



**US Army Corps
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PLANNING BULLETIN

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Subject: Procedures for Rescoping Ongoing Feasibility Studies

Applicability: Guidance

1. The Deputy Commanding General of Civil and Emergency Operations (DCG-CEO) has instructed the Major Subordinate Commands (MSCs) that all feasibility studies that have not reached a Feasibility Scoping Meeting by 31 December 2011 should be completed in a target goal of 18 months but no more than three years; cost not greater than \$3M and a “reasonable” report size (the main report 100 pages or less; environmental documentation conforming to ER 200-2-2; and the entire report with all appendices fitting in a 3-inch 3-ring binder), (Referred to as the 3x3x3 rule.) Studies that do not meet the 3x3x3 rule or that would not warrant an exemption must be rescoped using a new planning paradigm: SMART Planning. The Planning Community of Practice (PCOP) will support MSCs by providing training, tools, and resources to transition feasibility studies to the SMART Planning framework. (Reference PB 2012-02). This Planning Bulletin is intended to provide guidance on the incorporation of SMART Planning principles into existing studies and the rescoping of on-going planning studies.

2. One intention of Major General Michael J. Walsh’s 8 February 2012 memorandum was to right-size the active feasibility study portfolio. The results to date indicate we have achieved more than a one third reduction of active feasibility studies (reduced from 365 to 214). During the development of the FY14 President’s Budget, these numbers will be further refined. The portfolio of active feasibility studies will be characterized into one of the four categories listed below (as articulated in the supplemental budget guidance issued in May 2012 at http://www.usace.army.mil/Portals/2/docs/civilworks/budget/ec2014/chg01/fy14ec_chg01.pdf):

- a. Category 1 – On-going feasibility Studies to be completed by December 2013
- b. Category 2 – On-going feasibility Studies to be completed by December 2014
- c. Category 3 - On-Going feasibility studies who will seek an Exemption from 3x3x3 rule (Waiver)
- d. Category 4 – On-going feasibility studies that must Rescope to conform to 3x3x3

3. Legacy Feasibility Studies are those studies that have had an FSM before December 2011. These studies should hold an IPR with the RIT and may continue under the milestones outlined in Appendices G&H of the Planning Guidance Notebook (ER 1105-2-100). Frequent IPRs with the vertical team should be held to ensure timely execution. All legacy studies will be completed with a signed Chief’s Report by December 2014 or be subject to the spirit of the 3x3x3 rule and required to either seek an exemption or be rescoped.

4. The 8 Feb 2012 memorandum acknowledges that there will be exemptions to the 3x3x3 rule, though it is anticipated to be a small percentage of the time. The process for requesting an exemption is outlined in PB No. 2012- 04.

5. Rescoping Procedures - The majority of studies have been identified to be rescoped using SMART Planning procedures. These studies will follow a consistent and rigorous rescoping approach to consider SMART Planning's decision focused methodology and to be in conformance with the 3x3x3 rule. The SMART planning process may begin at a different point for every existing study depending on the progress they have made since the study was initiated.

6. Rescoping Charettes - The first step in rescoping is to conduct a planning charette, a structured, collaborative session in which a PDT and vertical team come together to complete an iteration of the 6-step planning cycle. The purposes of the charette are to introduce the concept of SMART Planning to the study team, rescope the study, and accelerate it along a new decision focused path.

7. The process begins by having the study team submit its most current version of seven pieces of paper to the charette team. These papers are the most current versions of the:

1. Problems and opportunities statement
2. Planning objectives and constraints statement
3. List of decision criteria for
 - a. Evaluation
 - b. Comparison
 - c. Selection
4. List of key uncertainties
5. Without condition narrative
6. List of planning measures already screened/eliminated from consideration
7. Names of formulated plans that are under consideration

8. The charette team reviews this information to ascertain where the Corps study team is in its planning process in order to identify the next major planning decision to be made. A study that lacks a coherent problems and opportunities statement might begin at the beginning of the planning process to develop that statement. A study with a well-developed and up-to-date set of planning papers might begin by focusing on how to most effectively screen the formulated plans for the evaluation step.

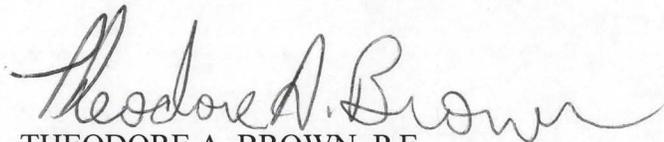
9. Charette participants will include: the entire PDT, sponsor(s), person(s) experienced in the development of a Risk Register, SMART Planning expert, objective facilitator, ATR Team Lead, RIT, MSC, and OWPR Review Lead.

10. Four products are produced during the charette: Risk Register, Scoping Plan, Report Synopsis, and Decision Log. Guidance on how to create these products, as well as examples and templates are available on the SMART Planning Guide found on the Planning Community Toolbox at www.corpsplanning.us.

11. Scheduling Charettes – Each PDT that is in need of a rescope will request a rescoping charette through their MSC Planning and Policy Chief. The MSC will coordinate with the appropriate PCX to identify the Expert Planner(s) in the business line to lead the charette. The MSC will also coordinate with the RIT to assign the OWPR team member. The MSC will coordinate with USACE’s Conflict Resolution and Public Participation Center of Expertise and the Find-a-Facilitator database (<http://corpslakes.usace.army.mil/employees/facilitator/find.cfm>) to identify an objective Facilitator with familiarity in SMART planning charettes. The Facilitator must be from outside the MSC responsible for the project.

12. Resourcing Charettes – As part of this National Rescoping initiative, the National PCOP will fund the costs of the Expert Planners and objective Facilitators. Project funds are expected to be utilized to fund all other participants and resources. The PDT is responsible for making sure all the arrangements are made.

13. Point of contact for rescoping feasibility studies is Ms. Susan B. Hughes, 202-761-4121.



THEODORE A. BROWN, P.E.
Chief, Planning and Policy Division
Directorate of Civil Works