

From: Bob Flowers
Sent: Thursday, September 25, 2003 7:12 AM
To: CDL-All-Corps of Engineers
Subject: Update on USACE 2012

We are making great progress toward defining USACE 2012. I have been actively engaged in the refining of the plan, and I appreciate the many comments you provided me on the plan to date. There were almost 100 different comments running to almost 400 pages from internal and external stakeholders. As you can imagine, the range of comments ran the gamut from the small detail to the large plan, from the negative to the positive and from the functional office to the Corps at large. Your willingness to review the plan, think about it and give me your thoughts and ideas encourages me about your engagement and willingness for the work we have ahead to make this concept a reality.

For the past three years of my tenure as your Chief I have been moving our great organization along the path to implementing several key initiatives: the implementation of the Project Management Business Process, the Regional Business Center, the Learning Organization, Knowledge Management and Communities of Practice. USACE 2012 provides an organizational concept to embed these elements into the work we do every day.

On 1 October I will meet with Corps Senior Leaders and on 2 October I will meet with the District Commanders or their representatives. I'll make any changes necessary and then expect to put the report out shortly thereafter.

I know you are very busy these days with your regular day-to-day work that you do for our nation and now, adding to your growing list of responsibilities, is the critical work in Iraq and helping our citizens recover from Isabel. Just the fact that we are called on whenever there is a disaster sends home the message that we must be even more responsive tomorrow than we were yesterday.

Many of you are already far ahead of the rest in making our new organization a reality- you are working in teams and looking for ways to regionalize work. I recognize your efforts and commend you for clearing the path. Next month, when I release the plan for the entire organization, I'll look to every member of the Corps to study the plan and look for opportunities to use your natural creativity to determine your part in the implementation. It will take a team effort, and I have seen you work in teams and have full confidence in your ability to focus your energy and attention on implementing USACE 2012. As we finalize the plan, you can help us plan for implementation by participating in a baseline survey that measures where we are on some of the critical success factors that will be needed to make USACE 2012 a reality. Just go to this web site: <http://www.surveymonkey.com/s.asp?u=22173274477>