

# Civil Works Planning Modernization

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



Planning  
Modernization

Civil Works  
Transformation

Concurrent  
Reviews

SMART  
Planning

Single-Phase  
Feasibility

3-3-3 Rule



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# What is Planning Modernization?

- **Contemporary Planning Approach Applying SMART Principles**
  - S** – SPECIFIC
  - M** – MEASURABLE
  - A** – ATTAINABLE
  - R** – RISK-INFORMED
  - T** – TIMELY
  
- **One of the Four Pillars of Civil Works Transformation**



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# Transforming Civil Works

Deliver enduring & essential water resource solutions by applying effective transformation strategies.



# Why Change Our Approach?

**Civil Works Planning** must continue to meet the nation's water resources needs in an increasingly complex environment, while:

- Being **adaptive** and **responsive** to the **needs** of the community, the non-federal cost-sharing sponsor, and the **nation**
- Providing prudent investment recommendations for the **highest priority** problems and effective solutions in a time of **scarce resources** at all levels of government



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# National Water Resource Challenges



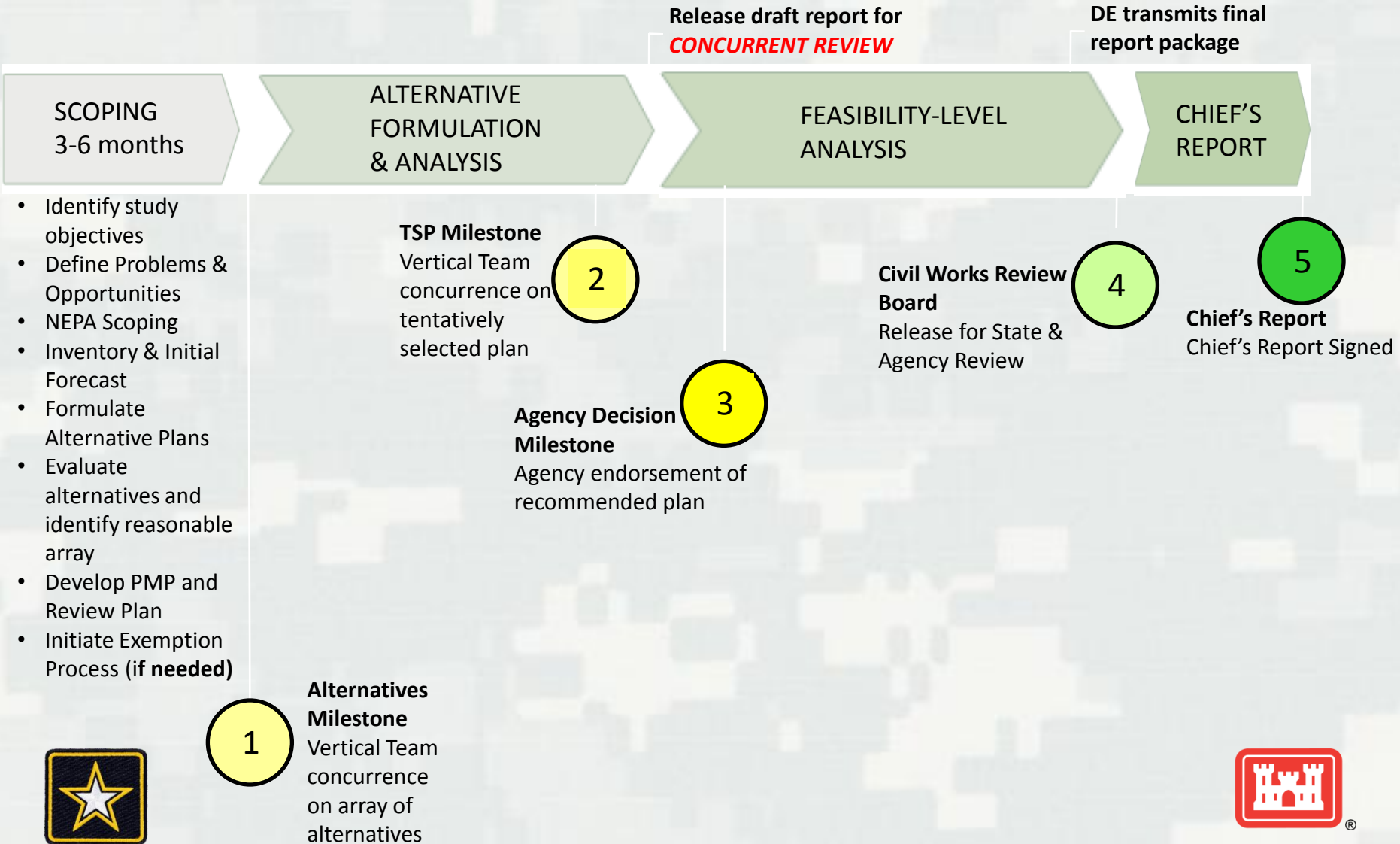
# How Have We Changed?

- Focused Portfolio of Priority Feasibility Studies
- Priority Budget Consideration for Active Studies
- All Feasibility Studies will be Single-Phase – *NO MORE RECONS*
- All Feasibility Studies expected to follow 3-3-3 Rule
  - ▶ 3 Year study duration
  - ▶ \$3 Million maximum per study cost
  - ▶ Vertical team integration at 3 command levels (District, MSC, HQUSACE)
  - ▶ Exemption process for very large, complex studies that cannot meet the 3-year and/or \$3 million policy
- Feasibility Cost Sharing Agreement (FCSA) is first step
- Project Management Plan (PMP) and Scope of Work to be initially developed and updated throughout conduct of the study



# SMART Feasibility Study Process

Up to 36 Months



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# SMART Planning Approach: What's Different?

- **Decision Focused** – focus on next Milestone Decision
- **Risk-Informed** – acknowledge and manage risk at each step
  - ▶ Maximize use of existing, readily available data
  - ▶ Only collect data and analyze what is needed for next decision
  - ▶ Make interim decisions and move on to next step
  - ▶ Document assumptions, risks, and uncertainties and decisions
  - ▶ Vertical Team agreement on uncertainties and how to manage
- **Progressively Elaborated** – build upon results at each step
  - ▶ Relative values early, absolute values later
  - ▶ Document decisions along the way
  - ▶ Continuously develop the feasibility report incorporating results and decisions
- **Timely** – make the decision sooner
  - ▶ Recommended Plans – a sound plan is often “good enough”



No Federal Interest – terminate early



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# Challenges



- **Significant Culture Change at all Levels**
  - ▶ “One-Corps” approach – consistency
  - ▶ Risk-informed Decisions – sponsor & vertical team alignment
  - ▶ Emphasis on Quality at District-Level – right the 1<sup>st</sup> time
  - ▶ Managing / addressing concurrent review comments
  - ▶ Educating sponsors on process & requirements

Conflicts?

FCSA 1<sup>st</sup>,  
SOW/PMP  
evolving

- **Policy Guidance Gaps and Revisions**
- **Alignment of Funding, Schedules, and Resources**



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# Rewards

- **More Responsive to Nation's Needs**
  - ▶ **Focused portfolio of feasibility studies**
    - 9 New Reconnaissance Studies in FY2014
    - 10 New Feasibility Studies (single-phase) in FY2015
  - ▶ **Administration budget support to complete studies as planned**
    - All active and new start studies funded to capability
    - 10% increase in Investigations budget for FY2015
  - ▶ **Projects Authorized for Construction Earlier**
    - 2007-2014
      - ▷ 36 Chief's Reports approved → \$28 billion in projects
      - ▷ WRRDA 2014 → authorized 34 of those projects totaling \$25 billion
    - 2015
      - ▷ 29 Chief's Reports scheduled for completion



# What Does This All Mean for You?

- **Aggressive/Compressed Schedules**
  - ▶ Significant scrutiny on schedule slips
  - ▶ High potential for needing to integrate A-E and Planning Services contractor expertise to supplement District teams
  - ▶ Reliable funding should contribute to significant efficiencies in conducting studies
  
- **Faster Approval of Chief's Reports & Earlier Construction Authorizations**
  - ▶ **Design Phase** – refine project to address remaining uncertainties
    - Likely significant field data collection during early design phase
  - ▶ **Construction** – highest priority/most beneficial projects sooner
    - Benefits at national, regional, local levels realized earlier



# For More Information

## Omaha District Planning Branch

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HQUSACE Planning Tools: <http://planning.usace.army.mil/toolbox/index.cfm>



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