

April - June 2018

Collaboration Corner



Environmental Collaboration and Conflict Resolution (ECCR): FY17 Innovative Cases from each MSC*

In This Issue:

Learn about some of the best collaboration and conflict resolution practices occurring across the Corps.

Every year USACE reports to the White House Council on Environmental Quality our use of Environmental Collaboration and Conflict Resolution (ECCR) in USACE activities. For this issue, the most innovative cases have been selected to highlight the great work being done across the Corps. Corps staff involved in these cases have contributed the enclosed articles.

This newsletter is produced by the Staff of the USACE Collaboration and Public Participation Center of Expertise (CPCX), located at the Institute for Water Resources. For questions, comments, or to submit articles, contact Andrea Carson at Andrea.I.Carson@usace.army.mil

VOLUME 7, ISSUE II

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Cover Image: Army Corps of Engineers District Map and photos from these collaborative facilitated engagements in FY17: POA's Lowell Creek Feasibility Study Planning Charrette, NAB's Chesapeake Bay Comprehensive Water Resources and Restoration Plan Workshop, and SWD's Multi-Hazard Tournament.

*MSC stands for Major Subordinate Command

Announcements

JUNE

12-14

Association for Conflict Resolution, Environment, and Public Policy (ACR EPP) Annual Meeting

Theme: We Can Work It Out – Practices, Tools and Stories for Helping Parties Bridge the Divide Over Knowledge and Beliefs
Arlington, VA.
More info [HERE](#)

JULY

18-19

EPA Community Involvement Training

Kansas City, MO with options for remote participation
More info [HERE](#)

SEPT

5-7

International Association for Public Participation (IAP2) North American Conference

Victoria, BC
Register [HERE](#)

SEPT

10-13

The Effective Facilitator

Tuition-based Course
Washington, D.C.,
More info [HERE](#)

SAVE THE DATE

WEBINAR:

Best Practices & Lessons Learned: MSC Innovative Cases of ECCR

TUESDAY JUNE 26

2:00 - 3:00 ET

Every year the Collaboration and Public Participation CX compiles a report on Environmental Collaboration and Conflict Resolution (ECCR) for the Whitehouse Council on Environmental Quality and the Office of Management and Budget. This reporting process allows us to find these innovative examples to showcase.

Several of the case studies in this edition will be presented in our webinar. Speakers will share innovative ideas, best practices and lessons learned.

SEPT

This could be your event!

Connect...

We would like to hear about your stories, events, or announcements that would be of interest to our collaboration community.

Copy the [CoP Calendar](#) to your Outlook to stay connected!



NAD: Workshops and webinars to inform the Chesapeake Bay Comprehensive Water Resources and Restoration Plan

By Sarah Lazo, Public Affairs Specialist, Baltimore District

The Chesapeake Bay Comprehensive Water Resources and Restoration Plan (CBCP) is a watershed assessment that is intended to identify actions for the U.S. Army Corps of Engineers (USACE) to advance the long-term restoration effort, complementing ongoing and planned efforts by the Chesapeake Bay partnership. Given the vast work that has been undertaken toward Chesapeake Bay restoration, this effort is unique in that it is focused on facilitating implementation. Information generated from this assessment will aid possible future investments in ecosystem restoration by multiple entities, including the USACE and Chesapeake Bay Partnership.

In coordination with the non-federal sponsor, the National Fish and Wildlife Foundation (NFWF), geospatial analyses were conducted, and results were presented in a strategic Restoration Roadmap, which identifies subwatersheds with the highest potential to holistically meet the needs of the 2014 Chesapeake Bay Watershed Agreement goals and outcomes.

“The heightened importance of input from stakeholders is what sets this project apart from others,” said Kristina May, USACE, Baltimore District biologist. “The watershed assessment employed a collaborative approach to watershed planning, seeking to leverage existing information from stakeholders to avoid duplication of any ongoing or planned actions by other federal, state, and local agencies and non-governmental organizations.”

The USACE Baltimore and Norfolk Districts and NFWF worked closely with the U.S. Environmental Protection Agency, National Oceanic and Atmospheric Administration, U.S. Fish and Wildlife Service, Chesapeake Bay Commission, and many other federal, non-governmental, tribal, state and local partners across the watershed, in accordance with Section 4010(a) of the Water Resources Reform and Development Act of 2014 (WRRDA 2014).

To kick off the CBCP study process, a stakeholder workshop was conducted on November 7, 2016 at the Maryland Department of the Environment in Baltimore, Maryland. Subsequently, due to the vast study area that encompasses six states and the nation’s capital, the team determined that webinars were the best way to reach as many stakeholders as possible. Webinars were conducted on February 27, 2017, April 20, 2017, and May 7, 2018.

The workshop and webinars were facilitated by collaboration specialists from the USACE Institute for Water Resources, Collaboration and Public Participation Center of Expertise (CPCX). The November 2016 workshop included breakout sessions through which participants could share information and ideas. Each subsequent webinar included activities to elicit stakeholder participation, like Q&A’s and polls.

A major component of the first two webinars was a data call to the stakeholders to help fill in gaps that surfaced during initial geospatial analyses.

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Workshop attendees Renee Thompson (Chesapeake Bay Program) and Kristy Beard (NOAA) review the existing (orange sticky notes) and future (pink sticky notes) projects planned for the Chesapeake Bay

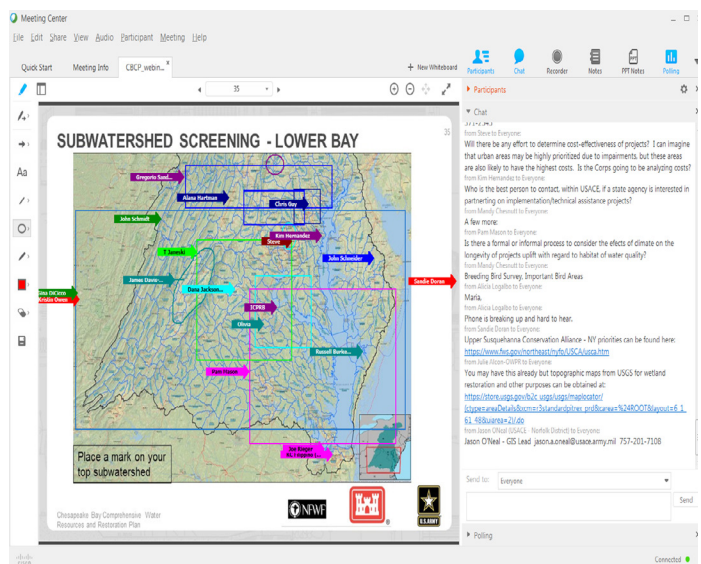
NAD: Chesapeake Bay Comprehensive Water Resources and Restoration Plan (continued)

The third webinar presented key findings, structure and purpose of the report, and feedback opportunities in preparation for public release of the document later that month.

The CPCX facilitated the stakeholder workshop and prepared a comprehensive workshop summary. For the webinars, the CPCX distributed save-the-dates to stakeholders, organized and recorded the webinars, facilitated the webinar interactive activities, including annotations on white boards and chat discussions. Having a dedicated public engagement team to not only facilitate the workshop and webinars, but also coordinate the logistics, enabled the study team to focus on the study progress and content development.

In addition to this key takeaway, the study team also came to appreciate the great importance of efficient data collection management and stakeholder engagement documentation.

“In a large watershed effort like this in which hundreds of different data sources were used, data collection, management, and tracking where the data came from aids in efficient analysis,” said May. “In the same respect, all stakeholder engagement should be documented — who was engaged, what were their questions and concerns, and when to follow up ensures that the project meets stakeholder needs and Congressional intent.”



TAKE AWAY

ESTABLISH A DEDICATED PUBLIC ENGAGEMENT TEAM TO DEAL WITH FACILITATION AND LOGISTICS SO THAT THE STUDY TEAM CAN FOCUS ON PROGRESS AND CONTENT

ADD WEBINARS TO REACH A WIDER AUDIENCE ACROSS A LARGE GEOGRAPHIC AREA

CAREFULLY PLAN AND IMPLEMENT DATA COLLECTION AND MANAGEMENT WHEN GATHERING INFORMATION FROM A LARGE GROUP OF PARTICIPANTS TO ACHIEVE EFFICIENT ANALYSIS

Chat to everyone:

What innovative measures or techniques do you know about, have heard about, or have implemented that could be used in the Chesapeake Bay watershed?

Example: Rolling easements

Three ways to provide comments:

- Provide in chat box
- Verbal comments
- Email to Anna.M.Compton@usace.army.mil

A management measure is an action (feature, activity, strategy, policy, etc.) that can be undertaken to meet planning objectives.

LRD: The Pittsburgh District Environmental Advisory Board (EAB): A venue for generating ideas and addressing issues

By Tom Maier, Wildlife Biologist; Rose Reilly, Biologist; and Andrea Carson, Community Planner, Pittsburgh District

Pittsburgh District, the “Headwaters District” of the Great Lakes and Ohio River Division, is faced today with numerous challenges including continued operation of some of the oldest infrastructure in the nation, and the protection and management of water resources in a rapidly changing environment. The increasing complexity of District missions in a changing environment, the recognition that future collaborative efforts stand the greatest chance of success, and a visit to Pittsburgh District (LRP) by the USACE HQ Environmental Advisory Board (EAB) in 2016 inspired LRP Senior Leadership to create a District EAB, the first of its kind in USACE.

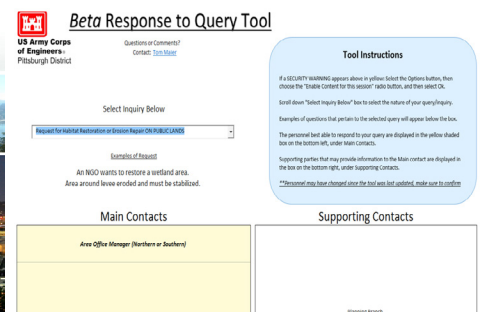
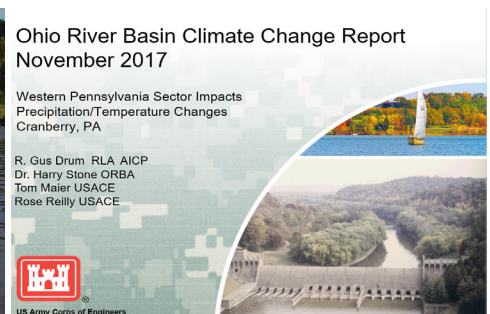
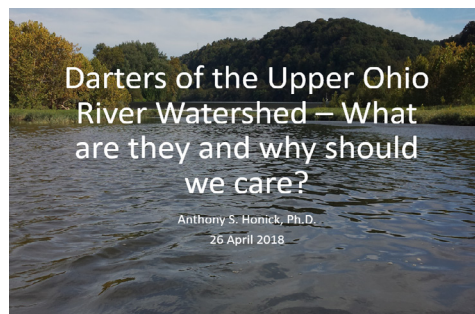
The LRP EAB consists of a range of environmental subject matter experts and others, averaging about 14 attendees per monthly meeting. Planning, Water Quality, H&H, Regulatory, Real Estate, Operations Technical Support, Northern & Southern Area Offices, Locks & Dams, the Public Affairs Office, Office of Council, and District Leadership are all represented in membership. The LRP EAB’s primary purpose is to promote awareness and collaboration on all environmental issues that affect District programs & projects.

Key tasks of the LRP EAB, as directed by the District Engineer, include: 1) bring “brainpower” to relevant environmental issues and develop approaches to dealing with those issues, 2) share information with other District biologists and environmental staff, 3) build awareness of the interactions LRP EAB members might have with other agencies, and 4) invite other agencies to help solve district challenges, perhaps helping other agencies tackle their own problems.

The above key tasks may otherwise be summarized, as: increasing communication, finding solutions, executing actions, and producing results. During 2017, the first full year of the LRP EAB’s existence, District-specific environmental issues were identified, discussed, and acted upon (e.g., regarding shale gas pipeline construction-related issues); new ideas were generated (e.g., having Project Managers share new project summaries with the LRP EAB early during feasibility phases); and communication tools developed (e.g., a beta Response-to-Query Tool for the District’s new employees, enabling them to expeditiously forward incoming requests from the public to the most appropriate District shop).

In an organization comprised primarily of engineers, typically supported by environmental specialists, the District EAB has provided the time and venue to focus

Screenshots from presentations given within the first year of the LRP EAB



LRD: Pittsburgh District EAB (continued)

on numerous existing environmental issues, outside of specific project parameters. Additionally, this EAB (consisting primarily of those in non-management positions) has provided the opportunity for a direct line of communication with District Senior Leadership. Within the context of the Corps-wide emphasis on vertical teaming and collaboration, the LRP EAB provides an efficient, low-cost venue to enable consistency in how environmental issues are approached and to generate new ideas, specifically attuned to District needs.

Over the past year, the LRP EAB has also invited local academics and members of other Federal agencies to provide presentations on a range of topics. Ongoing and future goals include building more engagement with outside stakeholders, focusing on the multifaceted environment and climate resilience issues affecting the Ohio River Basin.

In recognition of the Collaboration & Public Participation CoP's primary purpose, the LRP EAB offers our planet's image, below, as perhaps most compelling and succinct symbol of the need for Environmental Collaboration & Conflict Resolution, as well as District EABs.

TAKE AWAY

THE LRP EAB CREATES AND MAINTAINS AN INFORMED AND CONSISTENT DISTRICT VOICE REGARDING ENVIRONMENTAL MATTERS AND SERVES AS A FORUM THROUGH WHICH SENIOR LEADERSHIP CAN ENGAGE WITH DISTRICT STAFF ON THESE MATTERS

USING A MONTHLY INFORMATION-SHARING FORUM FOSTERS COMMUNICATION AMONG DIVERSE ENVIRONMENTAL PROFESSIONS WORKING IN THE DISTRICT OFFICE AND THE FIELD

IDENTIFYING KEY THEMES OR TASKS CAN CATALYZE AND PROVIDE FOCUS FOR THE ACTIVITIES OF AN EAB OR SIMILAR GROUP



MVD: A collaborative, multi-agency model for addressing complex problems in Coastal Louisiana: The Coastal Wetlands Planning, Protection and Restoration Act (CWPPRA) Program

By Kaitlyn Carriere, CWPPRA Program Coordinator, New Orleans District; Sarah Bradley, CWPPRA Program Manager, New Orleans District; Brad Inman, CWPPRA Program Planning and Evaluation Subcommittee Chairman, New Orleans District

Louisiana continues to face an unprecedented collapse of its entire coastal ecosystem and with it, the vital economic activity and unique culture that it supports. Over the past 27 years, the Louisiana Coastal Wetlands Conservation and Restoration Task Force (Task Force) has fulfilled its role under the Coastal Wetlands Planning, Protection and Restoration Act (CWPPRA) by implementing a science and engineering-based program that extensively engages stakeholders and the public and serves as the Nation's model for effective and efficient coastal restoration. In order to secure the future of Louisiana's coast, the Task Force and stakeholders must share a common vision, one that aligns with state and national priorities. The CWPPRA Program has been the only consistent coastal ecosystem restoration funding source in Louisiana since its inception and has constructed over 110 wetland restoration projects at a cost of over \$1.75 billion.

The U.S. Army Corps of Engineers, New Orleans District

serves as the CWPPRA Program Administrator and also chairs the CWPPRA Task Force, Technical Committee, and various other workgroups and subcommittees composed of restoration professionals such as engineers, scientists, and academic representatives. This program requires daily collaboration and communication with four other federal agencies (Environmental Protection Agency, Natural Resources Conservation Service, National Marine Fisheries Service, and U.S. Fish and Wildlife Service) and the State of Louisiana.

The process of planning and implementing coastal restoration projects includes the Priority Project List (PPL) Process, which typically begins every January with Regional Planning Team meetings held throughout Louisiana's four coastal regions. Parish representatives and members of the public are encouraged to participate and have the opportunity to propose coastal restoration projects that are consistent with the Louisiana Coastal State Master Plan. Local interaction is a fundamental concept of CWPPRA and a key first step to getting projects off the ground. Selected projects compete for limited funds and the CWPPRA Task Force makes the final selection of projects for each PPL at the beginning of every January. Throughout the PPL process, stakeholders, parishes, and



Colonel Michael Clancy, USACE New Orleans District Commander and CWPPRA Task Force Chairman, addressing members of CWPPRA and the public on October 11, 2017

MVD: A collaborative, multi-agency model for addressing complex problems in Coastal Louisiana *(continued)*

members of the public are able to comment on projects at public CWPPRA meetings or by letter or email.

Standard Operating Procedures and the aforementioned annual process were adopted and established early on by the CWPPRA Task Force. Both of these documents detail the guidelines and procedures to carry out the CWPPRA Program and are tools in resolving interagency conflicts.

Through lessons learned the CWPPRA agencies are able to identify efficiencies in program implementation. The PPL Process is reviewed and approved annually by each CWPPRA agency and refined based upon agency and public input. These documents serve as the basis for the daily collaboration and conflict resolution seen in the program. This constant collaboration has allowed the New Orleans District and the other CWPPRA agencies

to reinforce and maintain close relationships with one another over the years and, consequently, the Program has become a model for interagency collaboration and decision making.

TAKE AWAY

ESTABLISH AND DOCUMENT STANDARD PROCEDURES AND PROCESSES EARLY ON AS THE BASIS FOR RESOLVING INTERAGENCY CONFLICTS.

ADOPT AN ANNUAL REVIEW CYCLE THROUGH WHICH PARTICIPATING AGENCIES CAN REVIEW AND REFINE COLLABORATION PROCEDURES AND PROCESSES.

NEW REPORT:

ENVIRONMENTAL COLLABORATION AND CONFLICT RESOLUTION (ECCR): ENHANCING AGENCY EFFICIENCY AND MAKING GOVERNMENT ACCOUNTABLE TO THE PEOPLE, 2 MAY 2018

Ever have trouble justifying a facilitator or spending resources on collaboration for your projects?

We'll look no further for your talking points:

- ECCR saves time and money
- ECCR improves relationships between the government and stakeholders
- ECCR improves economic and environmental outcomes

In May 2018, the Federal Forum on Environmental Collaboration and Conflict Resolution issued [a report](#) that identifies quantifiable benefits of government use of ECCR - including cost reduction, improved relationships, and better outcomes that avoided litigation - and makes recommendations on improving the effective use of ECCR, including within the context of federal infrastructure permitting.

Thank you to USACE's very own Mike Saffran, LRD and Crorey Lawton, MVD for assisting in writing this report.

Environmental Collaboration and Conflict Resolution (ECCR) is a process whereby neutral, third-party facilitators work with agencies and stakeholders using collaboration, negotiation, structured dialogue, mediation, and other approaches to prevent, manage, and resolve environmental conflicts. In 2005, the Office of Management and Budget and the Council on Environmental Quality jointly issued a Memorandum on Environmental Conflict Resolution directing Federal agencies to increase the effective use of environmental conflict resolution and build institutional capacity for collaborative problem solving.

SPD: Getting levee sponsors on board with risk communication - Los Angeles District conducts workshops

By Joe Goldstein, P.E., Dam Safety Project Manager, Los Angeles District and Stacy Langsdale, P.E., PhD, Collaboration Expert, Institute for Water Resources

USACE has been transforming to a risk-informed organization, with a primary focus on life safety. As part of this approach, USACE relies on its Levee Sponsors (local agencies that are responsible for levee operations and maintenance) to communicate the risks associated with levees to those who could be affected. In 2017, the USACE Los Angeles District (SPL) Levee Safety staff conducted three regional training workshops for all 20 of its levee sponsors, with support from the USACE Collaboration and Public Participation Center of Expertise. The U.S. Institute for Environmental Conflict Resolution with The Participation Company provided contract support, workshop facilitation, and risk communication expertise.

The objectives of these workshops were: (1) to increase awareness of the USACE Levee Safety Program's new expectations of sponsors regarding communicating risks to those affected; (2) to provide foundational skills training in risk communication; and (3) to help sponsors start developing their own communication plans. Prior to designing these workshops, The Participation Company interviewed all of SPL's levee sponsors to assess their relationship with USACE and their concerns about communicating levee risk. What SPL heard provided significant input for the workshop design.

Here are a few of their major concerns and how SPL addressed them:

SPONSORS: We are not New Orleans. Our risk is different. [In Arizona], our levees are in good condition and are low risk. Why is this necessary?

RESPONSE: In our workshop opening presentation, we included stories of past flood disasters in their region to show that major events can still happen in their area.

SPONSORS: What are you asking us to do? How is this different from our current efforts talking about flood risk? We have several types of flood risk – we shouldn't talk about levees separately.

RESPONSE: For sponsors already doing flood awareness outreach, we encouraged them to just add a component on levees. Additionally, the workshop agenda included time for selected sponsors to share successful flood awareness outreach activities, to give the others ideas and resources, and to provide a sense of the scale of the effort.

(Continued onto page 11)

Participants at Levee Safety Communication Workshop, Orange County, November 7, 2017 (USACE Photo)



MVD, SAD, LRD: Interagency cooperation yields landmark achievement and increased efficiency for agencies and regulatory permit seekers throughout Mississippi

By Jennifer Brown, Senior Environmental Specialist, Vicksburg District; Allison Monroe, Team Leader, South Mississippi Branch, Mobile District; Timothy Oberle, Deputy Public Affairs Officer, Mobile District

In an effort to improve interagency cooperation under Section 7 of the Endangered Species Act (Act) for the state of Mississippi, representatives from the U.S. Fish and Wildlife Service (Service), Mississippi Ecological Services Office (USFWS MS-ESO) and the U.S. Army Corps of Engineers (Corps) Vicksburg District, Mobile District, Memphis District, and Nashville District signed a Memorandum of Agreement (MOA) to implement Mississippi Standard Local Operating Procedures for Endangered Species (MS SLOPES) on June 28, 2017. The MS SLOPES effort has been selected by the South Atlantic Division for inclusion in this newsletter as an innovative, collaborative effort conducted by multiple agencies and USACE Divisions for the purpose of achieving positive environmental outcomes.

More than a year of research and interagency collaboration culminated in the implementation of MS SLOPES. The development of MS SLOPES was focused on routine regulated activities that both agencies, over many years of cooperation under standard Section 7 consultation procedures, had come to agree would result in predictable consultation outcomes. The end product is a step-wise decision framework that fulfills agency responsibilities

under the Act and is yielding significant workflow efficiencies, continued protection for species, and increased timeliness of permit decisions for permittees across Mississippi.

The concept of SLOPES is not unique to the Corps or the Service. What makes MS SLOPES a landmark achievement is the level of interagency collaboration throughout development and the sheer scope and scale of the tool. The MS SLOPES tool currently includes 44 of the 47 federally-listed threatened and endangered species in the state of Mississippi and serves the USFWS MS-ESO, four Corps Districts and three Corps Divisions (the largest of its scope for the entire Corps). **How did we do it?**

Leveraging Assets & Planning for Success

Development of the MS SLOPES tool was led by the USFWS MS-ESO and the Vicksburg and Mobile Districts' Regulatory offices. With a high level of leadership support, the agencies strategically leveraged funding, contracting capacity, technical team member assets, and contractor document production capabilities. A key part of the success can be attributed to the team recognizing and respecting each member's areas of special knowledge and regulatory authority from the very beginning. This shared understanding helped the team develop an aggressive schedule with specific milestones and deadlines for each team member.

(continued onto next page)



From left to right:
Mr. Jeffrey Weller (USFWS Program Supervisor for AR, LA, MS, and AL)
Mr. Stephen Ricks (USFWS Field Supervisor, Mississippi Ecological Services Office)
Ms. Jennifer Mallard (Chief, Vicksburg District Regulatory Branch)
Mr. Gregg Williams (Chief, Memphis District Regulatory Branch)
Mr. Craig Litteken (Chief, Mobile District Regulatory Division)
Ms. Tammy Turley (Chief, Nashville District Regulatory Division)
Colonel Michael Derosier (Vicksburg District Commander)

MVD, SAD, LRD: Interagency cooperation yields landmark achievement *(continued)*

Committing to the Work & Adapting the Plan

The schedule for completion was aggressive. Leadership commitment at both agencies was critical to supporting the time investment necessary to meet the schedule and create a quality product. The team's early agreement on roles and strengths, and commitment to product expectations, kept the momentum going throughout development and led to a consensus to adapt the strategy. Initially, all team members reviewed and provided comments during the same period; this approach yielded a valuable spectrum of ideas. However, as the project progressed, team members' comments grew more alike. The team found that concurrent review was no longer the most efficient use of time. Through consensus, the team adapted the plan to, instead, use sequential agency review. This change was critical to delivering the tool on time and on budget.

What's next?

The team will come together again in June 2018 for the first annual assessment to identify areas needing updates or clarification and to ensure the continued success and usefulness of the MS SLOPES.

Due to the great success of the MS SLOPES initiative, both the Vicksburg and Mobile Districts are currently working with other partners to expand this same approach and its benefits across the region, beginning with Arkansas, Alabama, and northwest Florida.

TAKE AWAY

PURPOSEFUL: IDENTIFY THE NEED, MAKE A PLAN & COMMIT TO SUCCESS

COMPETENT: ACKNOWLEDGE TEAM MEMBER'S STRENGTHS TO PRODUCE VALUE & BUILD TRUST

ADAPTIVE & DECISIVE: IF A PROCESS IMPROVEMENT CAN BE MADE – DO IT!

SPD: Getting Levee Sponsors on Board with Risk Communication *(continued)*

The workshops were broken into four main components: (1) Presentation on the intent of levee risk communication, as well as responses to sponsor concerns gathered during interviews; (2) Training on basic principles of risk communication; (3) Showcase of existing public outreach by sponsors; and (4) A breakout session for sponsors to begin working through the components needed for a communication plan.

While the long-term impacts of these workshops is yet to be seen, overall SPL was pleased with the workshops. One highlight was that within a couple weeks of the Arizona workshop, the Town Manager of Clifton, Arizona released a video with clear and concise flood risk messaging. [Available at: <https://www.youtube.com/watch?v=gxVxTk0okfQ&feature=youtu.be>] In addition, the Customer Service Program Manager from San Diego shared that the workshop affirmed that his approaches to outreach were on the right track, and left motivated to build on his successes and add discussion on levees.

TAKE AWAY

DISTRICT LEVEE SPONSORS SHOULD RECEIVE THE SAME RISK COMMUNICATION TRAINING THE DISTRICT RECEIVES. IN ADVANCE OF THIS TRAINING, INTERVIEW THE SPONSORS AND CONDUCT A MEETING TO ALIGN EXPECTATIONS.

POD: Planning charrette for the Lowell Creek Flood Diversion Feasibility Study

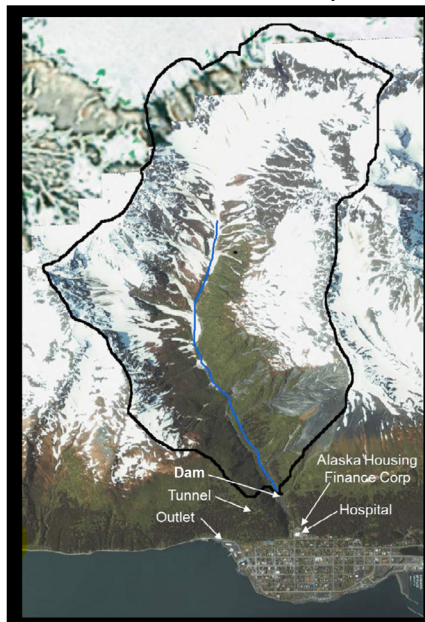
By George Kalli, Planner and Silver Jackets Coordinator, Alaska District; Kimberly Townsend, Project Manager, Alaska District; Ellen Lyons, Project Manager, Alaska District

The purpose of the U.S. Army Corps of Engineers (USACE) Lowell Creek Flood Diversion Feasibility Study planning charrette was to bring together USACE, the non-Federal sponsor, and key stakeholders to discuss the ongoing flooding issues at Lowell Creek in Seward, Alaska. The outcomes of the charrette included agreement on study objectives, opportunities, and constraints, and an array of structural and non-structural measures for further evaluation by the Project Delivery Team (PDT).

This ongoing study is investigating the feasibility of implementing an alternate means of flood diversion at Lowell Creek. The existing flood diversion system consists of a dam that routes streamflow into a tunnel that discharges its contents beside the shores of Resurrection Bay. If not for this system, Lowell Creek would flow through the city of Seward. The existing system is undersized for a probable maximum flood event and poses a threat to downstream populations. Due to these life safety concerns, it was clear to the PDT from the beginning that it would need to work closely with the USACE Risk Management Center (RMC) and Planning Community of Practice (PCoP) over the course of this study.

Coordination with the USACE Collaboration and Public Participation Center of Expertise resulted in the assignment of a charrette facilitator with prior involvement in dam safety studies. Bringing in a third party facilitator for the charrette provided an opportunity to train a district employee in charrette facilitation and build expertise within the District. In addition, the Agency Technical Review lead, selected from the South Pacific Division's Dam Safety Production Center, and the RMC participated in the charrette. The dam safety engineer from the State of Alaska Department of Natural Resources was also a participant. Engaging experts from the dam safety community early and often has been key to the study's success thus far.

One of the results of this early engagement was the addition of the Northwestern Division-West risk cadre to the study team. The risk cadre collaborated with PDT members to conduct a Semi-Quantitative Risk Assessment (SQRA) and Potential Failure Mode Analysis (PFMA). This concurrent Risk Assessment process in support of the Feasibility Study has been essential to the PDT's efforts to identify a preferred alternative, and has helped the team focus on measures that best address relevant risk drivers. Additionally, the results of the SQRA, combined with expert review, will allow the PDT to conduct a Cost Effectiveness/Incremental Cost Analysis (CE/ICA) of risk buy-down as part of the evaluation and comparison of alternatives.



Lowell Creek Watershed, Alaska District

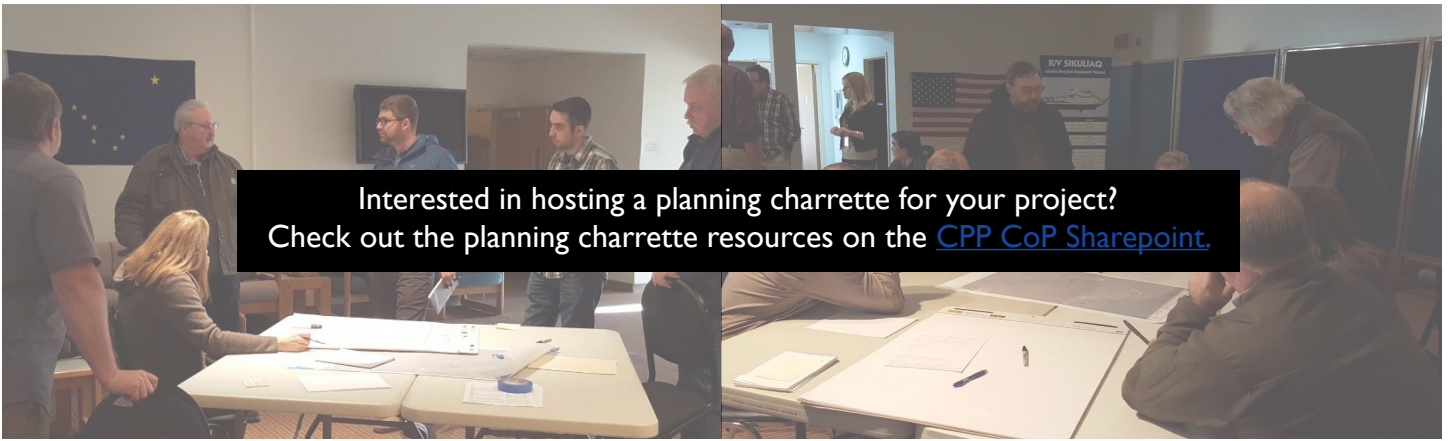
While conducting a risk assessment concurrently with this planning study has improved our analysis of risk, it has also resulted in unanticipated study requirements and costs. The USACE SMART Planning Feasibility Study and Risk Assessment processes are conducted very differently in terms of policy and procedure. Despite early identification of these differences, continued collaboration across business lines has been necessary to confirm the path forward for this study, which is on track to achieve the Tentatively Selected Plan later this summer.

TAKE AWAY

ENGAGE A THIRD PARTY CHARRETTE FACILITATOR TO TRAIN DISTRICT EMPLOYEES AND BUILD EXPERTISE IN THIS AREA

ENGAGE EXPERTS EARLY AND IDENTIFY KEY PROCEDURAL DIFFERENCES BETWEEN FEASIBILITY STUDIES AND CONCURRENT SUPPORTING EFFORTS IN ORDER TO PLAN FOR EFFECTIVE, EFFICIENT AND COLLABORATIVE DECISION-MAKING.

IF MULTIPLE BUSINESS LINES ARE RELEVANT TO A STUDY OR EFFORT, COORDINATE THE PATH FORWARD WITH LEADERS OF THE DIFFERENT BUSINESS LINES.



Interested in hosting a planning charrette for your project?
 Check out the planning charrette resources on the [CPP CoP Sharepoint](#).

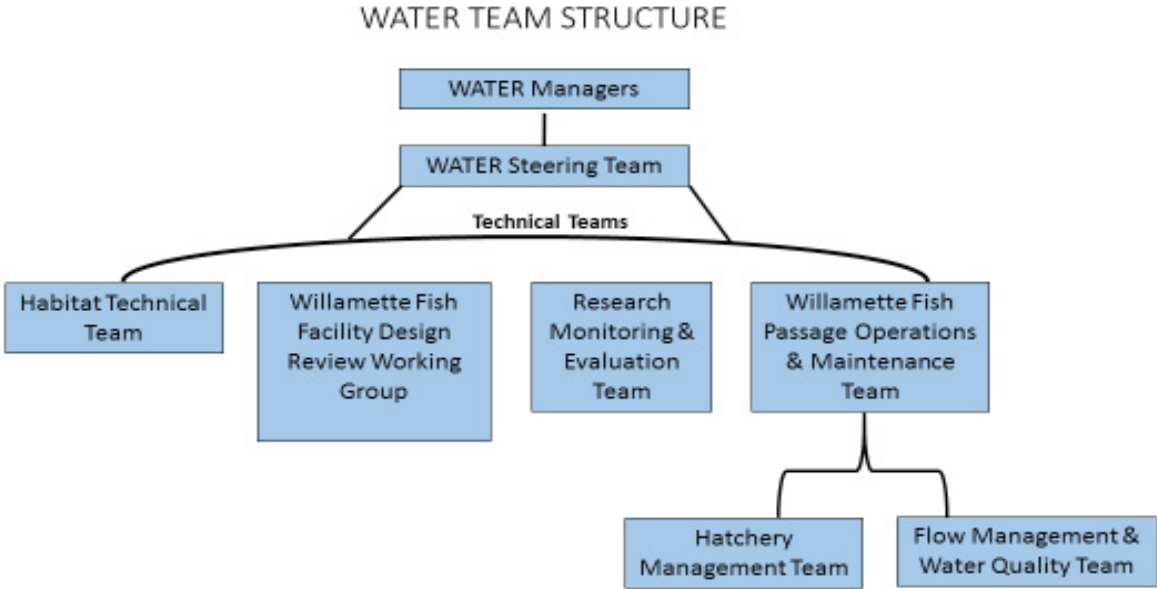
NWD: WATER - A Unique model for collaboration in the Willamette Basin

By Ian Chane, Columbia River Fish Mitigation (CRFM) Program Manager, Portland District

The Willamette Action Team for Ecosystem Restoration (WATER) provides a unique collaboration process and forum for implementation of strategies for Endangered Species Act (ESA) compliance associated with the Willamette Project. From project scoping to closeout, regional interagency and tribal involvement through WATER provides for a transparent and team-oriented approach to research and construction actions required as part of the 2008 Biological Options (BiOp) and Reasonable and Prudent Alternative (RPA) developed for the Willamette Project.

The Willamette Project consists of 13 federal dams operated and maintained by the U.S. Army Corps of Engineers (USACE) Portland District in the Willamette River Basin, 42 miles of revetments, and the hatchery mitigation program. Specifically, the use of a facilitation service has aided WATERS' success in collaborative planning and problem solving, providing a neutral third party to facilitate productive dialogue between diverse participants and interests. One agency partner in WATER, the Bonneville Power Administration (BPA), has provided direct funding for a consultant to facilitate regional involvement in WATER. As a result, extensive process improvements have contributed to the completion of the Hatchery and Genetics Management Plan (HGMP) which had previously been delayed due to conflict between the partners prior to the consultant becoming involved.

WATER has a three-tiered structure of teams, as depicted below.



(continued onto next page)

NWD: WATER - A unique model for collaboration *(continued)*

The USACE participates across all tiers of the team structure. The first tier includes the Manager's Forum, which provides senior management level WATER oversight to the Willamette Project ESA implementation and serves as the regional policy and management level body.

The second tier includes the Steering Team, which is comprised of senior project and program managers representing the federal and state agencies as well as Tribes with natural resource management responsibilities critical to ESA Section 7 consultation for the Willamette Project. The Steering Team is also responsible for overseeing and coordinating the activities of teams within the third tier, and is the level at which the participating entities will first seek to resolve disagreements.

These teams have been established to provide a collaborative forum that allows all agencies, tribes and stakeholders to provide input on the Action Agencies (USACE, the BPA, and the U.S. Bureau of Reclamation) implementation of the BiOp, while maintaining the decision-making authority of the Action Agencies and the Services (the National Marine Fisheries Service and U.S. Fish and Wildlife Service) role in overseeing compliance with ESA.

USACE efforts have been a key component in the overall recovery of the listed ESA spring Chinook and winter steelhead in the Upper Willamette River Basin. USACE actions, in concert with others, have led to the delisting of the Oregon Chub, the first fish species in North America to be removed from the ESA due to recovery. On-going actions are now focused on large-scale juvenile downstream fish passage projects to provide access to high quality historic spawning and rearing habitat. These are complex projects requiring integration of fish biology and engineering for effective solutions. WATER will continue to play a key role in facilitating successful implementation of the USACE efforts in the Willamette Basin aimed at restoring populations of endangered species.

TAKE AWAY

BUILD IN A CLEAR DISPUTE RESOLUTION PROCESS WHEN ENGAGING IN COMPLEX INTERAGENCY FORUMS

ENGAGE A THIRD-PARTY FACILITATOR TO PROVIDE CONFLICT RESOLUTION, IMPROVE EFFICIENCY AND BUILD TRUST AT THE STEERING AND MANAGEMENT LEVELS

ASSESS AND ADJUST TEAM STRUCTURE AND PROCESSES TO MAINTAIN EFFICIENCY, ENSURE COLLABORATIVE INVOLVEMENT, AND FOCUS ON OVERALL MISSION

SWD: Multi-Hazard Tournaments in San Antonio: Engagement at the sub-basin level

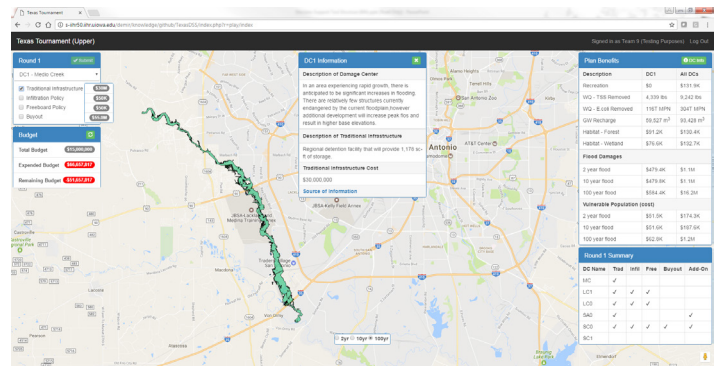
By Marcia Hackett, Environmental Regional Technical Specialist, Fort Worth District and Andrea Carson, Community Planner, Pittsburgh District

The Multi-Hazard Tournament (MHT) is a unique and emerging workshop methodology within the U.S. Army Corps of Engineers (USACE). An MHT applies concepts of serious gaming and collaborative planning to the processes of learning and making decisions about multiple hazards that affect a particular watershed, jurisdiction or region. The Institute for Water Resources (IWR) initially piloted MHT's in 2014. To date, USACE has conducted 5 MHTs with different partners in Texas, Iowa, and Virginia.

In June 2017, two MHTs were organized by the USACE Fort Worth District and the San Antonio River Authority (SARA) with funding provided by the Silver Jackets Program. The purpose of these MHTs was to share knowledge and information with local stakeholders regarding ways in which they could mitigate and prepare for future flooding, drought, water quality and riparian degradation hazards. More specifically, the MHTs were used to bring awareness and buy-in to SARA-developed Watershed Master Plans which outline recommendations for where local investments would best address these hazards in the San Antonio watershed.

The MHT process is innovative because of the manner in which it allows for competing interests and collaboration to blend. It is based on the premise that almost all cultures and individuals understand and enjoy sports, teams and structured games. In the case of San Antonio, the two MHT meetings provided a gaming atmosphere in which participants could consider local investment decisions and associated tradeoffs in a collaborative and social learning environment. The MHT process also brings to life plans, models, and recommendations that would otherwise sit on shelves and are rarely referenced.

These two MHTs were the first conducted by USACE that have had a primary focus on local investment decisions at the sub-basin level. Local investments are critical to mitigation and adaptation in Texas. Because the upper and lower San Antonio basins differ markedly from one another in terms of both hydrological and socioeconomic aspects, the SWF and SARA team decided early on to organize a separate tournament for each sub-basin. This choice resulted the identification of potential ways to coordinate efforts for mitigation in the future, stakeholders



The web-based decision-support tool used to aid in decision-making during the two San Antonio Multi-Hazard Tournaments.

meeting others who could be beneficial professional contacts in the future, and participants stating they'd be more likely to consider a different approach to planning for hazard mitigation in the future that they wouldn't have considered prior to the tournaments.

As USACE has gained experience conducting MHTs, a key best practice that has emerged is the importance of identifying the objectives of the MHT as early as possible in order to determine the scope of the effort overall. The MHT is a flexible model which can be used to achieve a range of desired objectives. While an MHT with the objectives of learning and relationship building may require a relatively small amount of resources to implement, an MHT with the objective of conducting decision making and planning processes will likely involve a larger and more complex scope of work and a significant amount of resources. As vehicles for bringing to life existing plans and models, the MHTs work best when information and data already exist and can be used as direct inputs to the tournament.

TAKE AWAY

USE GAMING TO ENGAGE DIFFERENT LEVELS OF THE PUBLIC TO PREPARE FOR FLOODS AND OTHER HAZARDS

THE SCOPE OF YOUR PUBLIC ENGAGEMENT SHOULD DEPEND ON THE HYDROLOGICAL, SOCIAL AND ECONOMIC CHARACTERISTICS IN THE WATERSHED.

THINK CRITICALLY ABOUT THE OBJECTIVES OF YOUR ENGAGEMENTS BEFORE PURSUING

Dear Public Involvement Specialists,
How can a public involvement specialist help my team maintain a good reputation among project partners and stakeholders?

Ask the PI Specialists



The Public Involvement Specialist cadre is a team of nationwide specialists trained in communication, conflict management, public engagement, public participation, and so much more. A public involvement specialist can work with you and your team to customize a communication plan, public participation plan or engagement strategy, and identify means to foster a collaborative environment with project partners and stakeholders.

At the quarterly Executive Governance Meeting held in Vicksburg, Mississippi the week of May 7, General Semonite shared guidance to revolutionize how the Corps of Engineers does business. More importantly, the Chief's guidance indicated that the agency's greatest risk is reputational risk if the agency fails to deliver.

A recurrent theme in failing to deliver centers around inadequate communication and collaboration. Since its inception, the focus of the public involvement specialist cadre has been centered upon the value and importance of timeliness and appropriate public involvement and stakeholder collaboration. It is the job of the cadre members to augment the capacity of the Public Affairs Office in order to provide guidance to teams that we support, encourage transparent communication, communicate in a manner to reduce misunderstanding, and create opportunity to collaborate with project partners and stakeholders in a manner that fosters indelible working relationships. It is through these relationships that we gain trust, respect, and build a reputation that is founded on transparent and timely communication.

A cadre member can become a part of your project delivery team and be available to foster the necessary working relationships, develop communication techniques, and strengthen the reputation of the agency, one project team at a time.

