



BUILDING INFRASTRUCTURE NOT PAPERWORK

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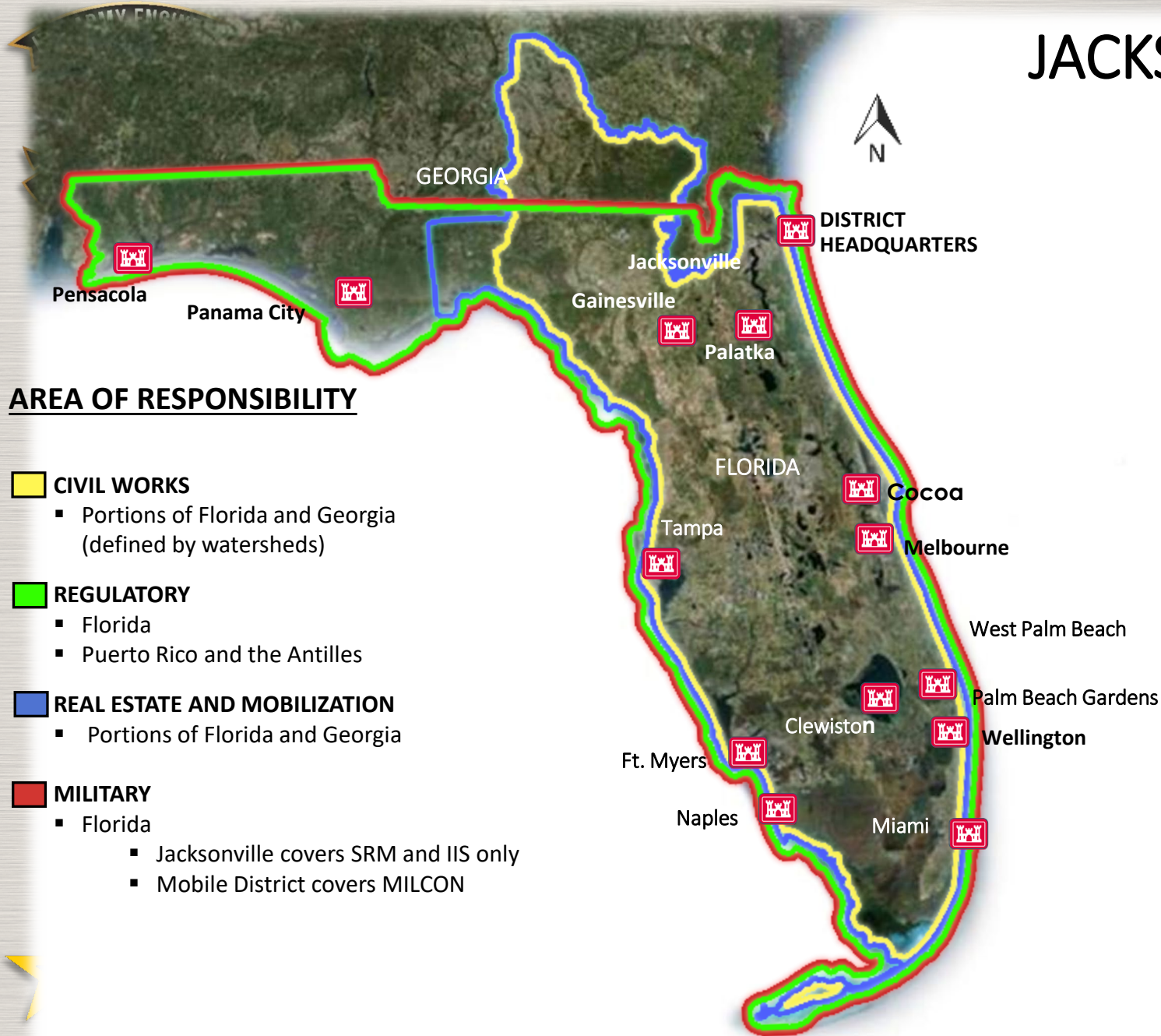


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JACKSONVILLE DISTRICT



Our Vision

- A team of professionals making tomorrow better.

Our Mission

- Deliver value to the Nation by anticipating needs and collaboratively engineering solutions that support national security, energize our economy and increase resiliency.





**Commander/
District Engineer**
Colonel
Brandon Bowman



SAJ Leadership Team

Deputy Commander
LTC Matt Westcott



Deputy South Florida
Major Cory Bell



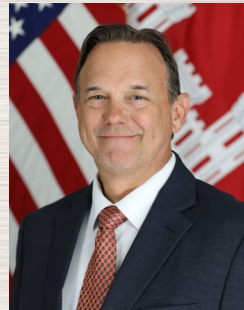
**Deputy for Programs &
Project Management**
Howard Gonzales, Jr.



Chief of Staff
B.J. Fagan



Engineering Division
Jason Engle



Construction Division
Gene Morisani



Contracting Division
Aldone Graham



Regulatory Division
Shawn Zinszer



Planning Division Operations Division Resource Management Real Estate Division Office of Council

Angie
Dunn



Tanner
Clark



Sandra
Moschettieri



Tim
McQuillen



Elizabeth
Vavrica



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Civil Works Transformation: Build Infrastructure, Not Paperwork

THE WHY:

- The Civil Works Program builds Army readiness.
- It is where Army Corps of Engineers soldiers and civilians hone essential skills for warfighting like engineering, logistics, and leadership during peacetime.
- These are the **exact** skills needed to decisively win in any environment.



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Civil Works Transformation: Build Infrastructure, Not Paperwork

THE CHALLENGE:

- The Warrior Ethos is dormant, but we see it in every disaster response where our teams act with decisive speed.
- Decades of bureaucracy have caused that muscle memory for this ethos to atrophy.
- The result is an organization bogged down in paperwork, failing to deliver critical infrastructure on time and on budget.



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Civil Works Transformation: Build Infrastructure, Not Paperwork

THE SOLUTION:

- These initiatives shatter the bureaucratic constraints and realign our incentives to achieve what matters: **Building Infrastructure, Not Paperwork.**
- Re-instill the Warrior Ethos into our core missions, turning every project into an opportunity for decisive action.
- Operationalize the Civil Works program with a focus on conflict preparedness so our Engineers will perform in any potential large-scale conflict.



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Primary Areas of Effort

- 1) **MAXIMIZING THE ABILITY TO DELIVER NATIONAL INFRASTRUCTURE**
Accelerate project delivery with smarter contracting, higher design standards, and a reformed partnership pipeline to build the infrastructure America needs, faster.
- 2) **CUTTING RED TAPE**
Overhaul the entire regulatory and permitting process to eliminate bureaucratic delays and provide fast, clear decisions needed to permit activities and build projects.
- 3) **FOCUS ON EFFICIENCY**
Make the organization leaner and more effective by optimizing our assets, overhauling internal business practices, and enforcing message discipline.
- 4) **TRANSPARENCY & ACCOUNTABILITY**
Attack waste and inefficiency through fundamental overhaul of financial and operational practices and instill a new culture of fiscal discipline and operational excellence.
- 5) **PRIORITIZATION**
Impose strategic discipline by focusing all resources on core missions that serve the national interest, while terminating legacy efforts that divert focus and waste money.



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Area of Effort: **Maximizing the Ability to Deliver National Infrastructure**

BLUF: We are rebuilding our capability to deliver major projects by overhauling the entire delivery pipeline, from initial design and contracting, through final execution.

CORE MESSAGE: We will accelerate project delivery with smarter contracting, higher design standards, and a reformed partnership pipeline to build the infrastructure America needs, faster.



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Area of Effort: **Maximizing the Ability to Deliver National Infrastructure**

- Increasing Dredging Capacity: Smarter Contracting
- Contracting Out New Feasibility Studies
- Non-Federal Interest (NFI) Studies & Project Delivery
- Maximizing Effectiveness of Project Labor Agreements
- Improved Design Maturity (35%)



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Area of Effort: **Cutting Red Tape**

BLUF: We are overhauling the entire regulatory and permitting process to eliminate bureaucratic delays and provide fast, clear, and consistent decisions needed to get projects built.

CORE MESSAGE: We are overhauling our regulatory process to be clear, consistent, and efficient. We will slash bureaucratic delays to provide faster decisions to accelerate the delivery of our vital infrastructure projects.



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Area of Effort: **Cutting Red Tape**

- Leveraging Technology in Permitting
- Expanding General Permits
- Increase Hydroelectric Output from USACE Facilities
- Increasing Dredging Capacity: Expanding Environmental Windows



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Area of Effort: **Focus on Efficiency**

BLUF: We are making the organization leaner and more effective by optimizing our assets, overhauling internal business practices, and enforcing message discipline.

CORE MESSAGE: We will streamline the organization by modernizing our operations, optimizing our assets, and ensuring all communications align with our core mission.



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Area of Effort: **Focus on Efficiency**

- Consistency in Communications on the President's Budget
- Optimizing Our Footprint: Aligning Civil Works Mission-Critical Locations
- Optimization of Vehicle Fleet
- Harmonize Enterprise/Refocus Districts on Core Functions
- Increasing Dredging Capacity: Better Mitigation Banking for Navigation Projects
- Increasing Dredging Capacity: Better Use of Simulation When Designing Navigation Projects
- Smarter Real Estate Acquisition
- Delegate Recreation Resources
- Modernizing Civil Works O&M Business Practices
- Ports in Good Standing



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Area of Effort: **Transparency & Accountability**

BLUF: We are attacking waste and inefficiency across the board through a fundamental overhaul of our financial and operational practices. The objective is to instill a new culture of fiscal discipline and operational excellence.

CORE MESSAGE: We will execute our mission with a higher standard of financial and operational integrity, ensuring every dollar is spent with purpose to achieve clear, measurable results for the American people.



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Area of Effort: **Transparency & Accountability**

- District Salary Transparency
- Consequences for Project Cost Overruns
- Deauthorization of Inactive Projects
- Consolidating U.S. Army Corps of Engineers Websites
- Cancel Contracts with Organizations Working Against the Interest of the American Taxpayer



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Area of Effort: **Prioritization**

BLUF: We are imposing strategic discipline on the Army Civil Works program by focusing all resources on core missions that serve the national interest, while terminating legacy efforts that divert focus and waste money.

CORE MESSAGE: We are restoring discipline by focusing our resources on the highest-priority projects that serve the national interest. We will discontinue legacy efforts that no longer provide value and concentrate on delivering critical infrastructure.



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Area of Effort: **Prioritization**

- Prioritization of Effort
- Prioritization Within Projects
- Early Federal Interest Determination



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