



United States
Department of
Agriculture

Soil
Conservation
Service

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December 15, 1993

NATURAL RESOURCES PLANNING TECHNICAL NOTE NO. 1708

SUBJECT: PDM - PLAN OF WORK (POW) DEVELOPMENT

Purpose: To provide Plan of Work preparation assistance to Natural Resource Planners at the project level.

Effective Date: When received.

This Technical Note contains the recommendations of numerous Natural Resource Planners with many years of planning experience who agree that a well developed Plan of Work is essential to high quality planning and to a successful implementation effort.

This Technical Note describes how the POW development process should result in team building, inter-organizational networking and commitment, and focused solution of locally identified resource problems.

It also describes how to develop a well designed planning and implementation strategy (POW) that reduces the cost and time of the planning and implementation effort; improves the acceptability of the products of planning and implementation; and significantly improves the probability of solving the resource problem(s).

PAUL F. LARSON
Director

Attachment

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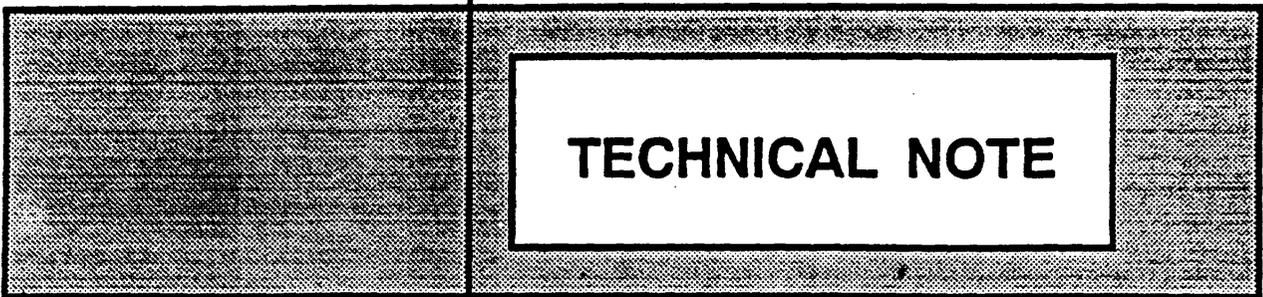
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TECHNICAL NOTE

SUBJECT: Natural Resources Planning

Series No: 1708

Reference: Plan of Work Development

DATE: December 15, 1993



**SOIL CONSERVATION SERVICE
U.S. DEPARTMENT OF AGRICULTURE**

NATURAL RESOURCES PLANNING TECHNICAL NOTE

PLAN OF WORK DEVELOPMENT

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NATURAL RESOURCES PLANNING TECHNICAL NOTE

PLAN OF WORK DEVELOPMENT

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**PLAN OF WORK DEVELOPMENT
FOR
EFFECTIVE PROJECT PLANNING AND IMPLEMENTATION**

I - INTRODUCTION:

This technical note provides assistance in developing a Plan of Work (POW) to guide the SCS planning process.

The key to effectively carrying out a quality cost efficient planning process is "PLAN TO PLAN". This is accomplished by having the planning team develop a document to guide their efforts during the planning process. The "Plan to Plan" is called the Plan of Work (POW). The Plan of Work is a dynamic tool and may be modified as the planning process progresses.

The General Manual and the National Planning Procedures Handbook provide excellent guidance in implementing the SCS Nine Step Planning Process. Like any other useful tool, the nine step planning process must be used correctly. To use the planning process correctly it must be adapted to the specific needs of each planning effort.

A multidisciplinary and most cases an interagency planning team working with the sponsoring organization(s) must develop a Plan of Work for a specific planning effort. The POW defines in detail the strategies to be used to effectively address the identified resource problem(s) and objective(s) of the sponsor.

II - THE POW AND THE PROCESS OF DEVELOPING THE POW:

- * Establishes Sponsor and Planning Team commitment.
- * Identifies the perceived problem(s) and describes the sponsor's objective(s).
- * Identifies and utilizes existing data and experienced judgment.
- * Addresses all (ag and non-ag) resource conditions that may be contributing to the problem(s).
- * Organizes and empowers an Interdisciplinary Planning Team.

- * Builds cooperation and coordination between the Sponsoring organization(s), Planning Team members, Special Interest Groups, and the Public.
- * Records assumptions to be used in the planning process and level of associated risk.
- * Describes the SCOPE, INTENSITY, PROCEDURES, and expected OUTPUT of each task.
- * Establishes agreement among the Planning Team Members, participating agency and organizations (including the appropriate NTC).
- * Sets the dates for beginning and completing major events or activities, and identifies responsible individuals.

III - STANDARD FOR PLAN OF WORK (POW)

THE POW:

- a. Identifies the tasks that need to be completed to successfully achieve the sponsor's and Planning Team's objectives (limits tasks to those essential to achievement of the objectives).
- b. Describes the procedure(s) and at what intensity the procedures will be utilized to complete each task (model, sampling technique, process, level of accuracy/risk).
- c. Defines the expected product/output of each task (map, graph, table, narrative report, kind of quantification).
- d. Establishes a schedule for starting and completing all tasks (takes into account interdependence of tasks one to another).
- e. Identifies responsible team member(s) for each task.
- f. Estimates expenditure of time and money by task and in total (work load analysis and budget analysis - include SCS and non-SCS sources of technical and financial assistance).
- g. Shows budget requirements by fiscal year for all participating agencies and organizations.
- h. Includes public input and information event schedules.

IV - PLAN OF WORK (POW) DEVELOPMENT PROCESS:

1. **WHAT:** Assignment of Planning Team Leader(s)

HOW/WHO: The State Conservationist assigns and empowers a Planning Team Leader(s). The Sponsor(s) should assign and empower a Sponsor Representative to work with the Planning Team Leader.

2. **WHAT:** Define the resource problem(s) and sponsor's objective(s).

WHO: The Planning Team Leader and the Sponsor Representative.

HOW: Utilizing Sponsor's knowledge of project area and existing data, describe the resource problem(s). Also, state the Sponsor's objectives in realistic measurable terms.

3. **WHAT:** Organize a Planning Team
The Planning Team should consist of, or have advisory access to, the technical expertise necessary to conduct a quality planning effort.

The team should also include a representative or technical advisor from the local, state, and/or federal agency(s) which have designated responsibility to protect and/or manage resources that are related to the problem or solution to the problem.

Local landowners and/or decision makers should also be encouraged to participate as team members.

Composition of the Planning Team may change as the planning process evolves.

Organizing the Planning Team will be facilitated if a good working relationship already exists and the involved agencies/organizations have been part of the priority setting process.

WHO: The Planning Team Leader, Sponsor Representative and appropriate decision makers.

HOW: Build the Planning Team by contacting the desired discipline specialists and working with them to achieve the needed organizational commitment and authority to serve as a Planning Team Member or Technical Advisor. Each Planning Team Member/Technical Advisor and the organization they work for must be committed to participating in the planning process.

4. **WHAT:** Provide Planning Team Members and Technical Advisors available resource data, set dates for beginning the development of the Plan Of Work.

WHO: The Planning Team Leader and Sponsor Representative.

HOW: Provide Team Members with a resource information file containing the information needed to prepare for assisting with preparation of the POW.

The information file should contain:

- a. Statement of problem(s).
- b. Objective(s) of planning effort.
- c. Base maps for planning area showing boundary of planning area.
- d. List of known available resource information and where and how it can be accessed.
- e. List of Planning Team Members and Technical Advisors
 - * name
 - * title/expertise
 - * representing
 - * address
 - * phone number
- f. Organizational or proposed organizational information which might include:
 - Steering/Oversight/Sponsor Committee
 - Technical Advisory Group
 - Task groups
- g. Preliminary POW (who, what, when, how) as perceived by Team Leader and Sponsor Representative.
- h. Preliminary estimate of technical assistance needs (by discipline days) as perceived by the Team Leader/Sponsor Representative.
- i. Schedule of field review and POW development meeting(s).
- j. Other information as appropriate.

5. **WHAT:** Conduct project briefing and field review (Scoping).

WHO: The Sponsor Representative and Planning Team Leader.

HOW: Conduct a project planning effort briefing and field review with all team members, technical advisors, and interested organizational representatives and publics.

Brief all participants on all known significant aspects of the scheduled planning effort; ask for and record all input; and conduct a comprehensive field review of the study area.

6. **WHAT:** Conduct Public Input Meeting(s)

HOW/WHO: Sponsors and Planning Team Members will schedule, promote and conduct one or several public meetings to inform the community of the planning effort, get input from the community on problem identification and solutions, build public support for the planning and implementation effort, and identification of available resource information.

7. **WHAT:** Development of Plan of Work (POW).

Planning Team Members will jointly prepare a Plan of Work that will effectively guide their efforts in applying the planning process which when completed will provide the sponsor with a high quality plan for achieving their objective(s).

WHO: Planning Team Members and others, as appropriate.

HOW:

a. After a comprehensive review of available data, input from the public, input from resource specialists, and input and desires of the sponsors, the team should agree on a definition of the problem(s) and the objective(s) of the planning process. The POW should focus on the problem and objective.

b. The Planning Team should develop a list of work items that are essential to completing the planning process. Utilizing worksheets such as shown in exhibits 1 and 2, evaluate each work item and make decisions as to; purpose of each work item, scope and intensity of each work item, accuracy and procedure to use for each work item, desired output of each work item, time required and cost to complete each work item, start and completion date of each work item, and responsible person(s) for each work item.

c. Summarize worksheet information into:

1. POW - Exhibit 3
2. Workload Analysis - Exhibit 4
3. Cost Analysis - Exhibit 5
4. Study Costs by Fiscal Year - Exhibit 6
5. Project Planning Schedule - Exhibit 7

8. *WHAT*: POW review and approval.

HOW/WHO: The Planning Team Leader shall finalize the POW and get the POW approved by the appropriate governing body(s) and supporting organization and distribute the final POW to all Planning Team Members and others as appropriate.

V - PLAN OF WORK MAINTENANCE

The POW is a working document. The POW provides planning direction throughout the planning process. Changes should be made as necessary and planning participants and others informed as appropriate.

1. *WHAT*: Regularly scheduled planning meetings should be held as needed. The planning team and technical advisors should meet and review the progress being made on implementing the POW. At these times, clarification and adjustments in the planning effort can be made. Minor changes in the POW can be made through a consensus of the Planning Team. Major changes in the POW will require a consensus of the Planning Team and approval of the Steering or Advisory Committee (organizational representatives which have approval authority). Those POW changes which alter the amount of technical and financial assistance, make a significant difference in the services or products delivered, or significantly change the scheduled completion of the planning effort will require approval of the Steering Committee.

VI - FORMAT OF THE PLAN OF WORK

A. INTRODUCTION:

1. Problem Section: (should include)
 - * Statement of problem(s)
 - * Description of Problem Area (project area)
 - * Quantification of damages/values being damaged
 - * Probable and/or potential causes of problem(s)
 - * Other
2. Project Sponsor & Sponsor Objectives:
 - * Sponsoring organization(s)
 - * Sponsor's interest and commitment to project
 - * Sponsor's responsibilities and authorities
 - * Sponsor's objectives
 - * Other

3. Organization of planning effort
 - * Project oversight - Political/state and local
 - * Project oversight - Technical/state and local
 - * Agency/organizational involvement
 - * Related planning and implementation activities, past/present/future
 - * Planning Team organization
 - * Other

4. Scope and Intensity of the Study
 - * Establish the limits/parameters of the study
 - * Identify Sponsor/Planning Team acceptance of risk and uncertainty in order to facilitate the planning process
 - * Identify existing data which is being applied to this planning process

B. Planning and Implementation Strategy

The Planning and Implementation Strategy Section must:

1. Describe each of the work items essential to the effective and efficient achievement of the Planning Teams objectives. The description of each work item must define the objective of the work item and the scope, intensity and procedure to be used to complete the work item.
2. Establish a schedule for completion of the work items to insure efficient progression of the nine step planning process.
3. Identify person and or persons responsible for completion of the work item.
4. Address all of the SCS nine steps of planning including implementation and monitoring. (A strategy for plan implementation and monitoring of effects of plan implementation should be developed from the onset of the planning effort.)

Exhibit 3 provides a suggested format for Planning and Implementation Strategy Section of POW.

C. Workload Analysis, Cost Analysis, Fiscal Year Budget, and Activity Schedule

1. Workload Analysis - identifies the personnel resources needed to effectively and efficiently conduct the planning process. A workload analysis is essential to achieving a commitment of the necessary disciplines for a sufficient amount of time. The workload analysis needs to include personnel resource input from all sources and the amount of time each person will be involved in the process. Exhibit 4 provides an example of a workload analysis.

2. Cost Analysis - identifies the fiscal resources needed to effectively and efficiently conduct the planning process. The Cost Analysis needs to capture all the estimated costs from all sources, not just SCS or USDA. Exhibit 5 provides an example of a Cost Analysis

3. Fiscal Year Budget - The fiscal involvement of all participating organizations need to be displayed. The Cost Analysis should display the projected costs of each participating agency for each fiscal year within which the planning effort falls. Exhibit 6 provides an example of a Fiscal Year Budget.

4. Activity Schedule - provides an overview of the events and when they are scheduled to occur. Exhibit 7 provides an example of an Activity Schedule.

D. Organizational Commitment

Organizational commitment to support the planning and implementation effort as defined in the Plan of Work is critical. It is recommended that a representative from each participating agency sign the POW signifying their approval and commitment.

E. Appendices, Special Instructions, Bibliographies, Other

VII - PROJECT MANAGEMENT

The Planning Team Leader and Sponsor Representative are responsible for coordinating the development and implementation of the Plan of Work. This will require regular communication and/or interaction with all

planning participants and concerned publics. Meetings and informational activities needed to keep the sponsors and the concerned public informed and supportive should be noted in the POW and responsibility assigned.

The Planning Team Leader may find it productive to utilize computer hardware and software to assist in managing the planning effort. There are a number of PC Computer software packages available that may be useful in helping to assist in managing project activity. For more information, contact the Resources Planning Specialist at your friendly NTC, your local IRM person, and/or Planning Staff Leaders in other states. Pick a project management system that works for you.

VIII - EXHIBITS

Exhibit 1. Resource Inventory Worksheet

Exhibit 2. Resource Condition Analysis Worksheet

Exhibit 3. Plan of Work

Exhibit 4. Workload Analysis

Exhibit 5. Cost Analysis

Exhibit 6. Study Costs by Fiscal Year

Exhibit 7. Project Planning Schedule

RESOURCE CONDITION ANALYSIS WORKSHEET *

Name of Project: _____ Date: _____

Work Item: _____

A. Resource Condition Analysis: _____

B. Purpose/Need for Analysis: _____

C. Required Accuracy of the Products of the Analysis: _____

D. Potential Procedures for Completing Analysis:

	<u>Procedure</u>	<u>Time to Implement</u>	<u>Cost to Implement</u>
1.			
2.			
3.			

E. Selected Analysis Procedure, Time, Cost, Implementation Schedule:

Procedure: _____
Time (days): _____
Cost (\$): _____
Start Date: _____
Finish Date: _____

F. Resource Data Needed/Source of Data:

	<u>Data</u>	<u>Data Source:</u>
1.		
2.		
3.		
4.		

G. Person(s) Responsible for Analysis:

* A worksheet should be used for each work item.

Project: Location:		WORKLOAD ANALYSIS												Date:		
Plan of Work Work Items	Required Work Days (By Discipline)												Start Date	Completion Date		
	*															

* NOTE: HYD = Hydrologist
 WQS = Water Quality Specialist
 BIO = Biologist
 DC = District Conservationist
 SC = Soil Conservationist

COST ANALYSIS

Project:

Location:

Work Item	Unit Charge Days	SCS	*				Total Cost
Totals							

* Other Agencies

PROJECT PLANNING SCHEDULE

Project: _____

Location: _____

FY _____

FY _____

Work Item:	1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.			1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.					
	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.			