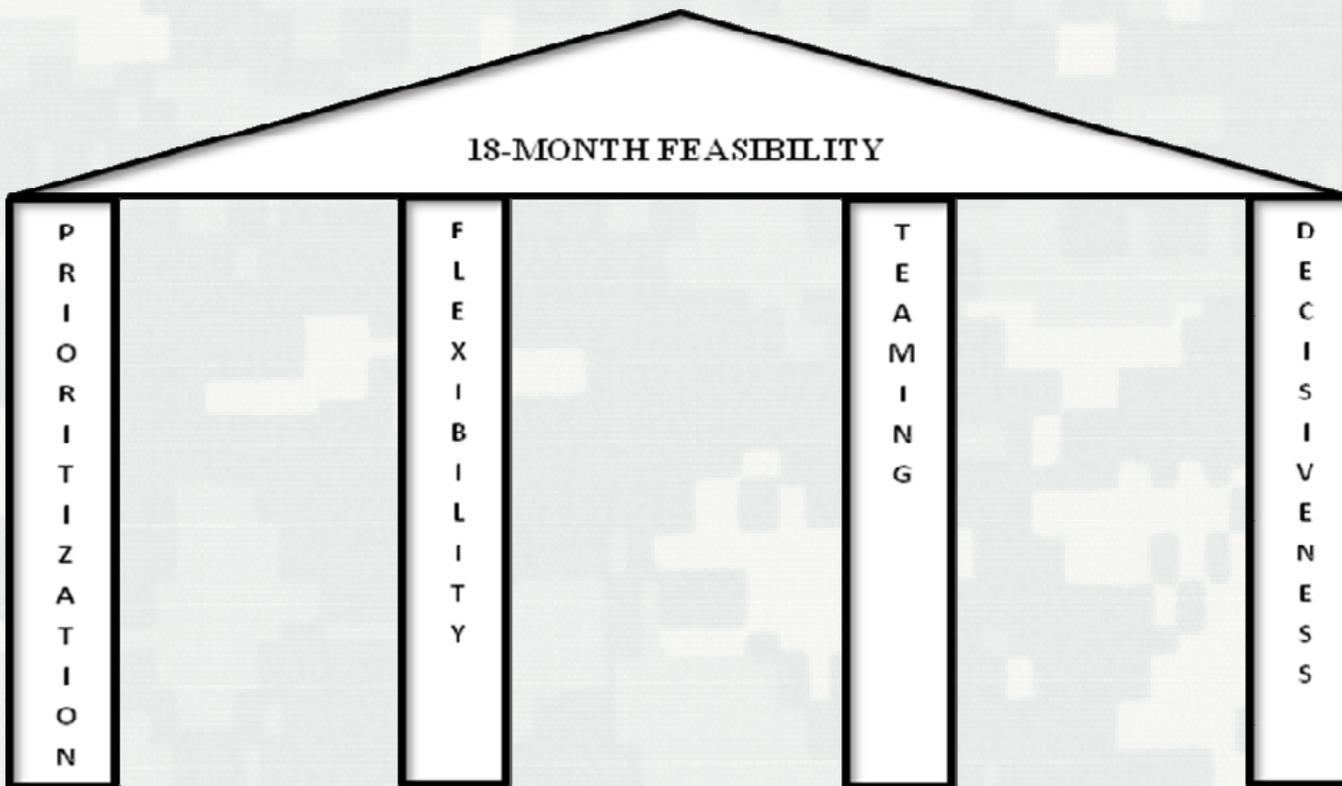


# Transforming the Current Pre-Authorization Study Process: A New Planning Paradigm and the National Planning Pilot Program



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# Ground Rules

- Please MUTE your phones when not speaking.
- Please do NOT put your phone on hold.
- Type all participants names in to the chat feature, so we can get a count.
- The webinar is being recorded.



# The new Paradigm is NOT:

- Sacrificing Quality for Schedule
- Expediting all Reports
- Giving up Planning for more Engineering
- Pushing all Engineering to PED
- Giving up Decisions to Local Sponsors
- A Top Down Directive
- Change for the sake of Change
- A Done Deal



# The New Paradigm IS:

- Incorporating Quality into more timely Decision Documents
- Developing a more efficient and effective Planning methodology and processes
- Level of Effort = Smart Planning and Smart Engineering & Real Estate
- Acknowledgement that Local Sponsors views matter and there are other factors (besides NED/NER optimization) to express federal interest.
- An opportunity for Planning to improve the Planning process
- Necessary – Change or be changed
- Evolving Process – National Pilot Program



# The Current Planning Process

- Overly detailed, expensive & takes a long time!
- The amount of time and data being invested in studies are not leading to a better product or decision.
- Sponsors and Congress and the Corps are increasingly frustrated with the situation.
- “Change or be Changed” situation or being bypassed altogether.



# Vision for Future Planning

- Single phase study process with clearly defined decision points
- Actionable and concise decision documents
- Quality engineering, economics 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 (P&S)
- Completed in 18 months (a target goal)



# Five Concepts for Change

- Uncertainty and Level of Detail
- Vertical Team Integration
- Determine Federal Interest
- Alternative Comparison and Selection
- Funding and Resources



# Uncertainty and Level of Detail

- A good decision made in a timely manner is preferable to a 'perfect' or 'optimized' decision made years out
- Prioritize data gathering and analyses on areas critical to differentiating among alternatives
- Feasibility-level design on only tentatively selected plan(s)
- Continually ask how added detail will affect the next decision
  - Where is the uncertainty?
  - Does the uncertainty affect the decision?
  - What are the consequences of a poor decision?



# Vertical Team Integration

- Communicate often with the Vertical Team
- Conduct frequent In Progress Reviews (IPRs) with the Vertical Team
- Conduct coordinated Vertical Team reviews of products
- Reviews must be more responsive, require less advanced documentation, and focus on early issue resolution
- Accountability of scaled level of detail for engineering and benefit quantification



# Federal Interest Determination

- Two Separate Decisions
  - ▶ Level of Federal Interest
  - ▶ Level of Federal Investment (Funding)
- Federal Interest Decision - 3 paths
- Federal Interest NOT NED/NER
  - ▶ Focused on problem (severity, size, federal role, ability to pay, benefits of solutions)
- Be willing to say 'NO'
- Integrated & Coordinated Decisions



# PLANNING DECISION TREE

**STEP 1:**  
Identify Problem, Need, Scope

FEDERAL  
PROBLEM  
ASSESSMENT

**STEP 2:**  
Assess Significance,  
roles and responsibilities

**STEP 3:**  
Decision Point 1: Federal  
Interest & Scope

**STEP 4:**  
Study Specific  
Technical analysis

**STEP 5:**  
Decision Point 2:  
Recommendations & Investment

Close Out  
Track  
Technical  
Track  
Authorization  
Track

No Federal  
Interest

Federal  
Interest/Limi  
ted USACE  
Interest

Federal  
Interest and  
USACE  
Interest

Terminate  
Study

Defer  
Study

Technical  
Support

Watershed  
Study

USACE  
INVESTMENT  
RECOMENDATION

To Decision Point 1:  
Federal Interest Determination

To Decision Point 2:  
USACE Recommendations or Investment  
Decision

3-6 months

6-12 months



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# Alternative Comparison and Selection

- There is no single best plan
- There are varying approaches (qualitative vs. quantitative) to multi-criteria decision making (and trade-off analysis)
- Approaches used should be commensurate with risk and decision type
- Proposed approaches are approved at Federal Interest Determination Meeting (DP1)

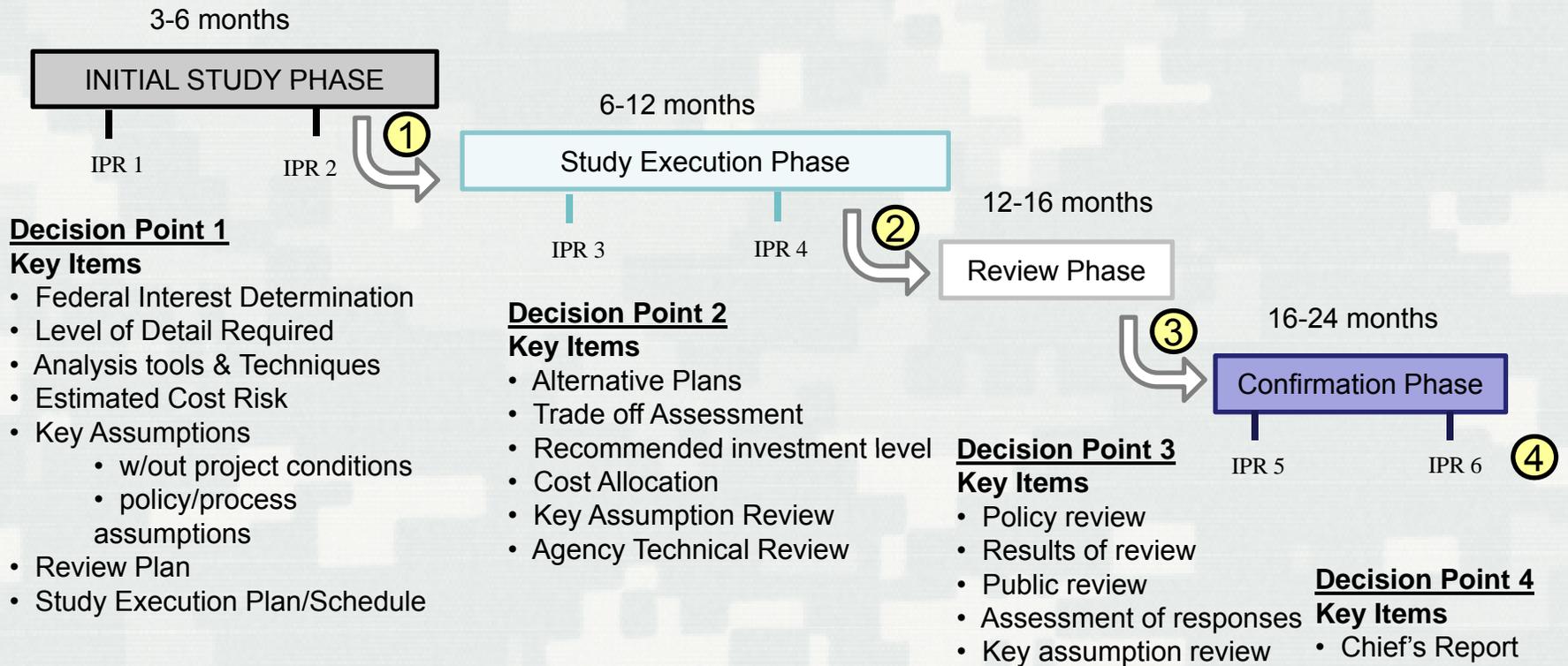


# Funding and Resources

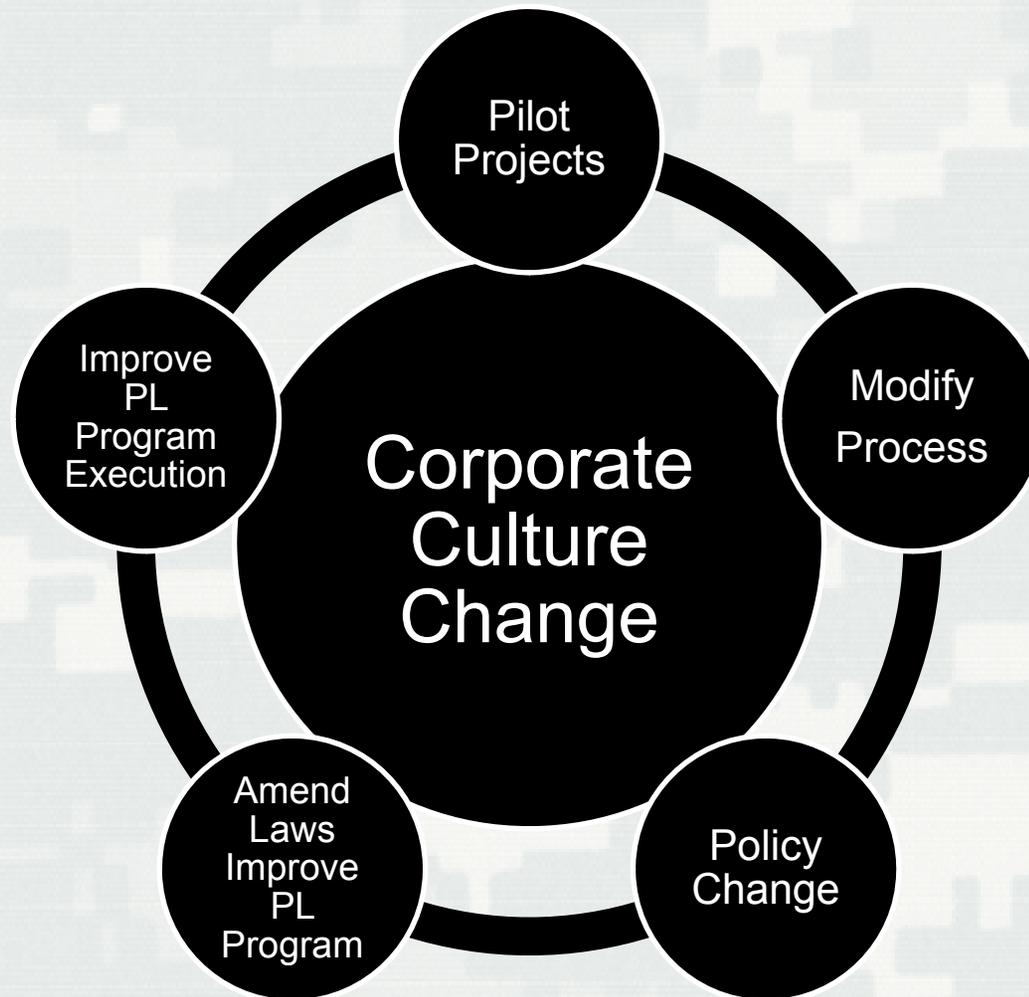
- 100% Federally funded studies
- Prioritize planning workload and find regionalization opportunities
- PDT/Vertical resources – Right People, Right Place
- Insure sufficient vertical resources at all levels



# What Does It Look Like ?



# The Way Ahead



# National Pilot Program

- Inform future planning guidance
- Develop sustainable, replicable processes
- Demonstrate effectiveness and efficiencies of a new Civil Works Planning paradigm
- Up to 7-9 Pilot Projects selected Feb-July 2011
- Staggered Start with frequent check points
- Senior OASACW/HQUSACE Program Oversight



# Pilot Program Concepts

From the “Recommendations for the Transformation of the Pre-Authorization Study Process” Jan 2011

- Vertical Team Integration
- Redefining Federal Interest in Decision Making
- Balancing Uncertainty and Level of Detail
- Alternative Comparison and Comparison Methods
- Must abide by current LAW and POLICY
  - ▶ ID legislative proposals
  - ▶ ID policy waivers



# Lessons Learned to date

- Culture change is hard
- 17+1 team members need to be active early and throughout the study
- Educating the entire team takes time and effort
- All disciplines need to be engaged
- New paradigm requires critical thinking



# Pilot Program: What's Next

- Reviewing criteria for Pilot Program selection
- Possible additional pilot study selections
- Pilot Study Programmatic Reviews
- Continued Internal/External Coordination



# Current Pilots: What's Next?

- Risk Workshop and Re-scoping Meeting
  - ▶ Common understanding of risk
  - ▶ Begin development of Re-scoping Plan
- IPR 1
  - ▶ Vertical team agreement on re-scoping plan with focus on DP1
  - ▶ Rough Schedule through completion



# ***QUESTIONS?***



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