Navigation Strategic Visioning 2012 Workshop Meeting Summary Notes
March 13 – 14, 2012

Day 1: Tuesday, March 13, 2012

Welcome: Jim Walker, Navigation Business Line Manager & Convener

Start-up: Tricia Gibbons, Facilitator
- Participant introductions and accomplishments.
- A look back to the August 2009 Workshop (PowerPoint)

Accomplishments and Successes: As participants introduced themselves, each identified an accomplishment over the last 2 years. A sampling of stated accomplishments included:
- Getting support for the RAMP Act
- Corps coming into the 21st century, e.g., LOMA
- Renewed interest in Panama Canal, people paying more attention to navigation
- Cooperative accomplishment – input to Corps & Coast Guard – hurricane protection
- Awareness outside of Corps of what it does – due to stakeholder communication
- Got additional $90 million in 2013 budget
- Attention to where we want to go – Strategic Vision – input from others
- Survived earmark ban – new normal
- Communicating priorities – getting projects funded in priority order
- Internal communication
- Corps viewing programs more as a system
- Improvements in planning within the Corps
- Using economic analysis and asset management tools
- Operate and maintain navigation facilities – still efficient
- Stakeholders development of economic value & communicating it
- Opportunity to work collaboratively within Region/Area; cooperation
- Working with Resource Use Agencies – reducing costs; benefits
- Setting up data to be used holistically – multiple uses and integration
- Strides in our business processes related to data
- Planning modernization effort and beneficial use coming to forefront
- Advancement/awareness about navigation – locks, dams – starting to gain traction
- Survived two major floods – communication to stakeholders and community
- Corps taking a leadership role in e-navigation
- Leadership – partnering and understanding each other – industry and Corps; recognize part of the team – funding, tech, etc.; respect, promote & perspective
- New people/new stars coming into the profession offering new ideas
- Congress has found a way to continue our programs
- Strong partnerships – Corps & industry – best practice is having workshops like this with stakeholders present
- Progress on use of science to resolve constraints → bring balance
- Coordination and integration with Coast Guard – teamwork
- Teamwork with stakeholders; willing to share resources with one another
- Communication with stakeholders; partnerships; need more environmental folks
- IMTS Capital Investment Strategy – come together with stakeholders to prioritize
- Don't forget where we have been – we know the normal – good system that we're still building on

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Status of the Program - *Where we are and where we need to go* – Jim Walker (PowerPoint) Navigation Business Line Manager, Jim Walker, provided an update and status of the Program since the initial Navigation Strategic Visioning Workshop held in August 2009. Jim emphasized the activities that have influenced and impacted the Program, reviewed the current focus areas, and shared his expectations for this meeting. The PowerPoint presentation is posted on the Navigation Gateway.

A Look at the Current Conditions: Participants were asked to review the 2009 Context Map and modify, add or delete trends and factors influencing navigation. Attendees analyzed internal and external trends, political factors, customer and partner needs, technology factors, environmental impacts, and reliable navigation uncertainties. Changes were made to the PowerPoint graphic based on these suggestions. **The Context Map PowerPoint Graphic** is posted on the Navigation Gateway.

What does success really look like? Participants were asked to think 3 – 5 years out to get a picture of the desired future state. What will success look like? Ideas were collected on flip charts. To build consensus on ideas, participants were then given 5 votes (dots) to choose those that fit their vision of the desired future state. The top ideas in order of priority:

- Trust funds resolved (19)
- Good/great data on economic impact & using it! (Economic Impact Study) (17)
- Defined policy/guidelines on cost-sharing/contributing funds (13)
- Defined Value to the Nation (13)
- Reliability of navigation (10)
- Established guidelines – level of service (10)
- Full implementation of Capital Development Plan (CDP) (10)
- Efficient & effective data collection & communication (9)

These are represented on the **Journey Map PowerPoint** posted on the Navigation Gateway. Additional ideas that described the desired future state included: Divestiture Plan, reduced groundings & collisions, allisions, more interagency cooperation & collaboration, modern & efficient fleet of Corps dredges & available for use (taken off "ready reserve"), maintain the authorized dimensions when appropriate, one hundred percent 100% of the time, and Navigation R&D focused on goals & achieving.

Journey Vision Exercise
Participants were divided into 4 groups for Stand-up meetings about a particular topic to build the journey vision – **Core Values, Historical Milestones, Critical Issues and Corps Competencies.** Each group was to choose a facilitator & recorder and respond to the questions for each topic. Results after debrief are listed below. Top 5 or 6 in each category are listed below.

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Core Values: *Communication, Collaboration, Flexibility, Can Do Attitude. How does the Corps demonstrate daily? What else does the community value? Hold dear?*

- Service to nation**
- Delivers – get 'er done**
- Credible**
- Accountable**
- Honesty & transparency**
- Professionalism**

Historical Milestones: *Identify the NAV Program's historical milestones.*

- Katrina – changed the way folks view the Corps**
- Panama Canal 1914**
- 1824 – Henry Shreve put first snag boat on river; Corps inland auth.**
- WRDA 86/cost sharing**
- 2002 – 2012 Plan**
- NEPA 1968/Clean Water Act 1970**
- 2005 – Beginning of performance metrics & NAV BL

Critical Issues: *What are the barriers or obstacles or challenges?*

- Sediment quality & suitable placement sites**
- Consistent shared vision to <u>all</u> levels**
- External agencies** - Timing of permits, staff turnover & conflicting missions
- Increase in dredging costs**
- Funding**

Corps Competencies: *What does the Corps bring to the table? Reputation? Core competencies?*

- Wide-ranging experience and expertise**
- Leadership/relationships **
- Strong science & engineering capabilities**
- Mission execution**
- Emergency response/disaster recovery**

Opportunities for the Navigation Program

Table groups were asked to identify the near-term (3 years out) opportunities. Then they clustered the ideas emerging from the 6 table groups. The following themes resulted from the discussion:

- Streamline MOA Process
- Improve how we do business
- Maintain authorized depths
- Environmental Leadership
- How to communicate and characterize the value of the system
- Build the bench
- Utilizing data

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Day 2: Wednesday, March 14, 2012

The meeting began with a quick brainstorm summary of the previous day.
Whole Group Activity – *Five-minute summary of yesterday*:

- Got all the participants on the same page
- Good teamwork going on; level of participation - great dialogue
- Rewrote values and guiding principles
- Built on the successes of the last two years
- A lot of convergence between the Corps and industry people – e.g., opportunities
- A lot of positive attitudes – sense of ability to move forward
- Focused on definition of success!
- Consensus – focus on what is the most important – short-term, long-term prioritizing – build based on priorities
- Validated strategies from 2009; didn't make a lot of changes; helps us move forward
- Vision alignment - what does success look like activity
- Strategic Vision document helped force management to focus on the Navigation Program

Strategic Focus Areas – Validation and Refinement

During the morning session table groups were asked to review the 4 Strategic focus areas and determine if each was still valid/most important and to provide feedback on possible modifications to the focus area. During the afternoon session, participants chose which strategic focus area to help frame. Summaries of both sessions are grouped together here. The full set of notes is posted on the Navigation Gateway and titled NSV2012 Workshop Detailed Meeting Notes.

Focus Area 1: Communicate the Value of the Navigation Program

Initial Review (AM)

- More emphasis on the public
- Tap into what stakeholders are doing
- Get off green – get on jobs message
- Focused too much as a one-way Corps; need to be more collaborative – more explicit
- Corresponds well with/aligned with CMTS report
- Take advantage of/capitalize on social media

After-Lunch Discussion/Framing:

Team Members (Monica Chasten, Kareem El-Naggar, Chris Frabotta, Dave Grier, Kristin Meira, Jim Stark)

Outcomes

- Public appreciation/knowledge
- Additional funding needed for more reliable, safe, efficient navigation system
- Government decision makers – Congress, OMB understand importance of MTS (informed decisions)
- Broad stakeholder appreciation

Focus Area 2: Improve Business Processes

Initial Review (AM)

- Does not stress the planning process and it needs to
- Clarify – what is end state? – What does success look like?
- Real goal is to become more efficient, using performance metrics, accountability
- Not another process – stop talking & just do it; execute
- Huge opportunity to inform campaign plan
- Missing flexibility, responsiveness & timeliness
- "Business processes" may not be the best term to use – change the name?

After-Lunch Discussion/Framing:

Team Members (Mo Chang, Steve Brown, Jim Haussener, Duane Poiroux, Rich Thorsen, Eddie Wiggins)

Outcomes

- Execute faster & cheaper
- Get more done w/ less $
- Generate benefits faster

Focus Areas 3: Manage the Marine Transportation System as a System

Initial Review (AM)

- Re-word? Re-focus? Change title – add to the nation's transportation system
- Emphasis on commercial freight; step back and consider low-use
- Measure the national economic benefit of the regional system; inter-connected/we're intermodal; Talk about connectivity & regional benefits
- Clearly define the *system* we're talking about – physical, funding, multiple projects,
- Need to work with stakeholders to help document how we are tied together
- Modify language – NAV part of intermodal system – "end-to-end supply chain" – MTS as part of a larger system – make sure does not get consumed in the larger organization
- Broad category – separate out system engineering from environmental
- Optimizing the system to increase capacity

After-Lunch Discussion/Framing:

Team Members (Peter Frick, Rich Lockwood, Doug McDonald, Andrea Murdock-McDaniel, Marie Strum, Brian Tetreault)

Outcomes

- Alignment
  - USACE budget – align with goals
  - Simple USACE rack & stack 1 → N priority policy for budget
  - Integrated watershed management; interim – look at budget by watershed
- Capacity
  - National freight policy
  - Optimize throughout
  - Technology

Possible new category: Modernization

Initial Review (AM)

- Not necessarily O&M
- Service life extension
- Recapitalization of locks & dams
- System optimization
- Can this fit as managing a system or separate & add (move) asset management under this?

After-Lunch Discussion/Framing:

Team Members (Dwight Beranek, Jeff Lillycrop, Mike Lowe, Jim Stark, Helen Stupplebeen, Jon Wedgeworth)

Outcomes

- Minimal unscheduled down time
- System flexibility/maximum capacity
- Efficient intermodal system
- Integrated management/execution

Focus Area 4: Develop the USACE Human Capital Management Strategy for Navigation

Initial Review (AM)

- Struggles in attracting, retaining & developing human capital
- Need for cross-training, especially with number of upcoming retirements; currently a cross-training crisis – driven short-term
- Need a long-term strategic plan or program (proactive rather than reactive)
- Build the bench
- Corps needs to change how we integrate young professionals
    - Young people mobile, willing to move
    - Apply best practices – partnerships with universities
    - Consider "Planning Associates" – other models of best practices
- Problems with the federal hiring program/process, e.g., 1-2 year contracts, OPM
- Reflect/understand the changing workforce

After Lunch Discussion/Framing:

Team Members (Eric Braun, Sheryl Carrubba, Allen Churchill, George Domurat, Bill Hanson, Emily Vuxton)

Outcomes

- Energize the profession/energize to career
- Move it forward technically
- Recognized experts in the field
- More/sufficient funding – be able to devote some time & cost to training

Possible new category: Environmental

Initial Review (AM)

- Separate out
- More emphasis on environmental operating principles
- Engineering with nature (guiding principle)
- Leadership on the issue - provide solutions, how we do stuff
- Criteria
    - National focus
    - Impacts nationally but differently (from region to region?)
    - Bang for the buck
    - Focus on what we do
    - What could improve?
    - Long-term rather than short-term
    - Competitiveness of the NAV business line
    - Grow the economy

After Lunch Discussion/Framing:

Team Members (Todd Bridges, Jessica Burton-Evans, Jim Clausner, Tim Murphy, Steve Brown)

Outcomes

- Lower operating costs
- Positive image with public & agencies – sediment a resource
- Shorten/streamline permit process
- Adaptive management, be proactive, results in increase in efficiency
- Address uncertainties over time but while the project is ongoing
- More project benefits
- Increased volume of beneficial re-use
- Corps acts as leader, helps others, Navy & ports
- Reduced number of lawsuits & litigation, while still maintaining the better channel

Next Steps: The ideas generated during the two-day meeting will be used by the Writing Team to inform the Navigation Strategic Vision 2012 and used by the Strategic Navigation Initiative (SNI) Teams to frame project plans.

Strategic Initiatives Task: Participants reviewed the current Strategic Initiatives Matrix. Stakeholders were asked to rank their top 10. Corps participants were asked to do the same but put names on the matrix so they can be returned for Thursday's meeting.

Wrap-up: Meeting materials will be posted on the website. A follow-up email will be sent from the registrar with the updated Networking List and the link to the website. Jim Walker closed the meeting by thanking all the participants and especially the stakeholders for their time, energy, and commitment to Navigation.

The full set of notes are posted on the Navigation Gateway and titled NSV2012 Workshop Detailed Meeting Notes.