

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 >1000 member CoP through publication of newsletters, monthly update emails, and webinars.
- Conducted webinars and advertised collaboration events and resources as part of International Conflict Resolution Week.

Delivered Trainings to more than 1000 USACE Staff

- Delivered *Public Involvement & Teaming in Planning* course twice and *Risk Communication and Public Involvement* course twice.
- Revised *Public Involvement and Communication PROSPECT* course for Feb 2019 in-house delivery to USACE Natural Resource Managers
- Developed and piloted *Dam Safety Risk Communication Training* at Portland and Fort Worth Districts.
- Led five “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 training for Army National Guard in partnership with USACE’s Formerly Utilized Defense Sites program.
- Developed and delivered *Teambuilding and Leadership* course for both *Planning Associates* and *Regulatory Building Strong Leaders* programs.



Planning Associates’ Teambuilding & Leadership course

Managed the Public Involvement Specialists Program

- Led the sixth 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.
- PI Specialists at Districts in every Division provided direct assistance to more than three dozen projects.
- Hosted PI Specialist meeting to increase skills and service capacity with a focus on Collaboration in NEPA.

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.
- Developed and disseminated 2-page *Value of Collaboration* fact sheets customized for additional 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 *Grand Collaboration Challenge* provided technical support to address difficult collaboration challenges for the Galveston, Portland, Los Angeles, Norfolk, and Baltimore Districts including support to Supplemental-funded studies.
- Designed and executed Team-Building sessions for South Atlantic Division and for HQ-USACE.
- Designed and delivered an interpersonal skills and teaming workshop for the Silver Jackets program for USACE and agency partners
- Supported North Atlantic Division in leading Shared Vision Planning activities for EU-sponsored river basin planning for the Tisza basin in Hungary.

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- Led four national Shared Vision Planning “Tool” workshops in Laos, Cambodia, Vietnam, and Thailand for the Mekong River Commission in support of Pacific Ocean Division.
- Supported Albuquerque District by facilitating after action meeting on Interagency after-fire actions

Enabled Access to Facilitators and Other Resources

- Provided USACE Districts access to USACE-wide agreement with USIECR that enables 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.



Tribal representatives discuss water resource needs with USACE in Blue Lake Rancheria, CA

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 Dam and Levee Safety program. Developed presentations, templates and other materials to support Districts in Dam and Levee Safety Risk Communication.
- Oversaw development of the Building Strong Collaborative Relationships with Tribes Initiative including production of Phase I report and first workshop with Tribes on Addressing IWRM needs.
- Represented USACE in interagency *Urban Waters* events.

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

- Led Corps participation in CEQ’s quarterly Environmental Collaboration & Conflict Resolution Forum
- Produced 2018 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.
- Represented USACE in multi-agency meeting on developing the next generation of ECCR practitioners.
- Supported interagency collaboration training through contributions to 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

- Developed special session on *Use of Collaborative Models and Serious Games for IWRM* for AWRA Symposium on IWRM
- 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 Crowdsourcer Reporter pilots in three Districts.