

PLANNING *ahead*

Summer 2024 - Issue 02

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

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



VIEW FROM THE TOP

MESSAGE FROM SUSAN (LAYTON) WERNING

I hope that your summer has started well, with some relaxation and family time on your schedule. Summer is a time to charge your batteries. We all need that down time, because on the professional side, our planning community is busier than ever! With over 100 active large studies now and on-track for 19 Chief's Reports and 4 Director's Reports completed for inclusion in WRDA 24, we are on fire!

It is the job of our PCoP team at Headquarters to provide the tools needed for Planners to do their jobs. We work closely with our Civil Works experts throughout the agency to make this happen – our Office of Water Project Review (OWPR) teammates communicate the triumphs and obstacles within our project execution so that we can communicate and amend process, our senior policy advisors coordinate proposed and newly released guidance, our colleagues at the Institute for Water Resources and Engineer Research and Development Center (IWR and ERDC) are conducting research and testing new ideas to develop tools that enhance

our analyses, and our Regional Integration Teams (RITs) are keeping us updated on the full project life-cycle so that we can monitor post-planning project execution. This is all occurring while the number of active and ongoing studies has increased steadily over the past five years.

With such a large active portfolio comes a lot of opportunity to view our planning process in action – and evaluate what is working well and what is not. That is the goal of our Planning MAP (Modernize, Adapt, Partner) effort. We are hoping to maintain and optimize those things that are going well, and “adjust course” in process areas with repeated frustrations and road bumps. In addition to our five primary lines of effort - Planning Process, Policy and Guidance, Culture and Communication, Automation, and Quality Planning – we have specialized sub-teams looking at areas such as vertical team alignment memorandum improvement, design maturity, and preparation for the publication of the agency specific procedures final rule (ASPs). These teams

are looking beyond what is happening now, and thinking about how we will need to evolve to execute efficiently as our portfolio continues to expand and our guidance evolves over the next 2-10 years and beyond.

The PCoP is also investigating the use of Artificial Intelligence (AI) in our Planning community. With the help of experts at IWR and ERDC, we are diving into the possibilities of what COULD we do and what SHOULD we do to use AI to streamline our planning execution. This is a tricky topic, as it includes not only technology (including permissions and licenses) but also ethics and trust issues. Lots more to come on this topic – we want to leverage available technology but do so in an appropriate and meaningful manner. Lots more to come on this topic.

So, while you take a break and recharge this summer, know that your PCoP team is “Planning Ahead” to prepare our Planners for the opportunities of the future.



SUMMER 2024 FRONT COVER — AERIAL VIEW OF THE CAPE FLORIDA LIGHTHOUSE, KEY BISCAYNE, FLORIDA — HOME OF THE KEY BISCAYNE COASTAL STORM RISK MANAGEMENT FEASIBILITY STUDY (SOURCE: ISTOCK)



PCoP NEWS FLASHES

PLANNING COMMUNITY UPDATES

New Air Quality & Greenhouse Gas Emissions Analysis Sub-CoP

The New Air Quality (AQ) & Greenhouse Gas (GhG) Emissions Analysis Sub-CoP (AQ/GHG Sub-CoP) Knowledge Management Portal site is now active.

The AQ/GHG Sub-CoP site

is the one-stop location for all of the resources from the Sub-CoP including the Net Emissions Analysis tool (NEAT), guidance documents, checklists, analysis examples, and other resources.

Final Phase 2 NEPA Rule Published

The Council on Environmental Quality (CEQ) finalized its “Bipartisan Permitting Reform Implementation Rule” which reforms, simplifies, and modernizes the federal environmental review process under the National Environmental Policy Act

(NEPA). This final rule wholly replaces the current NEPA implementing regulations (40 CFR 1501 through 1508) that were published 16 July 2020. To read more about NEPA and the ruling, visit CEQ’s [NEPA.gov](https://www.cebq.gov) website or explore the [Planning Community Toolbox’s NEPA collection](#). The final rule was [published in the Federal Register](#) on 1 May 2024 and applies to any NEPA process begun after 1 July 2024.

Updated Planning Assistance to States Resource

[An updated Planning Assistance to States \(PAS\) factsheet has been published](#), providing new and relevant context to the program and its associated waivers, templates, and guidance. The factsheet provides an overview of the program and details about how PAS can support state water resources management

plans and provide technical assistance to states, groups of states, local governments, regional coalitions of governmental entities, federally recognized Tribes, and U.S. Territories. Other resources relevant to the PAS program, such as example fee waivers, implementation guidance, and a PAS FAQ can be found on the [Planning Community Toolbox](#).

New Environmental Justice FAQ

A [new USACE Planning and Policy Division Environmental Justice FAQ](#) has recently been developed to clarify common issues that are encountered by project delivery teams. Along with extensive answers to nine relevant questions, the document also includes links to essential resources such as the Communication Planning Workbook, the “Determining

Stakeholder Engagement Level” worksheet, and applicable IWR Reports.



PCoP Hot Topics

Can’t wait for the next edition of Planning Ahead? Get the scoop on key initiatives and information from Headquarters on investing in our people; implementing clear and efficient guidance and processes; and demonstrating readiness and meeting our partnership commitments in the monthly PCoP Hot Topics newsletter. Find the latest in your email inbox or on the Planning CoP SharePoint. To be added to the newsletter email distribution list, email us at hqplanning@usace.army.mil.

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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. Recent additions of interest include:

- **New Tribal resources are available** on the [Planning Community Toolbox, Tribal Liaisons page](#). The 5th edition of “How to Plan a Water Resources Project With the US Army Corps of Engineers: A Guide for Tribal & Alaska

[Native Village Governments](#)” provides Tribal partners with the knowledge to better collaborate with USACE, along with insights and guidance on the procedures that go into developing a water resources project.

- Five updated Chief’s Report templates have been released and are now available on the [Templates and Checklists page on the Toolbox](#). These newly revised templates are accompanied by an updated

Instructions for Chief’s Report Templates overview document. These updates include more specifics on non-federal sponsor Lands, Easements, Rights-of-Way, and Relocations (LERR) requirements.

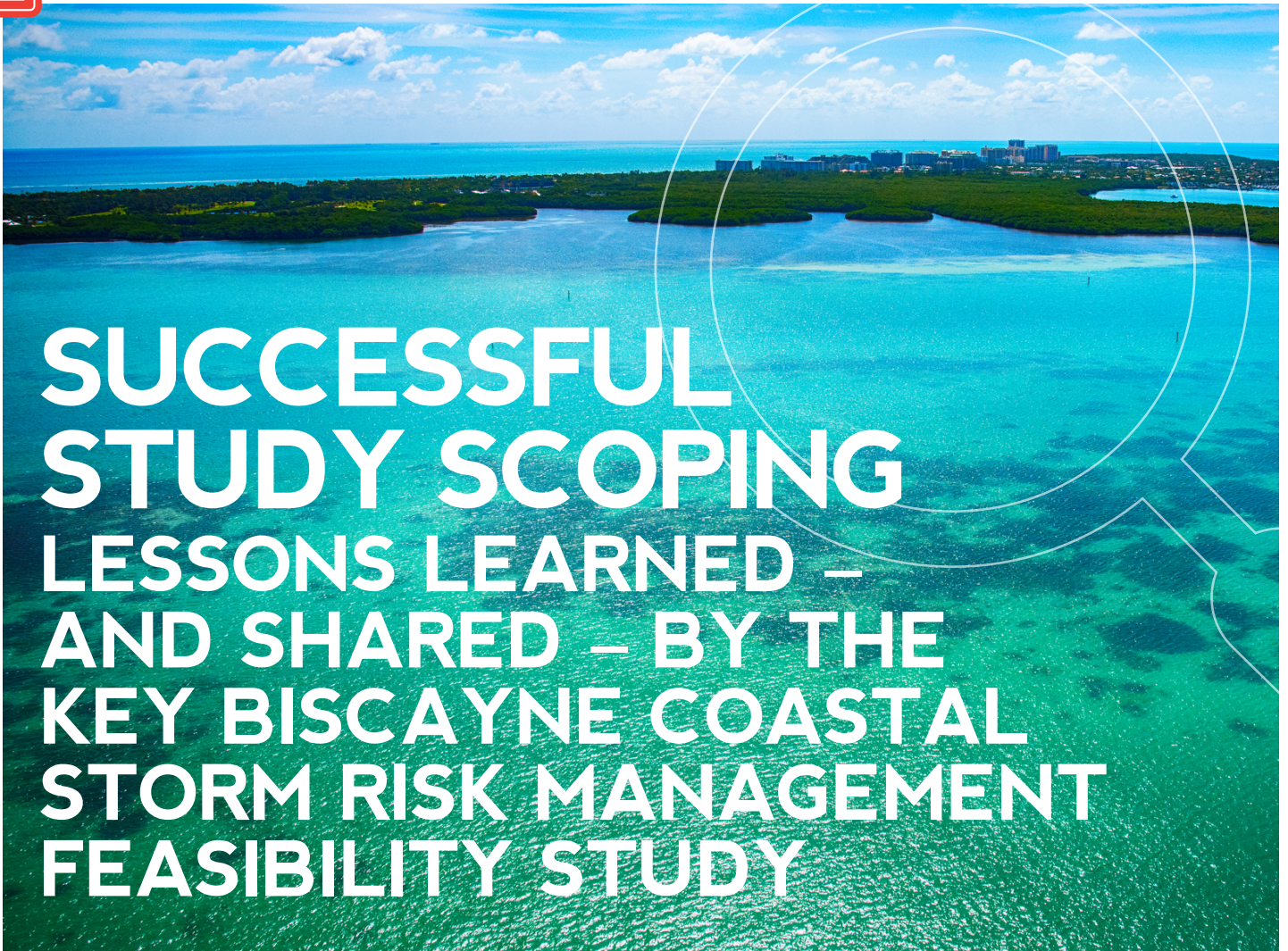
- Relevant **Nonstructural Flood Risk Management** resources are [no available on a new page on the Tool box](#), including

links to nonstructural guidance, the USACE Nonstructural Working Group, a variety of case studies and best practices, and more.

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 <https://planning.erdc.dren.mil/toolbox/index.cfm>



SUCCESSFUL STUDY SCOPING LESSONS LEARNED – AND SHARED – BY THE KEY BISCAYNE COASTAL STORM RISK MANAGEMENT FEASIBILITY STUDY

4

PICTURED ABOVE: THE ISLAND TOWN OF KEY BISCAYNE, FLORIDA

Amy Thompson, the study's Lead Planner for Jacksonville District, and Leigh Skaggs, a Water Resources Certified Planner and planning mentor that worked with the team, shared some of their keys to success.

All USACE feasibility study project delivery teams (PDTs) understand that developing accurate and sufficient study scopes, schedules, and budgets at the outset of the feasibility study process can be a challenge. From the complexity of the study to the timing and

availability of funding to the expectations of having an aligned study scope schedule and budget and reaching the first feasibility study decision milestone, the Alternatives Milestone meeting (AMM), within the first three to six months of a study all put a lot of pressure on a team.

How can PDTs better develop their study scopes, schedules, and budgets while meeting these challenging timeframes? Lessons may be gleaned from the ongoing Key Biscayne, Florida, Coastal Storm Risk Management Feasibility Study, which was

initiated with the signing of the feasibility cost share agreement (FCSA) on 1 November 2023.

1 The PDT was able to “hit the ground running” in terms of being able to work on the study because there was no gap in available labor funds after FCSA signing. Other studies have suffered from lags between FCSA signing and receipt of federal and non-federal funds, so the team has lost momentum or planned team members have had to move to other projects.

2 The PDT completed an initial draft of the “Six Pieces of Paper” (see page 6) to frame the feasibility study’s scope within the first couple months of study initiation by gathering for a full-day workshop. Since the entire USACE PDT was involved, they were able to develop a collective understanding of the study’s problems, opportunities, objectives, and constraints; a narrative description of the future without project condition; an initial list of decision criteria that would be important in



THE KEY BISCAYNE STUDY TEAM COORDINATING DURING THE SCOPING CHARETTE.

evaluating alternatives; a list of key uncertainties; and a list of unique questions important to decision-makers.

3 The PDT conducted a facilitated two-and-a-half-day, hybrid in-person and virtual scoping charrette within the first 90 days of the study, which helped confirm and further flesh out the Six Pieces of Paper with the non-federal sponsor, resource agencies, subject matter experts, and local stakeholders. Jacksonville District supervisors for each of the PDT disciplines, the Coastal Storm Risk Management Planning Center of Expertise, and vertical team members from both USACE Headquarters and the South

Atlantic Division also attended the charrette, lending their expertise.

4 At the scoping charrette, PDT members and stakeholders were spread across teams, each composed of a balanced representation of disciplines and affiliations. Each team tackled a full iteration of the 6-step planning process, including formulating alternatives, evaluating alternatives, and identifying a Tentatively Selected Plan. At the end of the charrette, the PDT had identified and preliminarily evaluated dozens of potential management measures and associated plan formulation strategies.



WHY IS STUDY SCOPING SO DIFFICULT?

Every study is unique to some degree, so it's not easy to just "cut and paste" or ask ChatGPT™ to generate your study scope based on scopes from other studies.

Civil Works projects are complex: While PDT members may be well-versed in the activities required within their own technical discipline, how all the disciplines integrate and affect each other may not be as well appreciated.

The risks that could impact the complexity, length, and costs of study tasks are often not well understood at the beginning of studies.





5 After the scoping charrette, in developing the scope, schedule, and budget for the study, the PDT conducted interactive tasks and scheduled sessions over multiple days, during which study tasks were identified as separate boxes within a huge PowerPoint slide (creating a virtual whiteboard), and then moved items around the slide based on group discussion to show overall workflow, predecessor and successor activities, timelines, etc. This group activity helped PDT members understand the requirements and interrelationships between various tasks.

schedule and budget. The USACE eRisk Register tool was completed as a group activity during these sessions, with the risks and their mitigation strategies vetted with the study's vertical team. The recommended course of action, with accompanying documentation and vertical team support, was presented in the Vertical Team Alignment Memorandum and signed by the MSC Commander within 60 days of the AMM.

7 The PDT itself benefited from having an abundance of expertise. In addition to the experienced Project Manager, Planning Technical Lead, and Engineering Technical Lead, the PDT included multiple economists (with expertise in different models), multiple engineers (with expertise in different engineering disciplines and models), and multiple environmental planners (with expertise in different natural resources, compliance activities, water quality, etc.).

6 After a successful AMM, the PDT met on multiple occasions for half-day sessions to develop several courses of action of varying costs and durations to complete the study. Each course of action considered included the tasks, level of detail and effort, risks, and risk mitigation actions associated with a specific

The "Six Pieces of Paper" exercise can help jump start a PDT's scoping activities in the early days of a feasibility study. The six pieces of paper includes:

1
A WRITTEN PROBLEMS AND OPPORTUNITIES STATEMENT

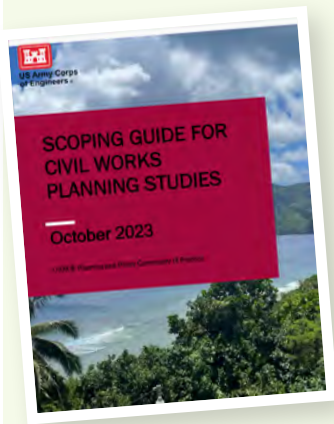
2
A NARRATIVE FUTURE WITHOUT PROJECT CONDITION SCENARIO

3
A LIST OF PLANNING OBJECTIVES AND CONSTRAINTS

4
A LIST OF DECISION CRITERIA THAT WILL LEAD TO THE CHOICE OF A COURSE OF ACTION

5
A LIST OF UNIQUE QUESTIONS TO BE ANSWERED IN THE STUDY

6
A LIST OF THE MOST SIGNIFICANT UNCERTAINTIES



For more tips and tools to assist in study scoping, see the "Scoping Guide for Civil Works Planning Studies" (October 2023).
Version 2.0 of the Scoping Guide, to be completed later in 2024, will include scoping examples for various project purposes/business lines.



TRIBAL PARTNERSHIP AND NON-TRADITIONAL PROJECT OPPORTUNITIES

The Tribal Partnership Program (TPP) has changed since its inception in the Water Resources Development Act (WRDA) of 2000. Originally restricted to just completing studies, the TPP is now a broad authority that allows for technical studies, feasibility studies, and the construction of projects within Indian Country.

The TPP is a high priority of the Assistant Secretary of the Army for Civil Works (ASA(CW)), USACE leadership, and USACE community partners.

After consulting with Tribes, EP 1105-2-64 was published in February, providing districts with guidance for the implementation of the TPP's authorities. The EP compiles the legislative changes to the TPP since its initial authorization in 2000, explains the types of projects allowed under the TPP, and outlines the process of implementing those projects from technical assistance to feasibility studies and construction.

Uniquely, the TPP allows for non-traditional projects and projects with non-traditional elements. A non-traditional project may not fit in a typical USACE water resources mission, but is eligible as a



SIGNING OF A PARTNERING AGREEMENT BETWEEN USACE AND THE GILA RIVER INDIAN COMMUNITY. SOURCE: USACE TNTCX

Indian Country generally refers to lands within a federal Indian reservation, dependent Indian communities, and Tribal member allotments as defined in 18 USC 1151. In general, this refers to lands held in trust or in restricted fee status by the Bureau of Indian Affairs for Tribes; however, districts should work with their Office of Counsel and Real Estate office to determine if the proposed project is primarily within Indian Country, as defined in Engineer Pamphlet (EP) 1105-2-64.

TPP project if 1) it is related to a water resource and 2) aligns with USACE capabilities and core competency and will substantially benefit Tribes. A non-traditional project of \$26 million or less would still be considered a programmatic project under the TPP, and would follow the same process for study and construction as traditional TPP projects.

A proposed non-traditional project can be approved by

the Headquarters Director of Civil Works (DCW), depending on its nature. A non-traditional TPP project that does not meet the two requirements could still be eligible under the TPP; however, the project would need ASA(CW) approval.

One example of a DCW-approved non-traditional TPP project is the construction of a curation facility on Tribal lands, created to house archeological collections from

a USACE water resources project. This TPP effort is related to a water resources project as the archeological material comes from a USACE project, and it falls within USACE capabilities and core competency as facility construction is something USACE does often, thus qualifying it as a non-traditional project.

Regardless of whether their project meets the criteria for a non-traditional TPP project, districts should submit an issue paper through the MSC to HQ for review. If the project is non-traditional, the issue paper will be reviewed and approved at HQ or elevated to the ASA(CW). The district should ensure they have an approved issue paper before signing an FCSA for a non-traditional project.

Districts considering a non-traditional project or with any questions should reach out to Amy Babey, Tribal Partnership Program Manager, and Curtis Sedlacek, Senior Tribal Liaison (Acting). Additional information can be found at the [Tribal Nations Community of Practice \(CoP\) Teams site](#). Those interested in the Tribal Nations CoP can contact their District Tribal Liaison or Curtis.



PLANNER PERSPECTIVE

MAKING THE MOST OF THE MENTOR-MENTEE CONNECTION



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The PCoP's Planning Workforce Development Committee recently established a mentor-mentee matchmaking initiative for members of the Planning Community of Practice. The purpose of this initiative is to pair individuals in the PCoP with a focus on helping those individuals grow and develop in their careers. Since the start of 2024, 27 mentor-mentee pairs have been connected.

The Planning Ahead team spoke with Amy Frantz (HQUSACE Senior Policy Advisor) and Rory Escobedo (Planner with the Regional Planning & Environment Division – South), a mentor-mentee pair who began collaborating this spring, about their motivation for participating in the initiative, their experience so far, and what they are looking forward to achieving in the future.

EXPLORING THE MENTEE EXPERIENCE

What drew you to the mentor-mentee program? Did you have any particular goals for your mentor relationship?

I am very new to Planning and wanted to learn what is possible in planning and what I could learn. I had a goal of making connections within the planning community to see what possibilities there are. Planning can be confusing and has a lot of gray areas, so I wanted to connect with people who have experienced planning to help me.

Have you had any previous mentors? If so, how did those relationships help shape your career?

I am not just new to Planning, but to the Corps in general. So, I wanted to have a lot of mentoring relationships to learn about the Corps as a



Rory Escobedo

Looking forward, what are you most excited about as you continue your mentor-mentee relationship?

I hope to continue a mentor-mentee relationship with Amy as I get more integrated into big projects at the Corps. I want to be able to continue to ask Amy questions and advice on policy.

Do you have any advice for fellow planners who might be interested in finding a mentor in the Planning Community?

I have found from all my mentors that everyone wants to share their experience and guide new planners. I was nervous at first that my lack of planning experience would be on display, but this has shown me everyone has started somewhere.

whole. My other mentors, Lori Wingate and Cathy Shuman, have been very helpful in giving me guidance and sharing their experiences at the Corps.

What have you gotten out of the current mentor-mentee experience so far?

I have learned a lot about how there are so many possibilities within Planning. Amy has done a great job at going through the roles she has held at the Corps, and how I can learn from her projects.



Amy Frantz

Have you had any previous mentees? If so, what did you take away from those relationships?

Besides my former staff (who are all rockstars and you know who you are!), I mentored others. I developed great friendships and great colleagues who I can call on for advice as they move up in the organization. Everyone learns in different ways. You may have to adjust your conversations to tease out the best in them.

What have you gotten out of the mentor-mentee experience so far?

It's really rewarding to see people grow and blossom into the person they are supposed to be. The key is helping them find their passion and niche and helping them through that.

Looking forward, what are you most excited about as you continue your mentor-mentee relationship?

I'm excited to pass on knowledge and experience and to see Rory grow as a person and professional.

Do you have any advice for those in the PCoP who might be interested in becoming mentors?

If you have never mentored before, give it a try. You may be surprised at the relationships you develop and the things you learn from other people and their perspectives.

EXPLORING THE MENTOR EXPERIENCE

What drew you to the mentor-mentee program? Did you have any particular goals for your mentee relationship?

As a former supervisor, I miss the interactions with staff. I hope to share lessons learned, not just from my time in a district, but also to share how the "black-box" of Headquarters really works and how Headquarters is an advocate for teams in the field.

READY TO FIND A MENTOR?

Whether you are interested in expanding your network, wish to strengthen a particular skill set, need help with goal setting and accountability, or are simply seeking encouragement and a willing ear, there are many benefits to having a mentor. Having a mentor allows you to tap into the knowledge and experience of someone further along in their professional journey than yourself.

If you would like to be assigned a mentor from the USACE Planning Community of Practice, please complete the PCoP Mentee Questionnaire form (found on the [PCoP Knowledge Management Portal site](#) in the "Planners - and Planning Teams - We Want to Hear From You!" announcement under the News section) and email it to Michelle Zulauf. The Planning Workforce Development Committee will review submissions on a rolling basis and match you with an experienced planner who meets your mentoring needs.

> 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.

The series provides an opportunity to discuss important and timely topics for the field. Several recent webinar topics are highlighted below.

Webinars are held every other Thursday from 2-3 pm eastern. Presentations and the question and answer sessions from each

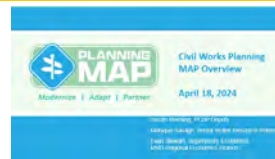
webinar are archived on the Planning Community Toolbox. Recent webinars are always on the front page: www.corpsplanning.us.

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

CIVIL WORKS PROJECT DESIGN MATURITY AND COST CLASSIFICATION: PLANNING THROUGH CONSTRUCTION PHASE (21 MARCH)



CIVIL WORKS PLANNING MODERNIZATION EFFORT - PLANNING MAP (MODERNIZE, ADAPT, & PARTNER) (18 APRIL)



PLANNING CARES: A DISCUSSION ON MENTAL HEALTH & WORK-LIFE BALANCE (MAY 30)



FIND MORE WEBINARS AT:

<https://planning.ercd.dren.mil/toolbox/resources.cfm?id=0&Option=Planning%20Webinars>



Modernize | Adapt | Partner



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THE PLANNING MAP INITIATIVE MODERNIZE, ADAPT, & PARTNER

Planners throughout the nation are working hard. However, with an unprecedented workload and ever-evolving policy and guidance, teams can feel overwhelmed. Because of this, Headquarters Planning leadership believes that there is an opportunity to Modernize, Adapt, and Partner (MAP) to evolve the Planning program. The recently launched Planning MAP initiative seeks to innovate planning processes to more efficiently and effectively produce high-quality products.




Step 1: Analyze Feed Back and Review of the Planning Process

Step 2: Identify Existing Gaps and Challenges

Step 3: Recommend Short and Long-term Goals

Step 4: Identify Barriers and Resistance and Implement Recommendations

Step 5: Measure Effectiveness

Step 6: Achieve Quality Planning Products on Time and within Budget

THE SIX STEPS OF THE PLANNING MODERNIZE, ADAPT, AND PARTNER (PLANNING MAP) INITIATIVE

The Planning MAP initiative aims to ensure that Civil Works processes and products managed by Planning are effective, up-to-date, and sensibly executed. Informed by the Fall 2023 Planning Improvements survey, MSC-led listening sessions with the ASA(CW)'s Office, and direct input, the initiative has identified several key issues and challenges faced by planners throughout the enterprise.

Five teams have been created to research and analyze different problems within the process and make concrete recommendations for change, with each team focused on a different Planning topic area:

STUDY PROCESS

The goal of this team is to clarify the purpose of the Vertical Team Alignment Memorandum

(VTAM), evaluate current impediments, define the ideal state, and explore opportunities for improvement. Some of the key focus areas revolve around delegation impacts, roles and responsibilities, clearly defined workflow, and expectation management.

POLICY & GUIDANCE

This team is evaluating the existing process for the identification, evaluation, and implementation of new and changing policies.

COMMUNICATION & CULTURE

This team is consolidating areas of misunderstanding of roles and responsibility, misalignment of priorities, and disconnect on risk tolerance and risk-informed decision making.

AUTOMATE PROCESSES

The goal of this team revolves around four objectives: 1) Identify a platform to automate supplemental materials required during the Planning phase (Review Plan, Project Management Plan, VTAM); 2) Identify ways to pull and organize the Civil Works Investigations portfolio data; 3) Identify ways to store and access Civil Works final documents; and 4) Evaluate potential applications of artificial intelligence (AI) tools to perform Planning tasks.

QUALITY PLANNING

This team is developing quality indicators to assess various aspects of planning project execution, intending to define actionable indicators while a study is underway to improve quality delivery.

Teams are charged with crafting recommendations for process improvements and providing them to Headquarters Planning leadership. Afterward, the implementation process will begin, which will include creating guidance, identifying goals, and monitoring progress. These efforts are ongoing, so planners should stay tuned for monthly updates on the activities and opportunities the Civil Works Planning MAP initiative provides. For more information, see the recent [Planning MAP PCoP webinar materials on the Planning Community Toolbox](#) and updates in upcoming monthly Hot Topics newsletters.





PCoP Q+A

The Assistant Secretary of the Army for Civil Works (ASA(CW)) has published a proposed rule to establish Agency Specific Procedures (ASP) for conducting water resources investigations. If adopted, the procedures would broaden planning evaluations to consider opportunities to maximize public benefits across economic, environmental, and social benefit categories.

I've been hearing about new Agency Specific Procedures (ASP) and how they will impact the planning process in the future. What are the new procedures, when will they take effect, and what are teams expected to do if they take effect when a study is already underway?

Agency Specific Procedures are the framework for how Corps planning teams will implement the [Principles, Requirements and Interagency Guidelines for Federal Investments in Water Resources \(PR&G\)](#). Other federal agencies (Agriculture, Interior, TVA, and FEMA) have their own ASP that they use to develop their projects.

The [proposed rule](#) to establish the ASP has been published in the Federal Register and the public comment period on the proposed rule closed in April. The ASA(CW) is considering those comments and plans to publish the final rule before the end of 2024. The procedures will take effect sixty days after the final rule is published in the Federal Register.

The proposed rule notes "The Corps would also apply the ASP to plans, projects, or programs that have not yet issued a Draft Environmental Impact Statement or similar level of documentation on or before any final rule effective date." The ASA(CW) will likely issue guidance about the applicability of the rule to ongoing feasibility studies based on the study's completed milestones. For example, if a study has passed the Agency Decision Milestone, it might continue to a

Chief's Report without needing to abide by the scoping procedures in the ASP. Studies earlier into the process, like those that have not reached a Tentatively Selected Plan milestone may need to ensure they have used formulation strategies to include the plan alternatives required in the ASP.

Regardless of the status of the ASP rulemaking, all teams must follow the [comprehensive documentation of benefits memo](#) and [Engineer Regulation 1105-2-103](#) (Policies for Conducting Civil Works Planning Studies). During senior leader briefings, study teams should be prepared to answer to how the recommendation of a federal project could be different if the ASP were in place. This conversation helps jump start awareness. All Civil Works project development teams need to be aware of the rule's implications and consider the specific applications of the PR&G to USACE processes and decision-making.

[Agency Specific Procedures: Key Information Point & Frequently Asked Questions](#) is a great resource to learn more about the PR&G, ASP, and other related topics.

WE WANT TO HEAR FROM YOU

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