



REVOLUTIONIZE

U.S. ARMY CORPS OF ENGINEERS

CIVIL WORKS



The Brazos Island Harbor Channel Improvement Project is part of the USACE Public-Private Partnership Pilot Program.
Photo: Port of Brownsville

Over the past two years, the U.S. Army Corps of Engineers (USACE) has been aggressively working to revolutionize delivery of the nation's infrastructure.

This brochure provides a snapshot of how USACE is improving the way we do business to save millions of tax-payer dollars and deliver high quality projects sooner.

The Revolutionize USACE Civil Works initiative has three objectives:

OBJECTIVE
01 Accelerate Project Delivery

OBJECTIVE
02 Transform Project Financing and Budgeting

OBJECTIVE
03 Improve Permitting and Regulation Reform

Visit our website to learn more:

<https://www.usace.army.mil/Missions/Civil-Works/Infrastructure/revolutionize/>

Have a comment or question? Contact us by email at: cw.infrastructure.team@usace.army.mil



"Working with the Corps to use the Section 1043 authority gives us more flexibility to innovate and fast track this important flood risk management project. Following Hurricane Harvey, it is particularly important that we use all available tools to reduce flood risks in our region to better protect our communities and economy from the next event. Working with the Corps to implement the Clear Creek project using this new authority and through alternative delivery methods will be essential to achieve this important objective."

- Russ Poppe, Executive Director, Harris County Flood Control District,
on the Clear Creek Flood Risk Management Project

OBJECTIVE
01

Accelerate Project Delivery

Innovative approaches to project delivery can result in starting and finishing projects sooner.

The Pipestem Dam is a high risk dam near Jamestown, North Dakota. A Dam Safety Modification Study was recently completed for the dam using a streamlined risk-informed decision-making process to save time and resources.

Photo: Omaha District



Success Stories

USACE is modernizing the traditional delivery of the Civil Works program to accelerate infrastructure projects. Significant actions that support this objective include:

1 Innovation

- Utilize innovative materials, construction practices, and design procedures.
- Expedite delivery of quality projects to improve performance, resilience, and reduce life cycle costs.

2 Streamline Project Delivery

- Expand risk-informed decision-making to the entire project life cycle to guide decisions and implement solutions faster.
- Improve acquisition by streamlining review and award processes, incorporating risk-based approaches, and encouraging alternative contract methods.
- Encourage all levels of the agency to delegate decision-making to streamline efforts and expedite project delivery.
- Implement recommendations to improve the Continuing Authorities Program by delegating decisions, increasing flexibilities, and streamlining delivery.
- Refine proposals to streamline and delegate Project Partnership Agreements and implement recommendations in 2020.

3 Partnering with Non-Federal Sponsors

- Provide training and tools and remove administrative barriers to further encourage our partners to take leadership roles with the completion of authorized studies and construction projects.

Clear Creek Flood Risk Management Project, Harris and Galveston Counties, TX

The non-Federal sponsor (NFS) is leading implementation of this project while USACE serves in an oversight role. Using the Water Resources Development Act (WRDA) Section 1043 authority, the NFS is provided the Federal share of funds, as needed, to construct the project on their own. The project is pursuing other innovative alternatives such as a design/build contract to expedite delivery of the project.

Pipestem Dam, Jamestown, North Dakota

Pipestem Dam is a high risk dam near Jamestown, North Dakota. USACE's Omaha District started a Dam Safety Modification Study in 2018 to identify options to reduce risk due to erosion concerns in the spillway.

The Pipestem Dam Safety Modification Study was one of the first to be conducted using the risk-informed planning process adapted for dam safety issues. Using this process, the Project Delivery Team was able to complete the study and develop a Risk Management Plan under budget and within one year (as opposed to the three years typically required for a planning study).

The greatest efficiencies were gained by making risk-informed screening decisions early in the planning process. These early screenings allowed the team to identify a more focused array of plans to carry forward for detailed analyses, saving time and resources. Risk-informed decision-making was also used when evaluating the risk management plans allowing for more efficient decision-making.

The cost and schedule were significantly reduced by integrating risk-informed decision-making into all aspects of the Dam Safety Modification Study.



"The innovative delivery of the Fargo-Moorhead Diversion with a Public Private Partnership has accelerated delivery, reduced risk to tax-payers while providing significant public benefits. Working with the Corps on this new approach and revolutionizing the Corps' delivery process has enabled this project to be a reality. Upon completion, this project will safeguard our community and local economy. We appreciate the Corps' efforts to be innovative with project delivery and this truly revolutionary partnership."

*-Joel Paulsen, Diversion Authority Executive Director,
on the Fargo-Moorhead Metropolitan Area Public Private Partnership Pilot Project*

OBJECTIVE
02

Transform Project Financing and Budgeting

Alternative financing approaches and new budgeting processes can speed up project delivery in a constrained fiscal environment.

The Los Angeles River Ecosystem Restoration Project is one of the public private partnership pilot projects the USACE is further developing.

Photo: City of Los Angeles, CA



Success Stories

USACE is exploring a variety of alternative financing mechanisms to accelerate project delivery with fewer resources and less Federal involvement. Ongoing efforts include:

1 Alternative Financing Tools

Alternative financing mechanisms can speed up project execution and deliver benefits earlier and more efficiently.

Federal Loans
The Corps Water Infrastructure Financing Program (CWIFP), as authorized by the Water Infrastructure Finance and Innovation Act (WIFIA), is a Federal loan program that can provide low interest loans and reduce borrowing costs for non-Federal entities.

P3 Strategies
Public Private Partnerships (P3) can provide upfront funding and leverage appropriations, while optimizing local participation and promoting project delivery.

2 Innovative Funding Partnerships

USACE is exploring innovative approaches and partnering opportunities with non-Federal sponsors to improve delivery and share risk.

USACE is exploring:

- Tools and approaches used by other agencies.
- Indemnification and liability considerations.
- Increased flexibility and acceptability of work completed by non-Federal entities.
- Budget approaches that enhance efficiency and streamline project delivery.

P3 Pilot Program

There are currently three projects in the program:

- Fargo-Moorhead Metropolitan Area Flood Risk Management Project (under construction) - protect Fargo-Moorhead-West Fargo metro area during times of extreme flooding using a variety of flood protection measures.
- Brazos Island Harbor Channel Improvement Project (designated pilot, ready for implementation) – deepen the Port of Brownsville ship channel from 42 feet to 52 feet among other features.
- Los Angeles (LA) River Ecosystem Restoration Project (under development) – restore ecosystems, provide improved water quality and recreation features for a span of 11 miles along the LA River near downtown LA.

USACE will be requesting information and input on additional conceptual P3 projects in 2020.

More information about the P3 Pilot Program, including project status, can be found at: https://www.usace.army.mil/Missions/Civil-Works/Infrastructure/Infra_P3_program/.

Corps Water Infrastructure Financing Program (CWIFP)

- USACE is actively developing the Federal loan program CWIFP authorized through the WIFIA.
- In addition to signing a Memorandum of Understanding with the Environmental Protection Agency (EPA), developing a draft credit subsidy model, and a draft program plan, USACE has completed draft program and fee rules.

More information on CWIFP can be found at: <https://www.usace.army.mil/Missions/Civil-Works/Infrastructure/revolutionize/CWIFP/>.





OBJECTIVE

03

Improve Permitting and Regulation Reform

Streamlined environmental reviews can result in accelerated delivery of the nation's infrastructure.

Using a synchronized review, the New England District processed the Regulatory Permit and Section 408 review for operations activities and maintenance dredging at the Bath Iron Works facility on the Kennebec River, Bath, Maine, specializing in design, construction and support of U.S. Navy vessels.

Photo: New England District



Success Stories

USACE is streamlining permit processes and eliminating duplicative reviews to expedite permit decisions for infrastructure projects. Ongoing actions include:

1 Permitting Processes

- **Nationwide Permits:** Streamline processes and pre-construction notification requirements.
- **Guidance:** Review all existing national level guidance and refresh or rescind as appropriate to ensure relevance and clarity.
- **Modify Civil Works Projects (Section 408):** Continue to assess Section 408 review procedures and incorporate lessons learned to ensure transparency and efficiency in processing Section 408 requests.
- **Tracking Systems:** Enhance the public website for tracking the status of submitted individual permit applications and requests to modify Civil Works projects (Section 408).

2 Mitigation

- Provide additional guidance to clarify mitigation requirements and processes.
- In coordination with the Environmental Protection Agency (EPA), review the mitigation bank and in-lieu fee program and approvals to identify changes that will result in improved and more efficient compensatory mitigation projects.

Environmental Reviews and Permits

- USACE published a Regulatory Guidance Letter clarifying the time frames for Tribes, states, and the EPA to act on requests for Clean Water Act Section 401 Water Quality Certification for discharges into Waters of the United States authorized by Department of the Army permits.

Modifications to Civil Works Projects (Section 408)

- Established single point of contact for incoming Section 408 actions at each District.
- Completed local operating procedures to better synchronize the processing of actions requiring Regulatory Permits and Section 408 permissions.
- Status information for individual permit requests are now available on the USACE public website.
- Under revised guidance issued in 2018, many Districts are now developing Categorical Permissions to expedite the authorization of minor activities having low potential to adversely affect the operation or performance of the Federal project.
- These changes provide a more straightforward and simplified approach for entry into the USACE review process, streamline the processing of actions requiring Section 408 permissions and better synchronize reviews for those actions also requiring a Regulatory Permit.

Mitigation

- USACE published a Regulatory Guidance Letter providing guidance on credit release schedules for mitigation banks and ensuring equivalency in service areas for mitigation banks and in-lieu fee programs.





Successful Partnerships are Key to Revolutionizing USACE



Partners, Army Civil Works and USACE leaders participating in the Revolutionize USACE Civil Works National Partner Listening Session, May 2019.

USACE is taking a different approach for this initiative by working with stakeholders, exploring innovative tools, simplifying processes, and pursuing alternative financing approaches. Over the past two years, USACE has engaged partners from the Civil Works missions to gain insight into specific actions that would improve delivery. Partners have identified the need to better leverage relationships with non-Federal sponsors and improve two-way communication, especially when developing and/or changing policies and guidance. The partners also expressed support for more local decision-making which has resulted in increased delegations of authority across the agency. These insights have helped facilitate change throughout USACE Civil Works.

While it will take time for USACE partners to fully see the accomplishments of Revolutionize USACE Civil Works, there have been significant improvements. This initiative would not be successful without the support and input we have received from our partners. Working together, we can revolutionize USACE and accomplish critical projects more efficiently and effectively.

Future Focus Areas for Revolutionize USACE Civil Works include:

OBJECTIVE

01

Accelerate Project Delivery

- Streamline Continuing Authorities Program
- Improve Project Partnership Agreements
- Additional Delegation of Decisions
- Emergency Supplemental Projects: Lessons Learned become Enterprise Best Practices

OBJECTIVE

02

Transform Project Financing and Budgeting

- P3 Pilot Program: Development of current P3 pilot projects and identify additional pilots in 2020
- CWIFP Federal Loan Program: Implement program and issue loans, subject to appropriations.
- Multi-year budgeting/funding to increase flexibilities

OBJECTIVE

03

Improve Permitting and Regulation Reform

- Mitigation: Revisit Mitigation Rule, based on partner input and lessons learned, revise as appropriate
- Educate and Inform: Review all existing guidance and refresh as needed
- Permitting: Renew Nationwide Permits and modify as necessary
- Waters of the U.S.: Continue to work with the EPA to develop clear and appropriate implementation materials

“The Port of Brownsville, in partnership with the Corps, has been able to develop innovative solutions to maintain competitiveness with foreign ports and expand U.S. energy dominance. Working collaboratively with three liquified natural gas facilities, this innovative delivery approach will enable timely completion of the navigation project. Completion of these projects will be a HUGE win for our local economy by providing more than 7,000 construction jobs and 600 permanent jobs. It’s a win-win solution, and we are excited to move forward with this project and to lead the way with innovative solutions to finance and deliver Corps projects.”

- Eduardo A. Campirano, Port Director & CEO, Port of Brownsville, on the Brazos Island Harbor Channel Improvement P3 Pilot Project

Feedback

To provide feedback on Revolutionize USACE Civil Works visit: <https://www.usace.army.mil/Missions/Civil-Works/Infrastructure/revolutionize/> and ‘click’ the ‘Feedback Button’ in the upper left corner.

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