

U.S. Army Corps of Engineers

**BUILDING STRONG®**

**Mission:** *Enable Corps staff to anticipate, prevent and manage water-related conflicts through collaboration while ensuring that the interests of the public are addressed in a fair and transparent manner.*

**GOAL 1:** *Build the collaborative capacity of Corps staff and partners to enable effective convening of, and participation in, collaborative processes.*

**Led Collaboration and Public Participation Community of Practice (CPP CoP)**

- Built collaborative skills for 680+ member CoP through publication of three newsletters, monthly update emails, and nine webinars.
- Supported new 16-member CPP CoP Steering Committee to address External Collaboration, Internal Collaboration, and Information Sharing challenges.
- With Planning and Project management CoP integrated draft USACE-wide Public Participation Policy within planning and project management processes.

**Delivered Trainings to more than 1200 USACE Staff**

- Delivered *Public Involvement & Teaming in Planning* course twice; *Effective Communication for Regulatory* training four times; and *Risk Communication and Public Involvement* course.
- Developed and delivered Communication & Conflict Resolutions skills for Tribal Consultation; delivered *Facilitation & Multi-Party Skills for Working with Tribes*.
- Revised and oversaw delivery of Public Involvement and Communication PROSPECT course to USACE Natural Resource Managers.
- Delivered *Levee Safety Risk Communication Training Workshop* to 20 Districts.
- Led seven “Coaching Calls” on various topics for Levee Safety risk communication.
- Delivered *Collaboration & Conflict Transformation in Multi-Party Processes*, an interagency training hosted with USFWS at the National Conservation Training Center.
- Designed and led *Workshop for Laos Ministry of Environment and Mines on Public Participation, Collaboration, and Conflict Transformation* in conjunction with Pacific Ocean Division and the Department of State.
- Delivered *Teambuilding and Leadership* and taught *Shared Vision Planning* module for Planning Associates (PA).
- Provided short trainings on effective communication to Chicago District, Pacific Ocean Division, Alaska District, and at the Program & Project Management CoP workshop.



*CPCX instructors teaching participants how to build Public Involvement Plans as Phase III of the Laos Ministry of Environment and Mines Public Participation, Collaboration, and Conflict Resolution Workshop*

**Managed the Public Involvement Specialists Program**

- Led the fourth year of the Public Involvement (PI) Specialists program. Identified and supported subject matter experts at the District-level to provide direct technical assistance, assess collaboration needs, and increase skills.
- Expanded program to 21 PI Specialists who provided direct assistance to more than three dozen projects.
- Hosted PI Specialist meeting to increase skills; workgroup identified online collaboration platform for public involvement.

**Built Awareness of Availability and Value of Collaborative Resources & Processes**

- Delivered six one-hour “*Brown Bag Training*” modules with PI Specialists to increase awareness of collaborative skills, techniques, and resources.
- Disseminated 2-page *Value of Collaboration* fact sheets customized for different business lines.
- Supported MSC liaisons in briefs to incoming Division Commanders.
- Published Primer, *How to Identify and Engage Socially Vulnerable Communities*.

**GOAL 2:** *Increase the success of collaborative processes for activities conducted by the Corps and its partners by providing direct support.*

**Provided Sustained Technical Assistance to Districts, Divisions & National USACE Programs**

- Through the *Gnarliest Collaboration Challenge* provided technical support to address difficult collaboration challenges for Nashville, Rock Island, Kansas City, and Los Angeles Districts in the Flood Risk, Water Supply, and Navigation Business lines.
- Provided extensive support to Pittsburgh District including facilitation of stakeholder engagement for Master Plans and Johnstown Interagency partnership meeting.

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- Supported North Atlantic Division in leading Shared Vision Planning activities for EU-sponsored river basin planning for the Tisza basin in Hungary.
- Supported St. Paul District's *Regulatory for Tribal Consultation* programs and meetings in conjunction with USIECR.
- Developed and provided support for implementation of public involvement plan for Mobile Harbor navigation feasibility study.
- Provided virtual facilitation and in-person meeting design support for *Chesapeake Bay Comprehensive Plan* for Baltimore District.
- Facilitated two meetings for HQ - the HQ Administration's Infrastructure Strategy offsite, and the HQ Army CP19 Career Program Office reorganization.

### Enabled Access to Facilitators and Other Resources

- Responded to more than a dozen District requests for facilitators or other resources by referring them to the "Find a Facilitator Database," local Public Involvement Specialists, or USIECR.
- Provided pro-bono, on-call advice to Districts on virtual and in-person collaboration and interactive techniques 30 times.



Stakeholders identifying areas of opportunity during the Chesapeake Bay Comprehensive Water Resources and Restoration Plan (CBCP) Working Meeting

## GOAL 3: Advise Corps leadership in designing, implementing and investing in effective collaboration.

### Supported Special HQ & ASA-CW Initiatives

- Led Public Involvement and Communication Team for USACE Levee Safety program.
- Gave training and provided technical support on Risk Communication Needs for the FUDS program.
- Facilitated refresh of Planning Associates program.
- Revised *Planning Guidance Notebook Appendix B: Coordination, Communication and Collaboration* to nest public participation within communication plans and reviewed the new Planning Manual Chapter on Collaboration.
- Represented USACE in interagency *Urban Waters* events, and at *International Symposium on Water Diplomacy*.
- Supported ASA-CW at National Tribal Listening Sessions on Infrastructure Projects.
- Moderated the 'Resource Agency' as well as the 'Public Perspective' panels during the Regulatory Executive Summary for incoming District Commanders.

### Served as the Corps' Representative for External Coordination and Reporting on Collaboration

- Led Corps participation in CEQ's quarterly Environmental Collaboration & Conflict Resolution Forum; lead contributor to Forum document on the Value of ECCR to the federal government over the past ten years. Developed companion "Value of ECCR to USACE" document.
- Produced 2016 Report to OMB/CEQ on *Use of Environmental Collaboration & Conflict Resolution in USACE*.
- Served on the board of the Association for Conflict Resolution's Environmental and Public Policy Section.

## GOAL 4: Establish the Corps as a thought-leader in collaboration by building the knowledge necessary to address future challenges and embrace opportunities.

### Developed Innovative Applications of Technology in Collaboration

- Identified new e-collaboration platform, Crowdscore Reporter.
- Continued to disseminate best practices (via trainings, webinars) for using USACE technology to maximize collaboration

### Piloted Innovative Approaches to Meet Emerging Issues and Future Challenges

- Implemented the San Antonio Multi Hazard Tournament in collaboration with Fort Worth District, San Antonio River Authority, and multiple other partners. The tournament used Shared Vision Planning principles to promote stakeholder discussions of tradeoffs on flood, drought and other water resource risks. Developed and delivered 1 day training course on the tournament concept at the National Adaptation Forum and mini-tournament training exercises for the Watershed Assessment Toolkit Scoping Workshop and the Planning Associates Watershed Course.
- With ICiWaRM and Global Water Partnership (GWP) TEC developed a prospective paper and developed and delivered training in Ghana on uses of collaborative modeling for Integrated Water Resources Management.