

# NATIONAL WATERWAYS CONFERENCE



**MG SCOTT A. SPELLMON**

Deputy Commanding General for Civil and  
Emergency Operations, USACE

**EDWARD E. BELK, Jr P.E.**

Chief, Civil Works Programs Integration Division,  
USACE



***World-Class Delivery...  
Real-World Impact!***



**US Army Corps  
of Engineers**



**U.S. ARMY**



US Army Corps  
of Engineers.



# AGENDA

- **LEADERSHIP**
- **CHIEF OF ENGINEERS' VISION**
- **CURRENT MISSION SET**
- **OMB PROPOSAL**
- **FY18 WORK PLAN AND SUPPLEMENTAL APPROPRIATION**



US Army Corps  
of Engineers.

# CIVIL WORKS LEADERSHIP (AS OF AUG 2018)



H  
Q  
D  
A



**LTG Todd Semonite, PE**  
Chief of Engineers and CG USACE



**Hon R.D. James**  
ASA(CW)



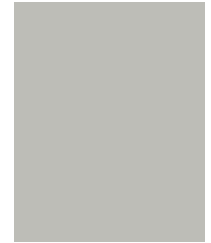
**Hon Ryan Fisher**  
Principal Deputy



**Joe Benz**  
DASA, M&B



**David Leach**  
DASA, PPR



**Deana Funderburk**  
DASA, Policy & Legis

H  
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E



**Ray Alexander, SES**  
Director, Contingency Ops



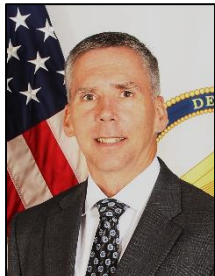
**MG Scott Spellmon**  
DCG-Civil/Emergency Ops



**James Dalton, PE, SES**  
Director, Civil Works



**Dr. Larry McCallister, PE, SES**  
Chief, Engineering and  
Construction



**Tom Smith, PE, SES**  
Chief, Ops/Reg



**Joseph Redican**  
Acting Chief, Plans/Policy



**Eddie Belk, PE, SES**  
Chief, Programs

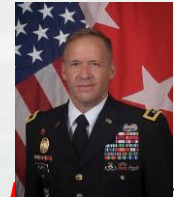
**Other Senior Leaders:**  
MG Mike Wehr-DCOE  
David Cooper-Chief Counsel  
Chris Gatz-A/IIS  
Karen Baker-Environmental  
Dr. David Pittman-ERDC  
COL Douglas Lowery-A/DOC  
Dr. Joe Manous-Dir IWR



# CIVIL WORKS REGIONAL LEADERSHIP



**NAD**  
 CG: MG Jeffrey Milhorn  
 PD: Wes Coleman (A)  
 RBD: Vacant



**LRD**  
 CG: MG Mark Toy  
 PD: David Dale  
 RBD: Steve Durrett



**MVD**  
 CG: MG Rick Kaiser  
 PD: Jim Bodron  
 RBD: Tom Holden



**NWD**  
 CG: BG Peter Helminger  
 PD: Dave Ponganis  
 RBD: Eric Hansen



**North Atlantic Division (NAD)**  
 New England  
 New York  
 Philadelphia  
 Baltimore  
 Middle East (Winchester, VA)  
 Norfolk

**Great Lakes & Ohio River Division (LRD)**  
 Detroit  
 Buffalo  
 Chicago  
 Pittsburgh  
 Cincinnati  
 Huntington  
 Louisville

**Northwestern Division (NWD)**  
 St. Paul  
 Rock Island  
 Omaha  
 Kansas City  
 St. Louis

**South Pacific Division (SPD)**

**Southwestern Division (SWD)**

**Mississippi Valley Division (MVD)**

**South Atlantic Division (SAD)**

**SPD**  
 CO: COL Kimberly Colloton  
 PD: Cheree Peterson  
 RBD: Vacant



**Pacific Ocean Division (POD)**  
 San Francisco  
 Sacramento  
 Los Angeles  
 Honolulu

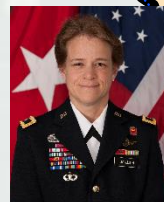
**POD**  
 CG: BG Tom Tickner  
 PD: Gene Ban  
 RBD: Gary Kitkowski



**SWD**  
 CG: BG Paul Owen  
 PD: Mark Mazzanti  
 RBD: Pete Perez



**SAD**  
 CG: BG Diana Holland  
 PD: Al Lee  
 RBD: Tab Brown





# USACE: STAYING WORLD CLASS NOW AND INTO THE FUTURE



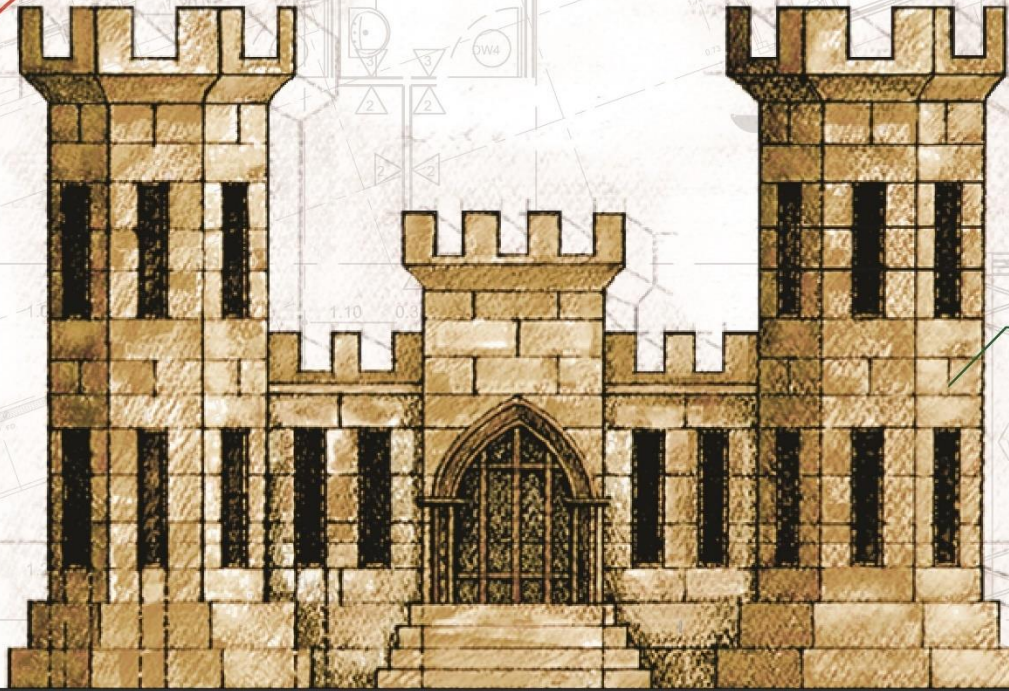
US Army Corps  
of Engineers®

## ACHIEVE OUR VISION

Anticipate future conditions;  
take actions today to always be  
ready come what may.

## USACE VISION

Engineering Solutions for the  
Nation's Toughest Challenges



## DELIVER THE PROGRAM

Our credibility is based  
on our ability to achieve  
desired results on time  
and on budget.

## USACE MISSION

Deliver vital engineering  
solutions, in  
collaboration with our  
partners, to secure our  
Nation, energize our  
economy, and reduce  
risk from disaster.

## STRENGTHEN THE FOUNDATION

Doing routine tasks to a high standard enables everything else.  
A strong foundation empowers leaders to think strategically.

## MISSION AREAS

- Military Programs
- Civil Works
- Geospatial Support
- Contingency Operations
- Research and Development

We aspire to remain a **WORLD-CLASS** organization, now and into the future, by setting the professional standard and stepping-up as a reliable Federal option. Perhaps the **MOST STRATEGIC** thing we can do is to simply **DELIVER OUR PROGRAM** with exceptional quality, on time, and on budget.





US Army Corps of Engineers.

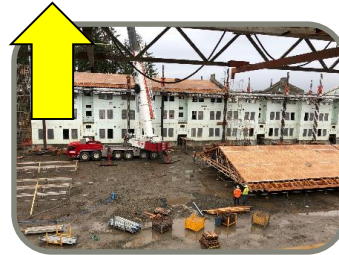
# OUR CURRENT MISSION SET



DA



**The Engineer Regiment**  
90,000 members of the  
Total Engineer Force



**DA MILCON and  
Installation Support**  
\$8.4B / 3 million service men  
and women / 287 Installations

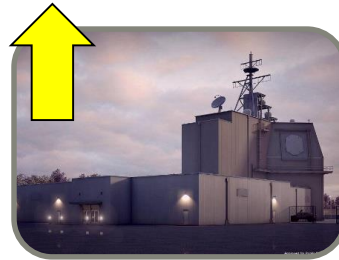


**Civil Works**  
\$7B / ~1,000 projects to  
maintain waterways / protect  
environment

DoD



**COCOM Support**  
110 countries / \$10B to COCOMS  
and Interagency



**Missile Defense Agency**  
5 critical projects / \$875M /  
Romania, Poland, Alaska



**USAF / USN / DHA / DLA**  
\$9.B installation infrastructure for  
DoD and Sister Services

*Relied upon  
to deliver a  
massive  
portfolio of  
programs,  
projects, and  
support for  
others.*

IIS



**CBP Southwest Border**  
Advise, design and construct 13 projects  
worth \$1.9B



**Veterans Affairs Program**  
Design and construct 15  
medical facilities valued at \$7.3B



**Mosul Dam**  
Rehab for DoS and train Iraqis;  
Mitigates risk for 3.9 million Iraqis  
and \$20B economic loss



**Natural Disaster Response**  
\$4.5B in support of federal  
response to disasters in  
CA TX FL PR, USVI

**+ \$17.4B Disaster Supplemental & President's Infrastructure Initiative**

# A "WORLD CLASS" USACE THROUGH REVOLUTIONARY STRATEGIC CHANGE

**4 Goals / 16 Objectives / 17 Priority Actions**

4 Goals / 16 Objectives / 17 Priority Actions

**USACE Campaign Plan (UCP)**  
Long term, permanent, strategic change.

Support National Security  
Deliver Integrated Water Resources  
Reduce Disaster Risk  
Prepare for Tomorrow

Multi-year focus. Maintains continuity and momentum.  
Operationalizes our "Revolutionary" vision.

6 Focus Areas / 28 External Actions / 32 Internal Actions

**"Above the Line"**  
(External / "Up and Out")

**"Below the Line"**  
(Internal / "Down and In")

<b>Civil Works</b>	<ol style="list-style-type: none"> <li>1. Implement WiFi loans</li> <li>2. Update budget policy → "One Federal Investment Decision"</li> <li>3. † authorities – projects &lt;\$100M "delivery w/o further authorization"</li> <li>4. Expand contributed and advanced funds authorities</li> <li>5. Fully use Acquisition / Contracting Policies and Tools</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement "One Federal "Permit" Decision" (E.O. 13807 )</li> <li>2. Merge processes for 404 / 10 / 103 permits and 408 permissions</li> <li>3. Delegate decision-making to the lowest appropriate levels</li> <li>4. Operationalize risk-informed decision making</li> <li>5. Successfully deliver the \$17.39B storm supplemental program</li> </ol>
<b>Military Missions</b>	<ol style="list-style-type: none"> <li>1. Proactive Tiered PPBE Engagement</li> <li>2. Proactive Congressional / DOD / DA Outreach</li> <li>3. Scalable Project Administration (MEGA + SRM / Small Projects )</li> <li>4. Establish Doctrinal Relationships with Army and AF</li> <li>5. Partnering with Industry</li> </ol>	<ol style="list-style-type: none"> <li>1. Command OMA Resourcing Strategy and Methodology</li> <li>2. Data Strategy / Business Architecture</li> <li>3. Quality Measurement</li> <li>4. Standardized Levels of Service</li> <li>5. Enterprise Level Agreements and PMPs</li> <li>6. Life-Cycle Project Delivery</li> </ol>
<b>Corporate Information / Data Analytics</b>	<ol style="list-style-type: none"> <li>1. Implement Cloud Alternatives</li> <li>2. Leverage OMB Technology Modernization Fund</li> <li>3. Rapid Acquisition for Technology Solutions</li> <li>4. Remotely Piloted Systems for Domestic / Disaster Response</li> </ol>	<ol style="list-style-type: none"> <li>1. Improve Network Performance</li> <li>2. Implement Data Strategy</li> <li>3. Revolutionize Application Delivery</li> <li>4. Establish a dedicated USACE Innovations Team</li> <li>5. Optimize Software Approval and Installation</li> <li>6. Execute "Shared Construction Tool Set" Pilot Project</li> </ol>
<b>Human Resources</b>	<ol style="list-style-type: none"> <li>1. Expedited and Direct Hire Authority</li> <li>2. New Construction Management Series</li> <li>3. Increased Salary and Incentive tables (?)</li> <li>4. Additional ACTEDS Interns (priority for 2 years )</li> <li>5. Classification and Worker's Compensation Centers of Excellence</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased CHRA / CPAC / CSLMO Partnership and Accountability</li> <li>2. Expand National Recruitment / Retention Program</li> <li>3. MISO Military Personnel Specialists report to CEHR</li> <li>4. CEHR (with CW / MM ) as WL / WF program manager</li> <li>5. HR IT Tools ( to include OPM Resume Mining Tool )</li> <li>6. Leader Development Community of Practice ( CoP )</li> </ol>
<b>Acquisition / Contracting</b>	<ol style="list-style-type: none"> <li>1. No Consolidation D&amp;Fs for Dredging, 8(a), 4 approval thresholds</li> <li>2. (AFARs) Eliminate Peer Reviews for TO and new awards &lt;\$50M</li> <li>3. Raise ACO warrant threshold to \$2M</li> <li>4. † Simplified Acquisition GPC limits for non-DOD funding</li> <li>5. † Service Contract Approval \$100K → \$10M for O-6; align w/ CSE</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement VCE-AM</li> <li>2. Delegate Peer Reviews ( ONE REVIEW )</li> <li>3. Establish Executive Acquisition Strategy Board ( EASB )</li> <li>4. Use Program level acquisition documents vice individual projects</li> <li>5. Enterprise-wide use of E-Commerce (AMRDEC SAFE)</li> </ol>
<b>Counsel</b>	<ol style="list-style-type: none"> <li>1. Support Administration Infrastructure Initiative</li> <li>2. Support to FAST-41</li> <li>3. Raising the Journeyman Grade for Attorneys</li> <li>4. Explore Alternatives to Using CHRA/CPACs</li> </ol>	<ol style="list-style-type: none"> <li>1. Fill Current Validated CECC Personnel Requirements</li> <li>2. Delegate Management of CECC Budget to Chief Counsel</li> <li>3. Broader Use of CEALS and MTS</li> <li>4. Power-Down Authorities and Ensure Quality of Legal Support</li> </ol>

**"Above / Below the Line"**  
Initiatives along the entire value chain.

**Project / Program Delivery**  
Fundamentally change how we do business.

**Revolutionize USACE**  
Perpetuate our WORLD CLASS reputation as a national engineer leader – a standard bearer for DELIVERY!



**15 Focus Areas / 441 Responses**

15 Focus Areas / 441 Responses

**Surveys + 90-day Assessments + Area / Resident Engineer Focus Areas**  
Voice of the Customer / Functional Leaders + "Bottoms-Up" initiatives driven by our construction practitioners.

IM / IT; Contracting; HR; Business Processes; Small Projects;  
IIS; Training; District Coordination; PM Skills / PMBP;  
CM Career Path; LL / KM; Infrastructure; Standardized Rates;  
E&C Skills; USACE Brand

**Achieve Our Vision**

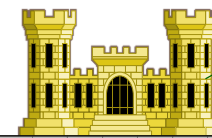
Anticipate challenges and opportunities of an unknowable future; take prudent, bold, and decisive steps, today, to always be ready come what may.

**USACE Vision**  
Engineering solutions for the Nation's toughest challenges.

**Mission Areas:**  
Military Programs  
Civil Works  
Geospatial Engineering  
Contingency Operations  
Research and Development

**Deliver the Program**

We earn our credibility, reputation, and value by delivering desired results on time and within budget.



**Strengthen the Foundation**

Having the discipline to do the routine things to a high standard, routinely, enables everything else. A strong foundation allows leaders to think strategically.

**USACE Mission**

Deliver vital engineering solutions, in collaboration with our partners, to secure our Nation, energize our economy, and reduce risk from disaster.





US Army Corps of Engineers.

# THE OMB PROPOSAL

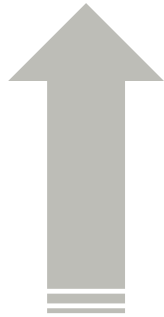
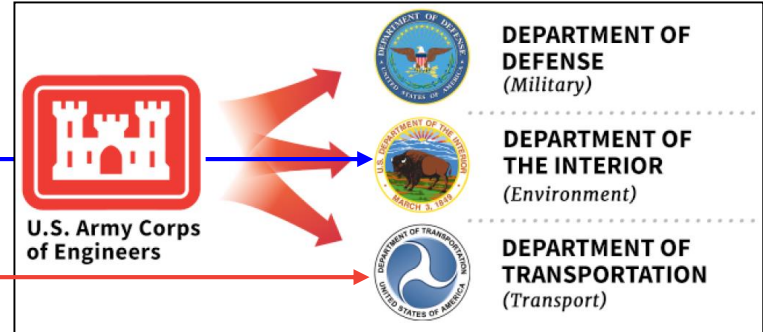


## 6 Major Authorities that need to change



**Navigation** Flood Control, Disaster Response, Shore Protection, Hydropower, Water Supply, Regulatory, Recreation, Environmental Restoration

**Civil Works**



**Military Missions**

Military Construction  
COCOM Support, Overseas Contingency Operations (OCO)  
Installation Support, Environmental, Energy and Sustainability

Federal / State / Local  
"Whole of USACE" Capabilities  
Capacity Development

**International and Interagency**

**Real Estate** — Acquire, Manage and Dispose / DoD Recruiting Facilities / Contingency Operations

**Geospatial Support**

Common Operating Picture / Environment  
Civil Works Programs  
Military Programs  
Emergency and Contingency Operations

**Contingency Operations**

"Whole of Government"  
Disaster Response and Recovery  
Life-Cycle Flood Risk Management  
Critical Infrastructure

**Warfighter**

Installations and Energy  
Environment  
Water Resources

**Research and Development**

# SECURING OUR NATION'S FUTURE THROUGH WATER



**Navigation** - Commerce, Int'l Markets, Trade  
USACE Operates 25,000 miles of Commercial Waterways; Generates \$18 B Annually; Supports 20% of US Jobs, 1/3 of GDP; Transportation = Decisive US Competitive Advantage

**Flood and Disaster Risk Reduction**  
USACE Prevents ~ \$10 in Flood Damages per \$1 Invested; 14,700 Miles of Levees → 12,700 Miles = Local O&M; 700 USACE Dams vs 87,000 National Inventory of Dams

**Environment** - Ecosystem Restoration and Environmental Stewardship

**Hydropower** - Inexpensive, Sustainable  
USACE is the Nation's Largest Renewable Energy Producer  
25% of US Hydropower, 3% of Total US Electricity

**Drinking Water**  
USACE Produces 6.5 Billion Gallons per Day

**Quality of Life** – Local Economic Engines  
USACE is major Federal Provider of Outdoor Recreation, Contributing > \$11 B to Local Economies

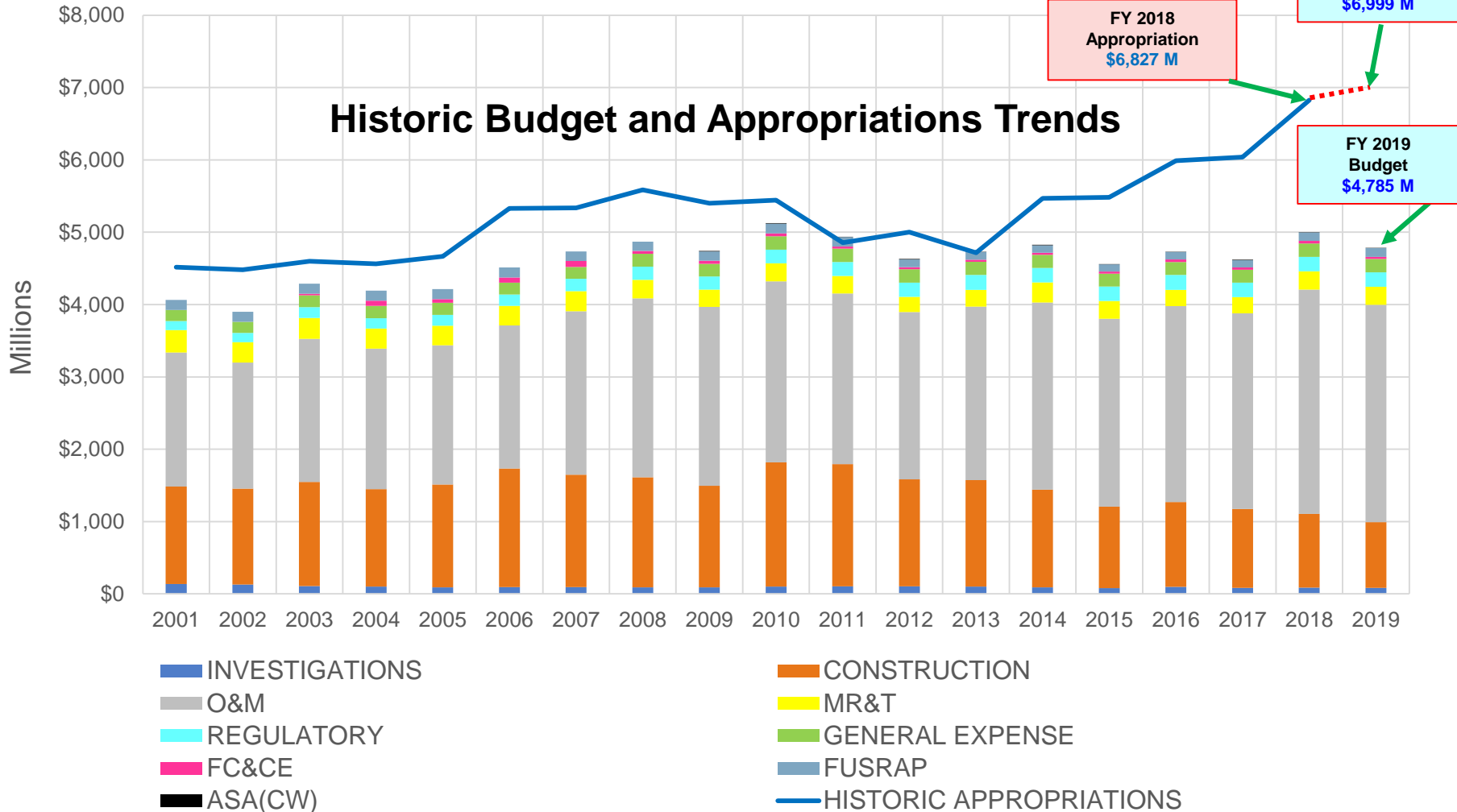
**Disaster Preparation/Response**

**Regulatory**



# CIVIL WORKS BUDGET TRENDS

(EXCLUDES SUPPLEMENTAL FUNDING)



**FY18 Work Plan is ~36% increase above FY18 Budget**  
**FY19 Budget is ~4% decrease below the FY18 Budget**



**BUILDING STRONG®**

Updated 30AUG18

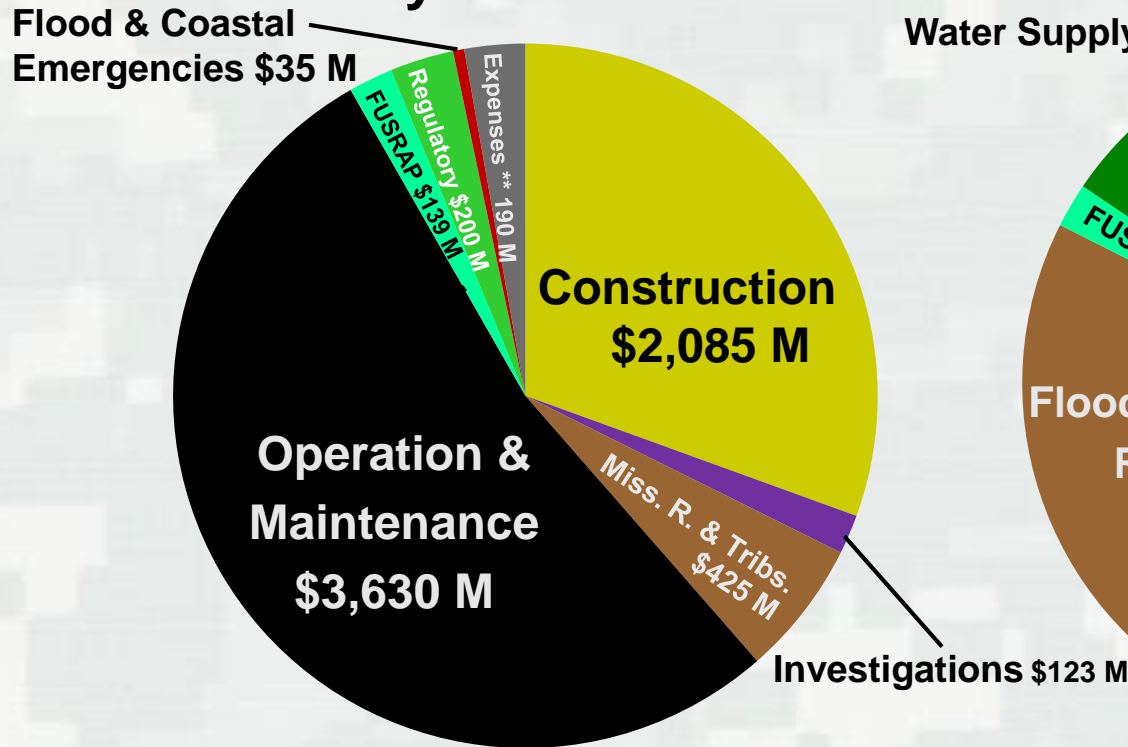


# FY 2018 CIVIL WORKS APPROPRIATION\*

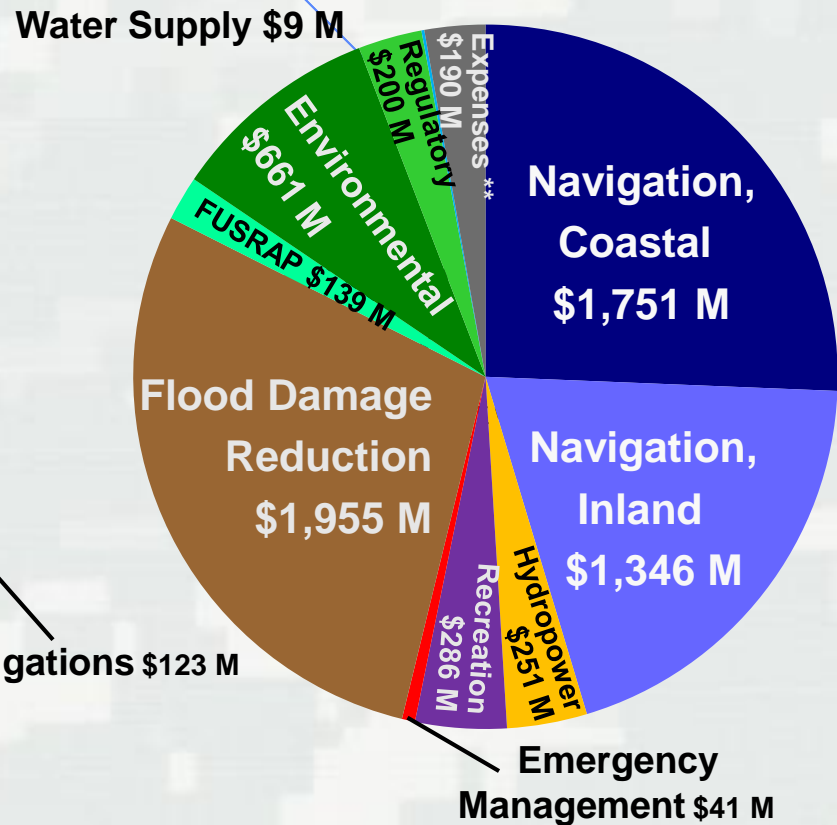
(\$ Millions)

Total: \$6.827 Billion

by Account



by Business Line



\* Does not include Supplemental Appropriations

\*\* Includes Office of Asst. SecArmy (Civil Works)

# CONSTRUCTION PROJECTS IN FY18 REGULAR APPROPRIATION (\$10 M or More)



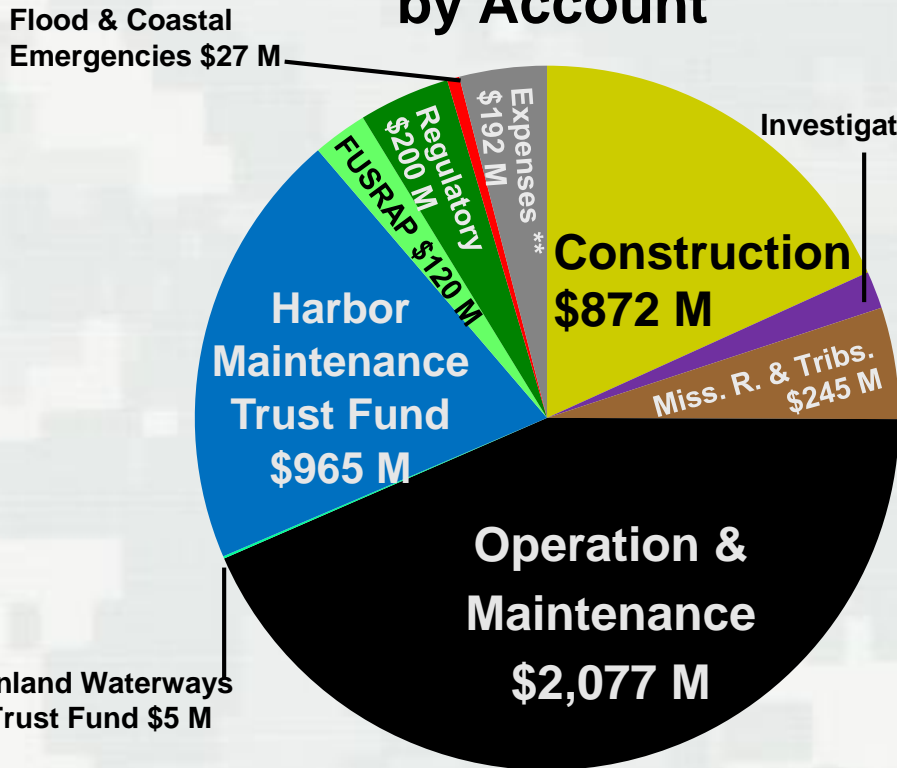
Numbers in circles = \$million budgeted

# PRESIDENT'S FY 2019 BUDGET

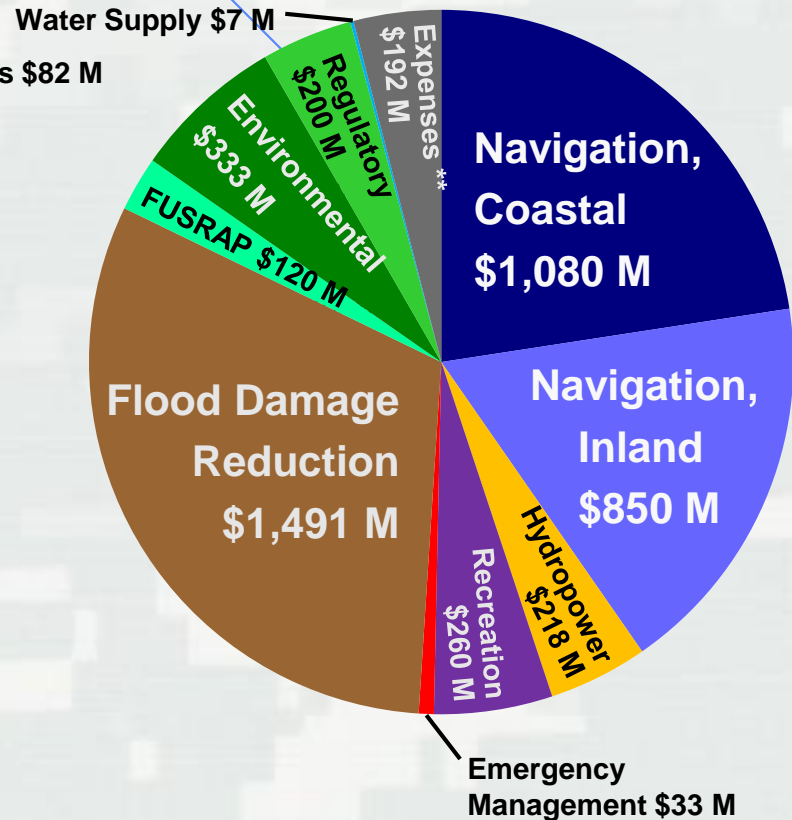
(\$ Millions)

Total: \$4.785 Billion

## by Account



## by Business Line

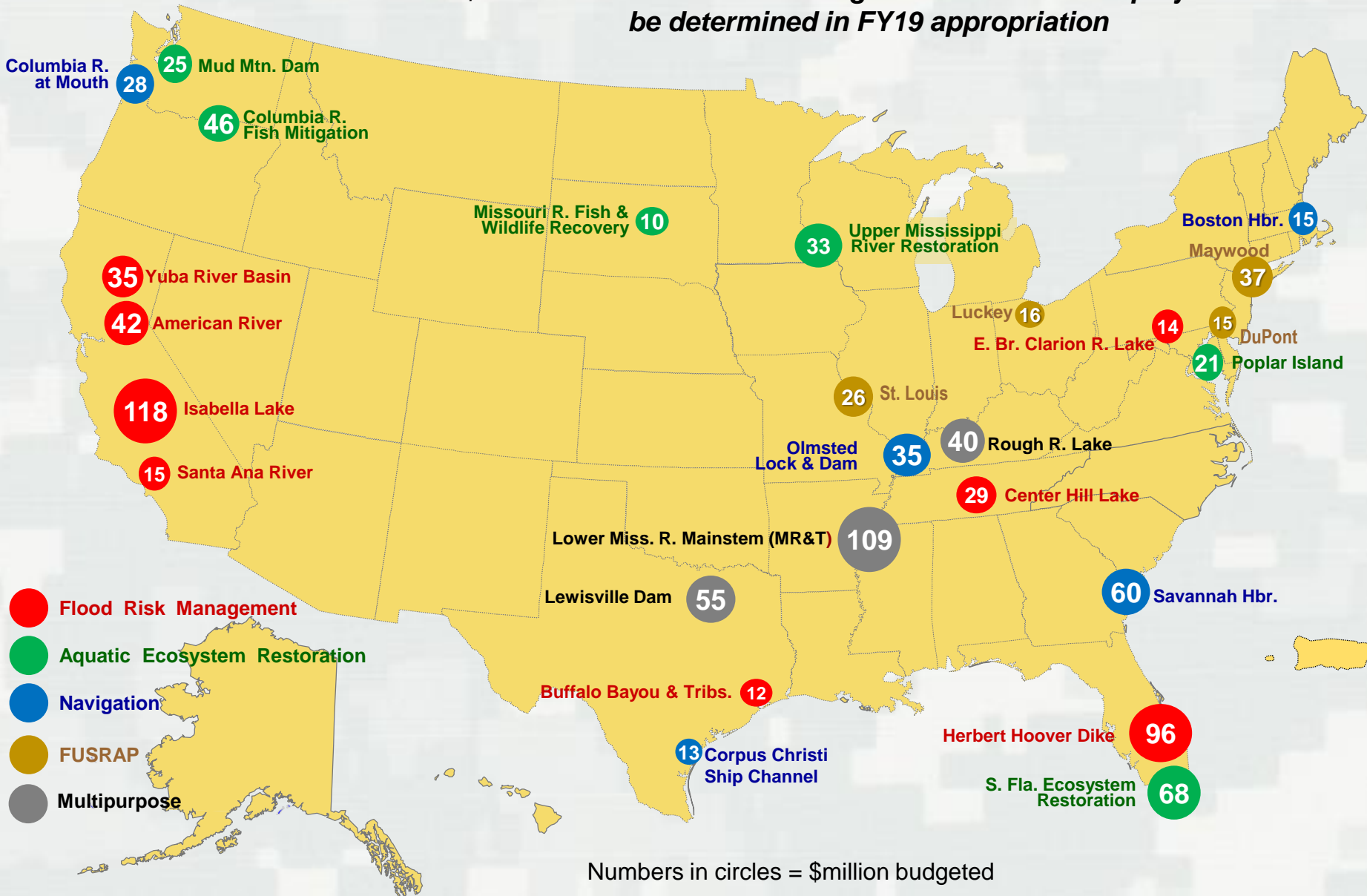


\*\* Includes Office of Asst. SecArmy (Civil Works)



# CONSTRUCTION IN FY19 BUDGET

*\$10 M or more. Actual funding for these and other projects to be determined in FY19 appropriation*



# KEY BUDGETING METRICS

- **Construction**

- All – Meet Environmental, Legal, Mitigation Requirements
- FRM, NAV, HYDRO – Benefit to Cost Ratio (BCR)
- FRM, NAV – Dam Safety & Seepage Stability (Continuing DSAC 1 & 2)
- FRM – Risk to Life Index (Warning Time, Flow, Depth, etc)
- AER – Point Values for Loss Prevention of Significant Natural Resources

- **Operation and Maintenance**

- FRM, NAV, HYDRO – Risk & Consequences Assessment
- AER, ENS, FRM, NAV, HYDRO – Biological Opinion; Efficiency of habitat acres improved.
- REC – Park Capacity and Facility Condition Index, Visitation ...
- NAV – Tonnage movements (Harbors: tons; Waterways: ton-miles)

- **All Accounts**

- Continuing Work; New Work; Completing Work; Years to Complete
- ESA & Regulatory Compliance
- Health, Safety, Caretaker, Legal, Subsistence



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# NEW START TRENDS

## FY 2019

- Budget → No New Study or Construction Starts
- **Conference → 6 New Studies, 5 New Construction Projects**

## FY 2018

- Budget → No New Study or Construction Starts
- FY 2018 Appropriations “Work Plan”

### Investigations – Six New Study Starts

- San Francisco Waterfront Storm Damage Reduction, CA (Flood Risk Management)
- Miami Harbor Improvements, FL (Navigation)
- Corpus Christi Ship Channel, TX (La Quinta Expansion) (Navigation)
- Mitchell Lake, San Antonio, TX (Aquatic Ecosystem Restoration)
- Mill Creek, Walla Walla, WA (Flood Risk Management)
- Tacoma Harbor, WA (Navigation)

### Construction – Five New Construction Starts

- Sutter Basin, CA (Flood Risk Management)
- Sarasota, Lido Key, FL (Beach Nourishment)
- Illinois Waterway, IL (LaGrange Lock & Dam Major Rehabilitation) (Navig)
- St Marys River, Soo Locks (Major Rehabilitation), MI (Navigation)
- Lynnhaven River Basin, VA (Environmental)



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# FY 19 - OVERALL BUDGET OUTCOMES

- Continues Highest Performing Studies and Design Activities
- No New Construction Starts, No New Investigation Starts
- **Investigations.** \$82M, Down from \$86M; **Conference: \$125M**
  - Funds 6 Feasibility Studies to Completion, Also Includes 7 Dam Safety Modification Feasibility Studies and 6 Dredge Material Management Plans
- **Construction.** \$910M, Down from \$1020M; **Conference: \$2.183B**
  - 24 Projects (12 FRM; 7 AER; 5 NAV), Includes Olmsted L&D to Completion
- **Operations & Maintenance.** \$3.0B, Down from \$3.1B; **Conference: \$3.74B**
  - Reflects Risk Informed Application of Performance Based Criteria
- **Environmental Restoration.** Includes 8 Aquatic Ecosystem Restoration Projects, Including 4 to Meet Requirements of Endangered Species Act BiOps
- **Miss River & Tribs.** \$244.7B; **Conference: \$368B**
- **Water Supply.** Constant at \$7 M



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# U.S. HURRICANE LANDFALLS

2017



**HARVEY (CAT. 4)**  
ROCKPORT, TEXAS  
AUG. 25



**NATE (CAT. 1)**  
LA/MS  
OCT. 7-8



**IRMA (CAT. 4)**  
SOUTH FLORIDA  
SEP. 10



**MARIA (CAT. 4)**  
PUERTO RICO  
SEP. 20

The  
Weather  
Channel



**BUILDING STRONG®**

# ***FY 18 Storm Supplemental: \$17.4B***

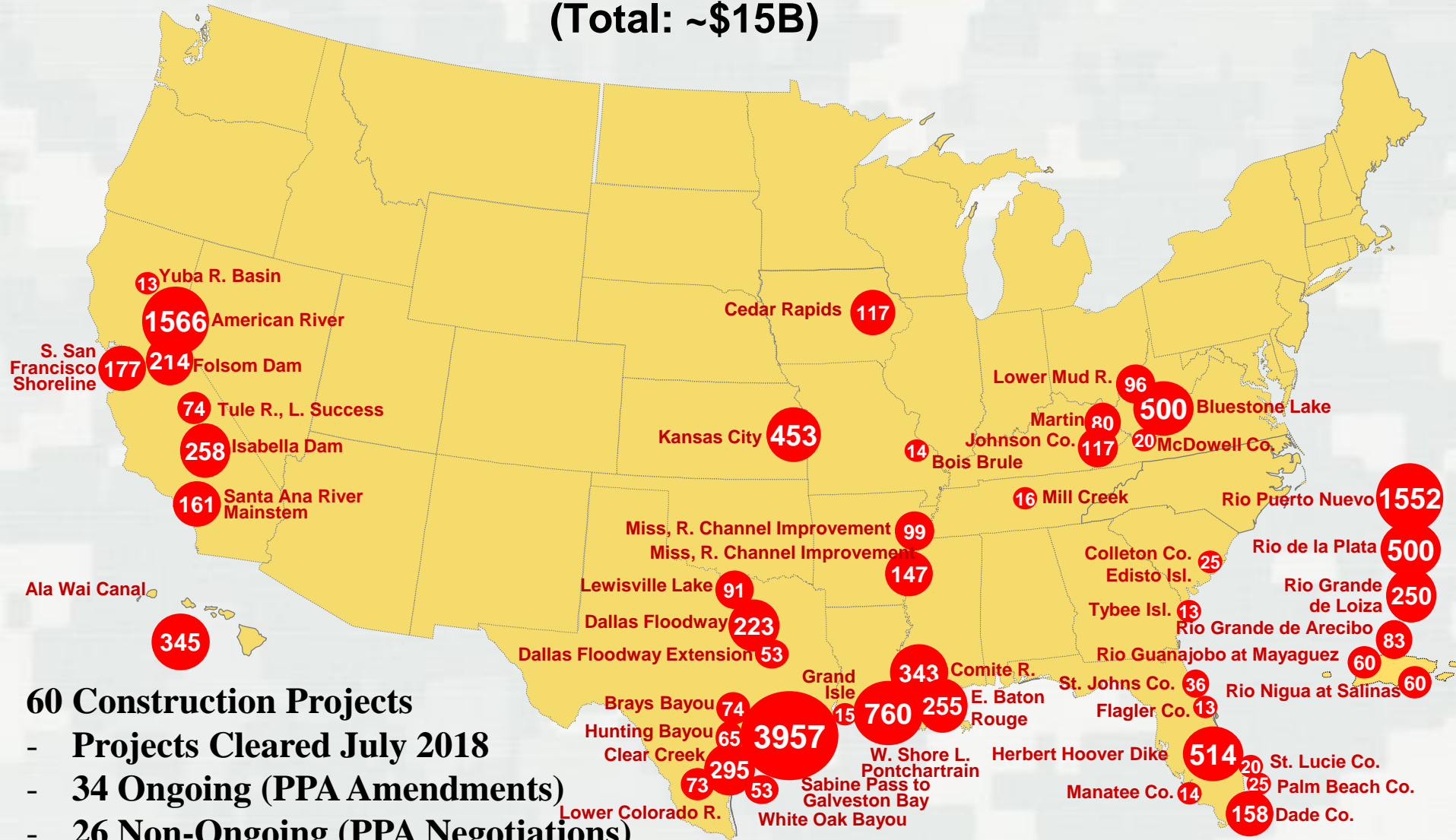
- **Public Law 115-123, Bipartisan Act of 2018 (dated 9 Feb 2018)**
- **Investigations → \$135M, 38 Study Activities**
  - Initiate and/or Complete Current/Future Auth Studies, 100% Fed
  - \$75M for HIM Impacted States (5/2) + Up to \$60M for Other Impacted States (33/3)
- **Construction → \$15.1B, 58 Projects**
  - \$15B to Construct FRM Projects: Already Auth; Future Auth Report; Chief's Report as of 9 Feb (not yet auth) w/ASA determination; Studied using PL 115-123 Investigations funds w/ASA determination)
  - \$10.4B for HIM Impacted States (5/2); \$4.6B for Other Impacted States (33/3)
    - Projects in PR/VI 100% Fed; Suppl \$\$ applied to 'On-going const' projects cost-shared at 100% Fed; Other projects (NOT on-going) Fed funded upfront, w/normal cost-share and applicable cash requirement payable option over 30 year finance period
    - Up to \$50M for FRM CAP Projects
- **Mississippi Rivers & Tributaries → \$770M, 12 Projects (Channels/Levees)**
  - \$370M for Near-term Emergencies (10 Projects); \$400M for Long-term FRM projects (2 Projects) (Already Auth and/or Auth after enactment for emergencies)
- **Operations & Maintenance → \$608M, 66 Projects (Emergency Repairs)**
  - Dredge Fed Nav Channels and Repair Damages
- **Flood Control & Coastal Emergencies → \$810M, 81 Projects (Emergency Repairs)**
  - Includes Auth Shore Protection Projects to Full Project Profile at Full Federal Expense
- **Expenses → \$20M**





# CONSTRUCTION PROJECTS IN FY18 SUPPLEMENTAL APPROPRIATION

(Total: ~\$15B)



## 60 Construction Projects

- Projects Cleared July 2018
- 34 Ongoing (PPA Amendments)
- 26 Non-Ongoing (PPA Negotiations)
- Surveys and Design Getting Underway
- Sponsors → ROW and Relocations

(Numbers in Circles = Current Working Estimate)



# CURRENT CIVIL WORKS REALITIES

- Traditional Funding and Delivery Models Increasingly Inadequate, More Agile Processes and Thinking Now Necessary
- Administration, Congress and Partners Increasingly Demanding Change in both Federal Permitting and Delivery of Federal Programs
  - Historic Level of Congressional Oversight Engagements
  - Aggressive Administration Infra Posture, Bold Ideas in Play
  - More Partners Turning to Alternative Delivery Models
- Significant Challenges and Opportunities
  - Historic Storm Supplemental (\$17.4B), Historic FY18 Approps (\$6.8B)
  - Presumptive FY 19 Approps Could be Substantial (~\$7B)
  - Presumptive Admin Infrastructure Initiative Could be Transformative, With Any Funding Likely Linked to Reforms (\$0-\$20B)
- How is the Corps Responding?
  - Drive to Deliver on Projects, Programs, Commitments
  - Powering Down Decision-Making
  - Working Closely with and Listening to Partners



Actively Supporting White House Infrastructure Initiative



**BUILDING STRONG®**

# CLOSING THOUGHTS

- USACE Budget continues to be constrained and addressing the Nation's Infrastructure Investment Gap must be a shared Federal, State and Local Responsibility.
- The Corps doesn't deliver anything by itself... critical that we not lose focus on our partners, stakeholders, and our commitments
- Navigation investment is essential for the nation's global trade and international competitiveness
- America's Marine Transportation System infrastructure must be a national priority in order to secure adequate levels of investment
- Navigation investment is key to national economy, jobs, and exports!



# THANK YOU!!



**BUILDING STRONG®**

As of: <date>  
POC: <name>



# DEC 2016 SUPPLEMENTAL EXECUTION

## (\$1.025 BILLION)

Number of Repair/Dredging Work Packages Funded Under FY17 Supplemental (Public Law 114-254), and Scheduled (CC820 Milestone) to Complete:

Detail as of 3 January 2018 Snapshot

	Repairs Completed	Scheduled to complete in 2Q 2018	Scheduled to complete in 3Q 2018	Scheduled to complete in 4Q 2018	Scheduled to complete After FY 2018	Total Number of Work Packages
<b>Total USACE</b>	<b>88</b>	<b>66</b>	<b>39</b>	<b>61</b>	<b>76</b>	<b>330</b>
<b>Appropriation</b>						
Construction	2	1	5	0	6	14
O&M	58	40	21	38	11	168
MR&T	19	19	2	7	51	98
FC&CE/ <sup>1</sup>	9	6	11	16	8	50
<b>MSC</b>						
LRD	2	0	0	0	0	2
MVD	51	30	11	36	56	184
NAD	3	5	6	1	6	21
NWD	1	2	3	2	5	13
POD	0	0	0	0	0	0
SAD	10	5	7	10	7	39
SWD	21	24	12	12	2	71
SPD	0	0	0	0	0	0



**78% of Work Complete & 77% of Funds Applied by Sep**



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# IMPROVING CIVIL WORKS DELIVERY

- Director of Civil Works Policy Direction of Jun 17.....Launched Five Lines of Effort (LoE) → Eddie Belk, HQUSACE
- **Embrace and Operationalize Risk Informed Decision Making**  
SES Lead → Mr Dave Ponganis, NWD
- **Make, Justify, and Document Decisions at the Most Appropriate Levels**  
SES Lead → Ms Cheree Peterson, SPD
- **Synchronize Headquarters Functions to Support MSC and District Project Delivery**  
SES Lead → Mr David Dale, LRD
- **Integrate and Synchronize Agency Policy and Guidance**  
SES Lead → Mr Mark Mazzanti, SWD
- **Incorporate Social and Environmental Benefits into Project Formulation, Design, and Implementation**  
SES Lead → Mr Jim Bodron, MVD



# ADMINISTRATION'S INFRASTRUCTURE INITIATIVE

## Permit Streamlining:

PROBLEM: uncertainty/length of time it takes to issue permits for infrastructure projects

### What we are Doing:

- Developed 11 legislative proposals for White House Infrastructure Team
- Developed 7 Administration policy modification proposals for white house infrastructure team to help expedite environmental reviews
- Developed 4 internal policy/process changes to improve the permit review process
- Participating in the CEQ-led EO 13807 (Establish Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure Projects-ONE FEDERAL DECISION). Currently working to develop new guidance for NEPA decisions and tools (EAs, CEs, and EIS) as well as development of a framework to inform/implement ONE FEDERAL DECISION required under Section 5b of the EO.
- Participating in the EPA-led EO 13778 (Restoring the Rule of Law, Federalism, and Economic Growth by Reviewing the Waters of the US Rule). Will amend any regulatory policies/regulations as a result of a replacement WOTUS Rule.
- Participating in FAST 41/Federal Permitting Improvement Steering Council (FPISC), actively leading one covered project (Mid-Barataria Sediment Diversion) and serving as a supporting agency on 15 other infrastructure projects.
- Updating 9 Nationwide Permits (NWP) identified for changes under EO 13783 (Promoting Energy Independence and Economic Growth), plus additional NWP that might further streamline processes, to include authority for Federal Agencies to select and use NWP without additional USACE review

Where we Need Help: Patience as we work through the various streamlining initiatives



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# ADMINISTRATION'S INFRASTRUCTURE INITIATIVE

## Infrastructure Financing:

PROBLEM...Federal Budget not capable of adequately financing nation's water resource infrastructure

### What we are Doing

- Developed 6 Administration policy modification proposals for White House Infrastructure Team
- Working with ASA(CW) to develop WIFIA Policy Guidance, MOA with EPA
- Working with ASA(CW) to develop policy guidance for the use of P3 and grants

### Where we Need Help

- Consistent Administration commitment to fund projects until complete, once begun (means funding fewer projects)
- Flexibility to apply a multitude of funding methodologies...whatever it takes to complete the project
- Retaining expertise on public infrastructure financing

## Project Delivery:

PROBLEM...Current project delivery model has too much uncertainty/inefficiency, which drives up costs and drags projects out

### What we are Doing

- Developed 5 Administration policy modification proposals to White House Infrastructure Team
- Developed 7 Legislative Proposals to White House Infrastructure Team
- Implementing 5 Civil Works Lines of Effort

### Where we Need Help

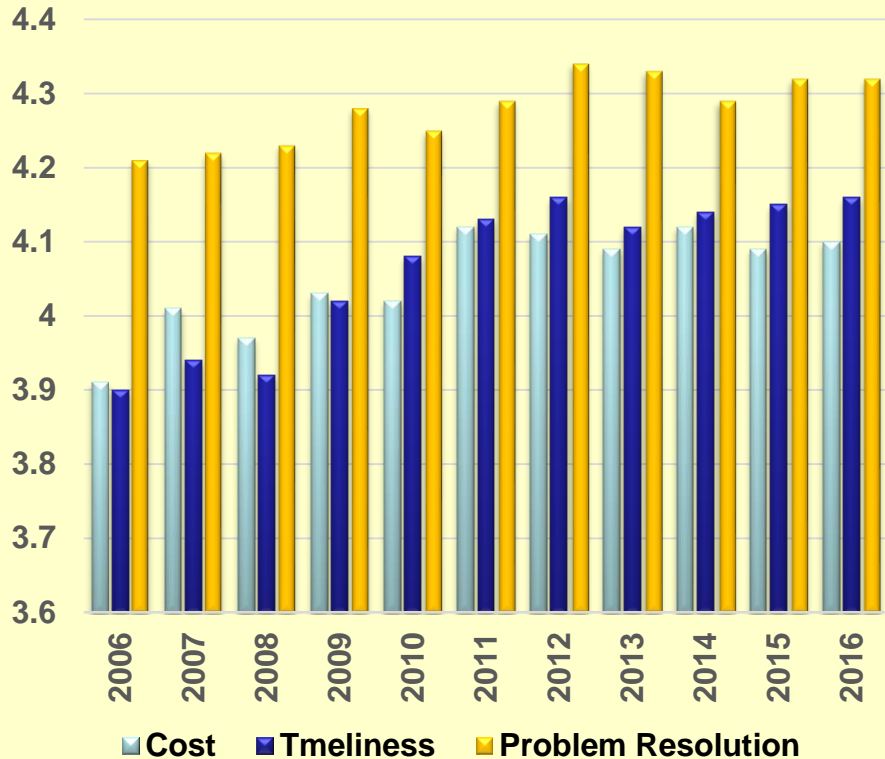
- Clarify Federal interest/responsibility for delivering water resources infrastructure
- Prioritize projects, based on Federal interest/responsibility, and transition others



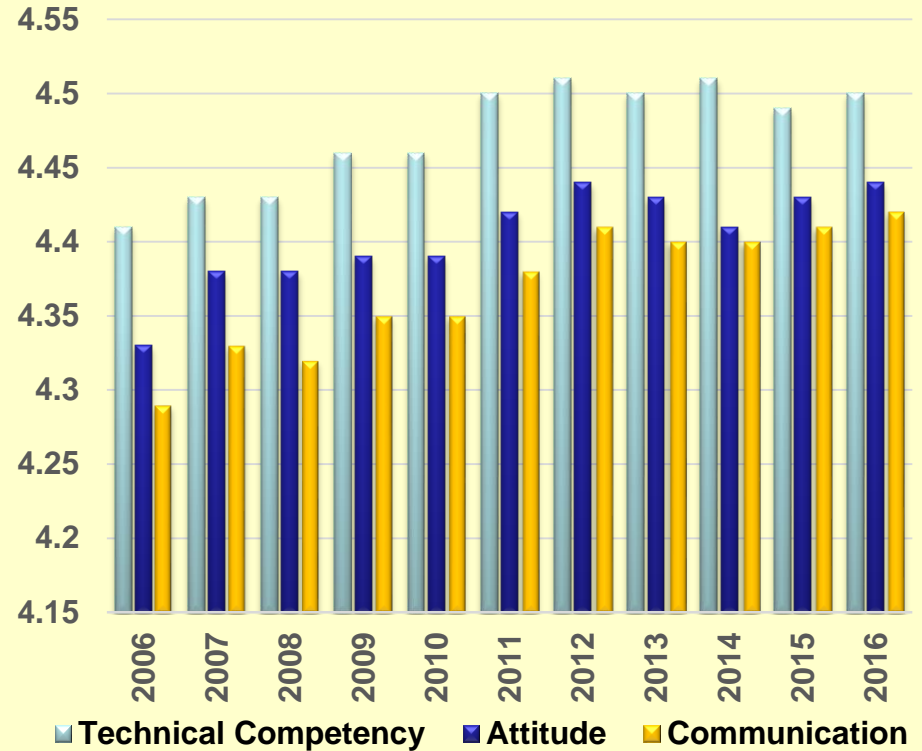
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# HISTORICAL CW PARTNER SURVEY FEEDBACK

## Lowest CW Scores



## Highest CW Scores



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# CW CHALLENGES AND OPPORTUNITIES

- **Infrastructure Investment = Global Challenge**
- **Corps Civil Works Portfolio: 3,000+ Operational Projects, with Replacement Value of Approx \$268B**
- **Expanding Demands for CW Infrastructure Maintenance, Operations, and Capital Investment**
  - Civil Works New Construction Backlog → \$ 76B
  - Dam Safety Backlog (DSAC 1 & 2) → \$ 20B
  - Some Negative Perf Trends Across Portfolio
  - Aging CW Systems → Facing ReCap Phase of Lifecycle
  - \$2.5B Deferred Maintenance Backlog
- **Expanding Demands Serviced by ~\$4.7B Annual Budget Nationally.....Requirements Significantly Outpacing Resources**

