

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 newsletters, monthly update emails, and webinars.
- Organized webinars and advertised collaboration events and resources as part of International Conflict Resolution Week.

Delivered Trainings to more than 1200 USACE Staff

- Delivered *Public Involvement & Teaming in Planning* course; *Effective Communication for Regulatory* training; and *Risk Communication and Public Involvement* course.
- Revised and delivered Public Involvement and Communication PROSPECT course to USACE Natural Resource Managers
- Delivered training on cross-cultural communication for USACE's International and Interagency Services annual meeting.
- Delivered *Levee Safety Risk Communication Training* to 18 Districts.
- Led eight "Coaching Calls" on Levee Safety risk communication.
- Delivered *Collaboration & Conflict Transformation in Multi-Party Processes*, an interagency training hosted with USFWS.
- Designed and delivered risk communication class for Army National Guard, and for Formerly Utilized Defense Sites program.
- Delivered *Teambuilding and Leadership* course and taught *Shared Vision Planning* module for Planning Associates.
- Led Risk Communication workshops for the Floodplain Management Association and FEMA's Dam Safety Technical Seminar
- Provided trainings in a risk based approach to communications planning, designing interactive workshops and levee safety risk communication at the USACE Public Affairs CoP world-wide workshop.



Planning Associates synthesize elements of Teambuilding & Leadership course

Managed the Public Involvement Specialists Program

- Led the fifth 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 24 PI Specialists who provided direct assistance to more than three dozen projects.
- Hosted PI Specialist meeting to increase skills and service potential with a focus on levee safety risk communication and collaborative technology.

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 on collaboration resources available within USACE.

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 Baltimore, Jacksonville, Savannah, and Chicago Districts in the Flood Risk, Environmental, and Navigation Business lines.
- Designed and led public engagement processes for Shoreline Management and Lake Master Plans in Pittsburgh District.
- Supported North Atlantic Division in leading Shared Vision Planning activities for EU-sponsored river basin planning for the Tisza basin in Hungary, and in exploring opportunities for flood risk management support in Albania

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- Supported St. Paul District's *Regulatory for Tribal Consultation* programs and meetings in conjunction with USIECR.
- Provided facilitation support via Public Involvement Specialists to Baltimore District at Raystown Lake and for the DC Silver Jackets team
- Led two Shared Vision Planning workshops for the Mekong River Commission in support of Pacific Ocean Division.
- Supported Omaha District by facilitating after action meeting on levee issues and Albuquerque District on Interagency after-fire actions
- Facilitated meeting for HQ Army CP18 Career Program Office reorganization and for USACE HQ IT staff.



Seth Cohen at the interagency Conflict Transformation course with USFWS

Enabled Access to Facilitators and Other Resources

- Developed and executed USACE-wide agreement with the USIECR that will enable all Districts to directly access USIECR services.
- Responded to more than 20 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.

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. Developed presentations, templates and other materials to support Districts in Levee Safety Risk Communication.
- Facilitated refresh of Planning Associates program;
- Oversaw development of the Building Strong Collaborative Relationships with Tribes Initiative.
- Represented USACE in interagency *Urban Waters* events.
- Facilitated the annual meeting of USACE's regulatory chiefs.
- Held Center Corporate Oversight Board meeting to review accomplishments and need for the Center of Expertise; applied for and received certification for CPCX to continue to serve USACE for the next five years.

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.
- Produced 2017 Report to OMB/CEQ on *Use of Environmental Collaboration & Conflict Resolution in USACE*; published a special edition of Collaboration Corner newsletter and delivered a webinar to highlight innovated cases.
- Served on the board of the Association for Conflict Resolution's Environmental and Public Policy Section.
- Supported interagency collaboration training through engagement with the interagency Managing by Network program.

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

Build Awareness of Innovative Applications of Technology in Collaboration

- Published peer-reviewed paper and developed templates and training course on Multi-Hazard Tournament concept and pilots. Tournaments combine Shared Vision Planning with gaming to promote stakeholder learning of tradeoffs among flood, drought and other water resource objectives.
- Continued to disseminate best practices via trainings and webinars for using USACE technology to maximize collaboration;

Piloted Innovative Approaches to Meet Emerging Issues and Future Challenges

- Implemented the Newport News Multi-Hazard Tournament in collaboration with Norfolk District, the Silver Jackets program, local governments and non-profit partners.
- Developed and delivered a "lite" version of the Multi-Hazard tournament with Sacramento District and partners.
- Introduced five district teams, ArcGIS community and 23 Public Involvement specialists to a geospatial crowdsourcing platform for eliciting public engagement; developed Crowdsourc Reporter pilots in three Districts.