

# ***Civil Works Future Direction***

***Presentation to  
USACE-Dredging Contractors' National Conference***

***Steven L. Stockton, P.E.  
Director of Civil Works  
HQ, U.S. Army Corps of Engineers***



***7 May 2008***



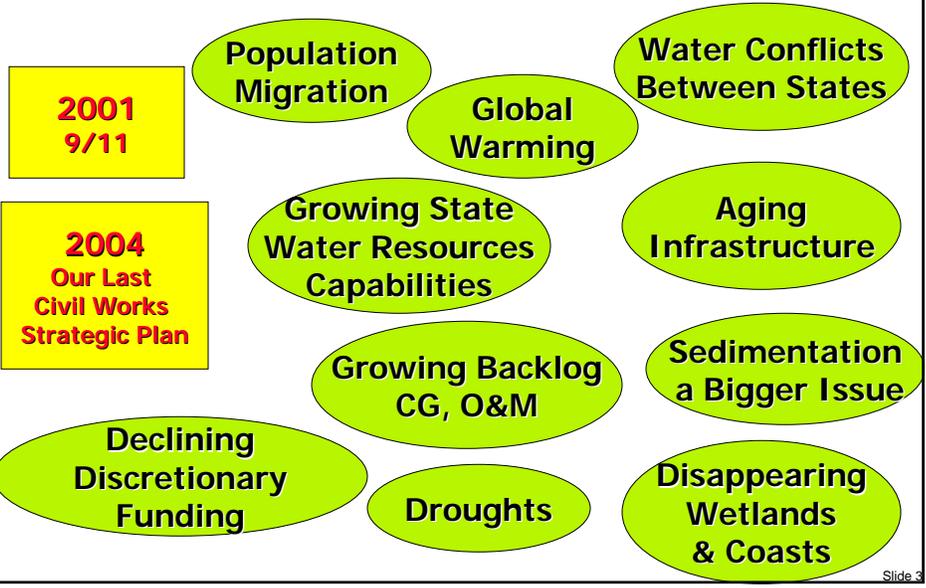
## ***The Situation***



- More people, and more of them choosing to live near water
- Increasing number of competitors for Federal dollars
- Less support for water resources, and Corps, in Congress
- Lack of public understanding of link between infrastructure, quality of life
- Sympathy for anti-infrastructure arguments
- Opponents employ more sophisticated techniques to block projects
- Unfriendly OMB



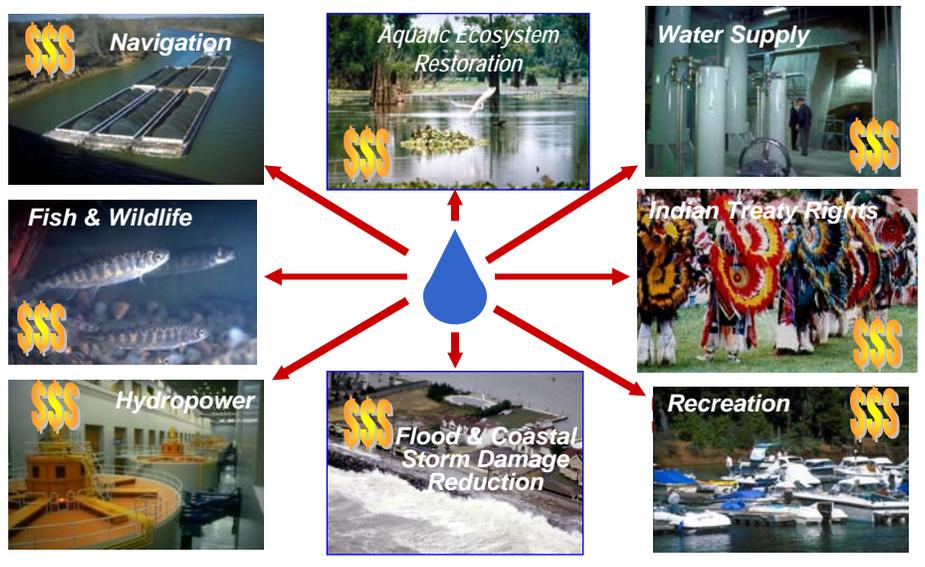
# Water World Has Changed



Slide 3



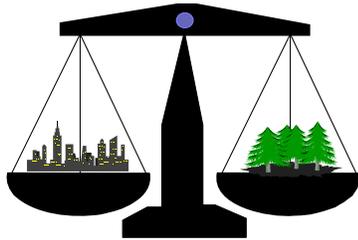
# Challenge: Competing Uses



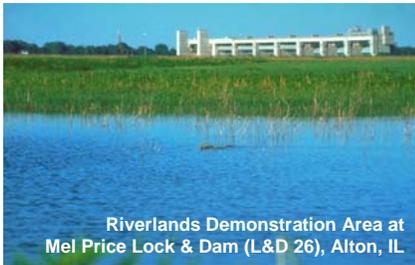
Slide 4



# Challenge: Environmental Sustainability



- Balance between economic development, environmental stewardship
- Water quality threatened on 8% of nation's rivers and streams
- Corps has authority and programs for ecosystem restoration.



Riverlands Demonstration Area at Mel Price Lock & Dam (L&D 26), Alton, IL

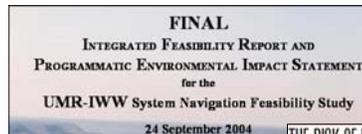
- South Florida
- Louisiana Coastal Protection & Restoration

Slide 5

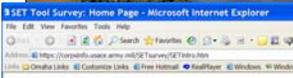


# USACE's Actions for Change

- Comprehensive systems approach
- Risk-informed decision making
- Communication of risk to the public
- Professional and technical expertise



## THE RISK OF HURRICANE FLOODING IN 2017



### Navigation System Feasibility Inventory

**BSET Survey Introduction**  
 One primary purpose of a Community of Practice (COP) is to share ideas and best practices. One of our main purposes of focus will be on the technologies, models and software applications we use to conduct our daily business. We are asking you to participate in a survey as the first step.

This survey seeks to collect your input on what is in our existing "technology toolbox". We've identified what we believe to be some of the most commonly used technologies with software and would like your input on whether you use these tools. We'd also like to hear from you about those other tools or applications that would be getting that job done. Finally, we'd like to hear your thoughts on potential environmental existing tools or suggestions for new tools. We have provided three separate surveys that address the Geotechnical and Materials COP, the Hydrologic, Hydraulics and Coastal COP, and the Hydrographic Surveying COP. Please fill out the surveys that apply to you.

Links to these surveys are listed below:  
[Go to Geotechnical and Materials COP Survey](#)

Slide 6



US Army Corps  
of Engineers®

## ***Operating Premises***

- **Water conflicts will persist**
- **Responsibility will continue to be shared**
- **Improved intergovernmental cooperation is essential**
- **Improved water resources planning is critical**
- **States must do the lion's share of water resources planning**
- **There is a federal interest in supporting state water resources planning**
- **The Corps will benefit from supporting water resources planning**
- **The Corps and Interstate entities can support state water resources planning with states in the lead**

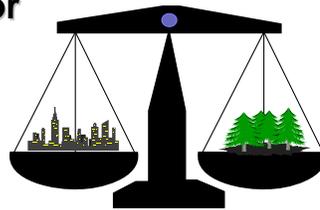
Slide 7



US Army Corps  
of Engineers®

## ***A New Era***

- **Water resources community recognizes need for broader interest for water resources planning**
- **Era of large federal, single-purpose water projects is over**
- **Era of the Corps as sole decision maker and technical expert for water solutions is over**
- **There is a need and more focus for collaborative regional planning**



Slide 8



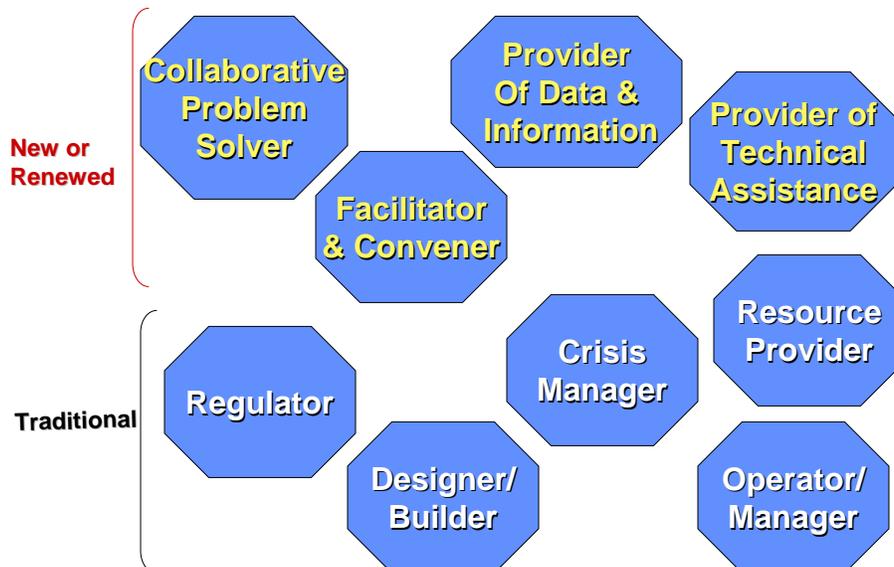
# Our New Thinking

Focus	From	To
<ul style="list-style-type: none"> <li>• <b>Success =</b></li> <li>• <b>Criteria</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Projects</b></li> <li>• <b>NED benefits 1st</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Comprehensive Plans</b></li> <li>• <b>Balance NED, RED, EQ, OSE benefits</b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>Work</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Stay in functional lane</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Seek horizontal integration</b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>Knowledge</b></li> <li>• <b>Style</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Knowledge is power</b></li> <li>• <b>Follow SOPs as recipes</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Share knowledge</b></li> <li>• <b>Think creatively, consider risks, think systems</b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>Money</b></li> <li>• <b>Life cycle</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Save Federal \$</b></li> <li>• <b>Plan and build</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Leverage resources</b></li> <li>• <b>Plan, fund &amp; monitor life cycle</b></li> </ul>

Slide 9



# Roles the Corps Can Play

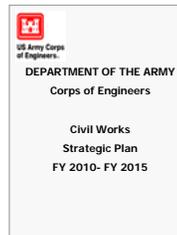


Slide 10



## Emerging Strategic Requirements

- Broader systems approaches
- Consideration of interacting technical, human, organizational & social factors
- Risk-based decision support tools & skills
- Much broader coalitions & collaboration
- Increased public-private partnerships
- Anticipatory engineering

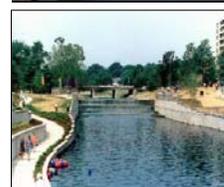


Slide 11



## The Next Civil Works Strategic Plan

- Builds into USACE Campaign Plan
- Scenario-based planning effort
- Position CW for success in an uncertain future
- Forecast skills & capabilities needed out to 2035
- Align vertical teams' standard performance goals
- Set strategies for developing needed capabilities





US Army Corps of Engineers

# USACE Campaign Plan

*Building Tomorrow, Today*

**Vision:** A GREAT engineering force of highly disciplined people working with our partners through disciplined thought and action to deliver innovative and sustainable solutions to the Nation's engineering challenges.

**Mission:** Provide vital public engineering services in peace and war to strengthen our Nation's security, energize the economy, and reduce risks from disasters

**Goal 1. Deliver USACE support to combat, stability and disaster operations through forward deployed and reachback capabilities**  
Goal Champions: CERD-ZB & CECW-NWD

**Obj. 1a. Revolutionize USACE capabilities, responsiveness, and readiness for all deployments**  
Champions: CECW-NWD & CEMP-O

**Obj. 1b. Prepare Theater Engineer Commands to support Combatant Commanders throughout the spectrum of conflict**  
Champion: CEMP-O

**Obj. 1c. Establish human resources and Family support programs that promote readiness and quality of life**  
Champion: CEHR-ZA

**Obj. 1d. Institutionalize USACE capabilities in interagency policy and doctrine**  
Champion: CERD-ZB

Slide 13



US Army Corps of Engineers

**Goal 2. Deliver enduring and essential water resource solutions through collaboration with partners and stakeholders**  
Goal Champion: CECW-ZB

**Obj. 2a. Deliver integrated, sustainable, water resources solutions**  
Champion: CECW-MVD

**Obj. 2b. Implement collaborative approaches to effectively solve water resource problems**  
Champion: CEMVD-PD

**Obj. 2c. Implement streamlined and transparent regulatory processes to sustain aquatic resources**  
Champion: CECW-CO

**Obj. 2d. Enable Gulf Coast recovery**  
Champion: CEMVD-TFH

**Goal 3. Deliver innovative, resilient, sustainable solutions to the armed forces and the Nation**  
Goal Champion: CEMP-ZB

**Obj. 3a. Deliver sustainable infrastructure via consistent & effective military construction & real estate support to customers**  
Champions: CEMP-I, CECW-SAD, & CEMP-SPD

**Obj. 3b. Improve resilience and lifecycle investment in critical infrastructure**  
Champions: CECW-NWD, CESI-ZA

**Obj. 3c. Deliver reliable infrastructure using a risk-informed asset management strategy**  
Champions: CECW-LRD, CEMP-SPD

**Obj. 3d. Develop and apply innovative approaches to delivering quality infrastructure**  
Champions: CERD-ZB, CECW-SAD

**Goal 4. Build and cultivate a competent, disciplined, and resilient team equipped to deliver high quality solutions**  
Goal Champions: CEHR-ZA, CECE-SAD

**Obj. 4a. Identify, develop, maintain, and strengthen technical competencies**  
Champion: CECW-SAD

**Obj. 4b. Communicate strategically and transparently**  
Champions: CEPA, CEI-ZA

**Obj. 4c. Standardize business processes**  
Champion: CERM-ZA

**Obj. 4d. Establish tools and systems that enable our leaders and team members to achieve their full potential**  
Champion: CEHR-ZA

Slide 14



US Army Corps  
of Engineers®

## Water Resources Development Act of 2007

- 600 policy provisions
- 900 new projects
- *Principles & Guidelines* revision
- Improvements to Upper Mississippi River and Illinois Waterway System (Title VIII):
  - ~\$2 B for new locks at 5 locations on Miss. and 2 on Illinois River.
  - ~\$1.7 B of environmental restoration measures
  - ~\$250 M for small scale, non-structural navigation improvements.
- National Levee Safety Program (Title IX)
- Total Federal cost ~\$22 B



Slide 15



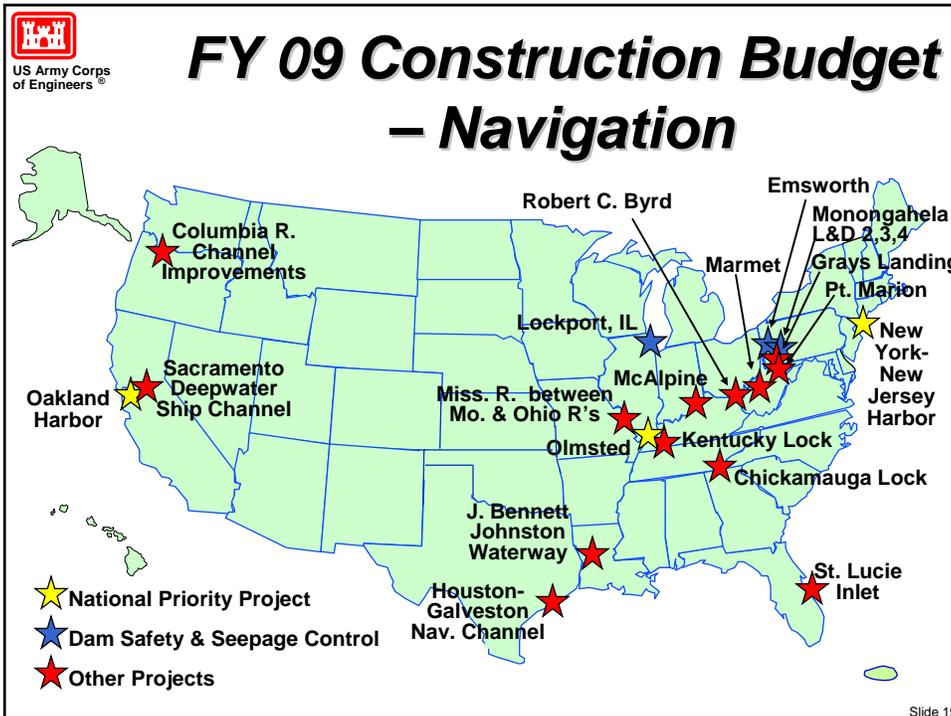
US Army Corps  
of Engineers®

## How We Can All Contribute?

- **USACE Leadership:**
  - Develop vision, goals, objectives in an open, collaborative way
  - Be “Thought Leaders” Lead the discussion to create the solutions.
  - Implement the Strategic Plan
- **Administration:**
  - Listen
  - “Walk the performance-based budget talk.”
  - Trade control for funding
- **Stakeholders:**
  - Contribute to vision, Goals, Objectives, Metrics
  - Participate in Full Cost Pricing solutions
  - Communicate!
    - Adopt the Vision to be the desired future state of water resources development
    - Create national desire for a water resources infrastructure that will serve this Nation’s economic, quality of [all] life and defense needs, today and into the future.
    - Support the budget/financing that enables the vision

Slide 16





## The Funding Challenge: Making the Case for Navigation

- Vital role in U.S. economy
- Aging infrastructure in need of modernization
- Growing competition for funds within Corps program and within discretionary portion of Federal Budget
- Challenge to balance with expanding missions, like environmental restoration
- War on terrorism and growing deficit add to budget challenge
- We can't do business as usual – resources not there and difficult choices have to be made
- We have strong case for investing in navigation, but need to do better job of showing why



## ***Civil Works Strategic Goals***

1. Sustainable development and integrated management of Nation's water resources
2. Repair of past environmental degradation; prevention of future environmental losses
3. Projects performing to meet authorized purposes and evolving conditions
4. Reduced vulnerabilities from natural and man-made disasters, including terrorism
5. World-class public engineering organization



## ***The Federal Role***

- Prevent and manage disasters
- Manage public water resources infrastructure
- Solve water resources problems
- Facilitate and convene discussions for collaborative planning, information sharing, conflict resolution
- Subsidize R&D
- Protect aquatic resources
- Inform and educate
- Set and enforce high standards based on principles
- Ensure equity and fair treatment