Practical Management of NEPA Projects

What is a Project?
- A temporary endeavor undertaken to create a unique product or service.

Characteristics of Projects
- Defined start and end point
- Specific goals and deadlines
- Identified desired result

Constraints of NEPA Projects
- Results
- Budget
- Time
NEPA Project Life Cycle

- Initiation
- Develop Detailed Plan
- Execution of Plan
- Produce Deliverables
- Final Approval

NEPA Project Initiation

- Conceptualize Project
  - Establish Project Objectives
  - Establish Deliverables
  - Estimate Costs
  - Estimate Schedule
- Obtain Project Authorization

Develop Detailed Plan of Project

- Describe Objectives
- Describe Scope
- Define and Sequence Activities
- Estimate Duration and Resources
- Develop Schedule
- Develop Budget
- Develop Formal Quality Plan
- Develop Formal Communication Plan
Executing the Project
- Organize and Acquire Staff
- Periodically Summarize Results
- Identify Changes in Scope
- Identify Changes in Schedule
- Identify Changes in Budget

Produce Deliverables
- Create Prototypes
- Create Partial Deliverables
- Complete Integrated Deliverables
- Obtain Approval of Deliverables

Finishing the Project
- Scope Verification
- Formal Acceptance of Deliverable
- Formal Acceptance of Project
- Administrative Closure
- Plan for Follow-up
Project Management Activities

Define Scope

Define Tasks

Schedule

Budget

Team

Coordination

Action

Monitoring

Periodic Reports

Completion

Define Scope of NEPA Project

- Specific Project Objectives
- Secondary Project Objectives
- Project Outcome
- Clarify Assumptions
- Document Decisions

Define Tasks

- Breakdown Project into Phases
- Visualize All Tasks by Phase
- Breakdown Tasks into Subtasks
- Sequence Activities
  - Network
  - Critical Path Method (CPM)
  - Program Evaluation and Review Technique (PERT)
Tasks in a NEPA Project

- Develop Schedule
  - Use Project Task Sequence
    - Dependent Tasks
    - Independent Tasks
  - Plan Start Dates
  - Estimate Duration of Each Task
  - Meet with Team
  - Modify Schedule to Achieve Completion Date
  - Prepare Gantt Chart
Prepare Budget

- Prepare Budget by Phase and Task
- Preliminary Labor Estimate
- Materials/Travel
- Overhead
- Consult with Team
- Modify Budget
- Prepare Budget

Budget Estimate for NEPA Project

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<th>Personnel</th>
<th>Rate</th>
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Fringe Benefits (35% of labor cost)

Indirect Costs (75% of Costs)

Project Total

Organizing Your Team

- Identify Project Needs by Phase and Task
- Identify Potential Problem Areas
- Request Team Members
- Involve Team in Planning
- Get Team’s Commitment
- Set Out Clear Responsibilities/Time/Budget
Expertise Needed for NEPA Projects

| Natural Resources | Nutrient Transport | Spatial
|-------------------|-------------------|---------|
| Air               | Air pollution     | Air pollution analyst
| Water             | Water quality     | Water quality analyst
| Land              | Land capability   | Land capability analyst
| Fish and Wildlife | Fish population   | Fish population analyst
| Humans            | Human population  | Human population analyst

Coordination

- Provides Critical Links - team, information
- List of Team Members - e-mail/fax/phone
- Inform Other Managers - before/during project
- Meet with Team Member
  - Review Schedule
  - Review Budget
- Resolve Conflicts - other priorities
- Relay Exactly What is Expected

Monitoring

- Develop Quality Plan
  - Define Standards of Performance
  - Schedule
- Review On-Going Work
- Review Budget
- Review Schedule
- Identify Conflict Between Team Members
- Solve Problems as They Arise
Periodic Reporting

- To Team
  - Key Phases of Project
- To Management
  - Regularly with Accurate Information
  - Include Bad News with Solutions
- To Client
  - Regularly
  - Warn of Bad News Before It Happens

Project Management - Questions

- What is the purpose of the project?
- What will the outcome look like?
- What is my responsibility?
- What is my authority?
- What is my budget?
- What is the schedule?

Supporting Documentation

- All Team Members Need It
  - Sequence of Phases and Tasks
  - Schedule
- Narrative Instructions
- Change in Schedule/Budget
- Change in Scope