

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

As we enter into the twilight weeks of 2006, it's significant to remember that this year is the 20th anniversary of President Ronald Reagan's signing of Water Resources Development Act 1986 (WRDA '86). This was landmark legislation for the Corps and the nation. It established the framework under which we currently operate and shifted responsibilities for water resources infrastructure to a shared relationship between federal, state, and local governments. It also authorized the first stepping stones in establishing our environmental mission, which has continued to grow and mature.

Our history office has developed a couple of excellent vignettes on the history of WRDA '86 and its role in reshaping national water policy. I am including the links below and encourage you to visit them:

- http://www.hq.usace.army.mil/history/Vignettes/Vignette_103.htm
- <http://www.usace.army.mil/publications/misc/91-ps-1/toc.htm>

As we look back on WRDA '86 and its implications, the increased responsibility of state and local governments has been positive for our agency as regards relationships, efficiency, mutual concerns regarding cost and quality, and shared resources. Interestingly, WRDA '86 also placed a significant focus on local sponsorship/ownership which can present a challenge as we now move further into a systems approach. We must bring our cost-sharing partners along with us to ensure that they understand the direct and indirect benefits of formulating a project as part of a system as opposed to a project unto itself.

Many of you are wondering about the potential for a WRDA 2006. We are watching that very closely and remain in coordination with Administration and Congressional authorization committees as they complete their work conferencing the bill. We are actively working all of our Chief's Reports that were listed as contingent authorizations with the assumption that there will be a WRDA 2006. We will continue to monitor the status of WRDA 06 and keep you advised.

We intend to give our Planning Ahead staff the month of December to regroup; therefore, this will be the last issue for this calendar year. I especially want to thank Monica Franklin and Bruce Carlson for the exceptional work they do each month to ensure everyone in our planning community has access to such a quality publication. Thank you all for what you do everyday for the Corps and nation. Have a safe and happy holiday season.

Tom Waters
Planning CoP Leader
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Featured Articles

Policy on Approval for Modification & Alteration of COE Projects.....	2
Economic Guidance for FY 07.....	2
Shared Vision Partnership Agreement collaboration between WSWC and COE.....	3
Inter-Agency Habitat Project Improves Environment.....	4
Corps and State Collaborate to Restore and Enhance Historic Property.....	5
Golden Nuggets and Red Shirts (an SPD employee's experience on a developmental assignment at HQUSACE).....	9

Monthly Columns

PA Update.....	10
Planning Webs Ahead.....	12
Announcements.....	13
Suscribe to <i>Planning Ahead</i>	16

Policy on the Approval for Modification and Alteration of Corps of Engineers Projects

by Jan Rasgus, Headquarters

Recent events have demonstrated the need to provide clarification and additional guidance on the policy and procedures for dealing with proposals to modify or alter completed Corps of Engineers projects that are either locally or federally maintained. Often requests for modifications to Corps projects come up in the context of Section 404 permitting actions or for modifications to existing Corps projects for the purposes of O&M. This memorandum addresses the use of the appropriate authority and the proper level of approval for such proposals.

Any significant alteration or modification to either a locally or federally maintained Corps of Engineers project must be approved by the Chief of Engineers under 33 USC 408 unless covered by ER 1165-2-119. Modifications to a Corps projects beyond those necessary to properly operate the project or to minimize maintenance costs as well as any significant alteration or modification requested by any non-Federal interest for their own benefit also requires the Chief's approval under 33 USC 408. The full text of the new policy can be found on the Planning CoP website at this link:

http://www.usace.army.mil/cw/cecw-cp/news/sec408_ppg.pdf

Economic Guidance for Fiscal Year 2007

Ted Hillyer, Institute for Water Resources

The Federal interest rates for use in Corps activities for fiscal year 2007 are as follows:

- Project Evaluation and Formulation Rate (Discount Rate): 4-7/8%. This rate is limited to a 1/4% change from the previous year. For this year, the limited rate is the same as the published rate.
- Water Supply Act of 1958 as amended by Section 932 of WRDA: 4-7/8%
- Water Supply Act of 1958 Section 301(b): 7.652%
- Hydropower: 4-7/8%

These rates are published annually by the U.S. Treasury and can be found this year on their web site at: <http://www.pulicdebt.treas.gov/opd/opdirannual.htm>

Current Normalized Prices for use in evaluating Corps of Engineers projects affected by agriculture can be found at: <http://www.ers.usda.gov/Data/NormalizedPrices/>. The effect of normalizing is to smooth out short term price variability.

Other economic guidance for fiscal year 2007 for the Unit Day Value for Recreation and the National Flood Insurance Program will be posted when available.

All current data on economic guidance can be found on the Community of Practice web site at: <http://www.usace.army.mil/cw/cecw-cp/library/egms/egms.html>

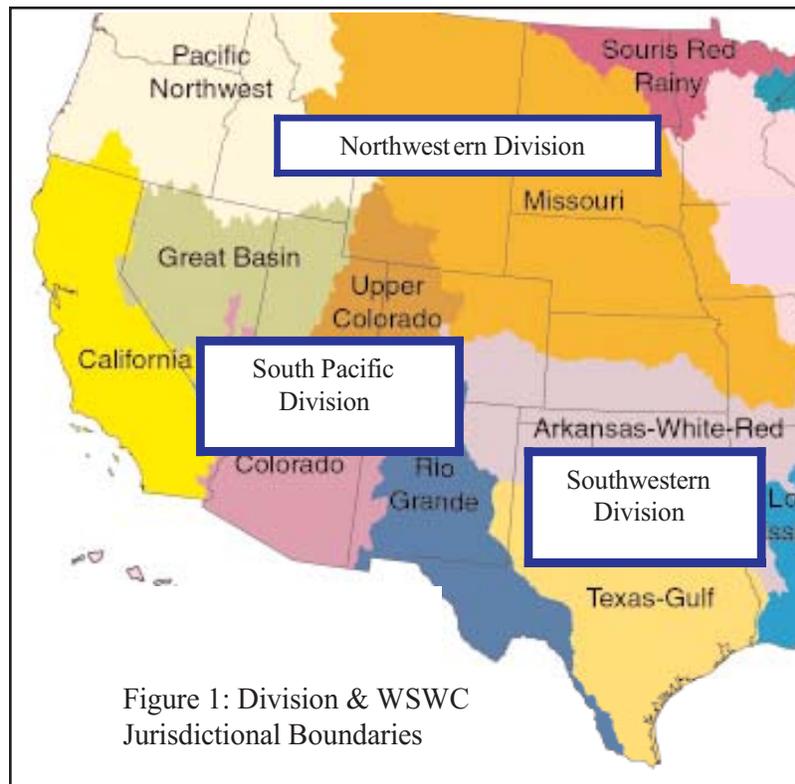
For additional information on Economic Guidance Memorandums you may contact Bruce Carlson CECW-PC at 202/761-4703.

Shared Vision Partnership Agreement

Prelude to further collaboration between the Western States Water Council AND Corps of Engineers

by Alicia AustinJohnson, Seattle District

On October 17, 2006, the Corp of Engineers and Western States Water Council (WSWC) raised expectations for State, Federal and local collaboration on watershed study initiatives as they executed the Shared Vision Partnership Agreement for the Western States Watershed Study. The name chosen for this agreement reflects the desire of both parties to work together to plan and develop a future based on mutual values. The process by which the agreement was developed, revised, and approved provides a model for future watershed study activities. It included the collaborative and engaged efforts of a PDT consisting of corps headquarter representatives, regional team members from the Northwestern Division, South Pacific Division and Southwestern Division, and the Western State Water Council and state counterparts. Figure 1 illustrates the boundaries of the three referenced divisions and jurisdiction of the Western States Water Council.



The partnership unifies several goals:

- To work together to encourage and facilitate the creation of an informal Western States Federal Support Team
- To learn and develop effective ways to work collaboratively as Federal and State organizations in support of local efforts to solve problems and maximize opportunities related to water resources.
- To develop a mutual understanding of western states water problems, opportunities, and values to focus on the development of mutually agreeable cost effective solutions and approaches
- To work together to collaboratively develop Watershed Study activities that support selected priority recommendations identified in Water Needs and Strategies for a Sustainable Future released by the Western Governors Association (WGA) and WSWC in June 2006.
- To work together to prepare a report in close coordination with state and local governments and other stakeholders.

This unique study focus provides boundless potential for state and federal collaboration for present and future watershed planning initiatives. The efforts of both partners to achieve this important study milestone has shown to strengthen and energize the state and federal relationship, and launch the study into concerted action.

For more information on the study, please contact Gene Lilly, the Project Manager at: (918) 669-7196.

Inter-Agency Habitat Project Improves Environment

by Mark Kane

The Mississippi River Pool 11 Islands Habitat Rehabilitation and Enhancement Project, located on the Mississippi nearly seven miles upstream of Lock and Dam 11 in Dubuque, Iowa, is already making a positive impact on the environment and the wildlife impacted in its area. The project, completed this year, is a cooperative effort among the Corps, the U.S. Fish and Wildlife Service and the departments of Natural Resources in Iowa and Wisconsin.

The project was created to benefit migratory waterfowl and fish by encouraging aquatic vegetation growth, providing habitat, and reducing wind fetch and sedimentation.

It was completed in two stages; Sunfish Lake, stage 1, completed in 2004 and located in Grant County, Wis., and Mud Lake, stage 2, completed this year and located in Dubuque County, Iowa. Both “lakes” are actually backwaters formed by the completed Pool 11 Islands.

Backwater dredging in these areas has, and will continue, to increase diversity and fish habitat. This will improve the environment for animals, and also citizens who enjoy fishing, hunting, or visiting the river.

While improving things for wildlife is one of the most visual, the positive impact of the project goes even further.

“There’s lot of benefits beyond fish and wildlife, there’s carbon storage that’s occurring on this floodplain,” said Tim Yager, ecosystem biologist, U.S. Fish and Wildlife Service. “The trees are actually capturing carbon dioxide and storing it, there’s improvements in water quality that are occurring out here. This backwater is probably capturing nutrients that would otherwise end up down in the Gulf of Mexico creating a large dead zone down there ... there’s all kinds of benefits to this ecosystem if you want to call it that. We tend to focus on the fish and wildlife benefits because that’s what the public enjoys.”



An aerial view of Mud Lake and one of the Pool 11 Islands made to create the backwater habitat.

The Pool 11 Islands HREP is part of the Environmental Management Program. Under the EMP, the Corps is planning, designing and building a multitude of environmental enhancement projects that restore and create spawning and feeding habitats for fish and wildlife in backwaters and side channels of the Mississippi and Illinois Rivers.

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Marv Hubbell talks about the significance of the Pool 11 Islands project and how the numerous projects like it on the Mississippi and Illinois Rivers have a positive impact on the river environment. Tim Yager looks on shortly before driving on to see more of the Mud Lake project during that day’s media tour of the project. Photo by Mark Kane.

The Pool 11 Islands HREP is part of the Environmental Management Program. Under the EMP, the Corps is planning, designing and building a multitude of environmental enhancement projects that restore and create spawning and feeding habitats for fish and wildlife in backwaters and side channels of the Mississippi and Illinois Rivers.

“From a program standpoint this represents one of many projects up and down the river that have had a total impact of around 80,000 acres of habitat that we’ve helped to improve as a result of many projects just like this,” said Marv Hubbell, EMP manager, Programs and Project Management. “This is a great example, the latest example, of one of those program projects that are happening in both the lower

part of the river, as well as the upper part of the river.”

“Yeah, each project in and of itself doesn’t have a big picture change to the river environment, but cumulatively these projects up and down the river are making a difference,” said Jeff Janvrin, Mississippi River Habitat Specialist, Wisconsin Department of Natural Resources. “You’re seeing a return of waterfowl, fisheries, turtles, deer, mink, anything you want to look at, to these areas that once weren’t there or increase numbers.”

Those kinds of accomplishments have put the focus on the Environmental Management Program, which recently passed a major milestone.

“We just celebrated the 20th anniversary of the program, which is remarkable for a program to continue on for that kind of time,” said Hubbell. “That was just celebrated up in LaCrosse, Wis., on Aug. 23. So hopefully we’ll be able to continue on for another 20 years. But it’s the partnership really between the states of Iowa, Wisconsin, the fish and wildlife service, who have been really instrumental in helping to pull all this together. It’s another example of how working cooperatively you can do these kinds of projects.”

The importance of that cooperation has been underscored by many individuals involved in the project.

“The partnership is really the key to seeing these projects come to a successful conclusion,” said Yager. “Certainly our agencies could not accomplish what we can accomplish together. From a fish and wildlife standpoint, we don’t have the funding that the Corps has to accomplish these projects. The state, similarly, don’t have the funding to accomplish what’s needed out here, but we all share some responsibility for making sure the river is in a healthy, productive condition.”

“The Corps, obviously, brings the engineering, design, and program management leadership that we as partners need. The fish and wildlife service, as well as the state agencies, bring biological expertise. The challenge is to marry up what the biologists would like to see with what the engineers can design to accomplish that. That’s where the expertise of the Corps, in terms of program management, really comes in. Because they can provide that oversight that coordinates between the engineers and the biologists.”

Beyond coordination and expertise, the agencies involved in the project have had the challenge of making the project work in as many ways as possible with as little management as possible.

“This is a balanced project, we’re balancing as many species as we can in here, and if we designed it solely for fisheries we could compromise our waterfowl objective,” said Janvrin. “We try to get as big of a bang for the buck as we can and that means we have to balance them.”

“Another nice feature about this project is that it’s fairly self-managing,” said Hubbell. “It doesn’t take a huge amount of cost as far as maintaining it.”



Jeff Janvrin talks about the importance of the balance of the project and how it was created for both fisheries and waterfowl. Photo by Mark Kane.

Corps and State Collaborate to Restore and Enhance Historic Property

by JoAnne Castagna, Ed.D--New York District

This past summer, a volunteer from the Somerset County Historical Society warmly welcomed Army Corps visitors at the historic Van Veghten House in Somerset County, N.J. He enthusiastically explained that the very room they were standing in was where Gen. George Washington danced the night away at a dinner party during the Revolutionary War.

The Corps visitors were a team who are performing the Funderne Wetlands Mitigation Project on the house’s property. It was evident to the team that the state is proud of its history. This was taken into account when the Corps’ New York District decided to collaborate with the state in 2000 on this mitigation project that is enhancing and restoring the land around the house to create wildlife habitats and a public park.



Finderne Wetlands Mitigation Project Area Map

the land.

The Corps' Finderne Wetlands Mitigation project is part of the Green Brook project designed to reduce flood damage in New Jersey's Raritan River Basin in north-central New Jersey, in Middlesex, Somerset and Union counties.

The project is located on 130 acres of land along the Raritan River in Bridgewater Township, Somerset County.

According to Megan Grubb, Biologist and Coordinator, New York District, U.S. Army Corps of Engineers, the wetland mitigation work is satisfying the mitigation requirements that the Corps has with all of their flood damage reduction projects.

"The project is enhancing existing wetlands, forested land and grassland habitats on the site and creating 20+ acres of man-made wetlands to sustain wildlife and create an educational public park." said Grubb.

The land was used for farming crops and livestock from the late 1600's to just a few years ago when Somerset County purchased it for open space preservation and park development. Years of farming had caused erosion problems on

the land. One of these farms is the historic Van Veghten House. By 1699, the Van Veghten family farmed a huge tract of land that included all of the property now under construction at the mitigation site. The 18th Century red brick Dutch farm house still stands on the bluff above the floodplain with a view to the Raritan River.

The house, that's presently occupied by the Somerset County Historical Society, has a rich history that includes sheltering Gen. George Washington's Quartermaster General, Gen. Nathaniel Greene, during the Revolutionary War, while his soldiers camped nearby.

According to Grubb, the Corps has been working cooperatively since 2000 with the County's Parks Commission to plan, design and construct the site.

Construction began by moving earth on the mitigation project in January.

The land was graded for approximately 2 months, around-the-clock, to prepare it for spring seeding. Grading sets the stage of the mitigation work by achieving a soil elevation that supports the water needs required for wetland plant growth. The soil in the wetland creation areas was then tilled using a 30-inch plow bedding harrow, to create mounds and depressions, mimicking the uneven surface of a natural wetland. The soil was then fertilized and limed and this past spring nearly 100,000 trees and shrubs were planted. Habitat mitigation areas were also seeded with a mixture of native grasses and wild flowers.

Several wetland habitats, forested land and grassland habitats were enhanced or created to provide nesting and foraging habitats for a variety of birds, amphibians, reptiles, aquatic invertebrates, butterflies and mammals.

The public will be able to view these habitats by walking along a 2-mile nature trail created by the Corps.

The trail meanders throughout the site and has signs that educate the public about the habitats and the wildlife they are supporting, as well as provide facts about the nearby Van Veghten House. Also on the site are two playing fields with parking lots and access roads, making the site a part of the Raritan River Greenway.

"Most of the mitigation work was completed in the summer of 2006. Twelve acres of recreational area, such as the trail and playing fields, will be opened to the public in the spring of 2007 after the grasses and plants have had a chance to grow," added Grubb.

What the project entails:

Wetland, Forested Land & Grassland Habitat Enhancement:

Forested Wetland: This is wetland that has deciduous woody vegetation with a tree canopy in excess of 20-feet in height.

Approximately fourteen acres of existing forested wetland were enhanced by planting trees included oak, ash and sycamore and shrubs including summersweet, silky dogwood and highbush blueberry.

Scrub-shrub Wetland: This is a wetland that has primarily woody vegetation that is less than 20-feet tall. Approximately eight acres were enhanced by seeding and planting the wetland to make it more desirable for various species of wildlife.

Emergent Wetland (Wet Marsh): Five acres were enhanced by seeding and planting the wetland to make it more desirable for various species of wildlife.

Riparian Forest (Corridor Forest): This is a forest that borders a river, in this case the Raritan River. Approximately 25 acres of Riparian Forest was restored by seeding and planting. In addition, the Riparian Buffer, or the strip of woody vegetation along the river's banks, was increased to 100-300 feet to create a habitat for wildlife that thrives in this type of environment including species of birds, mammals, reptiles, and amphibians. In addition, the increased buffer sustains shade cover for fish habitat's, within the river. In this buffer area, various shrubs and trees were planted including shrubs such as elderberry, spicebush and blackhaw viburnum and trees such as hickory and silver maple. These trees were selected because of their shaggy bark at maturity that could provide a suitable roosting habitat for bats during the summertime.

Stream Restoration: An unnamed 800-foot stream, referred to as the "Finderne Brook," runs through portions of the site. The stream was eroding and the Corps took steps to create a more natural water flow and restore its habitat. To improve the water flow, the floodplain, or area bordering the stream, was widened to prevent the stream's banks from eroding and an undersized pipe culvert, that was constricting flow, was replaced with a natural bottom arched culvert bridge. To improve the stream habitat and stabilize the banks, the stream was graded, seeded with floodplain grass, planted with wetland plant cuttings, such as willow species, and covered with a degradable coir matting, made of coconut fiber, to stabilize riverbank soils until vegetation takes hold. In addition, to prevent soil erosion, supplemental riverbed stone material was placed in the stream. Also, the stones create a series of pools and riffles for fish and invertebrate habitats, such as crayfish and pickerel frogs that have already been sighted in the stream.



An unnamed 800-foot stream on the project site flows into Raritan River. Banks have been contoured to prepare for planting of Willow trees. Credit: Mike Breslin, Contractor, Green Brook Project.



View of flood plain with ponding area in foreground. Raritan River is beyond the far tree line. Backhoe prepares foundation for the stone walkways. Credit: Mike Breslin, Contractor, Green Brook Project.

Grassland by Van Veghten House: Thirty-nine acres of enhanced grassland has transformed the property around the Van Veghten House that overlooks the Raritan River. The grassland provides house visitors an unobstructed view of the vista across the floodplain towards the Raritan River. The floodplain was seeded with warm season grasses, including Indian grass and bluestem and wildflowers, such as ox-eye daisy, asters, and coreopsis that will support a population of pollinating birds and insects, and the meadow will be a foraging area for the resident fox and red-tailed hawk, as well as other birds and small mammals.

Wetland Creation:

Forested Wetland: Twenty-one acres of pastureland was turned into forested wetland. The land was graded then the area was seeded with a seed mix of wetland plants and floodplain grasses, and planted with bare root and container plant material. Trees planted included oaks, ash and sycamore and shrubs planted included summersweet, silky dogwood and highbush blueberry. In some areas the land was graded to create vernal pools, ephemeral spring ponding areas, used by salamanders, invertebrates, and frogs for breeding.



Silt fences protect the site from erosion as the newly planted mixture of indigenous trees is completed. Over 100,000 plants, shrubs and trees were placed on the project. Credit: Mike Breslin, Contractor, Green



Multi-section pre-cast concrete bridge is lowered by crane across stream. Bridge leads to visitor parking area where nature walkway begins. Credit: Mike Breslin, Contractor, Green Brook Project.



Thousands of "Willow Stakes" are planted in burlap weed barriers along side the stream. Credit: Mike Breslin, Contractor, Green Brook Project.



The historic Van Veghten House sits on a bluff above the floodplain. Credit: Lynn Rakos, Archaeologist, New York District, U.S. Army Corps of Engineers.

Grubb provides these suggestions for others planning a mitigation project:

Contact plant nurseries early. Do this to find out what species are available and to see if you can get the quantity and plant size you need for your project.

Plan ahead when using native plants: If you plan on growing native species in your project, using seeds and cuttings collected directly from the area, it's recommended that propagation activities be initiated at least two years in advance of project construction.

Consider practical storing of plant material on the site. Have a plan in mind for storing large quantities of plant material, especially bare root trees and shrubs on the site. The Corps' construction contractor utilized an on-site refrigerator truck for storing. Having the truck, which mimics a greenhouse by maintaining temperature and humidity levels similar to a nursery, allows you to store large quantities of plants and it extends the window of time cuttings can be stored on site for planting. Without the truck, the storing and planting of bare root material would have been limited to just 1-2 days for each delivery of plants. The truck also preserved live stake material in its dormant state for a period extending beyond nursery availability.

Have project designers make repeated site visits. Project designers should visit the project site several times during the design process because site conditions can change. Incorporating any necessary design changes prior to the construction helps to minimize construction time delays and costly modifications. They should also be involved team members during the construction process.

Collaborate with property stakeholders. For example, the Corps reached an agreement with the State Historic Preservation Office to plant grassland rather than trees near the Van Veghten House in order to maintain the historic view from the house to the Raritan River. The Corps also reached an agreement with a local utility to plant unobstructive vegetation in areas of the site to provide them continued access to overhead power lines on the site.

Grubb said that the success of this mitigation project has encouraged her to seek out other sites in the area to perform similar work. "We are already observing wildlife on the site, including red tail hawks, great blue herons, painted turtles, northern water snakes, freshwater clams and a resident red fox."

For more information about the Veghten House, please call the Somerset County Historical Society at 908-218-1281.

Dr. JoAnne Castagna is a technical writer for the U.S. Army Corps of Engineers, New York District. She can be reached at joanne.castagna@usace.army.mil

Golden Nuggets and Red Shirts

by Boni Bigornia, South Pacific Division



One of the first golden nuggets that I picked up during my two-month detail to HQ was in words of wisdom delivered by Tom Waters to the 2006 Class of PAs, an outstanding selection of leaders whom I had the distinct pleasure of becoming re-acquainted at their Washington graduation. Tom suggested to them: "It's not about being timid! It's about stepping up." That made an impression with me, as I recalled three months earlier, when I was given an opportunity (by my family and my boss) to 'not be timid' and I applied for a training detail assignment with the Planning CoP at HQUSACE. I thought I knew what Harry Kitch and his PCoP team did, but did not **really** know, until I had a chance to experience it from the front row, learning about prioritizing and managing workload, culture, communication skills, the big picture, and most importantly, the importance of good relationships. So 'stepping up' for me, as difficult as it was, proved to provide unique opportunities that I'd never get exposed to during an average workday back at the home office.

My primary work assignment over the two months came about because I wore a red shirt on my first day on the job. Apparently the engineer beamed down in the red shirt always gets it first. At that first meeting, I was assigned to prepare mini-PMPs for the Chief's 12 Actions for Change. Despite the initial shock of responsibility, that assignment presented a great opportunity to meet experts and leaders at HQUSACE, ERDC, and IWR who were at the ground level of Corps policy and research initiatives, the folks who are setting the plans for our future focus. Over the two months I was lucky enough to work elbow-to-elbow (and blackberry to blackberry) with technical experts from the IPET and HPDC studies, GUMP and FEM, LACPR and ICW, Learning Watersheds and Levee Safety... and more. I quickly learned that information flow is so challenging because there is just so much going on within the Corps.

Some other opportunities that Harry and his team gave me included participating in putting together the FDR budget, including allocations, projections, and ASA(CW) verbiage for the OMB. Bruce Carlson and Robyn Colosimo let me get involved with an AAR on the CWRB process, where I learned some of the goals and concerns of the Office of Water project Review and the Regional Integration Team planners. Jan Rasgus gave me a look at the policy world and Margaret Johanning opened my eyes wider on PCoP activities. Harry also let me develop and present a Flood Planning and Flood Control briefing to a visiting delegation of Vietnamese Generals, complete with interpreters.

There were many other interesting meetings including: Jack Davis' starting up of the Flood and Coastal Storm Damage Reduction R&D Steering Group; briefings with OASA(CW), OMB, NAPA (National Academy of Public Administration), and TNC (The Nature Conservancy); three CWRBs; and personal meetings with Tom Waters and MG Riley.



EXPENDABILITY

KIRK, SPOCK, MCCOY, AND ENSIGN RICKY ARE BEAMING DOWN TO THE PLANET. GUESS WHO'S NOT COMING BACK.

Now back in the confines of my home office, I've become a disciple of the Chief's 12 Actions, anxious to espouse all of the reasons why we are turning the Corps ship, to give it a redirection in utilizing the lessons learned from Katrina and Rita. This will not be business as usual, and that is a very good thing.

Looking back at the two months in DC, probably the greatest golden nuggets found were from just getting to know the people who made it a truly enjoyable learning experience. Harry, Margaret, Philomena, Jan, Bruce, Kerry, Joe, Julie, and all of the rest of the friendly folks made it a memorable stay, and they left the door wide open for me to pick up the phone to get good advice anytime I need it in the future. So if you ever get a chance for a detail assignment at HQ, I'd highly recommend taking it... and don't forget to bring your red shirt!

PLANNING ASSOCIATES UPDATE

2007 Planning Associates Spend Time in St. Louis

by: Beth Adkins Cade, Huntington District



The Planning Associates 2007 Class (left side/right side), Shawn Phillips - Memphis District, Jeff Tripe - Ft. Worth District, Beth Cade - Huntington District, Brad Foster - Jacksonville District, Kim Gavigan - Los Angeles District/Pheonix Office, Naomi Freankel - New York District, Brian Rast - Kansas City District, Laura Orr - Seattle District, David Bucaro - Chicao District, Greg Steele - Norfolk District

The 2007 class of the Planning Associates (PA's) kicked off their training in St. Louis, MO October 21-November 4th. The class spent a week participating in team building exercises and a second week learning about cultural resources and tribal affairs. St. Louis was abuzz with the Cardinal's World Series victory and the class enjoyed an exciting two weeks in the city.

This year's Planning Associates (PA's) class is comprised of 10 highly motivated individuals from all over the United States. They are David Bucaro, Chicago District; Naomi Fraenkel, New York District; Brad Foster, Jacksonville District; Kim Gavigan, Los Angeles District; Laura Orr, Seattle District; Ronald "Shawn" Phillips, Memphis District; Brian Rast, Portland District; Greg Steele, Norfolk District; Jeff Tripe, Fort Worth District and Beth Cade, Huntington District.

During the first week of training, Joy Muncy, PA Program Manager and Judy Morrison, Class Facilitator, led the PA's in various team building exercises. Class values were established and a vision statement drafted. Through it all we learned a lot about ourselves while getting to know each other.

HQ Planning Chief Tom Waters and perennial PA mentor Harry Kitch also spent time with the PA's providing an overview of what the class will entail, supplying advice and answering questions. They offered their continued support to the 2007 PA class and the continued success of the program.

St. Louis is home to the Mandatory Center for Expertise for the Curation and Management of Archeological Collections. It is the largest single organization in the Department of Defense dedicated to addressing the curation of archaeological collections on a national scale. Deputy Director Chris Pulliam was the gracious host for the PA class for the week.

Throughout the second week, the PA Class received an overview of Cultural Resource Management within the planning process and the various laws that govern us. An in-depth examination of Section 106 was provided along with a regulatory perspective. The latter part of the week was spent discussing Tribal Affairs.

Many interesting speakers presented throughout the week including Tom Green, Director of the Arkansas Archeologist Survey; Skipper Scott, Regulatory Archeologist from the Fort Worth District, Direlle Calica, Tribal Liaison with the Northwestern Division; Georgeie Reynolds, Tribal Liaison, USACE Headquarters and Kanalei Shun, Chief, Environmental Technical Branch in the Honolulu District.

Another unique presentation was given by Josiah Blackeagle Pinkham an Ethnographer and a member of the Nez Perce Tribe. He resides on the Nez Perce Indian Reservation in northwest Idaho.

He provided a history of the Nez Perce Tribe and offered insight to the perceptions of the Corps and our methods of consultation. When it comes to consultation his advice was to talk early and often.

One of the most fascinating aspects of the second week was a field trip to Cahokia Mounds State Historic Site and the historic French colonial village of Ste. Genevieve, MO. Terry Norris, St. Louis District Archeologist, provided a colorful narrative while leading the class on the field trip.

Located just 15 minutes from downtown St. Louis, Cahokia Mounds is the remains of the most sophisticated prehistoric city north of Mexico. With 120 mounds built over time, the City was believed to have been inhabited from about 700 A.D. to 1400 A.D. with possibly as many as 20,000 people covering six square miles. Today, the area covers 2,200 acres and is designated a World Heritage Site.

Established on the west bank of the Mississippi River, the village of Ste. Genevieve was settled in the late 1740s. It has the greatest concentration of French colonial buildings in North America. Today, Ste. Genevieve's National Landmark Historic District offers visitors an unparalleled glimpse into its colonial past.

Up next for the 2007 Planning Associates is another round of team building in Fort Lauderdale, Florida in January.



The 2007 PA class enjoyed a view of the World Series from their hotel located adjacent to Busch Stadium. Fireworks are show celebrating the Cardinals World Series championship.



The 2007 PA class prepares to walk up Monks Mound –shown in the background. Monks Mound is the largest earthen man made mound in North American. It is the central focus at Cahokia and believed to have been used for ceremonial purposes.

PLANNING WEBS AHEAD

Somebody Move Your Food Dish?

by Jim Conley, South Pacific Division

A recent caller wondered why many links to HQ planning web pages no longer worked. “You sound like somebody has moved your food dish!” Many bookmarks to HQ guidance may be dead links because the planning web pages have been redesigned. Jacksonville District’s Kerry Redican, while on a developmental assignment, teamed with HQ’s Roxanne Darjuan on the redesign project. Kerry explained that “The old web pages reflected an organization that no longer exists. And Harry Kitch wanted everything that planners need to be ‘three clicks away.’” Information on HQ’s former planning pages and IWR’s Planner’s Web (redirected link) have been consolidated into the [Planning CoP pages](#).



Home

[News](#)

[Planning Organization](#)

[Policy & Policy Compliance](#)

[Planner's Library](#)

[Legislative Links](#)

[Planner's Study Aids](#)

[Centers of Expertise](#)

[Corps Contacts](#)

[Training and Career](#)

[Related Links](#)

[Site Index](#)

Navigation through the Planning CoP page is aided by the panel to the left. Issues of Planning Ahead as well as Engineer Update are found under “Corps Publications.” via the [News](#) link.

The [Planner’s Library](#) has many links to often used references such as Economic and Planning Guidance Memoranda. And WRDA implementation guidance is located via [Legislative Links](#), for example Section 202, WRDA 2000 guidance can be found there. [Planner’s Study Aids](#) is the place to look for project purpose consolidated guidance, for example Ecosystem Restoration, and Flood Damage Reduction.

The [Policy and Policy Compliance Division](#) pages have additional guidance. On the right hand side of the Policy Compliance page are links to Policy Guidance Letters, Model PCAs and Civil Works Review Board—example documentation. There is also a link to the Tribal Affairs and Initiatives page at the bottom.

The Civil Works Engineering Regulations and Circulars locations have not changed--Civil Works ERs, New ECs and New ERs.

So, a little time spent surfing to get acquainted with the new layout will be worthwhile. SPD’s popular planning guidance page reflects the new architecture and is also being updated.



DISCLAIMER: Providing hyperlinks does not constitute endorsement by the Corps for any site, products or services contained herein. The first e-mail, Subject: I saw it first, received by the author may claim a fifteen dollar gift certificate. Offer expires when the next issue of Planning Ahead is published.

ANNOUNCEMENTS

****PLANNERS INTERESTED IN RISK ANALYSIS**

The Institute for Water Resources will offer a workshop/training opportunity to planners, engineers, operators, and project managers with an interest in risk analysis. There will be no tuition but class size will be limited to 24 participants. The session will be held at the Hydrologic Engineer Center in Davis, California, 21-25 May 2007.

Risk analysis is a framework for evaluating alternative solutions under conditions of risk and associated uncertainty. Risk analysis is a required component of Corps of Engineers activities and its use is being extended beyond planning and engineering. The need to acknowledge risk and its implications is a significant aspect of the Chief's 12 Actions for Change. It affects technical analysis and decisions throughout each phase of a project's life-cycle; from planning through recapitalization or decommissioning. The workshop will cover existing techniques as well as new methods and analytical models for evaluating risks and informing decisions, including an open discussion on risk perception and communication transferred to practice. Major risk analysis topics to be covered are: concepts; probability and statistics; choosing distributions, working with distributions, Monte Carlo simulation, event tree development and use, developing models for risk analysis, incorporating uncertainty, and risk-informed decision making. The workshop will include exercises in each of these topics using risk analysis software tools. This workshop is intended as an introduction to risk analysis that is useful to all technical disciplines working in USACE.

For further information or to register, contact Dr. David Moser at david.a.moser@usace.army.mil.

****JOB ANNOUNCEMENTS**

Opening Date: October 23, 2006

Closing Date: November 23, 2006

Position: Regional Economist, GS-0110-14

Salary: \$87,533 - \$113,791 Annual

Place of Work: U.S. Army Enngineer Division, Mississippi Valley, Regional Business Directorate, Business Technical Division

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

Number of Vacancy: 01

Duties: As the Leader of the Economic and Social Analysis Community of Practice (COP) in MVD this person is responsible for leading the professional development of the economic workforce, managing the regional economic workload, and managing the quality assurance for the economic, financial analyses conducted within MVD. Leads quality assurance for all aspects of the economic, financial, and social analyses for all studies assigned to MVD the preparation of the economic and social impact evaluation sections of report compiled within the Division office; and the analysis and evaluation of economic sections and social impact portions of reports of cooperating agencies. Incumbent leads the professional development of the economic workforce through training, mentoring, lessons learned, coaching, and fostering an atmosphere for continuous self improvement and education. Responsible for economic research to solve urgent, practical problems of our Government.

About the Position: Serves within the MS Valley Division Regional Business Dir, Business Tech Division, that supports the Region, which consists of the MSC Headquarters & 6 major offices located throughout the MS Valley including New Orleans, Vicksburg, Memphis, St. Louis, Rock Island, and St. Paul.

Who May Apply:

- Transfers
- Veterans eligible under Veterans Employment Opportunities Act of 1998. (VEOA)
- Veterans eligible as 30% Disabled Veterans.
- Employment Program for People with Disabilities eligibles.
- Interagency Career Transition Assistance Plan (ICTAP) eligibles.
- Family member employees eligible under Executive Order 12721.
- Current Army employees with competitive status (includes Army employees serving on a career or career-conditional appointment).
- Reinstatement eligibles.

To apply for this position you must go to the internet, after the opening date of the announcement, and apply on-line using the resume builder and self nominating procedures or the alternate application method.

OFFICIAL WEB SITES FOR EMPLOYMENT ARE:

Civilian Personnel online at: <http://cpol.army.mil/index.html> or USAJOBS at: <http://www.usajobs.opm.gov> (You can not submit your resume from the OPM website. Please follow the directions in the "How to Apply" section of the announcement.)

If applying online, be sure to have an active resume and a self nomination in the Army's centralized RESUMIX system prior to the closing date of the announcement.

Instructions for alternate application methods are available at: <http://cpol.army.mil/library/employment/jobkit/index.html>

****ENVIRONMENTAL BENEFITS TRANSFER**

We are very pleased to announce the recent completion of a new Special Issue in the journal Ecological Economics: Environmental Benefits Transfer: Methods, Applications and New Directions. Volume 60, Issue 2. The articles can now be accessed via ScienceDirect at the following address: <http://www.sciencedirect.com/science/journal/09218009>

The special issue grew out of collaborative discussions following the workshop jointly sponsored by U.S. EPA and Environment Canada in the spring of 2005 in Washington DC. The purpose of this special issue is to elucidate the state-of-the-art and science of environmental benefit transfer and to assist practitioners and policy makers in the design and reporting of future transfer research. Compiling the insights of thirty-two international experts from seven countries, the special issue reviews the latest developments in transfer techniques, as well as ongoing efforts to standardize and validate them.

Taken together, the contributions provide fresh answers to some long-standing questions, offer original research insights on state-of-the-art issues and identify fruitful areas for future research.

Matthew A. Wilson¹ and John P. Hoehn²

Guest Co-Editors

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****NATURAL RESOURCES MANAGEMENT GATEWAY**
Submitted by Julie Marcy, Engineer Research and Development Center

We have added a new feature to the NRM Gateway. It is a page on Facilitation - the basics, resources, and a Find a Facilitator mechanism. The latter enables Corps employees who have facilitation skills to enter their information. Then, individuals who need a facilitator can find someone more easily. Many planning and public meetings are facilitated so this may be something of interest to the Planning Ahead readers.

URL: <http://corpslakes.usace.army.mil/employees/facilitator/facilitator.html>.

American Bird Conservancy and the U.S. Army Engineer Research and Development Center (ERDC) announce the publication of proceedings to a regional workshop on dredging, beach nourishment, and bird conservation along the South Atlantic Coast (from the Virginia—North Carolina border to south Florida) that was held at Jekyll Island, GA., February 1-4, 2005. This document, along with proceedings to a symposium on the wintering ecology and conservation of Piping Plovers that took place at the same workshop, are available on the Coastal Engineering and Bird Conservation website at: <http://el.erd.c.usace.army.mil/dots/coastalbirds.html>.

Opportunities for bird conservation is strongly influenced by communication among agencies and organizations involved in the planning, construction, and postconstruction monitoring phases of Corps projects. Increased education among agencies regarding bird habitat requirements and project-oriented logistical considerations help improve communication and coordination among agencies and lead to more positive benefits for bird conservation from coastal projects. This workshop was the first of four regional workshops addressing Corps coastal activities and bird conservation.

Proceedings and Powerpoint presentations for this workshop and additional regional workshops in this series (North Atlantic coast, October 2005 and Gulf of Mexico coast, March 2006) will be posted to this same website as they become available. For more information, please contact Casey Lott of American Bird Conservancy at clott@abcbirds.org or Richard Fischer of ERDC's environmental lab at Richard.A.Fischer@erd.c.usace.army.mil.

CONFERENCE COSPONSORED BY THE NATURE CONSERVANCY AND THE INTERNATIONAL RIVERSYMPIUM

Submitted by John Hickey, Hydrologic Engineering Center

The Nature Conservancy and the international Riversymposium are cosponsoring a conference to explore environmental flows from the perspectives of science, policy, and management. There will be a focus on innovative methods and case studies from around the world that deal with the challenge of managing water to meet human and ecosystem needs.

Conference Goals:

- Provide attendees with a better understanding of the tremendous variety of efforts occurring around the World to improve ecosystem health while continuing to meet human demands for water;
- Explain the state of ecological science concerning the flows required to protect biodiversity;
- Share information about innovative policy approaches for water resource management that support environmental flows;
- Discuss management issues related to the implementation of environmental flow recommendations; and
- Help attendees to become better informed decision-makers, or become better able to influence decision-makers, about water management that meets human demands and ecosystem needs for water.

The conference is being held in Brisbane, Australia, September 3-7, 2007. For more information or to submit an abstract please visit <http://www.riversymposium.com/index.php?page=Symposium2007>. The deadline for abstract submission is January 31, 2007.

WANT TO CONTRIBUTE TO *PLANNING AHEAD*?

This newsletter is designed to improve the communication among all the planners and those we work with throughout the Corps. We hope that future editions will have mostly information and perspective from those of you on the front lines in the districts. We hope that these notes become a forum for you to share your experiences to help all of us learn from each other. We can't afford to reinvent the wheel in each office. We welcome your thoughts, questions, success stories, and bitter lessons so that we can share them on these pages. The articles should be short (2-3 paragraphs) except in some cases where you just have to say more, and should be a MS Word document. We highly encourage you to send pictures to accompany your article.

The deadline for material to be published in the next issue is: TBD

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To subscribe to our distribution list, send an e-mail message to majordomo@lst.usace.army.mil with no subject line and only a single line of text in the message body. That single line of text should be: "**subscribe ls-planningahead**"

(Editor's 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.

****Correction in the October issue:**

Planning Associates article, page 12, 4th paragraph should read: "*Watershed planning differs from traditional project planning. Where no Corps project is identified, review and approval can be at the MSC level. In addition, there may be no requirement for: project justification, project-related engineering appendices, NEPA documentation, project alternatives, real estate plan, or recommendations.*"

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To read past issues of *Planning Ahead*, visit:
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