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Civil Works Planning MAP Overview

April 18, 2024

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What Role do you play in Feasibility Studies?



District Planning

District PDT member

MSC Planning

HQ Planning

PCX

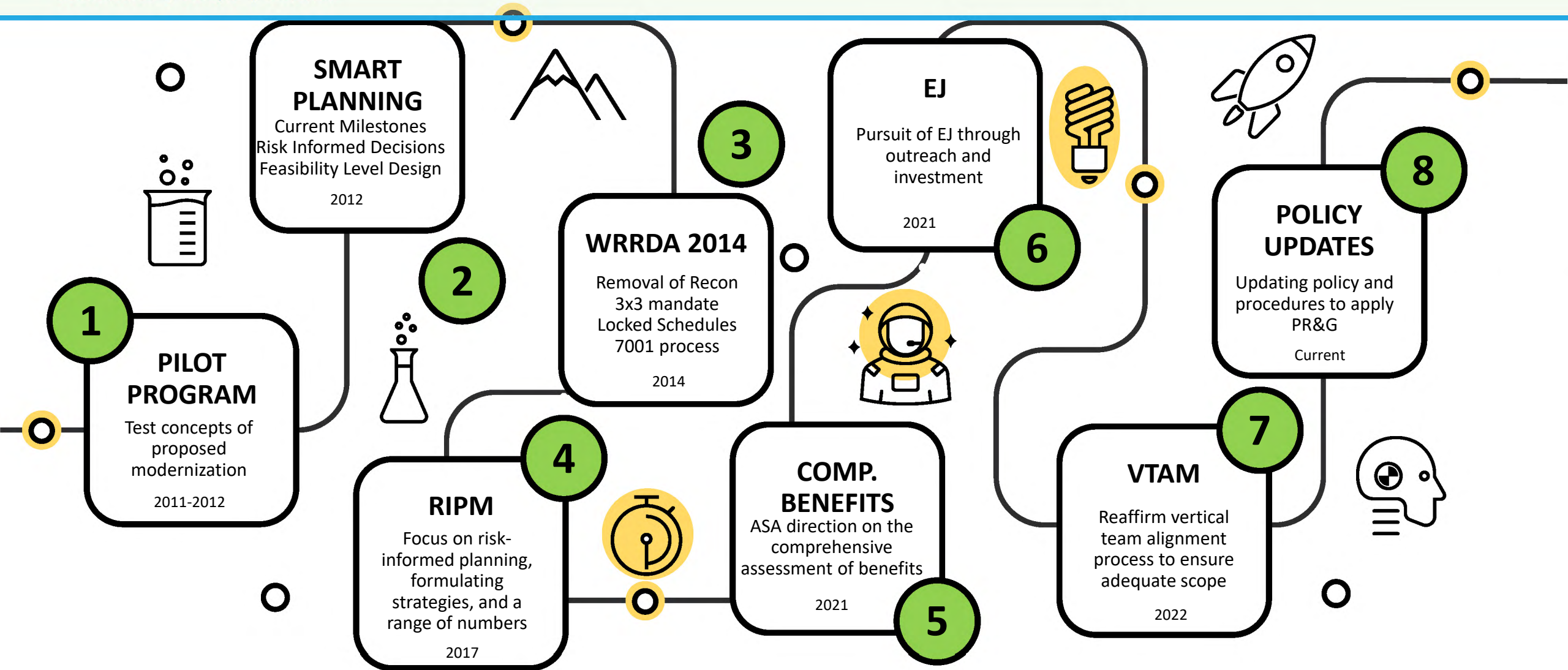
MSC OC/RE/OC and others

HQ OC/RE/OC and others

Lab

Other

The Planning Community of Practice





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What MAP is



Step 1: Analyze Feed Back and Review of the Planning Process

Step 2: Identify Existing Gaps and Challenges

Step 3: Recommend Short and Long-term Goals

Step 4: Identify Barriers and Resistance and Implement Recommendations

Step 5: Measure Effectiveness

Step 6: Achieve Quality Planning Products on Time and within Budget



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The Planning Community of Practice



Step 1: Analyze Feed Back and Review of the Planning Process



1. Questionnaire - October 2023
2. MSC Listening Sessions - January to February 2024
 - Vertical Team Engagement - POD/SPD
 - Cost Engineering and Design Maturity - SAD/SWD
 - Interdisciplinary Alignment - NWD/MVD
 - VTAM and Reconnaissance - NAD/LRD
3. Results - March 2024 Economics completed their statistical analysis
4. PCoP Webinar - April 18th
5. Report on Findings - May 2024



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What did you know about the planning questionnaire that went out in October?



Am a questionnaire responder

Knew about the questionnaire
but did not respond

This is the first I have heard
about a planning questionnaire



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The Planning Community of Practice

MSC	Number of Responses	Percent of Total Responses
HQ	14	8%
LRD	31	17%
MVD	17	10%
NAD	34	19%
NWD	11	6%
POD	7	4%
SAD	13	7%
SPD	37	21%
SWD	14	8%

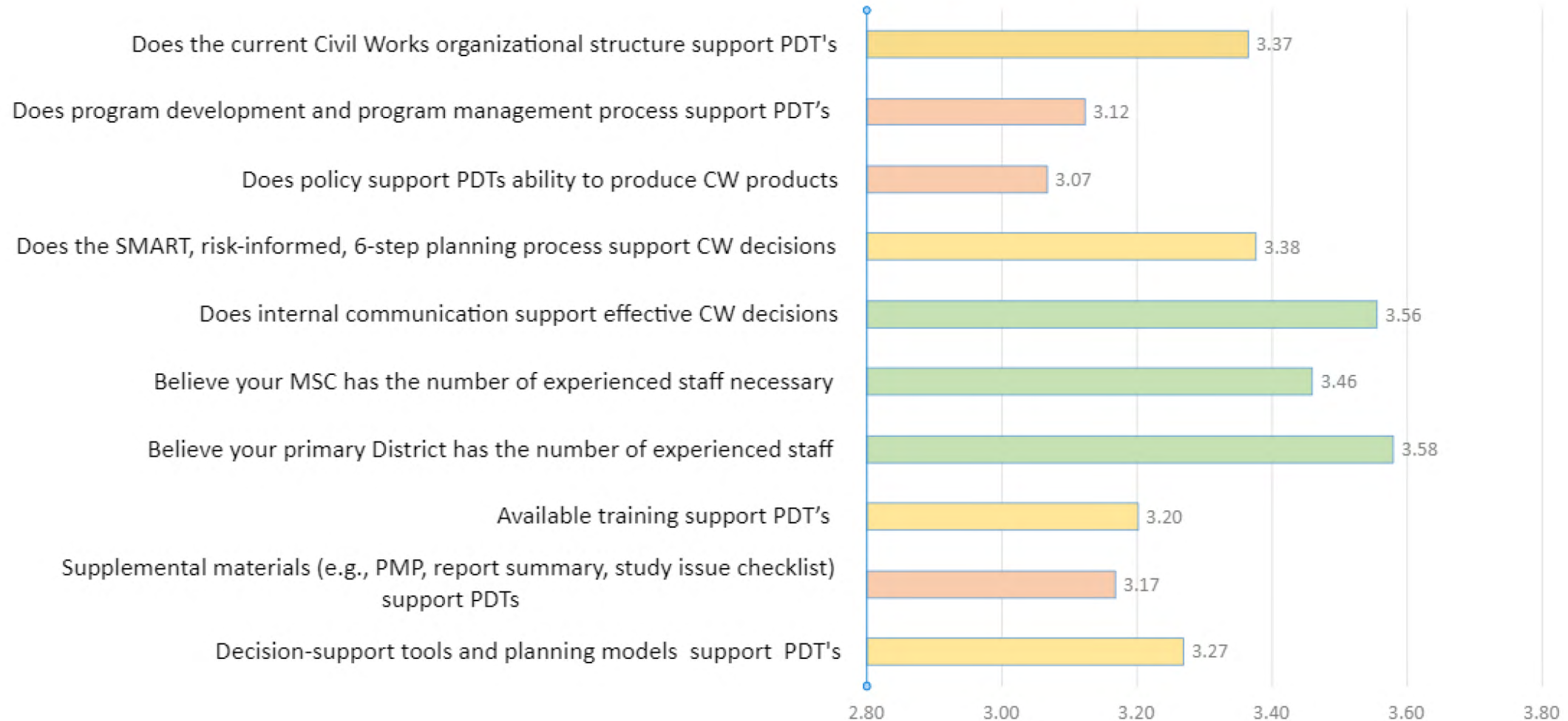
Discipline	Number of Responses	Percent of Total Responses
Counsel	6	3%
Engineering(all disciplines)	30	17%
Planning (all sub-CoPs)	108	60%
Policy & Legal Compliance Review	19	11%
Project Management	11	6%
Real Estate	6	3%



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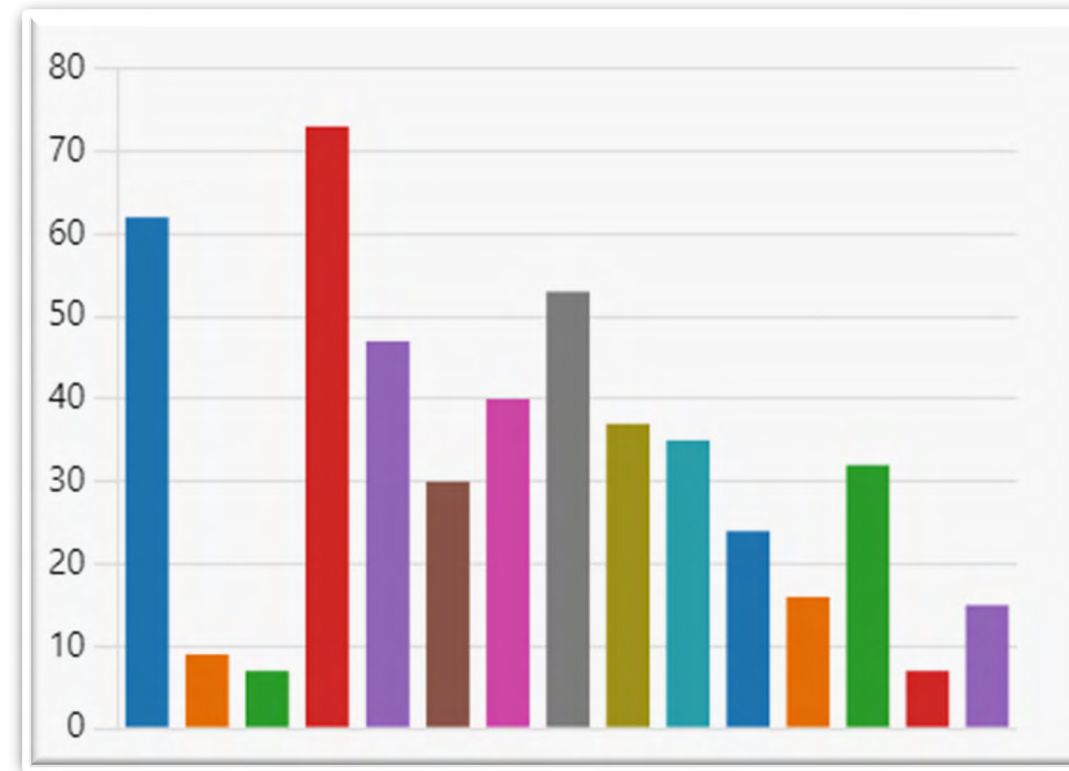
5 Star Review Results

Questionnaire Average Response (Scale 1-5)



Tools that would best help teams

● Benefits of a project to disadvantaged communities	62
● Calculate regional economic development benefits	9
● Calculate national economic development benefits	7
● Calculate other social effects benefits	73
● Calculate env. benefits, ecosystem goods and services	47
● Evaluate effects of climate change	30
● Evaluate resiliency of alternatives	40
● Calculate natural & nature-based benefits and costs	53
● Evaluate and quantify risk	37
● Develop visual and communication aids	35
● Aggregate non-structural areas	24
● Non-standard estates	16
● Analyze trade-offs of alternatives	32
● Tools are sufficient	7
● Other	15

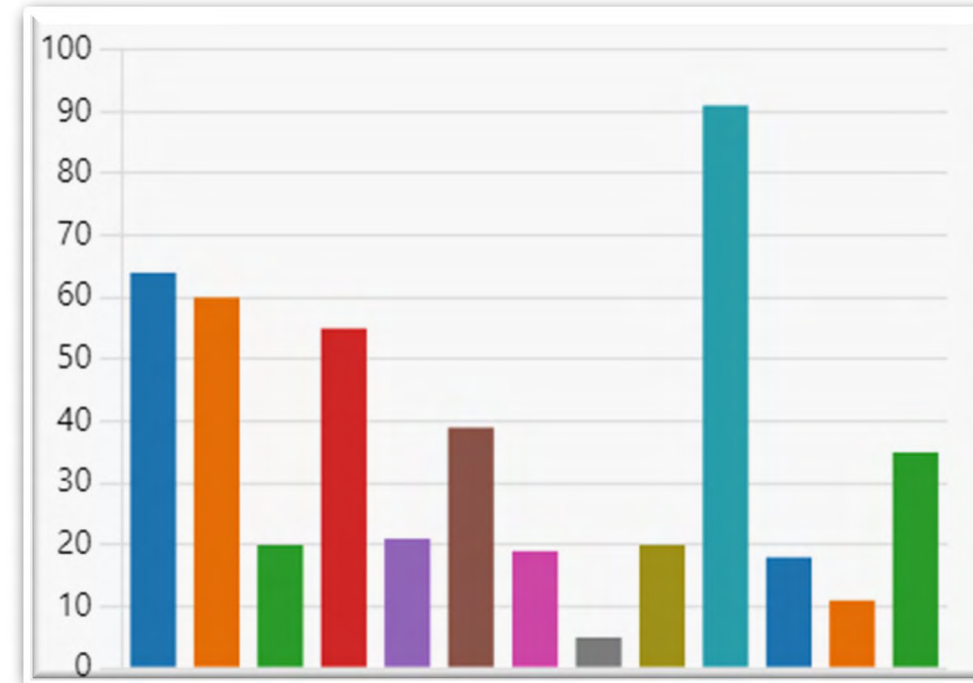




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Training that Would Best Help Planners

● Quick refresh training for all PDT's prior to a study	64
● New planner packet	60
● Sub-CoP webinars	20
● Lessons learned platform	55
● Training for agency technical review (ATR)	21
● Training for district quality control (DQC)	39
● Training for policy and legal reviewers (P&LCR)	19
● Training for Regional Technical Specialist (RTS)	5
● Mentor Database	20
● Database with examples of approved documents	91
● Advanced training for senior staff and supervisors	18
● Training opportunities are sufficient	11
● Other	35

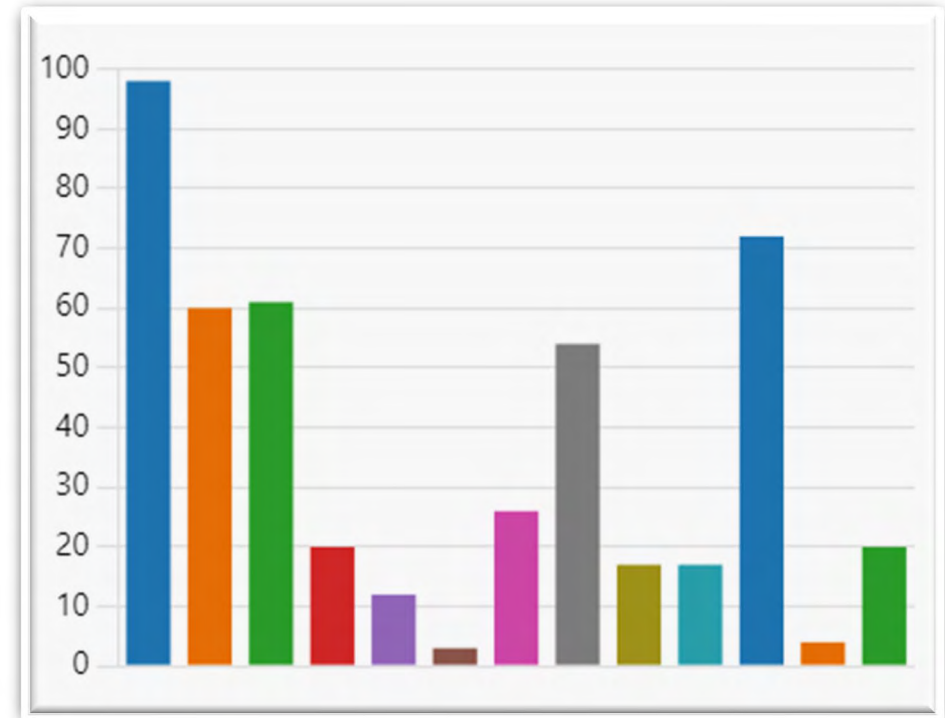




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Training that Would Best Help PDT members

- **Quick refresh training for all PDT's prior to a study** **98**
- Packet for new people to civil works 60
- **Interdisciplinary CoP webinars** **61**
- Training for DQC 20
- Training for ATR 12
- Training for RTS 3
- Lessons learned platform 26
- Database with examples of recently approved documents 54
- Mentor database 17
- Advanced training for senior staff and supervisors 17
- **Advanced training for non-planners working on studies** **72**
- Training opportunities are sufficient 4
- Other 20

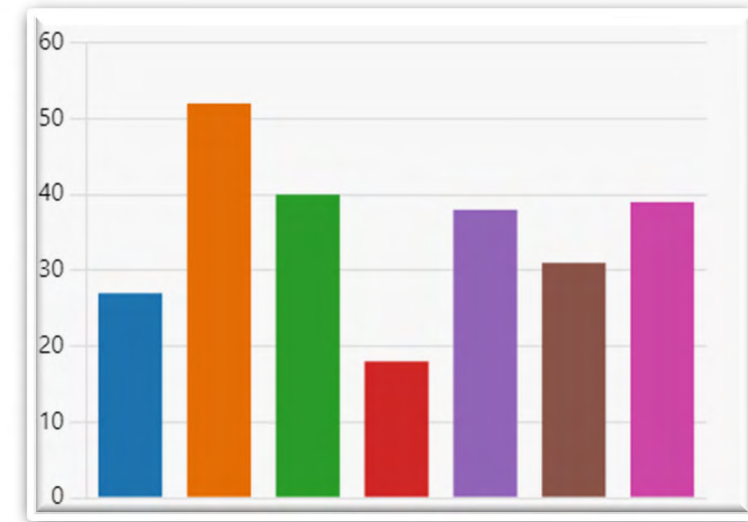




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VTAM ISSUES

- The VTAM process is not an issue 27
- **Inconsistent expectations** 52
- **Lack of timely decision by the vertical team** 40
- Template does not reflect the necessary information to inform a decision 18
- Level of detail necessary to scope the study is not being provided by the PDT 38
- Unclear what the VTAM approval process is 31
- **Other** 39





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Looking Deeper at Questionnaire Results

Survey #	Question	Top Response	Number of Respondents
30	If net benefits evaluation and selection process is a barrier, what are the main issues	Unclear expectation on level of analysis	53
31	If the VTAM process is a barrier, what are the main issues	Inconsistent expectations	52
32	If the milestone meeting process is a barrier, what are the main issues	Expectation on level of detail are too high at early milestones	54
33	If the decision-making and report approval process is a barrier what are the main issues	Lack of interdisciplinary alignment prior to decision making	46
34	If the Issue Resolution process is a barrier, what are the main issues	Lack of process when there is disagreement amongst various disciplines	53
41	If current policy is a barrier, where are the greatest barriers occurring	Inconsistent policy interpretation	77
42	If interpretation of policy is a barrier at what level are issues occurring	By MSC	53



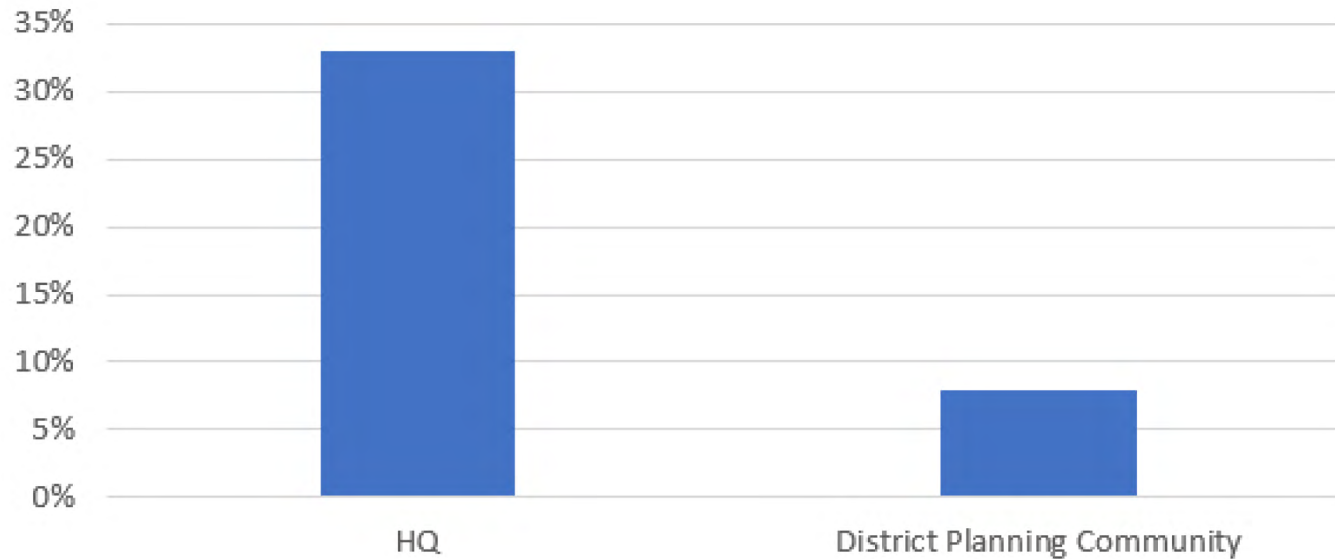
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Noteworthy Results

1. Inconsistency on Level of Detail and Risk Acceptance
2. Need more meaningful Vertical Team engagement
3. Clarify roles of all reviewers
4. Communication gap between what is required in a study by Engineering and by Planning
5. PM's top communication barrier is lack of consistent expectations
6. Disconnect between the district and HQ regarding the planning process, policy, doctrine, and communication
7. District feels that too many deliverables and too high of expectations when it comes to level of detail at the AMM
8. Initial scope does not capture evolving guidance and requirements that occur over a 3-year period
9. General disagreement about how well the supplemental materials support planning studies. Significant amount of engineering so little to no value in the supplemental materials
10. VTAM was ranked by the sub-community of practices and MSC's as being the least helpful in supporting the PDT

Vertical Team Relationship - HQ

If interpretation of policy is a barrier, how much of it is related to the district not applying policy consistent with the agency?



“Districts tend to hide problems until they are emergencies, making it everyone else's emergency”

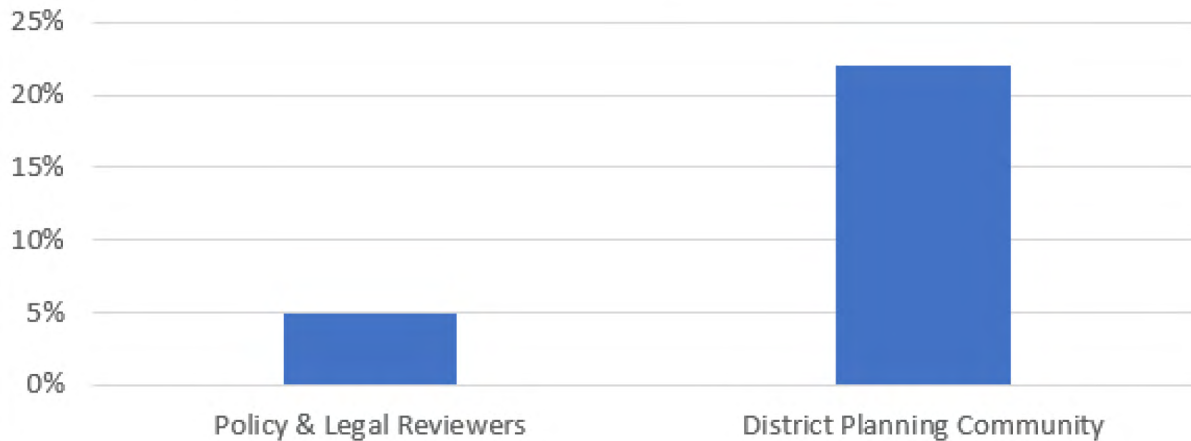
“Too often HQ is left in the dark until it is too late.”



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Vertical Team Relationship - District

% of respondents selecting that the largest barrier to the decision-making and report approval process was there being too much time prior to decisions being made/approval



Getting all these groups (Division/HQ/PCX/ATR etc) weighing in make progress and decision hard. People love to contribute but this also causes delays and doesn't always change or add value to a decision

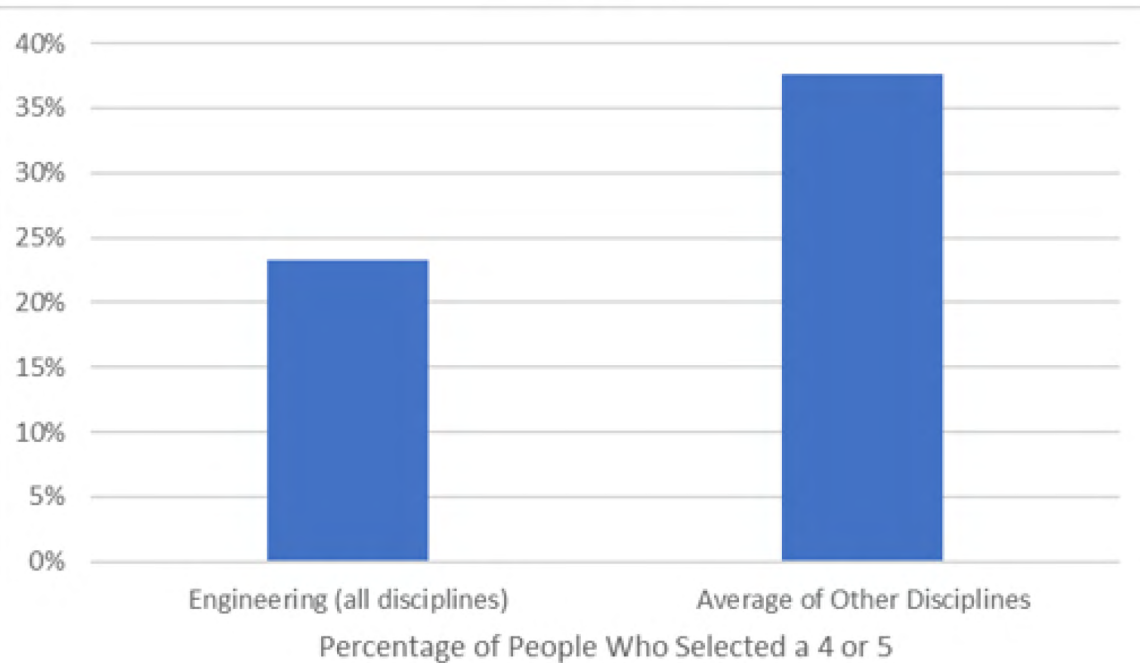
“Our MSC is pretty good at coordinating internally to the process move quickly for delegated approvals. Our issues always occur when HQ is involved. Every time there is a new HQ reviewer we somehow get more requirements that add time and expense.”



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Engineering and Planning Relationship

On a scale of 1 to 5, how well does the current policy support a PDT's ability to efficiently and effectively produce Civil Works Planning products, decisions, and documents?

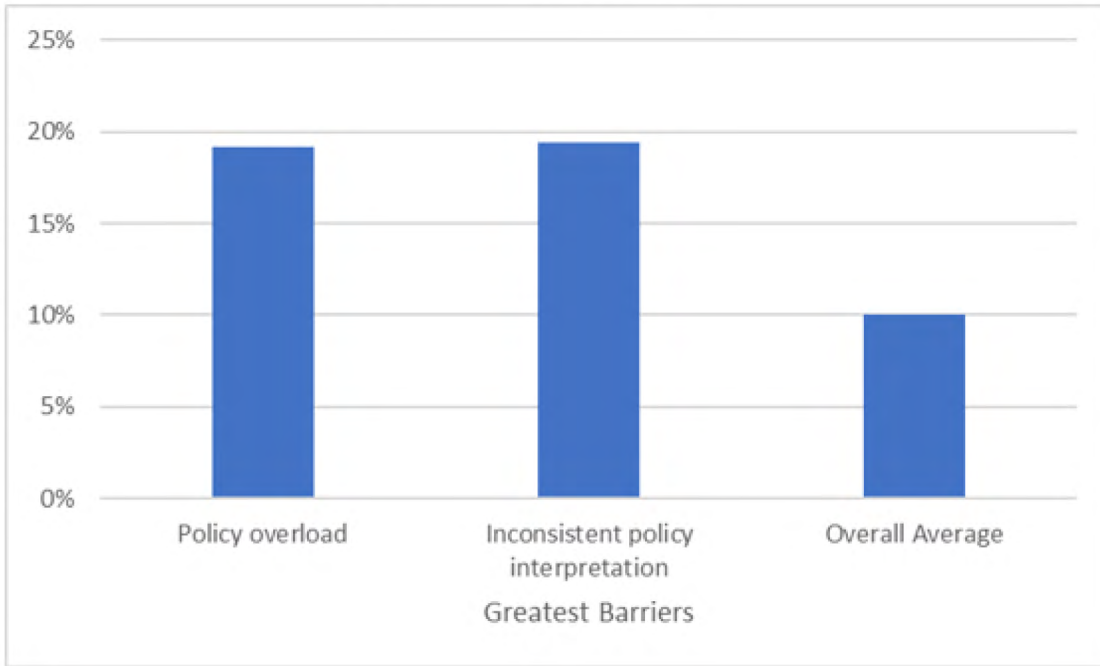


“Studies are not a priority in many engineering organizations; we need engineers who are dedicated to and well versed in the planning process.”

“Planning doesn't fully understand Engineering's needs and constraints, and Engineering doesn't fully understand the Planning program.”

Policy

If current policy is a barrier, where are the greatest barriers occurring?



“Policy and process is inconsistently applied making it difficult to advise PDTs on a proper course of action. For some projects we seem to let issues slide where others we don’t.”

“There’s just too much [policy]! we need a guide on the guidance. For new planners it is basically impossible to know where to start.”

*32% of HQ/MSD reviewers believe that the highest barrier to policy interpretation comes from the district
33% of the District planning community believe that the highest barrier to policy interpretation comes from the MSD or HQ*



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MSC/ASA Listening Sessions

Topics

- Vertical Team Engagement - POD/SPD
- Cost Engineering and Design Maturity - SAD/SWD
- Interdisciplinary Alignment - NWD/MVD
- VTAM and Reconnaissance - NAD/LRD

White Paper

- Problem Identification and recommended solutions

Meeting

- Examples and Discussion



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Step 2: Identify Existing Gaps and Challenges



Study Process

VTAM
Scoping
FCSA Signing



Policy and Guidance

ASPs
Comprehensive benefits
Nonstructural
Design maturity



Communication and Culture

Roles and Responsibilities
Vertical alignment
Risk



Automate Processes

Knowledge sharing
Version Control
Websites and Planning Toolbox



Quality Planning

Continual Process Improvement
AARs
Integrity

Step 3: Recommend Short and Long-term Goals that Support Improvement



WE ARE HERE

- Five separate teams for each line of effort
- Teams are comprised of district, MSC, PCX, HQ, and multi-disciplinary members
- Utilizing questionnaire results and MSC/ASA recommendations
- Charged to create workflows to identify challenges and opportunities



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FEEDBACK - PCoP Communication

- Update in Monthly Hot Topics - [Civil Works Planning & Policy - Home \(dps.mil\)](#)
- PCoP Email - HQPlanning@usace.army.mil
- Webinars – As updates warrant



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FEEDBACK – What would you like to hear more about?



Nothing, thanks for the information

MSC/ASA Listening Sessions

Recommendations and outcomes from MAP Initiative teams

Questionnaire Results

FEEDBACK on the MAP Initiative



We want your feedback

This is not what the PCoP should focus on



I have concerns about what has been presented



Good Idea but not sure it will make a difference



Excited to see what comes of this effort



This is exactly what we need



Additional Thoughts