Civil Works Transformation

SMART Planning & Ecosystem Restoration

NCER 2013
Schaumburg, IL
Jeff Trulick HQ USACE OWPR
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

36 MONTHS

1. SCOPING
   - Alternatives Milestone: Vertical Team concurrence on array of alternatives

2. ALTERNATIVE FORMULATION & ANALYSIS
   - TSP Milestone: Vertical Team concurrence on tentatively selected plan
   - Agency Decision Milestone: Agency endorsement of recommended plan

3. FEASIBILITY-LEVEL ANALYSIS

4. CHIEF’S REPORT
   - Chief’s Report

- 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!