
Dredging Efficiency Roundtable

HOSTED BY

BC John P. Lloyd · USACE South Pacific Division

DATE & LOCATION

16 July 2026 · SPD HQ, Sacramento, CA

FACILITATED BY

Shannon Arnold · Path Strategy LLC



What we'll cover

 Intro

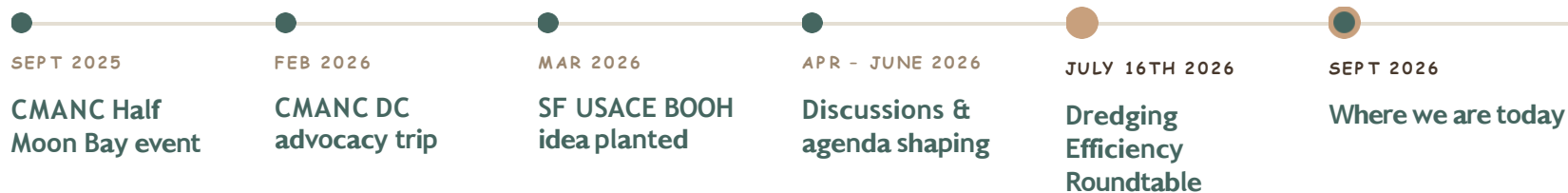
 Who & what

 Details

 Discussion

 Next steps

Milestone moments leading to the Roundtable



A working session, not a briefing

WHO WAS IN THE ROOM

USACE · CMANC member ports · dredging industry ·
regulatory partners

THE AIM

Discuss three priority challenges, identify strategies
for efficiency gains, and determine next steps and
decision makers who can take action.

“We’ve tried this before and nothing happened —so what’s different this time?”

JIM H. CMANC

The challenge that framed the day’s push for real accountability.

From shared diagnosis to named commitments

Ideas raised were captured live on a sticky wall and organised into a SMART roadmap across columns for Problems, Solutions, When, Next Steps, Blockers and Action Items—following a [who] does [what] by [when] format.



01

Ground-setting



02

Current-state diagnosis



03

Breakout ideation



04

SMART Start framework

CONTRACTING MECHANISMS

FUNDING

MORE EARLIER
BETTER COMMUNICATION
MORE AGILE

CHALLENGE RESTRICTIVE WORK WINDOWS

CHALLENGE REGULATORY-DRIVEN OPERATING CONSTRAINTS

CONTRACTOR SCHEDULE PERFORMANCE

AUTHORIZED DEPTH

Strategically timed survey
survey whole channel in 2026

Synchronize Shared Data

Alignment and Follow up

LTPA
app to prove equipment

DONT Segment the CHANNEL

"DISPOSAL" AND PLACEMENT SITES

Habitat Restoration
SAND DUNES

GRADE SEPARATION

Near SHORE PLACEMENT/ BEACH REINFORCEMENT

KPI QUANTITY OF MATERIAL MOVED

Identify an opportunity
eg. 24 additional through
biologically product
Habitat, biologically-rich

Contract language
Clause to allow
flexibility to hit
"high spots", change
and adjust

Regional Water
Board, propose using
previous grant's sampling
results to move to a
reservoir

Adjust contract lang
to set on the clock
to complete the proj.

Explore
pre-bid
locations for
Ben Reuse

Sample entire channel
to avoid variability

Regional Water
Board, propose using
previous grant's sampling
results to move to a
reservoir

"Dragging"
means
"high top"

CAN THIS Be done in

<1 year

1-2 years

Bound

EN?

February 2026

WATER BOARD CT

WATER BOARD EPA

WATER BOARD

NEXT STEPS

SHIFT TO A NATIONAL DREDGING PROGRAM

1. NEW PROCUREMENT
2. HIGH PRIORITY PDS
3. SMALL BUSINESS
4. STREAMLINING

Coordinating shared by project

BLOCKERS

Decisions made during procurement authorization phase
Protections left

TIME QUANTITY COST
RE-PROVISION

ACTION ITEMS

Survey Dredging
Habitat for
how its done
not dredging and
contracting maintenance
to help and connect to work

Adjust / Improve
Ordering quantity
Habitat

Need a next
round there
touch point

IS THIS POSS



NEW TECHNOLOGY

PERMITTING

Unsuitable material
Finding an alternative location

The day at a glance

59

TOTAL ATTENDEES

33

SURVEY RESPONSES

3

DEEP-DIVE TOPICS & CASE STUDIES

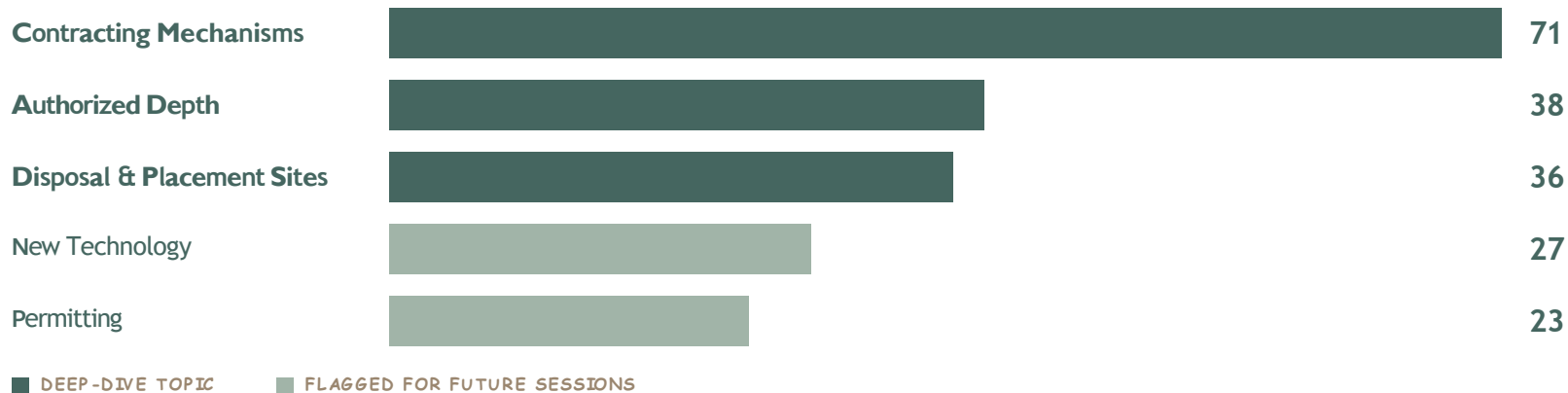
6.5

HOURS OF FACILITATED COLLABORATION

Source: CMANC Survey, 2023

Survey Results: Challenges by weighted priority

33 responses · ranked by 1st, 2nd and 3rd choice weighting. The top three received dedicated deep-dive time.



A new problem, raised in the room

NOT SURVEYED — ADDED LIVE

Unsuitable material

And the need to find alternative suitable placement locations for it.

OTHERS FLAGGED FOR FUTURE SESSIONS

- 01 West Coast hopper dredge coordination — aligning CA projects with the annual Columbia River deployment
2. Regulatory & resource agency collaboration & improved NEPA review
3. Harbor Maintenance Trust Fund reimbursements
- 04 Efficiency pathways for small & infrequent projects
- 05 Hydrographic survey standards — updating EM 1110-2-1003

RUN OF SHOW & SPEAKERS

AGENDA

0900	Coffee & networking
1000	Welcome & opening remarks
1015	Introductions & rules of engagement
1030	CMANC survey findings
1100	Topic 1—Contracting mechanisms
1300	Topic 2 —Achieving authorized depth
1400	Topic 3 —Disposal sites (two case studies)
1530	Closing comments & backbrief

WHO SPOKE

BG John P. Lloyd	Commander, USACE South Pacific Division — welcome & closing
Shannon Arnold	CEO & Founder, Path Strategy LLC — facilitation & survey findings
Jim McNally	President & CEO, Manson Construction Co. — contracting
Jeff Wingfield	Deputy Port Director, Port of Stockton — authorized depth
Gary Jones & Warren Ontiveros	LA County Dept. of Beaches & Harbors — disposal case study
Alexis Strauss-Hacker	Vice-Chair, SF Bay RWQCB — beneficial reuse

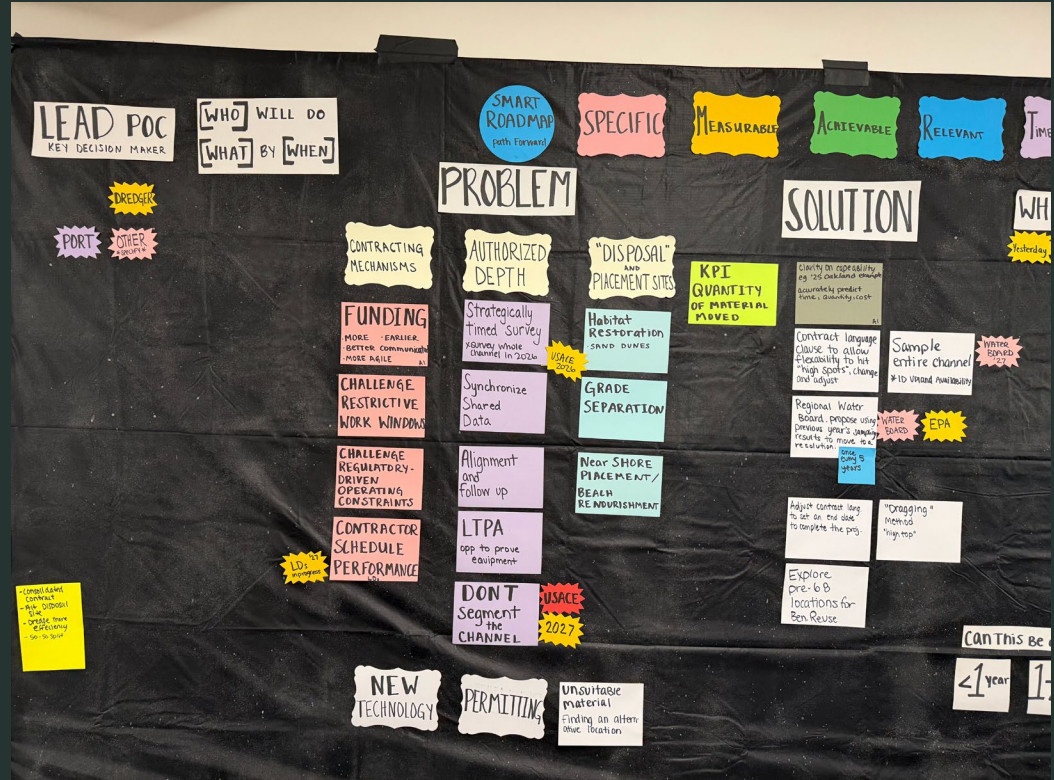
PART TWO

The three deep dives

-  Contracting mechanisms
-  Achieving authorized depth
-  Disposal & placement sites

Contracting mechanisms, as captured

Speaker: Jim McNally · President & CEO, Manson Construction Co.

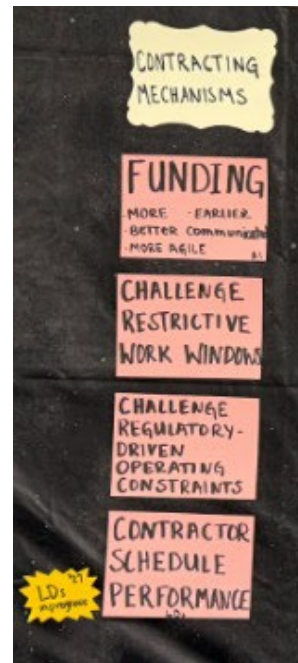


Contracting mechanisms

Presented by Jim McNally · President & CEO, Manson Construction Co.

PROBLEMS

- 01 **Funding** — more, earlier, better communicated, more agile
 - 02 Challenge restrictive work windows
 3. Challenge regulatory-driven operating constraints
 4. Contractor schedule performance — with meaningful liquidated damages
-



Match the tool to the scope

Presented by
Jim McNally, President & CEO, Manson Construction Co.

USACE is signalling a shift toward a nationally managed dredging program

Industry's view: national management could improve scheduling and consistency, but must be weighed against local knowledge and stakeholder ties.

The right mechanism = case-by-case.

CASE STUDY · OAKLAND O&M 2025

Procured by RFP, which reduced bid transparency. Finished about six weeks early—but left roughly 180,000 cy short of authorized depth due to funding limits.

POTENTIAL SOLUTIONS

Funding —more, earlier, better communicated and more agile. The single greatest lever.

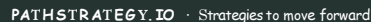
Work windows —challenge restrictive windows to improve capacity and scheduling efficiency.

Regulatory constraints —require operating constraints to justify their cost and schedule impact.

Liquidated damages —use meaningful LDs to incentivise contractor schedule performance. ★ LDS '27 · IN PROGRESS

Right-size procurement —IFBs for routine O&M; MA/TOC, prequalification, DBtB and OTA where trade-offs justify them.

- 🕒 Strategically timed survey
- 🔄 Synchronize shared data
- ☰ Alignment and follow up
- 🛡️ LTPA —opportunity to prove equipment
- 🗂️ Don't segment the channel



A 1.2-foot gap & impact



The gap directly limits vessel / cargo capacity and regional competitiveness.

- 🕒 **Survey timing** —surveying before seasonal sediment movement locks in an inaccurate baseline.
- 💬 **Communication gap** —USACE HQ believed the channel was held at 35 ft.
- 📐 **Segmented contracts** —build-up is left in the gaps between segments.

Presented by
Jeff Wingfield, Deputy Port Director Regulatory and Public Affairs, Port of Stockton.

POTENTIAL SOLUTIONS

Strategically timed survey —survey the whole channel in spring, after sediment moves. ★ USACE '26

Synchronize shared data —stakeholders, pilots and DC on the same picture of the channel.

Adjust contract language —an initial survey for contract purposes, then a pre-dredge survey; define a process to elevate survey-vs-pilot discrepancies. Include "end date" to complete the project.

LTPA —give contractors an opportunity to prove equipment capability.

"Dragging" / "high top" method —knock down the high spots between full dredge cycles.

Don't segment the channel —keep the entire channel in one contract for flexibility. (KPI: depth vs quantity of material removed). ★ USACE '27

Constraints

Presented by
Gary Jones & Warren Ontiveros, LA County Dept. of Beaches & Harbors
Alexis Strauss-Hacker, Vice-Chair, SF Bay Regional Water Quality Control Board

The nearshore case at Marina del Rey examined a nine-zone placement grid managed across multiple dredge cycles, constrained by capacity and proximity to a least tern nesting area. The regulatory case addressed beneficial reuse—in-bay placement, contaminated sediment handling, and the difficulty of finding alternative locations for unsuitable material.

PROOF POINTS · PORT OF STOCKTON

Antioch Sand Dunes habitat restoration and the Fyffe Grade Separation roadway fill were cited as beneficial reuse that already works.

POTENTIAL SOLUTIONS

Clarity on capability —accurately predict time, quantity and cost

Contract flexibility —allow mid-project changes to hit high spots.

Sample the entire channel and identify upland availability.

★ WATER BOARD '27

Regional Water Board proposal —use the previous year's sampling results to move toward resolution, coordinating with the Water Board and EPA.

★ WATER BOARD / EPA

Explore pre-68 locations for beneficial reuse, and set contract end dates to complete projects.

CRITICAL BREAKTHROUGH

General Directive issued to achieve authorized depth at the Port of Stockton.

Disposal & placement sites, as captured

Speakers: Warren Ontiveros · LA County Dept. of Beaches & Harbors

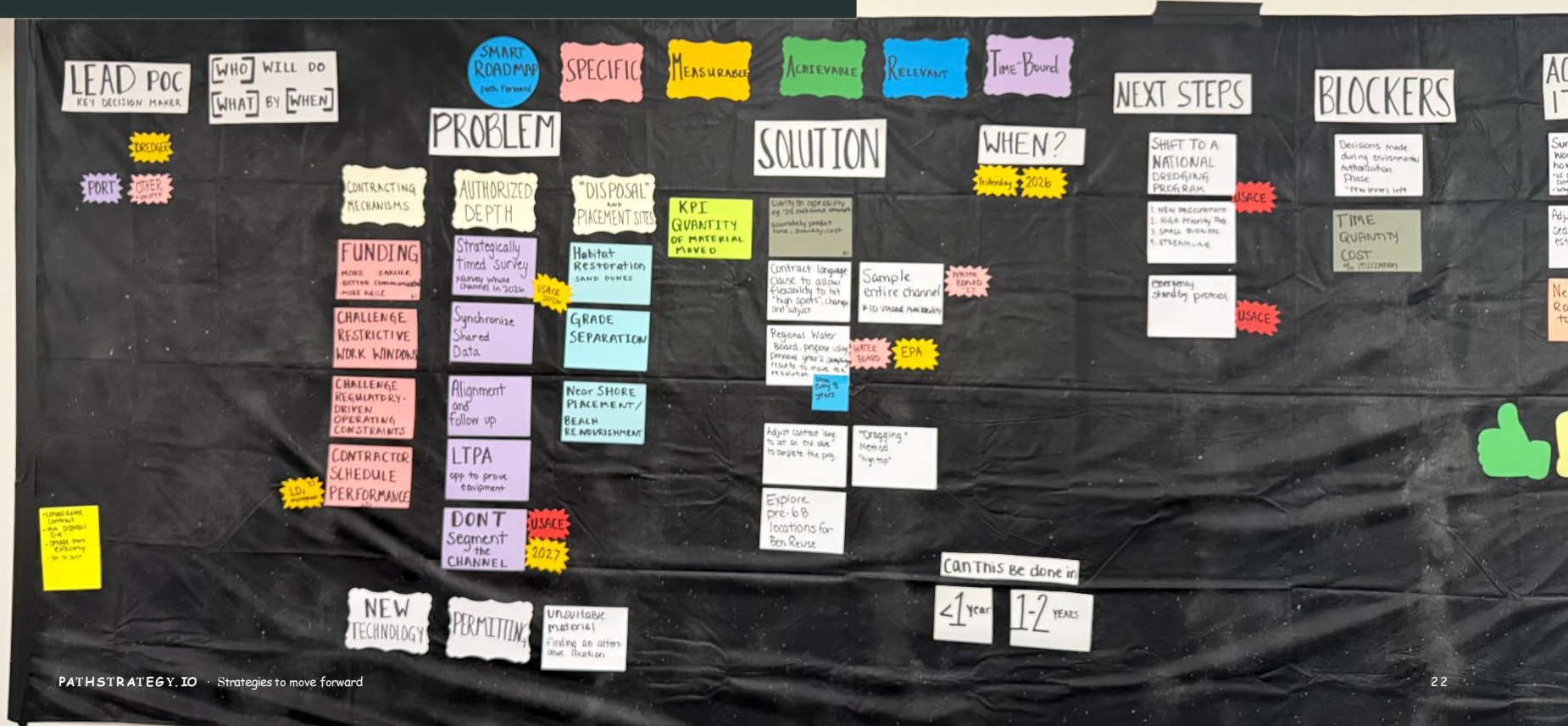
Alexis Strauss-Hacker · Vice-Chair, SF Bay Regional Water Quality Control Board

THE CARDS ON THE WALL

- 📍 Habitat restoration — sand dunes
- ⚡ Grade separation
- 🏠 Near-shore placement / beach renourishment



Problems, solutions, timing, owners — in one view



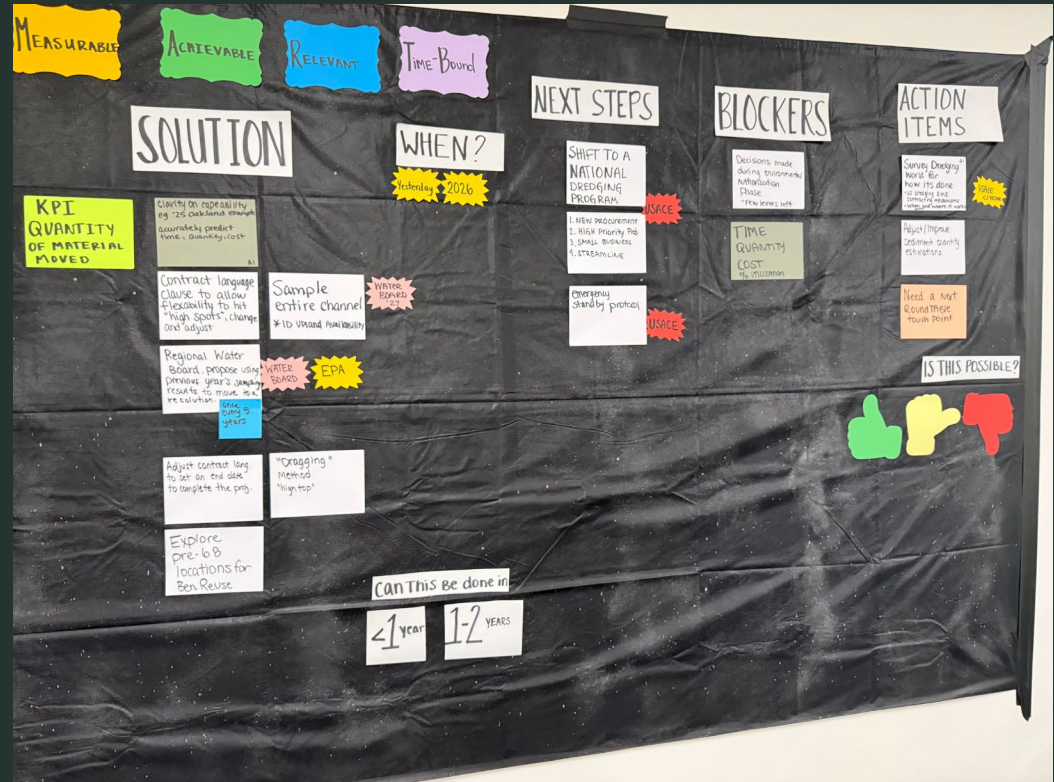
Solutions put forward

-
- ≈ **Clarity on capability** —accurately predict time, quantity and cost (KPI: quantity of material moved).
 - ✍ **Contract flexibility** —allow mid-project changes to hit high spots.
 - 🔍 **Sample the entire channel** and identify upland availability.
 - 👥 **Regional Water Board proposal** —use the previous year's sampling results to move toward resolution, coordinating with the Water Board and EPA.
 - 📍 **Explore pre-68 locations** for beneficial reuse, and set contract end dates to complete projects.
-

WALL DETAIL

Blockers & action items

The right-hand end of the wall, where next steps, blockers and action items were captured —with the date and agency flags that mark a named owner.



Blockers

Time, quantity and cost are tracked via percentage utilization as the underlying measure.

The KPI of quantity of material moved can, in some cases, work against achieving authorized depth.

Action items

Survey the “dredging world” —document how dredging is done today.

USACE · <1 YR

Adjust and improve sediment quantity estimation.

TBD · CONFIRM OWNER

Schedule the next Roundtable touch point.

PATH / CMANC

Feasibility check: the wall used a thumbs up /sideways /down vote against near-term timeframes (<1 year vs. 1–2 years). Named owners and the go/no-go call should be confirmed before wider circulation.

Emerging SMART goals: following the [who] does [what] by [when] framework ****more effort is needed here!

GOAL 01

Emerging SMART goal

Modernize contracting & funding for dredging

[USACE] Shift toward a nationally managed program with more agile funding, streamlined procurement, high-priority projects first [by when]

Shift to a national dredging program [USACE]
Establish an emergency standby protocol [USACE]
Survey how dredging is done today [USACE · <1 year]
Funding — more, earlier, more agile [KPI]

GOAL 02

Emerging SMART goal

Achieve authorized channel depth at Stockton

Achieve and sustain 35 ft, supported by surveys completed at the right time and the ability to dredge the high spots (leveraging Section 408).

Whole-channel spring survey [USACE · 2026]
Keep the channel in one contract [USACE · 2027]
Synchronize shared data across stakeholders, pilots and DC
LTPA; improve sediment quantity estimation

GOAL 03

Emerging SMART goal

Expand beneficial reuse & placement certainty

Increase certainty of placement capacity and widen beneficial-reuse adoption for dredged material.

Water Board sampling proposal [Water Board + EPA]
Sample channel, identify upland availability [Water Board · '27]
Sampling cadence once every 5 years [in progress]
Explore pre-68 locations for reuse

Challenge/ Opportunity: Change of command at South Pacific Division

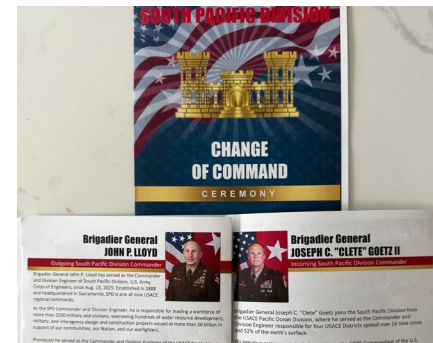
BG John P. Lloyd, who hosted and closed the Roundtable, has handed the colors to BG Joseph C. “Cleto” Goetz II, arriving from USACE Pacific Ocean Division. Carrying the Roundtable commitments —*hopefully*—into the new command.



PASSING OF THE COLORS



BG GOETZ · INCOMING COMMANDER



CEREMONY PROGRAM

What happens next

01

Confirm a named owner for each action item

Several remain TBD. Ownership & decision maker accountability is what turns the wall into a roadmap.

02

Circulate the outcomes summary

Distributed the draft outcomes to CMANC members on July 27th.

email or text me for a copy

03

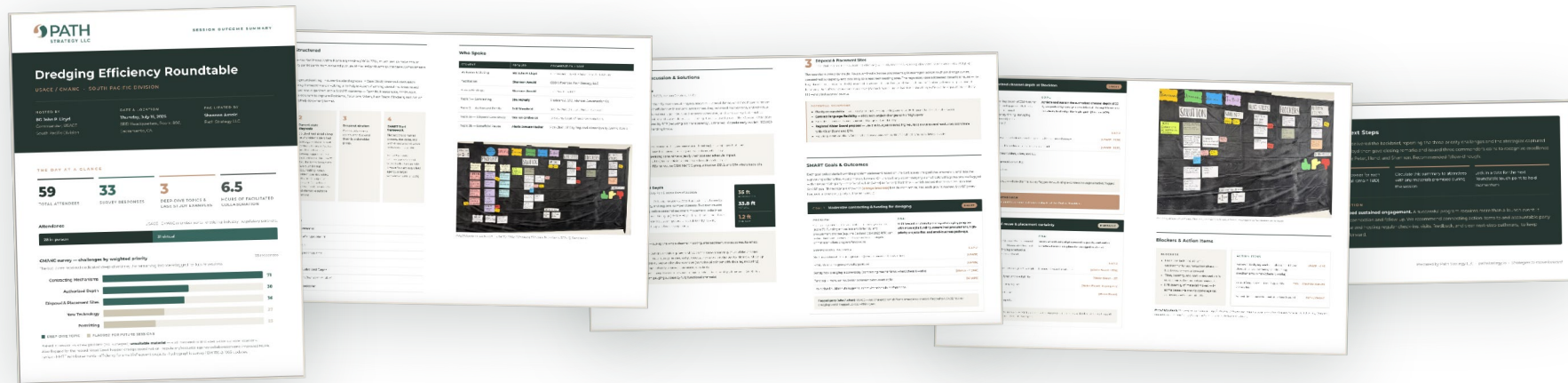
Lock in the next touch point

We need a contracting mechanism and another date to continue building momentum

RECOMMENDATION

Partnerships need sustained engagement. A successful program requires more than a launch event—connect every action item to an accountable party, a key decision maker, and a date. Hold regular check-ins, to keep things moving forward with velocity.

Roundtable Outcomes



Discussion

Input welcome on owners, dates, and the next Roundtable touch point.

CONTACT

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