

# REVOLUTIONIZE USACE CIVIL WORKS

Michael Voich  
U.S. Army Corps of Engineers

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US Army Corps  
of Engineers®



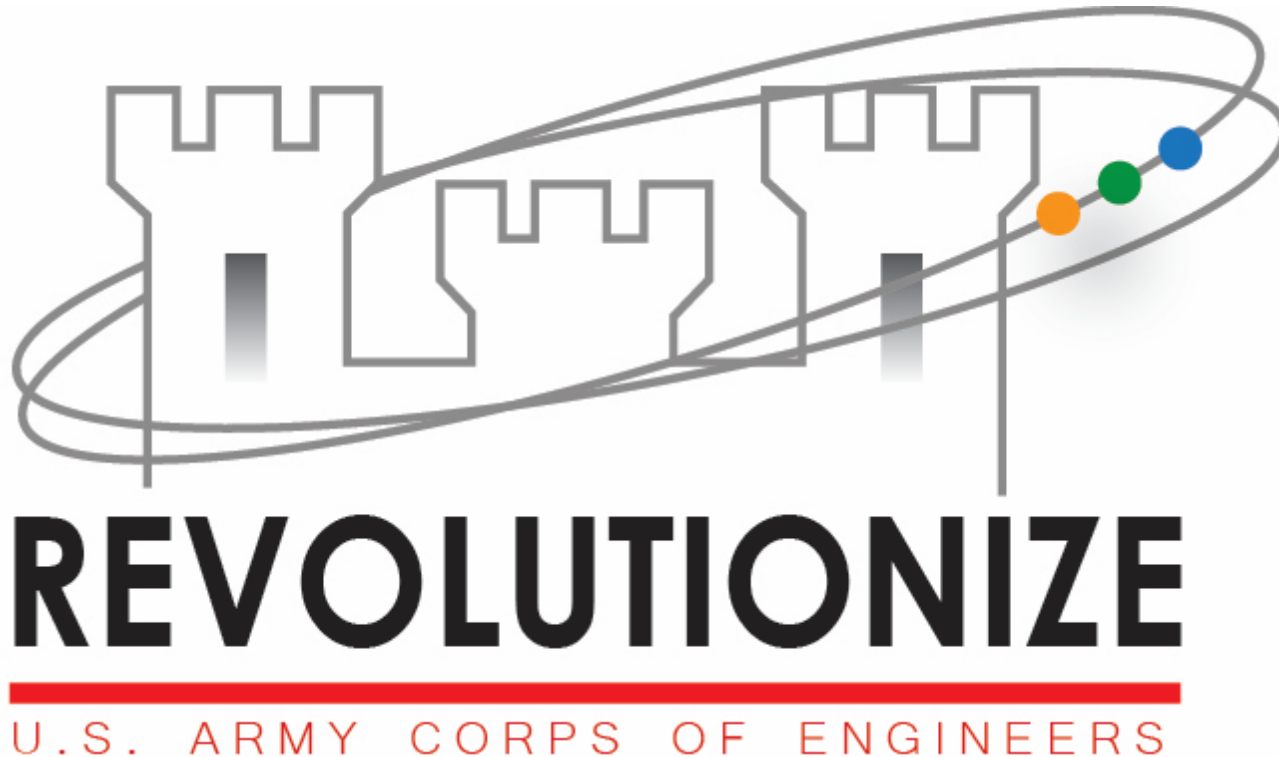
LA River P3 Pilot Concept, CA



The Fargo-Moorhead Metropolitan Area  
Flood Risk Management Project



# REVOLUTIONIZE USACE CIVIL WORKS



**GOAL:** Revolutionize USACE Civil Works (CW) to expedite delivery of our nation's infrastructure by synchronizing actions, developing new tools, and streamlining activities.

**WHO:** Dedicated and resourced USACE Infrastructure Team of HQ and field staff to lead efforts working with a Senior Review Group composed of HQ CW and ASA(CW) leadership in conjunction with our partners.

**World-Class Delivery**



**Real-World Impact**





# REVOLUTIONIZE USACE CIVIL WORKS



## OBJECTIVE 1: Accelerate Project Delivery

Goal: Start and finish  
projects Faster



## OBJECTIVE 2: Transform Project Financing & Budgeting

Goal: More efficient  
project delivery using  
alternative financing  
tools and new  
budgeting processes



## OBJECTIVE 3: Improve Permitting & Regulation Reform

Goal: Streamlined  
permit processes and  
elimination of duplicative  
reviews to expedite  
delivery of projects



# REVOLUTIONIZE USACE CIVIL WORKS



## Accelerate Project Delivery

### Accomplishments to Date:

- **Project Delivery:**
  - ✓ Execution of Authorized Projects by Non-Federal Sponsors: Issued WRDA18 Sec 1153 implementation guidance
- **Risk Informed Decision Making and Delegations of Authority:**
  - ✓ Section 408 permissions
  - ✓ MSCs/Districts empowered to make decisions on policy for Emergency Supplemental Projects
  - ✓ Planning: MSC approval of feasibility milestones; Single policy and legal review

### Key Actions in Progress:

- **Delegate Decision Making:** Continuing to delegate decision making authority to the lowest possible level.
- **Streamlining Acquisition:** Continuing to implement additional acquisition changes to accelerate project delivery.
- **Innovation / Streamlining Project Execution:** Continuing to revise our business process to accelerate project execution and pursue innovative methods to design/construct projects.
- **Update Policy & Guidance:** Continuing to update policy & guidance



# REVOLUTIONIZE USACE CIVIL WORKS



## Transform Project Financing and Budgeting

### Accomplishments to Date:

- **P3 Policy:**
  - ✓ ASA (CW) Guidance issued Sep 2018
  - ✓ Request for information – Federal Register notice closed Apr 2019
  - ✓ 4 of 8 projects selected for further development
- **WIFA Loans:**
  - ✓ EPA MOU signed
  - ✓ Draft credit subsidy model completed
  - ✓ Program structure and rules
- **Civil Works Budgeting:**
  - ✓ Analysis of inefficient funding streams
  - ✓ Draft metrics that increase leveraging of Federal funds

### Key Actions In Progress:

- ❑ **P3 Proposals:**
  - ❑ P3 proposals under evaluation (6-24 mo. completion)
  - ❑ New call for proposals – Jan 2020
- ❑ **WIFIA:**
  - ✓ Finalize credit subsidy model
  - ❑ Credit subsidy appropriation necessary to issue loans
- ❑ **Civil Works Budgeting:**
  - ❑ Finalize multi-year capital plan approach
  - ❑ Develop specific actionable recommendations



# CIVIL WORKS FUNDING CHALLENGES



- **Infrastructure Investment = Global Challenge**
- **Corps Civil Works Portfolio:**
  - 3,000+ existing Operational Projects valued over \$250B with significant Operation and Maintenance (O&M) requirements
  - Existing Federally Authorized but Unconstructed Projects valued at over \$100B
- **Expanding Demands for Infrastructure Maintenance, Operations, and Capital Investment**
  - O&M budget to serve over \$250B in existing infrastructure
  - Non-federal dams and levees - estimated \$120B investment need
  - New Federally Authorized Projects in all areas
- **Corps annual budget ~\$5B**  
*...Requirements Significantly Outpacing Resources...*
- **We have a Math Problem! And a Partnership Opportunity!**







# CORPS WATER INFRASTRUCTURE FINANCING PROGRAM (CWIFP)



## CWIFP – Federal Loan Program

- Shared authority with EPA – Water Infrastructure Financing and Innovation Act (WIFIA)
- Finalize program structure and issue rules – Spring 2020
- Notice of Funding Availability: FY2020, subject to appropriations
- Non-Federally owned, operated and maintained projects:
  - Flood Risk
  - Ecosystem Restoration
  - Improve waterways and harbors
- EPA - **\$60M** appropriations ➡ **\$6B** in loans ➡ **\$12B** infrastructure investment.



Corps Water  
Infrastructure  
Financing Program



# PUBLIC PRIVATE PARTNERSHIP (P3) PROGRAM

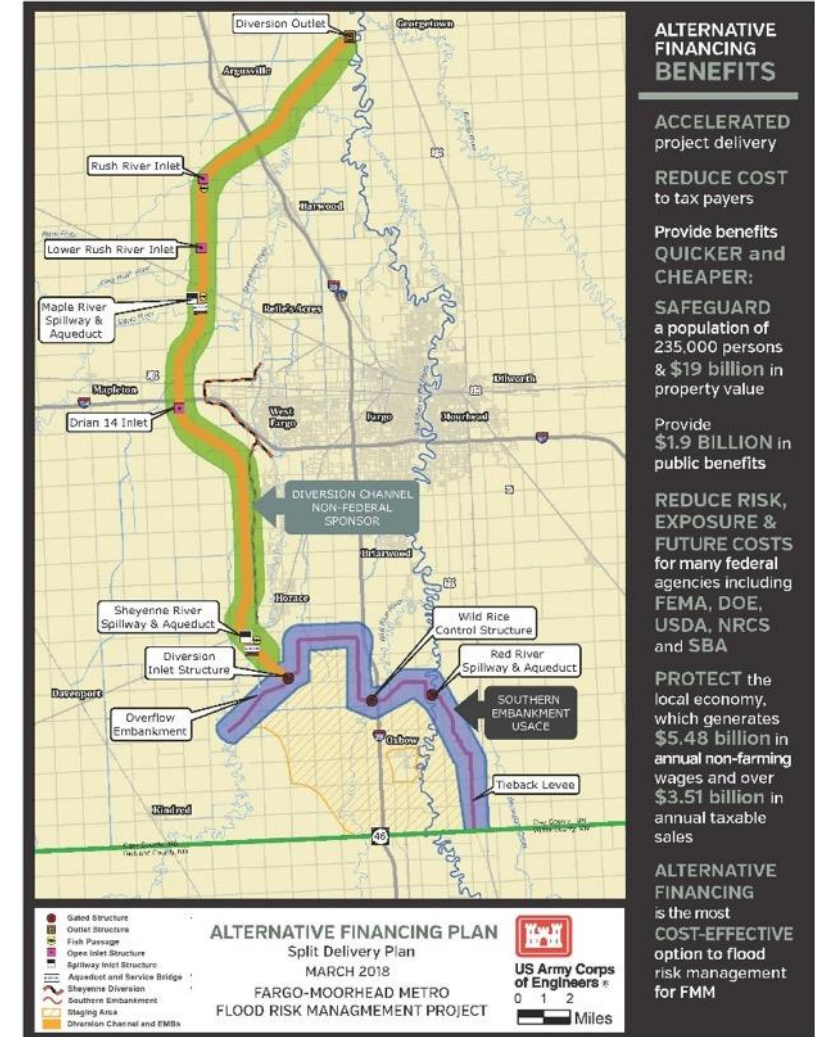


## Fargo-Moorhead Flood Risk Management P3

- \$2.4B Federal project – Split Delivery – Corps and Non-Federal sponsors responsible for distinct reaches
- Non-Federal DBFOM contract, anticipated close 2020
- 3 shortlisted firms, resumed contract actions in 2019
- Corps - lead on NEPA and advisory capacity for P3

## P3 Projects selected for additional development

- Program Objective – innovative approaches to reduce costs and expedite delivery
  - Soo Locks, MI
  - LA River Ecosystem Restoration, CA
  - Brazos Island Harbor Channel Improvement, TX
  - Sabine Pass to Galveston Bay Coastal Storm Risk Management, TX
- Request for Information ~January 2020 for additional proposals



[https://www.usace.army.mil/Missions/Civil-Works/Infrastructure/Infra\\_P3\\_program/](https://www.usace.army.mil/Missions/Civil-Works/Infrastructure/Infra_P3_program/)





# REVOLUTIONIZE USACE CIVIL WORKS



## Improve Permitting and Regulation Reform

### Accomplishments to Date:

- ✓ Streamlined Section 408 (mods to CW projects)
- ✓ Alignment of Section 404/10/103 and 408 Programs
- ✓ Lead District policy for projects that span multiple districts
- ✓ Improved Public Access to Tracking Systems
- ✓ Mitigation - Regulatory Guidance Letters:
  - ✓ on removal of obsolete structures
  - ✓ on credit release schedules for mitigation banks and equivalency in service areas
- ✓ One Federal Decision Implementation Guidance
- ✓ Guidance for State Assumption under Section 404(g)
- ✓ Regulation Reform – reviewed 53 regulations

### Key Actions In Progress:

- ☐ **Waters of the US**
  - ☐ Step 1: Re-codify pre-2015 definition
  - ☐ Step 2: Promulgate revised definition
- ☐ **Mitigation:** Revise 2008 Mitigation Rule to streamline third party mitigation process and approvals
- ☐ **Nationwide Permits:** Streamline processes and pre-construction notification (PCN) requirements
- ☐ **Improved Transparency and Consistency:** Review all existing guidance and modify, replace or rescind as necessary
- ☐ **Tracking Systems:** Established public website to view the status of some permit applications. Improve availability of information on status of 408 reviews.
- ☐ **Civil Works Projects:** Eliminate duplicative reviews for authorized Civil Works projects undertaken by non-Federal interests



# REVOLUTIONIZE USACE CIVIL WORKS



## Strategic Communication

- Working to share information on our efforts and get feedback from our partners on a regular basis
- In-person partner sessions, webinars, discussions at partner meetings
- Website, social media posts, email updates



USACE Civil Works leaders visit the Folsom Dam Joint Federal Project. By partnering with the Bureau of Reclamation, USACE completed the project faster and more cost-effectively. Photo by Michael J. Nevins

**REVOLUTIONIZE**  
U.S. Army Corps of Engineers  
WORLD-CLASS DELIVERY ■ REAL-WORLD IMPACT  
February 2019

**Revolutionize USACE Civil Works**  
The U.S. Army Corps of Engineers (USACE) is working to revolutionize delivery of the nation's infrastructure.

Successful USACE Civil Works project delivery supports the nation's current and future infrastructure priorities. Speeding up project delivery—focusing on innovative ways to deliver high quality outcomes sooner—is a top USACE priority.

USACE Civil Works initiatives and related enterprise actions have been grouped into **three mission-critical objectives**:

- OBJECTIVE 01** Accelerate Project Delivery
- OBJECTIVE 02** Transform Project Financing and Budgeting
- OBJECTIVE 03** Improve Permitting and Regulation Reform

 U.S. Army Corps of Engineers  
BUILDING STRONG®

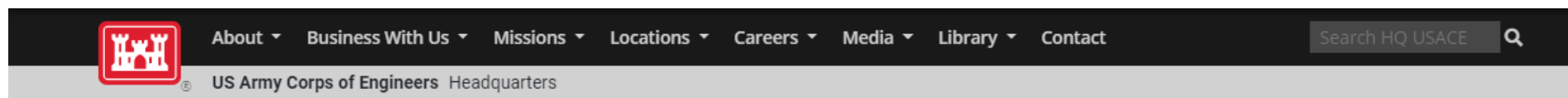
[www.usace.army.mil](http://www.usace.army.mil)  
[cw.infrastructure.team@usace.army.mil](mailto:cw.infrastructure.team@usace.army.mil)



# PARTNER FEEDBACK



- We are incorporating feedback received from our partners into our efforts.
- Feedback to date has been posted to our Revolutionize USACE CW website.



[Home](#) / [Missions](#) / [Civil Works](#) / [Infrastructure](#) / [revolutionize](#) / [rev\\_feedback](#)

## Revolutionize USACE Civil Works Feedback

USACE welcomes and encourages feedback from our partners and staff on the Revolutionize USACE CW initiative. Some of the feedback that we have received to date is summarized below. This list will be updated with USACE actions to address the input as those actions are further developed.

### General Comments

- **Leverage Non-Federal Partners:** USACE should pursue better ways to leverage relationships with non-federal partners, such as WRRDA Section 1043, streamlining acceptance of non-Federal funding, and sharing control and risk on projects.  
**ACTION:** USACE is actively working with non-Federal partners to better understand what changes need to be made to improve non-Federal implementation of projects and better leverage non-Federal capabilities.
- **Access to Information:** USACE should do a better job sharing information to avoid the use of Freedom of Information Act (FOIA) requests.  
**ACTION:** USACE is currently looking at ways to revamp external webpages to make them more user friendly for our partners. Making the information easy for partners to find will hopefully support better information sharing. Additionally, the Director of Civil Works has been sending out USACE update emails to partners that include the latest information on policy and other matters. To be placed on the distribution list, please email [CW.Infrastructure.Team@usace.army.mil](mailto:CW.Infrastructure.Team@usace.army.mil).
- **WRDA Implementation Guidance:** Partners have requested a more transparent and involved process with better two-way communication in the development of WRDA implementation guidance.  
**ACTION:** USACE is working to improve involvement of partners in the development of new WRDA implementation guidance.

### Objective 1: Accelerate Project Delivery

- **Acquisition and Procurement Processes:** USACE should explore ways to streamline the procurement process and increase transparency and participation.





## FURTHER INFORMATION AND CONTACT



- **USACE website for information:**  
<https://www.usace.army.mil/Missions/Civil-Works/Infrastructure/revolutionize/>
- **USACE CW P3 public website:**  
[https://www.usace.army.mil/Missions/Civil-Works/Infrastructure/Infra\\_P3\\_program/](https://www.usace.army.mil/Missions/Civil-Works/Infrastructure/Infra_P3_program/)
- **USACE Corps Financing Program website:**  
<https://www.usace.army.mil/Missions/Civil-Works/Infrastructure/revolutionize/WIFIA/>
- **Direct input, feedback, or meeting requests to:**  
[CW.Infrastructure.Team@usace.army.mil](mailto:CW.Infrastructure.Team@usace.army.mil)