

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

We are having a hot August in more ways than one. Things continue to be exciting, never a dull moment, and no jobs for the faint-hearted.

Many of you have read about our six-month report on Louisiana Coastal Protection and Restoration study. The report was provided to Congress on 10 July 2006, and additional copies of the final report have been printed and are now available. The interim report was prepared in response to direction given by the Congress and the Administration to the Corps to “conduct a comprehensive hurricane protection analysis and design...to develop and present a full range of flood control, coastal restoration, and hurricane protection measures...in close coordination with the State of Louisiana.” The Corps has been criticized for not making definitive recommendations for projects in the interim report. We determined that before a recommendation could be considered the proposed project must be demonstrated to be part of a comprehensive coastwide system and must be vetted through the risk based decision framework, which is now under development. We have just conducted a risk based decision making workshop in New Orleans, but clearly more work is needed on the framework. This study is being undertaken exclusive of normal policy considerations, meaning that options for risk reduction measures are to be developed and presented so that normal policy will not limit the decision framework. Specifically, options will not be limited only to those that result in national economic development benefits. Options that provide regional, environmental, or other social benefits will also be evaluated. This effort may serve as a prototype for future planning in the Corps.

I would like to compliment those of you engaging in regional and national initiatives to leverage limited planning resources against a very significant national civil works workload. It is becoming more and more common that the work you do may not originate in your home office. A recent example involved the Southwestern Division, the Great Lakes and Ohio River Division, and the Institute for Water Resources rapidly mobilizing economics expertise for a critical flood reduction study in Sacramento district. Leveraging our resources across districts, regions, and the nation and operating virtually is essential to the viability and relevancy of the Planning and Policy Community of Practice. It is important that districts and each regional business center maintain core planning and policy capabilities, translated into position descriptions and developed into plans to sustain these positions and our collective expertise.

The summer is almost over, make sure you keep your priorities straight, take some leave and spend time with your families. I would like to close by remembering our dear colleague and friend, Skip Fach, who made significant contributions during his life to Planning and Policy and to the Corps and the nation. Skip was a hero and continued to make contributions as he battled his disease to the end. Most important, he was an outstanding person in every way and a straight-shooting friend to so many.

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

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****Editors Note:** Access the press release and online copy of the “Louisiana Coastal Protection and Restoration” report at this link: <http://www.hq.usace.army.mil/cepa/releases/lacpr.htm>.

FEATURED ARTICLES

Memorandum of Agreement with National Audubon Society, Inc. signed

by Ellen Cummings, Headquarters

In the spirit of collaboration, Mr. Woodley, Assistant Secretary of the Army (Civil Works), and Mr. Flicker, President of the National Audubon Society, signed a Memorandum of Understanding (MOU) on 20 March 2006. Audubon's mission is to conserve and restore natural ecosystems, focusing on birds, other wildlife, and their habitats for the benefit of humanity and the earth's biological diversity (<http://www.audubon.org>). The purpose of the MOU is to provide a foundation for collaboration related to protection, restoration, and/or management of natural resources of mutual interest within the context of the Corps civil works mission. The Corps and Audubon agree to seek opportunities to cooperate in efforts to promote the conservation of nationally and regionally significant biological diversity.

Working with organizations such as Audubon provides another means for the Corps to explore opportunities to make our existing and future projects more sustainable. The districts are encouraged to look for opportunities to work with Audubon on projects of mutual benefit. These opportunities may include activities such as participation on planning study teams or working with Operations in ways that contribute to our stewardship of natural resources on Corps project lands. A link to the MOU may be found at:

http://www.usace.army.mil/inet/functions/cw/cecwp/branches/policy_compliance/mou/ppc_mou.htm

Legislative Round Up – FY 07 Appropriations and Water Resources Development Act – Congress Goes on August Recess

Ken Lichtman, Institute for Water Resources

As the House and the Senate take a break during the month of August for their summer recess, it seems like a good opportunity to recap where the FY 2007 Energy and Water Development Appropriations and legislative action on the Water Resources Development Act stand.

FY 2007 Energy and Water Development Appropriations

The House of Representatives passed their version of the FY 2007 Energy and Water Development Appropriations bill (HR 5427) on May 24th by a vote of 404 to 20. The bill included a funding level of \$4.983 billion for the Corps Civil Works program. The Senate Appropriations committee approved its version of an FY 2007 Energy and Water Development appropriations bill on June 29th. The Senate bill included funding for the Corps Civil Works program in the amount of \$5.139 billion. The Senate Appropriations Committee forwarded the appropriations bill to the full Senate for consideration. As of the August Congressional recess, the full Senate had not taken action on the Energy and Water Development Appropriations.

The table on page 3 displays the enacted fiscal year 2006 energy and water development appropriations (including supplemental appropriations approved by Congress to fund emergency work following Hurricane Katrina and other disasters), the President's fiscal year 2007 budget request released in February 2006, the approved House FY 07 funding level and the Senate Appropriations Committee recommended FY 07 funding levels.

Links to the House and Senate bills and committee reports are provided below.

House approved bill (HR 5427):

http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=109_cong_bills&docid=f:h5427rs.txt.pdf

House Appropriations Committee report (House Report 109-474):

http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=109_cong_reports&docid=f:hr474.109.pdf

Senate Appropriations Committee approved bill:

http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=109_cong_bills&docid=f:h5427rs.txt.pdf

Senate Appropriations Committee report (Senate Report 109-274):

http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=109_cong_reports&docid=f:sr274.109.pdf

Account	FY 2006 Enacted (000's)	FY 2007 Request by President (000's)	FY 2007 Approved by House (000's)	FY 2007 Approved by Senate Appropriations
Investigations	\$162,360	\$94,000	\$128,000	\$168,517
Emergency appropriations (PL 109-148)	\$37,300			
Emergency appropriations (PL 109-148)	\$3,300			
Construction	\$2,348,280	\$1,555,000	\$1,947,171	\$2,042,000
Emergency appropriations (PL 109-148)	\$101,417			
Emergency appropriations (PL 109-148)	\$549,000			
Recission			- \$56,046	- \$56,046
Subtotal Construction	\$2,999,097	\$1,555,000	\$1,891,125	\$1,986,383
Flood Control, Miss. River and Tribs.	\$396,000	\$278,000	\$290,607	\$450,030
Emergency appropriations (PL 109-148)	\$153,750			
Operations and Maintenance, general	\$1,969,110	\$2,258,000	\$2,195,471	\$2,030,000
Emergency appropriations (PL 109-148)	\$327,517			
Emergency appropriations (PL 109-148)	\$3,200			
Regulatory Program	\$158,400	\$173,000	\$173,000	\$168,000
FUSRAP	\$138,600	\$130,000	\$130,000	\$140,000
Flood Control and coastal emergencies		\$81,000	\$32,000	\$32,000
Emergency appropriations (PL 109-148)	\$2,277,965			
Emergency appropriations (PL 109-148)	\$3,145,024			
General expenses	\$152,460	\$164,000	\$142,100	\$164,000
Emergency appropriations (PL 109-148)	\$1,600			
Office of the Assistant Sec. of the Army(CW)	\$3,960		\$1,500	
Total-Dept of Defense-Civil	\$11,929,643	\$4,733,000	\$4,983,803	\$5,139,430
Appropriations	(\$5,329,170)	(\$4,733,000)	(\$4,983,803)	(\$5,139,430)
Emergency appropriations	(\$6,660,473)			

Water Resources Development Act

On July 19th, the Senate passed a Water Resources Development Act. The bill authorizes a number of water resources projects including the Upper Mississippi River and Illinois Waterway project and the Louisiana Coastal Areas ecosystem restoration project. The bill also includes among other items, new policy on the requirement and conduct independent peer

review of water resources projects, the establishment of a Water Resources Planning Coordinating Committee, and the establishment of a National Levee Safety Program. The Senate referred the water resources development bill back to the House of Representatives and requested a conference committee meeting to address the differences between the bill which it just passed and the House version of a water resources development bill which was passed on July 14, 2005.

Links to the Senate version of Water Resources Development Act (Amended version of HR 2864) and the House version of the water resources development act from July 2005 are provided below:

Senate version (2006):

http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=109_cong_bills&docid=f:h2864eas.txt.pdf

House version (2005):

http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=109_cong_bills&docid=f:h2864pcs.txt.pdf

PLANNING ASSOCIATES UPDATE

Endangered Species, Hydroelectric Power, Water Supply, and Recreation

By Joan Lanier, New Orleans District

It's July and we are in the heat of the Planning Associates program. We have been crisscrossing this great nation, from Key West, FL to Anchorage, AK, Philadelphia, PA to San Francisco, CA and many points in between, in search of knowledge in the hopes of sharing these new ideas to anyone who will listen. For myself, it has been a wild ride that began last summer when on a whim, I applied for a program that looked pretty cool. I had no idea that this gesture would forever change the way I look at my future with the Corps. Anyway, long story short, the end of summer came with an unexpected guest, Katrina. It was about a week after the storm, that with the help from my family we were able to chain saw our way of a carpet of pine and oak trees to Louisiana Highway 16, a pathway that lead to civilization about 60 miles west to my brother's house in Baton Rouge, LA. Prior to reaching Baton Rouge, communication on the phone was quite a challenge. If I stood on one foot with cell phone arm extended in the middle of a field, I could get a few bars only to realize that the circuits were jammed. Therefore, I was very incommunicado for quite a while. Which to be honest was quite a blessing, because the silence of the country was way better than the manic panic I later saw on TV. Eventually I made it to Baton Rouge to stay a couple of nights at my brother's house with his wife, two children, his wife's cousin, her husband, my mom, my sister's two kids and three dogs. After the second night, I figured out that if I logged on after midnight, I would have a snow balls chance of getting through to check my email. The announcement that I was selected to be a part of 2006 planning associates program was buried in one of those late night emails among frantic notes requesting my status. At this point, I had lost 10 pounds, fought off a wicked case of poison ivy, found out my house on the rim of that famous bathtub called New Orleans was OK, but most of the city was definitely not. After some soul searching, I decided that it might be a good idea to get out of town for a while. My journey began a month or so later on Halloween 2005 with 11 new friends that I will have for life.

But enough about my crazy post Katrina haze. July's course is a perfect example of the wonderful diversity we have had the privilege to experience. We began in Kansas City, MO on July 10th with a great welcome from Colonel Michael Rossi, Commander and District Engineer for Kansas City District. It was obvious he has high regards for planners because he referred to us as the "scouts" of the civil works program. He challenged us to be cautious when we do our plan formulation and to include all aspects of our community in light of the post-Katrina atmosphere.

Our next welcome was from Dennis Wagner, Chief of Planning and Policy for the Northwestern Division. He encouraged us to be an expert in our field so that we bring true value to our project delivery teams, make an effort to know policies, build relationships horizontally and vertically, and know when to be a leader as well as a follower. Lonnie Mettler, biologist with the Northwestern Division gave an overview of the Endangered Species Act (ESA). He stressed the importance of this act and how it affects many aspects of our organization such as planning, regulatory, and operations. Theresa Davidson of US Fish and Wildlife Service stressed the importance of early consultation while communication is informal so that coordination can be optimized and stressful formal consultations can be minimized. Next, Glenn Covington environmental resource specialist of Kansas City District, gave an overview of how planners need to approach the ESA. Mark Frazier, program manager, regulatory branch at Kansas City District related the ESA to the Corps regulatory program. Dave



Colonel Michael Rossi, Commander and District Engineer for Kansas City District

Ponganis, Civil Engineer Northwestern Division stressed how operating existing projects is sometimes challenging because they are not exempt from the ESA and consultation is still required. Lynne Krasnow, fisheries biologist with National Oceanic and Atmospheric Administration, National Marine Fisheries Service (NMFS) in Portland, Oregon gave an enlightening presentation on consulting with NMFS. She emphasized the importance of early incorporation of ESA in the planning process and encourages getting an “ESA buddy” to help with ESA Section 7 (a)(2) consultations. The day ended with an impressive panel discussion that emphasized the need to develop great working relationships between agencies in order to encourage trust and therefore make the whole process easier and successful.

Nations electric power source and of that percentage, 24 percent originates from Corps hydroelectric facilities. The Corps has \$18 billion dollars investment and produces \$ 1 billion dollars in annual revenue for the Nation’s treasury. John Johannis, hydraulic engineer at the HAC stressed the importance of marketing hydroelectric power. It was interesting to learn that of the \$1 billion dollars of revenue that is placed in the Nation’s treasury is not guaranteed to be reinvested in the much needed rehabilitation. Instead, hydroelectric operations and maintenance facilities are funded through congressional appropriations. George Robbins lead hydraulic engineer with Southwestern Power Administration stressed the role of Power Marketing Administrations (PMA’s) in this vital industry.

On July 11th Kamau Sadiki, National Hydropower Program Business Line Manager, opened our eyes to the great potential Hydroelectric Power. The Corps has two centers of expertise relating to hydroelectric power, Hydropower Analysis Center (HAC) and Hydroelectric Design Center (HDC). Hydroelectric power provides 13 percent of our

Water supply was our next topic of discussion. The day began with Peter Shaw, senior economist with Southwest Division. He described the opportunities and challenges with the water supply center of expertise. The main message was this program is a vital asset to the nation with a lot of potential for support but no funds. But hopefully this will get resolved once the program gains momentum. Next, Ted Hillyer, senior policy analyst and HQUSACE/IWR water supply business program manager, gave an overview of water supply authorities, policy procedures, model agreements, database, and business program. Jim Fredericks, northwestern division economist and senior district support team planner for NWK, NWO, and NWS, explained the steps to conduct water supply economic analysis. Next, John Grothaus, chief, plan formulation section Kansas City district, explained how water supply reallocation studies are conducted. It was interesting to learn that the Corps does not sell the water itself, but the storage space that may or not yield water for the customer. This is important to realize especially in times of extreme drought. This topic was closed with a case study, Lake Texoma, and a panel discussion. I definitely felt the frustration of team members with getting their studies through review because water supply is unfortunately a low priority item.

Later, after class concluded, the PA’s and the course owners drove to the Lake of the Ozark’s about 4 hours southeast of Kansas City for a late night check in. The next morning brought an interesting day of recreation discussion. Andrea Walker, course owner and Community Planner, Northwestern Division, started the day with an overview of the recreation business line. She explained how PGL 59 relates recreation development to ecosystem restoration projects. Basically, the recreation portion of a project’s costs must not exceed 10 percent of the total project costs and must be cost-shared 50/50 with the non-federal sponsor. Don Dunwoody, natural resources program manager at Northwestern Division, gave an overview of the recreation program and it’s progression from the 1970’s to present day. Recreation’s major issue is maintenance backlogs because the program’s revenue goes to the nation’s treasury but funding for the program comes from appropriations. Next, Marshall Plumley, study planner, Rock Island district, talked about the very unique recreation project Des Moines Recreation River & Greenbelt Program. It has successfully constructed several impressive recreation projects in the region. Jim Fredericks spoke to us again on Thursday regarding recreation economics analysis. He made the class very interactive with an excellent exercise in unit day value. We finished the day with a riveting game of recreation jeopardy. Team Pathfinders won with 2800 points. Winnings included mini snicker bars.... You’ve got to love that late afternoon sugar rush, although not as good as the chocolate covered espresso beans.

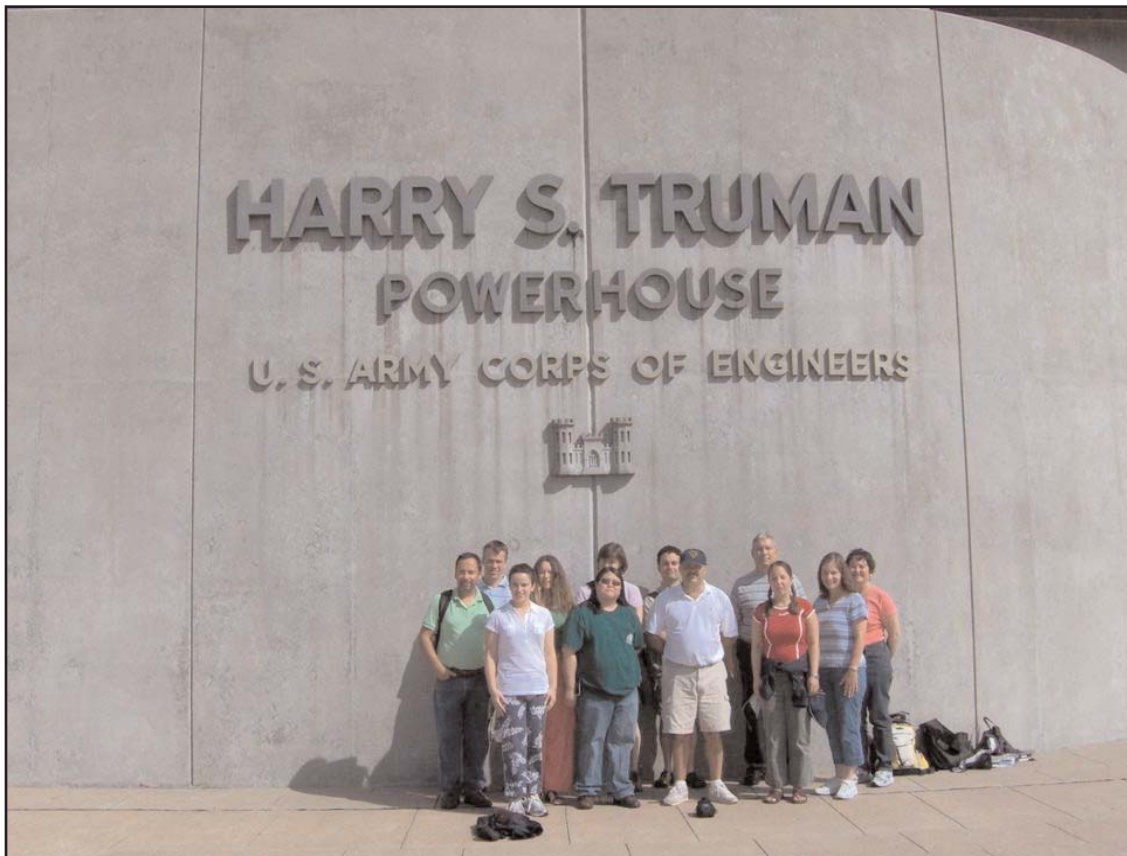
On July 14th, our week was wrapped up with a field trip to Harry S. Truman Dam and Reservoir. Tours were given by Greg Wright, mechanical engineer, and Gary Hunt, power plant shift operator. The main point of interest of the tour was the hydroelectric plant. We learned that the Harry S. Truman Dam, located on the Osage River, is a peaking plant providing

electricity at peak usage times. This is important because non-hydroelectric power plants that supply regular hour usage needs the hydroelectric power supply from the hydroelectric plant in order to prevent brown outs.



Turbines at the hydroelectric plant at the Harry S. Truman Dam

Next on our tour was the visitor's center at the dam. Tammy Gilmore gave a lecture on the challenges of operations related to recreation. Even though the project gets 100,000 visitors per year, budget constraints occur because revenue from visitation goes directly into the nation's treasury. This causes severe cutbacks in staff, maintenance, and services. As you can imagine this causes a decreased level of satisfaction with the visitors and overwhelms the dwindling staff. This can be very dangerous because the ratio of rangers to visitors is very low and in remote areas such as the Harry S. Truman State Park, anything can happen.



2006 Planning Associates at the Harry S. Truman Dam main building



2006 Planning Associates at a reproduction of an 1800's home at the Harry S. Truman Dam Visitor's Center

By the way, this is not the visitor's center; it is a reproduction of the type of structure that was prevalent in this area in the 1800's. A local civic society uses this area as part of their yearly heritage day celebration.



Some "fishes" at the Lost Valley Fish Hatchery, located northwest of Warsaw, MO

Next on our agenda was the Lost Valley Fish Hatchery the largest state-owned warm water hatcheries in Missouri and one of the largest in the nation. This hatchery is part of mitigation needed because the dam flooded spawning areas. One of the species largely affected was the pallid sturgeon. Glenn Covington, Vince Travnichek, Gary Heidrich and Leslie Conaway of the Missouri Department of Conservation gave lectures on the Corps' partnership with the state and the importance of the hatchery in the recovery of this and other endangered species. The lectures were followed by a tour of the hatchery

Saturday July 15 was travel day once again as we left the Lake of the Ozarks via Kansas City for Anchorage, AK where we will learn about Small Boat Harbors and Intergovernmental Affairs. Please read our next installment to hear all about our adventure in our great northern state. On behalf of the PA 06 group, I would like to thank you for taking the time and interest in our planning associates journey.

PLANNING WEBS AHEAD

All Tied Up

by Jim Conley, South Pacific Division

Many people spend over three hours a day on their e-mail, but is effective communication taking place? Experts maintain that e-mails are a poor communication and negotiation venue, and unfortunately it's here to stay. One study estimates that nonverbal communication accounts for over 80 percent of message delivery. The e-mail problem is that nonverbal cues are missing and people overestimate their ability to communicate emotions. People are egocentric and assume that other people experience stimuli the same way that they do. E-mails fail to build rapport and many times are void of small talk, compounding this is pressure to quickly respond. However, e-mail communication success may be substantially enhanced (estimated at 80%) by a single phone call followed up with e-mails. The phone call establishes a rapport that may last over the entire negotiation or communication process.



Participatory media is increasing as some people aren't content with experts deciding what's important. At Digg (<http://www.digg.com/>) readers can vote on whether a story is significant (digg it) or whether to "Bury story." Articles are sorted by popularity for various time periods from days, weeks, etc. to the last year. A cursory look indicates that this site may be popular with the more technically proficient (self appointed "geeks"). The year's eighth most popular World and Business article is "Why Geeks/Nerds make the best boyfriends." There surely is a more participatory trend according to PEW Research, as 57% of teenagers create content. And many people are no longer content with yelling at their television sets. Increasingly people communicate their feelings through blogs to a small number of like minded people.

Summers here, and that explains where all the neckties have gone, but will they return? Are neckties in or out? That depends on where you live—the East is down, Midwest up—or more importantly on your boss' habits. Experts say that ties are making a come back and they have sales figures to prove it. It's a back to basics trend, so it's no longer safe to assume that casual is usually appropriate.



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

ANNOUNCEMENTS

******It is with regret that we inform you about the death of one of the Corps' most prominent planners, George "Skip" Fach. He passed away August 2, 2006 after an extended illness.

Skip graduated from the University of Maryland with a BS degree in Civil Engineering. He began his Federal service with the Baltimore District as a Junior Engineer Trainee in Jun 1975. Skip accepted a position with Headquarters, Planning Formulation Branch, Directorate of Civil Works, in January 1992, where he was employed until his death. Skip worked more than 31 years with the US Army Corps of Engineers and was a mentor, friend and teacher to many Corps employees. He is survived by his wife Elizabeth "Liz," daughter Lauren and son Andrew.

If you wish, in lieu of flowers, the family requests donations to the Hospice of the Chesapeake at 445 Defense Highway, Annapolis, MD 21401 (800-745-6132).

****2nd National Conference on Ecosystem Restoration (NCER):**

April 22-27, 2007

Kansas City, MO

Hyatt Regency Crown Center

For more information about the conference – visit: <http://www.conference.ifas.ufl.edu/NCER2007>

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: **Monday, August 28, 2006.**

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

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Harry Kitch	Publisher	Headquarters
Monica Franklin	Editor	Institute for Water Resources
Larry Buss	<i>Nonstructural News</i>	Omaha District
James Conley	<i>Planning Webs Ahead</i>	South Pacific Division
Susan Durden	<i>Regional Technical Specialist</i>	Institute for Water Resources
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