U.S. ARMY CORPS OF ENGINEERS CIVIL WORKS TRANSFORMATION SUMMIT:

PLANNING MODERNIZATION

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PLANNING SMART
BUILDING STRONG®

CW Transformation Summit Purpose:

- Outline the Planning Modernization initiatives.
- Describe the new Planning Paradigm and the status and lessons learned from the ongoing National Pilot Program for Feasibility Studies.
- Solicit feedback and MSC and district input in Planning Initiatives & Pilot Program enhancements/refinements.
- Solicit input on improvements to Planning Program delivery.

The Current Planning Process

- Can be overly detailed, expensive & takes a long time!
- The amount of time and data being invested in studies do not always lead to a better product or decision.
- Reports are too long and contain too much technical detail.
- Sponsors and Congress and the Corps are increasingly frustrated with the situation
- "Change or be Changed" situation or become irrelevant

Planning Modernization

- HQ/ASACW senior leader off-sites
- FY2010-2011 Initiatives
  - Achieve Excellence in Execution
  - Support Authorization Process
  - Modernize Planning Program for 21st Century
  - Advance the Planning Program
  - Strengthen Collaborative Relationships
- Transformation of the pre-authorization study process
- Modernization = transformation = cultural change
- Planning 5-yr Strategic Plan
- Interdependent
- Integrated with Civil Works

Planning Modernization
Top Four Performance Priorities

- 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**

Planning Program Delivery and Accountability

Goals:

- Align Planning program with National priorities
- Deliver concise &quality products on time and within budget
- Reward and incentivize responsive execution
- Strengthen collaborative relationships

Key Actions:

- Complete reclassification of investigations
- Continue reset of old studies
- Complete High Priority planning studies
  - Track metrics and assure accountability
  - Coordinate across all functional areas to improve execution
- Work w/partners, other agencies & stakeholders to build & foster relationships

Planning Operation & Organization

Goals:

- Develop a consistent National business delivery model
- Develop an adaptable, resilient National & Regional organization model
- Assign most complex work to most experienced planners

Key Actions:

- PCX Mission Analysis
- Implement DDNAVPCX Economics Production Center
- Develop National Planning Delivery Model
- Enhance Planning Regionalization

Planner Knowledge & Experience

Goals:

- Build Planning capability to support a transformed Civil Works Program
- Revitalize & modernize training programs across CW functional areas
- Develop and support sustainable Planning career paths and define clear professional standards
- Enhance knowledge sharing through the most efficient & effective technologies
- Broaden Planner experiences and provide opportunities for challenging & meaningful work

Key Actions:

- Develop a comprehensive PCoP training and development strategy
- Implement a Planner Certification Program
- Develop rapid-delivery training program
- Significantly improve planning website
- Utilize webinars consistently and effectively

Planning Guidance & Process

Goals:

- Transform the current feasibility study process to be more responsive to current water resources needs
- Revise and refresh all planning guidance (Safety Program EC's)
- Develop tools/processes/procedures to enable more efficient study delivery

Key Actions:

- Implement National Civil Works Pilot Program & apply lessons learned across all Planning
- Provide little "p" planning support in CW growth areas
- PR&G - develop interagency and agency guidelines
- Issue Baseline update of Planning Guidance Notebook (PGN)
- Refresh review process (EC 1165-2-209 (include App H))
- Increase # of model agreements (more delegated approvals)

Paradigm for Future Planning

- Single phase Study Process with clearly defined decision points
- Actionable and concise decision documents
- Quality engineering, economics, real estate and environmental analysis (NEPA)
- Identifies areas of risk and uncertainty
- Provide a degree of consistency but is adaptable and scalable
- Consistent with emerging concepts of revised P&G
- Completed in 18 months (a target goal)

Five Imperatives for Change

- Manage and balance an appropriate **level of detail** and acknowledge **uncertainty**
- Ensure that **vertical integration** and engagement of decision makers takes place early and throughout the planning process
- Identify **Federal Interest** in resolving a problem up front
- Recognize there is no single “best” plan and there are quantitative and qualitative methods of **alternative comparison and selection**
- Ensure that **all resources** needed for study, funding, human resources, data and information are identified and available for the duration of the study

NEW PARADIGM: PREAUTHORIZATION STUDY PROCESS

CURRENT PLANNING PROCESS: 6+ YEARS (approximate timeframes)

phase

RECONNAISSANCE — Year 1
- Federal Interest Assessed
- Identify Sponsor

STUDY NEGOTIATIONS — Year 2
- Feasibility Study Scoped
- Feasibility Study Agreement Executed

FEASIBILITY — Year 3
- Problems & Opportunities
- Future Without Project
- Management Measures

FEASIBILITY — Year 4
- Alternative Plan Development
- Design & Cost Estimate
- Plan Evaluation & Comparison
- Agency Technical Review

FEASIBILITY — Year 5
- Plan Selection
- Independent External Peer Review
- Agency Technical Review
- Cost Certification

FEASIBILITY — Year 6
- Public Review
- Report Finalization

milestone

- RECONNAISSANCE STUDY CERTIFICATION
- FEASIBILITY COST SHARING AGREEMENT SIGNED
- FEASIBILITY SCOPING MEETING
- ALTERNATIVE FORMULATION BRIEFING
- CIVIL WORKS REVIEW BOARD
- CHIEF'S REPORT

REVISED PLANNNING PROCESS: 2 YEAR (approximate timeframes)

phase

STUDY SCOPING — Year 1
- Federal Interest
- Problems & Opportunities
- Future Without Project
- Management Measures
- Analysis Plan

STUDY EXECUTION — Year 2
- Alternative Development
- Plan Evaluation & Comparison
- Plan Selection

STUDY REVIEW — Year 2
- Agency Technical Review
- Independent External Peer Review
- Cost Certification
- Public Review

REPORT FINALIZATION — Year 3
- Plan Confirmation
- State & Agency Review

milestone

- DECISION POINT 1
- DECISION POINT 2
- DECISION POINT 3
- CHIEF'S REPORT

The revised process consolidates key decisions into the early part of the study process, allowing for more clear scoping and focused attention on relevant details. It integrates early decision making with more flexible analysis and emphasizes focused risk management strategies.

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National Pilot Program

- Inform future planning guidance
- Develop sustainable, replicable processes
- Demonstrate effectiveness and efficiencies of a new Civil Works Planning paradigm
- 5 on-going Pilot Projects; additional Pilot Projects to be selected in FY2012.
- Staggered Start with frequent check points
- Senior OASACW/HQUSACE Program Oversight

Pilot Status Update

- Jordan Creek, MO,
  - Flood Risk Management
  - Initiated Feb 2011
  - DP-1 Sept 2011
- Sutter Basin, CA,
  - Flood Risk Management
  - Initiated Feb 2011
  - DP 1 - Sept 2011
- Central Everglades, FL
  - Ecosystem
  - Initiated Nov 2011
  - Risk Workshop – Dec 2011
- Westside Creeks, TX
  - Ecosystem
  - Initiated June 2011
  - Scoping workshop July 2011
  - DP1 - 1st qtr FY12
- Lake Worth Inlet, FL
  - Navigation
  - Initiated June 2011
  - DP1 - 1st qtr FY12

Pilot Program Lessons Learned

- Concepts require cultural change and critical thinking vs. modification to policy and guidance
- Early risk identification is valuable to the decision making process
- Full PDT and Vertical Team (VT) involvement from the beginning avoids issues later
- DP1 meeting is as much about agreement on scope/methodology as the likelihood of a justified project solution
- More Pilot Studies are needed to develop/test process from beginning of a study

Way Ahead

- Improve Planning **Program delivery**
- Prepare **concise & quality** documents
- Continue to develop **5-year** Planning Modernization **Strategic Plan**
- **Engage** sponsors and stakeholders
- Continue Planning **Pilot Program** and **mandate** for change
- **Integrate** Civil Works **transformation** initiatives

Questions?

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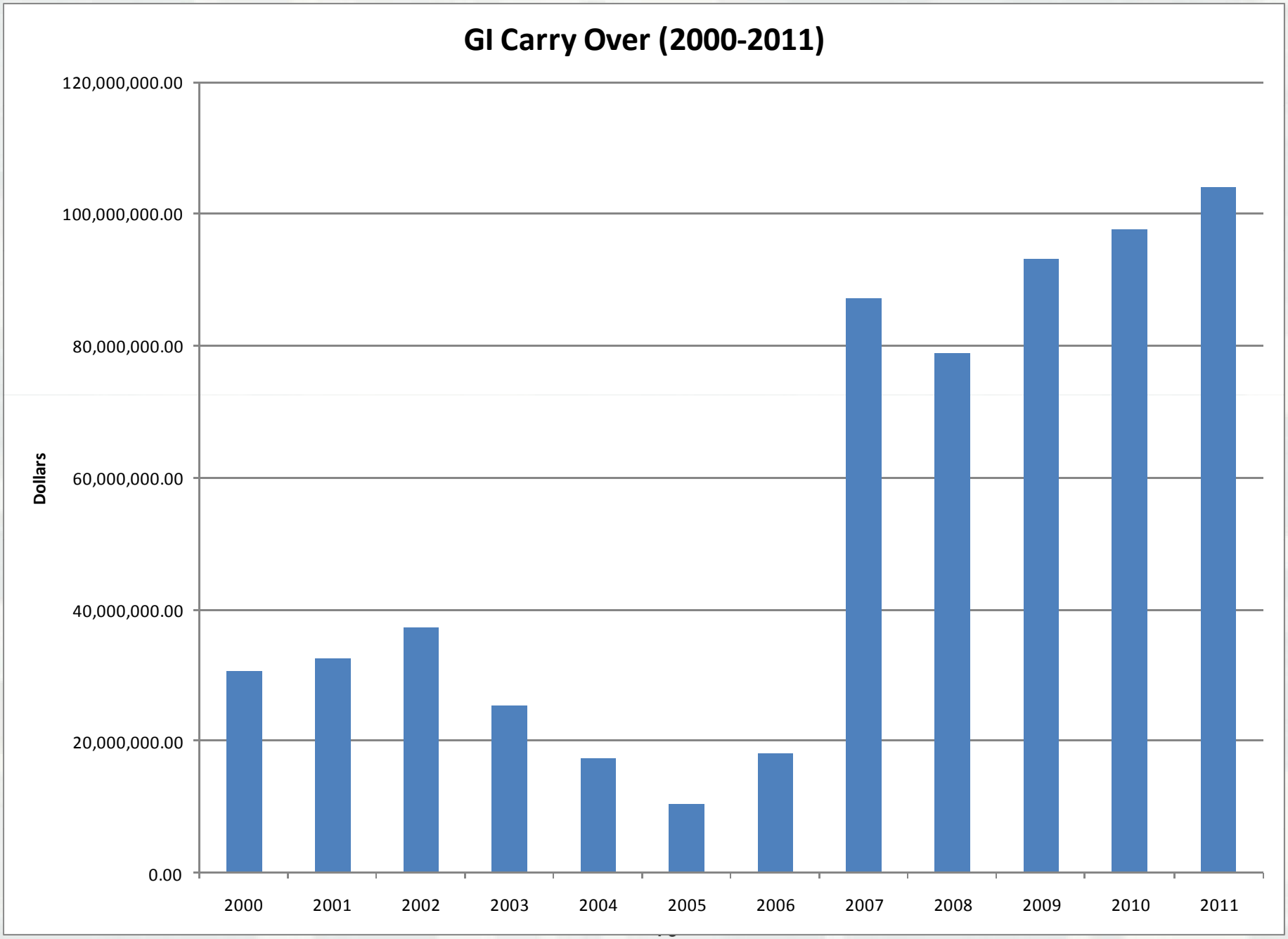
Senate FY11 Appropriations Report

"The Committee is very concerned about the Corps planning program. **Somewhere the planning process is breaking down.** Despite relatively stable planning budgets, the number of reports by the Chief of Engineers has declined precipitously. In the run-up to the Water Resources Development Act of 2007, 26 Chief of Engineers' reports were completed in 2005 and 2006. However since 2007, only six Chief of Engineers' reports have been completed. **Complex planning studies seem to take unbelievable amounts of time**."


GI Carry Over (2000-2011)
Dollars
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