

# ***National Waterways Conference***

## ***The Future of the Civil Works Program: An Interactive Discussion***

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*Dawson & Associates*

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# USACE Support to 9 - 11



# Debris Mgt Support to WTC



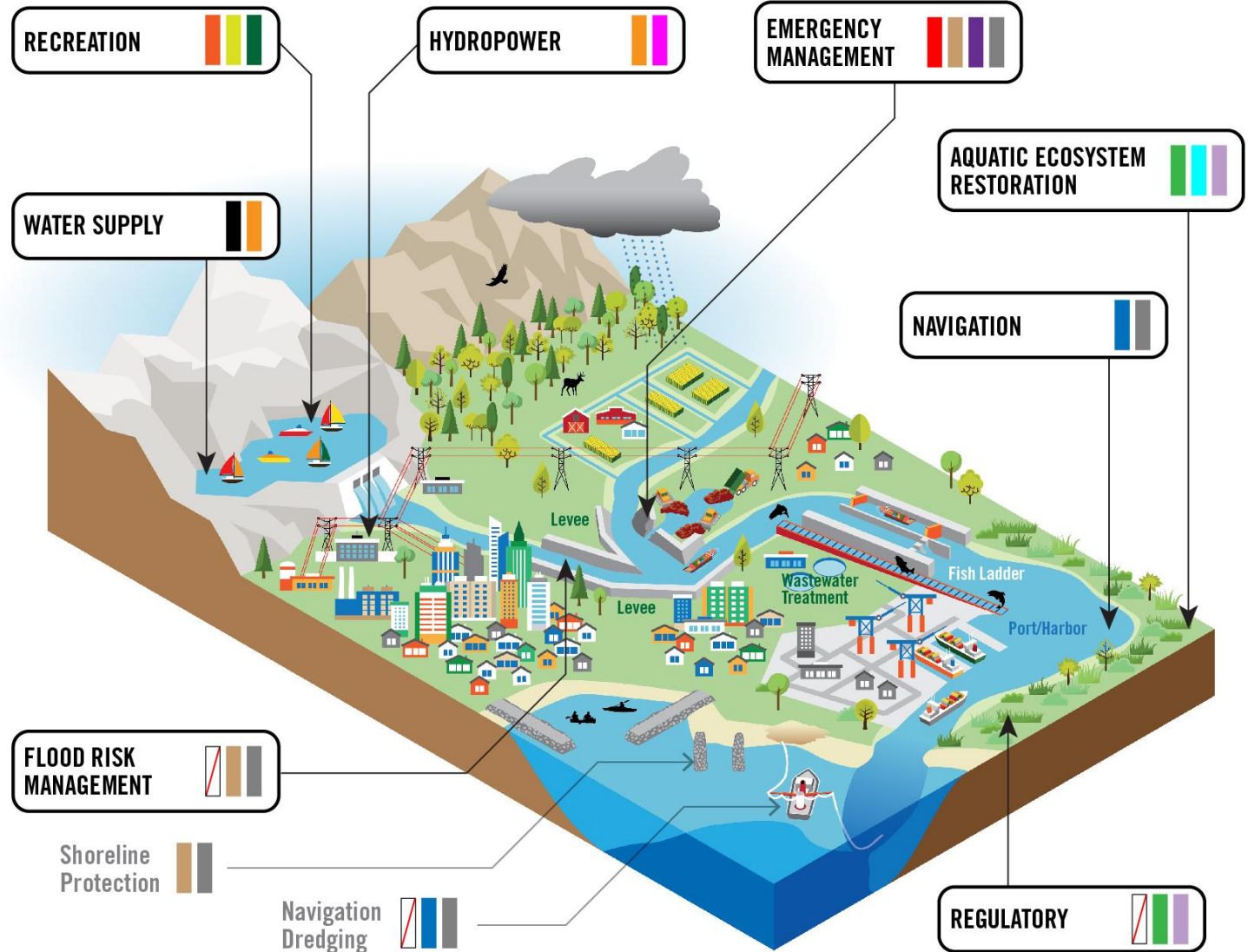
# The OMB Proposal



# OMB Proposal Graphic

AGENCY	LOGO	KEY
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		

## USACE Integrated Water Resources System



**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)

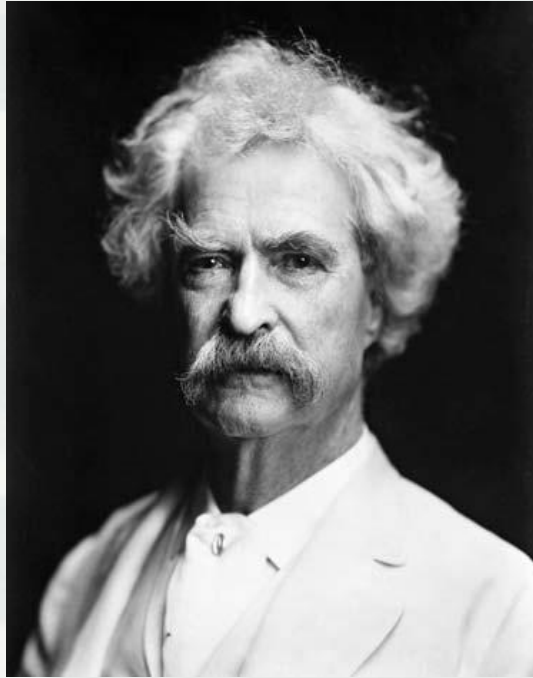
- No earmarks era began in 2011, gave OMB a strong voice in CW project funding/execution (not a permanent condition)
- Inserted OMB into the Civil Works “Iron Triangle” (Congress, Project Sponsor and USACE)
- The Corps is very effective developing water resource solutions ..... OMB’s job is to tamp down 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”



[http://alanthony.files.wordpress.com/2009/06/mark\\_twain.jpg](http://alanthony.files.wordpress.com/2009/06/mark_twain.jpg)

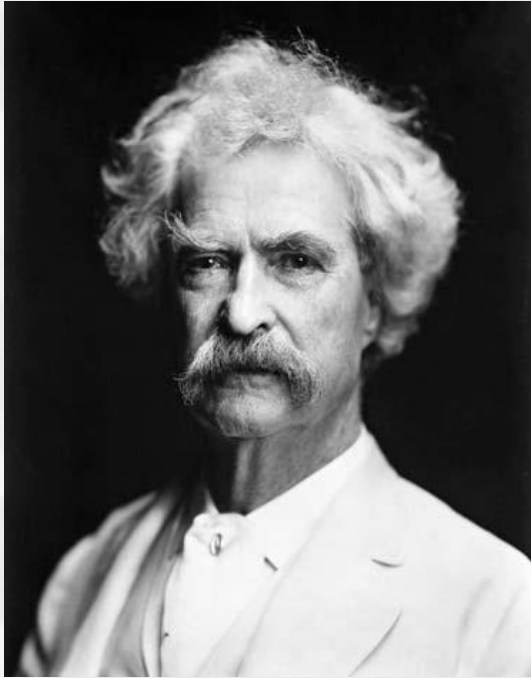
“Whiskey is for drinking;  
Water is for fighting over.”  
-Mark Twain

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

# USACE: Water Resource “Integrator”



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**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 !!**

# 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)

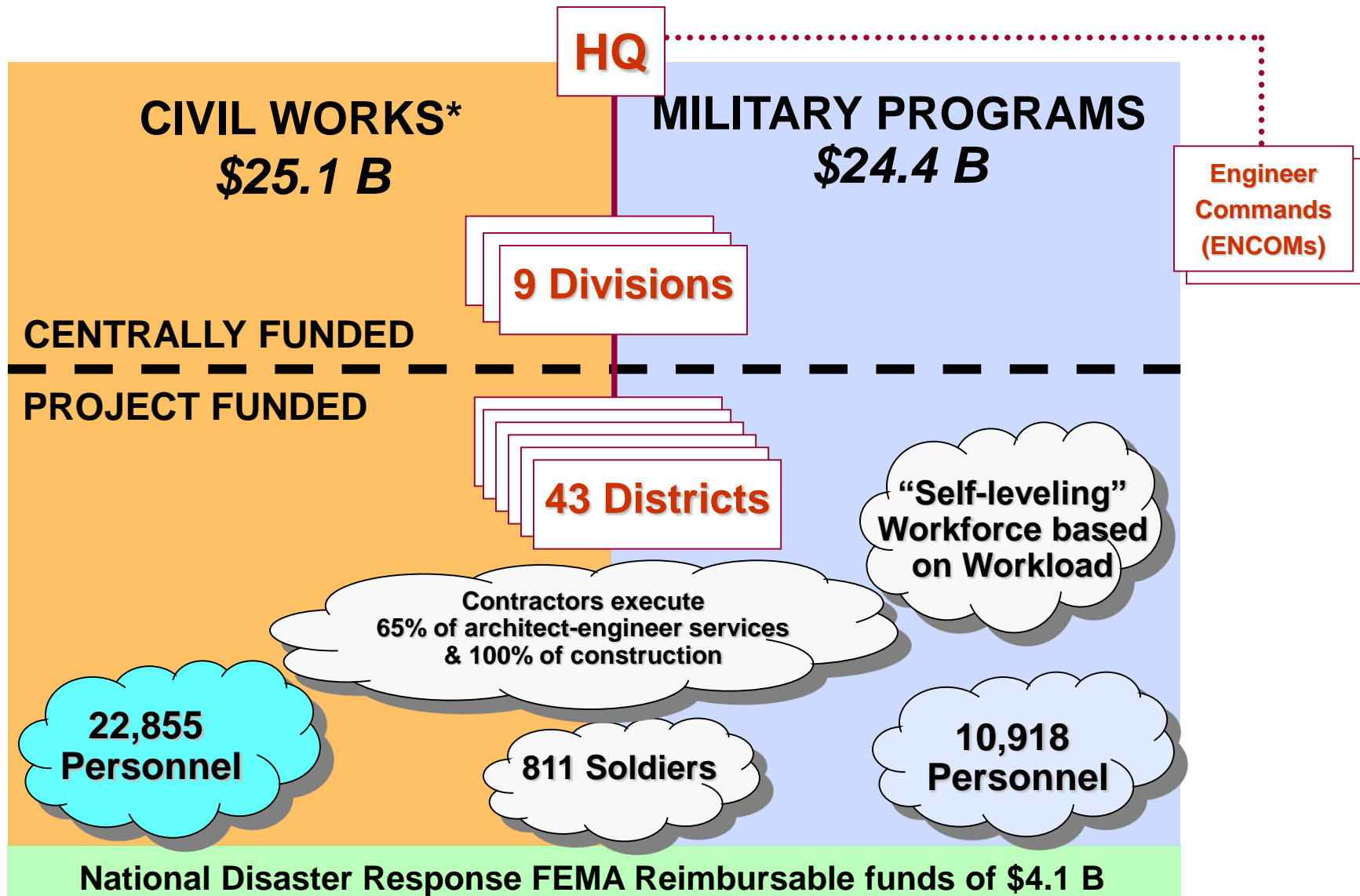
- Coordinate system wide reservoir operations during floods and droughts
- “Quarterbacks” the Federal process
- “Swiss Army Knife” for the Nation
- Tries hard to keep these issues from Sec Army
- Integrated into the populace with numerous local offices (districts)

# 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)

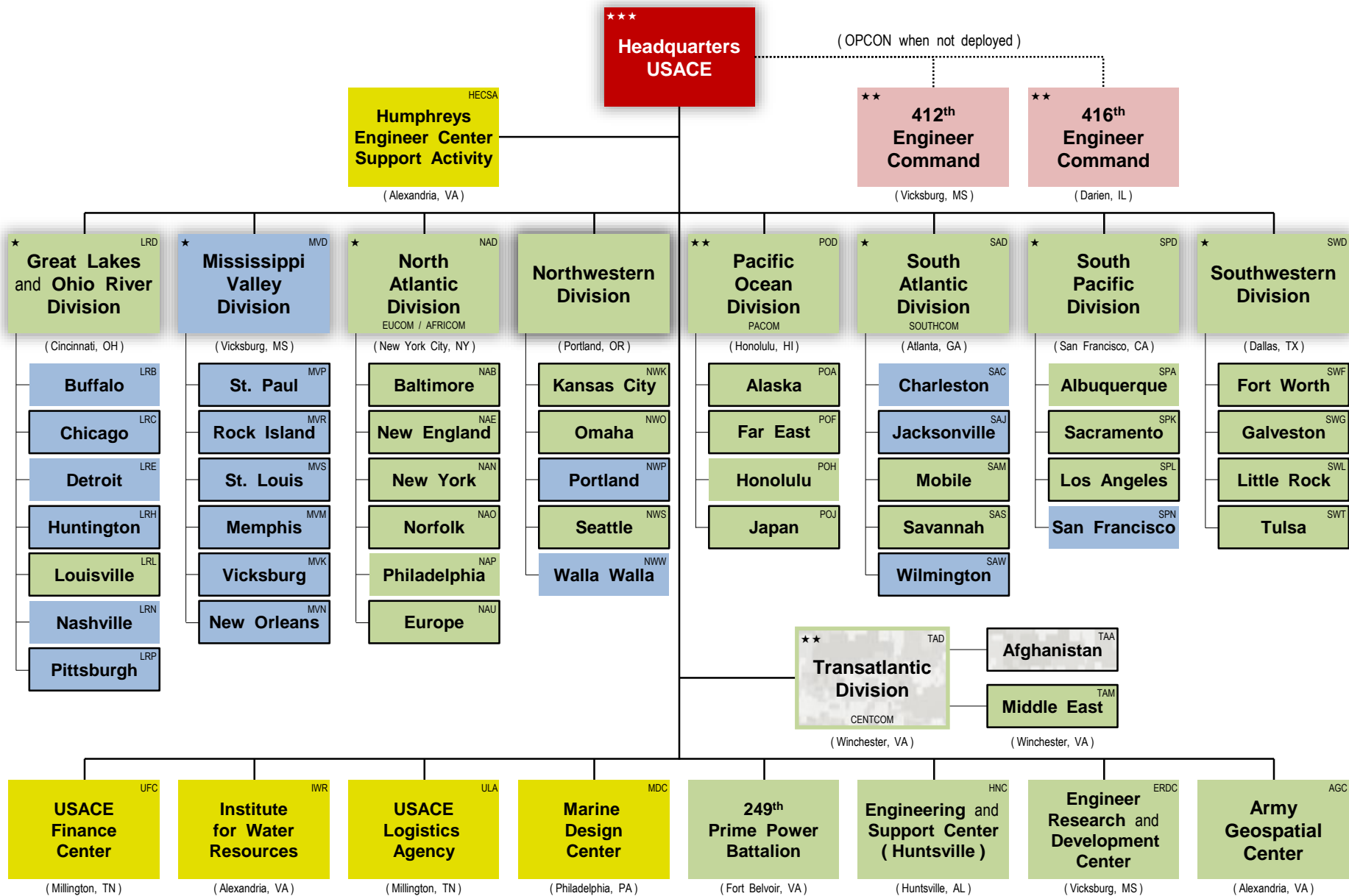
\* It’s a Wonderful Life [in Bedford Falls]

# What is the US Army Corps of Engineers?



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

# MACOM Organization



Field Operating Activity

Organization with ONLY a CIVIL WORKS Mission

O-6 District Commands (33 of 42)

# 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)**