



US Army Corps  
of Engineers®

# PLANNINGahead

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## THE IMPORTANCE OF PLANNING

pg. 2



## FACES OF HEADQUARTERS REFLECTING ON THE CAREER OF PAUL RUBENSTEIN

pg. 4



## 2016 PLANNING AWARD RECIPIENTS

pg. 6



## REGIONAL PROJECT DELIVERY TEAMS

pg. 10





# THE IMPORTANCE OF PLANNING

## A COMMANDER'S PERSPECTIVE

### COLONEL KIRK GIBBS, LOS ANGELES DISTRICT

Planning Ahead is a quarterly publication of the Army Corps of Engineers Planning Community of Practice. Views and opinions expressed herein are not necessarily those of the Army Corps of Engineers or the Department of Defense.

Previous issues of Planning Ahead can be found on the Planning Community Toolbox: [www.corpsplanning.us](http://www.corpsplanning.us).



The USACE Civil Works planning process can present challenges to a leader who wants decisions made and actions taken quickly. People working with me soon get to know that I'm a results-oriented guy based on my actions and words. On my first day in command of the Los Angeles District, I made my style clear to my senior leaders: I like to get things done and have quite a disdain for long, drawn out meetings and planning processes. I recall that my Planning Chief, Ed Demesa, smiled and said that he would help me enjoy planning, a tough task given my prior planning experiences. During my 20+ years on the combat engineer side of the USACE, I have served in numerous jobs focused on planning. In one particular position, I observed brigade level planning for a year as a trainer at the National Training Center at Ft. Irwin, California. During that time, I learned a great deal about the military decision-making process, but I never really enjoyed it. This trepidation about planning from early in

my military career came with me to the District.

After 20 months in this current assignment, I have learned much about our USACE planning process and I understand its criticality. Additionally, I have certainly gained a well-deserved respect for the importance of the role of planners in supporting Civil Works (CW) and military programs in the District, and the challenges they face. Planners have a multi-faceted role: being leaders of Project Delivery Teams (PDTs), being THE experts in the planning process, and being effective at building relationships with our stakeholders. Simply put, the success of our District's CW planning program is

directly tied to the strength of our lead planners.

I would be remiss if I did not address District challenges associated with working within the study constraints of a 3x3x3 environment: 3 years; \$3 million; three levels of USACE District, Division and Headquarters engagement. My first impression about the 3x3x3 policy 20 months ago was: Why is it so difficult to achieve that? Three years seems like a long time. However, I have found that our feasibility studies would not be required if they weren't needed to solve very complex water resources problems, and it takes a massive effort to study a complex problem.



COLONEL GIBBS VISITING LA DISTRICT STAFF AT THE FORT HUACHUCA, AZ, FIELD OFFICE



COLONEL GIBBS WITH LA DISTRICT STAFF AT PAINTED ROCK DAM, AZ

Although I support the 3x3x3 policy, I also recognize that there are many primary challenges that impact our ability to meet our milestones. We must be more efficient and deliver feasibility studies in a timelier manner.

One effort that I think would make a drastic difference is to better define what is meant by “vertical alignment” in our decision-making process. Our three levels of reviewers must all adjust and align more quickly on decisions to move forward in a study, given that we simply do not have the time or money available to study a problem to the level of detail that we have in the past. There is a feeling among our sponsors that USACE is too conservative and stuck in doing things the “old way”. They do not believe we have made enough adjustments to abide by updated policies and constraints. As a District Commander, as long as I am understanding how PDT decision risks are displayed in the risk register and captured in the decision management plan, the next two levels of review must make every

effort to help the agency accept that risk and meet the milestone. Currently, just one reviewer can kick a product back to the District to add weeks and months of studying. Effective vertical alignment, through acceptance and documentation of alignment on some risk moving forward, is critical to the success of the USACE planning process.

Some advice to consider for discussing the importance of planning with a new District Commanders includes:

- A discussion about the Civil Works program revolving around the strength of planning. Get to know your lead planners for your feasibility studies early in command. Are they leaders?
- Meet your PDT members for your feasibility studies. Get to know them and understand their challenges. Then work with your Deputy Project Manager (DPM) and Planning Chief on how you can help them.

- Visit every project site and study area as soon as possible to understand the challenges better, and communicate much more effectively with partners and stakeholders.

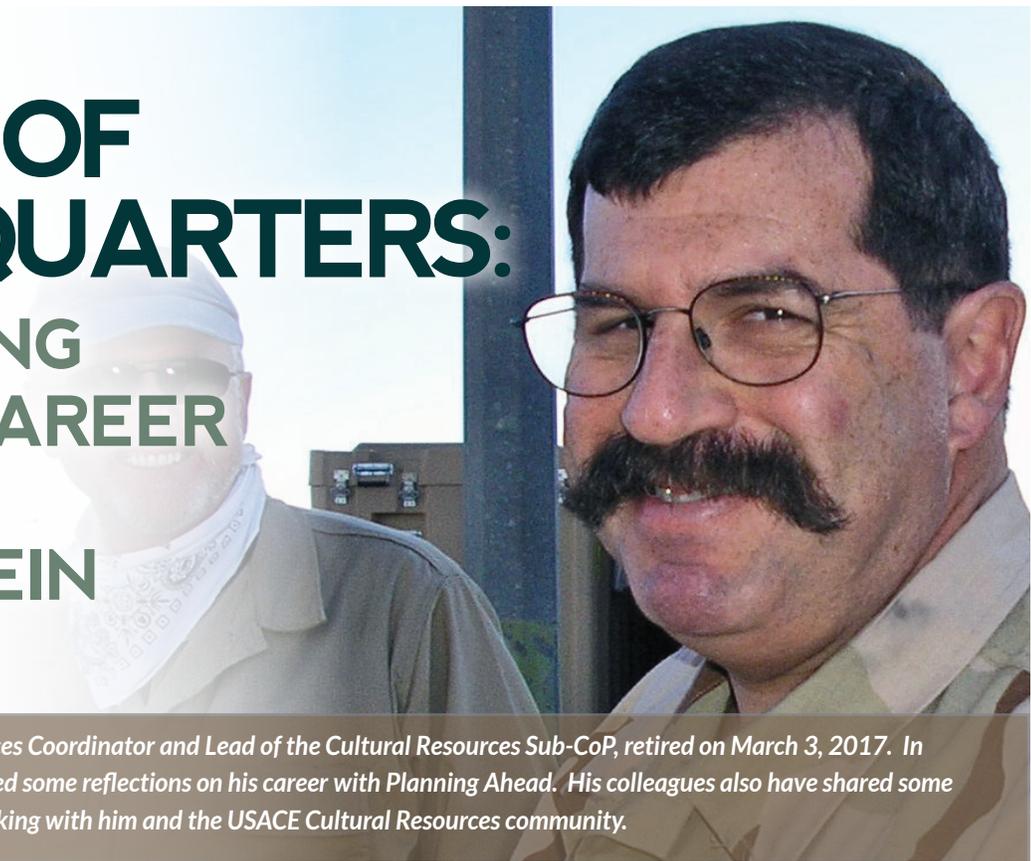
- Engage with the vertical chain – ensure the Division and enterprise leadership understand the challenges from the District Commander’s perspective.

The USACE planning process and our extensive planning portfolio is critical to the future of the USACE. To remain relevant and to be considered trusted agents in solving complex water resources problems for our Nation’s Civil Works challenges, we must adjust how we do business and deliver on our commitments. This requires engaged leadership from our lead planners and project managers all the way to the enterprise level. Our future depends on it.





# FACES OF HEADQUARTERS: REFLECTING ON THE CAREER OF PAUL RUBENSTEIN



*Paul Rubenstein, Cultural Resources Coordinator and Lead of the Cultural Resources Sub-CoP, retired on March 3, 2017. In his last week at USACE, Paul shared some reflections on his career with Planning Ahead. His colleagues also have shared some memories and perspective on working with him and the USACE Cultural Resources community.*

4

**Please tell us about your career path, what drew you to your field, and to working at USACE?**

It began with a U.S. Forest Service flyer on the graduate school job board in the Spring of 1977 leading to my 700-hour appointment as a GS-5 Archeologist on the Francis Marion and Sumter National Forests and then went to the Jefferson National Forest in Virginia as Forest Archeologist. The Chief of the Environmental Resources Branch in Savannah, Georgia called me because he was looking for someone with my skills and federal experience. Working in Savannah District was like white water rafting - exhilarating and terrifying. I started working Military Support projects; got RIF'ed; got sent to Real

Estate as a Cartographer; got back to Planning as Senior Archeologist and worked up to Acting Chief of Environmental Resources. A wild ride! I was selected for a position in the Chief's Office in 1988.

**Please share something you are proud to have accomplished in your time at USACE. What made it successful or rewarding?**

After almost forty years, some project and program successes stand out but a broader sense of pride comes with knowing that I have broken down some barriers that are often imposed on cultural resource specialists. While I have stayed true to ensuring the goals and objectives of Federal cultural resources management, I have demonstrated the broader

In 1989, I sought an appointment to propose a program to enhance management of archaeological collections in the Corps, and simplify implementation of the Native American Graves Protection and Repatriation Act (NAGPRA). Paul understood my proposal, and its benefits to researchers and educators across the nation. We worked to set up a Technical Center of Expertise (TCX) and later a Mandatory Center of Expertise (MCX) for the Corps. Paul became the headquarters proponent for the MCX for curation and collections management which has served the Corps for over 25 years and taken on projects for the Corps and other elements of the Army. Paul's focus was to make us a team that could serve the diverse requirements of the Corps across the nation. He supported the best archaeology program in the federal government, encouraging Corps archaeologists to excel, and serve our Civil Works program. Not bad for a career!

*Sonny Trimble Director, Veterans Curation Program, St. Louis District*

capabilities that come from resource management and team participation. Being in HQUSACE has provided extraordinary opportunities,

I have served as Legislative Liaison for the Director of Civil Works; Director for Cultural Resources for the Army's Legacy Resources



PAUL RUBENSTEIN SERVED AS THE DEPUTY FOR THE MASS GRAVES INVESTIGATION TEAM, A COMPONENT OF THE REGIME CRIMES LIAISON OFFICE, IN 2015. PHOTOS: DAVID KNOERLEIN.

Management Program; Executive Secretary for the Chief of Engineers Environmental Advisory Board and Assistant Director of Research and Development for Civil Works. If I have successfully demonstrated that cultural resource specialists can use their talents and skills within their own resource “lane” and in broader management settings then I will be very pleased indeed.

**Please share your insight in how the cultural resources sub-CoP may change or continue to grow how it supports Civil Works and military programs.**

This is a complicated time to make predictions. I know our cadre of experts and specialists as the best and have been heralded other Federal agencies, including the General Accountability Office, which has noted in more than one audit and report to Congress that our cultural resource community

is the best to be found in government and elsewhere. I am certain that whatever the future brings, our cultural resource colleagues will support the mission, retain fidelity to their Core and Corps values and ensure the public trust that USACE is fully engaged as a steward of the cultural environment.

**Could you provide advice on how to have the greatest impact in delivering USACE’s mission and improving the agency?**

I have borrowed a simple philosophy from LTG Van Antwerp when he was the Chief of Engineers. He once noted that the Corps motto ESSAYONS can be interpreted in two ways: “Let us TRY” and Let US Try”. How can the cultural resources community deliver and improve the agency? Simply give them the opportunities to execute the Chief’s two meanings of ESSAYONS.

*Responses edited for length and clarity.*

Paul is appreciated and will be remembered by archaeologists, planners and other staff, from districts to MSCs, who called on his assistance. He always provided clear informed answers with appropriate legal references, and regional resources, to save their day! No question was trivial, no concern undeserving of his attention. Paul selflessly and eloquently praised the pursuits and achievements of archaeologists in and beyond USACE and made everyone feel a respected part of an honorable community. No small feat, and one for which he is already missed, and will be warmly remembered!

*Deanie Kennedy, Environmental Team Leader, Planning and Policy, South Pacific Division*

Paul was often the first, and until recently the only person that the cultural resources staff met when they started with the Corps. Paul attended each PROSPECT cultural resources course to introduce himself, meet with the cultural resources staff and ensure we all put a face to the name. Paul created a “community of practice” among the cultural resources specialists well before this became a priority at HQ. He emphasized our connection as a team and a support group making it easier to get information, and share examples of how work is done or how similar problems were resolved.

*Nancy Brighton, Planning, Acting Environmental Analysis Branch Chief, New York District*





# CONGRATULATIONS TO THE 2016 PLANNING AWARD RECIPIENTS

*Each year, the Outstanding Planning Achievement award for teams and Planning Excellence award for individuals recognize contributions to advancing the state of the art in the practice of water resources planning.*



## THE 2016 OUTSTANDING PLANNING ACHIEVEMENT

was awarded to the Southwest Coastal, Louisiana Project Delivery Team. The efforts of the Southwest Coastal PDT represent a collaborative partnership between the State of Louisiana and the New Orleans District Corps of Engineers, leveraging talent, data and research from these and other supporting agencies. The Southwest Coastal feasibility study has been called the first ever feasibility effort in Louisiana to combine “large-scale” ecosystem restoration and coastal storm damage risk reduction. Two different authorities which had overlapping study areas, but different mission areas, provided the opportunity to have a single, cooperative PDT as well as study alternatives developed with

The **OUTSTANDING PLANNING ACHIEVEMENT AWARD** provides honorary recognition to a Civil Works team within the Corps of Engineers for the accomplishment of an outstanding planning activity in a district. This award is designed to recognize the achievement of any team or group of civilian employees of the Corps of Engineers serving in Civil Works professional planning positions that have worked together toward a common goal to produce a better planning document, planning product, or to enhance the planning process in support of the Civil Works Strategic Plan.

a more holistic, systems approach.

The PDT was working in a complex study area of over 4700 square miles including diverse estuarine, wetland and forested habitat containing 52,000 structures, over half of which are at risk presently or in future conditions. To address this complex area, the PDT used an integrated water resources management (IWRM) approach to

consider the economic and public safety benefits of the coastal storm risk management as well as the quality and sustainability of the ecosystem. The team has led the way in SMART Planning implementation as a legacy study that applied the principles and milestones of SMART.

SMART Planning and IWRM in the Southwest Coastal Louisiana area has resulted in a unique study

recommending the largest non-structural plan by the Corps to date, with nearly 4,000 structures eligible for participation and large-scale ecosystem restoration features to combat southwest coastal Louisiana’s increasing land loss issues.

The recommended plan consists of a NED plan of nonstructural and localized storm surge risk reduction features to reduce hurricane storm surge damage risks in three Parishes. The National Economic Development (NED) plan includes raising 3,462 residential structures in-place above the predicted 2075 1-percent chance base flood elevation; floodproofing 342 non-residential structures; and constructing localized storm surge risk reduction measures around 157 warehouses, all on a voluntary participation basis. The recommended plan also consists of an NER plan



Southwest Coastal Louisiana

Integrated Final Feasibility Report  
and  
Environmental Impact Statement



U.S. Army Corps of Engineers  
Mississippi Valley Division  
New Orleans District  
  
April 2016

ECOSYSTEM RESTORATION MEASURES IN THE SOUTHWEST COASTAL LOUISIANA STUDY INCLUDED MARSH RESTORATION TO IMPROVE THE QUALITY OF DEGRADED MARSH AREAS TO THE BENEFIT OF AQUATIC ECOSYSTEMS AND TO SERVE AS NATURAL BARRIERS IN MORE STORM-VULNERABLE AREAS.

The PDT had to overcome many challenges in the study, including sticking to an aggressive schedule, overcoming funding issues in early stages, and most remarkably letting the planning process work and arrive at the best solution for the citizens of Louisiana. The PDT formed stakeholder meetings early in the process that included local land owners, resource agencies and local government officials which was critical to meeting the needs of the non-Federal Sponsor, especially in an area where communities were unfamiliar with the Corps' planning process. Two years ago, the vast majority of the

State was opposed to a draft recommendation and recommended implementation, generating over 2,600 negative comments in its public review period. The team went back and worked with the Mississippi Valley Division and Headquarters staff to identify options to refine the plan and its implementation to gain broader public and sponsor support. The PDT used the stakeholder involvement, public review, and the non-Federal Sponsor views to help inform policy reviewers and decision makers, enabling a plan to be developed that was a win-win for the Federal government and citizens of Louisiana.

comprised of 49 features to restore coastal habitats in three Parishes. The National Ecosystem Restoration (NER) plan will provide benefits in two estuaries by rebuilding tidal wetlands, preventing shoreline

erosion, and replanting rare native vegetation. The NER plan includes nine marsh restoration features, five shoreline protection features, and Chenier reforestation with invasive species control at 35 locations.





**EACH YEAR, USACE Divisions select their own regional Planning Achievement and Planning Excellence awardees. These regionally recognized planners and teams are then considered for the national awards. We would like to also recognize the contributions to the planning community of all the nominees.**

**NOMINEES FOR PLANNING ACHIEVEMENT AWARD:**

- Mill Creek, Nashville, Project Delivery Team (Nashville District)
- Lower Yellowstone Intake Diversion Dam Project Planning Team (Omaha District)
- Cultural Resources Project Team (Mobile District)
- Española Valley Feasibility Study Project Delivery Team (Albuquerque District)
- South Shore of Staten Island Planning Team (New York District)

**NOMINEES FOR THE PLANNING EXCELLENCE AWARD:**

- Mr. Nathan Moulder (Louisville District)
- Mr. Todd Nettles (Mobile District)
- Mr. Andrew Muha (Sacramento District)
- Ms. Karen Ashton (New York District)

The **PLANNING EXCELLENCE AWARD** provides honorary recognition to an outstanding Corps of Engineers District employee in a professional planning position. This award is designed to recognize an individual's contributions to advance the state of the art of the practice of Civil Works water resources planning. The Planning Excellence Award recognizes innovation, analytical sophistication, and creativity in the development of a planning product that achieves the principles of the Civil Works Strategic Plan. MSC Planning Chiefs provided a description of why these individuals deserve the Planning Excellence Award. The award is a plaque signed by the Director of Civil Works that recognizes the **PLANNER OF THE YEAR**.



**THE 2016 PLANNER OF THE YEAR**  
*is Mr. Brian Maestri,*

Regional Economist, Regional Technical Specialist, New Orleans District. During FY 2016, Brian worked on various New Orleans District flood risk management evaluations and assisted other Districts and Corps organizations. He provided innovative, ground-breaking solutions to economics and plan formulation problems and opportunities, developing methodologies to streamline and standardize analyses of vast amounts of data to evaluate and compare plans to maximized project net benefits in a diverse, large geographical scope beyond MVD. These innovative methodologies specifically incorporated risk and uncertainty to provide comprehensive, policy compliant solutions which, working closely with the vertical team, developed consensus throughout the SMART Planning process.



Brian developed methods of assessing flood risk using the Corps-certified Hydrologic Engineering Center Flood Damage Analysis (HEC-FDA) model for coastal evaluations. The model was used to evaluate the economic justification of nonstructural measures for the Southwest Coastal Louisiana (SWC) Coastal Storm Risk Management Feasibility Evaluation. The methods that Brian developed are now being implemented by other Corps Districts, including those in the northeast that are part of the North Atlantic Coastal Comprehensive Study (NACCS).

Brian also developed methods for addressing non-standard benefit categories related to emergency activities and impacts to infrastructure following flood events. The costs of debris removal for various types of residential and non-residential structures following a flood event, and damage to streets and highways has been incorporated by other Districts when evaluating the feasibility of flood risk management solutions. He has supported other Districts and Headquarters in model testing and certification, consequence analysis, economic analysis, and levee screenings. Finally, Brian has served as a mentor and trainer, improving planner knowledge both formally and informally through the PCC4 Economic Analysis course, webinars, and support for USACE teams enterprise-wide.



## Feature News Items

# PCoP NEWS FLASHES

## PLANNING COMMUNITY NEWS

### **Congrats Ala Wai Canal PDT**

Congratulations to the Ala Wai Canal PDT on a successful Civil Works Review Board. The Ala Wai watershed encompasses approximately 19 square miles on the island of Oahu, Hawaii. The canal has overtopped and previously flooded Waikiki during both November 1965 and December 1967 storms and during the passage of Hurricane Iniki in 1992. More recently, the watershed has experienced flooding in October 2004 and March 2005. The October 2004 storm, estimated to be a 25-year event, caused \$85 million in damages. The feasibility report addressed environmental degradation and flood damage problems throughout the entire Ala Wai watershed.

### **Feasibility Study Milestones**

Planning Bulletin 2017-01: Feasibility Study Milestones, was signed on 10 January. This guidance applies to all studies where the USACE planning decision document could lead to a recommendation for project

authorization, including feasibility studies, general re-evaluation studies, and review of completed projects studies (Section 216). The December 1 PCoP Webinar highlighted the guidance in the bulletin. Key changes in the Planning Bulletin include: clarifying readiness for milestone meetings; clear identification of decision-maker and lead presenter at each milestone; and reduced read ahead requirements.

### **IWR-APT Improves with User Feedback**

IWR-APT has improved a few features based on user feedback. The Decision Management Plan (DMP) homepage was improved to better show each DMP by milestone, yet still offer the flexibility to add other DMPs as needed. Users can now search for active Studies by business line, name, office and keywords, making it easier to find and follow studies within APT under the "I'm Following" tab. And, new Study Reports have been added to the homepage so that users can better see information across all studies that are in the system. For example, the Study Risk

Report compiles all risk register entries across all studies and can be filtered by discipline, rating, mission area or more. This provides new insights to PDTs and the vertical chain to learn from one another and address concerns as appropriate.

### **Interagency Nonstructural Food Risk Management (FRM) Projects**

The FY 18 FPMS Interagency Nonstructural Food Risk Management (FRM) Proposal period is open. The objective of the nonstructural FRM program is to identify small efforts to be undertaken with other partners to achieve flood risk management benefits that could not be achieved by any one party alone. Proposals should be submitted no later than Tuesday, 11 July 2017. Notification of selected proposals is anticipated in mid-September 2017, with initial funding available in early October 2017.

### **Report to Congress on Future Water Resources Development**

The proposal period for the 2018 Report to Congress on Future Water Resources

Development is open! The Federal Register notice was posted on 11 April; the proposal period for non-Federal entities closes on August 9, 2017 (120 days). Section 7001 of WRRDA 2014 requires that the Secretary of the Army annually submit to the Congress a report that identifies, for potential congressional authorization, completed feasibility reports, proposed feasibility studies, and proposed modifications to authorized projects or studies that meet five criteria laid out in law. The 2018 report will be the fourth annual Report to Congress submitted under this section of WRRDA.

### **PCoP Hot Topics**

Can't wait for the next edition of Planning Ahead? Get the scoop on People, Process, Projects, and Program key initiatives and information from Headquarters in the monthly Hot Topics. Find the latest in your email inbox or on the Planning and Policy SharePoint.



# PERSPECTIVES ON PLANNING AND PROJECT DELIVERY TEAM REGIONALIZATION

**TROY CONSTANCE, CHIEF REGIONAL PLANNING AND ENVIRONMENT DIVISION SOUTH, NEW ORLEANS DISTRICT**

10

Federal water resources investment strategies and priorities have been changing for more than a decade. Congress and the public expect wiser and more efficient use of funds by all Federal agencies, along with high-quality products and outcomes within a reasonable amount of time. Implementation of USACE Planning regionalization is not unlike the private sector approach to investments: building upon successful models for changing the organizational structure, investing in the proper tools to do so, managing the cultural shifts, and preparing for future staff to inherit this new operational paradigm.

Civil Works Transformation and Planning Modernization is adapting to the evolving fiscal environment, requiring that appropriate regional planning capability and technical competency is available to address water resources needs despite less time, funding and personnel resources. Regionalization

allows for the organizational structure to align and maintain a competent, capable, and experienced Planning workforce that can meet mission demands. Regionalization activities throughout USACE Divisions benefit from mutual interdependency and aligning expertise with customer and project delivery requirements. USACE Districts remain the basic unit of operations as specific technical functions are regionalized and fully leveraged across the region to provide enhanced expertise and Product Delivery Team (PDT) support.

Planners are exposed to broader experience through regionalization than they would have in a District-centric delivery system, allowing them to learn more informed decision-making and practical solutions to engineering challenges. Regional planning also promotes, develops, and maintains standard

processes, procedures, criteria, and methodologies while enhancing portability of resources within the MSC. Standardizing provides products that offer better comparability for decision makers to make wise investments and implementation strategies.

Regionalization has its challenges. Internal customers, including District management, are not always at ease with a regionally dispersed PDT structure, and PDT members from outside of the District can complicate direct engagement with District leadership, Sponsors and other agencies. In order to provide effective regional internal and external customer service, it is vital to nurture relationships that supplement daily face-to-face engagement. Regional offices should maintain some minimal physical presence and expertise in each District, for instance an empowered District PDT Liaison for all interested

parties to have access to the necessary pool of Planning and other PDT expertise.

The regional organization's leadership must develop and maintain collaborative relationships with the geographically remote Districts' support staff so regional staff is adequately supported, otherwise, morale suffers. Difficulties associated with communication, business processes, and organizational structure have unintended consequences impacting morale and efficient delivery of Planning services. Clear communication with support office staff reduces stress and concerns, allowing them to remain mission-focused. Generational communication preferences vary greatly. Regionalization often requires use of the intranet, social media, chat, email, and text messaging in lieu of in-person PDT meetings. Millennials excel using these technologies to communicate with remote PDT members, especially virtual meetings





### What does the new WRRDA implementation guidance on Value Engineering mean for my study?

Recently signed implementation guidance from the Director of Civil Works clarifies that the requirement for formal Value Engineering studies during the feasibility study phase of a project is rescinded. Value Engineering remains a requirement during project pre-construction engineering & design and construction.

The Water Resources Reform & Redevelopment Act (WRRDA) of 2014, Section 1004, eliminated this requirement that was originally put into law as part of WRDA '86.

Like SMART Planning, Value Engineering is not a one-size-fits all discipline. Value engineering can complement planning and has a lot of similarities to the discipline of Corps Planning. Value Engineering uses a systematic approach to help achieve balance between function, performance, quality, safety, and cost. Based on the needs of your study, there may still be a role for the discipline of Value Engineering and your

Local Value Engineering Officer as part of your Project Delivery Team.

During Pre-Construction, Engineering and Design (PED), and acquisition, formal Value Engineering studies remain a requirement. See ER 1-1-321, Value Engineering, for more information.

For more information on how VE can be scaled across the project development process, please see the Value Engineering webinar on the Planning Community Toolbox: <https://planning.ercd.dren.mil/toolbox/webinars/14Jan16-VEandPlanning.pdf>.

## WE WANT TO HEAR FROM YOU

QUESTIONS, COMMENTS, CONCERNS, ANXIETIES — IF YOUR QUESTION CAN HELP FELLOW PLANNERS, EMAIL US AT [HOPPLANNING@USACE.ARMY.MIL](mailto:HOPPLANNING@USACE.ARMY.MIL) AND MAYBE YOU'LL SEE IT HERE.

## > What's New on the Planning Community Toolbox

The Planning Community Toolbox is the "go to" website for current Planning policy and guidance and links to the tools that can support planners and planning decision making.

The Water Resources Project Delivery process is a key element of the Civil Works mission and includes planning, designing, and constructing water resources infrastructure needed by

the nation. The Project Delivery tab on the toolbox has been completely updated to reflect changes since the Water Resources Reform & Development Act (WRRDA) of 2014.

New policies and guidance are available, including implementation guidance memoranda for the Water Resources Development Act of 2016, Civil Works Policy Memorandum (CWPM)

15-001: Policy for Cost Management for Coastal and Hurricane Storm Damage Reduction Projects Involving Sand Placement (04/04/17), and Economic Guidance Memorandum (EGM) 17-04: Deep Draft Vessel Operating Costs FY 2016 Price Levels.

Want to brush up on Planning Essentials? The course is available (with CAC access) from the homepage or the Training section of Toolbox.

You can also explore other planning-related PROSPECT courses on the Toolbox.

Looking to spread your wings? Job openings across Planning are frequently posted on the Toolbox's home page under Notices.

Visit the Toolbox online at [www.corpsplanning.us](http://www.corpsplanning.us).