

## Q & A: The “Four Ps” of Planning Modernization

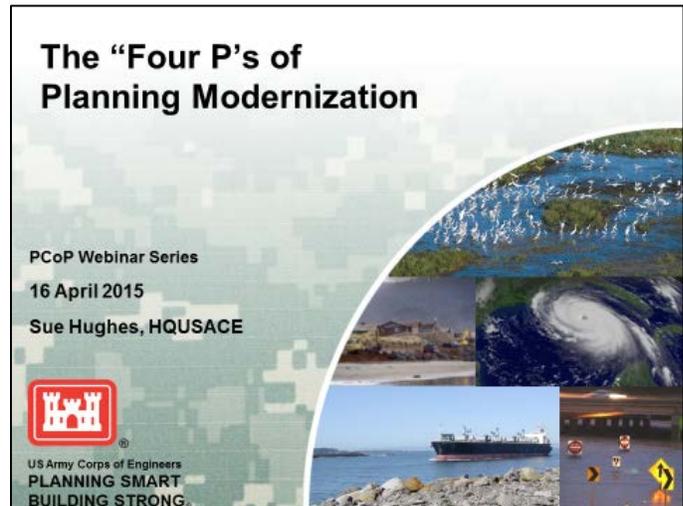
April 16, 2015

The April 16<sup>th</sup> webinar, part of a series of information-sharing webinars hosted by the Planning Community of Practice, shared an overview and update on the “Four Ps” of Planning Modernization: People, Process, Projects & Program.

Sue Hughes, HQUSACE, presented and responded to questions from the field.

For more about Planning Modernization, please visit the [Planning Community Toolbox](#).

The questions and responses below are not a direct transcript; they have been reordered and edited for clarity. Additional questions and feedback are always welcome via email to [hqplanning@usace.army.mil](mailto:hqplanning@usace.army.mil)



### **Projects: Study Execution Since Rescoping**

**Now that we are about 3 years from the original call for rescoping, how many rescoped projects have made it to Chief's Report?**

We have completed 57 rescopings since MG Walsh's [2012 Memo](#), which have resulted in 3x3x3 Compliance Memos. Of those, 24 have been funded to completion in FY14 and 15 work plans and they are all working toward Chief's Reports. There are 6 more compliant studies funded to completion in the FY16 President's Budget.

### **Process: SMART Planning Lessons Learned**

**Has there been, or will there be, an overall assessment on the lessons learned of SMART Planning?**

That is something we have been doing – and will continue to do – as a learning organization. Since the national planning pilots tested the tenets underlying SMART Planning, we have continued to evaluate execution and additional opportunities for improvement at various levels, most recently a SMART Planning Summit at the end of last year when we gathered people that have been implementing and reviewing studies under the SMART Planning process. We're using the lessons learned from that summit to inform and really shape the upcoming June PCoP Workshop.

**Has a SMART process been laid out for starting and carrying out CAP studies? So, if we are interested in initiating a CAP this FY, what process do we follow?**

SMART Planning approaches – risk informed decisions, appropriate level of detail, Vertical Team engagement – should be applied to all our Planning efforts, not just feasibility studies.

CAP studies should follow current guidance regarding process in the [Planning Guidance Notebook / Appendix F](#) and [CAP Improvement Memorandums #1](#) and [#2](#) and the milestones located in [EC 11-2-207](#).

The update to Appendix F being drafted reflects the SMART Planning principles, and has a suggested variation / simplified version of SMART Planning milestones / process.

### **Process: Guidance and the Planning Guidance Notebook**

#### **What is the schedule for the updated Planning Guidance Notebook? What are the opportunities for input/comment on the PGN as it's updated?**

The PGN is scheduled to be updated by the end of the year. The update is touching all part of the regulation, Chapters 1-4 and Appendices A-H, but will not attempt to fix every issue. The focus is on bringing policy references up-to-date, incorporating SMART Planning, and addressing new or significantly-changed topics like flood risk management, climate change considerations, social vulnerability, ecosystem goods and services, among others. Most of the changes reflect SMART Planning / Planning Bulletins, interim guidance, and changes based on WRRDA Implementation Guidance.

The multidisciplinary teams that have been updating the PGN have representation from subject matter experts from the Districts and MSCs, the Institute for Water Resources (IWR), and Headquarters. The teams are coordinating with the Headquarters policy staff as the appendices and main chapters are updated. The Headquarters staff will then do a formal review of the completed draft. We intend to obtain MSC and District feedback through a field review group, instead of widely circulating the draft document.

Contact Brian Harper if you'd like to offer input to the PGN update. Alternately, the relevant PCX should be contacted for guidance issues that are specific to the project purposes outlined in Chapter 3 or Appendix E.

### **People: Planner Certification**

#### **Can you update us on Planning Certification in FY16?**

Planner Certification has been talked about for quite some time, as has ATR Certification. We had to look at both the efforts, and we decided that the ATR Certification procedures needed to be addressed first. So, the Planning SubCoPs – Environmental, Plan Formulation, Economics, Cultural – have been developing career roadmaps and procedures/qualifications for ATR Certification. There are lists of Certified ATR Reviewers for Economics and Cultural Resources. Development of lists of Certified ATR Reviewers for Plan Formulation and Environmental is nearing completion and are anticipated by the early 4<sup>th</sup> Quarter.

We're building on those good ideas and lessons learned to shape the Planner Certification approach. We now have a solid package of certification criteria that the MSC Planning Chiefs have reviewed and Mr. Brown is in the process of reviewing. The plan is roll it out later this Fiscal Year and implement in FY16.

### **Program: Regionalization of Planning**

#### **Does Planning Regionalization intersect with this?**

Today we have not said anything nationally about the need to operate or regionalize in a certain manner. We have left that up to the MSCs. What we have said is that with limited resources, we have to think regionally and take advantage of all the resources available to you. Different regions are addressing that in different ways, and there hasn't been a one-size-fits-all approach. This will be a significant part of sustaining the program, thinking regionally and nationally.