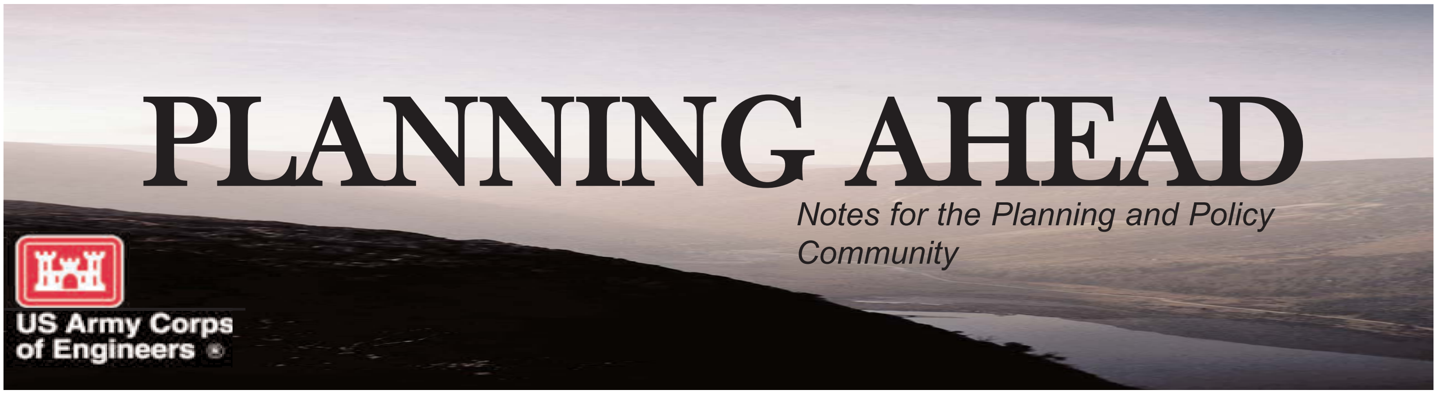

PLANNING AHEAD

Notes for the Planning and Policy Community

March 2006 **Volume 9, Issue 2**

A Note from the Leader of the Planning Community of Practice

It's hard to believe that we're nearing the end of the second quarter of FY06, and even harder to believe that I have only been in this position for approximately nine months. It remains exciting and challenging work here at the Headquarters, and every day we see and appreciate the results of the hard work you are all doing at the District and Division offices.

In February we held a Planning Advisory Board meeting with a group of planning leaders from across the country that help steer our Community of Practice and the entire organization. It was an extremely productive session. I believe we tackled the right issues, and we generated productive outputs.

We attacked three areas: 1) near-term plans for maintaining planning and policy capability in light of diminished out-year budgets; 2) maintenance and cultivation of long-term planning and policy capability; and 3) mobilizing the Planning and Policy CoP to be the subject matter experts on the PDT in all aspects of authorization.

There's not enough room in this article to describe the details of our plans. To summarize, we hatched strategies for national workload sharing and program development initiatives to address the implications of reduced budgets on our capabilities. We developed strategies for sustaining all aspects of the Planning Excellence Program, including maturing our Planning Centers of Expertise to establish permanent alliances and standing agreements with experts from wherever they may sit in the Corps. Finally, we developed proposals for realigning and strengthening authorization responsibilities in the Planning and Policy CoP from Headquarters down to the Districts. So pay attention, ask your leadership about these activities, and be proactive in your engagement.

On a separate but related issue, we are most concerned about maintaining senior level expertise in the Headquarters. With numerous recent retirements and more pending, it is critical that we replenish quality planning and policy competencies in Washington. I encourage all of you to watch for vacancies and to consider applying for these jobs, as well as to spread the word to others. Very soon, there will be two vacancies for GS-14 planners (recruited in one announcement) for positions on the NAD and POD Regional Integration Teams. I just moved here, and I can tell you not to believe any of the rumors and misconceptions that may exist about living in the Washington D.C. area. You can actually afford to live here, and it is a metropolitan area that is replete with a tremendous variety of activities for all interests. It's an exciting place to live, and working in the national Headquarters will give you a unique opportunity to make impacts across the breadth of the Corps of Engineers.

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

Featured Articles

Monthly Columns

Want to Subscribe? See Pages 9-10!

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 REGISTRATION IS OPEN – REGISTER NOW!

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

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

HOTEL RESERVATIONS ARE BEING ACCEPTED NOW – SECURE YOUR ROOM TODAY!

The Westin St. Francis Hotel has set aside a block of rooms at the Federal Government per-diem rate ($130) for conference attendees from the Corps and other Federal agencies. These rooms are going fast, so make your reservation today:

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

In addition to rooms at the Federal rate, there are a small number of rooms set aside for non-Federal attendees. These will go fast:

http://www.starwoodmeeting.com/StarGroupsWeb/booking/reservation?id=0602080059&key=6A657

AGENDA IS PROGRESSING

We have received an unprecedented number of proposals for presentations at the Conference, so thanks to everyone who has submitted their ideas. The Program PDT is busy reviewing these proposals and putting together sessions. As promised, we will contact all who submitted proposals by no later than March 30, 2006 to let them know whether or not their papers have been accepted for the final program.

We are also in the process of contacting our guest speakers for what promises to be very interesting plenary presentations. Watch future issues of *Planning Ahead* for more announcements on the program. And remember that the Conference web site will be updated regularly, so please visit it periodically to stay current with Conference developments: http://www.spd.usace.army.mil/PCoP_Conference2006/

New Guidance: Assuring the Adequacy of Environmental Documentation for Construction and Maintenance Dredging of Federal Navigation Projects

Richard Worthington, Headquarters

The Planning Guidance web site now includes recently issued guidance on assuring adequate environmental documentation for construction and maintenance dredging: http://www.usace.army.mil /inet/ functions/cw/cecwp/branches/guidance_dev/overdepth.pdf. The guidance contains no new policy but supplements existing guidance. It was issued to help address problems surfaced in some recent cases where dredging projects that were under construction have been delayed by Federal and state regulatory agency concerns about the adequacy of the characterization and description of ongoing or pending new work dredging. The concerns have particularly been directed to dredging outside the paid allowable overdepth. The guidance presents some standard definitions to aid a common understanding of the components of the dredging prism and provides guidance on a collaborative process to assure that material likely to be dredged is adequately characterized and described and that the inherent imprecision of the dredging process is well understood by all participants in the project development, review and regulatory processes.

Dealing with Externalities in Navigation Projects

Margaret Johanning, Headquarters

The December issue of *Planning Ahead* discussed non-standard benefits, or externalities, as applicable to navigation projects. Specifically it mentioned that, at this time, the only non-standard benefits that can be considered NED effects in navigation studies are roadway delays, and the project must be justified before adding the externality benefits. Some further explanation follows:

In flood damage reduction (FDR) studies, road delays are a standard NED benefit category. In FDR studies, alternatives that change the duration and flow of water and reduce damages to property, including roads, are evaluated. The alternatives have a direct effect on the resultant damages. By contrast, navigation studies focus only on alternatives that improve the efficiency of commodity movements on the waterways. Any effect on road conditions or traffic as a result of navigation improvements is an indirect effect. These effects may be positive (benefits) or negative (costs). Road effects resulting from navigation projects, while measurable as NED effects, must be considered indirect project effects. These indirect NED effects cannot be used in project formulation, scaling, or NED plan selection, nor should they be used to justify a project when the BCR is less than one. They can only be claimed as additional NED benefits on economically-justified projects, and only in this case, used to calculate the BCR. Be sure to involve the vertical team in your study deliberations whenever considering non-standard benefits.

For further information, contact Margaret Johanning, HQUSACE.

Call For Abstracts: Conference on Frontiers of Environmental Economics

Resources for the Future

February 26-27, Washington, DC

Susan Durden, Institute for Water Resources

Resources for the Future will host a special conference on "The Frontiers of Environmental Economics" in Washington, DC on February 26-27, 2007. This conference is being funded by the EPA's National Center for Environmental Economics.

This call for abstracts is open to environmental economists, other economists, and academics of any other discipline who wish to offer research papers at the frontiers of environmental economics and can contribute to identifying or resolving important public policy problems addressed within the sub-discipline of environmental economics.

Respondents submitting abstracts selected by the committee for the conference will be contracted to write papers based on the abstracts for an honorarium of $4,000 per paper. Limited travel support is available. The current plan calls for acceptance of 10-12 papers. Papers will appear on the RFF and EPA websites along with other materials from the conference. Depending on the quality of the papers, they may be published as a symposium or a special issue in a journal or as an edited volume.

Abstracts should be submitted as a PDF file attachment by email to John@rff.org by April 1, 2006. Include the acronym FEE on the subject line. RFF will acknowledge receipt of all submissions via email. Notification of acceptance will be made by May 15, 2006. Authors must complete contracted papers by February 1, 2007.

To merit consideration, the abstract package should include the following information:

I) Title of abstract, name and institutional affiliation of author(s)
and their disciplines.
(II) CV of principal author(s).
(III) On a page separate from author identification: Abstract (limited to 1,500 words).
(IV) Short responses separate from abstract addressing:
   a. Why you consider the proposed paper to be on the "frontier" of environmental economics and
   b. How the proposed frontier research contributes to the identification or resolution of public policy problems.

The Paper Selection Committee is interested in non-mainstream, truly new ideas that could take environmental and resource economics in new directions. Topics may include but are not limited to: (1) the implications of recent research in behavioral economics for the concept of consumer sovereignty and welfare economics as it is applied in environmental and resource economics; (2) the implications of the new area of neuroeconomics on theories of valuation of environmental and health commodities; (3) engineering or history of science studies that shed light on the causes of and policy levers for innovation; and (4) the role for agent-based models. Improved accounting for the role of "place" in environmental and resource economics, by integrating methods and theories from the natural sciences, geography, and sociology could further push the frontier.

Some Sources for Economics Information

Susan Durden, Institute for Water Resources

Centre for International Studies on Economic Growth
http://www.ssrn.com/link/CEIS.html

Center for Economics Policy Research
http://www.ssrn.com/link/CEPR.html

Center for Economic Studies and Ifo Institute for Economic Research
http://www.ssrn.com/link/CESifo.html

USC Center for Law, Economics and Organization
http://www.ssrn.com/link/CLEO.html

European Central Bank
http://www.ssrn.com/link/European-Central-Bank.html

Foundazione Eni Enrico Mattei
http://www.ssrn.com/link/FEEM.html

Institute for the Study of Labor
http://www.ssrn.com/link/IZA.html

National Bureau of Economic Research
http://www.ssrn.com/link/NBER.html

Penn Institute for Economic Research
http://www.ssrn.com/link/PIER.html

SOCIAL SCIENCE RESEARCH NETWORK

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CULTURAL RESOURCES

Pass on the Movie and Save Your Money for the Book!

Paul Rubenstein, Headquarters

Let's just say for argument's sake that you are going into this weekend with a brand new twenty dollar bill burning a hole in your pocket. What to do, what to do.

Well, you could do what I did a few weeks ago; I grabbed my wife and went to see Terrence Malleck's film "The New World." At $ 9.50 a ticket I had barely enough left over to score a small box of jujubees.

Or, you could take that same twenty dollars, go to your local bookseller or online book purveyor and purchase Jamestown Rediscovery 1994 – 2004 by William M. Kelso and Beverly Straube. You would still have enough left over to buy the jujubees.

Most of you know by now that "The New World" is Director Malleck's vision of the founding of the first permanent British settlement in the New World at James Fort, Virginia in 1607. Jamestown Rediscovery is Archeologist Kelso's vision of the same event. One is told through the careful and meticulous filming through the lense of a camera, the other is told through the careful and meticulous excavation of the site.

Take my advice, if you only have a single twenty, pass on the movie and buy the book. Granted, the film is, at times, beautiful, and images of the James River and the riverine environment of coastal Virginia are spectacular. The reconstruction of the original James Fort is accurate down to the last nail and post (Kelso was a technical advisor). And, the actors who re-enact the story of Pocahontas, Captain John Smith and the oft forgotten John Rolfe are compelling. Just ask my wife about Colin Farrell and his many tatoos. Eventually though, the scenery gives way to long, long, tedious scenes of moo-eyed pre-colonial lovers, Indian attacks that are so poorly edited and acted they are almost funny, and a bewildering ending that rushes Pocahontas through England, birth of a son and her own tragic death quicker than you can say "bring on the credits."

Now, there is the Kelso and Straube collaboration detailing the hunt to find, and the discovery of, the original James Fort enclosure and camp. This is the truly compelling story filled with plot twists and discoveries that will keep you riveted. For those of you not familiar with Kelso, he has been a fixture of Virginia colonial and historic archeology since I was a mere pup. We first met when I was working the Thunderbird Paleo Indian complex in northwestern Virginia in the early 1970's and he was already well known in the southern Virginia Tidewater Region. Over four decades, he has excavated and made major discoveries at many of Virginia's significant and famous colonial sites.

Rediscovery is Kelso's tale of recounting how every major scholar and scientist with Jamestown credentials told him that the original fort site was gone, lost to streambank erosion and river meandering. He details his own literature research, initial tests and eventual discovery that the original cantonment from 1607 was still buried and largely intact at the very edge of what is today Jamestown Island. A true Eureka of a find. The book is replete with color plates of neat excavation units, structural features, human remains, bones of food remains from the earliest days of the settlement known creepily as "the starving time," and an amazing array of artifacts brought to the New World by the first colonists.

For me, the choice is clear, pass on the movie and get the book. The obvious question though, is, if I only had one twenty dollar bill, how did I see the movie and get the book. Some of you know that my younger daughter attends James Madison University in Virginia. Kelso gave a lecture and did a book signing at the school and she actually went to the lecture and bought the book for me. So, she's a great kid, but her tuition explains why I only have one twenty dollar bill to spend.

Happy reading, or, see you at the movies.

NONSTRUCTURAL NEWS

Levee Certification and Nonstructural Measures

Larry Buss, Omaha District

Nonstructural measures are a tremendous asset and tool to be kept right along side other measures in your flood damage reduction "toolbox". In last month's article in *Planning Ahead* entitled "Nonstructural Measures and Hurricane Katrina – Thinking of the Next Hurricane," I focused on the Gulf Coast and the New Orleans area. I discussed the "false sense of security" that people had along the Gulf Coast and in areas protected by levees that were impacted by Hurricane Katrina. I discussed the performance of nonstructural measures in the Hurricane Katrina affected area. I also discussed that nonstructural measures needed to be fully considered in any post Hurricane Katrina rebuilding decisions. In this article, I want to focus on another aspect of "false sense of security" that many people will be facing in the future. That is levee certification for purposes of the National Flood Insurance Program [NFIP].

Many levees exist in this country. They provide a lot of flood protection and they provide a lot of flood plain regulation and flood insurance requirement protection. Prior to Hurricane Katrina, many people were already thinking about the need to focus more on how well levees provide adequate flood plain regulation and flood insurance requirement protection. The question was asked "Do levees in this country exist that are certified as adequate for the National Flood Insurance Program that probably should not be certified meaning that they no longer provide flood plain regulation and flood insurance requirement protection?" Is existing development in the areas "protected" by levees or new development that is or will occur in the areas "protected" by levees really safe or does a "false sense of security" prevail. The issue is a risk. To address these questions, the subject of a National Levee Inventory and/or a National Levee Safety Program had been discussed. Hurricane Katrina propelled levee certification and levee inventory and safety to a new height of National awareness and focus. As a Nation, we are definitely moving in that direction rapidly. Questions are coming as to who will pay for the analysis needed to make the levee certification determination? What will happen to property owners in those areas that are in the "protected" area that will no longer have a certified levee and flood plain regulation and flood insurance becomes required as a result of levee decertification? What is the impact of levee decertification on the community?

You may ask, "How does this relate to nonstructural measures"? The answer is basically two fold. One, when the question comes of raising or strengthening the levee to regain certification for the NFIP, don't forget to consider nonstructural measures as a viable alternative for evaluation. Not only is it required by ER 1105-2-100 but correct thinking using nonstructural measures, especially relocation and buyout, may lead to a very feasible alternative that might even show the levee is no longer needed and new uses of the evacuated flood plain could lead to a very environmentally sustainable project that receives strong local sponsor support. That type of thinking may find that the other nonstructural measures are also very viable. Two, when considering a new flood damage reduction project, we too often look at levees first and only look at nonstructural measures second, especially if we cannot find a feasible levee project. Try looking at nonstructural measures first. When thinking of the levee certification issues this country will be facing now with existing levees, it makes sense for the future to find ways that property owners in protected areas and communities can "live with the flood" via nonstructural measures instead of "avoiding the flood" with levees and living with the "false sense of security" that levees may or may not provide flood plain regulation and flood insurance requirement protection in the future.

When considering nonstructural measures, please keep in mind your National Nonstructural/Flood Proofing Committee. A team of experts exists to help in any and all aspects of nonstructural evaluation and implementation. For additional information regarding nonstructural measures, visit our website at www.nwo.usace.army.mil/nfpc or e-mail me at larry.s.buss@usace.army.mil or by phone at 402-221-4417.

PLANNING ASSOCIATES UPDATE

By Clarke Hemphill, Alaska District and Barbara Blumeris, New England District

Greetings from two team members of the 2006 Planning Associates Program. We, Clarke Hemphill and Barbara Blumeris are from Alaska and Massachusetts, respectively. The 2006 PA team includes members from across the country representing each Division and HEC. The PA program is a great opportunity to develop professional Corps relationships that will benefit your District and Division and ultimately the Corps nationwide.

Our PA experience began with initial "Forming" in St. Louis in November where we met the other PAs, the PA program management team, and the Course owner's team. All arrived looking forward to the wonderful learning and growth experience the program provides and we were not disappointed. Following program orientation and team building to be continued in Florida, we dug into technical material with subject matter experts in Cultural Resources and Tribal Affairs. (See PA article in Planning Ahead, Dec 2005).

In January we arrived in Florida for three weeks of learning on team building, leadership, and communication through classroom exercises and experiences. We explored the 4 stages of team development: Forming, Storming, Norming, and Performing and 3 keys to empowerment: sharing information equally, creating autonomy with boundaries, and replacing hierarchy with self directed responsible cooperating teams.

In St. Louis we divided the PA team of twelve into work teams of four. In Florida each work team discussed and selected a team name. The work team names are Quadriga, Team Neptune, and Pathfinders. In the work teams and class team we discussed procedures or norms that we would use for leadership, decision-making, communication, and conflict management. This was an eye opening experience as we realized that many of our PDTs never have these discussions at home. Ask yourself how can your PDT function without some basic norms established up front. Some of the norms selected

Planning Associates 2006

VISION STATEMENT: A results oriented picture of a possible future you intend to create

Ethics Professionalism Integrity

The Planning Associates Class of 2006 shall lead the United States Army Corps of Engineers into the future by creatively solving water resources issues while balancing the diverse needs of the nation.

Characteristics of Effective Leaders (list developed by PA 2006 class)

- Garners respects
- Inspires
- Visionary
- Public Speaking
- Possesses Credibility
- Able to Delegate
- Communicator
- Decision Maker
- Confident
- Intelligent
- Goal oriented
- Self motivated
- Fair, open and honest
- Prepared/Organized
- Knowledgeable of team attributes and weaknesses

Planning Associates 2006

Indian Key Historic State Park

Lignumvitae Botanical State Park

include rotated leadership, situational leadership, consensus and nominal decision-making, conflict management, and team communication. The PA's worked with 360 Feedback and are "Forming and Storming" into a highly motivated self-directed team.

During our team building we developed a PA Class vision statement and logo. To have a functioning team it is important that you get through the "Storming " phase and all agree on the team's vision, purpose, and goals. The learning on team building in Florida fits clearly with the Corps project management focus. A team is a group of individuals that come together to work cooperatively to perform a task or project. In Florida, we learned how to become good team members and realized that it takes work to make an effective and efficient team.

As part of the team process we discussed qualities that make a good leader and we had three different types of leaders provide insights: Tom Waters- HQ Leadership, Major Trina Patterson- Leadership in unusual circumstances, and Ely Doron, leadership in times of terrorism. The common theme throughout the presentations was personal and organizational integrity. The PA class developed the attached list of leadership qualities.

We also enjoyed a presentation by Donna Washington, storyteller and learned about effective presentations both in the classroom and through developing our HOBBs (Home Office Back Briefs). Take home points from the communication module are; you need to make it human, be prepared, know your audience, stick to your time slot, select a style that works. Style is 55 percent body language, 38 percent voice and 7 percent content. Draw in the audience by asking questions, provide an interesting opening, and close with a summary.

While we worked hard in Florida there was also time for field trips and an added benefit was learning about the history and environment of South Florida and the Comprehensive Everglades Restoration Plan. We are looking forward to the next session in Washington, DC where we will learn about how the Corps works at HQ and in the Capitol and establish new professional relationships.

PLANNING WEBS AHEAD

Popular and Expensive Web Pages

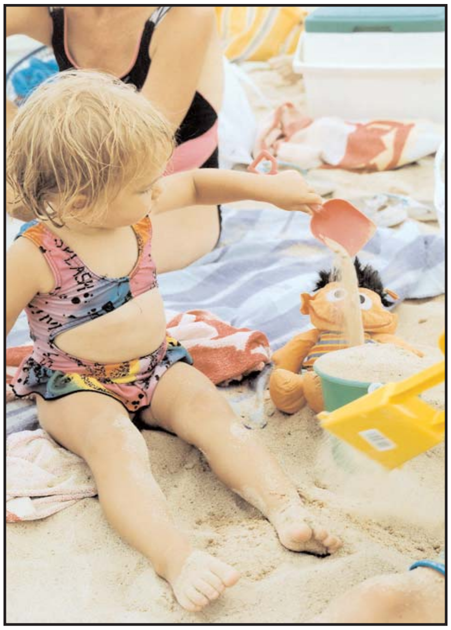
by Jim Conley, South Pacific Division

People are not rational, but the news is that we are becoming less so. There is no time to contemplate and decisions are based on limited and many times falsified information. People have finite cognitive capacities, and marketers well know we increasingly rely on shortcut methods like:

- Social proof – A group is on TDY strolling at dinnertime in a city that none have been to before. They will choose a crowded restaurant; because if it's crowded it must be good.
- Expensive is better. – A store manager was having problems selling a certain item, and instructed the clerk to discount it 50%. The clerk misunderstood the instructions, and actually doubled the price, and it sold out!
- Liking - "I bought it because the salesperson was so nice, and I didn't want to hurt their feelings."

Engineers, biologists, economists etc., are trained to weigh the "objective" evidence and choose a right answer. How information is presented actually communicates more than the informative content. Web surfers have a three second attention span. So if your intended audience is presented with cognitive material—just the facts--they will quickly move on. Pictures of babies and animals are more interesting than graphics/cartoons, landscapes and biographical photos.

All the photos herein are from the:
Public Affairs Office: Digital Visual Library



Stakeholders have varying levels of project interest from "unsurprised apathetic" to financial backers--sponsors. Their level of interest shapes how they view project information. Good communication plans employ various information techniques tailored to different stakeholders.

Public Involvement and Teaming in Planning Training Course Reader:
Public Participation Techniques
Designing a Public Participation Process

People are bombarded by messages appealing to their short-cut decision making processes. Prominent web pages can be examined for their general layout, and how the information is presented. Some pages are daily attracting thousands of hits and being continually tweaked to be more effective. It's okay to mimic the general layout and underlying designs (But it's not okay to copy text or photos as web content is generally copywrited, unless stated otherwise.). The attractive corps' and South Florida Water Management District's joint everglades web page effectively uses animal photos: http://www.evergladesplan.org/

PLANNING CoP CALENDAR

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

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 calender, 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: Monday, March 27, 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.

THE PLANNING AHEAD TEAM

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Susan Durden	*Regional Technical Specialist*	Institute for Water Resources
Monica Franklin	*Announcements, Planning CoP Calendar*	Institute for Water Resources
Ted Hillyer	*Planning Centers of Expertise*	Institute for Water Resources
Joy Muncy	*Planning Associates Update*	Institute for Water Resources
Darrell Nolton	*Masters Program*	Institute for Water Resources
Ken Orth	*Planning Leaders' Corner*	Headquarters
Paul Rubenstein	*Cultural Resources*	Headquarters

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