

CIVIL WORKS FEASIBILITY STUDY PROGRAM EXECUTION AND DELIVERY

PLANNING MODERNIZATION

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USACE, Headquarters

29 February & 1 March 2012



US Army Corps of Engineers
PLANNING SMART
BUILDING STRONG®



Ground Rules

- Please MUTE your phones when not speaking.
- Please do NOT put your phone on hold.
- Please hold questions for the end, where there will be a facilitated discussion.
- Type all participants names in to the chat feature, so we can get a count.



Feasibility Study Program Improvements Webinar Agenda

- Roll Call
- Opening Remarks
 - ▶ Engineering
 - ▶ Real Estate
 - ▶ Programs
 - ▶ Planning
- Presentation of 8 Feb 2012 Memo
- Questions and Answers



Planning Modernization

Top Four 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**

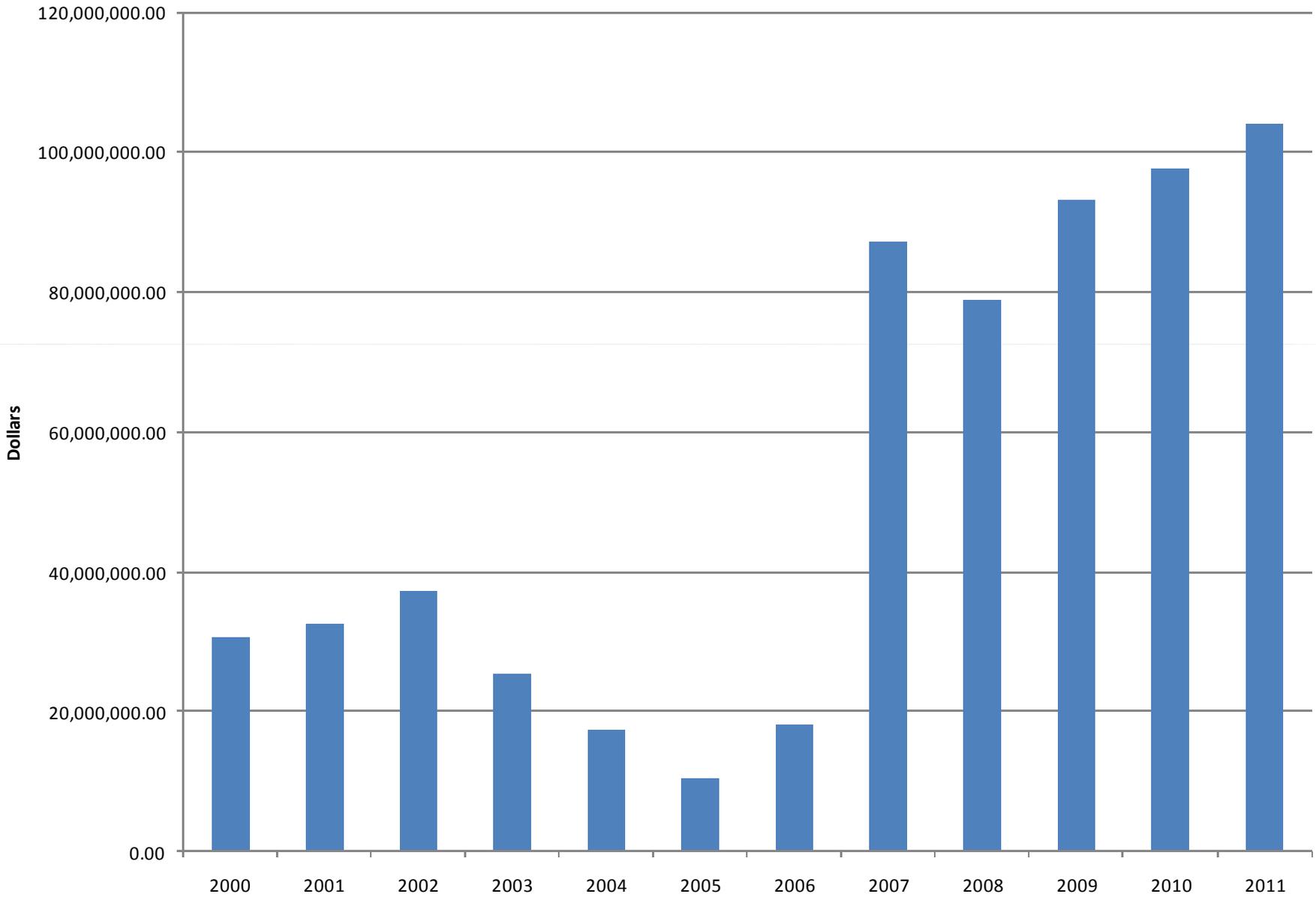


Senate FY2011 E&W Appropriations Report

“The Committee is very concerned about the Corps planning program. **Somewhere the planning process is breaking down.** Despite relatively stable planning budgets, the number of reports by the Chief of Engineers has declined precipitously. In the run-up to the Water Resources Development Act of 2007, 26 Chief of Engineers' reports were completed in 2005 and 2006. However since 2007, only six Chief of Engineers' reports have been completed. **Complex planning studies seem to take unbelievable amounts of time.**”



GI Carry Over (2000-2011)



Feasibility Study Execution Improvements

- Establishes a **disciplined approach** for reducing current feasibility study portfolio
- Introduces aggressive approach to improve feasibility study program management, performance, execution & delivery
- Holds all Civil Works functional elements **responsible & accountable**
- Effective **immediately**: 8 Feb 2012
- Applies to all Planning Studies
 - ▶ Focus : All Feasibility Studies that have **not had FSM** by 31 Dec 2011.
- New Planning Paradigm **full force** 2014



A New Planning Paradigm

- 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



Feedback: Pilot Program & CW Summits

- Constrained by current guidance
- Critical thinking and analysis vs. planning and review process
- Early risk identification helps define scope
- Full PDT and Vertical Team involvement from the beginning avoids issues later
- Implement concepts more broadly
- All CW functional elements must be onboard
- Definition and training is needed
- Embrace Risk



Why “Reset & Reclassification”?

- Reduce feasibility portfolio by the right amount
- Align limited resources on most credible and viable projects high value to the Nation studies.
- Complete studies in more reasonable amount of time for Congressional authorization.



How to “Reset & Reclassification”

- Move studies not going anywhere to Inactive status
- Terminate studies that should be terminated
- Reset = Critical review of active feasibility studies ongoing 5 yrs or more
 - ▶ Review
 - ▶ Terminate, Re-scope (3x3x3) or continue as is.
 - ▶ Rescope utilizing New Paradigm Concepts 

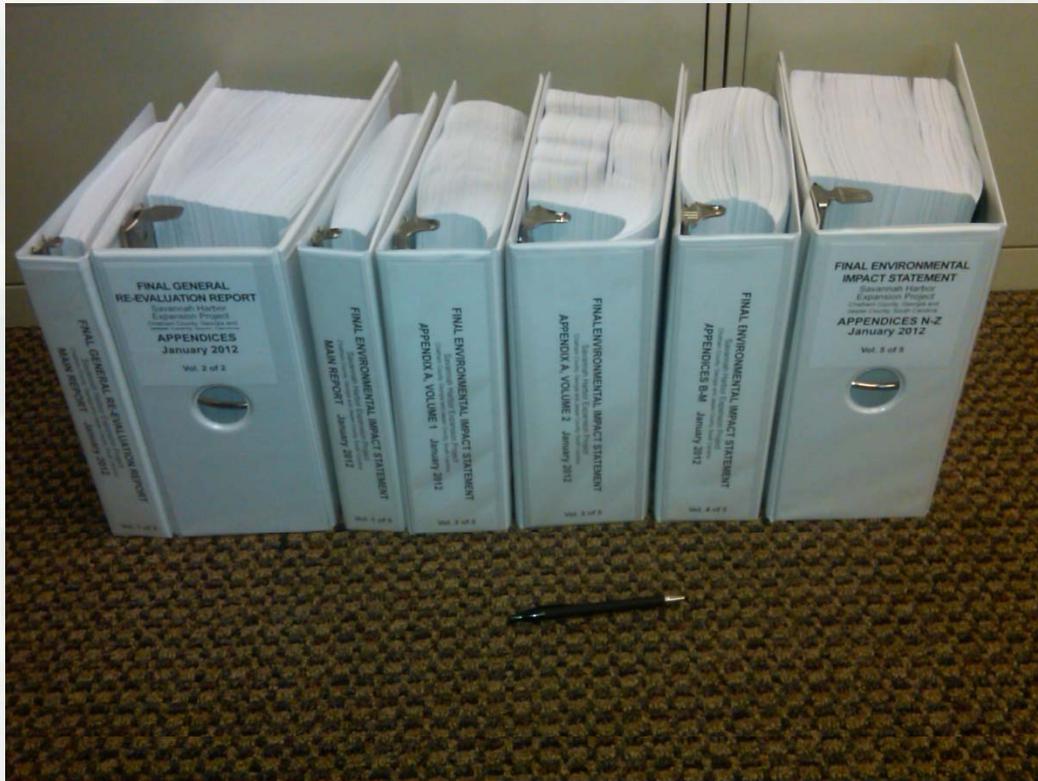
Ongoing Feasibility Studies

3x3x3 Rule

- Study Duration: 18 months - **3 Years**
- Total Study Cost: **\$3M**
- Vertical Team Engagement: **3 Levels**
- Target Report Length 100 pages or less (**3 in. binder w/app.**)



No More of This



Applicability

- If a feasibility study meets one of these criteria:
 - ▶ FSM conducted (before 31 Dec 2011)
 - ▶ Study Scheduled for completion in FY12
 - ▶ Total study cost less than \$3M & duration less than 3 years

Then...

- The 3x3x3 Rule does not apply
 - ▶ Continue towards completion!



Applicability

- If a feasibility study meets one of these criteria:
 - ▶ No FSM by 31 Dec 2011
 - ▶ Ongoing for greater than 5 years
 - ▶ Total Study Cost exceeds \$3M
 - ▶ Not scheduled to be completed in FY12

Then...

- The 3x3x3 Rule applies
 - ▶ Rescope to within 3 yrs and \$3M with 3 level vertical team agreement
 - ▶ Apply New Planning Paradigm concepts



Exceptions

- Justification and approval required by the DCG-CEO
- Senior Leader Review Panel
- MSC implementation guidance forthcoming
 - ▶ USACE 2012
 - ▶ PMBP
- HQ guidance provided as needed



Imperatives for Success

- Commitment and coordination at all 3 levels of USACE within all functional areas
- Reward and incentivize success
- Assign responsibility and accountability
- Embrace Risk at all 3 levels of USACE
- Change Culture within all functional areas



Senate 2012 E&W Appropriations Report

“The Committee is pleased that the Corps has taken and in depth review of its planning program and is trying to make it more responsive to the local sponsors and congress. **The importance of these studies cannot be overstated.** They are the **basis from which all the Corps’ work is derived** and **Congress depends heavily on these planning reports to inform the decision-making process** for authorizing and funding these infrastructure investments.”



Path Ahead

- Civil Works Team Effort
- Develop Guidance and Methodology
 - ▶ PL workshop 6-9 March 2012
 - ▶ Guidance June 2012
- Planning Training
 - ▶ 4th qtr Planning Workshops
 - ▶ Train the Trainer Workshops
 - ▶ Rapid Delivery PL Training



For Further Information

Contact appropriate RIT

Or

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Or

www.corpsplanning.us



The background of the slide is a close-up of the American flag, showing the stars and stripes. In the lower right quadrant, there is a silhouette of a castle with two prominent towers.

Questions?

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General Investigations Budget vs. Appropriation

