

US Army Corps
of Engineers®

FIRST ANNUAL REPORT

PLANNING CENTERS OF EXPERTISE

Inland Navigation: CELRD
Deep Draft Navigation: CESAD
Flood Damage Reduction: CESP
Hurricane & Storm Damage Prevention: CENAD
Ecosystem Restoration: CEMVD
Water Management & Reallocation: CESWD



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October 2005

First Annual Report

PLANNING CENTERS OF EXPERTISE

Prepared for:
Planning Community of Practice
Directorate of Civil Works
U.S. Army Corps of Engineers

Prepared by:
Ted Hillyer
U.S. Army Corps of Engineers
Institute for Water Resources
Alexandria, Virginia 22315

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Preface and Acknowledgements

In August 2003, the Director of Civil Works, designated five national Planning Centers of Expertise (Planning Centers) to enhance the Corps' planning capability for inland navigation (CELRD), deep draft navigation (CESAD), flood damage reduction (CESPD), hurricane and storm damage reduction (CENAD), ecosystem restoration (CEMVD) and Water Supply and Reallocation (CESWD). The Planning Centers are part of the Corps' national initiative to improve the quality and effectiveness of water resources planning, referred to as the Planning Excellence Program. The role of the Planning Centers is to focus on plan formulation and the complex technical evaluation associated with formulation. Each Planning Center is led by a team of experts specialized in plan formulation, environmental sciences, economics and related technical disciplines.

This report was prepared in order to formalize the work performed by the Planning Centers of Expertise. The first year's effort of the Planning Centers was finalized by a July 2004 Video-Teleconference and the second year's effort was finalized by a face to face meeting at HQUSACE in June 2005. While this report represents the first two-years of effort by the Planning Centers, it is the intent to publish reports on a yearly basis hereafter.

There are many individuals the author must acknowledge for this report. First and foremost is Mr. Ken Orth, who at that time of the June 2005 meeting was the Institute for Water Resources' (IWR) Planning Community of Practice Leader. Following the June 2005 meeting, (that was organized by Mr. Orth) it was Mr. Orth's suggestion that the work accomplished by the Planning Centers be documented in a yearly report. Mr. Bruce Carlson, of the Policy and Planning Division of Civil Works also deserves much credit for his effort, in not only helping to orchestrate the June 2005 meeting with Mr. Orth, but his documentation of the follow on effort and for his review and comments on earlier versions of this report. Each of the Planning Center Directors and the Technical Points of Contact provided the data that is documented by this report. Without their effort, there would be no accomplishments to document. These individuals are: Theodore Brown, Dave Weekly and Paul Hanley of the Inland Navigation Center; Wilbert Paynes and Ken Claseman of the Deep Draft Navigation Center; Clark Frentzen of the Flood Damage Reduction Center; Joe Vietri and Larry Cocchieri of the Hurricane and Storm Damage Prevention Center; Rayford Wilbanks and Dave Vigh of the Ecosystem Restoration Center; and JoAnn Duman and Peter Shaw of the Water Management and Reallocation Center. The reports prepared by these Planning Centers for the June 2005 meeting are provide as hyperlinks in this report, which, like many now produced, will be made available on the internet at the IWR home page (www.iwr.usace.army.mil). It will be necessary to go to this web site to access the presentations of the Centers at the June 2005 meeting. Other individuals deserving of acknowledgment are Ron Conner and Lillian Almodovar of IWR for their review and support of this effort and Arlene Nurthen and Richard Whittington for their effort in making this effort available as an IWR report and having it accessible on line. The Director of the Institute for Water Resources is Mr. Robert Pietrowsky.

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Outline

<u>Item</u>	<u>Page Number</u>
Forward	iii
Table of Contents	v
Background	1
1. Initiation of Planning Centers	1
2. Contacts.....	1
3. First Meeting.....	2
4. Center Funding.....	2
5. Planning Ahead Newsletter.....	2
June 2005 Meeting of the Centers	3
1. Introduction.....	3
2. Preparing for the Meeting	3
3. Accomplishments.....	3
4. Scorecard of Activities.....	4
5. Ranking of Activities	7
6. High Graded Activities	9
7. Low Graded Activities.....	9
8. Presentations.....	10
9. Topics for Discussion	12
10. Low Hanging Fruit.....	12
11. Tasks for Money	13
Follow on Action	15
1. After Meeting Action.....	15
2. Roster of Planning Technical Specialists.....	15
3. Things to Come.....	16
4. Meetings.....	16

List of Tables

1. Center Directors, Technical Points of Contact and Web Links	1
2. Center Funding.....	2
3. Accomplishments.....	3
4. Scorecard of Potential Activities	5
5. Major Categories of Potential Center Activities, Average Score for Each Category	8
6. Major Categories of Potential Center Activities Ranked by Average Score	8
7. Individual Activities with an Average Score of 1.0 or Greater	9
8. Individual Activities with a Score of 0.0	9
9. Low Hanging Fruit.....	12
10. Tasks for Money	13

List of Appendices

A. August 2003 Memorandum from the Director of Civil Woks.....	17
B. Notes of the July 2004 VTC of the Planning Centers of Expertise.....	19

First Annual Report: Planning Centers of Expertise

C. Center Funding.....23
D. Agenda of the 28-29 June 2005 Meeting of the Planning Centers of Expertise
and List of Attendees27
E. Roster of Planning Technical Specialists29

Background

1. Initiation of Planning Centers. In August 2003, the Director of Civil Works designated five national Planning Centers of Expertise to enhance the Corps' planning capability for inland navigation, deep draft navigation, flood damage reduction, hurricane and storm damage reduction, ecosystem restoration and water supply and reallocation. The Director also recognized the Northwestern Division as the acknowledged national hydropower Planning Center of Expertise, and acknowledged the excellent support of the National Nonstructural/Flood Proofing Committee across business line program areas. The Centers are part of the Corps' national initiative to improve the quality and effectiveness of water resources planning, referred to as the Planning Excellence Program. This program includes planner training and development, planner leadership development, quality assurance and quality control, the Centers of specialized planning expertise, and other national initiatives to improve planning effectiveness. The Director's Memorandum is provided at **Appendix A**.

2. Contacts. The role of the Planning Centers is to focus on plan formulation and the complex technical evaluation associated with formulation. Each Planning Center is led by a team of experts specialized in plan formulation, environmental sciences, economics, and related technical disciplines. Center Directors, Technical Points of Contact and web links are at **Table 1**.

Table 1: Center Directors, Technical Points of Contact and Web Links

National Center / Web Site	Director	Technical Point of Contact
<u>Inland Navigation</u>	<u>Theodore Brown</u> Great Lakes and Ohio River Division Cincinnati, Ohio	<u>Dave Weekly</u> Huntington District Huntington, West Virginia and <u>Paul Hanley</u> Great Lakes and Ohio River Division Cincinnati, Ohio
<u>Deep Draft Navigation</u>	<u>Wilbert Paynes</u> South Atlantic Division Atlanta, Georgia	<u>Ken Claseman</u> Mobile District Mobile, Alabama
<u>Flood Damage Reduction</u>	(vacant) South Pacific Division San Francisco, California	<u>Clark Frentzen</u> South Pacific Division San Francisco, California
<u>Hurricane and Storm Damage Prevention</u>	<u>Joe Vietri</u> North Atlantic Division New York, New York	<u>Larry Cocchieri</u> North Atlantic Division New York, New York
<u>Ecosystem Restoration</u>	<u>Rayford Wilbanks</u> Mississippi Valley Division Vicksburg, Mississippi	<u>Dr. Dave Vigh</u> Mississippi Valley Division Vicksburg, Mississippi
<u>Water Management & Reallocation</u>	<u>JoAnn Duman</u> Southwestern Division Dallas, Texas	<u>Peter Shaw</u> Southwestern Division Dallas, Texas

First Annual Report: Planning Centers of Expertise

3. First Meeting. The first meeting of the Planning Centers of Expertise was a Video-Teleconference (VTC) on 13 July 2004. The purpose of the meeting was to explore where and how the Corps was proceeding with the centers. Major General Strock, the Director of Civil Works, first indicated that the reorganization of the Corps under 2012 was here to stay, we couldn't afford full service districts everywhere and that the regional centers will help concentrate the resources and provide depth of expertise. Notes of this meeting were prepared by Harry Kitch, HQ Planning Community of Practice and are provided at **Appendix B**.

4. Center Funding. Following the July meeting, Headquarters provided minimal funding to the Centers for them to initiate their efforts. The base, enhanced and actually allocated funds are shown in **Table 2**. The detailed breakout is provided as **Appendix C**.

Table 2: Center Funding

Center	Base Level	Enhanced Level	Allocation
Inland Navigation	\$60,000	\$260,000	\$45,000
Deep Draft Navigation	100,000	175,000	63,000
Flood Damage Reduction	50,000	115,000	48,000
Hurricane & Storm Damage Prevention	70,000	138,000	52,000
Ecosystem Restoration	73,000	169,000	55,000
Water Management & Reallocation	40,200	69,400	37,000
Total	\$393,200	\$926,400	\$300,000

5. Planning Ahead Newsletter. In October 2004, the responsibility editing the *Planning Ahead* newsletter was transferred from HQUSACE to the Institute for Water Resources, at which time a new format was instituted. This format included a monthly featured article on the Corps' Planning Centers of Expertise. These articles track the progress the Centers have made over the year in developing web sites and individuals involved in these Centers. This monthly feature also permits the inclusion of information such as training opportunities for all and meeting notices for those involved in Center activities. Excellent articles have also been provided by the Flood Damage Reduction Center, the National Ecosystem Center, the National Deep Draft Navigation Center and the Planning Center of Expertise for Inland Navigation. These monthly columns can be found at the *Planning Ahead* web site at:

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

June 2005 Meeting of the Centers

1. Introduction. This section of the report covers the first face to face meeting of the Planning Centers of Expertise. This meeting was held on 28-29 June 2005 at Headquarters, USACE. The purposes of the meeting were to: meet face to face, exchange products and ideas developed by the Centers, discuss an approach to resolving one or two major problems facing the Centers and to prepare a one-page PMP for future virtual team action. An agenda of the meeting and a list of attendees are provided at **Appendix D**.

2. Preparing for the Meeting. In preparation for the meeting the Centers were each asked to prepare certain items: (1) share at least three things that they have done at their Center with the other Centers, (2) prepare a brief presentation about their Center for the 28 June part of the agenda, (3) complete a checklist of 53 items (that was provided) of potential activities of the Centers and (4) select two topics from a list of seven, that might be assigned for the 29 June portion of the meeting.

3. Accomplishments. In response to these tasks the Centers provided a list of their accomplishments (**Table 3**).

Table3: Accomplishments

Center	ITEMS
Inland Navigation	<ol style="list-style-type: none"> 1. Sponsored the Planning Associates Inland Navigation Course 2. Published <i>Planning Ahead</i> article 3. Brought CXIN website on-line 4. Participating in Upper Mississippi-Illinois Waterway, Arkansas River, and Red River ITRs. 5. Quarterly inland navigation CoP telecoms, only limited involvement outside LRD 6. Coordination with NETS research program for the Great Lakes and the Ohio River systems. 7. Conducted an orientation workshop on Ohio River System for NETS inland team 8. Acting as project managers of joint MVD/LRD team for two NETS sponsored studies involving the Upper Mississippi.
Deep Draft Navigation	<ol style="list-style-type: none"> 1. Prepared a Program Management Plan (PgMP). 2. Mission/roles meeting (18-19 May 2004, Atlanta, GA). 3. Sponsored the Planning Associates Deep Draft Navigation Course (Tampa, FL completed 4-8 April 2005, included representatives from HQUSACE, ERDC, IWR, NDC, SAD, SAJ, SAM, and the private sector) 4. Preparing Deep Draft Navigation Review Guide (team includes SAW, SWG and SAM) 5. Reviewing Deep Draft Navigation NED Manual Revisions (IWR is currently updating the Manual) 6. Published a "Planning Ahead" article (March 2005) 7. Sponsoring a NETS Field Review Group (economist team includes NWP, SPN, NAO, LMN, LRB and SAM, meeting 16-17 June at IWR) 8. Purchasing Lloyds Ship Registry (in process) 9. Developed DDNPCX brochure, logo and conference display 10. Set up DDNPCX web site (currently being revised) 11. Managing External Independent Expert Opinion contract for HQUSACE (contract awarded in May) 12. Preparing DDNPCX Model Certification Process 13. Testing the IWR HarborSym Model 14. The DDNPCX has been involved in about a dozen ITR's / consulting assignments

First Annual Report: Planning Centers of Expertise

Table 3: Accomplishments (continued)

Center	ITEMS
Flood Damage Reduction	<ol style="list-style-type: none"> 1. Completed the first Program Management Plan (PgMP); update due 9/2005. 2. Developed and presented the FDR course to the 2005 PA class at Davis, CA; 15 - 20 May 2005. 3. Initiated the process towards development of a FDR Review Guide 4. Participating in the review/updates of the PGN appendices. 5. The FDRPCX was featured in a "Planning Ahead" article 6. The FDRPCX / NFPC are participating in the ASFPM conference and the forthcoming Floodproofing Conference 7. Established the FCRPCX website as hosted by IWR 8. Currently working with SAM to initiate the first PCX facilitated ITR. Checklist is attached 9. Our primary concern at this time are sufficient resources to support center assigned activities (latest ECs and other required center missions.
Hurricane & Storm Damage Prevention	<ol style="list-style-type: none"> 1. Prepared a Program Management Plan. 2. Directed the Planning Associates Program "Hurricane and Storm Damage Prevention" 3. 3. Course 9-13 May in Philadelphia, PA. 3. Providing project management and report writing in the preparation of IWR's Post Storm Report on Hurricane Isabel. 4. Leading a workgroup for the design and formulation focus area unit of the national study "The Shore Protection Project Performance Improvement Initiative (S3P2I)". 5. Briefed representatives of the Netherlands' Ministry of Transport, Public Works and Water Management on regional coastal projects and led them on a tour of Corps coastal projects. Corps has an MOU with the Netherlands. 6. Launched HSDP-PCX website, improvements underway. 7. Currently performing HSDP model certifications.
Ecosystem Restoration	<ol style="list-style-type: none"> 1. PMP completed and due to be revised. 2. Web site up and running and being always revised. 3. Capabilities brochure completed will also be revised this year. 4. Public relations hand-out material completed. 5. Continuing to develop our virtual team – have recently received experts list from LRD and SWD. 6. Developing 'Action District' program to gain CX depth. 7. Published article in Planning Ahead for the CX. 8. Coordinating with the National Environmental CoP, getting established with military and HTRW sides of the house. 9. Beginning coordination with Mobile and Baltimore on model certification. 10. Sending a person to China for GIS International Symposium of ER applications. 11. Provided money to USFWS to help publish a book on Restoring America's Greatest River (lower Miss.) 12. Providing a boat and barge for an Audubon Society workshop on the Mississippi River this Fall 05. 13. Helped sponsor a tribal training class in Memphis with an money and an ER module 14. Participating in a CX presentation to a PA class in Rock Island June 05. 15. CX is chair of Planning Committee for 2nd NCER Conference in 07. 16. Set up GIS training for USFWS and Vicksburg District
Water Management & Reallocation	<p>We have not been able to stand up our Center of Expertise in as timely a manner as we would have liked, owing to unavoidable delays in staffing, and the press of other high-priority work. (In several other directions at once...I'm sure this is a familiar story!) This has made our CX checklist mostly zeroes, along with some ones. However, we hope to make up for lost time.</p>

4. Scorecard of Activities. For the 53 items of potential activities, the Centers were requested to rank their activity on a basis of 2 to 0; with a 2 being the Center has done much work and has something to share, 1 is to signify that the Center has done little or some work and may or may

not have something to share and a 0 would signify the Center has not done this activity. The raw responses are provided as **Table 4**. This table also provides an average score for that activity.

Table 4: Scorecard of Potential Activities

Activity	Planning Center of Expertise						Average
	Inland Nav.	Deep Draft Nav.	FDR	HSDR	Ecosystem	WM&R	
1. MEMBERSHIP (1.00)							
a. Maintain an email list	2	2	2	1	2	1	1.67
b. Certify Center experts.	0	1	1	0	0	0	0.33
2. CENTER BUSINESS PROCESS (1.06)							
a. Develop operating charter	1	2	2	1	2	1	1.5
b. Identify Center missions, etc.	1	2	2	1	2	1	1.5
c. Identify Center structure	2	1	2	2	2	1	1.67
d. Develop process on how Center will function.	0	0	2	1	2	0	0.83
e. Develop standards/metrics on how to measure success.	0	0	1	1	1	1	0.67
f. Produce an annual report	0	0	1	0	0	0	0.17
3. FUNDING (1.17)							
a. Determine how to fund the various Center activities.	1	2	1	1	2	0	1.17
4. STRATEGIC RELATIONSHIPS (1.00)							
a. How can a Center feel like a center to the rest of the region	1	1	1	1	2	1	1.17
b. Establish a relationship with other Centers	1	1	0	1	1	0	0.67
c. Develop a network	2	1	1	1	1	1	1.17
5. COMMUNICATION (0.55)							
a. Manage a program of sharing lessons	0	0	0	0	1	0	0.17
b. Host an annual Center workshop/seminar.	1	1	0[1]	1	0	0	0.5
c. Host periodic recurring Center meetings (VTC).	2	0	1	1	0	0	0.67
d. Organize sessions for the E&E Conference.	0	0	0	0	0	0	0
e. Create Center communication capability	1	1	2	1	1	0	1.00
f. Publish an article at least yearly in Planning Ahead	2	2	2[2]	0	2	1	1.5
g. Have a "Dear Abby-ish" column	0	0	0	0	0	0	0
6. WEBSITES (0.78)							
a. Own a Center page on the Planners Website.	2	2	2	2	2	0	1.67
b. Develop a web based forum for online discussions, sharing of ideas, Q & A, etc.	0	0	1	0	1	0	0.33

First Annual Report: Planning Centers of Expertise

Table 4: Scorecard of Potential Activities (continued)

Activity	Planning Center of Expertise						
	Inland Nav.	Deep Draft Nav.	FDR	HSDR	Ecosystem	WM&R	Average
c. As the Centers get on-line, coordinate development and operation	0	0	0	1	1	0	0.33
7. STAFFING and DEVELOPMENT (0.13)							
a. Provide shadowing opportunities	1	0	0	0	2	0	0.5
b. Promote, recognize, and reward successful	0	0	0	0	0	0	0
c. Conduct recruitment activities.	0	0	0	0	0	0	0
d. Offer developmental assignments.	0	0	0	0	0	0	0
8. STUDIES and REPORTS (0.11)							
a. Prepare list of high profile studies that involve the Center.	0	1	0	0	1	0	0.33
b. Set up database of related projects in the Federal system.	0	0	0	0	0	0	0
c. Start an electronic library of Corps reports on related projects	0	0	0	0	0	0	0
9. APPROPRIATIONS (0.92)							
a. Participate in any revision to the budget prioritization	2	0	2	1	1	0	1.00
b. Participate in development of Program metrics	2	0	2	0	1	0	0.83
10. TECHNICAL SUPPORT (0.57)							
a. Provide consulting services	2	2	1	2	2	0	1.5
b. Provide accomplishment of key analytical components	0	1	0	0	0	0	0.17
c. Establish a Center "swat" team	0	0	1	1	1	0	0.5
d. Establish a technical support program	0	0	0	0	0	0	0
e. Update manuals.	0	2	0	1	0	0	0.5
f. Provide advice on significant regional and nation-wide planning issues.	0	2	1	0	1	0	0.67
g. Serve on ad hoc task forces	0	0	1	1	2	0	0.67
11. REVIEW (0.96)							
a. Provide independent review	2	2	1	0	1	0	1.00
b. Supplement the HQUSACE staff in review	2	2	1	0	1	0	1.00
c. Manage ITR teams and activities.	2	2	1	0	2	0	1.17
d. Certify planning models	0	1	1	1	1	0	0.67

Table 4: Scorecard of Potential Activities (continued)

Activity	Planning Center of Expertise						
	Inland Nav.	Deep Draft Nav.	FDR	HSDR	Ecosystem	WM&R	Average
12. TRAINING (0.80)							
a. Be a proponent for training	1	2	1	1	1	1	1.17
b. Make a catalog of related training.	0	0	0	0	0	1	0.17
c. Be Center staff are at all courses listed in the catalog.	0	0	1	0	1	0	0.33
d. Develop and present a comprehensive training course	1	0	1	1	0	0	0.5
e. Present the Planning Associates course	2	2	2	2	2	1	1.83
13. GUIDANCE (0.67)							
a. Make an inventory of all Corps guidance	1	0	1	1	1	0	0.67
14. RESEARCH and DEVELOPMENT (0.47)							
a. Assist in establishing research and development	0	2	1	0	1	1	0.83
b. Make an inventory of related Corps research.	0	0	0	0	0	0	0
c. Center staff involved in related research program.	1	1	0	1	1	0	0.67
d. Prioritize R&D needs to support the Center's mission.	1	1	0	0	0	0	0.33
e. Advocate funding to support the Center's top R&D priorities.	2	0	0	0	1	0	0.5

Notes under COMMUNICATION from the FDR PCX:

1. Annual workshop seminar: We held a “kick-off” meeting for the FDRPCX in August 2004 an intend to hold at least annual meetings for the members to assure completion of updated PgMP and list prioritized actions each year on a timely basis. In addition, the PA seminar was held during the week of 15 May 2005.
2. The FDRPCX included a short article in the *Planning Ahead* newsletter earlier in 2005. And, the Corps NFPC, which is a member to the FDRPCX, has also published several articles in *Planning Ahead*.
5. Ranking of Activities. As can be seen from table 4, the 53 potential activities are separated into 14 major categories. In order to ascertain where the major activities have occurred, these categories are first listed by their average score (**Table 5**) and then by their average score from high to low (**Table 6**).

**Table 5: Major Categories of Potential Center Activities
Average Score for Each Category**

Major Categories of Potential Center Activities	Average Score
1. Membership	1.00
2. Center Business Process	1.06
3. Funding	1.17
4. Strategic Relationships	1.00
5. Communication	0.55
6. Websites	0.78
7. Staffing and Development	0.13
8. Studies and Reports	0.11
9. Appropriations	0.92
10. Technical Support	0.57
11. Review	0.96
12. Training	0.80
13. Guidance	0.67
14. Research and Development	0.47

**Table 6: Major Categories of Potential Center Activities
Ranked by Average Score, High to Low**

Major Categories of Potential Center Activities	Average Score
3. Funding	1.17
2. Center Business Process	1.06
1. Membership	1.00
4. Strategic Relationships	1.00
11. Review	0.96
9. Appropriations	0.92
12. Training	0.80
6. Websites	0.78
13. Guidance	0.67
10. Technical Support	0.57
5. Communication	0.55
14. Research and Development	0.47
7. Staffing and Development	0.13
8. Studies and Reports	0.11

6. High Graded Activities. Another means of analysis was to view the individual activities with an average score of 1.0 or Greater. These are shown in **Table 7**, ranked from High to Low.

**Table 7: Individual Activities with an Average Score of 1.0 or Greater
Ranked from High to Low**

Activity	Planning Center of Expertise						
	Inland Nav.	Deep Draft Nav.	FDR	HSDR	Ecosystem	WM&R	Average
12e. Present the Planning Associates course	2	2	2	2	2	1	1.83
1a. Maintain an e-mail list	2	2	2	1	2	1	1.67
2c. Identify Center structure	2	1	2	2	2	1	1.67
6a. Own a Center page on the Planners Website	2	2	2	2	2	0	1.67
2a. Develop operating charter	1	2	2	1	2	1	1.5
2b. Identify Center missions, etc.	1	2	2	1	2	1	1.5
5f. Publish an article at least yearly in <i>Planning Ahead</i>	2	2	2	0	2	1	1.5
10a. Providing consulting services	2	2	1	2	2	0	1.5
3a. Determine how to fund the various Center activities	1	2	1	1	2	0	1.17
4a. How can a Center feel like a center to the rest of the region?	1	1	1	1	2	1	1.17
4c. Develop a network	2	1	1	1	1	1	1.17
11c. Manage ITR teams and activities	2	2	1	0	2	0	1.17
12a. Be a proponent for training	1	2	1	1	1	1	1.17

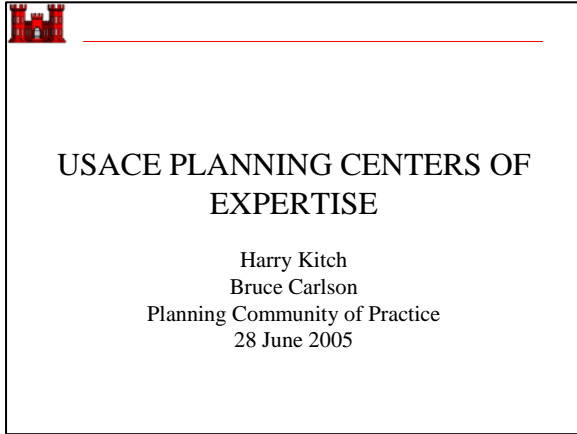
7. Low Graded Activities. The final analysis provided a list of those activities with a score of 0.0. Out of the 53 activities, only there were only nine where no activity had occurred. These activities are listed in **Table 8**.

Table 8: Individual Activities with a Score of 0.0

Activity Number	Activity
5d	Organize sessions for the E&E Conference
5g	Have a "Dear Abby-ish" column
7b	Promote, recognize and reward success
7c	Conduct recruitment activities
7d	Offer developmental assignments
8b	Set up database of related projects in the Federal system
8c	Start an electronic library of Corps reports on related projects
10d	Establish a technical support program
14b	Make an inventory of related Corps research

First Annual Report: Planning Centers of Expertise


8. Presentations. The majority of the time of the first day was spent on presentations by HQUSACE and each of the Centers. These power point presentations are provided for this report by IWR web sites. These sites are:



http://www.iwr.usace.army.mil/iwr/plannersweb/docs/PCX2005/opening_remarks_discussion_Kitch_Cralson.pdf



http://www.iwr.usace.army.mil/iwr/plannersweb/docs/PCX2005/ecosystem_restoration_Vigh.pdf



National Planning Center of Expertise for Flood Damage Reduction

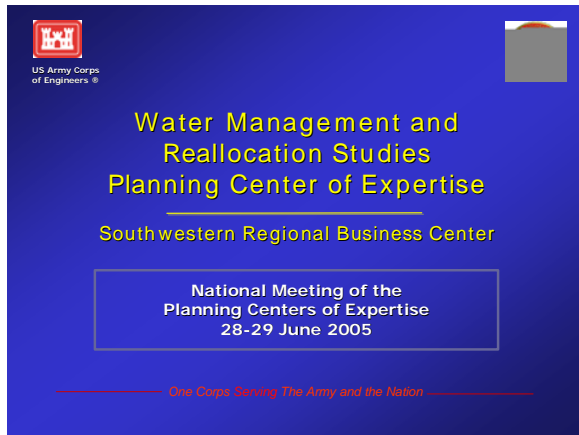
Purpose

- Develop, maintain, and apply the best and most appropriate nationally available expertise, science, and engineering technology for planning of FDR projects
- Support national goals of enhancing professional and technical development, creating and sharing knowledge, and promoting communication with a specific focus on FDR

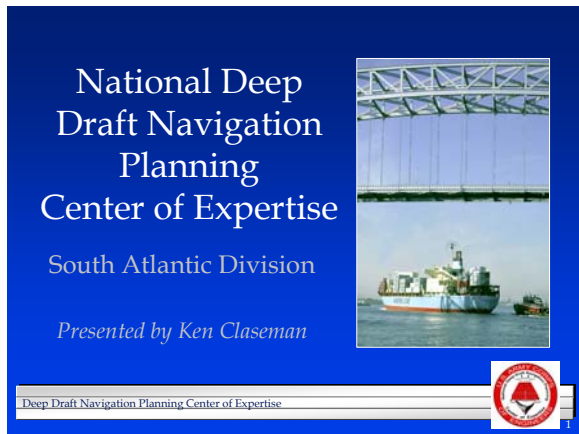
http://www.iwr.usace.army.mil/iwr/plannersweb/docs/PCX2005/flood_damage_reduction_Frentzen.pdf



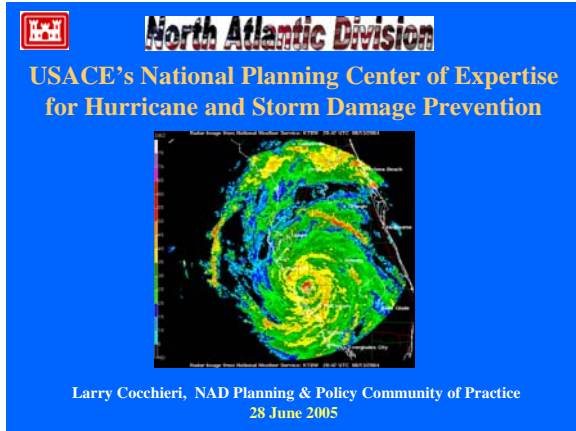
http://www.iwr.usace.army.mil/iwr/plannersweb/docs/PCX2005/inland_navigation_Weekly.pdf



http://www.iwr.usace.army.mil/iwr/plannersweb/docs/PCX2005/water_management_reallocation_Craig.pdf



http://www.iwr.usace.army.mil/iwr/plannersweb/docs/PCX2005/deep_draft_navigation_Claseman.pdf



http://www.iwr.usace.army.mil/iwr/plannersweb/docs/PCX2005/hurricane_storm_damage_prevention_Cocchieri.pdf

9. Topics for Discussion. Topics (and the number of times listed) for the Work Groups to discuss for the 29 June work session, as developed by the centers were: Funding of Center Activities (5); Implementing recent ECs (2); Interaction of RITs, CoPs, MSC and PCXs (2); Link R&D with upcoming studies (1); Model Certification (1); and ITR and Peer Review (1). A review of this list indicated there were two main concerns, funding and implementation of the recent ECs and all the coordination that they entail. For this reason, the session on the 29th delved into these two items.

10. Low Hanging Fruit. The work sessions developed a rather lengthy list of items they considered could be done relatively easily; this list is called “low hanging fruit.” This summarized list is provided as **Table 9**.

Table 9: Low Hanging Fruit

Top two items listed by attendees as things their Center can do now
(number of times listed)

- (4) Better organize and develop ITR teams and approaches
- (3) Develop criteria for experts
- (3) Continue to move forward in the model certification efforts/pilots
- (2) Develop catalogue of business line projects
- (2) Finish development of management boards
- (1) Implement Dr Checks
- (1) Communicate new EC and requirements
- (1) Develop communication plan
- (1) Set up web sites for those who have not already do so
- (1) Begin providing information on lessons learned
- (1) Draft process for linkage to R&D
- (1) Develop a PCoP conference outline
- (1) Make a brochure
- (1) Do quick assessment of Center's business line based on budget
- (1) Do outreach/inreach to extent possible
- (1) Establish Groove sites for individual PCX and for Corporate PCXs
- (1) Collect sample scopes of work

11. Tasks for Money. A list of actions that could be accomplished if sufficient funds were available was also developed. This list of tasks for money is provided as **Table10**.

Table 10: Tasks for Money
Top two items listed by attendees as things they can do with funding

Number of Times Listed	Item	Amount (\$)
6	Develop model certification procedure and review guides for each Center	20K / PCX
5	Develop outline of training needs and training of PCX personnel	25K / PCX
3	Build relationships through meetings, conferences, workshops, with MSCs, CoPs, ERDC, IWR, PCXs.	20-30K / PCX / year
1	Develop ITR standard procedure check list	75K
1	Pay for modifications to Dr. Checks	75K
1	Update virtual teams more completely	20K
1	Hire staff or provide funding for employees to carry on day to day activities	50K / PCX / year
1	Develop model for PCoP conference	
1	Perform thorough inventory of regulations and guidelines	
1	Develop a display board for national meetings and conferences	
1	Apply performance measures across MSCs	
1	Invest in a RED model for inland navigation on a national scale	
1	Develop outreach network of POC's, project, resources, technologies, etc.	

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Follow on Action

1. After Action Plan. Bruce Carlson of the Planning Community of Practice in Civil Works developed an After Action Plan for the Director of Civil Works. This plan was presented as follows.

Two "most pressing needs" were identified and fleshed-out in breakout groups during the meeting:

a) "**Funding issues**" - exploring potential funding sources for the various activities of the Centers. Plan of action is for a group to explore this in more detail and provide you with recommendations by 30 Sept 2005.

Details of this breakout session topics and plan:

http://www.iwr.usace.army.mil/iwr/plannersweb/docs/PCX2005/funding_work_group29June2005.pdf

b) "**Implementing the new EC's**" - a range of interests related to implementing the Peer Review, Collaborative Planning and other recent EC's were identified. Needs include communications, building and managing virtual teams, directing internal and external review, and sharing lessons learned. Some of these tasks will be addressed during the Corps' internal "rollout" of the EC's starting with your August 1 VTC with MSC Commanders and staffs, and in the follow-on working-level conference calls. Additional plans of action will be determined when we get past these initial events.

Details of this breakout session topics and plan:

http://www.iwr.usace.army.mil/iwr/plannersweb/docs/PCX2005/review_work_groupPCXJune%202005.pdf

2. Roster of Planning Technical Specialists. One of the immediate tasks from the meeting was to update the roster of planning technical specialists to assist the Centers in identify planning experts across the nation who may be available to assist in conducting reviews (ITR, external peer review, and model certification) required by the recent ECs. A draft roster was sent to each of the centers for their updating. This draft roster is provided as **Appendix D**. The draft was prepared based on information that several MSCs submitted earlier this year. The Centers were requested to (1) add new experts, (2) delete experts who have retired, moved to a new job, etc., and (3) make any corrections to the information for each listed expert. Some of the "X's" under the sub-CoPs and Centers of Expertise are based on interpretations of previous submittals so the Centers were requested to edit as appropriate.

Instructions in updating the attached draft:

- Include only designated technical specialists, including district "Regional Technical Specialists" (also called "tech-13s"), and the three GS-14 MSC-level experts in economics, environmental and formulation (if any have been designated). Please do not include other people who are experts but who are not in a designated position. We can

First Annual Report: Planning Centers of Expertise

expand this roster later to include others, but for now we need to get the basic list of experts complete.

- The Planning sub-CoPs are limited to the four designated ones: economics, environmental, formulation and policy, and the Planning Centers of Expertise are limited to the six Centers designated in the Director's of Civil Works letter establishing the Centers. Listed experts may place an X under as many headings (sub-CoPs and Centers) as they claim expertise in. Keep in mind that designating someone as an expert under a sub-CoP or Center will signal that an individual has expertise to conduct reviews (availability is another question that will be handled on a case-by-case basis).
- A column titled "Description of Expertise Specialty" may be used (it's optional) to briefly describe any other technical qualities or areas of expertise that are not fully reflected in the Sub-CoP and Center of Expertise categories (limit descriptions to 6 words please).

3. Things to Come. There are a number of items the Centers are expected to accomplish and document over the course of the year. These items are:

- a. Model certifications accomplished.
- b. Peer reviews accomplished.
- c. Review guides status (this is a follow on to paragraph 2 of Background section).
- d. Status of rosters (reviewers/workers/contractors). This list of rosters is a continuation of the preceding paragraph on roster of technical specialists.

4. Meetings. The need for more meetings is obvious. It was discussed that when there were no scheduled face to face meetings, there would be quarterly teleconferences of the PCXs starting in September 2005. The next face to face meeting of the PCXs is scheduled for March 2006 to be hosted by the Ecosystem Restoration Center. There are also opportunities PCX representatives to meet with the Planning Advisory Board in the spring of 2006, the Planning CoP meeting in May of 2006 and the Planning Associates course owners meeting in the summer of 2006.

Appendix A: August 2003 Memo from Dir (CW)



DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
WASHINGTON, D.C. 20314-1000

AUG 25 2003

REPLY TO
ATTENTION OF:

CECW-P (1105-10b)

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS

SUBJECT: Planning Centers of Expertise

1. Reference memorandum dated 16 April 2003, subject: Planning Centers of Expertise.
2. The referenced memorandum stated our intent to name USACE Planning Centers of Expertise and requested information to make such a determination. Your response have been reviewed and the following designation has been decided for the five key business functions:

Inland Navigation - CELRD
Deep Draft Navigation - CESAD
Flood Damage Reduction - CESP
Hurricane and Storm Damage Prevention - CENAD
Ecosystem Restoration - CEMVD
3. I have also chosen CESWD to be the USACE Planning Center of Expertise for Water Supply and Reallocation and I am acknowledging CENWD as the National Hydropower Planning Center of Expertise.
4. In addition, the U.S. Army Corps of Engineers National Nonstructural /Flood Proofing Committee (NFPC) is an excellent support element for Nonstructural Flood Damage Reduction. The NFPC has the capability to provide assistance to truly innovative planning, including nonstructural flood damage reduction, flood plain management, ecosystem restoration, and combined NED/NER planning. The NFPC can provide support for at least three of the five key business functions: flood damage reduction, hurricane and storm damage prevention, and ecosystem restoration.
5. Enclosed for your information and use is a roles statement for USACE Planning Centers of Expertise.

FOR THE COMMANDER:

Encl

ROBERT H. GRIFFIN
Major General, USA
Acting Director of Civil Works

DISTRIBUTIONS:
(See Page 2)

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Appendix B: Notes of July 2004 VTC

CECW-CP

15 July 2004

Notes from VTC on Status of Planning Centers of Expertise

Dawson - Purpose is to see where we are going with Center implementation. Will be providing funds shortly.

Gen. Strock- 2012 is here to stay, we can't afford full service districts everywhere, therefore the regional centers will help concentrate resources and provide depth of expertise.

- At HQ there is a concern to maintain National consistency and the Centers will help with that.

- We don't want to wait to be forced to do something but we have to take advantage of what (the Centers) we have started

- The centers must help preserve the integrity of our processes – scientific and engineering. We can't be working to expected outcomes. The centers can help provide a higher level of rigor by doing ITR.

- He has two concerns that will be listening for answers to:

How can we integrate multiple purposes into the Centers that are set up along business lines?

When will districts tap into the capability of Centers?

Caver – has been concerned with the loss of expertise in Corps, especially in planning. Planning is the most critical function in the Corps, it is the reason we have a CW mission. The Nation needs the analytical support for its investments. Without Corps and planning, anyone can spend money. Very serious issue.

- Corps used to be the expert but now critics are as competent (or more so) than Corps.

We need greater expertise but can't do it at 38 full service districts.

- The centers have support at OMB and with Congress. IF we don't do it (soon) we will get more help than we need. Not easy (e.g. failure to get Chief Economist). We must make this work. It is a real exercise.

Two concerns:

Can centers be viable if all members are virtual?

Is setting them up along business lines the best way or should each be a regional full service planning center with a special area of expertise (concentration).

Comments during the presentations:

Gen Strock – How have outside groups been brought into the activities? (A- 1st priority to get Corps house in order, then outside folks)

Dennis Wagner – in the long term, centers may get involved in big, complex studies but short value added will be in getting them involved in ITR for “normal” studies. Great visibility and success for centers

Wilbert Paynes - We need a degree of consistency on how the customers view the different centers – web site information, getting them engaged, etc.

Buddy Arnold – Need a national SOP to help with this consistency.

First Annual Report: Planning Centers of Expertise

Several – funding is a hurdle; MSC resources are focused on DST's; need some top down guidance / help for setting up; Center directors need yearly meeting

Observations (Harry's)

-Centers can work virtually but they need a full-time core group and frequent communication with virtual members. Core group will require a secure source of funding. Most center people are from districts.

-Most centers seem to be addressing more than just their specific business line and state they offer “full service” (perhaps they are becoming hybrids – business line and regional planning center?)

- Center directors need to be aware of the budget development process and be involved in the business program so that they are aware of opportunities

- Marketing is still necessary as districts are covering in-house costs before asking for help (LRD has levied a fee on all their districts for some time)

- Some centers are bringing in outside expertise and others have plans to do so

- Some centers are providing ITR and consulting help. Largest role of centers at this point seems to be as a clearinghouse to bring expert and need together.

- Need message to Centers to keep on and that doing ITR is “a really good idea”. Initial funds need to go out ASAP.

- Possible request to Centers - what will take to make them work effectively, in terms of guidance, direction, messages to Division Commanders on ensuring effective use of the Centers for providing planning support to critical projects and conducting ITRs, etc. Basically, what should be our national implementation strategy that can be employed corporately?

Kitch

PLANNING CENTERS OF EXPERTISE

July 2004

Agenda

1300	Welcome / Introduction	Dawson
1305	Purpose – Objectives	Strock
1320	Status Reports	
1320	Flood Damage Reduction	SPD
1330	Hurricane & Storm	NAD
1340	Deep Draft Navigation	SAD
1350	Inland Navigation	LRD
1400	Ecosystem Restoration	MVD
1410	Water Reallocation	SWD
1420	Summary	Dawson
1430	Discussion	All
1440	Direction	Strock
1500	Conclude	

SUMMARY OF CENTER STATUS

July 2004

CHALLENGES

- Building the Program
- Meeting Expectations
- Changing the Culture
- No common vision for a robust planning function
- USACE 2012
 - Refocusing of resources away from Planning
 - Community of Practice has no funding or tasking authority
- Uncertainty over the review process
- More academic, interagency, and state & local references
- Seed money/resource support
- Regular national center interaction opportunities – SOP
- Top – down coordination
- Funding- Expectations and funds are out-of-balance
- Meeting Expectations
- Management
- Clarifying the CX Role

Appendix C: Funding of Centers

Inland Navigation Center

Activity	Base Level (\$)	Enhanced Level (\$)	Allocation (\$)
Develop PMP & QMP	5,000		5,000
Develop, modify and expand tools for communication with Corps, public and stakeholders	10,000		8,000
Interface with stakeholders at regional and national level. Share abilities with foreign desks.	20,000		12,000
Assess needs, identify resources at national level	15,000		10,000
Liaison with IWR on research program	10,000		10,000
TOTAL	60,000		45,000
Performance measure improvement across MSCs		50,000	
Expand application of waterway assessment model across MSCs to handle budget constraints		50,000	
Assess need for model input data to include engineering reliability, capacity analysis, traffic forecasts and transportation rates		50,000	
Non-traditional benefit estimates		50,000	
Sub total		200,000	
TOTAL		260,000	

Deep Draft Navigation Center

Activity	Base Level (\$)	Enhanced Level (\$)	Allocation (\$)
Finalize PgMP	5,000		5,000
Identify team experts	5,000		5,000
Coordinate determination of workload	10,000		3,000
Web page	5,000		5,000
Salaries	30,000		15,000
Participate in deep draft research, model development, data collection efforts	15,000		15,000
Involvement in development of deep draft training	20,000		12,000
Travel	5,000		2,000
Develop marketing aids	5,000		1,000
TOTAL	100,000		63,000
Finalize PGMP		5,000	
Identify virtual team experts		5,000	
Coordinate determination of workload		10,000	
Complete development of webpage		5,000	
Salaries		30,000	
Participate in deep draft research, model development, data collection efforts		10,000	
Travel		5,000	
Marketing aids		5,000	
Sub total		75,000	
TOTAL		175,000	

First Annual Report: Planning Centers of Expertise

Flood Damage Reduction Center

Activity	Base Level (\$)	Enhanced Level (\$)	Allocation (\$)
Management Board Meeting	20,000		20,000
Website development	10,000		10,000
Swat team	15,000		16,000
Annual report	5,000		2,000
TOTAL	50,000		48,000
Swat team		5,000	
Planning Ahead articles		10,000	
Training course development		20,000	
Workshop for practitioners		30,000	
Sub total		65,000	
TOTAL		115,000	

Hurricane & Storm Damage Reduction Center

Activity	Base Level (\$)	Enhanced Level (\$)	Allocation (\$)
Identify program scope	NA		10,000
Improve situational awareness	NA		5,000
Prepare operational plans	NA		5,000
Coordination and meetings	NA		12,000
Workshop of coastal districts	NA		20,000
TOTAL	70,000		52,000
Training		68,000	
Sub total		68,000	
TOTAL		138,000	

Ecosystem Restoration Center

Activity	Base Level (\$)	Enhanced Level (\$)	Allocation (\$)
Administrative support	10,000		8,000
Supplies	5,000		1,000
Travel	10,000		8,000
Finalize PgPM	5,000		5,000
Web site development	5,000		5,000
Capabilities brochure	5,000		3,000
Customer feedback/needs survey	5,000		2,000
Training	8,000		8,000
Tech 13 regional support	20,000		15,000
TOTAL	73,000		55,000
Administrative support		12,000	
Supplies		5,000	
Travel		15,000	
Finalize PgPM		5,000	
Web site development		10,000	
Capabilities brochure		8,000	
Customer feedback/needs survey		6,000	
Training		15,000	
Tech 13 regional support		20,000	
Sub total		96,000	
TOTAL		169,000	

APPENDIX C: Funding of Centers

Water Management & Reallocation Center

Activity	Base Level (\$)	Enhanced Level (\$)	Allocation (\$)
Revise draft PGMP	12,000		11,000
Website development	11,000		10,000
Negotiate MOUs	12,000		10,800
Host conference	5,000		5,000
Revise brochure & print	200		200
TOTAL	40,200		37,000
Revise draft PGMP		12,000	
Website development		5,000	
Negotiate MOUs		8,000	
Host conference		4,000	
Revise brochure		200	
Sub total		29,200	
TOTAL		69,400	

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Appendix D: Agenda of 28-29 June 2005 Meeting and List of Attendees

Agenda

National Meeting of the Planning Centers of Expertise
28-29 June 2005
GAO Building, Washington, DC

Tuesday, 28 June 2005

800 Introductions and Housekeeping – Ken Orth
815 Opening Remarks and Discussion – Harry Kitch and Bruce Carlson
915 Overview of Centers' Activities – Ken Orth and Ted Hillyer
945 Break
1000 Ecosystem Restoration – Dr. David Vigh
1045 Inland Navigation – David Weekly and Paul Handley
1130 Lunch
1230 Deep Draft Navigation – Ken Claseman
1315 Flood Damage Reduction – Clark Frentzen
1400 Break
1415 Hurricane and Storm Damage Prevention – Larry Cocchieri
1500 Water Management and Reallocation – Kevin Craig
1545 Break
1600 Taking Stock of the Centers – Ken Orth
1700 End

Wednesday, 29 June 2005

800 Announcements and Housekeeping – Ken Orth
815 Problem Definition and Group Assignments – Ken Orth
830 Working in Groups – All, Orth and Carlson facilitate
1130 Lunch
1230 Group Reports – Reporter from each group
1400 Break
1415 Assignments and Schedules – Ken Orth
1600 End

First Annual Report: Planning Centers of Expertise

Attendees - 28-29 June 2005

<u>Center / Organization</u>	<u>Name</u>
Hurricane & Storm Damage Prevention	Larry Cocchieri
Water Management & Reallocation	Kevin Craig Janet Hotubbee
Inland Navigation	David Weekly
Deep Draft Navigation	Wilber Paynes Ken Claseman Carl Borash Todd Nittles
Ecosystem Restoration	Rayford Wilbanks David Vigh Robert (Stoney) Burke
Flood Damage Reduction	Clark Fretzen (via teleconference, 28 June)
Assistant Secretary of the Army (CW)	Terry Breyman
Engineer Research & Development Center	Joan Pope Dave Tazik Jack Davis
Headquarters, USACE	Tom Waters Harry Kitch Bruce Carlson Rennie Sherman Jan Rasgus M. K. Miles Bob Banks Steve Cone
Institute for Water Resources	Ken Orth Ted Hillyer David Moser Lillian Almodovar Scott Miner
Environmental Advisory Board (University of New Orleans)	Denise Reed

Appendix E: Roster of Planning Technical Specialists

Roster of Planning Technical Specialists – Draft 22 July 2005 (mod 4 Oct 05)

Name	Office	Planning Sub-CoP Expertise				Planning Centers of Expertise Specialties						Description of Specialty	
		Econ.	Env.	Form.	Policy	DDN	Eco	FDR	Hurr	ILN	WS		
Gloria Appell	SWD	X				X					X		Navigation Economics
Sam Arrowood	SWL			X									Plan Formulation
William Bailey	SAS		X										Env. Impact Ass. (Nav & Hydro)
Dennis Barnett	SAD		X										
Gene Barr	LRH			X				X					Nonstructural
Gary Bedker	SPK	X			X			X					Agricultural Economics
Taunja Berquam	NWP			X			X						Plan Formulation
Peter Blum	NAD			X									
Norm Blumenstein	NAN	X											Economics
Barbara Blumeris	NAE			X									Plan Formulation
Carl Borash	POA			X		X		X					Plan Formulation
Dave Brandon	NOW	X					X	X					Plan Formulation
Beth Brandreth	NAP	X					X						Env. Restoration & NEPA Compliance
Eric Braun	NWD		X			X	X						Env. Impact Ass. / NEPA / ESA
Forest Brooks	POA			X				X					FDR Channels & Levees
Jonathan Brown	NCB	X											Navigation Economics
Ken Brunner	NWS		X			X	X	X					Endangered Species
Gary Bunn	NWD		X		X		X						NEPA / Env. Cap Policy
Kelly Burkes-Copes	ERDC-EL			X			X						Plan Form / Restor. / Impact Ass.
Mike Campbell	NWD			X		X	X						DD Nav / Eco Rest
Nelson Carpenter	NWO			X			X						Flood Damage Red.
Kent Chesney	NWD			X			X	X					FRD / Eco Rest
Carl Christianson	NWW			X			X						Ecosystem Restoration
Derek Chow	POH			X			X						Plan Formulation
Noel Clay	SAW			X			X						Plan Form / Economics
Beth Coffey	NWS			X				X					Plan Formulation
Patricia Coffey	LRN		X										Environmental Anal. & Compliance
Jim Conley	SPD	X											
Glen Covington	NWK		X				X						NEPA / ESA
Kevin Craig	SWD			X			X	X				X	Plan Formulation Policy
Dave Dankel	NWW			X									Public Involvement
Matt Davis	SPK	X											NEPA Compliance
Peter Dodgion	LRH		X				X						Ecosystem Restoration
Gus Drum	LRH			X									Plan Formulation
JoAnn Duman	SWD			X									Plan Formulation
Eilson Eckhardt	SWF			X				X					Plan Formulation
Forster Einarsen	HQ		X										Environmental
Jim Ellis	SWL		X				X				X		NEPA Compliance
Sue Ferguson	LRN			X			X						Plan Formulation / Ecosystem Restoration
Patrick Fitzgerald	POA			X		X							Small Boat Harbor Plan Formulation
William Frechione	LRP	X									X		Navigation Economics
Jim Fredericks	NWD	X			X	X		X					Econ/FDR/Nav/Hydro
Clark Frentzen	SPD			X	X								Plan Formulation
Rich Furman	LRD			X									Plan Formulation
Ron Ganzfried	SPK			X									Plan Formulation
Joe Gavin	NAP			X									Graphic Inform. System
Beverly Getzen	HQ		X										Env. Policy, Compli. & Strategic Guidance
Candace Gorton	NWO		X				X	X				X	Environmental-NEPA/ESA

First Annual Report: Planning Centers of Expertise

Name	Office	Planning Sub-CoP Expertise				Planning Centers of Expertise Specialties						Description of Specialty
		Econ.	Env.	Form.	Policy	DDN	Eco	FDR	Hurr	ILN	WS	
Greg Graham	NWW			X			X	X				Eco Rest / FDR / Hdoro
Grigor Grigorian	SPL			X				X				Flood Plain
John Grothaus	NWK			X	X							FER / Water Supply
Mike Hallisy	SPL			X				X				Urban Flood Damage
Mark Hammond	LRH			X						X		Plan Formulation/Nav.
Paul Hanley	LRD	X										Economics
Mark Harberg	SWD		X									Environmental
Bernie Hargrave	NWS			X			X					Prog Man. / Eco Rest.
Brian Harper	POA	X				X						Econ / Small Boat Harbors
Sue Haslett	SWT			X								Plan Formulation
Jim Hatashima	POH			X		X						Plan Formulation
Ray Hedrick	LRN		X									Envir. Analyst & Compliance
Richard Heidebrecht	NAE			X								Plan Formulation
Robert Heinly	SWG			X			X	X				Plan Formulation
Clarke Hemphill	POA			X		X						Small Boat Harbor Plan Formulation
Jim Henderson	ERDC -EL	X					X					Nat. Res / Env. Restoration
Ray Hendrick	LRN		X									Env. Analysis & Compliance
Laura Hicks	NWP					X	X					Plan Formulation
Linda Hirara-Endo	POD			X		X	X	X				Plan Formulation
Tom Hodson	NAN	X										Economics
Sue Holtham	NAE		X									NEPA Compliance
Jan Hotubbee	SWT				X							Water Supply Technical & Policy Review
Martin Hudson	NWP				X		X	X				Plan Form. / Econ / Envir
Jim Hutchison	SPL			X								Watershed Study
Russell Iwamura	POD	X				X	X	X				Economics
Jane Jablonski	NAP			X								Plan Formulation
Larry Janis	NWO		X					X				Env. – Cultural Resources
Joe Johnson	NWD			X		X						Plan Formulation
Greg Johnson	NWO			X			X	X				FDR, Eco/Restoration Combined plans & Nonstructural
Diane Karnish	NWW	X					X	X				Economics
Deanie Kennedy	SPL		X									NEPA Compliance
Alicia Kirchner	SPN			X								Plan Formulation
Harry Kitch	HQ			X								Plan Formulation
Kevin Knight	SPN	X				X						Navigation Economics
Tim Kuhn	NWP	X						X				Flood Control Economics / Ecosystem Restoration
Kathy Kunz	NWS		X				X					Wetlands / Environmental protection Agency / NEPA Compliance
Robert Kurtz	NYN	X					X					Env. Restoration & NEPA Compliance
Peter La Civita	SPN		X				X					Env. Specialists (Fisheries Biologist)
Mitchell Laird	LRL	X						X				Flood Control Economics
Buddy Langdon	LRH	X								X		Economics/Navigation
Henri Langlois	SPD	X										Economics / Plan Formulation
Kim Larson	NWP		X			X	X	X				Environmental – NEPA/ESA
Rebecca Latka	NOW		X				X	X			X	Environmental – NEPA/ESA
Gene Lilly	SWT			X								
Marc Mansor	SWT			X			X					Plan Formulation
David Martinson	POA			X		X	X					Ecosystem & Small Boat Hbr. Plan Formulation
Bob Mattson	NWO			X				X				Flood Damage Reduction

APPENDIX E: Roster of Planning Technical Specialists

Name	Office	Planning Sub-CoP Expertise				Planning Centers of Expertise Specialties						Description of Specialty
		Econ.	Env.	Form.	Policy	DDN	Eco	FDR	Hurr	ILN	WS	
Guy McConnell	POA		X			X						Environmental / NEPA
Dorothy McCrae	NWP	X					X	X				Environmental Restoration / Flood Control
Lamar McKissack	NWK			X				X				Plan Formulation
Ed McNally	MVP			X								Plan Formulation
Gerald Melton	SAD	X										
Lonnie Mettier	NWO		X									Environmental Policy and Compliance
Scott Miner	SPK		X	X			X					Plan Formulation & Ecosystem Restoration
Paul Mizue	POH			X		X		X				Plan Formulation
Susan Ming	SPL			X					X			Coastal Resources
Dave Moser	IWR	X										Economics
Jeanne Musgrave	NWK	X						X				Economics/Flood Control
Robert Nebel	NWO		X				X				X	Env.-NEPA/ESA
Craig Newcomb	NWW	X						X				Economics/Hydropower
Steve Nolen	SWT		X									Environmental
Jean O'Neil	ERDC -EL		X				X					Ecosystem Restoration
Robert Pace	NAB			X								Water Resources Planning
Michael Padilla	NWS						X					PM / Eco. Restoration
Mike Passmore	ERDC -EL				X		X					Wildlife Biology / NEPA
Rock Peters	NWW		X				X					Env. – NEPA / ESA - Salmonids
Pete Poolman	NWW		X				X					Env. Compl. / Eco Rest / Plan Formulation
Matt Rea	NWP			X			X				X	Plan Formulation
Jim Reese	NWD	X				X	X					DD Nav. / Nav. / Eco Rest.
Joe Remondini	SWT			X								Flood Plain Management & Flood Proofing
Richard Ring	NAD	X										
Tony Risko	SPL			X		X	X	X				Coastal Resources
Ed Rossman	SWT			X								Plan Formulation & Public Involvement
Ralph Roza	NWO			X							X	CAP / Wtrshds / Reg Planning / PAS / Public Involvement
Steven Rothe	NWO			X			X					Ecosystem Restoration
Jane Ruhl	LRL			X				X				Plan Formulation & FDR
Larry Scudder	POA			X		X						Deep Draft Plan Form.
Roger Setters	LRL			X				X				Flood damage Prevention Planning Tech. Center
Bruce Sexauer	POA			X					X			Coastal Erosion Plan Formulation
Peter Shaw	SWD	X						X			X	Economics, Plan Formulation & Policy
Brian Shenk	NWP	X				X		X				Econ-Deep Draft Nav.
Rennie Sherman	HQ				X							Policy
Linda Smith	NWS			X			X	X				Plan Formulation
Thomas Smith	POH			X					X			Plan Formulation / Coastal Engineering
Les Soule	NWS			X			X	X				Policy / Plan Form. / Ecosystem Restoration
Janelle Stokes	SWG		X			X	X			X		Environmental/Ecosystem Rest./Env. Compliance
Gene Sturm	NWO	X		X				X			X	Econ./Plan Formulation
James Sullivan	SWT	X						X		X	X	Economics
Dan Sulzer	SPL			X								Urban Flood Damage
Tom Swor	LRN		X									Environmental
Eric Thaut	SPN			X			X	X	X			Flood Damage Reduction
Brad Thompson	MVR			X			X					Plan Form. / Ecosy. Res.
Mona Thompson	NWS			X			X	X				Policy / Plan Form. / Ecosystem Restoration

First Annual Report: Planning Centers of Expertise

Name	Office	Planning Sub-CoP Expertise				Planning Centers of Expertise Specialties						Description of Specialty
		Econ.	Env.	Form.	Policy	DDN	Eco	FDR	Hurr	ILN	WS	
Les Tong	SPD		X		X							Environmental
Michael Turner	LRL		X				X					Ecology / NEPA / Ecosystem Restoration
Rudd Turner	NWD		X				X					Env Rest. / NEPA / ESA
Dennis Wagner	NWD	X			X	X	X	X				Economics / Policy
Tisa Webb	ERDC -EL			X			X					Plan Formulation
Maria Wagner	SWT			X								Public Involvement
Christopher White	NWK		X				X					Environmental Compliance
Robert Willis	NWP		X				X					Endangered Species Act / NEPA
Ed Woodruff	NWD			X	X			X			X	Formulation
Rich Worthington	HQ				X	X				X		Navigation Policy
John Wright	NAD		X									
Tom Yancey	NAO			X								Plan Formulation
Timothy Young	POD			X		X	X	X				Plan Formulation
Mark Ziminske	NWS		X				X					NEPA / Env. Compliance / Fisheries Biology
John Zimmerman	LRL			X				X				Plan Formulation

