



DEPARTMENT OF THE ARMY  
U.S. ARMY CORPS OF ENGINEERS  
WASHINGTON, D.C. 20314-1000

REPLY TO  
ATTENTION OF:

MAY - 5 2006

CECW-CP

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Planning Excellence Program and Maintaining Planning Capability

1. References:

- a. Memorandum, dated 20 December 2002, Planning Excellence Program, Submittal of Major Subordinate Commands Plans of Action, from Major General Robert H. Griffin, Director of Civil Works, to Commanders, MSC.
- b. U.S. Army Corps of Engineers Engineer Inspector General Report, dated March 2004 subject: Inspection of Quality Management for Civil Works Planning.
- c. USACE Campaign Plan, dated June 2005.

2. The purpose of this memorandum is to stress the importance of maintaining Civil Works Planning capabilities and to reaffirm my support of the Planning Excellence Program. I am asking each MSC Commander to provide an update of your action plan consistent with references 1a and 1b NLT 31 July 2006. I would also like to emphasize to you the importance of civil works planning to the Corps Civil Works Program and to the nation.

3. The USACE Campaign Plan expressed Commander's intent to "provide efficient and effective implementation of needed public engineering services" by enhancing our internal capabilities, strengthening relationships and being proactive in anticipating and communicating changes in national issues/and requirements. Some of the major tenets of the USACE Campaign Plan are a commitment to develop sound water resources solutions; to enhance life-cycle infrastructure and to build strong relationships with stakeholders. A key strategy in accomplishing these tenets is to maintain and improve the Corps planning capability. As such, the Planning Community of Practice leaders have implemented the Planning Excellence Program, which included several initiatives designed to successfully carry the Civil Works program forward. We funded development and delivery of the planning core curriculum to re-establish basic planning knowledge, redesigned and continue to deliver the Planning Associates Program, encouraged you to recognize and develop technical experts in planning, continued to encourage development of planning leadership, required out of district independent technical review for feasibility studies, established six planning centers of expertise, and required preparation of quality assurance and quality control plans for planning products.

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4. FY 07 President's Budget. Due to the past problem solving efforts by planners, appropriation trends for construction and major rehabilitation are strong. The FY06 Investigations appropriation of \$164 million was one of the largest ever due to Congressional adds. However, the FY 2007 President's Budget presents a different picture. (Enclosure 1) Although the budget recommendation of \$94 million is almost the same as the \$95 million in the President's FY06 budget, \$45 million is for the national levee inventory and the Louisiana Coastal Area (LCA) Study and Science Board. While this means that the study and design program for the rest of the nation appears quite constrained at this time, we must wait for the completion of the appropriations process to see what our actual FY07 program will look like. I urge you not to take draconian actions on the level of your planning staff based upon the FY07 Budget or short-term impacts that may result from FY07 appropriations until future trends becomes more clear. The need for planning capability will not diminish; national civil works missions will require that expertise.

5. FY 07 Planning Resource Requirements. Regardless of the outcome of the FY07 appropriation process, the concentration of workload in Florida, Mississippi, and Louisiana present opportunities for creative use of our national expertise. The commitment to regional and national workload sharing has begun. In order to maintain USACE-wide planning and to successfully respond to the tremendous post-hurricane challenge, I have directed the head of the Planning Community of Practice, Mr. Thomas Waters to support the Mississippi Valley and South Atlantic Division Commanders in identifying and responding to their needs for planning support in FY06 and FY07 by developing a management plan for utilization of our national planning capability.

6. Planning Work. Although the preponderance of planning work occurs in the context of feasibility studies and design, and in the CAP program; substantial planning efforts are also required in various aspects of O&M as well as construction. It is important that experienced planners be utilized to accomplish this work.

7. Planning Centers of Expertise. The maturation of the Planning Centers of Expertise is paramount to the success of on-going efforts to strengthen planner capability. The Centers have key roles in maintaining and strengthening planner core competencies, providing technical assistance and developing and teaching core training modules. The Centers should be fully engaged, as their highest priority, with the implementation of EC 408 on peer review and EC 407 on model certification and focus on the major points covered during my March 28, 2000 review and analysis. We need to standardize several aspects of the Centers to provide consistency – in mission statements, in major tasks, in membership, status report formats and in measuring success. In the next step of maturation, Centers should begin establishing relationships with appropriate regional and national experts in the Corps, academia, and the private sector. Your support to the Centers should be a high priority.

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8. Levee Inventory. Implementation of the national levee inventory and FEMA map modernization will also require a major coordinated staffing strategy. Target communities have been identified. We should approach this mission utilizing a multi-disciplinary Project Delivery Team. Experienced planners are required from the outset to ensure that we engage with collaborative, integrated, holistic solutions to the levee problems. I have assigned Mr. Ed Hecker, my Homeland Security chief, the primary responsibility for this effort. Regional Flood Risk Management VTC's are currently being held with each MSC and include a discussion of the levee inventory process.

9. It is essential that the Corps succeed in producing consistently excellent work for these critical and visible national efforts and maintain agreed on schedules. The RBC should be accountable for performance of this national work and ensure that each district gives this work priority.

FOR THE COMMANDER:

Encl.

  
DON T. RILEY  
Major General, USA  
Director of Civil Works

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# General Investigations Budget vs. Appropriation

