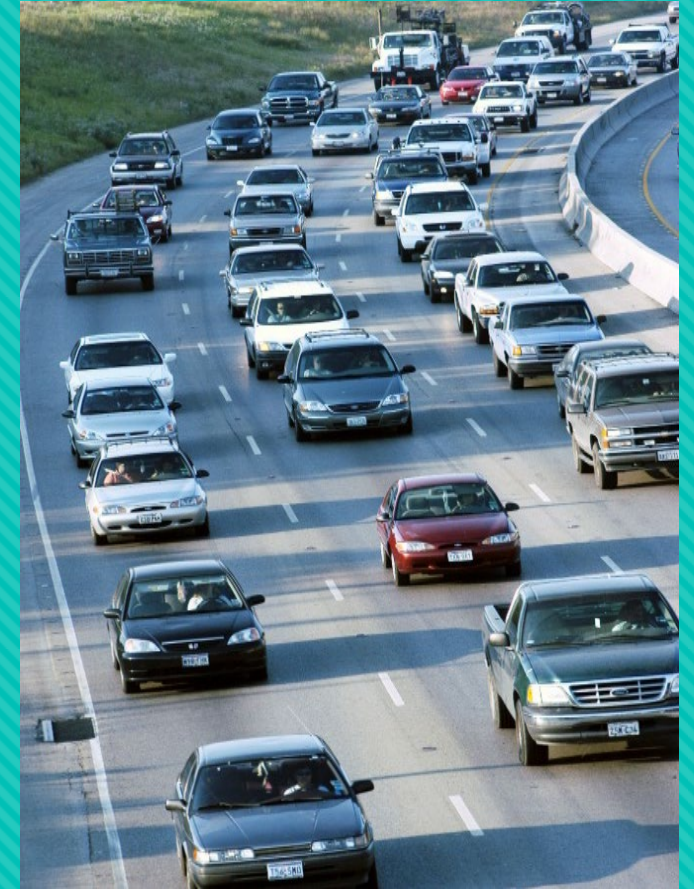


# Planning at the Federal Level: Perspectives and Insights



James Garland

APA NCAC Webinar- May 2019

# Roadmap for today's presentation

- Who Am I
- Where Do I Work
- Planning for Transportation
- Insights and Perspectives
- Emerging Trends and Hot Topics in Transportation Planning

# Who Am I

- 17 Years Experience at US DOT
  - 4 Field Offices, 3 Modes, 3 Headquarters Offices
- Undergraduate: Dillard University- Urban Studies/Public Policy
- Graduate: Columbia University- Urban Planning
- TRB Subcommittee Chair: Megaregions
- TRB Committee Member: Metropolitan Planning, Policy, and Process
- Advisory Board Member: Cooperative Mobility for Competitive Megaregions UTC (University of Texas-Austin)
- Member Affiliations: American Planning Association, Dwight D. Eisenhower Transportation Fellowship Program (7 years), COMTO

# US Department of Transportation

- 11 Modes within US DOT
- Headquartered in Washington, DC
- Employs over 55,000 people

- Employed by Federal Highway Administration (FHWA)
- Oversees the Federal-Aid Highway Program, which provides Federal financial assistance to states
- Specific Unit: FHWA Office of Planning, Environment and Realty- Transportation Planning Capacity Building Program

## FHWA along with FTA

- Provide Stewardship and Oversight of Federal Transportation Program
- Assist the State DOT, Metropolitan Planning Organizations and local planning
- Research





# Transportation Planning Capacity Building

## Planning for a Better Tomorrow

Search for Resources 

Sign up for TPCB Updates  FHWA > HEP > TPCB

- Home
- About TPCB
- Peer Learning
- TPCB Focus Areas
- Publications & Resources
- Training & Education

### TPCB Special Features

Scenario Planning  
New resources available!




### SCENARIO PLANNING

U.S. Department of Transportation  
Federal Highway Administration

### Training and Events Calendar

Event	Date
NHI Course: Highway Program Funding	6/12/2018

Check the Calendar 

### New Publications

**Publications:**

- ▶ Vulnerability Assessment and Adaptation Framework, 3rd Edition
- ▶ FHWA Guidebook for Measuring Multimodal Network Connectivity
- ▶ Integrating Shared Mobility into Multimodal Transportation Planning

**Peer Reports:**

- ▶ Happy, Healthy, Smart Cities Symposium in Knoxville, Tennessee
- ▶ Freight Planning and Regional Cooperation in the Piedmont Atlantic Megaregion
- ▶ Peer Report: FHWA Mid-Atlantic Megaregion Workshop

### TPCB Key Resources

#### Key Issues

The Transportation Planning Process: Key Issues



A Briefing Book for Transportation Decisionmakers, Officials, and Staff

#### Data

Search the MPO Database



Find the name and contact information of the designated MPO for any metropolitan area over 50,000 in the nation.

#### Focus Areas

- ▶ Active Transportation
- ▶ Congestion & Transportation Demand Management
- ▶ Connected & Automated Vehicles
- ▶ Fiscal Constraint
- ▶ Metropolitan
- ▶ Performance-Based
- ▶ Public Engagement
- ▶ Public Lands
- ▶ Rural & Small Community
- ▶ Statewide
- ▶ Transit at the Table
- ▶ Tribal

# Transportation Planning

- **Is a continuous process that provides information, tools, and public involvement needed for improving transportation system performance**
- Influences:
  - Policies & investment priorities
  - Choices among alternative modes and strategies
- Considers:
  - Land Use (state and local laws)
  - National Ambient Air Quality Standards (NAAQS)
  - National Environmental Policy Act (NEPA)
  - Americans with Disabilities Act (ADA)
  - Title VI / Environmental Justice (EJ)

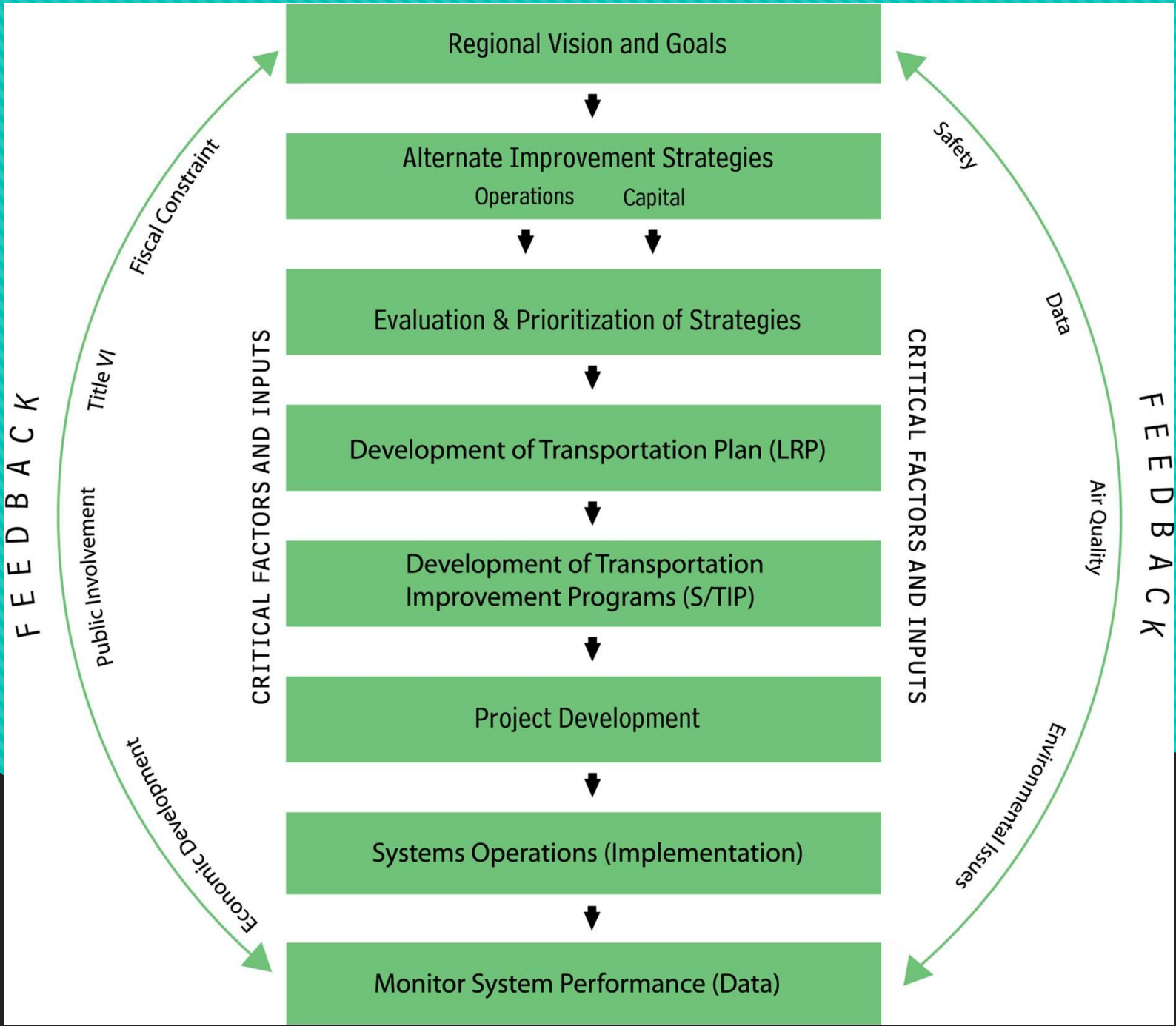
# Transportation Planning

- Decentralized
- 3C Process – **Continuing, Cooperative, Comprehensive**
- Major Policy and Planning Issues
  - Air Quality
  - Land Use and Transportation
  - Freight Movement
  - Safety
  - Security
  - Title VI/Environmental Justice
  - Performance Measures
  - Congestion Management Process
  - Financial Planning and Programming
  - Planning and Environmental Linkage
  - Public Involvement
  - System Management & Operations
  - Technology (GIS, TDM, Visualization)
  - Transportation Asset Management

# Transportation Planning

Transportation planning is the process of:

- Establishing a **vision**
- Demonstrating impact or influence of demographics
- Assessing **opportunities and challenges** of the future
- Identifying short and long-term **options**
- Developing a **financial plan**
- Implementation

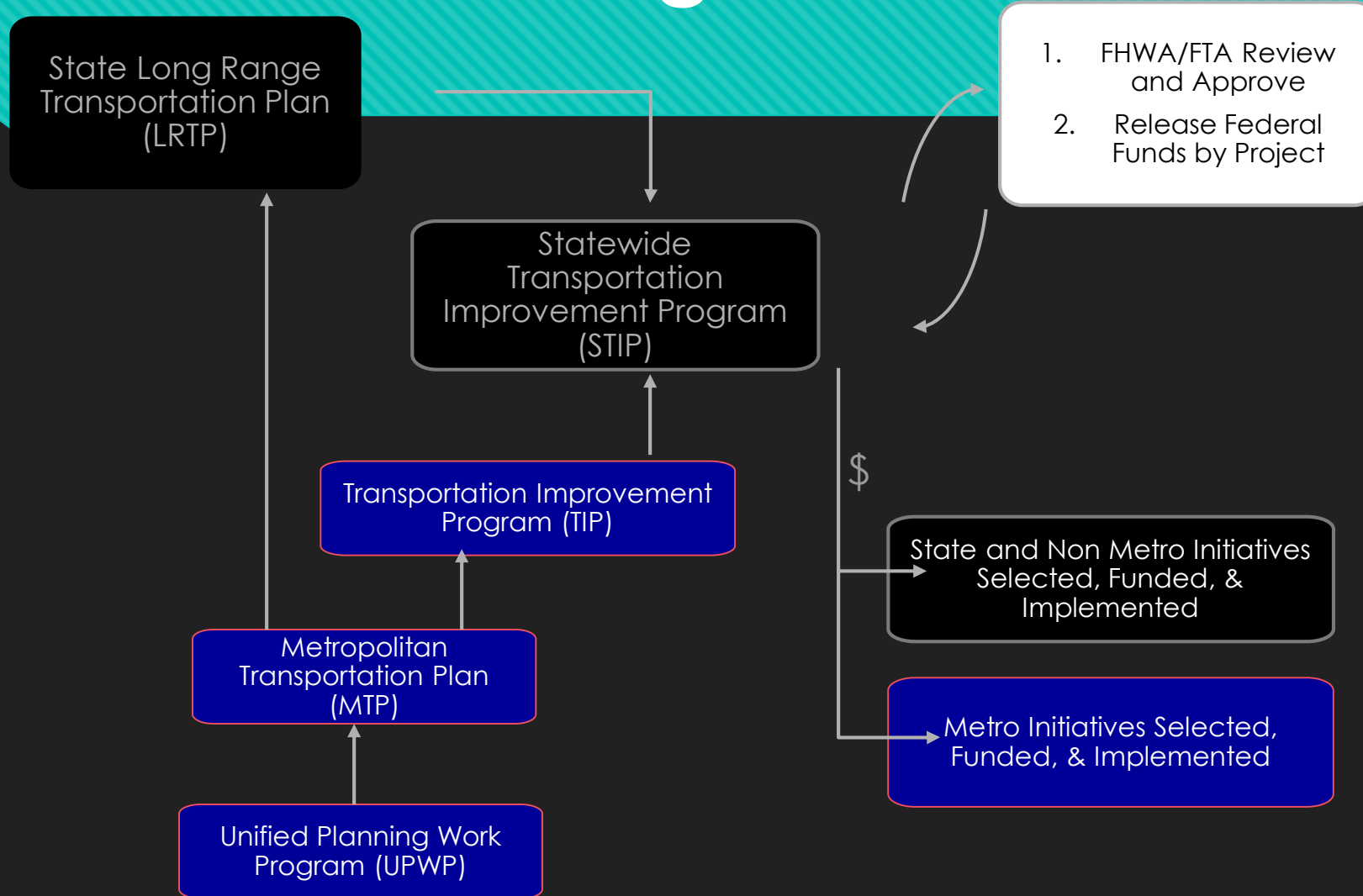




# Transportation Planning Roles

- U.S. Department of Transportation **(US DOT)**
  - Sets policies and provides guidance on planning issues
    - Statewide & Metropolitan
  - Reviews and certifies selected planning activities
- State Department of Transportation **(State DOT)**
  - Develops statewide transportation plans and programs
  - Coordinates with MPOs and neighboring States
  - Plans for non-urbanized areas
- Metropolitan Planning Organization **(MPO)**
  - Develops metropolitan transportation plans and programs
  - Coordinates with neighboring MPO(s) and State(s)
- Public Participation and Stakeholder Involvement

# The Statewide and Metropolitan Transportation Planning Process



# Insights and Perspectives

- Several Paths to Planning and Planning Leadership- none are wrong
- Staying on top of trends
- Continuous Learning
- Networking
- Flexibility and Resilience

# Emerging Trends and Hot Topics

- Scenario Planning
- Performance Based Planning and Programming
- Megaregions and Megaregional Planning
- Social Equity
- Planning for Uncertainties/Disruptions
- Connected/Autonomous Vehicles

# Stay in touch

## **James Garland, Team Leader**

Transportation Planning Capacity Building Program

FHWA Office of Planning, Environment, and Realty

202-366-6221 Office

[James.Garland@dot.gov](mailto:James.Garland@dot.gov)

[www.planning.dot.gov](http://www.planning.dot.gov)



# PLANNING FOR AND IN THE FEDERAL GOVERNMENT: A NEW PERSPECTIVE

JANEA JACKSON, AICP,  
LEED BD+C

MAY 17, 2019

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# AGENDA

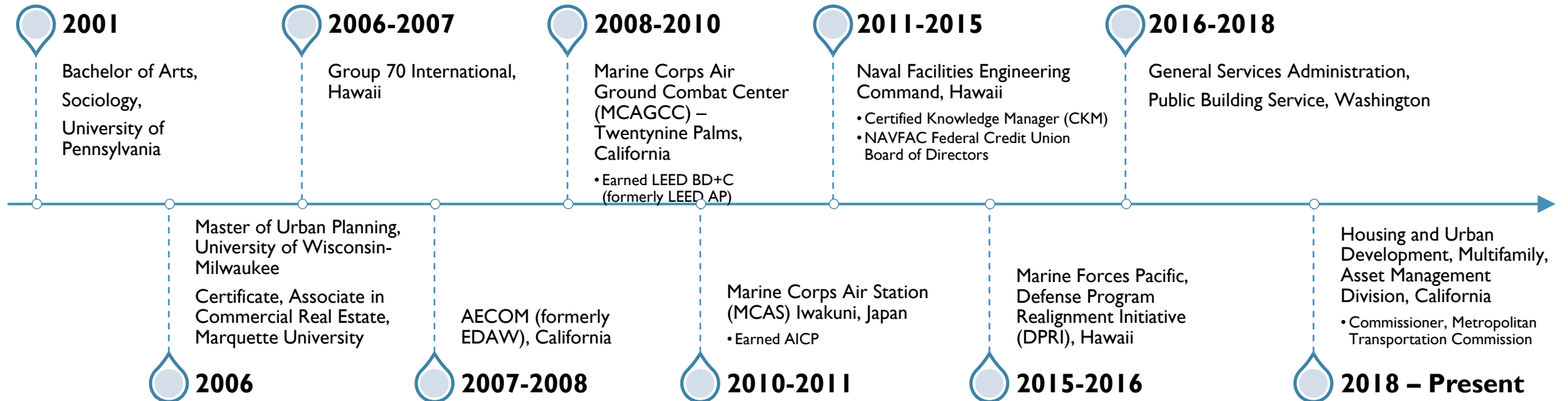
- Themes
- Work History
  - Roles and Responsibilities
- Unsolicited Advice



# THEMES

- Your Planning Degree is a strong foundation.
  - Building coalitions, information dissemination, communication strategies, facilitating meetings/charrettes, alternative development and analysis techniques, urban design principles, strategic planning, master planning, etc.
  - Do the work that moves you – you will add value!
  - Change management
    - Facilitate incremental leadership supported change.

# PROFESSIONAL EXPERIENCE



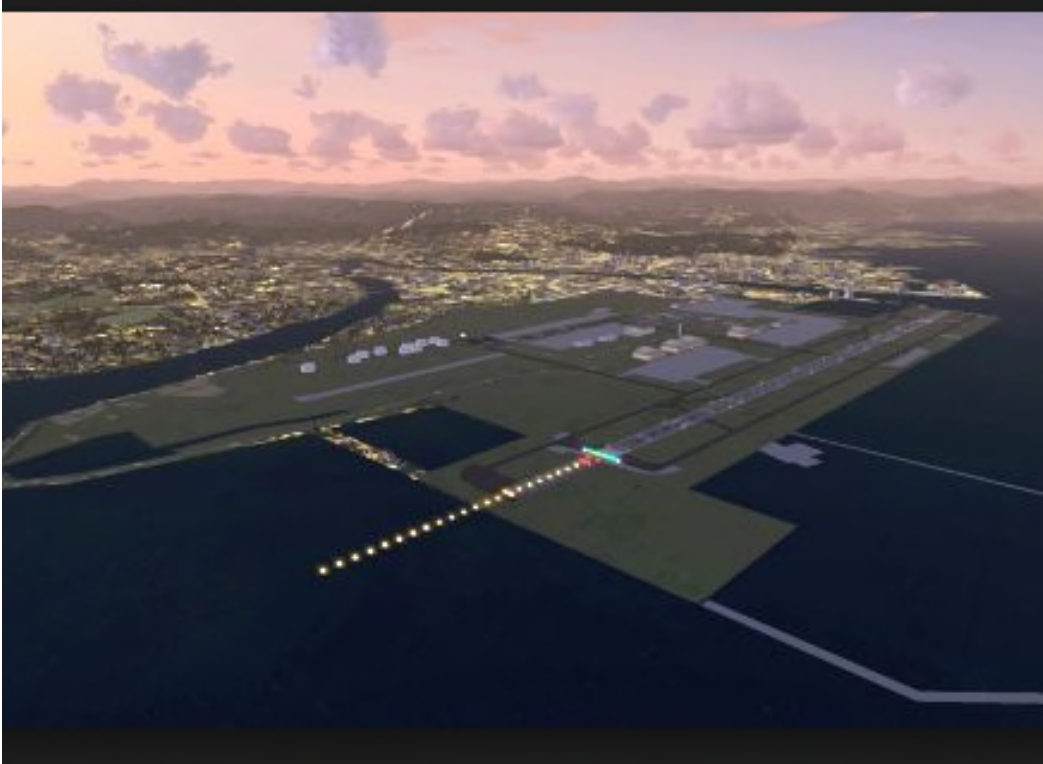
## MARINE CORPS AIR GROUND COMBAT CENTER – TWENTYNINE PALMS, CA

- **Community Plans and Liaison Office**
  - **Community Analyst, GS-11**
- Home to the largest military training areas in the nation, particularly used for training troops for overseas deployment in Iraq and Afghanistan.
  - Actively participated in the General Plan and specific plan updates for San Bernardino County and the Town of Yucca Valley
  - Provided analytical research to promote compatibility between the installation's current and planned land uses and surrounding area, both current and proposed;
  - Encroachment Management Plan, including researching zoning ordinances, land use law, airspace management, economic development, natural resources, and procurement needs.





# MARINE CORPS AIR STATION (MCAS) IWAKUNI, JAPAN



- **Facilities Department**
  - **Community Planner, GSI2**
- MCAS Iwakuni is the only Marine Corps air installation on the mainland of Japan and the new home of the U.S. Carrier Air Wing Command which relocated from Atsugi in 2014.
  - Re-designed 90% of the installation to accommodate an influx of new weapon systems, personnel and family members;
  - Facility master planning function and contractor support. Worked with Defense Commissary Agency (DeCA) planners, architects, and engineers to plan for and site a new commissary.
  - Site approvals, equipment identification and recording (class 3 property), and real property accountability.



NAVAL FACILITIES ENGINEERING COMMAND,  
JOINT BASE PEARL HARBOR-HICKAM,  
OAHU, HAWAII

- **Asset Management Branch**
  - **Asset Utilization Director and GeoReadiness Center Manager, GS-13**
- NAVFAC manages the planning, design, construction, contingency engineering, real estate, environmental and public works support for U.S. Navy shore facilities.
  - Financial Improvement Audit Readiness (FIAR)
  - iNFADS maintenance
  - GIS maps and data maintenance

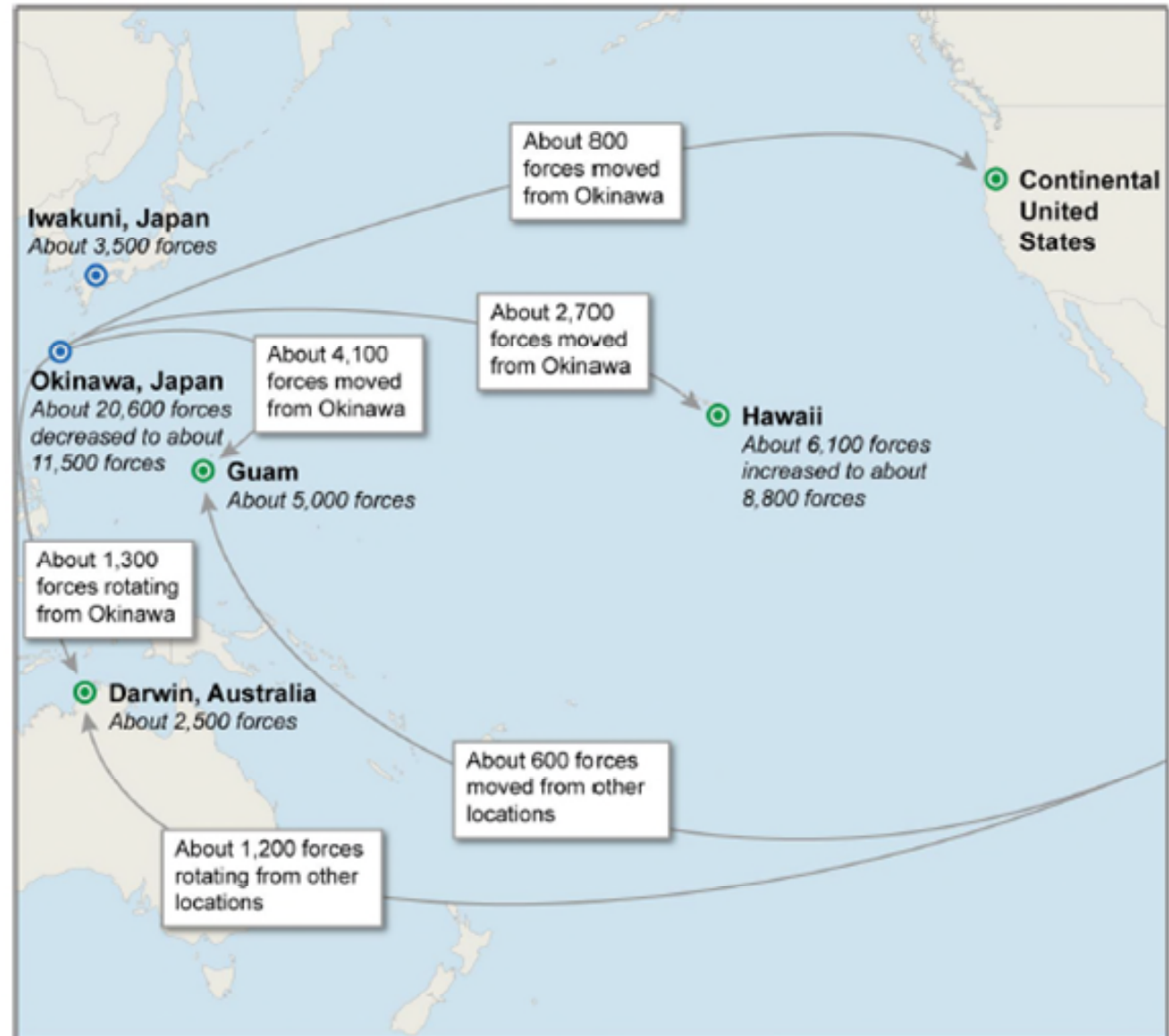




## MARINE FORCES PACIFIC

- **Defense Program Realignment Initiative (DPRI), Oahu, Hawaii**
  - **Community Planner, GS-13**
- DPRI provides strategic guidance and direction for the planning and execution of military build-out actions across the Pacific Region to sustain war-fighting capabilities and to achieve force posture realignments.
  - MILCON requirements associated with DPRI actions and/or in support of assigned U.S. Marine Forces Pacific (MARFORPAC).
  - Coordinated all facility planning actions with the DPRI environmental section. Ensure investigations and planning design studies/environmental evaluation/studies are completed, support, and/or are in compliance with the Environmental Impact Statements.
  - Integrate sustainable design practices including LEED criteria, into design and development of MILCON projects.

Figure 2: Planned Redistribution of Marine Corps Forces in the Asia-Pacific Region



# GENERAL SERVICES ADMINISTRATION

- **Public Building Service, Auburn, Washington**
  - **Portfolio Branch Chief, GS-14**
- GSA is the landlord for the federal government and owns, leases, and manages over 8,500 assets in the United States.
  - 169-acre GSA Auburn Complex Disposal project and tenant relocations.
  - Relocated several large agencies including the GSA Region 10 office, other GSA agencies, Department of Veterans Affairs, Department of Homeland Security, and Social Security Administration offices (a prospectus project) into leased space.
  - Planning, organizing, communicating, and overseeing all aspects of the integrated master schedule which has reach across all GSA divisions, GSA National Office, and other non-GSA services leadership offices, and Headquarters office.
  - Multi-divisional process improvements initiatives:
    - Minor repairs and alterations (BA54) Program Tiger Team which led to the re-vamp of the BA54 Standard Operating Procedures (SOP),
    - Capital Reinvestment Initiative (Strategic Capital Implementation Plan) which will re-vamp the project development and prioritization process in the Region, and
    - Asset Business Team Initiative which will facilitate higher level subject matter expert (SME) coordination from project inception to building/space acceptance and close-out (Prospectus Projects, space consolidations, tenant-driven Reimbursable Work Authorizations (RWAs) for space refreshes) in each owned and leased asset between all divisions in the Region.

# HOUSING AND URBAN DEVELOPMENT

- **Office of Housing, Multifamily, Asset Management Division**
  - **Asset Management Division Director, GS-15**
- HUD supports the development, rehabilitation and maintenance of multiple-unit affordable housing through FHA mortgage insurance programs; and provide rental assistance to low income individuals and families who live in properties with project-based subsidies.
  - Specifically service FHA multifamily mortgage insurance programs, the Section 202 and 811 Capital Advance programs, and the Section 8 Project Based programs.
  - Several Regionally led process improvement initiatives underway:
    - Management Occupancy Reviews (MORs)
    - Funding – contract renewal and vouchering
    - Annual Financial Statements (AFS) Reviews
    - Project Rental Assistance Contract (PRAC) Review



*Photo: Regional Administrator Evelyn Lim, Dan Nackerman of Salt Lake City Housing Authority, Lt. Gov. Spencer Cox, Governor Gary Herbert.*



# UNSOLICITED ADVICE

- Be creative leveraging your planning education toolkit.
- Your Masters degree is a strong foundation.
  - Use it to do the work that moves you – you will add value!
- Apply!
  - [www.usajobs.gov](http://www.usajobs.gov)
    - First time applying?
      - Work with a professional federal government resume writer.
    - Apply and try again...

The image shows a screenshot of the USAJOBS website. The top navigation bar includes 'Sign In' and 'Help'. Below the navigation bar is a search area with a 'Location' dropdown and a search button. The main banner features a graphic of puzzle pieces with the American flag and the text 'SHAPE AMERICA'S FUTURE' and 'Find your fit in the Federal Government'. A red 'Create Profile' button is prominent. Below the banner is a section titled 'Create a USAJOBS Profile' with four icons and descriptions: 'Save your favorite jobs and searches', 'Upload your resumes and documents', 'Make your resume searchable', and 'Apply for jobs in the Federal Government'. At the bottom of this section is another 'Create Profile' button and a 'Sign In' link. Below this is the 'Explore Hiring Paths' section, which lists various hiring categories such as 'Open to the Public', 'Federal Employees', 'Veterans', 'Military Spouses', 'National Guard & Reserves', and 'Students & recent graduates'.



**USAID**  
FROM THE AMERICAN PEOPLE

# Social Innovation via Local Stakeholder Engagement

Engaging a Whole System in Collaborative Action

APA May 17, 2019

# RILEY ABBOTT, MPS, INNOVATION ADVISOR

Supports USAID teams to better understand and engage with local systems.

Holds a masters degree in **Sustainable Urban Planning** from the **George Washington University** ('14) and specializes in multi-stakeholder dialogue, local capacity development, and applied research and learning.

*The views expressed in this presentation reflect the personal opinions of the author and are entirely the author's own. They do not necessarily reflect the opinions of the U.S. Agency for International Development (USAID) or the United States Government. USAID is not responsible for the accuracy of any information supplied herein.*





# USAID

The United States Agency for International Development (USAID) is the lead U.S. Government agency working in international development.



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## OUR MISSION

WE PARTNER TO **END EXTREME POVERTY** AND PROMOTE RESILIENT, DEMOCRATIC SOCIETIES WHILE ADVANCING OUR SECURITY AND PROSPERITY.



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## The U.S. Global Development Lab

The U.S. Global Development Lab (the Lab) is an innovation hub. The Lab tests new ideas, partners with the private sector and academia, and harnesses the power of innovative tools and approaches that accelerate developing countries' journey to self-reliance.





# INNOVATION DESIGN AND ADVISORY

We promote a culture of innovation for better development outcomes by supporting the Agency to engage local stakeholders to collaboratively solve development challenges with us.

**DESIGN**

**EQUIP**

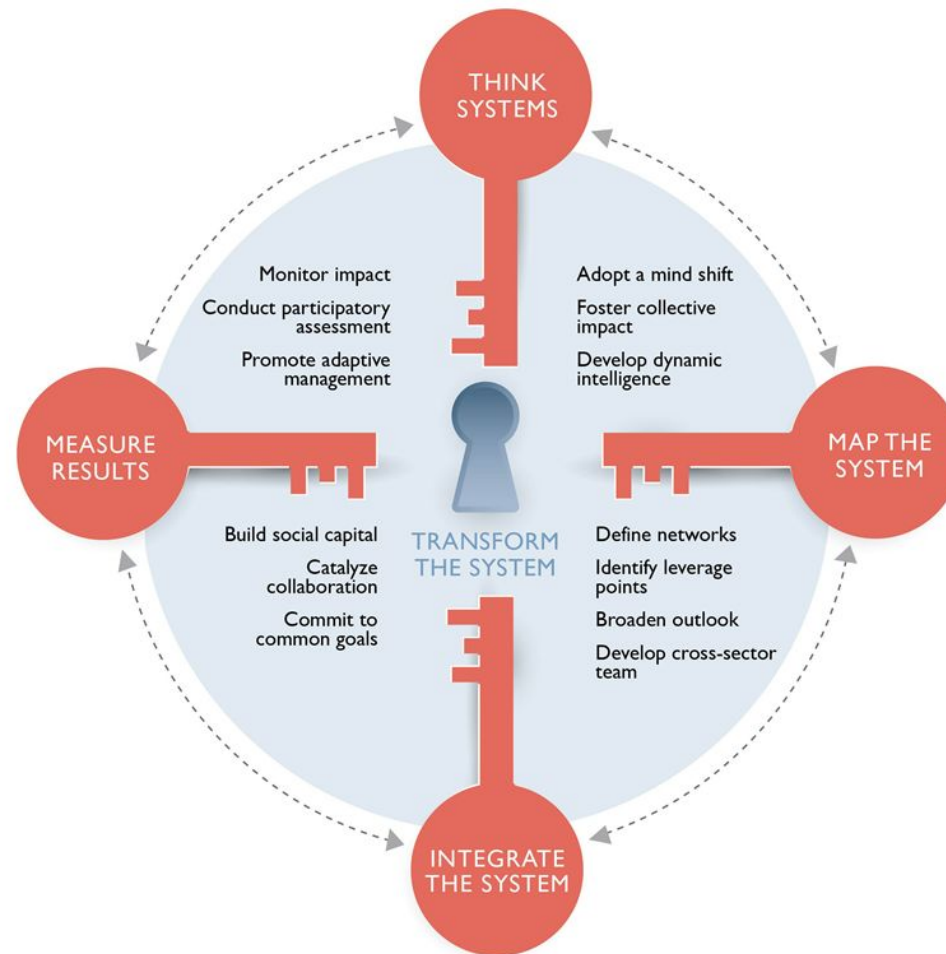
**FACILITATE**



# ENGAGING LOCAL STAKEHOLDERS

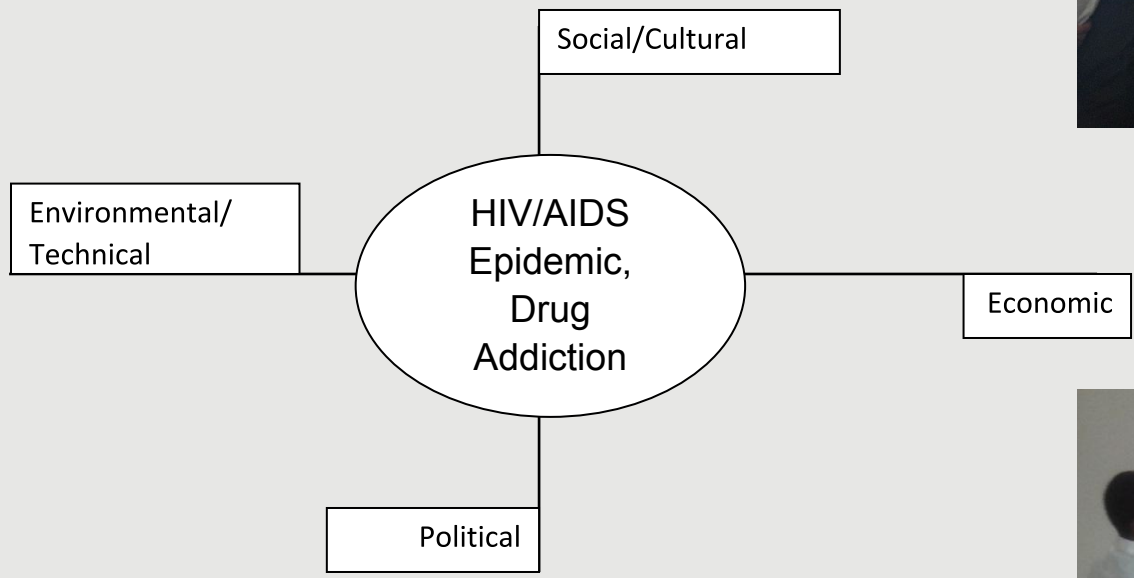
## Participatory Planning

- Adopt a systems mindset;
- Assess/map the system,
- Promote dialogue,
- Support a collaborative action network / coalition,
- Monitor, learn and adapt during implementation



# MAP THE SYSTEM

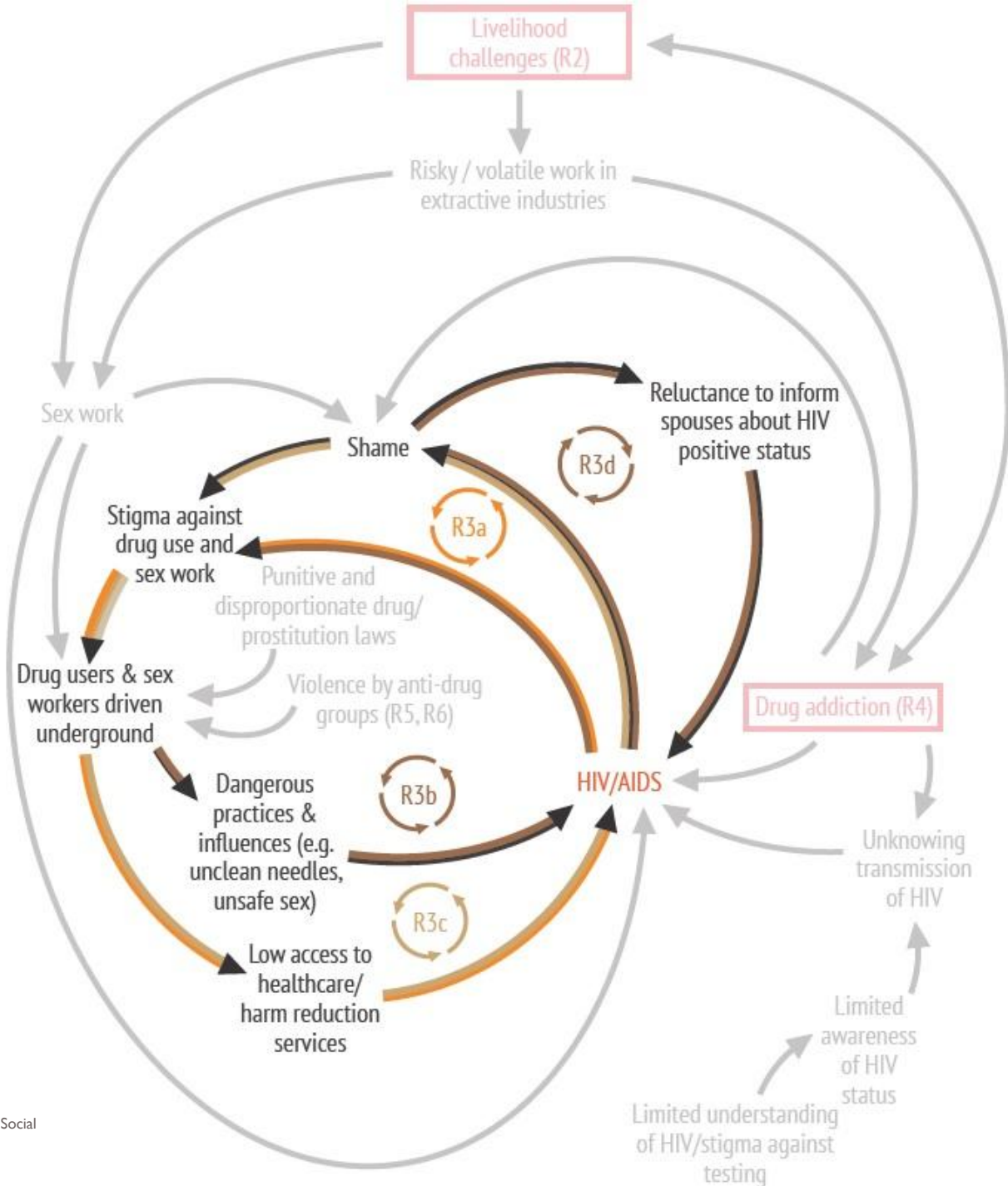
## Rapid Assessment





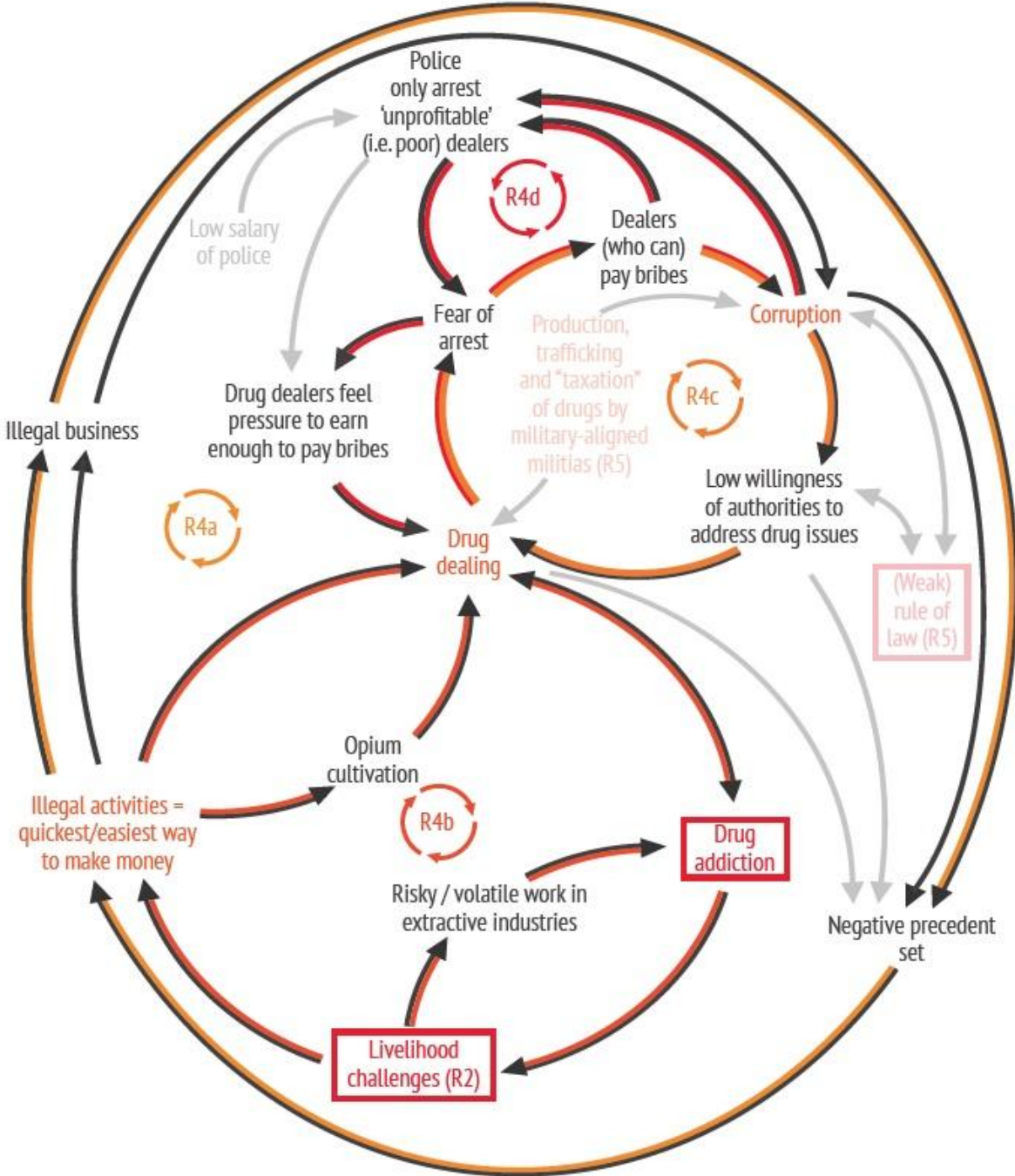


# HIV/AIDS System Map



McLaughlin, Rory and John Jeffrey Seng. "Exploring Complexity: A Systemic Analysis of Social Cohesion....". November 2018

# DRUG ADDICTION System Map





# CROSS SECTOR STEERING COMMITTEE

The Cross Sector Steering Committee provides guidance and support to the overall initiative throughout its implementation.



# WHOLE SYSTEM IN THE ROOM

## Participatory Planning Workshop

The WSR is a technique for involving the social system in a change process that they own and shape. It provides a forum where representatives of diverse stakeholder groups can:

- Analyze the current state and decide on pathways to intentionally transform the system,
- Generate ideas about how and what to change, and
- Develop a common vision about the issue,
- Commit to short-term and long-term implementation plans towards the common vision.





# INTEGRATE THE SYSTEM

## Conditions for Dialogue

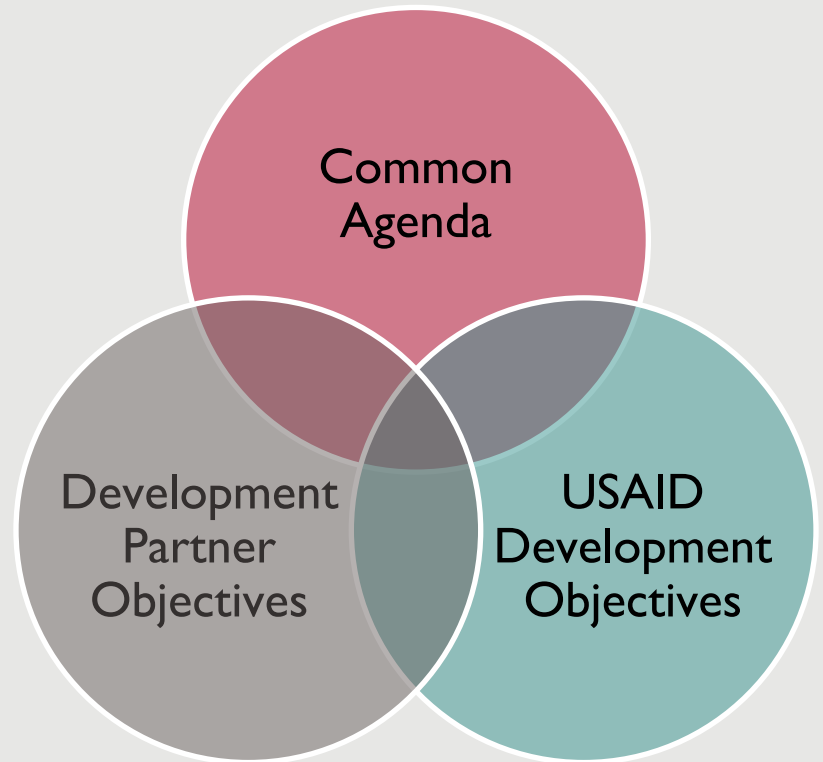
- **Diversity** - is everyone who has a stake willing to participate or have their views represented?
- **Interdependence** - has the system been adequately mapped to recognize the connections among all stakeholders.
- **Authentic dialogue** - are stakeholder claims *accurate*; can everyone *comprehend* what others are communicating; are participants *sincere* in their concerns; and do participants have a legitimate claim to their views?



# TRANSFORM THE SYSTEM

## Develop a Post-WSR Strategy

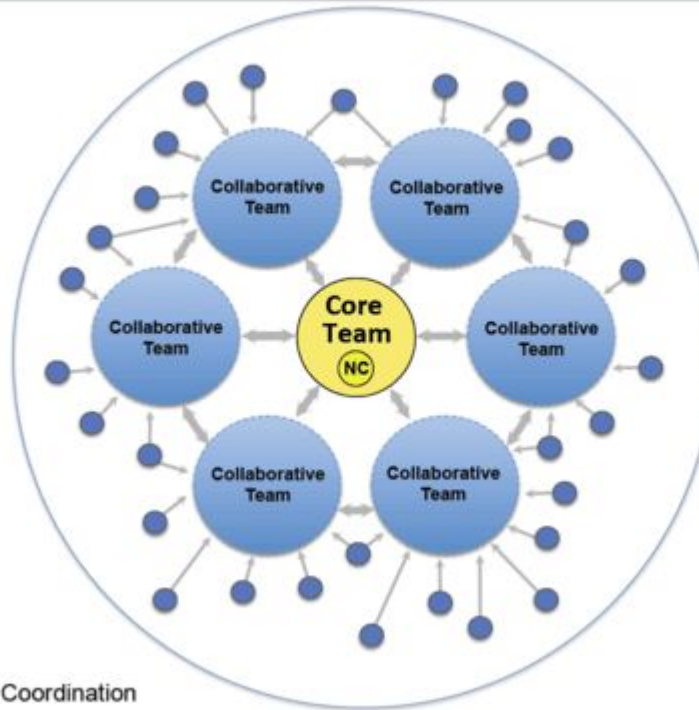
- Link/provide TA to support action plans
- Create grants to fund action plans
- Apply social change methodologies
- Establish a communications platform
- Staff and support the Backbone Organization
- Reconvene to highlight activities and successes and strengthen trust between stakeholders



# TRANSFORM THE SYSTEM

## Facilitate Coordination Among Teams

### Action Network



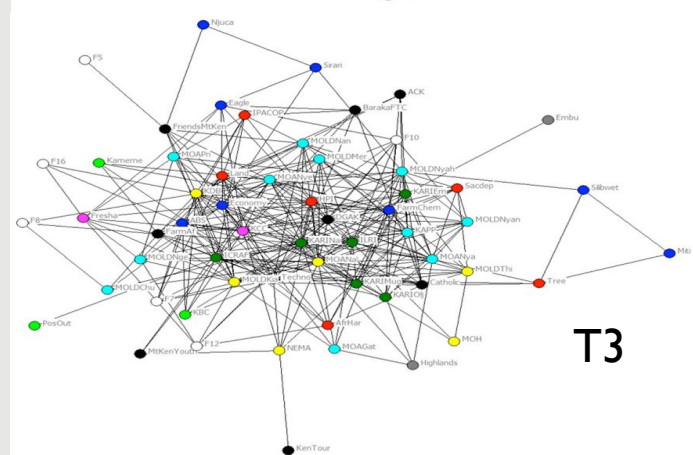
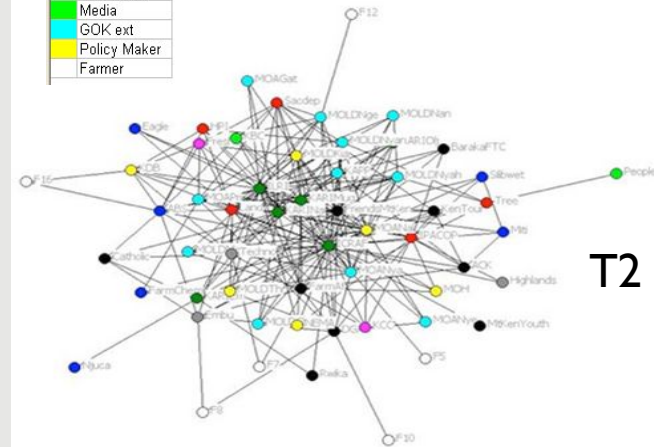
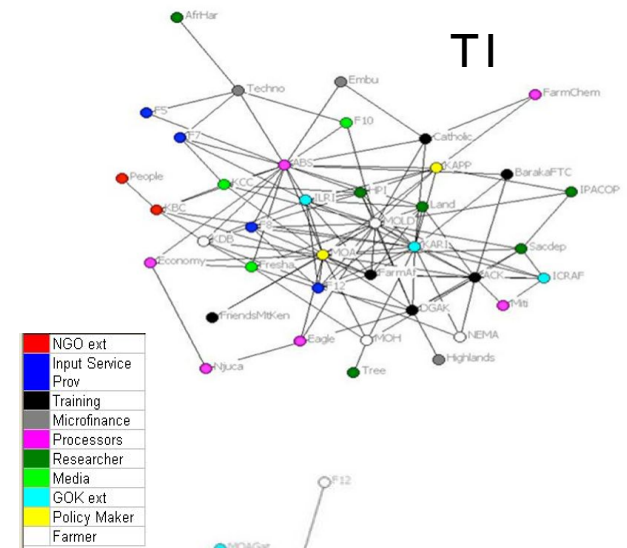
**NC** = Network Coordination



# MONITOR, LEARN, ADAPT

## SNA for Network Strengthening

- T1: Centralized network – a handful of organizations at the center of the diagram control most the information and resources in the network.
  - E.g. collaborations, information sharing, contracts
- T2: Growing density and greater connections between organizations
- T3: Moving towards a decentralized, self-organizing system. More participation and greater connections between actors.





**Thank you.**

Riley Abbott, [rabbott@usaid.gov](mailto:rabbott@usaid.gov)

Innovation Advisor

USAID/LAB/Center for  
Development Innovation



**USAID**

FROM THE AMERICAN PEOPLE



# Planning at the Federal Level: Perspectives and Insights

Eric McAfee, AICP, LEED AP

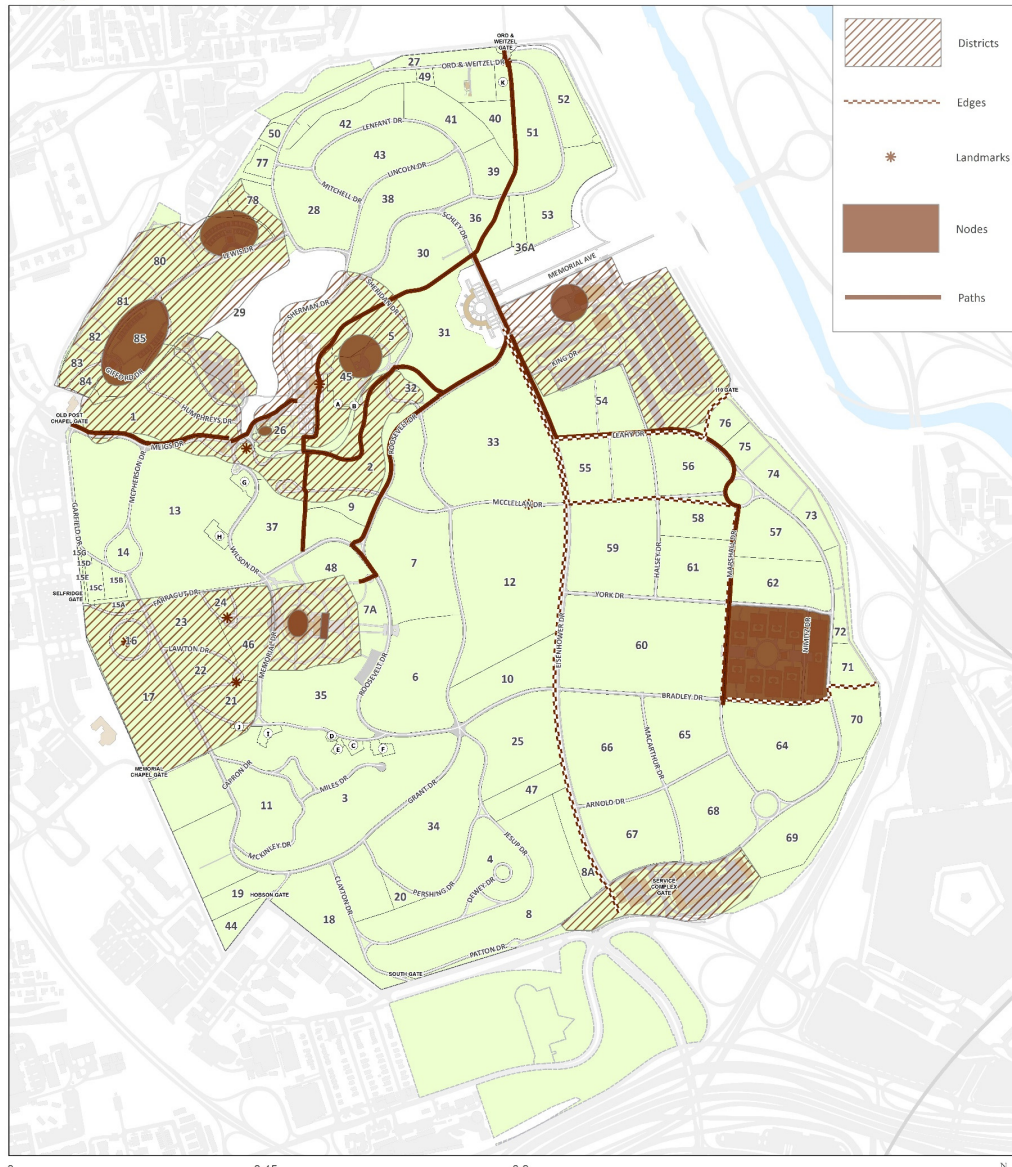
17 May 2019

**ALLIANCE**  
Alliance Consulting Group



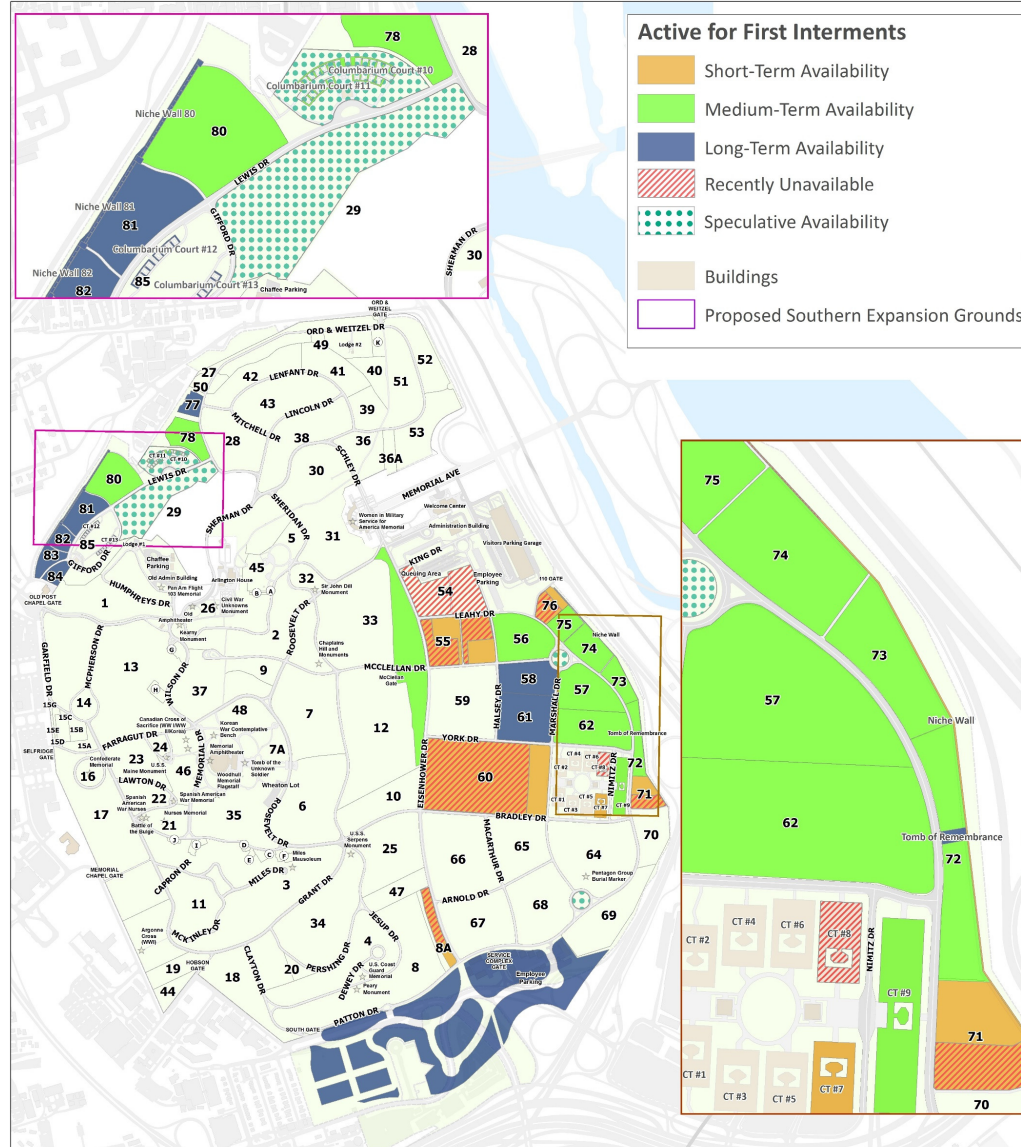


# Arlington National Cemetery: Real Property Master Plan (RPMP)





# Arlington National Cemetery: RPMP Burial Phasing Plan





# Aberdeen Proving Ground: Traffic Impact Study





# US Military Academy (West Point): Academic Building Upgrade Plan – Risk Register

Date:		1/29/2011		Project Name:		USMA Academic Building Upgrade Program		Project Description: The central area of the United States Military Academy (USMA) contains numerous poor and failing historic facilities that are critical to West Point's mission. The Army plans to restore these facilities in three phases: Phase 1 Cadet Barracks Upgrade Program (CBUP); The CBUP is a 10-year (2011-2022) program focused on renovating the five existing historic Cadet Barracks at West Point; Phase 2 Culture and Engineering Academic Center (CEAC) and Training Structure Phase 3 Academic Building Upgrade Program (ABUP); The ABUP consists of academic facilities in need of major renovations. ABUP includes renovations of Lincoln Hall, Colum Hall, Bartlett Hall, Madrigal Hall, Mahan Hall, Thayer Hall, Washington Hall, Taylor Hall, and the construction of a semi-modular modular trailer complex.									
Contract Number:		W912DR-10-0-0916		Task Order Number:		00X											
Project Manager:																	
Code	Status	Risk Area(s)	Risk/Opportunity Event	Risk Description	Project Impact	Risk Impact	Risk Probability	Risk Map	Response Strategy	Contingency Plan	Contingency Resource	Contingency Plan Triggers	Residual Risk	Outcome	Responsibility	Progress on Mitigation	Related Risks
<b>PRE- AWARD &amp; DESIGN PHASE</b>																	
PAD-1	Open	Scope & Schedule	Project Schedule in Question	The Project Delivery Team (PDT) notes that changes to the project schedule, funding year, or project start dates have had an effect on the overall performance of the planning and engineering, as well as a schedule impacted. Project Delivery Team (PDT) feels that the overall project schedule is a bit optimistic, in terms of meeting benchmarks within the allowed time frame.	With the projects sequenced on a tight schedule and the for need other projects to occur to make the programming possible, one delay could cause the rest of the projects to be delayed.	High	High	Red	Acceptance	Create two-week rolling look-ahead schedules and monthly schedules, ensure temporary (modular) facilities are adequate, develop a proactive implementation plan, integrate schedule acceleration where possible, encourage the issuance of USMA operating requirements in bid documents when required.	Time: 6 months to review and validate program schedule	Effective schedule controls will reduce the likelihood of miss or one project or the potential elimination of one element of the project	Medium	A revised schedule based off the date of one building	PM	Complete	5.2
PAD-2	Open	Cost & Schedule	Product Development by Several Sources/Communication Challenges	Required information are coming from many different sources, each with their own way of communicating this information, makes it difficult to obtain and interpret data.	The coordination of staff and communication presents challenges that could impact the cost and schedule.	Medium	Medium	Yellow	Mitigation	Develop and unified way to format and deliver information required.	Time: 1 Month	Different types of information coming from different departments	Low	A simple unified way to deliver information to the necessary people	PM	Not Begin	
PAD-3	Open	Scope & Schedule	Timely Response to Critical Decision	This issue presents a project management challenge in the ability to plan, schedule, and produce, design and develop documents due in same intervals to submission or lack of action at higher levels.	The inability to produce the necessary documents in a timely and satisfactory fashion could impact the project schedule as well as the cost associated with it.	Medium	Medium	Yellow	Mitigation	Creation of a detailed schedule that allows for flex time if needed.	Time, Cost, Personnel	Unacceptable or late deliverables from the necessary stakeholders	Medium	A schedule that plans for moderate delays	PM	Not Begin	
PAD-4	Open	Cost & Schedule	Planning for Project Funding	Funding for ABUP projects, minus CEAC, have not been fully accounted for.	From project does not get funded, it could throw off the entire program schedule.	High	Medium	Red	Mitigation	Creation of alternative CDAs in case certain projects do not get funded. Standardize components and operations whenever possible.	Time, Cost	Funding for each project in the overall program can not be guaranteed.	High	Creation of Alternative CDAs	USMA, PM, USACE	Not Begin	
PAD-5	Critical	Cost & Schedule	Reduced Project Funding	Department of Defense has required cuts in funding to the military	The cost of a project is greater than the amount of funding received from the DOD.	High	High	Red	Mitigation	Reduce the amount of time the projects take to construct in order to break up the costs over time. Engage in design/constructability reviews and value engineering.	Time	Funding from the DOD is reduced	Medium	The ABUP program gets completed, duration of the program is increased	USMA, USACE	Underway	PAD-1, 5.8
PAD-6	Open	Cost & Schedule	Infrastructure Concerns	A history of funding shortages has resulted in a hobbled together utility network with patchwork solutions, impacting a comprehensive understanding of long term needs and solutions.	Insufficient information on laterals within the utility network makes it difficult to pinpoint where the greatest capacity shortfalls are.	Medium	High	Red	Share	Build a uniform, centralized map and plan that documents sub-circuit solutions and registers the assets within the context of the full network. Develop an Integrated Master Schedule showing all utility, infrastructure and major milestones to include stakeholder involvement.	Personnel, Cost	Develop the organizational structure and begin to populate a plan concerned with the next utility upgrade or repair. Plans should consider an electrical distribution system upgrade from 5KV to 25KV and all the underground duct banks, electrical switchgear, and transformers to accommodate the new voltage.	Low	A utility plan that fuses previous initiatives (prescribed with on-site responses/responses) (reactive)	USMA, USACE	Not Begin	C-3
PAD-7	Open	Scope & Schedule	late changes to project scope	Stakeholders may request late changes to the mission scope which could impact project cost and project schedule	Project changes could result in a higher project cost as well as delays in the overall schedule.	High	Low	Yellow	Mitigation	The schedule and project deliverables must be as detailed and accurate as possible before the whole program starts. This would reduce the odds that changes to the scope are made.	Time, Cost	Potential need to renegotiate the Period of Performance, as well as the risk that the NPV will not get an extension. Other mitigating strategies would be to monitor project leads meticulously in regards to scope adherence	Low	A set and accurate schedule and program deliverables	PM	Not Begin	
PAD-8	Open	Scope & Cost	Environmental and Cultural Resources	Timing of using space could disrupt viewsheds, environmental or historical/cultural resource considerations. Construction staging for Academic Building could also affect environmental considerations. Additionally, a determination that Federal education is highly enough quality as "Permanent" could preclude citing on the historic Plan (a prohibition per the 2008 Record of Decision), timing a validation and associated inefficiencies/logistical concerns.	The PEA and Section 106 review process will reveal new threats or concerns which could delay full NEPA considerations	Medium	Low	Green	Acceptance	Account for these potential threats both in the validation of ABUP and subsequent design choices.	Time, Cost	Approval of ABUP's final determination for location and administration of using and/or leaving space could prompt new NEPA reviews.	Medium	A robust Environmental Assessment and possible supplemental studies: visual effects, ICMP, etc.	USMA, PM, USACE	Underway	
PAD-9	Open	Cost & Schedule	Cost for Additional (Unauthorized) Work	The integrated master schedule for construction did not consider off-site history and potential work outside what is authorized for ABUP buildings.	Unanticipated cost overruns for contingencies that could delay schedule and, if regions, force a narrowing of the scope	High	Medium	Red	Mitigation	broader analysis of additional cost factors and a clear budgetary set aside through contingency	Time, Cost	Deployment of contingency dollars to necessary expenses that initial planning did not address	Medium	reversion of cost overruns that actually alter schedule because of budget limitations	USMA	Underway	
PAD-10	Open	Schedule Quality & Cost	Quality Management	build and integrate a Quality Management Plan that establishes key risks and standards/Quality Assurance prior to task execution, and build the initial structure for Quality Control in advance of its applicability	Good QMP and early QA will ensure consistency of operations and basic standards of interoperability across all parts of the contract and staffing	Medium	Medium	Yellow	Share	Developing QA plans and procedures, establishing a dedicated QA organization, performing ongoing ongoing technical audits prior to each new benchmark	Time, Personnel	A effective QMP will reinforce the singularity of purpose and task execution where it matters most, while documenting standards to ease such challenge or mitigate them. A QMP allows, when necessary, the clear prioritization of a corrective action to modify systems as soon as they appear.	Low	Greater likelihood of an error free final product and overall adherence to project scope and schedule	USMA, PM, USACE	Not Begin	C-12, C-ID-3
PAD-11	Open	Scope Cost & Quality	lack of functional efficiency	hour conceptual planning for the Academic Building redesign results in a management of academic programs with the reorganized building footprints	user functional layout of departmental needs and a premature demand for additional building renovations outside of scope or budget	High	Low	Yellow	Mitigation	Proactive design reviews, interface control and standardization of Operation and Maintenance (O&M) planning practices. Reassessment of design and department programs as regular intervals (i.e. every 2 years)	Time, Cost, Personnel	Promotes adaptability of the Academic Building Upgrades to help departmental, technological, and security needs to meet building efficiencies across a broad forecast	Medium	Minimizes need for significant redesign of certain building mid-way through project schedule	USMA	Underway	CLO-2, CLO-4
PAD-12	Open	Cost & Schedule	failure to incorporate permitting sequence into schedule	Not starting the Culture Hall construction program next year or 2012/2013 could result in considerable delays	The academic building upgrade program is scheduled sequentially, meaning that each building needs to be finished prior to the start of the next building. If Culture Hall does not start on time, it will have compounding effects on future construction projects.	High	Medium	Red	Mitigation	Not build to incorporate environmental permits into other construction programs related to CEAC or develop an independent contract to specifically generate environmental permits for ABUP construction program	Time, Personnel	Timely delivery of permits will allow Culture Hall to proceed according to schedule	Medium	A compliant start to the schedule (with Culture Hall) will allow other phases to continue sequentially	PM	Not Begin	5.3

# US Military Academy (West Point): Academic Building Upgrade Plan – Risk Register

Date:	1/29/2019	Project Name:	USMA Academic Building Upgrade Program
		Contract Number:	W912DR-16-D-0016
		Task Order Number:	00X
		Project Manager:	

Code	Status	Risk Area(s)	Risk/Opportunity Event	Risk Description	Project Impact	Risk Impact	Risk Probability	Risk Map	Response Strategy
PRE-AWARD & DESIGN PHASE									
PAD-1	Open	Scope & Schedule	Project Schedule in Question	The Project Delivery Team (PDT) notes that changes to the project schedule, funding year, or project start dates have had an effect on the overall performance of the planning and engineering, as far as schedule is concerned. Project Delivery Team (PDT) feels that the overall project schedule is a bit optimistic, in terms of meeting benchmarks within the allowed time frame.	With the projects sequenced on a tight schedule and the for need earlier projects to occur to make the programming possible, one delay would cause the rest of the projects to be delayed.	High	High	Red	Acceptance
PAD-2	Open	Cost & Schedule	Product Development by Several Sources/Communication Challenges	Required information are coming from many different sources, each with their own way of communicating this information, makes it difficult to obtain and interpret data	The coordination of staff and communication presents challenges that could impact the cost and schedule.	Medium	Medium	Yellow	Mitigation
PAD-3	Open	Scope & Schedule	Timely Response to Critical Decision	This issue presents a project management challenge in the ability to plan, schedule, and produce, design and develop documents due in some instances to indecision or lack of action at higher levels.	The inability to produce the necessary documents in a timely and satisfactory fashion could impact the project schedule as well as the cost associated with it.	Medium	Medium	Yellow	Mitigation
PAD-4	Open	Cost & Schedule	Planning for Project Funding	Funding for ABUP projects, minus CEAC, have not been fully accounted for.	If one project does not get funded, it could throw off the entire program schedule	High	Medium	Red	Mitigation
PAD-5	Critical	Cost & Schedule	Reduced Project Funding	Department of Defense has required cuts in funding to the military	The cost of a project is greater than the amount of funding received from the DOD	High	High	Red	Mitigation



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