

PLANNING AHEAD

Notes for the Planning and Policy
Community



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A Note from the Leader of the Planning Community of Practice

Happy 2006!

Although many are concerned with the impacts of out-year budgets on planning and policy capabilities, the sky is not falling. I want to assure you that the leadership at Headquarters is committed to maintaining planning expertise. We must look at budgets in the context of the continuum of history – they have been and always will be dynamic and fluctuating. Keep your chin up and stay tuned for leadership initiatives and communication supporting the maintenance and cultivation of planning and policy capabilities.

On other fronts, you all need to be aware of several initiatives underway to evaluate and improve our processes. We had an exceptional After Action Review (AAR) of the decision document review process attended by all levels (ASA, CW and 3 stakeholder groups). The summary briefing from the AAR will be available on the Planners Web shortly. I anticipate a guidance document will be developed as well. Additionally, we now have received funding for Lean Six Sigma, to assess the decision document development and review process, and for the PCA review process. Take from these initiatives that we are serious about improving our process.

Also, be aware that I have committed to General Riley and the Corps leadership that the planning and policy community will be subject matter experts for issues associated with authorization. There is more to follow on this, but don't wait for guidance, envision yourself as an expert in authorization issues and work on becoming a valuable member of this process. A most significant matter is a potential WRDA 06. It's been six years since the last WRDA; please start your personal education in authorization by becoming familiar with the House and Senate versions of WRDA. I believe there is a likelihood of a WRDA 06 becoming reality. Again, I challenge the planning and policy community to be expert consultants in supporting leadership efforts and their communication associated with WRDA.

We are conducting a Planning Advisory Board meeting next week in Dallas. This meeting will tackle tough issues including declining budgets, nurturing planning and policy capabilities in light of declining budgets, and how to assure planning is proficient in authorization matters including WRDA. We will keep you informed on the decisions and discussions of this meeting.

In conclusion, I want to reiterate that I appreciate the tremendous amount of work that is going on throughout the Corps that is supported by planning and policy.

Tom Waters
Planning CoP Leader
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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 WEB SITE LAUNCHED

The San Francisco District and South Pacific Division have launched a web-site for Conference:

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

The site, which will continue to be developed, currently includes information about the Conference hotel, travel arrangements, San Francisco visitor information, per diem rates, and preliminary Conference information (including instructions for submitting abstracts for presentations and an early Conference agenda).

Registration information will be posted on the web-site within the next few weeks for both Conference and hotel registration. (This year's Conference Fee is expected to be around \$100, to help cover direct Conference expenses – the amount will be confirmed when Registration opens in a few weeks).

The Conference web-site will be updated regularly, so please visit it periodically to stay current with Conference developments.

LAST CALL FOR ABSTRACTS – DEADLINE 10 FEBRUARY, 2006:

There's still time to submit abstracts for making presentations at the Planning CoP Conference. Please refer the Conference website above for submittal instructions, as well as sample abstracts and biographies taken from the 2004 Conference.

Abstract submittals and questions about the Planning CoP Conference 2006 should be directed to the Conference Chair, [Bruce Carlson](#). Watch future issues of Planning Ahead for further updates on Conference news, including Conference and hotel registration information, speakers, and the Conference program.

Civil Works Pocket Reference Updated

Margaret Johanning, Headquarters

The “Civil Works Pocket Reference” was updated in 2005 and includes the revisions of WRDA 2000. While the new booklet is not currently available as a bound document, it has been posted, in its print ready format, to the IWR library at:

<http://www.iwr.usace.army.mil/iwr/plannersweb/library.htm#genplan>

At the IWR Planner's Resource web site,

<http://www.iwr.usace.army.mil/iwr/plannersweb/index.htm>

the document can also be found by navigating the left side menu to "Planners Library" then selecting "General Planning."

Corps Helps Clear Way for Great Development

JoAnne Castagna, Ed.D--New York District

Recently on a cool, breezy morning on the Glen Cove waterfront in New York, the city's Mayor enthusiastically looked at the public and media and said that as she stands before them the last truck load of radioactive waste is being hauled from this property, a portion of the Li Tungsten Superfund Site, clearing the way for the new waterfront development that will take its place.

Standing along side her at the podium were members of the U.S. Environmental Protection Agency, U.S. Army Corps of Engineers, New York District and state and local agencies who played major roles in making this milestone a reality for the small community.

The City of Glen Cove is located on the north shore of Long Island, New York, approximately 28 miles East of New York City. The Long Island Sound lies to its north and the Hempstead Harbor to its West. Running inland from the harbor is the Glen Cove Creek, a 1-mile federal navigation channel that is dredged by the Corps every few years to ease boat travel. The city has 8 miles of waterfront, 1 mile of which has been used by industry.



Li Tungsten Area Map



Aerial photograph looking eastward at the Li Tungsten Captains' Cove Site in 2001 prior to the Corps' remedial action construction work. Photo credit: Mark Pane, Environmental Protection Agency (EPA)

Li Tungsten Superfund Site

For decades, the one mile industrialized portion of the Glen Cove waterfront was occupied by various industries and a portion was used as a dumping ground. All of this occurred before the establishment of the strict environmental laws we have today.

Wah Chang Corporation and Wah Chang Smelting and Refining Company were two of these companies. Wah Chang, ironically means "great development" (in part) in Chinese, and these companies, along with others such as the Li Tungsten Corporation, ran a facility on different portions of the site from the 1940s to the mid 1980s.

The facility processed tungsten, a material used in industry to harden steel. The facility received tungsten ores from around the world and smelted them to produce such things as tungsten carbide powder, tungsten wire and welding rods. The heavy metals and radioactive ore residues from this production process contaminated the property.

In the mid 1980's, the Li Tungsten Corporation, the last in a series of site operators, went bankrupt and the property was purchased by the Glen Cove Development Corporation (GCDC).

New York State asked the Environmental Protection Agency (EPA, Region 2) to investigate the property's land and nine buildings and remove any contaminated waste left by the company.

The EPA found large quantities of hazardous materials, such as laboratory chemicals and PCB contaminated waste, in hundreds of rusted drums and in above and underground tanks. In addition, they also discovered asbestos, transformers, and gas cylinders containing compressed liquids and gases and elemental mercury spilled on the property. An EPA contractor had the site remediated and the most serious chemical and radioactive hazards at the former facility were removed.

The EPA's investigation also found low-level radiation and heavy metal contamination, posing a public health risk, in the soil throughout the 26-acre Li Tungsten facility as well as in the nearby 23-acre Captain's Cove property, that was long used as a dumping ground by area businesses and residents.



Contractors supervise an excavator loading radioactive soil for off site removal and disposal. Photo credit: Richard Dabal, USACE.

Corps assists EPA

In spring of 2005 the EPA issued an Interagency Agreement with the Corps' New York District to perform remediation work at the Captain's Cove portion of the Li Tungsten Superfund Site. The work was awarded to and performed by the Corps' Kansas City District.

"Our responsibility was to excavate the soil, separate the radioactive and metal-contaminated soil from the non-contaminated soil and transport the contaminated soil to appropriately licensed disposal facilities," said Richard Gajdek, Project Manager, New York District, U.S. Army Corps of Engineers.

Gajdek also said that throughout the construction period the public has been protected from any potential health threats. "The public is prohibited from the site that is fenced off and guarded. Also, we continually monitor the air quality and inspect and clean the trucks that enter and leave the property."



Contractor using excavator to load low level radioactive soil. Photo credit: Richard Dabal, USACE.

The construction contractor, Conti Environmental Services, began the remediation work in spring 2005 and most of the work has been completed. Approximately 87,500 tons of radioactive soils and 35,000 tons of metals contaminated soils have been removed from the site and transported to disposal facilities. This cleanup, along with the future cleanup of other areas of the site will clear the way for the new waterfront redevelopment.

New Waterfront Development

The Li Tungsten Superfund Site properties are the centerpiece for the community's plans to revitalize 214-acres of the city's waterfront.

Glen Cove Industrial Development Agency's goal is to link the city's nearby downtown shopping area with the waterfront. Thirty percent of the development will be comprised of parks, public squares, nature walks and botanical gardens. Pedestrian friendly walking paths will be lined with restaurants, art galleries, stores and hotels. In addition there will be luxury condominiums and various modes of public transportation including - trolleys, electric carts, water taxis and ferry service to New York City.

The new waterfront development is expected to create as many as 1,700 new full-time jobs, bring in new business that will generate as estimated \$200 million in annual sales. The Glen Cove waterfront development is expected to be completed in a decade.

For Additional Information

To learn more about the waterfront development, please visit www.glencove-li.com or for information about Superfund, please visit the EPA Web Site at www.epa.gov/superfund.

Dr. JoAnne Castagna is a Technical Writer/Editor with the U.S. Army Corps of Engineers, New York District. She can be reached at joanne.castagna@usace.army.mil

How Did Shore Protection Projects Perform During 2004 Hurricanes?

*Susan Durden, Institute for Water Resources
William Curtis, Coastal & Hydraulics Laboratory*

When a hurricane strikes, how do shore protection projects perform?

That's the primary question being asked by the U.S. Army Corps of Engineers and a multidisciplinary team of experts from other federal agencies, state governments, local partners, and contractors on an unprecedented effort to evaluate how federal shore protection projects performed in the wake of hurricanes Charley, Frances, Ivan, and Jeanne in 2004 and Hurricane Isabel in 2003. These five hurricanes affected 24 federal shore protection projects in the region.

There have been few opportunities to determine how shore protection projects respond to a series of hurricanes affecting the same geographic region within a short time. Shore Protection Assessment – also known as S3P2I--Shore Protection Project Performance Improvement Initiative – is a congressionally authorized effort that provides the mandate and financial resources for a comprehensive and coordinated technical evaluation of the unique 2004 hurricane season. Lessons learned will be applied in developing future projects. Outcomes will allow the Corps to better predict how hurricanes move sediment, change shores, and cause damage. Ultimately, Shore Protection Assessment will improve the way shore protection projects are planned, designed, constructed, and maintained.

Job 1 is performance assessment: How did the shore protection projects respond? The team is studying the affected shore protection projects in the southeastern United States to:

- Quantify the damages prevented to structures and infrastructure; and
- Identify and link the economic, environmental, and social effects and benefits to determine how these shore protection projects affected the national and regional economies, the ecosystem, the community, and individuals.

To accomplish this, the Corps and its partners will:

- Create a prototype relational database showing how physical and economic performance and environmental and social factors interact.
- Develop peer-reviewed benefit-analysis procedures and apply them to estimate national and regional economic development benefits, environmental benefits, and social effects.
- Seek opportunities to adapt shore protection projects in ways that enhance environmental conditions and habitats.
- Study how events in the watershed influenced project performance.

These activities will take advantage of work performed by the Jacksonville District and other Districts within the Corps' South Atlantic Division – which included the repair and restoration of shore protection projects in the region – and data collection and analysis by other federal and non-federal agencies. The Corps is working closely with representatives of the Coastal Engineering Research Board, National Shoreline Management Study, Planning Center of Expertise for Hurricane and Storm Damage Prevention, and other partners on the performance assessment.

Other key elements of Shore Protection Assessment are:

- Objectivity. Shore Protection Assessment is taking an objective look at shore protection project performance by asking, "What happened? How shore protection projects work? What can we learn from performance data?"
- Peer review. Peer-reviewed documentation is central to Shore Protection Assessment. For example, methods for analyzing damage curves and shore protection project responses will be fully documented and peer reviewed. Methods and results will be disseminated via journal and conference papers.
- Life-cycle analysis. The Corps and its partners are examining the life cycle of shore protection projects – from planning and design through construction, monitoring, and renourishment schedules – to ensure that future projects provide maximum protection throughout their life cycle.
- Universal tools. The team will develop tools and technologies for reducing the uncertainty of shore protection project designs. One such tool is the protocol for MORPHOS 3-D, a physics-based hydrodynamic-sediment transport model, which will simulate and more accurately predict how hurricanes change shores by moving sediment. MORPHOS 3-D is a community model that will be accessible to anyone planning and designing coastal storm damage reduction projects or related applications. Additional tools being developed, which integrate coastal engineering with economics, also will provide significant benefits to the nation's coastal management and engineering communities.

Outcomes from Shore Protection Assessment will be used by the Flood and Coastal Storm Damage Reduction Program. Guidelines for risk-based design, implementation, monitoring, and maintenance will be reevaluated; any changes required

will be incorporated into Corps guidance and regulations for shore protection projects. Shore Protection Assessment is not evaluating policy; however, outcomes may be applied to future policy related to shore protection.

This work was authorized by Congress as part of the Military Construction Appropriations and Emergency Hurricane Supplemental Appropriations Act, 2005 (Public Law 108-324). This act, which provided \$11 million for Shore Protection Assessment, also authorized repairing and restoring hurricane shore protection projects to pre-storm conditions.

At 10:30 a.m. on March 3 – at the ASBPA 2006 Coastal Summit in Washington, D.C. – we will present “Preliminary Results of Project Performance Assessment: Martin County, Florida,” which will feature the performance assessment work as well as environmental and watershed elements. Please join us there!



These four hurricanes that struck the southeastern United States in 2004 affected federal shore protection projects in the region. Shore Protection Assessment is evaluating how federal shore protection projects performed in the wake of hurricanes Charley, Frances, Ivan, and Jeanne in 2004, and Hurricane Isabel in 2003.

Prospect Course: Ecosystem and Planning Management Issues

Julie Marcy, Engineer Research and Development Center



WHAT: PROSPECT course number 264

WHEN: 17-21 July 06

WHERE: Denton, TX - University of North Texas, Denton's Environmental Science Center, Environmental Education Center - <http://www.efec.unt.edu/eesat%20building.htm>.

Planners especially are encouraged to consider this PROSPECT class for improving their knowledge and abilities in dealing with ecosystem and watershed issues. All aspects of land and water resource management are increasingly impacted by evolving technical and political issues. Many issues are applicable to entire regions or the nation, and this class provides a forum for discussing current topics and potential alternatives for resolving problems. Emphasis is on the technical underpinnings of issues, recognizing that technical, policy, and procedural topics are intertwined.

On the first day, students list and select issues to be discussed during the week, often in small group sessions. Some of the issues in the 2005 class included watershed applications, convincing stakeholders of success, forming effective partnerships, urban stream restoration, performance measures, non-monetary benefit evaluations, monitoring and adaptive management, and sustainability. As you may guess, we didn't get all the issues all solved but we made headway! The photos below were taken during the 2005 field trip field in Lafayette, Louisiana where students learned about local systems and observed wildlife. All students returned dry and alive. For 2006, we are excited about partnering with the University of Texas at Denton's Environmental Science Center and its director, Dr. Ken Dickson. This location will offer us great opportunities to learn from Corps ecosystem partners, visit diverse field sites, and enjoy some delicious Texas cuisine.

We hope you will consider joining us. If you are interested, sign up with your training officer. Contact Julie Marcy for information on class content at phone (601) 634-3684, Julie.B.Marcy@erdc.usace.army.mil or Bill Scott for registration questions at phone (256) 895-7450, Bill.H.Scott@hnd01.usace.army.mil. You may also read about the course in the Purple Book of training at <http://pdsc.usace.army.mil/CourseListDetail.aspx?CtrlNbr=264>.

ER 1105-2-101 Update

*Jason Needham, Hydrologic Engineering Center
Margaret Johanning, Headquarters*

The Corps' Engineer Regulation, ER 1105-2-101, Risk Analysis for Flood Damage Reduction Studies, has been updated. The new regulation, signed 3 January 2006 with distribution expected later this month, supersedes the original version dated March 1996. The updated version addresses concerns raised by the National Research Council in their book titled "Risk Analysis and Uncertainty in Flood Damage Reduction Studies" published in early 2000. Modifications made to the ER focus on making the terminology more consistent, clarifying the roles of risk analysis and SPF calculations, further defining residual risk, and simplifying the recommended displays for reporting risk and uncertainty. Contact Jason Needham (jason.t.needham@usace.army.mil) for further information.

A Tribute to a USACE Hero, a Great Public Servant and a Friend

Paul Rubenstein, Headquarters

I recently attended the retirement ceremony of a fine man who worked in the Corps Headquarters for many years. His name is George Tabb. I have known George for almost twenty years and throughout that time, he has fought for what is right as a steward of the natural and cultural environment.

I met George not long after I arrived here in the Spring of 1988. He was working with two other legends in the the Natural Resources Management arena, Dave Wahus and Darryl Lewis. Dave had been my environmental branch chief in Savannah District and I had always worked closely with the Operations folks in the district. So, it felt right to seek alliances with these resource managers as I was trying to figure out which end was up. Wahus, Lewis and Tabb were pleased to have an archeologist in the headquarters, even if I worked for Planning at the time. They saw much to be done; my predecessor in the job had done little to support Operations on matters of policy and procedures. George was the point man and we began working together on questions of real importance to USACE operating projects - - how do we develop plans, how do we curate, how do we prioritize work? All the while he was tremendously busy with recreation, natural resource management and interpretation of the environment to visitors at Corps lakes. In addition to all that, George was, and is still, devoted to scouting for boys and young men and he always seemed to embody the finest aspects for which scouting stands.

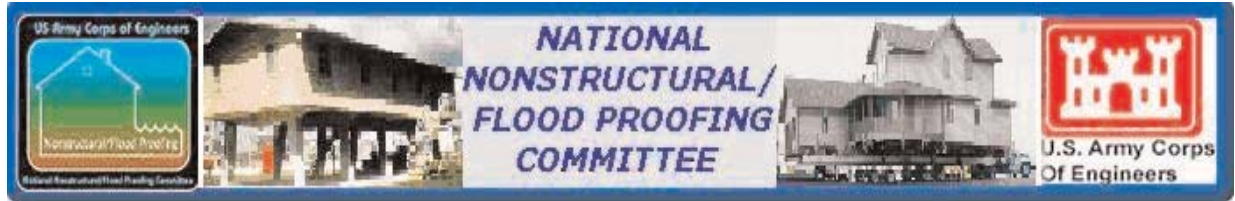


Not long after George and I began to work together, we were approached by a curation specialist from St. Louis District who was beginning to attract interest to the curation of archeological collections. Michael “Sonny” Trimble made his first of many visits to Corps Headquarters and both George Tabb and I were fascinated by the vision and energy exhibited by the future Director of the Corps Mandatory Center of Expertise (MCX) for Curation and the Management of Archeological Collections (CMAC). George Tabb was our first and strongest ally on curation and on a wide range of cultural resource management issues. When the Native American Graves Protection and Repatriation Act (NAGPRA) passed into law in the early 1990s it was George Tabb who led the fight in Operations to fund a USACE NAGPRA program. We were told repeatedly that a NAGPRA line item would never happen but George kept hammering away at the budget process. For several years we were disappointed and the line item did not appear but George would not give up because he knew it was the right thing to do. Eventually, he succeeded and the Corps was the first land managing Federal agency to have a line item funding for NAGPRA and curation. This led to the launching of the MCX CMAC.



Over the years, George was a strong advocate for policies and procedures that protect the cultural environment at our operating projects. He oversaw revisions to Corps regulations on environmental stewardship and was a constant supporter of training and education to improve the Corps workforce’s understanding and appreciation of our cultural heritage. He did all this quietly, with little fanfare and with the understanding that treatment of cultural resources was considered ancillary to his primary responsibilities in recreation and natural resources management. At his retirement ceremony, George Tabb was honored by Corps leaders, representatives from major natural resources and recreation organizations and by a former Chief of the U.S. Forest Service. He left without any medals or certificates testifying to his service and contributions to preserving and enhancing our treatment of the cultural environment but he has our unending gratitude and respect which, I believe, is far more difficult to earn.

NONSTRUCTURAL NEWS



by Larry Buss, Omaha District

False Sense of Security

Several months have passed now since Hurricane Katrina struck the Gulf Coast and the New Orleans area. We have all seen on television and read in various mediums the incredible devastation inflicted by that storm. Record flooding and record damages occurred. High levels of human suffering resulted that are still ongoing today. An aspect that permeates all information coming out of this event is the "false sense of security" that residents of the area had relative to the risk that they were exposed to. Many living directly along the Gulf Coast either facing the beach or within close proximity of the beachfront had the "false sense of security" that their homes were hurricane proof since they were elevated above the base flood elevation [100 year flood for purposes of the National Flood Insurance Program (NFIP)] and constructed to hurricane resistant standards. They knew they were at risk from hurricanes but felt they had done proper mitigation against the risk. However, the "false sense of security" was real as in many areas everything constructed below the storm surge elevation was completely destroyed. Similarly, many living in the New Orleans area had the "false sense of security" that levees and floodwalls would provide protection as they were certified as providing at least 100 year flood protection for the NFIP. Within the protected area, base flood elevations were in many places near sea level with some actually below sea level. Many areas were not within the 100-year flood plain of the NFIP as the flood risk was projected as only being from interior runoff. Many people living in these areas did not even know that they were in a flood plain and definitely did not understand the risk. The "false sense of security" was real as levee/floodwalls failed to keep flood water out of the protected area.

Nonstructural Measure Performance

Nonstructural measures were in place protecting many structures in the area hit by Hurricane Katrina. Along the Gulf Coast, the greatest hazard was storm surge that subjected structures to not only flooding but strong hydrodynamic force. With this exposure, structure elevation was the key determinant as to whether a structure survived or was destroyed. The major problem, however, along many reaches of the Gulf Coast, was the storm surge exceeded the base flood elevation that many structures had been elevated relative to. This subjected these structures directly to hydrodynamic force that, even with today's hurricane construction standards, they could not withstand. In such areas, the only nonstructural measure that performed well in all cases was where structures had been either removed prior to the event or had not been built in the hazardous areas in the first place.

In the New Orleans area, with the exception of areas where structures were directly subjected to hydrodynamic force from storm surge or levee/floodwall breaching creating hazards similar to those experienced on the Gulf Coast, structures were generally subjected to low velocity flooding of very shallow to very great depths. The historic New Orleans mitigation measure for flooding has been elevation of structures. Prior to the advent of levees and floodwalls certified as providing satisfactory protection for purposes of the NFIP, the basic New Orleans house construction method consisted of elevation of a few to several feet above the local grade elevation. The area below the first floor was either simply "crawl space" or was used for storage or garage. This could be called elevation with wet flood proofing. Depending on the location and the depth of flooding realized resulting from Katrina and the amount of structure elevation, this historic type construction worked by either keeping water completely below the first floor or reducing the amount of flooding on the first floor. This is in contrast to "slab on grade" construction that has occurred in the New Orleans area with the advent of NFIP certifiable levees/floodwalls resulting in structures having first floors substantially below the flood elevations experienced as a result of Katrina. This type of construction led to more flood damage than the historic elevated construction. A few of these slab on grade structures were protected by dry flood proofing. Dry flood proofing worked if it was not overtopped by flood depths or if the structure was not in an area subject to direct storm surge or direct levee/floodwall breaching causing large hydrodynamic forces. Some nonstructural flood walls were in place protecting individual structures. These worked if they were not overtopped. The nonstructural measures of buyout, relocation, and open space use obviously worked extremely well in all

cases.

Nonstructural Measures and Rebuilding for the Next Hurricane

The New Orleans area and the Gulf Coast is going to be rebuilt. The question is how and to what extent. With rebuilding, we need to keep in mind that hurricanes are a fact of life for this area. Experts are saying that we are entering into a weather pattern that is more hurricane prone than we have experienced during the past decades, that sea levels are slowly rising, and that gradual increases in global temperature are occurring. More hurricanes are coming that could be as strong or stronger than Katrina that will threaten and damage the area. The basic objective with any rebuild is how to maximize any and all opportunities for the future of these areas while minimizing the risk to the residents and the cost of rebuilding the area after the next devastating hurricane. The "false sense of security" discussed above must be eliminated. Nonstructural measures can play a very important role in the rebuild. Those measures most applicable are:

1. Buyout/relocation--This is the ultimate mitigation measure. Buyout/relocation works well for areas that are totally devastated, where the hazard is very high, and where the risk for future devastation is great. This type of area is extremely hazardous such as areas subject to high levels of storm surge and areas subject to very deep flooding. Opportunities exist for implementation of these measures along the Gulf Coast and in the New Orleans area in high hazard areas and in areas already protected by levees/floodwalls where the hazard level/protection level provided leaves occupants exposed to risk that is too great. With buyout and relocation, the concept of "new uses of the evacuated flood plain" for such uses as recreation and ecosystem restoration should be considered as an integral part of the overall environmentally sustainable flood damage reduction project.

2. Elevation--Elevation works very well where appropriate. In general, the Corps of Engineers does not elevate structures higher than twelve feet above the adjacent ground in order to avoid adverse impacts from other hazards such as wind. Along the Gulf Coast, rebuilding using elevation of structures is viable if the expected storm surge from future hurricanes is less than the lowest floor of the elevated structure. Elevation on piles is the only option of elevation to consider in storm surge areas. In areas that are not subject to storm surge and high velocities that create large hydrodynamic force, elevation by other options such as extended foundation walls, posts, columns, fill, etc. is viable as well as piles.

In the New Orleans area that is protected by levees and floodwalls, the question has come up about the viability of elevating structures that are in the area protected by the existing levee/floodwall system. Does it make sense to elevate structures that are already protected by levees and floodwalls especially if those levees and floodwalls may be raised and strengthened to higher category levels of hurricane protection? Risk to occupants is a major consideration considering the likelihood of future hurricanes and the length of time required to provide higher levels of protection. From an economic viewpoint, the decision would rest on taking into account the probability of failure of the levee when calculating damages prevented from elevation of structures in the protected area. The benefits to offset the elevation costs would be damages prevented to the elevated structure and its contents. From a pure risk to occupants and their property viewpoint, the decision could be more compelling to elevate structures.

3. Wet Flood Proofing--Wet flood proofing of lower areas of elevated structures, garages that cannot be elevated due to street access constraints, and structures that are conducive to wet flood proofing are all viable. In fact, two firehouses that I personally visited in New Orleans that were totally out of operation for weeks that had no more than 4 feet of flood water would have been operational very shortly after the flood water receded if wet flood proofing measures had been applied.

4. Education--Flood plain occupants need continuous reminding of the risk they incur by living in areas subject to flooding. They need to fully understand the risk.

Opportunities

Hurricane Katrina showed that nonstructural measures work where properly applied! Nonstructural measures can be used anywhere [not just the Gulf Coast and New Orleans Area] as an integral part of a flood damage reduction project using both nonstructural and structural measures or as a stand alone nonstructural flood damage reduction project. Nonstructural measures that create open space provide opportunities for new uses of the evacuated flood plain that can promote environmental sustainability, recreation development, and overall community vibrance.

The National Nonstructural/Flood Proofing Committee [NFPC] has developed an advisory for people considering rebuilding along the Gulf Coast and the New Orleans Area after Hurricane Katrina. It is entitled "Considerations When Rebuilding Your Home That Was Flooded as a Result of Hurricane Katrina". The advisory is posted on the NFPC website at www.nwo.usace.army.mil/NFPC.

PLANNING CENTERS OF EXPERTISE

HarborSym Training Rescheduled

Kenneth Claseman, Mobile District

The HarborSym training classes, which were postponed last year due to hurricane Katrina, have been rescheduled. Two 2-day classes are planned. The classes will be held at the Mobile District offices (109 St. Joseph Street, Mobile, Alabama) between the hours of 8:00 AM to 4:30 PM on March 14-15, 2006 and again on March 16-17, 2006. Please contact Ken Claseman by e-mail at: kenneth.g.claseman@sam.usace.army.mil or at telephone number (251) 694-3840 if you wish to attend. Local hotel and travel information will be provided to participants. Spaces for these classes are limited so please sign up as soon as possible.

PLANNING ASSOCIATES UPDATE

Team Building, Team Leadership and Communications

by PA Class of 2006

Hello from South Florida!!!! We wanted to write about what the Planning Associates (PAs) are doing on their second course module. We are working hard, well; the Planning Associates are working very hard in the Team Building, Team Leadership and Communications Module, which are being taught at the Bahia Mar Hotel in Ft. Lauderdale, Florida. Dr. Judith Morrison of ACT II Management Consultants and Trainers is the Course Manager. The PAs are forming, storming, norming and performing as a class as well in their respective teams.

Many, many, many activities have been conducted during this module and many more to come at the time of this writing. On arrival night, the PAs, Judy, Amy Frantz - LRH (last year's PA who was chosen by her class to represent them in some of this year's class activities) and myself met up at a local area restaurant for an icebreaker, since it had been a couple of months since our last meeting. The first day consisted of reviewing the PA handbook that was distributed to the PAs in St. Louis last November. The PAs participated in a team building exercise (see pictures on right). Each team was given the exact materials where construction, timeliness, team work, and success of finished product were judged with certain criteria. With strong, breezy conditions and a few on-lookers – the PAs succeeded on their task. Lectures of team building, team processes, team development and empowerment takes us up through the next couple of days.





Tom Waters, Chief of Planning Community of Practice spent an afternoon talking with the PAs as well as having dinner with them. Planning, leadership, the importance of the PA program were some of the topics Tom Waters talked about to the PAs.

The PAs went through a leadership assessment with lots of discussion. The leadership skills discussion also included integration of leadership skills within organizations, groups and teams.

Martin Gonzalez, PA from the Jacksonville District, gave an overview of CERP (Comprehensive Everglades Restoration Project). This gave the PAs a better understanding of the importance of Florida's ecosystem as well as the difficulties the Corps and all their partners face on this project.

We have participated in a few field trips while we have been in Florida. Different areas of The Keys have been destination spots to include guided tours, some by State Park Rangers, of Islamorada Key, Lignumvitae Key and Key West. The PAs were given exercises to be completed for each Key stop. Another field trip was to the John Lloyd State Park located in Ft. Lauderdale and adjacent to the Port of Everglades. At this location, several team exercises were conducted as well as classroom discussion on trust and diversity. As an added bonus at this location, the Corps was conducting a large beach replenishment project where material was being pumped from the Port of Everglades to this beach area, due to Hurricane Wilma.

More leadership skill sessions to include: communication, professionalism, ethics, trust, integration, coaching, counseling and mentoring finished up our second week. As an added treat, Major Patterson from the Little Rock District spent a few hours talking to the PAs regarding leadership she faced while she spent time in the Gulf Region as well as in her District and Clarke Hemphill, a PA from the Alaska District, gave a presentation of his tour in Iraq. A guided boat tour of the AIWW (Atlantic Intercoastal Waterway), solving conflict, employee discipline, time management and individual presentations (HOBB - Home Office Back Briefs) by the PAs will finish out week three of this course.

The PAs have gelled as a class and into their individual teams during these first two weeks. Once this module is completed, the PAs will return to their home stations for a few weeks before arriving in the D.C. area for their DC Experience Module.

PLANNING WEBS AHEAD

Planning for '06

by Jim Conley, South Pacific Division

Goodbye 05 and good riddance!—Katrina, Rita, Wilma, devastating earthquakes, a tsunami aftermath, ethnic cleansing, civil wars, \$3/gallon gas and serious ethical lapses by both the beltway's blue and red. The most looked up word for 2005 at the Merriam-Webster home page was integrity, where levee was ninth! Words are certainly a tool of the planner's trade and these indicate (situational awareness) what concerns people.

Merriam-Webster Words of the Year 2005: <http://www.m-w.com/info/05words.htm>

Ask Oxford: <http://www.askoxford.com/asktheexperts/faq/aboutenglish/numberwords>

English Word Lists and Language Resource: <http://phrontistery.info/index.html>

Corp planning web pages usually have some project descriptions and contact information. However, the Internet has a lot more potential that may enhance our planning capabilities. The American Institute of Certified Planners Article, The Farmers Branch Experience, relates how a city's small planning division capitalized on some of this potential. They felt the Internet was a way to satisfy customer needs and enhance their internal abilities—faster, better, cheaper. Some of their experiences and innovations may be applicable to corps' planning studies. "The theory was that consistent style makes for a recognizable and clear identity...customers feel comfortable as they negotiate a website that features consistent elements. Consistency and good design are prerequisites of a user-friendly website."

Practicing Planner: <http://www.planning.org/practicingplanner/print/default1print.htm>

A FIRSTGOV page links to sites that have photos and images for use in presentations and web pages.

<http://www.firstgov.gov/Topics/Graphics.shtml>

Few are more aware of the corps' unique governmental attribute—specific project funding—than PMs and planners. Budget and funding constraints routinely wreck havoc on the best intended study schedules. Recently GAO studied corps' reprogramming, where new guidance with criteria for identifying priorities is forthcoming.

GAO Report: <http://www.gao.gov/new.items/d05946.pdf>

Voice Over Internet Protocol (VoIP) may take off in 2006, as one study predicts 5 million individual users. Many organizations are also switching from the Plain Old Telephone System (POTS) to VoIP. Using VoIP is a lot like sending an e-mail, where voice transmissions are turned into bundles of information. These are sent over the Internet along the least congested routes and reassembled at the other end. POTS transmits in both directions all the time whether or not someone is speaking. VoIP only transmits when someone is speaking, so it's more efficient and uses less band width. VoIP is also portable and calls can be made and received free from anywhere there is an internet connection. VoIP has drawbacks, for example if 911 is called from a VoIP phone, the system has no idea where the call originated, because IP addresses aren't geographically assigned. But the technical constraints are falling quickly and planners may soon have VoIP phones with their computers.

Lastly, do some IM folks seem obsessively concerned about computer security? Well consider that an unprotected com-

puter surfing the Web has about 26 minutes before hackers find it.

SANS Institute: <http://www.sans.org/aboutsans.php>

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

ANNOUNCEMENTS

The Headquarters Office of Water Project Review is currently recruiting for a **GS-15 team leader and senior policy advisor**.

Duties: Serves as team leader and senior policy advisor and nationally recognized expert in the areas of plan formulation, economics, environmental, and/or project cooperation/cost sharing policy. Advises staff on questions of unprecedented policy, based on incumbents extensive knowledge in the field of water resources planning and policy, and on anticipated reactions of Washington level decision-makers. Works with the ASA(CW) representatives and MSC/District Commanders to develop Project Cooperation Agreements (PCAs) for new construction projects, and other cost sharing agreements with non-Federal interests, including Governors of affected states, port authorities, flood control districts, and political subdivisions of the states. Recommends approval of draft PCAs submitted by MSCs/Districts. Responsible for overall consistency and uniformity of PCAs and cost sharing determinations developed by MSCs/Districts and managed through the Branch team.

This vacancy announcement is scheduled to be open **Friday, 03 Feb 2006 thru 05 Mar 2006**. Announcements numbers are NCFL06108416 (internal) and NCFL06108416D (non-Corps). To get copy of announcements go to www.cpol.army.mil employment section. The position is located in Washington D.C. in the GAO Building. For additional information contact Robyn Colosimo at robyn.s.colosimo@usace.army.mil or by telephone at (202) 761-8647.

PLANNING CoP CALENDAR

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

Planning Advisory Board Meeting hosted by SWD..... February 2006

Env Credits Generated Through Land-Use Changes: Challenges and Approaches Workshop.....8-9 Mar 2006
(see **December** issue for details)

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: Friday, February 24, 2005.

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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.)

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

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Monica Franklin	<i>Announcements, Planning CoP Calendar</i>	Institute for Water Resources
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To read past issues of Planning Ahead, visit:
<http://www.iwr.usace.army.mil/iwr/plannersweb/planningahead.htm>