

# PLANNING AHEAD

Notes for the Planning and Policy  
Community



US Army Corps  
of Engineers

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

Greetings fellow planners!! During my first three months on the job as the Leader of the Planning Community of Practice, I have had the privilege of meeting and engaging with many bright and energetic planners across the Corps in a variety of meetings and conferences. In discussions, I emphasize that our future remains bright. I also tell them that our products demonstrate the body of ALL of the hard work that is done and that we must ensure that quality is built in to ultimately gain approval – this is the way to move things along as quickly as possible. So whether it is feasibility reports, project partnership agreements, VTC or WRDA implementation guidance or legislative drafting service, we in the Planning Community have the responsibility for getting it right the first time at all levels. This philosophy is consistent with the Commander’s Intent within the UASCE Campaign Plan, “Deliver superior performance EVERY TIME.” I am reminded of a quote by Bob Evans, the founder of the Bob Evans chain of restaurants. Mr. Evans is quoted as saying “Quality is long remembered after price is forgotten.”

Getting it right the first time is a shared responsibility throughout the Planning Community of Practice at all levels. Through the years, we have not consistently done the things we need to do to adequately develop and enhance planning capability throughout the Corps. To this end, recently the ASA(CW) has expressed concerns on Civil Works Policy and Planning Expertise. These concerns are similar to what was identified in my predecessor Tom Waters’ State of Planning report. I want to share what the Planning Advisory Board plans to do to nurture planning capability and expertise as embodied in the next generation of the Planning Excellence Program. The program contains five goals, including:

1. Enhance Planning Capability – this goal includes training and development (including teaching, coaching and mentoring); leadership development; succession planning and expansion of policy knowledge throughout the Planning Community of Practice.
2. Energize the Planning Community of Practice – this goal envisions active Planning Community of Practice sharing knowledge and information through various sessions targeting topics such as planning policy and guidance and legislative drafting services.
3. Planning Centers of Expertise – this goal includes development of plans to sustain the six named Planning Centers of Expertise; development and approval/certification of planning models; effective guidance and processes for conduct of agency technical reviews and independent external peer review; and support of the Civil Works Research and Development Program.

4. Quality Management – this goal involves effective execution of defined roles for quality control and quality assurance and proper execution of delegated authorities in Planning to Division offices; review and implementation of streamlined planning processes and effective preparation, review and approval of planning products including Chief’s Reports.
5. Building Relationships – this goal includes planning involvement in building and maintaining effective relationships with partners, stakeholders, states, Federal agencies and non-governmental organizations and managing expectations.

In an effort to move forward on these goals, the Planning Advisory Board has developed specific objectives this fiscal year that will drive us to achieve these long-term goals. One example of the efforts to increase the extent of information sharing is the development by the Ecosystem Restoration Center of Expertise and the Engineer Research and Development of a webinar series on various planning issues including model certification (scheduled for May 5) and ecosystem restoration benefit assessment (scheduled for May 12). Information on these webinars appeared in the February issue of *Planning Ahead* and a link to that issue of the newsletter is as follows: [http://www.usace.army.mil/CECW/PlanningCOP/Documents/pa\\_newsletter/v12i2.pdf](http://www.usace.army.mil/CECW/PlanningCOP/Documents/pa_newsletter/v12i2.pdf)

During early May, we will be conducting an all hands Planning Chiefs Workshop focusing on relevant issues facing planners.

Although we have many challenges facing us, I am confident that we will successfully address these challenges. I look forward to future opportunities meet with planners from around the country as we move the planning community from “Good to Great.”

Planning Smart, Building Strong

Theodore A. "Tab" Brown, P.E.  
Chief, Planning and Policy HQUSACE

## WORDS FROM THE EDITOR

In this month’s issue of *Planning Ahead*, **Mr. Gary Bedker**, Economics team leader in the Sacramento District and **Mr. Brian Maestri**, Regional Technical Specialist in the New Orleans District report on an expert elicitation session that was conducted at the Sacramento District to quantify the National Economic Development costs associated with the emergency activities related to various flood event scenarios.

**Ms. Jennifer Riordan**, Physical Anthropologist at the Mandatory Center of Expertise for Curation and Management of Archeological Collections at the St. Louis District and **Mr. Paul Rubenstein** at USACE Headquarters report on the Native American Graves Protection and Repatriation Act (NAGPRA) and the compliance process in the determination of cultural affiliation.

**Mr. Stephen D. O’Leary**, Architect at the Huntington District and a member of the Planning Associates Class of 2009 reports on the Planning Associates visit to

Savannah, Georgia to attend the Deep Draft Navigation training session of their year long training program.

Other items of interest to readers of *Planning Ahead* this month include a call for papers for the 4th International Congress of Smart Rivers ‘21, scheduled to take place September 6-9, in Vienna, Austria. The theme of the conference is “The Future of Inland Navigation.”

Also in this month’s issue of *Planning Ahead* is a listing of employment opportunities around the Corps, upcoming PROSPECT training courses, a listing of conferences of interest to water resource professionals, and recent publications.

Thank you for your continued interest and support of *Planning Ahead*.

Ken Lichtman, Editor  
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## PLANNING CoP NEWS

### Sacramento District Assembles Panel of Experts to Estimate Flood-Related Emergency Costs

By Gary Bedker, Sacramento District and Brian Maestri, New Orleans District

A series of expert elicitation sessions were conducted in Sacramento, California during the four-day period March 16-19, 2009, to quantify the National Economic Development (NED) costs associated with the emergency activities related to various flood event scenarios. The information developed as part of these sessions will be used by the Sacramento District to assess the economic justification of the flood risk management alternatives considered as part of the American River Watershed Common Features General Reevaluation Report.

Gary Bedker, economics team leader, Sacramento District, and Kurt Keilman, chief of economics, Sacramento District, coordinated efforts with the contracting firm MWH Americas, Inc., to organize and manage the sessions. Dr. Bilal Ayyub, Professor of Civil and Environmental Engineering at the University of Maryland, served as the technical facilitator of the sessions and provided training for the experts. Brian Maestri, regional technical specialist, New Orleans District, Mark Bierman, chief of economics, San Francisco District, and Arden Samson, senior economist, San Francisco District, observed the sessions as peer reviewers.

A team of approximately 30 experts with local and national experience in five general groups of emergency spending, including evacuation and subsistence, debris removal and cleanup, public services utilized by residents (schools, hospitals, libraries, etc.), public services provided (police, fire, etc.) and public utilities, worked together to quantify the emergency costs for 18 specific emergency cost categories. These emergency cost categories included: evacuation of residents, shelter and food, reoccupation by residents, debris cleanup removal and disposal, daycare and schools, public agencies, library and recreation, hospital and elder care, police, jail, fire, government legislative, government judicial, telecommunications, electricity, gas, water supply, and water and sewer treatment, all focusing on Sacramento area costs and values.

Individual cost data estimates from each expert were solicited focusing on a minimum, maximum and most likely estimate. Individual experts inputted their estimates into their laptops linked to an administrator computer that compiled all expert opinions. These real-time opinions were provided on the screen at the

front of the room and discussions followed including assumptions and differences in values. Although experts were allowed opportunities to change their estimates based on the discussion, consensus of estimates was not required in the elicitation.

Emergency cost data were estimated by the panelists using a representative one square mile area within the floodplain under each of three scenarios:

- Scenario 1 consists of mild, shallow flooding with an average depth of 2 feet above ground elevation. Flooding will affect approximately 1,000 residents, and their displacement will last up to one month.
- Scenario 2 consists of medium-depth flooding with an average depth of 5 feet above ground elevation. Flooding will affect approximately 10,000 residents, and their displacement will last up to three months.
- Scenario 3 consists of severe, deep flooding with an average depth of 12 feet above ground elevation. Flooding will affect approximately 100,000 residents, and their displacement will last up to one year.

A draft and final report summarizing the results of the expert elicitation sessions will be made available in the upcoming months. These data may be used to supplement the emergency cost data compiled by other Corps Districts.

For additional information please contact Gary Bedker at [Gary.M.Bedker@usace.army.mil](mailto:Gary.M.Bedker@usace.army.mil) or Brian Maestri at [Brian.T.Maestri@usace.army.mil](mailto:Brian.T.Maestri@usace.army.mil).



Dr. Bilal Ayyub, facilitator from the University of Maryland, provides session training for experts convened to estimate costs related to emergency relief efforts.

## The Native American Graves Protection and Repatriation Act (NAGPRA): Understanding and Establishing Cultural Affiliation as a Critical Component in the Compliance Process

By Jennifer Riordan, St. Louis District  
Mandatory Center of Expertise for Curation  
and Management of Archeological  
Collections and  
Paul Rubenstein, HQUSACE, Planning  
Community of Practice

A status report on the U.S. Army Corps of Engineers' compliance with the Native American Graves Protection and Repatriation Act (NAGPRA) was recently prepared by the authors. It was presented at an interagency meeting of NAGPRA Coordinators hosted by the Department of the Interior's National NAGPRA Office. The Corps' status report focused on compliance with three sections of the statute that require information gathering, coordination, consultation and repatriation of Native American cultural items that are covered by the law. Section 5 of NAGPRA requires the development of inventories of Native American human remains and associated funerary objects; section 6 calls for the creation of summaries of unassociated funerary objects, sacred objects and objects of cultural patrimony; and, section 7 addresses the repatriation of objects identified in the reports generated for sections 5 and 6.

Since the passage of NAGPRA in 1990, the Corps has worked to complete its inventories, summaries and repatriations. While the agency has made significant progress the facts and figures associated with compliance are huge. The Corps is in control of over 5,200 individual sets of Native American human remains and 217,000 associated funerary objects. It is also in control of approximately 11,000 unassociated funerary objects, sacred objects and objects of cultural patrimony. Despite this massive assemblage, ten Corps Districts have completed all NAGPRA compliance requirements for sections 5 and 6 and all Districts are consulting with Federally recognized Indian tribes on a range of NAGPRA issues.

One of the most complex issues in the NAGPRA compliance process is the determination of cultural affiliation for the items reported in section 5 inventories and section 6 summaries. For NAGPRA inventory and summary items, Corps Districts must determine if there is a direct relationship to a lineal descendant(s) or if there is a cultural affiliation with a Federally recognized Indian tribe. If neither relationship is established, NAGPRA cultural items are considered to be culturally unidentifiable.

Cultural affiliation is a key concept in NAGPRA. In the absence of a known lineal descendant, collections cannot be repatriated unless they are culturally affiliated with a present day Indian tribe that has standing under the Act (i.e., a Federally recognized Native American tribe or Native Hawaiian organization). Cultural affiliation is defined as a "relationship of shared group identity which can be reasonably traced historically or prehistorically between a present day Indian tribe or Native Hawaiian organization and an identifiable earlier group" (43 CFR 10.2(e)).

The statute and regulations are clear that the responsibility for final determinations of cultural affiliation rest with the Federal agency, *not* with a claimant Indian tribe. District responsibility includes being able to *document the determination* with appropriately researched, considered, and evaluated evidence. The statute and regulations do not establish standard methods or specific techniques for establishing cultural affiliation; rather the statute and regulations list the kinds of evidence that should be considered in making such determinations. The list includes geographical, kinship, biological, archaeological, anthropological, linguistic, oral tradition, or historical evidence, or other relevant information or expert opinion.

A Review Committee, established by NAGPRA and managed by the Department of the Interior, has commented on how cultural affiliation determinations should be made. In general, determinations should be made on a site-by-site basis rather than on a larger area or entire Corps District, and proper determinations necessarily require the critical evaluation and careful weighing of available evidence. This weight should emphasize group identity, time period, specific cultural practices, and traceable cultural continuity (*Federal Register* 65(28):6622).

A determination of cultural affiliation requires that a present day tribe has been identified from prehistoric or historic times to the present as descending from the earlier group. That is, a Corps District must:

- (1) establish and identify the cultural characteristics of an earlier group, document the distinct patterns of material culture and distribution of that earlier group, and/or establish the earlier group as a biologically distinct population, and
- (2) have sufficient evidence to support that a present day Indian tribe has been identified as descending from the earlier group.

A finding of cultural affiliation should be based on the evaluation of the totality of evidence and circumstances pertaining to the connection between a claimant and the material being claimed. One essential aspect to any final determination is the *districts' ability to support the*

*decision with appropriate documentation.* Cultural affiliation determinations cannot be made capriciously. Final determinations take time, effort, and generally cannot be made by Corps personnel using information on hand at the district office.

Consultation with Federally recognized tribes is integral to the determination process. Although consultation may be initiated with a letter, telephone or face-to-face dialogue are mandated [43 CFR 10.8d(2) and 10.9(b)(2)]. However, a final determination cannot be based solely on an unsubstantiated tribal claim. Rather, information provided by tribes should be used in concert with other information gathered by the district.

Many different types of evidence can and should be reviewed in the determination process (e.g., geographical, kinship, biological, archaeological, anthropological, linguistic, oral tradition, and/or historical evidence). A determination must be based on the evaluation of the relevant evidence, but should not be disregarded because of some gaps in the record. Affiliation can be established by a preponderance of the evidence, not with scientific certainty (43 CFR 10.2(e)).

The techniques and methods used to determine cultural affiliation may vary within a district based on the specific site or cultural items being considered, and will likely vary between districts. Simply, there is no one course of action to pursue when making determinations of cultural

affiliation. Districts should conduct cultural affiliation or cultural overview studies that help establish relationships between known archeological resources, historically relevant Indian groups and extant Federally recognized Indian tribes. These studies can and should be complimented by information supplied by appropriate tribal personnel. A summary of the evidence used to determine cultural affiliation, including the results of consultation, are to be included in compliance documents that Districts submit upon making the final determinations.

If the evaluation reveals that a determination of cultural affiliation cannot be made, the cultural items are considered culturally unidentifiable. However, a district cannot simply state that the collection is cultural unidentifiable without any investigation. The district must be able to *document* that appropriate lines of evidence were evaluated, but that at the time of research, data did not support a determination cultural affiliation. In this case, a district must report the collections as culturally unidentifiable and maintain them until regulations regarding the disposition of culturally unidentifiable remains are promulgated (43 CFR 10.10(g)).

For additional information please contact Jennifer Riordan at [Jennifer.Riordan@usace.army.mil](mailto:Jennifer.Riordan@usace.army.mil) or Paul Rubenstein at [Paul.D.Rubenstein@usace.army.mil](mailto:Paul.D.Rubenstein@usace.army.mil).

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## The Planning Associates Class of 2009 - Deep Draft Navigation Training Module By Stephen D. O'Leary, Huntington District

*The Planning Associates class of 2009 was on the road for three weeks in January and February. Last month's article reported on the first two weeks and three legs of the trip; a tour of recovery operations in New Orleans, Louisiana, visits to the Engineering Research and Development Center (ERDC) and the Mississippi Valley Division office both in Vicksburg, Mississippi and the Watershed Planning Course in San Antonio, Texas. On the last week and last leg of the trip we headed to Savannah, Georgia for the Deep Draft Navigation course, the focuses of this month's article.*

The goal of the deep draft navigation training course was to enhance the Planning Associates' knowledge and familiarity in the field of deep draft navigation planning by identifying the Corps' mission in navigation; communicating the planning process and concepts of plan formulation; addressing economic evaluation; describing

environmental considerations and interagency coordination; explaining engineering design and project cost development; and describing the Corps dredging and operation and maintenance programs.

We arrived in Savannah, Georgia the afternoon of Saturday, January 31st and spent the remainder of the weekend settling in, getting our bearings and investigating our surroundings. The training/lodging location was in a historic inn perched on a bluff overlooking the Savannah River and in Savannah's landmark historic district. Most noticeable though, we were in the heart of the Port of Savannah. Massive vessels regularly passed our location and shipping terminals were visible up and down the river. We could not have asked for a better location to learn and experience deep draft navigation.

Monday morning, Kim Otto, deep draft navigation technical specialist for the Mobile District and the Deep Draft Navigation Center of Expertise and course proponent for our training class kicked off the week long training class. Instructors included Corps headquarters staff, Corps technical experts, and representatives of non-Federal

stakeholders. Classroom presentations covered many aspects deep draft navigation planning, including planning guidance as it pertains to deep draft navigation, plan formulation, cost sharing with non-Federal project sponsors, complexities of forecasting future commodity flow, dredging, operation and maintenance considerations, and vessel sizes and handling characteristics. The course also included a field trip and two panel discussions with non-Federal stakeholders.



Map of the Port of Savannah and the navigation channel.

Many of the classroom presentations focused on the Savannah Harbor Expansion Project. We were briefed by Corps staff as well as non-Federal sponsors on the project's history and progress. It was interesting to hear the sponsor's point of view on the Corps' planning process and review and approval process. One point that came to head was planning and engineering guidance often differs and we should be aware of this as we plan and manage our projects.

Our field trip was mid-week and included tours of the Georgia Ports Authority's Garden City Terminal and adjacent facilities and the Upland Disposal site. We learned about the operation of the terminal and the dredge disposal site.



Georgia Ports Authority's Garden City Terminal (aerial view).

During the tour of the Garden City Terminal we watched a ship change directions in the turning basin and then followed it through the remainder of tour on it way out to sea. Our tour of the disposal site included a stop to observe waterfowl in one of the settling basins.

Hope Moore representing the Georgia Ports Authority and John Phillips representing the Georgia Department of Transportation sat in on one of the non-Federal sponsor panel discussions. Their discussion and takeaway points included the importance of communication and collaboration throughout a project, from inception to completion; the Corps' long review and approval process; the Corps is a good partner; and regionalization of work/workload was not desirable.

The course wrapped up Friday afternoon and looking back over the week, we had covered a lot of ground. We were provided a thorough overview of deep draft navigation and the associated planning process. We gained a general understanding of the subject which we can draw from as we grow and mature in the planning ranks. A reoccurring theme was the importance of communication and collaboration in the planning process. We left knowing there was a network of people and points of contact to draw on in the future should we need assistance with questions or challenges related to deep draft navigation.



Planning Associates Class of 2009 in Savannah, GA.

The next stop for the Planning Associates class will be Washington, D.C. for our "D.C. Experience" where we look forward to meeting U.S. Army Corps of Engineers leadership and Headquarters' staff as well as leaders and representatives of other Federal agencies and stakeholders involved in water resources policy, planning, and decision making.

*Steve O'Leary is an architect and serves as a planner and project/program manager for the Huntington District in the Great Lakes and Ohio River Division. He can be contacted at [Stephen.D.Oleary@usace.army.mil](mailto:Stephen.D.Oleary@usace.army.mil)*

## CALL FOR PAPERS

### The 4<sup>th</sup> International Congress of Smart Rivers '21 "The Future of Inland Navigation"

September 6-9, 2009  
Vienna, Austria

Deadline: May 29, 2009  
[www.smartrivers.org](http://www.smartrivers.org)

You are invited to submit a draft paper to be considered for presentations and publication at the Smart Rivers '21 Conference 2009 in Vienna, Austria.

Technical papers may address technical subjects as well as the institutional, business and economic aspects of inland waterway navigation. Scientific papers should concentrate on research and scholarship. Policy and organizational aspects concerning inland waterway navigation with reference to smart rivers issues are also welcome. All proposals must be original and report on recent significant and substantive achievements.

Papers of a predominantly commercial nature will not be accepted.

To identify the main subject of your topic we ask to select one topic of the list below. All topics must be related to inland waterway navigation or maritime mode.

#### Topics:

- Availability of infrastructure
- Economic development
- Climate and Environmental protection
- Water bound tourism
- Contribution of IWT to economic needs
- ICT in IWT
- Transport policy
- Impact of extreme weather conditions
- Role of ports
- Education & Training

#### Guidelines for paper submission

Submission deadline for papers is May 29, 2009. The official congress language is English. Papers not submitted in English will automatically be rejected.

For submitting please provide following information:

- Draft paper title
- Topic
- Full contact details of the Author
- Paper abstract (10-12 lines)
- Draft paper: min. 3, max. 7 pages

Upon completion of your contribution, you will receive an acknowledgement e-mail confirming your paper number, contact details and chosen topic. Papers submitted will be examined by the Program Committee in charge of the conference. After reviewing all draft papers, applicants will be notified of the paper status by 15th June 2009. Authors whose draft papers have been selected must submit their final paper online by the end of July 2009.

After notification of the selected papers at the end of July 2009, speakers and moderators are requested to register and pay accordingly for the congress. Speakers and moderators will receive a reduced registration fee.

#### Key dates:

**May 29, 2009:** Paper submission deadline  
**June 15, 2009:** Authors will be notified  
**End of July 2009:** Authors submit final papers



#### Did you know.....PIANC Navigation Reports Available to USACE Personnel for Free Downloads

PIANC USA is working with the USACE Library Program to offer free online PIANC Research Material on the USACE Library Program website. All of the PIANC reports currently available in electronic format (fifteen) have been uploaded to the site and are available for free downloads as a pdf. The on-line reports cover navigation topics related to inland, maritime, recreation, and the environment. Recently uploaded reports include titles such as: Climate Change and Navigation; Design of Movable Weirs and Storm Surge Barriers; and Disability Access Guidelines for Recreational Boating Facilities. The content and the amount of material will grow as more reports are supplied. The material is restricted to USACE employees, and may be found in the Online Catalog section of the Library Program website.

Link for Reports: <https://corpsinfo.usace.army.mil/library/index.html>

## EMPLOYMENT OPPORTUNITIES

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

(1) Vacancy Announcement Number: **NCFL09421928**  
Opening Date: **April 21, 2009** Closing Date: **May 05, 2009**  
Position: **YD-02/03 YA02/03: Civil Engineer (0810), Community Planner (0020), Social Scientist (0101), General Engineer (0801), Biologist (0401), Architect (0808), Economist (0110)**  
Salary: **\$49,354 - \$160,860 Annual**  
Place of Work: **HQ, US Army Corps of Engineers; Mississippi Valley Division, Regional Integration Team, Directorate of Civil Works, Washington, D.C.**  
**HQ, US Army Corps of Engineers; Directorate of Civil Works, Great Lakes & Ohio River Division, Regional Integration Team, Washington, D.C.**  
Position Status: **This is a Permanent position. -- Full Time**  
Number of Vacancy: **02**

**NSPS Position:** This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at <http://www.cpms.osd.mil/nsps/index.html>.

Duties: Serves as Senior Water Resources Program Planner with responsibility for the management of Civil Works planning activities on the most difficult and demanding water resources studies and projects. Provides expert advice to agency field activities on all matters pertaining to the conduct of planning studies. Reviews the progress of reconnaissance and feasibility phases of feasibility studies. Evaluates OCE staff comments on proposed and final Chief's reports to determine significance and/or appropriateness for incorporation into the final Chief's report. Prepares for and fully participates in briefings and other meetings with the Director of Civil Works, the Chief of Engineers, the Assistant Secretary of the Army (Civil Works) and their respective staffs on planning and policy issues and other technical and programmatic matters. Conducts reviews and develops recommendations for approval of continuing authorities projects. Develops funding and budgeting recommendations for the program.

(2) Vacancy Announcement Number: **WTGH09348994**  
Opening Date: **April 15, 2009** Closing Date: **April 29, 2009**  
Position: **GS-09/12: Architect (0808), Civil Engineer (hydraulics/hydrologic)(0810), Community Planner (0020), Economist (0110), Physical Scientist (1301), Biologist (0401), Landscape Architect (0807)**  
Salary: **\$46,625.00 - \$87,893.00 Annual**  
Place of Work: **U.S. Army Engineer District, Kansas City, Planning, Programs and Project Mgt Div., Planning Branch, Formulation Section, Kansas City, MO**  
Position Status: **This is a Permanent position. -- Full Time**  
Number of Vacancy: **1**

Duties: Serves as Project Manager responsible for successful completion of quality projects. Coordinates studies and/or investigations to be accomplished by other district elements or outside agencies. Develops and directs a public involvement program to inform and encourage the public to assume a full role in deciding how water resources are developed and utilized. After establishing a program of coordination and public contact, is responsible for its implementation and effectiveness. As Planner/Project Manager, directs or performs evaluation of alternatives and formulation of optimum plan of development based on study objectives. Prepares reports, decision documents, and recommendations on plan implementation. Assures that completion of reports or decision documents are in accordance with study objectives, established format and Corps of Engineers policies and procedures.

(3) Vacancy Announcement Number: **WTKC09303543**  
Opening Date: **April 15, 2009** Closing Date: **April 29, 2009**  
Position: **GS-13: Project Manager (0101), Project Manager (0401), Project Manager (0801), Landscape Architect (0807), Architect (0808), Physical Scientist (1301)**  
Salary: **\$81,970 - \$106,563 Annual**

Place of Work: **U.S. Army Engineer District, Los Angeles, Programs and Project Management Division, Civil Works Branch, Phoenix AZ**

Position Status: **This is a Permanent position. -- Full Time**

Number of Vacancy: **2**

Duties: Reviews and evaluates the status of projects for attainment of objectives. Plans, programs and oversees cost and schedule execution of the planning, design, and construction of Civil Works water resources projects in coordination with the functional chiefs of each area to assure that the projects are completed within guidelines and objectives. Initiates, manages, administers and approves plans that translate project objectives into completed functional phases. Reviews and approves funding and manpower estimates to ensure sufficient resources to support project objectives. Reviews and approves operating plans and approaches, establishes overall project priorities, procedures, and short and long range goals. Reviews project criteria, construction progress, and contract modifications and conceives of and/or approves or processes the approval of major changes. Evaluates the status of projects against established milestones and objectives by analyzing information presented.

(4) Vacancy Announcement Number: **SCGV09444097**

Opening Date: **April 14, 2009** Closing Date: **May 01, 2009**

Position: **YD-03: General Engineer (0801), Landscape Architect (0807), Architect (0808), Civil Engineer (0810), Environmental Engineer (0819), Mechanical Engineer (0830), Electrical Engineer (0850)**

Salary: **\$92,895 - \$135,037 Annual**

Place of Work: **U.S. Army Engineer Division, South Atlantic Division, Civil Works Integration Division, Atlanta, GA**

Position Status: **This is a Permanent position. -- Full Time**

Number of Vacancy: **01**

**NSPS Position:** This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at <http://www.cpms.osd.mil/nsps/index.html>.

Duties: Serves in the Civil Works Integration Division (CID), South Atlantic Division (SAD), providing integration and coordination across the region and across all business lines involving appropriations for Investigations, Construction, Operation and Maintenance, Regulatory, Flood Control and Coastal Emergency, and Expenses as appropriate. Provides guidance and support to districts. Monitors district planning, design and construction activities for projects, and overall programs to include schedules, cost, and resource requirements. Responsible for review and developing justification, coordination and obtaining approval of project schedules and cost change requests that require approval by HQ or the Division Commander (or his designee). Maintains integration with the Regional Integration Team (RIT) regarding authorizations, appropriations, and other program issues. In coordination with the Business Resource Division (BRD) determines the rationale for and proper utilization of funds distributed from HQ for various projects within the Division. Provides regional program review by analyzing data regarding past performance and fiscal status furnished by HQ RIT and BRD. Consolidates and reviews all data necessary for the Division Commander to review and assess as preparation for the annual testimony before the Senate and House Appropriation Committees. As required, works with staff from HQ, Assistant Secretary of the Army (Civil Works), Office of Management and Budget and Congressional committees to ensure any follow-up action on the part of the Division Commander is appropriately resolved.

(5) Vacancy Announcement Number: **SWHB09337216**

Opening Date: **April 06, 2009** Closing Date: **May 06, 2009**

Position: **YD-02/YA-02: Biologist (0401), Physical Scientist (1301), Economist (0110), Landscape Architect (0807), Civil Engineer (0810), Community Planner (0020)**

Salary: **\$48,092 - \$110,115 Annual**

Place of Work: **U.S. Army Engineer Division, Southwestern, Programs Directorate, Program Support Division, Duty Station: Dallas, TX**

Position Status: **This is a Permanent position. -- Full Time**

Number of Vacancy: **1**

Duties: You will serve as the planning program manager for the assigned Districts, and as the project formulation

specialist in connection with investigations and preparation of feasibility studies, project reports, and other decision documents. Monitor District performance by conducting reviews of project management plans, periodic planning program reviews, scheduled In-Progress Review meetings, Civil Works Planning Assistance Team meetings, and Issue Resolution Conferences. Supports, facilitates and coordinates program and Civil Works project execution missions of the District. These missions include functions related to flood damage reduction, inland navigation, environmental restoration, and multipurpose projects for hydropower, flood control, water supply, water quality, conservation, and recreation. Act or assist as SWD coordinator in the monitoring of all Districts' Continuing Authority Programs from initiation of reconnaissance studies through construction of the project.

(6) Vacancy Announcement Number: **WTHE09375952**

Opening Date: **April 09, 2009** Closing Date: **May 11, 2009**

Position: **YD-02: Civil Engineer (0810), General Biologist (0401), Economist (0110), Environmental Engineer (0819)**

Salary: **\$71,087 - \$109,895 Annual**

Place of Work: **U.S. Army Engineer District, Portland, Planning, Programs and Project Mgmt Div, Programs and Projects Branch, Project Management unit, Duty Location: Portland, OR**

Position Status: **This is a Permanent position. -- Full Time**

Number of Vacancy: **1**

Duties: Program manager for Anadromous Fish, coordinates overall management direction on all programs/activities related to anadromous fish mitigation and protection (AFMP). Responsible for review/evaluation of the status of all AFMP projects for attainment of overall District objectives. Assists in the planning/programming/oversight of all AFMP projects to assure that projects can be completed within District guidelines, goals, schedule and budget. Assists resolution of technical project problems and makes recommendation to FMC on controversial project issues. Provides guidance for the anadromous fish mitigation and protection team as it performs studies, prepares plans, designs project features and performs working support of the program. Consults, confers, coordinates with fishery interests at local, state, Federal and tribal levels. Makes reports to higher authority through Project Review Board reports, as appropriate and other written media as well.

(7) Vacancy Announcement Number: **SWGJ09424444P**

Opening Date: **April 22, 2009** Closing Date: **May 12, 2009**

Position: **YF-02/YC-02: Supervisory Civil Engineer (0810), Supervisory Environmental Engineer (0819), Supervisory Physical Scientist (1301), Supervisory Economist (0110), Supervisory Geologist (1350), Supervisory Landscape Architect (0807), Supervisory General Engineer (0801), Supervisory Ecologist (0408)**

Salary: **\$84,929 - \$132,577 Annual**

Place of Work: **U.S. Army Corps of Engineers, Buffalo District, Planning, Programs, and Project Management Division, Planning Branch, Duty Station: Buffalo, New York**

Position Status: **This is a Permanent position. -- Full Time**

Number of Vacancy: **01**

Duties: As Chief, Planning Branch, develops, coordinates and manages District's General Investigation, Continuing Authorities, Flood Plain Management and Special Studies Program. Exercises executive management of the Planning Branch: Plans, schedules, coordinates, supervises and guides all activities of the Branch to accomplish all mission functions. Provides corporate leadership in support of project execution. Represents District Engineer in contacts with public and private industry management officials. Advises on laws, directives, regulations, policies and procedures related to Civil Works projects. Negotiates and prepares Feasibility Cost-Sharing Agreements for District studies and projects. Provides economic studies in support of all District studies and projects. Serves as the District lead on Corps Civil Works Process and Great Lakes Programs to House and Senate Members, staff, and senior officials from Federal, State, and local agencies/government officials.

(8) Vacancy Announcement Number: **SWGL09331530**

Opening Date: **March 16, 2009** Closing Date: **September 17, 2009**

Periodic Cut Off Date: **15th day of each month**

Position: **YD-02/YA-02: Civil Engineer (0810), Biologist (0401), Economist (0110), Archaeologist (0193)**

Salary: **\$56,000 - \$91,801 Annual**

Place of Work: **U.S. Army Engineer District, Memphis; Planning, Programs, and Project Management Division, Project Management Branch, Memphis, TN**

**Position Status:** This announcement may be used to fill permanent full-time, part-time or intermittent positions. Indicate on your resume your availability for any of these appointments.

**Number of Vacancy:** Many

**NSPS Position:** This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at <http://www.cpms.osd.mil/nsps/index.html>.

Duties: Incumbent is responsible for assuring the efficient and effective accomplishment and coordination of the planning, development, design, construction, and direction of major civil works projects. Applies an extensive knowledge of management concepts, principles, methods and practices as well as knowledge of methods, practices, and processes of engineering and science disciplines. Must possess a full and in depth understanding of the Corps of Engineers Civil Works procedures and authorization and appropriation processes. The incumbent is required to integrate sponsor/customer requirements and participation into a comprehensive management plan that is fully coordinated with all contributing agencies and organizations including various functional elements within the District, establishing responsibilities and setting expectations; control and manage assigned civil works projects budget and schedule assuring that District commitments to the sponsor/customer are met.

(9) Vacancy Announcement Number: **SCGV09408431**

Opening Date: **April 22, 2009**

Closing Date: **April 29, 2009**

Position: **YD-02/YA-02: Community Planner (0020), Geographer (0150), Biologist (0401), Ecologist (0408), Landscape Architect (0807), Architect (0808), Civil Engineer (0810), Environmental Engineer (0819), Mechanical Engineer (0830), Electrical Engineer (0850), Physical Scientist (1301)**

Salary: **\$45,650 - \$92,288 Annual**

Place of Work: **U.S. Army Engineer District, Jacksonville; Planning Division, DUTY STATION: Jacksonville, FL**

Position Status: **This is a Permanent position. -- Full Time**

Number of Vacancy: **FEW**

**NSPS Position:** This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at <http://www.cpms.osd.mil/nsps/index.html>.

Duties: Serves as the senior technical expert, planner, and advisor to all projects and multi disciplinary teams engaged in ecosystem restoration. Incumbent provides plans and solutions for ecosystem restoration by adhering to planning guidelines and policies. Incumbent must maintain a constant working knowledge of current state of the art methods in ecosystem restoration. Incumbent will manage all aspects of plan formulation while coordinating with a multitude of Army organizations as well as applicable Federal and Non-Federal agencies. The incumbent possesses professional expertise to accomplish highly complex assignments with consideration to a wide range of viewpoints in an effort to satisfy all involved with sound ecosystem restoration principles. The individual is required to sort through voluminous amounts of data during plan formulation, selection, justification, design, construction, and operation and monitoring of ecosystem restoration projects. All principles, plans, and complex projects are geared towards maintaining a sound ecosystem with an emphasis on the Comprehensive Everglades Restoration Plan (CERP) in South Florida.

Upcoming USACE sponsored PROSPECT training courses of interest to the members of the Planning CoP include:

### **PCC5 H&H Considerations Control Number 409**

June 15-18, 2009

Buffalo, NY

This course provides less experienced district and division planners with a basic overview of the Corps of Engineers basic hydraulic and hydrologic concepts in accordance with current policies and procedures. It is developed for those who are relatively new to civil works planning; or, individuals who require an overall understanding of the policies and procedures involved in hydraulic and hydrologic process. This course provides basic information in layman's terms on hydraulics, hydrology, geomorphology, sediment transport, and associated models. Many hands-on demonstrations are utilized to reinforce these concepts. The concepts are then specifically applied to the Corps water resources mission areas of flood damage reduction, coastal damage reduction, navigation, ecosystem restoration, etc. In addition, the course provides a discussion of the development of Project Management Plans and scope versus consequences and includes a field trip and a major class exercise. The target audience for this class is new planners with no formal education in hydraulics and hydrology. While engineers may take this class, it should be recognized that basic principles will be discussed.

Prerequisites: Nominees should be beginning/newly assigned to the Civil Works Planning and/or Project or Program Management areas of the civil works planning programs. Typically, with less than 3-years of related hydraulic and hydrologic experience; or, in fields having a nexus with and relevant need for an understanding of the hydraulic and hydrologic processes and their relationships to civil works project development. Nominees should be currently involved in the planning of civil works water resources development projects. Prior completion of the "Planner Orientation" and "Planning Process" courses from the Planning Core Curriculum; or, the "PCC1 Civil Works Orientation" and "PCC2 Planning Principles and Procedures" PROSPECT courses is highly recommended.

### **PCC6 PLAN FORMULATION Control Number: 406**

July 28-31, 2009

Park City, UT

This course provides less experienced district and division planners with a basic overview of the Corps of Engineers plan formulation process in accordance with current policies and procedures. It is developed for those who are relatively new to civil works planning, or, individuals who require an overall understanding of the policies and procedures involved in the plan formulation process. This course contains one or more field trips and several experiential classroom and field exercises to reinforce application of course learnings. Basic student learning objectives for this course include general understanding of the plan formulation process; the steps of plan formulation and how plan formulation fits within the six-step planning process. Multipurpose plan formulation strategies and approaches for ecosystem restoration, flood damage reduction, navigation and true multipurpose application is covered and discussed through a series of presentations; and, various class, group and individual exercises. Presentations and class exercises also include a field trip based case study(s) designed to provide experiential learning through application of the plan formulation process, plan formulation strategies, guidance and policy. The course is conducted in an informal atmosphere to encourage class interaction.

Prerequisites: Nominees should be beginning or newly assigned to the Civil Works Planning and/or Project or Program Management areas of the civil works planning programs. Typically, with less than 3-years of related plan formulation experience; or, in fields having a nexus with and relevant need for an understanding of the plan formulation process and its relationships to civil works project development. Nominees should be currently involved in the planning of civil works water resources development projects. Prior completion of the "PCC1 Civil Works Orientation" and "PCC2 Planning Principles and Procedures" PROSPECT courses is highly recommended. Priority will be given to students in Grades: GS-5 through GS-11.

To attend these courses or to receive additional information about other PROSPECT training courses, please contact the USACE Learning Center at <http://pdsc.usace.army.mil>.

## CONFERENCES

The following is a list of conferences, workshops, and symposia that may be of interest to members of the Planning Community of Practice, as well as other practitioners in field of water resources. Those conferences, workshops and symposia in which the U.S. Army Corps of Engineers has been involved in the organization, sponsorship, or where members of the Corps have been identified as speakers or presenters, are identified in *italics*.

**American Water Resources Association, 2009 Spring Specialty Conference, “Managing Water Resources and Development in a Changing Climate”**

May 4-6, 2009

Anchorage, AK

Additional information: <http://www.awra.org/meetings/Anchorage2009/index.html>

**World Environmental and Water Resources Congress**

May 17—21, 2009

Kansas City, KS

Additional information: <http://content.asce.org/conferences/ewri2009/program.html>

***National Hydrologic Warning Council Training Conference and Exposition***

May 18—21, 2009

Vail, CO

Additional information:

[http://www.hydrologicwarning.org/content.aspx?page\\_id=22&club\\_id=617218&module\\_id=48494](http://www.hydrologicwarning.org/content.aspx?page_id=22&club_id=617218&module_id=48494)

**International Marine Conservation Congress**

May 19-24, 2009

Washington, DC

Additional information: <http://www2.cedarcrest.edu/imcc/index.html>

**Association of State Floodplain Managers Annual National Conference**

June 7-12, 2009

Orlando, FL

Additional information: <http://www.floods.org/Conferences%2C%20Calendar/Orlando.asp>

***Society of Wetlands Scientists Annual Meeting***

June 22-26, 2009

Madison, WI

Additional information: [http://www.sws.org/2009\\_meeting/index.mgi](http://www.sws.org/2009_meeting/index.mgi)

**2009 AWRA Summer Specialty Conference “Adaptive Management of Water Resources II”**

June 29—July 1, 2009

Snowbird, UT

Additional information: <http://www.awra.org/meetings/SnowBird2009/index.html>

**Coastal Zone 09**

July 19-23, 2009

Boston, MA

Additional information: <http://www.csc.noaa.gov/cz>

***3rd National Conference on Ecosystem Restoration***

July 20-24, 2009

Los Angeles, CA

Additional information: <http://conference.ifas.ufl.edu/ncer2009/>

***U.S. Army Corps of Engineers Infrastructure Systems Conference***

July 20—24, 2009

Cleveland, OH

Additional information: <http://www.usaceisconf.org/2009/>

**Ecological Society of America Annual Conference**

August 2—7, 2009

Albuquerque, NM

Additional information: <http://www.esa.org/albuquerque/>

Northeast Shore and Beach Preservation Association “Northeast Beaches Conference”  
September 21-23, 2009 Woods Hole, MA  
Additional information: <http://www.ieca-nechapter.org/coastal2009.html>

American Shore and Beach Preservation Association “National Coastal Conference: Integrating Science and Policy”  
October 14—16, 2009 St. Petersburg, FL  
Additional information: <http://www.asbpa.org/conferences/CallforPapers2009-010809.pdf>

#### **Ports 2010**

April 25-28, 2010 Jacksonville, FL  
Additional information: <http://www.content.asce.org/conferences/ports2010>

## **PUBLICATIONS**

**The following is a list of recently published reports, studies, or articles prepared by the Corps of Engineers, other Federal agencies, or other research organizations:**

*“Research and Applications Needs in Flood Hydrology Science: A Summary of the October 15, 2008 Workshop of the Planning Committee on Hydrologic Science”* by William S. Logan and Laura J. Helsabeck, National Research Council, Available at [http://www.nap.edu/catalog.php?record\\_id=12606#toc](http://www.nap.edu/catalog.php?record_id=12606#toc)

*“Sustainable Critical Infrastructure Systems: A Framework for Meeting 21st Century Imperatives”*, National Research Council, Available at [http://www.nap.edu/catalog.php?record\\_id=12638](http://www.nap.edu/catalog.php?record_id=12638)

*“Prairies and Water Management on Corps Lands”* by Pamela Bailey, U.S. Army Corps of Engineers Engineer Research and Development Center, Ecosystem Management and Restoration Research Program, ERDC TN-EMRRP-ER-11, February 2009, Available at: <http://el.ercd.usace.army.mil/elpubs/pdf/er11.pdf>

*“Handbook on Gopher Tortoise (*Gopherus polyphemus*): Health Evaluation Procedures for Use by Land Managers and Researchers”*, by Lori Wendland, Harold Balbach, Mary Brown, Joan Diemer Berish, Ramon Littell, and Melissa Clark, U.S. Army Corps of Engineers Engineer Research and Development Center, Construction Engineering Research Laboratory, ERDC/CERL TR-09-1, January 2009, Available at: [http://www.cecer.army.mil/techreports/ERDC-CERL\\_TR-09-1/ERDC-CERL\\_TR-09-1.pdf](http://www.cecer.army.mil/techreports/ERDC-CERL_TR-09-1/ERDC-CERL_TR-09-1.pdf)

*“Library of Habitat Models to Evaluate Benefits of Aquatic Restoration Projects on Fishes”* by K. Jack Killgore, Jan Jeffrey Hoover and Catherine E. Murphy, U.S. Army Corps of Engineers Engineer Research and Development Center, Ecosystem Management and Restoration Research Program, ERDC TN-EMRRP-ER-10, August 2008, Available at: <http://el.ercd.usace.army.mil/elpubs/pdf/er10.pdf>

*“Restructuring Federal Climate Research to Meet the Challenges of Climate Change”*, National Research Council, Committee on Strategic Advice on the U.S. Climate Change Science Program, Available at: [http://www.nap.edu/catalog.php?record\\_id=12595](http://www.nap.edu/catalog.php?record_id=12595)

*“Climate Ready Estuaries: Synthesis of Adaptation Options for Coastal Areas”*, U.S. Environmental Protection Agency, January 2009, Available at: [http://www.epa.gov/cre/downloads/CRE\\_Synthesis\\_1.09.pdf](http://www.epa.gov/cre/downloads/CRE_Synthesis_1.09.pdf)

## HOW TO SUBMIT AN ARTICLE TO *PLANNING AHEAD*

*Planning Ahead* is designed to foster communication amongst the members of the Planning community of practice within the Corps, with those other members of the Corps family with which planners interact on a daily basis, and with members of the general public outside of the Corps. It is our goal that future editions of the newsletter will include information and perspectives of those members of the planning community on the front lines of the Corps' planning efforts, the District and Division offices. We hope that this newsletter becomes a forum to share your experiences to help the entire planning community learn from one another. We welcome your thoughts, comments, questions, suggestions, success stories, and lessons learned, so that we can share them with the broader community. Submissions should be moderate in length (4-5 paragraphs), except in cases where the article is compelling and circumstances warrant a lengthier treatment of the subject. The article should be prepared as a MS Word document. Pictures accompanying submitted articles are welcome. Pictures must be in JPEG format. Please send articles to Mr. Kenneth E. Lichtman, at [Kenneth.e.lichtman@usace.army.mil](mailto:Kenneth.e.lichtman@usace.army.mil)

The deadline for material to be published in the next issue of *Planning Ahead* is  
**Wednesday, May 6, 2009**

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