



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
U.S. ARMY CORPS OF ENGINEERS  
441 G STREET, NW  
WASHINGTON, DC 20314-1000

CECW-P

JAN 14 2011

## MEMORANDUM FOR MAJOR SUBORDINATE COMMANDS

SUBJECT: U.S. Army Corps of Engineers Civil Works Planning Program Modernization

1. The purpose of this memorandum is to implement actions to improve our performance in meeting the purposes of the Civil Works Planning Program. It requires all Major Subordinate Commands (MSC) and District Commanders to be more engaged in Planning study execution and strengthening of our planner capabilities. As part of this effort, request all Divisions brief the DCW and myself annually on your respective Planning Program.
2. The U.S. Army Corps of Engineers faces a multitude of challenges in delivering sustainable solutions to the Nation's water resources requirements. The first step of investment decision making is achieved through a planning process that identifies water resources problems and opportunities, formulates and evaluates alternative response solutions and identifies trade-offs. The planning process is crucial to the Civil Works Program. It is a structured, rational approach to problem solving that assists decision makers in recommending appropriate investments that are in accordance with the Federal objectives, laws and regulations. A decision to recommend a project for authorization answers the non-Federal study partners request for Federal water resources design and construction assistance and also reflects the non-Federal interests commitment to share in project costs and meet the items of local cooperation. The Civil Works senior leadership has been meeting regularly with the Assistant Secretary of the Army (Civil Works) to focus on how best to modernize the planning program in order to effectively address 21st Century water resources challenges; to improve project delivery and yield smarter outcomes; to enhance collaboration with Federal, State, local and non-governmental partners; and to strengthen accountability.
3. The Administration, Congress and the Nation evaluate the Corps and Civil Works Program on how well we carry out our Planning Program, specifically the feasibility study process to inform Federal decisions and respond to non-Federal sponsor requests to determine their eligibility for Federal participation in solving their water resources problems. We must therefore assess and challenge ourselves to constantly improve our planning performance. These improvements include updated planning guidance and policy that realizes regional integration goals and concepts (communities of practice, centers of expertise, regional business centers); streamlined/adaptable processes to improve effectiveness and efficiency and to facilitate and support the delivery of products to achieve authorized purposes; and enhanced technical capabilities.



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4. MSC Execution & Accountability: Delivering quality products requires us to make commitments and to honor those commitments. It requires leadership and a more rigorous day to day management of execution of the Planning Program and a more informed development of budgets for feasibility studies. It will continue to be the shared responsibility of the entire project delivery team to ensure that the project management plan (PMP) is used as a continuous management tool to guide planning studies. District leadership must assure that PMPs are up to date, reflect all necessary tasks to complete a technically sound, and policy and legally compliant decision document, and include a risk based project schedule that is aggressive yet reasonable, accurate and coordinated through the vertical team. We should not be making commitments that cannot be kept because they were not carefully conceived nor properly staffed. In Fiscal Year (FY) 2011, we will be monitoring effectiveness through the monthly HQUSACE Program Review Board (PRB) and the quarterly Directorate Management Review (DMR), using existing P2 milestones (Enclosure 1). These milestones were discussed at the November 2010 HQUSACE PRB and are now beginning reported at each HQUSACE PRB.

5. Identification of Pre-Authorization Studies in 2011: I ask that you review your current funded studies to identify through your Regional Integration Teams (RIT) ongoing feasibility studies that can be advanced with vertical team support to take advantage of authorization opportunities that might arise within 2011. These are studies where we can expect to conduct a Civil Works Review Board (CWRB) and complete State and Agency (S&A) review to allow for the completion of a Chief's Report in calendar year 2011. Identification of these studies that are close to the finish line will assist us in managing resources to conduct associated Washington level review activities.

6. Strengthen Planner Capability: The most critical elements of our planning success are the readiness of our planners and our investment in planning human capital. We must focus on building strong planning teams and ensuring that they have adequate skills, resources, and capabilities to develop and deliver projects to meet the needs of the Nation. The Planning Community of Practice has in place a variety of initiatives related to strengthening planner capability and leadership, enhancing planning processes and tools, building strong collaborative relationships and the maintenance and functioning of National Planning Centers of Expertise. I ask that you stay abreast of the progress of these initiatives. Please ensure that all of these corporate responsibilities are integrated into the performance objectives of MSC Chiefs of Planning and Policy and district Chiefs of Planning. It is essential that planning leadership be accountable for training their planners to full qualifications in their respective disciplines using the training opportunities we are providing both locally and corporately. Towards that end, a National Pilot Program for Planner Certification (Enclosure 2) was initiated earlier this month.

7. National Planning Centers of Expertise: The Planning Centers of Expertise (PCXs) were established as national resources and their role has become increasingly important as we

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emphasize planning capability to deliver sound water resource solutions to the Nation. Currently, we are conducting a mission analysis of all USACE PCXs. We know the PCXs are vital to planning quality, execution and capability, but are under resourced. To date, our evaluation has primarily focused on the Inland Navigation and Deep Draft Navigation PCXs. A proposal to increase the production emphasis and staffing of these two PCXs has been presented to the National Management Board and will be presented in the near term during a Command Council meeting. An evaluation of the other four PCXs is ongoing. During this review, we will continue to evaluate appropriate emphasis on roles and responsibilities and alternative operational models for these Centers as well as explore alternative resourcing strategies. Your assistance is needed to assure that expert planners within your Command are available to support the missions of the PCXs (Enclosure 3).

8. MSC Planning Program Briefings: In order to assess individual MSC and overall Corps progress in modernizing the Civil Works Planning Program, request each of you to provide an annual briefing on your MSC's state of planning. The briefing will address the major focus areas of the Planning Program: study execution, planner training, capability and leadership, enhancing planning process and tools, the functioning of National Planning Centers of Expertise, and planners' role in authorization activities including preparation and review of quality WRDA fact sheets and development of implementation guidance and required legislative information. A set of draft template briefing slides is provided as Enclosure 4. A final template will be provided in March 2011. MSC Planning Program briefings will be implemented NLT 4<sup>th</sup> quarter Fiscal Year 2011. Also, Mr. Theodore A. Brown, Chief of Planning and Policy Division, HQUSACE, will be conducting Planning Program reviews with MSC Chiefs of Planning and Policy during the Fiscal Year to assess the quality and timeliness of our products and the effectiveness of our process improvements. These reviews should set the stage for the MSC Planning Program briefings.

9. The staff is in the preliminary stages of identifying pilot projects to inform a vision for future planning that shortens the timeframe for completion of a planning study, and incorporates the general concepts emerging from the revised Principles, Standards and Guidelines, as well as other Administration priorities. They are working with MSC Planning and Policy Chiefs to identify a subset of current studies that have been ongoing for greater than 10 years, in order to facilitate their completion. These efforts are intended to set the stage for a more aggressive approach to future budget decisions in the Investigations program beginning in Fiscal Year 2013. I look forward to engaging you in the development of this process in the coming

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months. The success of the Civil Works Program depends on MSC support and execution of the Planning Program. I appreciate your responsiveness and commitment to the development of a capable workforce and the timely and cost-effective delivery of quality projects.

FOR THE COMMANDER:

Encls

*CDR,  
together we need  
to improve our  
planning capabilities -  
v/r  
Buc*

*v/r*  


WILLIAM T. GRISOLI  
Major General, U.S. Army  
Deputy Commanding General  
for Civil and Emergency Operations

DISTRIBUTION LIST:

COMMANDERS:

Great Lakes and Ohio River Division, CELRD  
Mississippi Valley Division, CEMVD  
North Atlantic Division, CENAD  
Northwestern Division, CENWD  
Pacific Ocean Division, CEPOD  
South Atlantic Division, CESAD  
South Pacific Division, CESP  
Southwestern Division, CESWD

Enclosure 1

HQUSACE Project Review Board  
Planning Milestones<sup>i</sup>

CW050 - Feasibility Scoping Meeting (FSM)  
CW190 - Alternative Formulation Briefing (AFB)  
CW160 - Submit Final Report  
CW245 - CW Review Board (CWRB) Meeting.  
CW270 – Submit Chief's Report

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<sup>i</sup> Reference: Civil Works Program-Specific Information REF 8010G;<https://PMBP.usace.army.mil>



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U.S. ARMY CORPS OF ENGINEERS  
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07 JAN 2011

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Planner Certification Program – National Pilot Program

1. The purpose of this memorandum is to begin implementation of the National Pilot Program for Planner Certification. The objective of the program is to advance the technical capability of each individual planner and the national planning team. This program is a framework for a more results-oriented and diversified workload with increasing levels of technical complexity, responsibility and leadership. The program lays out a path to become an “Expert Planner.” It is anticipated that Expert Planners within the Planning Community will have greater opportunities for nationally significant assignments and career opportunities.
2. Previous efforts to enhance planning capability focused heavily on formal training and on-the-job training. This effort describes a broader group of elements that contribute to enriching the capability of a planner. Through this program, an Expert Planner for the U. S. Army Corps of Engineers would be a reflection of having strength from Four Key Sources:
  - a. Education and Training.
  - b. On the Job Experience.
  - c. Knowledge/Engagement/Management of Relevant Issues, Guidance and Processes.
  - d. Leadership/Mentoring/Communication.
3. To become certified as an Expert Planner, specific milestones along a path toward achieving planning excellence based on the above four elements must be met. Once certification is achieved, planners must meet continuing standards to maintain the certification.
4. In developing the pilot program, the PAB considered the variability of workload and related staffing size among the 38 Corps Districts. Therefore, it was decided that four districts which

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SUBJECT: Planner Certification Program – National Pilot Program

vary in size and region of the country will implement the Pilot Certification Program during FY11. The Districts are as follows:

- Larger Sized Districts:

- a. Jacksonville District (SAD).
- b. Los Angeles District (SPD).

- Moderate Sized Districts:

- c. Portland District (NWD).
- d. Buffalo District (LRD).

5. The selected districts will implement the pilot program as outlined in the enclosed worksheets. Worksheet 1 is a step by step procedure outlining how planners would be certified. Worksheet 2 is a checklist of requirements for certification as Expert Planner. The selected districts shall monitor progress and document any observations, recommendations or adjustments, to help shape the nationwide Expert Planner Certification Program to begin in Fiscal Year (FY) 2012.

6. The ultimate program goal is to fully implement the program throughout the planning community in FY 12. To accomplish this, a National Pilot Planner Certification program for FY 11 has been developed by the national Planning Advisory Board (PAB) as part of its mission to improve overall planning capability. In order to meet this goal the following schedule must be adhered to:

- a. 10 January 2011: Finalize and disseminate this memorandum.
- b. 14 January 2011: “Kick-Off” Orientation Meeting (Phone Conference) with the four selected Districts, three Divisions and Headquarters. Selected Districts begin implementation of pilot program.
- c. 31 March 2011: Mid-Point VTC to discuss experiences to date and suggested course corrections for pilot program.
- d. 30 June 2011: VTC to discuss basis of final evaluations of Districts and Divisions.
- e. 31 July 2011: All evaluations and suggestions provided to HQUSACE.
- f. 30 August 2011: HQUSACE will provide MSCs guidance on the implementation of the Planner Certification Program for implementation in FY12.

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SUBJECT: Planner Certification Program – National Pilot Program

7. My team and I look forward to working with you in the pilot program, and I thank you for your assistance and support in this initiative. The point of contact for this initiative is Ms. Susan B. Hughes, Deputy Planning Community of Practice, 202-761-4121.

FOR THE COMMANDER:



THEODORE A. BROWN, P.E.  
Chief, Planning and Policy Division  
Directorate of Civil Works

2 Encls

1. Worksheet 1
2. Worksheet 2

**DISTRIBUTION:**

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CHIEF, PLANNING, SOUTH ATLANTIC DIVISION, (CESAD)  
CHIEF, PLANNING, NORTHWESTERN DIVISION, (CENWD)  
CHIEF, PLANNING, GREAT LAKES AND OHIO RIVER DIVISION, (CELRD)  
CHIEF, PLANNING, JACKSONVILLE DISTRICT, (CESAJ)  
CHIEF, PLANNING, LOS ANGELES DISTRICT, (CESPL)  
CHIEF, PLANNING, PORTLAND DISTRICT, (CENWP)  
CHIEF, PLANNING, BUFFALO DISTRICT, (CELRB)

**CF:**

DIRECTOR, PROGRAMS, GREAT LAKES AND OHIO RIVER DIVISION, (CELRD)  
DIRECTOR, PROGRAMS, MISSISSIPPI VALLEY DIVISION (CEMVD)  
DIRECTOR, PROGRAMS, NORTH ATLANTIC DIVISION (CENAD)  
DIRECTOR, PROGRAMS, NORTHWESTERN DIVISION (CENWD)  
DIRECTOR, PROGRAMS, PACIFIC OCEAN DIVISION (CEPOD)  
DIRECTOR, PROGRAMS, SOUTH ATLANTIC DIVISION (CESAD)  
DIRECTOR, PROGRAMS, SOUTH PACIFIC DIVISION (CESPD)  
DIRECTOR, PROGRAMS, SOUTHWESTERN DIVISION (CESWD)  
CHIEF, PLANNING, NORTH ATLANTIC DIVISION, (CENAD)  
CHIEF, PLANNING, SOUTHWESTERN DIVISION, (CESWD)  
CHIEF, PLANNING, PACIFIC OCEAN DIVISION, (CEPOD)  
CHIEF, PLANNING, MISSISSIPPI VALLEY DIVISION, (CEMVD)

## **WORKSHEET 1: CERTIFICATION PROCESS**

### **The Certification Process**

For Current Planners (Must be a Current Planning Employee)

Step 1. Evaluate your experience, training, and skills using the outline in Titled “Elements of an Expert Planner.” For each item listed provide no more than two sentences to support your completion/experience regarding the item. Sign the checklist with “Certification Attestation” shown below.

Step 2. Take the completed checklist and relevant supporting documentation to your direct supervisor. Resolve any questions your supervisor has, and have them sign the checklist.

Step 3. Supervisor submits the checklist with both signatures to the District and MSC Chiefs of Planning.

Step 4. On an annual basis, during annual performance reviews, certification should be discussed to affirm Planning Certification remains valid, or re-submittals to obtain certification should be reviewed.

### **Maintenance of Certification**

To maintain a certification each year, the planner shall do two of the following items to give back to the local, regional, or National Planning COP.

(1) Be involved in the development of and/or the instruction of at least two activities including training courses/seminars/brown-bag-lunches on relevant topics from which they feel their district, region or National Planning COP would benefit.

(2) Writing an article for a journal or publication on a Planning related issue could be evaluated as fulfilling the annual contribution to the Planning COP.

(3) Be the lead for an ATR effort.

(4) Serve as a technical consultant for a planning effort.

If the certified planner does not fulfill this requirement, their certification may be suspended until this requirement is met for each year.

If supported by the respective Chief of Planning, with input from the appropriate PAB, a Planner may use a major contribution to the PL COP, such as leading an ATR on a very large project, toward their maintenance of their Planner Certification for up to two years.

**Certification Attestation**

The following shall be included at the bottom of each certification document.

I have prepared and reviewed this documentation to support my Expert Planner Certification. I hereby certify the accuracy and completeness of the documentation.

I hereby affirm that I, \_\_\_\_\_, qualify as a Certified Corps of Engineers Water Resources Expert Planner.

\_\_\_\_\_  
*Planner*

\_\_\_\_\_  
*Date*

I have personally observed this individual's performance and affirm that their performance is satisfactory in all areas, and that the accomplishments described above merit recognition as a Certified US Army Corps of Engineers Water Resources Planner.

\_\_\_\_\_  
*Supervisor*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*District Planning Chief*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*MSC Planning Chief*

\_\_\_\_\_  
*Date*

## WORKSHEET 2: ELEMENTS OF AN EXPERT PLANNER

The following describes a broad group of elements that contribute to qualifying a US Army Corps of Engineers' Water Resources Planner as an Expert Planner level. Most all of the items included below should be completed or could be completed independently by a top performing planner.

An Expert Planner for the US Army Corps of Engineers is a reflection of having strength from Four Key Areas.

- a. Education and Training
- b. On the Job Experience
- c. Knowledge/ Engagement/Management of Relevant Issues, Guidance and Processes
- d. Leadership/Mentoring/Communication

1. Education and Training. To meet criteria of Certified US Army Corps of Engineers Water Resources Expert Planner, the planner must explain how he/she meet or exceed the description of items for 4 of the following 6 types of education and training.

- a. Undergraduate and/or Graduate degrees and course work—complete a degree in a related field. (degrees in both undergraduate and graduate related fields can count for 2 items)
- b. Training seminars—complete 3 or more seminars outside the Corps of Engineers in a Planning related matter.
- c. PROSPECT courses including Corps Curriculum Courses—complete at least 5 courses or qualify to be grandfathered through experience.
- d. Webinars, coordination with professional organizations—participate in related planning topics several times each year.
- e. Planning Associates Program—complete the Planning Associates program.
- f. Professional Certification (to include but not limited to American Institute of Certified Planners, Registered Professional Engineer, etc.).

2. On the Job Experience. There are 11 types of on the job experience listed. To be able to say you have “met” any one of the 11, you need to document how you completed at least half of the items for each category. To satisfy the required Key Area of On the Job Experience, you will need to have “met” the criteria for 9 of the 11 types of On the Job Experience.

- a. Written or developed (at least 7)
  - i. 905b/Reconnaissance Report
  - ii. Feasibility report
  - iii. Any Decision Document (to include but not limited to Post Authorization Change reports—General Reevaluation Report, Limited Reevaluation Report, etc)
  - iv. Project Management Plan
  - v. Scope of Work for Contractor

- vi. Environmental Assessment or Environmental Impact Statement
  - vii. Record of Decision or Finding of No Significant Impact
  - viii. Chiefs Report
  - ix. Slides for Office of Management and Budget briefing
  - x. Letter from the district
  - xi. Memo to higher authority
  - xii. White paper on a technical and/or policy issue
  - xiii. Congressional letter
  - xiv. Economics Report
- b. Met with a local community/sponsor/stakeholders (at least 2)
    - i. Led a special investigation site visit to see if Corps Authorities exist to help the community and to discuss the potential for Federal Interest
    - ii. Led a meeting with a sponsor/local community/stakeholder to discuss a planning effort
    - iii. Negotiated a Cost-Sharing Agreement (CSA)
    - iv. Led coordination activities
- c. Cost sharing agreement package to higher authority (at least 3)
    - i. Prepared checklist and ensured inclusion of all items
    - ii. Coached sponsor to prepare all items needed
    - iii. Walked sponsor through CSA and study process
    - iv. Documented deviations
    - v. Negotiated deviations
    - vi. Developed allocation of funds table
- d. Met with members of Congress or staff members (at least 2)
    - i. Explained planning and/or study process
    - ii. Led coordination activities
    - iii. Prepared legislative drafting service
    - iv. Attended briefings/meetings
- e. Met with members of the vertical chain (at least 4)
    - i. Led pre-submittal coordination call
    - ii. Responded to comments
    - iii. Led Feasibility Scoping Meeting
    - iv. Led Alternative Formulation Briefing
    - v. Led Issue Resolution Conference or an In Progress Review
    - vi. Briefed vertical team members
    - vii. Attended Civil Works Review Board (CWRB)
    - viii. Presented at CWRB

- f. Coordinated with Planning Center of Expertise (at least 4)
  - i. Developed a Review Plan
  - ii. Gained approval with PCX & MSC
  - iii. Conducted District Quality Control (DQC)
  - iv. Coordinated Agency Technical Review (ATR) on your study
  - v. Addressed Model Certification
  - vi. Responded to comments for ATR or Model Certification
  - vii. Contracted for Independent External Peer Review
  - viii. Responded to IEPR comments
  
- g. Led a multi-disciplined team (at least 5)
  - i. Identified problems, needs, opportunities, objectives, constraints
  - ii. Developed without project future conditions
  - iii. Identified alternatives
  - iv. Screened alternatives
  - v. Formulated a plan
  - vi. Addressed engineering/design issues
  - vii. Addressed real estate issues
  - viii. Addressed legal issues
  - ix. Addressed permit/environmental compliance issues
  - x. Managed a study from Recon initiation through Feasibility Process to Chief's Report (from beginning to end)
  
- h. Contracted work out (at least 5)
  - i. Wrote Scope of Work
  - ii. Developed Independent Government Cost Estimate
  - iii. Negotiated with Contractor
  - iv. Recorded the Negotiations
  - v. Monitored progress of contractor
  - vi. Reviewed work, provided comments, ensured scope was met
  - vii. Accrued payments
  - viii. Approved payments
  - ix. Closed out contract
  - x. Served on A/E or contract evaluation/selection panel
  
- i. Led Study into Construction (at least 1)
  - i. Experienced Solicitation process
  - ii. Provided Planning Support during construction

- j. Reviewed others' work (at least 3)
  - i. Served as member of ATR
  - ii. Served as member of DQC
  - iii. Led ATR team
  - iv. Served as a technical consultant
  
- k. Been designated as a Regional Technical Specialist (RTS) in any planning discipline or Sub Community of Practice

2. Knowledge/Engagement/Management of Relevant Issues, Guidance and Processes There are 8 types of types of involvement with Relevant Issues, Guidance and Processes listed. To be able to say you have “met” any one of the 8, you need to document how you completed at least half of the items for each category. To satisfy the required Key Area of Knowledge/Engagement/ Management of Relevant Issues, Guidance and Processes, you will need to have “met” the criteria for 6 of the 8 elements.

- a. Key Issues/knowledge—knowledge of the basic facts surrounding the body of knowledge. Understanding of how the related Corps procedures and how the Corps of Engineers interprets the area with respect to our studies and projects. Possible understanding of some contrary opinions to the Corps of Engineers perspective or procedures. Please include any additional issues/knowledge areas you believe should be included here too. (at least 2)
  - i. Sea Level Rise
  - ii. Environmental & Cultural Resources & Compliance
  - iii. Economics
  - iv. Risk and Uncertainty
  
- b. Project/Study Issues (at least 2)
  - i. Ability to recognize an issue on a study/project
  - ii. Ability to identify if it is a policy, technical, legal, design related issue
  - iii. Ability to resolve issues at lowest level, or raise issue to the proper channel, framed correctly, in a timely manner
  
- c. The Federal Process (at least 2)
  - i. Has an understanding of the Appropriations Process
  - ii. Has an understanding of the Federal Budget Process
  - iii. Has an understanding of the Authorization Process
  - iv. Has an understanding of crafting implementation guidance to new authorizations

- d. Tools/skills used by the Corps (at least 2)
  - i. CEFMS/P2
  - ii. Scheduling
  - iii. Budgeting
- e. Participate in Relevant Webinars—actively participate in at least three each year
- f. Familiarity with applicable regulations—provide list of which regulations you see as important as a planner and how you have used them.
- g. Networking/Communication (at least 1)
  - i. Follows up with POCs from other Districts and Divisions regarding specific issues/concepts (provide at least 3 examples)
  - ii. Builds and maintains contact list and maintains coordination with POCs/Stakeholders regionally and nationally on relevant issues/concepts (provide at least 3 examples)
- h. Independence (at least 1)
  - i. Identifies, initiates and completes appropriate tasks for assigned work on own (minimal supervision) (please provide 2 examples of complex work for which minimal supervision was required)
  - ii. Maintains coordination with management to keep them informed (please explain how management is kept informed on significant efforts)

3. Leadership/Mentoring/Communication There are 6 types of Leadership/ Mentoring/ Communication listed. To be able to say you have “met” any one of the 6, you need to document examples for each. To satisfy the required Key Area of Leadership/ Mentoring/ Communication, you will need to have “met” 4 of the 6 items.

- a. Mentored less experienced planners
- b. Taught portion of training course/seminar/brown bag lunch/webinar
- c. Presented paper at conference
- d. Wrote article for Planning Ahead or journal
- e. Led/implemented an initiative for District or Regional Planning Program
- f. Participated in Leadership Development Programs



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CECW-CP

JUN 23 2008

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Planning Centers of Expertise – Mission, Roles and Responsibilities  
Statement and Small Boat Harbor Designation

1. References:

- a. Memorandum, dated 16 April 2003, subject: Planning Centers of Expertise.
- b. Memorandum, dated 25 August 2003, subject: Planning Centers of Expertise.

2. Based on the March 2008 Commander briefings you provided to the DCW, the roles and responsibilities of the six Planning Centers were updated to emphasize eight areas of responsibility: technical services; peer review; research and development; training; model certification; policy development support; process improvement and lessons learned. Model certification and peer review responsibilities have evolved since the inception of the Centers in 2003. The revised roles and responsibilities statement is enclosed for your use. Your center's technical director has available the Standard Operating Procedures for the Centers, dated August 2007.

3. I am also designating the Pacific Ocean Division as a Planning Sub-Center of Expertise for Small Boat Harbors to function collaboratively, and for management purposes, as a sub-unit of the Deep Draft Navigation Planning Center of Expertise in the South Atlantic Division. The emphasis on small boat harbor planning recognizes the specialization of technical analyses that is generally not found in inland or deep draft navigation planning analyses.

FOR THE COMMANDER:

A handwritten signature in black ink, appearing to read "S. L. Stockton".

STEVEN L. STOCKTON, P.E.  
Director of Civil Works

Encl

DISTRIBUTION:  
(See pages 3 and 4)

## **MISSION STATEMENT**

The Planning Centers of Expertise enhance the Corps of Engineers' planning capability for inland navigation, deep draft navigation (including small boat harbors), ecosystem restoration, coastal and storm damage reduction, flood risk management and water management and reallocation studies, through their focus on the technical evaluations and reviews associated with plan formulation during the preparation of decision documents. The Centers strengthen planner core competencies by assisting district Project Delivery Teams (PDTs) with technical expertise, peer reviews; model certifications; technology transfer; planner training and providing lessons learned and best practices to the larger Planning Community of Practice.

## **ROLES AND RESPONSIBILITIES**

1. **Technical Services**. Provide technical services to district PDTs from the subject matter experts and/or at the direction of a Regional Management Board or the HQ Planning Advisory Board (PAB), accomplish costly, highly complex and controversial studies or key analytical components of such studies for district PDTs; multiregional or national efforts, on a reimbursable basis. Provide advice to HQUSACE, the laboratories, other partners or stakeholders on significant regional or nationwide planning issues.
2. **Peer Review**. Provide for and manage Agency Technical Review (ATR) and maintain rosters of regional technical specialists for conducting timely ATR. Function as the Review Management Organization for Independent External Peer Review (IEPR) to interface with the performing organization external to the Corps of Engineers conducting the IEPR and the district PDT.
3. **R&D**. Assist in identifying Research and Development (R&D) priorities within the mission area to ensure field driven needs are identified and prioritized and coordinate the recommendations with the PAB and the deputy, Planning Community of Practice.
4. **Training**. Conduct training opportunities related to the assigned mission area to promote and maintain planning technical competency. Support the Planning Associates (PA) program through development and training of PAs along the CW business lines and specific PCX functions. Support national goals in enhancing professional and technical development, sharing knowledge and promoting communication within the Community of Practice and through coordination and integration of planning policies with the HQUSACE Planning CoP.
5. **Model Certification**. Certify or approve for use the planning models identified in the Project Review Plans and add to the planners' tool box of certified models using the approved model certification protocol.

6. Policy Development Support. Centers would supplement the HQUSACE staff in policy compliance review, if requested, on a reimbursable basis, on projects where the center has had no prior participation. Centers would also provide assistance with exporting policy training to the field or provide review of draft policy.

7. Process Improvement. Develop standard processes and procedures related to their mission area to support district execution. Support Corps-wide process improvement initiatives through their subject matter experts' participation on process improvement teams.

8. Lessons Learned. Manage a program of sharing lessons learned through coordination with the MSC regional planning expertise centers, sponsoring workshops, technology transfer or use of intranet resources such as SharePoint

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**SUBJECT: Planning Centers of Expertise – Mission, Roles and Responsibilities Statement  
and Small Boat Harbor Designation**

**Centers**

**Huntsville, U.S. Army Engineering and Support Center (CEHNC)  
Transatlantic Programs Center (CETAC)**

**Laboratory**

**Engineer Research and Development Center (CEERD)**

**Coastal and Hydraulics Laboratory, Vicksburg, Miss.  
Cold Regions Research and Engineering Laboratory, Hanover, N.H.  
Construction Engineering Research Laboratory, Champaign, Ill.  
Environmental Laboratory, Vicksburg, Miss.  
Geotechnical Laboratory, Vicksburg, Miss.  
Information Technology Laboratory, Vicksburg, Miss.  
Structures Laboratory, Vicksburg, Miss.  
Topographic Engineering Center, Alexandria, Va.**

**Field Operating Activities (FOA)**

**249th Engineer Battalion**

**Finance Center, USACE (CEFC)**

**Humphreys Engineer Center Support Activity (CEHEC)**

**Marine Design Center (CEMDC)**

**Water Resources Support Center (CEWRC)**

**CECW-CP**

**SUBJECT: Planning Centers of Expertise – Mission, Roles and Responsibilities Statement  
and Small Boat Harbor Designation**

**Divisions/Districts Commanders**

**Great Lakes and Ohio River Division (CELRD)**

**Great Lakes Regional Headquarters (CELRD-GL) (Former North Central Division)**

**Ohio River Regional Headquarters (CELRD-OR) (Former Ohio River Division)**

**Buffalo District (CELRB)  
Chicago District (CELRD)  
Detroit District (CELRE)  
Huntington District (CELRH)  
Louisville District (CELRD)  
Nashville District (CELRN)  
Pittsburgh District (CELRP)**

**Mississippi Valley Division (CEMVD) (Former Lower Mississippi Valley Division)**

**Memphis District (CEMVM)  
New Orleans District (CEMVN)  
Rock Island District (CEMVR)  
St. Louis District (CEMVS)  
St. Paul District (CEMVP)  
Vicksburg District (CEMVK)**

**North Atlantic Division (CENAD)**

**Baltimore District (CENAB)  
Europe District (CENAU)  
New England District (CENAE) (Former New England Division)  
New York District (CENAN)  
Norfolk District (CENAO)  
Philadelphia District (CENAP)**

**Northwestern Division (CENWD)**

**Missouri River Regional Headquarters (CENWD-MR) (Former Missouri River Division)  
North Pacific Regional Headquarters (CENWD-NP) (Former North Pacific Division)  
Kansas City District (CENWK)  
Omaha District (CENWO)  
Portland District (CENWP)  
Seattle District (CENWS)  
Walla Walla District (CENWW)**

**Pacific Ocean Division (CEPOD)**

**Alaska District (CEPOA)  
Far East District (CEPOF)  
Honolulu District (CEPOH)  
Japan Engineer District (CEPOJ)**

**South Atlantic Division (CESAD)**

**Charleston District (CESAC)  
Jacksonville District (CESAJ)  
Mobile District (CESAM)  
Savannah District (CESAS)  
Wilmington District (CESAW)**

**South Pacific Division (CESPD)**

**Albuquerque District (CESPA)  
Los Angeles District (CESPL)  
Sacramento District (CESPK)  
San Francisco District (CESPN)**

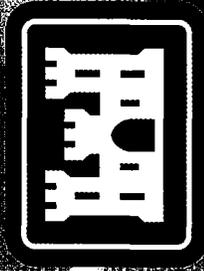
**Southwestern Division (CESWD)**

**Fort Worth District (CESWF)  
Galveston District (CESWG)  
Little Rock District (CESWL)  
Tulsa District (CESWT)**

# XXX Planning Program Annual Briefing for DCG-CEO

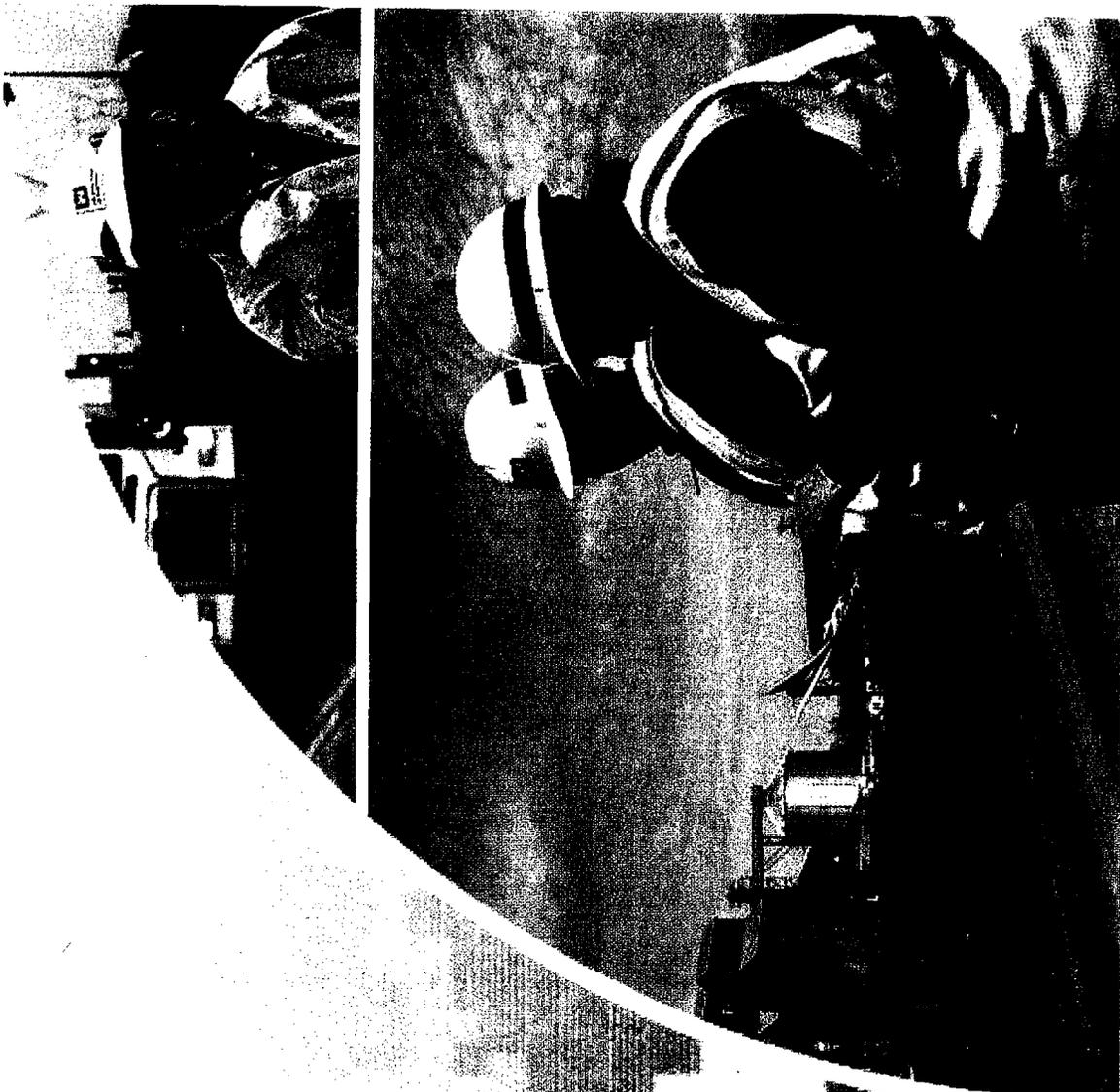
Name of Commander

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USAID

DoD



ENCLOSURE 4

# Civil Works Boundary

- Provide map of MSC Civil Works Boundary



# MSC Planning Organization

- Org chart w/ Chief's of Planning identified



# Civil Works Program Overview

- Show bar chart of CW \$'s over past 5 years broken down by GI, CG, OM
- Idea is to show trends in CW program



# GI Program

- Show MSC's GI program over past 5 years. Breakout by budget, approp to show amount of adds.



# FY11 GI Program Overview

- Total Dollar of GI program
- # of Studies broken out by mission area, i.e., 5 Eco Restoration, 3 Multi objective, 2 FDR, etc.



# CAP Program

- Show MSC's CAP program over past 5 years. Breakout by budget, approp to show amount of adds.



# CAP Program

- Total Dollar of CAP program
- # of Studies broken out by CAP Authority



# FY11 Planning Execution

- Chart on status of Execution include GI and CAP
- Maybe 2 slides



# FY 11 Planning Milestones

- FSM
  - ▶ list dates and study names
  
- AFB's
  - ▶ List dates and study names
- Final Report
- CWRB's
- Chief's Reports



# Planner Training and Development

- Stat's on core curriculum what percentage has completed by district
- Stat's on planners in long term training or PA Program
- Identify districts participating in certification program
- Maybe this is 2-3 slides



# Planner Leadership

- Identify MSC's planning leadership
- Does MSC have expert planners for plan formulation, economics, and environmental technical specialists



# Participation in National Planning Initiatives

- Identify areas your MSC is particularly involved



# Participation in Regional Initiatives

- Identify collaboration indicatives
- Watershed/ stakeholder involvement



# Planning Center's of Expertise

- Identify major accomplishments
- Dollars
- FTE's
- Number of active projects
- facts



# Planning Center of Expertise Long Term Sustainability Plan

Identify PCX long term sustainability plan



# Quality Management

- Self Assessment of MSC's Quality Assurance role
- Status of Quality Management Plan
- Id MSC's business processes to assure Quality



# Strengthening Collaborative Relationships

- ID what the MSC is doing to enhance Congressional, stakeholder state and local agency relationships

