USACE COMMAND BRIEF

LTG TODD T. SEMONITE

54th Chief of Engineers and

Commanding General, USACE

World-Class Delivery…
Real-World Impact!

US Army Corps of Engineers

U.S.ARMY

US Army Corps of Engineers

CHIEF OF ENGINEERS

U.S.ARMY

Multiple Roles

Chief of Engineers
ARSTAF

Commander
USACE

Chief of Branch Engineer

- **ARSTAF Principal**
- **Joint Operations Engineer Board Co-Chair**
  -JROCM 05 / DODD 7045.23
- **Geospatial Governance Board Co-Chair**
  -GGB Charter s/VSCA 1 May 2011
- **Capability Area Manager Operational Engineering**
  -DODD 7045.23

- **Direct Reporting Unit Commander**
  -GO#1 & AR 10-87

- **Senior Regimental Advisor/Mentor**

US Army Corps of Engineers

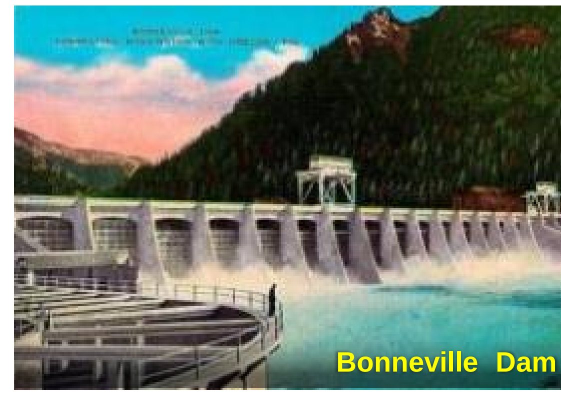
U.S. ARMY CORPS OF ENGINEERS

Over 243 Years of Service to the Nation


Washington Monument
Lincoln Memorial
U.S. Capitol


Panama Canal


Wankel T. Rex


Bonneville Dam


The Pentagon


Kennedy Space Center

USACE: STAYING WORLD CLASS NOW AND INTO THE FUTURE

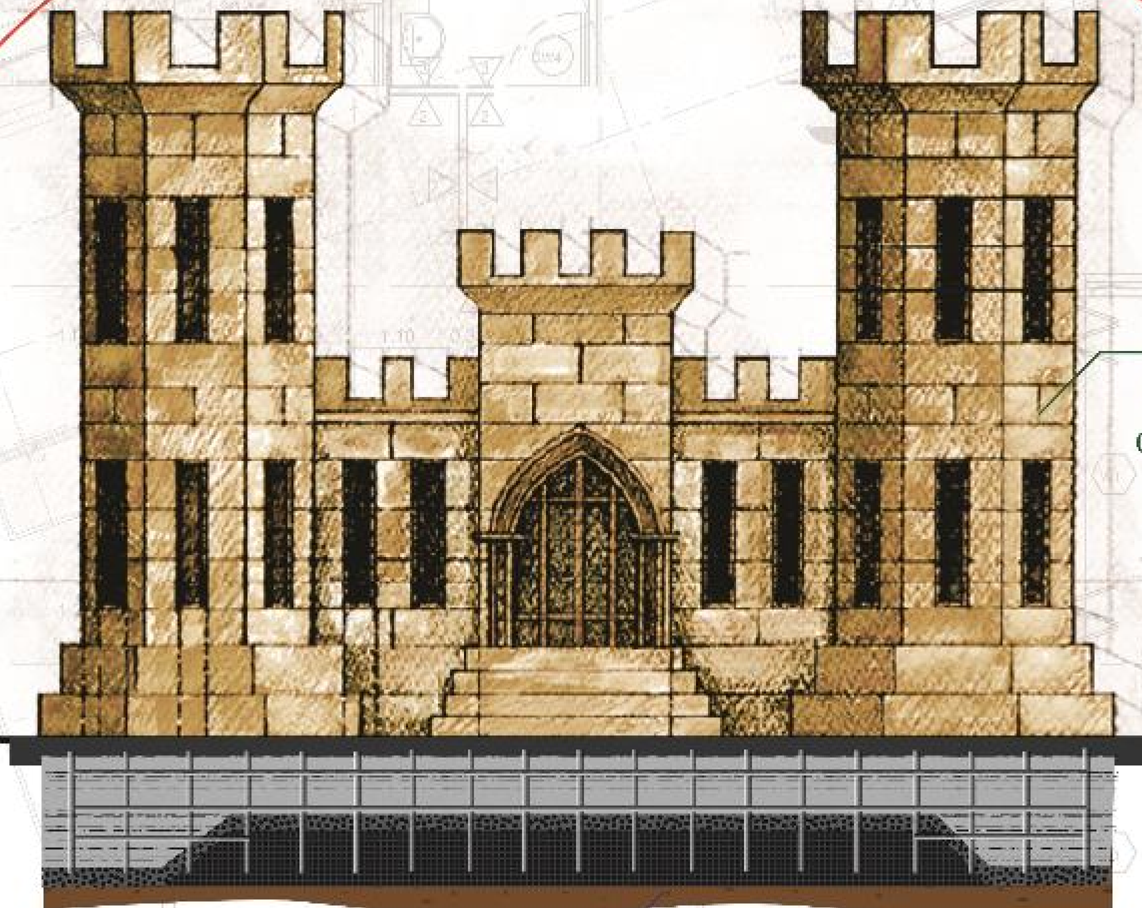
US Army Corps of Engineers®

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

US Army Corps of Engineers

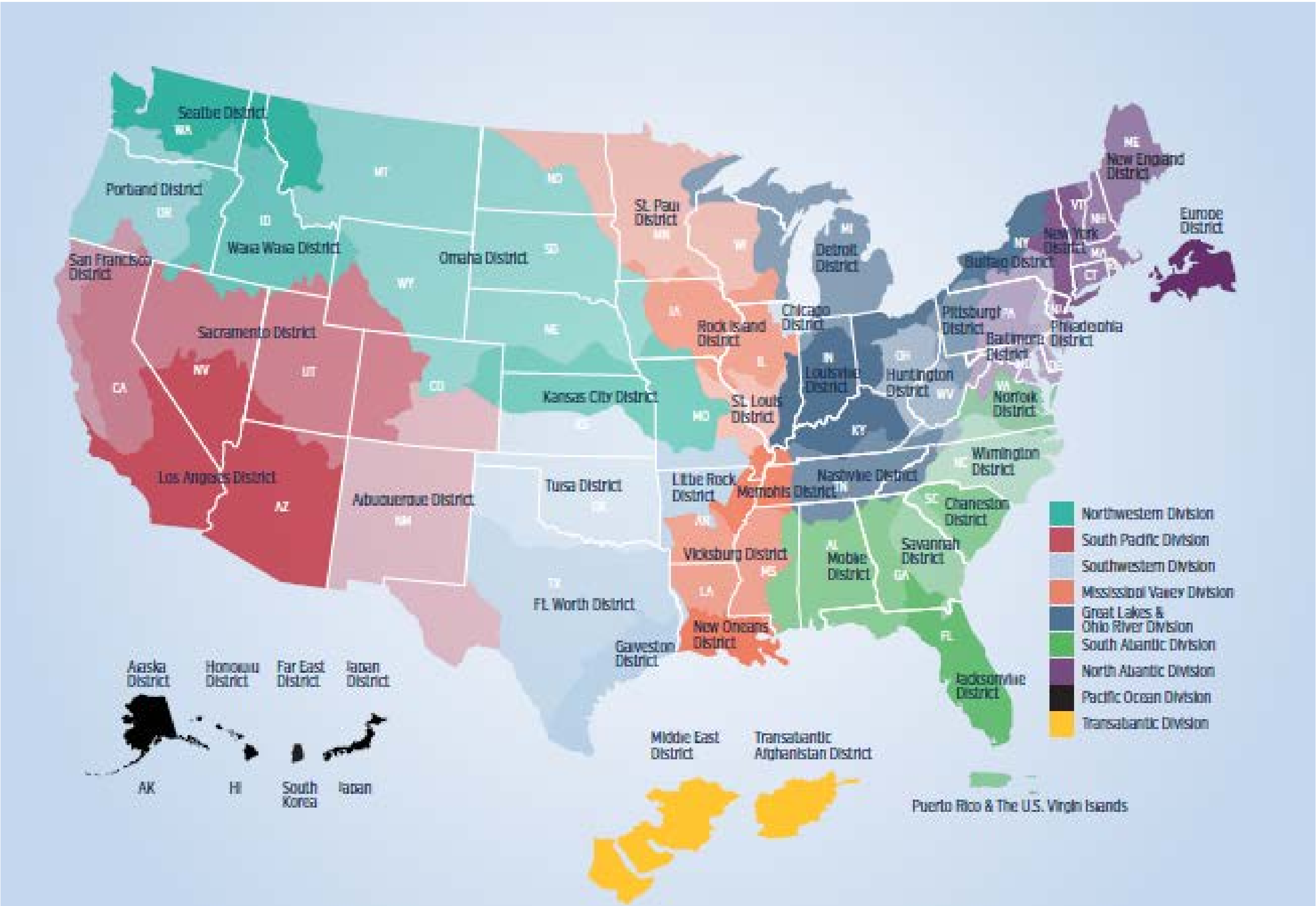
MISSION, VISION, & ORGANIZATION

USACE Mission

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

USACE Vision

Engineering solutions for the Nation's toughest challenges.



Headquarters

9 Divisions

43 Districts

9 Centers and Labs

1 Active Duty Unit
249th Prime Power Battalion

2 U.S. Army Reserve Theater Engineer Commands
412th and 416th

33,000 DA Civilians; 700 Military; $42 Billion Budget

US Army Corps of Engineers

U.S. ARMY

USACE MISSION AREAS

Military Missions

Military Construction

COCOM Support, Overseas Contingency Operations (OCO)

Installation Support, Environmental, Energy and Sustainability

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

Civil Works

Contingency Operations

"Whole of Government" Disaster Response and Recovery

Life-Cycle Flood Risk Management

Critical Infrastructure

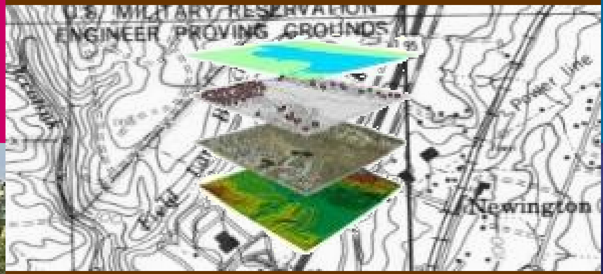
Federal / State / Local

"Whole of USACE" Capabilities

Capacity Development

International and Interagency

Geospatial Support



Common Operating Picture / Environment

Civil Works Programs

Military Programs

Emergency and Contingency Operations

Warfighter

Installations and Energy

Environment

Water Resources

Research and Development

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

USACE Has a Diverse Mission Set Driven by Diverse Customers

USACE ORGANIZATIONAL STRUCTURE

US Army Corps of Engineers

U.S. ARMY

★★★ Headquarters USACE

- HECSA — Humphreys Engineer Center Support Activity (Alexandria, VA)
- (OPCON when not deployed)
  - ★★ 412th Engineer Command (Vicksburg, MS)
  - ★★ 416th Engineer Command (Darien, IL)

Divisions and Districts

- ★ LRD — Great Lakes and Ohio River Division (Cincinnati, OH)
  - LRB — Buffalo
  - LRC — Chicago
  - LRE — Detroit
  - LRH — Huntington
  - LRL — Louisville
  - LRN — Nashville
  - LRP — Pittsburgh
- ★★ MVD — Mississippi Valley Division (Vicksburg, MS)
  - MVP — St. Paul
  - MVR — Rock Island
  - MVS — St. Louis
  - MVM — Memphis
  - MVK — Vicksburg
  - MVN — New Orleans
- ★ NAD — North Atlantic Division, EUCOM / AFRICOM (New York City, NY)
  - NAB — Baltimore
  - NAE — New England
  - NAN — New York
  - NAO — Norfolk
  - NAP — Philadelphia
  - NAU — Europe
- ★★ NWD — Northwestern Division, NORTHCOM (Portland, OR)
  - NWK — Kansas City
  - NWO — Omaha
  - NWP — Portland
  - NWS — Seattle
  - NWW — Walla Walla
- ★ POD — Pacific Ocean Division, PACOM (Honolulu, HI)
  - POA — Alaska
  - POF — Far East
  - POH — Honolulu
  - POJ — Japan
- ★ SAD — South Atlantic Division, SOUTHCOM (Atlanta, GA)
  - SAC — Charleston
  - SAJ — Jacksonville
  - SAM — Mobile
  - SAS — Savannah
  - SAW — Wilmington
- ★ SPD — South Pacific Division (San Francisco, CA)
  - SPA — Albuquerque
  - SPK — Sacramento
  - SPL — Los Angeles
  - SPN — San Francisco
- ★ SWD — Southwestern Division (Dallas, TX)
  - SWF — Fort Worth
  - SWG — Galveston
  - SWL — Little Rock
  - SWT — Tulsa
- ★ TAD — Transatlantic Division, CENTCOM (Winchester, VA)
  - TAA — Afghanistan
  - TAM — Middle East (Winchester, VA)

Centers and Activities

- UFC — USACE Finance Center (Millington, TN)
- IWR — Institute for Water Resources (Alexandria, VA)
- ULA — USACE Logistics Agency (Millington, TN)
- MDC — Marine Design Center (Philadelphia, PA)
- 249th Prime Power Battalion (Fort Belvoir, VA)
- HNC — Engineering and Support Center (Huntsville) (Huntsville, AL)
- ERDC — Engineer Research and Development Center (Vicksburg, MS)
- AGC — Army Geospatial Center (Alexandria, VA)

Legend: Field Operating Activity | Organization with ONLY a CIVIL WORKS Mission | O-6 District Commands (34 of 43)

US Army Corps of Engineers

U.S. ARMY

OUR CURRENT MISSION SET

Relied upon to deliver a massive ***$48.4 B*** *portfolio of programs, projects, and support for others.*

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

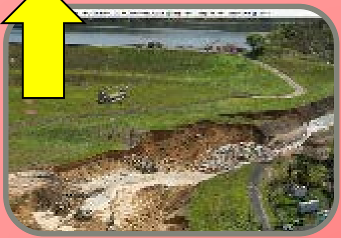
DOD/AF/Army/EPA/DOE
$1.5B in national environmental cleanup

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 & Trump Infrastructure

US Army Corps of Engineers

THE ENGINEER REGIMENT

ENSURE THE READINESS OF 90,000 ACTIVE, NATIONAL GUARD, AND RESERVE ENGINEER SOLDIERS

U.S. ARMY

Specialist Jesse Weaver, a combat engineer with B Company, 40th Brigade Engineer Battalion, 2nd Armored Brigade Combat Team, 1st Armored Division, detonates two Bangalore torpedoes, Jan 30. 2018, while breaching an enemy line of concertina wire during Inferno Creek 2018 near Thumrait, Oman. Inferno Creek 2018 is an annual Omani-U.S. exercise focused on building bilateral ties between the two militaries. (U.S. Army photo by Sgt. David L. Nye)

CHIEF OF ENGINEERS READINESS PRIORITIES

Building and Maintaining Readiness of the Engineer Regiment

1. **Be the recognized Engineer EXPERT of the Combined Arms Team: Develop combined arms experts who are innovative, adaptive, situationally aware leaders solving the most complex problems.**

2. **Shape the Operational Environment:** Degraded terrain shaping capability essential for victory in Decisive Action requires re-energizing Volcano and MICLIC, fielding SAVO, and replacing lost directed obstacle capability and Gator.

3. **Develop and Realize a feasible Combat Vehicle Modernization Plan**: Divest M113 and replace with reset M2 ODS systems. Accelerate the JAB, synchronize the ACE plan, and complete fielding of the ABV.

4. **Complete Force Design Updates**: Move from single purpose to multiple capable organizations – complete four ARNG BEB conversions, complete Construction Company conversion, and Champion Combat Engineer Company (CEC) FDU.

5. **Understand the BEB core competencies and tasks**; violently execute as part of the Combined Arms Team: Provide integrated engineer support and critical combined arms activities for decisive action.

6. **Transform EAB Engineer Training for the Total Force (AC/NG/USAR):** Set conditions for Engineer Brigades to lead multi-compo units, support multicomponent exercises; Improve integration as part of the combined arms team.

7. **Embrace the Engineer Profession**: Develop competent, values based leaders (both military and civilian) who are disciplined, deployable, committed to self-development and are advocates for the Engineer Regiment.

8. **Optimize Talent Management and develop Technical Expertise**: Utilize and incorporate skills based policies, industry best practices, broadening assignments, and credentialing efforts to enhance the quality of the profession.

9. **Revitalize Engineer Governance and Engagement in the Total Force**: The diverse Engineer Regiment relies on a collaborative governance architecture to synchronize engineer efforts across the tri-component and the joint force.

10. **Implement a Geospatial Transformation Plan**: Establish a realistic plan which sustains the geospatial engineer mission to provide relevant geospatial support to the Army and the joint force.

11. **Improve Joint Engineer Force Interoperability and Collaboration**: Conduct capabilities based solutions utilizing the community of practice to resource, train, equip, and develop ready forces.

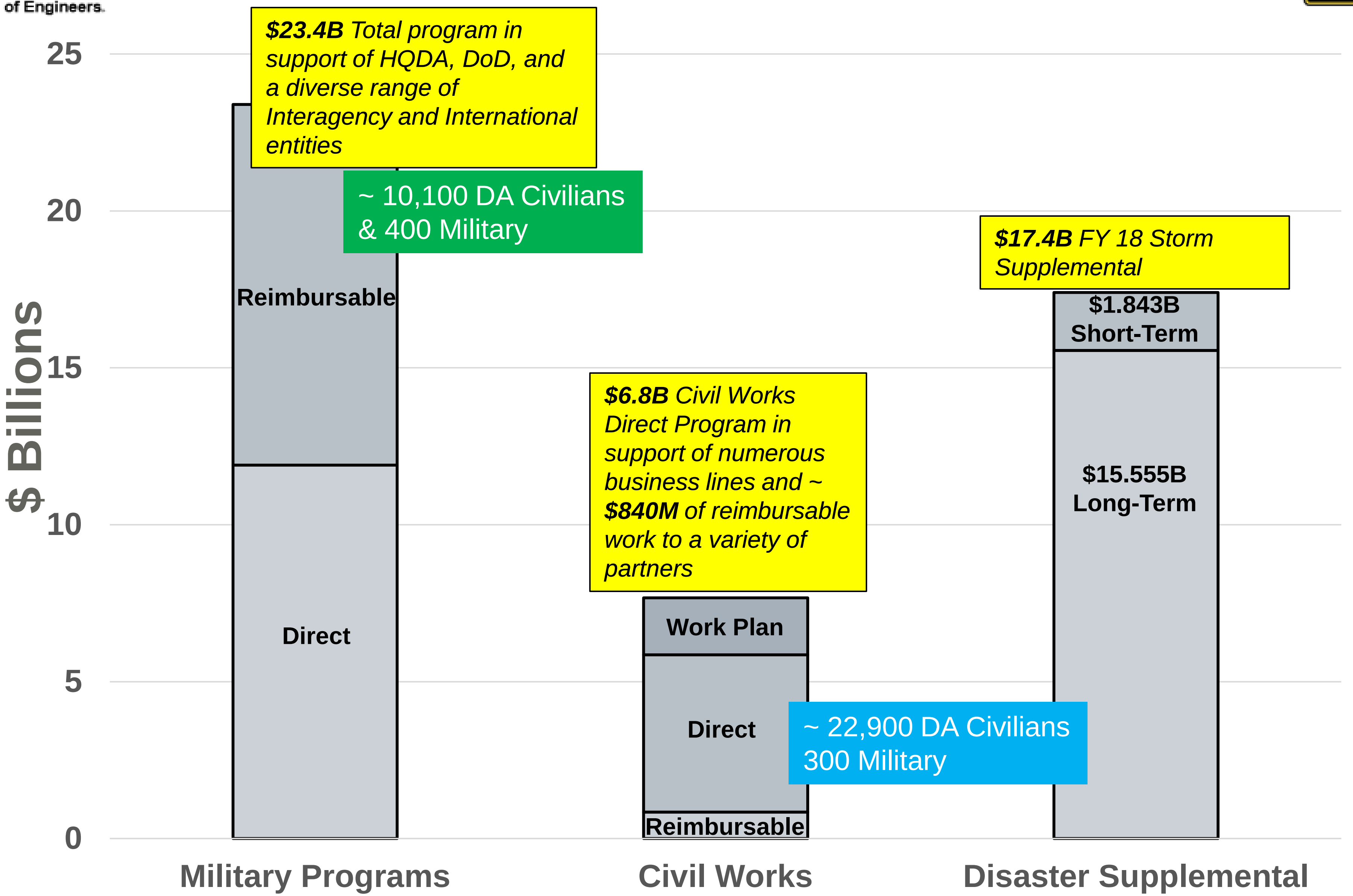
12. **Support to Disaster Response**: Resource and use multi-compo units to plan, train and execute mission command in disaster response operations. Improve Prime Power capacity for contingencies and disaster response.

★ = FY18 FOCUS

As of 09 JUL 18

"THE DIRTY DOZEN"

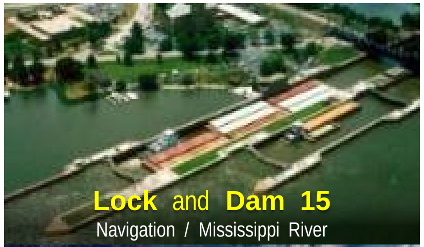
FY18 PROGRAM SUMMARY- $48B

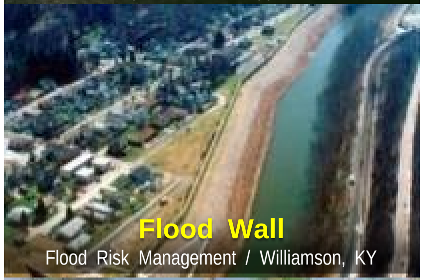


US Army Corps of Engineers

USACE CIVIL WORKS (FY18)

$6.8B + $17.4B SUPPLEMENTAL





($425M/ 1,432 FTE) Flood Control, Mississippi River and Tributaries

($3.630B/ 9,850 FTE) Operations and Maintenance

($2.085B/ 7,021 FTE) Construction

($200M/ 673 FTE) Regulatory Program

($185M/ 623 FTE) Expenses

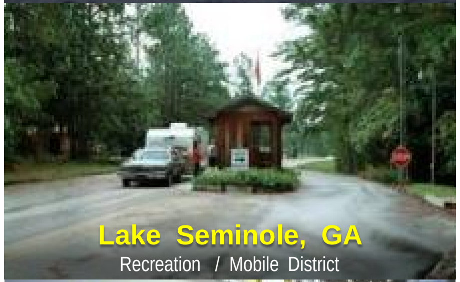
($118M/ 397 FTE) Formerly Used Sites Remedial Action Program

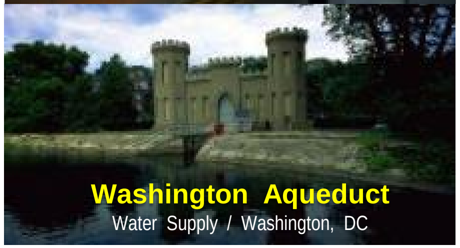
($123M/ 414 FTE) Investigations

($35M/ 118 FTE) Flood Control and Coastal Emergencies

($5M/ 20 FTE) ASA(CW)

(~ $840M/ 2,361 FTE) Reimbursable Support





~ 22,900 DA Civilians & 300 Military; $6.8 Billion Budget + $17.4 FY 18 Storm Supplemental

CIVIL WORKS

EXECUTE A $6.8B CIVIL WORKS PROGRAM TO PLAN, DESIGN, CONSTRUCT, OPERATE AND MAINTAIN ~ 1,000 PROJECTS ON US WATERWAYS WHILE PROTECTING THE NATION'S ENVIRONMENT

US Army Corps of Engineers

U.S. ARMY

Charleston Harbor Post 45 Deepening Project. The COSCO Development is one of the largest container ships to call on the Port of Charleston. This photo shows the ship passing under the iconic Arthur Ravenel Jr. Bridge.

US Army Corps of Engineers

FY 18 STORM SUPPLEMENTAL: $17.4B

U.S. ARMY

- **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 + $60M for Other Impacted States
- **Construction ➔ $15.1B, 58 Projects**
  - Construct, Rehab or Repair Damages
  - $15B to Construct FRM Projects (Already Auth; Chief's Report as of 9 Feb; Future Auth in Invest)
  - $10.4B for HIM Impacted States, PR/VI at 100% Fed; $4.6B for Other Impacted States
  - 902 Limit Waived, Completed at 100% Fed with option NF Cost Share Paid Over 30 Years
  - Up to $50M for FRM CAP Projects
- **Mississippi Rivers & Tributaries ➔ $770M, 10 Projects**
  - Construct, Rehab or Repair Damages
  - $400M to Construct FRM Projects (Already Auth and/or Future Auth in Invest)
- **Operations & Maintenance ➔ $608M, 66 Projects (Emergency Repairs)**
  - Dredge Fed Nav Channels and Repair Damages
- **Flood Control & Coastal Emergencies ➔ $810M, 81 Projects (Emergency Repairs)**
  - Respond to, Recover and Rehabilitate Projects in Support of Emergency Operations
  - Includes Auth Shore Protection Projects to Full Project Profile at Full Federal Expense
- **Expenses ➔ $20M**
  - Administer and Oversee Execution of Emergency Supplemental Funds

US Army Corps of Engineers

USACE MILITARY PROGRAMS (FY18)

$23.34B


Mosul Dam, Iraq


Military Ocean Terminal Concord Repairs


Davis Barrack, West Point

($7.9B) Military Construction

($165M) Overseas Contingency Operations (OCO)

($1.9B) COCOM / Host Nation Support

($3.1B) Installation Support

($1.2B) Environmental

($1.0B) Real Estate Services

($2.9B) Interagency and International Services

($3.1B) Other Direct & Reimbursable


DVA Denver-Aurora Medical Center, CO


MH-1A STURGIS

Times Square Recruiting Station

U.S. ARMY

DA MILCON AND INSTALLATION SUPPORT

DELIVER $8.4B OF FACILITIES INFRASTRUCTURE (MILCON, SRM AND SERVICES) FOR 3 MILLION SOLDIERS, CIVILIANS, AND FAMILY MEMBERS AT 287 ARMY INSTALLATIONS WORLD-WIDE

US Army Corps of Engineers

U.S. ARMY

This past winter, roof sections were placed using a well-orchestrated crane operation for the new $43 million Unaccompanied Enlisted Barracks located at Joint Base Lewis-McChord. The contractor, TSS-Garco, constructed the roof sections at ground level, improving safety and quality of the product, then placed them by crane lift to meet the critical weather-in milestone.

COCOM SUPPORT

ENGAGED IN 110 COUNTRIES / $10B OF SUPPORT TO THE COCOMS AND INTERAGENCY

US Army Corps of Engineers

U.S. ARMY

The Marshal Fahim National Defense University, a $227-million project on the outskirts of Kabul. The 105-acre facility hosts a majority of the training schools for the Afghan National Army (ANA), to include the National Military Academy of Afghanistan (NMAA), modeled after the U.S. Military Academy (West Point), and the Afghan National Army Officer Academy (ANAOA), modeled after the British Royal Military Academy Sandhurst.

MISSILE DEFENSE AGENCY

COMPLETE FIVE CRITICAL PROJECTS VALUED AT $875M THAT BUILD-OUT AA MISSILE CAPABILITIES IN ROMANIA AND POLAND AND LRDR CAPABILITIES IN ALASKA

The U.S. Army Engineering and Support Center, Huntsville's Ballistic Missile Defense Center of Expertise is supporting Missile Defense Agency at an Aegis Ashore BMDS site in Romania. The item called the Reconstitutable Deckhouse, where the radars are housed, was moved from the initial installation in New Jersey.

US Army Corps of Engineers

U.S. STRATEGIC COMMAND

U.S. ARMY

The U.S. Army Corps of Engineers, Omaha District first designed and now is building a one-of-a-kind $1.2 billion building on Offutt, Air Force Base, Neb., which will allow U.S. Strategic Command to continue their mission of coordinating the necessary command and control capabilities by providing the President, Secretary of Defense and other national leaders the most timely and accurate information available.

DOD SUPPORT

RESEARCH AND DEVELOPMENT

US Army Corps of Engineers.

U.S.ARMY

A barracks hut constructed with the Automated Construction of Expeditionary Structures is a new construction technology that prints concrete structures. The printer reduces building materials shipped by half and construction manpower requirements by 62 percent when compared to expedient plywood construction in overseas military construction. This hut resides at the Engineer Research and Development Center's Construction Engineering Research Laboratory in Champaign, Illinois. (Photo by Mike Jazdyk)

ADVANCING NATIONWIDE CLEANUP

US Army Corps of Engineers.

U.S. ARMY

USACE CLEANUP PROGRAMS REDUCE RISK AND PROTECT HUMAN HEALTH AND THE ENVIRONMENT, INCLUDING AT FORMERLY USED DEFENSE SITES, IN A TIMELY AND COST-EFFECTIVE MANNER.

USACE environmental teams are leveraging innovation to clear the way for the nation's infrastructure revitalization, to increase training lands for our warfighter, and to protect the health and safety of communities across the country.

U.S. AIR FORCE

USACE IS SET TO DELIVER A $3.08B CONSTRUCTION PROGRAM AND $689M SRM PROGRAM IN FY18

After three years, 16 projects, more 23 million pounds of steel, McConnell AFB stands ready to accept the KC-46A and pave the way for the future of air refueling. The Kansas City District, U.S. Army Corps of Engineers, oversaw the construction and contracting of the $267M project.

FOREIGN MILITARY SALES (FMS)

Government of India (GOI) Air Force Station Hindon C-17 Bed Down Facilities: Project = 85% complete. Contract completion date is now 31 Dec 2019. Project includes: Taxiways, parking apron, and assault strip. Drainage structures, striping, fencing, gates, and lighting. Four parking spots for C-17 aircraft, supply warehouse, AGE storage, and elevated water tank foundation. Two-bay hangar, training facility, parachute packing & rigging, water system, waste water system, and chiller plant.

US Army Corps
of Engineers.

DEFENSE HEALTH AGENCY

U.S. ARMY

The Fort Hood Carl R. Darnall Army Medical Center, a Fort Worth District military construction project, provides a state-of-the-art facility and patient care for service members and their Families. This $561 million project is the largest Department of Defense contract funded by the American Recovery and Reinvestment Act. It was also the first Army medical center to use the Design-Build method.

DEPARTMENT OF DEFENSE EDUCATION ACTIVITY

US Army Corps of Engineers.

U.S.ARMY

88 PROJECTS IN THE US, PACIFIC, AND EUROPE
TOTAL PROGRAM AUTHORIZATION OF $4.2B

Interior photograph of the Bob Hope Amelia Earhart Elementary School located at Kadena Air Base, Japan. FY13 was the program year for this project and the school opened in February of 2018. The project was designed by Jacobs Government Services Company, constructed by Gilbane JV, and fitted out by the USACE Louisville District; the PA was $81,944,000 and the CWE was CWE: $81,938,795.

MOSUL DAM

REHABILITATE MOSUL DAM FOR THE STATE DEPARTMENT AND TRAIN IRAQIS TO ASSUME MISSION; MITIGATES RISK FOR 3.9 MILLION IRAQIS

Photographed are some members of the Mosul Dam project team: USACE, Iraqi Ministry of Water Resources, and contractors including Trevi, an Italian firm and the primary construction contractor hired by the Government of Iraq. USACE team deployed in September 2016 and was originally funded until the end June 2018. Mission extended for an additional year through to July 2019. End State: Dam failure risk is significantly reduced, critical dam operating components are repaired, and maintenance grouting activities are transitioned to a capable GOI staff.

CUSTOMS AND BORDER PROTECTION

US Army Corps of Engineers

U.S. ARMY

ADVISE, DESIGN AND CONSTRUCT 13 PROJECTS WORTH $1.9B TO SUPPORT CUSTOMS AND BORDER PATROL ON THE SOUTHWEST BORDER

USACE delivers a range of facilities construction to CBP, including border patrol stations, land ports of entry, checkpoints, boat docks, firing ranges, forward operating bases, training centers, and processing centers. Current placement of border wall, averaged across 3 active projects, is 1.75 miles per week as of September 2018.

US Army Corps of Engineers

NATURAL DISASTER RESPONSE

U.S. ARMY

$3.9B IN SUPPORT OF FEDERAL RESPONSE TO NATIONAL DISASTERS IN CALIFORNIA, TEXAS, FLORIDA, PUERTO RICO, AND U.S. VIRGIN ISLANDS

A CH-47 Chinook helicopter from the Pennsylvania Army National Guard emplaces a large sand bag in the spillway of the Guajataca Dam on Oct. 9, 2017. The Soldiers helped stabilize the dam's spillway in conjunction with the U.S. Army Corps of Engineers and the Puerto Rico Army National Guard in response to the effects of Hurricane Maria.

US Army Corps
of Engineers.

USACE IS "FEMA'S ENGINEER"
EMERGENCY RESPONSE FUNCTION (ESF) #3

Public Law 93-288
Stafford Act
(National Response Framework)

Public Works and Engineering assistance to

DHS/FEMA -led national response

"Natural Disaster / Emergency Response"

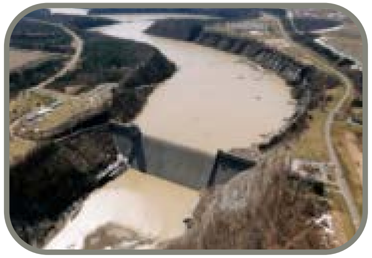
Public Law 84-99
(Flood Control & Coastal Emergency Act of 1955)

Prepare / Respond / Repair

"Flood Fight"

Temporary Emergency Power
(249th Prime Power Battalion)

Urban Search and Rescue



Project Operation

Technical Assistance / Sandbag Preparation

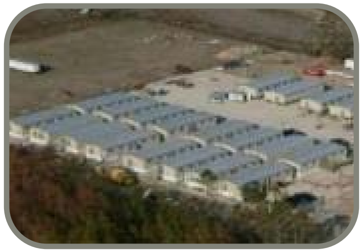
Critical Public Facilities

Temporary Roofing
"Blue Roofs"

Emergency Levee Repair / Construction

Channel Dredging

Debris Management



Temporary Housing

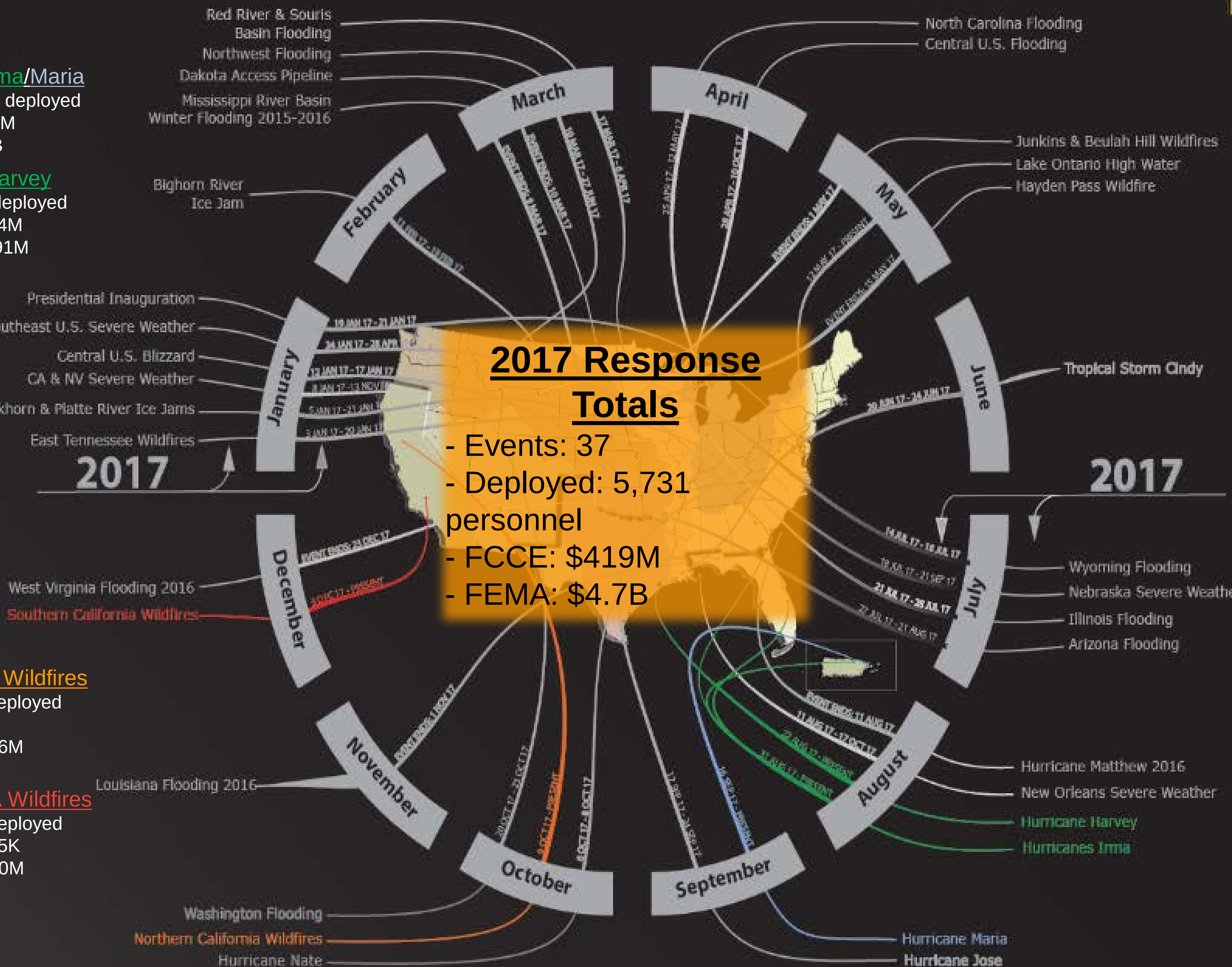
US Army Corps of Engineers

2017 DISASTER RESPONSE

U.S. ARMY

Hurricane Irma/Maria
- Over 4,000 deployed
- FCCE: $15M
- FEMA: $4B

Hurricane Harvey
- Over 300 deployed
- FCCE: $6.4M
- FEMA: $191M



2017 Response Totals

- Events: 37
- Deployed: 5,731 personnel
- FCCE: $419M
- FEMA: $4.7B

Northern CA Wildfires
- Over 150 deployed
- FCCE: 57K
- FEMA: $956M

Southern CA Wildfires
- Over 100 deployed
- FCCE: $$75K
- FEMA: $110M

17 Named Storms
10 Hurricanes
6 Major Hurricanes
5 Wildfires
12 Floods
2 Ice Jams
5 Severe Storms

US Army Corps of Engineers

SENIOR MILITARY LEADERSHIP PRIORITIES

SecDef Lines of Effort

1. Restore military readiness as we build a more lethal force
2. Strengthen alliances and attract new partnerships
3. Bring business reforms to the Department of Defense

SECARMY Priorities

Enduring:

1. People
2. Army's Values

Focus:

1. Readiness
2. Modernization
3. Reform

Six Modernization Priorities

1. Long-Range Precision Fires
2. Next-Generation Combat Vehicle
3. Future Vertical Lift
4. The Network
5. Air-and-Missile Defense
6. Soldier Lethality

CSA Priorities

1. Readiness remains our #1 priority
2. The Future Army
3. Take Care of Soldiers, Civilians, and Families

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

Office of the Chief of Engineers

Chief of Engineers Goals

Goals that support the SA's Priorities

- **Modernization**: Develop and Realize a feasible Combat Vehicle, Gap Crossing, and Close Terrain Shaping Capability for the Total Army Engineer (Dirty Dozen #2, #3)
- **Readiness**: Provide Professional Engineer Leaders and Units Ready to Accomplish Complex Missions in any Environment (UCP 1d)
- **Reform**: Streamline USACE business, acquisition and governance processes; optimize financial management; facilitate infrastructure initiatives (UCP 4c / 2a)

Goals that support Title 10 Responsibilities and Directed Actions for FY18

- **Support National Security**: Deliver a $23.4B MILCON, Installation Support, Interagency / International, Environmental and Real Estate Program (UCP Goal 1)
- **Deliver Integrated Water Resources**: Execute a $5.8B Civil Works program to operate and maintain America's waterways, restore vital ecosystems and provide flood risk reduction (UCP Goal 2)
- **Reduce Disaster Risks**: Serve as "FEMA's Engineer" for disaster response and recovery operations and advance Army Geospatial Engineering (UCP Goal 3)

Goals that support Improving Your Organization

- **Strengthen The Foundation**: Build resilient people, teams, systems, and processes to drive 'world-class' performance (UCP Goal 4, cKPI)
- **Deliver The Program**: Deliver vital engineering solutions, in collaboration with our partners, to secure our Nation, energize our economy and reduce risk from disaster (CMR)
- **Achieve Our Vision**: *Engineering Solutions for the Nation's Toughest Challenges* while serving as a reliable federal option, and setting the professional standard with continuous innovation (UCP)

Strategic Document Linkages

- SecDef Lines of Effort
- SecArmy Priorities
- CSA Priorities
- ASA (CW) Goals
- USACE Campaign Plan 19-23 (UCP)
- COE Dirty Dozen
- Consolidated Key Performance Indicators (cKPI)
- Command Management Review (CMR)

US Army Corps of Engineers ®

USACE Vision
Engineering solutions for the Nation's toughest challenges

FY19-23 USACE CAMPAIGN PLAN

INITIAL DRAFT as of : **22 December 2017**

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

U.S. ARMY

Goal 1: *Lloyd Caldwell* — DCG-MIO: *MG Funkhouser*

Support National Security
Deliver innovative, resilient, and sustainable solutions to DoD and the Nation.

Objective 1a: *IIS / G3 / PID*
Secure the Nation.
- **Action 1a1:** Strengthen USACE operational readiness capacity.
- **Action 1a2:** Support Army / CCMD / other USG agency security objectives.
- **Action 1a3:** Enable Ready, Resilient, and Capable Installations.

Objective 1b: *TBD*
Deliver the Program.
- **Action 1b1:** Strengthen the Foundation.
- **Action 1b2:** Deliver Quality Programs and Projects.
- **Action 1b3:** Transform Real Estate practices.

Objective 1c: *Karen Baker*
Support the Nation and the Army achieve our energy security, sustainability, and environmental goals.
- **Action 1c1:** Achieve Federal Energy and Sustainability Goals and Targets.
- **Action 1c2:** Integrate sustainability + EOPs into USACE missions / activities.
- **Action 1c3:** Clean up radioactive waste sites.

Objective 1d: *BG Whittle / COL Quander*
Support the Engineer Regiment's efforts to provide professional Engineer leaders and units ready to accomplish complex missions in any environment.
- **Action 1d1:** Provide Engineer experts to the Combined Arms Team.
- **Action 1d2:** Support the Regiment and leader development initiatives.
- **Action 1d3:** Support EN unit training / execution of disaster response.

Goal 2: *James Dalton* — DCG-CEO: *MG Jackson*

Deliver Integrated Water Resource Solutions
Deliver enduring and essential water resource solutions using effective strategies.

Objective 2a: *Eddie Belk*
[1] Develop the CW program to meet the future water resources needs of the Nation and deliver quality water resources solutions and services.
- **Action 2a1:** Deliver studies and projects on time and within budget.
- **Action 2a2:** Update guidance and policies.
- **Action 2a3:** Implement alternative resourcing and delivery.
- **Action 2a4:** Emphasize Integrated Water Resources Management.

Objective 2b: *Thomas Smith*
[3] Facilitate the transportation of commerce on the Nation's coastal channels and inland waterways.
- **Action 2b1:** Facilitate navigation through waterborne transportation systems.
- **Action 2b2:** Promote regional solutions to watershed challenges.
- **Action 2b3:** Optimize Operations and Maintenance efficiencies.

Objective 2c: *Director, Planning*
[4] Restore, protect, and manage ecosystems to benefit the Nation.
- **Action 2c1:** Restore aquatic ecosystems and mitigate for CW projects.
- **Action 2c2:** Effectively execute the USACE Regulatory Program.

Objective 2d: *Larry McCallister*
[5] Manage the life-cycle of water resources infrastructure systems to consistently deliver sustainable services.
- **Action 2d1:** Capitalize / Re-Capitalize / O & M water infrastructure.
- **Action 2d2:** Provide reliable, renewable, hydropower.
- **Action 2d3:** Provide water supply storage with State / local interests.
- **Action 2d4:** Manage / conserve / preserve natural resources.
- **Action 2d5:** Provide safe public recreation infrastructure.
- **Action 2d6:** Portfolio performs reliably in future climatic conditions.

Goal 3: *Ray Alexander* — DCG-CEO: *MG Jackson*

Reduce Disaster Risks
Deliver support that responds to, recovers from, and mitigates disaster impacts to the Nation while ensuring sustainable operations.

Objective 3a: *Ray Alexander*
Enhance interagency disaster response and risk reduction capabilities.
- **Action 3a1:** Maintain and Improve Readiness contingency capabilities.
- **Action 3a2:** Improve linkage w/ USNORTHCOM / ARNORTH on DSCA.
- **Action 3a3:** Update, maintain, and train IAW established doctrine.
- **Action 3a4:** Increase physical security for critical infrastructure.

Objective 3b: *Ray Alexander*
Enhance interagency disaster recovery capabilities.
- **Action 3b1:** Enhance support to National Disaster Recovery Framework.
- **Action 3b2:** Develop USACE All-Hazards recovery capacity.

Objective 3c: *Ray Alexander*
[2] Improve the safety and resilience of communities and water resources infrastructure through mitigation efforts.
- **Action 3c1:** Enhance capacity to support National Mitigation Framework.
- **Action 3c2:** Enhance capacity to reduce the Nation's Flood Risk.
- **Action 3c3:** Use Risk-informed tools and processes.

Objective 3d: *Joe Fontanella*
Deliver and Advance Army Geospatial Engineering.
- **Action 3d1:** Integrate and Govern the Army Geospatial Enterprise.
- **Action 3d2:** Provide Geospatial Engineering Support to the Army / DOD.
- **Action 3d3:** Provide Geospatial System Acquisition / Program Management.
- **Action 3d4:** Conduct Geospatial RTD&E.

Goal 4: *Director, Human Resources / David Pittman* — DCG: *MG Wehr*

Prepare for Tomorrow
Build resilient People, Teams, Systems, and Processes to sustain a diverse culture of collaboration, innovation, and participation to shape and deliver strategic solutions.

Objective 4a: *David Pittman*
Maintain and advance DoD and Army critical enabling technologies.
- **Action 4a1:** Develop new Science and Technology (S&T).
- **Action 4a2:** Improve Knowledge creation / sharing and technology transfer.
- **Action 4a3:** Improve Technology Infusion and Innovation.

Objective 4b: *Greg Garcia*
Build a secure cyber foundation and modernize IM / IT using sound investment strategies.
- **Action 4b1:** Strengthen the Cybersecurity Enterprise.
- **Action 4b2:** Maximize IT Investment.
- **Action 4b3:** Modernize USACE IT.

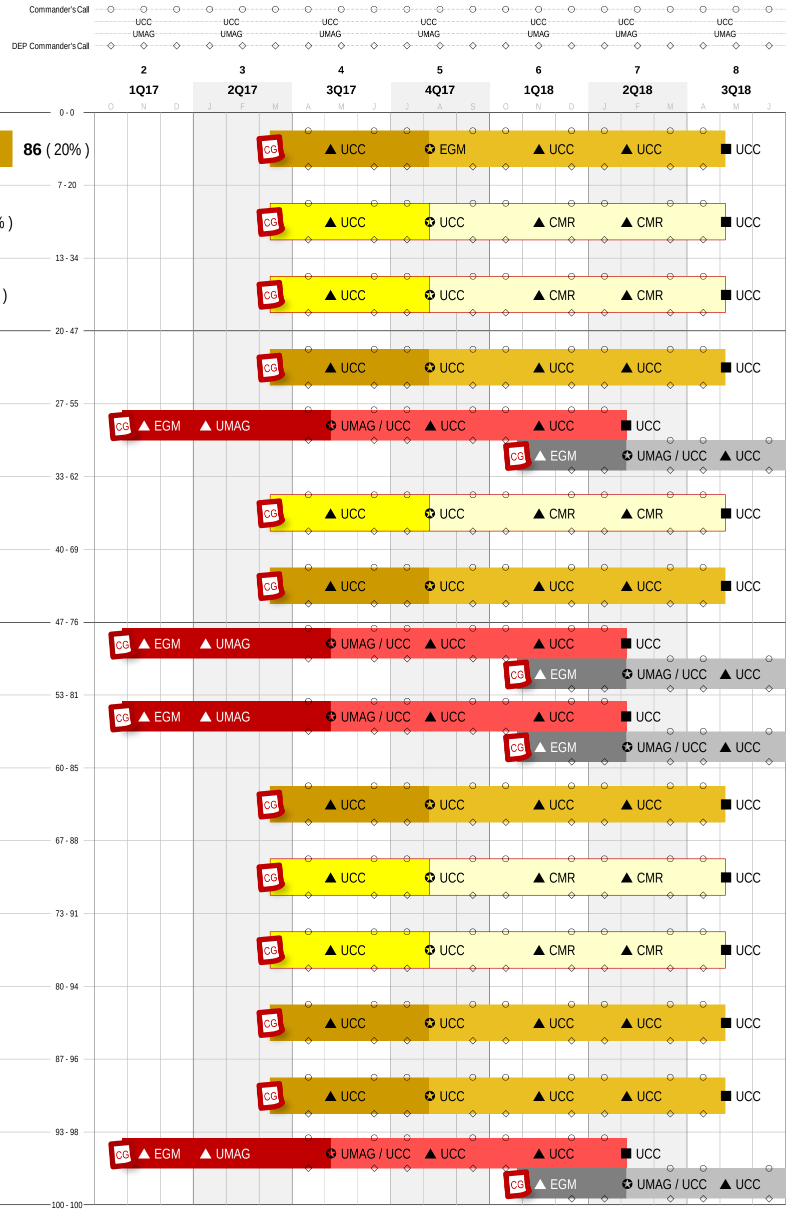
Objective 4c: *Director, Contracting / Tom Steffens*
Streamline USACE business, acquisition, and governance processes and optimize financial management.
- **Action 4c1:** Optimize Financial Management.
- **Action 4c2:** Improve / Integrate Strategic Engagement / Communications.
- **Action 4c3:** Improve Acquisition w/ policy, processes, and professionals.
- **Action 4c4:** Transform to USACE Logistics Enterprise.

Objective 4d: *Director, Human Resources*
Build ready and resilient people and teams through innovative talent management and leader development strategies and programs.
- **Action 4d1:** Shape / sustain our future capable workforce.
- **Action 4d2:** Engage our Employees to Create Competitive Advantage.
- **Action 4d3:** Implement USACE Safety / Occupation Health Mgmt System
- **Action 4d4:** Prepare / recruit leaders for a dynamic, technical future.

Legend:
- **Priority Action:** Mandatory MSC / District Action for inclusion in IPLANs / OPLANS.
- **Supporting Action:** MSC / District may align w/ this Action. Lead = HQ + Objective Network.

AREA + RESIDENT ENGINEER ACTION PLAN

SUMMER 2017



Action Item	MSC	Lead	Responses
AIS "Synch" + IT Support / Compatibility	SWD 1°	CECI / EIRB / CW / MP	86 (20%)
Contracting Processes + Training + Certification	SAD 1°	UCP 4c3 / CECT	59 (14%)
Reform / Modernize Human Capital (Direct Hire)	NAD 1°	UCP 4d4 / HR	57 (13%)
202 (47%)			
Streamlining Business Procedures / Processes	MVD 1°	L6Σ / CERM	33 (8%)
(DE 2) Deliver Small Projects	SPD 1°	DE / SPA	32 (7%)
Respond / Deliver / Pursue IIS Program	POD 1°, TAD 1°	UCP 1a2 / IIS	31+ (7%)
Reduce Mandatory Training / Training Management	LRD 2°	UMAG / LRD	30 (7%)
126 (29%)			
(DE 1) District–to–District Coordination	LRD 1°, HNC 2°	DE / LRE	20 (4.5%)
(DE 4) Improve PM Skills + PMPs + PMBP	NWD 1°	DE / NWW + POH	17 (4%)
Construction Management Career Path	SPD 2°	E&C	16 (3.75%)
Lesson Learned / Knowledge Transfer	SWD 2°	UCP 4a2 / UMAG / KMI	16 (3.75%)
Fix / Upgrade Aging Infrastructure	MVD 2°	UCP 2d1 / CECW-O	13+ (3%)
Standardize Rate Structure	NWD 2°	UMAG	13 (3%)
E&C Technical Capabilities / Capacity	SAD 2°	E&C	9+ (2%)
(DE 3) Marketing: USACE Brand + Image	HNC 1°	DE / LRE	9 (2%)
113 (26%)			

Concept of Operations:

- Link MSC CDRs with HQ SESs + SMEs to deliver AE+RE Action Items / UCP OBJs and Priority Actions; MSC CDR = "Task Force" lead
- MSC CDRs can pull talent from across USACE; AEs + REs = "active participants"
- All MSCs = 1° and 2° Efforts based on "passion" + experience / "successes"
- MSC 1° and 2° Efforts > AE+RE Action Items; includes RBD, UMAG, and 3X CG Survey Items
- Use existing USACE governance forums – EGM / UMAG / UCC; go "ad hoc" only as necessary
- Force USACE governance forums to produce results on a published timeline; manage / drive expectations across the command
- Intent = "zero-growth" in resources with "TTP" solutions (tactics, techniques, procedures, policies)
- MSC CDRs = UCP OBJ Co-leads (?)

Scheme of Maneuver:

- Publish "SEMONOTE" mid-March 2017 with Terms of Reference (TOR) for each Action item
- Monthly IPRs at Commander's Call or Deputy's Call or both, as necessary
- DE Plans 100% ≤ 3Q17 or 4Q17 UMAG / UCC
- DE Implement 100% ≤ 2Q18 EGM (9 months)
- New DE Missions at 1Q18 PCC (?)

....

- MSC Mission Analysis ≤ 3Q17 EGM
- MSC CDR Concept Briefs at 3Q17 UCC
- MSC Plans 100% at 4Q17 UCC (3 months)
- MSC Implement 100% ≤ 1Q18 EGM (9 months)

Legend: CG "Semonote" | District Engineers: Plan, Implement | Area + Resident Engineers: Plan, Implement | USACE Campaign Plan: Plan, Implement | New (?) District Engineers: Plan, Implement

US Army Corps of Engineers

REFORM V. REVOLUTION

U.S. ARMY

rev·o·lu·tion·ar·y

/ˌrevəˈlo͞oSHəˌnerē/

adjective

1. involving or causing a complete or dramatic change.
   "a revolutionary new drug"
   synonyms: thoroughgoing, thorough, complete, total, absolute, utter, comprehensive, sweeping, far-reaching, extensive, profound
   "revolutionary change"
   - new, novel, original, unusual, unconventional, unorthodox, newfangled, innovative, modern, state-of-the-art, cutting-edge, futuristic, pioneering
     "a revolutionary kind of wheelchair"

US Army Corps of Engineers

U.S. ARMY

OUR ENTERPRISE PRIORITY: ~~REFORM~~ REVOLUTIONIZE OUR DELIVERY!

Strategy: Seize the opportunity at hand of potentially significant program growth to boost our overall long-term delivery potential…aiming to remain relevant and ready for the challenges of tomorrow.

- Robust Baseline Program
- Disaster Supplemental
- Support to Dept. of Veterans Affairs
- Support to Customs & Border Protection

USACE of Today $26B

For over 243 years, USACE has adapted to meet the challenges of the day; today is no exception, and our efforts simply represents the next chapter of our remarkable journey.

Emerge with a **WORLD-CLASS** delivery mindset: A culture of excellence and consistent behaviors that achieve exceptional results in ways that maintain trust.

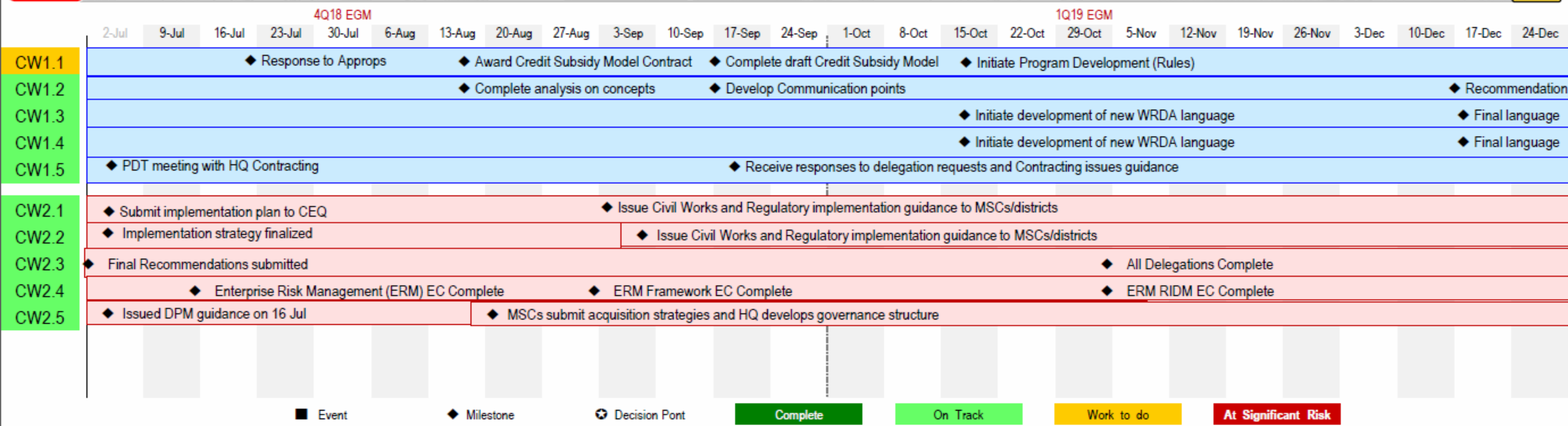
Strengthen The Foundation; Deliver The Program; Achieve Our Vision

USACE of Tomorrow $46B

Our reputation is unchallenged, and national leaders have a high degree of confidence in our ability as a national engineer leader.

Approach: Identify and aggressively pursue a range of clear “below the line” and “above the line” initiatives that equip our organization with the policy, tools, training, and resources to deliver for the Nation.

Civil Works "Above / Below the Line"



FY18 Goal: Efficient and better executed processes and decisions that improve program and project delivery --- Deliver the Program

Analysis

- **CW1.1:** Continuity of funding and ~3 FTEs in FY19; well-planned & executed Engagement Strategy with OMB and Committee staff; need to incorporate appropriation and loan limit in FY2020 budget
- **CW1.2:** Will require significant change in OMB, ASA(CW) and Corps to make transformational change. <1 FTE.
- **CW1.3:** Small HQ team to draft language for next WRDA, minor modification to existing law required. Minimal effort needed.
- **CW1.4:** Small HQ team to draft language for next WRDA, minor modification to existing law (notification requirements) required. Minimal effort needed.
- **CW1.5:** Working closely with CT to seek delegations [DASA(P) & ASA(MR&A)]
- **CW2.1:** Submitted USACE implementation plan to CEQ on 2 Jul 18. Additional guidance to MSCs/districts under development.
- **CW2.2:** Strategy with milestones to align 404/408 finalized on 2 Jul 18. Guidance to MSCs/districts under development to establish a single POC for all requests.
- **CW2.3:** LOE#2 – Issue and track delegations from ASA(CW), HQ, and MSC's. Broad support needed from all offices.
- **CW2.4:** LOE#1 – requires commitment and buy-in from all offices, limited resources and funding available.
- **CW2.5:** Directors Policy Memo issued on 16 Jul 18 to establish strict delivery targets and timelines.

Initiatives

"Above the Line" (External)

CW1.1	Implement WIFIA Loans
CW1.2	Update budget policy - - > One Federal Investment Decision
CW1.3	↑ Authorities – projects <$100M "delivery without further authorization"
CW1.4	Expand contributed and advanced funds authorities
CW1.5	Fully use Acquisition / Contracting Policies and Tools

"Below the Line" (Internal)

CW2.1	Implement "One Federal 'Permit' Decision" (E.O. 13807)
CW2.2	Align processes for 404 / 10 / 103 permits and 408 permissions
CW2.3	Delegate decision-making to the lowest appropriate levels
CW2.4	Operationalize risk-informed decision making
CW2.5	Successfully deliver the $17.39B storm supplemental program

Bottom Line: All Initiatives and Tasks in Progress.

Section 408/ CWRB/ Contracting Authorities/ Legislation

A "WORLD CLASS" USACE THROUGH REVOLUTIONARY STRATEGIC CHANGE

APRIL 2018

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")
Civil Works	1. Implement WIFIA loans 2. Update budget policy → "One Federal Investment Decision" 3. ↑ authorities – projects <\$100M "delivery w/o further authorization" 4. Expand contributed and advanced funds authorities 5. Fully use Acquisition / Contracting Policies and Tools	1. Implement "One Federal 'Permit' Decision" (E.O. 13807) 2. Merge processes for 404 / 10 / 103 permits and 408 permissions 3. Delegate decision-making to the lowest appropriate levels 4. Operationalize risk-informed decision making 5. Successfully deliver the \$17.39B storm supplemental program
Military Missions	1. Proactive Tiered PPBE Engagement 2. Proactive Congressional / DOD / DA Outreach 3. Scalable Project Administration (MEGA + SRM / Small Projects) 4. Establish Doctrinal Relationships with Army and AF 5. Partnering with Industry	1. Command OMA Resourcing Strategy and Methodology 2. Data Strategy / Business Architecture 3. Quality Measurement 4. Standardized Levels of Service 5. Enterprise Level Agreements and PMPs 6. Life-Cycle Project Delivery
Corporate Information / Data Analytics	1. Implement Cloud Alternatives 2. Leverage OMB Technology Modernization Fund 3. Rapid Acquisition for Technology Solutions 4. Remotely Piloted Systems for Domestic / Disaster Response	1. Improve Network Performance 2. Implement Data Strategy 3. Revolutionize Application Delivery 4. Establish a dedicated USACE Innovations Team 5. Optimize Software Approval and Installation 6. Execute "Shared Construction Tool Set" Pilot Project
Human Resources	1. Expedited and Direct Hire Authority 2. New Construction Management Series 3. Increased Salary and Incentive tables (?) 4. Additional ACTEDS Interns (priority for 2 years) 5. Classification and Worker's Compensation Centers of Excellence	1. Increased CHRA / CPAC / CSLMO Partnership and Accountability 2. Expand National Recruitment / Retention Program 3. MSC Military Personnel Specialists report to CEHR 4. CEHR (with CW / MM) as WL / WF program manager 5. HR IT Tools (to include OPM Resume' Mining Tool) 6. Leader Development Community of Practice (CoP)
Acquisition / Contracting	1. No Consolidation D&Fs for Dredging, 8(a), ↓ approval thresholds 2. (AFARs) Eliminate Peer Reviews for TO and new awards <\$50M 3. Raise ACO warrant threshold to \$2M 4. ↑ Simplified Acquisition GPC limits for non-DOD funding 5. ↑ Service Contract Approval \$100K → \$10M for O-6; align w/ CSE	1. Implement VCE-AM 2. Delegate Peer Reviews (ONE REVIEW) 3. Establish Executive Acquisition Strategy Board (EASB) 4. Use Program level acquisition documents vice individual projects 5. Enterprise-wide use of E-Commerce (AMRDEC SAFE)
Counsel	1. Support Administration Infrastructure Initiative 2. Support to FAST-41 3. Raising the Journeyman Grade for Attorneys 4. Explore Alternatives to Using CHRA/CPACs	1. Fill Current Validated CECC Personnel Requirements 2. Delegate Management of CECC Budget to Chief Counsel 3. Broader Use of CEALS and MTS 4. Power-Down Authorities and Ensure Quality of Legal Support

"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

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

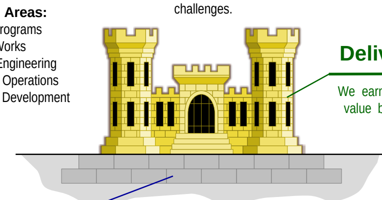
IM / IT; Contracting; HR; Business Processes; Small Projects; IIS; Training; District Coordination; PM Skills / PMBP; CM Career Path; LL / KM; Infrastructure; Standardized Rates; E&C Skills; USACE Brand

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.