

Lesson 2

CIVIL WORKS PROGRAM
DEVELOPMENT AND EXECUTION COURSE
LESSON NUMBER 2

2. THE CIVIL WORKS PROGRAM AND THE FEDERAL ORGANIZATION,
AUTHORIZATIONS, AND APPROPRIATIONS

- TOPIC:
- a. Executive Branch and Congressional Organizations
 - (1) Office of the President
 - (2) Office of Management and Budget (OMB)
 - (3) Office of the Assistant Secretary of the Army for Civil Works [ASA(CW)]
 - (4) U.S. Army Corps of Engineers (USACE)
 - (5) Authorization/Public Works Committees
 - (6) Appropriations Committees
 - (7) Budget Committees and Congressional Budget Office
 - (8) Our Relationship with Congress

TIME ALLOTTED: 1 hour, including time for questions and answers

- HANDOUTS:
- H 2-1 Office of Management and Budget (OMB)
 - H 2-2 Office of the Secretary of the Army
 - H 2-3 Programs Integration Division, HQUSACE
 - H 2-4 Members of Public Works Subcommittees
 - H 2-5 Members of Appropriations Subcommittees

- REFERENCES:
- Annual Federal Staff Directory
 - Annual Congressional Staff Directory
 - Annual United States Government Manual
 - Internet: Visit THOMAS at <http://thomas.loc.gov/>

DETAILED OUTLINE

A. INTRODUCTION

1. Objectives.

a. To identify the responsibilities of and interrelationships between the Office of the President, OMB, OASA(CW), and the Corps of Engineers for the Civil Works program and, similarly, between Corps elements.

b. To discuss the Congressional Committee system and to identify those committees, committee members, and key congressional staff members that deal directly with the Corps Civil Works program.

B. OFFICE OF THE PRESIDENT

1. The Office of the President includes a number of assistants, deputy assistants, and special assistants to the President.

2. The various assistants have functional rather than program responsibilities, such as water resources policy and manpower policy.

3. OMB is part of the Office of the President.

a. The size and complexity of the Federal budget dictate the need for an office to centralize budget process, authority, and decisions.

b. It is the only career staff in the Office of the President.

C. OFFICE OF MANAGEMENT AND BUDGET (OMB)

1. Assists the President in developing and maintaining effective government, including the supervision and control of the budget.

2. Has five directorates, each headed by a Program Associate Director (PAD), including a PAD for Natural Resources and Energy.

3. The Corps program is reviewed by the Water and Power Branch, Energy and Science Division.

a. Small professional staff.

b. Also responsible for review of water and energy programs of other agencies.

D. OFFICE OF THE SECRETARY OF THE ARMY

1. The Assistant Secretary of the Army for Civil Works is one of five Assistant Secretaries.

2. OASA(CW) professional staff is small.

a. Military and civilian staff of about ten.

b. Some members of staff physically located with HQUSACE.

3. Functions

- a. Oversees activities of Corps which result in requests for legislative action and/or establishment of national policy (e.g., Federal interest; cost sharing).
- b. Provides general guidance on programming matters, particularly with regard to Administration policy and priorities.
- c. Reviews HQUSACE program and budget recommendations, with emphasis on new starts and other new initiatives.

E. USACE CIVIL WORKS ORGANIZATION (Post USACE 2012)

1. Geographical organization.

- a. Vertical organization.
- b. Three levels of organization for Civil Works activities - HQUSACE, 8 Divisions, Major Subordinate Commands (MSC's) 38 Districts (excluding Far East/Japan and GRD Division/Districts).
- c. Conformity to watershed boundaries to extent practicable.
- d. Centralized national offices for specialized services, e.g., research and development labs.
- e. Maximum delegations of authorities and responsibilities.

2. Functional organization.

- a. Horizontal structure within each geographic organization through Regional Integration Teams (RIT's)
- b. Mission elements such as - planning, engineering, construction, project operation and maintenance, programs management, and district project management have been transferred to Communities of Practice (CoP).
- c. Support elements - policy, resource management, counsel, public affairs, and others to continue both in a CoP and in the RIT's.
- d. Real estate is both mission and support.

F. HQUSACE MANAGEMENT OF CIVIL WORKS PROGRAM

- 1. Deputy Commanding General for Civil and Emergency Operations responsible for entire Civil Works program, as delegated by the Secretary of the Army to the Chief of Engineers and, in turn, to the DCG for Civil and Emergency Operations.
- 2. Management of program accomplished with assistance of his management team.
 - a. Director of Civil Works
 - b. Chief Programs Integration Division (PID)

- c. PID Team Leaders
 - d. Appropriations Account Managers
3. Development, defense, and execution of Civil Works Program are primary responsibilities of the Director.
- a. Substantially delegated to Chief, Programs Integration Division.
 - b. With full coordination and assistance from PID Team Leaders
 - c. Project issues addressed by Appropriation Account Managers.

G. THE PROGRAMS MANAGEMENT FUNCTION

- 1. Is a mission function.
- 2. Has overview of program and program priorities.
- 3. Ascertains authorities and justifications.
- 4. Identifies need and obtains and determines use of mission resources.
- 5. Maintains close coordination with all other mission elements.
- 6. Interacts with Resource Management function in financial support areas.

H. ORGANIZATION OF PROGRAMS INTEGRATION DIVISION IN HQUSACE

- 1. Leader and Deputy
- 2. Program Development Team (CECW-ID). Responsible for the development and defense of USACE's CW Program support of the President's Budget and the Administration's Water Congressional staff in carrying out these responsibilities. Provides necessary guidance and direction on the requirements for the authorization and appropriations processes. Relies heavily upon the Business Line Managers (BLMs), Regional Integration Teams (RITs) and Regional Business Centers (RBCs) for the detailed data required in these processes. Compiles, coordinates, and integrates various components into a comprehensive authorization or appropriations program. Utilizes the resources of IWR as a matrix member.
- 3. Project Program Team. (CECW-IP) Provides a national perspective in the Management of the CW Program from a business line and appropriation account perspective. Appropriation Account Managers work with the Business Program Manager for all project specific appropriations- General Investigations (GI), Construction, General (CG), Operation & Maintenance (O & M), and Mississippi River and Tribes (MR&T). Issues annual work allowances and provides oversight of reprogramming for CW appropriations, assuring consistent nation-wide application to meet national needs. Provides management oversight of the implementation of the Energy and Water Development appropriations Acts. Handles appropriate CW Program reporting requirements and the

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110th CONGRESS

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