

PLANNING AHEAD

Notes for the Planning and Policy
Community



US Army Corps
of Engineers

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A Note from the Leader of the Planning Community of Practice

Happy New Year to all! I would like to begin my first remarks by saying how very excited and privileged I am to be at Headquarters to serve as the Leader of the Planning Community of Practice as well as the Acting Chief of the Planning and Policy Division and the Mississippi Valley Division Regional Integration Team. I would like to thank all for the well wishes and in particular thank MG Riley, Director Civil Works, Mr. Steve Stockton, Deputy Director Civil Works and Mr. Tom Waters for their support during the transition.

With the recent enactment of the Water Resources Development Act of 2007 ([Public Law 110-114](#)), which contains many provisions that will affect the Corps' Civil Works program including planning, the Principles and Guidelines, and the independent review of Corps projects, the pace of activity will certainly increase at Headquarters. The Planning and Policy Division at Headquarters will be working closing the Assistant Secretary of the Army (Civil Works) to develop implementation guidance for the various provisions of the newly enacted WRDA. Similarly, many of you in the field have an opportunity to get engaged in the drafting of project specific policies and I encourage you to take advantage of this unique learning opportunity. Also, the recent passage of the Appropriations Bill will have implications on the Planning program throughout the Corps. The near future will be both exciting and challenging!

I would also like to take this opportunity to tell you a little bit about myself. My normal position is the Chief of the Planning and Policy Division at the Great Lakes and Ohio River Division (LRD). While at LRD I have served as the Chair of the Oversight Committee for the Ohio River Mainstem System Study and the Great Lakes St. Lawrence Seaway System Study. I also serve as the Director of the USACE Planning Center of Expertise for Inland Navigation. I have also served in several positions throughout the years, including Chief of the Business Management Office in LRD; Chief of Planning in Nashville District; Chief of Economics and Social Analysis in Huntington District; Planning Program Manager in the former Ohio River Division; Planning Division Quality Control Manager and Senior Study Manager and Project Manager for several Civil Works projects in Huntington District. I was fortunate to have had the opportunity to be a graduate member of the 1995 Planning Associates Program.

Having been part of the Corps planning program at both the District and Division level as well as spending time in Headquarters and working with Headquarters staff throughout the years, I have great appreciation for and understanding of the important role the planners perform every day. I look forward to advancing the Corps Civil Works Program in the future by strengthening the Corps Planning Program. During my time here in Headquarters, in addition to WRDA

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implementation and supporting MVD as the acting RIT Leader, I would like to focus on strengthening the Corps Planning Community of Practice through reenergizing the Planning Excellence Program in its key areas of planning capability, leadership development, process improvement, and product quality. I will be working diligently with the Planning Advisory Board, consisting of the MSC Planning Chiefs and Headquarters Planning and Policy staff, to make this a reality.

I also want to encourage you all to participate in the [Planning Community of Practice Conference](#) to be held in San Antonio this May. The conference is an exciting event for sharing knowledge and networking with peers from around the country. It should be attended by experienced planners and new talent alike. As our theme states, planners are the strategic leaders in the Corps, and I look forward to seeing you all there.

Thanks,

Theodore A. "Tab" Brown, P.E., MBA
Acting Chief, Planning and Policy & MVD RIT Leader
Directorate of Civil Works, HQUSACE
U.S. Army Corps of Engineers

WORDS FROM THE EDITOR

This month's issue of Planning Ahead begins with a brief reminder to those individuals thinking about preparing a presentation at the upcoming 2008 Planning Community of Practice Conference that the deadline for submitting abstract is **February 8th**. Abstracts should be directed to **Mr. Bruce Carlson**, Conference Chairman.

Mr. Steven L. Stockton, Deputy Director of the Civil Works had the opportunity to make a presentation on the subject of "State-Federal Partnerships" at the 2007 Texas Water Summit. Mr. Stockton's remarks touch on a number of topics including the roles and responsibilities of agencies at various levels of government associated with the oversight of the Nation's water resources, the role of the Corps of Engineers in the area of water resources planning, and the enactment and implementation of the many provisions of the Water Resources Development Act of 2007.

Mr. Cliff Fitzsimmons of the Office of Water Project Review, Headquarters provides a brief report on his observations and insights gained from a temporary detail to the Office of the Assistant Secretary of the Army (Civil Works).

Ms. Ellen Cummings of Headquarters reports on the Norfolk District's successful completion of the first project, "*Restoration of Submerged Aquatic Vegetation on the Seaside of Virginia's Eastern Shore*" under the auspices of the Estuary Habitat Restoration Program.

I report on the addition of two scholars to the staff at the Institute for Water Resources, **Dr. Paul Kirshen** of Tufts University and **Dr. Yaacov Haim**es of the University of Virginia. Dr. Kirshen joins the Institute at the UCOWR Visiting Scholar Program Fellow for 2007-2009. Dr. Haim

es joins the Institute as the Maass-White Visiting Scholar for 2007-2008.

Mr. Gregg Williams of the Memphis District and a member of the Planning Associates Class of 2008 provides an update on the recent training class the PAs attended on the subject of Plan Formulation in Phoenix, Arizona.

Also included in this month's issue of the newsletter are announcements of PROSPECT training courses, including the a change in location of the "Ecosystem Planning and Management Issues" course to La Crosse, Wisconsin, employment opportunities within the Corps, upcoming conferences and recently published reports.

Thank you for your continued interest in Planning Ahead and let me conclude by wishing you a happy, healthy and successful New Year.

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

PLANNING CoP NEWS

Planning Community of Practice Conference 2008:

“PLANNERS LEADING STRATEGICALLY: Developing Sound Water Resources Solutions”

by Bruce Carlson, Headquarters

CALL FOR ABSTRACTS – DEADLINE 8 FEBRUARY, 2008:

Now is the time to submit abstracts for making presentations at this May’s Planning CoP Conference in San Antonio, May 19-22 2008. Please refer to the full call for papers in the December 2007 issue of *Planning Ahead* and the Conference website <<http://www.usace.army.mil/cw/cecw-cp/2007pres/Conference%20web%20site.htm>> for submittal instructions, as well as sample abstracts and biographies. Be sure to discuss your ideas with your supervisor, and be sure you will be able to attend the conference prior to making a submittal.

Abstract submittals and questions about the Planning CoP Conference 2008 should be directed to the Conference Chair, Bruce Carlson: bruce.d.carlson@usace.army.mil. Submittals will be accepted by email only, and should include the words “Planning Conference Proposal” in the message header.

Watch future issues of *Planning Ahead* and the conference website for further updates on news concerning the conference, including conference and hotel registration information, agenda, speakers, kickoff activities on May 19, and the Conference program.

Remarks by the Deputy Director at the Texas Water Development Board “Water Summit 2007”

On December 3, 2007, Mr. Steven L. Stockton, P.E., SES, Deputy Director of Civil Works, made a presentation on the subject of “State-Federal Partnerships” at the Texas Water Development Board “Water Summit 2007 – Reflections – Past, Present, and Future”, held in San Antonio, Texas. The following is an encapsulation of Mr. Stockton’s remarks. Mr. Stockton’s remarks are based largely on a white paper written by Mr. Larry Prather, Chief, Legislative Management Branch, Headquarters, U.S. Army Corps of Engineers.

There is a shared responsibility for the oversight of the Nation’s water resources yet incomplete integration among agencies responsible for that oversight. In the United States the public aspects of water are recognized but no single entity or single level of government acts to integrate management of the water resources. This responsibility is shared among the Federal, state and local levels and between the public and private sectors. Water resources management is fragmented and integration is often incomplete. Social and private conflicts in water allocation can and do persist. One only needs to look at the conflicts over water use and allocation in the Missouri, Columbia, Colorado, and Rio Grande Basins, as well as the Water Wars in the Southeast, to know that the Nation’s water resources are stressed. The situation will continue to present water management challenges as the nation’s population grows and additional demands are placed on our aging infrastructure. Climate variability will add complexity to the process of developing solutions to addressing this problem.

Water resources are too often taken for granted. The public often misunderstands and under appreciates water and its competing and conflicting uses. We simply cannot be economically secure and environmentally healthy without enough clean water. It is so fundamental that people have difficulty imagining not having enough clean water and take for granted that water will just “be there” when they open the tap. Things taken for granted don’t get tended to. Droughts bear witness to these attitudes.

Water resources planning and needs assessment are inadequate to serve the public interest. When attending any meeting of water resource managers or interested parties, one could hear stories recounting and lamenting these breakdowns in integration and ideas about how to fix them. These discussions would ultimately turn to the inadequacy of basic information

and data characterizing our water resources, the need for improved water resources planning to guide efforts to achieve greater integration and to inform policy makers and decision makers on the directions water management ought to take, and who ought to assume various roles in improving management of this critical resource. Generally basic data on water resources is not of sufficient quality to perform adequate strategic planning, assess future needs or evaluate the merits of alternative assignments of roles among the various governments (Federal, state and local) or private sector. Water managers often say that we need more and better water resources planning and a long term comprehensive national assessment of water resources needs.

Premises. It's the position of this discussion that regardless of scenarios, trends or uncertainties we already have several solid operating premises. At the risk of some intentional simplification, these premises are:

- **Conflict will persist.** Water resources (the allocation of water to alternative uses) are in conflict today. All information we have suggests the future will be characterized by growing conflicts in the allocation of water to meet economic and environmental goals – even with increased conservation efforts and technological advances.
- **Responsibility will continue to be shared.** Water resources allocation will continue to be a responsibility shared by Federal, state and local governments and the private sector. In this country, state government and their subdivisions will continue to make the lion's share of water resources allocation decisions. These decisions will often be subject to Federal standards, laws and policies but states will continue to exercise primacy. There will continue to be a number of instances of interstate water management and Federal primacy such as the Missouri, Mississippi, Columbia and other large river systems.
- **Improved intergovernmental cooperation is essential.** Improved and more integrated water management will not be achieved by Federal dominance but by better intergovernmental cooperation to plan water resources allocations and investments and to affirm or adjust roles for implementing water management and investment.
- **Improved water resources planning is essential.** Better allocation decisions depend critically on better water resources planning and needs assessments.
- **States must do the lion's share of water resources planning.** Improved Federal planning to resolve interstate water conflicts is essential but dramatically improved water resources planning and needs assessments must rest on the efforts of states and their subdivisions because consistent with their primacy, these entities will actually make most water resources allocation decisions.
- **There is a Federal interest in supporting state water resources planning.** At the same time, there is a Federal interest in supporting and assisting states in the development of water resources plans. State water resources decisions occur within the context of Federal regulations and the Federal presence in the form of existing investment projects having Congressionally mandated purposes. Without effective cooperation between the Federal government and the states at the planning stage of water allocation decisions, efficient and equitable decisions will be nearly impossible. It is worth noting that many of these Federal interests have direct links to Corps of Engineers interests as manifest in the Section 404 program and a large constellation of Corps water management projects for navigation, flood damage reduction and the environment.
- **The Corps would also benefit from supporting state water resources planning.** There is also an additional benefit to Corps of Engineers regulatory activities and water resources planning activities and projects associated with assisting states in their water resources planning efforts, particularly if state water planning is conducted according to a systemic watershed oriented approach. Corps projects and regulatory activities can be planned in a more systemic and integrated fashion based on state integrative planning. Since the Corps has set a goal of placing its project planning and development in systems and watershed contexts, the Corps can realize the accumulation of water resources data and the development of analytical tools to better integrate planning, implementation and management of its own projects.
- **The Corps can support state water resources planning.** The Corps of Engineers has significant and unique core competencies that would be valuable to state governments in their leadership of water resources planning efforts. The Corps also has offices that are organized to support major watersheds around the country.

- **The interested water resources management community is beginning to realize that a broader community of interests must be formed** which must include groups not traditionally included in such water resources planning efforts. This new community must find new ways to operate so as to avoid merely doing and saying the same things as in the past, which of course guarantees the same (unacceptable) result.
- **To a large extent the era of the large, Federal, single-purpose water resources project is over.** Americans now expect comprehensive, integrated, regional approaches to problem-solving, which could also include complementary solutions to non-water problems in the same area of a water resources problem.
- **The era of the Corps of Engineers being the sole decision-maker and technical expert is now officially over.** Many of our partners are very sophisticated and can handle their needs, technical and policy, better than the Corps can.
- **The Corps acknowledges the need for a broad-based community of interests to partner with.**
- **States should become more prominent in leading water resources planning.** States such as Texas, Oklahoma and California are excellent examples of state led efforts to address water resources planning activities.

The Way Ahead

- With your help, and the help of those before us, we finally shepherded a Water Resources Development Act ([Public Law 110-114](#)) through the Congress after years of trying. The Congress overrode the President's veto of WRDA 2007 on November 8, 2007 enacting it into law.
- The Corps has a brief window of opportunity to do something big in terms of recapturing the initiative from our critics on water resources and setting a proper future course for future water resources planning and development.
- It contains significant policy provisions (about 700) as well as some pretty big projects among the 900 authorized. About \$23 billion in projects have been authorized. Remember though, this only an authorization act, we will need your continued support for appropriations to fund these provisions.
- We are now obliged to convert the bill's provisions into actionable implementation guidance since the actual Act language leaves considerable room for interpretation. Typically, that's done in isolation within the administration with few folks participating.
- We will need your help in the development of the implementation guidance. Details of when and how to solicit that input are being developed.

WRDA 07 begins a transition and creates many opportunities to advance water resources planning and development and further strengthen the bonds between State and Federal water resources planning efforts.

Conclusion: The Corps of Engineers will continue to support state water resources planning in states where it now exists and facilitate and encourage the implementation of such planning in all states. We need your help to actualize this process.

- The Corps will continue to revise its planning guidance now within existing authorities to facilitate non-project studies to assist states in developing integrated, comprehensive solutions to water resources problems.
- The Corps will continue to seek additional authorities to make its services available to state water planning programs where states request such services.
- Furthermore, we will coordinate these services with other Federal agencies having water quantity, quality and natural resources missions to ensure the most integrated planning input possible at the Federal level.
- Lastly, the Corps of Engineers will seek authorization and funding, in coordination with other Federal agencies, to perform a comprehensive, long term National assessment of water resources needs that can be used to inform decision makers, frame the discussion of roles among governments and the private sector and to the extent practicable, illuminate conflicts among water uses.

FEATURED ARTICLES

Planner's Insights: Temporary Detail to the Office of the Assistant Secretary of the Army (Civil Works)

By Clifford L Fitzsimmons, Office of Water Project Review, HQUSACE

The author recently completed a six-month detail assignment in the Office of the Secretary of the Army for Civil Works (ASA(CW)) during the period from April to October 2007. Planning Ahead asked Mr. Fitzsimmons to share some of his observations and insights with the readers of this newsletter. Upon his return to USACE, Headquarters he has taken a new position in the Office of Water Project Review (OWPR).

During my assignment at the Office of the Assistant Secretary of the Army (Civil Works) I worked for Mr. Doug Lamont, P.E., Deputy Assistant Secretary of the Army (Project Planning and Review, hereafter referred to as "PP&R"). Mr. Lamont is the principal advisor to Mr. John Paul Woodley, Assistant Secretary of the Army (Civil Works), for Corps of Engineers water resources projects and for policy direction on the related planning, evaluation, and review processes.

Mr. Woodley's principal responsibility is the overall supervision of the functions of the Department of the Army relating to all aspects of the civil works program. Mr. Lamont and his staff review Corps decision documents for policy compliance before presenting them to Mr. Woodley for approval, transmittal to OMB, or other actions as needed. They also review and process requests for credit for project implementation and respond to requests and letters from sponsors, Congressmen, interest groups, and other stakeholders. Mr. Lamont's staff includes Mr. Terry Breyman, Mr. Mark McKeivitt, Ms. Marianne Matheny-Katz, and Ms. Doris Massey. Mr. Breyman is currently on a detail to the White House in the Office of Council for Environmental Quality (CEQ), which provided the opportunity for my detail.

While on detail, I participated in the review of several Corps reports with Mr. McKeivitt and Ms. Matheny-Katz. This involved facilitating the resolution of review concerns, preparing transmittal letters to OMB, and briefing Mr. Woodley on the merits of the projects. For those unfamiliar with this action, [Executive Order 12322](#) requires the ASA(CW) to submit reports to OMB for Administration clearance before he forwards the reports

to Congress. All Reports of the Chief of Engineers fall under this Executive Order. OMB staff reviewed the reports and frequently generated questions.

We responded, often with the help of CECW and the field offices, to resolve OMB's concerns. In a couple of cases, briefings were necessary to resolve OMB's concerns. Once OMB issued letters clearing projects for transmittal to the Congress, we prepared transmittal letters for Mr. Woodley's signature. We then hand carried the signed letters and report copies to the Capital building. I also reviewed and processed a couple of sponsor requests for credit eligibility.

I have several observations that may be worth sharing:

- First, I found the PP&R team to be very knowledgeable of Corps planning processes and procedures, including analytical procedures. This should not be surprising, since most of the people on the team had significant careers as Corps planners, and three of the four served in OWPR and its predecessor organizations.
- Second, although OASA(CW) provides the major political interface between the Administration and the Congress, and with other Federal agencies, the office's review of Corps products, particularly the analysis of issues and the determination of solutions, was unexpectedly less influenced politically than I anticipated. The Secretary's staff very deliberately seeks the most appropriate solutions consistent with law and policy. Even though the Secretary has the authority to waive policy, a waiver is far from automatic and considerable effort is sometimes made to find an alternate solution that would make a waiver unnecessary.
- Third, OASA(CW) is very responsive to external customers. Sometimes, there is little or no time to ask the Corps for input, so decisions may be based on the information in hand. It quickly became evident that when the Corps is asked by ASA(CW), sometimes on behalf of OMB, to provide information, insights, or documents, a delayed or incomplete response may eliminate an opportunity to influence a decision. It also puts a premium on the quality of information provided by the Corps in its submittals to OASA(CW).

- Fourth, OMB reviews can be as rigorous as OWPR and ASA(CW) reviews. OMB staff has a penchant for quickly identifying weaknesses within project justification rationales. OMB does seem more concerned about justifying individual projects from a systems perspective; i.e., asking why a particular project should be built now ahead of other projects.

Finally, obfuscated or otherwise unclear report text can dramatically delay report processing at all levels; sometimes more so than major policy issues. It takes time to sort through “apparent” issues and fully understand the rationale supporting the report recommendations, which must be done before the more pertinent and sometimes troublesome policy concerns can be identified and resolved. Reports need to display clear logic, be in accordance with established law and policy, and demonstrate consistency and uniform treatment of cost sharing sponsors or risk alternate and possibly adverse determinations by ASA(CW) and/or OMB.

A detail in the OASA(CW) can provide excellent insights into steps of the civil works project implementation process that are not necessarily well understood throughout the Corps planning and project management communities. It can open eyes on the amount of work and the critical decisions that occur after the Corps issues its final report. It can also provide context to many of the policy requirements for report content. I highly recommend a detail in OASA(CW) to anyone who participates or seeks to participate significantly in the implementation steps leading to project authorization.

[Cliff Fitzsimmons](#), PE
Senior Review Manager and Policy Advisor
Office of Water Project Review
HQUSACE

Successful Completion of Submerged Aquatic Vegetation Project

Ellen Cummings, CECW-PB

The first Estuary Habitat Restoration Program project in the country was completed in October. The project “*Restoration of Submerged Aquatic Vegetation on the Seaside of Virginia’s Eastern Shore*” was sponsored by the Virginia Institute of Marine Science and the Commonwealth of Virginia.

The project consisted of the collection, processing, and subsequent scattering of Eel grass (*Zostera marina*) seeds in a grid pattern. Based on the results of similar efforts in the area this is expected to result in about 40 acres of submerged aquatic vegetation.

Assistant Secretary of the Army for Civil Works, Mr. John P. Woodley, recognized Mr. Craig L. Seltzer, Chief, Environmental Analysis Section, Norfolk District with a letter of appreciation and a coin for his perseverance in guiding this project to completion.

Mr. Seltzer’s groundbreaking efforts resulted in approval of an interim model Project Cooperation Agreement for the program. In addition, Mr. Seltzer was the Beta tester for entering project data into the National Estuaries Restoration Inventory database. All of this was accomplished with \$60,000 of Corps funds.

The Estuary Habitat Restoration Program was authorized by the Estuary Restoration Act of 2000, Title I of PL 106-457, as amended by WRDA 2007. Funds are authorized to be appropriated to the Corps but the projects come from the sponsors in response to a solicitation and are reviewed and ranked by an interagency team.

The Estuary Habitat Restoration Council, consisting of senior staff representing NOAA, the Fish and Wildlife Service, Department of Agriculture, EPA and the Army is chaired by Mr. George Dunlop, Principle Deputy Assistant Secretary of the Army (Civil Works). This body considers the staff recommendations and provides Army with a prioritized list of project for funding consideration. The program has received minimal funding for projects for five years. Twelve additional projects are in various states of planning and implementation. Additional information about the program and the Council may be found at <http://www.usace.army.mil/estuary.html> .

Announcement

Ecosystem Planning and Management Issues PROSPECT Course is Moving to Wisconsin

PROSPECT Course Number 264 “Ecosystem Planning and Management Issues” will be held between 14-18 July 2008 in **La Crosse, Wisconsin**. This is a change in location from the original location of Denton, Texas.

The instructors especially encourage planners to consider this PROSPECT class for improving their knowledge and abilities in dealing with ecosystem and watershed issues. The course typically includes a mix of Planners, Natural Resources Management Specialists, and Regulatory Specialists. All aspects of land and water resource management are increasingly impacted by evolving technical and political issues. Many issues are applicable to entire regions or the nation, and this class provides a forum for discussing current topics and potential alternatives for resolving problems. Emphasis is on the technical, policy, and procedural topics that typify most issues.

On the first day, students list and select issues to be discussed during the week in small group sessions. Issues identified by past students that will be addressed include: urban stream restoration, forming effective partnerships, adaptive management and monitoring, dealing with scientific uncertainty and risk, environmental benefit assessment, cumulative effects, modeling 101, implementing ecosystem management principles at Corps lakes, performance measures, and sustainability. The course will also include field trips (by foot and by boat) to various sites along the Upper Mississippi River System such as the US Fish and Wildlife Service Genoa National Fish Hatchery, Upper Mississippi National Wildlife and Fish Refuge, Trempealeau National Wildlife Refuge, and The Nature Conservancy’s Weaver Dunes Scientific and Natural area.

In addition to US Army Corps of Engineers speakers, outside speakers include representatives from USFWS, USGS, TNC, Wisconsin DNR, Minnesota DNR, and Audubon.



Trempealeau, WI National Wildlife Refuge

If you are interested in learning more about the course please contact Julie Marcy, USACE, ERDC Environmental Lab for information on class content at (601) 634-3684, Julie.B.Marcy@erdc.usace.army.mil or Bill Scott for registration questions at phone (256) 895-7450, Bill.H.Scott@hnd01.usace.army.mil. You can also read about the course in the Purple Book of training courses at <http://pdsc.usace.army.mil/CourseListDetail.aspx?CtrlNbr=264>.



Genoa National Fish Hatchery



Weaver Dunes Scientific and Natural Area

Two Visiting Scholars Join Staff at Institute for Water Resources

By Kenneth E. Lichtman, IWR-GW

During the month of December two leading scholars in the field of water resources research and analysis, Dr. Paul Kirshen and Dr. Yaacov Haimes, joined the staff of the Institute.

Dr. Paul Kirshen, Tufts University

On December 3, 2007 Dr. Paul Kirshen of Tufts University joins the IWR as the UCOWR Visiting Scholar Program Fellow for 2007-2009. Dr. Kirshen will participate in the Shared Vision Planning study on the Connecticut River and contribute to other areas of research at the Institute, including Integrated Water Resources Management, Water Resources Education and Future Directions work.

The UCOWR Visiting Scholar Program allows academicians to conduct research for a proposed project that pertains to water resource issues relevant to the civil works mission.

The Shared Vision Planning Study on the Connecticut River, in which Dr. Kirshen will take part, is a collaborative effort between the Corps and The Nature Conservancy to work on projects related to the re-operation of dams to provide ecosystem benefits without sacrificing other existing benefits. This project is part of the Sustainable Rivers Initiative.

The research conducted by UCOWR Visiting Scholars is meant to extend the Corps of Engineers knowledge of and thinking about emerging water resources needs and issues. UCOWR Fellows prepare a white paper and an article for "Water Resources Update" about their findings, and they have extensive interactions with IWR and Corps personnel. Dr. Kirshen's breadth of experience in a variety of water resource issues will bring a well-informed perspective to IWR activities.

More About Professor Paul Kirshen

Dr. Kirshen holds a Ph.D. in Civil Engineering from the Massachusetts Institute of Technology. His past experience includes work in the private sector as a program manager, principal engineer and consultant. Before joining the private sector, he taught at the Virginia Polytechnic Institute and State University and Dartmouth College.

Dr. Kirshen currently is a Research Associate Professor at Tufts University. He conducts research in developed and developing countries in integrated water resources management, climate change impacts and adaptation, water resources operations, decision support systems and urban water systems. His teaching concentrations include water resources engineering and integrated water resources management.

Dr. Kirshen's publication credits consist of contributions to six books and numerous periodicals, such as *Climatic Change*, *Water International* and the *Journal of Water Resources Planning and Management*.

More about the Universities Council on Water Resources (UCOWR) Fellowship

IWR developed the Universities Council on Water Resources (UCOWR) visiting scholar program in 2003. While on sabbatical these scholars are expected to perform applied, policy-relevant research to extend the Corps of Engineers knowledge of and thinking about emerging water resources needs and issues. UCOWR Fellows, chosen via a UCOWR/Corps panel, are university professors who have substantial applied experience in water resources planning and management, as well as strong teaching credentials. The position assignment is based on the scope of proposed research project submitted in response to a topic of interest to the Corps of Engineers.

Learn more about:

[IWR Visiting Scholars](#)

[UCOWR Water Resources Fellowship](#)

[Institute for Water Resources](#)

[Shared Vision Planning Program](#)

[Shared Vision Planning Connecticut River Initiative](#)

Dr. Yaacov Haimes, University of Virginia

On December 11, 2007 Dr. Yaacov Haimes of the University of Virginia joined IWR as the Maass-White Visiting Scholar for 2007-2008. Dr. Haimes will focus his work on risk analysis during his tenure at the Institute. In 2007 Dr. Haimes worked with the Corps Chief Economist, Dr. David Moser on the implementation of the Corps "12 Actions for Change." His endeavors in risk analysis methods will continue to impact his work as Maass-White Visiting Scholar, as well as the updating of the *Water Resources Principles and Guidelines (P&G)* in accordance with the recently enacted *Water Resources Development Act of 2007*.

The Maass-White Fellowship allows top academicians to apply their knowledge to solutions addressing today's water resources problems. It honors Arthur Maass and Gilbert White, whose ideas revolutionized the practice of water resources planning and management. Dr. Haimes' research interests, which include risk-based decision making, multi-objective tradeoff analysis, and hierarchical analysis of large-scale systems, will contribute to the ongoing development of water resources planning and management processes in the U.S. IWR is pleased that Dr. Haimes will continue his work at the Institute through 2008.

More about Professor Yacov Haimes

Dr. Yacov Y. Haimes, PE, holds the Lawrence R. Quarles Professorship at the School of Engineering and Applied Science, University of Virginia, Charlottesville, and is a member of the Systems and Information Engineering and Civil Engineering faculties. He is the Founding Director (1987) of the University's Center for Risk Management of Engineering Systems and is actively involved in sponsored research, including Channel Reliability of the Navigation System in the Upper Mississippi (USACE) and Sustainable Operation of Inland waterways (National Science Foundation).

More about the Maass-White Visiting Scholar Fellowship

Recognizing the importance of scholarship in water resources management, the Institute's Maass-White appointment is offered annually to a scholar whose works promote innovative, substantive reforms in water resources policy, research or analysis. The first four recipients were Professor Daniel (Pete) Loucks of Cornell University (2002), Dr. Peter Rogers of Harvard University (2003), Dr. Leonard Shabman, Resources for the Future, (2004-2006), and Dr. Gerald Galloway, Jr. (2006-2007). The appointment enables a scholar to work on critical contemporary issues alongside the technical staff of the U.S. Army Engineer Institute of Water Resources, either in the Washington DC area or at the Hydrologic Engineering Center in Davis, California.

Learn more about:

- [IWR Visiting Scholars](#)
- [Maass-White Visiting Scholar Fellowship](#)
- [Institute for Water Resources](#)
- [12 Actions for Change](#)



Professor Yacov Haimes receiving the Icko Iben award. Left: Robert Pietrowsky, Director IWR; Right: Yacov Haimes, PhD, PE.

2008 Planning Associates Receive Additional Training in Plan Formulation

by Gregg Williams, Memphis District

The Planning Associates Class of 2008 found themselves back on the road the week of December 10th in Phoenix, Arizona for some additional training in the subject of Plan Formulation.

During our Orientation course back in October, instructors Harry Kitch and Judy Morrison conducted a needs assessment of the individual associates. It was discovered that the majority of the class would benefit from additional training/refreshers in the subject of plan formulation.

Planning Associate, Miriam Gilmer (Seattle District) took the initiative to ask Mr. Kitch if this year's class could receive additional training in the subject.. This would ensure that each associate would be better prepared to maximize his or her learning experience throughout the entire program.

Within 24 hours of the request, Harry Kitch, Roger Dale Setters (Louisville District), Clark Frentzen (South Pacific Division), Joy Muncy (Institute for Water Resources), and Judy Morrison made it happen! (Talk about coordination and teamwork.) Thanks to all for the dedication to the program to make this additional training opportunity a reality.

As part of the plan formulation class, the Planning Associates participated in a field trip to the Rio Salado project area and the Oeste study area. Both sites are located along the Salt River in Phoenix, Arizona.

Scott Estergard (Study/project manager in the Phoenix area office of the Los Angeles District) provided an overview of the project/study areas and provided an on-site tour of the Rio Salado project area (a completed project along the Salt River with environmental restoration measures) and the Oeste study area (a section that is highly degraded due to man-made impacts on the watershed).

The Planning Associates were divided into three teams based on years of experience and expertise. Each team had to develop planning objectives, measures, strategies and alternative plans for the Oeste study area. By participating in the team exercise, each associate was able to learn first hand how to apply the planning principles covered in the classroom. The exercise also made us recognize the importance of forming multi-disciplinary

project delivery teams. Each team presented their alternatives for ecosystem restoration to the group and received valuable feedback. The key message of the field exercise and the class work was to make sure that as planners we demonstrate and clearly document how we achieve the four plan formulation criteria (completeness, effectiveness, efficiency, and acceptability).



Completed section of Rio Salado project with environmental measures.



Section of Oeste study area in need of environmental restoration measures.



Course instructors during a field visit to the Rio Salado project area. (Left to right: Scott Estergard, Roger Dale Setters, Kevin Knight, Clark Frentzen, Bruce Carlson)

With all the extra work one must also take time to maintain balance. Keeping us focused on one of our class values of well-being, Planning Associate, Brett Walters, (Alaska District) set up a team hike to Camelback Mountain after class. Kevin Knight (San Francisco District), a Planning Associate Alumni and course owner joined in on the fun! It was a great way to learn more about the area and each other.



Course instructor Kevin Knight and Planning Associates Candida Bronson, and Ronald Pinzon



One of the teams hard at work at our hotel after a day of instruction.

In addition to off-site training, the Planning Associates have read and provided book reviews for the following books: [*The Five Dysfunctions of a Team*](#) by Patrick M. Lencioni; [*The 3 Keys to Empowerment*](#) by Ken Blanchard, John C. Carlos and Alan Randolph; [*Tipping Point*](#) by Malcolm Gladwell, and [*Blink: The Power of Thinking Without Thinking*](#) by Malcolm Gladwell. In next month's planning ahead article, Planning Associate Candida Bronson (Jacksonville District) will summarize some of the key points of the books we have read and provide more information on our upcoming training.

Gregg Williams is an Environmental Team Leader for the U.S. Army Corps of Engineers, Memphis District. He can be reached at Gregg.W.Williams@usace.army.mil

[Editor's note: In January 2008, Mr. Kevin Knight joined the staff of the Institute of Water Resources at Fort Belvoir, VA.]



A break in classroom instruction provides an opportunity for some one-on-one discussion



In the field observing the unique features of the project and study area

2008 Planning Associates Itinerary

1. **Orientation, Leadership, Communication, Team Building Skills (Oct–Nov 2007)**
2. **Customized Plan Formulation (December 2007)**
3. Engineer and Research Development Center (ERDC) (January 2008)
4. Deep Draft Navigation (January 2008)
5. Washington DC Experience (February – March)
6. Endangered Species Act, Hydropower, Water Supply, and Recreation (April)
7. Flood Damage Reduction (April)
8. Watersheds/Planning Community of Practice (PCoP) Conference (May)
9. Inland Navigation (June)
10. Ecosystem Restoration (June)
11. Small Boat Harbors, and Intergovernmental Affairs (July)
12. Cultural Resources and Tribal Affairs (July)
13. Hurricane Storm Damage (July)

* Bolded titles indicate completed courses.

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: **WTEV07407543**

Opening Date: December 18, 2007 **Closing Date:** January 17, 2008

Position: YX-2: Supervisory Interdisciplinary Position (0800), Supervisory Civil Engineer (0810), Supervisory Hydrologist (1315), Supervisory Biologist (0401), Supervisory Economist (0110), Supervisory Water Resource Planner (0101)

Salary: \$66,951 - \$91,389 Annual

Place of Work: US Army Engineer District, Alaska, Engineering Division, Civil Works Branch, Elmendorf AFB, Alaska**Eligible for 24% Cost of Living Allowance.

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>.

Duties: As Chief of the Project Formulation Section, the incumbent manages the work for comprehensive navigation, coastal erosion protection and river basin developments or improvements. This position is key to the formulation of analyses for the broad planning of programs covering flood damage prevention, storm damage reduction, navigation, hydroelectric power, coastal erosion, and multipurpose projects including recreation and fish and wildlife enhancement, water supply, water quality, and environmental considerations. This civil works program extends throughout the State of Alaska and impacts the fishing industry, State commerce, navigation, power sources, and recreational areas for a wide variety of cities, towns, villages, native and the public in Alaska.

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **WTEV08468509**

Opening Date: January 02, 2008 **Closing Date:** January 15, 2008

Position: Regional Economist, YA-0110-2

Salary: \$48,148 - \$64,405 Annual

Place of Work: US Army Engineer District, Engineering Division, Economics Section, Elmendorf AFB, AK***Eligible for 24% Cost of Living Allowance

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>.

Duties: Incumbent is responsible for a number of studies, conducted simultaneously, most of which are technically complex. The assignments involve a diversity of subjects, which usually come under one of two major categories of projects (navigation projects and flood control projects). You will determine research methods, and data source to be used, the appropriate statistical methodology, and most appropriate interpretation and presentation of findings. Plans, conducts, directs, and actively participates in the coordination and completion of a variety of types of economic studies of individual river basins and water resource projects and in the preparation of long range projections of measures of economic activity and related needs for water resources development. Prepares and administers consulting services contracts for various types of economic investigations. Reviews contractor performance and progress, and determines compliance with contract specifications.

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **SCGT07375965**

Opening Date: December 12, 2007 **Closing Date:** January 14, 2008

Position: YA-3: COMMUNITY PLANNER (0020), SOCIAL SCIENTIST (0101), GEOGRAPHER (0150), ANTHROPOLOGIST (0190), ARCHAEOLOGIST (0193)

Salary: \$88,468 - \$125,906 Annual

Place of Work: Salary includes local market supplement in the amount 16.59% and is the minimum and maximum total salary/rate range authorized for this vacancy. US Army Engineer Division, South Atlantic, Programs Directorate, Programs Support Div, DST (SAJ)/COP (Planning), 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>.

Duties: Provides technical expertise & guidance on all environmental planning matters to Division leadership, district leadership, Headquarters, other divisions, other government agencies & private interests. Establishes overall planning goals & objectives for the Planning & Policy CoP & for the districts, consistent with HQUSACE initiatives. Conducts the environmental evaluation & compliance portions of the district command inspections & provides input to other aspects of the planning portion of the inspections. Ensures consistent application of ecosystem restoration, mitigation & other environmental guidance issued by HQUSACE, ASA (CW), or other Administration elements. Coordinates with & makes recommendations to districts on changes in their ecosystem restoration, environmental evaluation & environmental compliance programs to assure accord with national & regional quality control policy & objectives. Provides technical oversight of district water & related land resource planning programs, with an emphasis on the performance of ecosystem restoration & environmental compliance & integration of these in the plan formulation, environmental evaluation & report preparation functions. Facilitates preparation of environmental analyses that are fully documented, technically correct, procedurally & regulatory sound & include appropriate consideration of risk & uncertainty. Leads staffs in seeking innovative approaches to enhance efficiency & effectiveness in ecosystem restoration, environmental evaluation & environmental compliance.

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **NEFS07403490**

Opening Date: December 26, 2007 **Closing Date:** January 15, 2008

Position: GS-9/11/12: Biologist (0401), Ecologist (0408), Botanist (0430), Fish Biologist (0482), Wildlife Biologist (0486), Zoologist (0410), Oceanographer (1360)

Salary: \$48,363 - \$91,178 Annual

Place of Work: U.S. Army Engineer District, New York, Planning Division, Environmental Analysis Branch, DUTY STATION: New York, NY

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

Number of Vacancy: Multiple

Duties: This position is developmental in nature & work at the lower levels will lead to the full performance level duties as follows: In this position, you will coordinate with the work activities of a team of scientific & engineering personnel assigned. Responsible for work pertaining to the environmental consideration, in the New York District's program of civil works planning & construction, & military construction. The civil works program includes: planning & construction of environmental restoration projects multi-purpose dams & reservoirs, flood control facilities, shore & hurricane protection improvements, navigation projects & operation in waterways under US Army Corps of Engineers (USACE) Jurisdiction. The military program includes such diversified projects as military posts, airfields & depots. You will prepare the necessary documents for all types of work under these programs, including all environmental studies and compliance.

TRAINING COURSES

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

FLOOD WARNING PREPAREDNESS PROGRAM (Control Number: 345)

March 31— April 4, 2008

Omaha, NE

This course provides participants with an understanding of nonstructural flood damage reduction measures generally, and Flood Warning/Preparedness Programs specifically. The course presents an overview of planning, design, and implementation considerations for nonstructural measures. A more detailed discussion of the technical requirements for planning, designing, and implementing flood warning systems is presented. The course also emphasizes the roles and responsibilities of local, state, and federal agencies and includes presentation of several case examples.

Nonstructural flood damage reduction measures are an important consideration in flood damage reduction planning. Flood Warning/Emergency Preparedness Programs can be an important nonstructural component in flood damage reduction plans. The programs often are an integrated federal/state/local set of activities tailored to a specific local community situation. The Corps can have a significant role in this area.

The course offers opportunities to professional staff in flood plain management, hydraulics and hydrology, emergency operations, and civil works planning studies to become knowledgeable in this area. Through lectures and workshops, students explore topics on (a) nonstructural flood damage reduction measures overview; (b) flood warning/preparedness programs overview; (c) roles of the National Weather Service, the Federal Emergency Management Agency, and others; (d) flood threat recognition systems; (e) data collection and management; (f) warning dissemination and emergency response; (g) Corps emergency operations; (h) plan formulation and evaluation; (i) FPMS Program and flood preparedness; (j) implementation of flood preparedness programs; (k) private sector activities; and (l) many case examples.

PLANNING FOR ECOSYSTEM RESTORATION (Control Number: 348)

May 5-8, 2008

Phoenix, AZ

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

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

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

CONFERENCES

9th Annual CIRP Technology-Transfer Workshop

January 28-30, 2008 Sarasota, FL

Additional information: <http://www.fsbpa.com/workshop.htm>

21st Annual National Conference on Beach Preservation Technology

January 30-February 1, 2008 Sarasota, FL

Additional information: <http://www.fsbpa.com/seminar.htm>

National Flood Risk Management Levee Safety Summit

February 26-27, 2008 St. Louis, MO

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

Gilbert F. White Lecture in the Geographical Sciences “Managing American Water Resources: Recognizing the Realities of Geography” given by Dr. Gerald E. Galloway, University of Maryland

February 28, 2008 Washington, DC

Additional information: <http://dels.nas.edu/besr/gsc.shtml>

Integrated Watershed Management: Reducing Nonpoint Source Pollution

May 5-7, 2008 San Diego, CA

Additional information: <http://www.waterboards.ca.gov/nps/conference2008.html>

4th International Symposium on Flood Defense

May 6-8, 2008 Toronto, Canada

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

Association of Flood Plain Managers 2008 Annual Conference

May 18-23, 2008 Reno-Sparks, NV

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

2008 USACE Planning Community of Practice Conference

May 20-22, 2008 San Antonio, TX

National Environmental Conflict Resolution Conference

May 20-22 Tucson, AZ

Additional information: <http://www.ecr.gov/ecr.asp?link=607>

20th Salt Water Intrusion Meeting

June 23-27, 2008 Naples, FL

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

Riparian Ecosystems and Buffers: Working at the Water’s Edge

June 30 – July 2, 2008 Virginia Beach, VA

Additional information: http://www.awra.org/meetings/Virginia_Beach2008/

International Conference on Water Scarcity, Global Changes, and Groundwater Management Responses

December 1-6, 2008 Irvine, CA

Additional information:

<http://www.uwrc.uci.edu/documents/SCARCE-WATER-BROCHURE-Final.pdf>

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:

“Coastal Wetlands — Lessons Learned from Past Efforts in Louisiana Could Help Guide Future Restoration and Protection”, Government Accountability Office, Report Number GAO-08-130, December 2007, available at: <http://www.gao.gov/new.items/d08130.pdf>

“Implications of Climate Change for Urban Water Utilities”, Association of Metropolitan Water Agencies, December 2007, available at http://www.amwa.net/galleries/climate-change/AMWA_Climate_Change_Paper_12.13.07.pdf

“Conflict-Sensitive Approach to Infrastructure Development” by Merriam Mashatt, Major General Daniel Long, and James Crum, U.S. Institute of Peace, Special Report 197, December 2007, available at: <http://www.usip.org/pubs/specialreports/sr197.pdf>

“State of the Strait: Status and Trends of Key Indicators 2007— Detroit River and Western Lake Erie”, Edited by John H. Hartig, Michael A. Zarull, Jan J.H. Ciborowski, John E. Gannon, Emily Wilke, Greg Norwood, and Ashlee Vincent; Great Lakes Institute for Environmental Research, University of Windsor, Windsor, Ontario, December 2007, available at : <http://www.StateoftheStrait.org>

“An Evaluation of the Level I Natural Resources Inventory Process on Corps Operational Projects” by Chester O. Martin and Jeffery F. Krause, ERDC TN-EMRRP-SI-33, December 2007, available at: <http://el.ercd.usace.army.mil/elpubs/pdf/si33.pdf>

“CRS Report to Congress — Aging Infrastructure: Dam Safety” by Nic Lane, Order Code RL 33108, Updated August 9, 2007. available at: <http://fas.org/sqp/crs/homsec/RL33108.pdf>

“Managing Drought: A Roadmap for Change in the United States” a Conference Report from Managing Drought and Water Scarcity in Vulnerable Environments, The Geological Society of America, July 2007, available at: <http://www.geosociety.org>

HOW TO SUBMIT AN ARTICLE 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. Please send articles to Mr. Kenneth E. Lichtman, at Kenneth.e.lichtman@usace.army.mil

The deadline for material to be published in the next issue of *Planning Ahead* is
Wednesday, January 23, 2008

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