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**C. Report's Point of Contact: (Name, Organization, Address,  
Office Symbol, & Ph #:) LTGen Joe N. Ballard  
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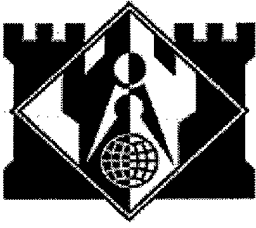
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# STRATEGIC VISION

## US Army Corps of Engineers

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## INTRODUCTION



One of the foremost responsibilities of leaders, at all levels, is to establish a Vision for the organization - to paint a picture of what success looks like. This is vitally important in times of great change - just like now. This brochure presents to you the USACE Vision - our Vision for the future and a Strategic Plan to get us there.

We have drawn from the rich talent of the unified Regiment - commanders and employees at every level, customers, stakeholders, and retirees. All worked together to craft this Vision and Strategic Plan. This was a true team effort.

We now need a full team effort to implement it. Visions don't mean anything without a burning commitment from the entire organization to make it happen. You and I will make this one a reality.

A handwritten signature in black ink, which appears to read "Joe N. Ballard".

Lieutenant General Joe N. Ballard  
Commander  
United States Army Corps of Engineers

*I have great expectations for the Corps.  
Together, we will transform a good  
organization into a great organization -  
one that is prepared for the 21<sup>st</sup> Century.*

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## COMMANDER'S INTENT



This brochure is designed to let you see where we are going. I want to add in some personal comments from me to guide you in our execution of the plan.



The Vision and its associated Strategic Management Plan are a bold initiative designed to transform us and position USACE for the 21st Century. In my mind's eye, I see a bold, vibrant organization. One that has a worldwide reputation for excellence and mission accomplishment. A Corps that:



- is embraced by the Army as critical to their success;
- has people striving to join us;
- routinely receives prestigious awards for customer satisfaction, quality and design excellence;
- is always strategically planning for the future; and
- operates as a team!!

To achieve our Vision and get out in front of the changes required by technology and the future realities, we must strike out boldly. We must dramatically transform our approach to our customers, business and processes. Our efforts must be coordinated, unified and holistic. The time for half-hearted incremental change is past. Success will come from a carefully sculpted, aggressive plan.

We will only have one Vision in USACE - this Vision. All echelons within the Corps will achieve this Vision through their Campaign or Operations Plans. We cannot - must not - become fragmented in our execution. This is imperative for unity of effort.

Finally we must remember that at the heart of all our efforts are soldiers, airmen, their families and the citizens of this great country. Whatever we do must make a positive impact on their lives. That's why we are here.

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# VISION STATEMENT

## US Army Corps of Engineers

The world's premier engineering organization. Trained and ready to provide support anytime, anyplace. A full spectrum Engineer Force of high quality, dedicated soldiers and civilians:



- A vital part of the Army;
- The Engineer team of choice - responding to our Nation's needs in peace and war;
- A values-based organization - Respected, Responsive and Reliable.

*Changing today to meet tomorrow's challenges!*

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## MASTER STRATEGY

### CORPS PLUS

- Revolutionize effectiveness.
- Seek growth opportunities.
- Invest in people.

The CORPS PLUS strategy is designed to provide:

*Better service to the Army and Nation in traditional Corps mission areas*

- and -

*Enhanced service through an expanded Corps role in strategically targeted Army military and civil mission areas.*

## GOALS

The CORPS PLUS Strategy has three goals:

### *Revolutionize effectiveness:*

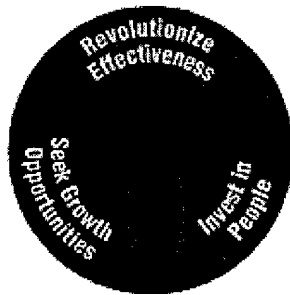
Dramatic improvement in performance and customer satisfaction will be achieved through best business practices, bold process reengineering and innovative use of technology.

### *Seek growth opportunities:*

Growth will be strategically targeted to meet emerging Army and national needs, sustain and enhance core competencies, and maintain full-spectrum capabilities critical to the Army.

### *Invest in people:*

Enlightened leadership and a talented, productive, and diverse work force will enable the Corps to enhance its value to the Army and the Nation.



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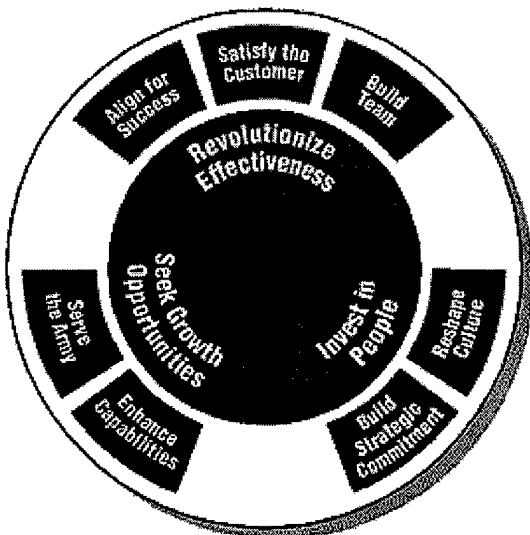
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## SEVEN SUB-STRATEGIES

Under the three interconnected goals are seven key Sub-Strategies.

They are organized based on key ways they support the goals. However, they are all interconnected, with each making contributions to elements of the others.

For example, the "Build Team" Sub-strategy could easily be thought of as supporting the "Invest in People" Goal. However, it is under "Revolutionize Effectiveness" to emphasize how important changes to teamwork will be if we are going to make revolutionary improvements in effectiveness.



### Revolutionize Effectiveness

- Align for Success
- Satisfy the Customer
- Build Team

### Seek Growth Opportunities

- Serve the Army
- Enhance Capabilities

### Invest in People

- Build Strategic Commitment
- Reshape Culture

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## EPILOGUE

As the forty-ninth Chief of Engineers, I am committed to ensuring that the US Army Corps of Engineers is poised and ready to perform the missions that await us in the next century.



**US Army Corps  
of Engineers®**

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**Symbolism:**

*The globe refers to the activities of the US Army Corps of Engineers (USACE) both in the Continental United States and overseas. The dividers are symbolic of design and planning and the tower signifies the construction mission. Scarlet and white are the colors traditionally associated with the Corps of Engineers.*

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