

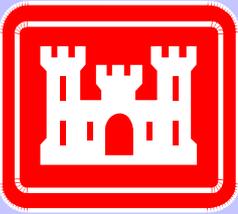
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The Civil Works Review Board Process – A Work in Progress

C. Lee Ware
US Army Corps of Engineers,
Headquarters
July 2011

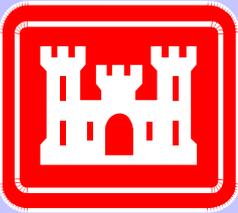


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Objective

- To discuss Civil Works Review Board process and lessons learned to date
- Share thoughts on how to prepare your project for the CWRB
- To discuss the Report Summary and DE presentation requirements



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DE Briefings & the Civil Works Review Board

- DE Briefings and establishment of the Civil Works Review Board (CWRB) laid out in Appendix H of ER 1105-2-100
- Facilitate timely completion of review and HQUSACE determination that the report is ready for the release of the draft Report of the Chief of Engineers for State and Agency review and filing of the Final EIS.

ASA(CW)
Provides
Guidance
(Jan)

HQ Requests
Legislative
Proposals
(Mar)

Field Offices
Submit
Proposals
(May)



USACE Civil Works Legislative Process

HQ Review & Approval
(May - Jul)

USACE Proposals
to ASA(CW) (Aug)

Army Proposals
to OMB (Oct)

OMB
Review
(Oct - Feb)

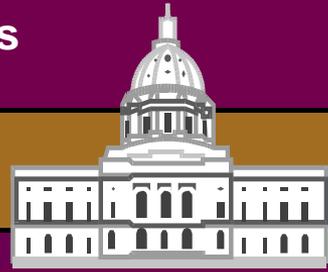
Army Legislative
Program to Congress
(Feb)

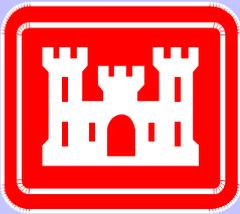
Member Requests
& Congressional
Hearings (Mar - May)

Committee
Action on Bills
(May - Sep)

President Signs
WRDA Legislation
(Oct)

Start
Finish





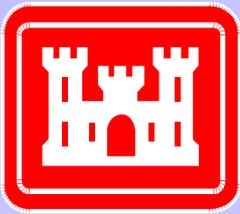
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CWRB Membership

- DCG Chair (MG Temple)
- DCGCEO (MG Grisoli)
- MSC Commander (rotational)
- Chief, Planning & Policy Div. (Brown)
- Chief, Engineering and Construction CoP (Dalton)
- RIT leader from non-representing MSC (rotational)





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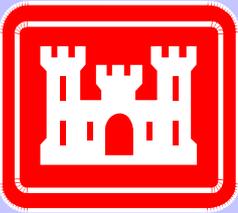
CWRB – Meeting Attendees

Participants

- District
- Division
- Sponsor
- Supporting Agencies (?)
- HQ (RIT, Review Team, OWPR, PIng & Policy)
- ATR Team; IEPR Team
- ASA(CW) 
- OMB

Observers

- Planning & Proj Mgmt Communities
- Congressional staff (?)
- The Press (?)
- GAO (?)

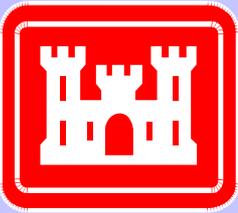


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CWRB Logistics

- Commanders brief the CWRB (live)
- Target time is 2-3 hours
- Dates are “calendared” to occur once or twice a month for the entire year
- “Scheduling” a CWRB for any project does not “officially” occur until complete final feasibility report review package is received in HQ for review
- CWRB meeting occurs following receipt of final decision document materials (no sooner than 3 weeks after receipt)



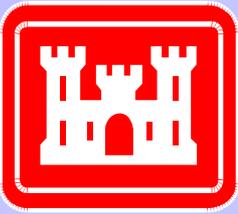
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CWRB Logistics (more)

- Occurs concurrently with HQ policy review of final feasibility report
- Involves:
 - ◆ District Commander Recommendation
 - ◆ Sponsor Statement of Support
 - ◆ Division Commander Recommendation
 - ◆ ATR and IEPR
 - ◆ OWPR (HQ) Recommendation
 - ◆ Questions and Discussion
 - ◆ Vote by the CWRB (using Robert's Rules of Order)
- Planning Community can engage and learn virtually



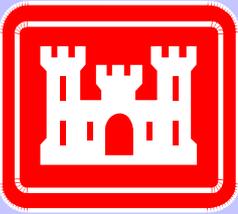


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CWRB Member Read-Aheads

- Basic materials provided one week in advance
 - ◆ Report Summary
 - ◆ Draft Chief of Engineers' Report
 - ◆ Agenda
 - ◆ List of attendees
- Does not include:
 - ◆ Sample questions
 - ◆ Powerpoint slides
- No pre-CWRB coordination meeting with CWRB members until recently, these are minimized.



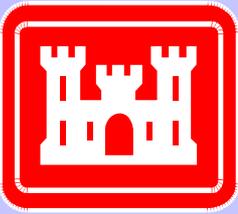
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CWRB – Real Purposes

- Command engagement
- Corporate decision making
- Corporate learning
 - ◆ Leadership Level
 - ◆ CoP wide
 - ◆ Vertical Team
- Informing the Road Ahead (OMB & ASA(CW))
- Personalizing the “DC process” for the sponsors





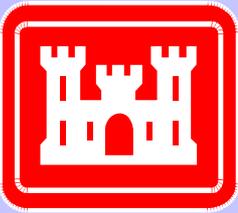
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CWRB – Real Purposes (cont'd)

- Personalizing the proposed project for the organization
- Provides impetus to solve problems before the CWRB meeting occurs
- Relationship building
 - ◆ Among the vertical team
 - ◆ Within the Administration
 - ◆ With the Sponsors
 - ◆ With the taxpayer
 - ◆ With other agencies
- Getting folks out of their “boxes” and away from their emails



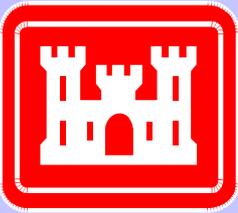


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CWRB Experiences To Date

- Reviewed 36 projects (as of July 2011)
- 33 approved for S&A review (many contingently)
- 1 was reviewed by the CWRB 3 times and ultimately, after much additional work, was circulated for S&A review
- Length: wide range 1.5 hours – 4.0+
- More than 2 project reviews a day pushes the limits of reasonableness
- Difficult to have more than 1 by the same MSC

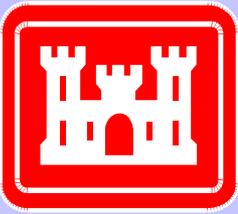


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Initial Lessons

- Implementing new processes often causes anxiety (risk averse)
- Dialogue among participants has been invaluable
- Sponsor's statements paint a picture
- Commanders need time to prepare for CWRB briefs
- Behind the scenes politicking has been minimal (and negative result to date)
- IEPR role and participation is evolving and increasing

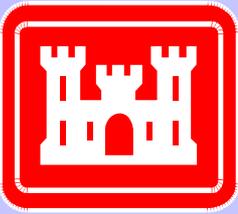


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More Initial Lessons

- Calendar management is painful
- Some energy being spent to avoid the process (unnecessarily) -- wasteful
- Vertical team engagement leading up to CWRB is intense (but effective)
- Not necessarily designed to produce a Chief's Report more quickly
- Important relationships are being formed
- NOT the BERH (and this is good)
- Invaluable tool and still in development!

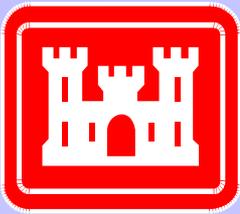


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Most Often District & Division Cited Lessons Learned

- Proactive & collaborative Vertical Team engagement is key to success (communicate, communicate, communicate)
- Vertical team engagement needs to be front-end loaded
- Site visits help reviewers visualize the problem and solution
- Policy clarifications need to be gained up front in process (including ASA(CW) coordination)
- Changing processes complicate decision making, but is part of our “system”

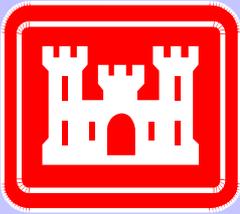


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Most Often District & Division Cited Lessons Learned

- There is a need to be prepared for unexpected
- Ecosystem Restoration is a challenging mission area
- Time lag between milestones can be excessive and needs to be managed
- Local sponsor and interests are key players in helping resolve policy and ATR concerns
- Critical ATR and policy issues need to be resolved earlier in the process (rather than at the final report stage)
- *Add a slide early in District Commander's presentation- Lessons Learned from Others*



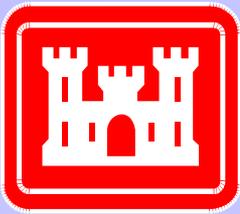
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CWRB Members Areas of Expressed Interests (to date)

- Risk and Uncertainty
- Completeness of the activity & overarching need
- Mitigation requirements
- Strength of Benefits and Costs
- Significance of Habitat
- Costs - budgetability
- ATR
 - ◆ Major issue areas
 - ◆ Conducted by whom and where
 - ◆ Involving the right people



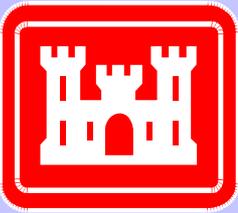


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More CWRB Members Areas of Expressed Interests (to date)

- PDT Membership (how broad?)
- Peer & External Review (significance of concerns, resolution?)
- Assumptions & the relation to plan formulation
- 4 Accounts analysis (quantify & qualify)
- Rationale for plan selection (esp. non-traditional, LPP)
- Math, consistency questions
- Application of Lessons Learned
 - ◆ Through repeat District engagement
 - ◆ Through sharing across the Corps
- ASA(CW) waiver requests and proactive engagement

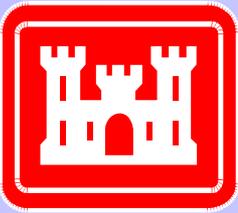


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CWRB Preparations – General Roles & Responsibilities

- HQ
 - ◆ OWPR (Policy Compliance determination & recommendation, CWRB scheduling, Co-Leads vertical team integration with RIT, Coordinates ASA(CW) & OMB participation, provides CWRB read aheads to Board Members)
 - ◆ RIT (District & MSC champion, mentor and coach; Co-Leads vertical team integration with OWPR; assists in assembling read aheads)
- MSC & District:
 - ◆ Preparation of CWRB read ahead materials and provision of a complete quality final feasibility report document
 - ◆ Sponsor coaching

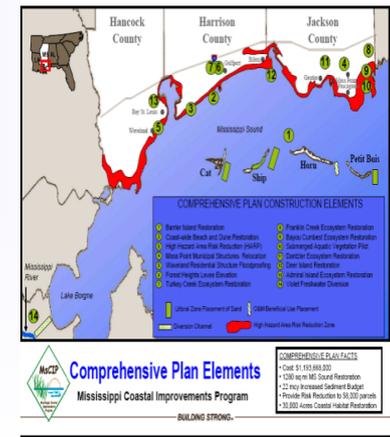


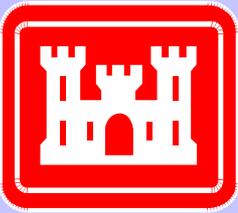
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Report Summaries

- Requirement for Report Summary is relatively new
- Summaries are evolving– success has been mixed
- Report Summaries need to tell your story
 - ◆ Ask a non-involved person to review
 - ◆ Compare with others developed
 - ◆ Don't overwhelm with data
 - ◆ Present consistent information
- See guidance on CWRB Web Page
<http://usace.army.mil/CECW/CWRB/Pages/default.aspx>





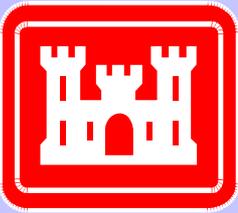
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District & MSC Commander Presentations

- Requirements are laid out in App. H, ER 1105-2-100
- Success is also mixed
- Need to succinctly convey to CWRB (decision-makers) why Federal investment recommendation should be made & process used to substantiate recommendation
- Don't seek to overwhelm
- Practice, practice, practice (for all)
- Presentations are posted on the CWRB web page

<http://usace.army.mil/CECW/CWRB/Pages/default.aspx>

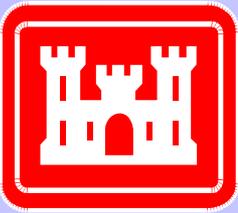


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CWRB – Being Prepared

- Determine if it applies to your project (early)
- Target the date, but allow for time for prep (& don't underestimate the effort)
- Vertical team communication is key (seek out your RIT)
- Make the most of early meetings (FSMs, AFBs, FRCs, IRCs, etc); proceed with the end in mind
- Try to resolve identified issues ahead of CWRB
- Engage ASA(CW)?

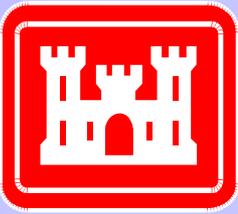


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CWRB – Being Prepared (con't)

- Tune into other CWRBs and take the time to observe (then apply lessons learned)
- Layout the issues and solutions
- Think about your audience – the Administration view
- Expect the unexpected-last minute issues arise
- Enjoy the ride and opportunity to engage the leadership
- Come early, stay downtown, use a team room for team coordination center

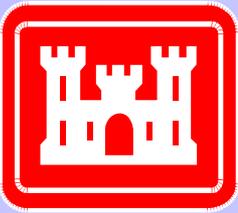


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CWRB Projections

- In 2011, 3 CWRBs held to date of 16 calendared
- CWRB Members are interested in presentations progressing to include discussion of:
 - ◆ 4 accounts
 - ◆ Systems Approach
 - ◆ ATR
 - ◆ Peer Review (IEPR)
 - ◆ Risk and Uncertainty
 - ◆ Campaign Plan (not Actions for Change)/EOP

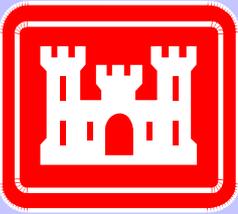


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Chiefs Report Process Times

- 22 Chiefs Reports signed in 2006, none in 2007, 1 in 2008, 4 in 2009, 4 in 2010, and 1 to date in 2011.
 - ◆ 8 CWRBs in 2005, 3 CoE Rpts signed (all projects predated CWRB)
 - ◆ 11 CWRBs in 2006, 22 CoE Rpts signed (3 projects predated CWRB)
 - ◆ 3 CWRB in 2007, no CoE Rpts signed
 - ◆ 3 CWRB in 2008, 1 CoE Rpt signed
 - ◆ 3 CWRB in 2009, 4 CoE Rpts signed
 - ◆ 5 CWRB in 2010, 4 CoE Rpts signed
 - ◆ 3 CWRB in 2011-1 CoE Rpt signed to date
- Processing Times (CWRB to Signed CoE):
 - ◆ Range from 54 – 931 days (avg.= 210 days, median=152 days)
 - ◆ Typical delays causes:
 - Untimely agency response (or request for extension)
 - Lack of WRDA pressure
 - Need for additional action by District (issue resolution, addendum, etc)
 - Need for LOI, Change of Local Cooperation



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Contact Information

- C. Lee Ware, 202-761-0523 or Charles.L.Ware@usace.army.mil