**Introduction:** The U.S. Army Corps of Engineers (USACE) has fully embraced the Administration’s infrastructure priorities over the last two years. In 2017, USACE established an Infrastructure Team to lead the implementation of various efforts to accelerate project delivery with less Federal involvement for both Civil Works projects and project proposals from other entities that are evaluated by the Regulatory Program. As we have advanced the infrastructure initiative efforts, USACE has broadened the focus to “Revolutionize USACE Civil Works” which includes three overarching objectives: 1) Accelerate Project Delivery; 2) Transform Project Financing and Budgeting; and 3) Improve Permitting and Regulation Reform. Through the efforts identified below, USACE Districts have saved hundreds of months of time in project schedules, accelerating project delivery. Additional information on Revolutionize USACE CW can be found at [https://www.usace.army.mil/Missions/Civil-Works/Infrastructure/revolutionize/](https://www.usace.army.mil/Missions/Civil-Works/Infrastructure/revolutionize/). Significant accomplishments to date and planned actions are highlighted below:

**Permitting:**

1) **Streamlined Section 408 Permission Requests** – During 2017 and 2018, USACE implemented significant changes to streamline Section 408 permissions (modifications to completed Civil Works projects). Official guidance was released in September 2018 to formalize the following changes:

- **Delegations** – Delegated decision making to Division or district. Most decisions reside at the district level which eliminates weeks of review time.
- **Limited Applicability to Navigational Servitude** – Narrowed the scope of Section 408 permissions by providing a more limited applicability to navigational servitude.
- **Excluded Applicability to Non-Federal Sponsor OMRRR Activities** - Section 408 permission is not needed for non-Federal sponsor operations, maintenance, repair, replacement, and rehabilitation (OMRRR) activities that restore Civil Works projects to existing conditions.
- **Elimination of 60% Design Requirement** – Removed the requirement for a 60% design to be submitted with requests. This gives districts the ability to work with sponsors on a case specific basis to determine the minimum level of information necessary to make appropriate decisions rather than imposing an arbitrary “one-size-fits-all” approach.
- **Developed Notification Timelines** – Established timelines for review and decisions for Section 408 requests.

2) **Synchronize Reviews of Section 404/10/103 and 408 Programs** – In 2018, USACE implemented additional changes to better align the Section 404/10/103 (Regulatory permits) with the Section 408 permissions (modifications to completed projects). Intent is to ensure early coordination for project proposals that require both a Section 404/10/103 permit and a Section 408 permission. The changes include:

- **Lead District** – Provided guidance to establish a “lead district” to manage permits/permissions that span multiple districts and states (such as linear pipeline projects). (May 2018)
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✓ Single Point of Contact (POC) – Provided guidance to further align these programs by establishing Regulatory as the single district-level POC and initial entry point for all permits and permissions. (Aug 2018)
✓ Standard Operating Procedures (SOPs) - Districts/Divisions finalized draft SOPs guiding program synchronization, the following concepts: (Mar 2019)
  i. Single Decision Document – In cases that require both a Regulatory standard individual permit and a Section 408 permission, there will be one lead office for environmental compliance one decision document, and one coordinated transmittal letter.
  ii. Aligned Section 10 and Section 408 Reviews – In cases when the scope of analysis for a Section 10 and Section 408 decision are the same, a single Section 10 decision will be issued to cover both.

3) Improved Public Access to Tracking Systems – In 2018 and continuing into 2020, USACE will be enhancing public access to our tracking systems for Section 404/10/103 and Section 408 requests. Improvements include:
  ✓ Geospatial Reference (Regulatory) – Added a geospatial component to provide a map query interface and search capabilities. (Oct 2018)
  ✓ Additional Status Information (Regulatory) – Added information such as the date the application is determined federally complete and the date the action is coordinated with the U.S. Fish and Wildlife Service/National Marine Fisheries Service under Endangered Species Act (if applicable). (Dec 2018)
  ✓ Established public-facing portal for obtaining Section 408 permission status (Dec 2018)

4) Mitigation:
  ✓ In September 2018, USACE issued a new Regulatory Guidance Letter clarifying the determination of mitigation credits for the removal of obsolete dams and other structures in rivers and streams. This provides clear and consistent guidance to USACE staff and mitigation providers and increases predictability for project planning.
    o In February 2019, USACE issued a new Regulatory Guidance Letter providing guidance on credit release schedules for mitigation banks and ensuring equivalency in service areas between both mitigation banks and in-lieu fee programs.

5) One Federal Decision (EO 13807):
  ✓ In April 2018, USACE entered into an MOU with ten other Federal Agencies committing to implementation of One Federal Decision (OFD). In September 2018, USACE issued implementation guidance for Civil Works feasibility projects and the Regulatory Program projects and participated in interagency coordination meetings.

6) State Assumption Under Section 404(g) of the Clean Water Act:
  ✓ In July 2018, USACE issued guidance clarifying the categories of waters appropriate for USACE to retain when a Tribe or state requests assumption of permitting responsibilities under Section 404(g) of the Clean Water Act.
We are currently working with the State of Florida and the State of Arizona as they process their requests to assume permitting responsibilities under Section 404(g) with U.S. Environmental Protection Agency (USEPA). Several other states have also expressed some level of interest in assumption and USACE stands ready to provide information to those states as appropriate.

7) **Wetland Delineations:**
   ✓ The U.S. Department of Agriculture (USDA) and Army(CW) finalized a contract for a review of wetland delineation processes of each agency using USDA funds and contract. (2020)
   o The intent is to inform a path forward to establish a “federal” wetland delineation process that is universally compliant with statutory obligations while providing a predictable, consistent process to landowners, work is ongoing.

8) **Regulation Reform:**
   ✓ During 2017 and 2018, USACE published a Federal Register Notice listing 53 regulations subject to review under Executive Order 13777 which aims to alleviate unnecessary regulatory burdens placed on the American people.
   ✓ The Department of Defense Task Force has approved our recommendations to modify or replace 19, repeal 17, and retain 17 regulations. During 2019, USACE is working to implement the recommendations.

**NON-PERMITTING:**

1) **Focus on Project Delivery (not Process):**
   ✓ In July 2018, USACE issued guidance establishing aggressive delivery targets and timelines for the $17.4B emergency supplemental program. The guidance directs a focus on project delivery rather than processes.
   ✓ In January 2019, guidance was published to the Divisions and districts to authorize USACE senior leaders the authority to grant an exception to policy based on a risk-informed analysis.

2) **Streamlined Acquisition:**
   ✓ During 2018, USACE sought and received concurrence to implement the following changes to streamline acquisitions: delegation of peer review requirements; authority to consolidate certain contract actions delegated to district level; and, increased the threshold for certain contract consolidations. These changes reflect a risk based approach to acquisition.
   o During 2019, we will continue to identify and implement where possible additional acquisition changes to support accelerated project delivery

3) **Risk-Informed Decision Making** – In May 2018, initial USACE guidance was issued to implement risk-informed decision making within the Planning phase and will soon be expanded to the entire life cycle phase of project delivery. Several recent project successes include:
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✓ New Soo Lock Economic Validation Report – Concurrent reviews to fast-track project delivery and key decisions/direction resulted in completion of the report seven months earlier with potential avoided costs of ~$100M.

✓ Bluestone Dam – Awarded cofferdam construction 30 months early by using risk-informed decision making to make key decisions, phasing the work, and deciding to use Government Furnished Materials.

✓ Tulsa and West-Tulsa (TWT) Levees Local Protection Feasibility Study - Study is on track to be completed in two years, instead of the typical three years, through an aggressive approach to manage risk and delegate decision making from Headquarters to the Division.

✓ Pipestem Dam - Completed the dam safety modification study in one year instead of the typical 3 - 6 years by making risk-informed decisions and better characterizing uncertainty to improve decision-making. This will accelerate the budgeting and construction and reduce life-safety risk.

4) Delegations of Authority:
✓ During 2018, USACE identified potential authorities that could be delegated to lower levels to support accelerated project delivery. To date, we have completed 22 specific delegations. Examples include delegation of the 408 permissions, delegation of Independent External Peer Review (IEPR) decisions, delegation of model certifications, and the acquisition delegations listed above.

✓ Issued Director’s Policy Memorandum “Employing MSC and District Technical Expertise and Professional Judgment to empower delivery of the 2018 Emergency Supplemental Program” allowing Division/District teams authority to make authoritative decisions regarding USACE policy and guidance. (Jan 2019)

5) Execution of Authorized Projects by Non-Federal Sponsors – Allowing non-Federal sponsors to complete authorized studies or construction can accelerate delivery of projects with less Federal involvement. Current authorities (WRDA sections 203 and 204 and WRRDA section 1043) allow potential credit for reimbursement of the Federal share, subject to certain requirements. We are embracing the following additional opportunities:

✓ In April 2019, we issued Implementation Guidance for Section 1153 of WRDA 2018 which updates WRDA Section 204 to provide that Federal permits are not required when a non-Federal interest constructs a USACE water resources development project under a written agreement that ensures compliance with the USACE’s legal and technical requirements.

✓ Implementation guidance for WRRDA 2014 Section 1043(b) program was executed on 6 May 2019.

6) WIFIA Loans – USACE is developing a loan program authorized by the Water Infrastructure Finance and Innovation Act (WIFIA). Use of WIFIA loans on projects can save borrowers as much as 30% of the cost and allows non-Federal entities to construct infrastructure that is critical to the nation.

✓ Army executed a Memorandum of Understanding with USEPA to formalize agency agreement to share WIFIA tools, processes, and lessons-learned for the benefit of both agencies. (Jul 2018)

✓ USACE developed a program plan consistent with OMB Circulars A-129 and A-11.
USACE has completed a draft credit subsidy model that can be used to determine credit subsidy rates.

7) **Innovative Funding Partnerships** – A Public Private Partnership (P3) program provides an alternative delivery model for Civil Works project sponsors. P3s can accelerate delivery, reduce life-cycle costs, and minimize risk, while providing greater control to non-Federal entities. Cost and time savings of using P3 can be greater than 20% for each project.

- Army issued guidance to re-start a pilot P3 program within USACE, in September 2018. The policy addresses how P3 proposals will be considered and how selected P3 projects will be incorporated into budget policy.
- USACE issued a Request for Information from public stakeholders and non-Federal sponsors for information pertaining to conceptual P3 projects, ending in April 2019.
  - USACE is evaluating the eight project specific proposals received and will identify which projects warrant further development in Summer 2019.

8) **Multi-year Portfolio Plan** – A multi-year portfolio plan approach would provide transparency, minimize inefficient funding challenges and support accelerated project delivery. Decreasing uncertainty and increasing flexibility will directly improve portfolio delivery.

- USACE has completed an analysis on the cost of inefficient funding streams, which is as much as 2% per year above inflation and is doing additional analysis.
- USACE developed draft metrics that increase leveraging of Federal funding as well as project benefits and can be used to accelerate completion of the existing portfolio. (Apr 2019)
- We have also identified areas where increased flexibility would result in improved execution of both annual appropriations and completion of projects.
  - Over the next six months, we will continue to develop concepts and suggest changes that increase transparency, flexibility, and execution.

9) **Inland Waterways Partnership with USDA:**

- In July 2018, we established a partnership with USDA to explore opportunities to cooperate on projects that highlight the importance of waterways to the U.S. agriculture economy.
- In September 2018, USDA executed an agreement for a study on the value of inland waterways to the U.S. agriculture which is expected to be finalized in May 2019.

**COMMUNICATION:**

1) **Strategic Communication of Revolutionize USACE CW** - USACE has engaged with partners on actions to support the Administration’s infrastructure priorities, Revolutionize USACE Civil Works, and innovative funding partnerships.

- Webinars on Revolutionize USACE CW and the USACE public private partnership pilot program were held in 2018 and 2019.
✓ A communication and outreach plan for Revolutionize USACE CW was developed to provide the communication goals and objectives for the initiative. (Feb 2019)