

# *Civil Works Transformation*

# SMART Planning & Ecosystem Restoration

NCER 2013  
Schaumburg, IL  
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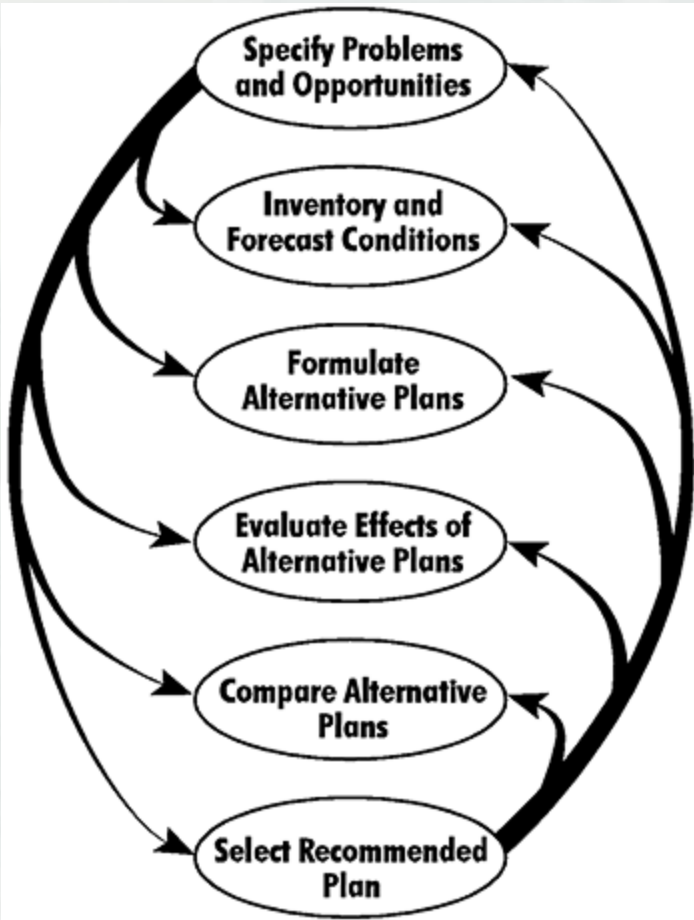


®

US Army Corps of Engineers  
**PLANNING SMART**  
**BUILDING STRONG**®



# USACE Planning 101



- 1983 Principles and Guidelines
- Planning Guidance Notebook ER 1105-2-100



# USACE Legacy Study Process

- SOME planning studies were taking a decade
- SOME planning studies were producing amazing amounts of technical information which was not improving decisions
- Growth in study portfolio and flat study funds from Congress
- Trend line was not getting better
- Agency had to change or be changed



# Turning Ideas into Action

- Improve **Planning Program delivery** (investigations and CG) **and** instill Civil Works wide **accountability**
- Develop a sustainable National & Regional **Planning operational and organization model**
- Improve Planner **knowledge and experience** (build the bench)
- Modernize Planning **Guidance and Processes**



# Turning Ideas into Action

- A **disciplined approach** for reducing current feasibility study portfolio
- All Civil Works functional elements held **responsible & accountable**
- **Five imperatives for change** applied to all feasibility studies – full transition by 2014



# The “Five Imperatives for Change”

- Reaffirm **Federal and Corps interest** and role in resolving the problem
- Ensure **resources** needed are identified and available
- Recognize for most studies, there is **no single “best plan”**
- Manage appropriate **level of detail** and acknowledge **uncertainty**
- Ensure **vertical integration** throughout the study



# And ... the “3x3x3” Rule

- Under \$3M total
  - Within 3 years
  - Using 3 levels of enhanced vertical teaming
  - 100 page main reports, with appendices that fit in a 3” binder
- 
- 8 February 2012 MG Walsh memo to field\*



# What is “SMART” Planning?

Specific

Measurable

Attainable

Risk-Informed

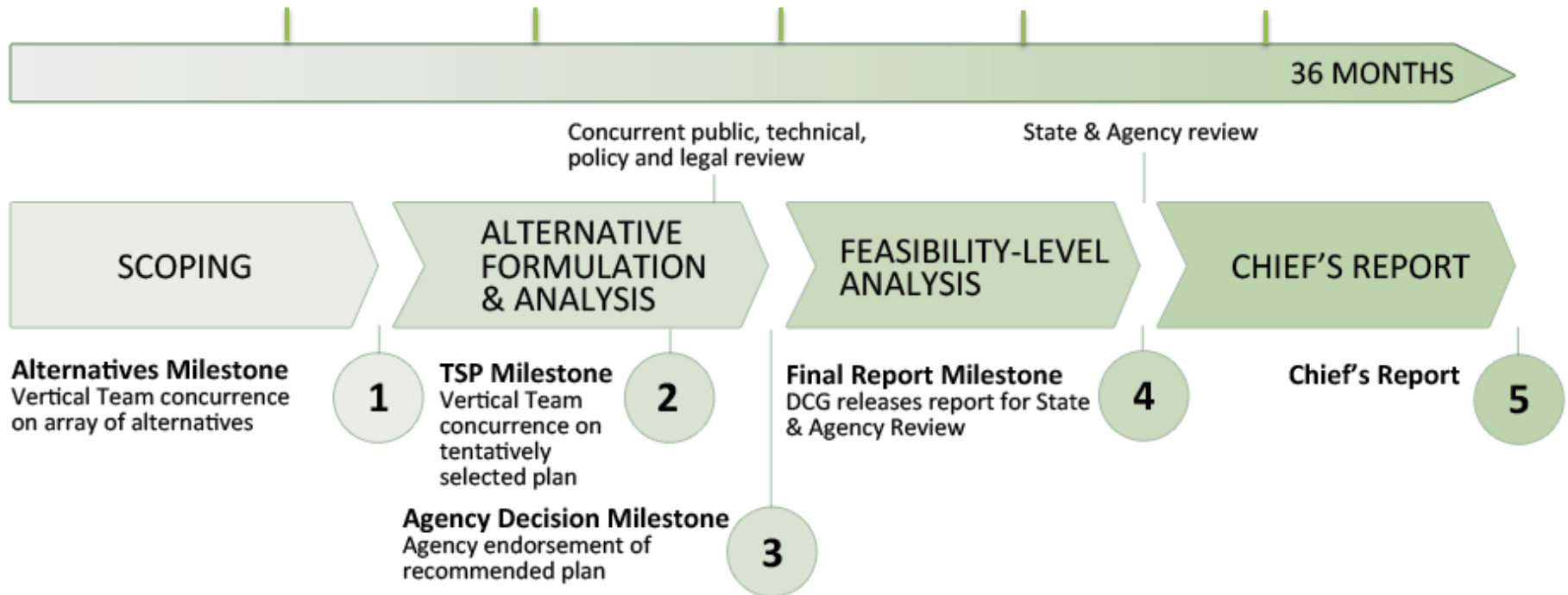
Timely





# SMART Feasibility Study Process

In-Progress Reviews (IPRs) as needed



- Apply critical thinking throughout the study
- Develop the Feasibility Report as you go
- Target Completion: No more than 3 years for Chief's Report



# Tools for SMART Planning

- Planning Charette – intensive workshop bringing together Study Team and Vertical Team
- Decision Management Plan – maps path to the next major study decision
- Risk Register – documents study and project uncertainty / risk so it can be managed
- Decision Log
- Examples, Tips, Tools & Techniques on the SMART Planning Guide
- Communication



# What's Different?

- Process and outputs are **decision focused**
- Risk and uncertainty is **acknowledged and managed**
  - Only collect data needed to make the decision
  - Make decision and move on to next decision
  - Level of detail (of data / decision) grows over time
  - Vertical Team agreement on “acceptable” level of uncertainty
- Report developed from the beginning of the study



# What's Not Different

- Focuses on decision making in a progressive 6-step planning process
- Incorporates quality engineering, economics, real estate and environmental analysis
- Fully compliant with all laws & policies
  - Includes public involvement



# Results & Performance

- Studies completed in a more reasonable amount of time
- Studies cost significantly less
- High quality and concise decision documents
- Decisions informed by managing risk and acknowledging uncertainty
- Strong, viable Civil Works Project portfolio developed
- Almost 700 major studies, now approx. 200



# How might 3X3 affect ER?

- Use existing info and data MORE
- Generate new info only for critical decisions and risks, not all disciplines
- Modeling may be truncated or higher level
- May see higher costs which we need to work down during detailed design
- May have less detail than some have grown to expect



# How might 3X3 affect ER?

- NEPA process and associated laws and regs will be followed, perhaps with different “models” (e.g., programmatic or tiered)
- Agencies MAY need to be more integrated, less review based, more decision based
- Public and stakeholders need better documents to review and comment
- Habitat output calculations less voluminous, more high level, what is best decision?



# How might 3X3 affect ER?

- May be more reliance on adaptive management during and after construction
- Acknowledge what we don't know due to race for a planning decision
- Decisions may be made with more reliance on professional experience rather than computers
- Leads to fewer studies and need to collaborate





# Projects to watch\*

- Hudson Raritan Estuary (New York)
- Central Everglades Planning Project(CEPP)
- Truckee River Meadows Project (CA, NV)
- Westside Creeks (San Antonio, TX)
- GLMRIS (this region)
- Des Plaines River (this region)
- Several Gulf Coast projects (MSCIP & LCA)
- \*Also may be a WRDA (new rules)



# Planning SMART Guide

Published online at [www.corpsplanning.us](http://www.corpsplanning.us) – allows for timely content updates

- Feasibility Study Phases
  - Scoping
  - Alternative Formulation & Analysis
  - Feasibility-Level Design
  - Chief's Report
- SMART Planning Tips & Tools
  - Tips for Highly Effective Studies
  - Business Line Guides
  - Risk Register Template
  - Decision Log
  - Report Synopsis Example
  - 100-Page Report Example
  - Review Primer
  - And more!



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