



USACE: Enhancing Product and Service Delivery Methods

“This transformation initiative will require significant changes to the organization and its culture, including important changes in planning strategies, business practice, and existing relationships and partnerships – both internal and external.”

—MG Michael J. Walsh, Deputy Commanding General for Civil and Emergency Operations

Improving the way the U.S. Army Corps of Engineers delivers water resources infrastructure is an imperative under Civil Works Transformation efforts currently underway. The transformation includes a close assessment of the current methods to deliver products and services, and the steps to enhance and maintain a highly trained and competent workforce that is responsive to our Nation’s water resources needs.

USACE recently conducted an evaluation of its competencies and capital investments that indicated the need to improve investments and performance in core mission areas. As a result, a program and project delivery transformation is required.

USACE design workload improvements will produce consistency in design products, enhance technical competence, and improve the ability to meet or exceed customer expectations. These efforts focus on improving the organizational structure and business models used to execute projects and services that will support future missions and roles.

The goals of these “Methods of Delivery” initiatives include: improving quality; maximizing use of risk reduction principles; ensuring consistency; enhancing, sustaining and maintaining technical competency within USACE; ensuring USACE expertise in critical areas; and improving infrastructure management and operation.

A National Technical Competency Team (NTCT) recommended ways to maintain the competency necessary to effectively support delivery of products to our Nation. The team concluded that:

- Methods of Delivery must be balanced with future missions and roles, workload, and technical capabilities.
- Challenging in-house work is required to recruit, retain and develop skilled employees.
- Communities of Practice (CoPs) are responsible for building a bench, and providing the level of competency required.
- Shifting workloads in Regional Business Centers (RBCs) drive consolidation and managing work across boundaries.
- Local districts are the foundation for work when they are able to maintain technical competency and capability while meeting mission requirements.

Major Civil Works Methods of Delivery initiatives underway include Dam Safety Production Centers, Inland Navigation Design Centers, and Deep Draft Navigation Economics.

Key Messages

- Maintaining technical competence is key for USACE to perform its missions and roles.
- Certain critical technical competencies are essential for the USACE Civil Works mission, including Dam Safety and design of inland navigation structures.
- Aggregating engineering resources in Design Centers is one good method to maintain technical competence.
- Implementation of Methods of Delivery initiatives will allow more effective use of the Nation’s limited fiscal resources.
- Private sector resources are, and will continue to be, a key element of project delivery.
- For more information visit <http://www.usace.army.mil/>.

Facts & Figures

- The current \$80 million Inland Waterway Trust Fund annual revenue equates to a \$160 million Inland Marine Transportation System program for design and construction capital investments.
- The Capital Projects Business Model identifies 10 navigation lock replacements and 15 major lock rehabilitations that are needed over the next 20 years, at a cost of about \$8 billion.
- The Dam Safety investment plan currently includes a \$26 billion investment plan to repair 319 dams.
- Dam safety repairs will reduce risk to an estimated 15 million people and avoid \$236 billion in direct damages.