US Army Corps of Engineers
(Corps or USACE)
Civil Works SUMMARY
Agency Recovery Act Plan

31 March 2010

Overview

The American Recovery and Reinvestment Act (Recovery Act or ARRA) is an unprecedented effort to jumpstart the Nation's economy, create or save millions of jobs, and address long-neglected challenges so the country can flourish in the 21st century. It is an extraordinary response to a crisis unlike any since the Great Depression. Key components of the Recovery Act include mandates to educate the public about the Act; be transparent in showing how, when and where funds from the Recovery Act are being spent; and be accountable by producing data that allows the American public to evaluate the Recovery Act's progress and provide feedback.

The goals of the Recovery Act are: to preserve and create jobs and promote economic recovery; assist those most impacted by the recession; provide investments needed to increase economic efficiency by spurring technological advances in science and health; invest in transportation, environmental protection and other infrastructure that provide long-term economic benefits; and to stabilize State and local government budgets, in order to minimize and avoid reductions in essential services and counterproductive state and local tax increases.

The Recovery Act provided funding to the U.S. Army Corps of Engineers (Corps) to accomplish these goals through the development and restoration of the Nation's water and related resources. There is also funding to support permitting activities for protection of the Nation's regulated waters and wetlands and cleanup of sites contaminated as a result of the Nation's early efforts to develop atomic weapons.

The Recovery Act provides $4.6 billion to the Corps Civil Works appropriations as follows:

»	Investigations, Recovery Act	$0.025B
»	Construction, Recovery Act	$2.000B
»	Operations & Maintenance, Recovery Act	$2.075B
»	Regulatory Program, Recovery Act	$0.025B
»	Formerly Utilized Sites Remediation Action Program (FUSRAP), Recovery Act	$0.100B
»	Mississippi River & Tributaries (MR&T), Recovery Act	$0.375B
»	TOTAL	$4.600B

This agency-wide Recovery Act Plan defines the Corps' Civil Works mission consistent with the Recovery Act objectives; provides an overview of the Civil Works Business Programs and outlines allocations of ARRA funds for the Civil Works Business Programs.

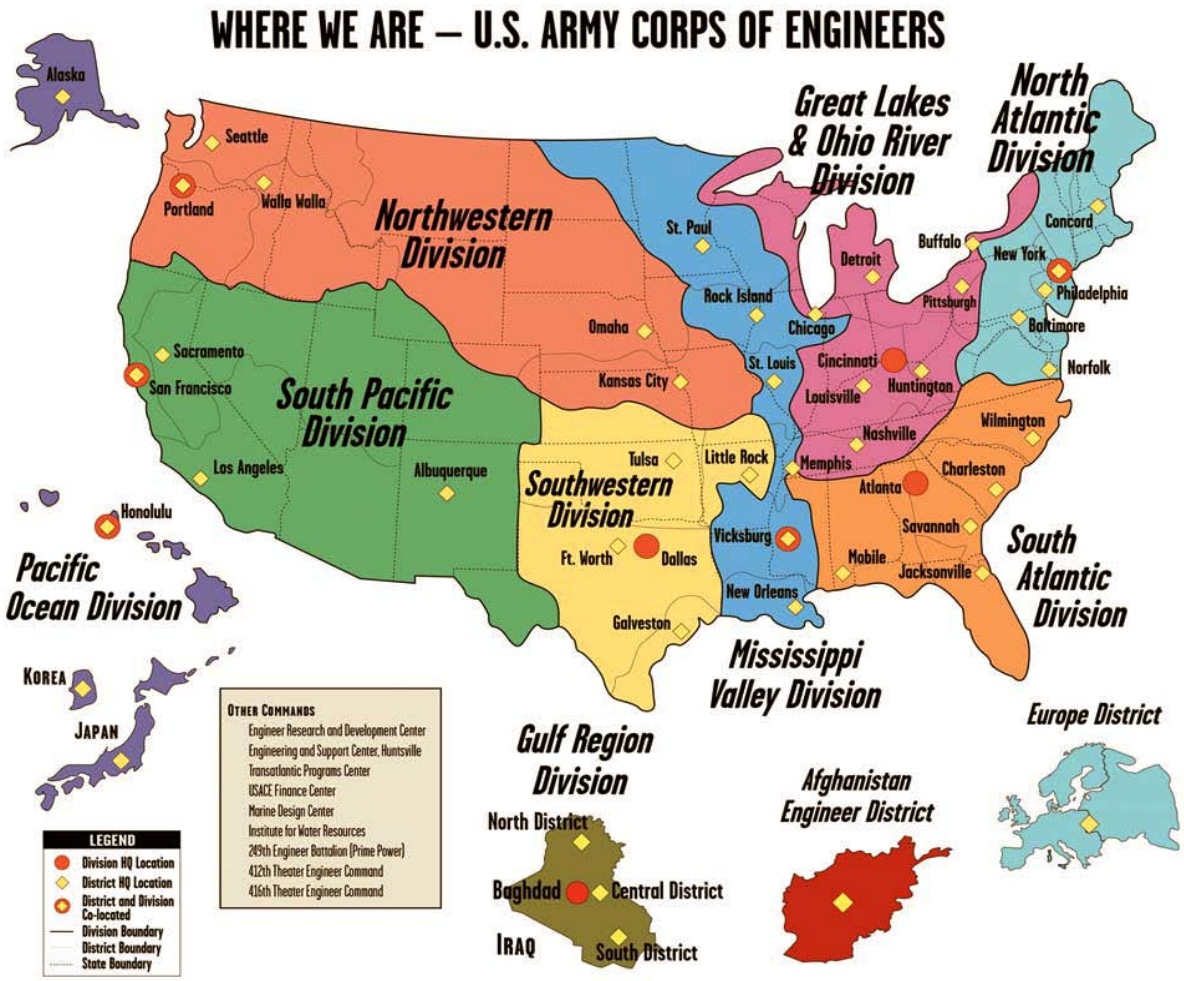
Additionally, this plan addresses systematic processes in place for senior leadership to review regularly the progress and performance of major programs, including identification of risk and appropriate application of corrective actions. As the plan is executed and conditions change program adjustments are made to achieve the established performance targets. The Corps oversees expenditure of funds with full transparency and accountability through the Corps Recovery Act web-site located at: http://www.usace.army.mil/recovery/pages/projects.aspx.

Organization of the U.S. Army Corps of Engineers

The Corps is an executive branch agency within the Department of Defense and a Direct Reporting Unit within the Army. The Corps manages four program areas that include civil works, military construction, real estate, and research and development. The entire organization employs about 34,550 people, including about 800 military personnel. Approximately 22,600 of the civilian employees work in the Civil Works area. The Corps is one of the world's largest public engineering, design and construction management agencies leveraging expertise through contracts with civilian companies for all construction and most design work.

The Corps' organization consists of a headquarters located in Washington, D.C., nine divisions, and 45 districts, of which 38 carry out civil works responsibilities in the United States. Division and district geographic boundaries are mainly aligned with watershed boundaries. The Corps also maintains several world-renowned research and development laboratories that contribute to the civil works mission.

Oversight of the Corps' Civil Works Program is provided by the Assistant Secretary of the Army for Civil Works who is responsible for overall policy direction and oversight for all aspects of the Civil Works mission. An Army officer serves as the Chief of Engineers to oversee execution of both the civil works and military programs. The Chief of Engineers delegates authority for leadership and management of the Civil Works program to the Deputy Commanding General for Civil Works and Emergency Preparedness and to the civilian Director of Civil Works.



Civil Works Mission

The Civil Works Program was established in 1824. Civil Works projects are authorized by various Water Resources Development Acts and funded by annual appropriations for Energy and Water Development, plus contributions from local sponsors for many projects.

The Corps uses eight business programs to accomplish its mission. These programs represent the framework in forming a holistic systems approach to defining and solving our Nation's water resources challenges:

(1) Emergency Management,

(2) Environment – which is comprised of Aquatic Ecosystem Restoration, Formerly Utilized Sites Remediation Action Program (FUSRAP) and Environmental Stewardship

(3) Flood Risk Management

(4) Hydropower

(5) Navigation

(6) Recreation

(7) Regulatory

(8) Water Storage for Water Supply

These are further described under “Civil Works Business Programs” below

The program provides safe and reliable waterways; reduce risk to people, homes, and communities from flooding and coastal storms; restore and protect the environment; provide power to homes and communities; provide educational and recreational opportunities; prepare for natural disasters and act when disaster strikes; ensure water supplies; and much more.

Recovery Act Project Selection

As of March 2010, the Corps’ list of Recovery Act-funded Civil Works projects includes approximately 830 ARRA projects broken into the following categories: 175 construction projects, 533 Operation and Maintenance projects, 45 Mississippi River and Tributaries projects, 66 Investigations projects, and 10 projects under the Formerly Utilized Sites Remedial Action Program (FUSRAP) and one Regulatory project. The majority of the Regulatory Program funds are distributed to Corps districts based upon workload. The projects selected represented a set of productive investments that contribute to economic development and aquatic ecosystem restoration. Consistent with congressional guidance that allocation of Recovery Act funds maximize national benefits, the Corps allocated Recovery Act construction funds based on the economic and environmental return of ongoing projects.

The Corps follows the Recovery Act’s general principle to manage and expend funds to achieve the Act’s stated purposes, including commencing expenditures and activities as quickly as possible consistent with prudent management and consistent with the President’s direction provided in the Executive Memorandum of 20 March 2009 - Ensuring Responsible Spending of Recovery Act Funds. In that Memorandum, the President directed agencies to ensure Recovery Act funds are expended responsibly and transparently and to select projects on merit-based principles.

Additional project selection criteria suggested in the Joint Explanatory Statement accompanying the Act states that projects, programs or activities (PPAs) accomplished with Recovery Act dollars will:

- Be obligated/executed quickly;
- Result in high, immediate employment;

- Have little schedule risk;
- Be executed by contract or direct hire of temporary labor; and
- Complete a project phase, a project, an element, or will provide a useful service that does not require additional funding.

The selected projects are distributed broadly across the United States to spread employment and other economic benefits across the nation. The list of Corps projects and details by Business Program is located at the link below. The link directs the reader to a Corps state map providing the number of projects by state. Upon clicking the title "Show projects by business program" the reader can navigate by Business Program to see project listings by name, state, planned funding amount and a brief project description. This site is updated as project lists are approved for revision by the Office of Management and Budget (OMB). The Interagency and International Support (IIS) shown on the map is not a business program. Funds for IIS are provided to the Corps from others for their work to be accomplished. Infrastructure (water distribution and wastewater treatment) shown on the map is not a business program but is noteworthy to the public to view projects under way with ARRA funds.
http://www.usace.army.mil/RECOVERY/Pages/ProjectLocationsbeta.aspx.

Program Funding Tables

At the onset of implementing the OMB M-09-15 funding guidance, the Corps- Civil Works prepared a cross-walk by Business Program based upon planned funding allocation known in April 2009 that depicted the Program-Specific Recovery Act Plans, see Table 1. Additionally, each business program prepared anticipated funding schedules to provide a snapshot of detail planned funding located in the plans. These numbers have been updated since April 2009 and are displayed in Table 2. Additionally, the revised OMB's ARRA Financial and Operational Review Report (FOR) track Corps' funds by appropriation. The link to the Program-Specific Plans and the latest FOR reports can be found at:
http://www.usace.army.mil/RECOVERY/Pages/ARPlansReports.aspx

The Recovery Act funding of Work Packages by Business Program (as of 31 Mar 2010) is outlined below.

Table 1

American Recovery and Reinvestment Act 2009 (ARRA)
Funded Business Program / Account Cross-Walk ($ Millions)

As of 31 Mar 2010

Business Programs:	***ARRA Appropriation Accounts***						
	I	***C***	***O&M***	***MR&T***	***FUSRAP***	***REG***	***TOTAL***
Flood Risk Management	*15.6*	*678.5*	*459.9*	*291.0*			***1,445.0***
Hydropower		*105.0*	*227.3*				***332.3***
Navigation	*4.0*	*683.8*	*987.3*	*49.3*			***1,724.4***
Environment							
Aquatic Ecosystem Restoration	*5.0*	*309.7*		*6.2*			***320.9***
Stewardship			*110.4*	*1.8*			***112.2***
FUSRAP					*99.5*		***99.5***
Regulatory						*24.9*	***24.9***
Recreation			*287.1*	*24.8*			***311.9***
Water Storage for Water Supply	*0.3*		*1.0*				***1.3***
Emergency Management 1/							
Environmental Infrastructure 2/		*221.0*					***221.0***
Executive Direction & Management 3/	*0.1*	*2.0*	*2.0*	*1.9*	*0.5*	*0.1*	***6.6***
TOTAL	***25.0***	***2000.0***	***2075.0***	***375.0***	***100.0***	***25.0***	***4600.0***

1/ Emergency Management Business Program is not funded by ARRA

2/ Environmental Infrastructure (water distribution and wastewater treatment) is not a Business Program, but appropriated not less than $200M in the Recovery Act

3/ Section 411 (as amended), Recovery Act authorizes up to .5% of funds for Management and Oversight

I = Investigations, Recovery Act; C= Construction, Recovery Act; O&M = Operation and Maintenance, Recovery Ac
MR&T = Mississippi River and Tributaries, Recovery Act; FUSRAP = Formerly Utilized Sites Remedial Action Plan,
Act; REG = Regulatory Program, Recovery Act

Table 2 displays progress of the business programs measured by obligations and expenditures. Detailed plans for the various business programs and information on measures, objectives and substantive progress can be found at: http://www.usace.army.mil/recovery/pages/projects.aspx However, the project of interest should first be located by Business Program at: http://www.usace.army.mil/RECOVERY/Pages/ProjectLocationsbeta.aspx

RECOVERY ACT	Net Obligations to Mar 10 $millions	Planned Obligations to End of FY10 $millions	Planning Obligations to End of FY11 $millions	Net Expenditures to Mar 10 $millions	Planned Expenditures to End of FY10 $millions	Planned Expenditures to End of FY11 $millions
I - INVESTIGATIONS	21.1	24.6	25.0	9.8	19.1	23.1
I - ENV	4.1	4.8	4.8	1.9	3.7	4.5
I - FRM	13.1	15.3	15.6	6.1	11.8	14.3
I - NAV	3.4	3.9	4.0	1.6	3.1	3.7
I - REC	0.4	0.5	0.5	0.2	0.4	0.5
I - OTHER	0.0	0.1	0.1	0.0	0.1	0.1
C - CONSTRUCTION	1262.5	1840.2	1924.8	345.3	846.4	1662.5
C-ENV	214.6	312.8	327.2	58.7	143.9	282.6
C-ENV INF	138.9	202.4	211.7	38.0	93.1	182.9
C-FRM	391.4	570.5	596.7	107.0	262.4	515.4
C-NAV	454.5	662.5	693.0	124.3	304.7	598.5
C-HYDRO	63.1	92.0	96.2	17.3	42.3	83.1
O&M - OPERATION & MAINTENANCE	1671.8	2044.6	2075.0	719.8	1535.7	1973.8
OM-ENV	83.6	102.2	103.9	36.0	76.8	98.7
OM-FRM	384.5	470.3	477.7	165.5	353.2	454.0
OM-NAV	783.7	958.5	971.6	337.4	719.9	925.3
OM-REC	234.1	286.2	290.8	100.8	215.0	276.3
OM-HYDRO	183.9	224.9	228.5	79.2	168.9	217.1
OM- WATER SUPPLY	2.0	2.5	2.5	0.9	1.9	2.4
MR&T - MISSISSIPPI RIVER & TRIBUTARIES	318.0	368.0	371.6	148.5	257.4	355.9
MRT-ENV	27.6	32.0	32.3	12.9	22.4	30.9
MRT-FRM	229.8	266.0	268.5	107.3	186.0	257.2
MRT-NAV	41.3	47.7	48.2	19.3	33.4	46.2
MRT-REC	8.3	9.6	9.7	3.9	6.7	9.3
MRT- WATER SUPPLY	11.0	12.7	12.9	5.1	8.9	12.3
FUSRAP	96.6	99.3	99.7	19.4	40.4	83.0
REGULATORY	16.1	25.0	25.0	11.6	21.1	25.0
Totals	*3386.3*	*4401.7*	*4521.1*	*1254.4*	*2720.1*	*4123.31*

Business Program Summary	Net Obligations to Mar 10 $millions	Planned Obligations to End of FY10 $millions	Planning Obligations to End of FY11 $millions	Net Expenditures to Mar 10 $millions	Planned Expenditures to End of FY10 $millions	Planned Expenditures to End of FY11 $millions
Total Environmental	468.9	654.3	679.4	147.4	339.8	565
Aquatic Ecosystem	246.4	349.6	363.8	73.5	170.0	238
Stewardship	83.6	102.2	103.9	36.0	76.8	108
FUSRAP	96.6	99.3	99.7	19.4	40.4	89
Infrastructure*	138.9	202.4	211.7	38.0	93.1	130
Flood Risk Management	1018.8	1322.0	1358.6	385.9	813.4	1,138
Navigation	828.4	1010.2	1026.0	358.2	756.3	1,058
Recreation	242.8	296.3	301.0	104.8	222.1	311
Hydropower	247.0	316.9	324.7	96.4	211.2	296
Water Supply	13.1	15.2	15.4	6.0	10.8	15

***Environmental Infrastructure is not a Business line**

Competition on Contracts & Contract Types

The Corps has developed a strategy for executing the requirements for Recovery Act work that supports Military and Civil Works, Facilities Sustainment, Restoration & Modernization (FSRM), Homeowners Assistance Program (HAP), and International and Interagency Services (IIS). The Corps plans to utilize a diverse mix/pool of contractors via previously and newly awarded Multiple Award Task Order Contracts (MATOCs), Single Award Task Order Contracts (SATOCs) and individual contracts. Task orders will be negotiated against an IDC or placed against a MATOC contractor through fair opportunity. We estimate that this contracting mechanism will save significant time in the procurement cycle of each project; further reducing overall costs. All contracts will be fixed price unless it is in the best interest to the government to choose another contract type.

The planned strategy is also indicative of the Corps' past support and continued commitment toward ensuring contracting opportunities for the Small Business community. Accordingly, set-aside awards with highly qualified firms from within the socioeconomic contracting categories of 8(a), HUB-Zone, Women Owned, and Service Disabled Veterans will be established to ensure that all customer goals and objectives are exceeded, in concert with the achievement of all Army Small Business goals. Small businesses will be utilized to the greatest extent possible, based on market research conducted within the region.

Steps taken to maximize competition

All contracts and task orders are competed using full and open competition procedures or fair opportunity. After award of initial indefinite delivery contracts IAW FAR 16.505(b)(1) and DFARS 216.505(b), competition among the pool of contractors for project specific, fixed price task order requirements is expected to result in fair and reasonable pricing and fair opportunity for all contractors in the subject pool. Task order proposals may require submission of a technical proposal in one package and the price proposal in a separate package in order to make a best value determination. Other task orders may be competed on the basis of price alone. The proposed procurements will be synopsized in the Federal Business Opportunities for 30 days in accordance with FAR 5.203. All responsive, responsible firms may submit a proposal. Those projects advertised under the authorized set-aside programs will be restricted to firms meeting the eligibility requirements for that socioeconomic group. To maximize competition, the Corps will not require previous government experience on some projects. The Corps plans to maintain the 91% competition goal for Recovery Act programs.

Steps taken to remediate competition decline

The Corps continues to emphasize conducting market research, using sources sought notices, and holding industry days/outreach efforts to promote competition in FY09/FY10. The contracting divisions aggressively pursue the development of sources on each solicitation, through market research, publication of contracting opportunities in FedBizOpps, soliciting competition, and participating in source development events. These efforts promote supporting competitive environments across the Corps for submission of bids and proposals. Specific plans for competition decline include increasing acquisition training that is targeted towards identified needs of the districts, and continuing to challenge barriers that restrict competition, including unnecessarily restrictive specifications and statements of need.

Management Oversight

Upon implementation of the Recovery Act, the Corps consistently provides and coordinates the necessary resources to ensure overall program success. The senior accountable official for oversight of the Corps Civil Works is the Assistant Secretary of the Army for Civil Works. The Corps' headquarters senior management executive team oversees implementation and execution; establishes and publishes policies and procedures; and ensures balance and transparency in managing regular Corps work and Recovery Act work. The Corps Civil Works coordinates efforts with the White House' Recovery Implementation Office (RIO), Office of Management and Budget (OMB), and the Department of Defense.

Additionally, the senior executive oversight team is facilitated by a Stimulus Project Delivery Team (PDT) that meets weekly to discuss and resolve Recovery Act matters. The team's responsibility includes the tracking of Recovery Act obligations, awards, and

expenditures; and overseeing the reporting process. The PDT coordinates and shares processes routinely with members of the RIO, Committee on Transportation and Infrastructure, Department of Defense (DoD), DoD Inspector General and with the American public through telephonic and web feedback. The PDT is represented by employees assigned to the Directorate of Civil and Emergency Operations, Directorate of Military and International Operations, Office of the Chief Counsel, Office of Internal Review, Office of the Engineer Inspector General, Directorate of Resource Management, Directorate of Contracting, Directorate of Corporate Information, Directorate of Human Resources, and the Offices of Small Business and Public Affairs.

Program Risk Management

The Corps utilizes the guiding principles of risk management in accordance with OMB Circular A-123, Management's Responsibility for Internal Control, to assist in identifying and assessing risks; and in developing and implementing controls that lead to making the right decisions. The Corps' Recovery Act Risk Management Plan builds upon its internal control program to ensure adequate controls are in place and operating effective to safeguard government assets. As part of this internal control program, division commanders and headquarters staff leaders are required annually to certify they have reviewed existing controls and verified that the controls are in place and effective. To augment this annual process, the Corps requires subordinate commands and headquarters staffs to provide additional certification to ensure Recovery Act unique requirements are being met.

Throughout the Corps, numerous in-place assessment tools exist that include managing risks in all programs. The Corps supplemental guidance developed specifically for monitoring the use of Recovery Act funds provides additional controls to ensure the program's efficiency, execution and overall success. Recovery Act management control checklists are designed to capture progress and/or deficiencies in the areas of program performance, reporting, human capital, acquisition processes, financial controls and functionality of operational systems that monitor and report Recovery Act data.

Agency plans and public reporting are accomplished through a number of venues aimed at providing assistance and transparent information to the public relative to the Corp's Civil Works Recovery Act Program. The Corps' Recovery.gov web-site track and report the program's overall activities and progress. This information is located at: http://www.usace.army.mil/recovery/Pages/ARPlansReports.aspx.

Civil Works Business Programs

Civil Works directly impacts America's prosperity, competitiveness, quality of life and environmental stability. In March 2004 the civil works leaders published a strategic plan providing a framework for enhancing the sustainability of America's resources. The strategic goals listed in the plan support the strategic direction of the Corps over the

five-year period from FY 2004 – FY 2009. The Civil Works Strategic Plan 2010-2014 entitled, "Sustainable Solutions to America's Water Resources Needs" is under final review for future release and publication. The approved Stimulus projects are consistent with guidance performance measures to meet desired outcomes.

Transparency of the Corps' Business Program processes is a vital element of a successful operation. Daily communications among leaders are carried out to address performance and execution of the Recovery Act program funds tracked by business line and appropriation. Army Civil Works economic infrastructure is an investment, it is not an expenditure. Investing in this infrastructure does not deprive other programs and objectives of resources. Rather, it is an enabler. By promoting national economic growth, this infrastructure provides the resources to help other programs to achieve the objectives. The principal objective of Federal investment in Civil Works economic development projects (especially flood and storm damage, navigation, and hydropower projects) is to maximize national economic development, consistent with environmental protection.

The Corps uses eight business programs to accomplish its Civil Works mission and represent the framework in forming a holistic systems approach to defining and solving our Nation's water resources challenges. While the Emergency Management Business Program did not receive Recovery Act funding, seven of the Corp's Business Line Programs including all three Environment Business Line sub-programs, are in receipt of Recovery Act funds for various programs, projects and activities. The nine business program-specific plans are published separately and can be viewed at: http://www.usace.army.mil/RECOVERY/Pages/ProjectLocationsbeta.aspx

Recovery Act funded business programs and expected outcomes/efficiencies are outlined below.

* Environment Program/Aquatic Ecosystem Restoration - Funds are used to contract for data and reports that evaluate the needs and opportunities for projects to improve sustainability in watersheds and to advance planning of projects designed to restore aquatic resources.

* Environment Program/Environmental Stewardship - Funds are being used to perform management of: cultural resources, vegetation and wildlife, natural resources and infrastructure.

* Environment Program/FUSRAP - Funds are used to minimize risk to human health and the environment, to maximize the cubic yardage of contaminated material disposed at a safe and legal disposal facility, to return the maximum number of affected individual properties to beneficial use, and to have all remedies in place as quickly as possible within available funding limits.

* Flood Risk Management (FRM) Program - Funds are being used to accelerate or complete actions leading to developing and maintaining projects and activities which will reduce flood risk across the country.

* Hydropower Business Program - Funds are being used to support activities that involve repair, replacement, operation and/or maintenance of hydropower plants and associated facilities and equipment.

* Navigation Business Program - Funds are being used to accelerate or complete actions leading to the development, construction, and maintenance of projects and activities that will improve navigation safety, reliability and efficiency across the country.

* Recreation Business Program - Funds are used to complete non-operational, non-routine maintenance activities such as road paving, roof replacement, erosion control or utility infrastructure repairs or replacement; accessibility improvements to accommodate persons with disabilities; and efficiency improvements.

* Regulatory Business Program - Financial awards are in the form of hired labor. These funds will be provided to Corps districts to enhance program performance and decision making and/or development of tools to support effective decisions.

* Water Storage for Water Supply Business Program - Funds are being used to complete reallocation and an environmental impact studies; accomplish independent peer reviews; and conduct sediment, water supply and flood damage analysis studies.

Summary

At $4.6 billion, the Recovery Act provides resources for the Civil Works program to pursue investments create and preserve jobs and yield good returns for the Nation in the future. Like spending of Recovery Act funds, the spending of regular FY 2009 Civil Works appropriations and the work funded in the President's FY 2010 budget serve to accelerate the effects of investment in Civil Works activities and the delivery of Civil Works outputs and services for the betterment of the American public and the economy.