

PLANNING AHEAD

Notes for the Planning and Policy Community



US Army Corps of Engineers

April 2007

Volume 10, Issue 3

A Note from the Leader of the Planning Community of Practice

In last month's issue of *Planning Ahead*, I stressed the importance of conducting complete and thorough independent technical reviews (ITR) and external peer reviews (EPR) of our planning reports and decision documents in accordance with the guidance outlined in [EC 1105-2-408](#). I want to return to, and once again, focus my remarks on this extremely important and vital component of our planning process.

Up to this point in time, we have made tremendous progress in enhancing the independent technical review of our planning products. The Planning Centers of Expertise (PCXs) have done an outstanding job of overseeing the process of ensuring high quality technical review of planning documents. Your continued support of the PCXs continues to be a high priority, one that is necessary to ensure our ability to consistently produce excellent decision documents.

External peer review is proving to be more challenging. To emphasize our commitment to this effort, MG Riley, Director of Civil Works, has just issued a guidance memo on the subject of independent technical review and external peer review designed to further strengthen our peer review processes. A copy of the guidance memo is available at http://www.usace.army.mil/cw/cecw-p/library/peer_rev_process.pdf. Among the key points in the guidance memo are (1) Review Plans must anticipate and define the appropriate level of review from the outset of the planning effort; (2) There must be close coordination with the PCXs to ensure that the review process is responsive to our wide array of stakeholders and customers; and (3) ITR and EPR (if required) must be completed prior to the presentation of a planning or decision document before the Civil Works Review Board.

External peer review will continue to be required in cases where decisions are based on novel methods; the degree of complexity of the issues addressed presents unique challenges; where precedent-setting methods or models are used to arrive at a solution; where planning solutions are likely to change prevailing practices; where planning solutions address important public safety risks (for example, a project design which includes the use of floodwalls); and where planning solutions are likely to have a significant impact on existing policy.

We are committed to accomplishing Independent Technical Review and External Peer Review in a seamless and efficient manner. Among the efforts we are undertaking to improve the conduct of

Inside This Issue

Planning Associates DC Experience	3
Challenges Planners Face	8
Baltimore District Planning Division Environmental Stewardship Team.....	11
Regional Economic Development Analysis: Economic Impacts of Recreation at Corps Lakes	13
Policy Guidance Release	13
Collaborative Planning Survey	14
Training Courses	14
Conferences	15
Publications	16
Employment Opportunities	17

external peer review is the establishment of a national acquisition vehicle to access the services of highly qualified technical expertise. We have also launched a Peer Review page on the Planning CoP web site which, among other things, will list reference materials and provide links to active Review Plans: http://www.usace.army.mil/cw/cecw-cp/peer/peer_rev.html.

Incorporating external peer review in our planning efforts will ensure that we fulfill our responsibility in providing the best possible service to the Nation in addressing water resources development issues and associated solutions. Advocates of reforming the way the Corps conducts its planning activities point to independent technical review and external peer review as key priorities, as do government-wide directives in law (the Information Quality Act) and in policy (from the Office of Management and Budget).

The procedures we have already put in place and the just released guidance memo, which will strengthen the ITR and EPR processes, are our way of continuing to transform the Corps from within.

Thanks for what you do every day.

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

WORDS FROM THE EDITOR

As you enjoy this edition of *Planning Ahead*, you'll notice three recurring themes: the need for the Corps to remain relevant in meeting the demands of the Nation with respect to the provision of water resources development and associated services; the need to maintain a readiness in the Corps planning capability to provide high quality service when called upon; and the ability to respond in a timely fashion when a customer requests Corps assistance.

This month's issue begins with two articles written by authors with two different perspectives on the Corps planning experience. The first article is written by **Shawn Phillips** of the Memphis District who is a member of the Planner Associates (PA) class of 2007. He recaps the PA's Washington, D.C. Experience, a three week resident course in the nation's capital. During this course the PA's learned about the Congress, the inner workings of the Corps headquarters, the views of public advocacy groups, other federal agencies, and communications training. Juxtaposed against Shawn's article is an article written by **Sam Arrowood, William Fickel, and JoAnn Duman** of the Southwestern Division, which offers Mr.

Fickel's views on the Corps planning activities accumulated over a career spanning four decades, including service since 1992 as the Chief of Planning at Fort Worth District.

The last two articles in the newsletter describe the capabilities and expertise maintained by the Baltimore District and the Institute for Water Resources respectively. In her article, **Maria Hammond** of the Baltimore District, describes the activities of the District's Environmental Stewardship Team. In his article, **Dr. Wen-Heui Chang**, discusses the use of Regional Economic Impact analysis techniques to measure the economic impacts associated with the recreational opportunities at Corps projects.

I would like to thank the authors who contributed articles to this issue of *Planning Ahead*, and encourage all members of the planning community to continue to submit articles for future issues of the newsletter.

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

FEATURED ARTICLES

Planning Associates DC Experience

by Shawn Phillips, Memphis District

The Planning Associates Class of 2007 traveled to Washington, D.C. for the “DC Experience” portion of our training on Monday, February 26. For the next 17 days we met a tremendous number of people, saw a tremendous number of sights, and walked a tremendous number of steps. We were in the city long enough to get a sense of the pace of our nation’s capital and to also see a substantial portion of the history of the nation and the Corps. Most importantly, as planners, we were able to talk to representatives of every group that is involved in the Corps Civil Works program except for one notable exception, the Office of Management and Budget. The entire experience was organized and led by the Planning Associate Program Manager and the D.C. Experience Course owner, Ms. Joy Muncy. This was a tremendous effort to coordinate the Planning Associates, and each speaker, tour, and event.

The goals for this trip were described as follows: *The Washington, DC Experience is a combination of formal training, individual assignments, shadow activities, discussion sessions, presentations and field trips covering Washington, DC, that focuses on sites of historical and current significance to USACE. Training includes civics (government organization and roles, and authorization and appropriations and processes) and a visit to the Institute for Water Resources (IWR). After all interactive activities, the participant will be able to apply all the current and relevant information that was acquired and to begin to develop their networking.*

Activities for the first full day, Tuesday, February 27, consisted of a guided tour of area attractions that was conducted by Dr. William Baldwin from the Office of History, Headquarters USACE and Ms. Muncy. We started in Virginia with a drive by the Pentagon and a stop at the Marine Corps-

Iwo Jima Memorial. We proceeded west on the George Washington Parkway to the I-495 beltway and crossed over to Maryland, where we saw a lock on the C&O Canal and eventually made a stop at the Washington water supply reservoir, where we posed for pictures in front of the pump house shaped like the Corps Castle.



**Planning Associates in front of
Georgetown Reservoir Pump House**

From there, we made our way past American University and stopped for a longer visit to the National Cathedral. The Cathedral was definitely an awe inspiring property set in Northwest DC. We had a task to find both the Corps Castle and a piece of the moon while at the Cathedral, and I would like to report back that the PA 2007 class found both. However, we had to look very closely to do so. From there, we drove down embassy row and saw the White House, the old Executive Office Building, and many other buildings in the Federal Triangle area. Following a brief lunch at the Hawk and Dove, we made our way past the back of the Capitol Building and the Supreme Court down to the west end of the mall, where we saw the Lincoln, Korean War, Vietnam War, and World War II memorials. The day ended with a stop at the Jefferson Memorial. Dr. Baldwin was terrific and I would strongly advise anyone planning a trip to Washington to check out a copy of the Corps publication, *Capital Engineers: The U.S. Army Corps of Engineers in the Development of Washington, DC, 1790 — 2004* (Engineer Publication 870-1-67).

On Wednesday, February 28, Ms. Jan Rasgus and Mr. Pete Luisa from Headquarters filled our day

with briefings on the processes for authorization and appropriations. Ms. Rasgus, who would show up again several times during our DC Experience to help us on our journey, talked about authorization and WRDA and some on the 12 Actions. Mr. Luisa talked to us about how the Corps uses the annual budget guidance to assemble the budget, how the Office of Management and Budget (OMB) ultimately approves of the budget, and how the two sides of the Congress develop the appropriations bill. He spoke about a concept that originated in the nineties called performance based budgeting, and how it affects the criteria the Corps uses when assembling the budget.

Thursday, March 1, was dubbed the “Headquarters Day.” We met very early at the metro stop on King Street in Alexandria and went over to the GAO building, where we proceeded to bring the whole building security system for entry to a screeching halt. Lesson for the PAs: buy dress shoes without a steel shank in them! In the morning, we were briefed in order by Mr. Harry Kitch – Deputy for the Planning Community of Practice, Major General Riley - Director of Civil Works, Steve Stockton - Deputy Director of Civil Works, and Lieutenant General Strock - Chief of Engineers.



Harry Kitch with PAs

Mr. Kitch is also instrumental in the Planning Associates program as the HQ sponsor and Program Director. Later Steve Stockton came to our hotel and gave us another hour and a half of his time. He allowed us to ask him questions that came up during the week, like about the Corps-

ASA(CW)-OMB relationship. This was an opportunity to hear from the senior civilian on the Civil Works program in a frank, non-threatening environment. Mr. Stockton is a proponent of regionalization to share key resources and talents. He also likes the idea of peer review, but he believes it needs to be implemented in a manner to bring more value to the taxpayer, not as an exercise to point fingers after the fact.



General Riley and Steve Stockton with PAs



General Strock and the PAs

After a weekend where we each did our own sight seeing, we reconvened on Monday, March 5 in our smaller workgroups at the hotel and discussed our year long projects. Ms. Traci Goldberg from the Fairfax County Water Authority started off the group discussions with a presentation about the capital area water system. Planning and interagency coordination was a message that we took from her discussion, and it was good to hear that local agencies consider it as important as the Corps does. Then a team of

former Corps and ASA(CW) employees spoke with the PAs. Hon. Bob Dawson, former ASA (CW); Gen. Vald Heiberg III, former Chief of Engineers; and Mr. Les Edelman, former Chief Counsel held a panel discussion, complete with a couple of songs from Mr. Dawson. Two main themes came across in their discussions: Ethics and Pride in Civil Service. We were encouraged by these gentlemen to pass along to our coworkers, customers, and families that we work for a great organization and we should never be ashamed to say that. They said that in their current roles as lobbyists, they seem to educate people about what the Corps of Engineers does and how it works most of the time. Congressional staff has a high turnover rate, so they are always teaching staff and elected officials what we do.



Doug Lamont, Terry Breyman and the PAs

On Tuesday, March 6, we had a tour of the Pentagon. We met Mr. Terry Breyman at the Pentagon and were processed through security. The highlight of the tour was the visit to the September 11, 2001 Memorial that is adjacent to the Chapel inside the Pentagon. This was a small somber area, but it served as a reminder to us all of the sacrifices that those 183 civilian and military individuals made in 2001. We also visited the ASA(CW)'s office for a briefing from Mr. John Perez on the status of Project Cooperation Agreement direction. The day closed with a trip to a Department of Agriculture Building and a presentation by Mr. Dan Lawson and Ms. Jan Marie Surface from the Natural Resources Conservation Service (NRCS) about watershed planning. NRCS is very interested in

watershed planning and teaming with the Corps to tackle the many challenges faced with multi-jurisdictional watershed planning.

Wednesday March 7, was the single busiest day we had as a group during the DC Experience. We convened early in the morning at the Rayburn House Office Building. Ms. Rasgus gave us a briefing about what hearings were going on that day and about the House and Senate office buildings.



Jan Rasgus and the PAs on The Hill

Unfortunately, John Anderson, the minority Staff Director for the House Transportation and Infrastructure Subcommittee was unavailable for a briefing. We then visited our home delegations, and those of our customers. I visited Rep. Jo Ann Emerson (D-MO), who is a customer on my largest project, and Rep. Marsha Blackburn (R-TN), my congresswoman at home. I spent an hour with Ms. Emerson's staffer, Ms. Shelly Blake, who handles the Congresswoman's preparation for her role on the House appropriations subcommittee. It was fascinating to see how they used the fact sheets that I develop, along with other sources like the print media in their home districts and letters from constituents, to prepare questions for the Chief and ASA(CW) for the budget hearing. They also keep the briefing notebooks from the congressional visits made by our District and Division Commanders. I was struck by how close each of us, as planners, is to Congress.

We met with Mr. Ken Kopocis who is the

Deputy Chief of Staff for the Senate Environment and Public Works Committee. He expressed how much the Committee believed that the nation needed a new Water Resources Development Act (WRDA), and that they had made it a very high priority for this session. He thought the WRDA would look similar to what the House finished drafting at the end of the previous Congress in 2006. He also pointed out that independent review was not a new thing to the Corps. When asked about partisanship, he said that the committee was more interested in fairness to the public rather than partisanship.

After a bite to eat, we met up at Senator Bond's (R-MO) office for a tour of the Capitol. Our guide was very efficient at getting us through the Capitol building, starting with the ride on the underground train from the Russell Senate building to the Capitol building. I'm sure each PA would point out something different about the Capitol that struck us. I highly recommend every Corps family member, and any citizen for that matter, to visit the Capitol at some time in their life. The day was completed with a meeting at the Rayburn Building in the House Energy and Water Development Subcommittee hearing room. Ms. Taunja Berguam and Mr. Kevin Cook, professional staff (and both former Corps employees) for this appropriation committee voiced their challenges with the Corps. They seemed to have a different perspective than others about earmarks with whom we talked. They were also proud of the progress the House made versus the Senate on WRDA last year. They stressed a need for realism in our funding requests, and Ms. Berguam in particular said that the way the Corps has overstated capability in the past has not helped the perception of our reliability.

Thursday, March 8, was our job shadow day. We each shadowed either current or former general officers and senior executives, or congressional interests. We will pass along our job shadow stories in next months' Planning Ahead.

Friday, March 9, was spent entirely back at the GAO building. During the morning, we met Mr. David Conrad of the National Wildlife Federation. Mr. Conrad spoke about NWF's role in supporting

the cost share requirements of WRDA 1986. He spoke about how he feels that the National Economic Development approach is not the best approach to decision making because it treats environmental consequences as a constraint. He feels that sustainability should be the primary goal of our Principles and Guidelines. Later that day, the USACE Headquarters Office of Water Project Review (OWPR), headed by Ms. Robyn Colosimo, gave the PAs an overview of what they look for when they review our studies and reports that lead to decision documents. They also gave a heads up about future trends and requirements.



Robyn Colosimo and Bruce Carlson with PAs

Rather than try and regurgitate everything that the speakers said, I will just hit a few take away messages that we heard. The OWPR staff want our documents to tell a story. They want our documents to come to them without policy compliance issues, or if there are unavoidable issues, ask them (through the Division Support Teams and Regional Integration Teams) about it early in the document production, not at the end when they do the document review. We need to make sure our cost estimates and summation of ecosystem restoration benefits are correct. The last take away we heard concerned Peer Reviews and that HQ would start withholding funds for projects without documented peer reviews as required in our guidance.

After a weekend of terrific weather, we reconvened Monday morning, March 12, at the hotel for some Risk Communication training hosted by Mr. Dave Hewett, HQUSACE Public

Affairs Office (PAO) with Mr. Alvin Chun – formerly of the US Public Health Service – as the speaker. This day can be truly call a day of training or a very good refresher. Mr. Chun was an excellent speaker and really brought home some points about what we, as civil servants, are responsible for when communicating with the public. He spoke to us about how people perceive information in high risk versus low risk scenarios, and how to convert a high risk situation to a lower risk situation. Some “take-aways” from this one day lesson were: seek first to understand; show respect through timeliness; professionalism; individual care; be sincere and truthful; silence does not necessarily mean concurrence; don’t take things personally; follow-up on discussions and commitments; and be clear.

Tuesday, March 13, was our media training day. We traveled to the Soldiers’ Media Center in Crystal City, Virginia. Ms. Mary Cochran facilitated and Ms. DeDe Cordell led the training, which focused predominantly on the television media, with some tips for both print and radio interviews. There were many suggestions about how to handle media interviews and the training also provided a general overview of how the media works, and the pressures and constraints reporters face, such as deadlines.



De De Cordell and the PAs at Media Center

Ms. Cordell taught the PA’s the basics of preparing for an interview, the importance of non-verbal communication, how to develop and format key messages to help you tell your story in a way the media is likely to use as a quote or sound bite, and the “tricks of the trade” that allow

you to maintain control of the interview and get your message out, no matter what questions the reporter asks. An example of one of these tools is a technique called “bridging,” in which you transition from the question to your response to a bridging phrase, such as “what’s also interesting to note is...” and then add in your key message. No matter what question you are asked, you choose how you respond, both verbally and non-verbally, so you really have the control. And any time you are in an interview, the goal is to be message driven, not question driven.

Following the training, each PA participated in a mock interview. These interviews were then reviewed by Ms. Muncy, Ms. Cordell, Ms. Cochran, and the PA class. To protect the innocent, how these interviews went will forever more be retained within our PA class. Let’s just say it was an interesting and entertaining learning experience. If you anticipate possible interviews in your future, you may want to consider getting some media training, and remember to always coordinate media inquiries through your PAO.



Chilly morning at the Metro Stop

Wednesday, March 14, was a day spent reviewing our Job Shadow experiences and working within our individual groups on our year long projects. At the invitation of Mr. Tom Waters, Chief of HQUSACE Policy and Policy Compliance Office and the Planning Community of Practice, we attended a tele-video conference. The conference was a status update from the five Districts/Divisions who are working on the pilot

Watershed Studies that were approved in 2006. These studies include the Great Lakes Habitat Initiative, middle Mississippi River Regional Corridor Study, Virgin River Watershed (Utah, Arizona, and Nevada), Western States Watershed Study, and the Delaware River Basin Study.

Thursday, March 15, was our last working day in D.C. We visited the Institute for Water Resources (IWR) in Alexandria Virginia. After an introduction from the Director of the Institute, Mr. Bob Pietrowsky, representatives from all three groups of IWR spoke about mission areas. Speakers included Hal Cardwell, Lynn Martin, Lillian Almodovar, Dave Lichy, Maggie Moses, David Moser, Darrell Nolton, Dave Grier, Keith Hofseth, and Joy Muncy. The topics included Shared Vision Planning, Regional Sediment Management, Risk Management, OMBIL, Decision Methodologies, Marine Transport System, and the NETS information system.

Overall, it was an exhausting, interesting, and enjoyable three weeks. I leave Washington with a lasting impression and the view of an entirely different world than we see at the District level everyday. It is absolutely amazing, and a testament to the dedication of all individuals involved, that our agency and our government functions as well as it does with all the different perspectives I saw during my time in D.C. I leave with a strong impression of our senior leadership. Generals Strock and Riley, Assistant Secretary J. P. Woodley Jr., Steve Stockton, Tom Waters, Gary Loew, George Dunlop, Doug Lamont, Claudia Tornblom, and all our leaders are first class professionals, and first class people. There are other senior leaders that the other PAs met; these are who I met. Our retired leaders are also outstanding. In particular, I am saddened that I only got to meet General Strock near the end of his role as our Chief. All the PAs would also like to thank Ms. Muncy and all the other speakers and coordinators for the wealth of experiences they made possible for us. I enjoyed the sights, sounds, and tastes of the city. But in closing, let me say that I am glad to be back home in Memphis with my wife and daughter.

Challenges Planners Face

by Sam Arrowood, William Fickel, and JoAnn Duman, Southwestern Division

At the Southwestern Division 2006 Planning Conference, Bill Fickel shared his vision of the future of planning, and reflected back over 35 plus years of planning experience. During his career Bill has worked in three Corps districts (Mobile, Galveston and Fort Worth Districts). Since 1992, he has served as the Chief of the Planning, Environmental and Regulatory Division in Fort Worth District. The following is a synopsis of his presentation, which shares his personal views on Corps planning.

In the 1970's and early 1980's life was fairly simple – Civil Works (CW) studies were 100% federally funded and often directed at developing a single water resource output. Study efforts focused on project formulation, justification, design, and estimating the cost of the project. NEPA compliance was in its infancy and the analysis that was performed was relatively simplistic. Planners could usually readily obtain more study funds, if needed.

A planner's life became more complicated with the passage of WRDA 86. Feasibility studies for the first time had to be 50/50 cost shared and environmental mitigation analyses became a requirement. The plan formulation, NEPA compliance, and project review and approval processes also became more rigorous. At first glance many in Corps planning thought this new sponsor cost share requirement would significantly reduce local interest in pursuing CW projects with the Corps. Much to many planners' surprise, such was not to be the case. Local sponsors remained keenly interested and willing to pay the required up front costs in the prospect of getting federal dollars to help leverage the cost of construction of their water projects.

Moving forward to today, Corps projects have become considerably more complex. Our sponsors and the public are seeking water projects that satisfy multiple wants and needs and that frequently include project features that lie outside Corps authorities. Increasingly, sponsors are

seeking to build a Locally Preferred Plan that differs from what the Principles & Guidelines allow the Corps to participate in. Public involvement has also become more complex due to the increased number of stakeholders and those who have an interest in having a say in resultant project design and its outputs. NEPA compliance, along with passage of additional environmental laws, has also added to the study requirements. Planners are being asked to plan in a participative, collaborative environment that requires considerably more public involvement to gain input from the public, stakeholders, and other agencies. Collectively, these factors make a planner's job much more difficult.

Other influencing factors that have impacted the viability of Corps CW planning programs involve adjusting to continual legislative changes and program funding uncertainties. Frequent ups and downs in annual CW appropriations have made it most difficult for many Corps planning offices to maintain their planning staff. Fluctuating funding cycles have forced Corps districts to routinely make workload adjustments because planning staffs payrolls are project funded. Past experience has shown it is extremely difficult to maintain robust planning organization given continual funding uncertainties. All Corps field planning organizations have had deal with never ending budget shortfalls over the years. Changing command emphasis on maintaining a strong planning presence has also influenced the planning organization's viability. Too often the first reaction to CW budget shortfalls has led to cutting planning staff. It has at times appeared that planners were viewed in a similar light as R&D elements in private industry. When money gets tight the first reaction is often to make budget cuts in the areas that are not viewed as major profit centers.

In the mid 1990's Fort Worth District eliminated its Planning Division, only to stand it up again a few short years later. The rationale for the restructuring was to improve efficiency and save money. The simple reason Planning was stood up as a major organization again was that the District was experiencing problems generating their needed quality planning products in a timely

manner. More recently sister SWD Districts, Tulsa and Little Rock, have gone through a restructuring of their planning organizations, and are dealing with how best to work together with less resources and people. Ongoing initiatives for Corps divisions to act as a Regional Business Center offers great opportunity to share available planning work and to help build more robust planning staffs.

Once a planning organization reduces its planning capabilities it becomes extremely difficult to build back to a comparable capability. Since Fort Worth District stood up its planning organization again, the District continues to struggle to build a robust planning team. The jobs we are asked as planners to do are both demanding and stressful. Many planners persevere because they have a passion to be instrumental in making a dream to build a project become a reality. For these basic reasons, it is important that the skills of good planners be valued by the organization. Too often we lose our skilled planners to promotions or to less stressful jobs in other parts of the organization.

Among the many challenges ahead, there are three critical actions that will heavily influence the viability and the success of future Corps CW programs.

First, it is imperative that the Corps maintains it's broad, specialized planning capabilities;

Second, every planning team member needs to take more responsibility in shaping our future; and

Third, we must make sure we remain relevant.

Maintaining Planning Capabilities

With the complex, highly visible projects the Corps likely will be dealing with in the future, a highly specialized planning team will be a must if we hope to be able to efficiently execute our respective planning programs. Planners need to continue to articulate and advocate that, for the future of the nation, it is critical to maintain Corps planning capability. An important element

in this effort is reaching out to meet the needs of the Nation by providing a value-added service that people are willing to pay for. This requires taking responsibility.

Taking Responsibility.

In past years, the Corps was viewed as the water resources expert to go to when someone had a water resource problem and/or need. In the past the federal government would cover most of the costs to build the recommended projects. Further, we didn't pursue new water projects. Somewhat like the Maytag repair man, we waited for the phone to ring, the work came to us.

As we are keenly aware life is not as simple today and it is not likely to become any simpler in the future. The Corps has built most of the easy projects. Further, the public's needs and wants are changing and will continue to do so. We now have a choice in shaping our future. We can do nothing or we can take responsibility and take charge of our future if we want to assure that local sponsors and the public seek Corps involvement in addressing their future water resource problems and needs. Fort Worth District started on this journey to be more proactive in pursuing new opportunities a number of years back. From our experiences we found there isn't any one single, magic action that opens the door to future projects, rather it is a whole lot of individual actions, some small and some big, that in combination draw the public to seek the Corps' involvement in their water projects.

A few examples of some of the outreach opportunities Fort Worth is pursuing: the Chief of Planning Branch in the Division, as part of her duties, has been tasked with seeking new opportunities, and developing new alliances and partnerships with other federal and state agencies, universities, river basin organizations, and others. Her outreach efforts have focused on identifying potential new, unique water projects for which the public might seek Corps assistance and federal funding. Dedicated district funds have been set aside to cover the costs for the planning chief and other planners to pursue outreach

opportunities.

In recent years the District has sought multi partnerships on many of our projects to help leverage the local sponsor share of the project costs and to gain broader-based support from the public and stakeholders. The Upper Trinity was the first major project that the District attempted to do something like this. When the study was initiated, in the early 1990's, the project had one primary project sponsor and 11 sub sponsors. Today, there are 18 sub sponsors. The study is in its 16th year and to date has received over \$12 million in federal funding with more funds yet to come. This project has served as a model and has been used repeatedly and adopted in some form to initiate a number of other basin wide studies throughout the District. One key to our success has been using study funds to leverage local funds in the development of value-added interim technical products that are useful to the sponsors independent of the Corps' process.

Selected District staff has participated and have made periodic presentations at the Texas Water Conservation Association (TWCA) conferences. Participation at these conferences has also provided a good forum to informally pursue potential project opportunities with other TWCA members attending these conferences and to hold conversations with the water authorities' representatives where we have ongoing project actions.

Over the years the District staff has routinely coordinated with the Texas Water Conservation Association. About six years ago the District, working with selected TWCA members, established the Federal Affairs Committee (FAC) with the goal to provide a more formal forum to discuss items of mutual interest with basin water authority officials, state agency staff, and other members.

The working relationship with participating FAC members has proven invaluable in forming a federal /state and regional relationship with common supporting goals on addressing the State's water issues. Through the FAC our sponsors developed some strategic goals and set mutual priorities.

Two particular successes:

1) In the prior 5 years the Corps has received over \$5 million in federal funds for use in providing planning services in support of the State's Water Plan, and a listed FY 07 budget capability of \$1.4 million. Congress, recognizing the importance of State water resources issues has provided 100 percent Federal funding to support the state's water planning.

2) In 2006, over 50 TWCA members participated in the second annual Texas Water Day in Washington DC. They met with selected Texas congressional members and their aids in a general meeting one evening, followed by the next day with TWCA members broken up into special subgroups that held one-on-one meetings to discuss the State's specific project needs with their respective Texas congressional representatives. Little did the District realize how successful this Federal Affairs Committee would grow to be!

Remaining Relevant

There are a number of actions we need to address to make certain that we remain relevant. Most importantly, the Corps needs to be able to plan and build the types of projects that our customers desire. Remaining relevant requires us to ask, "What changes in processes, new authorities, and special mechanisms do we need" that will enable the Corps to be more responsive partners in planning and building the water projects our sponsors will be seeking in the future. This requires a willingness to change to ensure we are offering the types of products being sought by our sponsors. Being willing to be creative, innovative, and apply a proactive approach to new ideas is key. Continual collaboration with multiple interests is imperative and it will help us to remain sensitive and knowledgeable of changing needs.

In conclusion, while the world has changed dramatically over the years, in many ways planners lives have remained the same. Successful planners possess some key important

traits: they have a keen desire to take on challenging assignments; they possess a strong sense for customer care; they have the ability to lead teams; and can paint a vision that multiple interests will buy into that allow a project to become a reality.

Baltimore District Planning Division Environmental Stewardship Team

By Maria Hammond, Baltimore District

The U.S. Army Corps of Engineers, Baltimore District, Planning Division - Planning and Environmental Services Branch (PES) utilizes a multi-disciplinary staff of planners, environmental and cultural specialists, and engineers to offer a full range of comprehensive planning, environmental, and technical services to military installations and organizations. Services offered include Facility Planning, Environmental Compliance, Cultural Resources Studies, Water Resources Planning, and Geographic Information Systems (GIS). In the past, military customers have requested environmental compliance (NEPA) relative to military construction; however, over the last several years, the Baltimore District, Planning Division has received many requests for studies to help document and manage environmental and cultural resources. Within the last year, Planning Division has established an Environmental Stewardship Team to work with its customers in developing documents and tools necessary to preserve and restore natural resources.

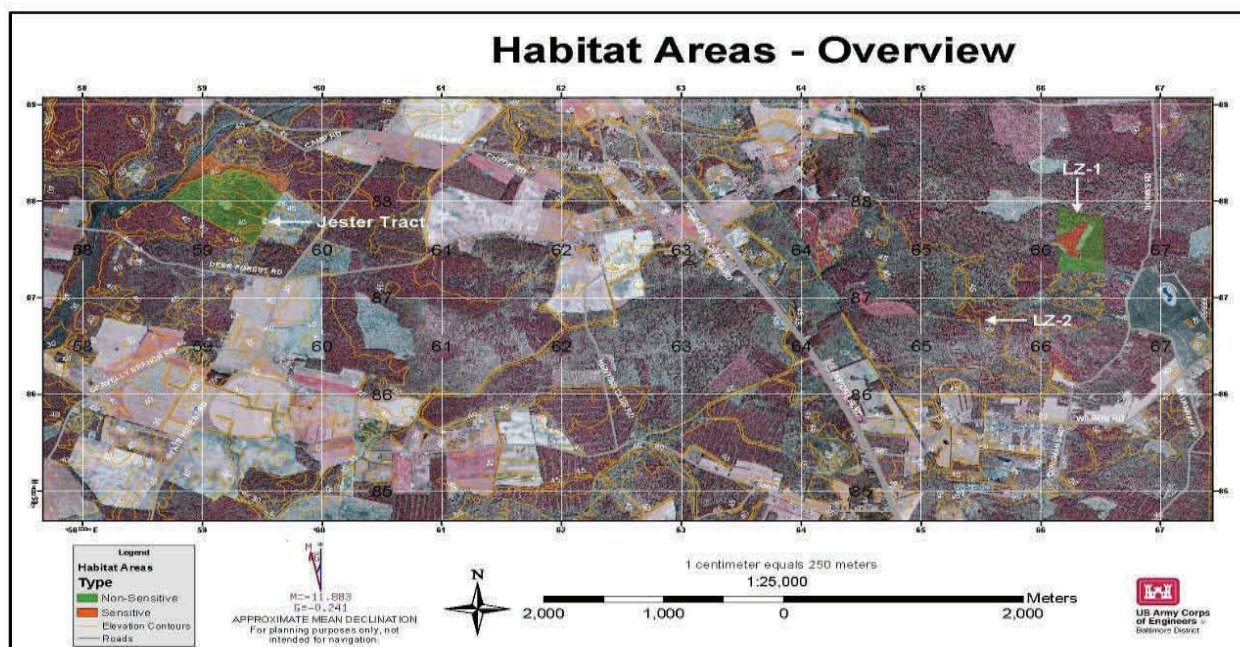
All Department of Defense agencies and facilities have a responsibility to manage their resources in an environmentally responsible manner that is consistent with agency directives, Federal, state, and local regulations, and mission requirements. The Environmental Stewardship Team strives to assist military facility managers and environmental program staff in meeting and exceeding their environmental goals and compliance needs by assessing individual customer needs and developing streamlined, operational, and user-friendly documentation, databases, GIS-mapping, and Internet-based

information management. The team performs field reconnaissance, coordinates with facility personnel, analyzes existing data and data collected in the field, produces mapping, and educates customers on new technologies to support their environmental stewardship goals. By helping customers to understand potential problems, weigh alternatives, and identify the appropriate courses of action, the Environmental Stewardship Team is able to provide customers with the knowledge and tools they need to effectively manage their resources and make decisions concerning future initiatives. Making informed decisions allows military customers to continue mission-related activities while minimizing the impact on natural resources and serving as a steward of natural and cultural resources.

The Environmental Stewardship Team works with installation personnel to prepare documents such as Integrated Natural Resources Management Plans, Integrated Cultural Resources Management Plans, Sensitive Habitat Constraints Mapping, Training Area Mapping, Green Building Manuals, Green Procurement

Plans, and Historic Surveys documentation. By utilizing these types of integrated environmental and cultural resource plans, military customers support the Army's environmental strategy, *Sustain the Mission, Secure the Future*, which focuses on the three interrelated relationships of mission, environment, and community. Integrated planning encourages sustained use of resources and facilitates the efforts of resource managers to minimize adverse effects of mission activities on the environment while maintaining good stewardship with the environment, Federal, state, and local agencies and the public.

The documents and tools produced by the Environmental Stewardship Team go above and beyond expected compliance documentation, are end-user friendly, and are designed to identify needs and opportunities for specific resources that can be applied to the future of the installation.



Sample map depicting sensitive and non-sensitive areas within training sites in relation to surrounding communities

Regional Economic Development Analysis: Economic Impacts of Recreation at Corps Lakes

By Dr. Wen-Heui Chang, Institute for Water Resources

The U.S. Army Corps of Engineers manages about 450 water resource development projects throughout the United States that host more than 350 million visits a year. With recreational usage becoming a vital part of the economic activity in many regions, it is important to determine the economic contribution of recreational activities to the local communities. Supportable estimates of economic impacts are needed, for example, to obtain local, state and Federal assistance and to justify continued operations, maintenance of facilities, and identify improvements needed to better meet the growing recreational demand.

A nationwide study published in 2003 estimated that visitors to Corps lakes spent \$10 billion in 1999 on trip related expenses such as gas, food and lodging within and outside of the local communities surrounding Corps lakes. With multiplier effects, this spending generated \$11

billion in personal income to the nation's economy, or \$3.4 billion in personal income to the local economies. Visitor surveys were conducted to estimate visitor spending and regional input-output models using IMPLAN were constructed to estimate the multiplier effects of visitor spending. Detailed results from this study are currently available on the IWR's "Value to the Nation" website (<http://www.vtn.iwr.usace.army.mil>). A copy of this study is also available at <http://el.erdc.usace.army.mil/elpubs/pdf/trel03-21.pdf>.

An ongoing study by ERDC, IWR, and Michigan State University will update estimates of economic effects of spending by visitors to Corps projects. Regional economic models (using IMPLAN I-O models) have been developed for regions surrounding all Corps recreation projects with the current data. The updated information, along with the revised software for estimating economic impacts of recreation spending (REAS) will be available on the NRM Gateway (<http://corpslakes.usace.army.mil/employees/economic/economic.html>) and the Value to the Nation websites later this year. The POC for this study is Dr. Wen-Huei Chang, who can be reached at Wen-Huei.Chang@usace.army.mil or 703-428-4217.

POLICY GUIDANCE RELEASE

Policy Guidance on Authorization and Budget Evaluation Criteria for Aquatic Ecosystem Restoration Projects

Contact: Charles L. Ware, HQ, Office of Water Project Review

A new policy guidance memo has been released regarding authorization and budget evaluation criteria for aquatic ecosystem restoration projects. This reemphasizes the position of the office of the ASA (CW) in their 29 July 2005 memorandum. In short, it requires that reports demonstrate proper formulation according to guidance and focus on the Corps' main line mission of restoring aquatic (not terrestrial) ecosystem restoration features, which involve hydro/geomorphic manipulation. Reports need to provide complete, concise, and readable descriptions of the nature, quantity, quality, and significance of the ecosystem outputs and how the ecological response varies with different levels of investment. The goal is to provide budgetary decision makers with sufficient information to select from among investments nationwide in accordance with the objectives and criteria in the annual budget circulars. The memo can be found at http://www.usace.army.mil/cw/cecw-cp/library/pgms/pgm_15mar2007.pdf

COLLABORATIVE PLANNING SURVEY

The October issue of *Planning Ahead* announced an upcoming survey on the "Barriers to the Use of Collaborative Planning in Corps Planning Studies." The survey form is now available for use by Corps employees at the following website:

https://corpsinfo.usace.army.mil/IWRsurvey/collaborative_planning.htm

We hope you have both the time and interest to participate in this survey. Our goal is to identify both barriers to and incentives for the use of collaborative planning in Corps studies. Ultimately, we hope to remove or remediate barriers while strengthening those critical approaches that are working. The survey covers GI and CAP studies as well as other efforts that lend themselves to a collaborative effort.

We hope that you will see this study/questionnaire as an opportunity and work with us to enhance our ability to do collaborative planning. Please take a few minutes to participate. If you have questions, please contact Darrell Nolton 703-428-9084 or E-mail: Darrell.G.Nolton@usace.army.mil.

TRAINING COURSES

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

Planning for Ecosystem Restoration (Control # 348)

May 14-18, 2007 Fort Worth, TX

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 field trip will be utilized to illustrate current practices.

Planning Principles and Procedures (Control # 77)

July 9-13, 2007 Virginia Beach, VA

Upon completion of the course, the student will have a basic understanding of the principles and policies guiding the planning of Corps Civil Works water resources development projects. Policies and procedures are discussed in a series of short presentations by HQUSACE staff and through class participation in small group exercises. Presentations and class exercises focus on case studies designed to illustrate the planning process and application of guidance and policy. The course presents the basic procedures that enable the student to conduct the planning process under today's requirements. The course covers interaction among the district, division, HQUSACE, Army, and the Administration, and includes a session on new directions in planning. The course is conducted in an informal atmosphere to encourage class interaction.

To attend these courses or to receive additional information about these or other courses, please contact the USACE Learning Center at:

<http://pdsc.usace.army.mil/>

CONFERENCES

Gulf Coast Floods Recovery: Mission Mitigation Workshop

April 9 - 12, 2007 New Orleans, LA

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

AASHTO Standing Committee on Water Transportation Meeting

April 16 – 18, 2007 Tulsa, OK

Additional information: http://freight.transportation.org/water_meetings.html

American Institute of Hydrology Annual Meeting and International Conference, “Integrated Watershed Management: Partnership in Science, Technology and Planning”

April 22 – 25, 2007 Reno, NV

Additional information: <http://www.aihydro.org/conference.htm#intent>

2nd National Conference on Ecosystem Restoration

April 23 - 27, 2007 Kansas City, MO

Additional information: <http://conference.ifas.ufl.edu/NCER2007/>

9th Annual National Harbor Safety Committee Conference

May 9 – 11, 2007 Chicago, IL

Additional information: <http://www.trb.org/Conferences/HSCC/2007/>

American Society of Civil Engineers, “World Environmental and Water Resources Congress 2007”

May 15 – 19, 2007 Tampa, FL

Additional information: <http://content.asce.org/conferences/ewri2007/>

Association of State Floodplain Managers Annual Conference, “Charting the Course: New Perspectives in Floodplain Management”

June 3 – 8, 2007 Norfolk, VA

Additional information: <http://www.floods.org/Conferences,%20Calendar/norfolk.asp>

Transportation Research Board 2007 Summer Conference

July 7 - 9, 2007 Chicago, IL

Additional information: <http://www.trb.org/conferences/2007/Joint%20Summer/2007SummerConfFlyer.pdf>

American Water Resources Association, 43rd Annual Water Resources Conference

November 12 - 15, 2007 Albuquerque, NM

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

4th International Symposium on Flood Defense

May 14 – 16, 2008 Toronto, Canada

Additional information on the conference, including a call for abstracts: <http://www.flood2008.org/flood/>

PUBLICATIONS

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

U.S. Arctic Research Commission, “Report on Goals and Objectives for Arctic Research 2007 for the U.S. Arctic Research Plan”, available at <http://www.arctic.gov/publications.htm>

U.S. Department of Agriculture, National Agricultural Statistics Service, “Prospective Plantings Report”, available at <http://usda.mannlib.cornell.edu/MannUsda/viewDocumentInfo.do?documentID=1136>

American National Standards Institute, “Lessons Learned from Hurricane Katrina and the Role for Standards and Conformity Assessment Programs”, available at http://www.ansi.org/standards_activities/standards_boards_panels/hssp/overview.aspx?menuid=3#document

U.S. Government Accountability Office, “Port Risk Management: Additional Federal Guidance Would Aid Ports in Disaster Planning and Recovery”, Report number: [GAO-07-412](#), March 28, 2007

U.S. Government Accountability Office, “Maritime Security: Public Safety Consequences of a Terrorist Attack on a Tanker Carrying Liquefied Natural Gas Needs Clarification”, Report number [GAO 07-316](#), February 22, 2007

“Managing Disruptions to Supply Chains” by Lawrence V. Snyder and Zuo-Jun Max Shen, available at the National Academy of Engineering, available at: <http://www.nae.edu/nae/bridgecom.nsf/weblinks/MKEZ-6WHQGT?OpenDocument>

“The Future of Coal — An Interdisciplinary MIT Study”, available at: <http://web.mit.edu/coal/>

EMPLOYMENT OPPORTUNITIES

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

Department of the Army

Vacancy Announcement Number: WTGH07881346

Opening Date: March 07, 2007 **Closing Date:** April 09, 2007

Position: Environmental Resources Specialist, GS-0401-12

Salary: \$63,417 - \$82,446 Annual

Place of Work: US Army Engineer District, Kansas City Planning, Programs & Project Mgt Div, Planning Br, Environ Resources Sec.

Duty Location: Kansas City, MO

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

Number of Vacancy: 1

Department of the Army

Vacancy Announcement Number: NCFL07934258

Opening Date: March 29, 2007 **Closing Date:** April 11, 2007

Position: YA-2/02:Community Planner(0020), Water Resource Planner(0101), Regional Economist(0110), Biologist(0401), Civil Engineer(0810)

Salary: \$46,041 - \$103,220 Annual

Place of Work: HQ, USACE, Dir Of Civil Works, Civil Works Policy & Policy Compliance Division, Office Of Water Project Review, Washington, DC 20314

Position Status: Temporary Position Not to Exceed: 3 Years -- Full Time

Number of Vacancy: 1

Department of the Army

Vacancy Announcement Number: NEGE07901168

Opening Date: March 14, 2007 **Closing Date:** April 11, 2007

Position: Regional Economist, GS-0110-9/FPL: 11

Salary: \$46,041 - \$59,852 Annual

Place of Work: U.S. Army Engineer District, Baltimore, Planning Division, Civil Project Development Branch

Duty Station: Baltimore, MD

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

Number of Vacancy: 1

Department of the Army

Vacancy Announcement Number: NEGE07901212

Opening Date: March 15, 2007 **Closing Date:** April 16, 2007

Position: Regional Economist, GS-0110-12/FPL: 12

Salary: \$66,767 - \$86,801 Annual

Place of Work: U.S. Army Engineer District, Baltimore, Planning Division, Civil Project Development Branch

Duty Station: Baltimore, MD

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

Number of Vacancy: 1

Department of the Army

Vacancy Announcement Number: WTKC07893787

Opening Date: March 12, 2007 **Closing Date:** April 16, 2007

Position: YF-2:Supervisory Social Sciences Environmental Manager(0101), Supervisory Biological Sciences Environmental Manager(0401), Supervisory Landscape Architect (0807), Supervisory Physical Scientist(1301)

Salary: \$66,992 - \$128,498 Annual

Place of Work: US Army Engineer District, Sacramento Planning Division, Sacramento, CA

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

Number of Vacancy: 1

Department of the Army

Vacancy Announcement Number: SCGP07898603

Opening Date: March 20, 2007 **Closing Date:** April 19, 2007

Position: YF-2:Supv Archeologist(0193), Supv Biologist(0401), Supv Ecologist(0408), Supv Landscape Architect(0807), Supv Architect(0808), Supv Civil Engineer(0810), Supv Environmental Engineer(0819), Supv Physical Scientist(1301), Supv Oceanographer (1360)

Salary: \$63,417 - \$115,848 Annual

Place of Work: US Army Engineer District, Technical Services Div, Planning & Environmental Br, Environmental Resource Section, Wilmington, NC

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

Number of Vacancy: 1

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.

The deadline for material to be published in the next issue of *Planning Ahead* is Wednesday, April 25, 2007.

Planning Ahead is an unofficial publication authorized under AR 25-30. It is published by the Planning Community of Practice, U.S. Army Corps of Engineers, 441 G Street, NW, Washington, D.C. 20314-1000

HOW TO SUBSCRIBE TO *PLANNING AHEAD*

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"

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

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

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