

# Transforming the Corps Planning Process: *A New Planning Paradigm*

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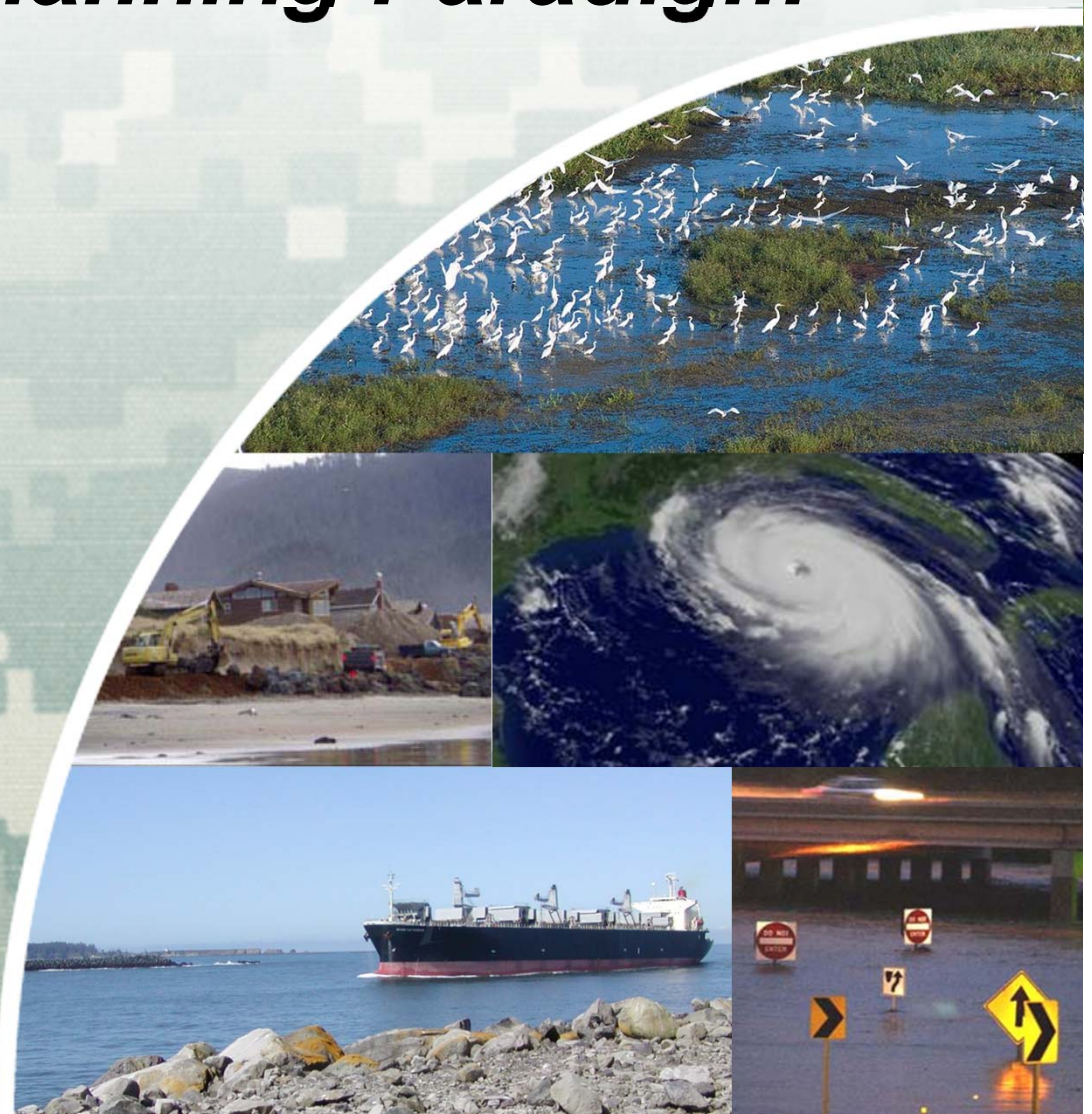
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US Army Corps of Engineers  
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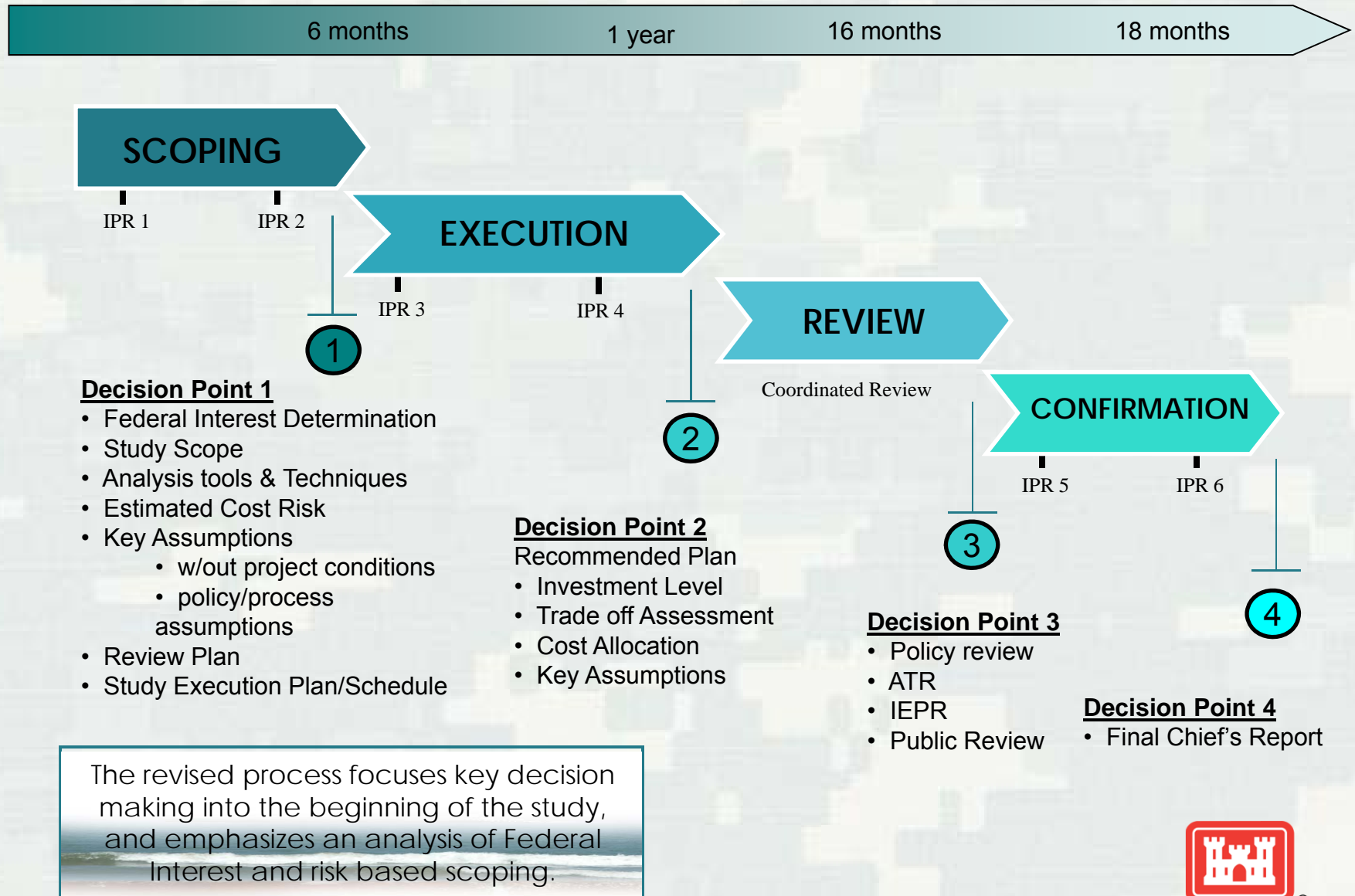


# Five Imperatives for Change

- 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



# What Does It Look Like ?



# National Pilot Program

- Inform future planning guidance
- Develop sustainable, replicable processes
- Demonstrate effectiveness and efficiencies of a new Civil Works Planning paradigm
- 4 on-going Pilot Projects; additional Pilot Projects to be selected early 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
- Westside Creeks, TX
  - ▶ Ecosystem
  - ▶ Initiated June 2011
  - ▶ Scoping workshop July 2011
  - ▶ DP1 - 1<sup>st</sup> qtr FY12
- Palm Beach Harbor, FL
  - ▶ Navigation
  - ▶ Initiated June 2011
  - ▶ DP1 - 1<sup>st</sup> qtr FY12



# Lessons Learned

- DP1 meeting is about identification of scope and likelihood of a justified project solution
- Federal Interest will be evaluated at each decision point.
- Early risk identification is valuable to the decision making process
- Full Vertical Team (VT) involvement from the beginning avoids issues later
- Regular VT In Progress Reviews ensure the right information is being discussed



# The Way Ahead

- The New Paradigm continues to evolve; “building airplane as we fly”
- 17+1 Workshop #2 - early 2012
- More Pilot Projects will be selected (from the beginning)
- Consistent with PR&G - decision-makers consider a more diverse range of benefits and costs associated with water resources development proposals
- Major revisions to PGN are not expected - current guidance is flexible and broad.
- USACE cannot effect the envisioned transformation without sponsor and stakeholder involvement.



# BACK-UP SLIDES



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# Paradigm 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
- Completed in 18 months (a target goal)

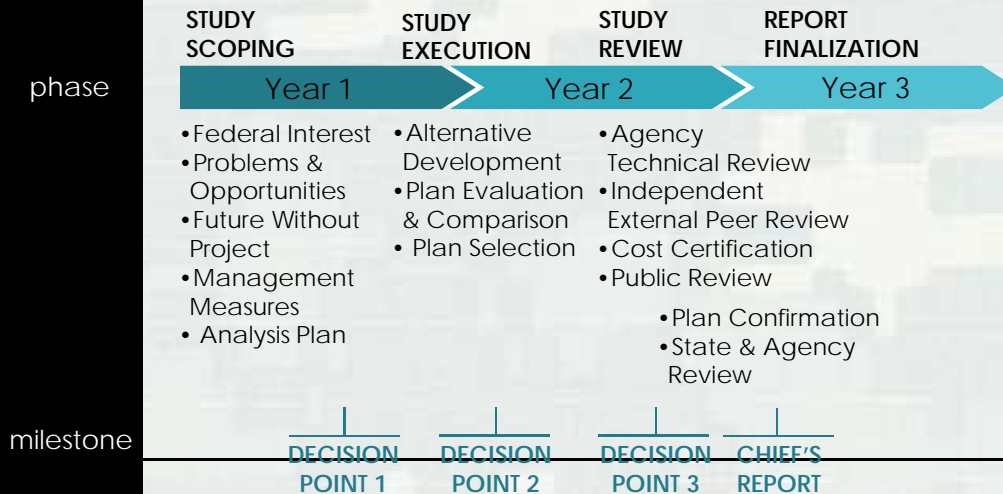


# NEW PARADIGM: PREAUTHORIZATION STUDY PROCESS

## CURRENT PLANNING PROCESS: 6+ YEARS (approximate timeframes)



## REVISED PLANNING PROCESS: 2 YEAR (approximate timeframes)



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.

# 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

