

# **USACE 2012**



# **APPENDIX A**

# **MISSION OFFICES**

# Table of Contents

<b>DIRECTORATE OF CIVIL WORKS</b> .....	A-1
Headquarters at the Washington Level .....	A-1
Headquarters at the Division Level .....	A-1
Headquarters at the District Level .....	A-2
Process Improvements .....	A-2
Washington-Level Process Focus and Organization Support .....	A-4
Directorate of Civil Works Division Integration Teams .....	A-5
Civil Works Program Integration Division .....	A-6
Civil Works Policy and Policy Compliance Division.....	A-8
Community of Practice and Policy Development Teams .....	A-9
Homeland Security Office .....	A-10
Institute for Water Resources .....	A-10
Overall Staffing for Directorate of Civil Works.....	A-11
<b>DIRECTORATE OF MILITARY PROGRAMS</b> .....	A-12
Headquarters at the Washington Level .....	A-12
Headquarters at the Division Level .....	A-13
Headquarters at the District Level .....	A-13
Process Improvements .....	A-14
Regional Integration Teams .....	A-17
Program Integration Division .....	A-17
Community of Practice and Policy Development Teams .....	A-19
DCSOPS .....	A-21
Transatlantic Center (TAC) and Huntsville Center (HNC) .....	A-21
Overall Staffing for Directorate of Military Programs .....	A-21
<b>DIRECTORATE OF RESEARCH AND DEVELOPMENT</b> .....	A-23
Research and Development at the Washington Level .....	A-23
Research and Development at the Division Level .....	A-23
Basis for Recommendations in Terms of Guiding Principles .....	A-23
Process Improvements .....	A-23
Overall Staffing for Directorate of Research and Development .....	A-24

## Directorate Of Civil Works

The vision for the Civil Works function follows the guiding principles stated at the beginning of this report. This vision is based on establishing an implementation process based on meeting Federal responsibilities consistent with the partnership provisions contained in the Water Resources Development Act of 1986.

This vision led to streamlining the Civil Works implementation process in part by eliminating redundancy in the responsibilities of the current Divisions and HQ in the current Civil Works model. This occurs by implementing the “One Headquarters” concept through placing responsibilities for actions at the level of the organization where that responsibility can most efficiently be implemented.

**HEADQUARTERS AT THE WASHINGTON LEVEL.** The Headquarters at the Washington level will focus on strategic planning including integrating the authorization and appropriation processes; strategic direction and oversight; developing and maintaining National relationships; developing policy and doctrine; National Program Management including budget development and defense; and creating conditions for USACE corporate success.

There is also a strategic and compelling need to establish a truly independent function that has responsibility and oversight for conducting policy reviews of Washington-Level decision documents and for administering independent reviews as required for these Washington level decision documents. This function must achieve true independence, but will be required to be engaged in project reviews throughout the initial problem identification and planning efforts leading to project authorization. This function will play a prominent role in maintaining the technical and policy expertise associated with water resources development and management within the Corps of Engineers.

The need for a USACE response to the current national security and natural threat to the Nation’s Civil Works infrastructure is growing. The Civil Works Directorate will provide the direct interface for this response between the Department of Homeland Security and the Regional Business Centers to ensure that all appropriate actions are taken in carrying out the planning, design, construction, and operation of Civil Works Projects to meet this need. The Homeland Security Office will be established and will also be the focus of policy and doctrine development and dissemination for USACE Homeland Security activities and responses associated with natural emergencies. This office will work closely with Military Programs to ensure military and domestic activities associated with homeland security are properly coordinated.

**HEADQUARTERS AT THE DIVISION LEVEL.** The Headquarters at the Division level is focused on carrying out the responsibilities of the Regional Business Center. In carrying out this primary responsibility, the Regional Business Center (RBC) will focus on the operational planning and management of the regional civil works program, regional program management including regional budget development and defense, regional relationships, and quality assurance. The RBC will rely on its Regional Integration Team (RIT) for its Washington level

support and issue resolution. The RIT will be the RBC's portal to the Washington level and will work at Washington, D.C., to fully support the RBC in executing all of its assigned missions.

The region will have responsibility and authority to utilize all regional resources efficiently and effectively, consistent with law, to execute the regional missions emphasizing regional focus areas. In this regard, the region will receive resources (funding and manpower allocations) for the region and be responsible for managing these resources within the authorities and priorities established by policy and law.

The region, through exercising its quality assurance responsibility, ensures appropriate quality control processes and systems are in place within the region to achieve quality projects and products that meet our partners and stakeholders expectations. This is the first step in the independent review process leading to the ultimate review by the Washington-level water project review function.

**HEADQUARTERS AT THE DISTRICT LEVEL.** The District-level Civil Works function is responsible for executing all work assigned to it by the Regional Business Center. While being primarily responsible for all work within the geographic boundary of the District, the District is an asset of the Regional Business Center and will be assigned work and be responsible to the Regional Business Center for successfully carrying out all actions undertaken in the District.

In implementing this vision, the District will conduct quality control processes for all District actions and activities, provide support to the region to achieve the concept of mutual-interdependence, and ensure that partners and stakeholders are engaged in all aspects of the civil works program.

**PROCESS IMPROVEMENTS.** The Civil Works process improvements, recommended as part of the USACE 2012 effort, have as their cornerstone, simplifying the implementation of Civil Works Projects and Programs, and placing decision-making at the lowest level of the organization as possible. Major focus areas for the process improvements are simplifying the content and approval process for necessary partnership agreements, reducing the number of decision documents required through the lifecycle of a civil works project, and integrating the appropriations and authorization processes to better align the Corps of Engineers to meet current and future water resources needs of this Country.

Most of the process improvements can be undertaken administratively; however, some of the proposed changes will require congressional action. These are clearly identified. The other major component of the process improvements is to fully implement the Regional Integration Team (RIT) concept by having these teams work any and all issues affecting the Civil Works program and other mission and support areas within respective Regions that require Washington-level attention. The following process improvements will be implemented:

***Build Strategic Planning Capability Within HQUSACE.*** The Headquarters will lead the Corps in ensuring that the Civil Works mission is focused on the right things and working to clearly establish the Corps as a major contributor to addressing the water resources problems of this country – not only today, but tomorrow as well.

***Develop a Process to Carry Out the Civil Works Strategic Plan.*** As with the need to develop the capability to perform Civil Works based strategic planning, Headquarters will establish a process to engage the senior leaders in the Corps to act on the good ideas and initiatives resulting from the strategic planning effort.

***Integrate the Authorization and Appropriation Process Within USACE.*** Considerable efficiencies and process improvements can result by integrating the authorization and appropriations processes. This is one major step in implementing a Civil Works Strategic Plan. As we look to the future, we need to help identify the water resources challenges that the Nation will be facing and help define authorities and resources necessary to respond to those needs. By synchronizing the bi-annual authorization process and annual appropriations process, we can better respond to the identified water resources needs as they develop.

***Build and Defend the Civil Works Program Around Business Lines.*** The Corps of Engineers has traditionally built and defended its program based on the phase of project implementation (e.g., GI, CG, O&M). Breaking out these phases leads to inefficiency and difficulty in articulating what our vision is in addressing water resources needs of the country. In FY 05, the Corps of Engineers is developing and defending its budget based on the nine water resources business lines – navigation, flood control, storm damage reduction, hydropower, water supply, recreation, emergency management, environmental restoration, and regulatory. The Corps will continue to develop and defend the Civil Works budget along these business lines.

***Consolidate Policy and Doctrine Development Within the Civil Works Directorate.*** A major mission of the Headquarters is the development and implementation of Civil Works policy. Considerable efficiencies can be gained by recognizing this major responsibility and organizing so that policy and doctrine development occurs in an integrated manner consistent with the strategic planning effort. It is the responsibility of the RBCs to apply and ensure compliance with Corps policy in their Districts.

***Develop Procedures and Incentives to Introduce Design/Build Processes Into the Civil Works Program.*** Military Programs has been developing for some time the tools and techniques to create incentives for design/build efforts. Currently over 50% of Military Programs Projects are accomplished through design/build contracts. Although the Civil Works Program is different than Military Programs, there are opportunities to work with private industry to implement Civil Works Projects using design/build techniques. The Civil Works function needs to expend effort to determine how USACE can use the efforts that have occurred in Military Programs to speed up the design and construction components of the Civil Works process.

***Eliminate the Requirement for Pre-Construction Engineering and Design (PED) Agreements.*** PED is a process step that was administratively implemented several years ago, and will, therefore, not require congressional action to eliminate. Eliminating the requirement for PED agreements will eliminate approximately one year from the Civil Works implementation process. The partnering process associated with the planning and design phases of a civil works project needs to be sustained even if PED agreements are eliminated.

***Reconstitute Project Cooperation Agreements (PCAs) as Partnering Agreements Executed at the District Level.*** The House Draft FY03 Water Resources Development Act,

contains language that would eliminate the need for PCAs as contained in WRDA 86 and replace that requirement with partnering agreements signed at the District level. This legislation would establish the need for certain principles based on law or policy that a partnering agreement would need to contain. By implementing this draft provision, months, if not years, could be eliminated from the civil works process as well as positively addressing the number one complaint that our civil works partners and customers communicate to us regarding the civil works process.

***Build the Civil Works Implementation Process Around the Regional Business Center.***

The major principle of USACE 2012 is that the Regional Business Center will be the operational model for the Corps. By fully implementing this principle, considerable savings in time and resources can be realized for the civil works process. Redundancy of reporting requirements between Districts, Divisions, and Headquarters can be minimized and resources can be shared more efficiently between Districts. Regional Integration Teams, working in Washington but directly supporting the Divisions, are one example of implementing the RBC concept. Building the civil works implementation process around the RBC establishes accountability for meeting schedules and staying within project cost and quality, and partner satisfaction as the primary responsibility of the RBC.

***Eliminate Separate District Commander's Reports – Replace With Division Commander's Report.*** This process improvement is one step in implementing the RBC as the business unit of the Corps. The current District Commander's report would be eliminated and combined with the Division Commander's notice requirement. This step would eliminate one reporting requirement, but more importantly, clearly establish the RBC as the action arm for the Corps working through its Districts.

***Provide All Civil Works Funding Directly to the RBC Rather Than to Districts.*** This is another component of implementing the RBC as the business unit for the Corps. Regional databases in CEFMS need to be established before this action can occur. Once that is accomplished, Funding Authorization Documents (FADs), and other funding documents would be transmitted directly to the RBC rather than to Districts on a line-item basis. The RBC would then make work assignments and funding distribution so as to maximize efficiency and responsiveness throughout the Region.

**WASHINGTON-LEVEL PROCESS FOCUS AND ORGANIZATION SUPPORT.** The Washington-level process focus and organization will support the mission areas of:

***Strategic Planning.*** The strategic planning responsibility includes three components. The first is an organizational element establishing water resources expertise on a global scale to keep a pulse on the technical advances, policies, and environmental actions being undertaken in this country related to water resources management and development. This organizational element will establish the Corps as a leader in water resources thinking on a global stage and challenge the direction and focus of the Corps. The second organizational element will take the perspectives of the first organizational element and engage the Corps's senior leadership in dialogue as to how the agency should be responding to these challenges and needs. The third element is the development of strategic performance metrics and the management of their achievement.

***Policy and Doctrine Development.*** This responsibility involves integrating all policy and doctrine development affecting the civil works program into one coordinated effort. All offices within the Civil Works Directorate will be integrated in a fashion to ensure that policy development is consistent and moving the agency in the direction established through the strategic planning initiatives.

***Issue Resolution and Headquarters Review.*** The Regional Integration Teams will provide this primary function to facilitate report reviews and ensure consistency with Administration policy and Congressional direction. The RIT working with other Headquarters elements and the OASA(CW) will provide the necessary support and assistance to work any and all project implementation issues in the most efficient manner possible.

***National Program Development and National Program Management.*** This responsibility involves establishing the proper strategy for developing and defending the annual Civil Works Budget and managing the execution of the annual civil works program within the strategic context.

***Integration of Authorization and Appropriation Processes.*** The Civil Works Program at Headquarters needs to be organized to take maximum advantage of fully integrating the authorization and appropriation process as described above.

***Executing Internal and External Independent Review.*** An Office of Water Project Review needs will be established within the Civil Works Directorate to oversee the conduct of policy reviews of Civil Works decision documents to include coordination of all review activities within the Headquarters, and to administer the independent review of selected civil works planning products.

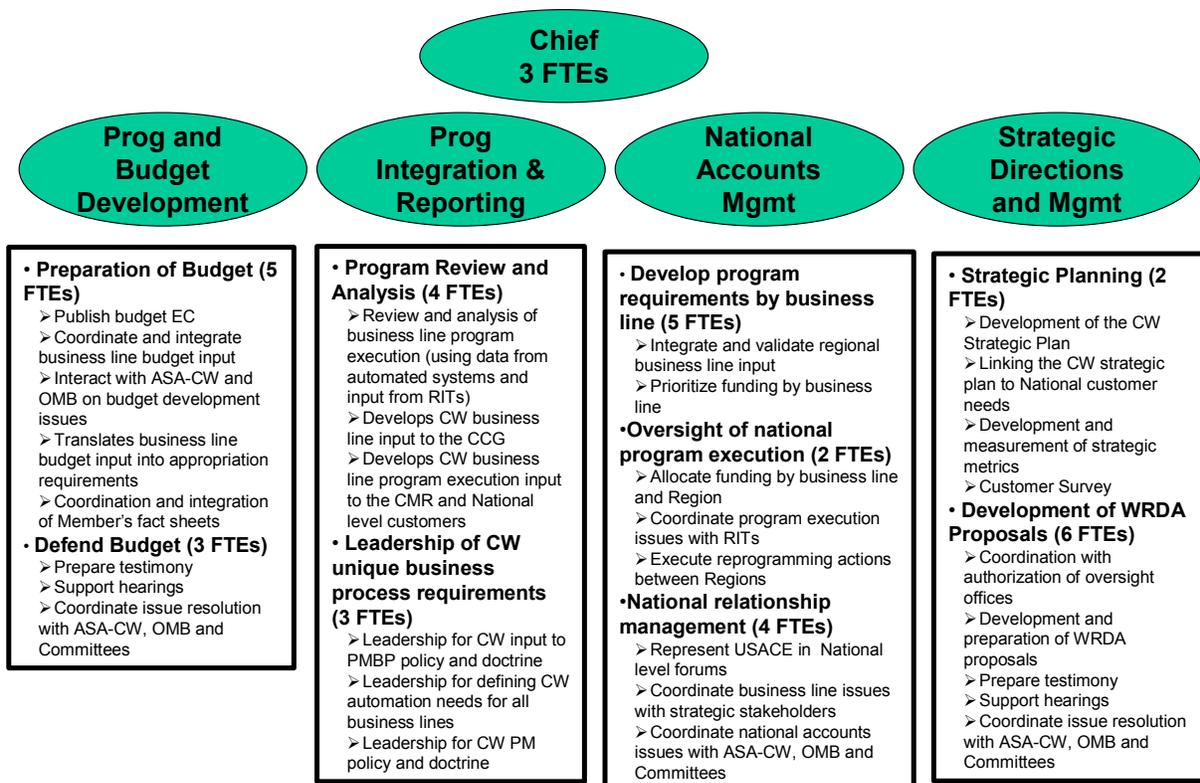
**DIRECTORATE OF CIVIL WORKS REGIONAL INTEGRATION TEAMS.** As discussed earlier in the report, one of the most important components of the new organization architecture is the shift of operational focus of the Washington Headquarters to supporting the Regional Business Centers. Within the Civil Works Directorate, four Headquarters' Regional Integration Teams (RITs) will directly support Great Lakes and Ohio River Division, South Atlantic Division, Northwestern Division, and Mississippi Valley Division. Civil Works personnel will be assigned to the four RITs reporting to the Director of Military Programs to ensure that civil works issues are accomplished. The Director of Civil Works retains his responsibility and accountability for execution of the national civil works mission.

The four SES's that lead these RITs will report directly to the Director of Civil Works. As members of their respective Regional Management Boards, the RIT leaders will serve as critical linkages between the Washington HQ and the RBCs. The RITs are staffed with team members that can respond to any issue for both Civil Works and Military Programs. RIT staffing levels are dependent upon overall mission level and issue resolution demands and are tailored specifically for each region. In order to provide for process efficiencies, some RIT members may support more than one team. RIT members are also members of a Community of Practice and also provide support to that CoP leader. RITs will have assigned personnel to include civil works mission, military mission, and support staff. The SES Team Leader will be in the rating chain for RIT team members.

**CIVIL WORKS PROGRAM INTEGRATION DIVISION.** The development, defense, and national management of the Civil Works Program are the responsibility of this Division. In carrying out this responsibility, the Program Integration Division will rely heavily on all parts of the organization, especially the Regional Integration Teams representing the individual Divisions. This Division will be responsible for developing and updating the Civil Works Strategic Plan, anticipating future Civil Works requirements within the Country, capturing those requirements and incorporating those, as appropriate, into the future direction and pace of the Civil Works Program. Specifically, this Division will be responsible for:

- Congressional Appropriations and Authorization Committee relationships
- Developing the Civil Works Strategic Plan
- Integrating the authorization and appropriations processes to meet National needs
- Developing and defending to the Administration and to Congress the annual Civil Works Budget
- Interfacing with the ASA(CW) and OMB on the Army's annual Civil Works Budget and Water Resources Development Act Proposals
- National Appropriation and Business Line Program Management
- National Customer and Stakeholder Relationships
- Developing Strategic Metrics and Performance Measures for the Civil Works Program
- Program Review and Analysis
- Leading the Community of Practice for Program Management and Project Management
- Program development for assigned programs and civil works funded ED&M programs

## CW Program Integration Level of Effort



This office will have responsibility for leading efforts to develop programmatic requirements for USACE Civil Works funded ED&M activities. These requirements will be provided to the Directorate of Resource Management for integration using the USACE Program Budget Advisory Committee (PBAC) process. All Civil Works Appropriations and Business Lines will be managed from within this office. Accordingly, National appropriations and business line managers will report to the SES Chief in this Division. Business line managers may work in other organizations and work under the leadership of the PID SES in executing these responsibilities; i.e., the Emergency Management Business Line Manager will be located in the Office of Homeland Security. Some business line managers will be assigned to the PID. The Business Lines for the Civil Works Program are as follows:

- Navigation
- Flood Damage Reduction
- Hydropower
- Recreation
- Storm Damage Reduction
- Emergency Response
- Environmental Restoration

- Water Supply
- Regulatory

Each Business Line will have one person designated as its National Manager. In this capacity, this individual will be responsible for building a team of experts from throughout the Corps of Engineers who can anticipate the National needs for that business line and build and defend an authorization and appropriations process to most efficiently and effectively meet those needs. In carrying out this responsibility, the business line managers will be assisted by appropriations account managers who will have expertise and knowledge of the requirements for the Civil Works Program for the individual appropriations such as General Investigations, Construction General, and Operations and Maintenance.

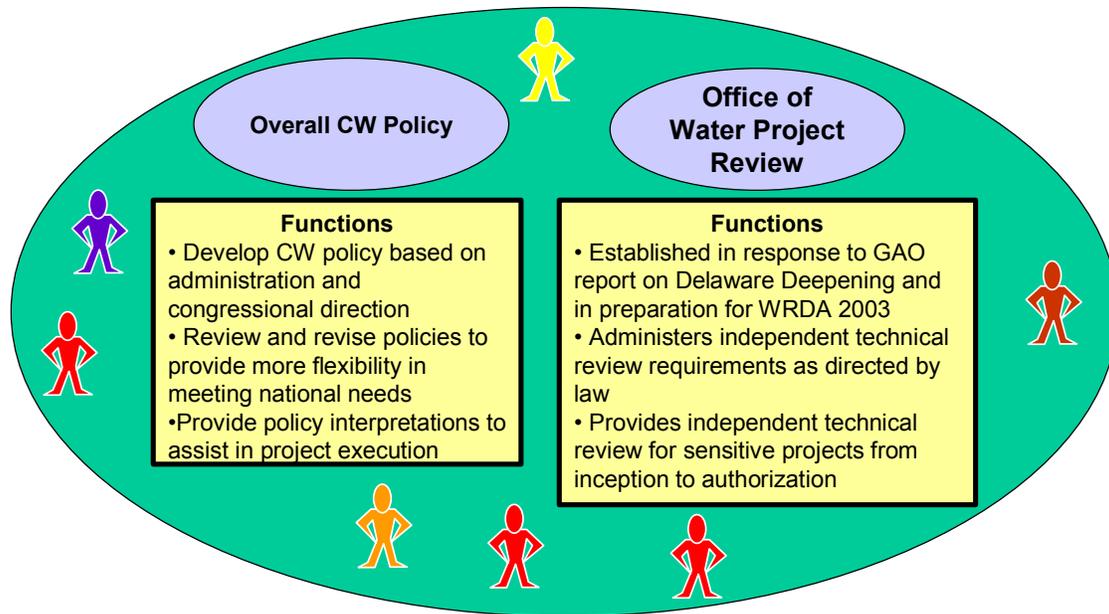
**CIVIL WORKS POLICY AND POLICY COMPLIANCE DIVISION.** The Civil Works Policy Division will include two components. This Division will be lead by an SES who will be dual-hatted as a RIT leader.

***Civil Works Policy Branch.*** The Civil Works Policy Branch will coordinate the preparation of National Civil Works policy using expertise throughout HQUSACE and the RBCs. This organization under the leadership of the SES Chief of Planning and Policy will have responsibility for ensuring that policy is developed, coordinated, and promulgated. This Office will also work with the RITs to support them in their responsibility to ensure consistent application of civil works policy USACE-wide.

***Office of Water Project Review.*** This office is the second component of the Civil Works Policy and Policy Compliance Division. The Office of Water Project Review will be responsible for performing policy compliance review of all Civil Works decision documents requiring Washington-level approval and for managing the independent review process for the Corps of Engineers. In carrying out these responsibilities, the Office will work closely with the Regional Integration Teams and field elements. The Office of Water Project Review will have a dedicated supervisor who will report to the SES Chief of Planning and Policy.

The figure below shows the functions for this Division. The staffing consists of 28 FTEs; however, 13 FTEs will be located on the RITs.

## Civil Works Policy and Policy Compliance Concept



**COMMUNITY OF PRACTICE AND POLICY DEVELOPMENT TEAMS.** The Community of Practice and Policy Development Teams contain the resources necessary for the leaders of the major mission area Communities of Practice to manage and coordinate their roles and responsibilities. That is, to develop and maintain policy and doctrine, a capable workforce, national and interagency relations and coalitions, organizational communications, and a learning organization for their Communities of Practice.

Each Community of Practice and Policy Development Team consists of a cell of personnel that support the dual-hatted Community of Practice Leaders that are assigned to Civil Works and Military Programs RITs respectively. The personnel within each cell will coordinate teams from a virtual staff throughout USACE to accomplish the work necessary to support their communities of practice. These teams can draw members from the Headquarters (i.e., the Civil Works and Military Programs Integration Divisions or the Regional Integration Teams), Divisions, Districts, Laboratories, Centers, and Centers of Expertise.

Staffing for the Communities of Practice and Policy Development Teams is shown in the figure below. The figure also indicates the work location for the E&C CoP members. There are 8 additional E&C CoP members assigned to the RIT core staff personnel.

Teams	Total FTE Allocated	PID	Work Location					Primary Office
			DoD Sup Team	RIT	CW Policy Dev Div	HSO	CID	
Civil Works								
Project/Program Management (incl 1 from MP)	3							3
Planning	5							5
Engineering and Construction	37	0	8	8	1	2	1	17
Operations and Regulatory	8							8
<b>Total</b>	<b>53</b>							<b>33</b>

**HOMELAND SECURITY OFFICE.** This organization is responsible for USACE homeland security support to Department of Defense and other federal agencies and for USACE-wide security and law enforcement. In this capacity the office will conduct program management of homeland security programs and outreach and liaison activities with both internal and external USACE customers and partners involved in homeland security.

The office is responsible for the planning and doctrine associated with the unique support USACE provides in supporting and responding to homeland security requirements as well as policy and doctrine for USACE-wide security and law enforcement activities. The office will work very closely with the Program Integration Division, the RITs, and the Operations and the Engineering and Construction CoPs to ensure planning and execution of the homeland security requirements are integrated with the overall Civil Works strategic and programmatic plans. The office must also work very closely with the G3/DCSOPS in the Directorate of Military Programs to ensure planning and doctrine for civil emergency responses are integrated with the planning and doctrine to support military contingency requirements.

The G3 has overall responsibility for developing an integrated USACE civil emergency and military contingency response doctrine and plan, but the Homeland Security Office must provide significant input to the effort. The organization currently consists of one office without any subunits. It is recommended that this organization continue until such time as a formal USACE role and mission is firmly defined and requirements to support that mission are well identified. The Chief of Homeland Security will also be assigned as a RIT Team Leader.

**INSTITUTE FOR WATER RESOURCES.** The vision for this organization is to transform it into a World Class “Water Resources Think Tank” supporting the Civil Works functional area. The Institute of Water Resources (IWR) will be retained as an FOA with an authorized strength of 164 FTEs consisting of what is commonly recognized as IWR and two sub-organizations – the Navigation Data Center and the Hydrologic Engineer Center. Currently 25 FTEs are funded with ED&M funds. All other FTEs are reimbursable funded.

The sub-organizations support USACE-wide Civil Works activities associated with water resource planning, navigation, model development, and navigation data collection and analysis. The predominate portion of their work is reimbursable.

The reimbursable work provides a firm grounding in practical application of their products and a high level of professional recognition in the water resource planning and support field. This reimbursable work, however, must be properly balanced against the Civil Works functional needs for strategic planning and other ED&M funded support efforts.

IWR support in the future will be focused on strategic planning and visioning and support to the Water Resources Planning function. The IWR structure will be dramatically revised to facilitate this focus while building on the synergy created from the expertise and knowledge developed in their reimbursable activities.

**OVERALL STAFFING FOR DIRECTORATE OF CIVIL WORKS.** The figure below indicates the overall staffing for the Directorate of Civil Works.

## Directorate of Civil Works Staffing

Office	Recmd EDM FTEs	Reimb FTEs	Recmd Civilian FTEs	Military
Director	6	0	6	7
IWR	27	137	164	0
Program Integration Division	35	0	35	0
Policy and Policy Compliance Division	28	0	28	0
CoP and Policy Development Teams	44	8	52	0
Homeland Security Office	14	1	15	2
RITs				
LRD	11	2	13	1
MVD	12	0	12	0
NWD	14	2	16	0
SAD	14	3	17	0
<b>Total</b>	<b>205</b>	<b>153</b>	<b>358</b>	<b>10</b>

## **Directorate of Military Programs / G3**

The vision for the Directorate of Military Programs (MP) / G3 follows the guiding principles stated at the beginning of the main report. The vision is based on empowering to the lowest level possible by using the concept of National level program integration and oversight and Regional level program and funds management. This empowering concept focuses operational control at the Regional Business Centers with support from the Headquarters at the Washington level.

**HEADQUARTERS AT THE WASHINGTON LEVEL.** Washington HQ will focus on strategic planning, strategic direction and oversight, developing and maintaining National relationships, developing policy and doctrine, National program integration, and creating conditions for USACE corporate success. This will be accomplished through the utilization of Regional Integration Teams, a Program Integration Division, Communities of Practice/Policy Development Teams, and a Combined Special Missions Office, Intelligence and DCSOPS Division. The Director of Military Programs will also be assigned the responsibilities of the USACE G-3. In addition, both the Transatlantic Programs Center and the U.S. Army Engineering and Support Center, Huntsville will report to the Office of the Director, Military Programs.

The Military Programs (MP) strategic plan will be developed within the Military Programs function utilizing internal functional resources and the Military Programs senior leaders in coordination with the Corporate Integration Division. The planning effort will link MP programs to form a strategic vision.

Strategic metrics will be developed and used to measure USACE progress toward achieving the plan and guide USACE actions in support of the plan. USACE input to the POM process will be linked to the strategic plan. Military Programs will have responsibility for leading efforts to develop programmatic USACE input to the POM process. Military Programs will provide this input to the Directorate of Resource Management for integration using the USACE Program Budget Advisory Committee (PBAC) process.

The need for a USACE response to the current national security threat and the Global War on Terrorism dictates the Military Programs function become more closely aligned with the USACE DCSOPS to ensure USACE actions supporting military contingencies are coordinated and fully support the needs of our Armed forces and the Nation.

The Director of Military Programs will become dual hatted as the G3 to provide added emphasis to this national need. In this capacity the Director will represent USACE in discussions concerning USACE capabilities and actions supporting military contingency planning and operations. The Director will be responsible for coordinating and managing the various types of funding often provided to support USACE actions during military contingency operations.

Close coordination will occur between the DCSOPS and the Civil Works Homeland Security Office to ensure military response actions and planning are coordinated with civil emergency

response actions and planning and that USACE has a coordinated response plan to allow USACE to respond to both missions should they arise simultaneously or individually.

The Military Programs (MP) function will continue to provide support to military installations and share lessons learned across all component services. USACE will be able to identify best practices across all component services and bring them to bear in all of our installation support activities. The Military Programs function will be able to leverage these lessons learned and the small amount of Installation Support funding received to help the Army improve their installations while sharing best of practice Army lessons learned with other component service installation support providers.

The Military Programs function will continue to support International and Interagency activities and continue to perform outreach to these partners. The lessons learned from these activities will be shared throughout USACE and empowered in their outreach activities.

The Real Estate function will be aligned with Military Programs at the Washington level. This follows the concept of mutual interdependence. The Civil Works mission area and other mission areas will continue to be supported. The majority of USACE Real Estate actions must be processed by the Army Secretariat or pursuant to their delegated authority. This will place the DMP in the direct line of command and control of issues that originate in the Army Secretariat and place the responsibility on the DMP to assist the Chief of Real Estate Community of Practice in resolving issues. This also frees the Deputy Commanding General from operational matters associated with the Real Estate program.

The traditional activities associated with MILCON and Environmental program management and execution accomplished within the Military Programs mission area will continue. Washington HQ will be focused on appropriation management and ensuring Regional level funding is properly allocated and positioned to accomplish regional missions.

**HEADQUARTERS AT THE DIVISION LEVEL.** The headquarters at the Division level is focused on carrying out the responsibilities of the Regional Business Center. In carrying out this primary responsibility, the Regional Business Center will focus the operational planning and management of the regional MP program, regional program management, regional relationships, and quality assurance.

The region will have responsibility and authority to utilize all regional resources efficiently and effectively, consistent with law, to execute the regional missions emphasizing regional focus areas. In this regard, the region will receive resources (funding and manpower allocations) for the region and be responsible for managing these resources within the authorities and priorities established by policy and law.

The region, through exercising its quality assurance responsibility, ensures appropriate quality control processes and systems are in place within the region to achieve quality projects and products that meet our partners and stakeholders expectations.

**HEADQUARTERS AT THE DISTRICT LEVEL.** The District level Military Programs function is responsible for executing all work assigned to it by the Regional Business Center.

While being primarily responsible for all work within the geographic boundary of the District, the District is an asset of the Regional Business Center and will be assigned work and be responsible to the Regional Business Center for successfully carrying out all actions undertaken in the District. In implementing this vision, the District will conduct quality control activities for all District actions; provide support to the region to achieve the concept of mutual-interdependence and to ensure that partners and stakeholders are engaged in all aspects of the MP program.

## **PROCESS IMPROVEMENTS**

### ***Military Programs Overall***

- Establish a DoD Integration Team to provide direct support and liaisons to DoD and other Service Components as negotiated with the supported offices to improve communications and synchronization of programs.

### ***Real Estate Process Improvements***

- Delegate to the Headquarters at the eight Regional Business Centers authorities throughout the real estate mission.
- Streamline the business process for civil works.
- Stand-up real estate centers of expertise.
- Implement effective resource sharing between Regional Business Centers including use of the “sister division” concept.

### ***G-3/DCSOPS Process Improvements***

- Organizationally provides a greater presence and focus for USACE at DA and DOD level.
- Ensures that new mission of Homeland Security and the increasing op tempo of military contingencies and long term deployment of U.S. Forces are addressed in a comprehensive manner without either mission suffering.
- Integrates Intelligence capability into G-3/DCSOPS to improve ability to prepare, plan, and respond to a diversity of missions in a global environment.

### ***Environmental Programs Process Improvements***

- The S&A flat rate for DERP will be reviewed and revised as appropriate.
- Baseline some ED&M funding for the core environmental mission area. All other M&S budgets and funding will be negotiated with the customer/partner and manpower resources allotted will be based on this funding. All functional areas will adjust their manpower as appropriate to live within these funds.
- Establish deliberate partnerships with AEC.
- Develop a process for establishing national environmental contracts developed to meet the needs of our national customers and partners.
- RBCs will evaluate the workload in the Environmental Design Centers spread throughout the regions. It is believed that the number of these centers have grown to the point they are no longer efficient and, in some cases, affordable. In some cases

expertise is being spread thinly and can no longer be massed as needed to provide the necessary level of management and oversight of our execution efforts.

***Installation Support Process Improvements***

- Create a Triad between ACSIM, IMA, and USACE. The Triad would present a consolidated plan and budget for the required Installation Support functions, speaking with one voice based upon an agreed upon priority for the direct funded functions, the funding, and the resource requirements to support the functions.
- Combine Division Chief of ISO and Regional IMA Liaison into one position. Currently, each IMA lead Division provides a liaison for each IMA Regional office. Additionally, each Division has a Chief, Installation Support Office. The combination of these positions will result in some savings and these savings will be re-distributed to the Division ISO checkbook funds.
- Increase collaboration/efficiency of Planning process – BRAC/Army Transformation. Elimination of FTE associated with Force Management and TABS after completion of the BRAC planning effort.
- Develop Installation Knowledge Online and ensure it is complementary with other USACE knowledge management initiatives and systems.
- Transfer PAX mission to the PAX proponent, ACSIM. Move the function of Public Works Digest to IMA. This should be accomplished after receiving concurrence from ACSIM and IMA.
- Develop a unified set of metrics to identify and measure the size and execution rates of the IS Program.

***Interagency and International Services Process Improvements***

- Eliminate the HQUSACE-imposed requirement for MSCs to obtain HQUSACE approval to support Federal agencies when there is not an existing agreement.
- Only process requests to support State and local governments that are certain to receive the required “unique” certification from the ASA (CW).
- Improve processing of Section 607 proposals. Responsibility for the management of this activity is currently divided. USACE field personnel need a single point of entry and source of assistance in getting proposals through this process.
- Develop a unified set of metrics to identify and measure the size and execution rates of the IIS Program.
- Consolidate existing positions performing similar tasks to improve efficiencies. Currently different organizations process different agreements such as Letters of Agreements (LOAs) for civil works matters under the Foreign Assistance Act and LOAs for military matters under the Arms Export Control Act. The processes, which are initially difficult to learn, are nearly identical.
- Delegate the approval level for doing work for foreign governments to a lower level, possibly even to the U.S. embassy level in the country receiving assistance. This will require a change to Department of State and DoD policy.

***Programs Management Process Improvements***

- Army programming and Budgeting – Eliminate the DD1391 review and certification at the Division. Transfer quality control and quality assurance reviews of DD1391 from HQs Washington level to the Regions and Districts.
- Move the task of Army budget book preparation to the ACSIM after discussions and concurrence be received from ACSIM.
- Final Design and Construction Contracting – Eliminate issuance of Army design directives by the Washington level HQs. The Divisions will issue design directives.
- Consolidate command policies on one web site.
- Construction and Change Management – A regional Corporate Change Group needs to be established to manage discretionary changes. This group will consist of ACSIM, IMA and USACE. The purpose is to obtain timely decisions on discretionary changes. The region will manage the full (5%) contingency funding and the region should obtain the funds directly from the Washington level HQs. A regional CEFMS database is necessary to facilitate this.
- Army Reprogramming – Eliminate HQs review of reprogramming actions. Regions will submit requests directly to ACSIM for processing and will work with ACSIM to ensure the requests are fully justified. This must be coordinated with ACSIM and DASA-I&H for concurrence prior to implementation.
- Management of P&D Funds – Move the management of P&D funds to the Regional level. Washington level HQs will allocate P&D funds to the Regions and the Regions will be responsible for allocating and managing P&D funds between their Districts.
- Management of S&A – The leadership for the management of S&A within HQs Washington level will be assigned to Military Programs. The RM CoP will have primary responsibility and accountability concerning fiscal management of the S&A revolving fund and the E&C CoP will have primary responsibility concerning contract oversight and management. Military Programs will be responsible for establishing a PDT to manage the S&A policy and doctrine on a corporate basis. Membership of the PDT must include E&C CoPs and RM CoPs as a minimum.
- Project Close Out – Train USACE field offices in the “Red Zone” concept. Although the “Red Zone” concept has been adopted as USACE policy, it is not being used throughout USACE. Training is required to imbed the concept in project close out activities.
- Reporting – Eliminate the multi-layered reporting requirements. The continued use of PROMIS and the implementation of P2 are critical to achieving this recommendation. The Military Programs metrics PDT is currently meeting to align USACE and customer/partner metrics to ensure USACE is measuring the items of importance to our customers. These metrics must be included and built into P2 to enable seamless reporting of information at each level of USACE.
- Program Management – Use the resources of the Regional Integration Teams (RITs) to resolve issues and other activities associated with Regional Program Management actions. The RITs will be empowered to work issues with all levels of USACE and be unencumbered by normal communication channels. The team must, however, maintain open and clear lines of information flow and communication with all levels of USACE and the customer involved in problem resolution.

**REGIONAL INTEGRATION TEAMS.** As discussed earlier in the report, one of the most important components of the new organization architecture is the shift of operational focus of the Washington headquarters to supporting the Regional Business Centers. The Military Programs Directorate will be assigned four Regional Integration Teams (RITs) that support North Atlantic Division, Southwestern Division, South Pacific Division and Pacific Ocean Division. These RITs will be staffed with a core staff of personnel from all mission areas and other personnel will be co-located with or matrixed into the RIT from other functional areas. Military Programs personnel will be assigned to the four RITs reporting to the Director of Civil Works to ensure that Military Programs activities are accomplished. The Director of Military Programs retains responsibility and accountability for execution of the National Military Programs mission areas. Staffing for the RIT's is listed in the main report.

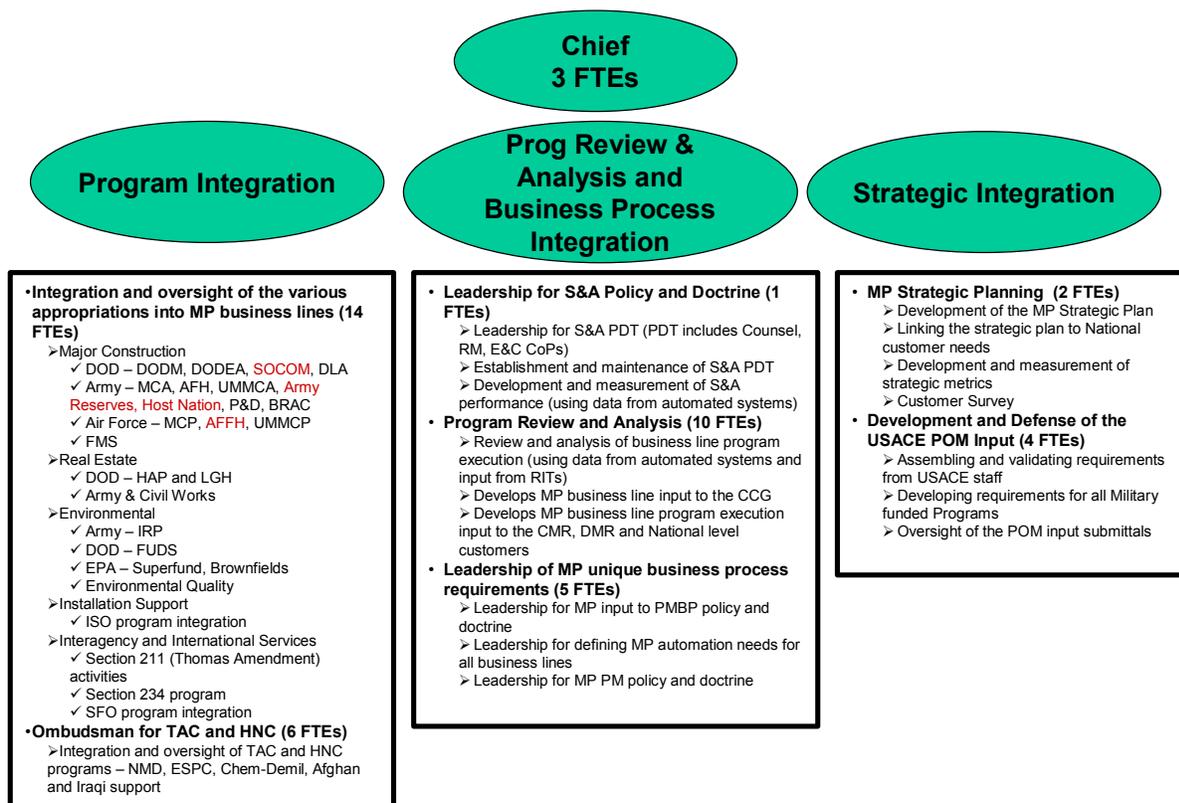
The four SES's that lead these RIT's serve as key members of a "Division Forward" configuration and report to the Director of Military Programs, but are also accountable to the Division Commander and the Director of Civil Works. As members of their respective Regional Management Boards, the RIT leaders will serve as critical linkages between the Washington HQ and the RBCs. Although the predominate mission area of the four Divisions is military, the RITs are staffed with team members that can respond to any issue, for both Civil Works and Military Programs. RIT staffing levels are dependent upon overall mission and issue resolution demands and are tailored specifically for each region. In order to provide for process efficiencies, some RIT members may support more than one team. RIT members are also members of a Community of Practice and provide support to that CoP leader. The SES team leader will be in the rating chain for RIT team members.

**PROGRAM INTEGRATION DIVISION.** The Program Integration Division will be primarily responsible for development and execution of the Military Programs strategic plan including direction and analysis of execution of the entire military program at the appropriations level for all business lines. Specifically the division is responsible for:

- Congressional Appropriations and Authorization Committee relationships
- Development of the Military Programs Strategic Plan
- Supporting National level customers in strategic program development
- Interfacing with ACSIM and Army Secretariat on policy and strategic planning issues
- National Appropriation and Business Line Program Integration and oversight
- National Customer and Stakeholder Relationships
- Development of Strategic Metrics and Performance Measures for Military Programs
- Program Review and Analysis
- Program development for assigned programs and military funded ED&M programs
- Ombudsman support to HNC and TAC
- Leadership of the PDT for S&A policy, doctrine and oversight
- Leadership for Military Programs unique business processes and AISs

A detailed listing of these functions and the level of effort associated with the functions are shown in the following figure. The National Program Manager for the programs indicated in red in the figure will reside in the appropriate RIT.

## MP Program Integration Level of Effort



The Business Lines for Military Programs are as follows:

- MILCON
- Environmental Restoration
- Real Estate
- Support for Others (including international and interagency)
- Installation Support

Each business line will have one person designated as the National Manager of the business line. In this capacity, this individual will be responsible for building a team of experts from throughout the Corps of Engineers who can anticipate what the Nation needs for that business line. In carrying out this responsibility, the business line managers will be assisted by appropriations account managers who will have expertise and knowledge of the requirements for the various MILCON, real estate, and environmental appropriations as well as the Installation Support and the International and Interagency Services programs.

One person from the MP Program Integration Division will reside with the CW Program and Project Management CoP to represent MP's interests in the CoP.

**COMMUNITY OF PRACTICE / POLICY DEVELOPMENT TEAMS.** The Community of Practice / Policy Development Teams in both Civil Works and Military Programs contain the resources for the Leaders of the Communities of Practice (CoP) to manage and coordinate their roles and responsibilities. That is, to develop and maintain policy and doctrine, capable workforce, national and interagency relations and coalitions, organizational communications, and a learning organization for their Community of Practice.

The functional chiefs of Real Estate, Environmental Programs, Installation Support and International and Interagency Services will be the CoP leaders within Military Programs. These CoPs will maintain pronency for their functional area and will assist all the RIT's and the Program Integration Division in resolving issues in their CoP. These CoP Leaders will also be dual hatted as a RIT leader. Each CoP Leader will lead a CoP / Policy Development Team.

Each team consists of personnel that support the dual-hatted community of practice Leaders that are assigned to Civil Works and Military Programs, respectively. The personnel within each team will coordinate extended teams from a virtual staff throughout USACE to accomplish the work necessary to support their communities of practice. These teams can draw members from the Headquarters (i.e. the Civil Works and Military Programs Integration Divisions, the Regional Integration Teams and other Communities of Practice), Division's, Districts, Laboratories, Centers, and Centers of Expertise in order to accomplish their responsibilities.

Several DoD and Service Components have requested USACE provide dedicated support in specific areas. The Military Programs function will establish a DoD Integration Team as a CoP Team. This team will be responsible for providing the dedicated services requested as indicated in the figure below. The E&C CoP will provide 8 personnel to provide the support required from their CoP. MP must address additional requirements as other requirements arise and become validated.

# DoD Integration Team

## Pentagon



**Needs:** HQUSACE Focus on DoD and Service Priorities, Environment, Programs, People, Special Needs

- Clear 'Go To' Staff Element in HQUSACE
- Specialized Support/ Forward Deployed Support
- Enhanced DoD-USACE Staff Relationships

### DoD Integration Team

- Real Estate Liaison to ASA(IH)
- Environmental Liaison to ASA (E)
  - MILCON Liaison to ACSIM
  - Inst Spt Liaison to HQIMA
  - MILCON Liaison to HQUSAF
- MILCON Standards & Criteria
  - Sustainable Initiatives
- Utilities Contracting & Other Util Spt
- Mast Plng & Cmbt Readiness Spt Tm
  - Awards/Confs/Trng Spt
  - RCI Program Management

**Mission:** Provide Enhanced Centralized HQUSACE Support To DoD, Army & AF

### **Functions:**

- Centralized Staff Commo and Coordination w/HQDA for USACE Military Business Lines
- Forwarded Deployed Specialized Support to Army and AF
- Dedicated HQUSACE Support for HQDA for Specialized Support Areas
- Enhance HQDA and USACE Staff Relationship

Staffing for the Military Programs CoP is shown in the figure below. The Real Estate CoP will have 1 staff member located with the Civil Works Office of Water Project Review. In addition, the Engineering and Construction CoP will have 8 personnel located with the DoD Integration Team.

Military Programs CoP Teams	Total FTEs Allocated
Environmental	8
Real Estate	6
Installation Support	8
International and Interagency Services	6
DoD Integration Team	16
<b>Total</b>	<b>44</b>

**DCSOPS.** The DCSOPS will continue to be the organization used by the Commander to manage military contingencies and to ensure a strong and vital presence working issues with DA and DOD. The Special Missions Office will be moved from direct assignment to Director of Military Programs and be assigned to the DCSOPS. Additionally, the DCSOPS will have an Intelligence Branch that will be responsible for foreign disclosure responsibilities, current and counter intelligence, risk analysis, and criminal intelligence. The Intelligence Branch will also have responsibility for OPSEC.

The DCSOPS will have a close working relationship with the Homeland Security Office located in Civil Works ensuring that the USACE Operations Center (UOC) provides for an integrated capability to support the Commander and the Director of Civil Works in case of an emergency or crisis located within the United States. The DCSOPS will also support the Homeland Security Office with planning and doctrine development for the integration of military/global and domestic response plans.

The Homeland Security Office will retain its separate capability to plan for natural disasters and man-made disasters including terrorist attacks occurring within the United States. The Homeland Security Office will also have responsibility for the development of USACE domestic continuity of operations and continuity of government programs. Management of all Civil Works appropriations, including FCCE, is assigned to the Directorate of Civil Works.

DCSOPS will include a UOC, Concept Plans and Doctrine, and Intelligence organizations within its organization. The Concepts, Plans, and Doctrine Branch will develop command contingency doctrine for military contingencies and manage military readiness and National contingency programs. It has responsibility for the development of command requirements for force programs data (Total Army Analysis) and works with other USACE staff, primarily Resource Management, in development of command positions on command manpower requirements. It also provides staff oversight of USACE troop units and the Prime Power School.

**TRANSATLANTIC PROGRAMS CENTER (TAC) AND U.S. ARMY ENGINEERING AND SUPPORT CENTER, HUNTSVILLE (HNC).** The two USACE centers, Transatlantic and Huntsville, will be assigned to DMP. The SES Chief of the Program Integration Division will act as an ombudsman for the Centers. The purpose of this ombudsman will be to provide support and advocacy for the Centers similar to the RITs for the Divisions. The Centers will also provide virtual membership to each RIT.

**OVERALL STAFFING FOR DIRECTORATE OF MILITARY PROGRAMS.** The overall staffing for the Directorate of Military Programs is shown in the figure below. The ED&M funding is constrained to the FTE allocation indicated and the military and reimbursable allocation must be adjusted based on the military allocation and reimbursable funding received.

## Directorate of Military Programs / G3 Staffing

Office	Recmd EDM FTEs	Reimb FTEs	Recmd Civilian FTEs	Military
Director	6	2	8	7
Program Integration Division	27	18	45	0
CoP and Policy Development Teams	35	9	44	0
DCSOPS	9	23	32	9
RITs				
NAD	12	5	17	0
POD	11	3	14	0
SPD	9	5	14	0
SWD	11	2	13	0
<b>Total</b>	<b>120</b>	<b>67</b>	<b>187</b>	<b>16</b>

## **Directorate of Research and Development**

**RESEARCH AND DEVELOPMENT AT THE WASHINGTON LEVEL.** The Directorate of Research and Development (CERD), as a HQUSACE Directorate, supports the research and development efforts of the Corps of Engineers by providing strategic planning, strategic direction and oversight; developing and maintaining National relationships; developing policy and doctrine; National program integration; advising the Chief of Engineers on science and technology issues; and creating conditions for USACE corporate success.

**RESEARCH AND DEVELOPMENT AT THE DIVISION LEVEL.** The Engineer Research and Development Center (ERDC), as a Division, supports the research and development efforts of the Corps of Engineers by providing quality, responsive engineering and environmental R&D support to the Army and the Nation. As part of the Corps team, ERDC develops and applies innovative science and technology solutions to support the war fighter, infrastructure, environment, water resources and disaster operations. ERDC will continue to support the Coastal Engineering Research Board (CERB) for the Director of Civil Works.

### **BASIS FOR RECOMMENDATIONS IN TERMS OF GUIDING PRINCIPLES**

- Act as “One Headquarters”
- Headquarters Focus
- Division Office/Center Focus

### **PROCESS IMPROVEMENTS**

- ERDC will designate two Senior Executive Service (SES) Leaders as representatives to the Program Integration Divisions within the Civil Works and the Military Programs Directorates.
- ERDC will assign “virtual” team members to each Regional Integration Team within the Civil Works and the Military Programs Directorates.
- ERDC already has, and will continue to maintain, SES Leader and Technical Director representatives to each Regional Business Center.
- Modify the Civil Works R&D Process to include more involvement of the Regional Business Center SES Leaders in needs identification, prioritization, and transfer of technology.
- Streamline the program development and management process by transferring program development and operational functions from CERD to ERDC.
- ERDC has already consolidated all of its support functions into virtual, ERDC-wide, support offices. This ‘regionalization’ has decreased support costs by 30%.

**OVERALL STAFFING FOR DIRECTORATE OF RESEARCH AND DEVELOPMENT.**  
The figure below indicates the overall staffing.

**Research and Development**

<b>Office</b>	<b>Recommended EDM FTEs</b>
Director of R&D	10
ERDC	2
<b>TOTAL</b>	<b>12</b>