

February-April 2017

Collaboration Corner



**Environmental Collaboration
and Conflict Resolution (ECCR):
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 Team Thorn 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.

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Submit your questions on Collaboration and Public Participation to be answered in the next issue of Collaboration Corner [Here](#)



Cover Image: Army Corps of Engineers District Map and photos from these collaborative facilitated engagements in FY16: GLMRIS Brandon Roads Vertical Team Meeting, Portneuf River Visioning Study, and SWD’s FEMA Table Top Exercise.

*MSC stands for Major Subordinate Command

Announcements

MAY

4

LeadStrat Webinar

Facilitative Training Skills: Creating a Dynamic Experience

@ 2pm ET

Register [HERE](#)

JUNE

7-8

USIECR Training

301: Facilitation Fundamentals

Arlington, VA

Register [HERE](#)

JUNE

13-14

Association for Conflict Resolution (ACR) Environmental and Public Policy (EPP) Section Conference

Salt Lake City, UT

Register [HERE](#)

JULY

11-12

USIECR Training

501: Collaboration Leadership for Environmental Professionals

Austin, TX

Register [HERE](#)

OCT

16-20

USACE/FWS Training:

Collaboration and Conflict Transformation in Multi-Party Processes

Shepherdstown, WV

Register [HERE](#)

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!

INTRODUCING TAKEAWAY TIPS

TAKE AWAY

LOOK FOR THIS RED BOX IN EACH ARTICLE.

It will contain that 'morsel' or bit of information we want you to 'chew on' for later.



LRD: Agencies collaborate to host outreach event on Compensatory Mitigation to pre-empt conflict & produce tangible results

By Joshua Frost, Regulatory Division, Nashville District

The U.S. Army Corps of Engineers (Corps) requires compensatory mitigation to offset environmental losses from impacts to waters of the United States permitted by the Corps. In-Lieu Fee (ILF) programs have historically provided compensatory mitigation for a large number of projects permitted by the Nashville District. The Corps had identified an ILF program that had a high likelihood of becoming non-compliant with federal regulations. Non-compliance can result in a reduction of ILF compensatory mitigation for permittees and an increase in project development times, potentially adversely affecting a large number of applicants. To pre-empt noncompliance and try to avoid these impacts, the Corps and the Tennessee Department of Environment and Conservation (TDEC) issued a joint public notice to raise awareness of the potential non-compliance and highlight the potential adverse effects permit applicants, mitigation sponsors, consultants, industry, and the general public may experience. This notice announced a one-day mitigation outreach event for the public where they could learn more about the issues and invited the public to register for the event.

The Corps collaborated extensively with the Interagency Review Team (IRT - a team of agencies who evaluate



Mitigation Outreach Event (left to right): Eric Somerville (U.S. Environmental Protection Agency), Eric Reusch (U.S. Army Corps of Engineers), Jimmy Smith (Tennessee Department of Environment and Conservation), Tammy Turley (U.S. Army Corps of Engineers), and Jonathon Burr (Tennessee Department of Environment and Conservation)

mitigation bank and ILF proposals) to prepare for the event and develop materials such as mitigation guidance documents that provide clear expectations to the public regarding compensatory mitigation requirements. The agencies sought to provide information and resources that would provide clear and consistent expectations to the public that are compliant with all applicable federal regulations.

On June 1, 2016, the IRT conducted the mitigation outreach event. The event educated the public on compensatory mitigation, discussed mitigation bank and ILF availability, and provided mitigation guidance documents. To help reach a wider audience, the outreach event was broadcast by webinar to eight TDEC offices across Tennessee. The mitigation outreach event was attended by over 130 individuals, including large participation from the out-of-state mitigation banking community. As a response to the outreach event, the Corps with its IRT have met with many interested parties to discuss compensatory mitigation opportunities in Tennessee. The Corps is hopeful that these efforts will encourage additional mitigation providers to enter the Tennessee mitigation market to provide successful stream restoration in Tennessee.

(continued onto next page)

TAKE AWAY

PRE-EMPT ANTICIPATED CONFLICT BY DOING EXTRA OUTREACH TO ENSURE PEOPLE UNDERSTAND THE CORPS' PROGRAMS

INVOLVE KEY STAKEHOLDERS TO ENSURE APPROPRIATE PREPARATION FOR PUBLIC MEETINGS

ADD WEBINAR CAPABILITIES TO YOUR OUTREACH EVENTS TO REACH A LARGER AUDIENCE.

LRD: Agencies collaborate on Compensatory Mitigation *(continued)*

The outreach event was a success because of the collaborative effort by all agencies involved. Agencies contributed by helping create guidance documents for the public, presenting at the event, and providing an event location. The teamwork and pooling of resources made it possible for us to execute this event in a short timeframe. Providing the information virtually and in-person facilitated the exceptional public participation. All participants were also given the opportunity to engage directly with staff in two “conversation rooms” where Corps and TDEC staff answered questions and provided one-on-one guidance. This provided a less intimidating environment where the public was more willing to engage. A similar outreach event was held April 19, 2017 to provide updates to mitigation policies and streamlining efficiencies recently implemented by the Corps. Webinar availability was also used to supplement the in-person meeting to help reach the widest audience. In addition, the use of webinar allows us to record the meetings so participants can view them at a later date to make sure we capture all concerns and comments.

NEW PRIMER: IDENTIFICATION AND ENGAGEMENT OF SOCIALLY VULNERABLE POPULATIONS IN THE USACE DECISION MAKING PROCESS

The primer is intended to help USACE personnel and those who partner with USACE to understand the importance of identifying and engaging people who due to social, cultural, economic, and physical factors are more vulnerable to floods and other environmental hazards.

The primer also provides **concrete strategies, tools, and examples** of how to identify and work with vulnerable populations.

Find the primer here:

http://www.iwr.usace.army.mil/Portals/70/docs/iwrreports/Identifying_and_Engaging_Socially_Vulnerable_Populations_%20IWRv2_08_01_2016.pdf?ver=2016-08-11-125141-427

RECENT CPP COP WEBINARS

February 2017

Helping Scared and Angry People Get Information They Needed During the Deepwater Horizon Oil Spill

When NOAA External Affairs asked Ann Weaver’s NOAA Office for Coastal Management to conduct several local public meetings during the DWH Oil Spill, they knew they would have to have a tight process to accomplish the objectives for a frightened crowd. Ann Weaver shared the facilitated meeting objectives, what they did, who they recruited to assist, and how they did it.

March 2017

Applying Social Science Findings and Visualization Tools to Communicate Risk

The growing risk of inundation and flooding hazards to coastal communities require effective communication that inspires action. People’s perception of risk is complex, and many do not understand current hazards, let alone the future risks presented by sea level rise. This webinar presented by Heidi Stiller, NOAA Risk Resilience & Climate POC, shared how social science can inform risk communication practices and demonstrated two of NOAA’s visualization tools for communicating inundation hazards (Sea Level Rise Viewer and Coastal Flood Exposure Mapper).

May 2017

‘The Rule of Holes’ and Other Survival Tips for the Risk Communication Jungle

Every year, MSC’s share their environmental collaboration and conflict resolution experiences and select one innovative case to share across the agency. Several of these case studies will be presented in our webinar and speakers will share innovative ideas, best practices and lessons learned.

For recordings of these webinars visit:

<http://corpslakes.usace.army.mil/employees/facilitator/exchange.cfm?Option=ArchiveSchedule&CoP=facilitator>

NAD: The New Jersey Joint Permit Processing meeting saves everyone time and money

By Michael H Hayduk, Chief, Applications Section II, Regulatory Branch, Philadelphia District

Bringing agencies together to discuss permit applications and resolve issues can save time and money not only for the applicant but for the agencies and therefore the taxpayer. One such success story is the New Jersey Joint Permit Processing meeting (NJJPPM) held once a month at the NJ Department of Environmental Protection office in Trenton, New Jersey. These meetings, which have been held for over 20 years, have adapted over time to meet the needs of the applicants and the agencies involved. Federal resources agencies, such as USFWS, USEPA and NMFS, often attend and participate in helping applicants understand the complexities of their mission as it relates to a specific proposal. Various State agencies participate as well such as the NJ Fish and Game and the NJ State Historic Preservation Office. If known historic sites may be impacted by a proposed plan, the Corps Cultural Resource Specialist/Tribal Liaison will also attend.

There are 2 goals of the meetings: The first is to provide time for agency representatives and Corps staff to go over recent Public Notices. NJJPPM response forms were developed to reduce letter writing in response to PNs. The second goal of the meetings is to provide valuable pre-application feedback for potential applicants as they present their proposed projects. Comments conveyed at the meetings have a positive effect on steering projects in a direction that comply with Federal and State regulations and avoid resource agency objections which reduces the permitting time for the applicant. Finally, the Corps Philadelphia District Planning

Division representatives also present proposed District projects to the resource agencies at NJJPPM for agency discussion.

These regularly scheduled face-to-face meetings with environmental agencies serve to avoid more costly delays to projects by seeking agency input early in the coordination process. Through collaboration, it is possible to reduce the environmental impact of a project while meeting the applicant's project purpose. This forum also provides an excellent opportunity for the Corps Planning and Regulatory offices to coordinate their missions and use the public and stakeholders' time wisely.

Regulatory Offices wanting to engage in these type of interagency meetings but are prevented due to the logistics of bringing agencies together in one location should consider teleconferencing.

TAKE AWAY

SCHEDULE REGULAR MEETINGS WITH ENVIRONMENTAL AGENCIES EARLY IN THE COORDINATION PROCESS TO AVOID COSTLY DELAYS

CONSIDER WHAT OTHER PROGRAMS IN YOUR DISTRICT WORK WITH THE STAKEHOLDERS YOU'RE PLANNING TO MEET WITH AND COORDINATE YOUR MISSIONS TO USE THE PUBLIC AND STAKEHOLDERS' TIME WISELY

Have an upcoming webinar that you'd like to have run smoothly?

Want someone to take the hassle out of facilitating a discussion?

Need assistance with making your virtual meetings more engaging?

Looking for suggestions on best ways to elicit feedback during a teleconference?

For virtual collaboration assistance and more, contact the CPCX.

MVD: St. Paul District Contracts Facilitate Tribal Consultation

By Chad Konickson, Chief, Regulatory Branch, St. Paul District

St. Paul District's AOR includes nearly 50 tribes. The District's regulatory staff is actively engaged in consultation with many of the tribes, and has worked hard to establish productive relationships. In recent years, the type of proposals that require CWA Section 404 permit decisions have put the regulatory staff in conflict with tribal staff, due not only to cultural and natural resource issues, but also fundamental tribal opposition to some of the proposed projects. The District recognized that it needed help in two significant areas: 1) consulting with Tribes on a programmatic basis to further their working relationships with tribes, and 2) obtaining the support of professional facilitators to manage the conflicts that arise as district staff consult with tribes regarding highly controversial proposals. The District reached out to the Institute of Water Resources' Collaboration & Public Participation Center of Expertise (CPCX) for assistance. Through the support of CPCX we were able to utilize the contractual resources of the U.S. Institute for Environmental Conflict Resolution (USIECR) to hire third party professionals to improve the District's consultation efforts. CPCX also acted as a liaison between USIECR and St. Paul District to assist with contracting challenges, provided facilitation support as needed, and worked with the selected contractors to develop appropriate coordination and collaboration strategies.

The first contract that was executed by USIECR in support of the District was with I06 Group, a St. Paul-based facilitation team, to conduct a needs assessment and implement a communication strategy for each tribe, to be published in a "Tribal Consultation and Communication Strategy Report." The primary purpose of this work was to understand how each tribe would like to be consulted regarding proposed work requiring authorization. The I06 Group facilitated discussions with each tribe individually to discuss current concerns and expectations for communication with the Corps. The Regulatory Branch's tribal liaison was present at all meetings to offer technical expertise and to learn what the tribes desired. This work laid the foundation for Corps staff to continue to improve communication and consultation efforts on a programmatic basis.

The second contract executed by USIECR was an indefinite delivery/indefinite quantity (IDIQ) contract, awarded to the Consensus Building Institute (CBI), to provide facilitation services in support of Tribal consultation

TAKE AWAY

ACCESS PRIVATE SECTOR MEDIATORS AND FACILITATORS TO SUPPLEMENT YOUR CAPABILITIES USING CONTRACT VEHICLES ALREADY IN PLACE AT THE INSTITUTE FOR WATER RESOURCES (IWR)

HAVE OVERARCHING PROGRAMMATIC COMMUNICATION PLANS/CUSTOMER RELATIONSHIP MANAGEMENT PLANS FOR STAKEHOLDERS AND PROJECT-SPECIFIC COMMUNICATION PLANS

conducted by the district for specific proposals requiring CWA Section 404 authorization. The first delivery order was recently issued to CBI to facilitate tribal consultation regarding a proposed petroleum pipeline that would require CWA Section 404 authorization. CBI and CPCX worked in partnership to develop and facilitate a 3-day meeting held between Corps staff and representatives of 18 federally recognized tribes.

One of the primary benefits of using third party support for tribal consultation is access to professionals with mediation and conflict management skills who use these skills to manage the process. In contrast to the traditional approach of using the District Tribal Liaison, third party professionals: 1) are trained in the practice of mediation and conflict management; 2) have sufficient time to prepare and provide facilitation services; and 3) can be actively engaged in discussions with tribal staff while simultaneously facilitating the consultation process.

Lessons Learned:

1. Use of a third party contract to support tribal consultation provides access to professional assistance when needed, increasing the potential for successful consultation;
2. Tribal leadership and staff turnover may require revisiting and updating the programmatic tribal consultation process, either by using Corps resources or contracted support;
3. Because tribal consultation is inherently a government-to-government process, it is critical to provide sufficient Corps staff throughout the consultation process.

NWD: Former FE Warren Atlas “D” Missile Site 4 Technical Assistance for Public Participation

By Doug Simpleman, Project Manager, Environmental Remediation Branch, Omaha District

Atlas Site 4 was one of four former Atlas D missile sites operated in Wyoming by FE Warren AFB. Trichloroethylene (TCE) was used as a solvent to clean the rocket fuel lines, tanks, and engines. Spent TCE and other wastes from the readiness exercises were drained into unlined open channels known as burnout pits. After the missiles were deactivated, the sites were sold to private and public landowners in the 1960s. Site 4 is currently owned by the City of Cheyenne, and remediation of the TCE is part of the Formerly Used Defense Sites (FUDS) program. The FUDS program is managed by the Corps and was established to clean up environmental contamination at properties formerly used by the military services.

The Cheyenne community has been involved with the remediation effort at the site since the formation of a Restoration Advisory Board (RAB) in June 2011. RABs are created to increase public participation in the FUDS cleanup program and are a forum for exchange of information among citizens, the EPA, state regulatory agency, and the Corps.

In order to understand their role and issues on the site, a RAB can obtain support through a request for Technical Assistance for Public Participation (TAPP). TAPP is a [DOD program](#) aimed at giving community members access to independent technical consultants. The Atlas Site 4 RAB requested a TAPP to better understand the many technical issues related to environmental restoration so they could provide

TAKE AWAY

GIVE STAKEHOLDERS ENOUGH INFORMATION ABOUT YOUR PROJECT SO THEY CAN IN-TURN PROVIDE MEANINGFUL AND USEFUL INPUT

IMPROVING UNDERSTANDING CAN REDUCE SOME TYPES OF CONFLICT AND INCREASE PRODUCTIVITY

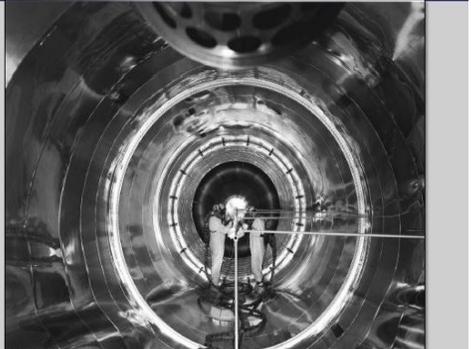
meaningful input during their review and evaluation of reports and information.

Prior to the TAPP, the RAB meetings were very long because much of the time was spent on reviewing the basic information on how the contamination was disposed, how the contamination spread from the missile site, and limitations for cleanup. Less than half the meeting time was spent on understanding the results of the current investigations. Conflicting and untrue statements were often made by meeting participants about the site because they did not have a basic understanding of the technical issues.

The District contracted the TAPP training with an expert from the Department of Environmental Engineering at the University of Wyoming. He conducted four training sessions for the RAB during the winter of 2016 covering topics from the overall cleanup process to detailed technical discussions on the chemistry of the contamination and on the geology of the site. Part of one session also included a presentation from a former missileer who worked on

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Example TAPP program content provided to RAB participants explaining technical issues related to cleaning up environmental contamination.

 <p>Former Atlas ‘D’ Missile Site 4 Laramie County, Wyoming</p> <p>Restoration Advisory Board Meeting June 7, 2011</p>	<p>Presentation Summary</p> <ul style="list-style-type: none"> ★ Introduction ★ Site Location ★ Trichloroethylene (TCE) Use at Missile Site 4 ★ History of Work Performed ★ Future Work ★ Summary 	<p>TCE Use At Missile Site 4</p> 
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the Atlas D missiles when they were deployed. The RAB was extremely appreciative of the TAPP training. As a result they better understood the contamination at the site and had a greater appreciation for the difficulties facing the Corps and regulators in cleaning up the site. By providing a foundation of knowledge for the RAB members, they now have a stronger technical understanding that enables more efficient and productive meetings focused on current activities at the site.

Do you want to see what other agencies are reporting?

Visit
<http://udall.gov/OurPrograms/Institute/ECRReport.aspx>

POD Participates in a “kaizen” with the State of Hawaii to Improve the Permitting Process

By Kate Bliss, Regulatory and Environmental Program Manager, Pacific Ocean Division

Kaizen is a Japanese word that means “continuous improvement.” When used in the business sense and applied to the workplace, kaizen refers to activities that continually improve all functions and involve all employees. It is best applied on the ground where real people who manage and handle the daily work can contribute and implement new ideas. Toyota is probably the most well-known example of a company that has successfully used the kaizen concept to continually improve their business practices.

Kaizen isn't just for private businesses; it's a concept that can also apply to government organizations in order to improve their performance. In 2016, the State of Hawaii Department of Health – Clean Water Branch (Department of Health) recognized that their permits were taking longer than was acceptable and decided to engage in a kaizen process to look for areas of improvement. The purpose of the kaizen was to assist the Department of Health in determining areas for improvements for their 401 Water Quality Certification process and to bring stakeholders together who could offer advice or insight. The Department of Health invited the Honolulu District Regulatory Office (Honolulu District), EPA, Hawaii State Department of Transportation, Hawaii State Department of Boats and Recreation, and the City and County of Honolulu to participate in the kaizen.

The Honolulu District was eager to collaborate with the Department of Health because an improved state level process meant that applicants for Honolulu District

TAKE AWAY

LOOK FOR SOMETHING DIFFERENT TO BREAK THROUGH A LOGJAM, SUCH AS “KAIZEN,” A PROCESS TO IMPROVE GOVERNMENT PERFORMANCE;

**TO DEVELOP SOLUTIONS TOGETHER:
-BRING TOGETHER ALL THE PARTIES
-SHARE EXPERIENCES & CRITICISMS
-MAP OUT CURRENT PROBLEMS**

permits would get their permits more quickly and efficiently. The Honolulu District also hoped the process would assist in getting blanket 401 Water Quality Certification for the 2017 Nationwide Permit Program which would preclude applicants from having to apply separately to the Department of Health for certain permits and would require less extended coordination from Honolulu District regulators.

The first kaizen meeting was a week-long effort facilitated by a third party consulting firm. Subsequent meetings were held on a monthly basis. The kaizen allowed the other state agencies to freely share their experiences and offer constructive criticism to the Department of Health. The kaizen process and the experienced third party consulting firm helped the Department of Health map out current problems and develop solutions. A matrix was developed to determine actions could be taken immediately and longer-term goals. One immediate result is that more staffing were brought on to assist with the review process.

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POD Participates in a “kaizen” (continued)

The innovative and collaborative approach brought in fresh perspectives, allowed for constructive criticism, built trust and understanding between the agencies, and resulted in a more efficient and beneficial permitting process. An important lesson learned from the kaizen is the importance of having a knowledgeable third party facilitator to assist in keeping the meetings flowing in a positive and productive direction. Overall, the Honolulu District feels working collaboratively with the Department of Health in the kaizen was time well spent.



SILVER JACKETS WEBINAR SERIES PARTNERING OPPORTUNITIES

This webinar series is organized to introduce you to some new Silver Jackets partners or to new programs and initiatives of current partners. Please mark your calendars and join us to learn how you can expand your interagency flood risk management tool box. Information about the speaker and specific topic will be provided two weeks before each webinar.

All webinars are 2 pm – 3 pm EDT.



May 8, 2017
Rockefeller Foundation



May 16, 2017
Coastal States Organization



May 24, 2017
Environmental Protection Agency



May 31, 2017
NOAA National Weather Service



June 5, 2017
The Nature Conservancy



June 13, 2017
National Aeronautics and Space Administration

For more information, contact your State Silver Jackets Coordinator or IWR.SilverJackets@usace.army.mil.

SAD: Everglades Restoration Transition Plan Endangered Species Act Facilitation

By Gina Ralph, Chief, Environmental Branch, Planning Division, Jacksonville District

The goal of this project was simple: to formulate reasonable and prudent alternatives for protection of the endangered Cape Sable seaside sparrow (CSSS) compatible with Comprehensive Everglades Restoration Program objectives. However, the challenges to achieving this goal were many. First, there were the differences between how the U.S. Army Corps of Engineers (Corps) and U.S. Fish and Wildlife Service (USFWS) considered the degree to which current water management operations would impact this species. There was also the lack of options that significantly contribute to the metrics for the species as established by USFWS. And looming in the background were the expiring Biological Opinion and the pending litigation. All these factors contributed to stalling the Endangered Species Act (ESA) consultation proceedings and hindering the development of technically feasible alternatives to protect the endangered CSSS.



Cape Sable Seaside Sparrow

To address the above challenges and move forward productively, the Corps Jacksonville District and the USFWS Vero Beach Ecological Services Office jointly funded the U.S. Institute for Environmental Conflict Resolution (USIECR) for facilitation, mediation and negotiation support services over the course of six months. Parties involved included USFWS, Everglades National Park, and the United States Geological Survey. USIECR implemented a tiered approach to decision-making in which there was a Leadership Team and a Technical Team. The Technical Team's charge was to use best available science and modeling to reach a consensus on how to continue to operate the Central & Southern Florida Project for Flood Control and Other Purposes while minimizing adverse effects on listed species. The Leadership Team's charge was to weigh the information provided by the Technical Team and decide on a course of action.

TAKE AWAY

WHEN CONFRONTED WITH A SERIOUS CONFLICT, HIRE AN EXTERNAL MEDIATOR AS SOON AS POSSIBLE

COMMUNICATE EARLY AND OFTEN WITH THE VERTICAL TEAM TO ENSURE LEADERSHIP ENGAGEMENT AND UNDERSTANDING OF ISSUES AT ALL LEVELS

PRACTICE ACTIVE LISTENING TO GET TO YES

USIECR's assistance was beneficial and contributed to compliance with Section 7 of the ESA culminating in a Jeopardy Biological Opinion on July 22, 2016. Earlier attempts had failed to produce a biological opinion. The use of a facilitator also helped the Corps to maintain positive relationships with USFWS and other Department of the Interior staff.

Lessons learned:

1. Early and often communication with the Vertical Team was helpful to ensure leadership engagement and understanding of issues at all levels. The Jacksonville Team members led the coordination and provided weekly status reports up to the ASA's office, biweekly briefings to the MSC, and occasional briefings to HQ and the ASA's office. In this manner, all levels of Corps leadership were versed in the major issues and able to engage effectively with their counterparts at USFWS and Department of the Interior.
2. It would have been more helpful to have had facilitators on board earlier in the process as well as facilitators who were more knowledgeable in the technical details.
3. Never underestimate the importance of active listening to understand better other's interests as opposed to their position. By continuing to ask clarifying questions, we were able to get to a point where each "side" could say, "I can live with that."

SPD: Folsom Dam and Lake Joint Federal Project Water Control Manual Update Stakeholder Outreach Process

By Dan Artho, Chief, Environmental Planning, Sacramento District

One of the most important actions to reduce Sacramento area's flood risk is the completion of the Folsom Dam Joint Federal Project. To realize the full benefits of a new auxiliary spillway and gate structure, the Water Control Manual is being updated. The Water Control Manual is the document that stipulates the flood control operations of Folsom Dam, and has provided the rules and criteria for operating the dam since 1956.

The goal of the Manual Update effort, which is led by the Corps with Bureau of Reclamation as its federal partner, and assisted by its state and local cost-sharing partners, is to develop, evaluate, and recommend changes to the flood management operations of Folsom Dam and Reservoir to reduce flood risk to the Sacramento area. In addition to its critical flood control function, Folsom Dam and Reservoir serves a number of other purposes including municipal and industrial water supply, agricultural irrigation supply, hydropower generation, fish and wildlife protection, water quality, and recreation at Folsom Lake. Thus, any changes in the operation of Folsom Dam to increase flood protection could affect the other purposes of the Dam as well as the stakeholders who have a "stake" in those purposes.

Recognizing the importance of involving those stakeholders early in the study process, Sacramento District engaged the services of the Center for Collaborative Policy (CCP), a well-respected third party facilitation group affiliated with California State University, Sacramento, to develop a stakeholder situational assessment and engagement plan. This situational assessment, and more importantly the foundational conversations held among stakeholders and the four government agencies updating the Manual, provided an important starting point to:

- Improve the Manual Update through stakeholder feedback;
- Anticipate and collaboratively resolve stakeholder concerns and problems;

- Develop information that could lead to mutual gain for the stakeholder groups as well as the government agencies working on the Manual Update; and
- Create the conditions for a timely and smooth federal approval of the proposed Manual Update modifications.

To lay the foundation for stakeholder engagement in the Manual Update, the situational assessment:

1. Identified organizations, groups, government entities and other interested parties who believe they could be adversely or positively affected by a revised Folsom Dam Water Control Manual;
2. Provided a summary of stakeholders' views, perspectives, concerns and needs;
3. Described common interests as well as potential tensions among the stakeholder groups to better inform the Manual Update; and
4. Established a process for meaningfully engaging stakeholder groups with the work of USACE, its partner, and cost-sharing sponsors throughout the Manual Update process.

In total, almost 100 stakeholder organizations were engaged through this process. The stakeholder outreach efforts played an important part in identifying a balance between improved flood risk reduction and acceptable risk to water conservation efforts.

TAKE AWAY

A THIRD PARTY FACILITATOR CONDUCTING A "STAKEHOLDER ASSESSMENT" CAN BE VERY VALUABLE IN REACHING OUT TO THE RIGHT STAKEHOLDERS AND ASKING THE RIGHT QUESTIONS TO BETTER UNDERSTAND LOCAL CONCERNS, THE FIRST STEP TO RESOLVING THOSE CONCERNS AND ULTIMATELY CREATING THE CONDITIONS FOR TIMELY APPROVAL OF THE PROJECT.

SWD Battle Rhythm synchronizes MSC-wide approach for feedback and partnering

By Melanie Ellis, Outreach Coordinator, Southwestern Division

Since 2011, Southwestern Division (SWD) has worked to establish an annual battle rhythm for strategic engagements that the MSC and districts follow. To put a deliberate focus on stakeholder engagements, SWD developed a regional Strategic Engagement Plan, established weekly and monthly reporting forums, and developed a strategy to host annual stakeholder engagement events.

“Our customer and stakeholder relationships have always been important and we wanted to make sure as our programs and support to the Nation changes we continue to meet our customers’ needs,” said Tom Hudspeth, Chief, Business Management Division.

To accomplish that, SWD focused on how they were receiving information from their customers and stakeholders. SWD and districts now plan and execute two regional engagements in the spring and fall and quarterly engagements at the districts.

SWD Command Weeks –

Spring 2016 Command Week utilized a Corps facilitator, featured a customer panel made up of customers involved in levee and dam safety projects in the North Texas area and included site tours. The customer panel of seven provided feedback, suggestions, and reviewed 10 projects currently underway.

Galveston District Stakeholder Partnering Forums –

Attended by non-federal sponsors, customers and agency partners. These events provide a neutral environment for the partners to provide a community perspective on ways the Galveston District can improve value to the nation across Civil Works and Regulatory business lines. More than 50 stakeholders from 15 different projects participate in each event.

Tulsa District Partnering Listening Sessions –

Civil Works and Military customers provide feedback, suggestions and work one-on-one with District leadership. These sessions are typically one day in length and host more than 25 customers per session.



FEMA Table Top Exercise with USACE Southwestern Division Staff

“We’ve found that these types of engagement are a great platform for candid feedback and collaboration, serve as an azimuth check on progress, and let Program Managers see what types of engagements are working for different programs across the MSC,” said Hudspeth.

The stakeholders have had a positive response to the opportunity for time with senior leadership of the Corps. These engagements have proved helpful when the Corps and partners come to the table to make decisions about specific projects as everyone is operating from the same page and has a shared understanding of where we’re heading and what’s at stake.

In addition to hearing from the stakeholders SWD provides a brief update on what the Corps is up to and without fail, every time at least one stakeholder says they have a better perspective on how the Corps makes decisions.

TAKE AWAY

PUT A DELIBERATE MSC FOCUS ON STAKEHOLDER ENGAGEMENT BY DEVELOPING A REGIONAL STRATEGIC ENGAGEMENT PLAN THAT ESTABLISHES AN ANNUAL BATTLE RHYTHM FOR HOSTING STRATEGIC STAKEHOLDER ENGAGEMENTS THAT THE MSC AND DISTRICTS FOLLOW, AND INCLUDE WEEKLY AND MONTHLY REPORTING FORUMS.

Dear Hal,

The benefits of stakeholder collaboration and public participation are not always clear.

What would you say are the fundamental reasons for why we should prioritize the time and money required to work with our stakeholders and the public?

Ask Hal



Recently several folks at the White House Council on Environmental Quality ECCR Forum have been working on a 10-year retrospective report on lessons learned about the value of ECCR (10 years since all agencies were required to report on their use of ECCR). USACE's own Crorey Lawton (MVD) and Mike Saffran (LRD) have been playing key roles in this effort. This report is currently still in the draft stage, but already they have articulated ECCR's value to the nation in three simple benefits:

1. **Better Outcomes**
2. **Improved Governance**
3. **Cost Savings**

Actually, these three points summarize the fundamental benefits, not only of ECCR, but of stakeholder collaboration and public participation more broadly. As we work with more complex Integrated Water Resources Management (IWRM) challenges, more uncertainty, and a more engaged and informed public, we want to be able to demonstrate the value of our work in a concise and consistent way. Thus, you will be seeing these six words a lot more in the coming weeks and months.

It's worth pointing out that for each of these benefits there is a more detailed description of what it entails, a set of illustrative examples and cases, and published studies that back up the benefits claim. The eight cases of innovative ECCR in this edition of Collaboration Corner perfectly illustrate the three categories of benefits and how they reinforce each other.

Just to highlight one example, Jacksonville District's case showed that difficult goals can be achieved (better outcomes), conflict can be overcome and relationships can be salvaged (improved governance), and expensive entanglements such as litigation can be avoided (cost savings), when we take a collaborative approach.

