



# Civil Works Transformation

U.S. ARMY CORPS OF ENGINEERS

BUILDING STRONG.

## Why Transform the Civil Works Program?

The Civil Works program faces a myriad of challenges which are prompting swift transformation in our business model. To meet current and future challenges and address the water resources needs of our nation, the U.S. Army Corps of Engineers (USACE) has initiated an effort to transform its Civil Works program with the imperative to improve performance and responsiveness; increase customer satisfaction, public trust and confidence; improve readiness; and maintain a competitive edge.



Transformation will promote enhanced capabilities and greater involvement, ownership, concurrence and commitment among internal USACE team members, local sponsors and partners. Shared learning and enhanced understanding of mutual challenges can provide creative alternatives and sources of funding, and important, sustained feedback. It will set a clear direction for the CW program to meet the Nation's current and emerging water resources needs.

## Transformation Target Areas

Transformation fosters a better and smarter way of working for the Nation. To deliver the best possible Civil Works products and services to the Nation, USACE needs to ...

- Modernize the project **planning process**.
- Enhance the **budget development process** through a systems-oriented watershed approach, collaboration and innovative financing.
- Evaluate the current and required portfolio of water resources projects through a smart **infrastructure strategy** to deliver solutions to water resources problems.
- Improve **methods of delivery** to produce and deliver critical products and services through water infrastructure and other water resources solutions.

## A New and Modernized Planning Paradigm

- Streamline the project planning process to produce concise Chief's Reports faster and at lower cost.
- Reinforce linkage of planning with USACE functions and organizational elements vertically and horizontally.
- Build risk into assumptions and reduce or manage risk associated with decision options and levels of service.
- Upgrade planning expertise through continual training and updated guidance.
- Use more sophisticated tools and methods to prioritize water resources solutions.

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### **A More Logical and Integrated Budget**

- Develop programs and budgets to produce healthy watersheds in measurable terms through a Logic Development Model and sophisticated analytic and reporting tools.
- Integrate goals and priorities across national, regional, and local levels.
- Allocate resources and make tradeoffs to balance CW Business Line outcomes.
- Link performance to Business Lines and national priorities through a holistic systems view to integrated water resources management.
- Budget for a full project life-cycle.
- Include horizontal and vertical teams and external stakeholders to develop budget guidance.
- Seek alternative funding sources and innovative financing options.

### **A Long-Term Strategy for Infrastructure**

- Set three clear decision points for making investment decisions:
  - new starts (planning)
  - new starts (construction)
  - recapitalizing or divesting
- Define and evaluate the value of “critical” infrastructure.
- Set a strategy to sustain, rehabilitate, divest, or repurpose USACE’s portfolio of water resources infrastructure.
- Manage assets through their full life cycle using a systems approach.
- Integrate and balance priorities across Civil Works Business Lines.
- Seek innovative financing.

### **Enhanced Methods of Delivery**

- Use a logical process to identify and retain core competencies to ensure high technical quality.
- Streamline business processes and organizational structures.
- Link technical capabilities to desired levels of service and high standards.
- Ensure consistent approaches throughout USACE.
- Improve operational management of USACE water infrastructure.
- Assess how well methods of delivery meet strategic goals and national objectives.
- Enhance and maintain technical skills and competencies to meet current and future demands.
- Reduce risks.

### **The CW Transformation will produce demonstrable results that matter to USACE team members, water resources stakeholders, and the American public. It will ...**

- Promote strategic partnerships and alliances.
- Demonstrate leadership and innovation in developing water policy.
- Deliver comprehensive and lasting solutions.
- Expect, represent and communicate high standards of technical excellence.
- Innovatively use and leverage fiscal resources.
- Lead in the development, application, and transfer of technologies.
- Effectively and innovatively operate water resources infrastructure across a broad portfolio of business practices and processes.
- Avoid needless redundancy and over-specialization.
- Make a positive difference for Americans and their communities.

For more information, see [www.usace.army.mil](http://www.usace.army.mil), or contact Ada Benavides at [ada.benavides@usace.army.mil](mailto:ada.benavides@usace.army.mil).

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