



US Army Corps  
of Engineers®

South Pacific Division

# **SOUTH PACIFIC DIVISION CUSTOMER MANAGEMENT PLAN**

*Building the Regional Team*



**FY 2000**

## FOREWORD

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*The FY 2000 South Pacific Division Customer Management Plan reflects the **consolidation of Los Angeles, Sacramento, Albuquerque and San Francisco District Customer Management Plans into one Regional Team Plan**. It outlines a balanced, direct, and organized approach for reaching out to our customers, determining their needs, and moving to meet these needs as one regional team. Our Customer Relations Teams will be trained as teams on professional business management tools and techniques. These Regional Customer Relations Teams will, for the most part, operate as virtual teams overlaying the respective district areas of responsibility, to assure the customer is given the highest level of respect and service.*

*Our business management philosophy remains the same as in past plans. We want to achieve and sustain a **preferred provider status** with our customers. More simply put, we want our customers to call upon us to solve their engineering-related problems-together. We want to let the customer know that we can bring any asset from within SPD and the Corps for their use. We will be their “One door to the Corps”.*

*In addition to operating as a Regional Team, this plan embodies our goal for team members to take personal responsibility by focusing more on the customer needs. This plan enables our SPD-Wide outreach teams to implement our Division Campaign Plan, while achieving the USACE Strategic Goal Two- “Seek Growth Opportunities”. The primary growth area we are focusing on during this Fiscal Year is **“Meeting the Nation’s Water Resources Needs”**. Together, as one Corps team, we have consolidated four District Plans and one Division Plan into this Regional Customer Management Outreach Plan to serve the Army and the Nation, while enhancing our core capabilities now and in the future.*

***Reaching out to serve our customers - Professionally done through teamwork!***

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# EXECUTIVE SUMMARY

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The South Pacific Division (SPD) Customer Management Plan is designed to be a balanced, direct, and organized approach to determining our customers' needs and moving to meet those needs. This approach helps us to achieve two major objectives. First, we will be more able to frame our core competencies to address the business and customer environment we face today in order to fully serve our customers tomorrow. Second, we will be able to sustain a diversified customer portfolio that enables us to serve the Army and the Nation in peace and throughout all-hazards.

Our situation analysis describes where we are today with regard to our Civil Works (CW); Military Programs (MP); Hazardous, Toxic, and Radiological Waste (HTRW); Reimbursable work under Support for Others (SFO); and International - and where we want to be by FY 2002. It is our intent to not only increase the level of customer service and satisfaction throughout our SPD district areas of operations but also advance our entire work outlook through a specific goal-sustain a total annual workload of \$1.2B by FY 2002. Our total FY1999 annual workload was \$996.6M for FY99 with a projected workload of \$1.075B for FY2000.

We have constructed five strategies to achieve this goal. The first three strategies focus on external actions, while the fourth and fifth strategies are focused internally. The strategies are to:

- ◆ **Forge partnerships with key customers.**
- ◆ **Cultivate and grow opportunities with existing customers.**
- ◆ **Seek and pursue opportunities with prospects.**
- ◆ **Establish SPD internal outreach process and procedures.**
- ◆ **Establish SPD internal Civil Works process and procedures**

This Customer Business Management Plan recognizes the resource constraints of a customer management program. Thus, we have established three echelons of customers that influence our customer strategies--key, existing, and prospects (potential customers). The highest level of focus is maintained on **key customers** who are extremely important to our future. It is important that we continue to foster the already established mutual benefiting relationship between these customers and the Corps. The key customers are defined as those who most equally cover our entire geographical area of responsibility and who bring in the most significant amount of revenue. Other customers critical to success throughout our four district areas also receive a large portion of time and attention from Team Leaders and their respective teams. **Existing customers** and **prospects** are highly important to our future success as well, and these customers' needs and interests are also gathered and shepherded by customer Team Leaders.

One key to successfully implementing our customer management strategies is the establishment of **customer Team Leaders and their account teams**. High value is placed on the personal service approach to doing business with customers in the SPD area of operations. Each key customer will have a Team Leader who is that customer's "Door to the Corps." The Team Leaders work to ensure total customer delight (a level beyond customer satisfaction) by listening to customers' needs, asking questions to assure full understanding and informing the customers of any Corps capabilities that can satisfy their requirements. Critical to success is the use of our

# EXECUTIVE SUMMARY

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customer account teams made up of representatives from throughout SPD who work in a cooperative and team-based work setting. SPD customer account teams develop and maintain customer account plans that provide a focused and organized approach to specifically enhance business relationships with customers. Ultimately, the success of our SPD Regional Customer Management Plan is dependent on our ability to implement the SPD's internal outreach process and procedures. These seven major internal outreach actions are critical to the success of our outreach plan:

- ◆ Establish and resource the SPD Customer Management Outreach team.
- ◆ Obtain commitment and support of senior staff and leadership.
- ◆ Develop and use consistent customer account team tools and techniques.
- ◆ Provide appropriate outreach skills training for all SPD employees with a focus on Team training.
- ◆ Resource the SPD Water Resource HELP Website
- ◆ Resource the SPD Cost-Sharing Agreements Website
- ◆ Provide Appropriate Civil Works Civics Training

Using this plan as a roadmap to customer outreach opportunities, combined with business development training and leadership support, we will successfully establish meaningful and maintain dialogue with customers. This will allow us to determine customer needs, inform about Corps capabilities, and begin developing long-term business relationships that benefit all.

## Organization of the Plan

This plan is divided into three major sections:

- ◆ Introduction - Orients the reader to the format, organization, and purpose of plan.
- ◆ Situation Assessment - Discusses the current state of our business and goal for the future.
- ◆ Program Development - Sets five specific outreach strategies to achieve our goal.

# INTRODUCTION

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## WHAT IS THE PURPOSE OF THIS CUSTOMER MANAGEMENT PLAN?

This Customer Management Plan provides a regionally coordinated roadmap addressing how we will build long-term business relationships with our customers. The Plan addresses three tiers of customers, key (current customers critical to our success), existing (important, current, but not key customers), and prospects (potential customers). Sustaining and expanding the range of products and services to our current customers is our primary pathway. This Plan also charts our intent to extend the same benefits to potential customers.

## WHAT IS CUSTOMER MANAGEMENT AND WHY DO IT?

Customer management is determining the needs of our current and potential customers and moving Corps capabilities to meet these needs. The rationale for the Corps to conduct customer management is summarized in the following key points:

- ◆ **Changing Customer Needs** - Changing demographics, technology, life styles, and changing customer requirements all contribute to the need to reach out to the customer.
- ◆ **Slow Growth of Traditional Corps Programs** - Projected Civil Works and Military Programs workload trends for the next five years show a decline in traditional (MILCON and large CW Projects) workload.
- ◆ **New and Emerging Opportunities** – Meeting the needs (Complementing the competencies) of other agencies by providing our services.
- ◆ **An Expanding Competitive Environment**- Customers who were once "captive" are now shopping for the best value; educating customers on our value is an outreach objective.
- ◆ **Corps Strategic Vision and Goals** - "Seek Growth Opportunities" is one of the goals of the CORPS PLUS strategy; customer outreach is one approach to achieving that goal.
- ◆ **Customer Satisfaction** –Customer satisfaction is achieved by developing better business relationships with customers through outreach, by providing quality services on time and for a reasonable price.

## WHAT ARE THE BENEFITS?

The benefits of customer management include:

- ◆ **Identifies Areas Where We Need to Move to New Markets, Products, and Services to Meet Customer Needs** - Anticipating, knowing of, and preparing for changes in customer needs and demands are benefits of customer outreach.
- ◆ **Creates a Diverse, Sustainable, Customer Base** - Customer outreach plants the seeds of A sustainable customer portfolio that can be harvested in the future to ensure the viability of the Corps as a national engineering asset.

# INTRODUCTION

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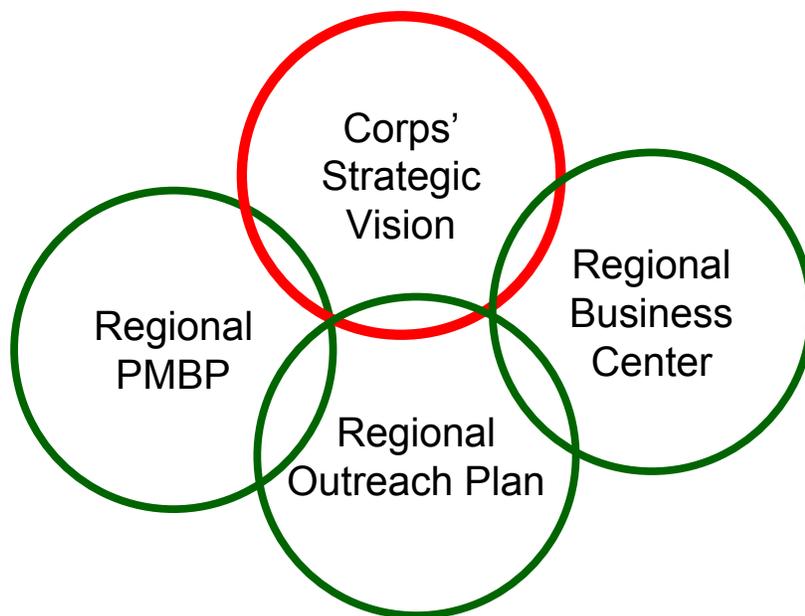
- ◆ **Makes Us Quicker, Better, More Economical** - Customers want a quality product, delivered on time and within budget - SPD does it; outreach perpetuates it.
- ◆ **Takes Action on Corps Goals and Substrategies** - Customer outreach is one tool that implements and supports USACE strategic goals.
- ◆ **Satisfied Customers Are Return Customers** - Organizing around customers to meet their needs is the foundation of customer satisfaction and outreach.

## ASSUMPTIONS OF THIS PLAN

- ◆ Regional in nature; focus is on federal, DOD, CW, and other regional customers.
- ◆ Designed to cover a near-term window of 1 to 2 years.
- ◆ Intended to be worked in progress and subject to frequent changes.
- ◆ Built to correlate with other regional and national USACE customer management initiatives.
- ◆ Supported by the philosophy that the private sector is a direct beneficiary of outreach.
- ◆ Updated annually.

## LINKAGE

This plan recognizes recent and ongoing SPD and USACE outreach and strategic initiatives. These initiatives not only influence the direction of this plan, but also provide supporting authority and guidance to build this Regional Customer Management Plan.



# SITUATION ASSESSMENT

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## SPD'S REGIONAL TEAM SITUATION ASSESSMENT

A situation assessment is the beginning point of the customer management plan. It takes a look at an organization's **present** position within the marketplace and with its customers. We must assess our current business and customer environment so that we can chart a successful path into the **future**. Many elements can be included in a situation assessment; this plan examines four major elements:

- ◆ Our business mission and core competencies
- ◆ Current and projected workload
- ◆ Strengths, weaknesses, and cooperative environment
- ◆ Opportunities and barriers

## WHAT BUSINESS ARE WE IN AND WHAT ARE OUR COMPETENCIES?

We provide quality and responsive engineering, real estate, environmental, construction management, project management, planning and related services to support the Army, to build and maintain the Nation's infrastructure, and support other governmental agencies. Our customers look to us to bring to the table some unique competencies found nowhere else in the marketplace. These competencies give us a strategic cooperative advantage; we are able to:

- ◆ Facilitate and broker cooperative arrangements among multiple constituencies.
- ◆ Assemble regional, multidisciplinary technical teams.
- ◆ Bring unique federal authorities instruments to the table.
- ◆ Serves as “honest and objective broker” for complex operations and public policy.
- ◆ Develop and maintain capability to mobilize quickly in response to emergency and natural disasters through a worldwide organization.
- ◆ Provide full life-cycle project services--from concept to close out.

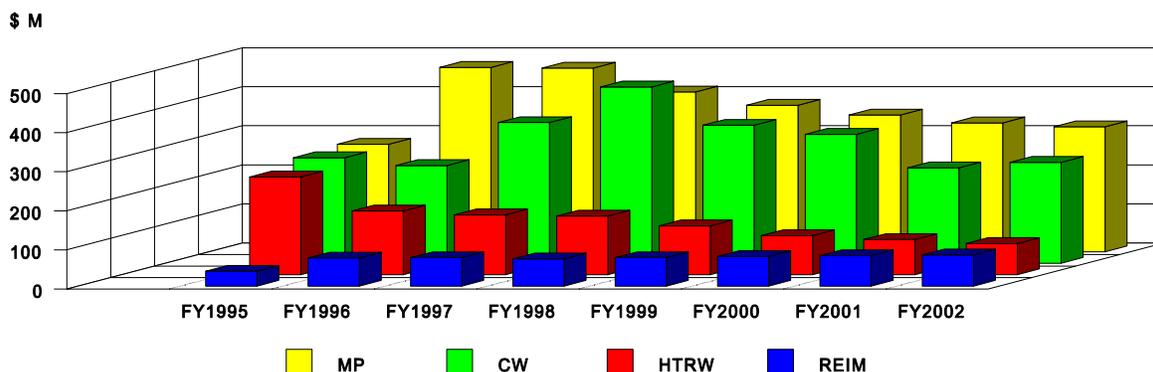
## WHERE ARE WE (BUSINESS WORKLOAD)?

The chart below provides a snapshot of past, current, and projected business workload in our area of responsibility. Our FY98 CW, MP, HTRW, and reimbursable workload are our benchmark. Future project workloads show that all major programs are in a gradual decline. Our reimbursable workload is projected to stay level and, if pursued, should increase over the next five years.

# SITUATION ASSESSMENT

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## WHERE ARE WE IN OUR BUSINESS WORKLOAD?



## WHAT IS OUR BUSINESS GOAL?

Our business goal is multifaceted. Improving our customer satisfaction and customer relationships throughout the SPD area of operations is important. However, sustaining a total annual workload of \$1.2B by FY02 is central to this goal. Outreach Workshop Plan participants set this goal based on data gathered and supplied by workshop participants. The four major objectives of this goal are the placements of \$400M in MP work, \$400M in CW work, \$250M in HTRW work, and \$150M in SFO/WFO work by FY02. Our customer outreach program strategies address how to achieve this goal.

## OUR STRENGTHS AND WEAKNESSES

Effectively communicating with our customers requires an honest assessment of our internal strengths and weaknesses. One way to do this is to visit our customers and LISTEN to them. They will tell us what their needs are and what they see as our strengths and weaknesses.

- ◆ **Build on Strengths.** The Corps possesses many strengths customers' value. We have identified a list of strengths to utilize when cultivating relationships with our existing and potential customers. These strengths are listed below.
- ◆ **Work to Minimize Weaknesses.** We recognize that our weaknesses - whether real or perceived - impede cultivating good customer care. Recognition, however, is not enough. Unless customers recognize a real attempt to ameliorate weaknesses - such as cost of doing business or bureaucratic procedures - they will not continue to do business with the Corps.

# SITUATION ASSESSMENT

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## A SELF-ASSESSMENT OF OUR STRENGTHS AND WEAKNESSES

### *Better Customer Service Builds Upon Strengths and Ameliorating Weaknesses*

#### STRENGTHS

- ◆ quality work
- ◆ crisis response capability
- ◆ not-for-profit agency
- ◆ location, geo-proximity
- ◆ professionalism
- ◆ congressional/regulatory interface
- ◆ healthy customer base
- ◆ wealth of experience and skills
- ◆ diverse workload
- ◆ multiple contracting tools
- ◆ mission oriented
- ◆ positioned in a high growth area
- ◆ customer receptive
- ◆ build expertise quickly
- ◆ based for quick action
- ◆ public-private partnership
- ◆ honest broker
- ◆ overall good safety record

#### WEAKNESSES

- ◆ **Organizational Inflexibility**
  - structure resists change
  - reluctant to discipline unproductive employees
  - stove pipe mentality
  - accountability doesn't match authority
  - productive staff quickly burns out
  - bureaucratic--too many rules
  - losing experienced personnel
  - too costly, too slow, too inflexible
  - can't warranty or guarantee our work
  - inconsistent budget rules for money carry-over
  - continual water policy exceptions
- ◆ need more O&M tools
- ◆ poor standing within executive branch
- ◆ centralized decision making
- ◆ message sent not always message received
- ◆ don't listen to customers

## OUR COOPETITIVE ENVIRONMENT

We conduct business in an extremely cooperative environment.

Position Assessment: In many cases, we are viewed simply as a commodity supplier (common provider of goods and services) as opposed to a preferred provider of engineering-related services. However, our cooperative environment is composed primarily of three major groups – Department of Defense, federal, and state agencies. NAVFAC, AFCEE, and Installation Public Works are keen competitors in military installation support for DOD. BuRec, USGS, DOT, GSA, NRCS, FEMA, and NOAA offer the bulk of competition from the federal sector. State Departments of Natural and Water Resource Management provide the majority of state level competition. Our competitors have also created partnerships between some agencies that force us to heavily examine the probability of success. GSA with DOJ and BIA, National Park Service with the Denver Federal Center, USGS with state Departments of Natural Resources and Environment are some examples of existing cooperative partnerships in the South Pacific Division area of operations. The presence of these and other competitors is beneficial to us because it stimulates a greater concern for customer care. It also serves to ensure that each

# SITUATION ASSESSMENT

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project is cost-effective and timely. Ultimately it allows us to learn from our competitors' strengths as well as their weaknesses.

## OUR OPPORTUNITIES.

We market opportunities that are generally viewed as promising. Opportunities by functional market segments were identified and segregated into three levels (see table below). These are near-term (1 to 2 years) opportunities perceived as fruitful for development. Opportunities by specific customer groups were also analyzed. Our Regional team determined three major categories of customer opportunities - key, existing, and potential (prospects). Strategies (following pages) based upon combining functional and customer opportunity show how to capitalize on these opportunities.

### Our Opportunities

#### *Major Market Segments Considered to Be Fruitful Near-Term Opportunities*

##### **HIGH LIKELIHOOD OF SUCCESS**

Environmental Restoration (habitat)  
Environmental Remediation  
Unexploded Ordinance (UXO) Removal  
O&M Construction and Design  
Independent Problem Solving (Planning)  
Levee Restoration  
Project Management (PM)  
Vertical Construction  
Creative Multiparty Coalition Financing Packages  
Un-met Water Resource needs

##### **GOOD LIKELIHOOD OF SUCCESS**

Coastal Engineering  
Acid Mining Cleanup  
Environmental Documentation  
Engineering Technical Services (Dam Safety, Value Engineering)  
Real Estate Services  
Decision Document Preparation  
Reconstruction/Rehabilitation of Dams  
Environmental Compliance

##### **FAIR LIKELIHOOD OF SUCCESS**

Dam Demolition  
Infrastructure Support  
Emergency Response

# SITUATION ASSESSMENT

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## OUR BARRIERS.

Promising opportunities within our area of operations must be weighed against barriers, both real and perceived. We see several levels of barriers to a successful business environment. At the highest level of concern are internal issues with eroding technical capabilities, the Thomas Amendment, cost of doing business, loss of congressional support, and the reluctance to seek out-of-district talent to share work. Closely following this group is a second level of barriers-inability to restructure, reluctance to district load sharing, budget and FTE reductions, anti-body-shopping mentality, and lack of outreach seed money. A third collection of barriers was also recognized – our past performance history of poor execution, trying to be everything to everybody, and engineering support and administrative (ESA) costs and their effect on B/C ratios.

# PROGRAM DEVELOPMENT

## STRATEGY #1 - FORGE PARTNERSHIPS WITH OUR REGIONAL KEY CUSTOMERS TO BECOME THEIR "PREFERRED PROVIDER"

*Representatives from the Customer Management Teams will meet with their respective 8 Key customers during FY00. We will listen to our customers' needs, issues and concerns, and begin to build long-term business relationships with them. Our customer team leaders and associated customer management teams will work to enhance and expand Corps services in order to meet our key customers' current and future needs--and our Regional Customer Management goal. We will target seek ways to improve customer service at installation support activities and with SFO/WFO customers, and will maximize underdeveloped CW program opportunities. We will become the customers' preferred provider of engineering products and services by seeking to partner with them to meet their challenges and execute their missions.*

### SOUTH PACIFIC DIVISION KEY CUSTOMER MATRIX

SFO/WFO Customers	FY Revenue	Team Leader	Customer Team
<b>Immigration and Naturalization Service</b>		Ronald Timmermans (Ft. Worth District National Account Manager) (SWD), SPD Team Leader, Pete Doles, SPA	John Davidson (SPD), Tom Nissen (SPK), Pete Doles (SPA), Eddy Ireifij (SPL) Kelly Ryan (SPL), Mike Abraham (SPA), Ralph White (SPA), Huff Horton (SPA)
<b>Environmental Protection Agency Region IX</b>		John Davidson (SPD)	Kelly Ryan (SPL),Harvey Jones (SPK), Cheryl Buckel (SPA), Ken Harrington(SPN), Ellie Nevarez (SPL), Carrol McKinney (SPA), Cecilia Horner (SPA), Brian Jordan (SPA)
<b>Bureau of Prisons</b>		Steve Asato (SPL)	Cheryl Buckel (SPA), Dave Taylor (SPL), Fred Martin (SPK), Carrol McKinney (SPA), Cecilia Horner (SPA), Brian Jordan (SPA), Syed Burney(SPN)

# PROGRAM DEVELOPMENT

<b>SOUTH PACIFIC DIVISION KEY CUSTOMER MATRIX</b>			
Military Customers	FY Revenue	Team Leader	Customer Team
<b>Air Combat Command (ACC) (Beale AFB, Nellis AFB, Holloman AFB, Davis-Monthan AFB, Cannon AFB)</b>		Victor Yan (SPD)	Glenn Arakaki (SPL), Brad Green (SPA), Alfred Hernandez (SPK), Shawn Basu (SPL), Blain Kemsley (SPA), Bradley Green (SPA)
<b>Air Force Material Command (AFMC) (Edwards AFB, Kirtland AFB), Los Angeles (AFB)</b>		Steve Miller (SPD)	Linda Finley-Miller (SPK), Kent Heyne (SPA), Steve Purdy (SPA), )
<b>Ft. Irwin</b>		Steve Truong (SPL)	George Murakami (SPL), Ken Morris (SPL), Tom Nissen (SPK), Joni Rhiner (SPK), Debbie Castens (SPL), Frank Chui (SPD)
<b>Indian Nations/Native Tribes</b>		Richard Stradford (SPN) (Acting)	Ron Kneebone (SPA), Glynn Alsup (SPL), Joe Dixon (SPL), John Keever (SPL), Steve Temmel (SPL), Clark Frentzen (SPD), Mike Lamprecht (SPN), Kathleen Ungarvsky (SPN)
<b>Bureau of Indian Affairs</b>		Bob Meehan (SPA) (Executive Liaison)	Jeff Firebaugh (SPA), Pete Doles (SPA), Ed Ketchum (SPK), Michelle Denham (SPL)

# PROGRAM DEVELOPMENT

## STRATEGY #2 – CULTIVATE AND INCREASE OPPORTUNITIES WITH EXISTING CUSTOMERS

*The South Pacific Division will seek ways to improve customer service and to increase the market share of its **priority existing customers**' workload during FY00. Our **team leaders** will bring their teams together to formulate a strategy for increasing our workload with these customers. These teams, per se, will not develop formal Customer Management Plans, but many of the business development tools will be used to provide insight on how to learn about these customers' organizational requirements and structure. The Customer Management Coordinators throughout the Division will be mentors to these teams. After a strategy has been determined, team representatives will conduct customer visits. Through this frequent interaction, we will build not only trust and understanding - but also real opportunities to help. It will show that we understand our customers' concerns and allow them to understand how to more fully use Corps capabilities to their benefit. Our techniques for expanding our market share will be twofold. First, expand our support to military customers. And second to broaden our product and services to our regional federal community base (SFO), NGB and USMC commands.*

SOUTH PACIFIC DIVISION PRIORITY EXISTING CUSTOMERS MATRIX		
Customer	Team Leader	Customer Team
<b>Army MACOMS</b>	Steve Miller (SPD)	Kelly Ryan (SPL), Frank Chui (SPD), Phil Benoit (SPL), Shig Fujitani (SPK)
<b>National Park Service</b>	Harvey Jones (SPK)	Dave Taylor (SPL), Kelly Ryan(SPL), Eric Bluhm, (SPN), JohnDavidson (SPD), Ralph Buell (SPK), Joe Holmberg (SPK), Nancy Rogers (SPN)
<b>FAA</b>	John Davidson (SPD)	Gary Krongard (SPK ), Howard Theo (SPL), Kai Morimoto, (SPN), Cheryl Buckel, (SPA), Carrol McKinney (SPA), Cecilia Horner (SPA), Brian Jordan (SPA)

# PROGRAM DEVELOPMENT

SOUTH PACIFIC DIVISION PRIORITY <i>EXISTING CUSTOMERS</i> MATRIX		
Customer	Team Leader	Customer Team
<b>FEMA</b>	Paul Dobie (SPD)	Tom Christensen, (SPK ), Kelly Ryan (SPL-AZ),Bet Lotosky (SPA),Clark Frenzen (SPD), Duke Roberts (SPN), Lori Mitchell (SPA), Frank Jaramillo (SPA)
<b>MCAS – Yuma</b>	Kelly Ryan (SPL)	
<b>Yuma Proving Ground</b>	Kelly Ryan (SPL)	
<b>DFAS - San Bernardino</b>	John Keever (SPL)	
<b>AF Plant 42</b>	George Murakami (SPL)	
<b>MCA GCC 29 Palms</b>	Shawn Basu (SPL)	
<b>MCRD San Diego</b>	Howard Thio (SPL)	
<b>Restoration of Abandoned Mine Sites Program (SPD/NWD/POD)</b>	Mark Cowan (SPD/ SPK)	Ray Zimny (SPK), Jim Barton (SPK), Carrol McKinney (SPA), David Gregory(SPA),Eric Bluhm (SPN), Glynn Alsup (SPL), Mark Chatman (SPL), Debbie Castens, (SPL), Thad Fukushige (SPL), Frank Krhoun (SPD)
<b>Travis AFB</b>	Linda Finley-Miller (SPK)	Cherie Johnston-Waldear (SPK), Karole Ward (SPK), Dennis Drennan (SPD-RE), Ramon Aberasturi (SPK), Ralph Cameron (SPK), Don Del Porto (SPK), Ken Wing (SPK), Bruce Handel (SPK), Aris Rakstin (SPN)
<b>New Mexico National Guard Bureau</b>	Mike Guerin (SPA)	Ben Alanis (SPA), Barb Bernal (SPA)
<b>Middle Rio Grande Conservancy District</b>	Fritz Blake (SPA)	Jim White (SPA), Kris Schafer (SPA)
<b>Defense Threat Reduction Agency</b>	Cheryl Buckel (SPA)	Carrol McKinney (SPA), Cecilia Horner (SPA) Brian Jordan (SPA)

# PROGRAM DEVELOPMENT

SOUTH PACIFIC DIVISION PRIORITY <i>EXISTING CUSTOMERS</i> MATRIX		
Customer	Team Leader	Customer Team
<b>Kirtland AFB</b>	Kent Heyne (SPA)	Steve Purdy (SPA), Joan Coffing (SPA)
<b>Holloman AFB</b>	Brad Green (SPA)	Phil Boawn (SPA), Mike Kusmak (SPA), George Sims (SPA)
<b>Cannon AFB</b>	Joan Coffing (SPA)	Max Pastor (SPA), Sharon Dictson (SPA)
<b>AFRL</b>	Kent Heyne (SPA)	Steve Purdy (SPA), Dick Murphy (SPA)
<b>FUDS</b>	Steve Miller (SPD)	Kent Heyne (SPA), David Gregory (SPA), Gerry Vincent (SPK), Debbie Castens (SPL)
<b>Defense Logistics Agency</b>	Dave Taylor (SPL)	George Murakami (SPL), Greg Bridgestock (SPK), Cheryl Buckel (SPA), Maxine Jacoby (SPN), Victor Yan (SPD)
<b>CALFED</b>	Mark Charlton (SPK)	Billy Fakes (SPK), Teresa Pacheco (SPK), Rod Chisholm (SPN), Dan Young (SPL), Todd Snow (SPD), Peter LaCivita (SPN)
<b>Beale AFB</b>	Jack Davies, PM (SPK)	Jennifer Larson (SPK), Penny Caldwell (SPK), Jerry Fuentes (SPK), John Irwin (SPK), Larry Smith (SPK) Ray Zimny (SPK)
<b>Presidio of Monterey</b>	Ralph Svetich, PM (SPK)	John Esparza (SPK) Steve Scholten (SPK), Juan Koponen (SPK), Karen Fisbeck (SPK), Jennifer Faler (SPK)

# PROGRAM DEVELOPMENT

SOUTH PACIFIC DIVISION PRIORITY <i>EXISTING CUSTOMERS</i> MATRIX		
Customer	Team Leader	Customer Team
<b>Defense Distribution Center – Joaquin (Sharpe/Tracy)</b>	Doug Delaney, PM (SPK)	Frank Piccola (SPK), Bob Vincent (SPK), Dave Neff (SPK), Larry Gittings (SPK), Ron Schunk(SPK), Fred Martin(PK), Paul Townsend (SPK)
<b>Hill AFB, Utah</b>	John Harris, PM (SPK)	Marcel Lettre (SPK), Gerry Vincent (SPK), Scott Stoddard (SPK)
<b>The Reclamation Board, State of California</b>	Randy Redeen (SPK)	Johnnie Mack (SPK), John Sisley (SPK), Gary House (SPK), Scott Clark (SPN), Herb Cheong (SPN), Ed Sing (SPD)
<b>Sacramento Area Flood Control Agency</b>	Bob Childs (SPK)	Donna Garcia (SPK), Bob Vincent (SPK), Ron Muller (SPK), John Sisley (SPK)
<b>New Mexico Interstate Stream Commission</b>	Fritz Blake (SPA)	Jim White (SPA), Monique Ostermann (SPA)
<b>Department of Energy-Albuquerque</b>	Kim Zahm (SPA)	Eric Bluhm (SPN, Roger Henderson (SPK), George Simms(SPA)
<b>City of Alamogordo</b>	Ben Alanis (SPA)	Fermin Chavez (SPA), Doug Wolfe (SPA), Joe Garcia (SPA)
<b>City of Las Cruces</b>	Fritz Blake (SPA)	Jim White (SPA), Bet Lotosky (SPA)
<b>City of El Paso</b>	Ben Alanis (SPA)	Ray Macias (SPA), William Trujillo (SPA)
<b>Other Corps' Districts</b>	Jim White (SPA)	Ed Ketchum(SPK)

# PROGRAM DEVELOPMENT

SOUTH PACIFIC DIVISION PRIORITY <i>EXISTING CUSTOMERS</i> MATRIX		
Customer	Team Leader	Customer Team
<b>Nellis AFB</b>	Kelly Ryan (SPL)	Bob Joyner (SPL), Cherie Johnston-Waldear(SPK), Roger Henderson(SPK)
<b>Edwards AFB</b>	(SPL)	George Murakami (SPL), Cherie Johnston-Waldear(SPK)
<b>Vandenberg AFB</b>	Dave Taylor (SPL)	John Moreno (SPL), Ken Morris (SPL), Cherie Johnston-Waldear(SPK)
<b>Armed Forces Recruiting</b>	Norman Logan (SPL) Dennis Drennan(SPD)	Richard Guthrie (SPL) Joy Meredith(SPK)
<b>DAVIS MONTHAN, AFB</b>	Kelly Ryan (SPL)	Neil Irwin (SPL), Art Stoddard (SPL), Blaine Kemsley (SPA), Kent Heyne (SPA), Joan Coffing (SPA), Leo Lucero (SPA), Art Chan(SPK), Cherie Johnston-Waldear(SPK)
<b>Luke AFB</b>	Kelly Ryan (SPL)	Fred Freeman (SPL), Blaine Kemsley (SPA), Kent Heyne (SPA), Joan Coffing (SPA), Leo Lucero (SPA), Cherie Johnston-Waldear(SPK)
<b>Ft. Huachuca</b>	Kelly Ryan (SPL)	Ralph Meagher(SPK)
<b>Orange County</b>	Dan Young, Planning POC TBD (SPL)	TBD
<b>LA County</b>	Ted Gula (SPL)	TBD
<b>LA Harbor</b>	Ted Gula (SPL)	TBD
<b>Clark County</b>	Stewart Brehm (SPL)	Ann Gibson (SPL)
<b>San Bernardino</b>	Glenn Arakaki (SPL)	TBD
<b>Phoenix/Tucson</b>	Joe Dixon (SPL)	Mike Turnak (SPL)
<b>Pima County</b>	Joe Dixon (SPL)	Ann Gamson (SPL), Ruth Villalobos (SPL)
<b>Port of Oakland</b>	Herb Cheong (SPN)	Mark McGovern(SPN)

# PROGRAM DEVELOPMENT

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SOUTH PACIFIC DIVISION PRIORITY <i>EXISTING CUSTOMERS</i> MATRIX		
<b>Customer</b>	<b>Team Leader</b>	<b>Customer Team</b>
<b>Sonoma County Water Agency</b>	Roger Golden (SPN)	Karen Rippey (SPN)
<b>Coast Guard</b>	George Domurat (SPD)	Eric Bluhm (SPN) Ralph Meagher(SPK), Jody Meredith(SPK)

# PROGRAM DEVELOPMENT

## STRATEGY #3 - SEEK AND PURSUE OPPORTUNITIES WITH PROSPECTS

*During FY00 South Pacific Division's **customer advocates** will establish business relationships with their **priority prospects**. Our customer advocates will use a wide array of techniques to establish rapport with prospects. These include leveraging relationships developed by Corps organizations outside our area, tapping into the wealth of SPD internal leads, and utilizing our network of SPD senior leaders. Customer advocates with their regional teams will develop sufficient customer information before contacting potential customers.*

SOUTH PACIFIC DIVISION PRIORITY PROSPECTS MATRIX		
Customer	Customer Advocate	Account Team
U.S. Postal Service	Ralph Buell (SPK)	John Baker (SPK), Norbert Suter(SPK), John Azeveda(SPN),
Federal Highway Administration	Don Bergner(SPD)	Ken Kuhn (SPN), Cheryl Buckel(SPA)
Mexico National Account	Sheri Bone (SPK),	Ed Ketchum (SPK), Fernando Coriano (SPD), Jorge Martires (SPL), David Frye(SPN)
State National Guard Bureaus	Steve Miller (SPD)	Gary Gamel (SPA), Duke Roberts (SPN)
Civil Works, Colorado	Jim White (SPA)	Kris Schaffer(SPA)
Civil Works, New Mexico	Jim White, (SPA)	(TBD)
California Boating and Waterways	George Domurat(SPD)	(TBD)
USFS	Phil Brozek (SPK)	George Murakami (SPL), Dave Taylor (SPL), Larry Crawley (SPK), Cecilia Horner (SPA), Cheryl Buckel (SPA)
FHA	Kelly Ryan (SPL)	Dave Taylor (SPL)
Veteran's Administration	Geoff Chatfield (SPL)	George Murakami (SPL), John Keever (SPL), Ralph Buell (SPK), Stan Getz (SPK)

# PROGRAM DEVELOPMENT

SOUTH PACIFIC DIVISION PRIORITY <i>PROSPECTS</i> MATRIX		
<b>BLM</b>	Kelly Ryan (SPL)	Debbie Castens (SPL); Dave Reynolds (SPK)Harvey Jones(SPK)
<b>International Boundary and Water Commission</b>	Brian Moore (SPL)	Dan Young (SPL), Geoff Chatfield (SPL), Sheri Bone (SPK); Kris Schafer (SPA)
<b>CALTRANS</b>	Nicole Gauthier (SPK)	Harvey Jones (SPK), Arijs Rakstins, (SPN), Geoffrey Chatfield(SPL), Paul Apodaca (SPL), Shig Fujitani (SPK)
<b>AAFES</b>	Tom Nissen (SPK),	Tom Sobolewski(SPK), Stan Getz (SPK), George Murakami (SPL-CO), Dave Taylor (SPL)
<b>Defense Commissary Agency</b>	Stan Getz(SPK)	Tom Sobolewski (SPK), Tom Nissen (SPK), George Murakami(SPL-CO), Dave Taylor (SPL)
<b>STATE OF COLORADO</b>	Jim White (SPA)	
<b>State of Texas</b>	Kris Schafer (SPA)	Ben Alanis (SPA), Dick Kreiner (SPA)
<b>New Mexico Counties</b>	Jim White (SPA)	
<b>Chevron</b>	Max Blodgett (SPN),	(Tm Kendall(SPK)
<b>San Francisco Airport</b>	Tom Kendall(SPK)	Eric Bluhm (SPN), Bob Smith (SPN)

## **STRATEGY #4 – ESTABLISH SPD INTERNAL CUSTOMER PROCESS AND PROCEDURES**

*Four key internal customer management actions must be implemented before any successful customer business relationship building - and South Pacific Division workload return - can be achieved.*

### ***SPD INTERNAL CUSTOMER MANAGEMENT ACTION #1 - RESOURCE THE SPD CUSTOMER RELATIONS TEAM.***

We must work to be more customer focused by embracing the following outreach upgrades:

- ◆ Empower and fund a full-time SPD customer relations coordinator/manager to:
  - Provide guidance to Program Managers.
  - Inform SPD Resources Management Board.
  - Maintain visibility of SPD Customer Management Program.
  - Establish SPD customer management plan as roadmap to goals; revise as needed.

Each District Command will have either a full-time or part-time Customer Relations Point of Contact, which will be a funded position. Funding Options:

- ◆ G&A
- ◆ Dept. Overhead

### ***SPD INTERNAL CUSTOMER MANAGEMENT ACTION #2 - DEFINE ROLES & ACCOUNTABILITY OF CUSTOMER RELATIONS TEAM & COMMUNICATE THEM.***

In order to be successful, the roles and accountability of the team must be clearly defined and communicated. This will ensure that customer relations efforts are clearly understood at all levels of management, and will be incorporated as part of the business operating climate.

# PROGRAM DEVELOPMENT

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Roles are defined as follows:

- ◆ **OUTREACH RELATIONS COORDINATORS:**
  - Provide guidance and advice to managers and staff on the Customer relations efforts
  - Maintain visibility of Customer Management Program
  - Provide structure to Customer Management Program
  - Communicate with national, regional, and local customer relations representatives
  - Provide appropriate SPD Customer Relations Materials
  
- ◆ **TEAM LEADERS:**
  - Develop Customer Management Plans
  - Report status of Customer Relations efforts to Regional Manager Board on quarterly basis
  - Visit call customers frequently to maintain on-going relationships.
  - Oversee execution of Customer Management Objectives
  - Establish Internal communications network
  - Conduct Customer Management Team meetings
  
- ◆ **EXECUTIVE LIAISONS:**
  - Provide guidance and support to Team Leaders and Teams

## ***SPD INTERNAL CUSTOMER MANAGEMENT ACTION #3 - INCORPORATE CUSTOMER MANAGEMENT INTO THE REGIONAL MANAGEMENT BOARD PROCESS.***

The Customer Relations Coordinators are responsible for keeping their RMB representative informed on Customer management efforts within their districts. The Team Leaders will provide quarterly status reports to the RMB and will provide briefings as required. The Team Leaders will provide guidance to their customer management teams in the following area:

- ◆ Develop customer management plans
- ◆ Develop SPD customer relations materials
- ◆ Communicated roles and responsibilities of team leader and team members

## **PROGRAM DEVELOPMENT**

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### ***SPD INTERNAL CUSTOMER MANAGEMENT ACTION #4 - PROVIDE APPROPRIATE CUSTOMER RELATIONS SKILLS TRAINING.***

We recognize the wide variation in customer relation's skills and experience that exists throughout our SPD area of operations. Customer relation's success can be reached through a direct effort to achieve a consistent baseline of business and communication skills. Every member of SPD has a role. Functional managers, project managers, and other professionals are considered primary customer relations implementers.

The following training must be provided to facilitate outreach activities:

- ◆ Business Management training
- ◆ Customer Relations training
- ◆ Customer Service Training (Telephone etiquette and efficiency training)
- ◆ Communication, interpersonal, and teamwork skills

# PROGRAM DEVELOPMENT

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## **STRATEGY #5 – ESTABLISH SPD INTERNAL CIVIL WORKS PROCESS AND PROCEDURES**

*Since the landmark Water Resources Development Act of 1986, the South Pacific Division has partnered with over a hundred non-Federal sponsors in developing water resources studies and projects. These partnerships have led to reduced flood damages in the Santa Ana River Basin and along the Middle Rio Grande, improved navigation in Oakland Harbor, restoration of ecological resources in the Yolo Basin Wetlands, and countless other contributions to the well-being of the region and nation. We expect to continue and improve these partnerships with local, state, and other Federal agencies and interests by undertaking the following Civil Works outreach initiatives.*

### ***SPD INTERNAL CUSTOMER MANAGEMENT ACTION #5 - RESOURCE THE SPD WATER RESOURCES HELP! WEBSITE.***

The Water Resources HELP! Website will be designed from the viewpoint of local officials who want to know if, and how the Civil Works Program can help solve their water resource problems. It will start at a HELP! button on the Division homepage, and step the viewer through a set of questions that lead to the various Civil Works programs that can provide assistance. Programs will include the Civil Works regular authorization program (beginning with general investigations studies), the continuing authorities programs (Section 205 flood control, Section 206 aquatic ecosystem restoration, etc.), and others. For each program, the website will answer the following frequently asked questions:

- What is the program?
- Am I eligible to participate?
- Will I have to pay?
- How long will it take?
- How much money is available?
- What has the Corps done lately under this program?
- How do I get started?
- How can I get more information?
- Is there another way to solve my problem?

The site will be accessible by keyword (for problems and needs), and the user's zip code and area code (for more information).

### ***SPD INTERNAL CUSTOMER MANAGEMENT ACTION #6 - RESOURCE THE SPD COST-SHARING AGREEMENTS WEBSITE.***

# PROGRAM DEVELOPMENT

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The Cost-Sharing Agreements Website will inform both prospective non-Federal cost sharing sponsors and Corps' teams about the various provisions included in Cost-Sharing Agreements for Civil Works studies and projects. It will start at a HELP! button on the Division homepage and lead the viewer to a menu of signed Cost-Sharing Agreements from the South Pacific Division, including:

- Feasibility Cost-Sharing Agreements (FCSA)
- Pre-construction Engineering and Design (PED) Cost-Sharing Agreements
- Project Cost-Sharing Agreements (PCA)
- Other Agreements

The site will be accessible by project purposes (e.g., flood damage reduction, navigation, ecosystem restoration, etc.), by sponsor, by state, and by the value of work covered by the agreement. It will include both model agreements from Corps regulations and actual agreements signed over the past ten years.

## ***SPD INTERNAL CUSTOMER MANAGEMENT ACTION #7 - PROVIDE APPROPRIATE CIVIL WORKS CIVICS TRAINING.***

This two-day training is designed to give project delivery team members (i.e., Corps, Sponsors, and all others) an understanding of the authorization and appropriations processes and their role in them. The schedule of instruction includes:

### Day 1

- Introduction and Purpose
- Who's Who?
- How a Bill becomes a Law
- Authorization Process
- Speaker - Corps Expert
- Appropriations
- Speaker - Congressional Staff

### Day 2

- Speaker - Corps Expert
- Language
- What you cannot do
- Speaker - Non-Federal Sponsor
- Outreach
- Panel - District and Division Leaders

The training will be conducted at each District. Project managers, planners, and others who have contact with sponsors will be required to attend. Division staff will instruct at this year's sessions. Next year, members of the Division's Leadership Development Program will be the

# PROGRAM DEVELOPMENT

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instructors at one (possibly two) session(s).

## NEXT STEPS!

**FY 00** .....Publish and Communicate Final SPD Regional Business Management Plan

**3-4Q 00** .....Develop Customer Management Plans for Strategic Customer Conduct Customer Relations Training and Account Planning Training

**3Q 00** .....Develop Customer Management Plans for key Customers

**3-4 Q 00** .....Key Customer Management Teams Implement Customer Management Plans

**3-4Q 00** .....Status of Customer Management Plan Implementations briefed at SPD-PRBs

**SEP 00** .....Report Progress to SPD SLC

**1Q 01** .....Update Regional Customer Management Plan for FY01

# Appendix A – CUSTOMER MANAGEMENT PROGRAM

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## DEFINITIONS

**Executive Liaison** — A senior Corps representative who provides executive level support for the customer and the customer management team as appropriate. This individual is particularly important when dealing with the **customer’s** senior level executives. An Executive Liaison helps alleviate protocol-oriented concerns. The Executive Liaison contacts the identified customer’s senior agent to build a strong relationship and then shares the results of contacts. The Executive Liaisons are approved by the USACE SMB for national customers, by the MSC RMB for regional customers, and by the District PRB for local customers IAW guidelines from USACE customer management plans. Typically **roles** include:

- ◆ Building top-to-top networks.
- ◆ Representing customers’ internal to senior management.
- ◆ Guiding the strategic direction the organization takes with customer.
- ◆ Directing customer management plan development
- ◆ Building and facilitating organizational linkages and communication.
- ◆ National Executive Liaisons do not have to be at HQUSACE.
- ◆ Represents the Customer perspective to the customer.
- ◆ Insulates against “shopping around.”

**Selection criteria** for Executive Liaisons used by the Customer Relations Team includes:

- ◆ *Organizationally*
  - Geoproximity to work
  - Location to decision-makers
  - Relationship with customers
  - Responsiveness and accountability
  - Knowledge and familiarity with customer
- ◆ *Personally*
  - Ethics and integrity
  - Leadership
  - Customer mindedness; embodiment of “Door to the Corps”
  - Positioned for effective protocol (SES to SES; GO to GO)
  - Interpersonal skills

**Team Leader** — An individual who is assigned an account and is responsible for developing and implementing the customer management plan. The Team Leader coordinates customer management activities that are designed to achieve better customer relations. A team leader is assigned for each key customer identified in USACE and SPD customer management plans. He or she works with members of the customer relations team to develop the customer management plan. The person acts as a consultant to the customer and a strategist for the Corps. Team Leaders are Customer -minded, knowledgeable individuals who are passionate advocates for the

# Appendix A- OUTREACH

## PROGRAM DEFINITIONS

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customer. The Team Leader is highly knowledgeable of the Program and Project Management Business (PPMB) process. A qualified individual does not necessarily have to be a program/project manager to perform the functions of a Team Leader.

**Customer Management Plan** — An customer management plan defines the steps and tools to be used to develop a lasting business relationship with the customer. The customer management plan is assembled by the account team and is normally required only for key customers. Customer management plans may be national (customer’s boundaries are national/ international), regional (customer’s boundaries are within one or more MSC boundaries), or local (customer’s boundaries are in one Corp District geographical area only). The USACE Customer Management Plan addresses national accounts. MSC Customer Management Plans address regional accounts, and District Customer Management Plans will address local accounts. Customer management plans will “zipper” relationships at all levels of customer interface.

**Customer Management Planning** — The second phase of the customer management cycle. Customer management planning involves activities that focus on the planning, analysis, and strategies required to furthering the business relationship with key customers. The customer management plan is the deliverable product of this phase.

**Customer Relations Team** — The customer relations team is a forum for developing customer relationships. The team’s primary task is to develop and implement the account plan. The team facilitates the implementation of the account plan through communication, and technical strategies. Typically, team members are individuals who have knowledge of the customer, have built some relationships with the customer, or have a vested interest in the customer.

**Agility** — A USACE core competency that translates to responding quickly to wide ranging needs throughout the world by providing engineering and related technical services.

**Brand Management** — A strategic approach to managing your organization's identity, image, and reputation. What you think of yourself. What others think of you.

**Customer Relations/Outreach Coordinator** — A person who leads in the development of USACE customer management/outreach plans and is responsible for keeping customer/outreach plans up to date, facilitating, promoting, and tracking progress of outreach efforts of the organization. A person who focuses on the “big business picture” of the organization and works identifying key accounts among a portfolio of customers. He or she is very familiar with the customer management/outreach cycle and assists account teams in providing necessary tools and training. Is a Customer person with exceptional interpersonal skills and is a great “front person” in selling USACE core competencies where consistent with our mission requirements.

**Commodity Supplier** — A customer relationship in which the supplier is considered a low-to-moderate profile asset in a customer’s organization. Where there are good relations with some, but not all, people. A commodity supplier is generally one of many suppliers for a particular product and must competitively bid on all contracts.

# Appendix A- OUTREACH PROGRAM DEFINITIONS

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**Customer Account** — A customer who has past, current, or potential project activities with USACE. A customer account may be linked to the customer’s local, regional, or national office. The term “**account**” is synonymous with customer account and is utilized in order to simplify semantics of USACE Customer Management/Outreach Plans.

**Customer Outreach Cycle** — A four-phase cycle used to determine the needs of the customer and to move USACE assets to meet those need. The cycle consists of Strategic Outreach Planning, Account Planning, Implementation, and Evaluation.

**Customer Outreach Training Pyramid: Tier I** — This tier is comprised primarily of Corps personnel who have constant contact with customers. These are Corps personnel assigned to serve as Team Leaders or as members of account teams. Account team personnel are directly charged with developing business relationships with customers. The primary purpose of Tier I training is to get account team personnel the right skills to accomplish this task.

**Customer Outreach Training Pyramid: Tier II** — This tier is comprised primarily of Corps leadership and management personnel. It also may be comprised of personnel who have frequent customer interaction such as technical and functional personnel as well as project managers, resident and area engineers. The objective of Tier II training is to expose Corps personnel to the value of developing long-term business relationships with customers.

**Customer Outreach Training Pyramid: Tier III** — This tier is comprised primarily of Corps support personnel who have occasional customer interaction with customers. They may represent Corps personnel who guide or direct customer inquiries to the appropriate Corps representative.

**Evaluation** — The fourth phase of the customer outreach cycle. Evaluation activities include measuring performance, updating plans, training, and incorporating feedback.

**IFBP Matrix** — Issues, Features, Benefits, Proofs. A presentation development tool that brings customers’ needs and issues to the forefront of a solution.

**Force Multiplier** — A USACE core competency that translates to assembling expandable, multidisciplinary technical teams, enhanced through the leveraging of multi-program assets and capabilities.

**Honest Broker** — A USACE core competency that translates to facilitating or brokering cooperative arrangements among multiple constituencies (public and private).

**Implementation** — The third phase of the customer outreach cycle. Implementation activities include making customer contact, developing and delivering customer-focused materials, and closing the deal.

# Appendix A- OUTREACH

## PROGRAM DEFINITIONS

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**Installation Support Program** — USACE-performed reimbursable work funded by U.S. military installations. The installation support program work is separate from congressionally appropriated, military-construction funds.

**Market Share** — A portion of the customer’s budget or market business. Typically called “slice of the pie.”

**“One Door to the Corps”** — Our ability to provide services or products needed to suit a customer’s needs from anywhere within the USACE organization.

**One-Stop Service** — A USACE core competency that translates to providing life-cycle engineering and related services integrating a full range of multidisciplinary capabilities.

**Customer Management/Outreach Team** — Customer Management/Outreach teams perform phase one of the Customer Outreach Cycle (i.e., Strategic Outreach Planning). Outreach teams are established at various organizational levels to formulate national, regional, or local USACE outreach plans. Outreach teams are comprised of representatives from several of the Corps functional elements. Outreach teams are responsible for keeping USACE outreach plans updated.

**Partner** — A customer relationship in which the supplier is considered a high profile asset in a customer’s organization. Where there may be colocation/sharing of people and joint planning sessions. There is an informal/formal agreement to provide products and services.

**Positioning** — The art and science of placing your organization in a suitable position to further business development goals and objectives. The position ladder consists of four to five rungs, each one more desirable than the other. Typically they consist of (from bottom to top): no relationship, **commodity supplier**, **preferred supplier**, valued problem-solving **partner**, and **strategic ally**.

**Preferred Supplier** — A customer relationship in which the supplier is considered a moderate-to-high profile asset in a customer’s organization. Where there are good relationships with a broad number of people in each respective organization. A preferred supplier is generally one that a customer has a bias toward using although customer may not acknowledge it. Generally, a preferred supplier receives sole-source opportunities and follow-on work.

**Problem Solver** — A USACE core competency that translates to providing a structured, rational approach to problem solving.

**Prospect/Potential Customer** — Not a current customer. Potential is uncertain or unknown..

**Public Policy** — A USACE core competency that translates to implementing public policy

# Appendix A- OUTREACH

## PROGRAM DEFINITIONS

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within the Army ethic.

**Key Accounts** — Key accounts or sometimes referred to as “**Key Customers/Partners**” are based on strong relationships and must be managed carefully. They are usually assigned an Executive Liaison, Team Leaders, and an Account Team. Key accounts are extremely important to achieving organizational goals and constitute the majority of organizational revenue. Key accounts are identified in USACE and SPD outreach plans. These accounts are derived from the Corps’ existing customer base.

**Strategic Ally/Alliance** — Actions taken to associate or connect by some mutual relationship. Typically characterized by collaborating, cooperating, or associating with another organization. In some cases, the alliance may be formalized by a signed agreement. Some characteristics of a Corps strategic ally:

- ◆ Share or pursue a common organizational goal or mission.
- ◆ Develop a long-term relationship built to achieve common good.
- ◆ Build alliance to increase public value.
- ◆ Exchange of money between parties does not have to exist.
- ◆ Advocate each other to mutually benefit.

**Strategic Outreach Planning** — The first phase of the customer outreach cycle that formulates USACE Customer management/outreach plans. Strategic outreach planning considers the “big business picture” of the organization and plans for its improvement in the future. A customer management/ outreach plan or updated plan is the deliverable product of this phase.

**Support for Others Program** — USACE-performed work funded by non-DOD federal agencies, state/ local governments, Indian governments, non-government organizations, and U.S. private sector.

**SWOT Analysis** — A form of strategic or account analysis that examines the Strengths, Weakness, Opportunities, and Barriers to an organization.

**Systems Management** — A USACE core competency that translates to planning and managing large complex systems.

**Tactical Opportunity** — A customer inquiry, “pop-up” opportunity, or lead that presents itself to the Corps. In many cases, USACE had little or no prior knowledge of this opportunity. Must be acted upon immediately.

**USACE Core Competencies** — The seven primary areas integral to the products and services (i.e., business areas) that USACE maintains to meet mission requirements. The seven areas are Agility, Force Multiplier, Honest Broker, One-Stop Service, Problem Solver, Public Policy, and Systems Management.

# Appendix A- OUTREACH

## PROGRAM DEFINITIONS

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**USACE Market Segment Map** — A Corps business map arranged in matrix format that plots desirable areas of work. Segments on the map consist of the intersection of customer needs and customer groups.

**Work for Others Program** — USACE support of reimbursable services for DOD agencies.

**Zippering** — A concept that builds stronger relationships with a customer's key people. The approach matches Corps personnel with customer personnel (from senior executives to operating levels). This concept aligns ASA (CW) to Congress, HQ to HQ, MSC to Regional HQ, Districts to Installations/Sites/State.

# Appendix B - ABBREVIATIONS AND ACRONYMS

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<b>AAFES</b>	.....	Army and Air Force Exchange Service
<b>AFCEE</b>	.....	Air Force Center for Environmental Excellence
<b>AO</b>	.....	Area of Operations
<b>A&amp;E</b>	.....	Architectural and Engineering
<b>ASA(CW)</b>	.....	Assistant Secretary of the Army, Civil Works
<b>BCE</b>	.....	Base Civil Engineer
<b>BIA</b>	.....	Bureau of Indian Affairs
<b>BLM</b>	.....	Bureau of Land Management
<b>BOP</b>	.....	Bureau of Prisons
<b>BUREC</b>	.....	Bureau of Reclamation
<b>CALFED</b>	.....	California-Federal Agencies
<b>CW</b>	.....	Civil Works
<b>DOD</b>	.....	Department of Defense
<b>DOE</b>	.....	Department of Energy
<b>DOJ</b>	.....	Department of Justice
<b>DOT</b>	.....	Department of Transportation
<b>DLA</b>	.....	Defense Logistics Agency
<b>EM</b>	.....	Emergency Management
<b>EPA</b>	.....	Environmental Protection Agency
<b>FAA</b>	.....	Federal Aviation Administration
<b>FEMA</b>	.....	Federal Emergency Management Agency
<b>FTE</b>	.....	Full-Time Equivalent
<b>FY</b>	.....	Fiscal Year
<b>GSA</b>	.....	General Services Administration
<b>HQUSACE</b>	.....	Headquarters, U.S. Army Corps of Engineers
<b>HTRW</b>	.....	Hazardous Toxic Radiological Waste
<b>HUD</b>	.....	Housing and Urban Development
<b>IRS</b>	.....	Internal Revenue System
<b>ISP</b>	.....	Installation Support Program
<b>JOC</b>	.....	Job Order Contracting
<b>MAJCOM</b>	.....	Air Force Major Command
<b>MACOM</b>	.....	Army Major Command
<b>MILCON</b>	.....	Military Construction
<b>MSC</b>	.....	Major Subordinate Command
<b>MOA</b>	.....	Memorandum of Agreement
<b>MP</b>	.....	Military Program
<b>NAVFACENCOM</b>	.....	Naval Facilities Engineering Command
<b>NASA</b>	.....	National Aeronautical and Space Administration
<b>NOAA</b>	.....	National Oceanographic and Atmospheric Administration
<b>NGB</b>	.....	National Guard Bureau
<b>NRCS</b>	.....	National Resources Conservation Service
<b>O&amp;M</b>	.....	Operations and Maintenance
<b>PM</b>	.....	Project Manager

# Appendix B- OUTREACH

## PROGRAM DEFINITIONS

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<b>POC</b>	.....	Point of Contact
<b>RD</b>	.....	Research and Development
<b>RS</b>	.....	Reimbursable Services
<b>SFO</b>	.....	Support for Others (non-DOD)
<b>SLC</b>	.....	Senior Leadership Conference
<b>SMI</b>	.....	Self Management Institute
<b>SOP</b>	.....	Standing Operating Procedure
<b>SPD</b>	.....	U.S. Army Engineer Division-South Pacific
<b>SPA</b>	.....	U.S. Army Engineer District-Albuquerque
<b>SPK</b>	.....	U.S. Army Engineer District-Sacramento
<b>SPL</b>	.....	U.S. Army Engineer District-Los Angeles
<b>SPN</b>	.....	U.S. Army Engineer District-San Francisco
<b>USFWS</b>	.....	United States Fish and Wildlife Service
<b>USACE</b>	.....	United States Army Corps of Engineers
<b>USGS</b>	.....	United States Geological Survey
<b>USMC</b>	.....	United States Marine Corps
<b>USMS</b>	.....	United States Marshals Service
<b>USN</b>	.....	United States Navy
<b>VA</b>	.....	Veterans Affairs
<b>WFO</b>	.....	Work for Others (DOD customers)

# Appendix C - SOUTH PACIFIC DIVISION FY00 BUSINESS PLAN

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## *Initiatives*

COMMON BUSINESS PRACTICES  
PROJECT DELIVERY TEAMS  
OUTREACH  
TRAINING

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### SPD Commander's Priorities...

- Aggressively Pursue the Corps Vision
  - Build the Regional Team
  - Optimize the Organization
  - Delight the Customer
- 

### Common Business Process Project Management

**Goal:** Set common processes and tools to manage workloads & resources across the Division.

### **Major Objectives:**

- Common PM business practices and data definitions
- Ability to cross level resources and workload
- Define forecasting mechanisms
- Common reports, single extract data base
- Adaptation to customer needs and processes

### **Major Suggested Evaluation Criteria:**

- Accommodate work performed across SPD
- Usability by for resource leveling
- Standard accounting business practices
- Consistency with USACE data definitions

**Timetable:** 29 Feb: Final product to SPD (RMB)

### Standard Operating Budgets

**Goal:** Standardized formats and information for operating budgets across the Division.

# Appendix C - SOUTH PACIFIC DIVISION FY00 BUSINESS PLAN

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## **Major Objectives:**

- Standard definitions, formats, data categories, etc.
- Clear guidance directives
- Budget formats used in other MSC

**Evaluation Criteria:** Regulatory compliance, usability, RMB approval

**Timetable:** Implementation in March 00

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## **Project Delivery Team**

**Goal:** Project management business processes are in place in SPD and all work is managed by project delivery teams. Bring uniformity to the process of chartering, planning, endorsing, managing change and closing the projects varies widely throughout the division.

## **Major Objectives:**

- Roles and responsibilities for PM's, team members & Technical/Support chiefs.
- Communications procedures and operating guidelines.

## **Evaluation Criteria:**

- Endorsement by customers, management, team members and stakeholders
- Empowerment

**Milestones:** Project Management Plan developed and will be presented to the RMB in Jan 00. The final report will be completed and presented to the RMB on 12 Apr 00

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## **Outreach**

### **Merge District Outreach Plans**

**Goal:** Unify SPD's approach to outreach

## **Major Objectives:**

- Review of existing plans
- Customer focus
- Program focus

# Appendix C - SOUTH PACIFIC DIVISION FY00 BUSINESS PLAN

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## **Evaluation Criteria:**

- Regional focus
- Shared tools

**Milestones:** Plan consolidation being accomplished by SPK, Dec 99. Review and modification by outreach coordinators, Jan 00. Publish regional outreach plan Feb 00.

### Implement Regional Outreach Plan

**Goal:** Great plans developed in the past, but implementation has been fragmented and not on a regional basis.

## **Major Objectives:**

- Implementing Guidance
- Success stories

## **Major Evaluation Criteria:**

- Outreach awareness throughout the division
- Redirection of FY00 strategies

**Milestones:** Publish outreach SITREP, 1<sup>st</sup> Qtr CY00. Collect customer surveys for eventual development of an SPD customer survey instrument, Mar 00. Provide SPD material for USACE outreach brochure, Mar 00.

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## **Training**

**Goal:** Establish a corporate training focus that enhances our capabilities to respond to changing national needs.

## **Major Objectives:**

- Development of Regional Training Plan
- Hire a regional management coordinator to oversee the regional training program

# **Appendix C - SOUTH PACIFIC DIVISION FY00 BUSINESS PLAN**

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## **Major Evaluation Criteria:**

Training needs addressed on a regional basis  
Training committee reviews and publishes plan

## **Timetable:**

- Dec 99: Initial FY00 training committee meeting
- Jan 00: Regional Management Coordinator hired
- Mar 00 Draft plan developed