

# SMART Planning

## Unifying Planning Modernization

Susan B. Hughes  
Deputy, Planning Community of Practice  
U.S. Army Corps of Engineers, Headquarters



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# Logistics

- Global Mute on the phone to improve sound quality
- Questions welcome via chat function or SMART Guide Comment Form
  - Will address questions as time allows
- Slides and Q&A will be posted on SMART Guide
- Thank you for your time today



# Unifying Planning Modernization



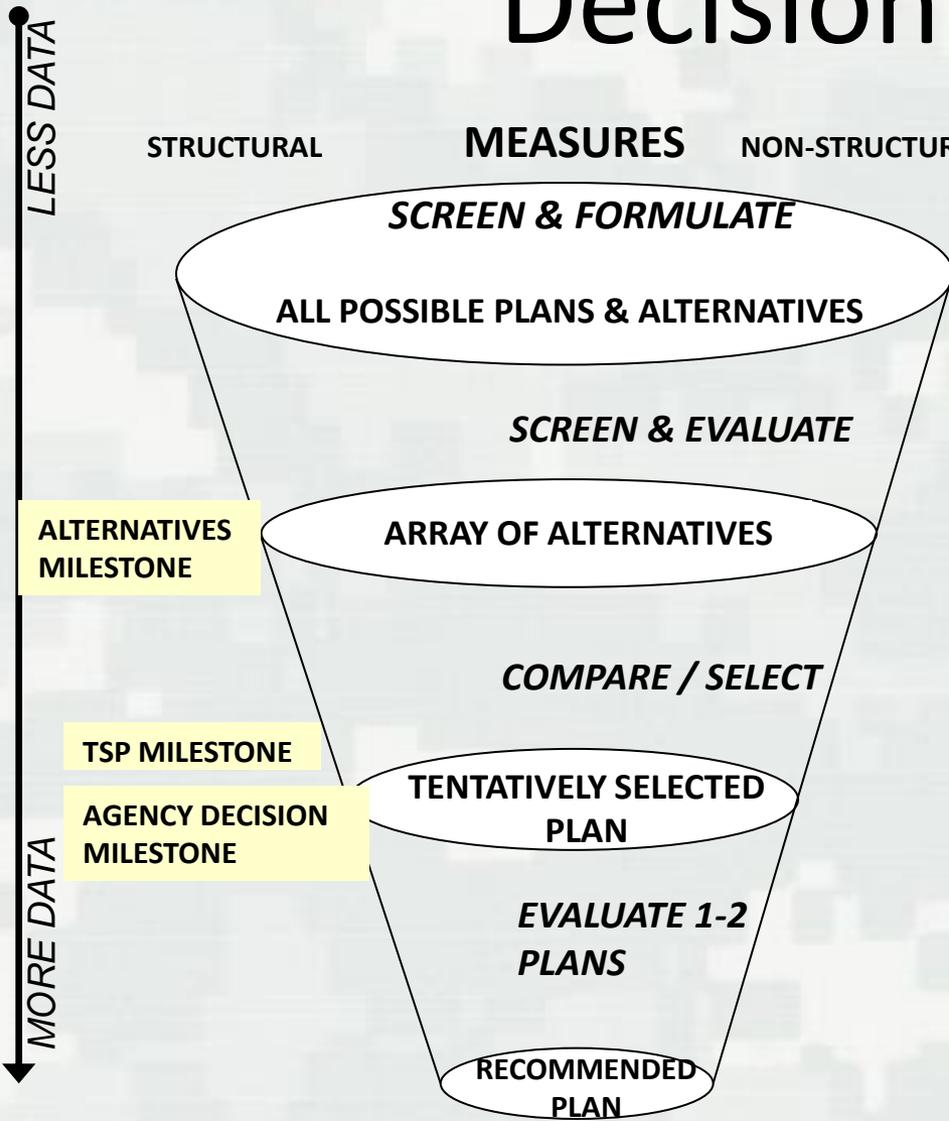
# SMART Planning: What's Different?

- Process and outputs are **decision focused**
- Risk and uncertainty is **acknowledged and managed**
  - Only collect data needed
  - Make decision and move on
  - Level of detail (of data / decision) grows over time
  - Vertical Team agreement on “acceptable” level of uncertainty and path forward to manage that
- Report developed from the beginning of the study, **documenting the decisions**



# Decision Focused

STRUCTURAL      MEASURES      NON-STRUCTURAL



**FINAL REPORT**

**CHIEF'S REPORT**

## At Every Step

- Communicate throughout process, not just at Milestones
- Document and share decisions made
- Think critically – Can we make a decision with what we know now?



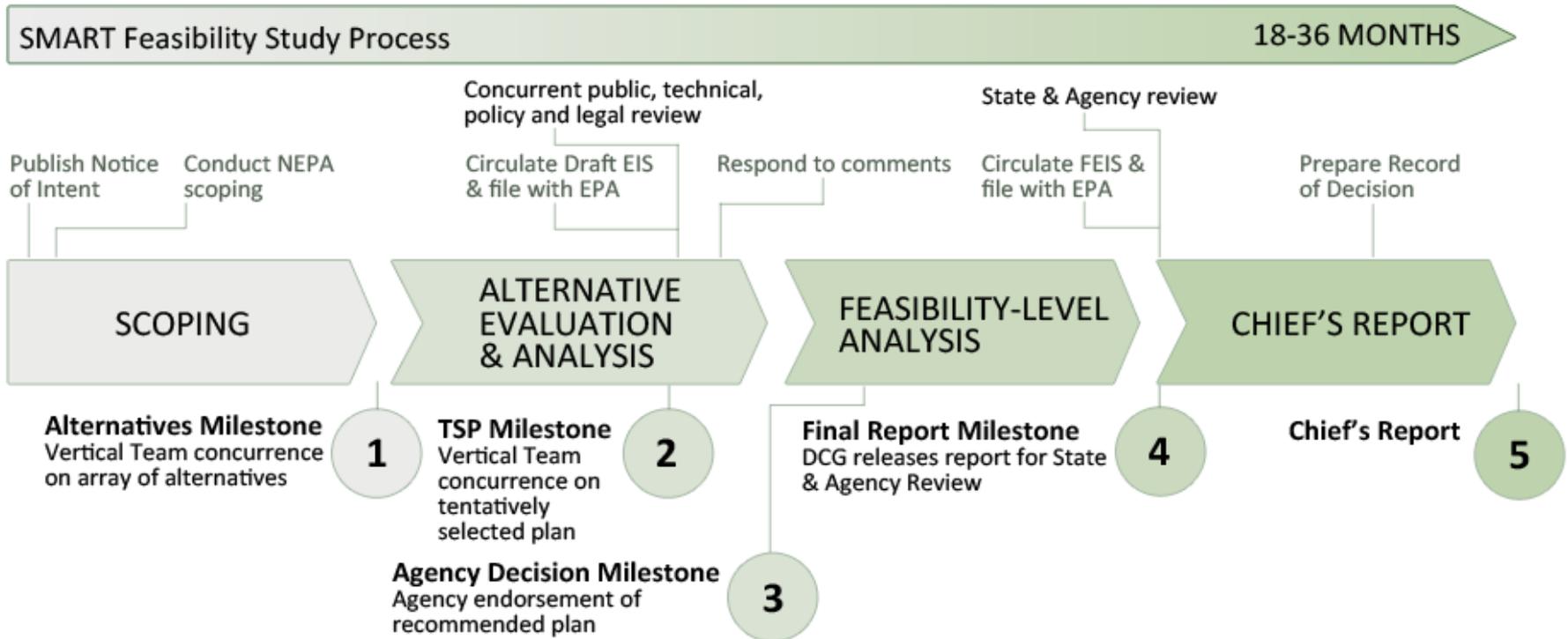
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# Acknowledge and Manage Uncertainty

- Decisions may change
  - Alternatives should be revised as more information is attained
  - There will always be some uncertainty
  - Make the best estimate possible today
- Change your decisions
  - Be as sure as is reasonable for your decision
  - When you're unsure let people know it
  - Revise decisions when needed
  - Explain basis for your decisions



# Feasibility Study Process

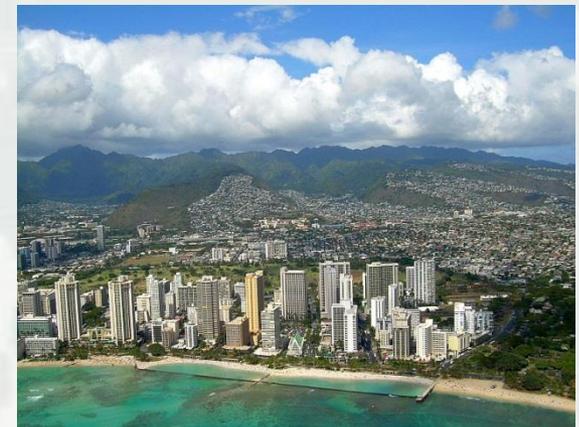
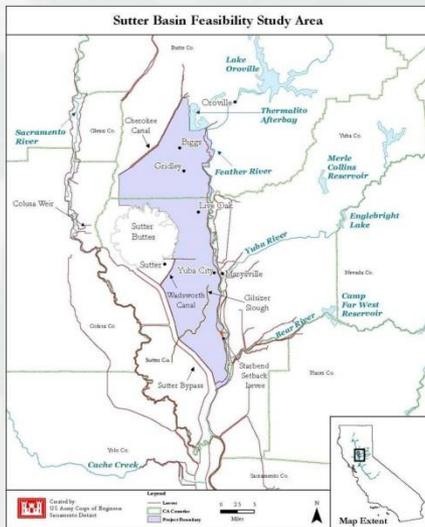


- Apply critical thinking throughout the study
- Develop the Feasibility Report as you go
- Target Completion: No more than 3 years for Chief's Report



# What Have We Learned

**SMART Planning** principles are being used to complete studies within 3 years, \$3 million, and with participation of the 3 levels of the organization (3x3x3).



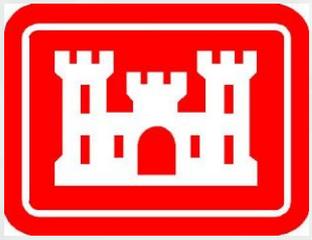
Ala Wai Canal



# Managing the Planning Portfolio

- 54% overall reduction in active studies (between FY 11-13)
- Developing Comprehensive Portfolio Management Strategies:
  - Feasibility Studies
  - Legacy Feasibility Studies (all to be complete by end of 2014)
  - Watershed
  - Other
  - Underfunded





# Accountability

- Districts, Divisions, and Headquarters work together on decision-focused solutions, supported by the appropriate level of detail
- Each level of the organization is responsible and accountable, critical to maintaining progress
  - District Quality Control is essential
  - Timely and appropriate reviews
  - Vertical Team engagement
  - Accurately document discussions



# Evaluating Success

## Goals

- Stay true to our mission of solving complex water resources problems of national significance
- Address the most critical problems first
- Make better use of taxpayer investments by addressing problems more efficiently (time and cost)

## Metrics



- Start and complete studies within 3 years
- Produce quality decision documents for Congressional consideration
- Keep our customers informed



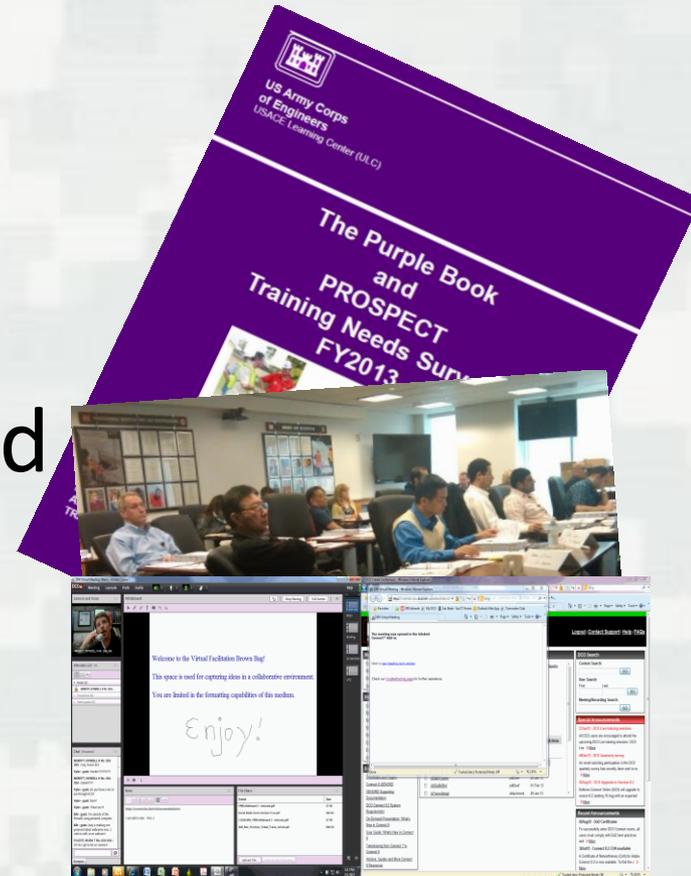
# Challenges Ahead

- Significant practice / culture change at all levels
  - One Corps approach
  - Concurrent review and early sponsor and vertical team engagement
  - Milestones mark decisions
- Gap in current guidance and policies
- Alignment of resources/funding
- Corps-wide understanding of Planning and what risk-informed decision making means



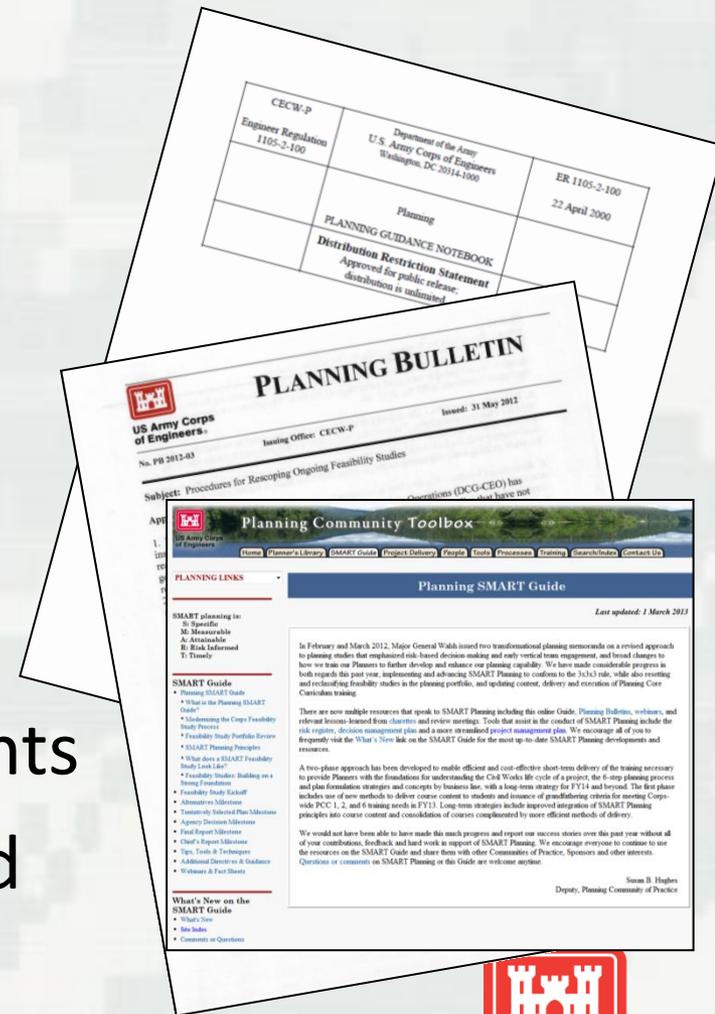
# Moving Forward: Training

- Retain expertise and core planning competencies in Planning CoP
- Revamped and Modernized Planning Training
- Collaborate and educate other mission areas and disciplines about Planning



# Moving Forward: Guidance

- Planning Bulletins
- Integration of SMART Planning
  - Planning Guidance Notebook & Appendices
  - Planning Community Toolbox
  - Policy and technical reviews
- New Principles and Requirements
- Modernization of Principles and Guidelines



# Moving Forward: Planning Portfolio Management

- Set National, Regional, and Local priorities
- Be strategic, relevant, innovative and efficient
- Complete studies on time
- Monitor implementation
- Develop draft target portfolio of studies
- Corps-wide investment strategy includes planning studies



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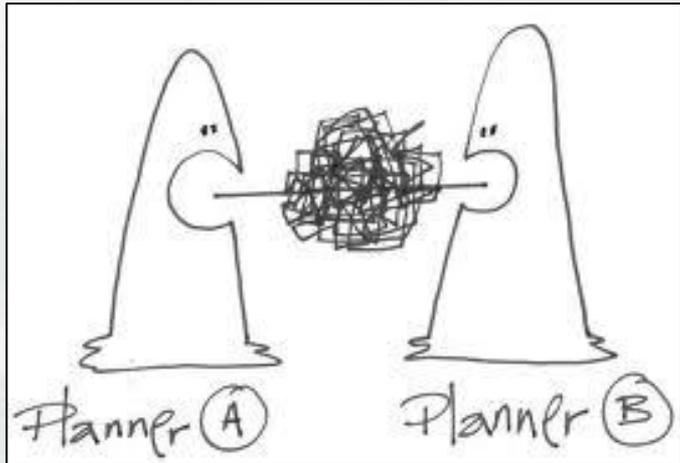
# Moving Forward: Operation and Organization



- Ongoing challenges include:
  - Shifting workloads (federal appropriations, national priorities, local sponsors/projects)
  - Making Planning a good home to Planners
- Long-term strategy may include:
  - Mentoring – formal and informal
  - Building regional / national teams for projects
  - The right planner (/engineer/etc.) for the right project



# Moving Forward: Communication & Outreach



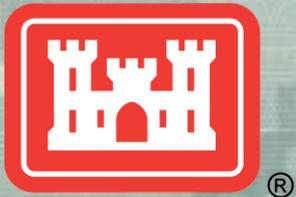
- Actively engage with other federal agencies, nonfederal sponsors and other interests
- Work with nonfederal sponsors of current studies to explain transition and impacts on studies
- Work with ASA to inform elected officials
- Communicate internally – webinars, study execution, SMART Guide/Toolbox



# Questions?

Type questions in the chat box.  
We will try to answer as many as time allows.

*For more information:*  
<http://www.corpsplanning.us>



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