

# ***SMART* PLANNING TO SUPPORT FLOOD RISK MANAGEMENT**

**USACE Flood Risk Management and  
Silver Jackets Workshop  
Harrisburg, Pennsylvania  
21 August 2012**

**Susan B. Hughes  
Deputy Planning CoP  
USACE, Headquarters**

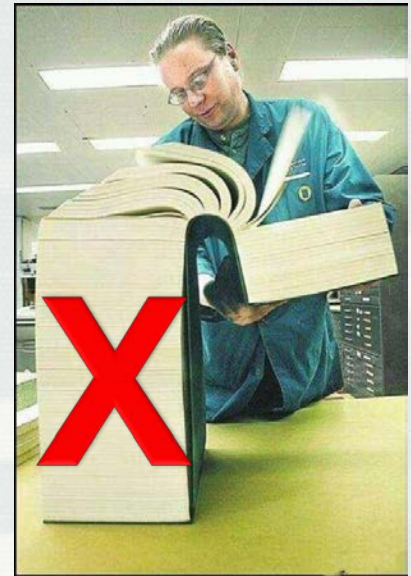


**US Army Corps of Engineers  
PLANNING SMART  
BUILDING STRONG®**



# Former Feasibility Study Process

- 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.
- “Change or be Changed” situation or become irrelevant.



# 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
  - Faster implementation to address flood risk
- 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

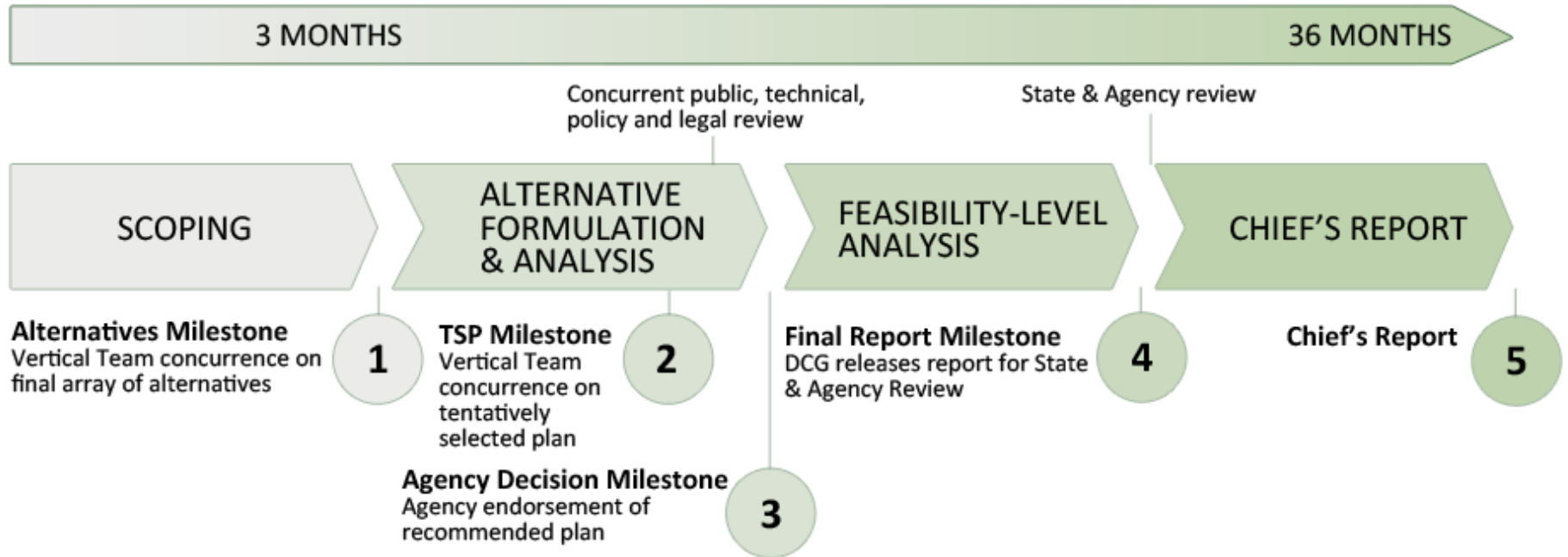


# SMART Planning

- 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



- Apply critical thinking throughout the study
- Focus on early identification of Federal interest
- Target Completion: No more than 3 years for Chief's Report



# What's Different?

- Process is decision focused
  - Always making the next decision
  - Always scoping the decision after next
- Risk-informed
- Focus on making planning decisions under uncertainty
  - Managing uncertainty, hence budgets and schedules, intentionally



# Flood Risk Management & SMART Planning

- Studies completed in less time at less cost
- Prioritizes data needed to make decisions
- Focuses on key areas of flood risk and associated uncertainties impacting life safety, property, environment
- Decisions informed by managing risk and acknowledging uncertainty
- Decision documents high quality and concise, enabling federal, state, and local action





# Path Ahead

- Continue to communicate vertically and horizontally
- Engage with sponsors and stakeholders
- Coordinate with resource agencies at the national level
- SMART Planning Guide on [www.corpsplanning.us](http://www.corpsplanning.us)
- Revisit guidance; incorporate feedback
- Evolve

