



REPLY TO
ATTENTION OF

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

CECW-P

3 FEB '11

MEMORANDUM FOR MAJOR SUBORDINATE COMMANDS

SUBJECT: Civil Works Program - Pilot Study Implementation

CPRs,

1. The purpose of this memorandum is to announce the initiation of a National Pilot Program and to solicit MSC nominations for Pilot Studies. The purpose of the Pilot Program is to validate concepts of a new paradigm that are intended to shorten the timeframe for completion of a pre-authorization (planning) study and is consistent with the general concepts emerging from the revised Principles and Guidelines. Through the Pilot Program we intend to develop and refine methodologies and processes for planning studies across all business lines in a manner that is sustainable and replicable and that will inform future Civil Works guidance. This will require each functional area engaged in the planning process (project management, engineering, real estate, counsel, as well as planning) to fully embrace "change." This memorandum provides guidance on the Pilot Study nomination criteria and timeline for submission.

2. Background: In direct response to our priority goal to "Modernize the Civil Works Program" to meet 21st Century needs, the ASA(CW) and USACE leadership identified and tasked a study work group, consisting of planners and policy representatives from the OASA(CW), HQUSACE, MSC's and districts, to identify concepts that would enable the Corps Civil Works Planning Program to transform the civil works pre-authorization process to be more responsive to the needs of the nation and complete the preauthorization study process in a targeted goal of 18 months, while preserving the integrity of the analysis. An Executive Report entitled, "Recommendations for Transforming the Current Pre-Authorization Study Process" is provided as Enclosure 1.

3. A New Paradigm for Studies: The proposed paradigm envisions a study process with clearly defined decision points that is more predictable, more efficient, and takes significantly less time than the current planning study process. The study process continues to use quality engineering, economics, and environmental analyses, but appropriately focuses the amount and type of data collected and analysis conducted based on the risk and consequences of the decisions being made. While not every study initiated by the Corps will be able to be completed in 18 months, the proposed process should dramatically shorten the amount of time and cost of conducting planning studies and increase corporate and individual accountability for decisions. The main concepts associated with the proposed planning paradigm are further defined in Enclosure 1, and include:

- vertical integration of decision making and early engagement throughout the study process;

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- identifying risk factors and areas of uncertainty and performing detailed analyses in these areas only;
- defining Federal Interest based on early identification of the problem(s) and the level of federal investment in solving the stated problems and ;
- utilizing a multi-criteria approach in alternative comparison and selection.

4. Pilot Selection and Implementation Process: The USACE will initiate the National Planning Pilot Program using specifically named ongoing and funded studies. On 10 February 2011, Headquarters, USACE and ASA(CW) will select two pilot studies from a list of Pilot Studies nominated by the work group, provided as Enclosure 3, to begin testing new civil works planning concepts. The work group proposed the following three Pilot Studies from which we intend to select two:

- Central Everglades, FL
- Jordan Creek (Springfield), MO
- Sutter Basin, CA

Request MSC Commanders' input on these proposed selections by 8 February 2011. If you have another study that you feel would be more suitable for one of the first two pilots, please forward NLT 7 Feb. Our goal is to move forward quickly in February on these first two studies followed by 5-7 additional studies to be determined in early March after the MSCs submit their proposals.

The studies will be scoped with the vertical team, to include key functional areas; project management, engineering, real estate, counsel, as well as planning with expectations and risks communicated to the extent possible. Once the first two pilots move beyond scoping and the study proceeds, an anticipated five to seven additional pilot studies will be selected and begin the scoping process. In addition to consideration of the criteria below, selection will include a variety of small and large projects and a diverse representation of business lines, including multi-objective projects. MSCs are expected to provide nominations that meet the pilot study criteria; however, selection is not guaranteed. In total we expect to conduct 7 to 9 pilot studies. The OASA(CW) and HQ will maintain close oversight and program management of the Pilot Program to assure consistencies, apply lessons learned, and effectively influence internal and external communications. Each MSC and District Commander will be responsible to execute and deliver the study as described and agreed to in initial scoping documentation. Because each Pilot may be slightly different in terms of focus area, the expectations, deliverables and outcomes for each will be clearly defined in a scoping document prior to the initiation of the Pilot Study.

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5. Pilot Study Nominations:

a. MSC Commanders shall consider candidates for Pilot Studies in view of the criteria below and nominate candidate Pilot Study(s). The MSC nominations should include those previously identified and submitted through the work group or MSC Planning Chiefs. The MSC Pilot nominations should be prioritized. Each MSC is required to provide at least one nomination. However, if there are no pilot study candidates that meet the specified criteria in your MSC, a negative response and explanation is required.

b. In order to be considered for the National Planning Pilot Program, a study must meet the following criteria:

- Executed FCSA
- Adequate FY 11 Funding in place
- Included in FY 12 Presidents Budget
- Be in the initial phase of study (pre-Feasibility Scoping Meeting)
- Sponsor willingness to participate and awareness of risks
- District and MSC leadership willingness to participate
- Identification of Pilot Study team member(s) to participate in the PDT

All Pilot nominations must be fully coordinated within each MSC Programs to assure budgetary criteria are met.

c. MSC Pilot nominations must include a fact sheet that describes how the proposed pilot study meets the purposes of the National Planning Pilot Program, including the concepts to be tested. A template fact sheet is provided as Enclosure 2.

d. MSC Pilot nominations are to be submitted to Mr. Theodore A. Brown, Chief Planning and Policy by 23 February 2011.

6. Communication Plan: Prior to and in conjunction with the initiation of the Pilot Program, an intensive engagement strategy will be implemented. This strategy is depicted on the enclosed chart, Enclosure 4. Communication and engagement must convey a consistent message across a diverse group of stakeholders. The communication and engagement strategy is broken down in to three groups: communication with and between the pilot study teams, communication within the Corps of Engineers, and strategic communication outside the Corps with Congress, other Federal, state, and local agencies and stakeholders. Talking points will be made available in early February 2011 to coincide with FY12 Budget testimony, Congressional Hearings, and MSC and District Congressional visits.

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7. Our expectation of the Pilot Program is that it will further support an environment for change by demonstrating the effectiveness and efficiencies of a new Civil Works Planning paradigm through a deliberate trial period conducted with Administration and Congressional engagement. We look forward to receipt of your nominations and am excited by the opportunities ahead of us as we seek to transform the Civil Works Program. We appreciate your responsiveness and commitment to this important Civil Works initiative.

FOR THE COMMANDER:

*THANKS FOR YOUR
SUPPORT!*

W/TG


WILLIAM T. GRISOLI

Major General, U.S. Army

Deputy Commanding General

for Civil and Emergency Operations

Encls

- 1 - Executive Report
- 2 - Pilot Project Nomination Template
- 3 - Proposed Pilots from Working Group
- 4 - Pilot Timeline

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