

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

We hope to use this space to highlight some of the activities of the Planning Community of Practice in the interests of giving all of our members a broader awareness of our Community.

In mid-October the Planning Advisory Board (the Board consists of the Planning CoP leader, the lead planner from each MSC office, the CoP leaders from Engineering and Operations, and several senior staff from HQ planning and policy) held one of its bi-annual meetings in Seattle. Some of the discussion and conclusions from the meeting: It is clear that regionalization is happening across the Corps and you should expect to see more of it happening. The planning centers of expertise are still coming on line but will play a much more significant role in independent technical review. We will be continuing our support for improving planner capability through the core curriculum, the Planning Associates and the Masters Program.

The National Research Council has just published their four reports, and the earlier one on independent peer review released in July of 2002, in response to Section 216 of the Water Resources Development Act of 2000. These relate to independent peer review, methods of project analysis, stewardship and adaptive management, and river basins and coastal systems. A synthesis document was also prepared by the study Coordinating Committee.

The report, "[Review Procedures for Water Resources Project Planning](#)" provides recommendations on a review process for the Corps to use for a range of projects from relatively simple and routine to the most complex and controversial ones. Recommendations on river basins and coastal systems are provided in the report "[River Basins and Coastal Systems Planning Within the U.S. Army Corps of Engineers](#)". The panel's report on "[Adaptive Management for Water Resources Project Planning](#)" provides recommendations on how the Corps could best apply the principles of adaptive management. Recommendations on the Corps planning methods are presented in the report "[Analytical Methods and Approaches for Water Resources Project Planning](#)". And finally, the Coordinating Committee presents their synthesis and overarching themes from all the panels' work in their report - "[U.S. Army Corps of Engineers Water Resources Planning: A New Opportunity for Service](#)".

Many of the recommendations will require action by the Congress and Administration to implement; however, many others are within our authority and capability to accomplish and where it makes sense to do so, we will be incorporating them into our guidance and procedures.

We are getting a revision to our planning web site underway and hope to make the site easier to use and provide more information to assist the Community. The old series of NED manuals published by IWR many years ago are being updat-

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ed and will be republished as electronic documents to facilitate their use. We are building on the Planning Models Improvement Task Force's recommendations and are drafting the implementing regulation that will improve the credibility and accuracy of our planning models.

Stay tuned for reports on how we're doing with these many initiatives - and have a happy and safe holiday season.

Harry Kitch
Deputy, Planning Community of Practice
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Words from the Editor

We sincerely hope that all of you enjoyed the kickoff issue of the new Planning Ahead including the new columns. We strived to preserve the value of this newsletter while adding some new perspectives and a fresh look. Please be reminded that if you feel there is an important issue or subject affecting the planning community that should be addressed on a monthly basis, we welcome any suggestions for new columns. For this next issue, the layout as you may have noticed has changed a bit. As a result of reader feedback and my desire to keep Planning Ahead a valued resource for information, this issue is done in a one-column format (hopefully, easier on the eyes). Also, all the new columns mentioned in the October issue each have their own section for easy reference to columns you may be most interested in.

This is the last release for the year 2004. Thanks again to all contributors to this issue and a special thanks to all the reporters who found time in their busy schedules to make a monthly commitment in helping Planning Ahead maintain its success.



Happy Holidays-'til we meet again in 2005!

Monica Franklin, Editor
Institute for Water Resources
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FEATURED ARTICLES

Monthly Tonnage Indicator for Internal U.S. Waterways Shows a Near Record High

by Arlene Dietz, CEIWR-NDC

Each month, the latest monthly tonnage indicators for internal U.S. waterways are posted on Navigation Data Center's website at <http://www.iwr.usace.army.mil/ndc/wcsc/wcsc.htm>. The table and graph display a 5-year monthly comparison for total, coal, petroleum and chemicals, and food and farm categories.

The October 2004 indicator posted in November reveals a 5-year high for October of 53.2 million tons. Additionally, during this same period, this level had only been exceeded in two other months, May and July 2000. Coal, among the indicators displayed, was the leader in this growth. For more information contact Jay Wieriman at 504-862-1402.

Waterborne Commerce and Container Statistics for 2003

by Arlene Dietz, CEIWR-NDC, Susan Hassett, CEIWR-NDC-C, and Jay Wieriman, CEIWR-NDC-C-A



The Preliminary Waterborne Commerce Statistics for 2003 posted on the Navigation Data Center's website <http://www.iwr.usace.army.mil/ndc> in September 2004 have now been finalized. For project level details please contact Denise Trowbridge (504-862-1155), Chief of Quality Control and Products and Services Office, Waterborne

Commerce Statistics Center.

Domestic container TEUs (twenty foot equivalent units) and counts are Navigation Data Center's newest metrics to help measure both a port's and a waterway's use. This metric can be used in addition to the traditional tons, trips, ton-miles and the recent trip (system) ton-miles (for internal waterways only). High value waterborne commodities are increasingly moving in containers in the domestic trade.

Calendar Year 2003 shows that approximately 25.4 million loaded TEUs were shipped and received by waterborne commerce in the United States. Most of these moves (83%) were to or from foreign countries. Of these foreign moves, about two-thirds (66%) were inbound to the United States. By weight, container shipments accounted for about 8.1% of waterborne commerce (13.2% of the foreign moves and 1.2% of the domestic moves). The top U.S. container ports were Los Angeles (4.1 million TEUs), Long Beach (4.0 TEUs) and New York/New Jersey (3.1 million TEUs). The state with the most container ports is Alaska with 69.

The complete 2003 container data by ports will be available from WCSC (Waterborne Commerce Statistics Center) in early December and will be imbedded within the OMBIL (Operations and Maintenance Business Information Link) website's navigation business module by early 2005.

CEFIT Has Been Released and Residential Flood Damage Analysis Just Got a Lot Easier

by Stuart Davis, CEIWR-GR

The Corps of Engineers Floodplain Inventory Tool (CEFIT) has just been released by the Institute for Water Resources (IWR). With only basic floodplain inventory data, a user can calculate depreciated replacement values for residential structures, obtain estimates for content values, and calculate structure and content dollar-damage relationships with uncertainty by one-foot increments. The results can be exported directly to the Hydrologic Engineering Center's Flood Damage Analysis Package (HEC-FDA), printed or saved into a CEFIT report, with structure-by-structure results. CEFIT calculates costs and damage functions for over 900 combinations of single-family residential structures types, based on number of stories, type of foundation, construction era, and construction quality. CEFIT was developed by Marshall and Swift/Boeckh (MSB) and populated with data licensed to MSB. A CEFIT CD and installation guide have been released to each Corps district. The CEFIT CD includes the residential and commercial estimator programs (RE7 and CE7) for calculating depreciated replacement values, the Commercial Content Inventory Program (CCI) for estimating commercial content values, and the users' manuals for each of these applications. Lillian Almodovar is the Headquarters proponent for CEFIT development. Stuart Davis of IWR is the Principal Investigator for CEFIT work under the Flood Damage Data Collection Program. The Flood Damage Data Collection Field Advisory and Review Team provided considerable support and testing of CEFIT. Contact Mr. Rich Zavadowski of MSB for additional copies of CEFIT at 240-833-8253, 202-557-6511, or RZavadowski@marshallswift.com.

For additional information please contact Stuart Davis at (703) 428-7086 or Stuart.A.Davis@usace.army.mil

Minimizing Time and Costs for Freshwater Mussel Studies

by Danny Ward, CEMVM-PM-E



There is a growing awareness concerning freshwater mussel populations in our nation's waterways and how the activities of the Corps of Engineers affect them. Many of our projects require some type of sampling or monitoring of freshwater mussel populations. Sampling can be difficult because it usually involves the use of divers with training in malacology (the study of freshwater mussels). The Memphis District (MVM) currently has a dive team that specializes in scientific diving with an emphasis in mussel surveys. The MVM dive team routinely conducts small

surveys that do not require significant amounts of time and contracts larger surveys to qualified architect-engineer firms. Finding qualified architect-engineer firms is difficult because they have to meet Corps of Engineers dive safety requirements and have qualified malacologists on staff. MVM recently awarded an indefinite services contract to Ecological Specialists, Inc. for a period of one year with two option years. The use of the indefinite services contract keeps contracting costs to a minimum and speeds up the study process. MVM realized that the scope of the contract should not be confined to the geographical boundaries of the district; therefore, the contract was modified to include potential work in other districts. Little Rock District was able to use the existing contract to conduct mussel surveys in the Arkansas River, which saved time and costs because they did not have to conduct a search for qualified contractors, undergo the bidding process, and award a separate contract.

For additional information please contact Danny Ward at (901) 544-0709 or daniel.d.ward@mvm02.usace.army.mil.

Economics-Military? Civil? Both?

by Susan Durden, CEIWR-GW



Economics in the Corps of Engineers is strongly identified with analysis for civil water resources projects. In Districts with a military mission, economists can also provide valuable input to military projects, especially facility construction evaluations.

The products of the military and civil works missions are different, however the "civil works economist" has the skill set to contribute to both. In the initial phase, military construction projects normally require life cycle analysis of alternatives, i.e., comparing the costs of new construction, repair of existing facilities or transfer of activities to another facility. Economists are excellent at determining the best investment alternative over a given time horizon. This information assures efficient use of funds--particularly critical in this era of

constrained budgets.

The bottom line? Economics-and economists-are not civil or military. There is much to offer to both missions. There is a synergy between military and civil works economics. The short time frame and precise focus of military analyses is a welcome balance to the longer schedules of civil works projects as is the chance to interact with customers with a different perspective. Exploring how economists can serve our military customers is a win-win situation for both groups.

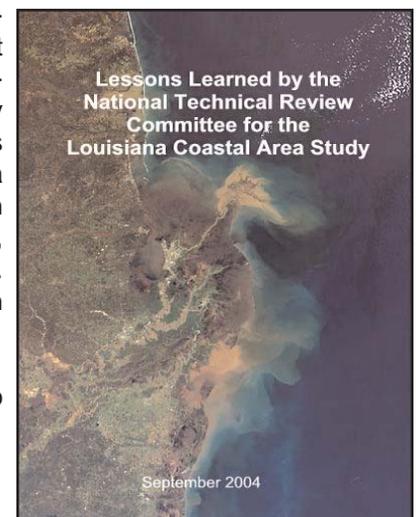
Lessons Learned by the National Technical Review Committee for the Louisiana Coastal Area Study

by Ken Orth, CEIWR-GW

The Louisiana Coastal Area (LCA) Study is a major feasibility investigation for restoration of the Louisiana coastal ecosystem. Early in the study the New Orleans District established a National Technical Review Committee (NTRC) of ten scientific and engineering experts "to provide an external, independent technical review of the study through a close coordination with the study team". Accordingly, the Committee acted as an ongoing, external ITR team during the course of the study. Dr. John Day of Louisiana State University was the Committee Chairperson, and members from across the nation provided expertise in coastal, estuarine and wetlands ecology, water quality, fisheries, river engineering, coastal engineering and geomorphology, economics, and planning. The NTRC completed its work in August 2004, and recently published an after-action report of its lessons learned.

The report presents the NTRC's lessons learned in response to five questions posed to the Committee members:

- What has been the best thing about the NTRC experience?
- What has been the worst thing about the NTRC experience?
- What one thing did the NTRC not do that it should have done?
- What is the NTRC's most important lesson to pass along to any future committee that may be similarly involved with a large, complex, comprehensive Corps' study?
- Do you have any other lessons learned from the NTRC experience to pass along to the Corps and future committees?



Looking across all the Committee members' responses to these questions, the NTRC identified several important cross-cutting themes that should be considered if the Corps establishes national review groups of its water resource studies in the future:

- A national review group adds value to a Corps' study.
- The host Corps' office must think through the structure, process and use of a national review group, including:
 - o What's the group's purpose?
 - o Will the group be independent or interactive?
 - o How will group members be treated?
 - o What will be done with the group's comments?
 - o What is the schedule and timing of group activities?
 - o What's needed to support the group?
- Reach an early agreement on the structure, process and use of a national review group

While the NTRC found much that should lead to improvements for future groups, it strongly believed that seeking top professional advice during the course of study is the right thing for the Corps to do.

The full report is available at <http://www.iwr.usace.army.mil/iwr/oldnews/news.htm>

FEMA'S MULTI-YEAR FLOOD HAZARD IDENTIFICATION PLAN (MHIP)

Written by Federal Emergency Management Agency (FEMA)



With flooding occurring this year throughout the United States, the need for up-to-date flood maps has never been more evident.

FEMA, and our flood mapping partners, prepared a Multi-Year Flood Hazard Identification Plan (MHIP), the first-ever national look at how FEMA and its partners will move forward with updating flood maps. Developed in cooperation with states, locals, regional entities, and other partners, MHIP outlines a national five-year schedule and budget for conducting flood studies and providing reliable digital flood hazard data and maps to support the National Flood Insurance Program (NFIP). We are grateful for your efforts and those of your organization in support of Flood Map Modernization.

FEMA, through its all-hazards mission to "Lead America to prepare for, prevent, respond to, and recover from disasters" is proud to support the strategic goals of the Department of Homeland Security. FEMA's Mitigation Program, through managing the NFIP, specifically supports the Department's strategic goal for Protection, as identified in the U.S. Department of Homeland Security Strategic Plan issued in 2004, to strengthen nationwide preparedness and mitigation against acts of terrorism, natural disasters, or other emergencies.

You and your organization may be particularly interested in Section 7 of the MHIP, a refined mapping standard that defines levels of flood hazard study commensurate with levels of flood risk.

The MHIP is available on FEMA's Flood Hazard Mapping Website at www.fema.gov/fhm/mh_main.shtm. FEMA welcomes input from our mapping stakeholders. You may contact your state, professional organization, FEMA Regional office, or provide comments through the Flood Hazard Mapping Web site.

This posting can be found at: <http://www.gisuser.com/content/view/4015/28/>

This article was submitted by Ron Connor of the Institute for Water Resources.

Economist Website

Stuart Davis, CEIWR-GR

Shana Heisey, CEIWR-GR

IWR has begun work on a website for Corps Economists, incorporating suggestions provided in the recent survey of economists and other social scientists. Anticipated content will include:

- Recommendations for training classes most beneficial for economists throughout their careers. We will also post developmental assignments and long-term training opportunities.
- Completed economic appendixes from Corps studies and links to reports posted on District websites.
- A listing of our national experts and resources, including points of contact for economics in the Centers of Expertise. Visitors to the site will have the opportunity to nominate themselves as experts, briefly describing their experience and availability to assist other districts in work or review.
- Technical resources including Corps publications such as the National Economic Development Manuals, links to economic software programs, and external resources including data sources and a reading list of texts and periodicals recommended by Corps Economists.

Of course, the website will include the online Economist/Social Scientist Directory. You can access the directory, complete, or revise your directory information at: <https://corpsinfo.usace.army.mil/economistsdirectory/index.htm>

The website should be operational by early 2005. Additional suggestions for content or links to useful resources can be

CULTURAL RESOURCES

Preservation Matters

Notes on the Management of the Cultural Environment

Planning Associates Learn About Cultural Resources and Tribal Affairs

With the Class of 2004, the Planning Associates (PA) Program inaugurated a week-long training module on Cultural Resources and Tribal Affairs. This training module will become a regular feature of future PA Classes and is intended to offer a general treatment of cultural resources management, tribal trust responsibilities and tribal consultation as they relate to the Planning Programs of the U.S. Army Corps of Engineers. The training session was hosted by the St. Louis District Mandatory Center of Expertise for Curation and Management of Archeological Collections (MCX CMAC). The principal instructors were Paul Rubenstein and Georgeanne Reynolds, Headquarters. Guest speakers included Richard Allen of the Cherokee Nation; Roberta Hayworth, St. Louis District Tribal Coordinator; and Laura Anderson, St. Louis District Archeologist. Terry Norris, the St. Louis District Archeologist nationally recognized for his knowledge of the history and pre-history of the Middle Mississippi River Valley, led a day tour to the Native American City of Cahokia, Illinois and the French Colonial settlement of St. Genevieve, Missouri. Acting MCX CMAC Director Chris Pulliam assisted in the production of the program with logistical and on-site support.

Preservation Authorities in Fiscal Year 2005 DoD Authorization Act

On October 28, 2004, President Bush signed into law the Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005. This law carries provisions for some interesting historic preservation authorities now offered to the Department of Defense (DoD).

Title XIV. Sunken Military Aircraft provides a new authority for DoD to protect sunken military planes and other aircraft in United States waters and encourages DoD to work with foreign nations to protect these resources. It asserts permanent Federal title to all sunken United States military aircraft and excepts these resources from certain Laws of the Sea such as the Law of Finds and the Law of Salvage. The authority provides for the development of regulations and procedures to prevent any disturbance, removal or injury to sunken military aircraft as well as the creation of a permit program for approved investigation of these resources.

Other provisions contained in the legislation pertaining to preservation matters include Title X, Sections 1033 and 1083. Section 1033 establishes an annual report requirement for all DoD managed military museums. Section 1083 conveys a F3A-1 Brewster Corsair airplane, in "as is, non-flyable condition" to Mr. Lex Cralley of Princeton, Minnesota. Curious about this last item? Go to the following URL for the full story. http://planenews.com/modules.php?name=News&new_topic=32

From the National Park Service: National Register Listings in September

In September, 103 listings were added to the National Register of Historic Places, including 4,222 buildings, 49 sites, 51 structures, and 39 objects. September is the latest month for which complete statistics are available. <http://www.cr.nps.gov/nr/index.htm>

2005 Society for Historical Archaeology Conference

The Preliminary Program and Advance Registration brochure for the Society of Historical Archaeology (SHA) 2005 Conference on Historical and Underwater Archaeology is now available on the SHA website (<http://www.sha.org/About/Conferences/mt2005.htm>). The SHA 2005 Conference will be held in York, England on January 5-10, 2005 and will feature four days of presentations covering a wide range of topics in terrestrial and underwater archaeology, pre- and post-conference workshops, and tours of many of the historic sites in and around the City of York.

You may register for the conference online through the SHA website or fax or mail your registration to the SHA Headquarters office. Contact information for the headquarters office is provided at the end of this message.

Please be advised that the Preliminary Program and Advance Registration brochure are large files and may need addition-

al time to download to your computer. Printed versions of the brochure will be mailed to all SHA members. If you are not an SHA member and would like to receive information on the 2005 Conference, please contact the SHA office at hq@sha.org.

We invite you to join the SHA at its first conference outside the Americas. If you have any questions regarding the 2005 Conference in York, please contact Karen Hutchison or Grace Jan at SHA Headquarters.

Society for Historical Archaeology
15245 Shady Grove Road, Suite 130
Rockville, MD 20850
Phone: 301/990-2454 Fax: 301/990-9771
Email: hq@sha.org
Web: www.sha.org

38th Annual Conference on Historical and Underwater Archaeology
"Continuity and Change"
January 5-10, 2005
York, England

NONSTRUCTURAL NEWS

The Corps of Engineers National Nonstructural/Flood Proofing Committee

The Corps of Engineers National Nonstructural/Flood Proofing Committee [NFPC] is available to provide assistance to all Corps entities in the area of nonstructural flood damage reduction. Some of the activities of the NFPC are:

- Provides a source of technical expertise on all aspects of nonstructural flood damage reduction and associated opportunities
- Conducts research and development on new, innovative, and/or unique materials and technologies for flood proofing.
- Provides flood proofing workshops, seminars, and short courses to educate state agencies, local officials, and private events
- Provides specific assistance to Corps Districts in formulating and implementing all types of nonstructural flood damage reduction measures and realizing the array of opportunities present with nonstructural measures in achieving comprehensive flood plain management.
- Provides assistance to Corps Districts in development of flood plain management plans.
- Serves as a resource for independent technical review in all aspects of nonstructural flood damage reduction and flood plain management.
- Documents nonstructural flood damage reduction activities across the Corps and disseminates information regarding flood proofing and nonstructural measure implementation.
- Serves as the lead source of information specific to all aspects of nonstructural flood damage reduction.
- The National Nonstructural/Flood Proofing Committee is part of the virtual team for the Flood Damage Reduction Center of Expertise.
- The NFPC is currently in the process of updating its website. The website can now be found at <http://www.nwo.usace.army.mil/nfpc>. The website should be considered the first source of information relative to nonstructural flood damage reduction. Currently the website has such information as the updated "Inventory of Nonstructural Flood Damage Reduction Projects" that was recently completed in a cooperative effort between the NFPC and the Institute for Water Resources, several nonstructural/flood proofing documents published by the NFPC, specific Corps guidance on nonstructural formulation and implementation, and links to several other sources specific or related to nonstructural flood damage reduction. The website will continue to be populated with information on all aspects of nonstructural flood damage reduction and opportunities.
- The NFPC does not require specific funding from the requestor if the assistance requested can be provided quickly via telephone or e-mail. The NFPC does require funding from the requestor for all other types of assistance.

If you have nonstructural flood damage reduction information that you would like to see placed on the NFPC website, please contact Mr. Randy Behm at 402-221-4596 or by e-mail at randall.l.behm@usace.army.mil. If you need assistance on any aspect of nonstructural flood damage reduction and associated opportunities, please contact Mr. Larry Buss at 402-221-4417 or by e-mail at larry.s.buss@usace.army.mil.

PLANNING CENTERS OF EXPERTISE

National Center / Website	Director	Technical POC
Inland Navigation http://outreach.lrh.usace.army.mil/default.asp	<u>Theodore "Tab" Brown</u> CELRD-PDS-P (513/684-2974)	<u>Dave Weekly</u> CELRH-NC (304/399-6955) and <u>Paul Hanley</u> : CELRD-PDS-P (513/684-3598)
Deep Draft Navigation http://www.sam.usace.army.mil/ddncx/	<u>Wilbert Paynes</u> CESAD-CM-P (404/562-5220)	<u>Ken Claseman</u> CESAM-PD-FE (251/694-3840)
Flood Damage Reduction (Site under development)	<u>Robert Mooney</u> CESPD-PD-TP (415/977-8171)	<u>Clark Frentzen</u> CESPD-PD-TP (415-977-8164)
Hurricane and Storm Damage Prevention http://www.nad.usace.army.mil/ click on Regional Business Center click on Storm Damage	<u>Joe Vietri</u> CENAD-PM (718/765-7070)	<u>Larry Cocchieri</u> CENAD-CM-PP (718/765-7071)
Ecosystem Restoration (Site under development)	<u>Rayford Wilbanks</u> (acting) CEMVD-RB-T (601/634-5847)	<u>Dr. Dave Vigh</u> CEMVD-RB-T (601/634-5854)
Water Management and Reallocation (Site under development)	<u>JoAnn Duman</u> CESWD-PDS-P (469/487-7065)	To be determined

The October 2004 issue of *Planning Ahead* had an excellent article by Clark Frentzen of our South Pacific Division. His article provided an overview of the Centers and the current activities being provided by the Flood Damage Reduction Center. In this month's issue, I would like to introduce you to the rest of the staff assigned to these Planning Centers of Expertise. The Centers, their Director, Technical Point of Contact(s) and website are provided in the following table.

Each issue of *Planning Ahead* will feature an article on one of the Centers, or an update on activities of the Centers. Dave Vigh of our National Ecosystem Restoration Center in the Mississippi Valley Division has already agreed to provide the article for the next issue of *Planning Ahead*.

For additional information on the Planning Centers of Expertise or to offer to provide an article on the Centers, please contact Ted Hillyer at: Theodore.m.hillyer@usace.army.mil

PLANNING LEADERS' CORNER

Jo Ann Duman, Southwestern Division

Welcome back for some thoughts from another leader in the Planning Community of Practice. This month we'll hear from Ms. Jo Ann Duman, Chief of Planning in the Southwestern Division.

Ms. Duman began her Corps career in 1979 with Fort Worth District. She has worked in Tulsa and Baltimore Districts, and spent 5 years in Headquarters before returning to Southwestern Division in 2000. She became SWD's Chief of Planning in November 2003. Her first year with the Corps, she related, "Barry Rought, who was then SWD Planning Chief, spoke briefly at the start of a training course for new planners. He told us, 'Take charge of your own career. If you're not getting the experience you need on a wide variety of projects, ask for it.' Duman continued, "It was the first time I learned that I could request assignments to support my career development. Five years later, Barry promoted me to a GS-12 at SWD and then encouraged me to move on to other districts for supervisory experience. In 1984, I certainly did not think that 20 years later I would attain Barry's job."



An advantage of being an economist, she said, is that economists work on all types of planning studies, both civil and military, and learn about all our civil works project purposes. That almost offset the disadvantage of not being an engineer because 25 years ago only engineers could lead study teams. To get that study manager experience, Duman took on a mobilization study for Fort Hood, Texas, in 1982. "I had to get a reservist friend to coach me on the terms like regiment, battalion, light and heavy armor divisions. He also drilled me on recognizing the insignia for military ranks. There's always help in the Corps family if you will ask for it. I even got to ride with the fire chief, siren blaring, on one visit to the post. That's undoubtedly the most exciting thing I've done in the Corps, although helicopter rides to observe the extent of the 1981 south Texas floods would be a close second."

In 1988 Tulsa District gave her the chance to lead a \$2 million, two-state feasibility study on the Arkansas River, the district's first major cost-shared study, and then after one year let her attend the Planning Associates program at the Kingman Building in what is now the Humphreys Engineering Center in Virginia. "As a PA I saw how the water resources problems differ from region to region, and how many ways the Corps serves our nation. The program also gave me the confidence to feel I could contribute to the Corps and pay back the opportunities I had been given by helping others develop their careers." In 1991 she moved to Baltimore District, which offered her deep draft navigation and coastal project experience, along with the chance to live in one of the loveliest cities in the US. In 1995 Duman moved to the policy review branch at Headquarters. Getting to see projects in the planning stages all across the country, and working with district teams and sponsors to get their reports approved and on to Congress, was always fascinating, she said. "I definitely advise everyone to do at least a temporary detail at Headquarters. You will meet some of the most talented people in the Corps, and you will learn the pressures they face everyday in serving the field."

If you would like to contact Jo Ann, she can be reached at: JoAnn.M.Duman@usace.army.mil.

PLANNING TECHNICAL SPECIALISTS

Planning on the Front Lines: Introducing Scott Miner

Hello, I am pleased to be the reporter for this column of Planning Ahead. Each month the column will feature a Regional Planning Specialist sharing his or her experiences. I welcome volunteers and feedback on the column.

Susan.e.durden@usace.army.mil

This month's issue features Scott Miner, a regional planning specialist in Ecology at Sacramento District.

Key Words:

Ecosystem Restoration Specialist

Multiple-purpose plan formulation

Riparian and wetland restoration

Professional Biography

My career with the Corps began in 1978 as a three-month internship in South Pacific Division (SPD) as a GS-3 Engineering Aide, while I was completing my Bachelor's degree in biology. I continued working in the San Francisco District while earning a Master's degree in natural resource management at University of California Berkeley. I started out doing environmental planning for permit actions and then moved into civil works planning, as an environmental planner and later as a project manager. One of the highlights of my career was managing the planning, design and construction of the Sonoma Baylands project, which was the first ecosystem restoration project in the San Francisco District and one of the first in the Corps. After serving as the plan formulation chief in San Francisco for three years, I took a temporary position in the Brownfields program at the Environmental Protection Agency for a year. I came to the Sacramento District as a Regional Planning Specialist in 2001.

Tell me about your job.

My job as an Regional Planning Specialist (RPS) is to help others in developing new civil works projects. Generally, I work on single-purpose ecosystem restoration projects and multiple-purpose projects with ecosystem restoration. I might provide informal advice, help trouble-shoot a problem, do seamless review, or a formal technical review. The most important and rewarding part of my job is mentoring. I try to make formal reviews a constructive process that help new planners master the complexities of civil works planning.

The "regional" part of the job has mainly consisted of performing technical reviews for other districts--in SPD and around the country. Inter-district review provides opportunities for sharing ideas across organizational boundaries.

As an RPS what is the most important, challenging, exciting thing you have done?

Working with the planners on the Hamilton City feasibility study to formulate a combined plan for ecosystem restoration and flood damage reduction stands out. The project team did an exceptional job of involving all the stakeholders and developing a complete range of alternatives, but wanted some help in completing the trade-off analysis and cost allocation processes. Because there was no example of a study using the new guidance, and no one who could give us all the answers, we had to invent some new ways of doing things. Being an RPS allowed me to use my experience with multiple-purpose studies, as well as my knowledge of planning policies and procedures, to support the project team. The result was a breakthrough study for the District that I hope will be a model for other Districts. *(Editor's Note: Information on the Hamilton City feasibility study can be found at: http://www.compstudy.org/docs/hamilton/ham_city_fact_sheet_05-06-04.pdf)*

What lesson learned would you like to pass on?

Even though it may be counterintuitive to those who are used to considering only monetary benefits, including ecosystem restoration as a project purpose increases the opportunity to identify an economically justified project. The key is to develop alternatives with single features that serve both economic and ecological purposes, so that you can provide both types of benefits from a single cost. Such projects serve a broader range of public needs and are likely to gain broader support as a result.

Who do you want to say hello to?

One of the best things about working for the Corps is becoming part of a nationwide network. There are too many people to name, so I'll just say hello to all my Corps friends across the country.

PLANNING ASSOCIATES UPDATE

Graduation Week Right into Orientation Week

A very happy and more experienced 2004 Planning Associates (PA's) Class graduated on Friday, 29 October 2004, in the Command Conference Room at the GAO Building with Major General Riley presenting the graduation certificates, but not until each group presented their critical think pieces that were assigned to them earlier in the year. This class was divided into four groups with each group receiving a different critical think piece topic. The think pieces included: "Economic Values for Ecosystem Restoration" presented by Lonnie Mettler (Walla Walla District), Andrea Walker (Baltimore District), and Lanora Wright (Fort Worth District); "Does the 2012 Report Reflect the World in 2012?" presented by Michael Greer (Buffalo District), Kevin Knight (San Francisco District) and Susan Smith (Mississippi Valley Division); "Dedicated vs. Matrixed Teams" presented by Beth Faber (HEC), Matthew Rea (Portland District) and Barton Rogers (New Orleans District); and "Recommendations for Watershed Planning" presented by Daniel Abecassis (Jacksonville District), Tammy Conforti (Huntington District) and Wayne Crayton (Alaska District).



Major General Riley, Director of Civil Works, and the PA Class of 2004.



Chief of Engineers, LTG Strock presents his coin to Kevin Knight

Graduation week also included some classroom work comprised of Risk Communication and Media Training at the Soldiers Radio and Television Studios. The PA's met with the PA Steering Committee to discuss lessons learned regarding the 2004 curriculum. Also, the PA's got the opportunity to talk with General Strock one afternoon and he presented each with his Commander's Coin.

Happenings from this year's class

As one PA class finishes, another PA class begins. The 2005 PA Class are: Boni Bigornia (South Pacific Division), Craig Evans (St. Paul District), Pat Fitzgerald (Alaska District), Amy Frantz (Huntington District), Valerie Hansen (Kansas City District), Bob Heinly (Galveston District), Steven Kopecky

(Baltimore District), Mitchell Laird (Louisville District), Jennifer Owens (Wilmington District), Catherine Shuman (Los Angeles District), Jodi Staebell (Rock Island District), and Steve Yamamoto (Honolulu District).

Each month, a new PA will report on what's currently going on in the program. This month, Jodi Staebell from the Rock Island District discusses their recent trip to Chicago for their PA Orientation Meeting.

"The 2005 Planning Associates met for the first time in Chicago the week of November 1st. It was exciting to finally meet my fellow PA's with whom I will be spending 18 of the next 48 weeks!"



2005 Planning Associates at Orientation Meeting

"We got some valuable tips from senior leaders. Bill Dawson and Harry Kitch stressed the value of networking, networking and networking. Gerry Barnes, LRD Programs Director, gave excellent tips on how to present leadership skills in interviews. He stressed the importance of giving a strong summary of your strengths at the end of the interview. Russ Rangos, PA Program Manager and Dr. Judy Morrison, Program Facilitator reviewed PA expectations for the year."

"The PA's took an assessment of their leadership skills, which will be used in the Team Building, Team Leadership and Communications session in late January. We were divided into three teams - each team will develop a Critical Thinking Product that will be presented during graduation week next September. We did a number of icebreaker activities to get to know each other better."

"We read the books *Complexity: the Emerging Science at the Edge of Order and Chaos* and *Art of the Long View* prior to the session and discussed take-away items that related to the Corps and Corps planning. In *Complexity*, individuals from a variety of backgrounds come together to advance the science of complexity. The PA Program mirrors this experience, bringing together planners of various disciplines to learn from each other and advance the "science of Corps Planning". The PA's discussed how scenario planning has been used in a number of studies. The PA's will read *Sun Tzu: The Art of War for Managers* and *Empowerment Takes More Than A Minute* in preparation for the January session."

"Many of the speakers stressed that the Planning Associates Program will offer us many opportunities through the next year and beyond and challenged each of us to take full advantage of these opportunities. I look forward to the networking and learning opportunities of the coming year."

What are they doing now?

Each month, we will report on what past PA's are doing. This month, we asked Margaret Johanning from the Lakes and Rivers Division, to reflect on life after the PA Program.



Former Chief LTG Robert Flowers with Margaret Johanning

"In August 2003, my seven classmates and I finished the 8-months of the newly re-instituted Planning Associates (PA) Program. It was a great opportunity to learn about the major mission areas of the Corps beyond my experience with the Tulsa District, Southwestern Division. My nearly 20 years in the Planning Division in Tulsa as a study manager (or lead planner) were mostly in the Continuing Authorities Program with some limited opportunities in General Investigations and Flood Plain Management studies. The PA program provided an opportunity to meet senior leaders and planning teams across the Corps and experience first hand the exemplary work of the eight MSCs. Equally significant was the exposure to the geographic diversity and the unique water resources problems associated with the various regions visited."

"At the completion of the program, I was asked to serve as a member of the PA Steering Committee to provide the perspective of a recent graduate. As an advisor to the design team subcommittee, I was able to provide suggestions and clarification on changes that would benefit the next class, based on the recently completed evaluations of the program by my classmates and me. Many of our suggestions were incorporated by the design team into the course handbook for the class of 2004."

"In November 2004, I completed my first year as a strategic planner in the Business Management Division of the Great Lakes and Ohio River Division, Cincinnati, Ohio. This was a competitively selected position and while it takes me beyond the traditional planning of my prior experience, it brings me face to face with the USACE 2012 Corps of the future. Within the concept of a Regional Business Center and through the Regional Management Board, we are working to mold the capabilities of our seven districts into a strong, regionally based team that meets the needs of our civilian and military customers. It is a tremendous challenge of team work, communication and a shared vision of the future."

PLANNING CoP CALENDAR

Planning Advisory Board Conference call.....	second and fourth Fridays every month.
Planning Ahead submission deadline.....	third Thursday every month
2005 Planning Associates orientation.....	November 2004
Request for 2004 Planning Awards nominations.....	December 2004
Society of Historical Archaeology Conference in York, England.....	5-10 January 2005
2004 Planning Awards nominations due.....	February 2005
American Planning Association Annual Conference, San Francisco.....	March 2005
2004 Planning Award winners selected.....	April 2005
Planning Centers of Expertise Leaders' Meeting.....	Spring 2005
Request for 2006 Planning Associate nominations.....	June 2005

If you would like to post an item to the monthly calendar, please contact Monica Franklin at Monica.A.Franklin@usace.army.mil.

ANNOUNCEMENTS

Are you in search of someone special with just the right expertise for your planning study? Maybe your best planner friend just got a job with the Corps and you want to tell the rest of the gang. Well, the Announcements column is your monthly opportunity to do all that and much more. Think of this as the Planning Ahead want ads, and just like your newspaper's want ads it depends entirely on your contributions. In this column you can reach over 800 subscribers and:

Announce job opportunities. Planning Ahead has carried job announcements for several years and will continue to be a way for you to spread the word to a wide audience.

Track comings and goings. Let us know who's been hired, transferred, moved on, retired, or otherwise isn't where we found them last month.

Look for help. Who's tried to work through the new process for NED/NER trade-off analysis? Do you need help selecting a habitat model? How about advice on completing your 905(b) analysis in a week? If you're looking for help try making a connection here.

Remember, this column depends on you, so please send your announcements to Monica Franklin at: monica.a.franklin@usace.army.mil.

WANT TO CONTRIBUTE TO *PLANNING AHEAD*?

This newsletter is designed to improve the communication among all the planners and those we work with throughout the Corps. We hope that future editions will have mostly information and perspective from those of you on the front lines in the

districts. We hope that these notes become a forum for you to share your experiences to help all of us learn from each other. We can't afford to reinvent the wheel in each office. We welcome your thoughts, questions, success stories, and bitter lessons so that we can share them on these pages. The articles should be short (2-3 paragraphs) except in some cases where you just have to say more, and should be a MS Word document.

WANT TO SUBSCRIBE TO *PLANNING AHEAD*?

To subscribe to our distribution list, send an e-mail message to **majordomo@lst.usace.army.mil** with no subject line and only a single line of text in the message body. That single line of text should be: "**subscribe ls-planningahead**"

(Editor's Note: In the email address, the character following the @ sign is a lowercase "l". This is also true for the single line of text. The character immediately following "subscribe" is also a lowercase "l". If these are not typed correctly, you will receive an error message.)

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