A Note from the Leader of the Planning Community of Practice

Greetings fellow Planners! This month I want to share with you news on several items of importance to the Planning Community of Practice.

To begin, in support of the USACE Campaign Plan, the Planning Community of Practice has conducted an analysis of planning milestone submittals to identify the most common policy issues that are raised during planning milestone events, specifically feasibility scoping meetings (FSM), alternative formulation briefings (AFB) and Civil Works Review Boards (CWRB). The issues identified by the analysis underscore the importance of “Getting It Done Right the First Time”.

The findings of this analysis are reported on by Mr. Jeremy LaDart, Ms. Andrea Walker, and Mr. Lee Ware of the Office of Water Project Review in their article which begins on page 4 of this issue of Planning Ahead. This constitutes the Problem Identification phase of this effort and a subsequent effort will be to develop plans to address them.

This and many other ongoing efforts in the Planning Community of Practice seek to improve our core planning capabilities so that we are better able to prepare sound decision documents.

Next, I am happy to report that the contracts for peer review of planning products (per Section 2034 of WRDA 2007) are now officially awarded. We have established IDIQ contracts with two firms for the purposes of executing independent external peer review: the Sustainable Ecosystem Institute (SEI) and Battelle Memorial Institute. Both firms have extensive experience in independent peer review of water resources projects, and we welcome them in their important role of providing independent assessment of our Planning products.

With respect to the update of the Principles and Guidelines, on March 30, senior leaders from participating agencies will make presentations to the National Academies panel that is reviewing the draft Principles and Standards submitted this past December. The Council on Environmental Quality has extended the public comment period on that document to April 5, 2010. The Principles and Guidelines revision process is continuing with the establishment of three interagency writing teams to begin writing the Guidelines - the more detailed sections that fall under the Principles and Standards. The writing teams have been grouped into three “umbrella” categories. Agency leads are identified with each category below.

1) Planning process and steps (up to and including formulation) - Lead: USACE
2) Evaluation (monetary and non-monetary) - Co-lead: EPA, USACE
3) Trade-offs and selection: Co-lead - NRCS, USBR, USACE
Next Steps are to identify writing teams from the agencies, milestones for products, and review strategy.

In an important new initiative, the USACE has sponsored the National Research Council (NRC) to establish a new standing committee that will provide ongoing strategic advice to the Corps of Engineers. This committee should be especially valuable in helping the Corps to better anticipate and prepare for emerging water resources planning challenges. The committee will provide advice to the Corps of Engineers on a range of pressing scientific, engineering, and water resources planning issues through periodic reports. This committee's first report, scheduled to be released at the end of calendar year 2010, will identify emerging national water resources challenges and their implications for Corps of Engineers strategies and programs. The statements of task for subsequent reports will be determined through discussions between the committee and the Corps.

In another forward-looking initiative, HQUSACE Senior leadership in Civil Works has been meeting regularly with the Assistant Secretary of the Army (Civil Works) to focus on understanding the Nation’s water resources challenges for the 21st Century and how we address these challenges through identifying smart outcomes; adapting to evolving and emerging water resources and ecosystem needs; collaborating with Federal, state, local and non-governmental partners; and excelling in the 21st Century environment of information availability and ever increasing demands for water resources.

Lastly, it gives me great pleasure to announce the selection of Ms. Susan Hughes as the Deputy, Planning Community of Practice. Sue comes to this position with 24 years of planning experience, and is excited to be back in the mainstream Planning community. She has worked at the Corps Headquarters since January 2005 in a variety of capacities, most recently as the Civil Works Deputy for the Southwestern Division RIT. Prior to coming to Headquarters, Sue spent 19 years with the Corps of Engineers Baltimore District working as a study manager and team leader in Planning Division, and she is a 1991 graduate of the Planning Associates Program.

I would also like to take this opportunity to personally thank Mr. John Furry for his service as Acting PCoP Deputy. John willingly volunteered and stepped up in the interim to serve and did an outstanding job including working with the Planning Advisory Board as it is advancing the Planning Program.

Essayons,

Tab

Theodore A. “Tab” Brown, P.E., SES
Chief, Planning and Policy HQUSACE
Directorate of Civil Works
Planning Smart, Building Strong
Updated National Economic Development Coastal Storm Risk Management Manual Available for Review
By Ms. Erin Wilson, Institute for Water Resources

The updated National Economic Development Coastal Storm Risk Management Manual Draft is available for review. The document is available on the Corps SharePoint site at the following link:


The main report is titled: "CSRM Feb2010 Draft for Review" and there are several accompanying files that will be included as part of the final web version. The link is under the Economics: Sub-Cop page and NED Coastal Storm Risk Management Draft Review Folder.

Please provide any questions, comments, or review to Ms. Erin Wilson.
Common Policy Issues with Planning Milestone Meeting Submittals
By Jeremy LaDart, Andrea Walker and Lee Ware, USACE, Headquarters, Office of Water Project Review

In support of the USACE Campaign Plan, the Planning Community of Practice charged the Office of Water Project Review (OWPR) to examine the quality of submittals for planning milestone meetings from Fiscal Year 2005 through Fiscal Year 2009. The analysis was conducted to identify the most common policy issues that have been raised during these planning milestones.

The first analysis examined common policy issues from Feasibility Scoping Meetings (FSM). This research was particularly interesting because FSM’s were once considered optional and often did not include participation from HQUSACE. Not all decision documents submitted for approval have met the milestone requirement of a formal FSM.

The FSM is an important milestone of the Feasibility Study as it provides early guidance on potential or appropriate alternatives and addresses potential policy issues that may arise during the feasibility study. Early policy guidance sets the stage for quality documentation and reduction in technical or policy issues as products are vetted through District Quality Control (DQC), Agency Technical Review (ATR), Independent External Peer Review (IEPR), and policy review.

The FSM analyses identified interesting results. There are definable common themes in the planning studies that have been through FSM. The majority of policy review comments (81%) issued for FSM submittals fall within five categories: Future Without Project Conditions, Plan Formulation, Environmental Compliance, Environmental Analysis, and Economic Analysis.

The tight cluster of comments surrounding a small number of categories can be attributed to the limited analyses typically conducted by the FSM. These issues are core issues because they are inherent to all divisions and business lines and not attributable to specific functions or geographic areas.

A similar analysis was undertaken by reviewing Project Guidance Memorandums for Alternative Formulation Briefings (AFB’s).

By the AFB, more detailed analyses have been completed and issues raised during the FSM should have been resolved. AFB’s are another extremely important planning milestone since its objective is to confirm the plan formulation and plan selection process, to identify and resolve any legal or policy concerns that would otherwise delay or preclude Washington-level approval of the draft report, and to determine if a district may proceed with release the draft report to the public concurrent with the Headquarters policy compliance review of the draft report.

Again the most common AFB issues and themes cross all MSC’s and business lines, with the most common policy issues found in a tight cluster of categories accounting for 71% of all comments - Environmental, Plan Formulation, Economic Evaluation, Without Project Condition, and Engineering and Costs.

Not surprising, there is greater difficulty in projecting future changes from the existing conditions during inventory and forecasting activities for environmental projects and navigation projects generate substantially more economic comments likely due to the inherent uncertainties of fleet and commodity forecasting and global trends.

Approximately 12% of all of the policy review comments pertained to the Without Project Conditions, indicating that basic planning is not being conducted and reviewed effectively prior to AFB. That 7% of all policy review comments are editorial in nature suggests that QA/QC process lacks attention to details. This is further evidenced by the numerous comments pertaining to the process and the content of submittal packages, both required by Appendix H of ER 1105-2-100.

An analysis of Civil Works Review Boards (CWRB) was undertaken by reviewing the meeting records, presentations and lessons learned from each Study presented to the CWRB. There is an obvious need for organization-wide improvement in preparing for a successful CWRB briefing. Significant energy, time
and resources are expended by PDT’s to avoid or adjust to change. Timely completion of planning milestones (FSM, AFB, Draft and Final Report) is not occurring. Time lag between milestones can be excessive and needs to be managed. Successful issue resolution (peer and policy review) at each milestone is essential to guiding the work for subsequent milestones. Scheduling milestones when all the requisite information has been developed is important to achieving success and avoiding rework. The significant number of projects that are calendared for a CWRB and then changed may reflect overly optimistic or unrealistic scheduling. Application of lessons learned must be improved.

There is room for improvement in preparing for successful planning milestones. The research conducted by OWPR has identified common policy issues that are raised during policy compliance reviews of FSM, AFB, and CWRB submittals. It is intended to raise awareness so that PDT’s will ensure they apply sufficient time and resources to address these issues when developing their submittals. Most importantly, these issues underscore the importance of “Getting It Done Right the First Time”.

A subsequent action for the Planning CoP will be to develop a plan to address each of these findings. The formal roll out of these findings will be accomplished by posting these White Papers to the Planning CoP SharePoint site [https://kme.usace.army.mil/CoPs/CivilWorksPlanning-Policy/Shared%20Documents/Forms/AllItems.aspx] [note that there are three separate files on the SharePoint website entitled: “FSM IPlan Whitepaper final”; “AFB IPlan Whitepaper final”, and “CWRB IPlan Whitepaper final”], conducting a Webinar in May 2010, and presentations at the Planning CoP Conference in June where this and the other policy review analyses will be presented.

Planning Associates 2010—Ecosystem Restoration, Mississippi Valley Division/Engineer Research and Development Center, and Watershed Training Modules
By Kelly Baerwaldt, Rock Island District

During the last week in January, the Planning Associates attended the Ecosystem Restoration training module of their year long training program in New Orleans. This was the first year the training course was held in New Orleans (it had been previously held in the Quad Cities). Under the guidance of our course owners, Camie Knollenberg and Jodi Staebell, the Planning Associates spent the week learning about one of the top missions of the Army Corps of Engineers. Topics covered during the week included mission history (taught by Greg Steele), resource significance and performance based budgeting (taught by Susan Smith and Greg Steele), and ecosystem restoration evaluation (taught by Brad Thompson).

Presentations of case studies on the Upper Mississippi River Pool 8 (by Jon Hendrickson), the Napa Salt Marsh Restoration Project (by Judy Sheen), and Chesapeake Bay Oysters (by Dave Schulte) helped tie the lessons to real world projects. Dr. Craig Fischenich of the Engineer Research and Development Center’s Environmental Lab spent a few days with the class, lecturing on ecosystem structure, function, and dynamic processes, the application of conceptual models, and geomorphology and fluvial processed in restoration. Jodi Staebell also reviewed Ecosystem Output Evaluation, and Leigh Skaggs reviewed the application of the IWR Plan: Cost Effectiveness/Incremental Cost Analysis with the class.

Of particular interest was our round table panel discussion late in the week, where we were able to interact with the four major ecosystem restoration projects: Louisiana Coastal Area (Troy Constance), Comprehensive Everglades Restoration Program (Dave Tipple), Missouri River Restoration (Mike George), and Upper Mississippi River Navigation and Ecosystem Restoration Program (Ken Barr).

As a class, we were able to take a field trip to the world’s largest freshwater diversion project (Davis Pond), as well as touring the impressive 17th Street Canal and the Lower 9th Ward in downtown New Orleans, which reminded the class of the devastating damage of Hurricane Katrina (nearly 5 years ago), and we were able to see the incredible progress made since then by the Corps of Engineers.
We were also fortunate to have time with Mark Matusiak and Mark McKevitt from HQ and OASA, who shared their perspectives on Ecosystem Restoration.

The second week began with another field trip in New Orleans, this time to view the West Enclosure Complex and the Inner Harbor Navigation Canal Lake Borgne Surge Barrier, an impressive structure designed to reduce the risk of storm damage to some of the region’s most vulnerable areas: New Orleans East, metro New Orleans, the 9th Ward, and St. Bernard Parish.

After completing our tour in New Orleans, we drove to Vicksburg, MS, where on Tuesday morning we were welcomed at the Mississippi Valley Division by Mark Mazzanti, Director of Programs, and then were able to spend some of the morning meeting with Brigadier General Michael J. Walsh, MVD Division Commander.

We spent the rest of the day with MVD staff (Susan Smith, Rayford Wilbanks, Stephen Gambrell, Patrick O’Brien, Brian Chewning, David Vigh, and Larry Kilgo) learning about MVD’s role with the Mississippi River Commission, Post-Katrina Expedited Planning Process, the National Ecosystem Planning Center of Expertise (ECO-PCX), and the Regional Planning Delivery Model.

The second half of the week was spent at the nearby U.S. Army Engineer Research and Development Center (ERDC), where we were able to see ERDC’s wide and impressive array of capability – from military to civil works. We were able to spend most
of our time in the Environmental Lab, with Drs. Mike Passmore and Richard Price who discussed the capabilities of ERDC, from modeling capability to supporting the Ecosystem Restoration Gateway.

Week 3 saw us travel to San Antonio, TX, where Sam Arrowood and Ed Rossman hosted the Watershed training module. Each day had a different theme – starting with ‘Federal Perspectives’, with JoAnn Duman (SWD Planning Chief), and guest speakers from EPA and NRCS weighing in watershed planning.

As part of our training module, we took a field trip to the San Antonio River Improvements Project, an urban river enhancement project, and which was a nice compliment to our field visits during the ecosystem restoration portion of our training course from our first week.

Planning Associates Steve Fischer of the Kansas City District and Raymond Wimbrough of the Jacksonville District getting up close to the San Antonio River Improvements Project.

The day continued with the theme of ‘Real World’ with perspectives from the Nature Conservancy, San Antonio River Authority, and the Texas Water Development Board.

‘Practical Considerations’ continued with Jan Rasgus (HQ) reviewing EC 1105-2-411 and emerging trends in watershed planning, with Cindy Tejeda giving her point of view from SPD. The day focused the implementation of Corps policies, authorization, appropriation, and budgeting issues, and practical approaches when working in watershed planning to achieve watershed outcomes that can be supported by the Corps, other agencies, sponsors, and the public at all levels.

The week closed with several examples of watershed approaches including the Great Lakes Restoration Initiative presented by Tony Friona (LRD), the Western States Watershed Study by Gene Lilly (Tulsa District), and the Ohio River Basin Comprehensive Reconnaissance Study by Michael Worley (Huntington District).

We look forward to our next trip, our three week training module in Washington, DC during the month of March, known as the “DC Experience”.

While we are back in the office for two weeks, take advantage of sitting in on one of our Home Office Back Briefs (HOBB) which presents greater detail about course curriculum – a great tool to get new policy updates for experienced planners, and also a good information setting foundation for new planners in your District. Stay tuned for more updates from the Planning Associates!

Kelly Baerwaldt is a fisheries biologist for the Rock Island District. She serves as team lead for the Asian Carp Monitoring Program for the Aquatic Nuisance Species Barrier near Chicago, IL, as a biologist for the Upper Mississippi Navigation and Ecosystem Restoration Program, and also serves as contract coordinator for Rock Island's Planning Division and for the Eco-PCX in MVD.

Where are the PAs in their year long journey?

**Bold** indicates course just completed.

1. Orientation, Team Building, Leadership, and Communication (Deerfield Beach, FL)
2. Planning Fundamentals (Phoenix, AZ)
3. Ecosystem Restoration (New Orleans, LA)
4. Engineering Research and Development Center and Mississippi Valley Division (Vicksburg, MS)
5. Watersheds (San Antonio, TX)
6. Washington, DC Experience
7. Flood Risk Management
8. Inland Navigation
9. Coastal Storm Damage
10. Planning Community of Practice Conference
13. Cultural Resources, Tribal Affairs
14. Small Boat Harbors and Intergovernmental Coordination
15. Graduation Ceremony including Presentation of Critical Think Pieces (Washington, DC)
EMPLOYMENT OPPORTUNITIES


Employment opportunities around the Corps:

(1) Vacancy Announcement Number: SWGR10031918
Opening Date: February 26, 2010 Closing Date: March 24, 2010
Position: YD-03/YA: Social Scientist (0101), Economist (0110), Archaeologist (0193), Biologist (0401), Fishery Biologist (0482), Wildlife Biologist (0486), General Engineer (0801), Landscape Architect (0807), Architect (0808), Civil Engineer (0810), Environmental Engineer (0819), Hydrologist (1315)
Salary: $75,535.00 - $135,993.00 Annual
Place of Work: U.S. Army Engineer Division, Mississippi Valley, Programs Directorate, District Support Team- CEMVD-PD-SP, CEMVD-PD-KM, CEMVD-PD-N
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 3

(2) Vacancy Announcement Number: SWHB10136911
Opening Date: March 18, 2010 Closing Date: April 01, 2010
Position: GS-12: Community Planner (0020), Water Resources Planner (0101), Regional Economist (0110), Geographer (0150), Biologist (0401), Ecologist (0408), Fishery Biologist (0482), Engineer (0801), Landscape Architect (0807), Civil Engineer (0810), Environmental Engineer (0819), Physical Scientist (1301), Hydrologist (1315)
Salary: $68,809 - $89,450 Annual
Place of Work: U.S. Army Engineer District Tulsa, Planning, Env & Environmental Div, Planning Br, Tulsa, OK. Duty Location: Tulsa, OK
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 1

(3) Vacancy Announcement Number: WTKC10037890
Opening Date: March 17, 2010 Closing Date: April 16, 2010
Position: GS-14: Social Sciences Manager (0101), Regional Economist (0110)
Salary: $114,468 - $148,806 Annual
Place of Work: U.S. Army Engineer Division, South Pacific, Programs Directorate, Program Support Division, (SPR Planning & Policy COP Team), San Francisco, CA
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 1

(4) Vacancy Announcement Number: WTGH10141999
Opening Date: March 17, 2010 Closing Date: April 16, 2010
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: $47,448.00 - $89,450.00 Annual
Place of Work: U.S. Army Engineer District, Kansas City, Planning, Programs & Project Mgt Div., Planning Branch, Formulation Section, Kansas City, MO.
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 1

(5) Vacancy Announcement Number: WTHE10107178OC
Opening Date: March 02, 2010 Closing Date: March 01, 2011
First Cut off Date: April 02, 2010
Position: GS-13: General Engineer (0801), Landscape Architect (0807), Architect (0808), Civil Engineer (0810), Environmental Engineer (0819), Mechanical Engineer (0830), Electrical Engineer (0850), Fish Biologist (0482), Wildlife Biologist (0486), Physical Scientist (1301), Community Planner (0020), Biologist (0401), Chemist (1320), Economist (0110), Industrial Engineer (0896)
Salary: $86,260 - $112,136 Annual
Place of Work: U.S. Army Engineer District, Portland, Planning, Programs & Project Mgmt Div, Planning Branch, Duty Station: Portland, OR
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 1
(6) Vacancy Announcement Number: WTKC10CTAPD004
Opening Date: March 03, 2010 Closing Date: April 01, 2010
Position: GS-11/T 12: Social Scientist (0101), Biologist (0401), Landscape Architect (0807), Civil Engineer (0810), Physical Scientist (1301)
Salary: $63,945 - $99,636 Annual
Place of Work: U.S. Army Engineer District, Los Angeles, Planning Division, Plan Formulation Branch, Coastal Studies Group, Los Angeles, California
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 1

(7) Vacancy Announcement Number: SWGJ10119401RO2
Opening Date: March 18, 2010 Closing Date: March 29, 2010
Position: GS-12: General Biological Scientist (0401), Fishery Biologist (0482), Wildlife Biologist (0486), General Engineer (0801), Landscape Architect (0807), Civil Engineer (0810), Mechanical Engineer (0830), Electrical Engineer (0850), Industrial Engineer (0896), Physical Scientist (1301), Environmental Engineer (0819)
Salary: $68,808 - $89,450 Annual
Place of Work: U.S. Army Engineer District, Nashville, Planning, Program, and Project Management Division. Duty Location: Nashville, TN
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 01

(8) Vacancy Announcement Number: SWGY10121181
Opening Date: March 19, 2010 Closing Date: April 02, 2010
Position: GS-09/11: Social Scientist (0101), Community Planner (0020)
Salary: $47,448 - $74,628 Annual
Place of Work: U.S. Army Engineer District, New Orleans; Regional Planning & Environmental Div, South; Planning Office; Economics Branch, Flood Risk Mgmt Section; New Orleans, LA
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 01

(9) Vacancy Announcement Number: WTHE10821187OC
Opening Date: March 01, 2010 Closing Date: November 08, 2010
First Cut off Date: May 01, 2010
Position: GS-12: General Engineer (0801), Landscape Architect (0807), Architect (0808), Civil Engineer (0810), Environmental Engineer (0819), Mechanical Engineer (0830), Electrical Engineer (0850), Fish Biologist (0482), Wildlife Biologist (0486), Physical Scientist (1301), Community Planner (0020)
Salary: $72,540 - $94,300 Annual
Place of Work: U.S. Army Engineer District, Portland, Planning, Programs & Project Mgmt Div, Planning Branch, Duty Station: Portland, OR
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 01

(10) Vacancy Announcement Number: WTGH10142111
Opening Date: March 17, 2010 Closing Date: April 16, 2010
Position: Economist, GS-0110-09/12
Salary: $47,448.00 - $89,450.00 Annual
Place of Work: U.S. Army Engineer District, Kansas City; Planning, Program and Project Mgmt Div, Planning Branch, Formulation Section, Kansas City, MO
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: 1

(11) Vacancy Announcement Number: SWHB10139439
Opening Date: March 19, 2010 Closing Date: April 18, 2010
Position: GS-12/13: Economist (0110), Geographer (0150), Archeologist (0193), Biologist (0401), General Engineer (0801), Architect (0808), Civil Engineer (0810), Environmental Engineer (0819), Mechanical Engineer (0830), Electrical Engineer (0850), Chemical Engineer (0893), Industrial Engineer (0896), Physical Scientist (1301), Geologist (1350)
Salary: $68,809 - $106,369 Annual
Place of Work: U.S. Army Engineer District-Little Rock; Program & Project Management Division; Duty Location: Little Rock, Arkansas
Position Status: This is a Permanent position. -- Full Time
Number of Vacancy: Many
PROSPECT TRAINING COURSES

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

**PCC4 ECONOMIC ANALYSIS**

Control Number: 270

April 19-23, 2010

Alexandria, VA

This course is designed to provide an overview of the requirements and procedures for conducting economic analysis of Corps of Engineers water resources planning projects. Some form of economic analysis, including benefit/cost analysis, cost effectiveness analysis and/or economic impact analysis is required of all Corps projects, whether they be for flood control, navigation, dredging, water supply, environmental mitigation and restoration or other project purpose. The course is designed to help students better understand the Corps planning process and where they, as economist, fit into that planning process. The course will also provide information on how to think about and analyze new problems and situations.

This course includes discussion on (a) the economist's role in the Corps of Engineers (Who is your audience, your customer? What are your products?); (b) introduction on principles and guidelines -- how the economist's job is influenced by P&G; (c) how to think as a Corps economist in National Economic Development (NED) terms (including new technologies such as risk and uncertainty); (d) evaluation by project purpose using the NED manuals (the incorporation of R&U into evaluation by project purpose); (e) other evaluation techniques (cost effectiveness, incremental cost analysis, economic impact analysis); (f) the changing role of economic analysis: Environmental Restoration, Rehabilitation, Watershed Planning, Section 216; (g) expected problem areas and how to think about them -- emphasis will be on with/without project condition, NED vs. Regional, Economics vs. Cost Sharing; and (h) how to plan your work with emphasis on Initial Project Management Plan (IPMP).

This course is designed primarily for NEW Corps Economists and/or those personnel requiring a basic understanding of what economists do in conducting economic analysis of water resources projects, particularly project managers. Priority placement will be given to CW planners with less than 3 years of planning experience at the GS7-11 grade level. It is highly recommended that students have taken the CW Orientation Course and the Planning Principles & Procedures Course before taking this course.

**PCC2 Planning Principles and Procedures**

Control Number: 77

April 26-30, 2010

Jacksonville, FL

This course provides district and division planners with an overview of how Corps of Engineers water resource projects are planned in accordance with current policies and procedures.

Upon completion of the course, the student will have a basic understanding of the principles and policies guiding the planning of Corps Civil Works water resources development projects. Policies and procedures are discussed in a series of short presentations by HQUSACE staff and through class participation in small group exercises. Presentations and class exercises focus on case studies designed to illustrate the planning process and application of guidance and policy. The course presents the basic procedures that enable the student to conduct the planning process under today's requirements. The course covers interaction among the district, division, HQUSACE, Army, and the Administration, and includes a session on new directions in planning. The course is conducted in an informal atmosphere to encourage class interaction.

Participants should be currently involved in the planning of civil works water resources development projects. Prior completion of the PROSPECT Course, "PCC1 Civil Works Orientation" is highly recommended. Priority will be given to GS5-GS12 students with less than 3 years of current planning experience.

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](http://pdsc.usace.army.mil).
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.*

International Drought Symposium: Integrating Science and Policy  
March 24-26, 2010 Riverside, CA  
Additional information: [http://cnas.ucr.edu/drought-symposium](http://cnas.ucr.edu/drought-symposium)

2010 American Water Resources Association Spring Specialty Conference “Geographic Information Systems (GIS) and Water Resources IV”  
March 29-31, 2010 Orlando, FL  
Additional information: [http://www.awra.org/meetings/Florida2010/](http://www.awra.org/meetings/Florida2010/)

2010 National Hurricane Conference  
March 29—April 2, 2010 Orlando, FL  

**Ports 2010**  
April 25-28, 2010 Jacksonville, FL  
Additional information: [http://content.asce.org/conferences/ports2010/](http://content.asce.org/conferences/ports2010/)

**National Mitigation and Ecosystem Banking Conference**  
May 3-6, 2010 Austin, TX  
Additional information: [http://mitigationbankingconference.com/mitigation_initial.htm](http://mitigationbankingconference.com/mitigation_initial.htm)

Association of Floodplain Managers 34th Annual National Conference  
May 16—21, 2010 Oklahoma City, OK  
Additional information: [http://www.floods.org](http://www.floods.org)

May 18—20, 2010 Portland, OR  
Additional information: [http://www.river-management.org/symposium-2010/home.htm](http://www.river-management.org/symposium-2010/home.htm)

**USACE Planning Community of Practice Conference**  
June 7—10, 2010 Orlando, FL  

**Joint 9th Federal Interagency Sedimentation Conference and 4th Federal Interagency Hydrologic Modeling Conference**  
June 27—July 1, 2010 Las Vegas, NV  

2010 Watershed Management Conference “Innovations in Watershed Management Under Land Use and Climate Change”  
August 23-27, 2010 Madison, WI  
Additional information: [http://content.asce.org/conferences/watershedmanagement2010/index.html](http://content.asce.org/conferences/watershedmanagement2010/index.html)

American Shore and Beach Preservation Association “National Coastal Conference”  
October 13-15, 2010 Charleston, SC  
Additional information: [http://www.asbpa.org/conferences/conferences.htm](http://www.asbpa.org/conferences/conferences.htm)

5th National Conference on Coastal and Estuarine Habitat Restoration  
November 13-17, 2010 Galveston Island, TX  
Additional information: [https://www.estuaries.org/conference/](https://www.estuaries.org/conference/)
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:


“Ecological Impacts of Climate Change”, by the National Academy of Sciences, National Research Council, Committee on Ecological Impacts of Climate Change Available at: http://www.nap.edu/catalog.php?record_id=12491


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

The deadline for material to be published in the next issue of Planning Ahead is Wednesday, March 31, 2010

Planning Ahead is an unofficial publication authorized under AR 25-30. It is published by the Planning Community of Practice, U.S. Army Corps of Engineers, 441 G Street, NW, Washington, D.C. 20314-1000

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To read past issues of the Planning Ahead newsletter, please visit http://www.usace.army.mil/CECW/PlanningCOP/Pages/pa_news.aspx