

## *Civil Works Transformation*

# Planning Modernization: SMART Planning

Jim Hutchison  
CMANC Presentation  
January 17, 2013

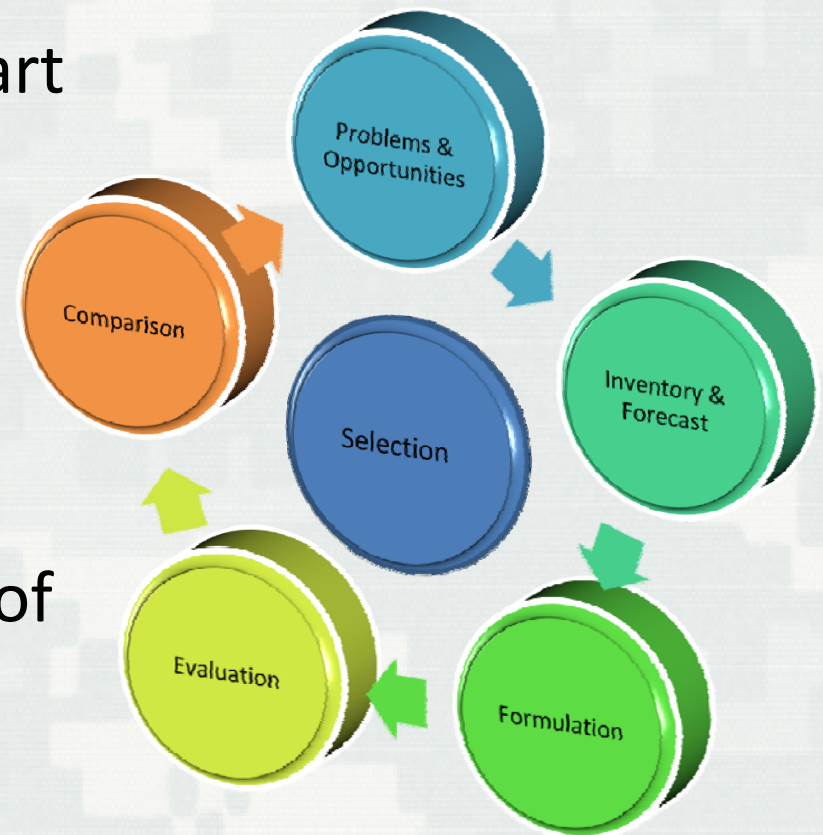


US Army Corps of Engineers  
**PLANNING SMART**  
**BUILDING STRONG®**



# PLANNING - What's It All About?

- Program Development - start of the pipeline
- Process to provide sound water resources decisions and recommendations for the nation
- Pathway to determination of Federal Interest for Authorization
- Rigorous and structured 6-step process



# Why is the Corps of Engineers Changing its Feasibility Studies?

- Studies were overly detailed, expensive & time-consuming.
- Reports were too long with too much technical detail.
- Detailed generation of data for multiple alternatives was not consistently leading to a better product or decision.
- Sponsors, Congress and the Corps have been increasingly frustrated with the limited study progress and escalating cost.
- We are facing a “Change or be Changed” situation, where risk of becoming irrelevant is high.



---

**BUILDING STRONG®**



# Planning Modernization 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**



---

**BUILDING STRONG®**

# 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



---

BUILDING STRONG®

# 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



---

**BUILDING STRONG®**

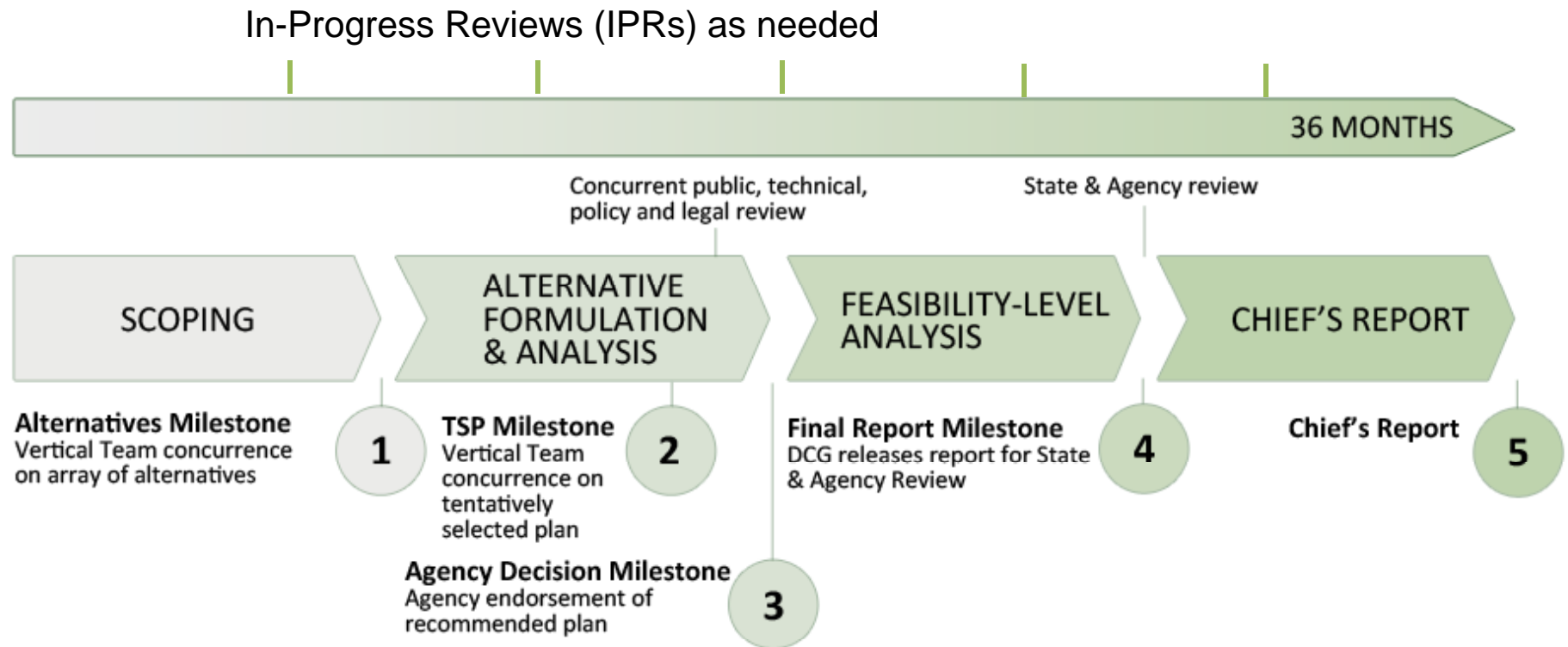
# What is “SMART” Planning?

Specific  
Measurable  
Attainable  
Risk-Informed  
Timely



**BUILDING STRONG®**

# SMART Feasibility Study Process



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



**BUILDING STRONG®**

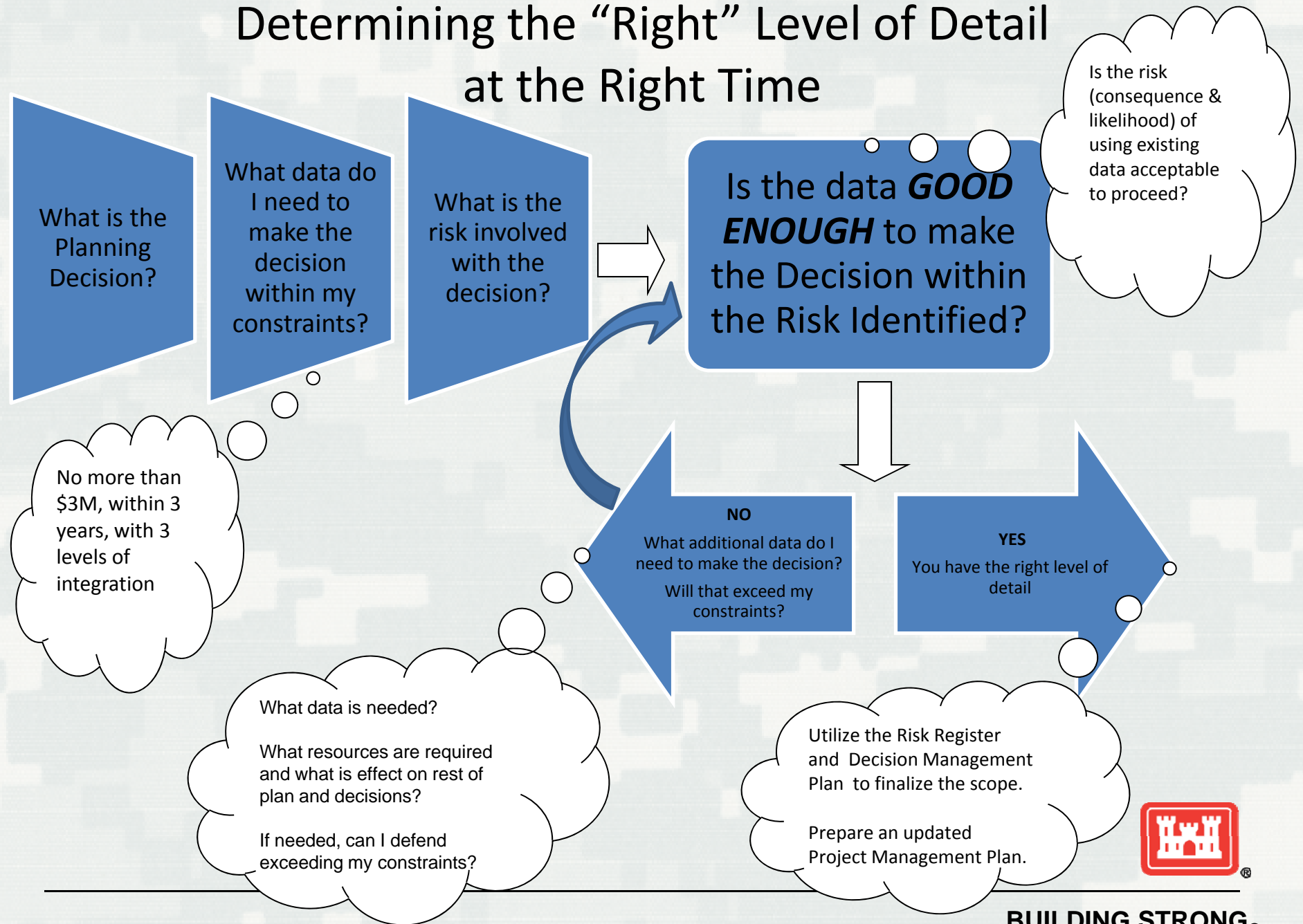


# What's Different?

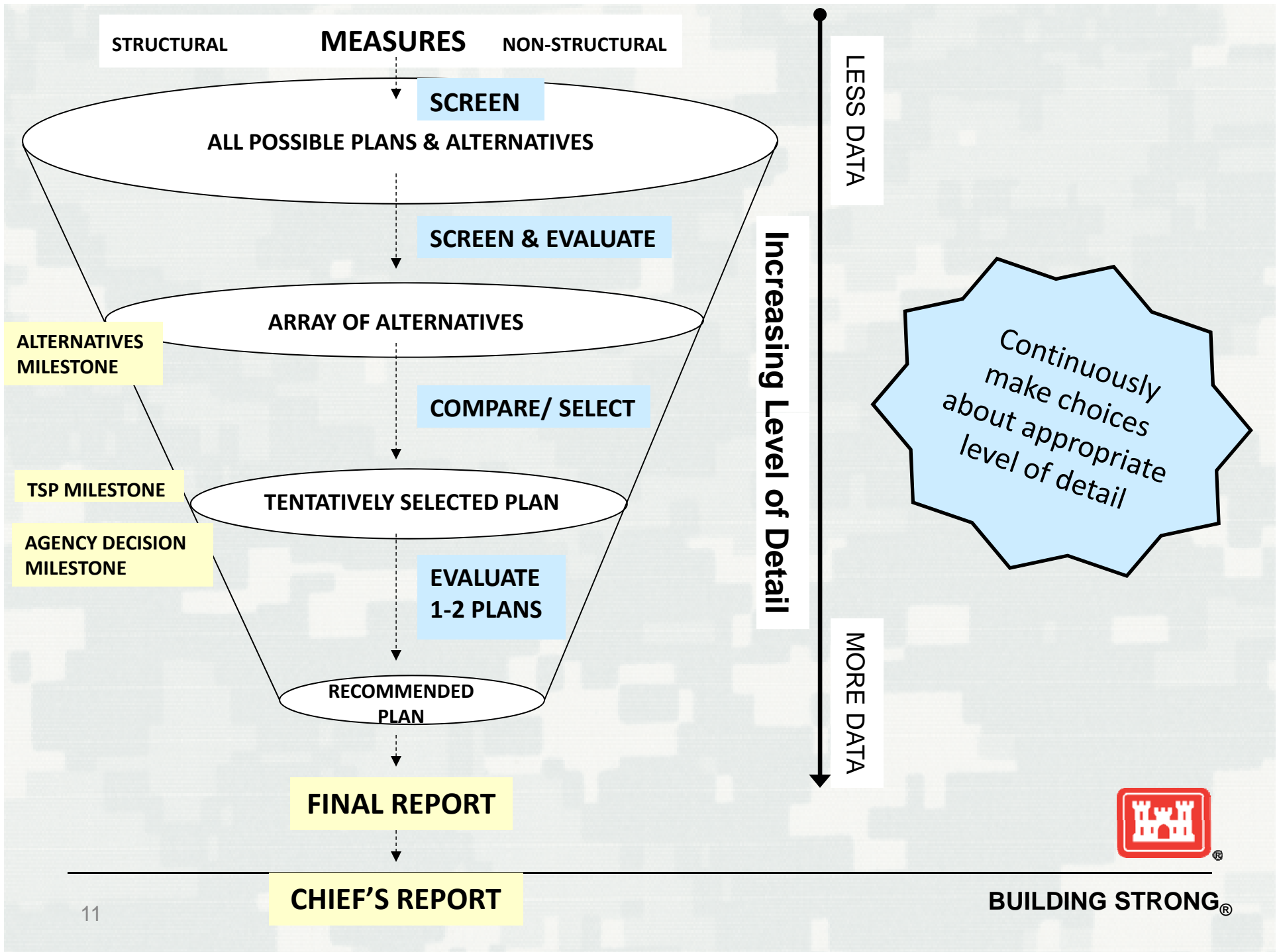
- Process and outputs are **decision focused**
- Risk and uncertainty is **acknowledged and managed**
  - Only collect data needed to make the decision
  - Make decision and move on to next decision
  - Level of detail (of data / decision) grows over time
  - Vertical Team agreement on “acceptable” level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



# Determining the “Right” Level of Detail at the Right Time



**BUILDING STRONG®**



# 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



**BUILDING STRONG®**



# At Every Step

- Communicate with Vertical Team throughout process, not just at Milestones
- Document and share decisions made by PDT and Vertical Team
- Think critically – Can we make a decision with what we know now?



---

**BUILDING STRONG®**

# The Results

- “No Surprise” Reviews
- Increased Trust and Cooperation
- 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



---

**BUILDING STRONG®**

# 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



# 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!
- 



**BUILDING STRONG®**



# Planning Modernization Accomplishments:

- Issued Feasibility Study Execution Guidance Memorandum
- Reduced Active Feasibility Study Portfolio by One Third
- Completed 22 Chief's Reports Post WRDA 2007
- Issued OPORD Feb 12 Implementing DDN-PCX Economics Production Center
- Finalized Certification of the Container Model
- Planning Toolbox Website ([www.corpsplanning.us](http://www.corpsplanning.us))
- Mandatory Training Guidance for Planners Issued
- Updated Planning Core Curriculum & Planning Associates Program
- Implement National Civil Works Pilot Program
- Reissued Environmental Operating Principles
- Issued Planning Guidance including SMART Planning



# Planning Modernization Key Actions

- Revise and issue policy guidance to be consistent, clear, integrated and implemented early in the study
- Refresh review process (EC 1165-2-209)
- Develop WRDA legislative proposals
- Complete High Priority Studies resulting in Chief's Reports
- Enhance Planning Regionalization – Support MSC's ongoing evaluations
- Enhance Planning Toolbox (Website at [www.corpsplanning.us](http://www.corpsplanning.us))
- Implement Planner Certification Program
- Continued implementation of 3x3x3 (Planning Charettes)
- Work w/partners, other agencies & stakeholders to build & foster relationships and implement 3x3x3



# Challenges Ahead

- Integrate Planning Modernization with CW Transformation
  - Prioritize and resource modernization initiatives
- Sustain a strong & consistent message “walk the talk”
  - Right sizing program may invoke Congressional and stakeholder resistance
- Aligning resources for efficient and effective execution
  - Support regional and national approaches to product delivery



---

**BUILDING STRONG®**