Civil Works Planning Process

Thomas R. Kendall, P.E.
Chief of Planning
USACE San Francisco District

Bay Planning Coalition
September 19, 2012

U.S. Army Corps of Engineers

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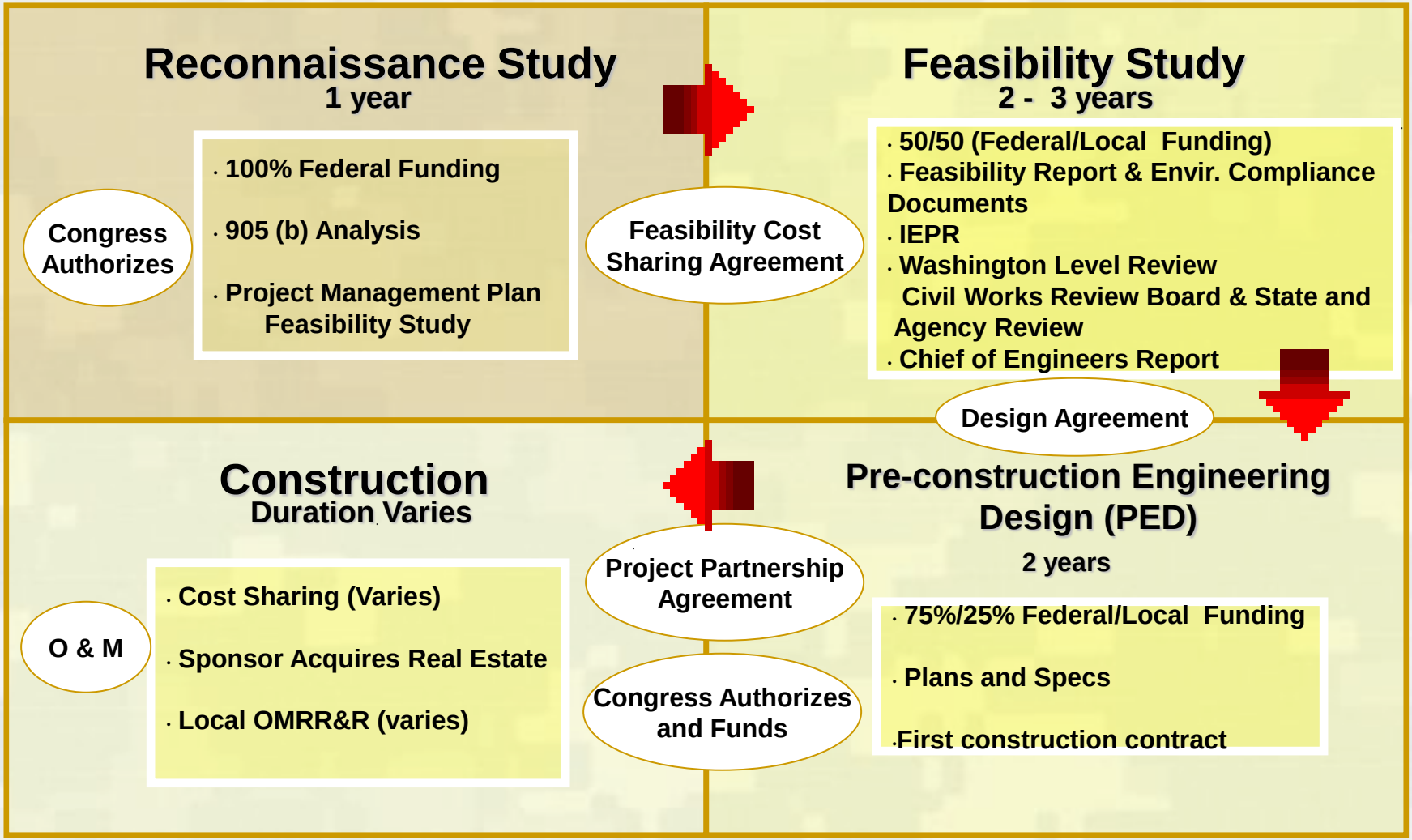
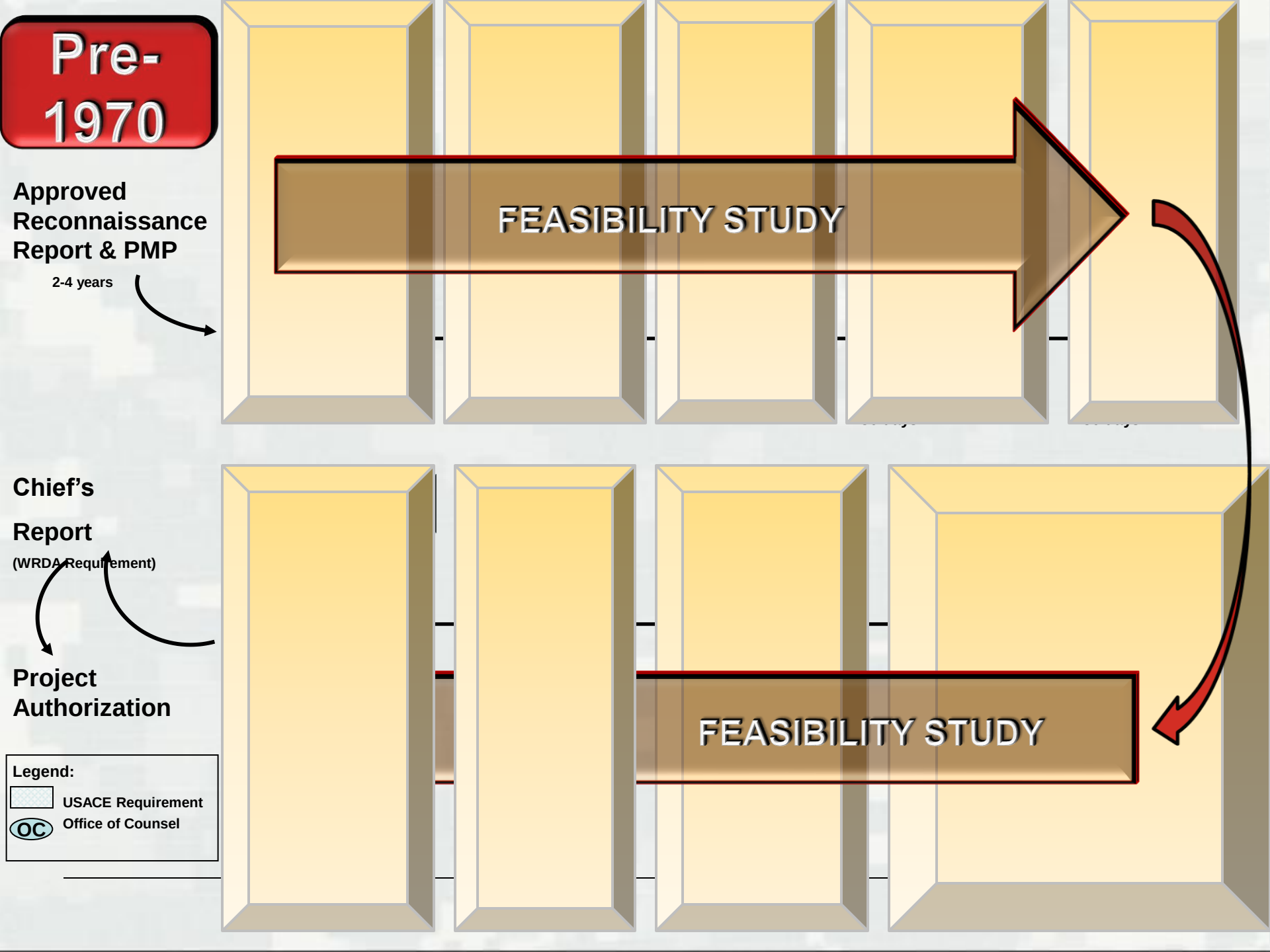
Phase and Decision Documents



General Investigations (Projects specifically authorized by Congress)


Pre-1970
Approved Reconnaissance Report & PMP
2-4 years
FEASIBILITY STUDY
Chief's Report
(WRDA Requirement)
Project Authorization
FEASIBILITY STUDY
Legend:
USACE Requirement
OC
Office of Counsel

1970's

Approved Reconnaissance Report & PMP

2-4 years

FEASIBILITY STUDY

Chief's Report

(WRDA Requirement)

Project Authorization

3-9 Months to Prepare & Schedule

1-2 Months

Board of Engineers for Rivers & Harbors OC

Submit Final Report w/ Draft Chief's Report OC

MSC 15-30 days OC

MSC 15-30 days OC

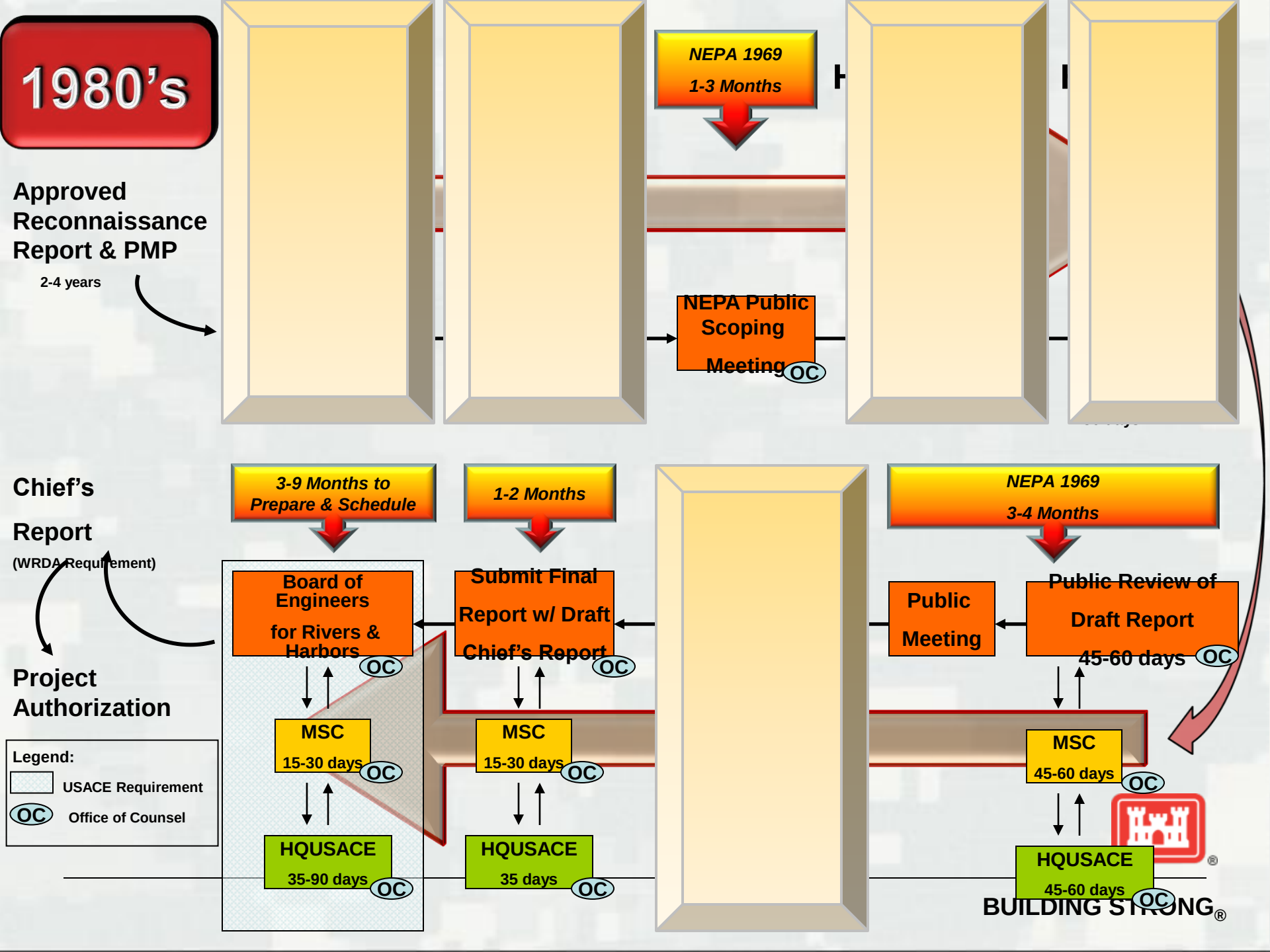
HQUSACE 35-90 days OC

HQUSACE 35 days OC

Legend:

USACE Requirement

OC Office of Counsel


1980's
Approved Reconnaissance Report & PMP
2-4 years
NEPA 1969
1-3 Months
NEPA Public Scoping Meeting
OC
Chief's Report
(WRDA Requirement)
Project Authorization
3-9 Months to Prepare & Schedule
1-2 Months
NEPA 1969
3-4 Months
Board of Engineers for Rivers & Harbors
OC
Submit Final Report w/ Draft Chief's Report
OC
Public Meeting
Public Review of Draft Report
45-60 days
OC
MSC
15-30 days
OC
MSC
15-30 days
OC
MSC
45-60 days
OC
HQUSACE
35-90 days
OC
HQUSACE
35 days
OC
HQUSACE
45-60 days
OC
Legend:
USACE Requirement
OC
Office of Counsel
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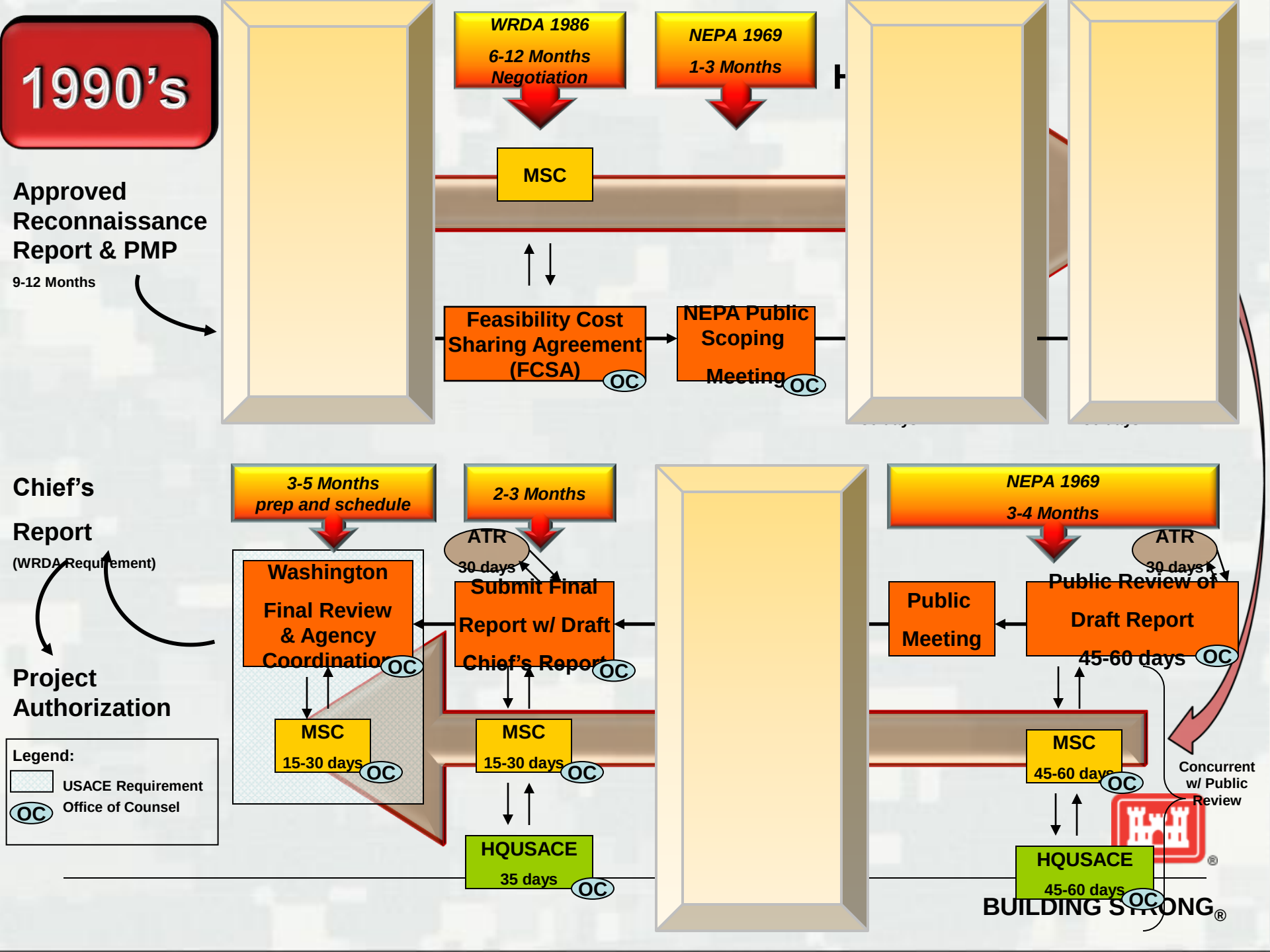
1990's
Approved Reconnaissance Report & PMP
9-12 Months
WRDA 1986
6-12 Months Negotiation
NEPA 1969
1-3 Months
MSC
Feasibility Cost Sharing Agreement (FCSA)
OC
NEPA Public Scoping Meeting
OC
Chief's Report
(WRDA Requirement)
Project Authorization
3-5 Months prep and schedule
2-3 Months
ATR
30 days
Washington Final Review & Agency Coordination
OC
Submit Final Report w/ Draft Chief's Report
OC
MSC
15-30 days
OC
MSC
15-30 days
OC
HQUSACE
35 days
OC
NEPA 1969
3-4 Months
ATR
30 days
Public Meeting
Public Review of Draft Report
45-60 days
OC
MSC
45-60 days
OC
HQUSACE
45-60 days
OC
Concurrent w/ Public Review
Legend:
USACE Requirement
OC
Office of Counsel
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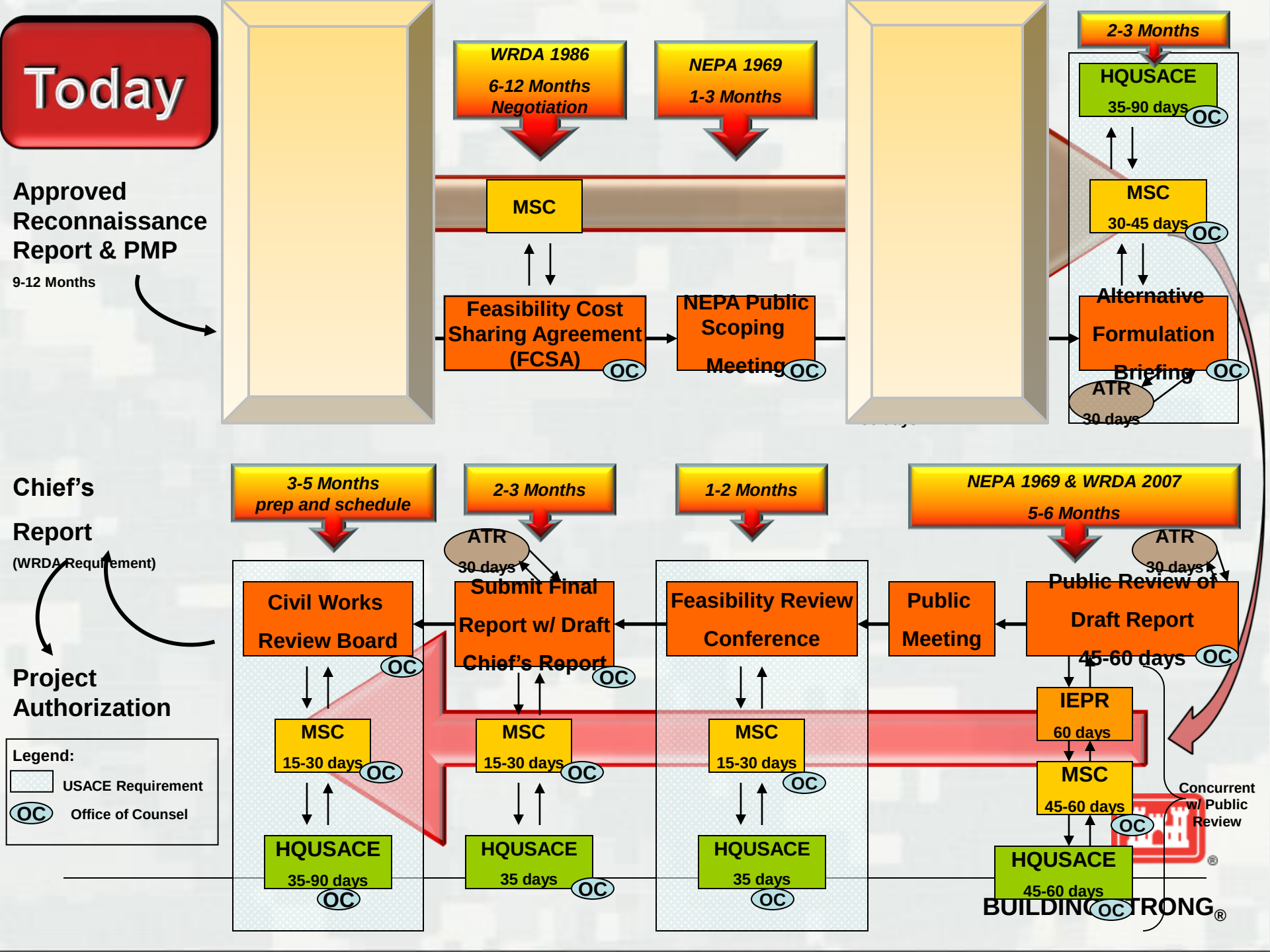
Today
Approved Reconnaissance Report & PMP
9-12 Months
WRDA 1986
6-12 Months Negotiation
NEPA 1969
1-3 Months
MSC
Feasibility Cost Sharing Agreement (FCSA)
OC
NEPA Public Scoping Meeting
OC
2-3 Months
HQUSACE
35-90 days
OC
MSC
30-45 days
OC
Alternative Formulation Briefing
OC
ATR
30 days
Chief's Report
(WRDA Requirement)
3-5 Months
prep and schedule
2-3 Months
1-2 Months
NEPA 1969 & WRDA 2007
5-6 Months
ATR
30 days
ATR
30 days
Civil Works Review Board
OC
Submit Final Report w/ Draft Chief's Report
OC
Feasibility Review Conference
Public Meeting
Public Review of Draft Report
45-60 days
OC
IEPR
60 days
MSC
15-30 days
OC
MSC
15-30 days
OC
MSC
15-30 days
OC
MSC
45-60 days
OC
Concurrent w/ Public Review
HQUSACE
35-90 days
OC
HQUSACE
35 days
OC
HQUSACE
35 days
OC
HQUSACE
45-60 days
OC
Project Authorization
Legend:
USACE Requirement
OC
Office of Counsel
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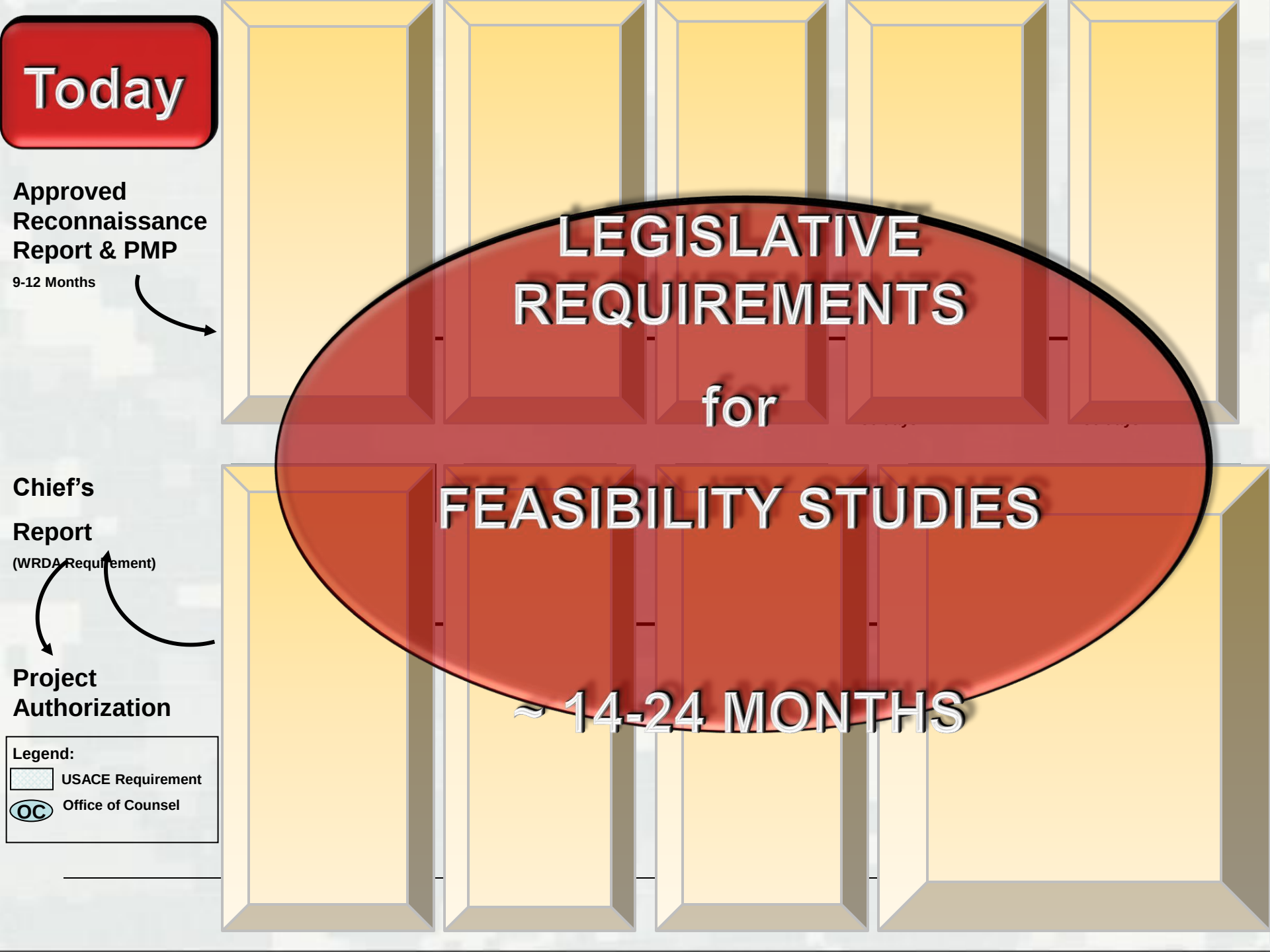

Today
Approved Reconnaissance Report & PMP
9-12 Months
LEGISLATIVE REQUIREMENTS
for
FEASIBILITY STUDIES
≈ 14-24 MONTHS
Chief's Report
(WRDA Requirement)
Project Authorization
Legend:
USACE Requirement
OC
Office of Counsel

Today

Approved Reconnaissance Report & PMP

9-12 Months

USACE REQUIREMENTS for FEASIBILITY STUDIES

≈ 10-21 MONTHS

Chief's Report

(WRDA Requirement)

Project Authorization

Legend:

USACE Requirement

OC Office of Counsel

Feasibility Study Review Process

6 Step Planning Process and modernization(?)

Planning Step 1:
Identify Problems and Opportunities/Objectives

Planning Step 2:
Inventory and Forecast Conditions (existing and future w/o project)

District prepares FSM documentation

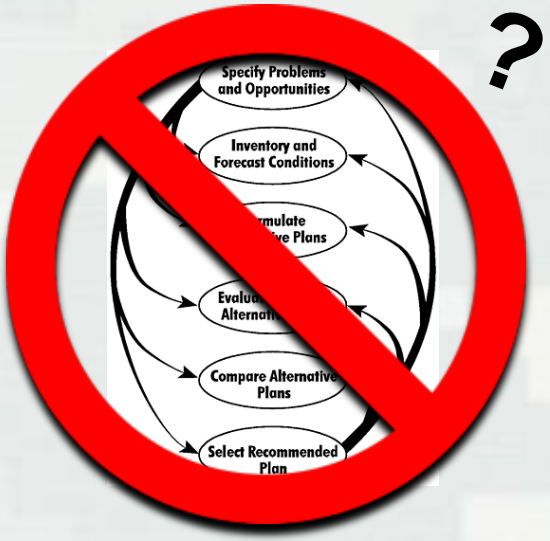
Planning Step 3:
Formulate Alternative Plans

Planning Step 4:
Evaluate Alternative Plans

Planning Step 5:
Compare Alternative Plans

District prepares AFB documentation

Planning Step 6:
Select the Recommended Plan



- Process needs to be decision focused
  - Always making the next decision
  - Always scoping the decision after next
- Risk-informed
- Focus on making planning decisions under uncertainty
  - Managing uncertainty, hence budgets and schedules, intentionally

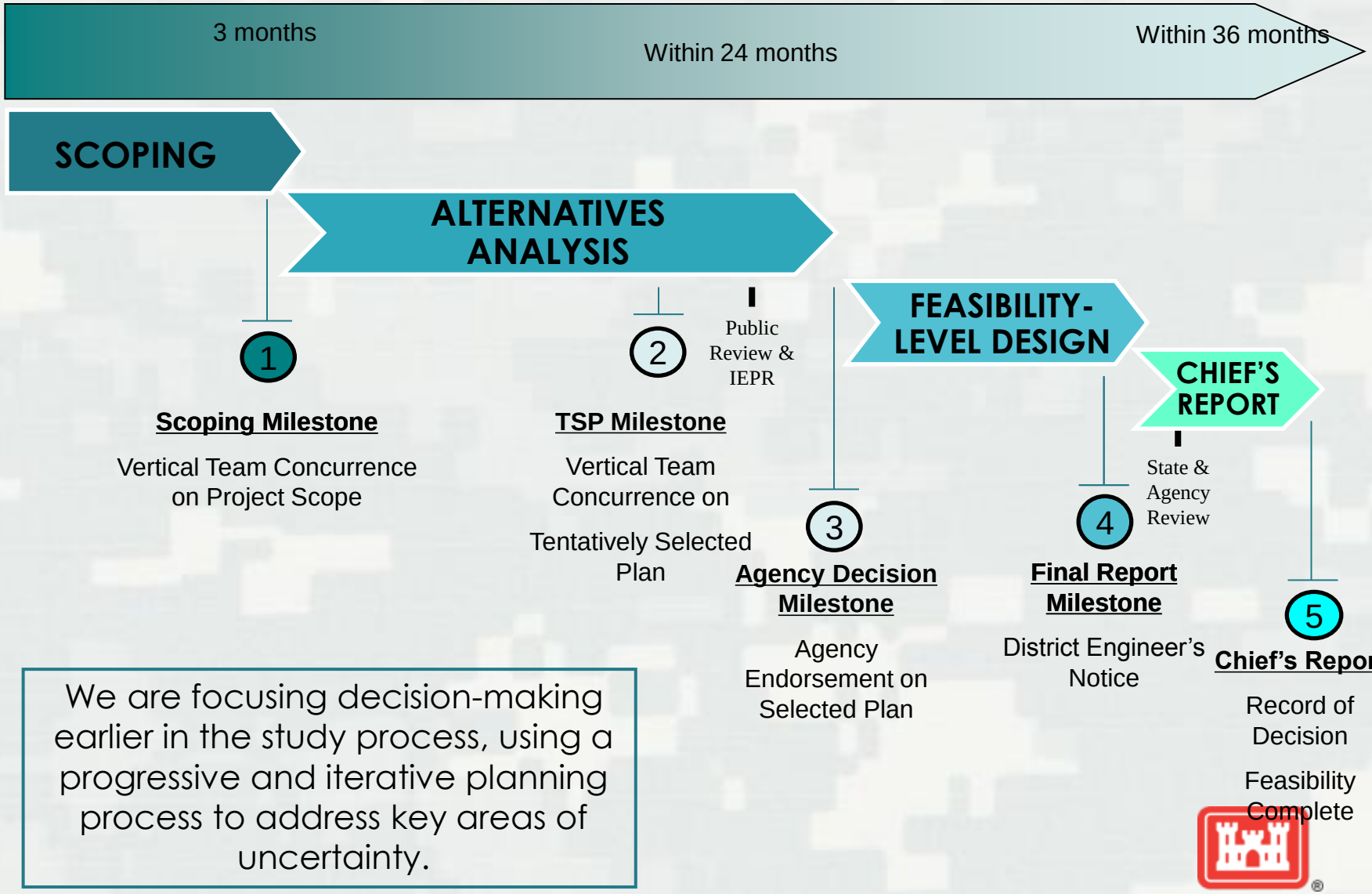
Implementation of 3x3x3 Rule

- $3M
- 3 years
- 3 levels of enhanced vertical teaming
- 3” binder (100 page main reports w/ appendices)

Planning SMART Paradigm objectives:

- ✓ Improve Planning Program Delivery
  - Shorten amount of time and cost of conducting planning studies
  - Increase corporate and individual accountability for decisions
- ✓ Develop a Sustainable National & Regional Planning Model
- ✓ Improve Planner Knowledge and Experience
- ✓ Modernize Planning Guidance and Processes

Implementing Smart Planning



We are focusing decision-making earlier in the study process, using a progressive and iterative planning process to address key areas of uncertainty.

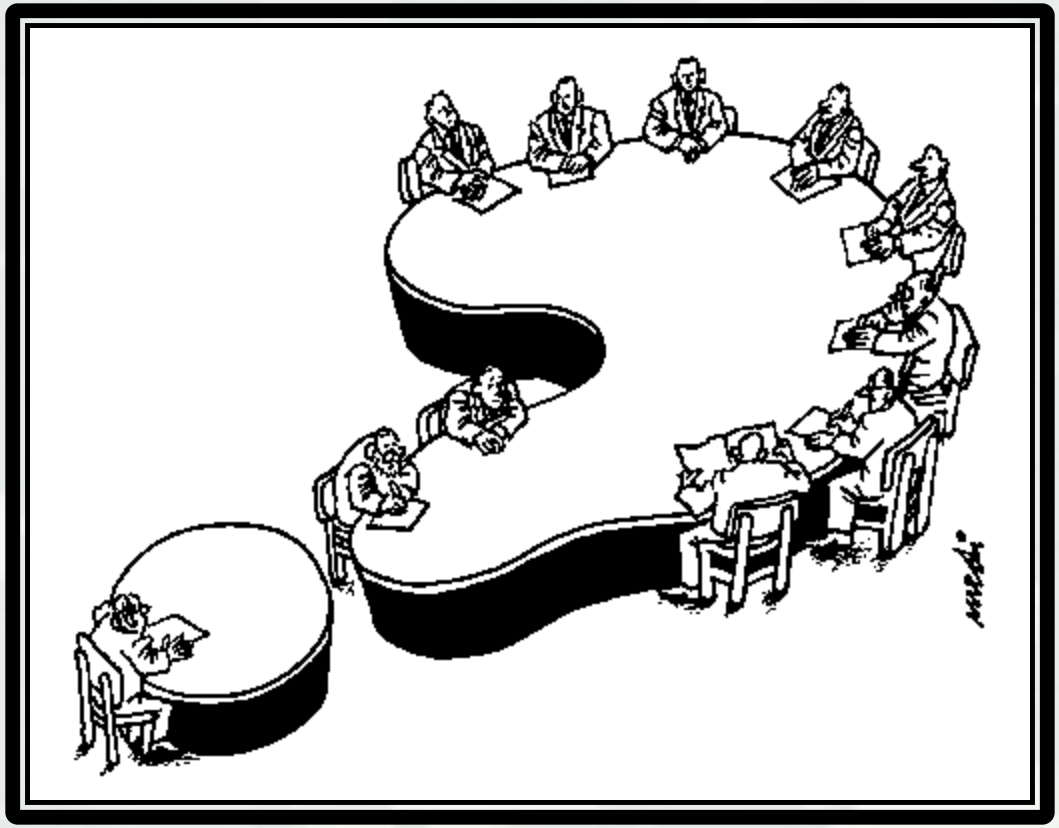
NEPA/CEQA

NEPA Compliance Report		Feasibility Report per P&G
Major Federal Action		Federal Objective
Notice of Intent (Federal Reg)		Initiate Feasibility study
Public Scoping Meetings	<-Concurrent Action->	Public Scoping Meetings
Establish Purpose & Need	<-From Feasibility to EIS-<	Establish Problems & Opportunities
Determine Affected Environment -Habitat Inventory/Accounts -Human Environment	>-EIS informs Planning->	Determine Existing Conditions - Inventory & Forecasting (OSE, RED, EQ, NED)
Identify "No Action" Plan	<-From Feasibility to EIS-<	Identify Future Without Project Conditions
Identify & Perform Impact Analyses of Alternatives (Reasonable Range)	Concurrent Activity	Formulate & Analyze Alternative Plans (4 accounts) + CEICA for restoration & mitigation
Identify Environmentally Preferred Plan & LEDPA		Identify & Justify Recommended Plan (TSP)
Draft EIS (Public & Agency Review)	<-Concurrent - Integrated Rpt->	Draft Feasibility Report (Public & Agency Review)
Final EIS (Public & Agency Review)	<-Concurrent - Integrated Rpt->	Final Feasibility Report
Record of Decision (ROD)		Chief's Report (Recommendation to Congress)
Congressional Action / Authorization	->Implement Project<-	Final Agency Action

Resource Agency Consultation

- Usually involves one or more meetings between the sponsor, Corps district staff and interested resource agencies (Federal, state, or local)
- Provides informal discussions about a proposed activity before irreversible commitments of resources are made (funds, detailed designs, etc.)
- Intended to provide an assessment of the viability of some of the more obvious alternatives available to accomplish the project purpose
- Discuss measures for reducing the impacts of the project
- Inform the team of the factors that must be considered in the Agency's decision-making process

Questions?



SMART Planning Charettes

On-going feasibility Studies to be completed by December 2013	On-going feasibility Studies to be completed by December 2014	On-Going feasibility studies who will seek an Exemption from 3x3x3 rule (Waiver)	On-going feasibility studies that must Rescope to conform to 3x3x3
CATEGORY 1	**CATEGORY 2**	**CATEGORY 3**	**CATEGORY 4**

REQUIRE CHARETTES

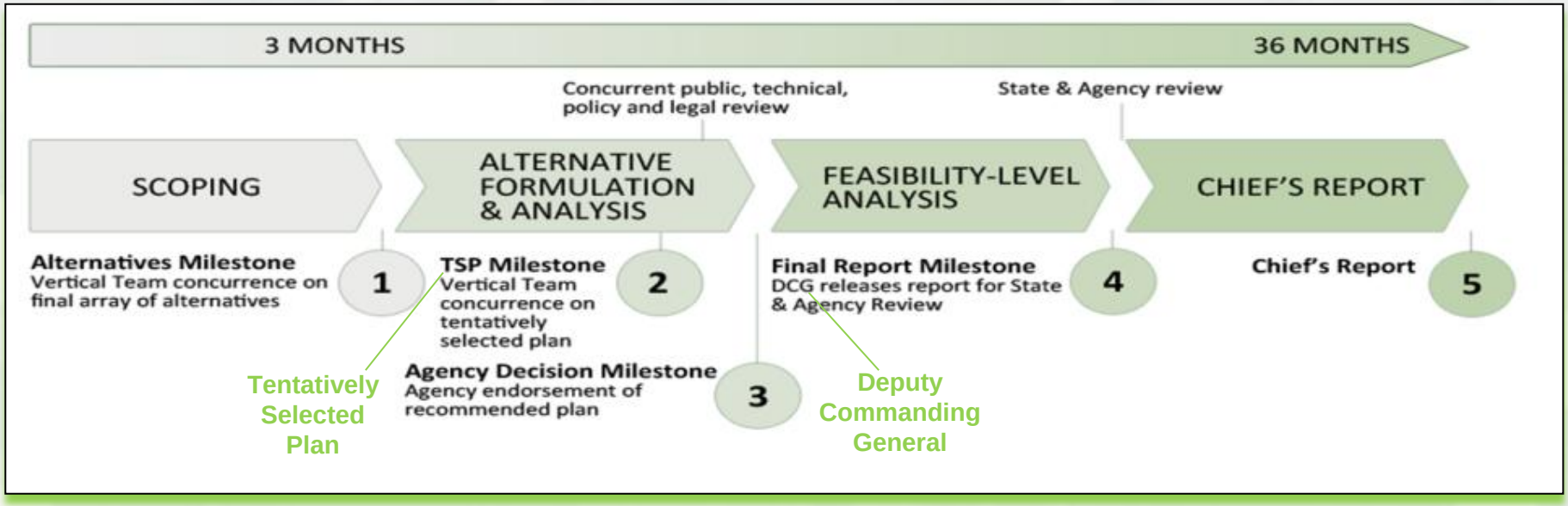
OBJECTIVE:

- Provide orientation for reset studies or new starts
- Shift emphasis from tasks to decision making
- Accelerate process
- Eliminate unnecessary analysis (time and money)
- Provide clarity to remaining scope
- Raise issues and resolve now
- Focus on next decisions and decision after next

INVOLVE:

- PDT members and Sponsor(s)
- Vertical Team (HQ, MSC, RIT, PCX)
- Charette Support Team
  - SMART Planner
  - PCX Expertise
  - Risk Analysis Expertise
  - Objective Facilitator

3x3x3 Milestones



- Introduces aggressive approach to improve feasibility study program management, performance, execution and delivery
- Establishes a disciplined approach for reducing current feasibility study portfolio
- Holds all Civil Works functional elements responsible and accountable
- Effective Feb 8 2012
- Applies to all planning studies with transition to new planning paradigm by 2014