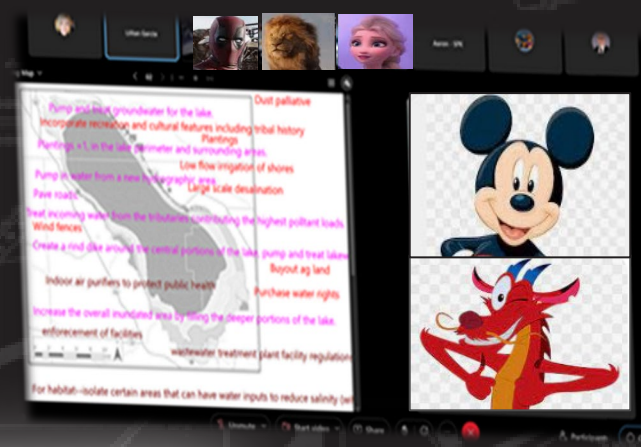


USACE CHARRETTE HANDBOOK UPDATE



Conducting a SMART Planning Charette
A Handbook for Project Development Teams

Jeff Herzog
Program Manager, WRCP, ATR Certified Planner
New England District

"The views, opinions and findings contained in this report are those of the authors(s) and should not be construed as an official Department of the Army position, policy or decision, unless so designated by other official documentation."





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WHO ARE YOU



Plan Formulation

Cost

Other (please specify below)

Economics

Real Estate

Cultural Resources

Engineering

Environmental

PM

Click on the Annotation option *N* on the left side of your screen and then use the Pencil Tool or checkmark to mark your response.



KNOWLEDGE CHECK

I KNOW THIS MUCH ABOUT CHARRETTES....



What is a Charrette?

I've participated in charrettes, my District uses them occasionally

Probably More than you, Jeff 😊...



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KNOWLEDGE CHECK

I KNOW THIS MUCH ABOUT THE CHARRETTE HANDBOOK...



I use the Charrette Handbook often when planning charrettes...

I've been looking for the Charrette Handbook, but successfully winging it in the meantime...

I just tell my facilitator to figure it out and let me know..."Ignorance is bliss"



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BRIEFING LAYOUT



- The History of the World According to Jeff
 - Legacy Planning to SMART Planning to Risk Informed Planning
 - In-person Facilitator Training
 - Charrette Handbook

- How charrettes changed over the past 10 years

- Charrette Handbook Update

- Best Practices and Recommendations from the Handbook

- Discussion and Questions



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SMART PLANNING AND CONVERTING LEGACY STUDIES TO SMART STUDIES



“ The 8 February 2012 Memorandum signed by the Deputy Commanding General for Civil and Emergency Operations (DCG-CEO) directs all feasibility studies that have not reached the “Feasibility Scoping Meeting” (FSM) milestone to follow a 3x3x3 rule: be completed in a target goal of 18 months but no more than three years; cost no greater than \$3M; and require three levels of vertical coordination. Feasibility studies will be a reasonable report length, with a target length of 100 pages or less for the main report. SMART Planning processes and tools are the means by which the Corps will achieve these goals.

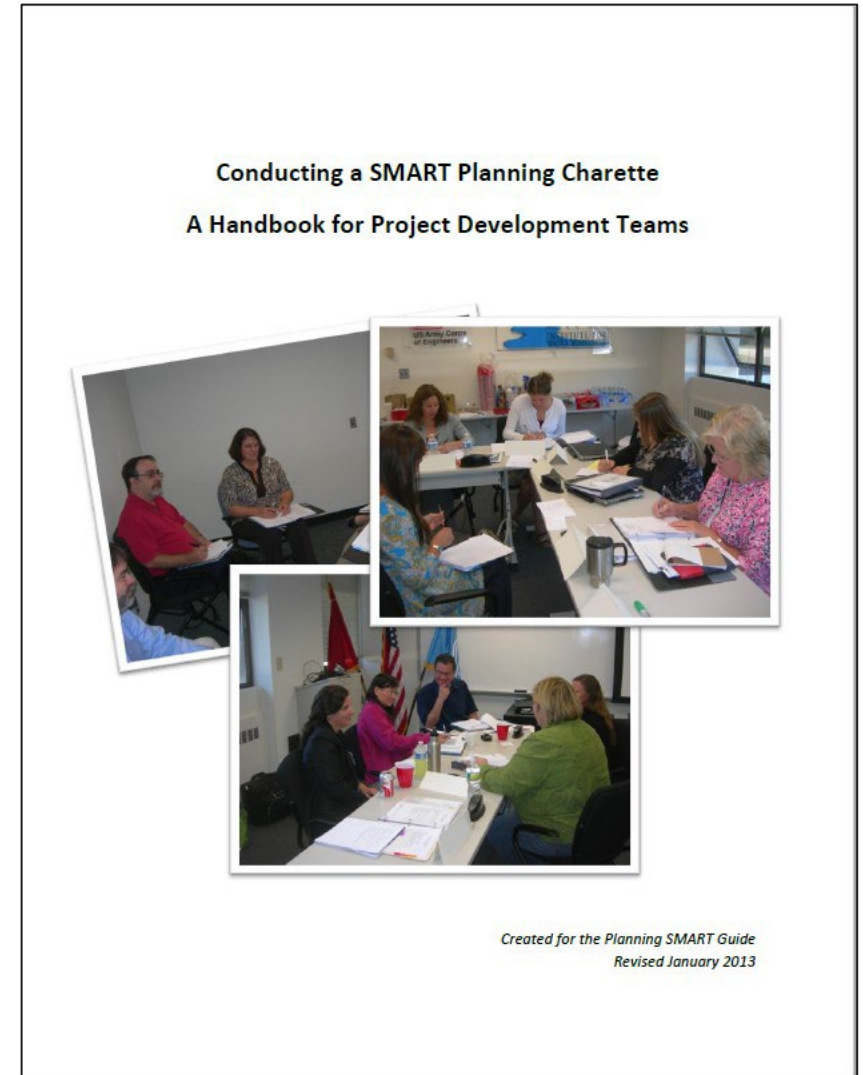
As part of a deliberate portfolio management approach, reexamining the scope and path to completion for active feasibility studies has reduced future estimated feasibility study costs for the Federal government and Non-Federal Sponsors by over \$70M.”

SMART Planning & Feasibility Study Implementation, March 2013

- ❖ Later Codified in Law: 3-years and no more than \$3M Federal (current USACE Policy is Total Study Cost- \$3M)
- ❖ 3 Years was not arbitrary: ER1105-2-100 (PGN) stated typical studies should be completed in 18-36 months. WRDA 2007 Section 2033(C) directs the benchmark goal for a study be within 2 years or generally up to 4 years.
- ❖ Planning charrettes were a key tool identified for those studies requiring a rescoping and transition, as well as, identified as a recommended tool for new start feasibility Studies.
- ❖ **!!!PLANNING CHARRETTES HAVE BEEN AROUND LONG BEFORE THEY WERE CALLED CHARRETTES!!!**

CHARRETTE HANDBOOK

- ❖ Developed as a resource after the in-person training
- ❖ Driven by the need to transition Legacy Studies and jump start new start Feasibility Studies for SMART Planning
- ❖ Emphasized widespread vertical and horizontal participation; however, focused on in-person participation.
- ❖ Emphasized that charrettes could save time and money for a study.
- ❖ Identified roles and responsibilities of personnel to make the charrette successful
- ❖ 2013 update provided lessons learned and best practices, but no example products



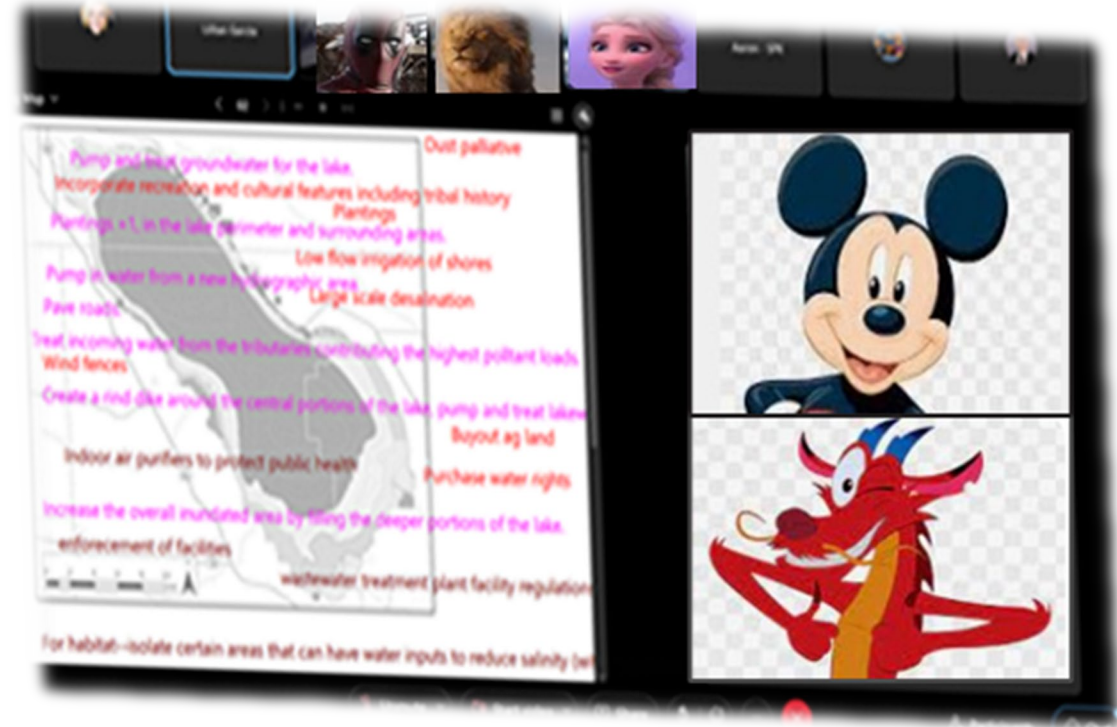


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CHARRETTE TODAY



- ❖ Some districts use charrettes, some don't
- ❖ Charrettes use study money and it's not cheap
 - ❖ In-Person: \$100-\$200K (location dependent)
 - ❖ Virtual: \$25K-\$50K
 - ❖ Hybrid: \$25K-\$200K
- ❖ Charrettes are NOT just a planner's tool; they are a vital PDT tool for scoping and vertical alignment
- ❖ Charrettes, they don't have to be continuous. Some teams break charrettes up over multiple phases and iterations
- ❖ Charrettes, its not just for New Starts! Many charrettes are focused on technical or planning workshops post-TSP Milestone





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LET'S GET TO THE UPDATED HANDBOOK

[Planning Community Toolbox: Planner's Library \(dren.mil\)](http://dren.mil)



- ❖ When do I hold a charrette...
 - ❖ Is it a Scoping charrette?
 - ❖ Is it a Planning charrette?
 - ❖ Is it a Formulation charrette?
 - ❖ Is it a Technical charrette?



Don't tie yourself to a particular idea of a charrette. Use them when you need them and how you need them to get vertical and horizontal alignment.

- ❖ Across the Enterprise, who drives the charrette and the charrette agenda - PM or Planner? Yes... it should always be a team effort.



Engineering, PPMD, Planning...
They are all "the PDT"

NOTE: When planning the charrette agenda, objectives, and outcomes- PMP, VTAM, Study Outline are great starting points.



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WHAT SHOULD MY CHARRETTE LOOK LIKE???

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- ❖ What information do you have?
- ❖ What information do you hope to glean from the charrette?
- ❖ How much time do we have for the charrette?
- ❖ What is the best format to get that information?
- ❖ What information is needed to develop the resources for that format?
- ❖ Who is providing that information? How much time do they need to put that information together?
- ❖ Who is facilitating that discussion?
- ❖ What are the primary objectives of the charrette? Scoping, VTAM, Plan Formulation (AMM Level).... All?



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DID I HEAR YOU SAY THIS COULD HELP ME WITH THE VTAM PROCESS???



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REFERENCE: EP 1105-2-61 PAR 2-9

“IN DEVELOPING THE VTAM, THE FOLLOWING ITEMS AND ACTIVITIES MUST BE EVALUATED AND INCLUDED IN THE STUDY SCOPE, BUDGET AND SCHEDULE.”

VTAM Guidance:

Can I discuss/include this at my charrette?

90-day Interagency Meeting

The 90-day interagency meeting is a policy requirement, whereas a charrette is not. However, if the timing works out, I’ve seen it be successful to include it as a breakout at the charrette.

Robust involvement of NMFS and USFWS as an active Member of the team

YES! It is a best practice to include the Services at the charrette.

Ensure considerations of NBS and NS Measures

YES!

Comprehensive Documentation of Benefits

YES! It should be discussed, what is important in the study area, how can you measure the cost and the benefit?

Environmental Justice

YES! You should be discussing existing and future condition with and without project

What Resources do we need, do we have them?

YES! Resources and data needs should be discussed.



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I NEED *HOW MUCH TIME* TO PLAN A CHARRETTE!?

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- ❖ Recommend: Six weeks or more... but if you have less time, don't skip the charrette, scale the charrette.
- ❖ Appendix A: Charrette Handbook lays out a six-week planning checklist for your charrette.
- ❖ Remember, it's not all about you! Consider your sponsor, key stakeholders and Resource Agencies.
 - ❖ Some districts are not including resource agencies in charrettes, others invite everyone, and it almost becomes a public meeting
- ❖ Charrette logistics take time, especially if you are looking to rent a facility! Include your OC, Logistics, and Admin team in the discussions early.
- ❖ Consider the timing of your charrette around seasonal distractions; it could delay the charrette, limit attendees, or impact the cost of logistics.





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BEFORE the charrette:

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- ❖ **PREPARE:** Do your homework. As much as possible, develop POOCs*, FWOP**, evaluation criteria, possible management measures and formulation strategies, and key uncertainties in advance of the charrette. Give participants something to react to, rather than starting from a blank page.
- ❖ **PARTICIPANT AGENDA:** For this agenda, use a “block agenda” concept (i.e., major topics over a larger block of time), instead of detailed time slots for each specific topic.
- ❖ **FACILITATOR AGENDA:** Develop a detailed facilitator agenda that breaks down details of topics, resources, presenters, etc.
- ❖ **SITE VISIT:** Planning a site visit on the first day is super helpful to get everyone oriented to the study area.
- ❖ **INVITATIONS:** Start coordinating the invitation list with key team members and sponsors ASAP.

*POOCs – Problems, Opportunities, Objectives, Constraints

**FWOP – Future Without Project

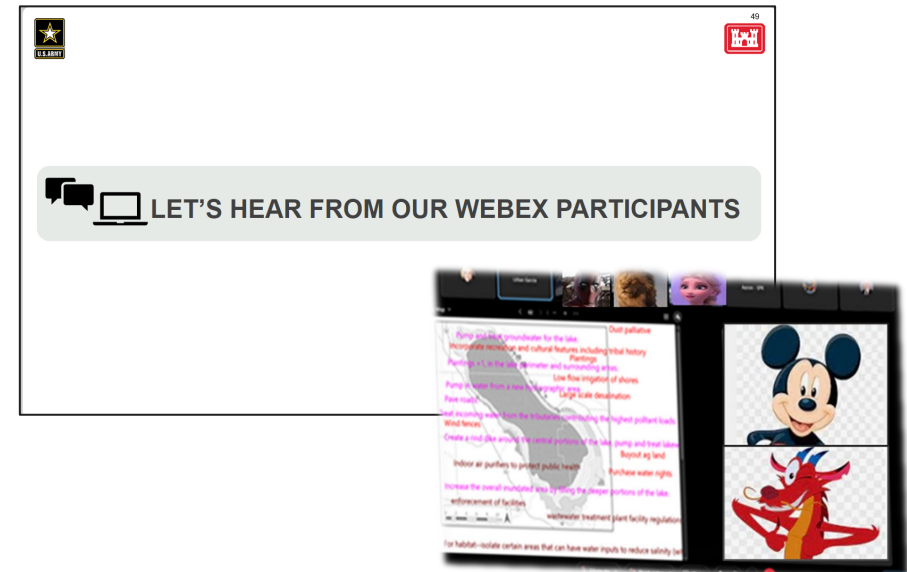


This is a great reference for planning charrettes!



RUNNING the charrette:

1. **FACILITATOR:** Having a facilitator with knowledge of the planning process is great but is not a must have. You want a good communicator with good energy.
2. **NOTE TAKER:** Have a note taker to capture most of the discussion.
3. **ONLINE MANAGER:** If you have virtual participation, it's necessary to have someone monitoring the online chat, manage on-line activities, etc.
4. **TECH SUPPORT:** In terms of IT support, it's super helpful to have someone with technology savvy help set up the room, including audio for on-line participants.

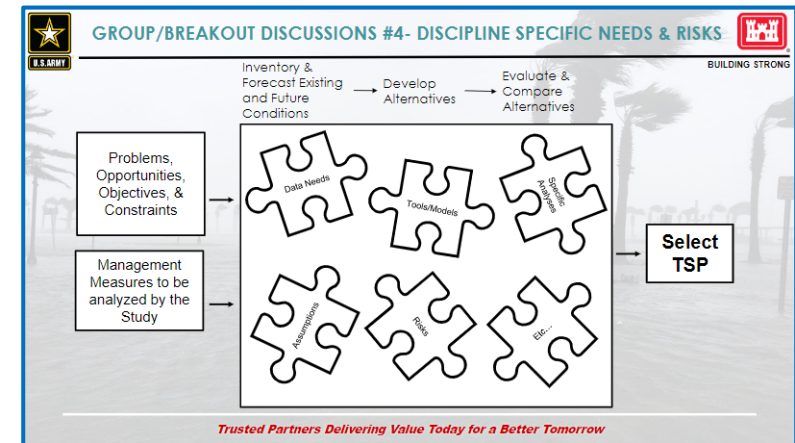
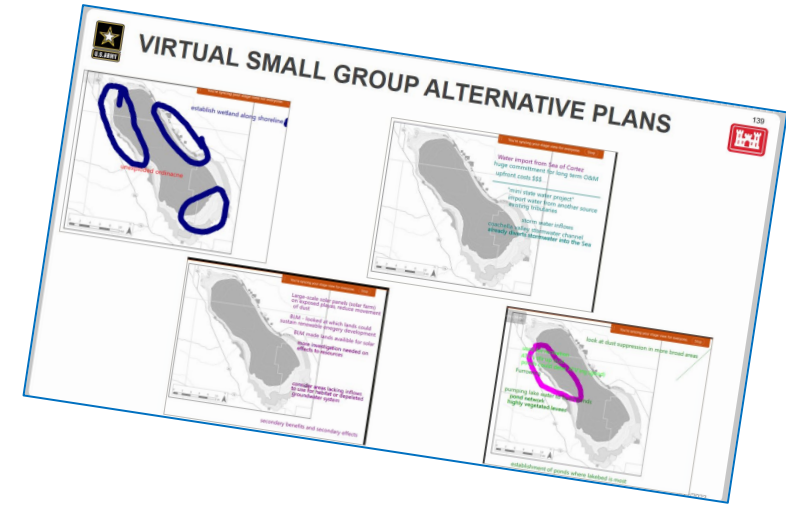




DURING the charrette:



- 1. COLLABORATION TOOLS:** During break-outs with on-line participants, use whiteboards in WebEx or JamBoard.
- 2. RANKING TOOLS:** Tools like Poll Everywhere might be helpful when you are looking to prioritize/ rank lists of things.
- 3. REVIEW:** Start each morning with a review from the day before.
- 4. NEXT STEPS:** Before end of charrette, tell participants what next steps are.
- 5. EXPRESS THANKS:** At end of charrette, thank everyone for their time and sharing their expertise, and any take-aways/ kudos/ lessons learned.





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WHO YOU GONNA CALL?

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Download a copy of the Charrette Handbook:

<https://planning.erdc.dren.mil/toolbox/library.cfm?Option=Listing&Type=Report&Search=Policy&Sort=YearDesc>

Do you have a Planning Mentor for your Study? Have your Planning Chief reach out to PCoP

Do you need a facilitator? Reach out to the IWR CPCX- [CPCX Collaboration Public Participation \(army.mil\)](#)

Are you looking for a Water Resource Certified Planner? Use the Search Tab in the USACE Planner Database- <https://sme.sec.usace.army.mil/auth/index.html>

Who is on your PL&C Review Team? Ask your MSC, and then coordinate with that Review Team early and often, who is your Review Manager?

Still not sure who you need? Contact the Business Line PCX for your study and ask questions. [Planning Community Toolbox: People \(dren.mil\)](#)

The Planning World according to Jeff's observations- *"Every Study is unique and will face challenges. But you don't have to go it alone, someone out there can help you navigate the troubled waters. But don't wait until you're caught in the middle of the storm, check the weather before you depart."*





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QUESTIONS AND DISCUSSION