



IMPLEMENTING SINGLE PHASE FEASIBILITY STUDIES

GETTING TO THE ALTERNATIVES MILESTONE

5 March 2015

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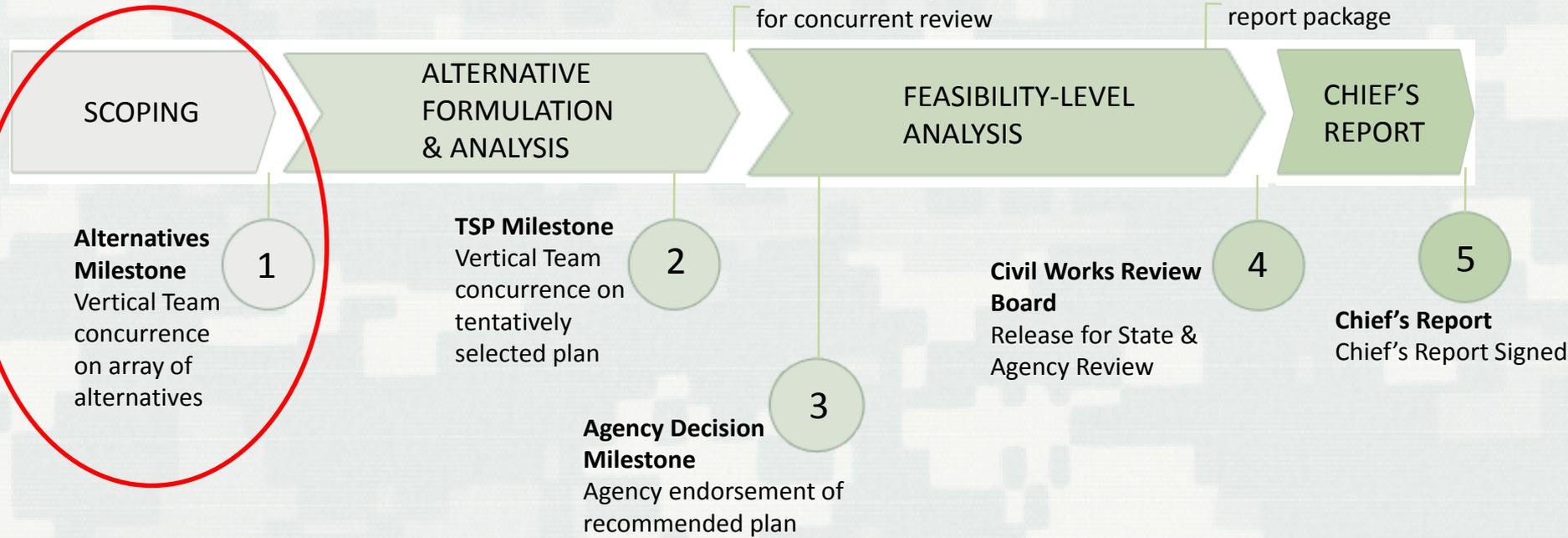
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SMART Feasibility Study Process

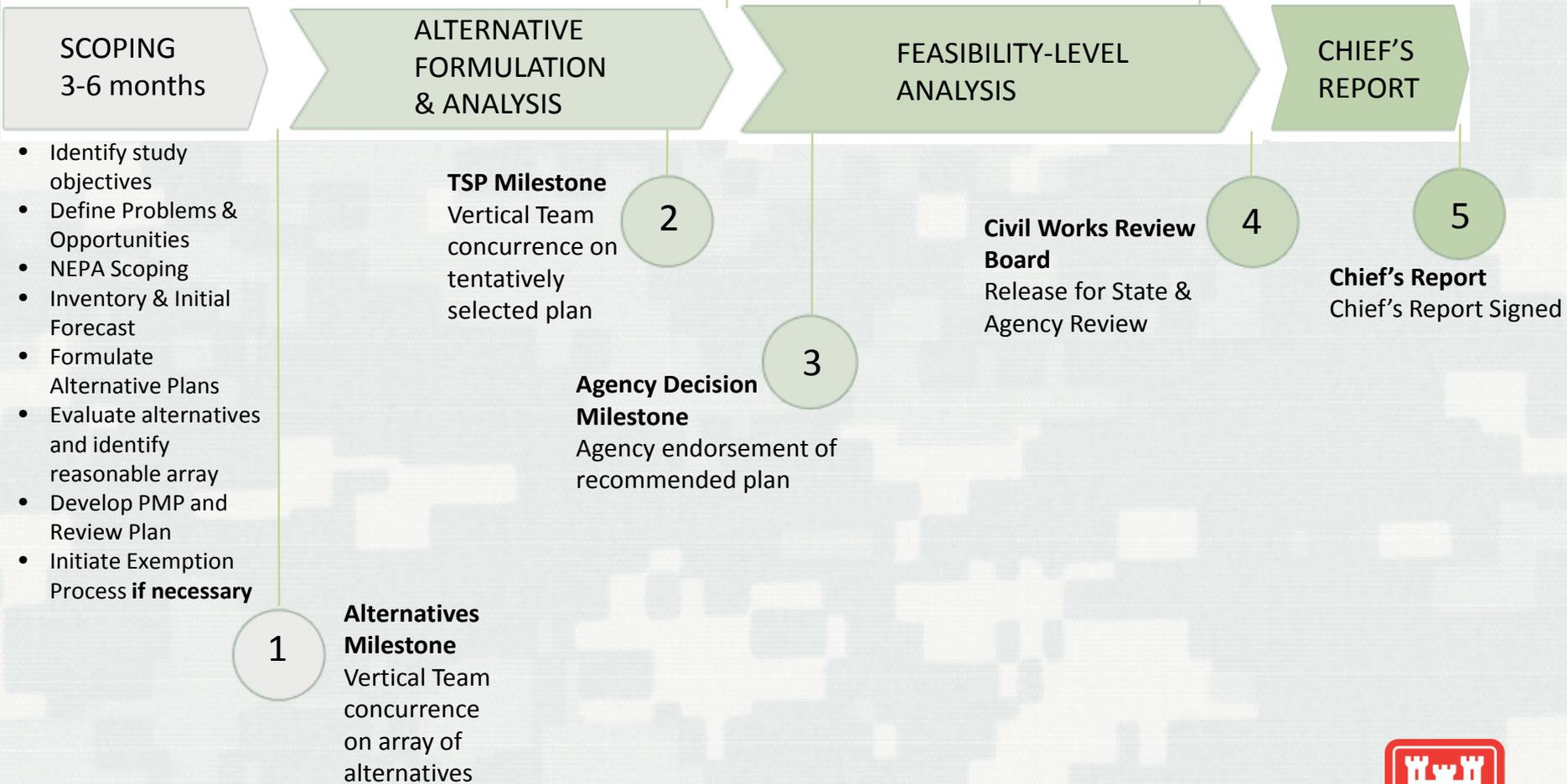
SMART Feasibility Study Process Up to 36 Months





SMART Feasibility Study Process

Up to 36 Months





The Alternatives Milestone

Support Four Assertions

- There is Federal Interest in the problem
- Future without project conditions are understood
- A representative array of distinctly different solutions has been formulated and will be evaluated
 - To ID the Tentatively Selected Plan before the next milestone
- The study is likely/unlikely to be compliant with the 3x3 rule (develop a PMP)



Before Executing the FCSA

- Feasibility study starts – and 3 year clock starts – when FCSA is signed
 - Work with Sponsor to understand 3x3 model FCSA and importance of study's first 90 days
- Sign a 3-year / \$3m model FCSA
- No PMP or Review Plan before FCSA is signed





Once the Agreement is Signed

- The PDT confirms the problems warrant Federal involvement
 - USACE interest is consistent with our primary missions, consistent with Administration priorities
- Defining the scope of study is a priority
 - Both USACE and the Sponsor assume some risk in agreeing to a general 3x3 compliant scope without a PMP
 - Clarification on the scope must be provided within the first 90 days of study – the PMP



GETTING STARTED: THE FIRST 90 DAYS



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What P&G Says about Scoping

- Process of identifying significant issues to be analyzed in the planning study
- Begin scoping as soon as the study starts
- Integrate with other early planning activities
- Include affected Fed, State, Local agencies, the public, and other stakeholder groups
- Refine scoping throughout study to ensure
 - significant decision making factors are addressed, and
 - unneeded or extraneous analyses are avoided
- Use scoping to
 - Combine or narrow probs and opps, measures, plans, effects, etc
 - so that meaningful and efficient analysis and choice among alternative plans can occur
- Complementary to NEPA scoping

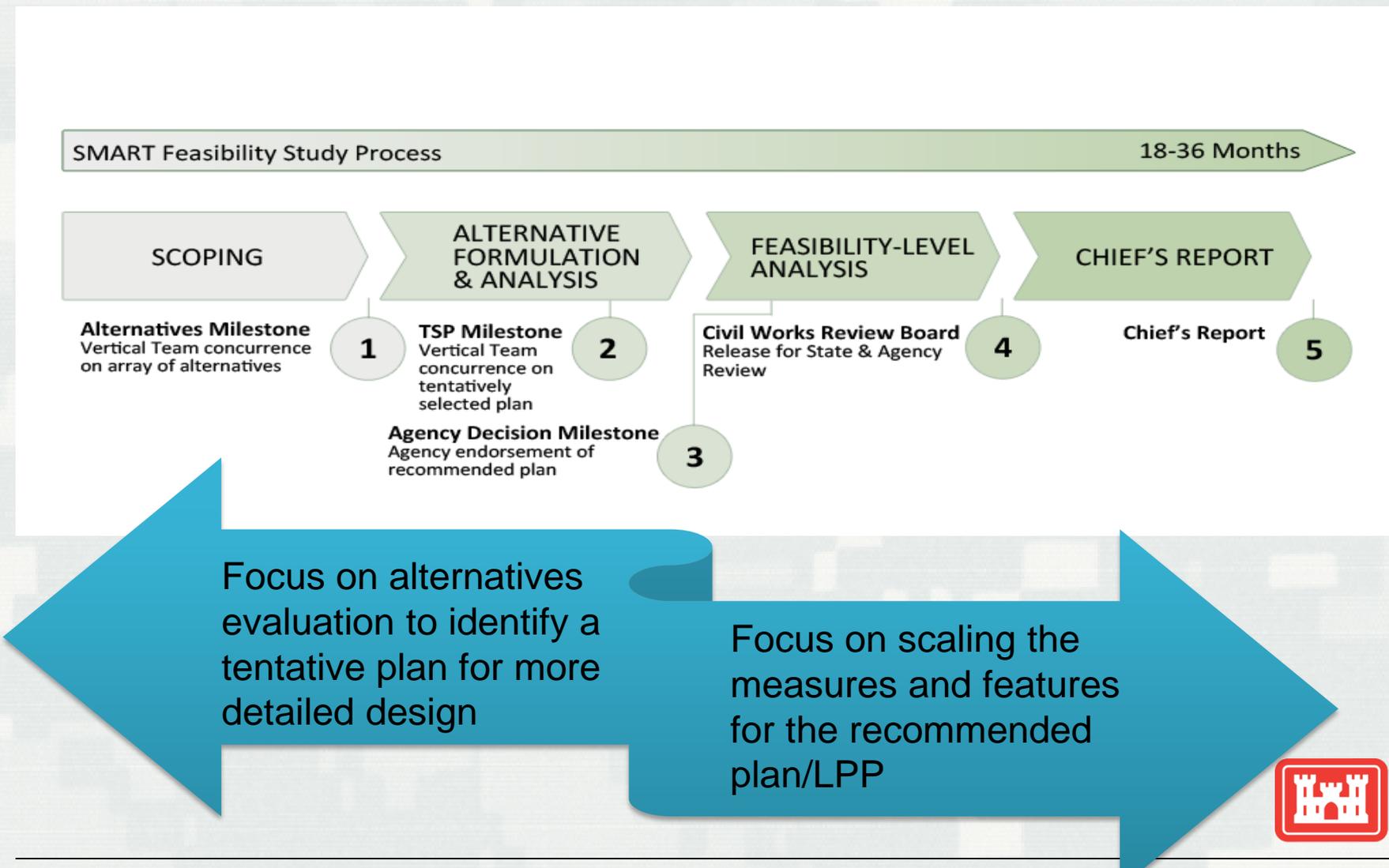


CRITICAL THINKING

- Think of a phased approach - discuss the challenging questions as the study progresses:
 - What work is required to get to the Alternatives Milestone? The TSP Milestone? Beyond that?
 - What combination of analyses are required to characterize the problem, ID solutions, & compare them to ID a TSP?
 - What additional analyses are required to confidently define the TSP cost, impact, and benefits?
- Relative values early, absolute values later
- The level of detail should increase through each stage.
- Uncertainty on 3x3 rule compliance will lessen as the study moves forward.
 - Lay out the path to completion as it is currently understood



Focus Shifts Through the Process



Gather Existing Info

- Gather as much available data and info as you can find
 - Maps and GIS layers
 - Prior Corps studies
 - Work or studies by others
 - Sponsor and consultants
 - Academic studies or research
 - Other stakeholder groups
 - Raw data sets
 - Operating records
 - Historical accounts or photography
- Evaluate for relevance, uncertainties, gaps
- Don't discount it simply for age or original purpose
- How can it be used, and how can it be augmented





Use the Available Communication and Decision Making Tools

- Hold a Charette or Workshop in Scoping phase: Ensure distinctly different viewpoints are represented
 - Invite the Sponsor, Fed and State resource agencies, the vertical & horizontal team, stakeholders and the public to participate and share their views
 - Or, collect different views as you see fit
- Use Available Tools for Documenting and Managing the Study:
 - Decision Management Plan
 - Risk Register
 - PMP Template
 - Decision Log
 - Report Synopsis

*Tools Available on the
Planning Community
Toolbox AND
<http://www.iwrmsuite.us/>*





Confirm Federal Interest

- Three Potential Outcomes:
 - There is no Federal interest. Congress and the Administration have determined the problem is best left to local interests.
 - The Study will be terminated under the terms of the FCSA.
 - Problems and potential solutions are entirely consistent with USACE missions, as assigned by Congress and Administration priorities.
 - Federal interest is documented and the Study continues.
 - Problem has Federal interest, but solutions require implementation under multiple Fed authorities and agencies, including USACE.
 - Other Federal partners need to be identified early and brought into the study process
 - The PMP must clearly identify each Federal agency role/mission, including USACE





Define the Future Without Project Condition

- State a set of assumptions of what future without project conditions will exist.
 - Always uncertain
 - Include authorized USACE actions
 - Also assess the likelihood of actions by other, including their financial and legal authority to act
- Incorporate impacts of these assumptions into the PMP scope and DMP
- Assess the impacts in the Risk Register



Formulate Alternatives

- Identify plans that are “Significantly Differentiated” (from P&G)
- If sponsor or others have a preferred alternative, what are some distinctly different approaches to meeting the objectives?
- Focus on different mixes of measures in different locations instead of focusing on incremental scales of same measures (however, a distinctly different scale can be a distinctly different alternative)
- Don’t forget non-structural and no-action
- Use this early formulation to identify how data can be used to characterize differences in costs, benefits, impacts (this also helps/bounds the inventory and forecast scope)
- Screen the array before the Alternatives Milestone
- There will be flexibility to refine after the Alternatives Milestone



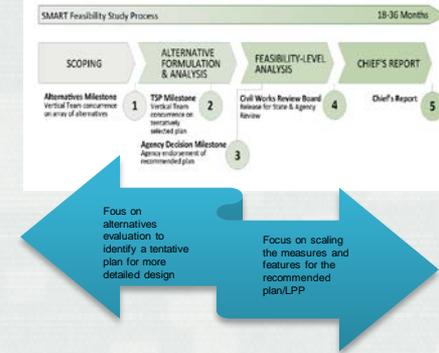
DEVELOPING THE PMP



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Scope to an Appropriate Level of Detail for each Milestone

- Focus the detail of analysis:
 - To the level that is necessary to answer the immediate planning question
 - The LoD necessary to formulate plans is less than is necessary to compare them
 - The comparison detail is less than required for describing costs, benefits and impacts in the final report
- Support the LoD for each phase of study by completing a Decision Management Plan and Risk Register





How Do You Do This?

Use DMP's to Build the PMP

- Think about multiple DMPs simultaneously
 - Develop an outline of bullets for DMPs to CWRB
- Focus PDT on what is required for the near-term decisions....
 - Think about needs for the initial array of alternatives first
 - Do not be distracted by only trying to ID risk considerations for the final recommendation and report
- ...While maintaining awareness of later stages
 - Establish a placeholder for concerns (risks) that the PDT believes may arise later in the Risk Register and later phase DMPs



Uncertainty in Models and Existing Data

- The use of models will be a critical issue
 - Can simpler tools be used for early screening?
 - Do complex tools reduce uncertainty sufficiently to warrant time and expense?
 - Document the use of models in the review plan and comply with model approval process (EC 1105-2-412)
- Decision to collect additional field data are also a key scoping issue
 - Objectively evaluate existing knowledge
 - How would add'l data reduce uncertainty and support decision making?
- Balance resources vs. decision needs across study elements



Balance the Level of Detail in the PMP

- Adjust the course of action to fit the needs as defined through the unfolding story
 - Do not simply follow a list of tasks
 - Keep an eye on decision needs
 - address uncertainty in the balance of effort by PDT members during each phase of study
- Write scopes of work to lay out the baseline level of work required from each PDT member
 - Include assumptions about the work that will be required
 - Revisit the assumptions at each milestone & assess the balance of analysis required for the next milestones
- Focus on the differences that make a difference
 - Only obtain increased detail from disciplines most critical to making the next planning decision

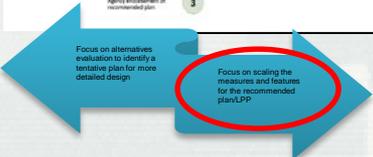
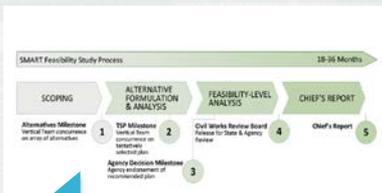


Developing the PMP

Envisioning the CWRB and Final Report

Scope post-ADM analysis that:

- Produces a credible benefit estimate
- Measures project impacts and is sufficient to develop appropriate mitigation requirements and costs
- Defines the project with sufficient confidence so that Congress can set an authorized cost



WRAPPING UP....



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Establish a Budget and Schedule

- Consider each stage of study from start to completion
 - Begin with a sense of what decisions will be required to successfully move through each stage
 - Use DMPs to document those concurrent considerations from start to finish
- Update and provide more detail on the next stage as you progress from one phase to the next
- The PMP should be regularly updated with additional detail on future stages



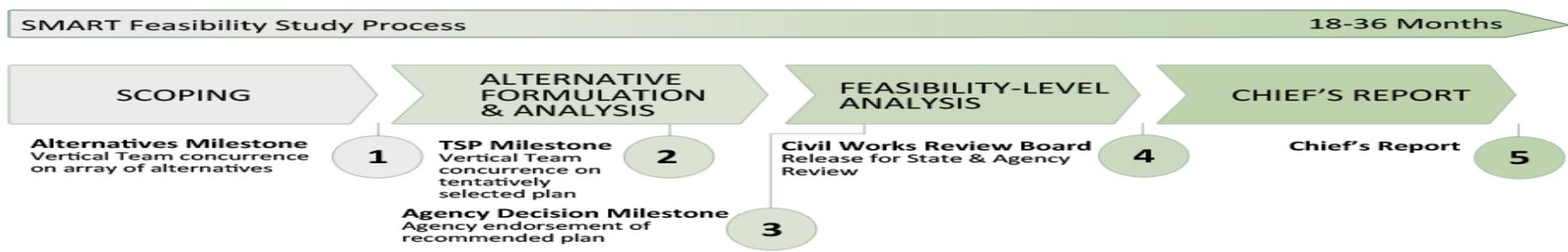


Summary

- Critical thinking is required throughout
- Seek early input (internal and external)
- Use the Decision Management Plans and Risk Registers to support scoping and PMP development
- PDT and vertical team adaptability and productivity is key.
- Decisions must be made by the PDT each day within the first 3 months to effectively complete deliverables
- Understand and communicate your uncertainties and the related risks



SMART PLANNING MILESTONES: REQUIREMENTS & RECOMMENDATIONS FOR SUCCESS



Every milestone has five stages: 1) Team Analysis and District Quality Control – 2) Package Submittal – 3) In-Progress Review – 4) The Milestone – 5) MFR to Document Completion

VERTICAL ALIGNMENT THROUGH FREQUENT IN-PROGRESS REVIEWS	
<p>KEY PRODUCTS</p> <ul style="list-style-type: none"> REPORT SUMMARY RISK REGISTER DECISION MANAGEMENT PLAN DECISION LOG 	<p>ALTERNATIVES MILESTONE Agree on problems, opportunities, future without project conditions and a focused array of alternatives.</p>
<p>USEFUL TOOLS</p> <ul style="list-style-type: none"> PICTURES & INFO BOXES PROJECT PLACEMAT SIMPLE GRAPHICS LOCAL-NATIONAL LINKS 	<p>Tentatively Selected Plan (TSP) MILESTONE Identify the TSP, secure sponsor support to proceed, receive vertical endorsement of the TSP and release of the draft report for public comment and technical and policy reviews.</p>
<p>MUST HAVES</p> <ul style="list-style-type: none"> COMMITTED TEAM CLEAR SCOPES VERTICAL ALIGNMENT A GOOD STORY (hint it's not just following the ER) 	<p>AGENCY DECISION MILESTONE Corporate agreement on the TSP after public comment and reviews; results in approval to proceed with feasibility design.</p>
	<p>CIVIL WORKS REVIEW BOARD MILESTONE Report signed by District & Division Commanders & sent to HQ; The Civil Works Review Board endorses the tentatively recommended plan for State and Agency review.</p>
	<p>CHIEF'S REPORT District prepares a draft – refines with Division & RIT; Key document that is the basis for what Congress will authorize.</p>

Buy into the new planning approach

36 Months = 1,095 days from FCSA execution to signing Chief's Report; removing weekends, holidays, & Chief's Review leaves a team with 693 work days to produce a report

SMART Teams build smart plans

Reader Friendly, Compliant and Meaningful Reports

Writing as you go is always easier and less stressful than writing at the end of a deadline

Use technology to help your team

Support is Available

- For technical issues/questions, coordinate with RTS's, PCX's, labs, and other centers of expertise
- For policy issues, coordinate with MSC and PCX staff
- HQ RIT teams are available to coordinate HQ input
- HQ PCOP staff are available to support with SMART Planning concepts and strategy
- Tools Available on the Planning Community Toolbox AND <http://www.iwrmsuite.us/>



Questions?

Type questions in the chat box – send to Everybody.
We will answer as many as time allows.



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