

PLANNING AHEAD

Notes for the Planning and Policy
Community



US Army Corps
of Engineers

April 2006

Volume 9, Issue 3

A Note from the Leader of the Planning Community of Practice

Wow—spring is already here! I hope you survived the Ides of March and St Patrick’s Day, and that the luck of the Irish was on your side during March Madness.

Much of the energy and attention of our nation is currently focused on flood damage reduction, one of the Corps’ major mission areas. The importance of this mission lies in the fact that flood damage nationwide is increasing. Federal, state, and local decisions can diminish or increase flood risks and affect flood damages.

One thing that comes from catastrophes such as Hurricane Katrina, is heightened awareness by the public and policy makers. Before Katrina, people didn’t even know what a levee was; now they are well educated on levees and storms. During the next few months and years, discussions will aim toward what we can do to protect citizens in our communities and how to do that without inducing development in flood prone areas. One supplemental appropriation includes \$30 million in FY 06 for a comprehensive levee assessment, and in FY 07’s budget there is \$20 million for similar efforts.

Because several hundreds of millions of dollars will be spent once levees are assessed, it is essential that we work with state and local governments and federal agencies, and have a plan ready to correct deficiencies. We know that our best planners should engage with the PDT’s as part of the levee assessment team early on so that we are looking at an array of solutions that are more than just correcting the breach. The Corps should, by following guidance, be able to integrate holistic ways of approaching these situations.

I know that you are busy and money is tight in a lot of places. Please try to attend the Planning Community of Practice Conference May 9-11. In this issue of *Planning Ahead*, you will find that the agenda is full of enlightening topics, and outside stakeholders will be participating as well. I look forward to seeing you there!

Tom Waters
Planning CoP Leader
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***Want to Subscribe?
See Pages 12!***

Planning Community of Practice Conference 2006: “Collaboration for Integrated Water Resources Management”

Bruce Carlson, Headquarters

Here's more information about the upcoming Planning CoP Conference, scheduled for May 9-11, 2006 in San Francisco.

CONFERENCE AGENDA ANNOUNCED

The Conference Program PDT is proud to present this year's agenda (attached below). An overview of the conference sessions is contained in the "Conference at a Glance" file (click here), and a detailed listing of all topics to be presented during the "Concurrent Sessions" is contained in the second file (click here).

Central to the agenda are the more than 80 presentations from field practitioners, representing a rich variety of planning innovations and applications from around the Corps. These concurrent sessions are organized by the primary business line the work supports, and represent an array of disciplines that comprise the whole team needed to make planning work.

In addition, we will hear plenary presentations from Corps leaders and representatives of key stakeholder organizations to discuss the big-picture context of the Corps today and into the future. And there will be sessions devoted to exploring a number of "Corporate Issues" as well as a session devoted to Lab demonstrations and other informational booths.

Please keep up to date on additions and changes to the agenda on the Conference web site, which will be updated frequently with the latest Conference information:

http://www.spd.usace.army.mil/PCoP_Conference2006/

CONFERENCE RELATED FIELD TRIPS

The San Francisco District is offering two optional field trips in association with this year's Conference. Both trips will start Friday morning, May 12, and are available at no charge to registered conference participants.

Trip One – South San Francisco Bay Salt Pond restoration, 9 AM – Noon.
Reply to Dr. Judy Sheen, judy.p.sheen@usace.army.mil or (415) 977-8678

Trip Two – Port of Oakland Deepening, 9AM – 11AM
Reply to Mr. David Doak, david.v.doak@usace.army.mil or (415) 977-8562

Space is limited and will be available on a first come first served basis. Please contact the respective POC's listed above to secure a slot for these informational trips.

DON'T FORGET TO REGISTER TODAY!

Registration fees for the conference are being collected online. The fee for this year's conference is \$125, which helps to defray the various conference related expenses. All conference participants must register and pay online in advance, so please sign up and make your payment at your earliest convenience:

https://secure-usace.eventquick.com/emmpubsec/pubseceventregisterpay?EVT_ID=60

LAST CHANCE FOR SPECIAL RATE AT CONFERENCE HOTEL

The block of rooms being offered at the Westin St. Francis Hotel will close on Friday April 7. At last check, the block had been expanded and there were still some rooms available at the Federal Government per-diem rate (\$130) for conference attendees from the Corps and other Federal agencies. These rooms are going fast, so make your online reservation today:

<http://www.starwoodmeeting.com/StarGroupsWeb/booking/reservation?id=0602080037&key=23FC5>

Since it is likely that the expanded block of rooms at the Westin will again be quickly filled, there are also a limited number of per diem rate rooms (\$130) available across the street at the Handlery Hotel. These are available only by calling (800) 995-4874 or (415) 781-7800 (M-F, 8:00 a.m. - 6:00 p.m., and Sat. 9:00 a.m. - 5:00 p.m., PST). Ask for the "Planning Conference 2006" block of rooms.

The Great Lakes and Ohio River Division Environmental Community of Practice Conducts Video Teleconference on “The Ideal Section 7 Consultation”

Dr. Hank Jarboe, Great Lakes & Ohio River Division

On February 16, 2006, the Great Lakes and Ohio River Division (LRD) Environmental Community of Practice (ECoP) conducted a video teleconference (VTC) on the Section 7 endangered species consultation process. The VTC was hosted by the LRD Regional Ecosystem Restoration Center at the Nashville District Office. The VTC was broadcasted to the District and Division offices of both LRD and the Mississippi Valley Division (MVD). There were an estimated 80 participants in attendance throughout both Divisions. This VTC was the first endeavor by the LRD ECoP to include the offices of two Corps Divisions. David Vigh and Maryetta Smith were instrumental in coordinating the cooperative venture within MVD. The LRD Division office opened the VTC by presenting an overview of the ECoP topic and provided the purpose and objective of the VTC. The main VTC was presented in three segments. The first segment was provided by Jim Widlak of the Southeast Regional Office of the U.S. Fish and Wildlife Service. Mr. Widlak provided pertinent definitions and the goals of the consultation process, discussed timelines and expectations during the process, and gave an update on some new aspects of the consultation process. The VTC segments that followed were two presentations from LRD. The first was given by Ray Hedrick of the Nashville District on the “Section 7 Consultation for the Operation and Maintenance of Commercial Navigation System on the Ohio River and Its Major Tributaries, Cumberland and Tennessee River”. The second presentation titled “Section 7 Consultation for the Operations and Maintenance of the Ohio River Commercial Navigation System” was delivered by Sharon Logsdon of the Louisville District. These presentations relayed information about the two major ongoing Section 7 consultations for LRD on the operation and maintenance activities of the Corps navigation systems on the Ohio, Tennessee, and Cumberland Rivers. The VTC concluded with an open session which included both Divisions. The open session included specific questions and answers, and a general discussion where there was a sharing of professional experiences and information. Communications from the District offices following the VTC indicated the session was both interesting and highly beneficial. The VTC PowerPoint presentations for this ECoP session can be accessed from the Great Lakes and Ohio River Division ECoP Knowledge Dispatch website located at <https://dispatch.lrd.usace.army.mil/cop/environmental/>. For additional information or comments on this or any previous LRD ECoP presentations please contact Dr. Hank Jarboe at (513) 684-6050 or by e-mail at hank.jarboe@lrdor.usace.army.mil.

A LONG WINDING ROAD: KEN D. ORTH

Lillian Almodovar, Institute for Water Resources



On March 30, 2006, Ken Orth packed his gear and With a Little Help from his Friends, will Follow the Sun to Savannah, Georgia. The Ticket to Ride he purchased 33 years ago, took him all over the Nation to become a consummate Corps planner.

Having been Here, There and Everywhere, Ken Orth performed brilliantly on a wide variety of assignments at the district, division, HQUSACE, the U.S. Water Resources Council and the Institute for Water Resources (IWR). As one of the most influential planners in the USACE over the last two decades, Ken's innovative approach to planning evaluation, guidance and tools, and his commitment to mentoring and training a generation of new and journeyman planners has left a legacy of lasting benefit to the USACE and the Nation's water resources. This commitment to planning carried through to his final assignment at IWR where he served as its National Planning Team Leader, which led to a special assignment over the last ten months as Program Manager and Senior Team Leader for the Everglades and South Florida Ecosystem Restoration Program.

Ken began his career at Buffalo District as a social scientist. His varied experiences at the district level, particularly in plan formulation and public participation, were the foundation for a long and productive career as a Corps planner. Moving to Headquarters in 1977, he joined the Directorate of Civil Works, Planning Division where he was an environmental planner responsible for oversight of national environmental policy and technical issues. During this time, he had the distinction of serving on a detail at the U.S. Water Resources Council for a year where he made significant contributions towards the development of the Environmental Evaluation section of the Principles and Guidelines (P&G) for planning and management of water resources and the environmental quality evaluation procedures.

Throughout his career, Ken distinguished himself as a mentor and trainer of USACE planners. He was involved in the development and implementation of numerous training courses to meet the needs of the organization and the planners and two notable training programs, the Planning Associates Program and the Masters Degree Program for Water Resources Planning and Management Program, developed in cooperation with the Universities Council on Water Resources. He possesses a rare talent of connecting with individuals of all disciplines and backgrounds.

His superb contributions to the Corps planning practice have gained him national recognition and respect. His active involvement with Corps planners allowed him to clearly identify their needs and produce the documents and tools they needed to perform their planning activities effectively and efficiently. One of the best examples of his contributions in this area was his "invention" of the Planning Manual, a research product widely distributed throughout the Corps, and used as a training tool for many years. The Planning Manual was soon followed up with an abbreviated version, called the Planning Primer. This document was extremely helpful for non-Corps planners and others who need to understand the planning process. The Project Partnership Kit was another document developed by Ken to help non-Federal sponsors understand the Civil Works process, the Corps planning process and their roles and responsibilities. The Partnership Kit has been in use for many years and still is a main source of information for the public.

Early efforts to train Corps planners in the use of cost effectiveness and incremental cost analyses (CE/ICA) for ecosystem restoration projects had been unsuccessful due to the complexity of the analyses and the lack of clear documentation of the requirements. The field's most common complaint at the time of issuance of the guidance on CE/ICA was "You Can't Do That". Ken's response was I Wanna Hold Your Hand and led the team that developed the procedures for evaluation (CE/ICA), trained Corps planners and pioneered the development of an evaluation framework, initially known as "Nine-Easy-Steps", which led to the design of a software tool that is today in wide use throughout the Corps (IWR-PLAN).

Recognized as a National expert in formulation and public involvement strategies, Ken took an assignment in Jacksonville

District in 1993 to assist on developing the framework for the Everglades Ecosystem Restoration Study, the most comprehensive and complex ecosystem restoration project underway in the Corps. The public involvement strategies developed and implemented by Ken are used nationwide in other similar studies. His creativity and innovative spirit is best conveyed by the fact that he is recognized by many as the consummate planning "idea man". Always coming up with creative solutions to problems and defending his ideas, even when others thought they were ahead of their time, are among Ken's defining traits. As an example, when training funds were dwindling and planning capability was being lost at a fast rate, he came up with the idea of having each and every senior planner in the SPD region provide instruction and training to all the junior planners, project managers and others. This approach has become a well established business practice at the Division and nationwide.

Ken is truly an innovator, a mentor and a leader, and for many years has been in the forefront of enhancing planning principles and practice. While my Guitar Gently Weeps saying farewell to Ken, we know in our hearts that we have to Let it Be and Twist and Shout celebrating his career. We wish him the best as he embraces a new life as a Beatle's author and a master brewer Eight Days a Week.

Yea, Yea, Yea.



Looking At Kennewick Man Through A Wider Lense - - A Commentary

Paul Rubenstein, Headquarters

As we approach the tenth anniversary of the discovery of the ancient human remains, known alternatively as Kennewick Man or The Ancient One, much is being said and written about this individual. This should not come as a surprise since the discovery has been the subject of intense debate in scientific circles, the media, the Federal District Court for the District of Oregon and the Ninth Federal Circuit Court of Appeals. The legal contest pitting a group of professional Anthropologists against the Federal government reached a level of intensity such that a review by the Supreme Court of the United States was contemplated. That consideration was ultimately rejected by the Federal defendants and the litigation is largely a settled matter now.

The resolution of the legal questions has brought a new reality to the existence of the physical remains of Kennewick Man. Although a team of government scientists (including highly respected Physical Anthropologists such as Jerome Rose and Joseph Powell) conducted a comprehensive examination for the court proceedings, the plaintiff scientists in what is formally known as *Bonnichsen et al. v. United States* have conducted the first round of inspection of the remains, with more tests and studies to follow. The media is still intensely interested in the case and *Time Magazine* recently built a cover story on the peopling of the Americas around the Kennewick Man case.

What are we seeing so far from the ten year search for justice and truth in the Kennewick Man controversy? One of the Bonnichsen plaintiffs has already taken to the "lecture circuit" to address and explain some of the mysteries associated with the ancient human remains. His observations, initial findings and results have been presented in newspaper accounts along with his comparison of findings by the government-sponsored team of scientists. And the once respected *Time* has given us a newly refined, full-color cover image of Kennewick Man to help bring ancient man to life again.

From the latest investigations we now have a definitive statement that Kennewick Man was right handed. We are told that he was intentionally buried (not "quickly buried at death" as described by the government scientists) on his back, arms at his sides, palms down, with head elevated about 5 degrees. Kennewick Man was not as old at death as was originally reported. Rather than the 45 -50 year old individual we thought we knew, the Ancient One is now thought to have died in his mid- to late-30s. From the latest findings, *Time* constructed a revised Kennewick Man image that is described by the Native American columnist for *Indian Country Today*, Suzan Shown Harjo, as a "vaguely Slavic/Franco/Polynesian-looking fellow with dark hair, heavy brows and blue eyes . . . Yes, blue eyes. They're navy blue and baby blue, and glassy, like the creepy eyes of a museum mannikin."

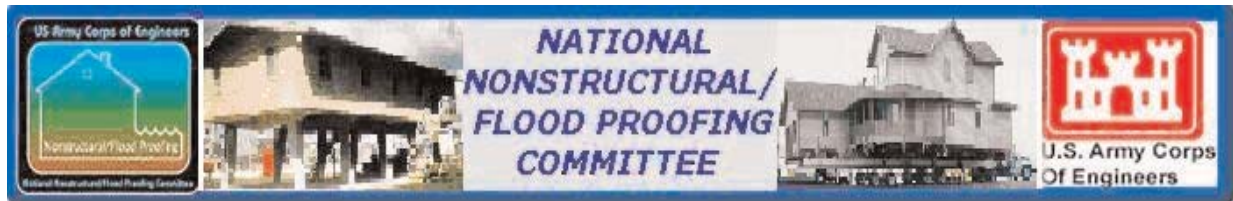
The scientific analysis at the micro level will likely go on for some time and the media reports will flow from each microscopic finding. Those are the realms of science and science reporting and I mean no criticism of either. But as agents of the law, in this case the Native American Graves Protection and Repatriation Act (NAGPRA), we Federal experts and managers must distance ourselves from the individual find, even one as significant as Kennewick Man, and approach our work from a broader perspective. The courts are changing many things we thought were routine. The threshold questions we apply to inadvertent discoveries, namely are these human remains Native American and if they are, what is their cultural affiliation, no longer have the slam dunk answers we held to ten years ago. In order to be considered "Native American" under the statute, the human remains must be ". . . of, or relating to, a tribe, people, or culture that is indigenous to the United States." 25 U.S.C. § 3001(9) The Bonnichsen Courts held close to the plain language of the definition in finding that "Native American" required a connection to presently existing tribes, people or cultures. (emphasis added) Kennewick Man, they said, bears only incidental genetic resemblance to modern American Indians. Further, the determination of cultural affiliation that flows only from the definitive finding of Native Americaness must, in the view of the Kennewick Courts, show evidence of shared and significant genetic and cultural features. An affiliation case built on an oral history is not viewed as being sufficient grounds for a claim.

A principal question now becomes, in the absence of action by Congress to refine or amend the law, does the Kennewick decision affect how we implement NAGPRA? Until now, the answer to that question was largely found in the shrug of the shoulders. Now, however, we are beginning to consider other finds, collections and inadvertent discoveries in light of the Bonnichsen decisions. Tribal claims are being pressed for collections of human remains discovered in Corps lands and the analysis of these claims include evaluation of time periods during which the individuals lived. A site in the Corps Northwestern Division yielded human remains from a number of cultural and time periods. Some of the remains are less

than 2,000 years old and some are greater than 5,000 years old and the Kennewick findings are influencing the Corps analysis on which of these individuals are "Native American" under NAGPRA. This site could be a rare occurrence and so not really cause for wide concern. Upon reflection though, it seems that we have in the past, or may in the future, excavate multi-component archeological sites that yield human remains from such early cultural periods as the Archaic and such late periods as the Mississippian. Can we, and how do we, distinguish between those that have a connection to modern populations and those that do not.

These are the matters with which we will be contending as we administer NAGPRA. It is why our colleagues in academia and the private sector have the luxury of viewing the individual on the micro level and why we will have much more complex and broader fields of analysis to contemplate. For some, knowing which hand an individual used to wield an atlatl may be significant; for those of us administering the act, it may only be another piece of trivia that we read about in Time.

NONSTRUCTURAL NEWS



Association of State Floodplain Managers National Conference

Larry Buss, Omaha District

If you are interested in interacting, exchanging ideas, making contacts, forming partnerships, and generally gaining knowledge in achieving sustainable future flood damage reduction via sound flood plain management, June 11-16 in Albuquerque, New Mexico is where you will want to be. This is the time and location of the Association of State Flood Plain Managers [ASFPM] annual conference. ASFPM is the world's leading voice in promoting sound flood plain management that leads to reducing future flood damages. ASFPM has 22 State chapters and over 8,000 members both Nationally and Internationally. The theme of this year's conference is "Flood Plain Management Crossroads." With this theme in mind the ASFPM states, "A crossroad can either signify a road meeting another byway or a crucial decision point, and this annual gathering of the world's experts in flood hazard management will explore and examine the effects of both. Government officials, planners, engineers, consultants, watershed managers, educators, and others will gather for the most comprehensive flood plain management conference."

In the last two issues of Planning Ahead, I discussed issues related to both Hurricane Katrina and Levee Certification. The ASFPM conference plenary sessions will focus on those issues as well. On Thursday June 15, Lieutenant General Strock will be one of the panel members along with Mr. David Maurstad, Acting Director of Mitigation and Insurance for the Federal Emergency Management Agency, and Mr. Pete Rabbon, President of the National Association of Flood Plain and Stormwater Management Agencies [NAFSMA] discussing National Levee Policy.

The Corps of Engineers National Nonstructural/Flood Proofing Committee will be present conducting a workshop on non-structural flood damage reduction measures, in concurrent sessions, and with an exhibit featuring nonstructural measures and assistance the Corps can provide in flood damage reduction and flood plain management. To get information on the conference, visit the ASFPM website at <http://www.floods.org>. If you want a printed color conference brochure, please let me know as I have copies from ASFPM for distribution. Time is important as early registration with the most discount ends May 12 and conference hotels also fill up fast.

Larry Buss can be contacted by e-mail at larry.s.buss@usace.army.mil or by phone at 402-221-4417.

PLANNING CENTERS OF EXPERTISE

by Ted Hillyer, Institute for Water Resources

Mr. Mark Charlton of the South Pacific Division has been selected to be the Director of the Flood Damage Reduction Planning Center of Expertise. Mr. Charlton will be assisted by Mr. Clark Frentzen who will remain the Technical Point of Contact for the Center.

PLANNING ASSOCIATES UPDATE

The Washington DC Experience

By Maria Chin and Vechere' Lampley

Our third session of the Planning Associates Program, "The Washington DC Experience" provided us a new perspective of our Planning process. The agenda focused on five main topics – who's who, interest groups (government relations), the authorization and appropriations process, challenges the Corps faces and risk communication/media training.

It all began with the question, "Have you really thought about who's your boss's boss?" The chain of command might surprise some. For the Chief of Planning in my Civil Works District, it is the Deputy for Planning, Programs and Project Management; the Division Commander; Major General Don T. Riley, Director of Civil Works; Lt. General Carl A. Strock, Commander and Chief of Engineers; Mr. John Paul Woodley, Assistant Secretary of the Army (Civil Works); Mr. Francis J. Harvey, Secretary of the Army; Mr. Donald Rumsfeld, Secretary of Defense; President George W. Bush, Commander in Chief. Below are just a few of the people we met on our adventure.



Top Row (left to right): Steven L. Stockton, Lt. General Carl A. Strock, Robert K. Dawson with Lt. General Elvin R. Heiberg III. Lower Row (left to right): Jo-Ellen Darcy and Charlie Stek, Terry Breyman and Mary Ann Matheny-Katz with Planning Associates Martin Gonzalez, Alicia Kirchner and Clark Hemphill, David R. Conrad.

Through these individuals and others, we learned there are many organizations and agencies that affect our budget and what we do. As part of the program, we met representatives of various interest groups, headquarters, members of the House and Senate and other governmental agencies. Three different interest groups, the National Waterways Conference, the National Wildlife Federation and Dawson & Associates also met with us. The National Waterways Conference emphasized the need for collaborative planning. In today's environment, the Corps needs to show how projects are multifaceted. A project may not only benefit navigation, but also hydropower, flood damage reduction, and recreation. The challenge will be how to capture all these benefits to the nation as a whole. The National Wildlife Federation discussed the need for a more environmentally friendly Corps. New and innovative ways of incorporating environmental restoration components into our projects is a must. Dawson & Associates conveyed their "pride in public service". Their integrity can easily be seen in the first question they ask when taking on a new client. "Is this good for the nation?" All three interest groups had different viewpoints, but when it came down to the key message, all were the same...what can we do to better the nation. As Planners within the Corps of Engineers, we quickly learned that achieving a balance between competing interests is one of our greatest challenges.

From Jan Rasgus, senior policy advisor in the Planning and Policy Compliance Division at HQ, we learned more about the authorization process. Separate authorization is needed for studies and for project construction under General Investigations. The importance of Water Resources Development Act (WRDA) Fact Sheets was noted and how they are in giving a quick view of the details of a project. We must be responsive and build relationships with Congress while being sure to not lobby for projects. Our job is to provide information. The development of WRDA, a recurring theme of the DC experience, was also addressed. Despite controversial issues, such as mitigation, planning reform, Corps reform and peer review; there are hopes that WRDA will pass this year.

Pete Luisa, Deputy Chief of the Integration Division at HQ, provided the Planning Associates a clear and concise picture of the appropriations process. The two-year budget cycle was presented with great explanation as to what happened during the different times of the year. There was a lot of information given on the FY 06 Appropriation Policy Decisions. Areas



of particular interest were reprogramming and continuing contracts. We talked about the performance-based budgeting process and how it is used to rank competing investments in each business program. The session ended with past trends and a look into the future.

We learned about risk communication and participated in media training. These sessions will benefit us greatly in public meetings and when speaking to the media. The risk communication session was led by Keith Fulton of Fulton Communications. He stressed first addressing any emotional issues before tackling the facts. People may be angry, upset, or have a hidden agenda. It is difficult to address the real concerns of the person without putting these things aside first. In communicating risk, non-verbal communication can be very powerful. Cynthia Scott-Johnson of MPRI taught the media training session. Each of us went through a taped interview to put into practice the concepts that we had learned. We learned to prepare preferably three key messages to relay in the interview and ways of maintaining control of the interview. A few of the great tips were to NOT repeat negative statements and to bridge to other topics.

Needless to say, we learned so much during “the Washington DC experience” through formal training, shadowing, and observations during attending a Senate hearing to a reception for the National Waterway Conference. We look forward to sharing further some of what we learned through individual Home Office Back Briefs in our Districts.

The Planning Associates of 2006 wish to thank everyone who participated in making the Washington DC experience memorable and beneficial to the future leadership of our organization. Next stop for us is Tybee Island to learn more about deep draft navigation.

PLANNING WEBS AHEAD

Bleu Leaving San Francisco

Jim Conley, South Pacific Division



This August, San Francisco District’s resident alien will be attending the Public Involvement and Teaming in Planning Training Course. Bleu will learn and practice effective communication techniques in Las Cruces, New Mexico. Just a few hours drive on I-70 from [Roswell](#), where Bleu landed in 1947. “It’s a beautiful area, the weather will be great, and I’m looking forward to the class,” said Bleu, “but I’ll also miss my friends.” The course is currently open, but South Pacific Division planners (and aliens) have a priority. The course will emphasize project implementation through consensus building in a mass media environment that includes the Internet. Students will sharpen and apply their facilitation and teaming skills and combine them with other consensus building techniques. Bleu continued “situational awareness and appropriate stakeholder involvement are keys to implementing a public works project.”

[Las Cruces, New Mexico](#)
[Public Involvement and Teaming in Planning](#)
[Course Logistics’ Contact](#)



It’s too late to plan a total solar eclipse (29 March 2006) vacation. But what about doing a festival vacation or maybe just relaxing at a Corps’ campsite?

[NASA Eclipse Home Page](#)
[What’s on When Festivals](#)
[Camp at a Corp’s Lake](#)



Finally, here are San Francisco's web pages for the upcoming planner's conference:

[Planning CoP Conference 2006](#)
[COE Blocks of Rooms](#)
[PCoP Conference 2006 Registration](#)

DISCLAIMER: Providing hyperlinks does not constitute endorsement by the Corps for any site, information, products or services contained therein.

ANNOUNCEMENTS

**** Job Opportunity at the USACE Institute for Water Resources (1)**

The Institute is advertising for a GS-15 Lead Planner under vacancy announcement # NCFL06227661 for career and career-conditional federal employees and other selected appointing authorities. Other candidates may apply under NCFL06227661D which is open to all U.S. citizens. The announcements will open on April 3, 2006 and will close on April 21, 2006. The position is located at IWR with a duty station in Alexandria, VA.

Consult the vacancy announcement for the applicable disciplines, which fall under the Corps Career Program No.18. The announcement is issued by the North Central CPOC, and can be found at the Army's Civilian Personnel Online (CPOL) Website - <http://acpol.army.mil/employment/> under "Search for jobs". Individuals interested in applying should review the instructions on how to apply in the vacancy announcement.

This position is a GS-15 Senior Team Leader responsible for providing technical leadership to Project Delivery Teams (PDTs) in the Planning Community of Practice (CoP) across IWR and in partnership with CECW, the MSC Planning X Centers and District offices. The Institute is a matrix organization, with the Planning Leader working in collaboration with the Director and other senior managers on the assembly of teams drawn across IWR functional elements and Civil Works business areas.

The position serves as a national water resources specialist leading the development and application of: new planning, environmental, public involvement, investment decision-making, and watershed evaluation methods/models; improved planning techniques for projects, programs or integrated water resources systems; new CW's policies/procedures for planning, operation and management of the nation's water resources; national studies addressing long range, strategic planning issues, or complex water management programs, with some involving international coordination.

Candidates should possess expertise in one or more CW business areas (i.e., IWRM, flood damage reduction, navigation, ecosystem restoration, water supply, water management, multi-purpose projects/systems, etc.), with experience in performing one or more of the following: plan formulation; collaborative planning, partnering and public involvement; economic analysis; social impact assessment; environmental and ecological evaluation; policy development; or multi-objective planning.

The Institute's work involves planning and conducting studies; study collaborations across USACE and intergovernmental PDTs; performing policy analysis and state-of-the-art research; study reports, publishing papers, and drafting guidance; applying and infusing the use of new planning methods/tools; presenting study results at seminars and conferences; briefing/advising CW leaders; and instructing at training sessions.

IWR's main office is located at the Humphreys Engineer Center, which consists of 580 acres located approximately 19 miles south of Washington, D.C. in Alexandria, VA. The installation is readily accessible by auto and mass transit. Numerous services are available at the complex, including conference facilities, federal credit union, food services, an occupational health center and a physical fitness center.

For further information on how to apply, please contact Merry Henley, IWR personnel specialist at 703-428-7268 or Margaruiette Olson, IWR CBT Leader at 703-428-9093. Please contact Bob Pietrowsky, IWR Director at 703-428-8015 for additional information on the position. All may also be reached via e-mail. \

**** Job Opportunities in Alaska District (2)**

Are you interested in adventure and the opportunity to work on challenging studies in Alaska? An Interdisciplinary **GS-13 Planning position in the Project Formulation Section of Alaska District** is being announced for a person who can lead complex studies for navigation, coastal shore protection, and storm damage reduction. The studies address communities and areas throughout Alaska and offer the opportunity to develop new techniques for addressing the water related needs of the last frontier. This person would advise junior planners and work with non-federal interests to plan and implement projects under special authorities provided by Congress. If you want more information about the position, call Carl Borash at (907) 753-2609 or check the Army web site for the job announcement in Apr 06.

Also a **GS-13 Regional Economist position in the Economics Section of Alaska District** is being announced. This is a Team Leader position (i.e. Section Chief). The Civil Works program in Alaska is interesting and diverse. We perform complex studies for navigation, coastal shore protection, storm damage reduction, and community relocation. The studies address communities and areas throughout Alaska and offer the opportunity to develop new techniques for addressing the water related needs of the last frontier. If you want more information about the position, call Carl Borash at (907) 753-2609, Dennis Hardy at (907) 753-5730, or check the Army web site for the job announcement in Apr 06.

PLANNING CoP CALENDAR

Planning Ahead submission deadline.....third Friday of every month

Planning CoP Conference.....9-11 May 2006

If you would like to post an item to the monthly calendar, please contact Monica Franklin at:
Monica.A.Franklin@usace.army.mil.

WANT TO CONTRIBUTE TO PLANNING AHEAD?

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

The deadline for material to be published in the next issue is: Thursday, April 27, 2006.

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