

From: Bob Flowers
Sent: Thursday, October 02, 2003 1:19 PM
To: CDL-All-Corps of Engineers
Subject: USACE 2012 Progress

I want to give you a progress report on USACE 2012. During the last few weeks, I have heard from the Division Commanders, Senior Executive Service Members, Functional Chiefs, the District Commanders, and you. The bottom line is that the concepts for USACE 2012 are sound and the principles work. We need to become One Corps. We must eliminate redundancies and become mutually interdependent teams. We must focus on maintaining and enhancing our technical expertise under communities of practice.

There are many questions about USACE 2012 implementation, and that is the challenge we will face over the next months and years. I do not believe that we can wait to have the perfect plan with all of the implementation issues addressed before we embark on this journey. We must begin developing the interdependent team mind-set. We are polishing the final version of the USACE 2012 report so you have the concept in as much detail as we can provide at this point. We will send this report out next week. Over the next days and weeks you will be hearing from your commanders and supervisors about our next steps.

You may have seen the Washington Post Story last week. I'll be talking to the media this afternoon to correct some misperceptions on the key concepts. I will not be providing the final plan to them. I can assure you that you will see it before the general public.

I want to reiterate what I've said in the past. I believe in you and the power of teams. Many of you are already implementing some of the concepts of USACE 2012. As we move forward, your creativity and flexibility will be critical. I have seen you pull together to respond when the Nation needs you. I'm exceptionally proud to be your Chief, and am proud of everything you do for the Nation and the Armed Forces.

Essayons,

Bob Flowers