

# MVM STRATEGIC PLANNING PROCESS

# USACE CAMPAIGN PLAN

## DISTRICT LEADER CONFERENCE OUTPUTS



\* Action Plans are developed prior to and approved at the January RM meeting by District Leaders.

## Enabling Capabilities

Investing in these enablers will help us succeed in meeting the commander's intent, and achieving our campaign goals and supporting objectives.

**Sustainability Ethic.** Fully incorporate a sustainability ethic in the planning, design and operations of our products and services. Our sustainability ethic considers environmental, economic and social factors.

**Learning Organization.** Continually seek improvements and share lessons and best practices learning both individually and organizationally and invest in people, technology and leadership development to foster adaptability, innovation, effectiveness and performance.

**Expeditionary Mindset.** Adopt a cultural attitude that recognizes that we will be called to deploy around the globe, often with little notice, to support wartime or disaster recovery requirements. We must be agile, ready and flexible enough to accomplish our continuing and contingency missions, both at home and abroad.

**Strategic Alliances.** Form, strengthen and foster relationships in the joint and interagency environments to better accomplish our missions. Actively collaborate more effectively with our customers and stakeholders with a clear focus on external views and requirements.

**Consistent, Efficient and Effective Business Processes.** Deliver products and services better, faster, cheaper, safer and greener. This includes our common frameworks and tools (the Project Management Business Process, P2, etc). While operating within our common business processes, we must ensure that we promote innovation and individual initiative.

**World-Class Workforce.** Attract, develop and retain a world-class workforce. Identify, develop, maintain and strengthen the technical competencies, knowledge management and leadership that will be required to provide effective service to the Nation in the future. Build and enhance Communities of Practice as the basis for our technical leadership.

**Interdependence.** Increase our interdependence to best apply our limited resources and meet the demands of a dynamic environment. This includes realizing the benefits of our Regional Business Centers.

**Flexible Acquisition Tools.** Expand the suite of acquisition tools used to deliver our real property, design, construction and other services to our customers. Apply the appropriate tools to specific products and services through sound acquisition strategies.

The complete strategic plan is available at  
<http://www.hq.usace.army.mil/cepa/vision/vision.htm>



DP 360-1-2  
November 2007

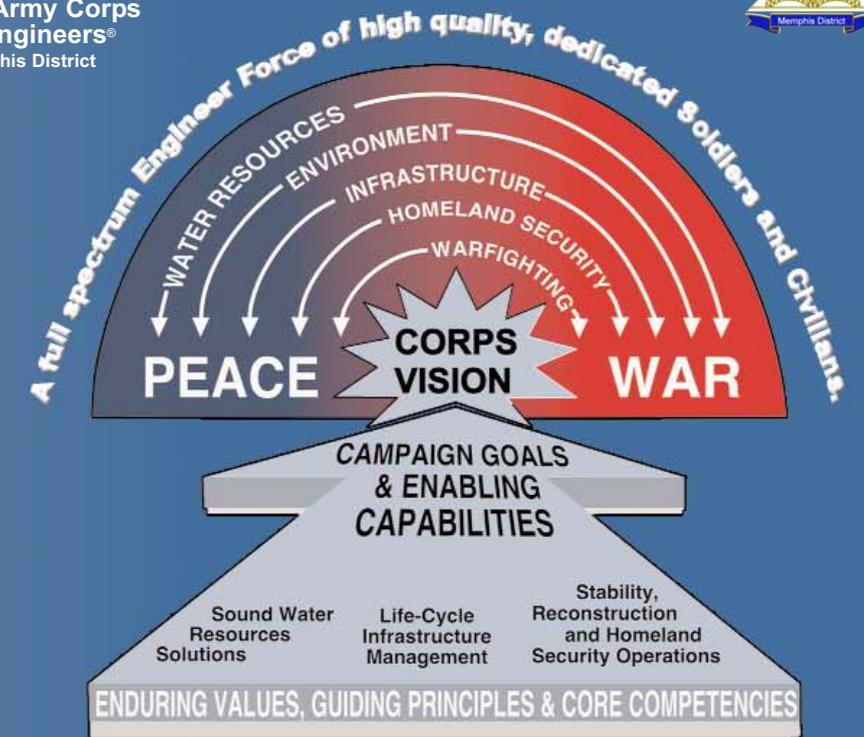
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US Army Corps  
of Engineers®  
Memphis District



# Memphis District STRATEGIC PLAN 2007

## Memphis District Mission Statement

The Memphis District, USACE, provides flood damage reduction, navigation, environmental stewardship, emergency operations, other authorized civil works and work for others to benefit the region and the Nation.

## Memphis District Focus Statement

The region's premier public engineering organization. The team of choice - customer driven and focused on performance and continual improvement.

# Goals, Strategies, and Objectives for Fiscal Year 2007 MVM Strategic Plan

## GOAL 1

**Position our Teammates to be members of the most motivated and competent work force in USACE. (Champion: Dave Sirmans)**

We will strengthen relationships and improve expertise to provide highly motivated and skilled Teammates.

**Strategy 1.1** Improve supervisor-employee relationships.

**Objective 1.1.1** Implement Communications Improvement Project Team (CIPT) recommendations district-wide by 3QFY07 with the metric ratings for team and supervisor - employee communications improving to at least 3.2 on a 4-point scale annually. (Champion: Bob Anderson)

**Objective 1.1.2** Use educational tools and techniques to reduce EEO complaints and grievances by ten percent each annually. (Champions: Diane Brown and Alice Furlong)

**Objective 1.1.3** Implement the National Security Personnel System (NSPS) by mandated schedule. (Champions: Billy Selvo and Dave Sirmans)

**Strategy 1.2** Improve union and management relations.

**Objective 1.2.1** Sign a new Partnership Agreement with International Federation of Professional Technicians and Engineers (IFPTE) Local 259 by 3QFY07. (Champions: LTC Richard Ott and MAJ Vince Navarre)

**Objective 1.2.2** Implement the new Partnership Agreement with IFPTE Local 259 by 4QFY07. (Champion: Jack Hurdle)

**Objective 1.2.3** Improve regular communication with Marine Engineers Benefit Association (MEBA) and International Organization of Masters, Mates, and Pilots (IOMMP) by 4QFY07. (Champion: Linda Boyd)

**Strategy 1.3** Improve expertise (Build the Bench).

**Objective 1.3.1** Develop and deploy Individual Training Programs thereby increasing all levels of certifications, licenses, etc., by 10% by 4QFY08. (Champion: Donna Sanders)

**Objective 1.3.2** Expand the Leadership Development Program (LDP) to include follow-on sessions for graduates and a specific program for Wage-Grade employees by 4QFY08. (Champion: LDP Steering Committee Chair)

## GOAL 2

**Continuously improve mission execution. (Champion: Jack Hurdle)**

We will continuously improve team performance, processes and project/services delivery by effective application of Learning Organization principles.

**Strategy 2.1** Develop high performing Project and Service Delivery Teams.

**Objective 2.1.1** Expand milestone execution to all projects and services to include projects performed by EEY Marine Maintenance Center and Units performing Work for Others and increase milestone execution over FY 06 rate. (Champions: David Berretta/Billy Selvo)

**Strategy 2.2** Apply Learning Organization principles as part of process improvement.

**Objective 2.2.1** Perform final review of identified key processes/sub-processes by 2QFY07 and digitize mapped processes by 2QFY08. (Champion: Ed McNamara)

**Objective 2.2.2** Establish a process to capture institutional and technical knowledge from and access former key team members by 3QFY07. (Champion: Ken Williams)

## GOAL 3

**Provide sustainable infrastructure and environmental solutions that address the region's needs. (Champion: Eddie Belk)**

We will demonstrate leadership and apply expertise to the region's engineering and environmental challenges to provide balanced, collaborative solutions. To excel we will carefully listen, clearly communicate our capabilities, honor our commitments and strengthen our relationships.

**Strategy 3.1** Identify and link USACE capabilities with regional needs.

**Objective 3.1.1** Review past, present and potential projects from a watershed perspective to initiate at least one new planning initiative per year, over the next five years. (Champion: David Reece)

**Objective 3.1.2** Review completed and nearly completed projects to ensure conformance with original intent and latest performance expectations by 4QFY08. (Champion: Dennis Abernathy)

**Objective 3.1.3** Develop and implement a Marine Maintenance Center Outreach Program by 4QFY07. (Champion: C. Don Wilbanks)

**Strategy 3.2** Develop and strengthen customer and stakeholder partnerships.

**Objective 3.2.1** Develop and deploy a customer relationship management system by 3QFY07. (Champion: Carol Jones)

**Objective 3.2.2** Aggressively tell the Corps story, both internally and externally, regarding our contributions to the region with a five percent increase in outreach engagements annually. (Champion: Jim Pogue)