



DEPARTMENT OF THE ARMY
U.S. ARMY CORPS OF ENGINEERS
441 G STREET, NW
WASHINGTON, DC 20314-1000

REPLY TO
ATTENTION OF

CECW-ZA

29 January, 2015

MEMORANDUM FOR MSC COMMANDERS

SUBJECT: Completion of Legacy Studies

1. References:

a. DCG-CEO Memorandum dated 8 February 2012, subject: U.S. Army Corps of Engineers Civil Works Feasibility Study Program Execution and Delivery.

b. DCG-CEO Email dated 2 September 2014, subject: Legacy Study Summit Summary (enclosed)

2. In accordance with reference 1a, each MSC identified certain studies within their portfolio to be completed without having to transition to SMART Planning milestones, so long as they accomplished a Chief's Report by 31 December 2014. By midyear of 2014, it became clear that a large number of these Legacy Studies would not achieve that requirement. Therefore, on 26-27 August 2014, we conducted an enterprise Legacy Study Summit to identify the root causes for delays; develop techniques to improve future management of the Corps' Study Program; and to ensure consistent decision-making while determining the courses of action for the remaining ongoing Legacy Studies.

3. The majority of the summit was focused on determining the disposition and path ahead for the 25 studies that, according to current schedules at the time, would no longer meet the previously agreed to suspense for delivering Legacy Study Chief Reports by December 2014. We developed a specific path and decision points for each study that would not be completed in 2014, and set as our new enterprise goal the completion of a Civil Works Review Board for all Legacy Studies by 31 December 2015. The MSC Commanders are responsible for the commitments made during this meeting and documented in Reference 1b. Unfortunately, we have already identified ten studies that have slipped schedules, some by several months. Four are projected to extend well into 2016. This rapid degradation of commitments represents unacceptable performance, and must be directly addressed.

4. To ensure the fidelity of our commitments and to instill rigor and discipline into the Legacy Study completion process, the following measures are effective immediately:

a. The Planning Advisory Board (PAB), which includes the MSC Chiefs of Planning and Policy, will continue to oversee the completion of all Legacy Studies. No later than

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28 February 2015, the PAB will complete a risk assessment that will identify any issues leading to potential schedule changes for each Legacy Study. The results of this assessment will be the basis for monthly updates to me and the Director of Civil Works.

b. If at any time a current schedule for study completion changes and extends beyond 31 December 2015, the responsible MSC Commander will notify me as soon as this occurs and the study must be suspended temporarily, but immediately. Once a MSC identifies that a Legacy Study schedule may extend beyond 2015, only funds necessary to provide justification for study continuance, but limited to no more than \$10,000, shall be spent on the study. Based upon the latest update of the Legacy Studies conducted on 17 December 2014, the following studies are projected to extend into 2016, and are therefore suspended effective immediately:

- (1) Malibu, CA
- (2) Peckman River Basin, NJ
- (3) Searsport Harbor, ME
- (4) Southwest Coastal, LA.

Once a study is suspended, there can be only three outcomes: (1) Termination; (2) Indefinite Suspension and placement into an inactive status; or (3) Study Continuation following internal review as outlined below.

c. To facilitate decision-making in this regard, once a Legacy Study is temporarily suspended, two simultaneous actions will be initiated. First, within 30 days of suspension, the MSC will conduct and complete a Quality Assurance Audit of the district's management of the study to determine actions to be taken to most effectively and efficiently complete the study. The MSC will then develop a Performance Improvement Plan to complete the study in order to triage and resolve issues with district scoping, scheduling, and budget execution, but without negatively affecting the Corps' ability to deliver on its other study completion commitments.

d. Simultaneously, the HQUSACE Chief of Planning and Policy, with the advice of the PAB, will assign an ad hoc Legacy Study Review Team consisting of planning experts from the vertical team familiar with the study and the key policy issues involved, to develop recommendations on how best to ensure the enterprise addresses the study. This ad hoc team will make specific recommendations on whether to continue the study; and if continued any changes to study leadership, project delivery team membership and oversight at the district or MSC level.

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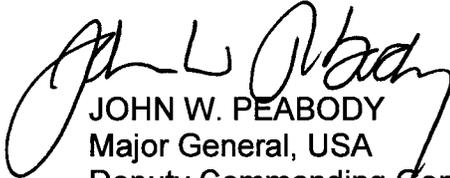
e. If multiple studies are suspended from a district or MSC, then HQUSACE Chief of Planning and Policy, in consultation with the PAB, must actively assess whether any and all new and ongoing studies in that district or MSC, should be permanently moved to another district or MSC. Any decision to move study projects will be made by me as the Deputy Commanding General for Civil and Emergency Operations, in consultation with the Director of Civil Works.

f. If multiple studies are suspended from a MSC, the HQ Chief of Planning and Policy will conduct a Quality Assurance Audit of that MSC's planning program.

5. The point of contact for this directive is Mr. Theodore Brown, Chief of Planning and Policy, at (202) 761-0115 or Theodore.A.Brown@usace.army.mil.

Building Strong!

Encl


JOHN W. PEABODY
Major General, USA
Deputy Commanding General
for Civil and Emergency Operations

Legacy Summit Schedules and Commitments.

Project Name	Division	MSC Transmittal of Final Report*	CWRB	Chief's Report	Notes
WILLAMETTE RIVER FLOODPLAIN	NWD	Done	Done	Jan-14	Study Completed
LYNNHAVEN RIVER BASIN, VA	NAD	Done	Done	Mar-14	Study Completed
SUTTER COUNTY, CA	SPD	Done	Done	Mar-14	Study Completed
LAKE WORTH INLET, PALM BEACH HARBOR, FL	SAD	Done	Done	Apr-14	Study Completed
JACKSONVILLE HARBOR, FL (Jax Harbor GRR)	SAD	Done	Done	Apr-14	Study Completed
TRUCKEE MEADOWS, NV	SPD	Done	Done	Apr-14	Study Completed
GUADALUPE AND SAN ANTONIO RIVER BASINS, TX (Leon Creek)	SWD	Done	Done	Jun-14	Study Completed
EDISTO ISLAND, SC	SAD	Done	Done	Sep-14	Study Completed
DES PLAINES RIVER, IL (PHASE II)	LRD	Done	Done	Oct-14	CWRB Completed, Complete Study by 31 Dec 2014
CALCASIEU LOCK, LA (GI)	MVD	Done	Done	Oct-14	CWRB Completed, Complete Study by 31 Dec 2014
KANSAS CITYS, MO & KS	NWD	Done	Done	Oct-14	CWRB Completed, Complete Study by 31 Dec 2014
LITTLE DIOMEDE HARBOR, AK (GI)	POD	Done	Done	Oct-14	CWRB Completed, Complete Study by 31 Dec 2014
BOGUE BANKS, NC	SAD	Done	Done	Oct-14	CWRB Completed, Complete Study by 31 Dec 2014
CEPP, CENTRAL EVERGLADES	SAD	Done	Done	Oct-14	CWRB Completed, Complete Study by 31 Dec 2014
BRAZOS ISLAND HARBOR, BROWNSVILLE CHANNEL, TX	SWD	Done	Done	Oct-14	CWRB Completed, Complete Study by 31 Dec 2014

Legacy Summit Schedules and Commitments (Cont.)

Project Name	Division	MSC Transmittal of Final Report*	CWRB	Chief's Report	Notes
PORTSMOUTH HARBOR & PISCATAQUA RIVER, TURNING BASIN, NH	NAD	Done	Done	Nov-14	CWRB Completed, Complete Study by 31 Dec 2014
GREEN AND BARREN Rivers Navigation Disposition, KY	LRD	Done	Done	Dec-14	CWRB Completed, Complete Study by 31 Dec 2014
FLAGLER COUNTY, FL	SAD	Done	Done	Dec-14	CWRB Completed, Complete Study by 31 Dec 2014
WEST SHORE, LAKE PONTCHARTRAIN (GI)	MVD	Jul-14	Sep-14	Dec-14	CWRB Completed, Complete Study by 31 Dec 2014
UPPER OHIO NAVIGATION STUDY, PA	LRD	Aug-14	Oct-14	Jan-15	On Track
CACHE LA POUFRE, CO	NWD	Aug-14	Nov-14	Jan-15	On Track
MANHATTAN, KS	NWD	Aug-14	Nov-14	Jan-15	On Track
MILL CREEK WATERSHED, DAVIDSON COUNTY, TN	LRD	Dec-14	Feb-15	May-15	On Track
SOLANA BEACH, CA	SPD	Dec-14	Feb-15	May-15	On Track
PORT EVERGLADES HARBOR, FL	SAD	Dec-14	Feb-15	May-15	On Track
UPPER TURKEY CREEK, KS	NWD	Jan-15	Mar-15	Jun-15	On Track
WILLAMETTE RIVER ENVIRONMENTAL DREDGING, OR	NWD	Jan-15	Mar-15	Jun-15	On Track
LA RIVER ECOSYSTEM RESTORATION, CA	SPD	Jan-15	Mar-15	Jul-15	On Track
SEARSPORT HARBOR, ME	NAD	Mar-15	May-15	Aug-15	Continue study. Check on CZM status in Feb 2015.
PUGET SOUND NEARSHORE MARINE HABITAT RESTORATION, WA	NWD	May-15	Jul-15	Oct-15	Decision point Dec 2014 after public review
AMERICAN RVR COMMON FEATURES GRR	SPD	Apr-15	Jun-15	Oct-15	American River and West Sac GRR - Combine CWRBs

Legacy Summit Schedules and Commitments (Cont.)

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WEST SACRAMENTO, CA GRR	SPD	Apr-15	Jun-15	Oct-15	American River and West Sac GRR - Combine CWRBs
SOUTH SAN FRANCISCO BAY SHORELINE, CA	SPD	Jun-15	Aug-15	Nov-15	Hold next Milestone by 31 Oct 2014
MALIBU CREEK WATERSHED, CA	SPD	Jul-15	Sep-15	Dec-15	Working Congressional Reprogramming and obtaining vertical alignment on Federal Interest and schedule 31 Oct 2014
PECKMAN RIVER BASIN, NJ	NAD	Jul-15	Sep-15	Dec-15	Following Meeting with DEP the Path forward is uncertain, working with Sponsor
JOHN H KERR DAM And Reservoir, VA & NC (Section 216)	SAD	TBD	TBD	TBD	Need Decision - Nov 2014 MSC report decision on path ahead to HQ
PRINCEVILLE, NC	SAD	TBD	TBD	TBD	Allow sponsor until 28 Nov 2014 to provide cost share funding.
SOUTH FORK SOUTH BRANCH CHICAGO RIVER (BUBBLY CREEK)	LRD	TBD	TBD	TBD	By the end of Oct 2014, check in with MG Peabody, determine if proposed actions are ecosystem restoration, appropriate for USACE participation, or environmental remediation.
SOUTHWEST COASTAL	MVD	TBD	TBD	TBD	CWRB contingent upon receipt of funding
UPPER DELAWARE RIVER WATERSHED, LIVINGSTONE MANOR, NY	NAD	TBD	TBD	TBD	In Mar 2015 determine if CAP or continue to Chief's Report
HGNC – GALVESTON EXTENSION	SWD	TBD	TBD	TBD	Inactive to solve 902 issue, if not active by 2017 terminate
AMAZON CREEK, OR	NWD	NA	NA	NA	Terminated