

PLANNING AHEAD

Notes for the Planning and Policy
Community



US Army Corps
of Engineers

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A Note from the Leader of the Planning Community of Practice

In this, my final column as the Leader of the Planning Community of Practice, I would like to start off with a simple yet powerful statement:

There has never been a time when the Civil Works mission of the Corps has been as challenged nor has been of greater importance to the Nation than it is today.

Along with that statement, I will offer a corollary:

There has also never been a more exciting and challenging time to be a planner in the Corps than right now.

Throughout our country's history, the Corps has made invaluable contributions to the development of the Nation. However, with the recent convergence of a multitude of factors, there has never been a time when the Civil Works program of the Corps has taken on as great a role as a contributor to addressing the water resources challenges facing the Nation than today. Some of these factors are:

- the continued growth of our Nation's population in both our existing urban centers as well as in the rapidly growing areas of the water stressed regions of the Nation;
- an increased level of economic activity, both domestically and internationally, which places increased demands and stresses on our existing aging physical infrastructure;
- an increased awareness on the part of citizens as to the impacts of climate change on the physical environment;
- increased demands for clean water, while simultaneously addressing, in some geographic locales, the diminishing supply of water; and
- an overall increase in the competing demands for water.

All of these challenges translate into a more critical role for the Corps, and the Civil Works program, to assist the Nation in solving water resources problems in the future.

The role of the Corps is to inform and assist the Administration, the Congress and the citizens of the Nation in determining the right type and amount of federal investment in infrastructure to address the water resources problems of the Nation.

The role of the planner within that setting is to sort through and understand national policies, identify the problems and opportunities, identify solutions, and work with other federal agencies, state and local governments to arrive at solutions to water resource problems in a sustainable manner.

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Often times this is not easy. Fortunately for the Corps and the Nation, within the Civil Works planning community resides top notch plan formulators, engineers, scientists, economists, environmentalists, and project managers who tackle these challenges every day.

And where there are challenges, there are opportunities for growth, for discovery, and for developing new ways of accomplishing our mission.

For example, as a result of the lessons learned from Hurricane Katrina, the Civil Works program has placed a greater emphasis on using a systems approach to addressing water resources problems and improved our planning methodologies to include risk assessment, management and communication, and our valuation of non-structural solutions to flooding.

In the area of flood risk management the Corps has improved its coordination with the Federal Emergency Management Agency and local flood control agencies, and in the area of dam safety, we have improved our dam safety rating system.

As I said earlier, now is the most exciting and challenging time to be a planner in the Corps. I have had the honor of serving as the Leader of the Planning Community of Practice and recognize and appreciate the importance of planners to the Corps and their contributions to the Nation every day.

In closing, I want to applaud all of the members of the Corps family, and in particular the members of the Civil Works Directorate and the Planning and Policy Community of Practice who carry out their hard and unheralded work every day with dedication and honor.

Thank you for what you do.

Thomas W. Waters
Leader, Planning Community of Practice

WORDS FROM THE EDITOR

One of the enjoyable parts of being the editor of the *Planning Ahead* newsletter is getting the chance to speak with the Leader of the Planning Community of Practice each month to get his insights and views on issues of importance to the Corps and the planning community of practice.

Thomas Waters has always been a strong supporter of *Planning Ahead* and made this part of my assignment one which I always looked forward to (although trying to schedule Tom for 30 minutes often proved to be the hardest part of the assignment). Mr. Waters is a consummate professional and I want to thank him for the courtesy he extended me and wish him all the best in his future endeavors.

In this month's issue of *Planning Ahead* **Mr. Henri Langlois** of Headquarters reports on the soon to be published report on the state of planning capabilities within the Corps. A reprint of the executive summary section of the report is included as part of Mr. Langlois' article.

Ms. Kerry Redican of the Institute for Water Resources provides a report on the recently convened workshop at which the Beach-*fx* methodology was presented to Corps planners.

Mr. Brad Foster of the Jacksonville District discusses the Planning Associates Class of 2007 recent travels to New Orleans, the Engineer Research and Development Center in Vicksburg, Mississippi, and San Antonio, Texas (where they learned about watershed planning).

Mr. Stuart Davis of the Institute for Water Resources reports on the release of a beta version of IWR-Geospatial Floodplain Inventory Tool (IWR-GeoFIT), a GIS-based tool designed to collect and process structural inventory data, structure values and the computation of annual flood damages.

Also included in this issue are listings of employment opportunities around the Corps, PROSPECT training courses, conferences and recently released reports from the Engineer Research and Development Center.

Thank you for your contributions and your continued interest in *Planning Ahead*.

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

Announcement of Planning Associates Class of 2008

I am pleased to announce the selection of the following individuals as members of the Planning Associates Class of 2008.

Tara Anderson, Wilmington District
Candida Bronson, Jacksonville District
Mike Dietl, Sacramento District
Adam Fox, Detroit District
Anthony Friona, Buffalo District
Miki Fujitsubo, Sacramento District

Miriam Gilmer, Seattle District
John Peukert, Vicksburg District
Ronald Pinzon, New York District
Jeffery Strahan, Norfolk District
Bret Walters, Alaska District
Gregg Williams, Memphis District

I offer my congratulations to them. May their learning opportunities and exposure to the many facets of the Corps through participation in the Planning Associates program serve them, and the Corps of Engineers, well in the future.

Thomas W. Waters
Leader, Planning Community of Practice

Improving the Accuracy of Project Cost Estimates

By Jessica McCaffrey, Jacksonville District, on developmental assignment at HQUSACE

Headquarters, U.S. Army Corps of Engineers (HQUSACE) through the Planning Community of Practice (CoP); the Engineering CoP; and the Program and Project Management CoP has developed three initiatives that will provide more reliable project recommendations at the feasibility phase of a project by developing project cost and construction schedule contingencies using a standard cost risk analysis program. Cost risk analysis is the process of identifying and measuring the cost and schedule impact of project uncertainties and risks on the estimated total project cost. The goal is to ensure funds are adequately authorized, programmed and appropriated for all phases of the life cycle of the project.

Three documents have been issued on this subject and can be found at the Headquarters, Planning Community of Practice website: http://www.usace.army.mil/cw/cecw-cp/peer/peer_rev.html, under the heading "Corps Publications and Resources: Cost Engineering." The three documents are:

- A [3 July 2007 Memorandum](#) from Major General Don T. Riley, Director of Civil Works on the Subject: Application of Cost Risk Analysis Methods to Develop Contingencies for Civil Works Total Project Costs.
- [Engineering and Construction Bulletin 2007-17](#) issued 10 September 2007, Subject: Application of Cost Risk Analysis Methods to Development Contingencies for Civil Works Total Project Costs.
- A [19 September 2007 Memorandum](#) from Mr. Thomas W. Waters, Chief, Planning and Policy Division, Directorate of Civil Works, Subject: Initiatives to Improve Accuracy of Total Project Costs in Civil Works Feasibility Studies Requiring Congressional Authorization.

In the memorandum from Mr. Waters, the first initiative mandates that the National Planning Centers of Expertise (PCX) coordinate with the Cost Engineering Directory of Expertise (DX) at the Walla Walla District for Independent Technical Review (ITR) of cost estimates, construction schedules and contingencies included in all decision documents requiring Congressional authorization.

The second initiative takes effect on 1 October 2007 and requires that the Project Delivery Team assist in developing a formal cost risk analysis for all decision documents requiring Congressional authorization for projects exceeding \$40 million (total project cost estimate), unless the final feasibility report package was forwarded to HQUSACE prior to that date.

The third initiative is to have Project Managers and their Project Delivery Teams use project risk management principles and methods from the Project Management Institute's Project Management Body of Knowledge in developing a project risk management plan that includes risk assessment and analysis and a risk response plan to support the cost risk analysis. Together, the project risk management plan along with the cost risk analysis will produce a defensible assessment of the Civil Works Total Project Cost Estimate. This gives the management team an effective tool to assist in managing the planning study and will assist decision makers in making project recommendations.

For additional information, please contact [Mr. Scott Nicholson](#), POD RIT HQUSACE.

Tom Waters Delivers Report on Status of USACE Planning Capabilities

By Henri A. Langlois, CECW-CP

As he prepares to retire from the Corps, Mr. Thomas Waters, Chief of the Planning and Policy Division at HQUSACE, has delivered an assessment of the status of the USACE planning capabilities and a way forward to ensure that our planning capabilities are strong enough and relevant enough to position the Corps to successfully meet the challenges of the future as well as today.

Over the course of the past year, Mr. Waters has led a series of visits to each MSC to assess the planning program and capabilities. The report, "The State of the USACE Planning Capabilities", is an assessment based on information and data gathered during those visits and on input received from the CoP and Policy staffs at HQUSACE. Mr. Waters, the MSC planning chiefs, and Senior HQ staff jointly developed the assessment and recommendations presented in the report.

A reprint of the Executive Summary of the report is provided below. The report will be posted to the Corps EKO website in the near future. Additional articles on this subject will appear in *Planning Ahead* as various recommendations are accepted and implemented.

For additional information, please contact Mr. Langlois at Henri.A.Langlois@usace.army.mil.

The State of USACE Planning Capabilities

EXECUTIVE SUMMARY

As we entered this new century, the Corps faces new and evolving challenges in water resource planning. Assessments of the Corps' planning capabilities, including the July 2000 EIG report on Civil Works Planning and the Civil Works Planning Capability Task Force led to the development of the Planning Excellence Program (PEP). The goal of the PEP is to ensure that the Corps is and remains well positioned to meet the challenges of the future as well as today. The PEP has allowed the organization to make significant strides in maintaining Planning capabilities within the Corps. However, as the challenges we face continually evolve, the PEP and all of our efforts to position the Corps for success in the future must also continually evolve.

The purpose of this report is three-fold:

1. To offer a current assessment of the state of USACE Planning capabilities
2. To provide recommendations to move USACE Planning capabilities from "Good to Great;" and
3. To reinforce the understanding that planning plays a fundamental role in serving the nation through sustainable water resources development in a strong, responsive Civil Works program with long-term viability.

This assessment is based on information and data gathered in a series of MSC visits conducted by the Chief and Deputy Chief of the HQUSACE Civil Works Planning and Policy Division and staff over the past year. The assessment also used input from the CoP and Policy staffs at HQUSACE. Senior HQ staff and the MSC planning chiefs jointly developed the assessment and recommendations presented in this report.

"Planning is a very specialized discipline within the Corps. It is not something that everyone in the Corps either wants to do or is capable of doing. The Corps has been hemorrhaging talent in this area for years and has been unable to hire replacements due to budget constraints. Once this planning capability is lost, the Corps will be unable to rebuild it rapidly, if ever. This will greatly impact their relevance to water resource development."

Roger K. Cockrell
Senate Energy and Water Appropriations Subcommittee staff
9 March 2006

FINDINGS:

1. Individual MSC's have undertaken excellent initiatives and business practices, e.g. Regional Technical Specialist programs, Quality Management Plans, Mentoring Programs, Process Mapping, Regional Workload Management, effective use of the Army Intern Program, and Vision Planning.
2. The field generally views RITs and HQ staff support favorably but cites insufficient HQ manpower and resources. The assessment visits were considered valuable.

3. MSC planning/policy staffing is below the 2012 objective state in 5 MSCs and is marginal in the other MSCs due to workload and other requirements not envisioned by 2012, e.g. peer review, planning centers of expertise, significant delegations of authority, generalized Position Descriptions, and dual-hatted responsibilities such as business line management, etc.
4. The number of people performing planning work and focused on planning in the districts has been diminishing over the last 5 years. In one case, where we have data, the number of district planners in LRD has gone from 202 in 2002 to about 130 today. This is due, in part, to the budgets vs. appropriations gap. However, the number of planners lost is difficult to quantify across the Corps due to the organizational changes that have obscured which people are actually accomplishing planning functions.
5. While Planning/Project Management mergers have had some positive impacts, an unintended consequence has been a blurred skill set to the extent that planning skills are in danger of being seriously eroded in some offices. A future threat to planning capability in those districts is the general position descriptions that do not ensure new hires will have planning skills.
6. The National Planning CoP and the regional chapters have made, in general, reasonable progress in establishing a viable community.
7. The three Planning Sub-CoPs; Plan Formulation, Economics, Ecosystem Restoration, are at varying levels of maturity. Economics is the best formed. Ecosystem Restoration is functioning well. To date, Plan formulation is the least developed and lacks cohesion.
8. The Baby Boom retirement bubble is in progress. The Corps is still attracting quality new hires in most areas. Retention difficulties are most pronounced on the West Coast.
9. MSC's are at varying levels of progress in integrating their regional planning organization and resources. Our assessment considered that the objective state for planning includes an effective regional planning board, viable sub-CoPs, identified regional planning expertise, effective workload and resource sharing, and trust between the districts. The assessment of the MSCs, recognizing that these efforts are in the formative stages, ranged from 3 to 7, on a scale of 1-10, with very few 7's. The most innovative and advanced in terms of integrating their regional planning organizations and resources are NAD, MVD, and SAD.
10. Planners are not sufficiently engaged in future project/program planning to inform the budget process and 5-year plans, as envisioned by the CW Strategic Plan. This is primarily due to large current workload demands and present day focus and is further complicated by the lack of adequate training of planners in comprehensive watershed planning and by the "project focus" of current policy, guidance and budget development guidelines.
11. Planners are engaged in significant stakeholder relationships at districts and MSCs but are not as involved in Congressional relationships in many districts.

RECOMMENDATIONS:

1. The excellent initiatives and business practices noted, e.g. RTS programs, Quality Management Plans, Mentoring Programs, Process Mapping, Regional Workload Management, use of the Army Intern Program, and Vision Planning, should be actively shared and inculcated throughout the Corps' culture. Lessons learned from NAD, MVD, and SAD should be captured and exported to develop a future standard for regionalization in all MSCs.
2. Modify all commanders' training and orientation, e.g., the New Commanders' course, to include an emphasis on Planning and Civil Works, particularly the need to:
 - a. Understand and articulate the value of Corps Planning and Policy capabilities and the role to the nation's development of its water resources.
 - b. Actively support the program by seeking predictable funding and allocating sufficient labor resources,
 - c. Support training and development
 - d. Make staffing decisions based on effectiveness in lieu of efficiency.
 - e. Identify, sustain, and promote the planning/policy skill set at all levels of the organization.
3. Sustain and improve the Planning Excellence Program by:
 - a. Establish national and regional succession plans
 - b. Establish a national Civil Works senior leadership development program to cultivate a cadre of highly qualified candidates for CW and Planning senior leadership positions.
 - c. Invest in training with the goal of 90% trained in Planning Core Curricula within 3 years of hiring.
 - d. Incorporate the Regional Technical Specialist programs into the PEP and promote the national engagement of these experts.
 - e. Seek dedicated funding for the Planning Centers of Expertise and continue to mature the capabilities and promote the use of each center.
4. Sustain and improve the Planning Community of Practice and its sub-communities by:
 - a. Using the economics CoP as a model for other sub-CoPs
 - b. Making the Planning/Policy assessment visits a regularly scheduled event
 - c. Recommend command emphasis on including planners in Congressional activities
5. Implement the CW Strategic Plan by:
 - a. Putting a training emphasis on comprehensive, integrated, holistic, collaborative planning.
 - b. Revising policy and guidance to reflect systems and watershed approaches to planning.
 - c. Engaging planners in leading watershed approach in districts and in regions.

FEATURED ARTICLES

Report from Beach-*fx* Workshop, August 28-31, Vicksburg, Mississippi By Kerry Redican, Institute for Water Resources

The Beach-*fx* national roll-out workshop was held from August 28-31 in Vicksburg, Mississippi, home of the Engineer Research and Development Center (ERDC).

The objectives of the workshop were two-fold: (1) the workshop would provide participants an overview and demonstration of the Beach-*fx* methodology and capabilities (provided during the first day and a half of the workshop) and (2) the workshop would provide the opportunity for guided hands-on training and instruction on model application (provided during the next two days of the workshop).

The workshop was sponsored by the Engineer Research and Development Center's Coastal and Hydraulics Laboratory Flood and Coastal Storm Damage Reduction research program.

Attendees to the workshop included representatives from the North Atlantic Division Planning Center of Expertise for Coastal Storm Damage Reduction (PCX-CSDR), the South Atlantic Division, the South Pacific Division, the Institute for Water Resources and the Engineer Research and Development Center.



Beach-*fx* is a new analytical framework for evaluating the physical performance and economic benefits and costs of shore protection projects, particularly, beach nourishment along sandy shores. Beach-*fx* has been implemented as an event-based Monte Carlo life cycle simulation tool that is run on desktop computers.

Goals of this model development approach are to:

- Address analytical shortcomings of traditional, frequency-based approach;
- More realistic estimates of life-cycle benefits and costs;
- Incorporate elements of risk and uncertainty;
- Integrate coastal process simulation with economics;
- Generate science-based information to aid decision making; and
- Develop information to communicate plan performance to stakeholders.

Beach-*fx* was submitted for certification under the Planning Models Improvement Program. This model was submitted as a USACE Corporate Model that requires a Level 1 review. A certification report was produced in June 2007 and the PCX-CSDR and model developers are currently working to resolve the issues identified by the certification review team and to complete the certification process for this new corporate model.

For more information about the Beach-*fx* model and the Flood and Coastal Storm Damage Reduction research program, please contact Mr. Mark B. Gravens at 601-634-3809 (Mark.B.Gravens@erdc.usace.army.mil)

*To learn more about the Beach *fx* model, Mr. Mark B. Gravens, Dr. Richard M. Males, and Dr. David A Moser wrote an article entitled "Beach-*fx*: Monte Carlo Life-Cycle Simulation Model for Estimating Shore Protection Project Evaluation and Cost Benefit Analyses" which appeared in *Shore & Beach* magazine, Volume 75, No. 1, Winter 2007. A copy of the article in PDF format is available at:*
http://chl.erdc.usace.army.mil/Media/8/8/7/Beach-fx_ShoreandBeach.pdf

To learn more about the Coastal and Hydraulics Laboratory's Flood and Coastal Storm Damage Reduction research program, see the fact sheet describing the research program at:
<http://chl.erdc.usace.army.mil/chl.aspx?p=s&a=PROGRAMS;10>

To read the July 2007 paper entitled "Protocols for Certification of Planning Models, prepared as part of the Planning Models Improvement Program, go to:
http://www.usace.army.mil/cw/cecw-cp/models/protocols_cert_7-02-07.pdf

Planning Associates Update: New Orleans, ERDC and Watersheds

By Brad Foster, Jacksonville District

This month's installment on the Planning Associates year long learning experience takes them to New Orleans, Vicksburg, Mississippi, home of the Engineer Research and Development Center, and San Antonio, Texas, where they learned about watershed planning and got a chance to meet and exchange ideas with the MSC Planning Chiefs.



PAs Jeff Tripe and Naomi Fraenkel at the controls of the ship simulator



Reconstructed 17th Street Canal floodwall with Lower 9th Ward on the left

The first leg of our trip in August was a visit to New Orleans to see some of the high profile actions being performed by the Corps in response to Hurricane Katrina.

Ms. Shea Sennett and Mr. Stephen Stone of the New Orleans District led a tour that took us to the 17th Street Canal pump station and repaired levee wall, through some areas that suffered severe flooding, to the Orleans Canal where the I-wall was repaired, and then to a new flood wall at the Lower 9th Ward.

We then drove to the community of Chalmette in St. Bernard Parish, where we saw significant rebuilding activity. The scale of devastation from Katrina, and the large amount of rebuilding, is impossible to grasp without seeing it in person.

After visiting New Orleans, we traveled to Vicksburg for two days at the Engineer Research and Development Center (ERDC). We started the first day with an overview of ERDC, provided by the Associate Director, Mr. Tim Ables.

For the remainder of the day we visited the Coastal and Hydraulics Laboratory, the Geotechnical and Structures Laboratory, and the Information Technology Laboratory. Highlights of the Coastal and Hydraulics Laboratory included hands-on demonstrations of the ship simulator and the physical models of Locks and Dams 22 and 25 on the Mississippi River.

Our visit to the Geotechnical and Structures Laboratory included briefings on TeleEngineering and the Projectile Penetration Research Facility. As civil works planners focused on water resources, it is easy for us to lose sight that the Corps also provides vital services and specialized expertise to military customers and emergency response

missions. We concluded our visit to this lab with a briefing and tour of the Centrifuge Research Facility, where we were shown how the large centrifuge was used to simulate levee failures.

At the Information Technology Laboratory, we visited the Joint Computer Center where we were briefed on the extremely fast computers, and even saw computers that house Corps of Engineers Financial Management System (CEFMS) and Primavera databases. We then moved to the Scientific Visualization Center and saw some of the amazing graphics that are produced there.

Our second day at ERDC was hosted by Dr. Michael Passmore, Deputy Director of the Environmental Laboratory. We learned about the organizational structure of the lab and several of its programs and activities, including: Ecosystem Management Restoration Research Program (EMRRP), Environmental Advisory Board, System-Wide Water Resource Program (SWWRP), Risk Informed Decision Making, Ecosystem Management and Restoration Information System (EMRIS), and the Multi-Scale Assessment of Watershed Integrity.

We concluded our whirlwind visit to ERDC with a visit to the Aquatic and Wetlands Ecosystems Research and



Sturgeon from the tanks of the ERDC Environmental Lab

Development Center. We toured the Invasive Species plant and invertebrate labs. The researchers working on invasive fish species and endangered sturgeon grabbed everyone's attention.

The following week we traveled to San Antonio, Texas, where Mr. Sam Arrowood of the Southwestern Division hosted the Watershed Planning course. Sam was joined throughout the week by Ms. JoAnn Duman, Chief of Planning Community of Practice in Southwestern Division, Dr. Ed Rossman of Tulsa District, and Ms. Jan Rasgus of Headquarters.

During the morning of the first day we discussed existing and new draft regulations and guidance for watershed studies. The Major Subordinate Command (MSC) planning chiefs were meeting in San Antonio at the same time as the PA class.

Several of the planning chiefs participated in a panel discussion for the PAs. Mr. Wilbert Paynes, Ms. Jan Rasgus, Mr. Tom Waters, Ms. Susan Smith, Mr. Rayford Wilbanks, and Mr. Tab Brown shared their thoughts on a wide range of watershed related topics, including: how to incorporate water quality into Corps watershed studies, how to get all of the right agencies involved with the study, and how to work through situations with multiple small jurisdictions.



Panel members Paynes, Rasgus, Waters, Smith, Wilbanks, and Brown discussing watershed planning

After the panel we were treated to presentations by Mr. Mike Bira of Environmental Protection Agency (EPA) Region 6 and Mr. Keith Admier of the Natural Resources Conservation Service (NRCS) on how their agencies conduct watershed planning.

Early Tuesday morning, before the day got hot, the class visited Honey Creek State Natural Area. The U.S. Geological Survey (USGS) and NRCS are working cooperatively on a pilot watershed study to test the effects of removing an invasive juniper on surface and groundwater quantity. A set of discussions with four non-federal agencies provided different perspectives on Corps – sponsor relationships during watershed planning.

Non-Federal sponsor take home points included: sponsor goals and priorities may differ from those of the Corps; their time horizon for planning is often shorter; they can be

frustrated by the complex rules the Corps must follow; they have a lot of expertise and knowledge; they often have long-standing relationships with the local agencies and private parties that are key players in implementing watershed plans; and sometimes the Corps needs to relinquish control to others in order to complete a plan that is widely supported and then implemented.



Learning about USGS/NRCS study at the Honey Creek Natural Area

During the remainder of our week in San Antonio we learned how a watershed approach is incorporated into the Corps Regulatory and Operations programs. We were then briefed on the status of four of the five ongoing General Expense funded watershed studies: Great Lakes Habitat Initiative, Middle Mississippi Regional Corridor, Western States Watershed, and the Virgin River Watershed.

We express our thanks to all of the organizers and professionals who shared their time and knowledge with our class during our trips to New Orleans, Vicksburg and San Antonio.

The last trip for the Planning Associates Class of 2007 will be to Washington, DC from 17-18 September 2007 to present our Critical Think Pieces and attend the final awards ceremony.

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**

IWR-GeoFIT is Available for Floodplain Inventories

by Stuart Davis, Institute for Water Resources

IWR is releasing the beta version of IWR-Geospatial Floodplain Inventory Tool (IWR-GeoFIT). The GIS-based application is set up to work with ARC-GIS® and the Marshall-Swift/Boeckh Residential and Commercial Inventory Programs® for collecting and batch processing of inventory data, computing depreciated structure values, and exporting data to the HEC-Flood Damage Analysis (HEC-FDA) Program for computation of expected annual flood damage.

IWR-GeoFIT was originally developed for the New Orleans district to facilitate a number of very large data collection efforts. Kevin Lovetro and Brian Maestri, who worked with

Greg Gagliano from HDR, Inc., have reported considerable savings in both time and cost from using GeoFIT.

The software and supporting documents will be available for download from the IWR website by mid-October. HDR, Inc. has been retained under a task order to provide technical support to Corps districts and contractors working on Corps studies via e-mail and telephone.

There is also a free one-day workshop for hands-on GeoFIT training tentatively planned for Chicago during the second week of November. A notice will go out regarding the GeoFIT website and the training as soon as the information is available.

Contact Greg Gagliano at Gregory.Gagliano@hdrinc.com or 504-837-6681.

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>

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: **SWHB07156360**

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

Position: GS-13: Community Planner (0020), Regional Economist (0110), Archeologist (0193), Biologist (0401), Landscape Architect (0807), Civil Engineer (0810), Environmental Engineer (0819), Physical Scientist (1301)

Salary: \$78,560 - \$102,132 Annual

Place of Work: US Army Engineer District Fort Worth, Planning, Env & Regulatory Div, Planning Br, Tech Svc Section, Ft Worth, TX Duty Location, Ft Worth, TX

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

Number of Vacancy: 1

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **WTKC07128534**

Opening Date: September 17, 2007 **Closing Date:** October 15, 2007

Position: GS-14: Lead Economist (0110), Lead Civil Engineer (0810), Lead Operations Research Analyst (1515)

Salary: \$103,111 - \$134,042 Annual

Place of Work: US Army Engineer Division, South Pacific, Programs Directorate, Program Support Division, DST (SPR OPS/REG COP Team), San Francisco, CA

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

Number of Vacancy: 1

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **SCGU07213852**

Opening Date: September 17, 2007 **Closing Date:** October 16, 2007

Position: YC-2: Supervisory Community Planner (0020), Supervisory Economist (0110)

Salary: \$89,115 - \$115,848 Annual

Place of Work: US Army Engr Dist, Mobile, Planning & Environmental Div, Plans Formulation Br, Mobile, AL

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

Number of Vacancy: 1

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **WTKC07149234**

Opening Date: September 17, 2007 **Closing Date:** October 16, 2007

Position: GS-12: Social Sciences Study Manager (0101), Biological Sciences Study Manager (0401), Landscape Architect (0807), Civil Engineer (0810), Physical Scientist (1301), Economist (0110), Engineering Study Manager (0801)

Salary: \$63417.00 - \$82446.00 Annual

Place of Work: US Army Engineer District, Albuquerque Planning, Project and Program Mgmt. Div., Albuquerque, New Mexico

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

Number of Vacancy: 1

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **SWG107272738YC**

Opening Date: September 18, 2007 **Closing Date:** October 17, 2007

Position: YC-2: Supervisory Social Scientist (0101), Supervisory Geographer (0150), Supervisory Economist (0110), Supervisory Archeologist (0193)

Salary: \$63,417 - \$121,641 Annual

Place of Work: US Army Engineer District, St. Louis, Planning and Project Development Br., Planning, Programs and Project Management Div (PPPMD) St. Louis, MO 63103

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

Number of Vacancy: 1

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **NCFL07237277**

Opening Date: September 06, 2007 **Closing Date:** October 18, 2007

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

Salary: \$93,822 - \$150,645 Annual

Place of Work: HQ US Army Corps of Engineers; Directorate of Civil Works, Operations Community of Practice, Washington DC

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

Number of Vacancy: 1

NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at <http://www.cpms.osd.mil/nsps/index.html>.

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **WTEV07262910**

Opening Date: September 19, 2007 **Closing Date:** October 18, 2007

Position: GS-12: General Engineer (0801), Biologist (0401), Landscape Architect (0807), Architect (0808), Civil Engineer (0810), Environmental Engineer (0819), Mechanical Engineer (0830), Electrical Engineer (0850), Industrial Engineer (0896), Social Scientist (0101), Economist (0110), Forester (0460), Wildlife Biologist (0486), Chemist (1320), Geologist (1350)

Salary: \$56,301 - \$78,825 Annual

Place of Work: US Army Engineer District, Alaska, Civil Project Mgmt Branch, Elmendorf AFB, Alaska, 99506 (Eligible for 24% Cost of Living Allowance).

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

Number of Vacancy: 1

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **SWBG07196267**

Opening Date: September 24, 2007 **Closing Date:** October 19, 2007

Position: GS-13: Community Planner (0020), Economist (0110), Geographer (0150), Archeologist (0193), General Biologist (0401), Ecologist (0408), Architect (0808), Civil Engineer (0810), Environmental Engineer (0819), Mechanical Engineer (0830), Electrical Engineer (0850), Physical Scientist (1301)

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

Place of Work: US Army Engineer District, Rock Island, Planning & Programs and Project Management Division, Project Management Branch, Rock Island, IL

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

Number of Vacancy: 1



TRAINING COURSES

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

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 PUBLIC INVOLVEMENT & TEAM PLANNING (Control # 407)

May 12-16, 2008

Portland, OR

This course focuses on providing apprentice-level planners with a better understanding of the importance of involving stakeholders in the planning process, how a public participation strategy can be developed, and providing familiarization with basic involvement tools and approaches. Also provided are basic concepts of conflict resolution. Special topics considered are dealing with the local sponsor, and applying consensus building principles on the Project Development Team. Also some discussions in regards to planning in a collaborative environment will be included.

The main topics in this course will be: Rationale for public participation in the planning process; legal requirements, policy; role in stages of planning process; key principles of involvement and consensus-building; designing public participation programs to include basic tools (meeting design, etc.), other approaches (shared vision planning, etc.) and use of web-based participation strategies; working with local sponsors; interagency coordination and collaboration; coping with conflict such as its sources and resolution strategies; and applying consensus building principles in the Project Development Team. By the end of this 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

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>

Research Issues in Freight Transportation “Congestion and System Performance”
22-23 October, 2007 Washington, DC
For additional information: <http://www.trb.org/conferences/FreightResearch>

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>

Estuarine Research Federation 2007 – “Science and Management”
4-9 November, 2007 Providence, RI
For additional information: <http://erf.org/erf2007/>

7th National Conference on Transportation Asset Management
6-8 November, 2007 New Orleans, LA
For additional information: <http://www.TRB.org/conferences/2007/Asset>

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>

10th International Workshop on Wave Hindcasting and Forecasting & Coastal Hazard Symposium
November 11-16, 2007 North Shore, Hawaii
Additional information: <http://www.waveworkshop.org/>

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>

2008 USACE Planning Community of Practice Conference

May 2008 San Antonio, TX

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:

“Wave and Beach Processes Modeling for Sabine Pass to Galveston Bay, Texas, Shoreline Erosion Feasibility Study”, By David B. King, Jr. U.S. Army Corps of Engineers, Engineer Research and Development Center, ERDC/CHL TR 07-6, August 2007. Available at: <http://libweb.wes.army.mil/uhtbin/hyperion/CHL-TR-07-6.pdf>

“A Wetland Restoration Spatial Decision Support System for the Mississippi Gulf Coast”, By Jeff P. Lin and Barbara A. Kleiss. U.S. Army Corps of Engineers, Engineer Research and Development Center, ERDC/EL TR 07-12, August 2007, Available at: <http://libweb.wes.army.mil/uhtbin/hyperion/EL-TR-07-12.pdf>

“Ship Forces on the Shoreline of the Savannah Harbor Project”, By Stephen T. Maynard, U.S. Army Corps of Engineers, Engineer Research and Development Center, ERDC/CHL TR07-7, August 2007, Available at: <http://libweb.wes.army.mil/uhtbin/hyperion/CHL-TR-07-7.pdf>

“Template for Conceptual Model Construction: Model Review and Corps Applications”, By Jim E. Henderson and L. Jean O’Neil, U.S. Army Corps of Engineers, Engineer Research and Development Center, ERDC TN-SWWRP-07-4, August 2007, Available: <https://swwrp.usace.army.mil/swwrp/swwrp/4-Pubs/TechNotes/tn-swwrp-07-4.pdf>

“Theoretical Underpinnings of the Other Social Effects Account”, By C. Mark Dunning and Susan Durden, U.S. Army Corps of Engineers, Engineer Research and Development Center, ERDC/CHL SR-07-1, September 2007, Available at: <http://libweb.wes.army.mil/uhtbin/hyperion/CHL-SR-07-1.pdf>

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, October 24, 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.

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http://www.usace.army.mil/cw/cecw-cp/news/pa_newsletter/pa_news.html