

PLANNING AHEAD

Notes for the Planning and Policy Community



US Army Corps of Engineers

September 2007

Volume 10, Issue 8

A Note from the Leader of the Planning Community of Practice

The end of the summer is a wonderful time of the year. People around the country are planning one more visit to the beach, a lake, or the mountains. Here in Washington, Congress will be returning after their Labor Day recess to resume their work on many challenging issues, including the crafting of appropriations bills for the upcoming fiscal year which will begin on October 1st, and possibly, a water resources development act.

Kids are preparing for their return to school, filled with excitement and anticipation of a new school year. And just as one group of students return to schools and colleges around the country, I want to take the opportunity to congratulate and recognize the efforts of the graduating members of the *Planning Associates Class of 2007*. Please join me in congratulating:

David F. Bucaro (Chicago District)
Beth A. Cade (Huntington District)
Brad A. Foster (Jacksonville District)
Naomi R. Fraenkel (New York District)
Kim M. Gavigan (Los Angeles District/Phoenix Area Office)
Laura A. Orr (Seattle District)
Shawn Phillips (Memphis District)
Brian T. Rast (Kansas City District)
Greg C. Steele (Norfolk District)
Jeffrey A. Tripe (Ft. Worth District)

The Planning Associates Class of 2007 is the fifth class of graduates since the reestablishment of the program in fiscal year 2003. With the graduation of these individuals, we now have 54 graduates of the Planning Associates program.

I have taken a personal interest in this Planning Associates class, inasmuch as early on in the program they adopted me as an honorary member of their class. Therefore by extension, I too can say that I have graduated from the Planning Associates program. I have come to know this group of smart and talented individuals, and given the fact that 90 percent of them scored as “Extrovert” on the Myers Briggs Type Indicator instrument, I am confident in their ability to express their thoughts and opinions.

Graduates of the previous classes of the Planning Associates program have been making significant contributions to, and have been having a positive impact upon, the planning and policy community at all levels throughout the Corps. I am confident that the Planning Associates Class of 2007 will continue this fine tradition of contributing to the future success of the Corps planning and policy activities. Announcement of the members of the Planning Associates Class of 2008 will be made in the near future.

Once again, I offer my sincerest congratulations to the graduates of the Planning Associates Class of 2007 and wish them continued success in their future professional and personal endeavors.

Thank you for all you do every day.

Tom Waters
Planning CoP Leader
Thomas.W.Waters@usace.army.mil

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WORDS FROM THE EDITOR

In this month's issue of *Planning Ahead*, Susan Durden of IWR and Mark Dunning, formerly of the Corps and now a consultant to the Corps, describe their efforts to examine the issue of "Other Social Effects" and their evaluation within the context of the Corps planning framework.

Gene Lilly (Tulsa District), Steve Ashby (ERDC), Hal Cardwell (IWR) and Margaret Johanning (Headquarters) describe efforts on the part of the Corps and the Western States Water Council to apply analytical tools developed by the Corps to regional water resources efforts, under the auspices of the Western States Watershed Study.

Kim Gavigan (Los Angeles District) discusses the Planning Associates' Class of 2007 recent travels to Alaska to learn about Small Boat Harbors and Intergovernmental Affairs.

Jim Henderson of ERDC's Environmental Lab reports on the development of the Cost Template for reporting FY 2006 and 2007 Threatened and Endangered Species expenditures.

Thank you for your contributions and your continued interest.

Ken Lichtman, Editor
Institute for Water Resources
Kenneth.e.lichtman@usace.army.mil

PLANNING COP NEWS



*Lieutenant General Robert L. Van Antwerp
Chief of Engineers/Commanding General
U.S. Army Corps of Engineers
requests the pleasure of your company
at a Retirement Ceremony
in honor of
Mr. Thomas W. Waters
on Friday, the twenty eighth of September
at ten thirty o'clock
in the 7th Floor Auditorium
Government Accountability Office
441 G Street, NW
Washington, DC*

*R.S.V.P. by September 20
202-761-4580
jean.vossen@usace.army.mil*

*Military: Duty Uniform
Civilian: Business Attire*

Announcement of Developmental Assignment: Planning CoP Leader Position

POSITION: Chief, Planning and Policy Division, Leader of the Planning and Policy Community of Practice (CoP) and Chief of the Mississippi Valley Division (MVD), Regional Integration Team, Directorate of Civil Works

APPLICABILITY: This assignment is open to all USACE employees.

LOCATION OF ASSIGNMENT: US Army Corps of Engineers, Headquarters, 441 G Street, NW, Washington, DC 20314-1000

DESCRIPTION OF ASSIGNMENT/DUTIES:

As Acting Chief Planning and Policy Division and leader of the Planning and Policy Community of Practice (CoP), serves as technical director for the multi-disciplinary CoP, business line managers and senior policy advisors that develops and coordinates CW policies in coordination with ASA(CW), to establish USACE position and with respect to the extent of Federal involvement in various functions associated with Civil Works studies and projects. Reviews proposed Civil Works legislation relating to the study and project authorizations, and at the request of the DCW, provides assistance to the Congressional Committees on Public Works in preparation of the Water Resources Development Acts (WRDA) and leads the Corps implementation actions for WRDA. Develops planning guidance for the conduct of general investigations and reevaluation studies. Responsible for the completion of reports of the Chief of Engineers to Congress recommending Federal participation in plans formulated by Planning and Policy CoP on behalf of HQUSACE, Divisions, and Districts. Oversees the policy review of projects recommended to Congress for authorization and the function of the Civil Works Review Board.

Also, serves in a dual-hat role as Acting Chief of the Mississippi Valley Division (MVD) Regional Integration Team (RIT). Serves as technical point of contact for the MVD Regional Business Center (RBC) for all mission and support areas within MVD. Monitors the resolution of complex Civil Works and Military Program issues. Establishes and maintains relationships at the National, MSC and District level by attending internal and external meetings. Works closely with other RITs, HQ Program Integration Division and USACE team members in integrating mission areas including resources and program requirements. Maintains an executive-level understanding of all programs and projects within the region.

PERIOD OF ASSIGNMENT: This assignment will commence on or about 1 October 2007, NTE 180 days.

CONDITIONS OF EMPLOYMENT: Applicants must currently possess or be able to obtain and maintain a SECRET security clearance.

APPLICANT QUALIFICATIONS: Nominees will be selected on the basis of the following qualifications:

- Substantial experience in Civil Works Planning & Policy
- Strategic planning
- Evidence of leadership experience
- Excellent communication skills – oral and written
- Works well in a team environment.

SALARY: Selectee's salary will be funded by HQ Civil Works. If the selectee is from outside the commuting area of the developmental assignment, travel and per diem will be the responsibility of the permanent employing organization.

APPLICATION PROCEDURES: Applicants will provide the following information via e-mail to cecwemployment@usace.army.mil. Closing date of announcement: 15 September 2007.

WHAT TO SUBMIT:

- Resume
- One-page statement of interest & motivation for the assignment.
- A short summary statement addressing each of the qualifications.
- Letter of endorsement from immediate supervisor and Commander.
- Three most recent annual performance appraisals.

EVALUATION CRITERIA: Applicants will be evaluated based on the information provided.

EQUAL EMPLOYMENT OPPORTUNITY: All eligible applicants will receive consideration for the developmental assignment without regard to race, religion, color, national origin, age, sex, disability, political affiliation, or any other non-merit factor.

POINT OF CONTACT: Questions should be addressed to Steven L. Stockton, Deputy Director of Civil Works at steven.l.stockton@usace.army.mil.

FEATURED ARTICLES

Bringing the Other Social Effects Account Back into the Planning Process

By Susan Durden, Institute for Water Resources and Mark Dunning, Marstel Day Consulting

How are social connectedness, community social capital and community resiliency likely to change in the absence of a solution to a water resources issue? How are vulnerable populations likely to be affected?

How can such factors be included and considered in plan formulation and evaluation? How are project contributions to social well-being identified, described, evaluated and chosen? What tools are available to help?

These questions, and others, are being asked as the Corps explores bringing the Other Social Effects (OSE) account back into the Corps planning process. As most planners know, recent Federal water resources development efforts have primarily focused on enhancing the Nation's economic well-being as portrayed in the National Economic Development (NED) account. However, many other factors also influence the degree to which water resources solutions are judged as effective, acceptable, and fair. The Corps' emerging four accounts planning framework as presented in EC 1105-2-409 places emphasis on including a broad range of considerations in planning. In this framework factors from all four accounts (NED, EQ, RED, and OSE) are to be considered in project analysis and decision making.

However, as anyone experienced in Corps planning knows, there has not been a great deal of attention paid to the OSE account in many years. If OSE factors are to play a greater role in the planning process there are a host of analytical and implementation issues that need to be addressed. USACE,

Headquarters has tasked the Institute for Water Resources (IWR) with exploring these needs and providing tools to Corps planners to help integrate OSE into project planning. Two products have been produced and are available in the Planner's Library on the Planner's web. The first product <http://www.usace.army.mil/cw/cecw-cp/library/OSE_RED_WhitePaperAug06.pdf> is a white paper addressing OSE and Regional Economic Development. This paper includes lists of factors and tools used by other agencies for OSE evaluations. The second paper, Theoretical Underpinnings of the Other Social Effects Account, <<http://www.usace.army.mil/cw/cecw-cp/psa/psa.html>> provides grounding in the theoretical basis and a conceptual framework for considering social factors in planning.

Work is underway on an OSE Handbook presenting methods and procedures for using social factors in water resources planning. The handbook will address social considerations by business line and will present procedures for applying OSE factors in each phase of the Corps six-step planning process. Several case studies will be included to illustrate key points.

Get Involved!

The handbook is being prepared under the direction of Ms. Susan Durden of IWR. Dr. Mark Dunning, a sociologist who retired in 2004 after a long career with the Corps, is the principal investigator. Susan and Mark welcome contact from Corps planners who have specific projects or situations related to OSE that might provide useful illustrations for the handbook—and thank those who are already involved in this work. Suggestions for internal and external reviewers would also be helpful. Please contact us at: <md@marstel-day.com> or susan.e.durden@usace.army.mil

USACE Partnering in the Western States Watershed Study

By Gene Lilly, Steve Ashby, Hal Cardwell, and Margaret Johanning

In the Western States Watershed Study (one of five federally funded studies), the Western States Water Council, in collaboration with the Corps project delivery team, is assessing new innovations to augment water management tools used by agencies and stakeholder groups in the western region.

Two pilot demonstrations were identified to share product

development and technology transfer methods from the Engineer Research and Development Center, System Wide Water Resources Program (SWWRP), and the Institute for Water Resources (IWR) Shared Vision Planning research program.



17 Western States

In the Bear River Basin that extends into Utah, Idaho and Wyoming, a Geographical Information System (GIS) toolbar (SWWRP ArcGIS Toolbar <<https://dataservices.erdc.usace.army.mil/toolbar/>>) developed by SWWRP was provided to Utah State University, who maintains a watershed information system of the basin. The GIS toolbar allows integration of information from multiple data sources and watershed tools into a single database and worked well for application within the watershed. This same technology is being developed for application to other water resource management efforts around the nation.



Another tool developed by SWWRP was made available (SWWRP CorpsGlobe <https://earth.erdc.usace.army.mil>) which is the Corps' Google Earth Server, currently providing imagery along with data collection locations for several national datasets and the ability to download the data collected at those locations. These data are freely available for any Corps partners and is provided "as-is" directly from the source.

In the North Fork Cache La Poudre River Basin in Colorado, the IWR Shared Vision Planning methods for multi-stakeholder collaboration and SWWRP data management tools and are being demonstrated to address basin issues such as water supply and allocation and impacts on water quality and environmental sustainability. The application of the Shared Vision Planning process and the GIS toolbar is being used to facilitate stakeholder

involvement in alternative evaluation and supports the Corps Regulatory role under Section 404 of the Clean Water Act. The demonstration and associated technology transfer is underway throughout 2007 and is being coordinated with the Omaha District of the Corps.



A follow on technology transfer workshop is planned for early FY 2008 and a final report of the overall study activities will be available when the study is completed in 2008.

The work with the Western States Watershed Study provided an opportunity to test an approach for corporate data management and the provision of information for multi-stakeholder use. Other watershed studies could also utilize these types of water management tools and technology transfer by partnering with SWWRP and IWR.

For information on SWWRP, contact Steve Ashby, Program Manager, Steven.L.Ashby@erdc.usace.army.mil or visit the SWWRP web site at <https://swwrp.usace.army.mil>. For information on the SWWRP ArcGIS Toolbar or the SWWRP CorpsGlobe, contact Ken Pathak, Associate Technical Director at Ken.Pathak@erdc.usace.army.mil. For information on Shared Vision Planning, contact Hal Cardwell at IWR, Hal.E.Cardwell@usace.army.mil or visit the SVP website at <http://www.sharedvisionplanning.us>. Contact Gene Lilly, Project Manager of the overall study at Douglas.E.Lilly@usace.army.mil.

Stream and Riparian Corridor Restoration Workshop

Springdale, AR

September 10-13, 2007

The U.S. Army Engineer Research and Development Center (ERDC), and the Arkansas Game and Fish Commission announce a 3.5-day workshop scheduled for Sept 10-13, 2007 in Springdale, Arkansas. This will be an excellent opportunity to look at constructed and disturbed stream and riparian systems in a range of conditions and settings.

The objectives of this workshop are to introduce the methodology and procedures for initiating, planning, analyzing, and ultimately designing long-term sustainable river corridor and stream stabilization/restoration projects.

Innovative, environmentally sensitive, and cost-effective approaches to aquatic and riparian habitat will be discussed. Comprehensive case studies will also be presented. Two days of field trips to local stream sites will be conducted. Rain gear and appropriate field clothes are recommended for the field trip. Two weeks before class registered participants will be e-mailed instructions on how to download class notes from a dedicated FTP site. Participants can then print & bring notes to class, or bring a laptop.

The cost of the workshop is \$50.00. For additional information concerning the workshop, contact the Arkansas Game and Fish Commission, Russellville Regional Office, 1266 Lock and Dam Road, Russellville, AR 72802, phone: 1-877-967-7577 or (479) 967-7577.

2007 Planning Associates Update: Small Boat Harbors and Intergovernmental Affairs

By Kim M. Gavigan, P.E., CFM, Los Angeles District

The adventures of the 2007 Planning Associates continued during the month of July with a quick trip to Anchorage, Alaska to learn about Small Boat Harbors and Intergovernmental Affairs.

Prior to beginning this course, the class continued working on our individual draft Critical Think Practicum (CTP) and prepared for dry runs the following day with Mr. Harry Kitch, Mr. Bruce Carlson, and Ms. Joy Muncy, via VTC at Elmendorf Air Force Base. The CTP is a capstone project that each team must develop throughout the year. The objective of the CTP is to identify a significant Corps issue and propose recommendations that would advance the Civil Works mission and its value to the Nation. The final versions of each CTP will be presented in Washington, D.C. in September.

After two long days of honing our CTPs and receiving valuable feedback, the PAs took advantage of a free weekend before the course by visiting places such as Talkeetna, Seward, and Exit Glacier. While in Talkeetna, we were fortunate enough to actually see Mt. McKinley, which the State of Alaska officially refers to as "Denali", the local Alaska Native name meaning "high one". Several of the PAs were more adventurous and put in some long days of salmon fishing on the Kenai River.



Jeff Tripe and Shawn Phillips showing off their prize salmon

Our course owners were Mr. Patrick Fitzgerald and Ms. Valerie Hansen, both of the Alaska District and alumni of the Planning Associates Class of 2005. The PAs were greeted with a rousing welcome and Command Briefing

from Colonel Kevin J. Wilson, Commander, Alaska District, who is adamant about having the greatest job/district in the Corps. COL Wilson shared his insights on the importance of the Civil Works program, Alaska's small boat harbors, and the commercial fishing industry to the nation's economy (e.g., approximately 48% of the seafood consumed in the United States comes from Alaska). The Alaska District encompasses approximately 630,000 square miles, which is 1/5 the size of the lower 48 states, and has approximately 34,600 miles of coastline. The population density in Alaska is on average one person per square mile compared to the about 80 people per square mile in the lower 48 states.

The first day of instruction commenced with "Small Boat Harbors 101" by Mr. Bruce Sexauer, Senior Planner and alumni of the PA Class of 2003. This included a hands on exercise on what comprises a small boat harbor (SBH) that used a large bucket of rocks and wooden blocks to simulate breakwaters and mooring areas. The first take away point for me was learning what a small boat harbor is: "small" only refers to the size of the vessels (typically ≤ 14 feet of draft) and not the size of the harbor. These types of harbors can be small or large; in fact, the SBH in Homer, Alaska can accommodate 1,500 boats while the SBH in Marina del Ray, California accommodates 6,100 boats! Instruction continued with presentations on: "The Planning Process for SBHs" by Pat Fitzgerald; "Economic Analysis and Marine Resources Assessment" by Ms. Lorraine Cordova, Chief of Alaska District's Economics Section; and "Hydraulic Design Considerations" by Mr. Ken Eisses, Chief of Alaska District's Hydrology & Hydraulics Section. Mr. Eisses emphasized the importance of constructing physical models during the feasibility study stage to ensure that proposed designs will function. It was also interesting to learn that non-structural measures are also evaluated when formulating SBH alternatives.

Monday's ice-breaker was held at the Green Lake Chalet located on Elmendorf AFB. We were introduced to some local culinary delights including freshly caught grilled Silver Salmon, Smoked Salmon, and Caribou-Kabobs, while getting the opportunity to spend more time with COL Wilson and many other Alaska District team members and their families.

Day two began with a very interactive Panel Discussion with key Stakeholders. Members of the panel included Mr. Bob Juettner, of the Aleutians East Borough; Mr. William Ashton, Alaska Department of Environmental Conservation; Ms. Mary Lynn Nation, U.S. Fish and Wildlife Service; Mr. John Stone, President of the Alaska Association of Harbormasters and Port Administrators; and Mr. Michael Lukshin, State Ports and Harbors Engineer – Alaska Department of Transportation.

Some notable quotes from Mr. Juettner and Mr. Stone,



Panel discussion with Alaskan stakeholders

respectively were “We fish therefore we are” and “The town is the harbor”. It was also interesting to learn that the Bering Sea - Aleutians fishing industry is often referred to as the “Phantom Fleet”, though each of these harbors contributes to a national system that is then shipped overseas. The demand is so great at many harbors that hundreds of boats often remain on waiting lists for years.

After the panel discussion, Valerie Hansen played the role of Alex Trebek for a challenging round of “*PA Jeopardy*”. The day’s instruction continued with presentations on: “NEPA Compliance and Mitigation for Harbors” by Mr. Guy McConnell, Chief of Alaska District’s Environmental Resources Section; “Harbor Legislation Stimulated by Sponsors” by Mr. Carl Borash Chief of Alaska District’s Project Formulation Section; “HQUSACE Policy Compliance Hot Buttons and Economic Analysis Expectations of OMB” by Mr. Brian Harper, Senior Economist at IWR; and a “Case Study on Nome Harbor” by Ken Eisses. The class was then given a set of harbor constraints and design criteria and asked to apply what we learned by designing a new small boat harbor for the City of Whittier, Alaska.

On the third day, the focus shifted to Intergovernmental Affairs. Mr. Ernest Young, Tribal Liaison for the Alaska District, provided the PAs with key local insight with a presentation on “Communicating in Rural Alaska and American Indian and Alaska Native Policy.” Of the 535 federally recognized tribes in the United States, 229 of them are in Alaska belonging to twenty distinct language groups. The Alaska Native Claims Settlement Act established twelve Regional Corporations which generally follow the boundaries of these language groups.

As we learned back in the St. Louis Cultural Resources Course in October, it is important for planners to fully integrate the principle and practice of meaningful consultation with tribes during the planning process, as well as recognize and respect the significance that tribes ascribe

to certain natural resources and properties of traditional or customary religious / cultural importance.

Ms. Margan Grover, the lone archeologist with the Alaska District, has a tough job considering the size of the District and the number of recognized tribes to consult with. She discussed the role of subsistence living in rural Alaska, which can be considered as hunting, fishing, and gathering for the purpose of acquiring food and its meaning as a social, economic, and cultural system.

The only non-subsistence areas in Alaska are Matsu, Anchorage, Kenai, Juneau, and Ketchikan. One statistic that stuck out for me is that subsistence fishing only equates to 2% of the total salmon harvest, while commercial fishing comprises 97% of the total. The remaining 1% encompasses sport and recreational fishing.

The week’s classroom instruction concluded with discussions on the Civil Works Review Board Process by Ms. Robyn Colosimo, HQUSACE; the Headquarters Review Process by Brian Harper, IWR; the Denali Commission Collaborative Planning Process by Mr. Mike McKinnon; and class reports on the Whittier Harbor design exercise.

The class field trip began early Thursday morning around 4:00 a.m. in order to make a 6:00 a.m. flight from Anchorage to Nome. The first stop was in Kotzebue, Alaska, located just inside the Arctic Circle, for the airline to deliver supplies, then it was off to Nome...or so we thought.

The early morning fog prevented us from landing due to the pilot needing at least ¼ mile of visibility, so we were forced to return to Anchorage. That minor setback did not deter us and we decided it was worth the wait to hop on the next flight later that day at 5:50 p.m. The fog had lifted by then and we were able to land. Nome (pop. 3,560) is the finish line for the 1,100 mile Iditarod Sled Dog Race which starts in Anchorage. Nome is the supply, service, and transportation center of the Bering Strait region. Although there are no roads directly to Nome, local roads lead to the villages of Teller and Council as well as to the Kougarak River. The entire seaward side of the City is protected by a 3,350-foot long granite boulder sea wall. A port and berthing facilities accommodate vessels up to 18 feet of draft. Barge services then distribute cargo to area communities. The Corps of Engineers is currently designing a new harbor entrance channel and breakwater, while local development groups and the City are funding harbor dredging, two seasonal floating docks, and a boat launch.

The next morning it was off to Teller, Alaska, located about 72 miles to the northwest via a gravel road. Teller is a truly amazing community consisting of only 258 residents. Teller

is a traditional Kawerak Eskimo village with an economy based on subsistence activities supplemented by part-time wage earnings. Fish, seal, moose, beluga whale, reindeer and other local resources are utilized. There is a herd of over 1,000 reindeer in the area and the annual round-up provides meat and a cash product which is sold mainly on the Seward Peninsula.



Channel inlet entering Seward Small Boat Harbor

Over one-third of households produce crafts or artwork for sale, and some residents trap fox. After experiencing life without a four-wheel drive vehicle out on the “spit” (i.e., we got stuck, dug it out, and then pushed it out), we met with the Tribal and town representatives to discuss community problems and needs, the potential for a small boat harbor in Teller, and get a firsthand sense of their subsistence-based lifestyle. We were also taken on a tour through Teller to see the “washeteria,” gill net fishing areas, and eroding beaches which threaten the school, wastewater treatment lagoon, and cultural resource areas. Our trip to Teller was quite memorable!



The trip to Teller, like anywhere else in the Alaska wilderness, is fraught with hazards, which were only overcome by the PAs' strong team work (and two good shovels!)

On behalf of the 2007 Planning Associates, I would like to thank the Alaska District, course owners, instructors, panel members, and the hospitable people of Nome and Teller who all made our Alaska adventure a success. We are looking forward to our next trip as we near the end of our year long journey, which will involve a short stop in New Orleans, Louisiana and then on to Vicksburg, Mississippi for the ERDC Course and San Antonio, Texas for the Watershed Course.



PAs meeting with Teller Tribal and village representatives



The end of our trip to Teller, Alaska with our gracious hosts

Where are the PAs in their year long journey?

The bold items show the courses just completed.

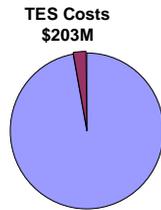
1. Cultural Resources Management and Tribal Affairs
2. Team Building, Leadership, and Communication
3. Washington DC Experience
4. Deep Draft Navigation
5. Inland Navigation
6. Hurricane and Storm Damage Reduction
7. Ecosystem Restoration
8. Endangered Species Act, Hydropower, Water Supply, Recreation
9. Flood Damage Reduction and Hydrologic Engineering Center
- 10. Small Boat Harbors and Intergovernmental Affairs**
11. Engineer Research and Development Center
12. Watersheds

Cost Template for Threatened and Endangered Species (TES) Expenditures

By Jim Henderson, Engineer Research and Development Center, Environmental Lab

The Corps spent \$203M on TES during FY06, an increase of twenty-seven percent over FY05 spending. The template has been used since FY05 to report annual species costs to the U.S. Fish and Wildlife, a requirement of the 1988 amendments to the Endangered Species Act. FY06 TES spending was three percent of the Corps' Civil Works budget.

FY06 Civil Works Budget (\$7.4B)



The Costs Template has been re-opened so that FY07 TES expenditures can be entered whenever Corps Planning, Operations, and Regulatory personnel are ready to input information at: <http://el.erdc.usace.army.mil/tessp/>, lower left navigation panel. A User ID and Password are required to input expenditures (from an Army computer).

Greater detail on species costs or on District expenditures can be obtained by looking at the [Expenditure Reports](#) (go

to left navigation panel, TES Costs Template is at the bottom). Expenditure Reports may be viewed without a User ID and Password.

The table below compares spending by Divisions for FY05 and FY06.

DIVISION	FY05	FY06
LRD	\$379,104	\$783,020
MVD	\$4,712,949	\$4,110,758
NAD	\$1,360,916	\$1,661,606
NWD	\$132,974,371	\$152,836,202
POD	\$173,200	\$202,080
SAD	\$6,683,642	\$7,720,212
SPD	\$12,347,457	\$27,842,303
SWD	\$1,395,437	\$7,738,596
TOTAL	\$160,027,076	\$202,894,777

Questions about the template, information from the FY06 reporting, or suggestions for the Costs Template should be addressed to Jim Henderson, 601-634-3305 (800-522-6937, ext. 3305) or email at jim.e.henderson@erdc.usace.army.mil

Water Research Symposium Oklahoma City, OK October 23-25, 2007

The Oklahoma Water Resources Research Institute will be convening its annual Water Research Symposium on October 23-25, 2007 in Oklahoma City, OK. Dr. Edwin J. Rossman, Assistant Chief of the Planning and Environmental Division at the Tulsa District office of the Corps of Engineers will be chairing a session on "Science and Policy." The session is multidisciplinary in

nature and is intended to focus on how the social and biophysical sciences contribute to managing water resources in the present and in the future. If anyone is interested in presenting a paper at the symposium, please contact Dr. Rossman at Edwin.j.rossman@usace.army.mil. For additional information about the Oklahoma Water Resources Institute's Water Research Symposium, please go to the following website:

<http://environ.okstate.edu/OKWATER/index.asp>

SMART RIVERS 2007 CONFERENCE

Registration is now open for the **Smart Rivers 2007 Conference** to be held on September 16-19, 2007 in Louisville, KY. The conference will focus on “Positioning Inland Navigation as a Powerful Link in the Global Supply Chain.” Professionals interested in sharing knowledge and experience in order to achieve a better and more efficient integration of inland waterways (rivers and channels) into an integrated intermodal transport system are invited to register and attend this important conference.

The three-day conference will include a strong technical agenda and a pre-conference workshop on “The Future of the US Inland Navigation System – Meeting the Challenges” (see a description of the workshop on the next page). Tours will be offered to the McAlpine Locks and Dam, Jeffboat Shipyard, Falls of the Ohio, and on a Historic Steamboat Cruise on the Ohio River. The conference will also feature industry exhibits and networking events, and is expected to draw more than 200 port and waterway executives, policy and technical professionals from the U.S. and Europe.

The 2007 conference, organized by PIANC USA, will be the third in a series of international joint conferences on synergies for an efficient waterway system in Europe and the U.S.

For registration information and the detailed conference agenda, please go to <http://www.pianc.us>.



McAlpine Locks and Dam

Inland Navigation Workshop Louisville, KY September 19-20, 2007

The Corps' Planning Center of Expertise for Inland Navigation (PCXIN) will be holding a workshop on September 19 and 20 at the Seelbach Hilton in Louisville, KY immediately following the Smart Rivers 2007 Conference.

The two-day workshop will focus on the role of inland waterways and the management of inland waterway assets.

It will engage participants in discussions on new guidance affecting inland navigation studies and the Corps agenda for research, data and model development. The **Inland Navigation Workshop** is hosted by the Inland Navigation Community of Practice and will feature a variety of policy and technical experts both within and outside the Corps.

For more information on the workshop and a copy of the detailed agenda, please contact Mr. Mark Hammond at mark.r.hammond@lrh01.usace.army.mil.

Technical Workshop: The Future of the US Inland Navigation System - Meeting the Challenges

This workshop will be held at the **Smart Rivers 2007 Conference in Louisville, Kentucky on Sunday, September 16, 2007 from 1:00 pm to 5:00 pm.** The cost is \$150. Please register at: <http://www.pianc.us>

Course Instructors:

- Dr. William A. McAnally, *Mississippi State University*
- Nicholas Pansic, *MWH & Chair, ASCE/COPRI Waterways Committee*
- Charles Spitzack, *U.S. Army Corps of Engineers*
- Dr. Dennis Wichelns, *Hanover University, Indiana*

WHY ATTEND? A stimulating interactive workshop, to learn, share ideas, and explore the unique challenges facing the 12,000 miles of US waterways.

LEARN – The 10 guiding principles for sound design of navigation projects;

EXAMINE – Key performance metrics that measure multimodal systems and their impacts on waterway investment and management;

EXPLORE – Case studies of North American and European approaches to balancing functional, environmental, and financial interests to create sustainable waterways; and

SHARE – Ideas on how professional and personal ethics guide organizational behavior in waterway systems.

THE CHALLENGE: The U.S. inland waterway system is but one element of a large-scale intermodal transportation system that is planned, built, operated, and maintained through a unique public/private partnership. Unlike the more integrated European systems, overall U.S. policy is implemented through separate Federal government entities with overlapping yet divergent missions. This “portfolio” approach to asset management has led to inadequate and often misplaced infrastructure investment, and incremental advances that do not always serve the larger public good.

WHY METRICS MATTER: Current performance metrics for the US waterway system provide no guidance for balancing conflicting objectives of efficient transport of goods with environmental sustainability. What can be done to improve how we measure transportation system performance so that desirable outcomes are attained?

SUSTAINABLE NAVIGATION: Learn how the innovative Navigation and Environmental Sustainability Program (NESP) seeks to balance needed infrastructure improvements with ecological restoration and enhancement in the vital Upper Mississippi River System.

THE ROLE OF ETHICS: Do professional codes of practice and ethics provide sufficient guidance for decision-making on future investments in waterways? How do we properly recognize and address the competing interests of efficiency and environment? What guidance does our personal or professional code of ethical conduct provide when the decision is not clear-cut? How will we know if the “right thing” is being done?

TAKE-AWAYS: Participants will receive a syllabus containing:

- Hard & Soft Copies of All Presentations
- American Society of Civil Engineers’ Code of Ethics
- Fact Sheet on the US Inland Navigation System
- Primer on Transportation System Metrics, from Dr. McAnally’s Report
- Handout on the Upper Miss NESP
- Thought-Provoking Questions and Guidelines for Your Personal Action Plan

You will earn 4 Professional Development Hours (PDHs) for this course.

Questions?

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PLANNER'S FREQUENTLY ASKED QUESTIONS

When Planning Models are Certified, do they Become Mandatory?

Question: I understand from recent discussions regarding the BeachFX coastal storm damage model that when it is certified we will be strongly encouraged--but not REQUIRED--to use the model. My understanding in the past was that districts are required to use certified models when they are available. Has there been a change in policy? If so, where can I find the new policy? Thanks.

Response: *By Bruce Carlson, Office of Water Project Review*

There is no change in policy, so I will attempt to clarify the use of certified models in planning studies.

You are correct in noting that EC 1105-2-407 requires that planning models used in studies be certified. This requirement, however, will not result in study teams being forced to use models that are in the "certified toolbox" (as the toolbox is established and expanded). There will always be the flexibility to develop improved tools and add them to the planner's suite of analytic resources where needed.

What has changed, as MG Griffin stated when establishing the Planning Models Improvement Program (PMIP), is that the era of the "homegrown" model is over. If existing certified models are not felt to be appropriate for a task, and new tools are deemed necessary, those tools will be developed corporately in coordination with the appropriate PCX. Depending on circumstances this could be done with study funds, R & D funds, or a combination. The result could involve modifications to existing certified models, or creation of new models. But the development process will be a coordinated effort of the entire CoP, not just a study PDT, and will typically engage expertise from outside the Corps. The result of the PMIP will be a smaller number of superior models that are more fully documented and supported, with fewer instances of efforts spent on redundant or outdated models.

If existing models are being considered for a study they would need to go through the certification process, which would include an assessment of their use of state of the art methods as well as the technical and computational soundness. In the case of BeachFX a great deal of corporate effort has been expended to develop a superior model. District's wanting to use other models would need to defend why the proposed alternative choice would be superior for the study's circumstances, and would also need to engage the certification process to assure the validity of the model's results. Ideally, these considerations would be raised and documented at the beginning of the study in the Peer Review Plan so they could be deliberated among the district, MSC, and PCX, and used to set the course for the study. There will certainly be cases where existing models being used by districts will go through the certification process, but their merits will need to be compared to existing corporate models.

The PMIP was designed to maintain flexibility rather than forcing choices, but its central emphasis was to concentrate efforts on a smaller, better group of well known and well understood models rather than stretch resources too thin on too many models.

EMPLOYMENT OPPORTUNITIES

These are but a few of the many available positions advertised on the Army's Civilian Personnel on line website: <http://cpol.army.mil>

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: WTKC07103582

Opening Date: August 10, 2007 **Closing Date:** September 10, 2007

Position: GS-12: Social Sciences Study Manager (0101), Biological Sciences Study Manager (0401), Civil Engineer (0810), Physical Scientist (1301)

Salary: \$73,377 - \$95,394 Annual

Place of Work: US Army Engineer District, San Francisco; Engineering and Technical Services Division, San Francisco, California

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 1

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: SCGP07989914

Opening Date: August 17, 2007 **Closing Date:** September 13, 2007

Position: GS-13: Community Planner (0020), Social Scientist (0101), Economist (0110), Biologist (0401), Landscape Architect (0807), Architect (0808), Civil Engineer/Hydraulic Engineer (0810), Environmental Engineer (0819), Physical Scientist (1301), Hydrologist (1315), General Engineer (0801)

Salary: \$75,414 - \$98,041 Annual

Place of Work: US Army Engineer District, Wilmington, Technical Services Div, Planning and Environmental Branch, Plan Formulation and Economics Sec, Wilmington, NC

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 01

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: SCGV07135141A

Opening Date: August 16, 2007 **Closing Date:** September 14, 2007

Position: YA-2: Community Planner (0020), Economist (0110), Archeologist (1093)

Salary: \$38,824 - \$87,039 Annual

Place of Work: US Army Engineer District, Jacksonville, Planning Div, Plan Formulation Br, Restoration Planning Section, Jacksonville, FL

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 01

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: SCGV07095717

Opening Date: August 15, 2007 **Closing Date:** September 14, 2007

Position: YF-2: Supervisory Biologist (0401), Supervisory Landscape Architect (0807), Supervisory Architect (0808), Supervisory Civil Engineer (0810), Supervisory Environmental Engineer (0819), Supervisory Mechanical Engineer (0830), Supervisory Electrical Engineer (0850), Supervisory Physical Scientist (1301)

Salary: \$63,417 - \$121,540 Annual

Place of Work: US Army Engineer District, Planning Division, Plan Formulation Branch, Jacksonville, FL

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 1

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: SCGV07095717-1

Opening Date: August 16, 2007 **Closing Date:** September 14, 2007

Position: Supervisory Economist, YC-0110-2

Salary: \$63,417 - \$121,450 Annual

Place of Work: US Army Engineer District, Planning Division, Plan Formulation Branch, Jacksonville, FL

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 01

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: SCGV07128404-2

Opening Date: August 20, 2007 **Closing Date:** September 18, 2007

Position: YD-2: Civil Engineer (0810), Ecologist (0408), Biologist (0401), Architect (0808), Electrical Engineer (0850), Environmental Engineer (0819), Mechanical Engineer (0830), Physical Scientist (1301)

Salary: \$38,824 - \$87,039 Annual

Place of Work: US Army Engr Dist, Jacksonville, Planning Div, Plan Formulation Br, Restoration Planning Section, Jacksonville, FL

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 01

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: SCGV07128404-1

Opening Date: August 20, 2007 **Closing Date:** September 19, 2007

Position: YA-2: Community Planner (0020), Geographer (0150)

Salary: \$38,824 - \$87,039 Annual

Place of Work: US Army Engineer District, Jacksonville, Planning Division, Plan Formulation Br, Jacksonville, FL

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 1

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: SWGI07109071YC

Opening Date: August 20, 2007 **Closing Date:** September 18, 2007

Position: YC-2: SUPERVISORY SOCIAL SCIENTIST (0101), SUPERVISORY COMMUNITY PLANNER (0020), SUPERVISORY ECONOMIST (0110)

Salary: \$56,301 - \$107,991 Annual

Place of Work: US Army Engineer District, St. Louis, Planning, Programs & Project Mgt Div, Environmental Analysis Branch, St. Louis, MO

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 1

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: SCGV07143257

Opening Date: August 22, 2007 **Closing Date:** September 21, 2007

Position: YF-3: Supervisory Biologist (0401), Supervisory Landscape Architect (0807), Supervisory Architect (0808), Supervisory Civil Engineer (0810), Supervisory Environmental Engineer (0819), Supervisory Mechanical Engineer (0830), Supervisory Electrical Engineer (0850), Supervisory Physical Scientist (1301), Supervisory Hydrologist (1315)

Salary: \$85,470.00 - \$143,087.00 Annual

Place of Work: US Army Engineer Dist., Jacksonville, Planning Division, Jacksonville, FL

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 01

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: SCGV07143257-1

Opening Date: August 22, 2007 **Closing Date:** September 21, 2007

Position: YC-3: Supervisory Community Planner (0020), Supervisory Social Scientist (0101), Supervisory Economist (0110)

Salary: \$89,115.00 - \$143,087.00 Annual

Place of Work: US Army Engineer Dist., Jacksonville, Planning Division, Jacksonville, FL

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 01

TRAINING COURSES

Upcoming PROSPECT training courses of interest to the members of the Planning CoP include:

RISK ANALYSIS-FLOOD DAMAGE REDUCTION PROJECTS (Control #209)

September 10-14, 2007 Davis, CA

This course introduces Corps of Engineers field office staff to risk-based analysis for flood damage reduction projects. Participants will know the methodologies for determining uncertainty in discharge, stage, and damage and how to evaluate project size and performance accounting for the uncertainty in these parameters. Project function, safety, and workability are reviewed to increase awareness of how these issues affect the formulation of project features. The course presents current policy and technical procedures for conducting risk-based analysis of typical flood damage reduction projects such as levees, channels, and reservoirs. Included are lectures and case studies describing procedures for determining uncertainty in discharge-frequency, stage-discharge, and stage-damage relationships for various project site characteristics. Procedures for conducting Monte Carlo simulations for evaluating project reliability and size are described using current software developed for the personal computer. Concepts and procedures are demonstrated and practiced in classroom workshops. Current Corps policy related to risk-based analysis is also discussed.

PCC3 ENVIRONMENTAL CONSIDERATIONS (Control #408)

October 22-26, 2007 Jacksonville, FL

This class surveys environmental topics needed for new planners to pursue civil works planning studies. Participants learn to recognize the basis for and key components of NEPA documents consistent with applicable environmental laws, regulations, and procedures necessary to conduct civil works planning studies. Students will also receive basic information regarding the Corps ecosystem restoration authorities and guidance on partnership development. Course includes field trip and experiential exercises. The class consists of a series of modules summarizing the many laws, regulations, and planning processes governing environmental aspects of the Corps of Engineers civil works planning process. Modules include an overview of the process and its relationship to compliance under the National Environmental Policy Act, and the contents and procedural requirements for the preparation of Environmental Impact Statements. Regulatory discussions address the: Endangered Species Act, Fish and Wildlife Coordination Act, National Historic Preservation Act, Clean Water Act, Clean Air Act, Coastal Zone Management Act, Magnuson-Stevens Fishery Management Act, and the Wild and Scenic Rivers Act. Other topics include mitigation, cost effectiveness analysis, environmental sustainability, and guidance on ecosystem restoration under the continuing authorities and general investigation programs. Ecosystem and other impact assessment methods are reviewed, with exercises focused on the selection of assessment procedures for wetland evaluations.

PLANNING FOR ECOSYSTEM RESTORATION (Control # 348)

May 5-8, 2008 Phoenix, AZ

Ecosystem restoration is a priority mission in the Corps' Civil Works program. Together with traditional environmental mitigation, restoration spans the range of resources from fish and wildlife to watersheds and ecosystems. The formulation and evaluation that leads to restoration projects require a collaborative approach that also involves local sponsors and other stakeholders. This course explores key issues related to the current practice of ecosystem restoration planning: current and evolving policy, definition and measurement of ecosystem outputs, resource significance, plan formulation, and cost effectiveness/incremental cost analyses. Case studies and a half-day field trip to a local Corps restoration project will be utilized to illustrate current practices.

Within the context of the six-step planning process, the following topics will be discussed: (a) Authorities for Corps involvement in ecosystem restoration projects, (b) Environmental outputs and tools available for measuring them, (c) The meaning of resource significance and the importance of the evaluation criteria of efficiency, effectiveness, acceptability and completeness in ecosystem restoration, (d) Fundamentals of ecological principles and processes, (e) Management measures, (f) How risk and uncertainty factor into ecosystem restoration evaluation, (g) The purpose of Cost Effectiveness and Incremental Cost Analysis, (h) How to formulate jointly for ecosystem restoration (NER) and National Economic Development (NED) benefits. (NOTE: Although this course addresses evaluation tools and procedures for ecosystem restoration planning, this is not a course in the theory/mechanics of ecological or habitat models such as HEP or HGM).

PCC7 COLLABORATIVE PLANNING (Control # 407)

May 12-16, 2008 Portland, OR

Corps of Engineers planners typically work in multi-disciplinary teams, often involving project sponsors, other federal and state agencies, and occasionally stakeholder groups or private individuals. These teams, in turn often consult with a broader public, identifying and addressing public concerns as the agencies proceed through the planning process. This environment requires skills for successfully designing and conducting processes that effectively draw together the different partners and stakeholders throughout the planning process, resulting in decisions that enjoy broad public support. This course will concentrate on the methods, techniques, and skills which assist Corps planners and project managers with developing a high-functioning team and maintaining

effective communication with sponsors, stakeholders and interested parties throughout the life of the study. Participants will learn ways to effectively consult with or include others in raising awareness of on-going studies and efforts, integrating stakeholder values and concerns into the formulation and evaluation of projects, managing conflicts and disputes, and developing strategies to align participation activities with the Corps 6-Step Planning Process. By the end of the course the student will be able to identify the characteristics of effective public involvement processes, facilitate a team or public meeting, design an interactive team or public meeting or workshop, identify behaviors that escalate conflict during a dispute with other agencies or the public and identify behaviors that halt this escalation, develop a public participation plan, and select appropriate techniques for a participatory process.

To attend these courses or to receive additional information about these or other PROSPECT training courses, please contact the USACE Learning Center at <http://pdsc.usace.army.mil>.

CONFERENCES

Floodplain Management Association Annual Conference

September 4-7, 2007 South Lake Tahoe, NV

Additional information: <http://www.floodplain.org>

Association of State Dam Safety Officials, 2007 Annual National Conference

September 9-13, 2007 Austin, TX

Additional information: <http://www.damsafety.org/>

Smart Rivers 2007

September 16-19, 2007 Louisville, KY

Additional information: http://www.pianc.iwr.usace.army.mil/smart_rivers2007.htm

Western States Water Council Annual Water Information Management Systems Workshop

September 24-26, 2007 Seattle, WA

Additional information: <http://www.westgov.org/wswc/wims07.html>

USACE – Nature Conservancy, Third Partnership Conference: Developing Sustainable Aquatic Solutions

October 1 - 4, 2007 Wheeling, West Virginia

National Association of Flood and Stormwater Management Agencies Annual Meeting and Workshop

October 1-4, 2007 Newport, RI

Additional information: <http://www.nafsma.org>

International Commission on Irrigation and Drainage, Fourth International Conference on Irrigation and Drainage

October 3-6, 2007 Sacramento, CA

Additional information: <http://www.icid2007.org/>

Water Policies and Planning in the West: Ensuring a Sustainable Future

October 10-12, 2007 Salt Lake City, UT

Additional information: <http://www.westgov.org/wga/initiatives/water07.pdf>

American Shore and Beach Preservation Association and Texas General Land Office Fall Conference

October 22-24, 2007 Galveston, TX

Additional information: http://www.asbpa.org/conferences/conf_fall_07.htm

National Oceanic and Atmospheric Administration 32nd Annual Climate Diagnostics and Prediction Workshop

October 22-26, 2007 Tallahassee, FL

Additional information: <http://www.cpc.noaa.gov/products/outreach/CDPW32.shtml>

Interstate Council on Water Policy Annual Meeting

October 23-25, 2007 New Orleans, LA

Additional information: <http://www.icwp.org>

North American Lake Management Society – 2007 Symposium

October 30 – November 2, 2007 Orlando, FL

Additional information: <http://nalms.org/Conferences/Orlando/Default.aspx>

Water in the Pacific Northwest: Moving Science into Policy and Action

November 7-9, 2007 Stevenson, WA

Additional information: <http://capps.wsu.edu/WaterPolicy/index.html>

AWRA Annual Water Resources Conference

November 12-15, 2007 Albuquerque, NM

Additional information: http://www.awra.org/meetings/New_Mexico2007/index.html

The Center for Strategic Leadership. United States Army War College

“Threats at Our Threshold: Securing and Defending the United States in the 21st Century” Symposium

November 14-15, 2007 Carlisle Barracks, PA

Additional information: <http://www.carlisle.army.mil/usacsl/events.asp>

Texas Water Development Board – 2007 Water Summit

December 2-4, 2007 San Antonio, TX

Additional information: <http://www.twdb.state.tx.us/about/watersummit/2007/index.asp>

Riparian Habitat Joint Venture Conference

December 4-6, 2007 Sacramento, CA

Additional information: <http://www.prbo.org/calpif/rhvjvconference/index.htm>

4th International Symposium on Flood Defense

May 14-16, 2008 Toronto, Canada

Additional information: <http://www.flood2008.org/flood/>

PUBLICATIONS

The following is a list of recently published reports, studies, or articles prepared by the Corps of Engineers, other Federal agencies, or other research organizations:

“Status and Trends of Delta-Suisun Services – Final Report” prepared for the California Department of Water Resources, available at: <http://www.deltavision.ca.gov/DeltaVisionStatusTrends.shtml>

“A Regional Guidebook for Applying the Hydrogeomorphic Approach to Assessing the Functions of Tidal Fringe Wetlands Along the Mississippi and Alabama Gulf Coast” by Deborah J. Shafer, Thomas H. Roberts, Mark S. Peterson, and Keil Schmid; U.S. Army Engineer Research and Development Center, Environmental Laboratory. ERDC/EL TR-07-2, April 2007. Available at: <http://el.erdc.usace.army.mil/elpubs/pdf/trel07-2.pdf>

“The Ecosystem Concept and Linking Models of Physical –Chemical Processes to Ecological Responses: Introduction and Annotated Bibliography” by John Haines and David Soballe, U.S. Army Engineer Research and Development Center, TN-SWWRP-07-3, July 2007; Available at: <http://el.erdc.usace.army.mil/elpubs/pdf/swwrp-07-3.pdf>

“CRS Report to Congress – Ballast Water Management to Combat Invasive Species”, by Eugene H. Buck, Congressional Research Service, Order Code RL32344, Updated June 20, 2007. Available at: <http://www.ncseonline.org/NLE/CRSreports/07Jul/RL32344.pdf>

“Estimating Future Costs for Alaska Public Infrastructure At Risk from Climate Change”, Published by the Institute of Social and Economic Research, University of Alaska, Anchorage, June 2007. Available at <http://www.iser.uaa.alaska.edu/Publications/JuneICICLE.pdf>

“Transportation: Invest in Our Future – Accelerating Project Delivery”, Prepared for the American Association of State Highway and Transportation Officials. August 2007, Available at: <http://www.transportation1.org/tif7report/>

HOW TO CONTRIBUTE TO *PLANNING AHEAD*

Planning Ahead is designed to foster communication amongst the members of the Planning community of practice within the Corps, with those other members of the Corps family with which planners interact on a daily basis, and with members of the general public outside of the Corps. It is our goal that future editions of the newsletter will include information and perspectives of those members of the planning community on the front lines of the Corps' planning efforts, the District and Division offices. We hope that this newsletter becomes a forum to share your experiences to help the entire planning community learn from one another. We welcome your thoughts, comments, questions, suggestions, success stories, and lessons learned, so that we can share them with the broader community. Submissions should be moderate in length (4-5 paragraphs), except in cases where the article is compelling and circumstances warrant a lengthier treatment of the subject. The article should be prepared as a MS Word document. Pictures accompanying submitted articles are welcome. Pictures must be in JPEG format.

The deadline for material to be published in the next issue of *Planning Ahead* is
Wednesday, September 19, 2007

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(Note: In the email address, the character following the @ sign is a lowercase "L". This is also true for the single line of text. The character immediately following "subscribe" is also a lowercase "L". If these are not typed correctly, you will receive an error message.)

To obtain a "help" file, send only the word "help" in the text of the message (nothing in the subject line) and address it to majordomo@usace.army.mil.

To read past issues of the *Planning Ahead* newsletter, please visit
http://www.usace.army.mil/cw/cecw-cp/news/pa_newsletter/pa_news.html