related to navigation, flood control, beach erosion and other activities. The District operates and maintains the World Famous Soo Locks, plus 92 harbors on Lakes Superior, Michigan, Huron, St. Clair and the State of Michigan portion of Lake Erie. The Detroit District manages the Great Lakes Water Control Data System, making it a center for hydrometeorologic and water level data collection and dissemination for the Great Lakes system.

As we move into the 21st Century, we recognize the world is changing. To remain vital and to accomplish our mission, we must position the District as a world-class organization, poised to meet the needs of our Region, our Nation, and the Army.

This Strategic Business Plan represents our latest effort in our quest for continuous improvement and learning. We continue to seek methods to better serve all of our stakeholders, meeting both their existing and future requirements.

Our strategic goals are rooted in the strategic direction provided by the U.S. Army Corps of Engineers. The Corps Strategic foundation of People, Process, and Communication are embraced and captured in every aspect of our plan.

The following pages represent the direct contribution and collaboration of the Detroit District leadership and workforce. We are committed to developing and executing a plan that reflects the best efforts of the entire Detroit District team.

2. THE STRATEGY, VISION, MISSION, AND VALUES

2.1. THE CORPS' STRATEGY

The Detroit District recognizes that it is a vital member of the US Army Corps of Engineers. As such, we ensure that while meeting the needs of our region, we develop a strategic plan and focus that is directly aligned with the Corps' strategic drivers: People, Process, and Communication.

2.2. OUR TEAM VISION

The US Army Corps of Engineers is the world's premier public engineering organization responding to our nation's needs in peace and war.

A full spectrum Engineer Force of high quality, dedicated soldiers and civilians:

- A vital part of the Army
- Dedicated to public service
- An Army values-based organization
- Trained and ready

2.3. OUR TEAM MISSION

To serve our Nation in peace and war, we deliver world-class engineering and construction solutions for national security, environmental sustainability and economic vitality, water resource management, and emergency assistance throughout the Great Lakes Region and wherever the Army needs us.

2.4. OUR TEAM VALUES

We embrace and are guided by the values set forth by the United States Army:

Loyalty. Bear true faith and allegiance to the U.S. Constitution and the Army

Duty. Fulfill your obligations

Respect. Treat people as they should be treated.

Selfless Service. Put the welfare of the nation, the Army and your subordinates before your own

Honor. Live up to all Army values

Integrity. Do what's right, legally and morally

Personal Courage. Face fear, danger or adversity.

3. STRATEGIC BUSINESS GOALS AND OBJECTIVES

As part of our strategic planning process, we studied lessons from the past as well as constructing our view of the future. Our process itself is part of our commitment to be a learning organization focusing on continuous improvement. The following strategic goals represent the high level of our process, and the guiding themes that will ensure focus, execution, and fulfillment of our mission to be a world-class solution provider for the Detroit District stakeholders.

The following are the District's four strategic business goals:

- Strategic Business Goal #1: Develop world-class solutions that delight our customers
- Strategic Business Goal #2: Achieve organizational quality and excellence
- Strategic Business Goal #3: Create a dynamic environment that fosters learning and development
- Strategic Business Goal #4: Anticipate and respond to the changing needs of the Region, the Nation, and the Army.

Once we established our strategic goals, we further defined the steps necessary in the execution of our strategic plan. This section illustrates the specific objectives that support each of our four strategic business goals. Additional detail can be reviewed in the attached Appendix, which includes the complete and comprehensive Strategic Action Plan.

3.1 DEVELOP WORLD-CLASS SOLUTIONS THAT DELIGHT OUR CUSTOMERS

It is our belief that to provide world-class solutions, we must know as much about our customers, competitors, and other stakeholders as we know about ourselves. To that end, we continue to seek better solutions to provide us with fact-based information that facilitates better and more effective decisions. The objectives listed below represent the areas of focus in this effort.

- Objective #1: Build customer profiles to clearly understand current and targeted customer requirements.
- Objective #2: Create customer satisfaction measurement system.
- Objective #3: Develop corporate customer communication plan
- Objective #4: Develop risk management plan

3.2 ACHIEVE ORGANIZATIONAL QUALITY AND EXCELLENCE

Our systems and processes must continually improve in order to maintain our vitality and achieve our stated goals. The objectives below reflect our focus on process improvement, learning, and leveraging technology to be the best that we can be.

- Objective #1: Streamline key business processes
- Objective #2: Enhance physical work environment — technologically
- Objective #3: Enhance physical work environment — facilities
- Objective #4: Adopt a District Quality Management Plan (QMP)
- Objective #5: Complete PMBP implementation

3.3 CREATE A DYNAMIC ENVIRONMENT THAT FOSTERS LEARNING AND DEVELOPMENT

We recognize that the ultimate service experience comes through the abilities and commitment of our people. To that end, we are committed to developing programs and reward systems that ensure an optimally performing workforce.

- Objective #1: Develop internal communication system that builds trust, excitement, and learning
- Objective #2: Equip teams for success through training, mentoring, empowerment, and leadership development
- Objective #3: Develop teams of tomorrow through coordinated outreach, recruiting, and succession planning
- Objective #4: Enhance performance management process

3.4 ANTICIPATE AND RESPOND TO THE CHANGING NEEDS OF THE REGION, THE NATION, AND THE ARMY

It is clear that the Corps is transforming. As a responsive global organization, we will refine and acquire the necessary skills to serve all of our stakeholders. The following objectives support our ability to be responsive, dynamic, and vital in good times and bad.

- Objective #1: Develop outreach plan
- Objective #2: Create forecasting system
- Objective #3: Design a flexible and adaptable workforce model
- Objective #4: Become a center of expertise
- Objective #5: Imagine the “Corps of the Future”

4 STRATEGIC ACTION PLAN

Understanding that to ensure the full deployment and execution of our plan requires organization-wide support and understanding, the District has further defined the actions necessary to achieve world-class status. The attached Strategic Action Plan illustrates in detail how each Strategic Goal will be achieved. The detail includes Key Objectives, Resource Requirements, Ownership, Initiatives, Due Dates, and Performance Metrics.

Appendix A—Strategic Action Plan



US Army Corps
of Engineers ®
Detroit District

Management Validation & Action Planning

USACE - Detroit District

477 Michigan Avenue

Detroit

MI

48226

Consultant Name: Jeff Rigsby

Engagement Date: 05-Sep-2002

Comment:

Strategic Business Plan Status Report - 5 December 2002



US Army Corps
of Engineers ®
Detroit District

Management Validation & Action Planning

Key Objectives	Resource Allocation	Ownership	Initiatives	Due Date	Status
SBG 1. Develop world-class solutions that delight our customers.					
1. Build customer profiles to clearly understand current and future customer requirements.	PM A.O. Regulatory R.E. OTS VCEO	Scott Parker <w.scott.parker@USACE.army.mil>	1. Initiate customer, stakeholder, and competitor profile process.	09/06/2002	In process
			2. Develop model to capture and report profile data.	10/31/2002	
			3. Map current products and services to each customer segment.	03/28/2003	
			4. Initiate stakeholder assessments (customers 1st).	04/01/2003	
			5. Conduct periodic assessments and provide trend analysis and performance changes.	04/30/2003	
2. Create customer satisfaction measurement system.	PM A.O. Regulatory R.E. OTS VCEO	Scott Parker <w.scott.parker@USACE.army.mil>	1. Define customer segments and demographics.	12/31/2002	Preliminary segments, demographics, and statements complete
			2. Select statements for assessment.	12/31/2002	
			3. Create customer feedback database application.	12/31/2002	
			4. Create customer contact list.	12/31/2002	
			5. Initiate first outreach.	01/31/2003	
			6. Conduct quarterly customer service assessments.	03/31/2003	

Key Objectives	Resource Allocation	Ownership	Initiatives	Due Date	Status
SBG 1. Develop world-class solutions that delight our customers.					
3. Develop corporate customer communication plan.	PAO IMO A.O. Planning Contracting H&H PM Div PAO OM Contracting CAB A.O. Other Districts	Lynn M. Duerod <Lynn.M.Duerod@lre02.usace.army.mil>	1. Strategic Plan	09/05/2002	Visitor Center upgrade
			-- Attend PAO conference in Cincinnati	09/11/2002	Civil works 101 for new congressional staff
			-- LRD Strategic Communication Plan	09/30/2002	
			2. Initiate Corporate (project) plan	10/31/2002	Hire PAO Assistance
			--LRE plan development	03/31/2003	Program CD
			--Establish PDT for LRE plan	03/31/2003	District Command Brief
			--Determine audience	03/31/2003	Interactive Map
			-- Select method of communication (i.e. internet, town meetings, video, news letter, etc.)	03/31/2003	District Video
			-- Develop media	03/31/2003	
			-- Initial release	03/31/2003	
			-- Evaluate and modify.	03/31/2003	
			-- Develop formal customer feedback system.	03/31/2003	
			-- Develop communication plan template	09/28/2003	
			4. Develop risk management plan.	PM All departments	Scott Parker <w.scott.parker@USACE.army.mil> Mike O'Bryan <Michael.K.O'Bryan@lre02.usace.army.mil>
2. Identification	10/31/2002	Emergency management exercise			
3. Assessment	10/31/2002				
4. Contingency	10/31/2002				
5. Risk response options	12/31/2002				
6. Create Risk Management template for project PMPs.	10/31/2003				
Organizational Assessment/acceptance process.	10/31/2003				
New technologies	10/31/2003				
Acquisition options	10/31/2003				
Team membership	10/31/2003				
Design/process requirements.	10/31/2003				
SBG 2. Achieve organizational quality and excellence.					

Key Objectives	Resource Allocation	Ownership	Initiatives	Due Date	Status
SBG 2. Achieve organizational quality and excellence.					
1. Streamline key business processes.	RM ETS PPPM Contracting Counsel LM HR TM	Dave Kurty <David.Kurty@lre02.usace.army.mil> David Schweiger <David.L.Schweiger@lre02.usace.army.mil>	1. Identify and prioritize process to be evaluated.	12/16/2002	eGIS
			2. Document processes.	02/14/2003	
			3. Analyze and question tasks/logic/sequence.	02/28/2003	
			4. Eliminate superfluous/redundent subprocesses.	03/31/2003	
			5. Document the optimized improved process.	04/30/2003	
			6. Approve revised processes and communicate throughout District.	05/30/2003	
2. Enhancement of physical work environment: 1. Technology.	IM ETS RPPMD RM Contracting LM HR	MAJ Regan P. McDonald <Regan.P.McDonald.MAJ@LRE02.usace.army.mil>	1. Initiate technology improvement.	10/31/2002	Access to physical fitness center
			-- Define the scope of the TTs.	11/29/2002	
			-- Inventory current assets (systems: hardware and software).	01/31/2003	
			-- Assess current and future requirements.	04/30/2003	
			-- Address the deltas, funding, resources	06/30/2003	
			-- Develop technology acquisition plan.	09/30/2003	
3. Enhancement of physical work environment: 2. Physical/facility enhancements.	LM ETS RM Area Offices Contracting Exec Office PAO	Vic Kotwicki <Victor.L.Kotwicki@lre02.usace.army.mil> Dick Thompson Chris Dowhan-Baily <Christine.Dowhan-Bailey@lre02.usace.army.mil>	-- Develop enhancement plan.	05/31/2002	Telework implemented
			2. Initiate physical/facility enhancements.	10/31/2002	Hub site initiative
			-- Define scope of PFEs.	11/29/2002	Space utilization
			-- Assess current facilities.	12/31/2002	
			-- Determine deficiencies and requirements.	01/31/2003	
			-- Address funding and resources.	03/31/2003	

Key Objectives	Resource Allocation	Ownership	Initiatives	Due Date	Status
SBG 2. Achieve organizational quality and excellence.					
4. Adopt a District Quality Management Plan (QMP).	All Departments	Stephe Fields <Stephen.W.Fields@LRE02.usace.army.mil>	1. Initiate ISO 9001 project.	09/10/2002	QMP development and implementation
			2. Initiate Quality Management Plan process.	10/01/2002	
			3. Review current QMP.	11/29/2002	
			4. Compatibility with Division QMP.	12/16/2002	
			5. Finalize District QMP.	12/31/2002	
			6. Submit for Division approval.	01/15/2003	
			7. Research and evaluate scope, impact, and cost-benefits of ISO certification.	01/15/2003	
			8. ISO Decision point (pending RMB decision).	03/31/2003	
			9. Develop SOW/hire contractor.	06/30/2003	
			10. Develop ISO Plan.	09/30/2003	
			11. Receive certification.	09/30/2005	
5. Complete PMBP implementation.	All Departments	Scott Parker <w.scott.parker@USACE.army.mil>	1. Midnight requisition of other District's and Divisions best implementation efforts.	11/29/2002	PMBP small group discussion
		Rich Dickson <Richard.O.Dickson@LRE02.usace.army.mil>	2. Align Chiefs of all functional areas with those of the Project Management team.	05/30/2003	
SBG 3. Create a dynamic environment that fosters learning and develops talented teams.					
1. Develop internal communication system which builds trust, excitement, and learning.	All Departments	Lynn M. Duerod <Lynn.M.Duerod@lre02.usace.army.mil>	1. Communication current and recently past District's successes..	09/13/2002	Monitors in hallways
		Yolanda McLauin <yolanda.c.mclauin@lre02.usace.army.mil>	2. Develop internal communication plan.	12/31/2002	Lobby displays
			3. Develop and introduce District intranet.	01/02/2003	New employee orientation
			4. Develop organizational education plan.	05/30/2003	Commander's brown bag lunches
			5. Develop knowledge management database.	08/29/2003	AAR process institutionalized
			6. Create LAN network for orgnaization and education.	08/29/2003	Morale events
				Awards management	

Key Objectives	Resource Allocation	Ownership	Initiatives	Due Date	Status
SBG 3. Create a dynamic environment that fosters learning and develops talented teams.					
2. Equip teams for success through training, mentoring, empowerment, and focus on leadership.	HR QC	MAJ Regan P. McDonald <Regan.P.McDonald.MAJ@LRE02.usace.army.mil> Chris Dowhan-Baily <Christine.Dowhan-Bailey@lre02.usace.army.mil>	1. Fully utilize METL/IDP/Training management system.	10/28/2002	Physical fitness program
			2. Develop team leader action plan.	10/28/2002	LDP program
			3. Institutionalize AAR process.	10/28/2002	MLLDP program
			4. Implement health and fitness program.	10/28/2002	
3. Develop teams of tomorrow through coordinated outreach, recruiting, and succession planning.	TBD	Wanda Carter-Davis <Wanda.Carter-Davis@lre02.usace.army.mil> Dave Kurty <David.Kurty@lre02.usace.army.mil>	1. Create a developmental assignment program.	01/31/2003	Hire outreach coordinator Succession planning process initiated
			2. Coordinate outreach and recruitment.	02/28/2003	
			3. Develop and implement succession planning program.	06/27/2003	
			4. Enhance coaching and mentoring programs.	07/31/2003	
4. Enhance Performance Management process.	HR Staff Chiefs Green Tabs	Stan Jacek <Stanley.R.Jacek@lre02.usace.army.mil>	1. Align TAPES with defined roles, responsibilities, and goals.	04/30/2003	In process
			2. Align reward systems to acknowledge behavior consistent with District mission.	06/30/2003	
SBG 4. Anticipate and respond to the changing needs of the Region, Nation, and the Army.					
1. Develop outreach plan.	Business Dev Coordinator Planner Econ PAO Specialist Area Engineer Reps Customers	Gary O'Keefe <Gary.A.O'Keefe@lre02.usace.army.mil>	1. Form PDT/Org to review and revise current Outreach Plan.	10/31/2002	Engineer week
			2. Identify potential customers and new work with current customers.	01/30/2003	Visitor center upgrade
			3. Conduct market analysis.	05/30/2003	Pier safety conference
			4. Pick strategic customers.	06/30/2003	Outreach coordinator
			5. Publish plan.	07/31/2003	PAO strategic plan
			6. Develop relationships.	09/30/2003	
2. Establish forecasting system.	Planner Econ Env. Specialist Real Estate LRD Specialists (Univ./other Corps) RM Contracting	Gary O'Keefe <Gary.A.O'Keefe@lre02.usace.army.mil>	1. Form PDT/Org	10/31/2002	In process
			2. Identify focus areas (i.e. Ecology, Econ, Transportation, Infrastructure, etc.)	11/29/2002	
			3. Identify subject matter experts in each focus area.	02/28/2003	
			4. Feasibility	04/30/2003	
			5. Collect relevant data.	06/30/2003	
			6. Establish baseline.	07/31/2003	
			7. Create model(s).	01/30/2004	

Key Objectives	Resource Allocation	Ownership	Initiatives	Due Date	Status
SBG 4. Anticipate and respond to the changing needs of the Region, Nation, and the Army.					
3. Design a flexible - adaptable workforce.	HR Staff Chiefs (Green Tab)	David Schweiger <David.L.Schweiger@lre02.usace.army.mil>	1. Form PDT/Org.	10/31/2002	G&A staff scrub
			2. Identify current core competencies.	01/31/2003	Deployment readiness program
			3. Utilize market analysis from Outreach Plan and match competencies to needs.	06/30/2003	HR Offsite
			4. Develop toolbox (skills, tech, training, contracts, etc).	11/24/2003	
			5. Utilize final model.	02/27/2004	
			6. Update toolbox.	11/30/2004	
4. Become center of expertise.	RM ETS Contracting Planning	Mike O'Bryan <Michael.K.O'Bryan@lre02.usace.army.mil>	1. Form PDT/org.	10/30/2002	eGIS
			2. Use market analysis to focus on potential services.	06/30/2003	Beneficial use of dredge material
			3. Recommend potential areas of expertise.	09/30/2003	
			4. Reality check.	10/31/2003	
			5. Select optimum opportunity.	01/30/2004	
			6. Develop implementation plan (define resources, communication, marketing, etc.).	04/30/2004	
			7. Ribbon cutting (implement the plan).	09/30/2004	
5. Imagine the "Corps of the Future"	TBD	LTC Thomas H. Magness <Thomas.H.Magness.LTC@LRE02.usace.army.mil>	1. Discuss current trends re: transformation of the Corps and evaluate the impact of these changes on LRE	01/31/2003	Security exercise
			2. If appropriate, set up PDT to gain additional knowledge re: significant changes to LRE	02/28/2003	
			3. Create estimated timeline for significant changes	06/30/2003	
			4. Develop contingency plans to deal with high-potential changes in operations	09/30/2003	

5. EMPLOYEE COMMUNICATION BRIEF

The Employee Communication Brief is a critical instrument. The LRE management team has made a commitment to involve the entire District in crafting and ultimately successfully executing our strategy. This brief is designed to not only illustrate our course of action, but also to communicate how the management team integrates fact-based information, stakeholder feedback, and scenario analysis to support our strategic planning process.

Appendix B—Employee Communication Brief



US Army Corps
of Engineers®
Detroit District

Setting the Course for Our Future

Detroit District's 2003 Strategic Business Plan

*A message to our employees
December 2002*



US Army Corps
of Engineers®
Detroit District

Overview

- **Our plan was updated and improved by the LRE Management Team on September 3-5, 2002 in Detroit, MI.**
- **Over 250 of our employees participated in a strategic assessment providing management with essential employee feedback on LRE's business performance and priorities.**
- **The plan sets the course for our business over the next 1 to 5 years.**



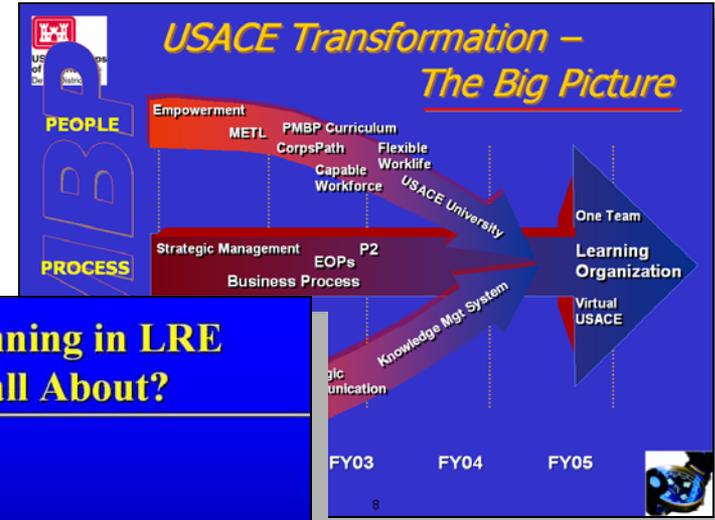
US Army Corps
of Engineers®
Detroit District

Overview (cont.)

- **We reviewed our mission and enhanced its message.**
- **We have 4 strategic business goals with supporting objectives and action steps.**
- **The plan calls for a high degree of employee involvement and input.**



- We review our progress vs. the previous year's plan.
- We challenge our mission for relevance.
- We evaluate both achievements and shortfalls.
- We set the foundation to build on our successes.



Strategic Planning in LRE
What's it all About?

- Improving
- Measuring Results
- Using Results to

Where we are today

6. District Goals:

- a. Deliver products or services that meet or exceed our customers expectations
 - 1.) Develop and Implement a District Quality Management Plan
 - 2.) Develop metrics on products and services quality
 - 3.) Integrate customers into Project Management Plans
 - 4.) Conduct annual lessons-learned sessions with customers



US Army Corps
of Engineers®
Detroit District

Our Team Mission

To serve our Nation in peace and war, we deliver world-class engineering and construction solutions for national security, environmental sustainability and economic vitality, water resource management, and emergency assistance throughout the Great Lakes Region and wherever the Army needs us.



US Army Corps
of Engineers®
Detroit District

Our Team Vision & Team Values

Our Team Vision

The world's premier public engineering organization, responding to our nation's needs in peace and war. A full spectrum engineer force of high quality, dedicated soldiers and civilians.

- A vital part of the Army
- Dedicated to public service
- An Army value-based organization
- Trained and ready

Our Team Values

- ✓ Loyalty
- ✓ Duty
- ✓ Respect
- ✓ Selfless Service
- ✓ Honesty
- ✓ Integrity
- ✓ Personal Courage



US Army Corps of Engineers®
Detroit District

Our Process



SWOT Outcomes

LRE Key SWOT Factors

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> Technical competence – subject matter experts Congressional relationships Field offices – close to customer Good strategic location Corps history – in Detroit Pride in organization mission Congressional authorities 	<ul style="list-style-type: none"> Slow to Change Inability to act as a team No business process definitions Aging workforce Accepting, dealing with, and rewarding risk Communication issues – at all levels
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Environmental restoration Navigation Improvement – Incl. Soo Lock and Great Lakes Support for Others (SFO) City of Detroit work LRE specialization – Center of Expertise 	<ul style="list-style-type: none"> Negative press Corps Reform No national presence Loss of Jobs due to privatization (A-76) Loss of technical competency due to contract work

YAMAS SCENARIO ANALYSIS WORKSHEET	
SCENARIO: PEOPLE	
During the 2002 Strategic Planning Session, Key Employee Retention and signing the "Right People in the Right Jobs" were identified as Strategic Threats. These issues have surfaced in association with a significant functional restructuring in the West and the recent acquisition made in the East. To further define these threats the following strategy questions will be answered?	
Key Considerations	East
Social Dynamics: <ul style="list-style-type: none"> What are the quantitative demographic issues you face? Are there any significant shifts in population in markets you serve? Are there any shifts or trends that reflect a change in the nature of the population? 	1. What are the overall unemployment figures within the market you serve? Greenville: 5.40% Charlotte: 6.50% Greensboro: 6.50% Raleigh: 5.40% Wilmington: 6.60%
Economic Issues <ul style="list-style-type: none"> Macroeconomic trends – are there issues that is influencing business recession, financing, client purchases competitive brands, etc? Microeconomic trends – are there any internal forces, resource shifts, budget limitations, employee saving, etc? 	1. What has been the overall employee turnover in the East over the last 12-24 months? Voluntary: less than 4% Involuntary: less than 4% 2. What are the turnover percentages within the industry? Looking at a nationwide basis, I would say about 6-10% 3. What are the turnover numbers by division? Systems is probably 1% and service is probably around 7% 4. What are the turnover per geographic area? Greenville approximately 13% Charlotte approximately 7% Greensboro approximately 6% Raleigh approximately 10% Wilmington less than 1% 5. Has any one division or geographic area turnover as compared to other groups? 6. What is the average service time per area? Estimate is approximately 12 years 7. What is the average service time per employee? Estimate is approximately 12 years 8. Has any one division or geographic area turnover as compared to other groups? Raleigh service has been high compared to other groups within the company. 9. What is the average service time per employee? Estimate is approximately 12 years
Technology Issues <ul style="list-style-type: none"> Are there any direct challenges or changes you face technologically - does your current technologies support your immediate and future needs? (e.g. ...) 	1. Does your existing workforce possess the necessary technology? Yes 2. Is there currently a formal training and skill sets at the necessary level? Yes

YAMAS SCENARIO ANALYSIS WORKSHEET		
SCENARIO: PEOPLE		
During the 2002 Strategic Planning Session, Key Employee Retention and signing the "Right People in the Right Jobs" were identified as Strategic Threats. These issues have surfaced in association with a significant functional restructuring in the West and the recent acquisition made in the East. To further define these threats the following strategy questions will be answered?		
Key Considerations	East	West
Social Dynamics: <ul style="list-style-type: none"> What are the quantitative demographic issues you face? Are there any significant shifts in population in markets you serve? Are there any shifts or trends that reflect a change in the nature of the population? 	1. What are the overall unemployment figures within the market you serve? Greenville: 5.40% Charlotte: 6.50% Greensboro: 6.50% Raleigh: 5.40% Wilmington: 6.60%	Sacramento: 5.00% San Francisco: 5.50% Las Vegas: 5.50% Salt Lake City: 5.50% Reno: 5.00% Boise: 4.50%
Economic Issues <ul style="list-style-type: none"> Macroeconomic trends – are there issues that is influencing business recession, financing, client purchases competitive brands, etc? Microeconomic trends – are there any internal forces, resource shifts, budget limitations, employee saving, etc? 	1. What has been the overall employee turnover in the East over the last 12-24 months? Voluntary: less than 4% Involuntary: less than 4% 2. What are the turnover percentages within the industry? Looking at a nationwide basis, I would say about 6-10% 3. What are the turnover numbers by division? Systems is probably 1% and service is probably around 7% 4. What are the turnover per geographic area? Greenville approximately 13% Charlotte approximately 7% Greensboro approximately 6% Raleigh approximately 10% Wilmington less than 1%	Data coming estimated about 10% (most in Sacramento) Confir with head's nationwide estimate of 6-10% Data forthcoming Following are guesses, statistics forthcoming Sacramento approximately 15% San Francisco approximately 8% Las Vegas approximately 5% Salt Lake City approximately 5% Reno approximately 10% Boise approximately 5%
Technology Issues <ul style="list-style-type: none"> Are there any direct challenges or changes you face technologically - does your current technologies support your immediate and future needs? (e.g. ...) 	1. Does your existing workforce possess the necessary technology? Yes 2. Is there currently a formal training and skill sets at the necessary level? Yes	Nearly all turnover has been in Sacramento other than within the company. Estimate is approximately 12 years Virtually none by location and division.



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Detroit District

LRE Complete SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Technical competence – subject matter experts – environmental competence Congressional relationships Field offices – close to customer – responsive Good strategic location Corps history (in Detroit) Pride in our organizational mission Congressional authorities Intern program Developmental Leadership Program – building leaders Building relationships overall Brokering services to other Districts and agencies – regional thinking Ability to set and execute goals Full service organization – one stop shop for all skills and discipline Diversity of workforce Local image is positive Rewarding our employees – both money and recognition Adapting to change Training and learning Having the right technology to get the job done Ability to learn from past failures – lessons learned Good union relationships Social camaraderie – getting along Employee attitudes Soo lock – impacts the Nation Executing in a decentralized fashion Aware of what is going on in region Innovation and creativity 	<ul style="list-style-type: none"> Slow to change Inability to act as a team Business processes definition Aging workforce – knowledge transfer Accepting dealing/rewarding risk Communication issues at all levels Reluctance to allow for developmental assignments – lack of reciprocity Lack of clearly re. workload priorities Too much time managing money Lack of a system for info sharing Lack of web-based technology 	<ul style="list-style-type: none"> Environmental restoration programs Navigation Improvement - Soo Locks and Great Lakes navigation study Support for Others (SFO) City of Detroit work LRE Specialization – Center of Expertise Recreation Water Water quality Emergency preparedness response Regionalization within the Corps Hydro-power development at Soo Fresh Water Dredging 	<ul style="list-style-type: none"> Negative Press Corps Reform LRE does not have presence Loss of jobs due to privatization Loss of technical expertise due to contract work Pass-through of costs Too reliant on C&I Increased A&C directives

*SWOT development and analysis completed August 22, 2002.
Red-bold bulleted items represent those considerations voted most important in each category by participants.

- We evaluate our Strengths, Weaknesses, Opportunities and Threats.
- We analyze business scenarios and challenges.
- We assess the District against proven “Best Practices”.
- We assess our current environment.
- We discuss passion and what it takes to be “world-class”.



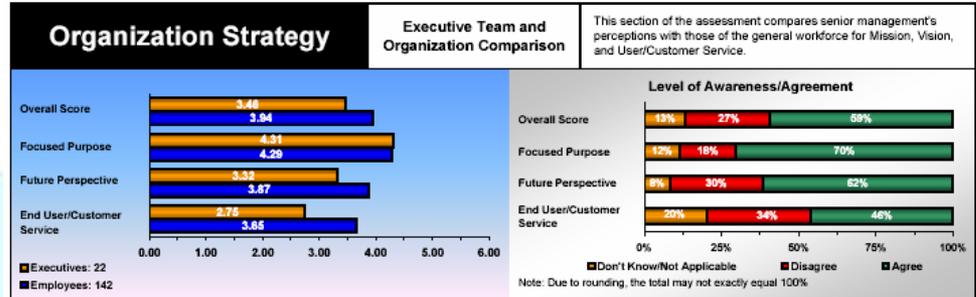
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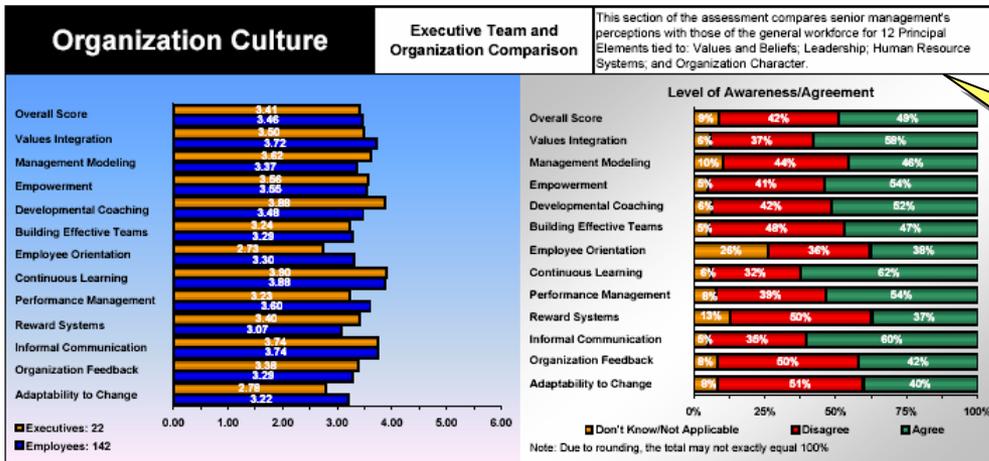
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Detroit District

Our Process



Mission, Vision, & Distinct Advantage

Focused Purpose		FREQUENCY OF RESPONSE						Positive Scores	Executive Mean Score:	4.31
		DK	1	2	3	4	5	6	Employee Mean Score:	4.29
Our mission statement clearly articulates our purpose.	Executive	5%	0%	5%	23%	16%	36%	14%	50%	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree
	Employee	10%	1%	4%	10%	32%	31%	12%	43%	
Our mission statement is realistic.	Executive	5%	0%	5%	14%	32%	14%	14%	45%	
	Employee	8%	1%	6%	15%	29%	32%	10%	42%	
Our mission statement clearly differentiates our organization from similar government organizations or commercial providers.	Executive	9%	5%	14%	9%	14%	32%	18%	50%	
	Employee	16%	1%	6%	12%	29%	25%	11%	36%	



Values & Beliefs

Values Integration		FREQUENCY OF RESPONSE						Positive Scores	Executive Mean Score:	3.50
		DK	1	2	3	4	5	6	Employee Mean Score:	3.72
Our organization has carefully articulated our core values and beliefs.	Executive	5%	0%	9%	18%	23%	36%	9%	45%	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree
	Employee	6%	2%	6%	17%	35%	23%	12%	35%	
All our internal communications reinforce our values and beliefs.	Executive	5%	5%	36%	27%	14%	14%	0%	14%	
	Employee	5%	9%	12%	25%	32%	14%	4%	18%	
Our employees understand the critical importance of achieving the standards established in our values and beliefs.	Executive	9%	0%	23%	23%	36%	9%	0%	9%	
	Employee	6%	6%	15%	18%	32%	16%	6%	23%	

		FREQUENCY OF RESPONSE						Positive Scores	Executive Mean Score:	3.32
		DK	1	2	3	4	5	6	Employee Mean Score:	3.97
is our desired future state.	Executive	5%	0%	18%	27%	41%	0%	9%	9%	
	Employee	9%	4%	8%	12%	23%	34%	10%	44%	
our decision-making.	Executive	5%	5%	27%	23%	23%	14%	5%	18%	
	Employee	11%	7%	5%	12%	35%	21%	10%	31%	
in the short-term.	Executive	5%	5%	27%	23%	36%	0%	5%	5%	
	Employee	6%	13%	11%	18%	31%	13%	9%	22%	

Your input provided us with insights into how we are performing in 19 areas of "Best Practice" strategic business disciplines - as well as which disciplines have greater or lesser impact on our business.



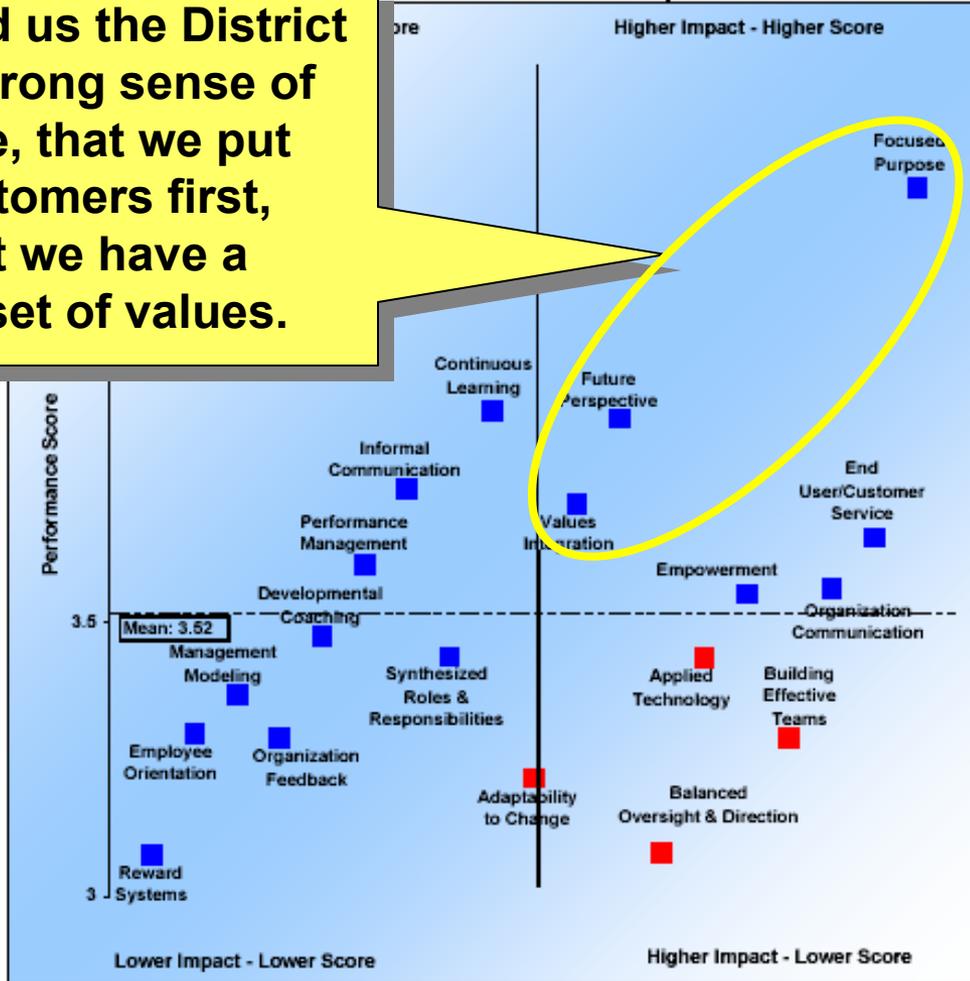
Our Process

EXECUTIVE SUMMARY

Degree of Impact

This report plots the Principal Elements within the Organization Strategy section of the assessment. The vertical axis represents the performance score and the horizontal axis represents the order of priority, with the highest priority to the right. The Priorities table reflects the Principal Elements in order of weighted priority, as determined by the group, and indicates the performance mean score

You told us the District has a strong sense of purpose, that we put our customers first, and that we have a strong set of values.



#	Priorities	Impact	Perf.
1	Focused Purpose	76.91%	4.29
2	End User/Customer Service	71.94%	3.65
3	Organization Communication	66.57%	3.56
4	Building Effective Teams	59.79%	3.29
5	Empowerment	56.86%	3.55
6	Applied Technology	56.75%	3.44
7	Balanced Oversight & Direction	55.74%	3.08
8	Future Perspective	53.60%	3.87
9	Values Integration	52.71%	3.72
10	Adaptability to Change	51.93%	3.22
11	Continuous Learning	51.22%	3.88
12	Synthesized Roles & Responsibilities	50.89%	3.44
13	Informal Communication	48.85%	3.74
14	Performance Management	45.48%	3.60
15	Developmental Coaching	43.70%	3.48
16	Organization Feedback	40.03%	3.29
17	Management Modeling	39.96%	3.37
18	Employee Orientation	39.81%	3.30
19	Reward Systems	37.29%	3.07

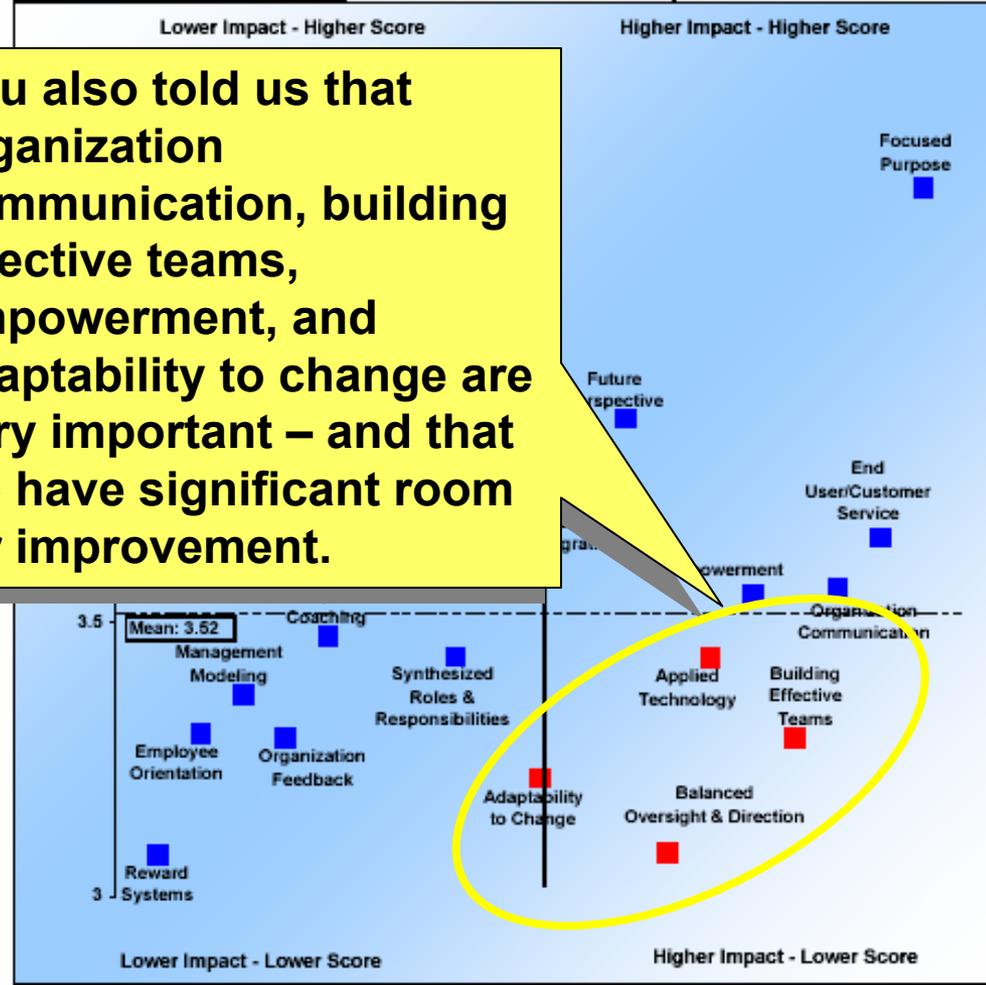


EXECUTIVE SUMMARY

Degree of Impact

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You also told us that organization communication, building effective teams, empowerment, and adaptability to change are very important – and that we have significant room for improvement.

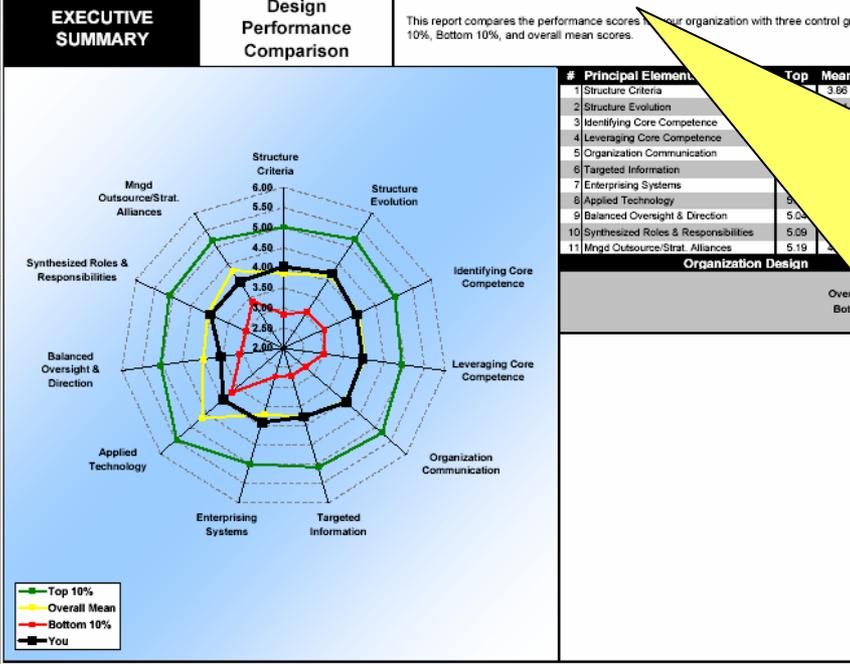
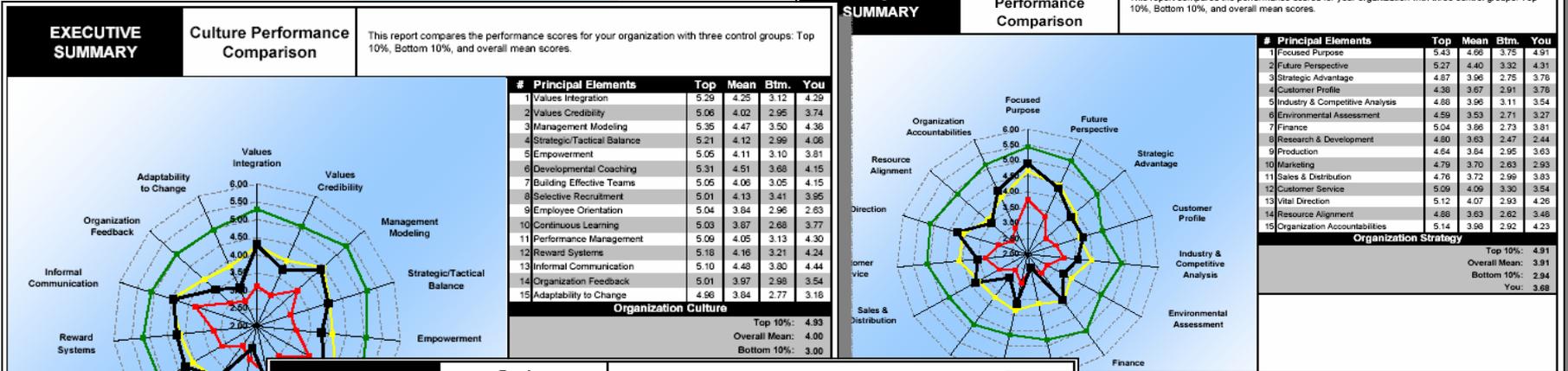


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Our Process



Your management team assessed the District against 41 "Best Practice" strategic business disciplines and compared ourselves to over 230 other organizations – though we are doing well in certain areas, we also recognize areas for growth and improvement.



LRE Strategic Goals

Before

1. Deliver products or services that meet or exceed our customers expectations.
2. Improve business practices.
3. Promote a work environment where employees are valued and motivated to achieve.
4. Expand existing and develop new markets.

THIS YEAR

1. Deliver world-class solutions that delight our customers.
2. Achieve organizational quality and excellence.
3. Create a dynamic environment that fosters learning and develops talented teams.
4. Anticipate and respond to the changing needs of the Region, Nation, and the Army.



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Strategic Goal I:

**Develop world-class solutions that
delight our customers**

- 1. Build customer profiles to clearly understand current and targeted customer requirements.**
- 2. Create customer satisfaction measurement system.**
- 3. Develop corporate communication plan**
- 4. Develop risk management plan**



Strategic Goal II:

Achieve organizational quality and excellence

- 1. Streamline key business processes**
- 2. Enhance physical work environment — technologically**
- 3. Enhance physical work environment — facilities**
- 4. Adopt a District Quality Management Plan (QMP)**
- 5. Complete PMBP implementation**



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Strategic Goal III:

Create a dynamic environment that fosters learning and development

- 1. Develop internal communication system that builds trust, excitement, and learning**
- 2. Equip teams for success through training, mentoring, empowerment, and leadership development**
- 3. Develop teams of tomorrow through coordinated outreach, recruiting, and succession planning**
- 4. Enhance performance management process**



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Strategic Goal IV:

**Anticipate and respond to the changing needs
of the Region, the Nation, and the Army**

- 1. Develop outreach plan**
- 2. Create forecasting system**
- 3. Design a flexible and adaptable workforce model**
- 4. Become a center of expertise**
- 5. Imagine the “Corps of the Future”**



US Army Corps of Engineers® Detroit District					
Management Validation & Action Planning					
Key Objectives	Resource Allocation	Ownership	Initiatives	Due Date	Measurements
Develop world-class solutions that delight our customers.					
Create customer, stakeholder, and competitor profiles.	PM A.O. Regulatory R.E. OTS Contractor	Scott	1. Initiate customer, stakeholder, and competitor profile process. 2. Develop model to capture and report profile data. 3. Map current products and services to each customer.	09/06/2002 10/31/2002	Operational and populated database
Develop world-class solutions that delight our customers.					
Develop corporate customer communication plan.	PAO IMO A.O. Planning Contracting H&H Pm Div PAO OM Contracting CAB A.O. Other Districts	Lynn	Develop risk management plan.	PM All	
Achieve organizational quality and excellence.					
Streamline key business processes.	RM ETS PPPM Contracting Counsel LM HR TM				
Enhancement of physical work environment: 1. Technology.	LM HR				

Through the process of learning from the past, understanding our capabilities and constraints, and getting employee feedback, we crafted and completed our plan. Tied to each Strategic Goal are: **Key Objectives, Resource Requirements, Ownership, Initiatives, Due Dates, and Measurement.**

Virtual CEO - Management Validation & Action Planning
Last Printed Date: 18 September, 2002 12:14:44 AM

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Last Printed Date: 18 September, 2002 12:14:45 AM

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Accomplishments Since Planning Event

SBG 1: Develop world-class solutions that delight our customers

- Visitor center upgrade
- Civil works 101 for new congress/staff
- Hire PAO Assistant
- Program CD
- District Command Brief
- Interactive Map
- District Video
- Hot Projects
- Emergency management exercise

**The Sheboygan Section 14
accelerated project
UP flood projects
Locks replacement
Bates Street outflow
Saginaw Bay task force
Great Lakes systems review**



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Accomplishments Since Planning Event

SBG 2: Achieve organization quality and excellence.

- **Project management database (AIS) roll-out**
- **eGIS**
- **Access to physical fitness center**
- **Telework implemented**
 - **Hub site initiative**
- **Space utilization and acquisition**
 - **6th floor**
- **QMP process initiated 6 Sept. 02**
- **PMBP small group discussions**



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Accomplishments Since Planning Event

SBG 3: Create a dynamic environment that fosters learning and development.

- Acquiring hallway monitors
- Lobby displays
- New employee orientation
- Commander's brown bag lunches
- AAR process institutionalized
- Morale events
- Awards management
- Physical fitness program
- LD program
- MLLDP program
- Hiring outreach coordinator
- Succession planning process underway



Accomplishments Since Planning Event

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SBG 4: Anticipate and respond to the changing needs of the region, the nation, and the Army

- **Engineer week (June 2003 – Soo)**
- **Visitor center upgrade**
- **Pier safety conference**
- **Outreach coordinator**
- **PAO strategic plan**
- **G&A scrub**
- **Deployment readiness program**
- **Security exercise**



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How Do Our Customers Benefit?

- **Service First - A provider who's world-class**
- **Satisfaction - Products and services aligned with their specific needs and requirements**
- **Loyalty - How we'll be different and better:**
 - ✓ **More responsive**
 - ✓ **More knowledgeable**
 - ✓ **Local support**
 - ✓ **The right technology**
 - ✓ **Better project management**
 - ✓ **A total solution**



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How does the District benefit?

- **Competitive Advantage** – focused leadership, better customer knowledge, and stronger employee base yields optimum solutions
- **Funding** – greater knowledge of the customer and targeted resources maximizes the opportunity to capture critical projects
- **Talent** – focusing on your growth and learning secures our future
- **Efficiency** – working smarter not harder
- **Vitality** – ensures the ability to compete in good times and bad



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How do you benefit?

- **Alignment - career path and opportunities tied to the District's success**
- **A commitment to listen – a leadership team that will continue to seek input and feedback from its employees**
- **Greater focus - better tools and better information to enable us to be the best that we can be**
- **Insight – a commitment to communicate change and personal impact**
- **Growth – an opportunity to grow both as a team and as an individual**



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Moving Forward

- **Our Motto**
- **Our strategic planning is an ongoing process**
 - We'll be coming back to you Q3 – Q4
- **Your feedback (suggestions)**
 - To serve our customers
 - To serve our employees
 - To serve our District
- **It's about being “world-class”**
- **Hooaah!**



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Open Forum

A map of the Great Lakes region, showing the five Great Lakes (Superior, Michigan, Huron, Erie, and Ontario) and the surrounding landmasses. The lakes are colored in light blue, and the landmasses are colored in light green. The map is centered on the Great Lakes basin.

Questions & Comments