National Waterways Conference

The Future of the Civil Works Program: An Interactive Discussion

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USACE Support to 9 - 11
Debris Mgt Support to WTC
The OMB Proposal
OMB Proposal Graphic

USACE Integrated Water Resources System

- RECREATION
- HYDROPOWER
- EMERGENCY MANAGEMENT
- AQUATIC ECOSYSTEM RESTORATION
- NAVIGATION
- FLOOD RISK MANAGEMENT
- SHORELINE PROTECTION
- NAVIGATION DREDGING
- REGULATORY

AGENCY
- Army National Guard
- Bureau of Land Management
- Bureau of Reclamation
- Coast Guard
- DOI
- DOT
- EPA
- FEMA
- FERC
- Fish and Wildlife Service
- National Marine Fisheries Service
- National Park Service
- States
- USDA
- U.S. Forest Service
- Unknown

CURRENT
One Agency

PROPOSED
Many Agencies/Departments
The OMB Proposal

- “The road to hell is paved with good intentions”
- “The threat” is real

- DoD and DA Memo’s concur with comments

- DoD and DA (ASA CW and Corps) can’t stop (have $700B/$180B budgets respectively)
The OMB Proposal (cont’d)

- No earmarks era began in 2011, gave OMB a strong voice in CW project funding/execution (not a permanent condition)

- Inserted OMB into the Civil Works “Iron Triangle” (Congress, Project Sponsor and USACE)

- The Corps is very effective developing water resource solutions ….. OMB’s job is to tamp down demand for Federal $$$$
Civil Works Projects – “The Long Haul”

- Years, decades, epochs
- Transcends Administrations
- Very Expensive
- Starts with the “Planning Process”
USACE: Water Resource “Integrator”

Having All Project Purposes in the Army (much less One Federal Agency) is Unique In World History

1775 Continental Congress Organized an Army with a Chief Engineer

Rivers and Harbors Act of 1824 formerly established the Civil Works Mission

“Whiskey is for drinking; Water is for fighting over.”
-Mark Twain
USACE: Water Resource “Integrator”

Commerce Clause -
interstate water usage is a
Federal responsibility .......
water is a shared resource

Better for competing needs
to be resolved/proposed
inside one agency than at
the Supreme Court !!

“Whiskey is for drinking;
Water is for fighting over.”
-Mark Twain
USACE: Both Leadership and Technical Competence

- 800 Army Officers and 33,000 DA Civilians
- Unique combination of courage, depth, responsiveness and technical capability
- Contracting professionals teamed with warranted engineers and program managers
USACE: Both Leadership and Technical Competence

- In house design and construction oversight (no third party contractors watching second party contractors)

- Both adaptive and process oriented (can be frustrating but court cases are not lost on operational decisions)
USACE Is Apolitical

- A “Flywheel” within an Administration
- Art1, Sec 8: Congress raises and equips Armies
- Military oath is to the Constitution
- Political appointee is outside the Corps
- Example: The Peabody Memorandum
- Chief’s removal requires Congress’ OK
Water Management – USACE Roles

- “Military type” approach to disaster response
- Draws talent from a large expeditionary workforce
- Unique revolving fund allows rapid expansion (and contraction) ….. operates as a business
- Develops basin wide operating/water control manuals (“let the games begin”)
Water Management – USACE Roles (con’t)

- Coordinate **system wide reservoir** operations during floods and droughts
- “Quarterbacks” the Federal process
- “Swiss Army Knife” for the Nation
- Tries hard to keep these issues from Sec Army
- Integrated into the populace with numerous local offices (districts)
Do You Really Want to Live in Pottersville * ?

- Spoke one common language working toward one goal ---- then scattered them to the four corners of the world and speaking many languages (the Tower of Babel).

- “Here’s a quarter, call someone who cares” (Travis Tritt)

* It’s a Wonderful Life [in Bedford Falls]
What is the US Army Corps of Engineers?

CIVIL WORKS*  
$25.1 B

CENTRALLY FUNDED

PROJECT FUNDED

MILITARY PROGRAMS  
$24.4 B

9 Divisions

43 Districts

HQ

National Disaster Response FEMA Reimbursable funds of $4.1 B

22,855 Personnel

811 Soldiers

10,918 Personnel

Contractors execute 65% of architect-engineer services & 100% of construction

“Self-leveling” Workforce based on Workload

Engineer Commands (ENCOMs)

FY18 Data, CW/MP, EDW/P2/FYDP  * FY18 CW Includes $17.4B Supplemental FY18 R&D funds of Approximately $1B included above
$4.1B in National Disaster Response funds are no-year FEMA Reimbursable funds that are coupled with the FY18 USACE Program
Pottersville (con’t)

- 2/3’s of USACE (including CW R&D) personnel are moved out

- Likely 10 (max) CONUS districts remain of 36 today with possibly two divisions (one east and one west) - none with a civil works mission
Pottersville (con’t)

- Water related functions transferred to multiple other Federal agencies

- The one agency closest to “a Federal steward of water resources” is closed

- Resolution of competing needs shifts to the courts and years of uncertainty
What Can I Do?

- Hope is Not a Method

- National priorities and directions are political ….. our system of government

- Current and potential project sponsors should engage immediately …. if you don’t like “Pottersville” (Van Helsing approach)