Pietrowsky, Robert A IWR

From: Riley, Don T MG HQ02
Sent: Wednesday, November 28, 2007 5:28 PM
To: DLL-District & Battalion Commanders
Cc: DLL-Division, Center, & ENCOM Commanders; CDL-FOA-SES; DLL-HQ-SES; Dornstauder, Alex C COL HQ02; Pietrowsky, Robert A IWR
Subject: Shared Vision Planning

Attachments: Fact Sheet Shared Vision Planning Nov 07.doc

Fact Sheet Shared Vision Plann...

District Commanders,

At the recent DCC I promised you additional information on the use of "Shared Vision Planning" (SVP) and related collaborative planning and decision-support techniques, and to also encourage your proactive adoption and use of these tools and processes as we are increasingly called on to work cooperatively with your Federal, Sate, local and NGO partners.

Collaboration enabling tools such as SVP can greatly facilitate your ability to develop and successfully implement consensus-based solutions to complex and/or controversial water resources problems within an integrated, systems context. As you know, collaboration is the keystone of the watershed approach, which in turn serves as the foundation for the Civil Works Strategic Plan, the Actions for Change Risk Communication theme, and the contemporary paradigm for the Corps relationship with a wider range of partners then we could have envisioned even ten years ago. This is especially true with water and its many uses...and it is clear that the competing demands for water that challenge us today will only continue to escalate in the future.

Greater competition for water use will inevitably bring increased conflict among users and stakeholders - more often than not with USACE in the middle, either as a regulator or as an operator of federal water projects. The integrated nature of water systems inevitably involves multiple local jurisdictions and levels of government to cooperate in reaching a solution, often attracting the interest of an increasingly sophisticated number of NGO's and a skeptical public. And perhaps most importantly, contemporary water problems are increasingly being addressed with State agencies in the lead, and with the Corps and other Federal agencies playing important but supporting technical or regulatory roles within a consultative or collaborative context. It is not surprising therefore, that forms of collaborative decision-making are emerging as the norm for integrated water resources management, not only in the U.S., but throughout the world.

Given this context, traditional Corps planning approaches founded on USACE as the principal plan formulator and dominant decision-maker is becoming less and less relevant to the kinds of problems we are facing today. SVP represents a contemporary adaptation to the Corps traditional planning process which combines (1) a rigorous, open public participation program with (2) an inclusive, collaborative approach to technical systems modeling that is intended to avoid the perception that technical information comes from a "black-box" model owned by the Corps.

Instead, the transparent display of the important impacts and trade-offs associated with various water management decisions serves to build stakeholder "ownership" of the planning process, models and results, while isolating value-based and interest-based sources of conflict, and revealing potential hidden agendas. The resulting joint engagement of stakeholders, technical experts and decision makers in the collaborative development and application of technical models is used as a practical forum for communicating, educating, facilitating transparency, building trust, and ultimately for debating, negotiating, and arriving at a consensus-based solution with regards to how competing water resources needs can best be balanced.

The SVP process can flexibly accommodate scenario analysis and a risk-informed evaluation framework with multiple decision-makers and (as needed) can incorporate operational and adaptive management phases. In successful applications SVP can create a collaborative planning environment which fosters the stakeholders understanding of the technical and policy implications of alternative courses of action, while at the same time allowing participants to build trust in both the technical information and each other.

The USACE Institute for Water Resources (IWR) is supporting the development, training and application activities for collaborative tools and processes using the Shared Vision Planning approach. I've enclosed a fact sheet on SVP, along with the web-link below to IWR's SVP website, which presents a wide range of information, case studies and an on-line

tutorial material. The website can be found at: http://www.svp.iwr.usace.army.mil/

Also of interest, is the just published IWR report which serves as a practical handbook aimed at supporting Engineer Circular 1105-2-409, "Planning in a Collaborative Environment" The handbook is entitled: "Project Planning in Collaboration with Government Entities" (IWR 07-R-2) and can be downloaded from the IWR web site from the following link: http://www.iwr.usace.army.mil/inside/products/pub/iwrreports/07r21.pdf. The handbook can also be accessed by going to the IWR library page and searching on title, keyword or report number.

Please don't hesitate to reach-out to the POC's for SVP - these are Bob Pietrowsky, IWR Director (703-428-8073) and Hal Cardwell SVP Program Mgr. (703-428-8071), while Jerry Delli Priscoli (703-428-6372) is the POC for conflict and alternative dispute resolution techniques. Lillian Almodovar (703-428-6021) and Carol Holloway (409-744-1120) are the IWR POC's for the Planning in Collaboration with Government Entities Handbook, while the CECW proponents are Harry Kitch (202-761-4127) and Bruce Carlson (202-761-4703).

I encourage you to share this message widely.
Thanks for the great work you all are doing for the Nation.

Most Respectfully,
Don Riley
MG USA
Director, Civil Works

US Army Corps of Engineers

Shared Vision Planning

What is Shared Vision Planning? Shared Vision Planning (SVP) is a contemporary approach for managing conflict within a collaborative, integrated water resources management (IWRM) context. SVP combines:

(1) An inclusive, **systems-based planning process** which can flexibly accommodate scenario analysis and a risk-informed evaluation framework with multiple decision-makers and (as needed) operational and adaptive management phases.

(2) A rigorous, deliberative **public participation** program which emphasizes openness, communication and education.

(3) The engagement of stakeholders, technical experts and decision makers in the **collaborative development of technical models** that transparently display the important impacts of decisions.

The objective of SVP is to create a collaborative planning environment which fosters the stakeholder's understanding of the technical and policy implications of alternative courses of action..... while at the same time allowing participants to build trust in both the technical information and each other. SVP thus addresses the need for broad involvement of stakeholders as technical analysis is done collectively.

Why a Focus on Collaboration? Water is one resource with many competing uses and it is clear that the demands on water in its many uses will continue to escalate in the 21st century. Greater competition for water use will inevitably bring increased conflict among users and stakeholders alike. The integrated nature of water systems also requires multiple jurisdictions and levels of government to cooperate in solving contemporary water problems, often with many different State and Federal agencies participating, along with an increasingly sophisticated number of NGO's and a skeptical public which can lack trust in government. Increasingly, water problems are being addressed with State agencies in the lead, and with the Corps and other Federal agencies playing important but supporting technical or regulatory roles within a consultative or collaborative context.

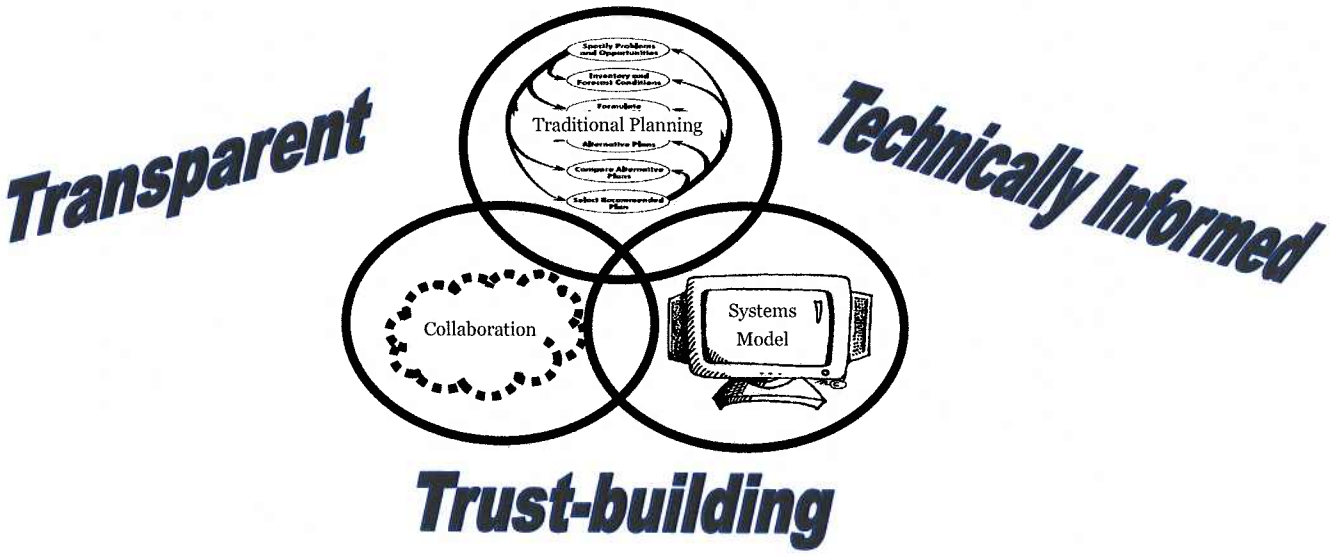
It is not surprising therefore, that forms of collaborative decision-making are emerging as the norm for 21st century integrated water resources management (IWRM), not only in the U.S., but throughout the world. Environmental and natural resource management decisions often involve complex technical and scientific issues, yet stakeholders have different levels of knowledge and comfort with technical aspects of a problem.

When left to experts alone, computer models can be seen as "black boxes" and may not be trusted by stakeholders and or even some decision-makers. The SVP alternative is to involve stakeholders and decision-makers in the development and design of decision support models from the beginning. This kind of SVP approach is also referred to as *collaborative modeling*.

How is SVP Different? SVP represents a contemporary adaptation to the Corps traditional planning process that combines open stakeholder participation with collaborative systems modeling into a practical forum for debating, negotiating, and ultimately deciding how competing water resources needs can best be balanced.

Aside from the deliberate and continuous stakeholder s collaboration, what most sets SVP apart is the use of **collaboratively developed decision-support models**. Depending on the complexity of the water resources problem at hand, these models are flexibly designed as transparent, easy-to-use instruments to not only perform plan formulation and evaluation tasks, but to also convey the resulting technical information in simplified, easy to understand manner. Collaboration with stakeholders is structured around model building as a core group of modelers receives input on data and model development by representatives of other interests that, in turn, communicate with the full range of interested or affected stakeholders. The major benefit of SVP is development of shared understanding or vision of the system through the collaborative development of a systems model that contains technical information as well as assumptions and objectives.

Shared Vision Planning



Applications: One of the most ambitious applications of SVP was the recent U.S. – Canada study of Re-Regulation Alternatives for Lake Ontario and the St Lawrence River on behalf of the International Joint Commission (IJC), first initiated by the IJC under the leadership of then IJC Secretary Gerry Galloway (BG, ret.). The success of the Lake Ontario Study has led to the IJC decision to utilize the SVP process on the Upper Great Lakes Study, which was initiated in FY07.

The USACE Institute of Water Resources (IWR) pioneered early SVP techniques as part of drought planning for the Corps National Drought Study in the 1990's, and later applied SVP to a number of water supply cases studies, including to water allocation in the Alabama-Coosa-Tallapoosa-Apalachicola-Chattahoochee-Flint (ACT-ACF) River Basins under the leadership of then District Commander Robert Griffin (MG, ret). Subsequent applications include long term water supply planning in the Rappahannock River Basin in Virginia, and for reservoir operations in the Mississippi River (ROPE) headwaters in Minnesota with the St. Paul District.

Current ongoing applications include use of SVP to address: water quality/temperature issues within Oregon's Willamette basin; regulatory issues in Virginia's James River basin; the Connecticut River watershed study in partnership with The Nature Conservancy (TNC); the update of California's state water plan; and in support of the interstate watershed management study with the Western States Water Council.

Technical Support: IWR has a long history and substantial expertise in developing and applying both public involvement techniques and collaborative modeling tools, and is working with a wide range of partners to further extend the versatility of SVP methods within a watershed-systems context. Advisory services and technical support on the design and application of SVP processes and tools is available from IWR and is complemented by additional SVP publications, support on conducting education and team-building workshops, and the development of collaborative planning models and public involvement and dispute strategies.

Team & Partners: Current project team and partners include IWR/HEC and ERDC; other federal agencies (DOE labs, USGS, EPA, FWS); the International Joint Commission, LRD, Buffalo and Detroit Districts, the Western States Water Council and SWD, NWD & SPD, and Portland, Norfolk, Albuquerque Districts; state governments (VA, CA, OR, NM), NGO's (TNC; Willamette Partnership, Virginia Tech) and the private sector.

Documentation, Training and Support: The USACE SVP webpage (www.sharedvisionplanning.us) has information on current and past studies, an on-line tutorial, latest publications, and links to similar efforts around the US. For more information, please contact Hal Cardwell, USACE-IWR; 703-428-9071; e-mail: Hal.E.Cardwell@usace.army.mil.