



US Army Corps of Engineers



Inland Marine Transportation System (IMTS)



Overview of IMTS for
National Dredging Meeting
Washington, DC

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May 20, 2009

BUILDING STRONG.



Why create the IMTS?

- ❖ Improvements needed to meet the challenge of sustaining system reliability with aging infrastructure
- ❖ Business Process Review (BPR) is sound business practice



Dr. Larry Lang (left) talks to John Branson, Lockmaster during team visit to Lock 25



Industry Input from Tow Boat Captain: Clay Williams presents ideas to the team

Ideas for Improvement were obtained from workforce and industry

Who conducted the study?

- ❖ **BPR Study Team**
 - Reps from divisions and districts
 - Cross-section of functional experts
- ❖ **Reach Back Team**
 - 20 team members from across the Corps
- ❖ **Workforce**
 - Study team members attempted to visit all the sites to get ideas








Improvement Ideas

- ❖ Focus of study: how we do our work (our Business Processes)
- ❖ Improvements ideas were grouped into three categories and twenty five BPR Topics

Human Capital	System Availability	Operational Improvements
		
<ul style="list-style-type: none"> • #1 asset for Corps Navigation • Examples of Improvement ideas <ul style="list-style-type: none"> • Train and Certify Lock personnel 	<ul style="list-style-type: none"> • The #1 customer priority • Examples of Improvement ideas <ul style="list-style-type: none"> • Channel Maintenance • Scheduling Major Maintenance 	<ul style="list-style-type: none"> • Key to customer service • Examples of Improvement ideas <ul style="list-style-type: none"> • Standard Locking Procedures

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Implementation Concepts: Board of Directors

- ❖ Critical requirement: be able to implement procedures (e.g. “Best Practices”) IMTS-wide
- ❖ Concept
 - Strengthen existing chain of command
 - Use existing personnel on the Board, Working Group, and teams

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graph TD
    A[IMTS Board Of Directors] --- B[Working Group]
    B --- C[Action Teams]
  
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Use Virtual Teams with existing personnel

Include input from field experts and customers in drafts

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Why call this the “IMTS?”

U.S. Inland Marine Transportation System (IMTS)

- ❖ Nationally recognized & in sync with other federal transportation agencies and committee on Marine Transportation System

- ❖ Provides long-term stability
- ❖ Indicates enhanced customer focus

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What Waterways are included in IMTS?

U.S. Inland Waterway System



>12,000 Miles of waterways
 Hundreds of Locks and Dams
 >60% of domestic waterborne tonnage



Type of Work Included In IMTS



Operation & Maintenance



Major Maintenance Projects



Dredging

- ❖ Operation & Maintenance at locks
- ❖ Work at repair centers and field offices
- ❖ Channel maintenance: some dredging is included

Current Status of IMTS

❖ Board of Directors: Executive members

- Executives held first meeting in Nov 2008
- Made key decisions



1st Newsletter, Mar 2009

❖ Working Group for Board of Directors:

- Held first meeting Dec 2008
- Picked five BPR topics to get started right away
- Developed communication plan, 1st newsletter
- Held industry input session Mar
- Prioritized remaining Improvement topics



Industry Input Session, Mar 2009

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Update on BPR #1 & #2

- ❖ BPR #1: Share Corporate Knowledge of Major Maintenance
 - Highly successful Locks Maintenance Workshop 2009 – award for Chad Linna
 - Will transition to IMTS-wide workshop
 - More great results to come
- ❖ BPR #2: Share Corporate Knowledge of PM & Repair
 - Action Team being led by Aaron McGee
 - Team is meeting May 18 to work on this



Mike Ensich presents award to Chad Linna



Locks Maintenance Workshop 2009

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BPR #3: Enhance the Hiring Process

- ❖ Trained and ready workforce is #1 asset
- ❖ Major hardships in the past, it is sure to get worse (we believe 4 out of 10 lockmen will retire by 2013)
- ❖ Critical challenge: fill vacancies to avoid hardships on workforce and maintain quality service to customers
 - Improve process to reduce fill times
 - Conduct Workforce Planning
 - Employ extended workforce concept to allow for rapid backfill of short-term vacancies




Exciting opportunities for major improvements

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BPR #9: NavLocks Channel Maintenance

- ❖ Voted as the #1 priority for remaining improvement topics at March Meeting
- ❖ Action Team to be formed
- ❖ Key focus for action team: develop scope for this overall topic and the baseline
- ❖ Special emphasis on "Channel Availability Performance"



Dredging by Hurley



Note: Coastal Dredging is not included in IMTS

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BPR #9 Improvement Ideas -1-

❖ Hydrographic Surveys

- Share Corps hydrographic surveys with the USCG in a standard file format
- Conduct joint training with the USCG and Corps on the use of hydrographic survey software.

❖ Working Meetings between Local Corps Offices and USCG detachments

- Discuss fleeting routes and ways to improve marking the river channel with buoys

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BPR #9 Improvement Ideas -2-

❖ Initiate a regional ID/IQ-type contract for environmental services

❖ Use existing regional and national meeting forums to evaluate best practices for contracting, QA/QC, coordination with the USCG, industry, and interest groups.

❖ Establish a GIS based platform for use by Districts with significant dredging requirements

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BPR #9 Improvement Ideas -3-

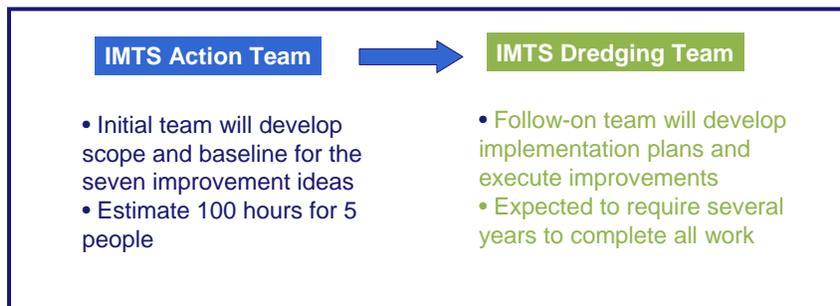
- ❖ Long-term solutions for Dredging
 - Regional areas shall maintain a database of historic dredging areas
 - Develop budget packages to investigate long-term solutions (eliminate the need for dredging where economically feasible).
 - Use advanced technology (e.g. micro-modeling) for these areas to determine cost-effective solutions (such as weir fields)
- ❖ Channel Availability Performance
 - Critical for users: channel availability
 - Need Performance measure and baseline

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Overall Approach to BPR #9

- ❖ Open process as always
 - Input of ideas and suggestions by e-mail to action team and follow-on team
 - Review and comment of draft outputs on IMTS web site



Your ideas, suggestions and review comments on BPR #9 are welcome!

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Benefits of the IMTS to Customers

- ❖ Enhance system reliability and improve customer service
- ❖ Integration across IMTS
 - More consistency across all waterways
 - Greater ability to implement “best practices” and ideas for improvements from workforce & industry



System Reliability: Schedule Major Main.



Customer Service: Standard Locking proc.

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What are the benefits of IMTS for you?

- ❖ For Personnel who work in Navigation
 - Better opportunities for training and certification
 - Stronger ability to share knowledge
 - More mobility for greater job opportunities
 - More consistency for workers from one district to the next
 - Improved hiring process reduces hardships from being shorthanded when vacancies occur



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How can I participate?

- ❖ How can IMTS personnel participate?
 - Read IMTS newsletters or go to public IMTS web site to read about opportunities to serve
 - Share your experiences and “lessons learned” at IMTS conferences; read about others’ experiences on IMTS web site
 - Read draft documents from action teams on proposed improvement ideas at IMTS web site and provide comments
 - Send ideas, suggestions, and comments to e-mail address IMTS@usace.army.mil

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Questions?? Comments???



Operation & Maintenance



Major Maintenance Projects



Dredging

Reminder - Send questions or comments on the IMTS by e-mail to
E-mail address: IMTS@usace.army.mil

Publicly accessible web site for Corps Navigation workforce, industry and public:
<http://operations.usace.army.mil/navigation>

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