

# U.S. ARMY CORPS OF ENGINEERS CIVIL WORKS TRANSFORMATION:

## *SMART PLANNING AND RESCOPING CHARETTES*



®

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.



# 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**



# 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



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# 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

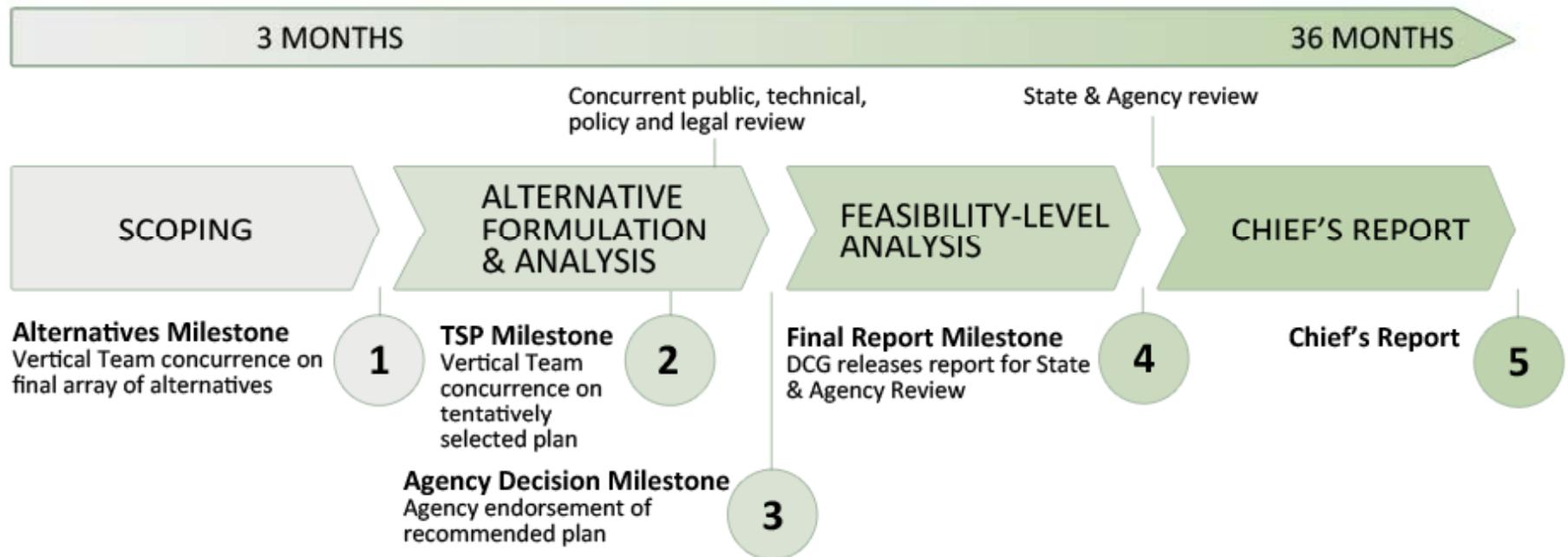


# SMART Planning

- 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



Target Completion: No more than 3 years for Chief's Report



# SMART Planning Charettes

## Charette:

- ▶ Provides orientation for reset studies or new starts
- ▶ Shifts emphasis from tasks to decision making
- ▶ Accelerates process
- ▶ Eliminates unnecessary analysis (time & money)
- ▶ Provides clarity to remaining scope
- ▶ Raise issues and resolve now
- ▶ Focus on next decision and decision after next

## Involves:

- ❑ PDT members & Sponsor(s)
- ❑ Vertical Team (HQ, MSC, RIT, PCX)
- ❑ Charette Support Team
  - ❑ SMART Planner
  - ❑ PCX Expertise
  - ❑ Risk Analysis Expertise
  - ❑ Objective Facilitator



# Risk Assessment

- Planning in a shorter time frame could mean more or different uncertainty
- Overarching strategy is to continually ask how added detail will affect the next decision?
  - ▶ Know the next decision
  - ▶ Where is the uncertainty?
  - ▶ Does the uncertainty affect the decision?
  - ▶ What are the consequences of a poor decision?
- The technique for executing this strategy is to develop and use a risk register to support a DMP.



# SMART Planning Guide - Web-Based Application

## SMART Planning Guide Content:

- Feasibility Report Phases
  - Scoping
  - Alternatives Analysis
  - Feasibility-Level Design
  - Chief's Report
- Feasibility Report Planner Toolbox
  - Tips for Highly Effective Studies
  - Multi-Objective Planning
  - Business Line Guides (FRM, Eco, Nav, HSDR)
  - Risk Register Template
  - Decision Log
  - Report Synopsis Example
  - 100-Page Report Example
  - Review Primer

## Website:

<http://planning.usace.army.mil/toolbox>

- Share Point link and hyperlinks
- Allows for timely content updates



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# SMART Planning Path Ahead

- Online Planning SMART Guide
  - ▶ Planning Bulletins – Providing timely guidance
  - ▶ Frequent Guide online updates
  - ▶ Best practices (Tools, Tips & Techniques)
  
- SMART Planning training
- Charette training
- Webinars & on-demand training modules
- Revisions to Planning Core Curriculum (PCC) courses



# Re-scoping Charette

- Purpose:

- ▶ Introduce SMART Planning and decision focus concepts to enable PDT to develop a revised PMP to complete study to conform to 3x3x3 rule.

- Products:

- ▶ Risk Register
- ▶ DMP
- ▶ Report Synopsis

- Outcomes:

- ▶ VT agreement on next Planning decision and areas of uncertainty and the required analyses to reduce uncertainty to identify recommended plan



The background of the slide is a close-up, slightly blurred image of the American flag, showing the stars and stripes. In the lower right quadrant, there is a small, golden, stylized graphic of a castle or fortress with two towers.

# Questions?

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