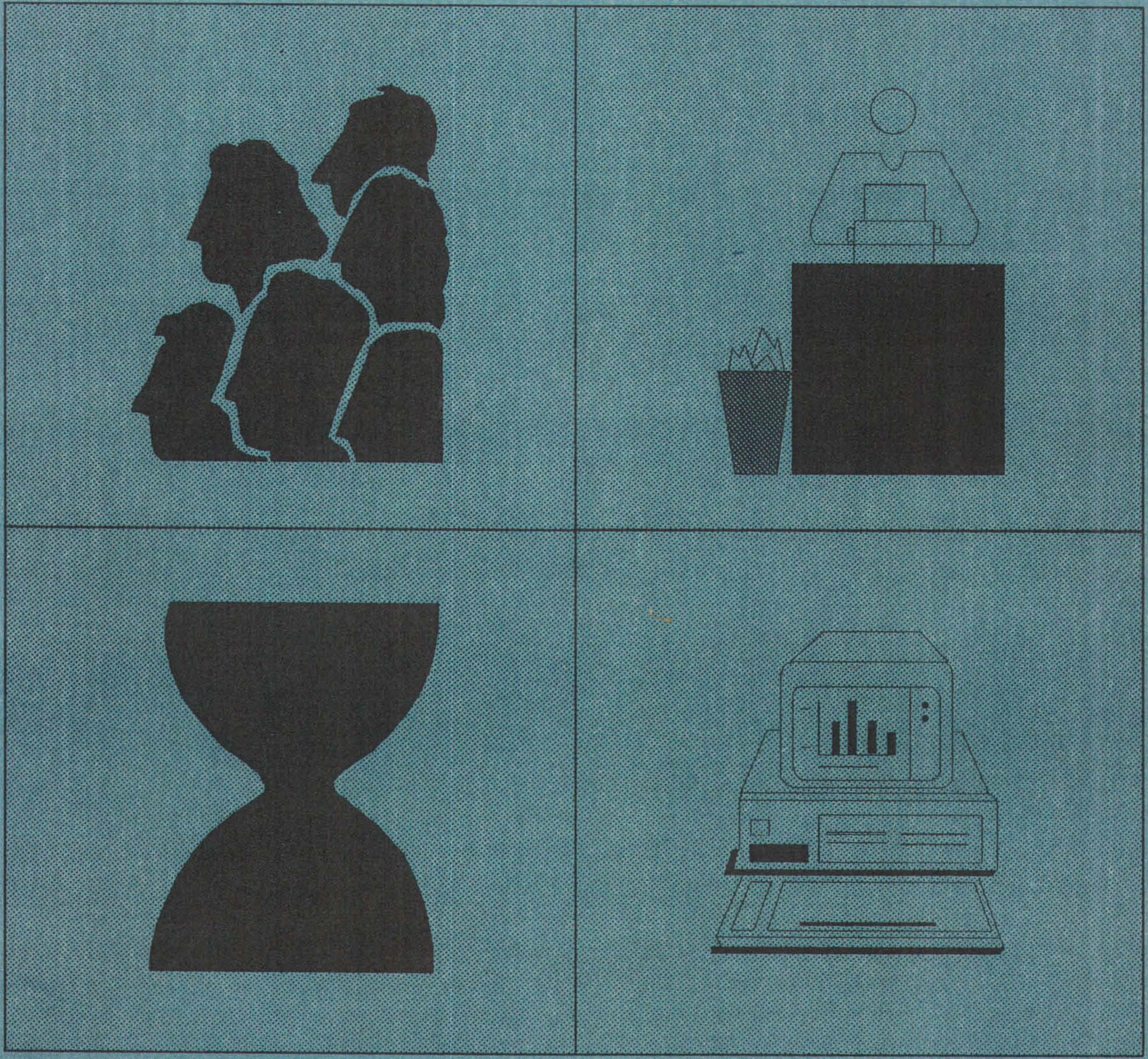
US Army Corps of Engineers
Headquarters
Civil Works Planning Division

Corps of Engineers Study Managers' Catalog



October 1988

Final Report

Corps of Engineers Study Managers' Catalog

sponsored by
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Preface

This catalog would not have been possible without the valuable contributions of Corps study managers who freely shared their ideas and knowledge about effectively managing planning studies. Each procedure, technique, tool, tip, or other item described in this catalog has been used by someone to help get the job done. In effect, this catalog has been written **by** Corps planners **for** Corps planners.

The catalog is not formal guidance, nor is it designed to prescribe the "right way" to do study management. Rather it is a source of ideas, examples and other information that a study manager might find useful. The idea is to take advantage of what has already been done and transfer this information to all Corps study managers. The goal of the catalog is to help Corps study managers with the day-to-day tasks associated with study management.

The idea for the catalog grew out of the Corps Study Managers' workshops held during the last two years. Headquarters, Civil Works Planning Division was the major driving force behind the workshops and supported the development of the catalog. Ken Orth, CECW-PW, was the point of contact during the development and preparation of the catalog.

The Institute for Water Resources (IWR) was given the responsibility for producing the catalog as part of the Planning Methodologies Research Program. Michael R. Walsh managed the project under the general supervision of Michael R. Krouse, Chief, Research Division.

IWR retained Planning and Management Consultants to assist in preparing the catalog. Mr. Bill Davis was instrumental in sorting through and organizing all the contributions from Corps planners and in preparing initial drafts of the catalog.

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INTRODUCTION

Background

Planning study managers have one of the most demanding and difficult jobs within the Corps of Engineers. The job requires leadership, patience, management ability, and technical understanding. There is no one correct approach for handling every study, and Corps study managers have developed many innovative ways to manage planning studies that are not documented for sharing among all study managers.

One of the keys to improving study management throughout the Corps is to provide a way for study managers to share their experience and approaches to solving study management problems. HQUSACE, Planning Division took a step in this direction by beginning a study managers' workshop series designed to bring together study managers from around the Corps to exchange ideas about study management and learn from one another. Thus far, five workshops have been held with about 185 study managers participating.

There was a wealth of "how to" information for Corps study managers produced during these workshops. While a written summary of presentations was given to each participant after the workshops, there is a need for a better way to distribute a concise synthesis of the workshop information to all Corps study managers. Moreover, there is a need to gather the collective experience of study managers throughout the Corps and distill this information into a document that will be a source of information for all study managers. This report, the Corps Study Manager's Catalog, is that document.

Development of the Catalog

The basis for the catalog is the material presented by Corps study managers at the study managers' workshop. This information was supplemented by other items gathered by contacting study managers in the field. As a way of organizing the information each contribution by a study manager is described as one or more "tools" in this catalog. For this catalog, a "tool" can be a checklist, form, written procedure, notebook format, useful tip, idea, or similar item used to organize, document, coordinate, communicate, display, or otherwise manage data, time, funds, team members and other study resources. The common purpose of the tools is to aid the study manager in the conduct of a planning study. To keep the catalog to a reasonable size, every "tool" was not included. When there were a number of similar "tools" the most representative ones were included in the catalog.

Sprinkled throughout the catalog are quotes heard from study managers during the workshops. These quotes are about study management issues and should be interesting and thought provoking.

How to Use this Catalog

The "tools" in this catalog are grouped by five major categories:

Time, Money, and Task Management
Plan Formulation
Leadership, Communication, and Coordination
Study Results
Other Study Management Tools

Each "tool" is described briefly. If the "tool" is a form or illustration of some kind the form is placed after the description and annotated as needed. The name, office symbol, and phone number of the person who contributed the "tool" follows the description and the "tool" itself. If the "tool" was developed by a group effort then the name of a contact for more information about the "tool" is listed.

Please note that this catalog of tools is intended for the exchange of ideas and is not intended to offer directive guidance.

Any mention of commercial products, including computer hardware and software is not an endorsement of the products.

TIME, MONEY AND TASK MANAGEMENT

One of the primary jobs of a study manager is the estimating, assigning, and monitoring of the study work effort, schedule, and the funds allocated to the study. These are classic study management functions with time spent on the monthly tracking and reporting of funds and task progress. In this capacity, the study manager is dealing with gathering cost estimates and expenditures from all technical elements involved in a study, arranging the data into various required reporting formats, and rearranging the data to meet the specific management needs of a study, which may not mesh with other required formats. Throughout all this the study manager is faced with a dynamic process in which plans, cost estimates, policies, or designs may change, necessitating adjustments in schedules, tasks, or funding. Recent additions to the study management responsibilities have come about with cost-sharing requirements whereby there are both Federal and non-Federal funds to be tracked.

The advent of computers has had a major impact on study management. With the introduction of mainframe computers and the first attempts at standardized accounting to the microcomputer with various commercial software, the work of the study manager has been affected. In many cases, the study managers use electronic spreadsheets, data base management programs, or study management programs on microcomputers to track study tasks and funds in addition to the centralized Corps systems for study management. For more information on what planners are doing with microcomputers, see the IWR report "Microcomputer Applications in Planning Catalog," July, 1987.

This section of the catalog is divided into subsections on setting up for study management and monitoring a study. Tools are identified under each of these subsections which may help study managers in the management of study time, money, and tasks.

Setting Up for Study Management

Getting started in managing the scheduling and funding of a study requires cooperation and coordination with service elements involved in the study and strong organization on the part of the study manager. The study management tools presented in this portion of the catalog have been used by study managers in this process. Coordination with service elements requires the transfer of information about tasks needing to be performed, funding available to provide for the work effort, scheduling of the work effort, and communication of these agreements throughout the chain of command. The first three tools address this issue of coordinating work efforts. In addition to providing for the description and estimated costs of a given task, the routing and documentation of concurrence are importance elements of these tools. The service request form of the South Pacific Division provides for the return routing and acknowledgment of concurrence at the bottom of the form while the Walla Walla District has developed a separate work request concurrence form to attach to the work request form.

A form for recording the hours spent on different tasks is included. This form can facilitate the process of documenting and managing the time expended on various tasks by the different personnel involved in a study. Also included in this section is a description of one of a number of computer programs which can produce schedule charts and timelines. The flexibility of schedule generating software allows the study manager to coordinate the different tasks of a study and quickly evaluate modification to schedules should they occur.

This subsection of the catalog on setting up for managing a study ends with a draft standard operating procedure on managing cost-shared studies. This SOP is not offered as guidance but rather as an example of how one Division has agreed to set up for managing a study.

Service Request Form

Los Angeles District uses a Service Request Form (SPD Form 330) for planning the coordination of work and transfer of funds with other service elements. The form is shown in Exhibit 1. The initiating, or requesting, element is identified at the top of the form while the responsible service organization, the one from which the service is being requested, is identified at the bottom of the form. Total funds available and schedule dates for the request are also identified at the top of the form. The center portion of the form provides space for the specific goal of the request, instructions and remarks relating to the goal and a breakdown of the work request. The breakdown of the request by task includes the ADP work code, the funds available, a brief description and the schedule dates for the beginning and completion of each. The form provides identification of the levels of the initiating and responsible service organization and summarizes the work request. It also serves as a routing slip with approval signature and date columns for each organization involved. For more information on the use of this Service Request Form, contact the Planning Chief, Los Angeles District, CESPL (213) 894-5522.

Exhibit 1

SERVICE REQUEST	DATE OF REQUEST: 1 Oct 84	ORIG.	REV. *2	REQUEST NUMBER: 85-AA119-FGAG
INITIATING ORGANIZATION	APPROVAL SIGNATURE	DATE		ADP WORK CODE: AA119-02-See Below
DIVISION: Planning				CFY FUNDS AVAILABLE*
BRANCH: Water Resources				DATE: 21 Jan 85 / AMOUNT: $ 38,000
SECTION: Section A	[signature]	21 Jan 85		SCHEDULE DATE
PROJECT MANAGER: Stephen Hawkins	[signature]	1/21/85		START: 15 Nov / FINISH: See Below
PROJECT NAME: LACDA Mainstem				AUTHORIZATION

SPECIFIC GOAL: Recon level overflow maps & average flood depths

INSTRUCTIONS AND REMARKS

1) Provide reconnaissance level overflow maps with average flood depth and non-damaging discharge.

ADP Work Code	Amount	Description	Start	Finish
AA 119-02-4210 FGAG	28,000	A. Channel Reaches Covered By The LACFCD Contract 1980-81 1. Review LACFCD 1980-81 overflow reports and determine missing data. 2. Compute average flood depth and plot storage-discharge curve for reaches of channels provide by the LACFCD report.	15 Nov	31 March
AA 119-02-4210 FGAH	10,000	B. Channel Reaches Not Covered By Contract (LACFCD Report) 1. Determine clearance between bridge soffit top of channel. 2. Determine channel Full Q. 3. Tabulate & prioritize break-outs locations. 4. Analyze and map flooding by either contiguous overlows or independent overflows. 5. Develop storage-discharge curve and non-damaging discharge. 6. Provide report outlining procedures and results.	1 April	15 Aug
P.O.C. Dave Cozakos X5565 C.C. Fred Kawashima				

*FUNDS ARE NOT TO BE EXCEEDED.

RESPONSIBLE SERVICE ORGANIZATION	APPROVAL SIGNATURE	DATE	CONCUR YES	CONCUR NO
DIVISION: Engineering				
BRANCH: H&H				
SECTION: Hydraulics				
UNIT				

SPD FORM 1 AUG 72 330 PREVIOUS EDITIONS ARE OBSOLETE.

Work Request Form

The Work Request Form (NPS Form 53) is used in the Seattle District for providing notification of work efforts with other technical elements. The form has been entered into a word processing file to expedite the filling out of the form. The routing ladder in the upper left corner of the form indicates to which chief notification is being given of the work request and to whom copies are being sent for coordination of the work effort. Usually a draft work request is circulated to the technical elements for editing and completion of a loadline for the work effort. The completed work request and accompanying loadline forms are then routed to the chief with copies to all participating elements. By having the work request form on a word processing file, the routing ladder can be updated or revised as needed. Space is provided in the upper right quadrant of the form for identifying the project, manager, budget and date due. In the sample form shown as Exhibit 2, information on the budgeting of the work and the schedule are provided in greater detail on an additional page. The lower half of the form provides space for listing enclosures and a description of the requested work. Again, in the example provided, the description of work is carried over to an additional page. A standard operating procedure (SOP 19) is available for preparation of the work request form and the accompanying loadlines. A nearly identical planning study request form is also used in the district and has been used in electronic form. For more information about the use of the Work Request Form, contact Forest Brooks, CENPS, (206) 764-3456.

Exhibit 2

WORK REQUEST

NPSEN-PL-CP

TO: Chief,	Copy to		
XXX DESIGN BR	___	Project	South Aberdeen - Cosmopolis (CP&E)
___ Cost Eng Sec	X		
___ Structures	X	Work	DESIGN
___ Drafting	X		
___ Architectural	X	Account Number(s)	AD186035410B000
___ Electrical	X		
___ Mechanical	X		
___ PLANNING BR	___		
___ Econ&SocEval	___	Budget $	see page 2 — FY 1987
___ CP-Tech Unit	X		
___ CP-Brooks	X	Authority	GI-CP&E
___ H&H-Hydrology	___		
___ -Hydraulics	___	Lead Section	Civil Project Mgmt
___ SURVEY BR	___		
___ F&M BR	___	Proj Mgr	FOREST BROOKS — Ext 3456
___ RPM BR	X		
___ REAL EST DIV	___	Due	see page 2
___ ________	___		
___ EN-PL file	X		

No. SAC-87-8
Date 1 Nov 1986
Issued 11/6/86

Work to be used in: General Design Memo

Inclosures: 1. Load line

References: A. Work Request AD186-86-08 , dated 13 MAY 86
B. Coordination between England and Brooks on 10 Oct 86

Description of Work:

1. Participate with other NPS elements, as necessary, to review design of alternatives, provide technical information, and recommend appropriate design modifications for the selected project. Provide necessary technical assistence to respond to NPS, sponsor, public, and agengy concerns.
2. Provide detailed cost estimate (Phase II level) for plan recommended in GDM including appropriate text and tables. Review GDM and revise cost estimate as appropriate during District, NPD, and public review.
3. Provide landscaping concepts and preliminary cost estimate for landscaping measures at appropriate locations along the project alinement. Emphasis should be placed on low maintainance landscaping solutions. Provide technical assistance and visual aids for use in coordination with the local sponsor and to answer public and Agency concerns.
4. Prepare detailed layout, design, and cost estimates for landscaping elements included in recommended plan. Prepare narrative and associated figures, graphs, tables, and plates for inclusion in Technical

NPS Form 53-WFB
Oct 86 WAC78AM

Requested by ____________
FOREST BROOKS
Project Manager

Exhibit 2 *(continued)*

No. SAC-87-8
Date 1 Nov 1986
Page 2

Design Appendix. Review and revise as necessary during District, NPD, and public review.

5. Draft final report plates, including all necessary overlays, in form suitable for printing. Work will be coordinated with Design Engineer in CPM Section and with Structures.
6. Coordinate Design Branch input to CP&E studies and GDM/EISS. Provide assistance to Design Engineer in CPM Section regarding structural elements of levee and wall design. Review and revise as appropriate preliminary design of closure structures and drainage facilities prepared by CPM Section and Hydraulic Section, respectively, to Phase II level of detail. Coordinate Design Branch portions of GDM/EISS and Technical Appendix including text, tables, figures, graphs, and plates and provide to Design Engineer in CPM Section. Coordinate and provide revisions of Design Branch portions of GDM/EISS and Appendixes following District, NPD, and public review and final submittal.
7. Provide assistance to Structures Section regarding elect/mech elements of project design. Develop estimate of annual power cost for use in preparing annual O&M cost estimate. Prepare narrative and associated figures, graphs, tables, and plates for inclusion in Technical Design Appendix. Review and revise as necessary during District, NPD, and public review.

Funding:

	FY87 EXPENDITURE LIMIT (D+Ix$1,000)						
ITEM	ELECT	COST	ARCH	STRUC	DRAFT	MECH	DB AD
1. Plan Form	$ 0	$ 0	$ 0	$ 1.0	$ 0	$ 0	$ 0
2. Cost Est/Rep	0	3.9	0	0	0	0	0
3. Landscape Con	0	0	0.5	0	0	0	0
4. Landscape Des/Rep	0	0	2.2	0	0	0	0
5. Drafting	0	0	0	0	5.2	0	0
6. Structural/Rep	0	0	0	20.1	0	0	1.0
7. Elect/Mech/Rep	4.7	0	0	0	0	9.6	0.6
	$ 4.7	$ 3.9	$ 2.7	$21.1	$ 5.2	$10.6	$ 1.6

Schedule:

COMPLETION DATE	ITEM	WORK ITEM NO.
19 Dec 86	Plan Formulation	1
19 Dec 86	Landscape Concepts	3
27 Mar 87	Draft Rep to CPM	2,4,5,6,7
30 Sep 87	Report Revisions	2,4,5,6,7

Lessons Learned:

" We have to be more aware of the use of time now that half of the budget comes from local sponsors."

Using a DF for a Work Request Form

The Planning Division of the Walla Walla District uses a disposition form (DA Form 2496) for work request forms, as shown in Exhibit 3. The routing is modified to include routing through different offices for sign-offs before reaching the destination. The body of the form has space provided for the work description, specification of cost codes, estimated cost, acknowledgment of fund allocation, and comments.

The Work Request Concurrence Form is used to respond to the work request. This short form, shown as Exhibit 4, provides the work request name and number, the date of the response with routing from the lead office through specific offices. Space is given for the date the work request was received, acknowledgment for concurrence with cost estimates, estimated start and completion dates and comments. The work request form is usually attached to the concurrence form for return routing. For information about the Walla Walla work request and concurrence forms, contact the Chief of Planning, CENPW-PL at (509) 522-6438.

Exhibit 3

DISPOSITION FORM

For use of this form, see AR 340-15, the proponent agency is TAGO.

REFERENCE OR OFFICE SYMBOL	SUBJECT
DW PL-PF	Work Request - Zintel Canyon 3-PF-87

TO THRU: C, [redacted] Div

Task Mgmt BK

C, Planning Div

TO: C, Real Estate

FROM C, Plan Form

DATE 5-7-87

CMT 1

DALE SMALLER (Contact) 6633

Request No. _____

1. Description of Work: update ownerships and appraisals for G.DM report on Zintel Canyon

2. a. Charge Number: AFZTL0561110000 Name: Real Estate
   b. Charge Number: Name:
   c. Charge Number: Name:
   d. Charge Number: Name:

3. Estimated Cost: $2500

4. Have funds been allocated to working group? Yes

5. Comments: Dam layout map and elevations of dam & pool attached. Channel locations as in authorized project.

1 Encl
CMT 2 Form

(Signature)

Ch, Plan Formulation Br
(Title)

CF:

DW Form 548 (TEST)
JUL 86

1

DA FORM 2496 PREVIOUS EDITIONS WILL BE USED U.S. G.P.O.

Exhibit 4

Date & Title

WORK REQUEST CONCURRENCE FORM

J___(______3-PF-87______)
SUBJECT: Work Request - Zintel Canyon

THRU: C, Appraiser Br/Div FROM: Ch, Real Estate DATE: 21 May 1987 CMT 2
Task Mgmt (Lead Office)
Proj Mgr_______(if appropriate) (Contact)
C, _______Br/Div

TO: C, [illegible] Formulation

1. Date received: 15 May 1987 Concur in estimated cost? Yes x No____

2. Estimated start date: 26 May 87 Estimated completion date: 19 June 1987

3. Comments:

Richard Carlton
(Signature)
RICHARD CARLTON
Chief, Real Estate Division
(Title)

1 Encl
nc

CF:
NPWPB (Yes/No)
BK

'W Form 546 (TEST)
.L 86

Lessons Learned:

We are not managers, but leaders; manage yourself and you will lead others."

Conflict among Team Members

Steve Rothe of Omaha District has outlined several factors which contribute to conflict among study team members, effects of conflict, and solutions to such conflict. The study manager can strive to avoid some of the factors which lead to conflict by providing leadership, good communication and good documentation of the work effort. When conflict among team members does occur, the leadership and communication skills of the study manager come into play in assimilating the team effort, communicating effectively, and elevating irreconcilable differences.

I. FACTORS THAT CONTRIBUTE TO CONFLICT

A. Turf battles: Elements don't agree on task assignments

B. Self-preservation/kingdoms: maintain staffing levels, job series grades, budgets, stature and integrity, provide job experience.

C. People: Turnover causing unfamiliarity with previous guidance; abrasive or resistant personalities; differing backgrounds.

D. Inadequate documentation of previous work or guidance.

E. Lack of leadership involvement. Low priority.

F. Imperfect communication: Independent efforts; no notification; straw man drafts; no assigned person.

G. Data: Data from one element are unrealistic while another element's data are speculative.

II. EFFECTS OF TEAM CONFLICT

A. Advantages

1. Illumination of issues and resolution.
2. Process as product; spinoffs.
3. Product can be new, meaty.

B. Disadvantages

1. Delay

2. Costs.

3. Communication gaps, guidance gaps.

4. Unhappy, frustrated people, burnout.

III. SOLUTIONS TO CONFLICT

A. ACE = Assimilate, Communicate, Elevate.

1. Assimilate the efforts and product of team members.

a) Dig out their concerns and address them

b) Give them roles, empower them: meetings, text, correspondence, field reviews

c) Use negotiating skills: active listening, empathy, distinguish interests from positions, use what-ifs, compromise/concessions.

2. Communicate effectively

a) When providing drafts:

- explain it well
- hand deliver
- sit down and point out items
- be careful with straw men - introduce them
- ask substitute language
- highlight changed material
- use passive concurrence
- informalize some drafts; don't look for written comments.

b) Mutually set tasks and schedules

c) Provide CFs, signoffs.

d) Clear meeting agendas

e) Hold team meetings, invite to other meetings

f) Provide regular input to superiors, involve them

g) Provide alternatives for their consideration

3. Elevate irreconcilable differences to the decision makers

   a) ban trench warfare

   b) gets priority attention

   c) elicit 10% faster decisions

   d) prepare briefing papers with differing views, alternatives

   e) send issue resolution drafts to Division for concurrence

   f) call IRCs

      - prepare and circulate briefing materials

      - have and follow agendas

      - pre-circulate draft MFR, use it at the meeting.

IV. OTHER APPROACHES - Some may and some may not reduce conflict

A. Research - know the facts, rules and regs, data.
B. Cling to the relevant, pitch the irrelevant
C. Persist - write on
D. Challenge - broaden the frontiers, expand the perspectives, challenge tradition and convention, challenge authority

V. NOTES

A. The process can be as valuable as the product itself.
B. Long term change can result.

Lessons Learned:

"Respect for individuals is rewarded by individuals' best efforts."

Compromises with a Study Team

Delays often occur when trying to complete a report on schedule. One such delay involves the cooperation of team members and higher priority work which draws team members away from your project. One solution to this problem is a compromise. This outline, provided by Stuart Brehm III of New Orleans District, defines two types of compromise, how and when compromises occur in a reconnaissance study, how to handle compromise situations, and how to avoid them when working with an Interdisciplinary Planning Team (IPT). The same principles outlined here may also be brought into play when negotiating with local sponsors and working with a study team to expedite a feasibility study.

I. COMPROMISES

A. What is a compromise

1. "The settlement of differences by arbitration or by consent reached by a mutual concession."
2. "To make a shameful or disreputable concession."

B. What's the difference?

1. The first is a negotiation process by which both sides are at least partly satisfied, and the common good is served.
2. The second is a capitulation to the other side which may imperil your reconnaissance study.

II. HOW COMPROMISES COME INTO PLAY DURING A RECONNAISSANCE STUDY

A. Typical compromises in the scale of the study

1. Can the area to be investigated in the reconnaissance study be reduced?
2. How many types of alternatives will be investigated?
3. What kinds of benefit categories will be considered?
4. Can the individual task time frames be expanded or reduced?

5. Can the individual task costs be increased or reduced?

B. Typical compromises in the scope of the study

1. What level of detail is required? For example:

a. Does F&M need soil borings?

b. How accurate does the hydraulics have to be?

c. Do you have to have Real Estate estimates for all the alternatives?

d. How accurate do the design cost estimates have to be?

2. Informal Uncertainty Analysis - - Does the information look reasonable?

3. Can the study time frame be extended or reduced?

III. WHEN COMPROMISES COME INTO PLAY IN A RECONNAISSANCE STUDY

A. Compromise situations you can expect.

1. At initial team meetings when you first propose the plan and time frames of the reconnaissance study.

2. At the subsequent team meeting, when the tasks, costs and time frames are informally agreed upon.

3. When the DF that formally documents the tasks, costs and time frames is sent to the respective elements of the team.

B. Unforeseen compromise situations.

1. When a work effort from another team member is due and the work is either incomplete, or worse yet, not even begun.

2. When inadequate work effort is delivered on time.

3. When the task is completed on the time but the funds are not expended.

IV. WHAT TO DO WHEN COMPROMISE SITUATIONS HAPPEN

A. Decide whether it's a negotiable compromise or a capitulation.

B. If possible develop a fall-back position and negotiate.

C. Regardless of the outcome - document the event in a DF.

V. HOW TO AVOID COMPROMISE SITUATIONS WITH THE INTERDISCIPLINARY PLANNING TEAM

A. Before you begin to deal with the team, think your study through and evaluate areas where compromises are likely to occur.

B. Develop your negotiation fall-back positions early on - know what you can live with.

C. Establish a close working relationship with each member of the team - get to know them and what they react to.

D. Develop a "carrot and stick" approach.

1. Typical "carrots".

   a. On the spot awards.

   b. Certificates of appreciation.

   c. Team "quality circle" meetings off the district.

   d. Field trips.

   e. Coffee and donuts at team meetings.

2. The "stick" - The DF - Formally document the failure of the team member.

Lessons Learned:

"Live within the time you have. Is a three month answer much different from a six month answer?"

Study Management Concept

The Fort Worth District Planning Division has prepared the following documentation of study management procedures. Direction is offered for setting up a study team as well as organizing and conducting a team meeting. Two keys to managing the study team emphasized in this document are the preparation of the manager and the communication among team members. A Monthly Status Report is used to facilitate the flow of communication to team members and document team meeting.

Exhibit 24 illustrates this report form which is maintained in a word processing file. The report summarizes work recently completed and work scheduled, milestones and schedule dates, special attention items, funds, the next meeting date, and attendees of the team meeting. The report is prepared after each team meeting and distributed to team members, local sponsors, Branch Chiefs and the Deputy District Engineer. For more information about the study management concept document or use of the monthly status report, contact John Lucyshyn, CESWF-PL, at (817) 334-2185.

General.

To promote more District involvement in the performance of studies, civil works planning studies within the District are managed using the multi-disciplinary study team concept. Some of the advantages of the study team concept are that it provides for: shared control; improved communications; broadening of experience; increased involvement by assigned participants; creativity; and generally a better product. A Monthly Status Report is prepared and distributed following the team meeting to inform study participants of the team meeting discussions and other pertinent information regarding study direction.

Setting Up Study Teams.

At the onset of initiating a planning study, a Study Manager is assigned responsibility for insuring the investigation and reporting documentation are performed in accordance with current planning guidance and within assigned funding and scheduling constraints. To implement the multi-disciplinary study team concept, the Study Manager coordinates with the appropriate support elements of the Planning, Engineering, Operations, and Real Estate Divisions as well as the U.S. Fish and Wildlife Service (USFWS). The support elements are requested to appoint a representative to participate as a team member. The team members appointed should be the "worker bee" who is also to have the capability of making commitments for study tasks for which their office is to be held accountable. Typically, the study team would consist of the Study Manager, economist, environmental planner, hydrologic and hydraulics engineers, civil design engineers, realty professional, geologists and geotechnical specialists, and also a USFWS representative. As the study progresses and/or directions change, additional members with the required expertise are introduced or invited to selected team meetings.

With the study team organized, more of the study responsibilities were distributed to the team members. However, the Study Manager still remains the team leader and group facilitator, provides guidance when needed and formalizes decisions reached. An example of increased study responsibilities might require the team members to establish their own communications network to maximize data exchange and input by all team members. This is a task traditionally thought of as the responsibility of the Study Manager.

Team Meetings/Monthly Status Reports.

Having a multi-disciplinary study team responsible for an investigation does not automatically guarantee a successful problem-free study. The team and study progress still need to be monitored. At a minimum, the Study Manager is required to conduct at least one team meeting per month which provides team members an avenue to interact on a regular basis. The mechanism used to notify team members of a team meeting is a master list of planning team meetings distributed to applicable Division and Branch chiefs at the beginning of each month. The Monthly Status Report which is distributed directly to team members also contains this information. The appropriate branch or section chiefs are responsible for the attendance of their employees at team meetings and if the team member is unavailable, an alternative representative should attend. The study team meetings as a rule are run by the Study Manager. Informal guidelines established for the conduct of team meetings include the following:

1. Before the meeting:

a. The Study Manager should develop an agenda. The Study Manager's supervisor should not hesitate to require a written agenda for review prior to the meeting. This is especially true for new or inexperienced Study Managers. The preparation of an agenda should not turn into a major housekeeping task; rather, a list of key items to be covered should be sufficient. Copies of the agenda should be made available for all team participants.

b. The Study Manager should review the most current budget information to determine if obligations and expenditures are tracking with the 2101 schedule, and if not, the reasons for the variance should be addressed at the meeting. The expenditures vs. the amount of work completed should also be discussed during the team meeting.

c. The Study Manager should identify the important team members, based on the agenda, and see that they attend the meeting with suitable study materials in hand. However, the Study Manager should not fall into the habit of reminding every team member before every meeting. Since the monthly master list of planning team meetings and the Monthly Status Report both include the next meeting date, the team member should be professional enough to ensure the required attendance at his/her own initiative.

2. During the meeting:

a. The Study Manager should start the meeting promptly at the scheduled time. If less time is wasted, attendance, or lack of interest, should become less of a problem.

b. The Study Manager must take charge of the meeting. He/she is the one with the agenda to fulfill and it is his/her responsibility to see that the meeting accomplishes at least those goals. The meeting needs to have an open and honest two-way communication. One-way dialogue should be avoided; the Study Manager should act as a group facilitator encouraging and directing the discussion among team members.

c. The Study Manager should see that discussions last as long as necessary to clarify points but that the meeting discussions are not unnecessarily too detailed or do not go off on a tangent.

d. The following general actions should be accomplished during each meeting:

(1) If new team member(s) or guest(s) are present, they should be introduced by the Study Manager and their responsibilities explained to the study team. Remember that the other study team members are also to be introduced to the new team member/guest as well.

(2) Each team member should provide a brief oral status report focusing on actions since the last team meeting. The Study Manager should check to see if tasks assigned at the last meeting were accomplished and if not, what measures have been taken to expedite the work. If a problem is identified, team members should think through a solution and be prepared to make a recommendation during the meeting on an appropriate course of action.

(3) The Study Manager should make sure the goals for the next month's effort have been identified and actions planned to meet those goals.

(4) The Study Manager should identify upcoming work and milestones for the next 2-3 months and be prepared to explain the overall study schedule.

(5) The Study Manager should ensure that any problems or actions which team members would like to discuss are covered.

(6) To avoid misunderstandings the Study Manager should restate any commitments and technical direction for concurrence.

(7) The next month's team meeting should be scheduled and announced to all of the team members.

e. These are the minimum items which should be covered; however, the Study Manager should avoid covering only these items and overlooking important issues which also need to be discussed.

3. After the meeting:

a. Prior to the preparation of the Monthly Status Report, ad hoc meetings should be setup and held to clarify discussions/commitments made during the meeting.

b. The Monthly Status Report should be prepared by the Study Manager and distributed to the team members, guests, and the local sponsor no later than one week after the team meeting. The Monthly Status Report should include discussion of work completed the previous month, work scheduled for the following month, a milestone/schedule summary, special items requiring attention, funds data, and the next scheduled team meeting. If possible, the Monthly Status Report should be limited to one page to allow for quick scanning by all parties. In the Fort Worth District, copies of the Monthly Status Report are also provided to Chief Planning Division, Deputy DE, and the team members' supervisor to keep them informed on the status of studies. Examples of a Monthly Status Report prepared for an ongoing project in the District are attached as Exhibit 24.

c. Follow-up commitments made at the team meeting.

Conclusions.

The multi-disciplinary study team concept is a good one, generally resulting in a better overall product. However, the study team concept can be enhanced by conducting effective monthly meetings and by documenting study progress via a Monthly Status Report.

The monthly meetings and reports can also provide the DE an avenue to become more closely involved in the development of your project(s). At the Fort Worth District, the DE plans to attend one monthly team meeting, every quarter, for each study in planning division.

Exhibit 24

M O N T H L Y   S T A T U S   R E P O R T

FOR THE MONTH OF MARCH

STUDY NAME: DALLAS FLOODWAY — PROJECT MANAGER: LUCYSHYN
MEETING DATE: 22 MAR 88 — EXTENSION: 4-2185

WORK COMPLETED LAST MONTH:

STUDY INITIATION LETTER SENT TO CITY OF DALLAS 16 MAR 88. PL-B INITIATED COORDINATION WITH DALLAS DPW AND HAS SCHEDULED A MEETING FOR 5 APR 88. AFTER REVIEW OF EXISTING HYDROLOGIC DATA, DECISION WAS MADE TO UTILIZE THE REIS EXISTING CONDITIONS DATA AND FOR REPRESENTING THE WITHOUT PROJECT FUTURE CONDITIONS ASSUME THE REIS COMPOSITE FUTURE DEVELOPMENT SCENARIO TO BE IN EFFECT. WITH REGARD TO THE HYDRAULICS MODEL THE DECISION WAS MADE TO USE THE CORRESPONDING REIS HYDRAULICS MODELS WITH THE ONLY CHANGES BEING THAT BRIDGE SUPPER-STRUCTURES NEED TO BE MODELED. IN THIS REGARD EXISTING BRIDGE DATA IN CESWF WAS GATHERED AND IN CASES WHERE INFORMATION WAS LACKING, REQUEST WAS MADE FOR THE DATA FROM THE DALLAS DPW. WITH REGARD TO LEVEE FAILURES, A DECISION WAS MADE TO CONSIDER THE OCCURRENCE OF LEVEE FAILURE AT ONE FOOT BELOW THE EXISTING LEVEE CREST ELEVATION. STUDY SCHEDULES AND MONETARY CONSTRAINTS WERE ALSO REVIEWED.

WORK SCHEDULED FOR NEXT MONTH:

PL-B TO MEET WITH THE NTCOG ON 30 MAR 88 AND DALLAS DPW ON 5 APR 88. PL-B SCHEDULE AND HOLD CIVIL WORKS PLANNING ACTION TEAM MEETING. ED-HD TO CODE IN NEW BRIDGE DATA AS SOON AS DATA IS OBTAINED. BASED ON REIS DATA AND EXPERIENCE ED-HD IS TO IDENTIFY LEVEE SECTIONS WITH GREATEST POTENTIAL FOR FAILURE. PL-RE TO COMPUTE STORAGE VS. ELEVATION. RELATIONSHIP FOR AREAS BEHIND THE WEST, EAST AND NORTHWEST LEVEES. ED-HH TO DETERMINE FREQUENCY AT WHICH LEVEE FAILURE WOULD OCCUR UNDER THE COMPOSITE FUTURE DEVELOPMENT SCENARIO. ED-HH ALSO WILL REFINE THE MODELS ROUTING REACH THROUGH THE PROJECT AREA TO ALLOW FOR THE EVALUATION OF AN INCREASE IN VALLEY STORAGE WHEN THE LEVEES FAIL. ED-GD TO INITIATE COORDINATION WITH THE LEVEE DISTRICT TO OBTAIN EXISTING LEVEE CREST SURVEYS AND RECORDS OR DATA PERTAINING TO PERFORMED/SCHEDULED MAINTENANCE OF THE FLOODWAY. ED-GD IS ALSO TO RESEARCH ANNUAL INSPECTION REPORTS TO ESTABLISH AN OVERALL VIEW OF THE CURRENT CONDITION OF THE FLOODWAY. PL-RC TO INITIATE COORDINATION WITH STATE HISTORIC PRESERVATION OFFICER AND TEXAS ARCHEOLOGICAL RESEARCH LAB.

MILESTONE/SCHEDULE SUMMARY:

COMPLETE RECONNAISSANCE REPORT: FEB 89

INTERIM MILESTONES COMPLETE EXISTING CONDITIONS/ PROBLEM ID :JUN 88
- INVESTIGATE/DEVELOP ALTERNATIVES :NOV 88
- EVALUATE ALTERNATIVES :DEC 88
- REPORT PREPARATION :FEB 89
- PRELIM. SCOPE OF SERVICES FOR FEAS. STDY:FEB 89

ITEMS REQUIRING ATTENTION:

FUNDS: THRU

	OBLIGATIONS	EXPENDITURES	OBLIGATION BALANCES	
SCH	000	000	160000	PROJECT TOTAL
ACT	000	000	[illegible]	OBLIGATIONS TO DATE
			[illegible]	UNOBLIGATED BALANCE

NEXT STUDY TEAM MEETING: [illegible] APR 88, [illegible] AM

Exhibit 24 *(continued)*

STUDY TEAM MEMBERS:

Branch	Member	Ext.	Attended (*)
CESWF-PL-B	LUCYSHYN	4-2185	*
CESWF-PL-S	SHAW	4-3246	*
CESWF-PL-RC	NEWMAN	4-2095	*
CESWF-PL-RE	SHELTON	4-2095	
CESWF-PL-RE	MORGAN	4-2095	
USFWS	Cloud	4-2961	
CESWF-ED-HD	MAYFIELD	4-2818	*
CESWF-ED-HH	HARRIS	4-2218	*
CESWF-ED-GD	HOWELL	4-9912	*
CESWF-PL-S	GRIFFITH	4-3246	*

COPY FURNISHED:
CESWF-DE
CESWF-DD
CESWF-PL

Quarterly Report on Study Progress

Rex Phillips of Wilmington District offers this suggestion for obtaining information from study team members for use in quarterly study progress reports. Each team member is asked to use a reporting format to prepare nine responses in regard to the quarterly work effort for a given study. The responses include: accomplishments, results, findings, problems with study, problems with progress, projected work for next quarter, input needed, study direction, and documentation. The responses from each team member are then collected by the study manager for distribution to each team member. The responses are also synthesized for use in the quarterly study progress report. Two examples of responses from team members shown here.

RESPONSES

HYDROLOGY AND HYDRAULICS

1.ACCOMPLISHMENTS. Stream surveys (cross sections and bridges) were completed between April and July. The backwater model has been set up, but it has not been calibrated and verified. Since gage data is quite limited, a lot of assumptions will be necessary for calibration.

2.RESULTS. Don't know anymore about H&H than in June. The June status report is still good; i.e. 4 months behind schedule, and sees little potential for a justifiable project because no urban areas in the flood plains. The June report also indicated that reservoir sizing, critical to design and cost work, will be a goal for completion by the end of December.

3.FINDINGS. No products prepared for others.

4.PROBLEMS WITH STUDY. No real complications except lack of historical data may become a problem in backwater model verification.

5.PROBLEMS WITH PROGRESS. No; did not complete all schedule work. Surveys had a late start (April). Survey results had to precede all hydraulics work. Frequency studies, scheduled complete, are about 50% complete. Delays were caused by more work than expected on other projects (mostly Charity-2 people on it all year; also Crabtree start, Buckhorn start, Coharies completion -except for appendix writeup, and Falls Lake subimpoundment start-due complete in Sept 85).

6.PROJECTED WORK 1ST QUARTER FY 86. Backwater model verification and water surface profiles complete- 1 month - $6,000 and existing frequency analysis completed- 1 month - $6,000. (study manager note-June report also included reservoir sizing and development. It would be helpful if that can also be completed during first quarter.)

7.INPUT NEEDED. Nothing for first quarter. Water supply demands (needs evaluation) for later. Water supply needs evaluation from planning is required to do flow duration (mass duration yield), or water storage in reservoir to satisfy the need (yield analysis) by HEC-5 program.

8.STUDY DIRECTION. Based on field observation, not a lot of flood control benefit potential, but this is for economics to say. No problems in developing any suggested sites from H&H perspective. None of the sites are controlling that much of basin drainage area. Less than 10% of the basin is controlled with all three sites. Sites near headwaters.

9.DOCUMENTATION. The only work done in FY 85 was data collection, results not available. No documentation for the report.

ECONOMIC AND SOCIAL ANALYSIS

1. ACCOMPLISHMENTS. Flood damages have been refined since last year's report. The information given for the June status report is still up to date for existing condition. No work since June.

2. RESULTS. Most potential flood control benefits are pretty much on Marshville and Mount Pleasant sites; however, would depend on cost estimates as to which is most feasible. Slightly more damages at Mount Pleasant, but not enough more to make any difference.

3. FINDINGS. Marshville and Mount Pleasant are best of the three sites from perspective of flood control benefits.

4. PROBLEMS WITH STUDY. Limited need for flood control; flood control need is minimal.

5. PROBLEMS WITH PROGRESS. Did not complete all scheduled work. Average annual benefits were not completed because improved conditions hydraulics were not available.

6. PROJECT WORK 1ST QUARTER FY 86. Refine recreational analyses for 3 sites with Master Planning. Will mostly concentrate on Marshville and Mount Pleasant. Also re-evaluate Cox Mill and Coddle Creek recreation benefits to more reasonable scenario; i.e., poor water quality at Cox Mill, Coddle Creek site preempted by local government site development. Information on Cox Mill and Coddle Creek will be used in final report.

7. INPUT NEEDED. In order to compute benefits, need hydraulics results (profiles) for improved conditions.

8. STUDY DIRECTION. Nowhere except providing water supply information to local interests. Documentation at this moment is that flood damages don't seem to support anything so costly as reservoirs.

9. DOCUMENTATION. June report average annual damages-Mount Pleasant, $60,000.; Marshville, $50,000.; and Lambert, $20,000.

WORKING WITH LOCAL SPONSORS

Cost-sharing with local sponsors is a new aspect of the study manager's responsibilities. Cooperation with the local sponsor is critical to the success of the study, and the study manager is called upon as negotiator of the feasibility cost-sharing agreement and is often involved with the local cooperation agreement. Working in partnership with non-Federal sponsors requires cooperation in the planning and funding of studies as well as additional reporting of progress and expenditures. The study manager serves as an educator, negotiator, and facilitator. These roles stress the communication and leadership skills of the study manager. This section offers some lessons learned in cost sharing with the local sponsor.

The first three tools focus on communicating with a local sponsor based on personal observations and experiences. Two items are included on presenting financial data and the status of a study to the sponsor. The last tool is a list of personal observations presented in the form of lessons learned in cost sharing.

Making Cost Shared Studies Work

Here are four rules for making cost shared studies work from Tyrae Roelofs of Anchorage District. Emphasis is placed on the study manager as an educator, negotiator, manager and a professional.

RULE #1 EDUCATE THE NON-FEDERAL SPONSOR

- Discuss the entire process through to construction and highlight critical time lapses.
- Review sensitivity of B/C ratio.
- Discuss project features subject to change (e.g. channel depths) and project alternatives.
- Discuss relevant legislation, ER's, EC's.
- Use pamphlets to explain Corps services.

RULE #2 NEGOTIATE IN EARNEST

- Develop a Corps Team, inform technical sections that a sponsor is involved and that work effort is accountable to a possible audit.
- The two teams meet, have technical sections meet with sponsor's consultants.
- Negotiate a contract, include time and money for LCA development.

RULE #3 REPRESENT THE GOVERNMENT

- Maintain professional stature, the study manager is first a Corps team member and second a supporter of the local sponsor. Tell the sponsor a professional job will be done even if an individual team member is causing problems.
- Don't criticize the Corps in front of the local sponsor.
- 50/50 concept, explain to sponsor why costs change; find the flexibility within Corps regulations to meet the needs of the sponsor.
- Record-keeping, briefly document calls and conversation with date, persons and key words and take minutes at meetings.

RULE #4 USE A COMPUTERIZED MANAGEMENT PROGRAM

- Develop the FCSA, show sponsor and Corps split of time and funds for tasks maintaining 50/50 split.
- Monitor Expenditures, use separate cost codes for sponsor and Corps funds.
- Have control within the system rather than let cost overruns occur.

Roles of a Study Manager in Working with Local Sponsors

Bahiyyah Pasha of San Francisco District suggests that the role of the study manager should be flexible when interacting with local sponsors. She has identified the following study manager roles:

- The study manager serves as a teacher to the local sponsor. He or she must know the Corps regulations and procedures and inform the sponsor.
- The study manager serves as a facilitator of the Corps process, cost sharing, evaluation criteria, the local sponsor's sharing of ideas and of the local acceptance of a plan.
- The study manager serves as a partner; sharing, collaborating and maintaining good communication with local sponsors.
- The roles of a study manager change with the experience of local sponsors in working with the Corps and change through the phases of the planning process.

Tips for Communicating with the Sponsor

Ada Squires of Sacramento district suggests that good communication is a key in working with local sponsors. Problems may arise due to differing perspectives, unfamiliarity with Corps processes and jargon, and the time and travel funds required for coordination. The following tips for communicating with sponsors may be useful to the study manager whether conducting a public meeting, working on plan formulation, negotiating an FCSA, or coordinating with a sponsor on the management of study funds.

- Listen carefully & repeat back what you think you hear.
- Always keep in mind that the sponsor is speaking from the local perspective.
- Explain your organization & have the sponsor explain theirs.
- Talk about your boss not the branch chief. Talk about your boss's boss not the planning division chief.
- Explain the military role in the Corps & how it impacts the sponsor when the DE rotates every three years.
- Don't use acronyms - use the whole term and define it.

- Explain the planning process - do it often and keep it simple.
- Combine meetings and use conference calls to reduce coordination costs and time.
- Initial public meetings are a good place to initially establish rapport and credibility with the sponsor.
- The sponsor uses the reconnaissance report as their decision making document. - Be forewarned and beware.
- Local cost sharing works better when costs are evenly divided among multiple local sponsors but don't include a sponsor who doesn't receive identifiable benefits.
- Sponsors are looking at regional benefits not national benefits.
- The final public meeting is used by sponsors to measure political support and opposition.
- Sponsors like to get involved in Corps' meetings, workshops and IRC's.
- FCSA model contract is one-sided in favor of the Corps. Understand their gripes even if you can't do much about it.
- Sponsor will want to do 25% in-kind when they see what our indirect and overhead are.
- Sponsor needs assistance in documenting their indirect and overhead.
- With multiple sponsors make clear everything's 50-50 - Corps still has 1/2 the say.
- Multiple sponsors have highly diversified interests so coordination and formulation becomes very complex.
- Communicate well and coordinate often.
- Working as a team with the sponsor produces a better product.
- Sponsors and especially politicians are more likely to support vendables such as water supply. Flood control, based on a 1% probability of occurrence, doesn't have strong support unless it affects development, i.e. money. Be prepared to deal with that attitude.
- Have an original FCSA signed for each sponsor.

Data for Scope of Studies

In the Seattle District, a set of tables is usually included in the Scope of Studies (SOS) for use in negotiating with local sponsors. The tables present a summary of feasibility phase cost estimates by activity, the allocation of cost estimates by fiscal year, a detailed study cost estimate, and a glossary of office and agency symbols. The data used in the SOS tables are generated by a program developed by the Sacramento District which allows the tracking of Federal and non-Federal funds (see the description of the Fund Management Report).

Exhibit 25 shows an example of the summary feasibility phase cost estimate for the scope of studies. This table uses the PB-6 sub-accounts to display the cost apportionment. Costs are broken down into Corps' in-house costs, contract costs, and in-kind services. Contingency costs are included after the costs are subtotalled. Allocation of the in-house, contract, and in-kind cost estimates are shown by fiscal year in the next table as illustrated in Exhibit 26. Greater detail of the cost estimates for the feasibility phase is provided in a subsequent table (see Exhibit 27). The detailed study cost estimates are again by PB-6 sub-accounts and include a brief description of the work item and tasks, references to engineering regulations (ER) and engineering circulars (EC), estimated work days and rates, and assigned responsibilities. For more information on the preparation of these tables for the scope of studies, contact Steven Babcock of Seattle District, CENPS, at (206) 764-3651.

Exhibit 25

TABLE 1
SUMMARY FEASIBILITY PHASE COST ESTIMATE FOR SCOPE OF STUDIES
OLYMPIA HARBOR, WASHINGTON, NAVIGATION IMPROVEMENT STUDY

Program Subaccount	Feasibility Phase Cost Apportionment: Corps of Engineers In-House 1/	Contracts & Misc.	In-Kind Services 2/	Total Cost
.01	$ 3,315	$ 900	$ 1,700	$ 5,915
.02	2,248	0	2,000	4,248
.03	1,626	0	0	1,626
.04	3,252	0	0	3,252
.05	74,717	212,000	0	286,717
.06	0	20,250	0	20,250
.07	30,348	11,920	1,420	43,688
.08	0	0	0	0
.09	0	0	0	0
.10	19,825	61,425	0	81,250
.11	32,758	3,000	17,772	53,530
.12	10,615	0	0	10,615
.13	99,998	1,830	25,084	126,912
.14	16,899	0	7,745	24,644
.15	34,491	17,296	9,442	61,229
.33 3/	70,624	0	0	70,624
STUDY SUBTOTAL	$400,716	$328,621	$65,163	$794,500
Review Contingency 4/	19,750	0	19,750	39,500
TOTAL ESTIMATE	$420,466	$328,621	$84,913	$834,000

1/ Corps of Engineers indirect costs, calculated at 49 percent of direct labor, is included for program subaccounts (.01) through (.15).

2/ Includes Port of Olympia indirect costs (30 percent of direct labor) and overhead costs (25 percent of direct labor).

3/ Corps of Engineers overhead is 31.88 percent of direct labor, applicable to program subaccounts (.01) through (.15).

4/ Review contingency (5 percent of feasibility study cost estimate).

Exhibit 26

TABLE 2
ALLOCATION OF FEASIBILITY PHASE STUDY COST ESTIMATE BY FISCAL YEAR
OLYMPIA HARBOR, WASHINGTON, NAVIGATION IMPROVEMENT STUDY

Program Subaccount	GOVERNMENT FISCAL YEAR 1/ 1988	1989	1990	1991	Total 2/
.01	$ 0	$ 1,365	$ 975	$ 975	$ 3,315
	0	[400]	[500]	0	[900]
	0	⟨500⟩	0	⟨1,200⟩	⟨1,700⟩
.02	0	0	2,248	0	2,248
	0	0	⟨2,000⟩	0	⟨2,000⟩
.03	0	0	1,626	0	1,626
.04	0	0	3,252	0	3,252
.05	13,827	20,412	34,211	6,267	74,717
	[95,000]	[92,000]	[25,000]	0	[212,000]
.06	[1,875]	[2,250]	[11,625]	[4,500]	[20,250]
.07	0	10,678	17,984	1,686	30,348
	0	[10,000]	[1,920]	0	[11,920]
	0	⟨1,420⟩	0	0	⟨1,420⟩
.08	0	0	0	0	0
.09	0	0	0	0	0
.10	14,335	3,965	915	610	19,825
	[61,425]	0	0	0	[61,425]
.11	1,043	13,261	16,134	2,320	32,758
	0	[3,000]	0	0	[3,000]
	0	⟨17,772⟩	0	0	⟨17,772⟩
.12	1,290	580	7,295	1,450	10,615
.13	20,095	23,371	39,923	16,609	99,998
	[325]	[440]	[840]	[225]	[1,830]
	⟨2,571⟩	⟨9,568⟩	⟨9,684⟩	⟨3,261⟩	⟨25,084⟩
.14	0	16,899	0	0	16,899
	0	⟨7,745⟩	0	0	⟨7,745⟩

1/ Government fiscal year is October 1 through September 30

2/ KEY: $3,315 Corps of Engineers in-house work
[900] Corps of Engineers contracts & miscellaneous
⟨1,700⟩ Port of Olympia in-kind services

Exhibit 27

TABLE 4
DETAILED STUDY COST ESTIMATE FOR FEASIBILITY PHASE
OLYMPIA HARBOR, WASHINGTON, NAVIGATION IMPROVEMENT STUDY

Program Subaccount and Study Work Item	Responsible Element	Cost 1/

.01 PUBLIC INVOLVEMENT. The public involvement program will include one formal public meeting at the end of the study, one public workshop, and two informational documents (to be distributed to agencies, interested organizations and the general public). Costs shown below exclude allowances for associated effort of study management personnel which are covered under program subaccount (.13). References: ER 1105-2-30 and EC 1105-2-35.

a. Public Workshop.

1. Prepare and mail public workshop notice, prepare visual aids and handout materials, and coordinate preparation of meeting record.

7 man-days @ $195	EP-PF	$1,365

2. Audio-visual and other meeting support, including meeting place rental.

In-kind services	PORT	[$500]

3. Printing of meeting notice and handout material.

Contract	GPO	[$400]

b. Public Meeting.

1. Prepare and mail public meeting notice, prepare visual aids and handout materials, and coordinate preparation of meeting record.

10 man-days @ $195	EP-PF	$1,950

2. Audio-visual and other meeting support, including meeting room rental and recording, transcribing and editing of meeting record.

In-kind services	PORT	[$1,200]

3. Printing of meeting notice and handout material.

Contract	GPO	[$500]

PUBLIC INVOLVEMENT SUBTOTAL		$5,915

.02. INSTITUTIONAL STUDIES. This subaccount includes the determination of financial and legal arrangements required to implement alternative and recommended plans.

1/ Costs shown in brackets are total cost for work item. All other costs include only direct labor plus 49 percent Corps of Engineers indirect.

Reporting Study Costs to Local Sponsors

The Southwestern Division has developed a procedure for reporting the current status of a study to local sponsors. The reports are prepared quarterly and distributed to each sponsor of the study. The reports include the latest information on the following items:

- Study name
- Sponsor's name
- Date of agreement
- Sponsor's representative
- Corps' point of contact
- Sponsor's requirements
- Summarized financial data
- Reasons for changes in estimated costs
- Status of escrow account (if used)
- Anticipated additional requirements
- Status of study
- Scheduled activities for next quarter
- Other information

For more information on the preparation or use of the report, contact Larry Newbolt of Southwestern Division, CESWD-PL, at (214) 767-2308.

Working with the Public

Public involvement involves conducting meetings, workshops, public speaking, and working with the local news media. Communication skills are important, especially when conveying complex issues, plans, and Corps process in terminology understandable by the general public. Good communication leads to public understanding, trust, and mutual cooperation. Key phrases for public involvement are: "Be prepared" and "Be professional." Being prepared includes knowing one's audience, materials, and equipment. Being professional involves an attitude of providing a service to the customer.

This section begins with a checklist to organize and track tasks in preparation for public meetings. Similarly, the second tool is a week-by-week guide for meeting preparation. An abstract of an extensive review of public involvement techniques offers ideas for meetings as well as some guidelines for developing an effective public involvement program. Two items are included which offer tips on preparing for and giving presentations. The key words here are be prepared and be confident. Two different tools are provided for documenting attendees of a meeting, one of which also serves to organize presenters. An extensive list of do's and don'ts for speaking with the new media offers many helpful hints. The section ends with some thoughts on the use of a public involvement contractor and video productions.

Checklist for Public Meetings

Memphis District uses a checklist for public hearings and meetings. The meetings are planned by an action group consisting of the Deputy District Engineer (DDE), Public Affairs Officer (PAO), Chief of the Office of Admnistrative Services (OAS), and Chief and Project Officer of Planning, or other, Division. The checklist, shown in Exhibit 28, identifies tasks to be performed in preparation for the hearing or meeting, who is responsible for each task and when the task should be performed in days prior to the meeting. Space is provided to note target and actual dates for each task. Thus the checklist can be used for tracking the completion of tasks by the action group members. More information about the use of the checklist can be obtained from the Memphis District Planning Chief, CELMM, at (901) 521-3618.

Appendix
MDR 1135-1-1

Memphis District Checklist for Public Hearings/Meetings

Action	Name of Responsible Office and Person	Milestones (Days)	Target Date	Completion Date
1. Inform DE and OAS of need for public meeting/hearing.	Proponent Div Chief	ASAP		
2. Determine requirements and availability of DE to chair meeting.	Div Project Ofcr	D-65		
3. Hold initial coordination meeting.	DDE	60		
4. Suggest date, time, location, and meeting site.	Div Project Ofcr	47		
5. Confirm #4.	DDE	45		
6. Inspect meeting room and prepare layout plans.	OAS	40		
7. Prepare public notice and coordinate printing with OAS.	Div Project Ofcr	*34		
8. Prepare press release.	PAO	34		
9. Notify congressional interests.	Exec Asst	34		
10. Coordinate actions with area engineer.	Div Project Ofcr	30		

* Printing contract requirements may require longer lead time.

Exhibit 28

Exhibit 28 (continued)

11. Release and distribute public notice to general public.	Div Project Ofcr	30		
12. Initial press release to accompany public notice to media.	PAO	30		
13. Coordinate information for text (PAO) and visual aides (OAS).	Div Project Ofcr	30		
14. Begin preparation of visual aids.	OAS	25		
15. Brief DE on project and determine photographic requirements (to be attended by DDE, PAO, OAS, Exec Asst, Div Chief).	Div Project Ofcr	25		
16. Transportation and motel reservations.	OAS	21		
17. Group reviews text and visual aids for content and accuracy.	Div Project Ofcr	15		
18. Second press release.	PAO	10		
19. Group reviews final remarks and visual aids.	Div Project Ofcr	7		
20. Pre-brief local interest groups and congressional aides.	Exec Ofcr	5		
21. Compilation of handouts.	PAO	7		

22. Press release to be handed out at meeting.	PAO	______	5	______	______
23. Assure all AV equipment fully operational; gather registration equipment (cards, tape, pencils, signs).	OAS	______	5	______	______
24. Final rehearsal and coordination meeting.	DDE	______	2	______	______
25. Set up all AV and registration equipment at site. Run thru <u>all</u> slide trays and operate all equipment including mikes.	OAS	______	0	______	______
26. Supervise registration; sort cards into will/will not make a statement categories.	PAO	______	0	______	______
27. Provide copies of presentation to media; insure questions are answered.	PAO	______	0	______	______
28. Write thank you letters, as appropriate.	Div Project Ofcr	______	+5	______	______
29. Prepare transcript where appropriate.	Div Project Ofcr	______	+7	______	______
30. Distribute transcript where appropriate.	Div Project Ofcr	______	+7	______	______

A Public Meeting Manual

Guidance on the preparation for public meetings, hearings and workshops was developed for all Seattle District elements and documented in the early 1980's. Thus a fairly involved system was developed to prepare for a public meeting. In order to inform new study managers of this system the Public Meeting Manual was drafted.

The Public Meeting Manual can be used effectively, particularly by new or inexperienced personnel, to help identify the work items required for workshops, as well as hearings and meetings. The Manual is organized into a week by week account of tasks that need to be accomplished prior to a meeting as outlined below. Eight weeks is considered the minimum practical time required to plan, arrange, and conduct a formal public meeting. The manual can be used for less involved meetings, hearings, and workshops by deleting unnecessary items and compressing the schedule accordingly. Anyone who would like a copy of the manual should contact Steven Foster, Seattle District, CENPS-EP-PF, (206) 764-3604

1. WEEK ONE:
   - Draft report/EIS to GPO - once Corps review of the draft report is completed, it can be sent to GPO for printing. Preparation for the final public meeting can then begin.
   - Draft report/EIS mailing list - prepare list of report recipients
   - Meeting date - coordinate with affected persons
   - Meeting location - familiar place that meets your needs
   - Public brochure/meeting notice - information for public to read before coming to meeting
   - Brochure/notice mailing list - should go to affected/interested "publics"
2. WEEK TWO:
   - Draft report/EIS labels/listing - mailing labels for report
   - Brochure/notice labels/listing - mailing labels for notice
   - Meeting room layout/setup - visit meeting place to obtain information necessary to plan set up and meeting program
   - Draft report/EIS letters - letters formally distributing report for public review
   - New release - Public Affairs Office can develop from the draft brochure/notice

3. WEEK THREE:

- Print brochure/notice -
- Speech presentation - prepared remarks for both the District Engineer (usually presides at final public meetings) and the study manager

4. WEEK FOUR:

- Confirm meeting location - formal confirmation of arrangements by letter
- Brochure/notice mailing - mail at least thirty days before meeting
- Presentation graphics - slides, charts, or viewgraphs designed to coincide with DE and study manager presentations
- Meeting signs/charts - administrative signs for meetings room

5. WEEK FIVE:

- Schedule District Engineer pre-meeting briefing - confirm with briefing packet
- Meeting personnel - identify specific individuals needed to conduct meeting
- Checklist - develop list of items to monitor
- Reserve/rent equipment - audio-visual equipment and services need to be scheduled and reserved

6. WEEK SIX:

- Court recorder - must be scheduled if a verbatim transcript is required
- Tour of study area - set up tour/meeting with local sponsor for District Engineer
- Reserve vehicles

7. WEEK SEVEN:

- District Engineer briefing - discussion of meeting arrangements and dry-run of meeting presentations with graphics
- Prepare travel and overtime requests
- Make hotel and restaurant reservations

8. WEEK EIGHT:

- Presentations and graphics - complete any revisions required after District Engineer briefing

- Gather meeting materials
- Confirm court reporter
- Confirm vehicles
- Confirm tour arrangements
- Confirm reservations

9. DAY OF PUBLIC MEETING:

- Loading vehicles
- Departure

Managing Public Involvement

Richard Astrack, of the St. Louis District, and consultants, Nancy Baumann and Gerry Reynolds, completed an extensive review of current public involvement methods and practices. Their work is summarized as follows:

> When developing any public involvement program, it is critical to carefully assess each technique being used, focusing on its purpose and expectations. A method which has proved successful in one public involvement program may not be successful in another. Flexibility is the key to developing any type of public involvement program.
>
> The selection of methods to involve the public actively in a study is based on such factors as 1) the public involvement objectives; 2) the study history; 3) the study area characteristics; 4) preliminary and potential problems; 5) costs; and 6) scheduling. Below is a list of techniques that were appraised for use when involving the public.
>
> Booth/display
> Charrette
> Citizen's committees
> Citizen and technical review panel
> Computer based techniques
> Contest
> Delphi
> Fact sheet (public information newsletter)

Field office
Fishbowl planning process
Hot line (800)
Identify influentials (issue specific reputational survey)
Interviews
Mailing list
Newspaper, radio, and TV advertisement
Ombudsman/community advocate
Participatory television (QUBE)/radio
Presentation
Press release
Public hearing
Public meeting
Public service announcement
Reports and brochures
Role playing
Simulation game
Site visit - self guided tour
Small group
Speakers' bureau
Survey (questionnaire)
Task force
Technical assistance
Training program for citizens
Workshops

Although there is no standard formula for developing public involvement programs, public involvement experiences have provided the following guidelines for developing an effective public involvement program.

1. Efforts should be made to inform the affected, concerned, and interested publics of study activities. If the public does not know of the involvement opportunities, they will not participate. This can result in false representation of public preferences.

2. Conflict reduction should be considered a major element in any resources planning effort. Consensus is the key to successful planning, and planning efficiency is directly related to the degree of conflicts.

3. Directly related to conflict reduction, the public should be involved in the initial stage of the planning process, or at the earliest possible moment. Absence of this early involvement negates full participation and additional conflicts could result as the study progresses.

4. Mutual confidence and respect must be developed and nurtured between the planning agency and the public. A lack of public confidence in the lead agency, especially relating to skepticism over input effectiveness, can result in low public response to involvement efforts.

5. Provisions should be made for interaction among differing resource users. The development and implementation of an effective public involvement plan depend on the resource user's ability to learn and understand the others' goals and problems and collectively recognize the need for a solution.

6. The public involvement techniques selected and applied should match the goals and objectives of the public involvement program. This guideline cannot be overemphasized.

Following these guidelines does not guarantee an effective and successful public involvement program; however, their exclusion in the program development could result in an unsuccessful program. For more information about this review of public involvement, contact Richard Astrack of St. Louis District, CELMS, at (314) 263-5600.

Preparation For Public Meeting and Workshops

William Spychalla of St. Paul District offers these tips on being prepared for public meetings.

Every public meeting or workshop that you hold should have a specific objective. How you prepare for that meeting or workshop can affect how well you will meet your objective.

I. AUDIENCE

- Identify who your audience is
- Respect your audience

II. MATERIAL

- Know your material
- Prepare your material well
- Present your material in a complete, concise and professional manner
- Have a professional attitude
- Practice your presentation
- Remain calm under pressure

III. VISUAL AIDS

- Good visual aids are essential
- Type of visual aid can be very important
- Format and level of detail is important; keep it as simple as possible
- Watch for adverse reactions to expensive visual aids

IV. FACILITIES

- Arrange for appropriate facilities; this includes checking out the facilities in advance
- Be prepared for equipment failures and for changes in presentation format
- Know how to operate equipment; can you change a projector bulb in 30 seconds and continue with your presentation?

Attendees Roster

The form shown in Exhibit 29 can be used at any meeting, whether a public involvement meeting or a study team meeting. It provides more organization than simply passing a notepad around the room for people to sign. If used in public, the form can be modified so that the space for "office" reads "address/office."

Exhibit 29

ATTENDEES ROSTER

SUBJECT: ______________________________

LOCATION: ______________ DATE: ______________

NAME	OFFICE	TELEPHONE NUMBER

Lessons Learned:

Rules on public speaking:

- **Be sincere**
- **Be brief**
- **Be seated**

Attendance Form

The Ohio River Division uses a form to register attendees at public meetings. This form (ORD form 731) records the name and address of the participant, whether the individual represents any organization or agency, and whether an oral or written statement will be presented. Not only is a list of participants and groups recorded with this form but organizers of the meeting can get an idea of the number of presentations to expect and plan accordingly. A statement of the Privacy Act is printed on the back side of each card. The form is shown in Exhibit 30.

In addition to the attendance card, there is a standardized format for public meetings. The format consists of a welcoming statement, introduction, Corps presentation, public statements, questions and discussions, and the summary and closing remarks.

The welcoming statement includes a self introduction of the speaker, a statement of purpose of the meeting, an announcement of smoking regulations, the introduction of Corps personnel, and a self introduction of participants if there are not more than 20 - 30 people.

The introduction consists of a statement regarding the purpose of the study and the current status of the study. At this point, the purpose of the meeting is restated in detail, including a statement of what the Corps needs from the public at this point in time. The purposes of the attendance cards (ORD form 731) are discussed (to have an accurate record of persons and groups in attendance and to indicate those who wish make a statement). The transcriber of the proceedings is introduced as is the person doing the Corps presentation.

Following the Corps presentation regarding the study, the purpose of the meeting is reiterated. Statements are then taken as noted on the attendance cards, followed by any additional statements. The floor is then opened for comments and discussion. Summary remarks include thanking the participants for their comments and announcing when and where to submit written statements.

Exhibit 30

REGISTERED ATTENDANCE AT PUBLIC MEETINGS

(PRIVACY ACT STATEMENT ON REVERSE)

NAME AND MAILING ADDRESS	INFORMATION ON THIS CARD WILL BE USED TO NOTIFY YOU OF FUTURE ACTIONS AND TO DETERMINE WHO WISHES TO PRESENT STATEMENTS.
DO YOU WISH TO MAKE AN ORAL STATEMENT? ☐ YES ☐ NO	WHOM ARE YOU REPRESENTING? ☐ SELF ☐ FEDERAL, STATE OR LOCAL GOVERNMENT AGENCY ☐ ORGANIZATION ☐ OTHER
DO YOU WISH TO SUBMIT A WRITTEN STATEMENT? ☐ YES ☐ NO	NAME OF ORGANIZATION OR AGENCY AND YOUR POSITION

ORD Form 731
1 May 75 (PREVIOUS EDITIONS OBSOLETE) (See Reverse Side)

1. Authority: Section 101(b), Public Law 91-190, National Environmental Policy Act of 1969, (83 Stat.852), January 1, 1970.
   ER 1105-2-800, "Public Involvement: General Policies."

2. Principal Purposes: To obtain information from individuals in attendance at public meetings. Requested data include name, address, title/occupation, representing self or organization, and address of organization. The form also asks if the individual desires to make an oral or written statement concerning the planning activity under discussion, and requests the subject of the statement.

3. Routine Uses: Purposes of the form are: a. To obtain data to be used in formulating mailing lists to notify appropriate individuals of future meetings.
   b. To learn the desires of the individual regarding statements he/she wishes to make at the meeting or intends to submit, so that no person will be overlooked.
   c. To gather brief occupational profile information to facilitate agency correlation of views and areas of expertise.

4. Mandatory or Voluntary Disclosure and Effect on Individual not Providing Information
   All data requested is voluntary. Public meetings are held to offer individuals an opportunity to participate in the planning process. The only effect on the individual in the event he/she chooses not to furnish requested data is that the effectiveness of his/her participation would be lessened to whatever extent he/she elected to remain anonomously.

PRIVACY ACT STATEMENT - 26 Sep 75

Do's and Don't's for Speaking with News Media

Linda Wilkes of Nashville District offers these general guidelines for responding to inquiries by the news media. Key points to remember are that the study manager should be a good communicator, be in control of the interview, be prepared, and maintain a positive, professional attitude.

DO'S

1. Notify the Public Affairs Office.

2. If possible, try to determine in advance what the reporter wants to talk about. Do some last-minute research and jot down the points you want to make.

3. Be polite, thorough, and concise with your response. It's possible to talk yourself into a bad story by going into more detail than is necessary.

4. Be positive. Don't lecture the reporter or criticize opponents.

5. Be very careful to use terms the reporter and the general public understand.

6. Be straightforward and say, "I don't know, but I can get the answer for you" if you don't know the answer to a question. Reporters appreciate this honest approach.

7. Remember that bad news does not get better with age. Once it's confirmed, get it out in the open and chances are you will clarify the story--otherwise, it's a "cover-up."

8. Remember that radio and television stations will likely tape you, a process you can use to your advantage if you give a clear and concise statement. Do not ramble on with background and explanations. Hold your response to each question to about 15 seconds. Doing this will give you more control over the report.

9. Try to respond to a question rather than referring it, or have someone with the info needed call the reporter ASAP. Reporters often see a referral as getting the shuffle.

10. Try to minimize "second-day" stories on bad news items. Asking for a retraction or trying to "clear up" something said in an earlier story are usually bad tactics. Bad stories generally die within hours on radio and TV and don't linger more than a day or two in newspapers unless someone keeps them stirred up.

11. Recognize that TV is a visual medium. When a TV reporter comes calling, have charts, maps, or pictures to film which explain at a glance to the viewer what you are talking about. You'll get your point across better.

12. Remember these tips for TV interviews:

a. Don't wear dark or photo-gray glasses.
b. Wear medium-color, conservative clothes.
c. Sit back in your chair and lean slightly toward the camera.
d. If you make a mistake or don't like the sound of something you just said, immediately ask that it be stricken and correct.
e. Don't touch your face; you'll appear nervous and unsure of yourself.
f. If possible, have PAO present during interviews.

13. Ask reporter when and where material will be used, then notify PAO.

DON'TS

1. Don't forget that you are the expert and that the reporter probably knows little about the subject matter. He or she will often appreciate being guided through the issues, which also gives you a chance to make your points.

2. Don't let the reporter rattle you.

3. Don't say anything in an interview you would not care to have repeated.

4. Don't try to go "off the record." Don't even go "on background" with a reporter unless you know her or him, and ground rules have been established. ("Off the record" means that the reporter cannot use or make reference to anything you said. "On background" means that the reporter cannot attribute it to you, but can use the information.)

5. Don't try to be witty--you may look silly or flippant in print.

6. Don't accept a reporter's facts or figures as accurate. He or she may have gotten them from an inaccurate source.

7. Don't assume that a reporter appearing friendly really is friendly or that a reporter appearing hostile really is hostile.

8. Don't forget you can stop talking whenever you want to by building in a cutoff such as "and that's about all we know at this time." Most reporters will get the hint. Just don't use "I can't talk about that" or "no comment" unless you want to look evasive and invite more questions.

9. Don't let your zeal to be cooperative stray from the fact that you are committing the whole Corps of Engineers to your position.

10. Don't speculate on what some other agency may do or what its motives are. The answer should be "ask the agency." Drop it at that.

11. Don't be offended if the reporter criticizes you, your organization, or the Corps. The reporter may have been misinformed.

12. Don't play favorites because one medium seems to give better treatment than another.

13. Don't address hypothetical situations or use hypothetical arguments. Don't be afraid to say "we would have to analyze that."

14. Don't lie to a reporter. You shoot your credibility and the Corps'.

15. Don't refuse to be quoted or identified. Many media have a standing rule for their sake and that of their audience that information must be attributed to someone.

Use of a Public Involvement Contractor

Jon Sweeten of Los Angeles District offers these comments on public involvement. The Los Angeles District has a large audience to reach, many of whom are new residents not familiar with the potential flooding problems of the area. Corps personnel worked closely with a public involvement contractor in the production of a video on the Los Angeles County Drainage Area flood control system. The video has been shown at various inter-agency and public meetings. For more information on the production of the video or the use of a public involvement contractor, contact Jon Sweeten, CESPL-PD, at (213) 894-5463.

1. Why did we need a strong public involvement program?

    - large project affecting many agencies and millions of people
    - public perception problem regarding flood threat

2. Why did we use a public involvement contractor?

    - one was available on open-end contract
    - provided skills we didn't currently possess
    - provided a conduit for letting other contracts quickly
    - freed study manager to manage study

3. What are the benefits of certain public involvement materials?

    a. Public information brochures

    - answers basic questions
    - provides quick response to inquiries
    - serves as reference for the public

    b. Congressional briefing books

    - advance information to Congressional offices
    - reference for Congressional offices
    - greased the political wheels

    c. Video

    - easy to present
    - consistent presentation over many repetitions

- people are comfortable viewing video
- it tells a dramatic and informative story quickly

4. How were the public involvement materials implemented?
   - press briefing
   - public workshops
   - presentation to congressional delegations

5. Miscellaneous lessons learned
   - Advanced Public Involvement training class is good
   - Large-scale public involvement campaign can require one full-time person
   - critical review of materials going out to the public needs to happen early, it's expensive to make corrections in mid-production

A Few Opinions on Videos

- Videos may come across as impersonal and non-interactive, they may be too slick for the public.
- Videos are a good way for the study team to view a study area.
- Videos are good to use on public television.
- Videos are a good way to introduce new residents to historical events.

STUDY RESULTS

The results of the work effort during a study must be documented while the study is in progress. It can become a major responsibility of the study manager to maintain the study documentation in an organized fashion. The end product of the study is the report. This section is subdivided into management tools for documentation and for study reports and reviews.

DOCUMENTATION

The organization and maintenance of study-related documents is a time-consuming task of the study manager. However, maintaining up-to-date information on a study facilitates the reporting process and shortens the response time to inquiries. Organized study documents are also helpful when orienting new personnel to the history of a study. The first item presented in this part of the catalog is a review of the use of software used to generate outlines. This section provides different formats for a study manager's notebook in which many documents pertaining to a study may be organized into one or two sources.

Use of Outline Software

Ralph Roza of Omaha District offered this idea of using an outline software program for organizing study data. If you like the idea, there are a number of outliner software programs commercially available.

A new type of software can be used to develop, document, and organize your work. This type of software is called an outliner.

The five most important characteristics of a good study manager as defined by the Savannah Study Managers' Workshop were:

- Ability to communicate
- Keep the study goals in front of the study team
- Good organizer
- Good tech writer
- Good people person

An outliner program can improve the performance of the study manager in the middle three areas.

In the area of report writing/study documentation, an outline including the major study areas such as planning objectives, problems and needs, plan formulation, assessment, etc., can be initially defined and then developed with the study team. This outline becomes the study documentation as the study progresses, and the meat of the report is included in the outline file.

The outline also serves as a reminder at each team meeting of the major study goals. All fact sheets, records of meetings, etc., can be contained in a single file to provide a central tool for organizing nearly all the material developed on the study.

Because all data is organized in outline fashion, many pages of data and references to reports and data can be found quickly and managed without great effort.

The program can also be used to perform those "other duties as assigned" such as:

- Prioritizing and documenting work tasks
- Speech writing
  . data collection and organization
  . prepare for speech and meeting
  . organize and generate simple slides
  . organize and display complex slides

- Letter writing
- Organizing slides and photos
- "Real time" meeting documentation
- Computer time

  . Editor for dBase programming
  . Hard disk organizer

Lessons Learned:

"Don't keep notes to yourself which are more than a week old."

Study Manager Notebooks

Los Angeles, Omaha, and Huntington Districts each have study manager notebooks for organizing and maintaining study documents. Outlines for these notebooks are shown in Exhibits 31, 32, and 33, respectively. The Los Angeles and Omaha notebooks are each organized into two binders, the first binder containing more frequently used documentation and the second containing less frequently used documentation. The study notebooks are useful for organizing and storing the paperwork associated with a study and become convenient resources for meetings and inquiries.

Each of the notebooks uses tabs to separate the study documents. The first book of the Los Angeles notebook (Exhibit 31) has 28 separate tabs for organizing the frequently used data such as cost estimates, schedules, information sheets, current budget data, meeting minutes, documents pertaining to local support, and service requests. The second book of less frequently used documents has 44 tabs for detailed budget data; documents and speeches for briefings, appropriations and authorization; documents from and to cooperating agencies; and formal reports and comments.

The list of contents for the Omaha District notebook is printed on a cover page form such that the list may be used to set up a new notebook. The first of the Omaha books contains seventeen tabs which include sponsor related documents, contacts, fact sheets, budget data, schedules, MFR's, and correspondence with cooperating agencies. This book also has a section labeled "Checklists" which includes a checklist on study initiation, IPR's, initial appraisal reports, reconnaissance reports, and section 14 reports. The second Omaha book has nine tabs for District, Division, BERH, Chief's and ASA(CW) reports, as well as Congressional level speeches and documents.

The Huntington District's study manager's notebook is organized into introductory documents, study schedules, budget and programming information, and fiscal data. Altogether, there are 23 sections in this notebook. The outline to the Huntington notebook also contains accompanying comments for each section which indicate who is responsible for the information in the section and how frequently updates can be expected.

Exhibit 31

LOS ANGELES DISTRICT

STUDY MANAGER'S NOTEBOOK

BOOK I - FREQUENT USE

Introduction
A: Map
B: Cost Estimate
C: Study Authorization & Cost History
D: Misc. Budget and Schedule
E: Grunt Sheet
F: Supplemental Information Sheet
G: Congressional Justification Sheet
H: Project Data Sheet
I: Common Module Pre-Update
J: Branch Budget Monitoring System
K: SPD Review Conference
L: PR&A Reports
M: Meeting Minutes
N: Local Support
O: Service Request Guidance
Design
Economics
Environmental
Floodplain Management
Geology
Hydraulics
Hydrologic Engineering
Materials & Investigations
Recreation
Soils
Study Management
Other Service Requests

LOS ANGELES DISTRICT

STUDY MANAGER'S NOTEBOOK

BOOK II - LESS-FREQUENT USE

Introduction
1: Map
2: Authority
3: Detailed Project Schedule
4: Misc. Fact Sheets and Briefing Papers
5: Budget Briefing Speech
6: House Appropriations Documents
7: Senate Appropriations Documents
8: Conference Appropriations Documents
9: Work Allowances
10: Transfer Requests
11: Schedule of Obligations and Expenditures
12: Report on Status of Appropriations and Work Allowances (3011a)
13: Civil Works Funds Scheduled Obligations and Expenditures (2101)
14: Misc. Budget Monitoring Reports
15: Current Fiscal Year Expenditures

Exhibit 31 *(continued)*

16: Monthly Accrual Report
17: Undelivered Orders Report
18: CEPMS Report
19: Congressional Project Summary Sheet
20: Congressional Project Information Sheet
21: Congressional Contacts
22: 221 Agreement
23: Fish & Wildlife Coordination Act
24: Endangered Species Act
25: National Historic Preservation Act
26: Clean Water Act
27: Draft Report Comments
28: Final Report Comments
29: OCE Fact Sheet
30: Authorization Speech
31: District Report
32: Division Report
33: BERH Report
34: Chief's Report/Approval
35: Sec Army/OMB Approval
36: House Authorization Documents
37: Senate Authorization Documents
38: Conference Authorization Documents
39: Administration Authorization Documents
40: ROD/FONSI
41: Reclassifications
42: Appropriations Slides
43: Authorization Slides

Exhibit 32

OMAHA DISTRICT

Study Manager's Notebook

Part I of II

A. Local Sponsor + FCSA/LCA notes	Name and phone# of sponsor; notes on, or summary of, the FCSA/LCA.
B. Other Contacts (Local, State, Study Team, etc)	Names and Phone#s of the people you work with.
C. Fact Sheets	The most recent few fact sheets you want to keep.
D. Maps	
E. Cost Estimate	Latest approved. PB-6 for survey study cost, PB-3 for project construction cost.
F. Authorization and Cost History	Study or project authorities and history of approved changes of the cost estimate(s).
G. Annual Schedule of Obligations and Expenditures(2101)	
H. Supplemental Information Sheet	
I. Current Budget and Schedule	Include CPM/Bar Charts and current working budget.
J. D.F.'s, Contracts and Purchase Orders	Copies of correspondence that obligates study funds.
K. MFR's	Record of meeting agreements made with MRD/OCE/Locals etc.
L. Fish and Wildlife Coordination Act	Planning Aid Letter, F&W Service Coordination Act Report, correspondence.
M. Endangered Species Act	Coordination letters and documents, FWS biological opinion, coordination etc.
N. National Historic Preservation Act	Coordination letters with SHPO, Cultural documents, etc.
O. Clean Water Act	Coordination letters and documents for the Section 404 evaluation.
P. Slides	Photos and best word slides.
Q. Checklists	
R.	
S.	
T.	
U.	
V.	
W.	
X.	
Y.	
Z.	

Exhibit 32 *(continued)*

Part II of II

A. Letter of Transmittal - District Report	
B. Division Report	
C. BERH Report	
D. Chief's Report	
E. Sec Army Report/OMB Approval	
F. Speech's and Slides	The Speech and slides presented to the BERH, other major speeches/slides.
G. Evidence of Congressional Interest	We need to know which members have indicated interest. Document that interest here.
H. Congressional Actions	Chronology of Congressional actions and copies of portions of cngressional documents.
I. Documents prepared for Congressional Testimony	Q's and A's and other documents prepared for the General's Testimony in February each year should be here.
J.	
K.	
L.	
M.	
N.	
O.	
P.	
Q.	
R.	
S.	
T.	
U.	
V.	
W.	
X.	
Y.	
Z.	

Exhibit 33

HUNTINGTON DISTRICT

STUDY MANAGER'S NOTEBOOK

	Comments
INTRODUCTION	
ORHPB Status Report	Updated Quarterly by PD
Congressional Briefing Sheet	Prepared Annually by PD
Maps	Location & Site Maps as Minimum
STUDY SCHEDULE	
ORHPD Quarterly Status Report (PPM-4)	Prepared Quarterly for ORD
E1-P1 Schedule	Same Data Contained in Printouts
Bar Chart, CPM, etc.	Available Data as Appropriate
Study Managers Log	Log of Significant Actions
BUDGET AND PROGRAMMING INFO	
Supplemental Info Sheet	Illustration A-2.1 (replaces justification sheet)
Concise Statement (DTO)	Data for Testifying Off., Prepared Annually
Project Data Sheet	Authorized or CP&E, Prepared Annually
ORD Q's & A's for FY & BY	Prepared Annually for Congressional Hearings
5-Year Program	Prepared Annually by PD
BY Funding Capabilities	Prepared Annually by ORD
Study Managers Log	Log of Significant Actions
FISCAL DATA	
Study Cost Estimate, PB-6	1st Year for New Starts
Civil Works Budget Report	Prepared by ORHRM-F Monthly
Study Data Summary Table (Grunt Sheet)	Illustration A-2.1, Prepared Annually
Work Allowances	Prepared Annually by OCE
Obligations & Expenditures (2101)	Prepared by ORHPB, Updated Monthly
Status of Appropriations & Work Allowances	Prepared Monthly by ORD
Cost by Division, FB/4	Maintain Current and Prior Month
Report of Cost & Manpower Utilization	FB/2.2, Prepared Monthly
Study Managers Log	Log of Significant Actions
MISCELLANEOUS	
Public Involvement	Record of Meetings, etc.
Interagency Coordination	Conferences, Workshops, etc.
Internal Correspondence, etc.	Scopes of Work, DF's, MFR's
Study Managers Log	Log of Significant Actions, Events

Study Reports and Reviews

The production of a study report is a major focus of a study manager. Thus, technical writing skills are an important criteria of a good study manager. In some districts, editors are available to review reports. A brief checklist is offered which the study manager might use when submitting a report.

This section also addresses the issue of the study review process. Two different Standard Operating Procedures (SOP) are provided for the establishment of a review board for the review of studies and projects. One of these SOPs includes a sample information sheet which summarizes a study's progress, schedule, problems, and recommendations. A sample meeting summary sheet is also included in that same SOP.

A Planning Review Board

The Mobile District has instituted a Planning Review Board (PRB) which operates within the Planning Division. The review board provides policy clarification, issue resolution, and oversight at key decision points of a study. The Standard Operating Procedure (SOP) shown below outlines the objectives, membership, and guidance for meetings of the review board. Study managers prepare summary data sheets for distribution prior to a review meeting, as well as a Memorandum for Record of the issues and decisions discussed during the meeting. For more information regarding the Planning Review Board, contact the Chief of Planning, Mobile District, CESAM.

SAMPD SOP for Planning Review Board

1. In accordance with recommendations from the "A" Theme on "Cost Sharing Implications" the Planning Review Board (PRB) was established to enhance the quality, timeliness, and acceptability of District planning products. This DF will establish the guidance to govern PRB activities within Mobile District.

2. <u>PURPOSE</u> The PRB will perform review of studies being managed within the Planning Division of the Mobile District.

3. <u>OBJECTIVES</u>. The objectives of the PRB are as follows:

   a. Provide the Executive Office and staff with insight into ongoing studies and project features.

   b. Provide program management and technical oversight to studies at key decision points (prior to public meetings, checkpoints, conferences, etc.).

   c. Develop District staff consensus on pertinent issues unresolved by study teams.

   d. Clarify points of policy as they may apply to the various study efforts.

   e. Provide final MDO review and quality assurance on studies about to be submitted to SAD.

f. Provide study managers and team members the opportunity to interact with key District staff members, and therefore raise the study teams' level of visibility and accountability with respect to meeting schedules and providing quality products.

g. Assist in meeting the objectives of EC 1105-2-162 (Guidance on Cost Shared Planning Procedures), specifically the requirements to manage studies in equal partnership with local sponsors, and the necessity to review completed study elements resulting from the sharing of study tasks by local sponsors.

4. <u>MEMBERSHIP</u>. The MDO PRB will consist of the following members:

Deputy District Engineer, Civil Works (Chairman)
Chief, Planning Division (Vice-Chairman)
Chief, Operations Division
Chief, Construction Division
Chief, Real Estate Division
Chief, Engineering Division
Chief, Hydrology and Hydraulics Branch, Engineering Division
Chief, Structural and General Engineering Branch, Engineering Division
Chief, Geotechnical and Materials Branch, Engineering Division
Chief, Civil Works Program Dev. and Mgt. Branch, Engineering Division
Chief, Environment and Resources Branch, Planning Division
Chief, Plan Formulation Branch (PD-W, PD-A, PD-N) Planning Division
Chief, Socio-Economics Branch, Planning Division

5. <u>MEETINGS</u>. The PRB will meet on dates appropriate to the needs of the Civil Works Program as determined by the Chairman and the Chief of Planning Division. Meetings are expected to occur approximately six times per year, or about once every other month. Presentations should be made to the PRB at least three times during the course of GI

studies and a minimum of once on Continuing Authorities Program (small projects) studies. Studies being performed under the GI Program should be presented: when the without-plan conditions of the study area are completed; when an initial array of alternative plans are formulated; and lastly, when a final array of plans have been evaluated, the NED Plan identified, and a selected plan chosen. Studies under both programs may be reviewed more or less frequently at the discretion of the Chairman. The PRB is intended to complement study management; therefore, study progress will not be "held up" to await Board meetings. Also, undue demands on Board members' time will not be made by the conduct of lengthy meetings or by meetings being scheduled more frequently than once a month.

a. Conduct. Meetings will be opened by the Chairman. Following the Chairman's opening comments, the study manager and team will make a brief (15-minute) presentation to the Board concluding with a statement of the pertinent issues for Board consideration. The study manager will then turn the floor over to the Chairman to open the meeting to discussion and questions. Questions concerning the study elements will be fielded first by the appropriate team member (the person responsible for the particular study task). Further clarification may be provided by the study manager or by the branch or section chiefs who have personnel involved in the study effort (a format for PRB presentations is enclosed for use by study managers).

b. Working Papers. The study manager will provide each PRB member summary data no later than five working days prior to the date of the PRB meeting. If any Board member requires further data to clarify issues contained in the working papers, the study manager should be contacted no later than two working days prior to the PRB meeting date.

c. Memorandum for Record. Each study manager will be responsible for preparing a Memorandum for Record (MFR) of their portion of the PRB meeting to be transmitted through their Branch/Section Chief to each Board member by DF signed by the Chairman or Vice-Chairman. Included in or attached to the MFR should be a listing of the significant issues raised by the PRB and the team's responses. The MFR will be provided to the members of the PRB no later than 10 working days (2 wks) following the PRB meeting. No written minutes of PRB meetings will be made, but the proceedings will be tape recorded and kept on file by the Planning Branch or Section responsible for managing the study.

d. Attendance. Other than PRB members, attendance at meetings is required of the Planning Division Branch/Section Chiefs responsible for studies being reviewed, the study manager, and study team members that the study manager determines are required to address the pertinent issues before the Board. Also, active technical review and representation by non-Federal sponsors at PRB meetings is encouraged. Non-Federal representation could include the sponsor's study manager, the sponsor's executive committee members, and any individuals who have prepared sponsor input to the study (i.e., City Engineer or technical contractor). Non-Federal study team members should participate in PRB presentations along with their Federal counterparts whenever possible.

6. ADMINISTRATIVE SUPPORT. Scheduling of meetings, arrangements for meeting locations, and other such administrative support will be provided by an employee of the Planning Division designated as the "Executive Secretary."

Report Credibility Checklist

Fred Snyder of Missouri River Division offers these five questions a study manager should ask before submitting a report.

- Have I proofed it?
- Do I understand it?
- Are there unanswered questions?
- Have HQUSACE/Division previous comments all been resolved?
- Is it realistic?

A Study Review Board

The New England Division utilizes a Project Review Board (PRB) to review studies at major checkpoints in the study, before public meetings, and before reports are sent out. The objectives, responsibilities, composition, and conduct of the review board are outlined in the DF summarized below. In preparation for the review meeting, the study manager prepares a PRB Information Sheet. A sample Information Sheet is shown in Exhibit 34. This sheet includes the reasons for the meeting, members of the study team, a description of the study, progress to date, a summary of alternatives, current schedule, issues or problems, and recommendations. After the review meeting, a meeting summary is prepared. The summary includes attendees, issues or problems, discussion, and board recommendations. A sample meeting summary is shown in Exhibit 35. For more information on the functions of the Project Review Board, contact Joseph Ignazio of New England Division, CENED-PL, at (617) 647-8508.

NED Project Review Board (PRB)

1. In accordance with the direction of the DE a Project Review Board is established. Pending publication of a coordinated regulation the guidance provided by this DF will govern the board's activities.

2. OBJECTIVES: The objectives of the PRB are as follows:
   - a. Provide the DE and staff insight into on-going studies.
   - b. Provide final high level review to studies about to go public or be submitted to HQUSACE or other Federal agencies.
   - c. Provide guidance and direction to studies at key decision points.
   - d. Provide an additional quality assurance review.

3. RESPONSIBILITIES:
   - a. Chief of the division or office responsible for conduct of the study or review will schedule PRB with Chief PDO.
   - b. Chief NDO will convene PRB and provide minutes of the meeting.
   - c. Study manager assisted by team members will prepare and conduct briefing.

4. COMPOSITION:
   - a. Primary membership will consist of DE, DDE, ADDE, Ch, Planning Division, Ch, Engineering Division and PDO.

b. Other division and office chiefs will participate as members on any study wherein they have a staff interest.

5. <u>CONDUCT</u>:

a. PRB will be held under following conditions.

(1) Prior to a public hearing or workshop.

(2) Prior to a major checkpoint.

(3) Prior to release of study or report for public or HQUSACE review.

(4) When a study is in trouble (insufficient budget, schedule change of more than 30 days).

(5) When a new study is initiated. (Recon reports excepted).

(6) At the request of any PRB member.

b. Presentation will be formal, accompanied by slides and/or graphics and normally be limited to 45 minutes. Presentations will include (as applicable):

(1) Reason for PRB.

(2) Purpose and/or objectives of study.

(3) Schedule (current and deviations from original schedules).

(4) Financial data.

(5) Overview to date to include:

(a) How the work is organized.

(b) Alternatives for solution.

(c) Analyses of alternatives.

(d) Conclusions.

(e) Recommendations.

(6) Presentation by each team member of his/her actual or planned participation.

(7) Issues/problems/Impacts.

(8) Recommendations.

c. Meetings will normally be open to all interested staff and employees who may attend but not participate.

Exhibit 34

PRB INFO SHEET

For 17 Jun. 86, 2:00 P.M., 113S

PROJECT/STUDY: SENE: Revere, Lynn, Saugus, and Malden, MA
Saugus River and Tributaries, Flood Damage Reduction Study

REASON FOR PRB:

- [ ] Initiate Project/Study (exclude small project recon)
- [ ] Completion of Section 14 Recon (recommending construction)
- [ ] Initiating DPR
- [ ] Public hearing/workshop
- [ ] Report release to OCE/Public
- [X] Schedule/funding change
- [ ] Request by PRB member

PROJECT TEAM: PLANNING DIVISION	ENGINEERING DIVISION	REAL ESTATE / PUBLIC AFFAIRS
Bob Hunt, P.M. Ed O'Leary, Econ. Anal. Joe Horowitz, Envir. Mngr. Dave Keddell, Damage Surveys Marianne Matheny, Cultural	Bob LeBlanc, Layouts & Est Paul Schimelfenyg, GEB Don Wood, Tidal Hyd. Mike Michielutti, Int.Hyd. Bill Holtham, Structures Pete Williams, Coastal Eng	**REAL ESTATE** Ed Fallon, Appraisal **PUBLIC AFFAIRS** Warren Nordman (TDY)

DESCRIPTION OF PROJECT/STUDY: The Southeastern New England (SENE) Study is investigating the problems and solutions for flood damages in six geographic areas in Revere, Lynn, Saugus and Malden. Three options are being formulated to protect up to 4,500 residential, indus/commercial and public structures: (1) Five local protection projects with 13 miles of walls, dikes and revetments; (2) Nonstructural flood proofing and warning; and (3) Floodgates, including navigation and supplemental flushing gates, on the Saugus (or Pines) River with about 3 miles of shorefront structures and flowage easements for a 1400 acre estuary to reduce flooding in all six geographic areas.

PROGRESS TO DATE: Public involvement has included meetings with close to a 100 public officials representing about 40 Congressional, legislative, Fed/State and local agencies. A Correspondence Report (100 pages of letters and news releases) was reproduced for use by Citizen and Fed/State Committees currently being formed to facilitate coordination and a joint NEPA/MEPA process. Over 400 persons have been interviewed to identify flooding problems. Also accomplished: damage surveys for about 3,000 buildings; surveys of first floors, high water marks, bridges, shorefronts, et al; topo maps of Revere and Lynn; installed gaging stations; WES modelling; partially assessed about 25 zones for interior flood level frequencies; preliminary designs and cost estimates for 3 flood gate structures and over 8 miles of wall and dike options; environmental recon. report and wetland mapping; obtained property maps and estimate real estate damages for 4 miles of structures; and partial benefit and economic analyses for 2-LPP's and 3-River Floodgate plans.

Page 1 of 2

SUMMARY OF ALTERNATIVES
(where applicable)

Alternative w/o pumping	Estimated Cost($Mill.)	BCR
LPP's 1. Revere Beach Backshore	6	2 ±
2. East Saugus	5	2 ±
3. Lynn	20 ±	?
4. North Gate	2 ±	?
5. Town Line Brook	(2 ±)	(Being planned by MDC)
Floodgates		
1. Saugus Ri w/o Lynn.Revet.	20	1.7 + Lynn Benefits
2. Saugus Ri w/Lynn Revet.	30 ±	?
3. Pines River	20	1.7 ±

CURRENT SCHEDULE (MILESTONES):
By Dec. complete prelim. plng/assessment and plan selection (workshops in Nov.)
FY 87/88 proceed w/project plng, data collection and modelling
FY 89/90 plan optimization, mitigation, EIS & report review.

BUDGET:
F 83 to F 85: $
F 86 Allocation:
F 87
F 88
F 89
F 90
Est. Study Cost: $

SAMPLE

ISSUES/PROBLEMS:
1. Prior to approval of the total study cost, the Dec. 85 PRB directed that we meet with Congressmen and Sec. Hoyte to determine commitment to the expanded effort. This was accomplished, as well as, extensive coordination with Federal, state and local agencies, resulting in confirmed support for the Saugus River floodgate plan and/or expanded study effort. We have firmed up cost estimates for the floodgate plan which shows strong potential economic feasibility. Damage surveys are well underway for about 2000 structures. This September, upon completion of these surveys and stage frequency relationships, BCR's will be firmed up for remaining plans.
2. An additional $ K is needed this FY for public involvement and the NEPA/MEPA Process, and to advance real estate and water quality studies.

RECOMMENDATIONS:
1. Approval of the total study cost of $ K so we can alert OCE and committees during our preparation of the FY 88 budget.

2. Approval to spend the $ K for accomplishing scheduled work and advance water quality efforts which are important to concerns on the floodgates and decisions on the modeling effort.

Page 2 of 2

SUMMARY OF PRB MEETING

PROJECT/STUDY: SENE: Saugus River & Tributaries Flood Damage Reduction, Revere, Lynn, Malden & Saugus, MA **DATE OF PRB:** 17 June 86

ATTENDEES

Team Members		PRB Members/ Representative	Others
R. Hunt, P.M.	D.Wood, WCB-WQ	Col.Rhen,DE	D.Martin,Ch,BMB
E. O'Leary, Econ.	R.Michielutti,WCB-H	LTC.Hammond,DDE	A.Doyle,BMB
J. Horowitz, Envir.	P.Williams,DB-CE	Joe Ignazio,Ch,PD	J.Finegan,WCB
M. Matheny, Cult.	C.Ravens, rep.PAO	Dick Reardon,Ch,ED	R.Byrne,PO
P. Schimelfenyg, GEB	L.Parente,Ch.DB,rep	Bill Scully,Ch,PO	D.Goodrich,PO
		Bill McCarthy,Ex.Asst	J.Bocchino,PD
			C.Wener, WCB

ISSUES/PROBLEMS: 1. Prior to approval of the total study cost, the Dec. 85 PRB directed that we meet with Congressmen and Sec. Hoyte to determine commitment to the expanded effort. This was accomplished, as well as, extensive coordination with Federal, state and local agencies, resulting in confirmed support for the Saugus River floodgate plan and/or expanded study effort. We have firmed up cost estimates for the floodgate plan which shows strong potential economic feasibility. This September, upon completion of these surveys and stage-frequencies, BCR's will be firmed up for remaining plans.
2. An additional $ K is needed this FY for public involvement and the NEPA/MEPA Process, and to advance real estate and water quality studies.

DISCUSSION: (See attached handout.) Option #1 (5 LPP's) lacks public support due to the impact on wetlands, river front, openings needed, and preference for Option 3. Option 2, nonstructural, is of interest but does not respond to the total problem. Discussion centered on the description/feasibility and generally supported Option 3, the Saugus River Floodgate Plan. The major concern is for water quality impacts on the estuary when gates are closed and runoff is stored. Although it doesn't appear to be a problem, baseline data ($) is needed this FY—also $ for NEPA/MEPA coord. and Real Estate. Also reviewed were: study cost, scheduling, scope and modeling effort. Cost sharing is not an issue due to, as expressed by the MDC, the low cost of the option compared to area protected vs. other state projects. State property is protected. State relationships are excellent. We are definitely heading in the direction of the Saugus River Floodgate option and there's no foreseeable reason this will change.

BOARD DIRECTION: The Board approved the total study cost of $ and $ of additional effort this FY. Col. Rhen and Messrs. Ignazio and Reardon congratulated the team on the excellent job of public coordination and extensive work accomplished.

OTHER STUDY MANAGEMENT TOOLS

This section contains miscellaneous tools for the study manager. The first tool described in this section is an organizer for documenting events, making notes, and planning ahead. Second is a checklist for tracking the fiscal year budget cycles. Suggestions are then offered for responding to congressional inquiries. A list of Standard Operating Procedures of Planning Division activities is included in this section, as is the outline of the Planner Orientation Course Manual. These tools offer additional resources for study managers as does the last tool which describes an electronic bulletin board for Corps planners.

Daytimer

There are a number of commercially available organizers such as DAYTIMER and JOT-A-WEEK which can be used to plan and organize your day. These come in a variety of sizes from pocket size to desk top calendar size. The organizer can be used to record important phone calls or conversations, thus making it easier to document when conversations occurred. Some of the larger versions have space for a daily list of things to do. By flipping ahead, you can note meeting dates and times or make notes to yourself as to when to expect work from team members. Most of these organizers have an address and phone number section and small memo pads as well. By carrying an organizer with you, you will have your planning calendar available at meetings or for those important hallway conferences and you can briefly document everything you do. Daily organizers are available at office supply stores or bookstores.

Budget Cycle Checklist

Here is a checklist for following the budget cycle for a number of fiscal years. The cycle goes from the reviews of study cost estimates (PB-6's) all the way up to the Congressional appropriation. This 18 month long process results in two different budgets being in process during the period from March through October of each calendar year. For example, in June 1988 while the Federal budget for fiscal year (FY) 1989 is making its way through the congressional appropriation committees, the District budget for FY 1990 is being submitted to HQUSACE. Also note that in June 1988 while operating under the FY 1988 budget, the District budget is being established for FY 1990. This checklist, which offers an easy method for tracking the fiscal year budgets through the various stages of development, was provided by Ada Squires, CESPK-PD.

Budget Cycle

	Month	FY 89	FY 90	FY 91
Review PB-6	Mar	87	88	89
Division Budget Conference				
Overview District Engineer to Division Engineer	May	87	88	89
Budget Year Submittal through Division to HQUSACE*	Jun	87	88	89
HQUSACE Review & submits through ASA(CW) to OMB	Oct	87	88	89
Prep for January CW budget conference	Nov	87		
OMB pass back to Division and District (Have time to try to reinstate)	Nov	87	88	89
President's budget	Jan	88	89	90
Budget briefing	Jan	88	89	90
Division Engineer testify to Congress	Feb	88	89	90
Non-Fed testify to Congress	Mar-Apr	88	89	90
Congress appropriation committee				
House to Senate to Conferees	Jun-Jul	88	89	90
Budget Released	Oct	88	89	90

* Estimate "locked in" in June. It absolutely can't be changed after September 15.

Responding to Congressional Inquiries

Norwyn Johnson of the Lower Mississippi Valley Division offers these lessons learned on responding to congressional inquiries and HQUSACE data requests.

STEPS YOU CAN TAKE IN RESPONDING TO A DATA REQUEST

A. At the District Level:

1. Coordinate with Division to be sure you understand the by, whom, what, when, and how of the request.
2. Establish a priority for the work with your supervisor.
3. Allocate the necessary time to assure a good, timely response.
4. Make sure you get your main point across.
5. Coordinate internally and get supervisor to approve. If a Congressional, also get approval of the Executive Office.
6. Forward to Division and await questions.

B. At the Division Level:

1. Basically the same process.
2. You will probably relay the request to the Districts via telephone or ONTYME immediately after receipt and in-house, analysis of the content. In addition, you will need to monitor to insure your request gets adequate priority and you will need to coordinate and consolidate the Districts' responses.

CHARACTERISTICS/SKILLS OF A COMPETENT MANAGER WHICH AID IN ACCOMPLISHING THE TASK OF DATA RESPONSE

A. Communication skills

B. Organization skills

C. Be objective-oriented

D. Flexibility, without sacrificing quality and principles

E. Ability to see the big picture

F. Ability to handle pressure

G. Enthusiasm/positive attitude

H. Deadline enforcement: Meet the suspense date

Planning Division Suspense Form

Here's a handy form for routing and tracking a data request. See Exhibit 36. Space is provided for noting dates in and out of each person involved, their initials, and to whom it was assigned or forwarded. There is also space for a quick summary of what should be done, by whom, who said it, and how much time was spent on the response.

Exhibit 36

Planning Division Suspense

Suspense Number

Division:
Branch:
Section:
Other: (Organization) (Number) (Date)

Incoming Request

Dated:
From (Individual): Of (Organization):
To:
Subject:

Routing Log

Incoming Request	Division	Branch	Section	Individual
Date Received				
Date Assigned				
Assigned To				
Suspense Date				
Assigner Initials				
Outgoing Response	**Division**	**Branch**	**Section**	**Individual**
Date Received				
Date Forwarded				
Forwarded To				
Suspense Accomplishment				

Outgoing Response

Action To Be Taken (If Other Than Letter):
Corps Activities Involved In Response:
Author/ Contributors:
Estimated Hours Spent On Response:

Comments

SPL Form 733a

Index of Planning Division SOP's

The Planning Division of the Los Angeles District has developed standard operating procedures (SOP) for nearly thirty different activities. These activities range from recording Congressional contacts to emergency operation guidelines. Many of the SOP's include sample and blank forms to use with a given procedure. The SOP's are organized into one notebook as shown in the following index. For more information about these SOP's, contact Robert Joe at Los Angeles District at (213) 894-7962.

300-1 Milestone System
300-2 Study Networks
300-3 IPR's
300-4 Project Notebooks
300-5 Processing ESR's within PD
300-6 Report Completion and Transmittal
300-7 O & M Dredging Projects
300-8 Coastal Work for SPN
300-9 Guide to Preparing Form for Estimated Cost of Services
300-10 Coordinating TIC Conferences
300-11 Plan of Study
300-12 Dredging Permits
300-13 Format for Block Signatures

<u>400 - Planning</u>

400-1 Environmental Planning and Reporting
400-2 Public Involvement

<u>500 - Emergency Operations</u>

500-1 Guidelines for Emergency Operation Center
500-2 Emergency Operations for Coastal Projects

The Planner Orientation Course Manual

The manual of the Corps' Planner Orientation Course (POC) is updated each year by the Water Resources Planning Associates. The manual offers current, factual information on Civil Works planning, policy, and procedures. The POC Manual is not an official Corps publication, but rather a working document and teaching tool. The manual consists of eight chapters which follow the Corps' planning process as shown in the table of contents below. In addition, there are six appendices which offer supplemental information to Corps planner. For information about the Planner Orientation Course or its manual, contact the Chief of Education and Policy Division of the Board of Engineers for Rivers and Harbors at (202) 355-2453.

Contents of Planner Orientation Course Manual

Corps Planners Remote Bulletin Board System

The Corps Planners Remote Bulletin Board (CPRBBS) has been on-line since 1984 at the Institute for Water Resources. The CPRBBS is a resource for Corps Planners who want to exchange information on a variety of planning topics and serves as a hub for the transfer of programs and data electronically between microcomputers. The bulletin board contains many public-domain microcomputer programs contributed by planners across the Corps. These programs can be used to improve the effectiveness and productivity of planners who use microcomputers. Also, the board contains applications that have been developed using commercial software that can be used in planning activities. Often by transferring an application from the bulletin board to a microcomputer at a Corps planning office one can save the time it would have taken to develop a similar application from scratch.

What is the CPRBBS?

The CPRBBS is a microcomputer-based communications system that consists of central microcomputer hub with links to all Corps planning microcomputers that can access the telephone network with a modem. The hub of the CPRBBS is a microcomputer located at IWR with a hard disk and modem that is constantly running the bulletin board manager program. This hub is on-line 24 hours a day waiting for calls from planners from around the Corps. Any Corps planner with a microcomputer and modem can access the CPRBBS hub.

Once connected the CPRBBS allows a planner to:

- Send and receive messages with password protection
- Transfer files (programs and text) to and from the central hub
- Read bulletins about items of interest to Corps planners

Access

Currently only one user at a time can access the CPRBBS. A prospective caller should set his communication software so that the following parameters are set: no parity, 8 data bits, 1 stop bit. The CPRBBS supports either 1200 or 2400 baud transmission speeds selected by the planner who is calling. Once the communication parameters are set, the CPRBBS can be reached at 703-355-2098 or 385-2098 (FTS). The

CPRBBS will answer the phone within 3 rings by emitting a high-- pitched squeal through the modem. The phone connection for the CPRBBS is on a rotary. If the CPRBBS does not answer within three rings it means their is another planner using the board and you should call back later. If demand increases another line will be added to the CPRBBS to allow simultaneous by two planners. After you connect to the CPRBBS you will be asked to state your name and city and state. If you are contacting the board for the first time you will be asked to register. Once your status as a Corps planner is verified you will be given full upload and download privileges on the CPRBBS.

Contents

After you complete the login you will be presented with the current Bulletins on the CPRBBS. These bulletins will alert you to items of importance about the CPRBBS or other planning topics. You can read each bulletin or not as you choose. When you leave the Bulletins section you are taken to the Main menu. The Main menu presents the planner with a number of options on what to do next on the board. The two main options have to do with Messages and Files. You have the option of reading existing messages to you, answering a message left by another planner, or adding a new message on another topic. Often a planner will leave a message inquiring about a topic, such as cost-sharing rules, and ask all callers to comment or provide an answer to his questions. It is always to examine the messages section when you call the CPRBBS. The other main option is the Files section. The Files section contains a directory of public-domain programs and applications developed by Corps planners by category. For example, all spreadsheet applications are listed in the sheet directory. All the files listed in the directories are available for transfer to a calling microcomputer. Transfer of files to the CPRBBS is also executed via the Files section. There is a special Upload directory for new files contributed by Corps planners. These files are distributed to the category directories after they are examined.

Why should I contact the CPRBBS?

The main purpose of the CPRBBS is to provide a forum for the interchange of information among Corps planners. The CPRBBS provides a mechanism whereby Corps planners can keep up to date on such items as the status of the Planning Guidance Notebook or the latest utilities for microcomputers or the latest application developed at another Corps planning office that might save duplicate development cost. The CPRBBS is the electronic equivalent of the office bulletin board and more. It is another means for Corps planners to share experiences about common problems and possible solutions in planning.

CPRBBS Information

The Bulletin Board operates 24 hours a day, 7 days a week and can be reached at (703) 355-2098 or 385-2098 (FTS). For more information, contact Michael Walsh, IWR, at (703) 355-3087 or 385-3087.

Appendices

Appendix A - Abbreviations and Acronyms

(June 1988)

A	Level A framework study and assessment
AAA	Army Audit Agency
a-b-c's	requirements for local cooperation
AC	acre
ACE	Assistant Chief of Engineers
ACHP	Advisory Council on Historic Preservation
ACTEDS	Army Civilian Training, Education and Development System
ADP	automatic data processing
AE	architect-engineer
AE&D	advanced engineering and design
AF	Air Force
AIP	American Institute of Planners
AL	annual leave
ALRPG	Army Long Range Planning Guidance
AMOPS	Army Mobilization and Operations Planning System
AMPRS	Automated Military Program Reporting System
AMSC	Army Management Staff College
AR	Army regulation
ASA	Assistant Secretary of the Army
ASAP	as soon as possible
ASA(CW)	Assistant Secretary of the Army (Civil Works)
ASCE	American Society of Civil Engineers
ASPO	American Society of Planning Officials
AWT	advanced waste treatment
B	Level B regional and river basin study
BARCI	bar code inventory
BC	benefit-cost
B/C	benefit-cost ratio
BCR	benefit-cost ratio
BEA	Bureau of Economic Analysis
BEB	Beach Erosion Board
BE	beach erosion
BE/HUR	beach erosion/hurricane protection
BERH	Board of Engineers for Rivers and Harbors
BG	brigadier general
BLM	Bureau of Land Management
BLS	Bureau of Labor Statistics
BOB	Bureau of the Budget
BOD	biological oxygen demand
BOR	Bureau of Outdoor Recreation
BPA	Bonneville Power Administration
BR	branch
BR	Bureau of Reclamation
BY	budget year
C	Level C implementation study
CA	commercial activities
CA	continuing authorities
CBD	central business district
CBO	Congressional Budget Office
CE	Corps of Engineers
CECAP	Corps of Engineers Corrective Action Program

CEMOPS	Corps of Engineers Mobilization and Operations Planning System
CEMP	Corps of Engineers Mobilization Plan
CEO	chief executive officer
CEPMS	Corps of Engineers Performance Measurement System
CEQ	Council on Environmental Quality
CERB	Coastal Engineering Research Board
CERC	Coastal Engineering Research Center
CERES	Corps of Engineers Readiness Evaluation System
CERL	Construction Engineering Research Laboratory
CETAL	Corps of Engineers time and attendance labor (report)
CETIC	Corps of Engineers Training Issues Committee
CF	copy for, copy furnished
CFC	Combined Federal Campaign
CFR	Code of Federal Regulations
CG	Coast Guard
CG	Commanding General
CG	construction, general
CIVPERCEN	Civilian Personnel Center
CM	centimeter
CM	construction management
CMR	Command Management Review
COB	close of business
COD	chemical oxygen demand
COE	Chief of Engineers
COE	Corps of Engineers
COEMIS	Corps of Engineers Management Information System
COG	continuity of government
COG	Council of Governments
COL	colonel
COLA	cost-of-living adjustment
CONTRAST	Corps nontraditional systems training
CONUS	continental United States
COOP	continuity of operations plan
COR	contracting officer's representative
CP&E	continued planning and engineering
CPM	critical path method
CPO	Civilian Personnel Office
CPR	Command Performance Review
CPT	captain
CRREL	Cold Regions Research and Engineering Laboratory
CSC	Civil Service Commission
CSR	Chief of Staff Regulation
CSRS	Civil Service Retirement System
CU	cubic
CW	civil works
CWA	Clean Water Act (of 1977)
CWI	civil works investigation
CWIS	Civil Works Information System
CWP	Civil Works, Planning Division
CY	calendar year
CY	cubic yard
CZM	coastal zone management
CZMA	Coastal Zone Management Act
D	Democrat
DA	Department of the Army

DAR	Defense Acquisition Regulations
D/CW	Director, Civil Works
DBH	diameter at breast height
DCSLOG	Deputy Chief of Staff for Logistics
DCSPER	Deputy Chief of Staff for Personnel
DCSOPS	Deputy Chief of Staff for Operations
DE	district engineer
DE	division engineer
DEH	Director of Engineering and Housing
DEIS	draft environmental impact statement
DF	disposition form
DIST	district
DIV	division
DM	design memorandum
DNR	Department of Natural Resources
DOA	Department of the Army
DOD	Department of Defense
DOD	dissolved oxygen demand
DOE	Department of Energy
DOI	Department of the Interior
DOJ	Department of Justice
DOT	Department of Transportation
DPR	definite project report
DPR	detailed project report
DPS	detailed project study
D/S	downstream
DTO	data for testifying officers
DWR	Department of Water Resources
EA	environmental assessment
EAB	Environmental Advisory Board
EASA	Engineer Automation Support Activity
EC	engineer circular
E&C	Engineering and Construction
E&D	engineering and design
EDA	Economic Development Administration
EEO	equal employment opportunity
EIS	environmental impact statement
EM	engineer manual
EO	Executive Order
EOB	Executive Office Building
EOC	emergency operations center
EP	engineer pamphlet
EPA	Environmental Protection Agency
EPA	extended planning annex
EQ	environmental quality
ER	engineer regulation
ERTS	earth resources technology satellite
ESA	Endangered Species Act
ESC	Engineering Studies Center
ESCS	Economics, Statistics and Cooperative Service
ES(RC)	engineer and scientist (resources and construction)
ETL	engineer technical letter
ETL	Engineering Topographic Laboratories
EUD	European Division
FAD	funding authorization document

FAR	Federal Acquisition Regulations
F&A	finance and accounting
FC	flood control
FCA	flood control act
FCSA	feasibility cost sharing agreement
FDM	feature design memorandum
FDP	flood damage prevention
FEIS	final environmental impact statement
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
FERS	Federal Employees Retirement System
FHA	Federal Highway Administration
FIA	Federal Insurance Administration
F&M	foundations and materials
FOA	field operating activity
FOI	Freedom of Information
FOIA	Freedom of Information Act
FONSI	finding of no significant impact
FORCON	Force Configuration
FPC	Federal Power Commission
FPI	flood plain information
FPM	flood plain management
FPMS	flood plain management services
FR	Federal Register
FRG	Field Review Group
FS	Forest Service
FT	foot, feet
FTE	full time equivalent
FTP	full time permanent
FTS	Federal Telecommunications System
F&W	fish and wildlife
F&WL	fish and wildlife
FWS	Fish and Wildlife Service
FY	fiscal year
FYI	for your information
G	gram
GAL	gallon
GAO	General Accounting Office
GBL	government bill of lading
GDM	general design memorandum
GE	general expense
GI	general investigation
GIS	geographic information system
GIWW	Gulf Inter-Coastal Waterway
GM	general schedule merit pay system
GNA	grief and aggravation
GNF	general navigation facilities
GPAS	General Performance Appraisal System
GPO	Government Printing Office
GRH	Gramm, Rudman, Hollings
GS	general schedule
GSA	General Services Administration
HAZMAT	hazardous material
HCRS	Heritage Conservation and Recreation Service
HD	House document

HEC	Hydrologic Engineering Center
HEP	habitat evaluation procedures
HEW	Health, Education and Welfare
H&H	hydrology and hydraulics
HHG	household goods
HHS	Health and Human Services
HJ	House Joint
HL	hired labor
HPWC	House Public Works Committee
HPWCR	House Public Works Committee Resolution
HPWTC	House Public Works and Transportation Committee
HQ	headquarters
HQUSACE	Headquarters, U.S. Army Corps of Engineers
HR	hour
HR	House of Representatives
HR	House Resolution
HSDR	hurricane and storm damage reduction
HUD	Housing and Urban Development
HVAC	heating, ventilation and air conditioning
I88	Initiatives '88
I&L	installations and logistics
IA	initial appraisal
IATS	Integrated Army Travel System
IAW	in accordance with
IBWC	International Boundary and Water Commission
ID	identification
IDA	initial denial authority
IDP	individual development plan
IG	inspector general
IJC	International Joint Commission
IM	information management
IMO	Information Management Office
IN	inch
INSA	Inland Navigation Systems Analysis
IPA	Intergovernmental Personnel Act
IPM	independent project manager
IPR	independent project review
IPR	in-progress review
IPT	interdisciplinary planning team
IRC	issue resolution conference
ISB	installation support book
ISPI	information systems planning implementation
IWR	Institute for Water Resources
IWWTF	Inland Waterways Trust Fund
K	thousand
KG	kilogram
KM	kilometer
KSA	knowledge, skills and abilities
L	liter
LAN	local area network
LASH	lighter aboard ship
LB	pound
LCA	local cooperation agreement
LCPM	life cycle project management
L&D	lock and dam

LEAD	leadership enhancement and development
LERR	lands, easements, rights of way, relocations
LERRD	lands, easements, rights of way, relocations, disposal
LMVD	Lower Mississippi Valley Division
LOI	letter of intent
LPP	local protection project
LRSS	Long Range Stationing Study
LT	lieutenant
LTC	lieutenant colonel
LTG	lieutenant general
LTT	long term training
M	meter
MACOM	Major Army Command
MAJ	major
MARAD	Maritime Administration
MARKS	Modern Army Recordkeeping System
MBO	management by objectives
MCA	military construction, Army
MCAF	military construction, Air Force
MCD	minor civil division
MCD	miscellaneous commitment document
MFR	memorandum for the record
MG	major general
MG	milligram
MI	mile
M&I	municipal and industrial
M&IE	meals and incidental expenses
MILPERCEN	Military Personnel Center
MIN	minute
ML	milliliter
ML	multiple letter
MLG	mean low Gulf
MLW	mean low water
MLLW	mean lower low water
MMP	mobilization master plan
MO	month
MOA	memorandum of agreement
MOB	mobilization
MOBEX	mobilization exercise
MOD	miscellaneous obligation document
MOU	memorandum of understanding
MPF	maximum probable flood
MRC	Mississippi River Commission
MRD	Missouri River Division
MR&T	Mississippi River and tributaries
NA	not applicable
NA	not available
NAD	North Atlantic Division
NASA	National Aeronautics and Space Administration
NATO	North Atlantic Treaty Organization
NAV	navigation
NCD	North Central Division
NED	national economic development
NED	New England Division
NEPA	National Environmental Policy Act

NG	National Guard
NGVD	national geodetic vertical datum
NMFS	National Marine Fisheries Service
NOAA	National Oceanographic and Atmospheric Administration
NPD	North Pacific Division
NPDES	National Pollutant Discharge Elimination System
NPS	National Park Service
NRA	National Recreation Area
NRC	Nuclear Regulatory Commission
NRHP	National Register of Historic Places
NSC	National Security Council
NSEP	national security emergency preparedness
NSF	National Science Foundation
NTIS	National Technical Information Service
NTL	not later than
NWC	National Water Commission
NWQC	National Water Quality Commission
O/A	on or about
OASA	Office of the Assistant Secretary of the Army
OBE	overcome by events
OBERS	Office of Business Economics/Economic Research Service
OCE	Office of the Chief of Engineers
OCONUS	outside continental United States
OCS	officer's candidate school
OEQ	Office of Environmental Quality
OER	officer efficiency review
OF	old fossil
OIC	On-Line Interactive COEMIS
OJT	on-the-job training
OM	operating manual
O&M	operation and maintenance
OMB	Office of Management and Budget
OM&R	operation, maintenance and rehabilitation
OMRR	operation, maintenance, repair and rehabilitation
OPM	Office of Personnel Management
ORD	Ohio River Division
ORV	off-road vehicle
OSA	Office of the Secretary of the Army
OSE	other social effects
OST	Office of Science and Technology
OT	overtime
OZ	ounce
P2M	Planning: Program Management
P3	Planning: Principles and Procedures
P4	Planning in Partnership: Principles and Procedures
PA	Planning Associate
PAC	postauthorization change
PAO	Public Affairs Office
PAS	planning assistance to states
PB	planning and budgeting
PB-2a	Engineering Form 2201a, Detailed Project Schedule
PB-6	Engineering Form 2204, Study Cost Estimates
PBS	Program Budget System
PC	personal computer
PCS	permanent change of station

PDC	paid during construction
PED	preconstruction engineering and design
P&G	Principles and Guidelines
PGN	Planning Guidance Notebook
PI	principal investigator
PIANC	Permanent International Association of Navigation Congresses
PIC	Project Implementation Critique (Task Force)
PL	public law
PL-99	Public Law 99, 84th Congress, Emergency Flood Control Funds
PM	project manager
PM	public meeting
PMF	probable maximum flood
PMRS	Performance Management and Recognition System
POA	plan of action
POC	Planning Orientation Course
POC	point of contact
POD	Pacific Ocean Division
POM	Program Objective Memorandum
POS	plan of study
PPBERS	Program Performance and Budget Execution Review System
PPBS	Planning, Programming and Budgeting System
PR&A	program review and analysis
PRIP	Plant Replacement Improvement Program
PRISM	Project Reporting Information System for Management
PROSPECT	proponent-sponsored engineer Corps training
P&S	plans and specifications
P&S	Principles and Standards
P&S	procurement and supply
PT	pint
PTP	part time permanent
Q's & A's	questions and answers
QT	quart
R	Republican
RAPM	Resource Analysis/Project Management
RA/PM	Resource Analysis/Project Management
RAS	Resource Analysis System
RAT	Register of Accepted Transactions
RATS	Resource Allocation Tables
RBC	river basin commission
RBIAC	river basin inter-agency commission
RCS	reports control system
RD	regional development
R&D	research and development
RE	real estate
REC	recreation
RED	regional economic development
RFP	request for proposal
RHA	river and harbor act
R&H	river and harbor
R&HA	river and harbor act
RHFCA	river and harbor and flood control act
RIF	reduction in force
RMO	Resource Management Office
ROD	Record of Decision
ROW	right of way

R-O-W	right-of-way
RRAP	Regulation Reform Act or Program
S	second
S	Senate
SA	Secretary of the Army
S&A	states and agencies
S&A	supervision and administration
S/A	states and agencies
SAD	South Atlantic Division
SAME	Society of American Military Engineers
SBH	small boat harbor
SCORP	state comprehensive outdoor recreation plan
SCRB	separable cost-remaining benefit
SCS	Soil Conservation Service
SD	Senate document
SEC	second
SEC	section
SEPWC	Senate Environment and Public Works Committee
SES	Senior Executive Service
SF	standard form
SFO	support for others
SGT	sergeant
SHPO	state historic preservation officer
SIRAP	Systems for Information Retrieval and Analysis for Planners
SITREP	situation report
SKAP	skills, knowledge, abilities and personal characteristics
SL	sick leave
SM	study manager
SOF	statement of findings
SOP	standard operating procedures
SOS	scope of services
SOS	scope of studies
SPA	Southwest Power Administration
SPAC	significant postauthorization change
SPD	South Pacific Division
SPF	standard project flood
SPG	Senior Planning Group
SPIG	Strategic Planning Integration Group
SPOC	single point of contact
SPWC	Senate Public Works Committee
SPWCR	Senate Public Works Committee Resolution
SQ	square
SR	Senate resolution
SS	suspended solids
S&S	savings and slippage
STRAP	Structured Requirements Analysis Program
SWB	social well-being
SWD	Southwestern Division
TAO	travel approving official
TAP	The Army Plan
TAPA	Total Army Personnel Agency
T&A	time and attendance
TBA	to be announced
TBD	to be determined
TDA	table of distribution and allowances

TDY	temporary duty
TO	travel order
TRADOC	Training and Doctrine Command
TVA	Tennessee Valley Authority
UDO	undelivered order
USACE	United States Army Corps of Engineers
USAF	United States Air Force
USAR	United States Army Reserve
USC	United States Code
USCG	United Stated Coast Guard
USEPA	United States Environmental Protection Agency
USFWS	United States Fish and Wildlife Service
USF&WS	United States Fish and Wildlife Service
USGS	United States Geological Survey
VE	value engineering
VOA	Voice of America
VW	revolving fund
W/	with
WES	Waterways Experiment Station
WIK	work in kind
WK	week
WO	without
W/O	without
WPRS	Water and Power Resources Service
WRC	Water Resources Council
WRDA	Water Resources Development Act
WRSC	Water Resources Support Center
WS	water supply
WWM	waste water management
WY	work year
YD	yard
YR	year
ZBB	zero based budgeting

Appendix B - Numbers

(March 1988)

Number	Definition
1-2-3	LOTUS 1-2-3
3	Section 3, 1945 River and Harbor Act (snagging and clearing for navigation, continuing authority)
10	Section 10, 1899 River and Harbor Act (permit authority)
14	Section 14, 1946 Flood Control Act, as amended (emergency streambank and shoreline protection of public works and nonprofit public services, continuing authority)
50	SF 50, Notification of Personnel Action
52	SF 52, Request for Personnel Action
99-662	Public Law 99-662, Water Resources Development Act of 1986
103	Section 103, 1962 River and Harbor Act, as amended (small beach erosion control project, continuing authority)
107	Section 107, 1960 River and Harbor Act, as amended (small navigation project, continuing authority)
111	Section 111, 1968 River and Harbor Act, as amended (mitigation of shore damage attributable to navigation works, continuing authority)
164	EC 1105-2-164, Continuing Authorities Program Procedures
168	EC 1105-2-168, Procedures for Two-Phase Planning
171	Standard Form 171, Personnel Qualifications Statement
205	Section 205, 1948 Flood Control Act, as amended (small flood control project, continuing authority)
208	Section 208, 1954 Flood Control Act, as amended (snagging and clearing for flood control, continuing authority)
216	Section 216, 1970 River and Harbor and Flood Control Act (review of completed projects)
221	Section 221, 1970 River and Harbor and Flood Control Act (written agreement for local cooperation)
404	Section 404, Federal Water Pollution Control Act Amendments of 1972 (permit authority)
566	Public Law 566, Watershed Protection and Flood Prevention Act (Secretary of Agriculture authority for flood prevention and soil conservation)
662	Public Law 99-662, Water Resources Development Act of 1986
710	Code 710 (budget code for recreation facilities)
903	Section 903, 1986 Water Resources Development Act
1556	DD Form 1556, Request, Authorization, Agreement, Certification of Training and Reimbursement

2101	Civil Works Funds Scheduled Obligations and Expenditures
2302	DA Form 2302-R, Civilian Career Program Qualification Record
2544	DA Form 2544, Intra-Army Order for Reimbursable Services
3011a	Report on Status of Appropriations and Work Allowances
11988	Executive Order 11988, 24 May 1977, Flood Plain Management
11990	Executive Order 11990, 24 May 1977, Protection of Wetlands

APPENDIX C - PLANNERS' CALENDAR

Milestone	Activity	Reference
January	President's budget submitted to Congress	
10 January	National Flood Insurance Program quarterly report due in CECW-PF	ER 1105-2-10
15 January	Technical Services Information System semiannual report due in CECW-PF	ER 1105-2-10
February	Division Engineers' budget request testimony before Congressional committees (Departmental testimony)	
15 February	long-term training nominations (HQUSACE and locally sponsored) due in CEPE-CT • Planning Associates Program • Mission Related Graduate Program	ER 350-1-416
March	annual budget EC distributed to FOA's	
March	Continuing Authorities Program database update due in CECW-PM	EC 1105-2-189
April	annual HQDA Engineers and Scientists (SKAP) panel meets	annual letter from CEPE-C
10 April	National Flood Insurance Program quarterly update due in CECW-PF	ER 1105-2-10
15 April	Huntsville (Purple Book/PROSPECT courses) training nominations due in CEHND-TD	annual letter
May-June	legislative proposals for the next session of Congress due in CECW-RL	annual letter from CECW-RL
June	reconnaissance study new start justification sheets due in CECW-B	annual budget EC
15 June	Flood Plain Management Services Program Review due in CECW-PF	ER 1105-2-10
July	continuing investigation studies justification sheets due in CECW-B	annual budget EC
July	other general investigations programs justifications due in CECW-B	annual budget EC
10 July	National Flood Insurance Program quarterly update due in CECW-PF	ER 1105-2-10
15 July	Technical Services Information System semiannual report due in CECW-PF	ER 1105-2-10

September	long-term training nominations (Army sponsored) due in CEPE-CT • National War College • Industrial College of the Armed Forces • Army War College Resident Program • Army War College Corresponding Studies Program • Armed Forces Staff College • LEGIS (Congressional) Fellows Program • Secretary of the Army Research and Study Fellowship	annual letter
1 September	Continuing Authorities Program database update due in CECW-PM	EC 1105-2-189
30 September	end fiscal year	
1 October	begin fiscal year	
October	work allowances issued	
October	mid-year HQDA Engineers and Scientists (SKAP) panel meets	annual letter from CEPE-C
10 October	National Flood Insurance Program quarterly update due in CECW-PF	ER 1105-2-10
November	Feasibility report production schedule due in CECW-P (due 30 days after receipt of work allowances)	ER 1105-2-60
31 December	Planning award nominations due in CECW-P • Planning Excellence Award • .Outstanding Planning Achievement Award	.AR 672-20
31 December	feasibility report fact sheet and slide updates due in CECW-P	ER 1105-2-60

NOTES:

1. Milestone dates are when material is due in HQUSACE; Divisions often establish earlier due dates.
2. Milestones indicated by the month only are approximate and may vary each year.
3. Please address changes to: Ken Orth, CECW-P, 202-272-0146.

INDEX

LEGEND

Proc	Suggested Procedure or SOP
Tips	Tips and Hints
Form	Form
Sprd	Spreadsheet File
Wdpr	Word Processing File
Data	Database File
Other	Other Computer Program
Page	Page Number

IMAGEWORLD

Corps of Engineers Study
Managers Catalog, Oct. 1988

SEPARATOR