

***U.S. Army Corps of Engineers
Civil Works Transformation***

SMART Planning: What it is & What it Means to You

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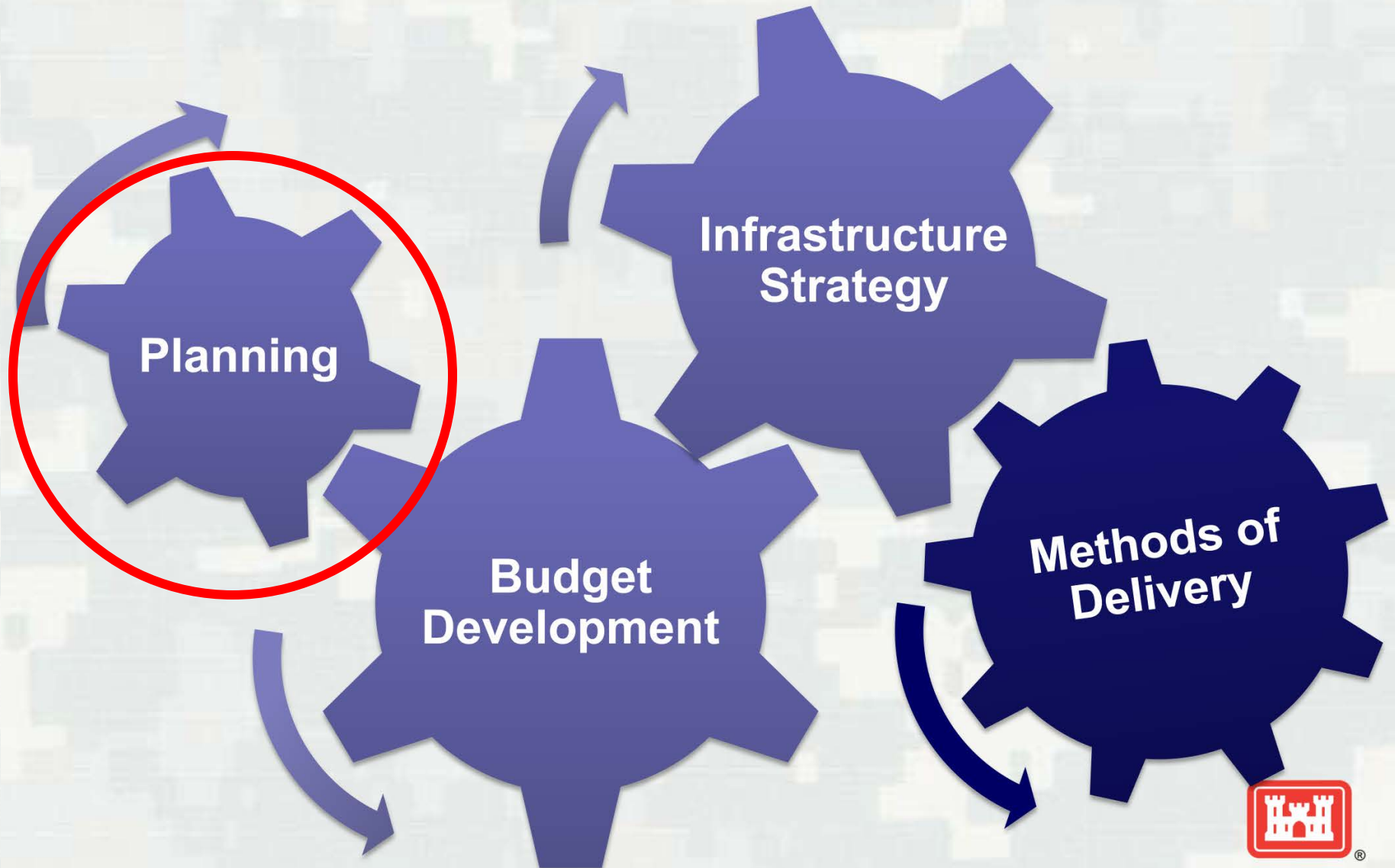
***California Marine Affairs
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November 8, 2014***



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

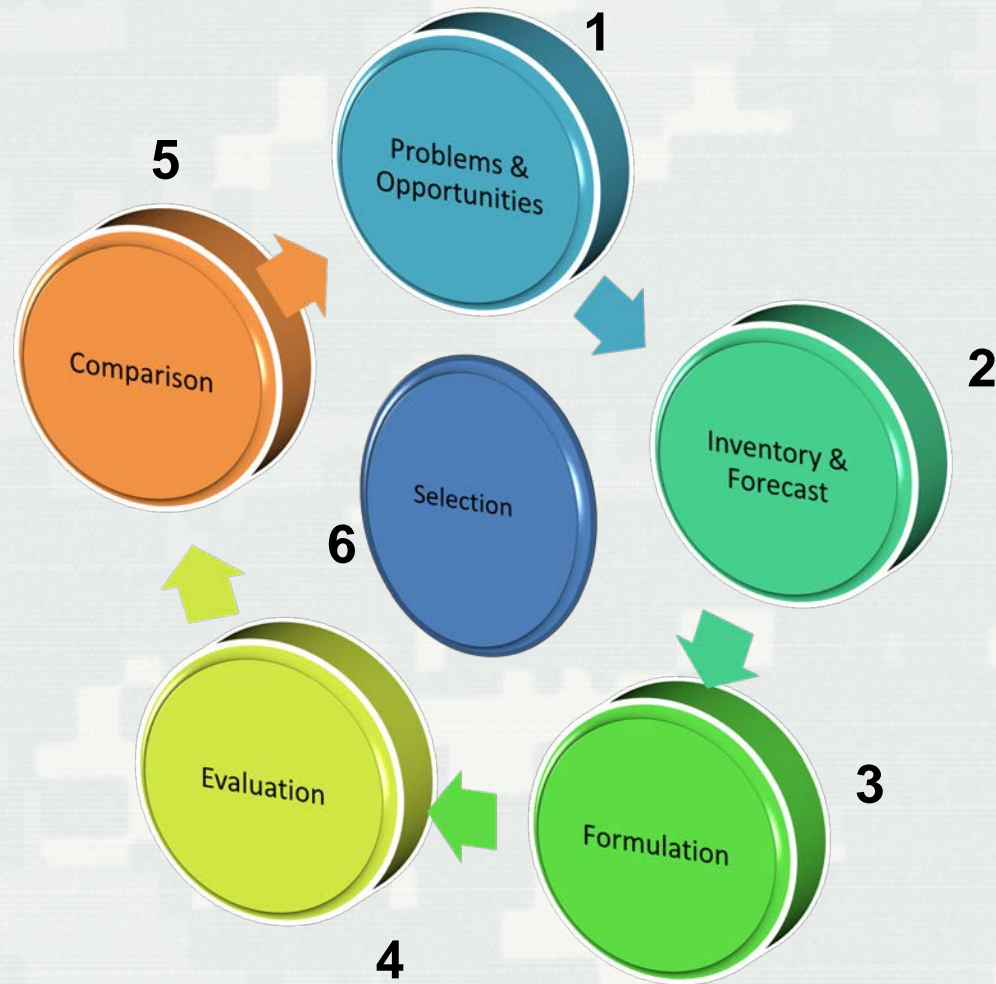


Planning Modernization is one cog within Civil Works Transformation



USACE Planning: Six Steps

- First component in Civil Works project development “pipeline”
- End product – Feasibility Report w/ recommendation
- Informs Congress for authorization and funding of water resources project investments
- Six step process will remain!

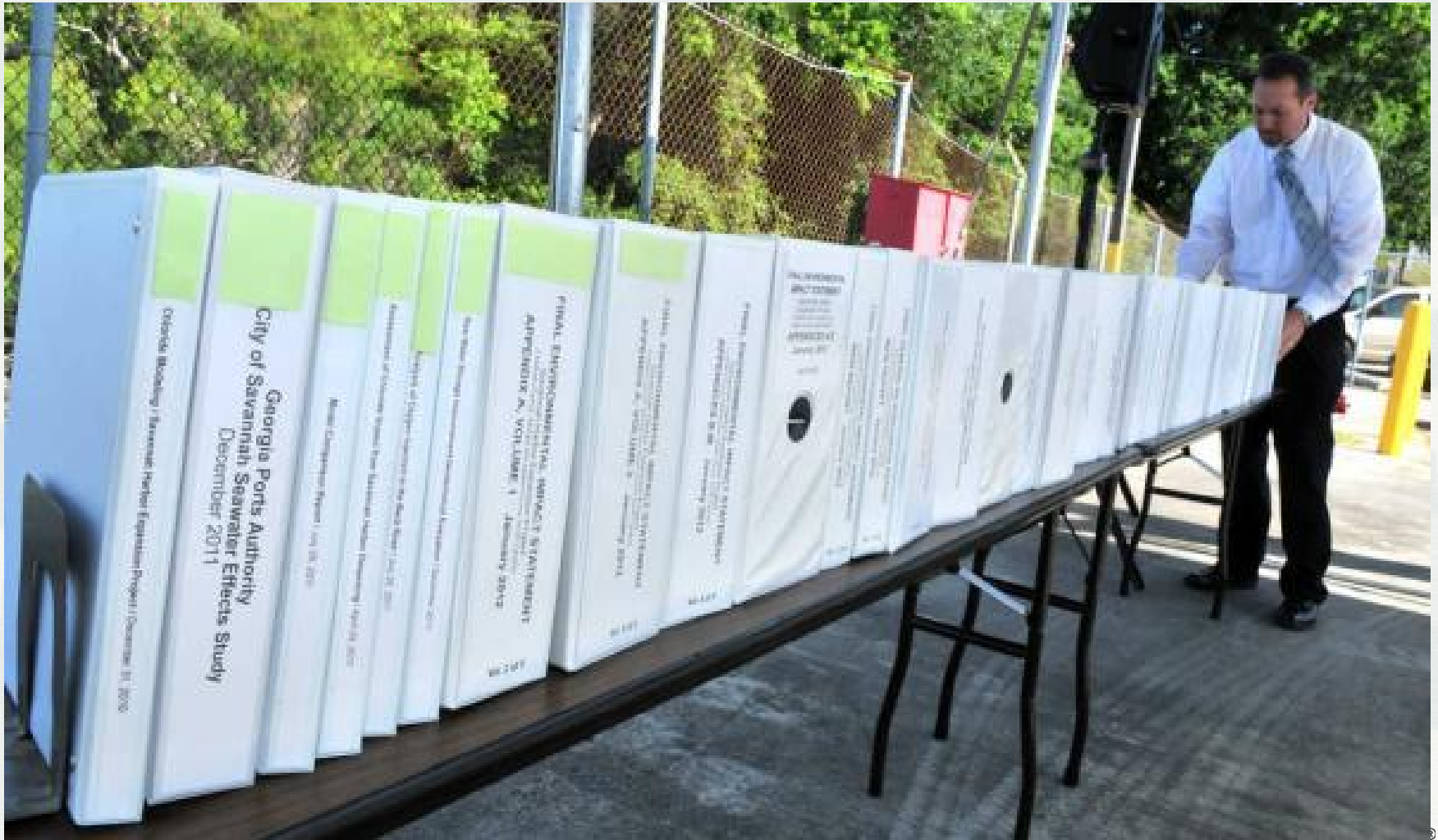


Why is the USACE Changing its Feasibility Studies?

- 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.



One example...



What is Planning Modernization?

Turning Ideas into Action

- Improve **Planning Program delivery** (Studies and Construction) **and** instill Civil Works wide **accountability**
- A **disciplined approach** for reducing current feasibility study portfolio
- Improve Planner **knowledge and experience** (build the bench)
- Modernize Planning **Guidance and Processes**
- **Five imperatives for change** applied to all feasibility studies – full transition by 2014



The “Five Imperatives for Change”

- Reaffirm **Federal and USACE 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



So, what is “SMART” Planning?

Specific
Measurable
Attainable
Risk-Informed
Timely



Unifying Planning Modernization

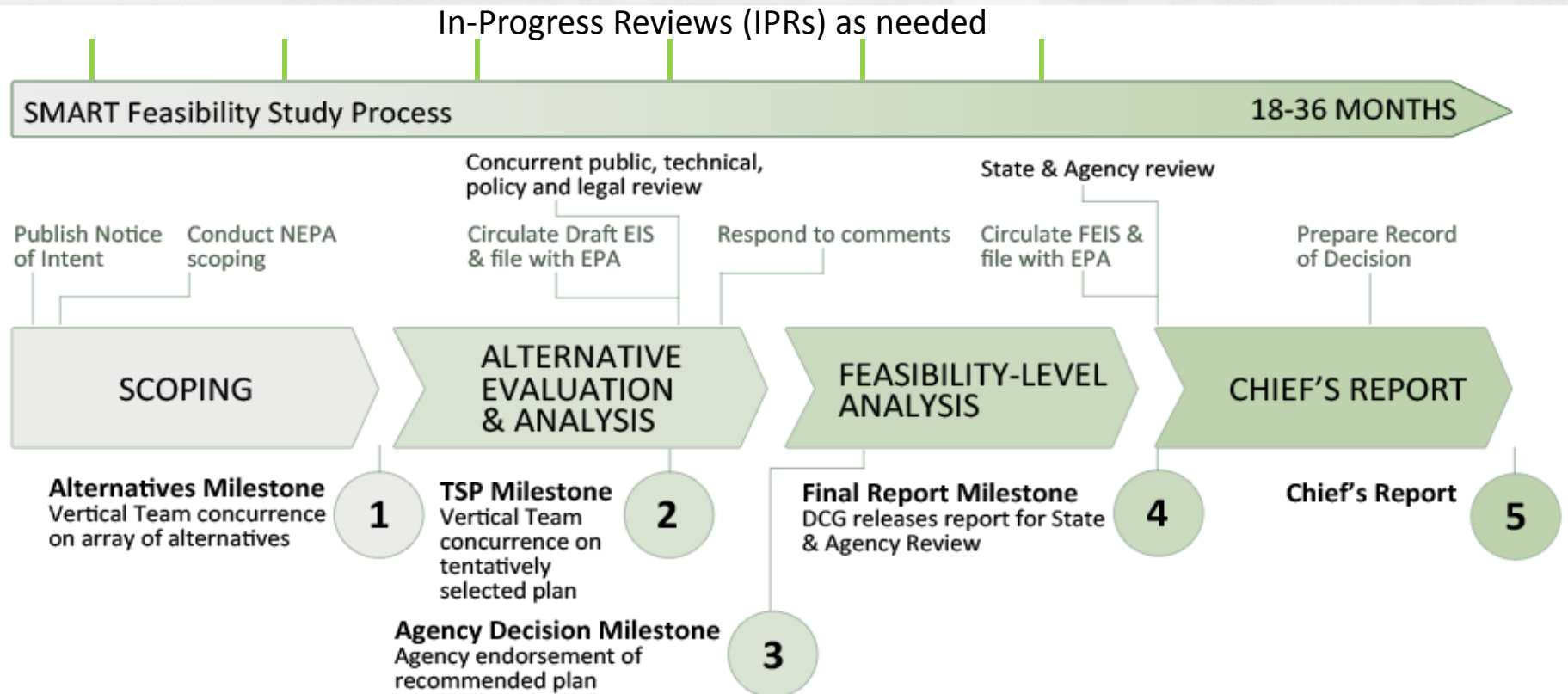


What is the “3x3x3” Rule?

- Feasibility studies will be completed...
 - Under \$3 million total
 - Within 3 years
 - Using 3 levels of enhanced vertical teaming
 - 100 page main reports, with appendices that fit in a 3” binder
- Effective **8 Feb 2012**
- Applies to all planning studies with transition to new planning paradigm **by 2014**



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



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



The Right Level of Detail at the Right Time



At Every Step

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



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



What does SMART Planning Mean to You?

- Lower study costs (max \$3 million total)
- Faster studies (max 3 years)
 - Exceptions require approval of Deputy Chief of Engineers
- With vertical teaming, fewer “surprises”
 - Greater agency-wide accountability, “ownership”
- Get to a decision faster
 - Whether positive (Federal interest) or negative
 - Some recommendations could be “interim”
 - i.e., need for future studies



What does SMART Planning Mean to You?

- High quality and concise decision documents, i.e., Feasibility Reports
- Decisions informed by managing risk and acknowledging uncertainty
- Strong, viable Civil Works Portfolio developed
 - ▶ Fewer studies, but presumably more focus/attention/momentum per study



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 – 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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What is Your Role in SMART Planning?

- **Participate!**

- **Charettes, In-Progress Reviews, Milestone Meetings**

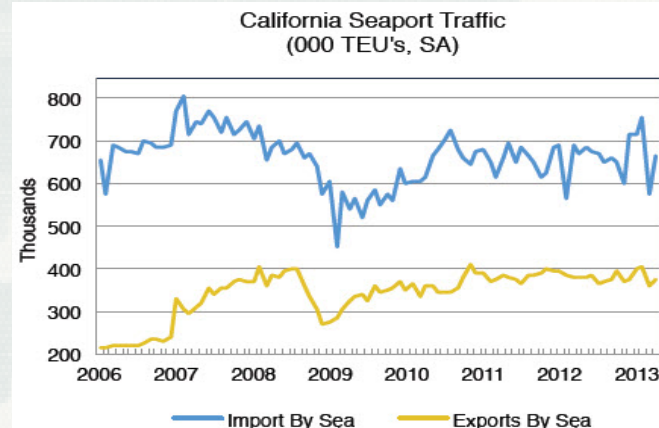
- Identification of problems & opportunities, objectives & constraints
 - Are there specific non-Federal sponsor objectives?
 - Future conditions
 - Potential solutions & alternatives

- **Provide data and information**

- Engineering, Economic, Environmental, GIS
 - What's already available and what may need to be developed

- **Is there a locally preferred plan?**

- Identify it (collaboratively)
 - Support it



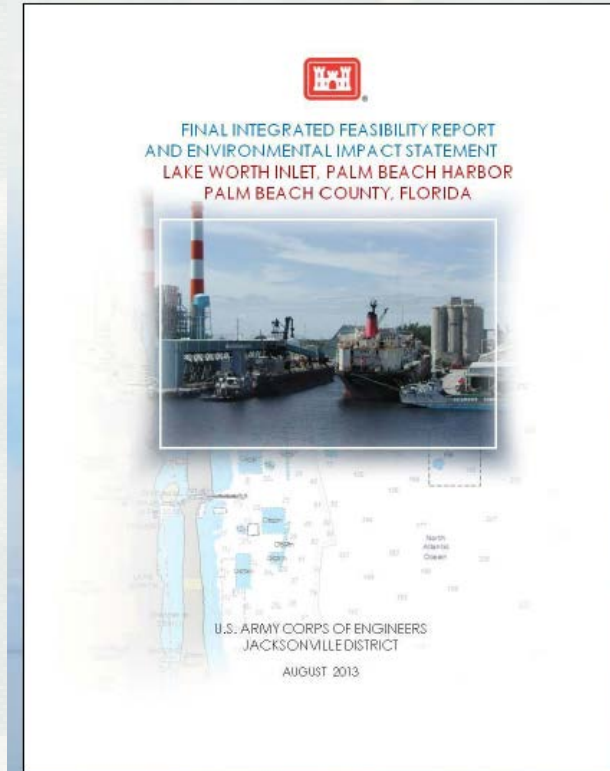
What is Your Role in SMART Planning?

- **Help produce & review SMART products**
 - Report synopsis
 - Decision management plan
 - Risk Register
 - Draft & Final Reports & EIS/EIR
- **Work with resource agencies & other stakeholders**
 - Help to address/ resolve issues
 - Project must still meet all environmental requirements



Is SMART Planning Here to Stay?

- **Yes, already seeing results!**
 - Vertical teaming has been a major change
 - Study costs slashed
 - Study durations much shorter
 - Reports are shorter, easier to read
 - Portfolio of ongoing studies slashed
 - Limited Federal \$ can be focused, w/ commitment to provide \$ necessary to complete study

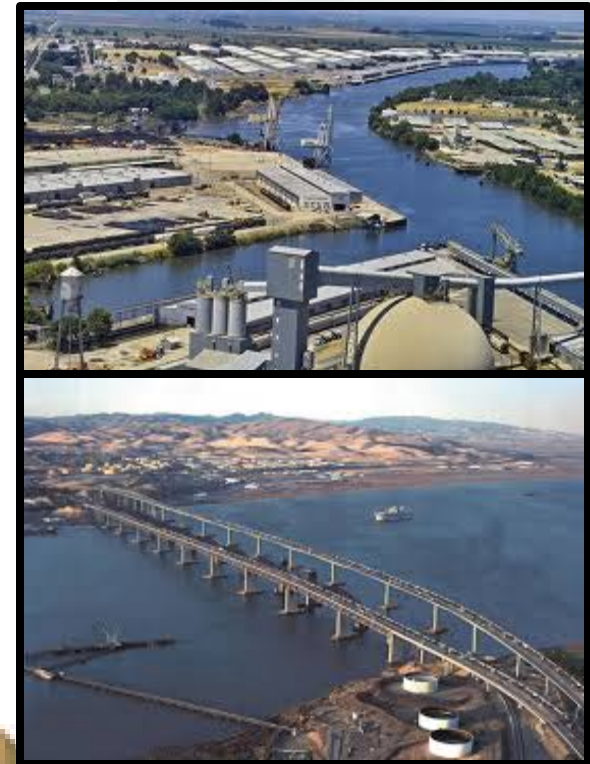


Is SMART Planning Here to Stay?

- Still, there are growing pains
 - Integrating new procedures w/ existing guidance & policies
 - Cultural change – ongoing challenges within USACE & external
 - Example: HQUSACE is coordinating with resource agencies at national level, but local offices still looking for detail we used to provide
 - No study/project progressed beyond Tentatively Selected Plan milestone -- yet



Locations of Current USACE SMART Planning Studies in California



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