

# Sustaining the Civil Works Program

Presentation to  
**Planning Community of Practice Meeting**

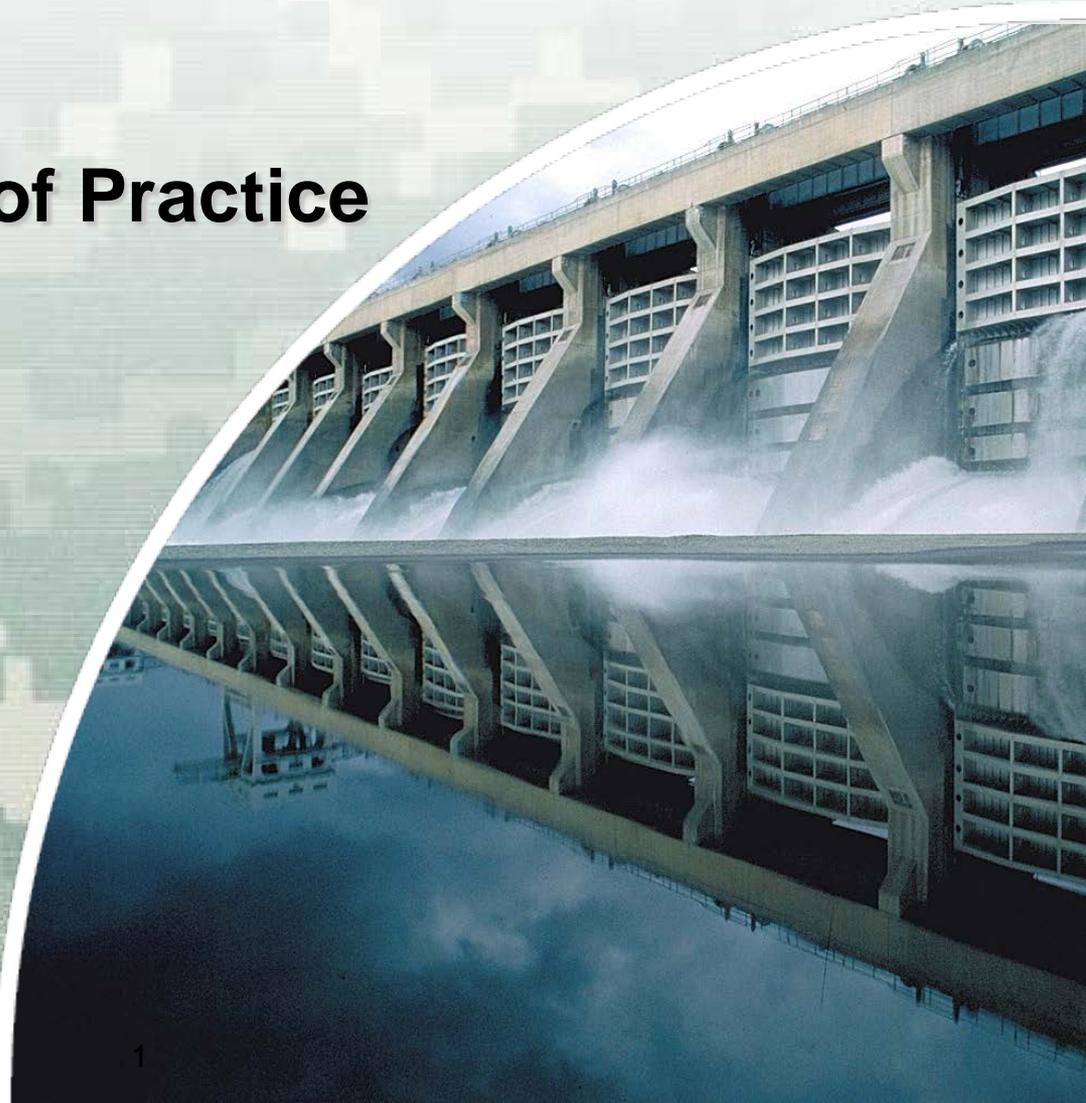
Steven L. Stockton, P.E.  
Director of Civil Works

2 June 2015



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US Army Corps of Engineers  
**BUILDING STRONG**®



“A society grows great  
when old men plant trees  
whose shade they know  
they shall never sit in.”



*Greek Proverb*



# ***John F. Kennedy***

***We are a great and strong country ... but greatness and strength are not ... gifts which are automatically ours forever.***

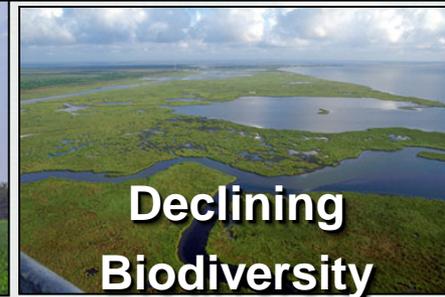
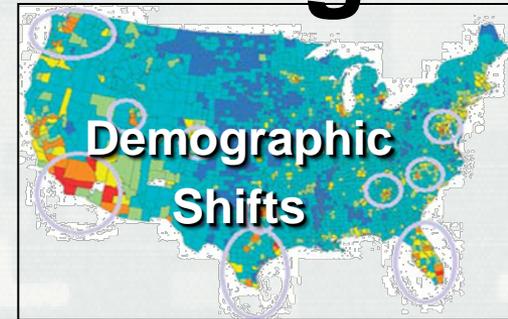


***It took toil and courage and determination to build this country - and it will take those same qualities if we are to maintain it.***

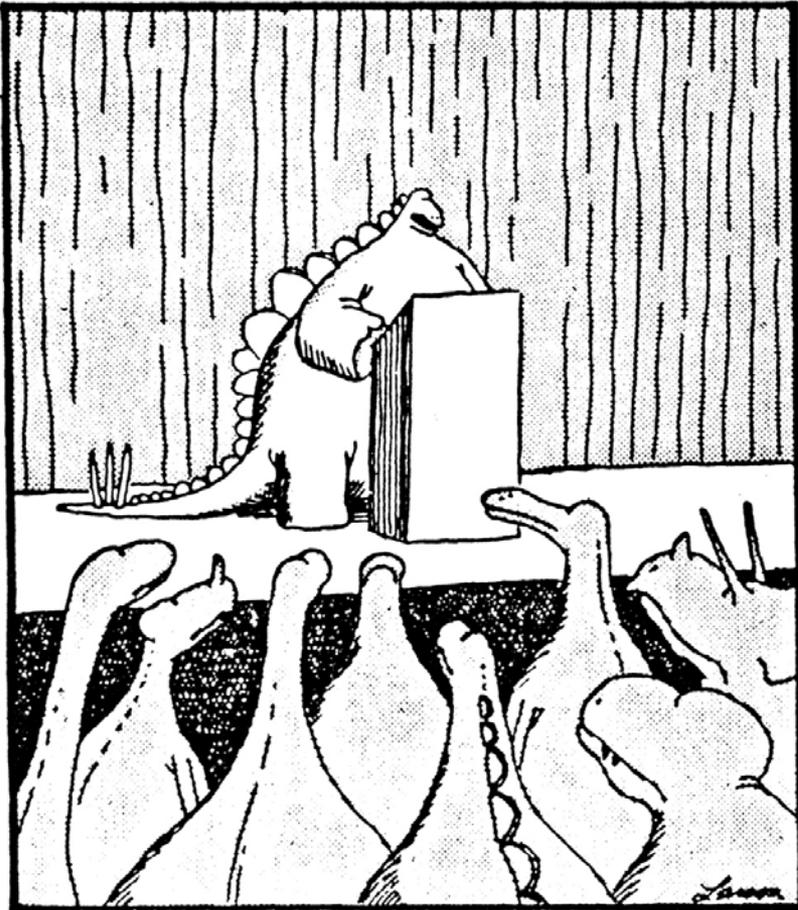
***For, although a country may stand still, history never stands still. Thus, if we do not soon begin to move forward again, we will inevitably be left behind. ... But effort and courage are not enough without purpose and direction.***



# National Water Resource Challenges



# The Current Situation



"The picture's pretty bleak, gentlemen. ... The world's climates are changing, the mammals are taking over, and we all have a brain about the size of a walnut."

- A **No-Earmark** environment
- Too many studies and projects all **funded uncertainly & inefficiently**
- Projects and Studies **take too long** to complete and **cost too much**
- **Sponsors & Stakeholders frustrated** by the lack of progress, increased time and costs
- We under-emphasize **quality assurance** and quality products
- In a budget constrained era, we must do what it takes to be **RELEVANT!!...**



# WRRDA 2014



**Deauthorizations  
& Backlog  
Prevention**



**Water Supply and  
Reservoirs**



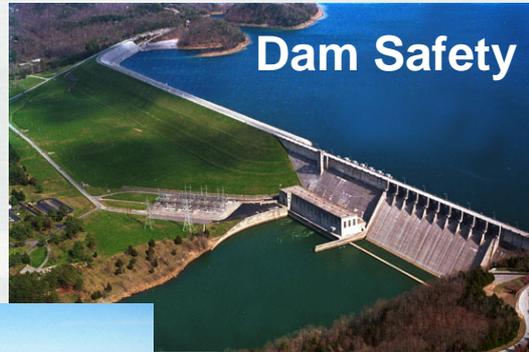
**Regulatory  
(Including 408)**



**Project Development  
and Delivery  
(Including Planning)**



**Alternative  
Financing**



**Dam Safety**



**Levee Safety**



**Navigation**



**Non-Federal  
Implementation**



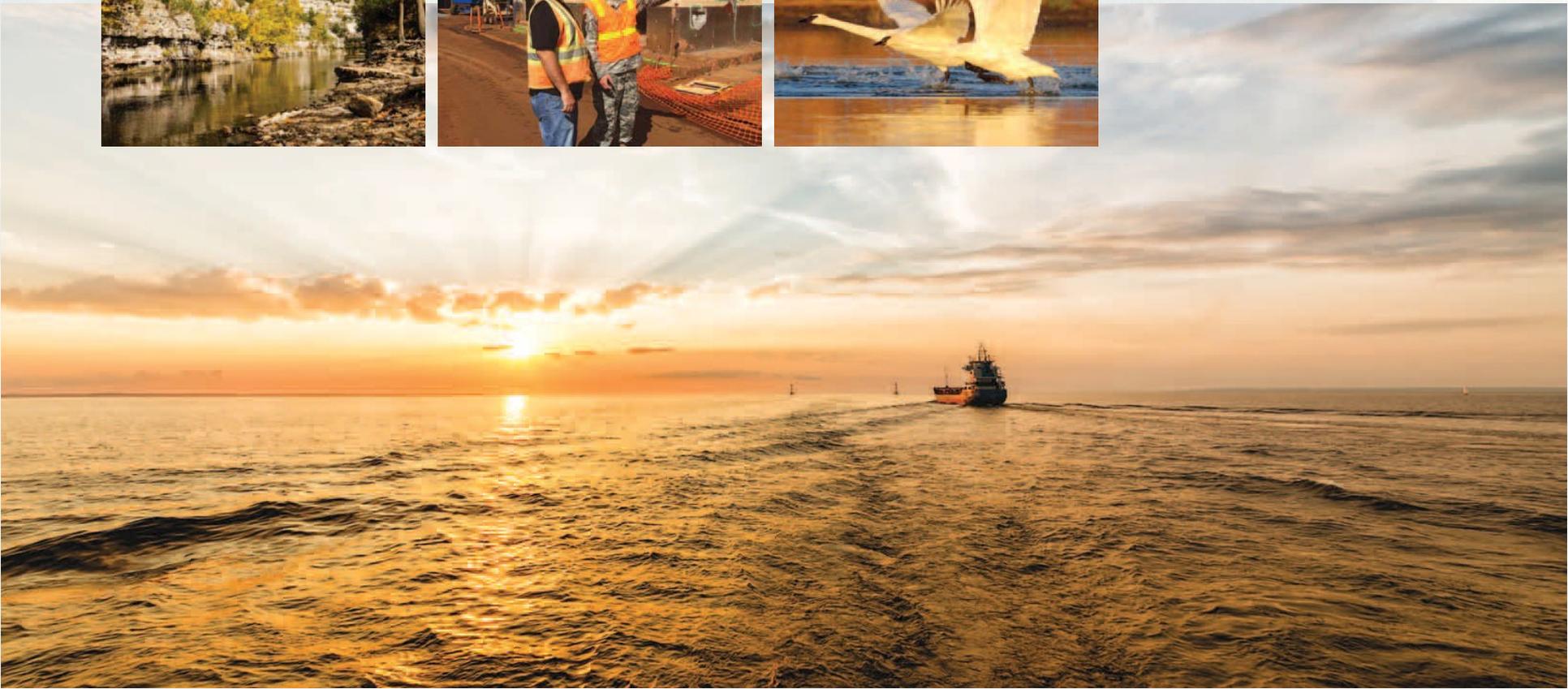
**Credits**

# Sustainable Solutions

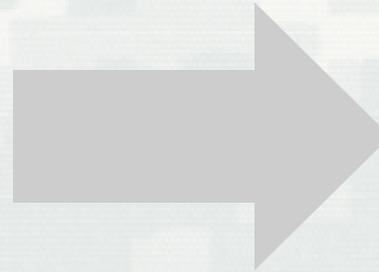


To America's Water Resource Needs  
Civil Works Strategic Plan 2014-2018

US Army Corps of Engineers®



# USACE Civil Works Strategic Plan and Campaign Plan



## Campaign Plan

**Goal 2: Steve Stockton**

**Transform Civil Works**

Deliver enduring and essential water resource solutions using effective transformation strategies.

**Objective 2a: Theodore Brown**

Modernize the Civil Works project planning program and process.

Action 2a1: People - Enhance the capability and competency in the Planning Community

Action 2a2: Process - Improve and develop efficient and cost effective processes

Action 2a3: Projects - Deliver timely, cost effective, and high quality products

Action 2a4: Program - Develop and manage the Planning Program

**Objective 2b: Mark Mazzanti**

Enhance the Civil Works budget development process with a systems approach.

Action 2b1: Implement a watershed-informed budget development process.

**Objective 2c: James Dalton**

Deliver quality solutions and services.

Action 2c1: Deliver on commitments

Action 2c2: Improve Technical Competency and Methods of Delivery.

Action 2c3: Develop, restore, and protect waters, wetlands, and natural resources.

Action 2c4: Improve CW portfolio performance in changing climatic conditions.

Action 2c5: Accessible and efficient regulatory and permit decision-making.

**Objective 2d: Edward Belk**

Deliver reliable, resilient, and sustainable infrastructure systems.

Action 2d1: Implement the USACE Infrastructure strategy

Action 2d2: Apply life-cycle portfolio management.

Action 2d3: Optimize Operations and Maintenance efficiencies.

Action 2d4: Develop and implement alternative financing approaches.

Action 2d5: Coordinated system based investment decisions.

Priority Actions: Mandatory MSC/District Action for Inclusion in IPLAN/OPLAN



## USACE Civil Works Vision

Contribute to the strength of the Nation through innovative and environmentally sustainable solutions to the Nation's water resources challenges

### Strategic Goals



# USACE Civil Works Vision

*Contribute to the strength of the Nation through innovative and environmentally sustainable solutions to the Nation's water resources challenges*



# Overarching Strategy

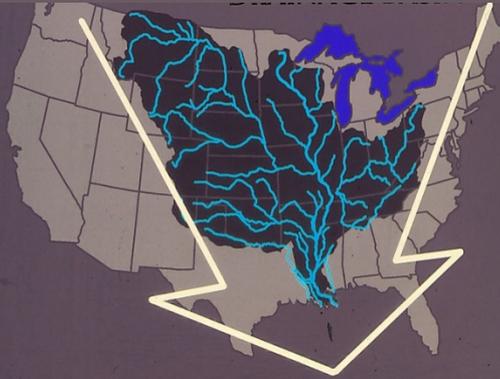
## *Integrated Water Resources Management*

- A holistic focus on water resource challenges and opportunities that reflects coordinated development and management of water and related resources
- IWRM considers economic benefits, ecosystem quality and health and public safety



# Cross-Cutting Strategies

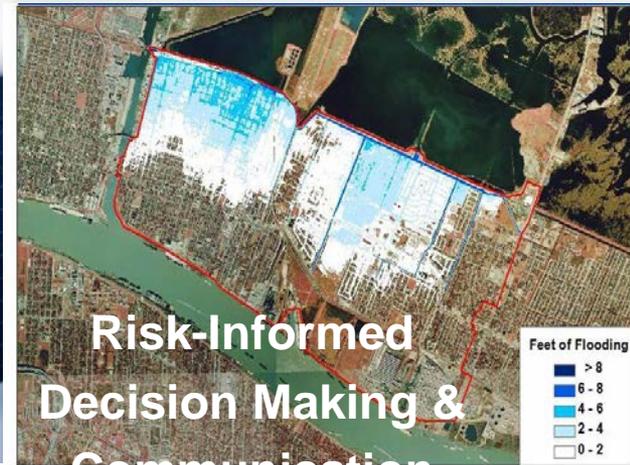
Systems Approach



Collaboration & Partnering



Risk-Informed  
Decision Making &  
Communication



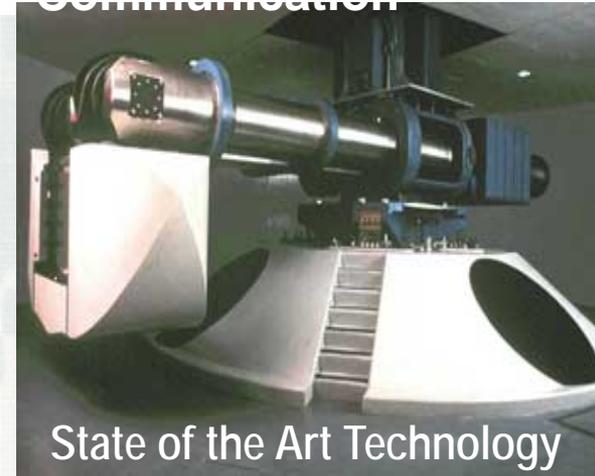
Innovative Financing



Adaptive Management



State of the Art Technology



# Transform Civil Works

## Four Focus Areas



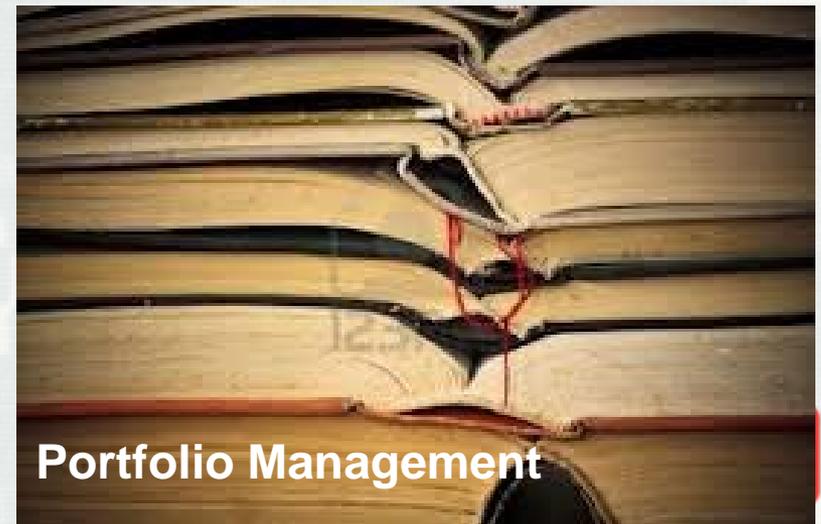
# Planning Modernization

Report of the  
chief of  
engineers U.S.  
army

United States  
Army Corps of  
Engineers

- Streamline Process
- National Direction strategy
- Update policies and guidance
- Early involvement
- Sustaining competencies

Chief's  
Reports



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# Planning Modernization

## Where We Are Today

✓ Completed 48 Total Chief's Reports totaling \$31.6 Billion



2007-2015

13-Environmental  
12-RM  
10-HSDRR  
14-NAV

✓ Reduced Planning Portfolio from 600 to 147

✓ WRRDA Implementation Guidance for 58 Provisions Complete



✓ Training -

- Completed 35 Educational Webinars
- Over 241 Planners ATR Certified

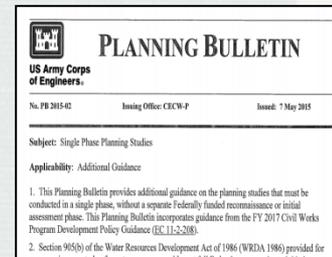


✓ Updating Guidance -

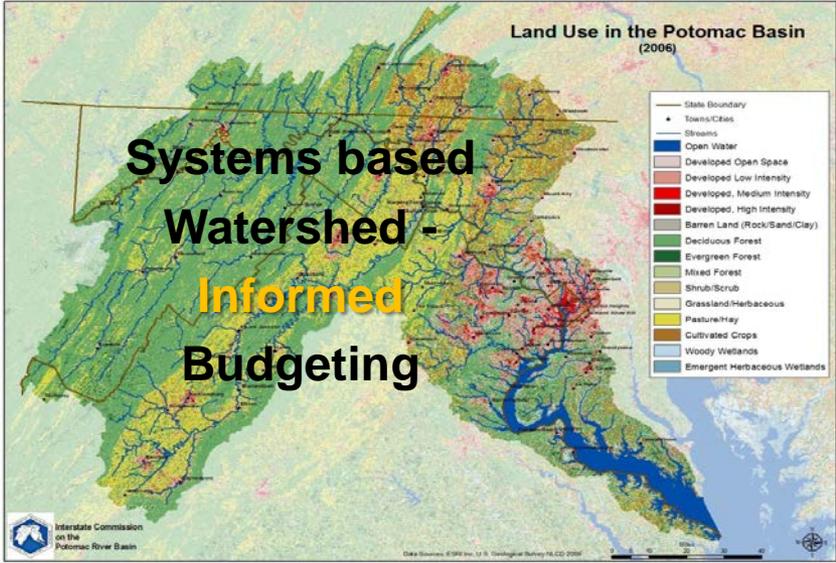
- Completed 9 Planning Bulletins
- Updating ER1105-2-100

✓ National Water Resources Direction

- A robust water resources strategy to sustain the program
- FY14 - 9 New Starts
- FY15 - Possibly 10 New Starts



# Budget Development Transformation



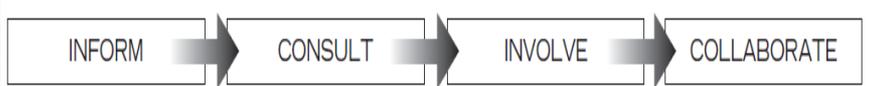
# Budget Development Transformation

## *Where We Are Today*



### **Stakeholder Engagement-**

Developed tools for spectrum of engagement analysis for FY16 pilots



### **Budget Development Transformation delivers comprehensive IWRM water resource investment decisions by:**

- Providing Value to the Nation
- Higher return on investments
- Holistic outcomes and benefits
- Evaluating system interdependencies
- Enhancing Stakeholder engagement



### **Training**

- Continued V2N methodology development on 28 ongoing pilots initiated in FY14 and budgeting
- Conducted training seminars for stakeholder engagement and Watershed Governance and Consistent Assessment



# Delivering Quality Solutions & Services

**Strong  
Systems  
Support**

**Process  
Improve-  
ment**

Building  
the  
Bench

**Policy  
Guidance**

**Centers of  
Expertise**

- Methods of Deliver
- Work force leveling
- Communications and CoPs

**Data Sharing &  
Knowledge  
Management**

**Technical & Soft  
Competences**

**Acquisition  
Strategies**

**Interagency  
Collaboration**





# Deliver Quality Solutions & Services

## Where We Are Today

### ✓ Deliver on Commitments

- Developing numerous activities to establish commitments to schedule, cost, and quality (PMP, QMP, ATR, and BCOE)
- Developing Design Review Checklist to optimize process



### ✓ Improve Technical Competency and Methods of Delivery

- Continuing to develop Career Maps for employees – developed in FY13
- FY15-Established E&C Fellows Program
- Updated ER 1110-1-8158: Command Control process for approval of CX, CS, and Mandatory Centers



### ✓ Wetlands, and natural resources

- 2005-2014; restored 88,700 acres to less degraded and natural condition
- Provide stewardship to manage, conserve and protect the natural and cultural resources of approximately 12 million acres of Corps owned land



### ✓ National Wetland Plant List

- Initiated in 1988 and automated in 2012 – used to define hydrophytic vegetation (one of three parameters used to delineate federal wetland boundaries)
- Updating NWPL
- Over 5,000 users monthly



### ✓ Changing Climatic Conditions

- Completed screening –level vulnerability assessment for over 1,400 coastal projects
- Evaluating 100 projects classified as having very high to high vulnerability
- Districts reviewing ETL's 1100-2-1 and 1100-2-2 that will be used in the planning, design and development of future civil works projects

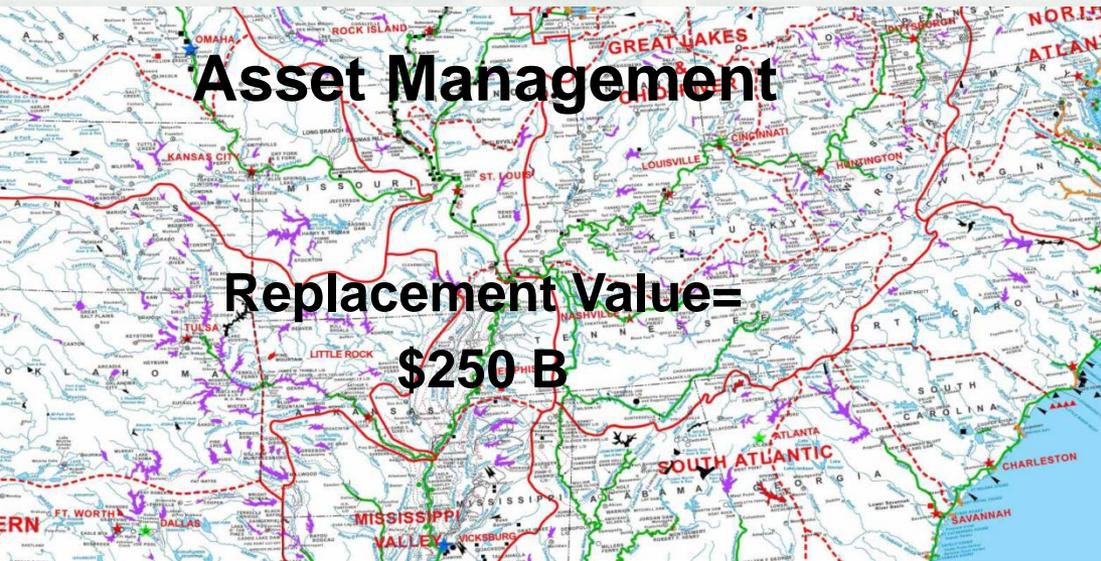


### Delivering Quality Solutions and Services

- Improve quality, cost effectiveness & timeliness
- Enhance technical competences
- Improve ability to meet or exceed customer expectations



# Infrastructure Strategy



Kentucky River Lock #2, in service since 1839

- Inventory of assets
- Assess condition of assets
- Apply life cycle management
  - What to keep, rehab, O&M or dispose/divest
- Alternative financing
  - Authorities
  - P3 Pilots
  - Other financing options





# Infrastructure Strategy

## Where We Are Today



### Asset Management

- In FY 15 will complete Operational Condition Assessments on the USACE CW portfolio – 3,000 projects with a capital stock value of approximately \$190B
- Developing Operational risk assessments for locks, dams, and hydro
- Implementing phased Maintenance Management Improvement Plan to develop future O&M budgets



**Infrastructure Strategy** - Integrated approach to asset management, life-cycle portfolio management, and alternative financing.

- Risk informed
- Assets' portfolio and condition/risk assessments
- Prioritized portfolio using a life cycle
- Systems Based investment decisions
- Alternative financing options



### Alternative Financing

- Pursuing 7 Alternative Financing Projects
- Each MSC is to provide 2 Alternative Financing Demonstration Projects in FY17
- Evaluating feedback received from our recent Fed Biz Ops Sources & Industry Feedback responses on Great Lakes Dredging Alternative Financing Project
- Performing Alternative Financing Road Shows with MSC's



### Life Cycle Portfolio Management

- Analyzing ratio of O&M appropriation and direct maintenance expenditures at project sites v. total project expenditures to establish best practice efficiency targets
- 6 Districts being evaluated and report will be due in July 2015

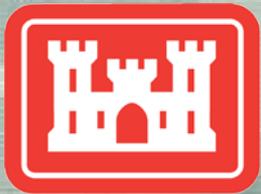
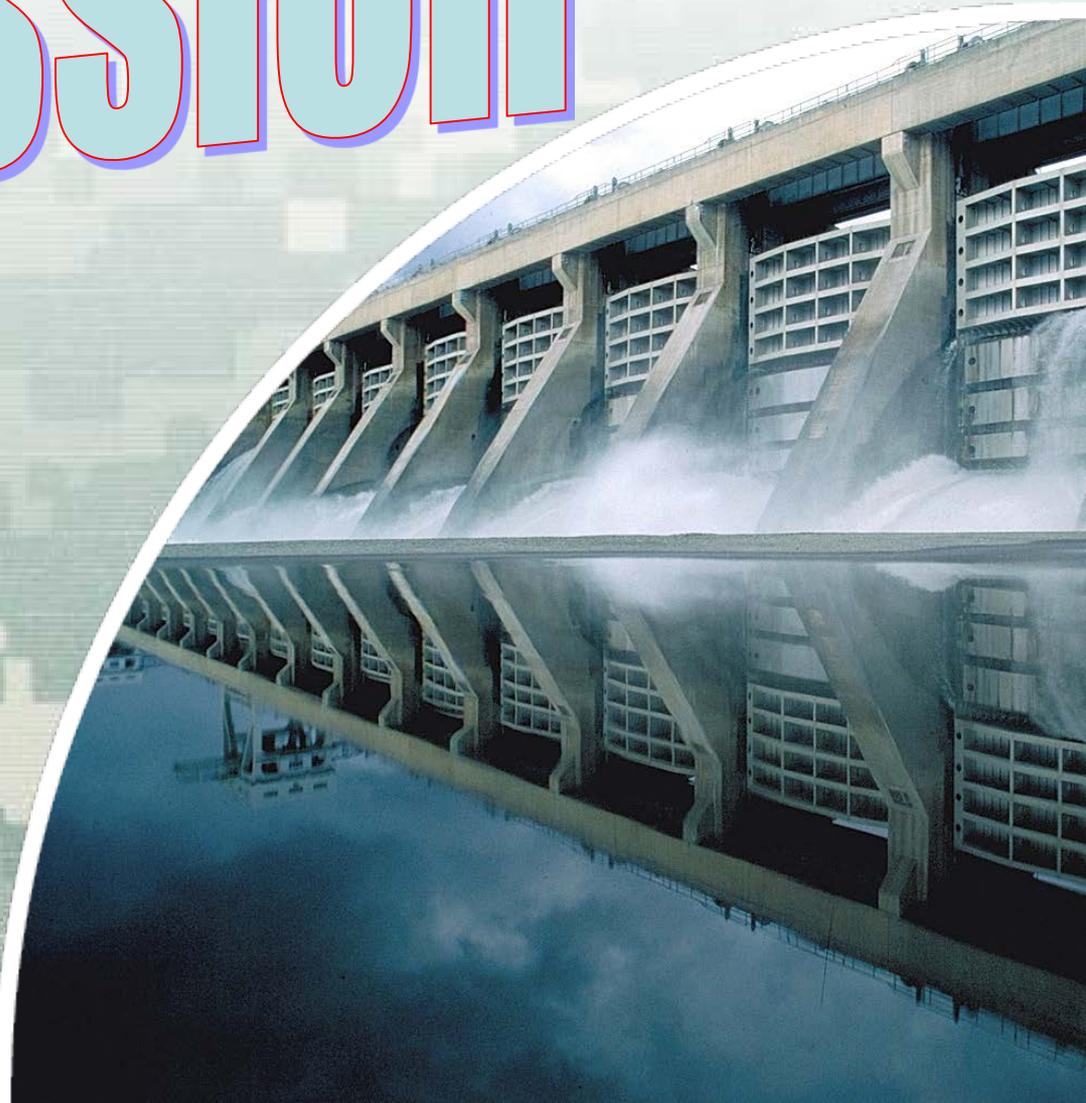


# It's All About Relevance

- Everything we do matters...
- It's about interconnectivity
- Can we make the transformation real?
- We must do it together-it's a call to action



# Discussion



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