

Overview of SMART Planning

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US Army Corps of Engineers
BUILDING STRONG®



Why is the Corps of Engineers Changing its Feasibility Studies?

- Studies were overly detailed, expensive & time-consuming.
- Detailed data generation for multiple alternatives was not consistently leading to a better product or decision.
- Reports were too long with too much technical detail.
- Sponsors, Congress and the Corps were increasingly frustrated with the situation.



Turning Ideas into Action

Planning Modernization

- Improve **Planning Program delivery** and instill **accountability** across all functional elements.

SMART Planning

- Develop a sustainable National & Regional **Planning operational and organization model**.

Regionalized Delivery

- Improve Planner **knowledge and experience**.

Training

- Modernize Planning **Guidance and Processes**.

Web Tools



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.



MG Walsh Memo (3x3x3)

- Introduces aggressive approach to improve feasibility study program management, performance, execution & delivery.
- Establishes a **disciplined approach** for reducing current feasibility study portfolio.
- Holds all Civil Works functional elements **responsible & accountable**.
- Effective **8 Feb 2012**.
- Applies to all planning studies with transition to new planning paradigm **by 2014**.

3x3x3 Rule:

- \$3M
- 3 years
- 3 levels of enhanced vertical teaming
- 100 page main reports (w/ appendices 3" binder)



The SMART Planning Feasibility Study Process

It is...

Specific
Measurable
Attainable
Risk-Informed
Timely

- Studies completed in a more reasonable amount of time.
- Studies cost significantly less.
- Decision documents high quality and concise.
- Decisions informed by managing risk and acknowledging uncertainty.
- Strong, viable Civil Works Project portfolio developed.

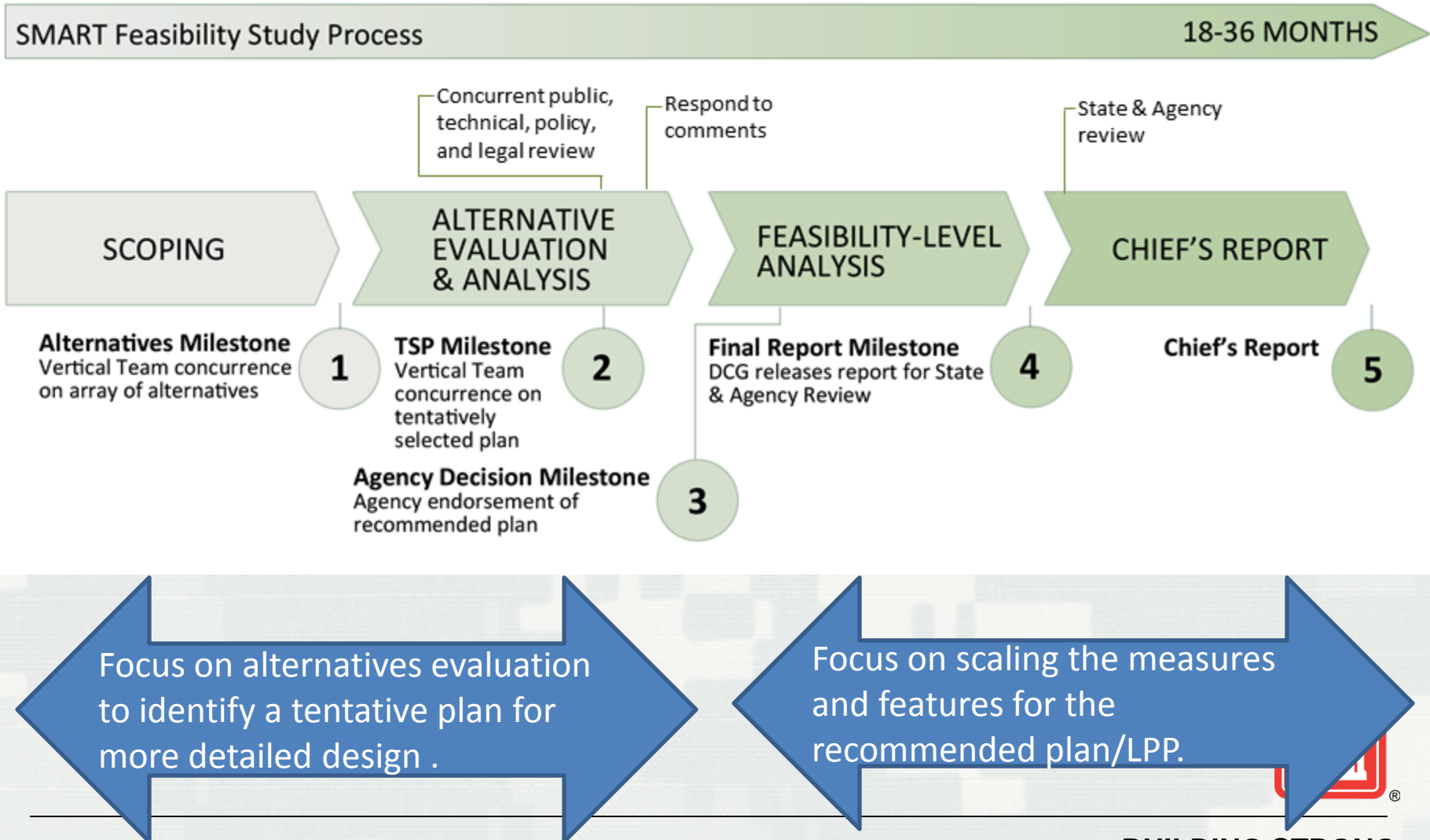


SMART Planning

- Focuses on incremental decision making in a progressive 6-step planning process.
- Identifies next decision to be made and manages uncertainty in making it.
 - Only collect data needed.
 - Make decision.
 - Move on to next decision.
- Incorporates quality engineering, economics, real estate and environmental analysis.
- Fully compliant with environmental law (NEPA, etc...)
- Includes public involvement.



Feasibility Study Process



What's Different?

- Process and outputs are **decision focused**.
- Risk and uncertainty are **acknowledged and managed**.
 - Collect data needed to make the decision.
 - Evaluate the risk of using that data.
 - Make decision or collect more data if risk is not tolerable.
 - Level of detail (of data / decision) grows over time.
 - Vertical Team agreement on “acceptable” level of uncertainty and path forward to manage it.
- Report developed from the beginning of the study, **documenting the decisions**.



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.



The Results

- Studies completed in a more reasonable amount of time.
- Studies cost significantly less.
- High quality and concise decision documents.
- Decisions informed by managing risk and acknowledging uncertainty.
- Strong, viable Civil Works Project portfolio developed.



Learning More

- Planning SMART Guide on the Planning Community Toolbox – www.corpsplanning.us
- Basic information about the SMART Planning process
- Planning Guidance
- Webinars and Q/A, Frequently Asked Questions

SMART Guide

- Planning SMART Guide
 - * What is the Planning SMART Guide?
 - * Modernizing the Corps Feasibility Study Process
 - * Feasibility Study Portfolio Review
 - * SMART Planning Principles
 - * What does a SMART Feasibility Study Look Like?
 - * Feasibility Studies: Building on a Strong Foundation
- Feasibility Study Kickoff
- Alternatives Milestone
- Tentatively Selected Plan Milestone
- Agency Decision Milestone
- Final Report Milestone
- Chief's Report Milestone
- Tips, Tools & Techniques
- Additional Directives & Guidance
- Webinars & Fact Sheets

What's New on the SMART Guide

- What's New
 - Site Index
 - Comments or Questions
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