

# PLANNING AHEAD

Notes for the Planning and Policy  
Community



US Army Corps  
of Engineers

March 2007

Volume 10, Issue 2

## ***A Note from the Leader of the Planning Community of Practice***

The theme of this column is change. As most of you know by now, on February 5<sup>th</sup>, President Bush nominated Lt. General Robert L. Van Antwerp to be the next Chief of Engineers. Lt. General Van Antwerp's appointment as Chief is subject to confirmation by the Senate. Lt. General Van Antwerp is widely respected throughout the Army for his leadership skills. He is very familiar with the Corps, having served as both a District Commander in Los Angeles and as a Division Commander at South Atlantic Division. We are fortunate to have a leader of his caliber nominated to be the next Chief of Engineers.

We will sincerely miss Lt. General Carl A. Strock. He led the Corps through one of its most challenging periods in its long and illustrious history. The magnitude of work undertaken by the Corps during Lt. General Strock's tenure beyond its traditional program, both at home as a result of an unprecedented series of hurricanes in 2004 and 2005 and abroad in support of the reconstruction efforts in Iraq and Afghanistan demanded extraordinary leadership. Lt. General Strock was the right leader at the right time and led the Corps to effectively address these multiple challenges in a way that has left the Corps a stronger and better organization, and one that Lt. General Van Antwerp will find ready to meet future challenges.

Another significant change is the composition of the Congress. With the start of the 110<sup>th</sup> Congress in January, the leadership of the Congress changed, including the authorizing and appropriations committees. We recently had the pleasure of meeting with the new chairman of the House Appropriations Committee, Subcommittee on Energy and Water Development, Representative Peter J. Visclosky of Indiana. We were encouraged by the statements and priorities outlined by Chairman Visclosky as they relate to the Nation's water resources challenges and the activities of the Corps. Chairman Visclosky expressed his interest in the Corps activities in three areas, (1) seeing that the Corps think regionally, (2) seeing that the Corps think in a systems context and (3) seeing the Corps take a long view of water resources issues on a national scale.

One of the issues of great interest to the Corps in the 110<sup>th</sup> Congress will be the development of a Water Resources Development Act. Both House Transportation and Infrastructure Committee Chairman James Oberstar of Minnesota and Senate Environmental and Public Works Committee Chairwoman Barbara Boxer of California have placed a high priority on passing a water resources development act in the 110<sup>th</sup> Congress. It has been seven years since the passage of the last WRDA, the longest period without a WRDA since passage of the WRDA of 1986. We are busy working with the Administration to develop a proposed bill.

With the possible development of a WRDA in this session of Congress, one issue that will be debated again is external peer review. Given the potential interest in the subject, I want to reiterate the importance of conducting

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complete and thorough peer review in accordance with the guidance outlined in EC 1105-2-408. Our successful performance of independent and external peer review will ensure the quality of our planning reports and decision documents and maintain our integrity with the Administration and Congress. Please ensure you follow and implement our guidance on this.

Finally, I would like to welcome Ken Lichtman as our new “Planning Ahead” newsletter editor. We appreciate the support of IWR and Ken in maintaining this valuable CoP communication tool.

Thanks for what you do every day.

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

## WORDS FROM THE EDITOR

To the Corps planning community and all readers, I am extremely excited and honored to be appointed as your new editor of Planning Ahead. When first approached with the opportunity to be the editor of Planning Ahead, I reflected on a definition of “community of practice” I once read. Communities of practices are defined as “groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly. In pursuing their interest in their domain, members engage in joint activities and discussions, help each other, and share information.”

It is within this context that I see Planning Ahead as an important means for sharing information, stimulating discussion, and generating innovative thinking among members of the Planning Community of Practice. I would like to thank the authors of the articles in this issue of Planning Ahead, and encourage members of the planning community to consider submitting articles to future issues of the newsletter, sharing their stories of the use of innovative techniques and tools to planning issues; recognizing successful planning activities; describing successful partnerships; and announcing new findings in the area of research and development.

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703-428-8083

## FEATURED ARTICLES

### ***AWRA’s Third National Water Resources Policy Dialogue***

***by Leigh Skaggs and Lynn Martin, Institute for Water Resources***

The third National Water Policy Dialogue, hosted by the American Water Resources Association (AWRA) January 22-23, 2007 in Arlington, VA, attempted to address some of the major problems and issues identified during the First and Second Dialogues, conducted in 2002 and 2005. The three themes upon which the Third Dialogue focused were: 1) Given that our nation suffers from a paucity of “national” water policies, how can we reconcile the current “ad hoc” and conflicting policies to establish a national water policy “vision” related to such key issues as water supply and demand, infrastructure management, and environmental quality? 2) How best can we encourage a multi-disciplinary, collaborative, watershed-based approach to water resources issues? 3) How best can we bring “sound science” to bear to support water policy decision-making?

The two-day dialogue was structured around these three themes, with opening remarks on each topic presented by three “thought leaders,” followed by facilitated group discussions among the attendees. These results are currently being processed and summarized by the Dialogue facilitators.

Top policy makers from each of the federal agencies involved in water resources policy gave their agency's perspectives on water policy. Speakers included John Paul Woodley, Assistant Secretary of the Army for Civil Works; LTG Carl Strock, Chief of the US Army Corps of Engineers; Mike Johanns, Secretary of Agriculture; Bob Hirsch, Assistant Director of the US Geological Survey; Ben Grumbles, Assistant Administrator for Water, Environmental Protection Agency; Arlen Lancaster, Chief of the Natural Resources Conservation Service; Ken Stansell, Deputy Director of the US Fish and Wildlife Service; Bob Quint, Deputy Commissioner of the Bureau of Reclamation; Joel Holtrop, Deputy Chief of the US Forest Service; Michael Buckley, Deputy Director of the Federal Emergency Management Agency; and Pedro Restrepo, Office of Hydrologic Development, National Weather Service.

***Some of the most recurring concepts voiced by several speakers included:***

- Solutions to water resources problems must use a **watershed-based approach** and integrated water resources management (IWRM) practices must be formalized. This is a movement away from project-specific solutions to water resources problems. The agencies need broader authority to undertake watershed-scale studies. "Earmarking" by Congressional appropriators perpetuates the project-specific bias and hinders adoption of the watershed-based approach.
- Government agencies should move toward **full-cost pricing** of water and adopting **market-based approaches** to meeting water quantity and quality goals. Full-cost pricing means reduce the subsidies many water users/ consumers currently enjoy — this will encourage conservation. An example of a market-based approach noted was the water quality trading credit market, in which an applicant for a NPDES permit, for example, might be allowed to exceed water quality nutrient standards at the point source in exchange for implementation of best management practices elsewhere in the watershed that reduce non-point source nutrient loads. Innovative trust funds may have potential.
- **Adaptive management** should be encouraged and embraced. There is considerable uncertainty of outcomes, and knowledge and conditions are bound to change, so our policies, plans, projects have to allow for adaptability (structurally, operationally, or management-wise). This entails a commitment to ongoing monitoring efforts as well.
- We need to improve upon our "**systems analysis**" of water problems – this echoes the concepts of considering watersheds in total and not evaluating projects in isolation.
- We must improve the **quantification and valuation of ecosystem services**, which will help "ecosystem service markets" to develop and function. For example, NRCS is working with USGS and FWS on habitat credit trading, and has undertaken a Conservation Effects Assessment Program to evaluate and improve the effectiveness of their conservation programs and the management measures they recommend to landowners.
- Society must place greater emphasis on **water efficiency** at all levels – consumers, farmers, industry, utilities. The least expensive provision of additional water supply is using the water you didn't waste.
- Many of the Dialogue participants advocated re-establishing a national policy-making body, such as the **Water Resources Council**, and re-authorizing the establishment of organizations such as **River Basin Commissions**, to provide organizational settings for establishing regional water policies, priorities, and solutions.
- All speakers agreed that we need to encourage the use of "**sound science**" to support **decision-making**. The problem is that we still have to make decisions based on that imperfect science, and decisions are value-laden. Perhaps an equally important issue is communicating the science. Graphics and maps can be very helpful. Decision makers and their staff don't have time to wade through huge reports for the information. Additionally, improvements are needed in "translating" the data and science information to be useful for the various decision and policy makers, as well as constituents.

Additional information on the Dialogue is available at the following web site: <http://www.awra.org/meetings/DC2007/program.html>. Podcasts of the various speeches and sessions are at: <http://awra.podshowcreator.com/podcasts.aspx?feedid=994>.

## **Congress Returns to Session –**

*President presents FY 2008 budget, Signs Continuing resolution through end of fiscal year; Committees hold hearing on various topics; Water Resources Planning and Modernization Act of 2007 introduced in the Senate*

**by Ken Lichtman, Institute for Water Resources**

### **FY 2008 Budget**

On February 5<sup>th</sup> President Bush presented his Fiscal Year 2008 budget to Congress. The President's budget including \$4.871 billion in funding for the Civil Works program of the Corps. The President's budget included the following funding levels for the various appropriations accounts of the Corps:

General Investigations	\$ 90 million
Construction, general	\$ 1.523 billion
Operations and Maintenance, general	\$ 2.471 billion
Flood Control, Mississippi River and Tributaries	\$ 260 million
Regulatory Program	\$ 180 million
General Expenses	\$ 177 million
Formerly Utilized Sites Remedial Action Program	\$ 130 million
Flood Control and Coastal Emergencies	\$ 40 million

On February 14<sup>th</sup>, the House Transportation and Infrastructure Committee, Subcommittee on Water Resources and the Environment, under the leadership of Congresswoman Eddie Bernice Johnson of Texas, held a hearing on the President's budget request for the Corps (as well as other water resources related agencies) for Fiscal Year 2008.

The following are links to the President's FY 2008 budget request, accompanying background material from the Office of Management and Budget, the Corps news release associated with the FY 2008 budget and accompanying state-by-state breakdown of the budget, and the press release associated with the House Committee on Transportation and Infrastructure FY 2008 budget hearing:

FY 2008 Budget Request: <http://www.whitehouse.gov/omb/budget/fy2008/corps.html>

Background material from the appendix to the FY 2008 budget:  
<http://www.whitehouse.gov/omb/budget/fy2008/appendix.html>

FY 2008 USACE News Release accompanying FY 2008 budget:  
<http://www.hq.usace.army.mil/cepa/releases/2008budget.htm>

FY 2008 USACE budget request, by state: <http://www.usace.army.mil/cw/cecwb/budget/budget.pdf>.

House Committee on Transportation and Infrastructure hearing on the FY 2008 budget for selected water resources agencies, with accompanying written statements from Assistant Secretary of the Army for Civil Works John Paul Woodley and Commanding General and Chief of Engineers, Lt. General Carl A. Strock:  
<http://transportation.house.gov/hearings/hearingdetail.aspx?NewsID=31>

### **FY 2007 Energy and Water Development Appropriations**

The Congress completed work on the FY 2007 appropriations with the passage of House Joint Resolution 20 (Continuing Appropriations Resolution through September 30, 2007) by the House on January 31<sup>st</sup> and the Senate on February 14<sup>th</sup>, and the signing into law of the resolution by the President on February 15<sup>th</sup>. The continuing appropriations resolution became Public Law 110-5. Link to Thomas website:  
<http://thomas.loc.gov/cgi-bin/query/z?c110:H.J.RES.20.enr>:

## **Selected Congressional hearings**

On February 15<sup>th</sup>, the House Transportation and Infrastructure Committee, Subcommittee on Coast Guard and Maritime Transportation held a hearing on the subject of short sea shipping (the use of vessels to transport goods and people between two points via water without crossing an ocean). Short sea shipping is seen as a means to alleviate congestion on the nation's roadways and reduce air emissions associated with surface transportation. Topics discussed at the hearing included the potential for growth in the use of short sea shipping and impediments to that growth. Witnesses included the Administrator of the Maritime Administration and the Administrator of the St. Lawrence Seaway Development Corporation, as well as other private sector witnesses. Link to hearing:

<http://transportation.house.gov/hearings/hearingdetail.aspx?NewsID=32>

On February 16<sup>th</sup>, the House Appropriations Committee, Subcommittee on Energy and Water Development held a hearing on the future of the Nation's navigation infrastructure, with testimony received from private sector witnesses.

Upcoming congressional hearings concerning the Corps Fiscal Year 2008 budget and the development of a Water Resources Development Act include the following:

The Senate Subcommittee on Transportation and Infrastructure (Environment and Public Works Committee), under the leadership of SEN Max Baucus (MT) will hold a hearing on the FY2008 budget and on the Water Resources Development Act on March 15, 2007.

Additionally, the Senate Energy and Water Appropriations Subcommittee, under the leadership of SEN Byron Dorgan (ND) will hold a hearing on the FY2008 Budget on March 15, 2007.

## **Water Resources Planning and Modernization Act of 2007**

On February 13<sup>th</sup>, Senators Russ Feingold of Wisconsin and John McCain of Arizona introduced into the Senate, Senate bill number 564, the "Water Resources Planning and Modernization Act of 2007." The bill was referred to the Committee on the Environment and Public Works. The proposed bill addresses a number of issues including reporting on the Nation's flood risks, prioritization of water resources projects, modernizing water resources planning guidelines, independent peer review, mitigation of project impacts, and project administration.

Senator Feingold's remarks before the Senate when he introduced S. 564 into the Senate are located on pages S 1906 and S 1907 of the February 13<sup>th</sup> issue of the *Congressional Record*, with the text of S. 564 immediately following on pages S 1907 – S 1910. The text of the bill is also accessible at the following link: <http://thomas.loc.gov/cgi-bin/bdquery/z?d110:s.00564>:

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## ***The Everglades Are Not Only In Florida***

***by Amy Guise, Baltimore District; Jim Boone, Jacksonville District, and Jeff Trulick, Baltimore District***

It all started with a nation-wide call for planning assistance. In March 2006, Jacksonville District (SAJ) emailed a request for planners to assist them with the execution of the Comprehensive Everglades Restoration Program (CERP). Baltimore District (NAB) responded with 5 of the 17 total nation-wide responses. NAB had several highly qualified candidates interested in applying their experiences and knowledge to nationally important policy and planning decisions, and large ecosystems in addition to the Chesapeake Bay.

Mr. Jeff Trulick was the first to volunteer for a 120-day detail and was immersed in the myriad of issues and dynamics involved with South Florida ecosystem restoration. Jeff brought his experience as a biologist, NEPA analyst, formulator and project manager to the Jacksonville team.

There are many issues and process that are unique to the execution of this program. Some of these can be utilized regardless of where a project is located and some are specific to South Florida. Specifically, the degree and scale of public and stakeholder involvement, business processes for data publication and storage, intergovernmental collaboration and other issues can optimize the planning process no matter where you sit. Team dynamics (especially for larger teams), sponsor involvement and capabilities, very high scrutiny and the volume of guidance to the field are taken to the next level in the CERP planning process.

In October of 2006, using relationships developed during the request for planning support, SAJ contacted NAB for Project Manager support and in June 2006 NAB was furthered asked to support the Everglades by sponsoring an entire project team(s) and project(s) from Baltimore.

NAB has developed a relationship with SAJ and is able to offer invaluable on-the-job training and challenging work on nationally and internationally significant projects for its planners. Mr. Trulick remains 50% funded from SAJ while sitting in Baltimore as the Project Manager on two projects. In a time of constrained Civil Works budgets, this has been a win-win situation. SAJ received planning and policy support, while NAB was able to support a one-of-kind training and career opportunity. NAB has also gained insight as to how another District conducts business and we have been able to grow from that knowledge sharing. Further, prospects continue to grow for Mr. Trulick, personally and professionally, and for NAB staff...planners, engineers, managers, leadership, etc.

NAB's contribution to the Everglades restoration effort has just begun. We have now seen the career development opportunities, the transferability of new/other processes and ways of doing business, project planning and execution of an internationally significant and important resource, and have developed relationships and friendships that will create a support system for trying more innovative and challenging approaches in the future. NAB and SAJ have a collective desire to create national synergy among USACE ecosystem restoration districts. Benefits include mobilizing best USACE talents for our local programs and developing the body of knowledge in this new and growing mission area. We are virtually and remotely experiencing 2012, and it has a lot to offer!

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## ***Updated OMB-Approved Questionnaires Now on IWR Website***

***by Stuart A. Davis, Institute for Water Resources***

Over seventy survey instruments approved by the Office of Management and Budget are now on the IWR website at: <http://www.iwr.usace.army.mil/inside/products/pub/surveys.cfm>

The surveys are listed alphabetically and by the following eight general categories: Flood Damage, Navigation, Environmental, Customer Satisfaction, Public Participation-Institutional, Operations, Recreation Planning, and Recreation Resource Management.

The website includes seven new survey instruments. There are two new surveys on beach recreation, four new navigation surveys that have been developed as part of NETS program, and one new survey on watersheds and environmental issues. Many of the other questionnaires have been substantially revised. Among the major changes in the survey compendium is the rephrasing of agree/disagree questions. These surveys have been changed to eliminate "agreement bias." Three surveys with no recent or anticipated use have been eliminated.

Federal agencies are required to obtain OMB approval before conducting surveys of ten or more individuals outside of the Federal government. Modifications can be made to survey instruments as long as there is no substantial change in the type of information being sought. OMB continues to review each survey effort on an individual basis.

All survey efforts must be coordinated through the designated MSC points of contact, and OMB must approve

each survey effort prior to implementation. The transmittal letter on the website explains the ten-day approval process that is required for each survey effort.

Bruce Carlson (bruce.d.Carlson@usace.army.mil) is the Headquarters point of contact for planning surveys, and Peppino Persio, (peppino.j.persio@usace.army.mil) for recreation management surveys. Stuart Davis (Stuart.a.davis@usace.army.mil) is the IWR point of contact for both planning and recreation management surveys.

All submissions must go through the appropriate division point of contact. All survey instruments should use the existing OMB approval number: OMB 0710-0001 and the new expiration date: 30 September 2009. The MSC points of contact are listed below:

<b>MSC</b>	<b>Planning Point of Contact</b>	<b>Recreation Management Point of Contact</b>
Great Lakes & Ohio River Division	Ronny Sadri	Michael Loesch
Mississippi Valley Division	Terry Smith	Brenda Meeks
North Atlantic Division	Richard Ring	William Rogers
Northwestern Division	Andrea Walker	Don Dunwoody
Pacific Ocean Division	Russell Iwamura	Gayle Rich
South Atlantic Division	Gerald Melton	Brad Keshlear
South Pacific Division	James Conley	Phil Turner
Southwestern Division	Peter Shaw	Larry Bogue

A new Engineering Regulation governing OMB survey usage is currently being processed in Headquarters and will be issued soon. Watch *Planning Ahead* for news of the new ER, as well as for news of upgrades to the IWR OMB Survey website.

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## ***USACE to Co-Sponsor 2<sup>nd</sup> National Conference on Ecosystem Restoration April 23-27, 2007, Kansas City, Missouri***

The Corps, along with other federal agencies and private organizations, will be co-sponsoring the 2<sup>nd</sup> National Conference on Ecosystem Restoration, April 23-27, 2007 in Kansas City, Missouri. This second national conference will serve as a forum for individuals engaged in ecosystem restoration to exchange information and "lessons learned" on the challenges and opportunities for restoration of natural ecosystems. The chairperson of the conference is Dr. David Vigh, Environmental Team Leader, Mississippi Valley Division, USACE.

The conference provides an interdisciplinary setting in which state-of-the-art science and engineering, planning, and policy issues and approaches will be discussed. Attendees will be able to learn about ecosystem restoration efforts throughout the country, including the Missouri River, the Louisiana Coastal Area, the Everglades, the San Francisco Bay/Delta, the Columbia River, the Great Lakes, and the Mississippi River Basin, and learn what has contributed to success, as well as lessons learned from these programs.

The conference is designed to bring together scientists and engineers, policy makers, planners and partners who are actively in/or affected by all aspects of ecosystem restoration regardless of project or program size. Attendees will include federal, state, and local agency personnel, tribal governments, non-government organizations, private interests, water resource engineers, water resource managers, environmental policy managers, ecological scientists and researchers, environmental consultants, hydrologic modelers, environmental interest groups, and students.

Issues to be addressed during the conference include the following:

- The roles of policy, planning and science in establishing goals and performance expectations for achieving successful and sustainable ecosystem restoration programs.
- How to effectively partner to integrate planning, policy, and science in an effective, relevant and timely manner.

- How to identify state-of-the-art approaches, technologies, tools and data available for ecosystem restoration.
- What are the current local, regional and national policies guiding restoration efforts.
- How to ensure that restoration policy facilitates the integration of new scientific findings, new and improved technology, and new and improved modeling techniques into restoration planning and implementation efforts.
- How do organizations set restoration objectives and define success.
- How to identify opportunities for innovative win-win solutions that integrate human activity and the natural setting within the restored ecosystem.

A note to Corps attendees to the Conference: on Wednesday, April 25<sup>th</sup>, from 4:00 – 5:30, there will be an informal round table gathering of Corps staff involved in ecosystem restoration programs and projects from around the country. The purpose of the meeting is to allow attendees from Corps districts, commands and research facilities to meet their counterparts and share lessons learned and exchange information. The informal meeting is being coordinated and led by Jim Boone of Jacksonville District; Ken Barr, Rock Island District; and Mike George, Omaha District.

Additional information about the conference is available at the conference's website:  
<http://conference.ifas.ufl.edu/NCER2007/>



*Working together to build a raft. Part of the team building exercise portion of the course.*

## **2007 Planning Associates head to Florida**

*by Laura Orr, Seattle District*

The 2007 class of the Planning Associates (PA's) headed off to Ft. Lauderdale, Florida 20 January – 1 February 07 in continuing to expand their knowledge on team building, team leadership and communication skills learned on their first class trip to St. Louis. The class enjoyed all the liveliness and excitement of the pending Superbowl and pondered who would win, DA Bears or the Colts? David Buccarro from Chicago of course, was for DA Bears and is still in disbelief about their loss.



*Another excellent product resulting from collaborative teamwork.*

Since the last Planning Associates (PA) article written in November by Beth Cade the 2007 PA class has grown by one. The Class invited Mr. Tom Waters to be an honorary member of the class and during his visit to Florida, we are happy to say he accepted. The class is now comprised of 11 individuals from 10 districts, 7 divisions and Headquarters.

The Ft. Lauderdale course was run by Judy Morrison, our Class Facilitator and Joy Muncy, our PA Program





*A fine example of collaborative teamwork.*

Manager. The course was very intense and incorporated many team exercises receiving specialized training in team building, understanding team roles, managing and



*After the beach, it was back to the classroom.*



*Tom Waters accepts the offer of honorary membership in the Planners Associates class of 2006-2007.*



*After a hard day in the classroom, it was time to celebrate.*



*A successful journey on the open water of the Atlantic Ocean. Congratulations and job well done!*

resolving conflict, and developing leadership skills which include coaching, counseling and mentoring. The experience and training that we received will enable us to become better leaders and lead even more effective teams.

During the course our class developed further and finalized the 2007 Planning associates Class

vision statement which is as follows; "Striving to develop responsible, balanced leaders devoted to service, and ready to adapt to the needs of the Nation...using innovation and comprehensive solutions to add value to the Corps of Engineers in an honest, proactive manner...sustaining relationships and partnerships that foster integrity and respect."



*An opportunity to talk with Tom Waters over lunch about issues of importance to the Planning community.*

The class also developed as a team the class logo that will represent us on our class coin and other class documents. The design that we developed is two hands shaking each other, over a sun that rays go out in a circle to touch each of our districts abbreviations. The class believes these symbols represent our class and encompass our vision statement.

Up next for the 2007 Planning Associates is the 3 week long DC Experience in Washington DC during February and March.

# IMPLAN TRAINING IN LOS ANGELES DISTRICT

by James Conley, South Pacific Division



RED is one of the four accounts—National Economic Development, Environmental Quality, Regional Economic Development and Other Social Effects—from Principles and Guidelines. Collaborative Planning Guidance, EC 1105-2-409, emphasized RED's importance, and it is a selling point for sponsors. Sponsors like RED, as it captures benefits by calculating direct and indirect multipliers that an NED analysis does not. And the Corps already identifies regional economic impacts associated with recreation-related expenditures at Corps' lakes utilizing

RED analysis. Los Angeles District's Joe Lamb and 11 economists recently took training that will help them perform them for feasibility studies.

Suppose a two million dollar project is cost shared 50/50, so the local share is one million dollars. Contractors must be hired, who buy building materials—concrete, steel, etc. They pay sales tax, etc., and hire workers who pay rent, buy coffee and donuts, pay taxes, etc. The building material suppliers, Starbucks, landlords, etc., do the same, and so on. Thus, there are many economic effects that go way beyond project construction. These multipliers show that employment substantially increases and the financial effects in some cases would almost double. And long-term RED benefits may accrue by increasing productivity of the protected lands. For example, a business may decide to locate there, whereas without the project would go elsewhere. Furthermore, different alternatives generate different RED multipliers, and that might influence which alternative the sponsor prefers. Over the project life, hundreds of thousands of dollars in tax revenues could return to the sponsor. Depending on the multiplier, the sponsor's net costs would be much less than one million dollars. Identifying these regional financial benefits will help sponsors compete locally for resources and funding.

A RED analysis utilizes an input/output (I-O) model that is based on economic data collected by the Bureau of Economic Analysis (BEA). Economists prefer analyses based on "hard" data, as one joke goes: "economists are accountants without the personality."

From the national perspective, RED economic impacts are a "wash" — meaning one region's gain is probably another region's loss. The Planning Guidance Notebook, ER 1105-2-100 included RED, but using it was discretionary. The NED benefit-to-cost ratio doesn't include them, as REDs don't have national economic impacts. Still, RED is informative and a decision criterion that must now be considered with the other three accounts.



Los Angeles District's January 16<sup>th</sup> and 17<sup>th</sup> training used IMPLAN software which is one of many I-O models available. For analysis of Corps projects, this software was considered fairly useful relative to cost. Eleven regional economists and one from the Pacific Ocean Division attended the training. The fast-paced session included: basic I-O economic theories and principles; data sources and assumptions; discussions about application to Corps projects; and much hands-on software practice. Los Angeles District's training proponent, Mr. Michael Hallisy, Economics Chief, (213) 452 – 3815, welcomes inquiries about it and RED in general. And, Dr. Wen Chang, IWR Economist, (703) 428 – 7214, is the contact for economic impacts at Corps' recreational sites using IMPLAN.

Watch future issues of Planning Ahead for an article about RED analyses of recreational use at Corps reservoirs.

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

**Call for Papers**  
**– 2008 De Paepe-Willems**  
**Award Contest**  
**Permanent International**  
**Association of Navigation**  
**Congresses (PIANC)**



The De Paepe-Willems Award is given by PIANC for the most outstanding technical paper prepared on an aspect of waterborne transport.

Categories include policy, management, design, economics, integration with other transportation modes, technology, safety, public involvement, and the environment. The competition is open to anyone 35 years of age or under.



**Gustave Willems**  
(1901-1982)

The U.S. Section's award winner in 2008 receives a \$1000 U.S. Savings Bond, an expense-paid trip to the 2008 U.S. Section Annual Meeting, and an individual membership in the U.S. Section PIANC for five years.

The U.S. Section winner's paper is forwarded for international competition in 2008. The international winner in 2008 receives a trip to the 2008 Annual General Assembly. The International award winner receives € 5000 and a five-year individual membership.



**Robert De Paepe**

Abstract submittal opened for the 2008 competition on **February 1, 2007**.

The deadline for submitting paper abstracts for the 2008 contest has been extended to **May 1, 2007**, with technical paper submittals required by **August 1, 2007**.

Please visit the U.S. Section's website for a complete listing of available awards and scholarships (<http://www.pianc.iwr.usace.army.mil/>), and the International PIANC website for information on qualifying for and preparing DePaepe-Willems papers for competition (<http://www.pianc-aipcn.org/>).

For more details contact Edmond Russo, Chairman, Publications Committee, PIANC USA, at [edmond.j.russo@erdc.usace.army.mil](mailto:edmond.j.russo@erdc.usace.army.mil).

## ANNOUNCEMENTS

### ***Employment Opportunities***

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

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: WTHI07801871

Opening Date: February 14, 2007 Closing Date: March 14, 2007

Position: YF-2:SUPERVISORY ECONOMIST(0110), SUPERVISORY ARCHEOLOGIST(0193), SUPERVISORY WILDLIFE BIOLOGIST(0486), SUPERVISORY ENVIRONMENTAL RESOURCE SPECIALIST(0401)  
Salary: \$56,301.00 - \$107,991.00 Annual Place of Work: US ARMY ENGINEER DISTRICT, OMAHA, PLNG, PROGRAMS & PROJECT MGMT DIVISION, PLANNING BRANCH, ENVIRONMENTAL & ECONOMICS SECTION, Duty Station: **Omaha, NE**

Position Status: This is a Permanent position. — Full Time Number of Vacancy: 1

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: WTKC07780729

Opening Date: February 15, 2007 Closing Date: March 15, 2007

Position: GS-13:Project Manager(0801), Project Manager(0101), Regional Economist(0110), Project Manager(0401), Civil Engineer(0810), Physical Scientist(1301)  
Salary: \$66,951.00 - \$87,039.00 Annual  
Place of Work: U.S. Army Engineer District, Albuquerque, Planning, Project & Program Management Division, Civil Planning & Project Management Branch, **Albuquerque, NM**

Position Status: This is a Permanent position. — Full Time Number of Vacancy: 1

Announcement of available position in Baltimore District coming soon.

Position: Economist/Project Manager in **Baltimore, Maryland**. The Civil Project Development Branch, Planning Division, will be soliciting for an Economist/Project Manager at the GS-09 or GS-11 or GS-12 level. Formal announcement is expected in March. Baltimore and surrounding communities offer a variety of living options and exciting cultural venues. In addition, the Baltimore District offers a stable Civil Works program, leadership programs, and other career opportunities.

## RECENTLY RELEASED PUBLICATIONS OF INTEREST

The following is list of recently published reports and studies prepared by other Federal or public policy organizations.

National Academy of Public Administration, "Prioritizing America's Water Resources Investment: Budget Reform for Civil Works Construction Projects at the U.S. Army Corps of Engineer," available at <http://www.napawash.org>

U.S. Energy Information Administration, "*Annual Energy Outlook 2007 – with Projections to 2030*", available at <http://www.eia.doe.gov>

U.S. Department of Agriculture, "*USDA Agricultural Projections to 2016*", available at <http://www.ers.usda.gov/Publications/OCE071/>

U.S. Coast Guard, "*The U.S. Coast Guard Strategy for Maritime Safety, Security, and Stewardship*", available at <https://www.piersystem.com/external/index.cfm?cid=786>

U.S. Geological Survey, "*Streamflow of 2006 – Water Year Summary*", available at <http://water.usgs.gov/waterwatch/2006summary/>

U.S. National Oceanic and Atmospheric Administration, "*U.S. Seasonal Drought Outlook through May 2007*", available at [http://www.cpc.ncep.noaa.gov/products/expert\\_assessment/seasonal\\_drought.html](http://www.cpc.ncep.noaa.gov/products/expert_assessment/seasonal_drought.html)

National Research Council, Committee on Floodplain Mapping Technologies, "*Base Map Inputs for Floodplain Mapping*", available at <http://www.nap.edu/catalog/11829.html>

Association of State Floodplain Managers, Inc. "*National Flood Programs and Policies in Review – 2007 (Discussion Draft)*", available at <http://www.floods.org>

Public Policy Institute of California, "*Envisioning Futures for the Sacramento – San Joaquin Delta*", available at <http://www.ppic.org/main/publication.asp?i=671>

The following is a recently published book which may be of interest to members of the Planning Community.

"*Useless Arithmetic: Why Environmental Scientists Can't Predict the Future*" by Orrin H. Pilkey and Linda Pilkey-Jarvis

If anyone would like to prepare a review of the book, it might make for an interesting article in a future issue of *Planning Ahead*.

## UPCOMING CONFERENCES

March 21 – 23, 2007 – "2007 Coastal Summit – America's Coasts, America's Treasures: National Perspectives and Policy"; Washington, DC

Sponsored by the American Shore and Beach Preservation Association, this conference will provide a venue for discussion of issues relevant to America's coastlines, including challenges facing America's coastal infrastructure; climate issues and America's coasts; species management; shore project performance assessment; offshore energy activities and coastal restoration; and implementing coastal and ocean policies from the perspective of the states.

Additional information is available at: <http://www.asbpa.org/>

March 25 – 28, 2007 – PORTS 2007 conference; San Diego, CA

Sponsored by the American Society of Civil Engineers; the Coast, Ocean, Ports and Rivers Institute (COPRI); and PIANC, this conference is designed for all professionals involved in any aspect of port design, development, management or construction, including:

Engineering related to land or water port access; Planning, design, rehabilitation, inspect or repair of marine terminals; Environmental planning for ports; Transportation planning for ports; Security for ports and harbors; and Construction of port facilities.

Additional information is available at: <http://www.portsconference.org>

April 9 - 12, 2007 – "Gulf Coast Floods Recovery: Mission Mitigation" workshop; New Orleans, LA.

Sponsored by the Association of State Floodplain Managers and the Federal Emergency Management Agency Regions IV and VI, in cooperation with the State Floodplain Management and Hazard Mitigation Offices in the

Gulf Coast States; State Floodplain Management Association chapters in LA, MS, AL, FL, and TX; the University of New Orleans, Center for Hazard Assessment, Response, and Technology; NOAA – Coastal Services Center; Louisiana Sea Grant Program; LSU – Agricultural Center; and USACE, National Nonstructural Floodproofing Committee.

This training workshop will identify mitigation measures Gulf Coast states and communities can undertake to minimize future damages as they cope with the recovery and reconstruction from the hurricanes of 2004 and 2005. The target audience is flood hazard management staff at all levels of government and decision makers in flooded communities. Topics will include flood mitigation planning and program options, funding sources, construction standards, lessons learned, success stories, insurance issues, recovery mapping, grant applications, coastal challenges, legal implications, and more. Session themes of “Looking Ahead by Looking Back”, “Before the Storm”, “After the Storm”, and, “You Can Do It, We Can Help”, will include presentations by invited speakers along with facilitated group discussion among attendees.

Additional information is available at: <http://www.floods.org/Conferences,%20Calendar/MissionMitigation.asp>

April 22 – 25, 2007 – American Institute of Hydrology Annual Meeting and International Conference, “Integrated Watershed Management: Partnership in Science, Technology and Planning”; Reno, NV

There is increasing recognition by governing agencies and industry, for the need of technical integration in water resources planning and management. The AIH conference is intended to present an opportunity for scientists and managers in all water-related disciplines to gather and interact together. The conference will offer research and project case studies from all over the country, providing learning opportunities to all attendees. In addition to offering a wide range of technical topics, areas of social and legal interaction, and current interests will also be covered.

The conference will give a chance to discuss the effects of urbanization, agriculture, industry, forestry, etc. and the research done and needed to better define these effects. The conference will give a chance for managerial viewpoints of cities, factories, farmers, fisheries, foresters, etc. to answer questions on how technical problems are brought together and solved, and how management issues are decided between competing resources. What kind of partnerships have been developed between hydrologists, engineers, geologists, chemists, biologists and other disciplines to develop current hydrology methods? What kinds of knowledge are required to make good hydrologic decisions and practice good science? What kinds of partnerships exist between the users of hydrologic information?

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

June 3 – 8, 2007 – “Charting the Course: New Perspectives in Floodplain Management”; Norfolk, VA. Association of State Floodplain Managers Annual Conference.

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

May 14 – 16, 2008 – 4<sup>th</sup> International Symposium on Flood Defense; Toronto, Canada

Floods, including flash and riverine floods, snowmelt floods, ice jams, and mud flows, are naturally occurring hazards that provide essential elements to the bio-diversity and sustainability of ecosystems and many human activities. Floods are also the most taxing type of water-related natural disasters to humans, material assets, as well as to cultural and ecological resources—affecting about 520 million people and their livelihoods and claiming about 25,000 lives annually worldwide. The annual cost to the world economy of floods and other water-related disasters exceeds \$60 billion, whilst the cost of damage caused to cultural assets and natural resources is by no means quantifiable by economic scales.

The Institute for Catastrophic Loss Reduction plans to host the next International Symposium on Flood Defence (ISFD4). The theme for this important event, which marks the fourth in a series, focuses on the management of flood risk, reliability and vulnerability. As the recent flood disasters, like hurricanes in the United States and tsunami in Asia, made abundantly clear, all nations are susceptible to the damaging effects that major storm

and flood events cause. ISFD4 provides a unique opportunity to bring an interdisciplinary group of flood experts together to share critical knowledge from regional and international perspectives. In keeping with the previous ISFD held in Nijmegen, Netherlands the focus of the Toronto meeting will be a new perspective of flood risk management and assessment - one that recognizes flood risk reduction as an integral part of water resource management and which aims to maximize the resultant economic and social welfare in an equitable manner without compromising the sustainability of vital systems. Appropriate flood risk-mitigation investment, and the redirection of resources into flood disaster prevention, offers significant economic benefits, as well as reduction in loss of life and property, improvements in welfare and social stability.

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

## UPCOMING TRAINING COURSE

Course Title: **Public Involvement, Teaming, and Collaboration in Planning** (PCC7 Collaborative Planning)

Space is available for the week long **Public Involvement, Teaming, and Collaboration in Planning** class to be taught in Alexandria, VA the week of April 23-27 in Alexandria, Virginia (a description of the course is presented below). Like the Corps' South San Francisco Bay Shoreline project development team shown in the accompanying photo, students will identify other agency interests and opportunities for leveraging resources. A communications plan will be produced by the class following the six-step planning process that addresses all four P&G accounts. Facilitation, communication, team building skills, conflict management and voluntary taped media training are some of the topics covered. Lectures will be followed by case study exercises and skills practice.



If interested in attending the course, or would like to receive additional information, please contact, Beverly Carr, Course Manager at the USACE Learning Center.

**Course Title: Public Involvement, Teaming, and Collaboration in Planning** (PCC7 Collaborative Planning)

### Course Description

Corps of Engineers planners typically work in multi-disciplinary teams, often involving project sponsors, other federal and state agencies, and occasionally stakeholder groups or private individuals. These teams, in turn often consult with a broader public, identifying and addressing public concerns as the agencies proceed through the planning process. This environment requires skills for successfully designing and conducting processes that effectively draw together the different partners and stakeholders throughout the planning process, resulting in decisions that enjoy broad public support.

This course will concentrate on the methods, techniques, and skills which assist Corps planners and project managers with developing a high-functioning team and maintaining effective communication with sponsors, stakeholders and interested parties throughout the life of the study. Participants will learn ways to effectively consult with or include others in raising awareness of on-going studies and efforts, integrating stakeholder values and concerns into the formulation and evaluation of projects, managing conflicts and disputes, and developing strategies to align participation activities with the Corps 6-Step Planning Process. By the end of this course the student will be able to identify the characteristics of effective public involvement processes, facilitate a team or public meeting, design an interactive team or public meeting or workshop, identify behaviors that escalate conflict during a dispute with other agencies or the public-and identify behaviors that halt this escalation, develop a public participation plan, and select appropriate techniques for a participatory process.

## WANT TO CONTRIBUTE TO 'PLANNING AHEAD?'

*Planning Ahead* is designed to foster communication amongst the members of the Planning community of practice within the Corps, with those other members of the Corps family with which planners interact on a daily basis, and with members of the general public outside of the Corps. It is our goal that future editions of the newsletter will include information and perspectives of those members of the planning community on the front lines of the Corps' planning efforts, the District and Division offices. We hope that this newsletter becomes a forum to share your experiences to help the entire planning community learn from one another. We can not afford to reinvent the wheel in each office. We welcome your thoughts, comments, questions, suggestions, success stories, and lessons learned, so that we can share them with the broader community. Submissions should be moderate in length (4-5 paragraphs), except in cases where the article is compelling and circumstances warrant a lengthier treatment of the subject. The article should be prepared as a MS Word document. Pictures accompanying submitted articles are welcome.

The deadline for material to be published in the next issue of *Planning Ahead* is Wednesday, March 21, 2007.

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