

E-mail from Major General Robert H. Griffin, Director of Civil Works, Army Corps of Engineers:

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>From: Griffin, Robert H MG HQ02
>Sent: Sunday, July 07, 2002 9:38 PM
>To: Crear, Robert SWD; Davis, Larry BG SPD; Edwin Arnold;
>Fastabend, David A BG NWD; Hawkins, Steven R BG LRDOR; Johnson, Ronald
>L BG POD; Madsen, Peter T BG SAD; Stephen Rhoades
>Cc: Chief (E-mail); Dcg (E-mail); Dep (E-mail); Cs (E-mail); Pm
>(E-mail); Plng (E-mail); Pao (E-mail); Xd (E-mail); DLL-Deputy Division
>Commanders
>Subject: Planning Capability Plan S-14 Aug 02

>>Commanders:

>In the past several years we have seen clear signs that our planning
>expertise and capability have declined to a point where specific action
>is required by USA CE leaders to reverse this unacceptable trend. While
>pockets of excellence no doubt remain, this overall decline is
>beginning to have unacceptable consequences to the very foundation of
>the civil works program - the basis of our investment recommendations.
>In fact, in his testimony the Chief of Engineers recently promised the
>Senate Environment and Public Works Committee that he would address
>this problem.
>To that end, we are taking a three pronged approach to reinforce our
>planning fundamentals:

- >1. One component of the solution is training. The Chief will soon sign
>a letter providing his personal support and outlining the suite of
>tools developed to address this critical need.
 - >2. Another component is limiting the use of locally developed planning
>models which cannot withstand national level scrutiny. We are
>mobilizing IWR to develop a verification system to ensure that our
>economic forecasting models are technically sound and validated through
>a nationally recognized peer review process.
 - >3. The third component addresses the lack of depth in our planning
>divisions to provide for professional development, continuity,
>mentoring, peer consultation, advanced modeling techniques and other
>skills that can only be found in a robust planning organization. I ask
>that each commander review the attached planning capability "think
>piece" and provide a regional plan NLT 14 Aug that concentrates - over
>time - the advanced planning expertise we will need to help solve this
>Nation's water resource challenges in this 21st Century. >
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