PLANNING AHEAD

Notes for the Planning and Policy Community

US Army Corps of Engineers

June 2007 **Volume 10, Issue 5**

A Note from the Leader of the Planning Community of Practice

As the mild temperatures of spring give way to the warmer days of summer and we begin to think about time spent at the beach, in the mountains, or alongside a lake, it seems appropriate that I focus my remarks this month on transitions occurring within the Corps and set a framework for future activities which will impact the planning community.

I begin by offering a final farewell to Lt. Gen. Carl Strock, the 51st Chief of Engineers, who on May 17th completed an outstanding career in service to the Nation. As I noted in my remarks in the March issue of *Planning Ahead*, Lt. Gen. Strock led the Corps through one of the most challenging periods in its long history and was the right leader to effectively address the multiple challenges which the Corps faced. We appreciate his service and wish Lt. Gen. Strock and his wife Julie the best in retirement.

On that same day, the Senate confirmed Lt. General Robert Van Antwerp as the 52nd Chief of Engineers, and he assumed command on May 18th. Lt. Gen. Van Antwerp is widely respected throughout the Army and is very familiar with the Corps, having previously served as both a District Commander and as a Division Commander. We are fortunate to have another great leader take the helm of the Corps.

Inside This Issue

During that same week we had an extended meeting with the MSC commanders on the *12 Actions for Change*, the set of actions that the Corps will use to guide our ongoing and future work, and to ensure that we have an organization that is adaptable, flexible, and responsive to the needs of the Nation. The intent of the meeting with the MSC commanders was to move the *12 Actions* from the planning phase into the implementation phase.

The *12 Actions* fall within three overarching themes: effectively implement a Comprehensive System Approach; communication; and reliable public service professionalism. Each action has been assigned to a lead MSC (or lab) which is identified in the listing below, and draft PMPs are under development.

<u>Effectively implement a Comprehensive System Approach</u>

1. (LRD) Employ an integrated comprehensive systems-based approach
2. (LRD) Employ risk-based concepts in planning, design, construction, and major maintenance;
3. (SPD) Continuously reassess and update policy for program development, planning guidance, design, and construction standards;
4. (NAD) Dynamic independent review;
5. (SWD) Employ adaptive planning and engineering systems;
6. (POD) Focus on sustainability;

7. (NWD) Review and inspect completed works;
8. (SAD) Assess and modify organizational behavior;

Communication
9. (MVD) Effectively communicate risk;
10. (MVD) Establish public involvement risk reduction strategies;

Reliable Public Service Professionalism
11. (SAD) Manage and enhance technical expertise and professionalism; and
12. (ERDC) Invest in research and development

I encourage all members of the Planning Community to learn more about the *12 Actions*, with particular attention paid to Actions 1 (employ an integrated comprehensive systems-based approach), 2 (employ risk-based concepts), and 5 (employ adaptive planning and engineering systems). These three actions will have particular impact on how we conduct our future planning activities.

In legislative activities, on May 16th the Senate passed its version of the Water Resources Development Act by a vote of 91 to 4. We now have a Water Resources Development bill in both houses of Congress. We anticipate that a Senate-House conference will occur during the month of June, and are working closely with the Administration, the Congress, and stakeholders to address issues associated with the legislation.

Finally, it is with great sadness that I have to report on the passing of a key member of the Corps planning community, ***Ms. Teresa Kincaid***, of the Rock Island District. Teresa was a well-respected planner and leader within the Rock Island District, the Mississippi Valley Division, and throughout the Corps. Teresa was a wonderful person and friend to all and loved by many. Please join me in extending our thoughts and prayers to her family.

Thank you for what you do every day.

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

WORDS FROM THE EDITOR

The opening article in this month's issue of *Planning Ahead* written by **Dr. Joanne Castagna** of the New York District, describes the successful implementation of four ecosystem restoration projects in the New York metropolitan area.

The next article, written by **Mr. Brian Rast** of the Kansas City District, reflects upon the Planning Associates' training classes in deep draft and inland navigation, conducted in Mobile, Alabama and Huntington, West Virginia.

Next, **Ms. Susan Smith** of the Mississippi Valley Division writes a tribute to her dear friend and colleague, **Ms. Teresa Kirkeeng-Kincaid**, of the Rock Island District. The Corps planning community lost a good friend and highly valued member on May 16th, the same day that the Senate passed its version of the Water Resources Development Act of 2007. Teresa's passion for quality and excellence, dedication of service to others, striving to enhance teamwork, and mentoring of others demonstrated the best attributes of a Corps employee. Her contributions on the local, regional, and national levels will continue to serve the Corps and the Nation well into the future. She touched many lives and will be missed by all who knew her.

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

Web Based Peer Review Orientation Training

By Ken Claseman, Mobile District

Because of my involvement in the Deep Draft Navigation Planning Center of Expertise over the past four years I have participated, in one way or another, in about 25 or 30 Independent Technical Reviews of deep draft navigation projects. While monitoring these reviews and noting some of the problems associated with them, it gradually began to occur to me that peer review is a skill that people learn. It became increasingly apparent that peer review training would help our ITR process to run smoother; so I decided to see if there was something I could do to help.

I started by initially developing a short PowerPoint presentation on Peer Review, incorporating my own ideas about what should be included. Then I coordinated with reviewers and others from HQ, IWR, the MSCs and the Planning Centers of Expertise to gather collective experience and advice to include in the module. Finally, with outstanding assistance from the IM team in Mobile District (they had a nifty little computer program that allows a PowerPoint presentation to be converted into an "on-line" training program), the peer review training became a reality.

This peer review orientation training is intended for reviewers, project managers, PDT members and anyone involved in peer review activities. It summarizes the objectives and fundamentals of review, cites supporting guidance, addresses considerations in conducting reviews, offers tips for reviewers, and more. The training is purely voluntary, but I encourage team members who are likely to participate in peer reviews to take it. It requires about 45 minutes to an hour to complete. So far 66 members of the Corps team from all around the country have completed the training.

It can be accessed at the following site: https://info.sam.usace.army.mil/training/default.asp?tid=21.
You will need your CAC card and password to access the training. At the completion of the training, you will be prompted to select a "digital certificate" and you should select the one that includes the words "e-mail."

This online training is just one part of the Planning CoP's efforts to strengthen peer review in the Corps. As a reminder, there is a Peer Review page on the PCoP website, which also includes a link to this training: http://www.usace.army.mil/cw/cecw-cp/peer/peer_rev.html

If you wish to provide feedback, or have any questions about the online peer review orientation training, please don't hesitate to call me, Ken Claseman, at (251) 694-3840 or e-mail me at kenneth.g.claseman@sam.usace.army.mil.

Supplemental "Peer Review Process" Information Posted

On March 30, 2007 MG Riley issued a Peer Review Process memorandum to identify ways the Corps will be strengthening peer review. Many questions and concerns regarding the implementation of these actions have arisen since that time. A summary of topics and responses have now been posted on the PCoP Peer Review page. The direct link is: http://www.usace.army.mil/cw/cecw-cp/peer/revplan_23may07.pdf

Everglades Mission - Nationwide Call For Help

By Dennis R. Duke, Jacksonville District

Restoring the Everglades is once again requiring additional resources. We are offering you an opportunity to come face the restoration challenges up front. We are in search of project managers, planners, environmentalists, modelers, geotechnical engineers, cost engineers and design engineers. We are offering 30-60-90 day temporary duty opportunities. If you or someone you work with are interested, please contact Cheryl Ulrich at cheryl.p.ulrich@usace.army.mil immediately. We will cover all salary and TDY costs.

Please come join us to restore the Everglades, a national treasure.

New York District Ecosystem Restoration Activities

By JoAnne Castagna, Ed.D., New York District

The New York District's fourth annual Earth Day celebration sponsored by the Corps and other federal, state, and local agencies was held on the Elizabeth Marina City Dock in Elizabeth, New Jersey in April. Local middle and high school students were taught by various Earth Day volunteers about the effects of pollution on their environment through a variety of interactive educational stations manned by scientific and educational experts. The students learned through educational displays, touch tanks containing estuary marine life, and interactive pollution and water quality testing demonstrations. The students also boarded a U.S. Coast Guard vessel and enjoyed tours of the Hudson-Raritan estuary aboard the Corps vessel *Hocking*.

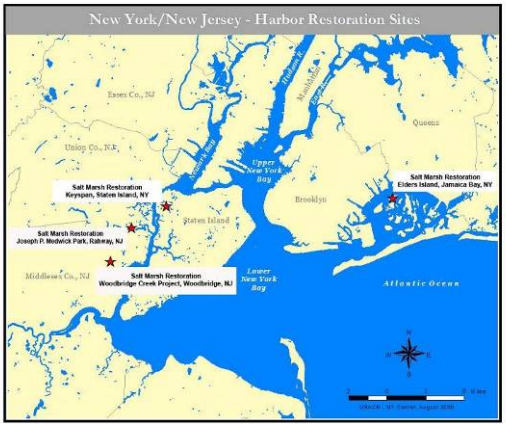
"This was a great opportunity to energize the students, our future environmental leaders, about the health of their own estuary in the New York and New Jersey Harbor, and understand the connection between land and water," said **Col. Nello Tortora**, commander New York District.

On the dock overlooking the estuary, Corps experts described to the students gathered there that an estuary is a semi-enclosed coastal body of water with one or more rivers or streams flowing into it, and with a free connection to the open sea. The estuary measures 16,212 square miles, is home to 20 million people in the New York-New Jersey metropolitan area and surrounds the Port of New York and New Jersey.

Aboard the *Hocking*, Corps experts discussed the estuary's rich history, current condition, the Corps' on-going navigation related activities and environmental restoration projects within the estuary, four of which were recently completed with much success.

Over the decades, the salt marshes along the shores of navigation channels have experienced some degradation and habitat loss due to a number of factors including commercial construction and development along the shoreline and increased boat traffic.

To restore these areas, the Corps' has a robust environmental restoration program in place. Maintaining the health of the estuary is important because salt marshes clean the water environment, reduce flood risks and provide essential fish and wildlife habitats. Salt marshes are areas of land that are either covered by shallow water or contain waterlogged soil.



In 2006, the New York District in cooperation with the Port Authority of New York and New Jersey and state and local agencies successfully completed four salt marsh restoration projects in the estuary that are preserving and restoring more than 143 acres of salt marsh.

Elders Point Island, Jamaica Bay, New York

Located in the boroughs of Brooklyn and Queens, the easternmost areas of New York City, is the *Jamaica Bay Gateway National Recreation Area*, a popular park visited by millions of people each year and home to a variety of wildlife species, including migratory birds and fish nurseries.

Since colonial times, 90 percent of the Jamaica Bay marsh islands have degraded and the remaining acres of islands are disappearing at a rate of 44 acres per year. If the islands are not restored they will be completely lost within the next three decades.

The Corps is successfully restoring these islands – one of them being Elders Point Island. The island is composed of two separate islands that are connected by mudflats – Elders East and Elders West - which totaled approximately 21 vegetated acres prior to the Corps' restoration.

The restoration plan for Elders Point Island includes re-contouring the land using dredged sand from various harbor channels and restoring the existing vegetation.

In the summer of 2006, 250,000 cubic yards of sand were pumped onto Elders East and 700,000 plants were hand planted including saltmarsh cordgrass, salt hay, and spike grass. Today, marsh grass is flourishing on Elders East, promoting the return of wildlife.

The tentative schedule for Elders West is to place sand on the island next year and plant vegetation in 2009.

Keyspan, Staten Island, New York

One of the first salt marsh areas identified for restoration by the Corps was nine acres of marsh adjacent to the Keyspan corporation facility in Staten Island, New York.

In recent years, areas of the site have been overrun by an invasive species of common reed called *Phragmites australis*. "This reed is a problem because its roots can grow very thick and high, preventing tide water from penetrating the area frequently," said Kerry Anne Donohue, Project Engineer, New York District, U.S. Army Corps of Engineers. "Without a frequent tide, fish, shellfish, and other food sources for birds and mammals cannot exist," added Donohue who is the Ecosystem Restoration Team leader in the district's Engineering Division.

The Corps removed the reed and 36,200 cubic yards of soil, graded the land to elevations suitable for native plants and planted a diverse group of 107,000 native plants including saltmarsh cordgrass, salt hay and marine shrubs.

The plants are providing a food source for fish and other marine life in the estuary and they are also providing vegetation for nesting birds. Water flow to the area has been reestablished, improving the water and soil quality and promoting the return of native fish and wildlife.

Joseph P. Medwick Park, Rahway, New Jersey

The Corps decided to restore approximately 14 acres of salt marsh, located in the northern portion of Joseph P. Medwick Park, along the southern shore of the Rahway River.

Years ago, a berm was built on the banks of the Raritan River, cutting off the site from the daily tide. As a result, the area was overrun by an invasive species of common reed called *Phragmites australis* that prefers the dryer conditions. The reed prevented a normal tide of water from flowing into the site which has degraded the site and adversely affected its fish nurseries and the bird and wildlife habitats that live and breed there.

The Corps removed the reed and approximately 30,000 cubic yards of soil, re-contoured the land, and planted 270,000 plugs of native wetland plants including saltmarsh cordgrass, salt hay, and marine shrubs.

The plants are providing a food source for fish and other marine life in the estuary and vegetation for nesting birds. Water flow to the area has been reestablished, improving the water and soil quality and promoting the return of native fish and wildlife.

Woodbridge Creek Project, Woodbridge, New Jersey

Woodbridge Creek is a salt marsh with a diversity of vegetation and wildlife. In recent years, areas of the site have been overrun by an invasive species of common reed called *Phragmites australis*. The reed prevented a normal tide of water from flowing into the site which has degraded the site and adversely affected its fish nurseries and the bird and wildlife habitats that live and breed there.

The Corps restored approximately 23 acres of the marsh. In addition, approximately 8 acres adjacent to the site were restored in cooperation with the National Oceanic and Atmospheric Administration and the New Jersey Department of Environmental Protection. These additional acres helped to restore the land adversely affected by the 1990 Exxon Bayway Oil Spill.

The restoration included removing soil from within the marsh, grading the land elevations making it suitable for native marsh vegetation to flourish and replanting a variety of more than 240,000 marsh plants.

The plants are providing a food source for fish and other marine life in the estuary and providing vegetation for nesting birds. The project has restored the water flow to the site and as a result juvenile fish species are creating nurseries there and bird and wildlife habitats are returning to the site.

For additional information about the New York District's Hudson-Raritan Estuary Program, please visit http://www.nan.usace.army.mil/harbor/index.htm

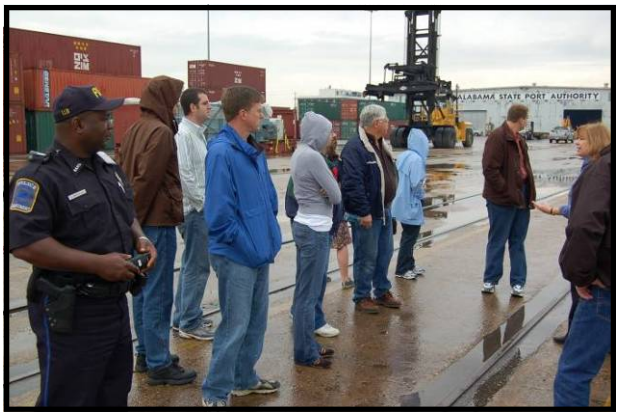
Dr. JoAnne Castagna is a technical writer-editor with the New York District, U.S. Army Corps of Engineers. She can be reached at joanne.castagna@usace.army.mil.

Planning Associates Update: Reflections on Deep Draft and Inland Navigation

By Brian Rast, PE, PMP, Kansas City District

The members of the Planning Associates class of 2007 have moved into more uncharted territory in their one year mission to broaden their competencies. This month's article focuses on the Corps' navigation mission: the invisible transportation system, maritime life and soul, where the term "chart" replaces "map." This mode of transportation is often taken for granted.

In April, as part of our exposure to the Corps' navigation mission, we spent one week in Mobile, Alabama learning about deep draft navigation and another week in Huntington, West Virginia studying inland navigation. The two weeks presented great information on how to stay "on course" using good planning processes, procedures, and methodologies.



PAs visit State Port Authority Terminal Mobile, Alabama

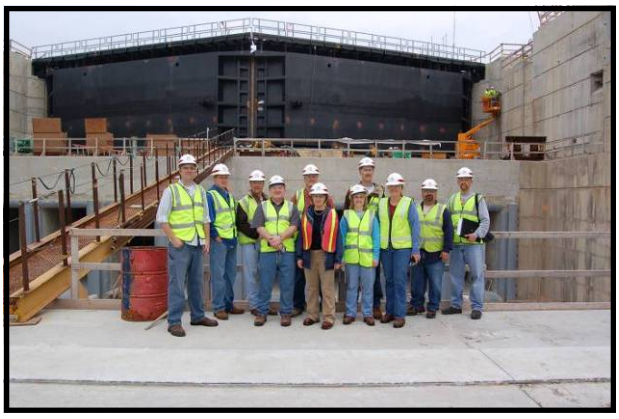
Each trip was was like taking a drink from a fire hose due to the high level of exposure to an intense amount of information. The PAs were exposed to speakers, panels, experts, stakeholders, and leaders within varying agencies and non-governmental organizations; not just staff from the Corps. During the two weeks we met representatives from Alabama State Port Authority, coal companies, towboat companies, and river boat pilots. We were fortunate to get to ride on the tow boat *J.S. Lewis*.

Towboat captains guide massive movements of coal, grain, and petroleum on the inland waterway system, and in the future, like Europe is already doing, we can expect containers-on-barge to move on the inland waterway system.

In preparation for this component of our training, the PAs were assigned a number of reading materials to help provide background understanding and context, and help reflect on the role of navigation within the national economy and the role of the Corps and its navigation mission.

Of course, we had to read Corps manuals like the *NED Procedures Manual Deep Draft Navigation* and the *Planning Guidance Notebook*. We also had other interesting reading materials, which began during the St. Louis portion of our training. Charles Mann's *1491* reminded us why civilization grew around water resources: not just because of the availability of water but also due to the fact that water provided a very economical mode of transport. Native Americans used rivers and settled along their banks long ago.

Native American remains are a concern during our planning process when we build locks and dams, such as Winfield Lock and Dam, West Virginia (completed in the late 1990's), and Marmet Lock and Dam, West Virginia (currently under construction), which the class visited April 25th.



PA tour Marmet Lock replacement project

Another reading assignment was *Ohio River Past, Present & Future*. We found an easier assignment in listening to the spoken history of the Ohio River, presented on a CD titled *Working A Square Watch* and in watching a DVD about inland navigation. We also read John McPhee's *Uncommon Carriers* which showed the contrast between three modes of transportation: highway, railroad, and tow boats.

Although not an assigned reading, in 1868 a book that may be considered relevant in our reflection on the Corps

navigation mission was written two years after appropriations resumed to continue development of the Ohio River channel. Consider an idea conveyed by Charles Dickens' *A Christmas Carol*. Specifically, the warning of the Ghost of Christmas Present: Beware of Ignorance and Beware of Want.

Certainly Dickens was thinking about individual decisions each of us makes, but in reflecting on navigation, just how relevant is considering this warning for planning? Our agency needs to consider this, because on our visit to Mobile and Huntington, we realized that the ports and the waterways can easily remain invisible to some of us in the Corps and also to the public.

As planners, we must strive to communicate clearly and succinctly the issues (the problems and opportunities) associated with a navigation related study. The members of the PA class are realizing that although we may not want to spend much time on collaboration, communication and collaboration takes time. We must be clear in communicating, so good decisions can be made.

The instructors of our navigation training courses emphasized that planners must be aware of the demand for goods and commodities and address the future demand for goods and commodities by conducting research and developing forecasts of future commodity flows.

One example of a recent trend in deep draft navigation analysis offered by the course instructors is the surge in the amount of cargo handled by container ships, as well as the increasing size of container ships.

PAs onboard the Corps vessel Irvington in Mobile Bay, Alabama

The PAs would like to thank the course owners , Ken Claseman of the Deep Draft Center of Expertise and the Mobile District (course owner of the deep draft navigation course) and Dave Weekly of the Inland Navigation Center of Expertise and the Huntington District (course owner of the inland navigation course).

The PAs learned from these courses that it is our responsibility to help distinguish the needs and the wants. The difference between needs and wants is a subject of many varying opinions. The real work involves getting to the facts, minimizing ignorance, and truly collaborating. Through clear communication, good decisions will follow. We learned during these two weeks that this is a very big challenge. As Dickens writes in *A Christmas Carol*, "It is required of every man," the ghost said, "that the spirit within him should walk abroad among his fellow-men and travel far and wide…" The PAs are doing just that, and we look forward to sharing more next month.

Where are the PAs in their year long journey?
The bold items show the courses just completed.

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

A Tribute to Teresa Kirkeeng-Kincaid

By Susan Smith, Mississippi Valley Division

On May 16, 2007, Teresa Kirkeeng-Kincaid lost her courageous battle with cancer. And with her passing, the Planning Community of Practice lost a great advocate, a good friend, a humble hero, and a shining example of selfless service. Her life will continue to serve as an example for those of us remaining, reminding us to seek excellence, believe in the goodness of people, commit to quality, develop our youth, strive to enhance teamwork, nurture relationships, maintain a positive attitude, and be involved in life and in work.

The oldest of three children, Teresa grew up on a dairy farm in Wisconsin where she learned the importance of hard work. Her work ethic continued to serve her well in life. At a time when the engineering profession was dominated by men, Teresa earned a Bachelors Degree in Civil Engineering from the University of Wisconsin-Platteville and a Masters Degree in Water Resources Planning from the University of Wisconsin-Madison. She began her Federal career with the Rock Island District in 1981 and served in many roles, including study manager, project manager, program manager, Chief of the Planning and Policy Branch, and Assistant Chief of the Planning, Programs, and Project Management Division.

A registered professional engineer in the State of Wisconsin, Teresa also received many awards throughout her career, including 1983 Rock Island District Woman of the Year, 1984 Outstanding Young Women in America Award, 1987 Quad City Engineering and Science Panel Junior Engineer of the Year, and 1994 Rock Island District Professional of the Year. She was a member of American Society of Civil Engineers (serving as a past president for the Quad Cities Section), Society of American Military Engineers, Project Management Institute, Zion Lutheran Church, University of Wisconsin-Platteville Alumni Association Board, Davenport, Iowa, Rotary Club, and Quad City Propeller Club. She also served as an adult leader for her church's high school youth group and supported her alma mater by being an alumni advisor to the University of Wisconsin-Platteville Alumni Board for Women in Engineering, Math, and Science.

Her commitment to planning as a profession was unmatched. At the Rock Island District, she established a branch devoted to planning, developed proactive quality processes, engaged mid-level supervisors in quality, personally accepted responsibility for the quality of the Rock Island District's planning products, and actively mentored her young staff of planners. At both MVD and HQ, the results of her efforts were evident and live on today through her staff. But her work didn't stop there. On a regional level, she was an active participant in the MVD Planning Board, often volunteering to serve, and on the national level, Teresa taught the Civil Works Orientation course, served on the Planning Capability Task Force in 2000, chaired the steering committee which reinvented the Planning Associates Program in 2003, and served on the Lean Six Sigma team for pre-authorization decision document review in 2006. As a result of her efforts and those of the Planning Associates Steering Committee, 44 people have graduated from the Planning Associates Program since 2003 and 10 more are well on their way to graduation. Her commitment to planning was so evident that her staff presented her with the "Planning Princess" bear in recognition of her efforts and based on their devotion to her.

When I think of Teresa, I think of a person with the heart of a servant who quietly, but effectively set about to make a difference in this world. While work was important to her, she was also a devoted wife to John and loving mother to Jacob and Ann. She carefully balanced family, church, and work so that no one was neglected. I recently heard Ann say that even though her mom talked to her every night while TDY, Teresa also wrote her letters so she would know how much she was loved. That was Teresa. She had a gentle way of making everyone around her feel valued. And while she set high expectations of people, she set the highest expectations for herself.

When Teresa was asked in 2005 what was her "secret"

for getting ahead, her answer was "do a good job, get the work done, and the getting ahead will come. The concepts of exposure, working on a variety of assignments, building relationships and personal development are very important, but it all starts with quality work." These are words by which the Planning Community of Practice should strive - both today and in the future.

Teresa was, and still remains in our hearts, the "Planning Princess." We will miss her.

Colleagues' Remembrances of Teresa

"*I can't imagine having had a better supervisor, mentor, and friend. She thought a great deal about others, encouraging them, helping them make best use of their talents, and working to get those around her recognized for their contributions. Teresa set high standards to not only do great work, but to do things the right way. She did a great job at quietly helping to shape a better Corps of Engineers and Rock Island District. She did not seek the spot light, but she was continually sought out for her advice and leadership when it was time to sort out difficult issues (initiating new programs, resolving policy issues, reorganizations, etc.). Teresa was a very strong advocate for planning at all levels: national, division, and district. I know one of her proudest accomplishments was assisting in restarting the Planning Associates program.*"
Brad Thompson, MVR Planning and Policy Branch

"Teresa was a truly awesome mentor to many of us in the Rock Island District. She helped us grow professionally while recognizing the importance of balance in our lives outside of work. Teresa taught us the importance of building strong relationships with our stakeholders, with planners at other Districts, and with staff at Division and Headquarters. One planning tip she stressed was to write the report as you go, not at the end. She had the gift of Midwest hospitality - her dad met us at the boat landing at the end of our Planning Associates field trip with home made cookies! I will greatly miss her."
Jodi Staebell, MVR Planning and Policy Branch

"*Teresa Kincaid has done more to improve the quality and future of Planning than any one individual I know. She always volunteered for every initiative to improve planning. She has done what all leaders should do. She has left a legacy of rising planners due to her efforts to revitalize the Planning Associates Program, her faithful mentoring of young planners and her exemplary leadership."*
Rayford Wilbanks, MVD Leader of Planning Community of Practice

"This is a terrible blow to all of us, as I came to love Teresa and her wonderful, giving spirit. She set a magnificent example for all of us in battling a terrible disease, and continuing to give her best to the Corps. Hope I will do as well when that day comes."
MG Don T. Riley, Director of Civil Works

"I was so sad to hear this, what a terrible loss! I had the great privilege to work with Teresa most recently on the Lean Six Sigma task force. Needless to say, she was such a great contributor not only to our group but obviously over the years, to the whole Planning community."
Doug Lamont, Office of the Assistant Secretary of the Army (Civil Works)

"Core to Teresa's being was appreciating one's roots and never forgetting from where one comes. She took great pride in her Midwestern upbringing and the values her family instilled in her, the same values that she and John in turn gifted to their children. But Teresa viewed her family at a macro level that many of us do not. These values of integrity, hard work and genuine concern for the well being of others, were what she believed were the backbone of the Rock Island District and the greater USACE that she took great pride in and called family. Teresa has left a lasting mark on the Planning Community. While we will miss her physical presence, it is easy to look across the many Corps Districts and see the ripple affect of her Planning Expertise. So many of us know her spirit and professionalism live on through the many she mentored, coached, and knew as colleagues and friends. We are blessed to have known her."
Kayla Eckert Uptmor, Los Angeles District

"Teresa was a strong advocate of the PA program, too and certainly will be missed throughout the planning community."
Margaret Johanning, HQ Planning Community of Practice

"She was an amazing woman who had a profound impact on all those she encountered in life. I didn't know her that long, but feel like I did. That's the way she was. I believe her spirit is alive in all those who knew her and loved her. What a gift she has left with us. She was a role model for all, yet a special one for working Corps mothers, and young planners. I think of her now: her pretty face, happy disposition, and her logical, pragmatic, stubborn, teaching, coaching, caring concern for each and every person she encountered."
Sue Hughes, Southwestern Division Regional Integration Team

"What a true loss to society! There are not many true good souls in the world. I will miss her deeply and feel honored to have known her for such a short but wonderful time. She was truly a superwoman."
Robyn Colosimo, HQ Office of Water Project Review

"I know she was held in highest regards in MVD and loved by all who knew her well. She was an inspiration in the work she did and the dedication she had to Corps. I was fortunate to work with her even though it was for only a short time. Please send our best to her family - that they know Teresa was highly regarded by those of us on the West Coast who worked with her."
Les Tong, South Pacific Division

Do ecosystem benefits need to be annualized?

Question: This is from a planner on the ground level seeking sensible guidance. Recent review comments from HQ and my MSC have recommended that all costs and benefits be annualized over the project life for incorporation into the IWR-PLAN CE/ICA analysis. ER 1105-2-100 36 C.1 has been cited as the reference.

I also have a reference from IWR Report #95-R-1 that says on page 34 "When estimating the cost and output effects of solutions, all cost and output estimates need to be measured over the same period and in the same unit of measurement. That is, outputs and costs can be estimated either on an average annual ("annualized") output and cost basis, or on a total output and total cost basis; either is acceptable (although average annual is more frequently used) so long as both the outputs and the costs are comparable."

I can understand using the average annual basis on a large ecosystem project where costs are very high, project implementation is over a long period and benefit realization happens over a greater period of time. However, on small ecosystem restoration projects, such as one which is only about 6 acres and under $1 million dollars, why is it not acceptable to perform a total cost and total benefits analysis, especially if the benefits are immediately realized from planting wetland vegetation? Does it not make sense to perform an analysis that is in harmony with the scope of the project?

Response: *By Bruce Carlson, Office of Water Project Review*
I think the answer is simple, at least in my mind: costs and benefits must both be annualized since costs have both fixed implementation costs (one-time costs up front) that must be averaged over the period of analysis, and annual costs (operations and maintenance) that occur periodically throughout the life of the project. The Principles & Guidelines, which apply to all implementation studies, require that NED effects be expressed in monetary units on an average annual equivalent basis (Chapter 1, Section VII, paragraphs 1.7.1(g) and (h)). Ecosystem restoration benefits need to be expressed on an equivalent average annual basis for comparison.

I want to make a couple of other points of clarification. ER 1105-2-100 is guidance, which must be followed. The IWR report is a procedural manual, intended to help instruct, but procedures manuals do not define policy. It's true that, algebraically, it is possible that there are circumstances where the outcome of a CE/ICA will be the same whether reported as annualized or in total. But for the reasons stated above and for comparisons across projects we need to have a standard approach, which is to use annualized figures.

There is also a distinction in terminology that is commonly confused. Comparison of costs and benefits are for a "period of analysis" but this is NOT the same as project life. Ecosystem projects are supposed to be sustained through time; hence they do not have a finite project life.

You mention the important fact that benefit streams may not be the same for all alternatives, and that this may not be fully evident in average annual numbers. If there are important differences among alternatives, the report should identify these differences (early versus late realization of benefits, for example) and how they might impact the recommendation.

I hope that helps explains the "why" of the policy guidance. Fortunately, it should be easy to represent this in your analysis without much additional effort.

EMPLOYMENT OPPORTUNITIES

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

DEPARTMENT OF THE ARMY
Vacancy Announcement Number: WTHF07995609
Opening Date: May 21, 2007 **Closing Date**: June 05, 2007
Position: Regional Economist, GS-0110-12
Salary: $66,762 - $86,793 Annual
Place of Work: US Army Engineer District, Seattle, Planning Branch, Planning, Programs and Project Mgt Div, Seattle, WA
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 1

DEPARTMENT OF THE ARMY
Vacancy Announcement Number: NCFL07005054
Opening Date: May 23, 2007 **Closing Date**: June 06, 2007
Position: Economist, YA-0110-3
Salary: $89,985 - $150,645 Annual
Place of Work: HQ US Army Corps of Engineers, Institute for Water Resources, National Capital Region - Group R, Alexandria, VA
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 01
NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at http://www.cpms.osd.mil/nsps/index.html.

DEPARTMENT OF THE ARMY
Vacancy Announcement Number: WTKC07995876
Opening Date: May 07, 2007 **Closing Date**: June 06, 2007
Position: GS-12: Social Sciences Environmental Planner (0101), Environmental Manager(0401), General Engineering (Environmental Planner)(0801), Physical Scientist(1301)
Salary: $73,377 - $95,394 Annual
Place of Work: U.S Army Engineer District, San Francisco Engineering & Technical Services Division Planning Branch Environmental Sciences Section San Francisco
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 1

DEPARTMENT OF THE ARMY
Vacancy Announcement Number: SWBG07000708
Opening Date: May 14, 2007 **Closing Date**: June 12, 2007
Position: YF-2/YC-2: Supervisory Biologist (0401), Supervisory Civil Engineer (0810), Supervisory Geologist (1350), Supervisory Community Planner (0020), Supervisory Economist (0110), Supervisory Geographer (0150), Supervisory Archeologist (0193), Supervisory Architect (0808)
Salary: $56,301 - $107,991 Annual
Place of Work: US Army Engineer District, Rock Island, Planning, Programs & Project Management Division, Planning & Policy Branch, Duty Location: Rock Island, IL
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 01
About the Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at http://www.cpms.osd.mil/nsps/index.html.

DEPARTMENT OF THE ARMY
Vacancy Announcement Number: SWGR07831209
Opening Date: May 14, 2007 **Closing Date**: June 13, 2007
Position: GS-13: SOCIAL SCIENTIST(0101), ECONOMIST(0110), ARCHAEOLOGIST(0193), BIOLOGIST (0401), FISHERY BIOLOGIST(0482), WILDLIFE BIOLOGIST(0486), GENERAL ENGINEER(0801), LAND-SCAPE ARCHITECT(0807), ARCHITECT(0808), CIVIL ENGINEER(0810), ENVIRONMENT ENGINEER (0819), HYDROLOGIST(1315)
Salary: $75,414 - $98,041 Annual
Place of Work: US ARMY ENGINEER DIVISION, MISSISSIPPI VALLEY PROGRAMS DIRECTORATE, DIS-TRICT SUPPORT TEAM, VICKSBURG MS
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: MANY

DEPARTMENT OF THE ARMY
Vacancy Announcement Number: NCFL07016186
Opening Date: May 24, 2007 **Closing Date**: June 13, 2007
Position: YA-2:COMMUNITY PLANNER(0020), SOCIAL SCIENTIST(0101), ECONOMIST(0110)
Salary: $46,041 - $103,220 Annual
Place of Work: HQ US Army Corps of Engineers; Directorate of Civil Works; Civil Works Policy & Policy Compli-ance Div; Office of Water Project Review; Washington DC
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 01
NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at http://www.cpms.osd.mil/nsps/index.html.

DEPARTMENT OF THE ARMY
Vacancy Announcement Number: SCGT07009380R
Opening Date: May 31, 2007 **Closing Date**: June 13, 2007
Position: YD-2:COMMUNITY PLANNER(0020), ECONOMIST(0110), BIOLOGIST(0401), GENERAL ENGI-NEER(0801), ARCHITECT(0808), CIVIL ENGINEER(0810), ENVIRONMENTAL ENGINEER(0819), ME-CHANICAL ENGINEER(0830), ELECTRICAL ENGINEER(0850), PHYSICAL SCIENTIST(1301)
Salary: $44,994 - $100,870 Annual
Place of Work: US Army Engineer Division, South Atlantic, Programs Directorate, Civil Works Integration Division, Atlanta, GA
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 1
NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at http://www.cpms.osd.mil/nsps/index.html.

DEPARTMENT OF THE ARMY
Vacancy Announcement Number: SCGV070029649
Opening Date: June 01, 2007 **Closing Date**: June 15, 2007
Position: Regional Economist, YA-0110-2
Salary: $$43,731.00 - $$86,568.00 Annual
Place of Work: US Army Engineer Dist, Jacksonville, Planning Division, Socio-Economics Branch, Jacksonville, Fl 32232
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 2
NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at http://www.cpms.osd.mil/nsps/index.html.

DEPARTMENT OF THE ARMY
Vacancy Announcement Number: SCGV07727909
Opening Date: May 29, 2007 **Closing Date**: June 28, 2007
Position: YD-2:Social Scientist(0101), Economist(0110), Biologist(0401), Fishery Biologist(0482), Wildlife Biologist(0486), General Engineer(0801), Civil Engineer(0810), Environmental Engineer(0819), Physical Scientist(1301), Hydrologist(1315), Architect(0808)
Salary: $43,731 - $98,040 Annual
Place of Work: U.S. Army Engineer Dist., Jacksonville, Everglades Division, Recover & System-Wide Analysis Branch, Jacksonville, FL 32232
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 01
NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at http://www.cpms.osd.mil/nsps/index.html.

DEPARTMENT OF THE ARMY
Vacancy Announcement Number: SCGV07023664
Opening Date: May 31, 2007 **Closing Date**: June 29, 2007
Position: YD-2: Economist(0110), Biologist(0401), Fishery Biologist(0482), Wildlife Biologist(0486), General Engineer(0801), Landscape Architect(0807), Architect(0808), Civil Engineer(0810), Environmental Engineer(0819), Mechanical Engineer(0830), Electrical Engineer(0850), Physical Scientist (1301), Hydrologist(1315), Archaeologist(0193), Ecologist(0408)
Salary: $43,731 - $98,040 Annual
Place of Work: US Army Engineer Dist, Jacksonville Everglades Division, South FL Restoration Branch, Jacksonville, FL 32232
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 2
NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at http://www.cpms.osd.mil/nsps/index.html.

TRAINING COURSES

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

CIVIL DESIGN FOR PLANNING (Control #218)
July 9-13, 2007 Los Angeles, CA

This course focuses on the Corps of Engineers (USACE) Civil Works project development process. It provides a general understanding of the broad-range of engineering studies and sensitive engineering issues that impact and influence project formulation, the reconnaissance and feasibility planning phase, as well as the preconstruction engineering and design (PED) phase. The course also covers the processes involved in accomplishing studies (e.g. independent technical review, policy review, quality control, value engineering), and tools (mapping, risk based analysis, Project Management Plans, etc.). It discusses the role of the designer, planner, and project manager in the context of the Project Delivery Team. It is intended to reach newly assigned professional scientists/ engineers within the engineering, planning, and project management functions of the Corps or those who are new to the Civil Works process. The class can also provide an excellent refresher and update for staff currently working in the program. Individuals not working with, or planning to work with, the USACE Civil Works process may receive less benefit from this class.

The course can be used as an introduction for employees relatively new to Civil Works project implementation, but also provides an excellent refresher and update for staff currently working in the program. It is suitable for all disciplines and organizations involved in Civil Works project implementation. The course also provides information on the HQ Policy Review process, to help you to develop better decision documents.

The course proponent for the "Civil Design for Planning" course is Mr. Bob Bank, CECW-CE, (202) 761-4243.

RISK ANALYSIS-FLOOD DAMAGE REDUCTION PROJECTS (Control #209)
September 10-14, 2007 Davis, CA

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

RISK ANALYSIS-WRP&M (Control # 349)
June 2-6, 2008 DAVIS, CA

This course introduces concepts of risk analysis into Corps of Engineers planning studies and extends these concepts to studies for structural rehabilitation and for management and operations of existing projects. Risk analysis is an evaluation framework, joined with benefit-cost analysis, to formally introduce mechanisms for evaluating alternative solutions under conditions of risk and uncertainty (R&U). Many techniques are already in use by Corps analysts, but are not applied in systematic and uniform manner. New methods and analytical models have been developed, along with a body of information on risk perception and communication that will also be transferred to practice.

Risk analysis is an integral component of Corps of Engineers planning, much as benefit-cost analysis is. It affects all technical analysis throughout each step of the planning process. For example, risk perception and communication is an important element of the scoping process. Environmental analysis, hydrologic analysis, and benefit-cost analysis all require a component of R&U analysis. In addition, risk-based analysis concepts are being adopted or proposed for use in operations and maintenance; particularly, the evaluation of major rehabilitation and dredging. Major risk analysis in planning and management topics to be included in this course are (a) concepts, (b) probability and statistics; (c) models for risk analysis; (d) hydrologic and hydraulic risk; (e) risk and reliability in rehabilitation analysis of hydraulic structures; (f) risk in planning and management of maintenance dredging; (g) forecasting uncertainty; (h) benefit-cost uncertainty; and (i) case studies for flood control and navigation planning.

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

WORKSHOPS

ENGINEERING FOR STREAM ECOSYSTEM RESTORATION SUMMER WORKSHOP SERIES

The Corps has 12 slots available in each of three one week courses to be taught at the University of Buffalo, Summer Workshop Series on Ecosystem Restoration, sponsored by the University of Buffalo and the Buffalo District of the Corps.

The cost to Corps employees to attend each course is only $100.00. Space is limited to 12 slots available for Corps employees for each of the three courses. First come first served!!! Reserve your slot ASAP. For additional information on these courses please contact David L. Derrick at ERDC-CHL-MS, David.L.Derrick@erdc.usace.army.mil

Workshop Title: "River Processes- Fluvial Geomorphology and Channel Processes"
June 4 - 8, 2007

Workshop Title: "Stream Restoration – Function Based Hydraulic Structure and Bioengineering Design
June 11 - 15, 2007

Workshop Title: "Stream Ecology and Biological Assessment"
June 18 - 22, 2007

Academic and PE Education Credits

Receive 36 contact instructional hrs **(3.6 CEUs)** towards continuing education requirements for Professional Engineers' or Certified Professionals' in Soil and Erosion Control registration renewal for *each* workshop attended. Or take *all* 3 workshops for 3 academic credits. The University at Buffalo School of Engineering and Applied Sciences is a recognized accredited educational organization for PE Continuing Education by the New York State Department of Education. See http://www.eng.buffalo.edu/pece for additional information.

CONFERENCES

Association of State Floodplain Managers, Annual Meeting
"Charting the Course: New Perspectives in Floodplain Management"
June 3-8, 2007 Norfolk, VA
Additional information: http://www.floods.org/Conferences,%20Calendar/norfolk.asp

Association of State Dam Safety Officials, 2007 Northeast Regional Conference
June 5-7, 2007 Manchester, NH
Additional information: http://www.damsafety.org/

2007 USACE Infrastructure Systems Conference
June 25-27, 2007 Detroit, MI
Additional information: http://www.usaceiscconf.org/

Transportation Research Board 2007 Summer Conference
July 7-9, 2007 Chicago, IL
Additional information: http://www.trb.org/conferences/2007/Joint%20Summer/2007SummerConfFlyer.pdf

Coastal Zone 07
July 22-26, 2007 Portland, OR
Additional information: http://www.csc.noaa.gov/cz/

Universities Council on Water Resources 2007 Annual Conference
July 24-26, 2007 Boise, ID
Additional information: http://www.ucowr.siu.edu

The Center for Strategic Leadership. United States Army War College
Proteus "Futures" Academic Workshop
August 14-16, 2007 Carlisle Barracks, PA
Additional information: https://www.carlisle.army.mil/proteus

Association of State Dam Safety Officials, 2007 Annual National Conference
September 9-13, 2007 Austin, TX
Additional information: http://www.damsafety.org/

Smart Rivers 2007
September 16-19, 2007 Louisville, KY
Additional information: http://www.pianc.us

International Commission on Irrigation and Drainage, Fourth International Conference on Irrigation and Drainage
October 3-6, 2007 Sacramento, CA
Additional information: http://www.icid2007.org/

USACE -The Nature Conservancy Third Partnership Conference:
Developing Sustainable Aquatic Solutions
October 1-4, 2007 Wheeling, WV

American Shore and Beach Preservation Association and Texas General Land Office Fall Conference
October 22-24, 2007 Galveston, TX
Additional information: http://www.asbpa.org/conferences/conf_fall_07.htm

National Oceanic and Atmospheric Administration 32nd Annual Climate Diagnostics and Prediction Workshop
October 22-26, 2007 Tallahassee, FL
Additional information: http://www.cpc.noaa.gov/products/outreach/CDPW32.shtml

Interstate Council on Water Policy Annual Meeting
October 23-25, 2007 New Orleans, LA
Additional information: http://www.icwp.org

AWRA Annual Water Resources Conference
November 12-15, 2007 Albuquerque, NM
Additional information: http://www.awra.org/meetings/New_Mexico2007/index.html

The Center for Strategic Leadership. United States Army War College
"Threats at Our Threshold: Securing and Defending the United States in the 21st Century" Symposium
November 14-15, 2007 Carlisle Barracks, PA
Additional information: http://www.carlisle.army.mil/usacsl/events.asp

4th International Symposium on Flood Defense
May 14-16, 2008 Toronto, Canada
Addition information: http://www.flood2008.org/flood/

POSITIONING INLAND NAVIGATION AS A POWERFUL LINK IN THE GLOBAL SUPPLY CHAIN

Smart Rivers Conference to draw more than 200 navigation professionals to Louisville, KY

SMART RIVERS 2007

September 16 – 19, 2007
Louisville, KY

Working for a better and more efficient integration of inland waterways (rivers and channels) into an integrated intermodal transport system.

Bayou Boeuf Lock, Louisiana. Courtesy of USACE Digital Image Library

Organized by PIANC USA

in conjunction with

American Association of Port Authorities (AAPA)
Appalachian Regional Commission
Coasts, Oceans, Ports, and Rivers Institute (COPRI) of ASCE
National Waterways Conference
Port of Pittsburgh
Tennessee Valley Authority
U.S. Army Corps of Engineers
Waterways Council, Inc.

www.pianc.us

Smart Rivers 2007 Conference is a 'must attend' conference for professionals interested in sharing knowledge and experience in order to achieve a better and more efficient integration of inland waterways (rivers and channels) into an integrated intermodal transport system in the United States and Europe.

The three-day conference will include technical sessions, field tour opportunities to McAlpine Locks and Dam, industry exhibits, a technical short course and networking events. The conference is expected to draw more than 200 port and waterway executives, policy and technical professionals from the U.S., Europe and Latin America.

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

For more information and the detailed conference agenda, please go to www.pianc.us.
Questions? Contact Kelly Barnes at 703-428-9090 or Kelly.J.Barnes@usace.army.mil

PUBLICATIONS

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

"Extended Range Forecast of Atlantic Seasonal Hurricane Activity and U.S. Landfall Strike Probability for 2007" by Phillip J. Klotzbach and Willliam M. Gray, 31 May 2007, available at:
http://hurricane.atmos.colostate.edu/Forecasts/2007/june2007/jun2007.pdf

"Infrastructure 2007: A Global Perspective", published by the Urban Land Institute and Ersnt and Young, available at:
http://www.uli.org/reports/i18

"International Energy Outlook 2007", published by the U.S. Department of Energy, Energy Information Administration, published May 2007, available at:
http://www.eia.doe.gov/oiaf/ieo/pdf/0484(2007).pdf

"Interstate Water Solutions for the New Millennium"
Interstate Council on Water Policy, published February 2006, available at
http://www.icwp.org/ic/InterstateWtrSolutionsForNewMillenniumFINAL.pdf

"May Forecast Update for Atlantic Hurricane Activity in 2007",
Benfield UCL Hazard Research Center, University College London, UK, published May 3, 2007, available at:
http://tsr.mssl.ucl.ac.uk/docs/TSRATLForecastMay2007.pdf

"The New Orleans Hurricane Protection System: What Went Wrong and Why," by the American Society of Civil Engineers Hurricane Katrina External Review Panel, available at:
http://www.asce.org/files/pdf/i_33.pdf (Executive Summary and Chapters 1-5);
http://www.asce.org/files/pdf/33_60.pdf (Chapters 6-7),
http://www.asce.org/files/pdf/61_84.pdf (Chapters 8-9).

"NOAA: 2007 Atlantic Hurricane Season Outlook", issued May 22, 2007, available at:
http://www.cpc.ncep.noaa.gov/products/outlooks/hurricane.shtml

"Theory and Methods for Supporting High Level Military Decisionmaking" by Paul K. Davis and James P. Kahan, RAND Project Air Force Technical Report TR-422, available at:
http://www.rand.org/pubs/technical_reports/2007/RAND_TR422.pdf

"U.S. Seasonal Drought Outlook", National Weather Service, Climate Prediction Center, published May 15, 2007, available at:
http://www.cpc.noaa.gov/products/expert_assessment/seasonal_drought.html

HOW TO CONTRIBUTE TO *PLANNING AHEAD*

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

The deadline for material to be published in the next issue of *Planning Ahead* is
Wednesday, June 20, 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

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

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

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