USACE COMMAND BRIEF

LTG TODD T. SEMONITE
54th Chief of Engineers and Commanding General, USACE

World-Class Delivery…
Real-World Impact!
Multiple Roles

Chief of Engineers
ARSTAF

- 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

Commander
USACE

- Direct Reporting Unit Commander
  - GO#1 & AR 10-87
- Senior Regimental Advisor/Mentor

Chief of Branch Engineer
U.S. ARMY CORPS OF ENGINEERS

Over 243 Years of Service to the Nation

Washington Monument
Lincoln Memorial
U.S. Capitol

Wankel T. Rex

Panama Canal

Bonneville Dam

The Pentagon

Kennedy Space Center
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

DETERMINE 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
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
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
  - \$9B 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
Our Engineers Are:
- Sappers
- Mappers
- Builders
- Divers
- Firefighters

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)
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.


= FY18 FOCUS

“THE DIRTY DOZEN”
FY18 PROGRAM SUMMARY- $48B

$23.4B Total program in support of HQDA, DoD, and a diverse range of Interagency and International entities

$6.8B Civil Works Direct Program in support of numerous business lines and ~ $840M of reimbursable work to a variety of partners

$17.4B FY 18 Storm Supplemental

$1.843B Short-Term

$15.555B Long-Term

~ 10,100 DA Civilians & 400 Military

~ 22,900 DA Civilians 300 Military

Direct

Reimbursable

Civil Works

Military Programs

Disaster Supplemental

Work Plan

Direct

Reimbursable
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
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

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.
FY 18 STORM SUPPLEMENTAL: $17.4B


- 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

As of 31 July 2018
USACE MILITARY PROGRAMS (FY18)

$23.34B

($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
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.
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.
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.
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.
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

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.
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.
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.
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.
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.
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.
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.
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.
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
2017 Response Totals
- Events: 37
- Deployed: 5,731 personnel
- FCCE: $419M
- FEMA: $4.7B

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

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

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

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

SECARMCY Priorities

Enduring:  Focus:
1. People  1. Readiness
2. Army’s Values  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
# 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)
### 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.

**DCG-MIO:** MG Funkhouser
**Goal 1:** Lloyd Caldwell
- **Supporting National Security**
  - Deliver innovative, resilient, and sustainable solutions to DoD and the Nation.

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

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

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

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

### Objective 2a: Eddie Belk
**Develop the CW program to meet the future water resources needs of the Nation and deliver quality water resources solutions and services.**

- **Action 2a:** Deliver studies and projects on time and within budget.
  - **Action 2b:** Update guidance and policies.
  - **Action 2c:** Implement alternative resource and delivery.
  - **Action 2d:** Emphasize Integrated Water Resources Management.

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

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

**Objective 2d:** Larry McCallister
- **Manage the life-cycle of water resources infrastructure systems to consistently deliver sustainable services.**
  - **Action 2d:** Capitalize / Re-Capitalize D & M water infrastructure.
  - **Action 2e:** Provide reliable, renewable, hydropower.
  - **Action 2f:** Provide water supply storage with State / local interests.
  - **Action 2g:** Manage / conserve / preserve natural resources.
  - **Action 2h:** Provide safe public recreation infrastructure.
  - **Action 2i:** Portfolio performs reliably in future climatic conditions.

### Objective 3a: Ray Alexander
**Enhance interagency disaster response and risk reduction capabilities.**

- **Action 3a:** Maintain and improve readiness contingency capabilities.
  - **Action 3b:** Improve linkages with INTCOM / ARNORTH on DSCA.
  - **Action 3c:** Update, maintain, and train IAW established doctrine.
  - **Action 3d:** Increase physical security for critical infrastructure.

**Objective 3b:** Ray Alexander
- **Enhance disaster recovery capabilities.**
  - **Action 3b:** Enhance support to National Disaster Recovery Framework.
  - **Action 3c:** Develop USACE AL-Hazards recovery capacity.
  - **Action 3d:** Use risk-informed tools and processes.

**Objective 3c:** Director, Contracting / Tom Steffens
- **Streamline USACE business, acquisition, and govern processes and optimize financial management.**
  - **Action 3c:** Optimize Financial Management.
  - **Action 3d:** Improve / Integrate Strategic Engagement / Communications.
  - **Action 3e:** Manage / conserve / preserve natural resources.
  - **Action 3f:** Provide safe public recreation infrastructure.

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

### Objective 4a: David Piltman
**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:** Director, Human Resources / David Pittman
- **Build a secure cyber foundation and modernize IM / IT using sound investment strategies.**
  - **Action 4a:** Strengthen the Cybersecurity Enterprise.
  - **Action 4b:** Maximize IT investment.
  - **Action 4c:** Modernize USACE IT.

**Objective 4b:** Greg Garcia
- **Optimize Financial Management.**
  - **Action 4b:** Improve / Integrate Strategic Engagement / Communications.
  - **Action 4c:** Transform to USACE Logistics Enterprise.

**Objective 4c:** Director, Contracting / Tom Steffens
- **Shape / sustain our future capable workforce.**
  - **Action 4c:** Optimize Financial Management.
  - **Action 4d:** Engage our Employees to Create Competitive Advantage.
  - **Action 4e:** Implement USACE Safety / Occupation Health Mgmt System.

**Objective 4d:** Director, Human Resources
- **Support the Engineer Regiment’s efforts to provide professional Engineer leadership and units ready to accomplish complex missions in any environment.**
  - **Action 4a:** Provide Engineer experts to the Combined Arms Team.
  - **Action 4b:** Support the Regiment and leader development initiatives.
  - **Action 4c:** Support EN unit training / execution of disaster response.

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

**Supporting Action:** MSC / District may align w/ this Action. Lead = HQ + Objective Network.

**Legend:**
- **Priority Action:** Mandatory WSC / District Action for inclusion in IPLANS / OPLANS.
AREA + RESIDENT ENGINEER ACTION PLAN
SUMMER 2017

Concept of Operations:
- Link MSC CDRs with HQ SEEs + 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; AE+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 “Sponsors”  District Engineers  Plan  Implement  Area + Resident Engineers  Plan  Implement  USACE Campaign Plan  Plan  Implement  New (?) District Engineers
ref·o·lu·tion·ar·y
/ˌrevəˈlooʃəˌnerə/  🎧

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"
OUR ENTERPRISE PRIORITY: 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

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

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 represent the next chapter of our remarkable journey.

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.

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.
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/distincts under development.
• CW2.2: Strategy with milestones to align 404/408 finalized on 2 Jul 18. Guidance to MSCs/distincts 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 18 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: Authority – 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

6 Focus Areas / 28 External Actions / 32 Internal Actions

“Above the Line”
(External / “Up and Out”)

1. Implement WIFIA loans
3. If authorities → projects $30MM “delivery w/o further authority”
4. Expand combined and advance funds authorities
5. Fully use Acquisition / Contracting Policies and Tools

“Below the Line”
(Internal / “Down and In”)

1. Implement “One Federal Permit Decision” (E.O. 13807)
2. Merge processes for EAP / 31 / 102 permits and 408 permissions
3. Delegate decision making to the lowest appropriate levels
4. Operationalize risk-informed decision making
5. Successfully deliver the $7.38B storms supplemental program

Civil Works

Corporate Information / Data Analytics

Military Missions

Human Resources

Acquisition / Contracting

Counsel

15 Focus Areas / 441 Responses

Surveys + 90-day Assessments + Area / Resident Engineer Focus Areas

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

“Above / Below the Line”
Initiatives along the entire value chain.

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

Project / Program Delivery
Fundamentally change how we do business.

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

USACE Vision
Engineering solutions for the Nation’s toughest challenges.

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

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.

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

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

Foundation allows leaders to think strategically.

Long term, permanent, strategic change.

Strengthen the
Foundation

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Career Path; Knowledge Management; Infrastructure; Standardized Rates; E&C Skills; USACE Brand

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