

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.*

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

- Coordinated activities for growing cross-cutting CoP (650 members) that included multiple webinars & newsletters, frequently hosted in association with other Communities of Practice
- Conducted an Internal Communications Improvement Survey for the CoP, which led to improvements in the CoP SharePoint home page and the quarterly newsletter “Collaboration Corner,” and the renaming of the center to the “Collaboration and Public Participation Center of Expertise”
- Rejuvenated 16 member CPP CoP Steering Committee with expertise from more business lines, and hosted first ever in-person meeting to develop a work plan and teams to address External Collaboration, Internal Collaboration, and Information Sharing challenges.

**Conducted trainings for over 500 people last year**

- Delivered “Effective Communication for Regulatory” training three times
- Designed “Facilitation and multi-party skills for working with Tribes” and delivered course twice.
- Delivered “Public Involvement & Teaming in Planning” course four times
- Revised and delivered USACE Introductory and Project Management-focused Risk Communication courses
- Developed Collaboration and Conflict Transformation Course for delivery within USACE and at the interagency level
- Conducted four Flood Risk Communication webinars



**Public Involvement Specialists Program**

- Led the second year of the Public Involvement Specialists pilot program that identifies and supports Subject Matter Experts at the District-level to provide direct technical assistance, assess collaboration needs, and increase skills
- Program Expanded to 19 PI Specialists, and resulted in direct assistance to more than three dozen projects
- Hosted PI Specialist meeting to increase skills, and organized workgroups to develop products to support PI Specialist activities

**Awareness building activities**

- Distributed quarterly CPP CoP “Collaboration Corner” newsletter; including Most Innovative MSC ECCR Examples
- Coordinated “Collaboration in CPCX and USACE: Where Are We Now?” webinar
- Created 2-page Fact Sheets on *Value of Collaboration* customized for different Business Lines
- Published articles on Risk Communication in the FRM and SJ newsletters
- Drafted Primer on 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.*

**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 facilitation resources, or USIECR
- Launched the Risk Communication Toolbox
- Provided pro-bono, on-call advice to Districts on virtual and in-person collaboration and interactive techniques 30 times
- Designed and facilitated multiple SMART Planning charrettes
- Facilitated Communications Strategy meetings for Whittier and Lewisville Dam Safety Modification Study teams
- Facilitated Public Affairs CoP annual meeting

## U.S. Army Corps of Engineers

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

- Led Shared Vision Planning effort for West Maui Watershed Study for POH
- Facilitated Planning Essentials Team including development of new virtual planning core curriculum course
- Supported MVP Regulatory for Tribal Consultation programs and meetings in conjunction with USIECR
- Provided public participation support to Central Valley Integrated Flood Management project (SPK), Blanchard River Watershed Study (LRB), Cherry Creek Dam (NWO) and Big Blue River Floodplain Management effort (NWK)
- Facilitated focus groups for Army's Office for Civilian Personnel on work place climate & recommended improvements
- Conducted Stakeholder Assessment to inform and support NWW and the City of Pocatello, Idaho's Portneuf River Vision Study
- Organized & facilitated Environmental Flows Assessment Workshop for USAID, Nature Conservancy, and ICIWaRM

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

#### **Supported Special HQ & ASA-CW Initiatives**

- Led Stakeholder Engagement Team for Watershed Informed Budgeting
- Led Stakeholder Engagement and Risk Communication team start-up for the National Levee Safety Program
- Facilitated Watershed Informed Budgeting Hydropower and Water Supply Business Line Working Groups
- Supported Alternative Financing Workshop for the Ala Wai Canal Project (POH)
- Revised Planning Guidance Notebook's Appendix B on Coordination, Communication and Collaboration
- Drafted and revised guide for Stakeholder Involvement for Dam Safety Modification Studies
- Updated Engineering Pamphlet on Risk Communication, EP1110-2-7/8

#### **Assessed the Corps' capacity to collaborate with internal and external stakeholders**

- Drafted 2014 Collaborative Capacity Assessment Report
- Assessed risk communication activities associated with projects affected by Hurricane Sandy
- Designed the "Descriptions of Government Programs" website
- Assessed the recently-completed Public Involvement in Flood Risk Management pilot program
- Collaborated with EPA and DOI to redesign the USIECR surveys used to evaluate facilitated processes



*I find myself more sensitive of other people's behavior and understanding of why they act the way they do. This has helped me to learn to adjust my behavior and to prevent problems from escalating. Classes such as yours are invaluable."*  
 - Effective Communications for Regulatory Training Participant (POA)

#### **Served as the Corps' representative for external coordination and reporting on collaboration**

- Led Corps participation in CEQ's quarterly Environmental Collaboration and Conflict Resolution Forum
- Conducted 2014 Report to OMB/CEQ on *Use of Environmental Collaboration & Conflict Resolution in USACE*
- Supported the interagency development of the U.S. Public Involvement Playbook for the Open Government Initiative

### **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**

- Produced webinars & newsletters on E-collaboration platforms, social media, and interactive visualization for flood risk communication
- Created a wiki library for virtual collaboration tools on the CPP CoP SharePoint

#### **Piloted innovative approaches to meet emerging issues and future challenges**

- Designed and implemented the San Antonio Multi Hazard Tournament in collaboration with SWF and the San Antonio River Authority. The tournament uses Shared Vision Planning principles to promote stakeholder discussions of tradeoffs on flood, drought and other water resource risks.
- Completed and assessed the Public Involvement in Flood Risk Management Pilot program, identifying better ways for the Corps to engage the public in managing flood risks based on 13 pilots across the FRM life cycle.
- Drafted Primer for Identifying and Engaging Socially Vulnerable Populations