



US Army Corps
of Engineers®

PLANNINGahead

FALL 2017 - Issue 03

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FROM THE CHIEF



MESSAGE FROM THE CHIEF OF PLANNING AND POLICY, TAB BROWN

USACE applies its planning and engineering expertise and our interactions with the public and partners at the federal, state, and local levels.

mentor, assembling a PDT or could just use some advice, we hope you will look to this group of certified planners.

Fellow Planners –

Our profession is one of public service, and I am so proud of our organization stepping up for service in our most recent response to the disasters resulting from Hurricanes Harvey, Irma and Maria.

In Planning, we continue to drive forward with a focus on our 4 P's - People, Processes, Projects, and Program to support the Civil Works Program. When you have clearly articulated program goals and processes, great people, and a sharp focus, quality projects will result.

We also have 225 planners certified in at least one area for Agency Technical Review capable of conducting and managing technical reviews. These folks are resources for the entire community – not just when putting together a Review Team.

I have said Planning is where the future begins. The work that you, Corps Planners, have done, currently do and what you will do is absolutely essential to achieving our Civil Works mission in service to this Great Nation.

Planners are at the heart of delivering a quality Civil Works Program, and as we move into FY18, I wanted to underscore your value to the organization – and the resources that you have in each other.

Clearly, we are leading with People! It has been a distinct privilege to serve as Chief of Planning and Policy Division, permanently since 2009 and temporarily before. As I move on from this position, I remain confident that we will continue to deliver valuable, quality solutions to the Nation and our partners. I am so proud of all of the things we have accomplished in these last nearly 9 years: implementing three WRDAs; 72 Chief's Reports signed; a complete reengineering of our Planning process with SMART Planning; reinvigorated Planner Training; establishing ATR Certification and the Certified National Water Resources Planner program; and restored confidence in OUR ability to deliver!

A number of factors are impacting the Nation and the Civil Works Program including global climate variability, demographic, economic and environmental changes that increase both competition for water uses and the numbers of people and property at risk from natural hazards. We support Federal actions for this uncertainty in our planning and decision recommendations. We will continue to adapt how

Last month, I was proud to stand with the Chief of Engineers and Director of Civil Works and recognize the first 34 National Water Resources Certified Planners. These planners are a cadre of highly qualified planners with broad experience and training in Civil Works Planning. These planners have demonstrated a broad variety of experience and training in Corps Planning and set the standard for our profession. If you are looking for a

Essays!

Feature News Items

PCoP NEWS FLASHES

PLANNING COMMUNITY NEWS

Two Chiefs Reports Signed in August

Congratulations to the Project Delivery Teams (PDTs) that have had Chief's Reports signed in August: St. Johns County Shoreline Feasibility Study PDT (Jacksonville District) and Galveston Harbor Channel Extension Feasibility Study PDT (Galveston District). The St. Johns County feasibility study recommends a coastal storm risk management project that includes beach and dune nourishment. The project is intended to address erosion and prevent damages to structures and infrastructure in St. Johns County, FL. The

Galveston Harbor Channel Extension study recommends extending the 46-foot deep Galveston Harbor Channel the remaining 2,571 feet to reach the end of the limits of the authorized and currently maintained 41-foot channel.

Planning Community of Practice's Planner Database Updated

The Planning Community of Practice's Planner Database records, organizes, and reports the knowledge, skills, and abilities of Corps planners filtered by Sub-Community of Practice (Sub-CoP). The Planner Database has recently

been updated to include new menu options making it easier for you to update your profile or apply for Agency Technical Review (ATR) or Water Resources Certified Planner certifications, an expanded Help section, and streamlined Search and Reporting sections.

Up-to-date profiles allow the PCoP to evaluate and report on training metrics (completion of the Planning Core Curriculum), District supervisors to assess the availability of certified planners for ATR or leading complex projects, and more. You can also access the

Corps of Engineers Reviewer Certification and Access Program (CERCAP) roster of ATR reviewers via the Planner Database.

PCoP Hot Topics

Can't wait for the next edition of Planning Ahead? Get the scoop on People, Process, Projects, and Program key initiatives and information from Headquarters in the monthly Hot Topics. Find the latest in your email inbox or on the Planning and Policy SharePoint. To be added to the newsletter email distribution list, email us at hqplanning@usace.army.mil.

Planning Ahead is a quarterly publication of the Army Corps of Engineers Planning Community of Practice. Views and opinions expressed herein are not necessarily those of the Army Corps of Engineers or the Department of Defense.

Previous issues of Planning Ahead can be found on the Planning Community Toolbox: www.corpsplanning.us.



> Planning Community Webinars

The Planning Community of Practice (PCoP) webinar series offers planners and their colleagues an opportunity to share information and learn more about trending topics in Civil Works Planning and water resources development policy, guidance, processes, and tools.

Recent webinar topics include: incorporation of climate change impacts into inland hydrologic analysis and tools available to assist in that analysis; upcoming changes in guidance regarding utility relocations for harbor projects (PGL 44); incorporating risk in planning and the new IWR publication, Planning Manual Part II: Risk-Informed Planning; Mr. Dalton discussing his memo, "Further Advancing the Project Delivery Efficiency and Effectiveness of USACE Civil Works"; opportunities for participation in the Notre Dame of Maryland one-year Risk Management certificate program; updates on planner training opportunities and the USACE Planner Database; web meeting facilitation tips – and more.

Webinars are held the first and third Thursday of each month from 2-3 pm Eastern. Presentations and the Question and Answer sessions from each webinar are archived on the Planning Community Toolbox, and recent webinars are always on the front page of the Toolbox: www.corpsplanning.us.

If there is a webinar topic you believe the PCoP would benefit from, please email your ideas to hqplanning@usace.army.mil.

FIND MORE WEBINARS AT: <https://planning.erdc.dren.mil/toolbox/resources.cfm>

GRAND RIVER ECOSYSTEM RESTORATION STUDY:

EMPLOYING EARLY RISK MANAGEMENT STRATEGIES TO MEET A 3X3 COMPLIANT STUDY

JOHN GROTHAUS SHARES HIS OBSERVATIONS AS LEAD PLANNER FOR THIS KANSAS CITY DISTRICT STUDY

The Grand River Ecosystem Restoration Study was initiated in September 2016, with sponsors including the Missouri Department of Conservation (MDC) and Missouri Department of Natural Resources (MDNR). The Alternatives Milestone Meeting for the study was held in August 2017.

The Grand River is a Missouri River tributary with basin that drains 7,900 square miles of mostly rural and agricultural area in southern Iowa and northwestern Missouri. The basin consists of three HUC-8 watersheds, from west to east: the Upper Grand, the Thompson, and the Lower Grand. The basin, and in particular the Lower Grand watershed, is home to some of the most pristine legacy native aquatic habitats in Missouri. These include large areas of natural

wetlands and bottomland oak forests, cordgrass prairies, and untouched reaches of streams and rivers.

Channelization in the basin during the late 1800s and 20th century resulted in widespread instability of the tributaries and rivers. This caused shifts in sediment deposition patterns; large scale erosion; woody debris and log jams; and progressive destruction of high value habitat on a large scale, causing extensive loss of agricultural lands and damages to public infrastructure. Over 25,000 acres of wetlands have been lost in the Lower Grand, and an additional 24,000 acres of public lands are threatened. As a result, measures and alternative plans revolve around stream restoration, erosion control, alteration of sediment



VIEW OF FALL COLOR ALONG THE UPPER GRAND RIVER NEAR ELAM BEND CONSERVATION AREA, SOUTHERN GENTRY COUNTY. PHOTO: LONNIE MESSBARGER, MDC STAFF

and flow conveyance, and restoration and protection of conservation areas.

Challenges of meeting a target of no more than three years and \$3 million for this study include:

- Navigating uncertainties related to signing the cost

sharing agreement with no prior scoping;

- Maintaining an uninterrupted funding stream when working with two sponsors and three different fiscal year cycles;

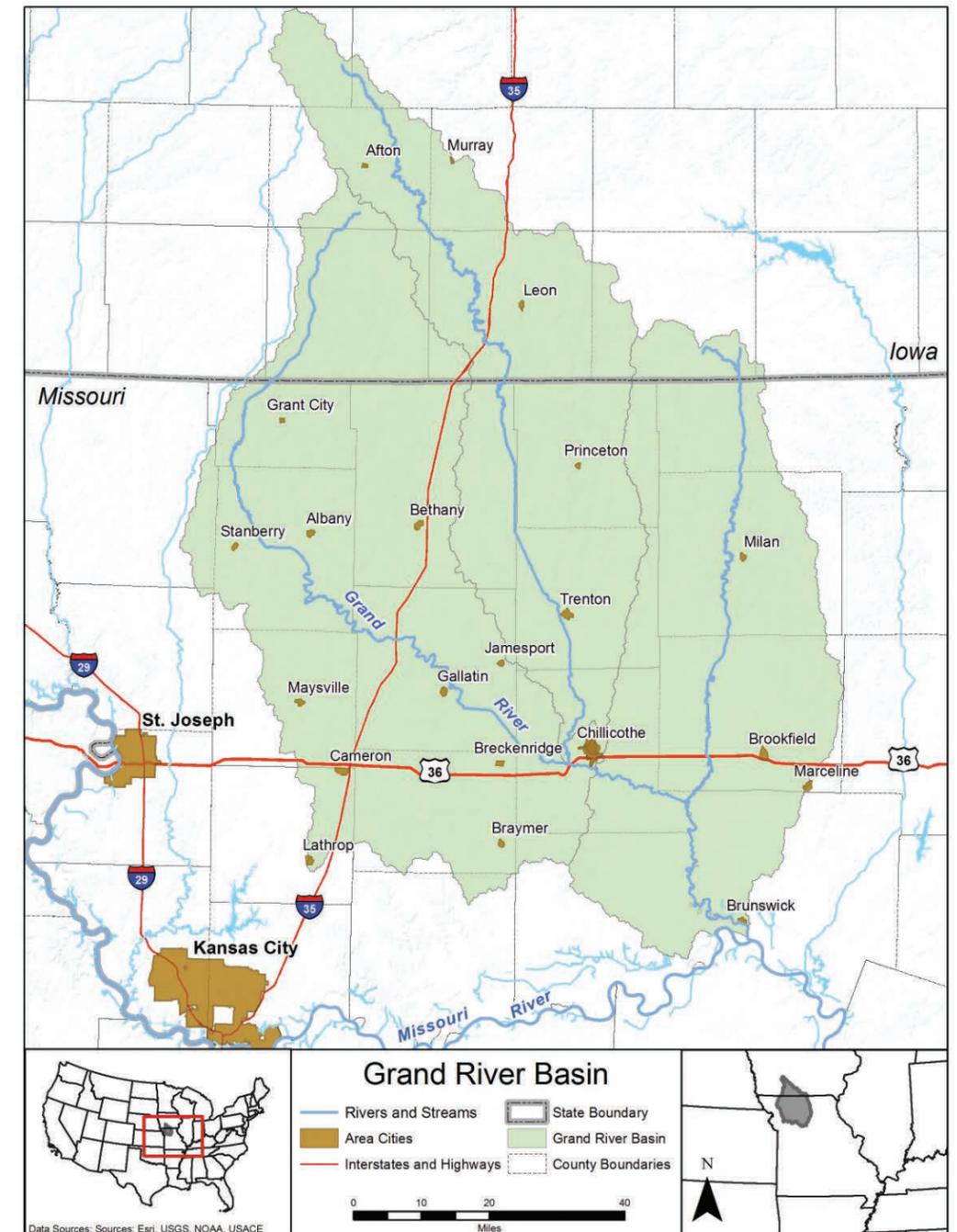
- Incorporating time needed to effectively

collaborate with and garner support from sponsors, other state and federal agencies, the public, and the vertical team;

- Incorporating decisions to develop additional hydraulic and sediment modeling, as well as other engineering and biological efforts to reduce uncertainties in future without project condition (FWOP) and plan formulation decision-making while staying within budget; and

- Keeping dedicated technical resources committed to the study.

The challenges related to this specific study have also led to opportunities. Having a diverse group of resource agencies involved has resulted in the formation of a very robust “Technical Team” of highly qualified experts in close collaboration who share data and conduct analyses needed to develop the FWOP condition and other planning process steps. In addition, an “Executive Team” interacts regularly to make key decisions in a timely manner and deliberate and careful scoping and vetting of all technical analyses proactively ensures that expensive modeling and data gathering is value added to support decisions and reduce uncertainties. This study has also benefited from close, diligent vertical integration among sponsors



and the Project Delivery Team (PDT), the Division, the Regional Integration Team, and the Office of Water Project Review; this integration has resulted in more support for moving forward with recognized risks than in past studies.

Finally, the Decision Log and Risk Register are critical in keeping the PDT focused, prepared, and tracking, as are the scope, schedule, and budget that comprise the Project Management Plan. Documenting as we progress and adhering to a strict

schedule for drafting report chapters and appendices is essential to meeting our study schedule and milestones.



DAM SAFETY PLANNING TAKES THE INTERNATIONAL STAGE

PLANNING INVOLVEMENT IN MOSUL DAM

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An experienced planner, in close partnership with an engineering technical lead, is involved in every Dam Safety Modification Study (DSMS) team. As described in the April 2016 issue of Planning Ahead, Planners bring a unique, comprehensive, and unifying perspective to dam safety study teams and

provide decision makers the knowledge and tools with which to make sound decisions. This issue's cover story explores how Corps planners have a unique opportunity to expand the use of their expertise and help national and international partners in solving dam safety problems.

In February 2017, a letter from the Iraqi Minister of Water Resources was sent to the U.S. Ambassador of Iraq, requesting the Corps "perform a DSMS to assist efforts to determine future actions appropriate to assure the safety of Mosul Dam". Jay Aya-ay, a Huntington District Planner providing support to the Dam Safety

Modification Mandatory Center of Expertise (DSMMCX), and Darin White, Lead Engineer, have been tasked with leading an interdisciplinary study team to complete a DSMS for Mosul Dam following the intent of our dam safety and planning guidance. The credibility of our open and deliberate process is what led



the Government of Iraq to request our support.

Mosul Dam was constructed in the mid-1980s – a huge and well-built modern structure that rests upon an extremely problematic geologic foundation. The Iraqi government recognized these foundation defects and made provisions for continuously pumping grout (a mixture of water and cement) into the ground under the dam. Although grouting was found to be partially effective, it does not address all problem areas, has been interrupted by conflict in the region, and provides for only a narrow defense against a broadly erodible foundation. If Mosul Dam were to fail, there would be significant consequences to the City of Mosul, population 1.5 million, located only 32 miles downstream. In the event of failure, a giant flood

wave would arrive at the city in a matter of hours, providing little time for warning residents to move out of harm's way. Results of a risk assessment indicate potential loss of life of dam failure is well over 100 times that of the highest risk dams in the Corps portfolio.

Given these concerns, the DSMS team was directed to complete the study within an approximate one-year timeframe (the typical target for a DSMS is three years). However, the DSMS progress will be slowed in order for the team to make use of new information from the current grouting efforts supported by USACE. The slowdown will allow the Project Delivery Team (PDT) to gain a more complete understanding of the underlying geologic conditions, a key uncertainty in the project risks. Once this information is available the PDT will commence

the study, continuing to characterize substantial uncertainties around performance of the dam while recognizing the challenging social and political environment and the important role that Mosul

Mosul Dam region – requires dedication and diligence from each team member, the Corps vertical team, other U.S. government agencies, and Iraqi government representatives. The planning representatives

IF MOSUL DAM WERE TO FAIL, THERE WOULD BE SIGNIFICANT CONSEQUENCES TO THE CITY OF MOSUL, POPULATION 1.5 MILLION, LOCATED ONLY 32 MILES DOWNSTREAM.

Dam plays in addressing the water resources needs of Iraq, such as water supply and power production. Working on a fast-tracked DSMS for a project in a foreign country with a virtual PDT – while navigating through the potential cultural and political challenges present in Iraq and the

are the key PDT members with the skillset needed to communicate and deliver the decisions and recommendations that will lead to completion of this DSMS. We look forward to presenting the results of the Mosul Dam DSMS in the future.

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RISK MANAGEMENT CERTIFICATE PROGRAM

IMPROVING KNOWLEDGE, SKILLS, AND ABILITIES

For the past three years USACE has conducted a pilot program with the Notre Dame of Maryland University (NDMU), offering their Risk Management Graduate Certificate program for USACE participants. This program consists of six accelerated graduate level on-line courses to be completed in just under one-year and has been supported by the Dam and Levee Safety, Planning, and Asset Management Communities of Practice (CoPs). Sixty students have completed the program to date; the most recent cohort began the program in August.

The Risk Management Program through Notre Dame of Maryland University was developed by Professor Charlie Yoe, a former USACE economist and planner. The program is tailored for professionals responsible for complex risk analyses. The Planning Ahead team asked Dan Linkowski, economist with the Chicago District who recently completed the certificate program, what he learned from the program and how it has helped him in his role as a district economist.

1 WHAT LESSONS DID YOU LEARN DURING THE CERTIFICATE PROGRAM THAT WERE PARTICULARLY APPLICABLE TO YOUR WORK AT USACE?

The most important lessons I learned involved the estimation and communication of uncertain information. As an economist who specializes in flood risk management analyses, I evaluate projects

based on the anticipated frequency of flooding, the performance of existing or new infrastructure, potential reactions of the local population, and the value of and susceptibility of damage to the assets within the area of interest. These inputs involve varying amounts of uncertainty, which needs to be clearly assessed and communicated with stakeholders and decision-makers. This program enhanced my skills in utilizing theory and tools for application (Palisades Decision Tools) to better understand, explore, and express uncertainty. Additionally, these tools can be used to quickly perform sensitivity analyses which help a project delivery team (PDT) focus on inputs critical to the decision at hand.

2 OF THE SIX COURSES, WHICH DID YOU FIND MOST USEFUL OR WOULD YOU RECOMMEND TO FELLOW PLANNERS WHO MIGHT BE CONSIDERING DIFFERENT

CONTINUING EDUCATION OPPORTUNITIES?

The Uncertainty course focused on the value of compartmentalizing knowledge uncertainty and natural variability as a way of better understanding the root causes of our overall uncertainty. This course also provided a foundation for using and selecting probability distributions for various purposes, which is especially helpful when trying to express uncertainty to stakeholders, decision makers, and other PDT members. The Quantitative Risk Assessment course was next, building on theory through the construction of a quantitative risk assessment model of the students' choosing. For me, application is critical to retention, so this was an extremely important course.

If you are not as heavily involved in the technical aspects of risk analysis, the Risk Management, Risk Assessment, and Risk



Communication courses may be the most valuable for your needs. These courses provide professionals with an improved understanding of how to effectively lead, interpret, and communicate these processes and resulting information.

3 DID THE PROGRAM CHANGE THE WAY YOU APPROACH YOUR WORK? HOW?

The biggest change I have noticed so far in the way I approach my work is my willingness and confidence

in broaching these topics with those less familiar with probabilities and risk analysis. The knowledge and critical thinking skills fostered in this program have improved my ability to communicate the importance of risk and uncertainty verbally, graphically, and narratively. In fact, it has helped me to better express this type of information in report documentation and presentations.

4 DO YOU HAVE ANY RECOMMENDATIONS FOR OTHER PLANNERS

ON HOW TO APPLY THESE LESSONS OR THINK ABOUT RISK MANAGEMENT IN THEIR WORK?

One of our primary challenges as planners is to develop and present imperfect information to decision-makers who prefer to have the answer, not ranges or distributions. One of my recommendations to other planners is to force the conversation away from the number to our best probabilistic estimate. While it may be counterintuitive,

this shift should eventually lead to increased confidence in our work as an agency. This is something many of us have heard Professor Yoe (and others) preach repeatedly, but it should be taken to heart. We are dealing with highly uncertain information in all of our mission areas and the focus on faster and cheaper will not likely improve our certainty, but we can develop meaningful risk-informed analyses which will help us continue to provide valuable and wise investments for the nation's many engineering needs.



PROJECT MANAGEMENT & PLANNING

WORKING TOGETHER ON PROJECT DELIVERY



Andrea Bias-Streat, Deputy Leader for the USACE Program and Project Management Community of Practice (CoP), and Greg Kohler, a Project Manager (PM) from St. Louis District, participated in a 2017 PM-Planning Working Group discussion to address early scoping challenges and improve communication between the respective CoPs. They share some general observations to consider when initiating a study.

and navigating tight schedule and budget constraints.

Making difficult decisions with limited information is a familiar challenge to PMs and planners. We never have enough time or enough money to completely eliminate uncertainty. However, a shared responsibility of PMs and planners is to help teams determine what level of uncertainty is acceptable, how to reduce uncertainty to an acceptable level, and then make decisions accordingly.

A related challenge for planners and PMs is risk management, which is an important part of managing a feasibility study. One risk that is of particular concern to the PM community (and the agency as a whole) is cost growth of Civil Works projects. As the first phase in the life cycle of a Civil Works project, the planning phase is extremely important as it determines the authorized cost of a project. Risks associated with the

estimated project cost should be tracked closely during the planning phase and the documentation of these risks (via the risk register, for example) should be carried over into the implementation phase.

While cost growth is a concern from a life-cycle perspective, managing the cost and schedule of the study itself presents its own set of challenges. We often think of the schedule and budget as the primary responsibility of the PM. However, successfully keeping the study on schedule and within budget is easier when the PM, planner, and sponsor share some accountability for the schedule and budget. Our current 3x3 constraints make this concept even more important.

One quality that planners and PMs often share that can help overcome these challenges is the ability to act as integrators. Throughout the course of any project,

successfully integrating diverse information, people, and ideas is essential. This ability is especially important during planning studies, where complex technical and policy issues often have to be woven into a coherent report that presents defensible recommendations. We often hear planners refer to this successful integration as “telling the story.”

While the challenges that can prevent the successful delivery of projects are formidable, we believe the PM and planning communities have the right people with the right skillsets to overcome these challenges. Completing quality feasibility studies that include risk-informed cost estimates will lay the groundwork for the successful delivery of future Civil Works projects. As communities of practice, we will work together to continue to refine our tools, processes, and training to facilitate that success.

LOOKING BACK: 5 YEARS OF SMART PLANNING

The SMART Planning approach to Civil Works Planning was borne out of a desire to deliver on the Corps’ commitments to the nation to complete high quality feasibility studies with shorter timeframes and lower costs. In early 2012, the Deputy Commanding General for Civil and Emergency Operations directed implementation of a new process – SMART (Specific, Measurable, Attainable, Risk Informed, Timely) Planning – for conducting feasibility studies for water resources development projects.

The SMART Planning process is intended to improve and streamline feasibility

studies, reduce their cost, and expedite their completion. The process is intended to make better use of appropriate Corps staff and resources by focusing on the projects that demonstrate the greatest value to the nation in order to more efficiently advance recommendations of projects to Congress for authorization.

There are some key changes to the way the Corps conducts feasibility studies under SMART Planning.

Districts retain responsibility for executing studies. However, a coordinated District, Division, and Headquarters vertical team are proactively engaged

throughout the process in a One-Corps approach to identify and resolve policy, technical, and legal issues early in the process. Non-federal study sponsors remain partners throughout the process.

A full array of alternatives that meet the project objectives are considered and evaluated. The draft feasibility report and environmental documentation released for public comment will reflect the Tentatively Selected Plan. Feasibility-level design work will come after the public, technical and policy review and affirmation of the Tentatively Selected Plan as the agency recommended

plan, and may include a Locally Preferred Plan (LPP) if appropriate. Feasibility-level design will focus on the level of detail required to support a recommendation by the Chief of Engineers for authorization of a Civil Works project.

Final feasibility studies will have adequate level of detail required by law and regulation for a Chief’s Report and recommendation to Congress for an authorized project. However, the approach to level of detail, data collection, and models throughout the process must be based on what is necessary to conduct and deliver that feasibility study.

What’s New on the Planning Community Toolbox

The Planning Community Toolbox is the “go to” website for current Planning policy and guidance and links to the tools that can support planners and planning decision making.

The PCoP works with the USACE Institute for Water Resources and others to produce handbooks and manuals useful to planners in the field and our partners. Two of these are highlighted on the Toolbox front page. Planning Manual Part II: Risk-Informed Planning documents the state of the practice in risk-informed planning.

It is a continuation of the original Planning Manual, published in 1996. SMART Planning Feasibility Studies: A Guide to Coordination and Engagement with the Services provides an overview of the SMART Planning process and demonstrates how key environmental coordination and compliance activities fit into that process. The Guide highlights opportunities for engagement and coordination at all stages of a planning study, re-emphasizing the need for early coordination.

New policies and guidance applicable to planning are

available on the front page under Policy and Guidance Updates. Recent additions to the Toolbox include the Director of Civil Works Memo: Further Advancing Project Delivery Efficiency and Effectiveness of USACE Civil Works; Engineering and Construction Bulletin 2017-05: Managed Overtopping of Levee Systems; Engineer Regulation (ER) 1165-2-504: Construction of Water Resource Development Projects by Non-Federal Interests; and ER 1105-2-101: Risk Assessment for Flood Risk Management Studies.

Want to brush up on Planning Essentials? The course is available (with CAC access) from the homepage or the Training section of the Toolbox. You can also explore other planning-related PROSPECT courses on the Toolbox.

Looking to spread your wings? Job openings across Planning are frequently posted on the Toolbox’s home page under Notices.

Visit the Toolbox online at www.corpsplanning.us.



2017 PLANNING ASSOCIATES COMPLETE YEAR-LONG TRAINING

Before the 2017 Planning Associates graduation, we asked for participants' feedback to several questions about their Critical Think Piece (CTP) assignment, how it supports the Planning Community of Practice (PCoP) and others, and future opportunities they foresee in providing ongoing support as PA graduates.

1 WHAT IS THE TOPIC OF YOUR CRITICAL THINK PIECE (CTP) ASSIGNMENT? HOW DOES IT POTENTIALLY HELP THE PCOP, OTHER COMMUNITIES OF PRACTICE (COPS), OR OUTSIDE INTERESTS?

implementation. Shift to broader, systems thinking across project types, business lines, benefit categories, and watershed perspectives to better support our nation, customers and communities, preserve our environmental resources for future generations, and stay competitive globally.

2 HOW DO YOU EXPECT TO APPLY LESSONS FROM THE PLANNING ASSOCIATES PROGRAM IN YOUR HOME OFFICE?

By being a better resource to other planners, PDT members, and others in the District outside of Planning. The knowledge and skills I've gained this year allow me to also take on different kinds of planning work than I have done in the past which helps my District in the long term.

The Planning Associates Program is an advanced training opportunity in water resources planning offered by the U.S. Army Corps of Engineers to broaden planners' competencies in solving complex water resources problems and challenges, and to strengthen their leadership talents. The Program curriculum is rich in team building, leadership training, experiential training in the Corps' Civil Works business functions, case studies, individual and group projects, instructional training and experiences, and many networking opportunities with leaders from the public and private sectors.



NICK LUTZ

How to revise our metrics and decision-making processes

to better account for traditionally non-monetized concerns within planning and budgeting arenas.

CHERIE PRICE

Taking sustainability beyond words, demonstrating the need to evaluate projects within a sustainability and integrated water resources context, and outlining draft ideas for phased



Resources (IWR) planning support tools and other USACE/IWR efforts. I also plan to bring back lessons learned and innovative ideas to inspire more IWR PA applicants.



RACHEL GRANDPRE

I will share my CTP at a Collaboration and

Public Participation (CPP) CoP webinar, and plan to utilize what I learned as I help with Institute for Water

Resources (IWR) planning support tools and other USACE/IWR efforts. I also plan to bring back lessons learned and innovative ideas to inspire more IWR PA applicants.



CONGRATULATIONS TO THE 2017 PLANNING ASSOCIATES CLASS

Each PA undertakes a program-long capstone project to examine and apply their experiences as a PA:

Rachel Grandpre, IWR
"OVERCOMING DISCIPLINARY SILOS: BARRIERS AND STRATEGIES"

Nick Lutz, LRL
"DECISION, DECISIONS: EVALUATING NONMONETARY METRICS"

Matthew Schrader, SAJ
"IMPROVING SMART FEASIBILITY STUDY AND MILESTONE DECISION QUALITY - A FOCUS ON COMMUNICATION"

Donald Kramer, NWS
"UNDERSTANDING TIMING OPTIONS FOR 3X3X3 RULE EXEMPTION REQUESTS"

Cherie Price, MVN
"TAKING SUSTAINABILITY BEYOND WORDS - ARE WE READY?"

Karen Zelch, NWW
"AN INTEGRATED APPROACH TO SMART PLANNING TRAINING AND PROJECT DELIVERY"

3 ARE THERE OTHER WAYS YOU PLAN TO GIVE BACK TO THE PCOP/USACE BASED ON YOUR PA EXPERIENCE?



Regional Center of Expertise (RSM-RCX) headquartered in the South

MATTHEW SCHRADER
I work with the Regional Sediment Management

Atlantic Division and was particularly interested in learning how each division and business line was

employing RSM. I saw a lot of innovative uses of, and opportunities for, RSM across USACE and am looking forward to furthering its use throughout the agency.



KAREN ZELCH
I hope to get involved in larger efforts in USACE transformation related to project delivery and knowledge management.



FIRST NATIONAL WATER RESOURCES CERTIFIED PLANNERS ANNOUNCED

The Planning Community of Practice is pleased to announce the selection of the 2017 cadre of national Water Resources Certified Planners, a group of highly qualified plan formulators, economists, environmental specialists and cultural resources specialists.

The Water Resources Certified Planner (WRCP) program was established to set a standard of excellence for the Corps planning profession and develop a critical resource for others in the Planning Community to provide assistance in carrying out complex studies.

Certified Planners have committed to helping with studies in other Districts, completing continuing education, and giving back to the planning community; therefore, Project Delivery Teams (PDTs) facing challenges on their studies are encouraged to search for and reach out to Certified

Planners for assistance. Certified planners are expected to support planning activities by mentoring individuals; advising PDTs, Districts, Divisions (MSCs), or Headquarters; conducting reviews; serving on task forces; and providing input on policy and process.

In this first group of national Water Resources Certified Planners, you will find: planners represented from six of the eight MSCs; five Division planners; one planner from Headquarters; and twenty-three planners that are also certified for Agency Technical Review (ATR) in one or more disciplines. Approximately half the group are also Planning Associate graduates.

To be selected, applicants demonstrated planning expertise in planning experience, knowledge of process and policy, education and training, and communication, mentoring,

and leadership. The rigorous selection process required that applicants submit a statement detailing their qualifications, validated by their supervisor and

APPLICANTS DEMONSTRATED PLANNING EXPERTISE IN PLANNING EXPERIENCE, KNOWLEDGE OF PROCESS AND POLICY, EDUCATION AND TRAINING, AND COMMUNICATION, MENTORING, AND LEADERSHIP.

reviewed by MSCs. Selected applicants moved onto the essay and interview stage of the application process and screened applicants were interviewed by selection panels that included three MSC Planning and Policy Chiefs. Based on their qualifications statements, essays, and interviews, applicants were recommended to the Planning Advisory Board for final confirmation.

Novice and journeymen planners are encouraged to consider certification as a Water Resources Certified Planner as a career goal, as you build experience

and expertise in water resources planning. For those interested in becoming a certified planner, self-nominations will be accepted during the application period in early Fiscal Year 2018 via the Planner Database. To learn more about the application process, please check the Planning Community SharePoint for updates.



CONGRATULATIONS TO THE 34 PLANNERS FROM ACROSS THE AGENCY RECOGNIZED FOR THEIR PLANNING KNOWLEDGE, PLANNING EXPERTISE, AND LEADERSHIP.

Nicholas Applegate
Sacramento District

Craig Forgette
Buffalo District

Andrew MacInnes
New Orleans District

Monique Savage
Saint Paul District

Samantha Borer
Jacksonville District

Brad Foster
Jacksonville District

Judy McCrea
South Pacific Division

Brook Schlenker
Sacramento District

David Bucaro
Chicago District

Jerry Fuentes
Sacramento District

Rachel Mesko
Seattle District

Heather Schlosser
Los Angeles District

Kimberly Carsell
Sacramento District

Miki Fujitsubo
Sacramento District

Greg Miller
Mississippi Valley Division

David Schulenberg
Buffalo District

Susan Conner
Norfolk District

Elden Gatwood
Wilmington District

Karen Miller
Huntington District

Sara Schultz
Sacramento District

Mark Cowan
Sacramento District

Alicia Kirchner
Sacramento District

Jason Norris
Great Lakes and Ohio Rivers Division

Leigh Skaggs
Headquarters

Mark Doles
Albuquerque District

Camie Knollenberg
Saint Paul District

Patrick O'Donnell
South Atlantic Division

Greg Steele
Norfolk District

Craig Evans
Saint Paul District

Rhiannon Kucharski
Sacramento District

Marshall Plumley
Saint Paul District

Brad Thompson
Omaha District

Tim Fleeger
Northwestern Division

Eric Lynn
Kansas City District



Is there going to be a replacement for the Civil Works Review Board?

On June 21, 2017, Director of Civil Works James Dalton issued a memorandum for MSCs and Districts on the subject of Further Advancing Project Delivery Efficiency and Effectiveness of USACE Civil Works. Mr. Dalton directed a comprehensive organizational review of current authorities, policies, regulations, and procedures to identify opportunities for enhanced project delivery and increased organizational efficiency and effectiveness. Among other changes, this memo directed that Civil Works Review Boards (CWRBs) would be discontinued immediately because sufficient reviews and assessments on projects existed without convening a special board for each project.

At this point, we do not envision a replacement meeting for the Civil Works Review Board. Senior executives will be engaged at the Agency Decision Milestone (ADM) meeting to agree on an agency-supported plan and a path forward to the final decision document. Non-federal sponsors, who are our partners in the feasibility study and ultimately the water resources project, will continue to be engaged throughout the entire project – from the beginning of the study, through the ADM, to the submittal of a final feasibility report package to HQ, and beyond.

The decision that was previously made at the CWRB – the determination of readiness to release the proposed Chief’s Report, accompanied by the final feasibility report and NEPA document for State and Agency and final NEPA reviews – will now be made without convening a CWRB. It was – and remains – standard operating procedure for the Office of Water Project Review (OWPR) to brief the Deputy Commanding General for Civil and



JAMES DALTON, DIRECTOR OF CIVIL WORKS

Emergency Operations or the Director of Civil Works following the OWPR policy assessment of the final report package. This briefing will provide the information needed to determine readiness to release for State and Agency review and final NEPA review without convening a CWRB. At this briefing, there is no expectation of a presentation by the District Commander or the MSC Commander. The commanders may be called upon to respond to questions or to provide information or perspective. Attendance by the Commanders is not mandatory and any questions requiring input from the commanders can be provided for later response. Unlike a CWRB, the DCG-CEO briefing does not include the non-federal sponsor, representatives from technical review panels, or other external parties.

WE WANT TO HEAR FROM YOU

QUESTIONS, COMMENTS, CONCERNS, ANXIETIES — IF YOUR QUESTION CAN HELP FELLOW PLANNERS, EMAIL US AT HQPLANNING@USACE.ARMY.MIL AND MAYBE YOU’LL SEE IT HERE.