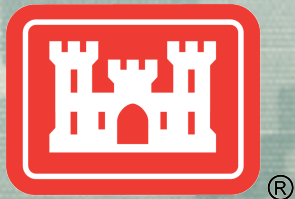




SMART Planning Charette Facilitation Webinar

Hosted by the Planning Community
of Practice & the Collaboration and
Public Participation Community of
Practice, U.S. Army Corps of Engineers

21 February 2013



US Army Corps of Engineers
PLANNING SMART
BUILDING STRONG®



SMART Planning Charette Facilitation



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

Jim Hutchison

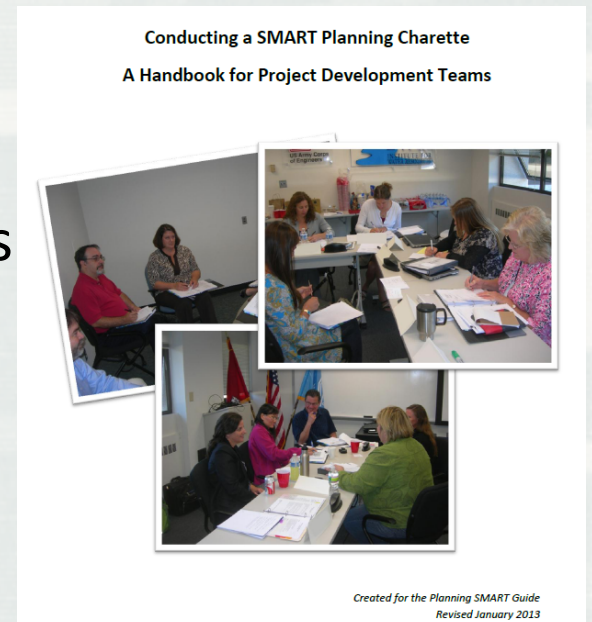
Planning Community of Practice



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Charette Overview

- Intensive workshop that provides an opportunity to have the full Project Delivery Team & Vertical Team together
- New Studies: Held early in the Planning Process to work together through at least one iteration of 6-step planning process
- Ongoing (Legacy) Studies: Help to lay out strategy to complete study
 - ID areas of uncertainty that impact decisions
 - Utilize tools (risk register and decision mgmt plan) that help the PDT move forward



SMART Planning

Charette Facilitation Tips

- Utilize familiar neutral-party facilitation skills and tools
- Understand the needs of the Project Delivery Team
- Develop an agenda with the support team that meets the PDT needs and the objectives for the meeting.
- Have a 'Go-To' SMART Planner that can differentiate between SMART Planning and the recent (legacy) process
- Know how the SMART Planner will guide the group through the planning discussions
- Remember "Planning" is still the heart of SMART Planning
- Acknowledge that charettes should be viewed as a Planning exercise, not a check-the-box facilitation exercise



Charette Facilitation – Before the Charette

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Charette Support Team's Role

Who: *Facilitator, SMART Planner, Risk Register Specialist*

Will:

- Facilitate the charette
- Work with PDT to understand and apply SMART Planning tools
- Use individual and group exercises to get Charette participants thinking and deciding



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Charette Support Team's Role

Will not:

- Provide content -- have no data, info, values etc.
- Explain or interpret policy – that is for the Vertical Team.
- Provide documentation -- will not write up the results of charette, or DMP, or risk register, will not write report
- Make decisions, although may offer advice
- Be trainers – charettes are decision-making, hands-on group processes



Logistics

Lead Planner/PM:

- schedule charette >3 weeks in advance
- Secure Charette Support Team (CST)
- Provide read-ahead's to CST: 7POP, Report Synopsis, etc.
- Convene 2+ support/prep calls (PDT/MSC, MSC/HQ)
- Logistics Checklists (secure location, layout, supplies, who does what, printed/uploaded materials, lunch, etc.)

Facilitator:

- Facilitator Prep Time = 1 week (+/-)
- During prep call
 - Ensure charette objectives are clear & lined up with VT expectations
 - Who's coming & why? Clarify roles & responsibilities
 - ID potential conflicts, gaps in understanding, raise issues early; has HQ bought into the POOC (i.e., Problems)?
- Email: roles, best practices, charette guides, ppt slides
- Coordinate logistics/checklists with LP/PM



Agenda

- Develop with Lead Planner/PM & SMART Planner
 - Clarify objectives (VT buy-in of X? get through alternatives?)
 - Keep flexible, keep targets in mind
 - Include:
 - Intro/Overview
 - Study Overview/Tour
 - Foundation
 - Next Decision/DMP
 - Risk Register
 - Future DMPs/RRs?
 - Develop detailed facilitator's agenda (timeframe, exercises, who's doing what)
 - Circulate with PDT/VT for comments, discussion of roles, buy-in
-

Lower San Joaquin River Feasibility Study

Planning Charette AGENDA

ADDRESS, Stockton, California

January 15 – 16, 2013

8:00 a.m. – 4:30 p.m.

1. Welcome, Purpose & Self-Introductions
2. Charette Introduction
3. SMART Planning Overview
4. Virtual Tour & Study Overview
 - a. Flyover & Sponsor Perspectives
 - b. Study authority, history, context, existing conditions, technical considerations
5. Planning Foundations – Developing a shared understanding
 - a. Taking Stock – Where are we in the study?
 - b. Public concerns/hot topics
 - c. Future without Project Conditions
 - d. Problems
 - e. Opportunities
 - f. Objectives
 - g. Constraints
 - h. Measures
6. Decision Management Plan – What is the Next Decision?
 - a. The Planning Decision to be Made
 - b. Sequence of Events
 - c. Criteria for Deciding
 - d. Schedule for Decision
7. Risk Register – What are Key Study Risks?
 - a. Risks for next Decision
 - b. Other Risks
8. Wrap-Up, Decisions Made, Tasks, Next Steps, Feedback
9. Adjourn

Tips for making decisions

- Determine how decisions will be made BEFORE the meeting
- Who are the decision makers, are they in the room? Are there decision blockers?
- What does consensus mean?
- Tools for decision making:
 - Negotiate tentative agreements
 - Determine what aspects group agrees with
 - Test drive decisions to understand implications
 - Agree on & document rationale for decisions



Who Should Attend & Roles

WHO	ROLES
Entire PDT*	Own & carry out study tasks; produce charette products; provide briefings; technical resource
District Planning Chiefs*	Responsible for study; welcome/open charette
Other District Chiefs	Resource providers
MSC Planning Chief*	Responsible for study; welcome/open charette
Other MSC Chiefs	Resource providers
PCX	Technical resource
ATR Lead	Understand context of study; technical resource
HQ/OWPR*	In-Person BEST! Review, ask questions
HQ/RIT	MSCs representative/POC at HQ
Sponsors*	Technical resource
Stakeholders	Technical resource
Resource Agencies	Study reviewers; understand context; participate

Resources for Facilitators

- SMART Planning Charette Website
 - Conducting a SMART Planning Charette: A Handbook for Project Development Teams (rev. Jan 2013)
 - [Preparing for a SMART Planning Charette – Checklist for Districts & PDTs](#)
 - [Preparing for a SMART Planning Charette – Checklist for Vertical Teams](#)
 - SMART Planning and Rescoping Charettes (PPT) (July 2012)
- Other Resources
 - Facilitators Survival Guide to SMART Planning Charettes (Sep 2012)
 - Example SMART Planning Charette Agenda
 - Charette Best Practices
<https://cops.usace.army.mil/sites/CP/Lists/Announcements/AllItems.aspx>
- Ask colleagues for actual agendas, logistics checklists, etc.



Charette Facilitation – During the Charette

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Charette Facilitation Techniques

- *Technique:* Establish charette ground rules & objectives; explain what charette will and will not do; manage expectations upfront
- *Technique:* Assign tables based on exercise objectives. Diverse groups for brainstorming exercises that need multiple perspectives, similar groups for risk register.
- *Technique:* Brainstorming/Brain writing. In small groups use to work on Report Synopsis components



Example Charette Exercises

1. *SMART Planning review*: At tables reach consensus on 3 main points from presentation
2. *Vertical Team Exercise*: After the Study Overview VT members comment where in planning process PDT appears to be. Did they get it right?
3. *Taking Stock of the Situation*: Where are we now, where are we going? Post-its on SMART planning map



Example Charette Exercises

- *Report Synopsis/4 POPs: Problems, Opportunities, Objectives, Constraints*
- *Meet the team where they're at: Exercises could be focused on measures, formulating alternatives, evaluating, comparing...*
- *Decision Management Plan & Risk Register: Overview presentations + work to complete for next decision identified*
- *Vertical Team Panel Discussion: At end, VT comes to front to answer questions & provide final comments to PDT*



Best Practices

Post decisions made, assumptions made, uncertainties (for risk register) on flip charts; Revisit decisions & progress on last day



Best practices (during charette)

- A/V – virtual technology must be tested & work!
- Room layout critical;
- Break-out groups critical to cross-pollinate ideas & expertise, build relationships, change of scenery, etc.
- Maps, graphics, handouts; virtual/hardcopy?
- Convene with charette leadership often; 3X/day
- Useful to use DMP & RR slides
- Quick AAR at end: “+” / “▲”



Virtual Meeting Facilitation

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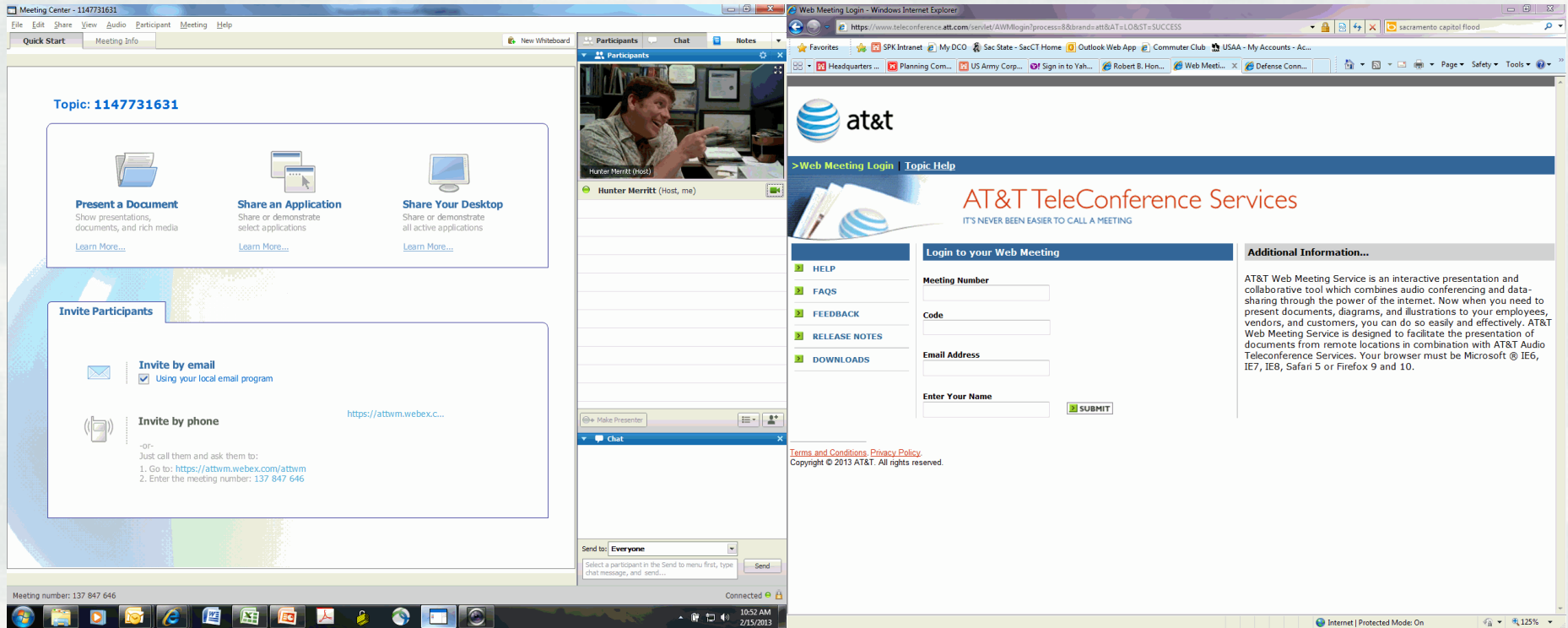


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Checklist for Facilitators

- Set up early (~1 hour) and test the system(s)
 - let participants know – AT&T or DCO, or ???
 - make laptop the “host” & make the podium a “guest”
- Recruit a virtual team facilitator early on in planning
- Have backups for your backups (esp. if you are off-site)
- Ensure high quality audio (separate phone #)
- Engage virtual participants often (15-20 min)
- Use video on both ends when possible
- Use Whiteboard (= flipchart), save files to PDF
- Offer support offline (email, phone), off hours, at breaks





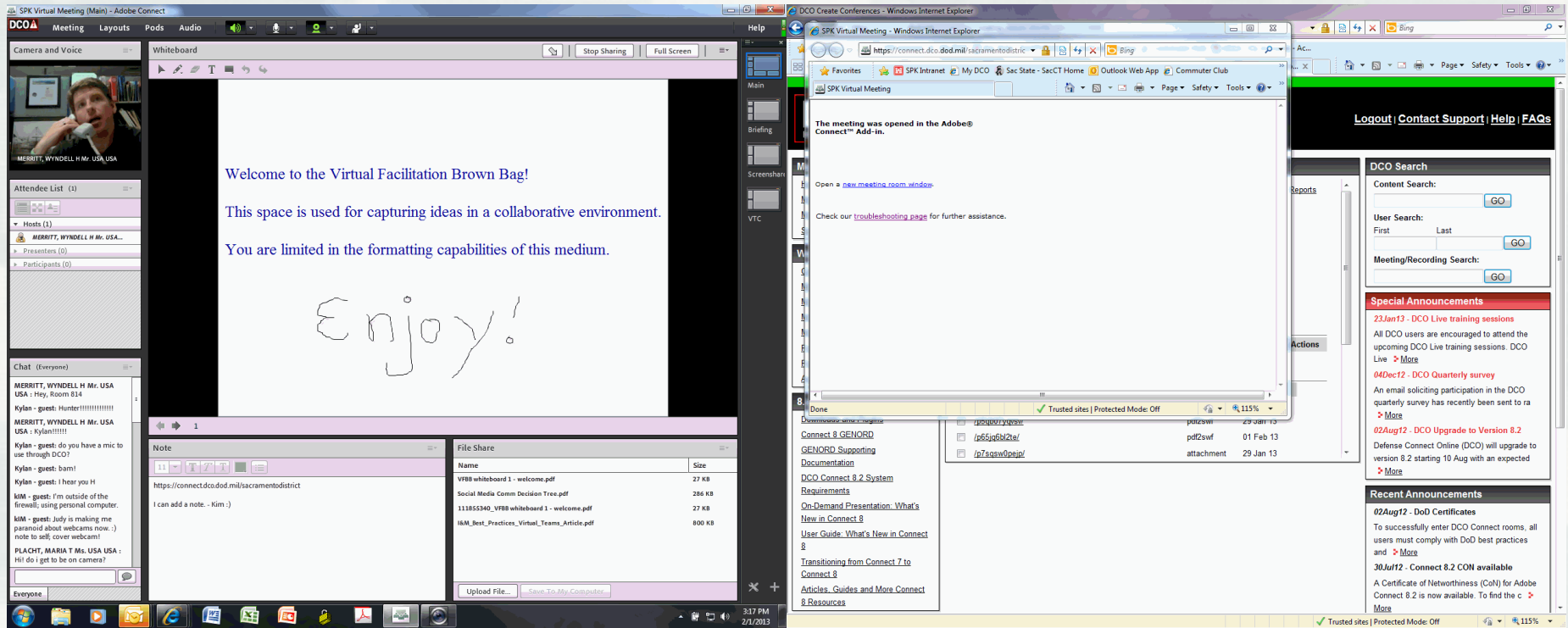
- Very familiar platform
- clean interface
- ideal for webinars / presentations

- Reservationless # takes 6 weeks through ACE-IT, and division approval
- Costs \$ each time you use it
- no ability to save documents in a meeting

AT&T = “rental”



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Try it out!

- Cut/Copy/Paste into your browser:
<https://connect.dco.dod.mil/sacramentodistrict>
- Log in as Guest (unless you already have a Username)
- Wait for response from Host

- No need for ACE-IT
- Access beyond firewall
- create your own URL
- leave files in “persistent” meeting



Defense Connect Online (DCO) = “owner”
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