



US Army Corps
of Engineers®
Galveston District



COASTAL **TEXAS** STUDY

Coastal Texas Protection and Restoration Feasibility Study

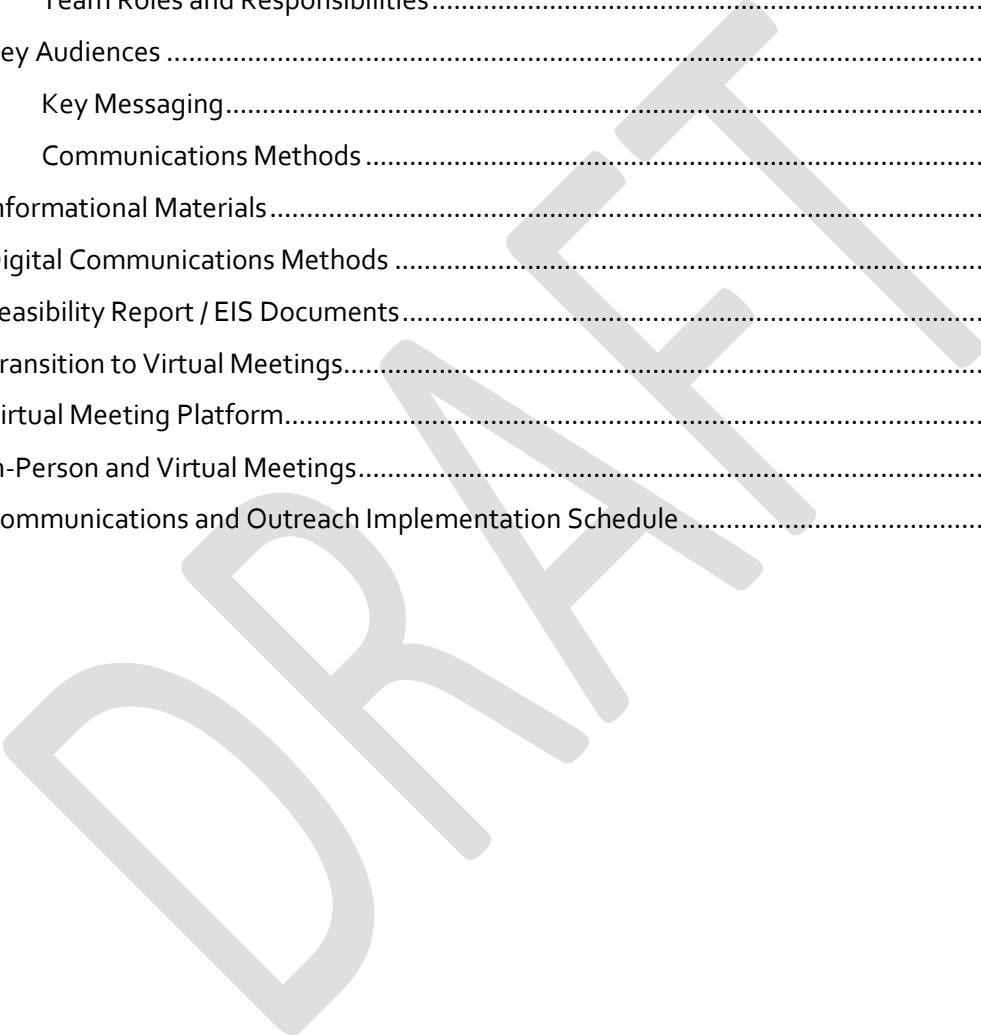
Communications Plan

August 2020

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1. Study Communication Strategy

1.1. Introduction

In November 2015, the U.S. Army Corps of Engineers (USACE), in partnership with the Texas General Land Office (GLO), initiated the Coastal Texas Protection and Restoration Feasibility Study, also known as the Coastal Texas Study, to determine the feasibility of constructing coastal storm risk management and ecosystem restoration features using a multiple lines of defense strategy along the Texas coast. The project feature selection process resulted in six coastal storm risk management options and nine large-scale ecosystem restoration features that were evaluated for engineering, economic and environmental viability and reviewed under the National Environmental Policy Act, to determine feasibility for Congressional consideration.

The Coastal Texas Study was budgeted at \$19.8 million with a 50/50 federal to non-federal cost share split. A significant portion of the GLO's cost share was provided through work-in-kind contracts with GLO professional service providers, until the Bipartisan Budget Act eliminated the cost share requirement.

The results of the engineering, economic and environmental examinations will result in a recommended plan that consists of coastal storm risk management and ecosystem restoration features. This plan will be submitted to Congress for authorization and funding. The USACE and GLO will continue to coordinate with local entities to identify implementing sponsors for design and construction of the Congressionally approved project features. The Coastal Texas Study is scheduled to be completed in 2021.

The timeline to complete the milestones for the Coastal Texas Study is as follows:

- **November 2015** – Approval to begin feasibility stage of study

Alternative Evaluation Analysis:

- **June 2016** - Identification of viable projects for consideration, evaluation and comparison
- **May 2018** - Identification of projects for feasibility analysis. Draft Tentatively Selected Plan
- **October 2018** - Release draft integrated feasibility report and environmental impact statement (DIFR-EIS) for public input
- **November – December 2018** - Formal public meetings held by the USACE and the GLO

Feasibility Analysis

February 2019 – Summer 2020 - Further refinement of the Feasibility Report and Environmental Impact Statement based on public feedback, in-depth environmental and engineering analyses and evaluation for USACE endorsement

February 2020 - Public Open Houses to provide study updates

Fall 2020 - Release revised Feasibility Report and Environmental Impact Statement for second public review and comment period (including formal public meetings)

March 2021 - Final Feasibility Report released for review by the federal, state and local elected officials in the affected areas, state and federal resource agencies, and tribes.

May 2021 - Chief's Report submittal to Congress

1.2. Purpose of this Communications Plan

The Coastal Texas Study Team (Study Team), consisting of the U.S. Army Corps of Engineers – Galveston District (USACE) and the Texas General Land Office (GLO), is responsible for development and implementation of a communication strategy that uses all means and methods available to keep stakeholders and the public informed on the Coastal Texas Study, in compliance with U.S Army Corps of Engineers Engineer Pamphlet (EP) 1105-2-57 “Planning Stakeholder Engagement, Collaboration, and Coordination” (March 2019). This planning document will establish this communication strategy, as well as provide outreach plans for the public and study-related stakeholders.

The strategy outlined by this planning document will ensure that members of the public and study stakeholders are proactively included throughout the study, in compliance with relevant federal regulations, requirements, and best practices for public involvement, engagement, collaboration, and coordination. Furthermore, this plan will present a strategy to provide safe, effective, and inclusive community engagement for the Coastal Texas Study in consideration of the COVID-19 pandemic.

The intention of this planning document is to identify roles, responsibilities, key audiences, tools and methods, and an implementation schedule to support study communication needs.

1.3. Public/Stakeholder Coordination Regulations and Requirements

The Coastal Texas Study must comply with several federal regulations, including:

The Administrative Procedure Act. One of the principal legislative acts requiring public involvement, thereby requiring the U.S. Army Corps of Engineers to keep the public informed and to provide opportunities for public comment.

The National Environmental Policy Act (NEPA) (Public Law 91-190). The National Environmental Policy Act (NEPA) (Public Law 91-190). Both the Corps Procedures for implementing NEPA and the Council on Environmental Quality (CEQ) requirements for public involvement in NEPA explain the required public involvement steps after a decision is made that an Environmental Impact Statement (EIS) or supplement will be prepared. A first key step is the scoping process that begins with a notice of intent. CEQ regulations (40 CFR 1501.7) require that the federal agency conduct a scoping process to identify the likely significant issues and the range of those issues. Since much of the information on significant issues rests only with the public, public involvement must be an integral part of the scoping process. Scoping meetings may be held informally with other federal, state, local, or private groups. Draft EISs must be made available for the public to review and comment on via a Notice of Availability posted to the Federal Register via the online NEPA system. Public meetings must be held during the public comment period to describe the project and provide an opportunity for the public to ask questions and make comments. The comments received and any underlying documents must be made available to the public per the provisions of the Freedom of Information Act (5 U.S.C. 552).

The Federal Advisory Committee Act (FACA) (Public Law 92-463). FACA establishes approval and other requirements for advisory committees, boards, councils, conferences, panels, task forces, commissions, or other similar groups formed in the interest of obtaining advice or recommendations.

Section 508 of the Rehabilitation Act (29 U.S.C. § 794d), as amended by the Workforce Investment Act of 1998 (P.L. 105-220) requires federal agencies to develop, procure, maintain and use information and communications technology that is accessible to people with disabilities - regardless of whether or not

they work for the federal government. Information and Communications Technology is any equipment or system that is used to create, convert, duplicate, or access information and data. Examples include, but are not limited to: Telephones, smart phones and mobile devices; Televisions, DVD players and videotaped productions; Internet and Intranet websites; PDF documents; Online training; Webinars and teleconferencing; and Remote access websites and tools; among others.

The Freedom of Information Act (5 U.S.C. 552), ensuring public access to project information.

Specific laws and E.O.s requiring coordination include, but are not limited to:

- (1) E.O. 13175 – Consultation and Coordination with Indian Tribal Governments.
- (2) E.O. 12898 – Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations.
- (3) Fish and Wildlife Coordination Act.
- (4) National Historic Preservation Act (54 U.S.C. 306108).
- (5) Coastal Zone Management Act.
- (6) Coastal Barrier Resource Act.
- (7) Clean Air Act.
- (8) Magnuson-Stevens Fishery Conservation and Management Act.
- (9) Endangered Species Act.
- (10) Clean Water Act.

1.4. Goals and Objectives

The overarching goal of the Coastal Texas Study Communication Strategy is to continuously inform and engage the various stakeholder groups (e.g., elected officials, governmental organizations, special interest groups, businesses, communities, and the general public, among others) throughout the duration of the study. When provided with consistent information about the study and opportunities to interact with the Study Team, study stakeholders will feel heard and informed, thus building trust in the Study Team and the Coastal Texas Study.

The following actions reflect specific objectives related to this Communication Strategy:

- Amend and update communication strategies, methods, and tools to best meet the evolving needs of key audiences before and throughout the duration of the study with continuous improvement as a Communication Strategy objective.
- Communicate information consistently and efficiently, ensuring that it reaches all appropriate audiences.
- Increase awareness & enhance public understanding of coastal storm risks and ecosystem restoration actions along the Texas Coast.
- Maintain and cultivate relationships with local governments, agencies, and audiences to ensure their voices are heard during the study.
- Leverage existing relationships with elected officials, agencies, and organizations to ensure their voices are heard during the study.
- Provide opportunities for interested stakeholders to participate in the study process.
- Present structural & non-structural risk reduction measures designed to reduce risks.
- Outline methods and tools to facilitate stakeholder participation.

1.5. Team Roles and Responsibilities

The Study Team assembled to deliver the Coastal Texas Study includes the following:

- USACE – Galveston District (SWG) - lead federal agency
- GLO - local sponsor for the study portion of this effort
- Hollaway Environmental & Communications Services (Hollaway) – Public/Stakeholder Communications and Outreach consultants supporting the study portion of this effort

Relative to internal and external communication, the Study Team roles and responsibilities are outlined below.

Study Team Roles and Responsibilities

Team Member	Communication Role	Location
SWG Project Management	<ul style="list-style-type: none"> • Review of project-specific key messaging and/or communication tools, pending final approval by GLO communications and SWG Public Affairs • Provision of stakeholder and public input received to the Public/Stakeholder Outreach Team • Continuous coordination with the GLO and Hollaway to provide most current/up-to-date information 	Galveston, Texas
SWG Technical Leads	<ul style="list-style-type: none"> • Coordinate with SWG Project Management • Provision of topic-specific messaging and graphics, as needed 	

Team Member	Communication Role	Location
GLO (Local sponsor)	<ul style="list-style-type: none"> • Provision of project-specific key messaging and/or communication tools, pending final approval by GLO communications and SWG Public Affairs • Provision of stakeholder and public input received to the Public/Stakeholder Outreach Team • Continuous coordination with the SWG and JV project management 	Austin, Texas
GLO Communications Office	<ul style="list-style-type: none"> • Final approval of the Communication Plan • Review of project-specific key messaging and/or communication tools • Final approval of regular coordination with the Public/Stakeholder Outreach Team, to ensure development of timely, technically accurate, and effective messaging and tools • Final release authority for all materials released to the public whether via print, emails, websites, social media outlets or other traditional or electronic means 	
SWG Public Affairs Office	<ul style="list-style-type: none"> • Responsibility for communication synchronization with all the USACE communicators, including those who serve as Congressional liaisons and work with elected officials and their staffs, Tribal nations, historians, dam and levee safety, and emergency management, among others. (see USACE ER 360-1-1) • Final approval of the Communication Plan • Regular coordination with the Public/Stakeholder Outreach Team, to ensure development of timely, technically accurate, and effective messaging and tools • Final approval of review of project-specific key messaging and/or communication tools to ensure consistency with Corps communications • Final release authority for all materials released to the public whether via print, emails, websites, social media outlets or other traditional or electronic means 	Galveston, Texas

Team Member	Communication Role	Location
Public/Stakeholder Outreach Team	<ul style="list-style-type: none"> • Development and implementation of the Communication Plan • Development and maintenance of a project-wide stakeholder database • Development and update of project-specific key messaging • Development and update of outreach and engagement tools • Continuous coordination with the SWG project management and the GLO • Communicates with GLO Communications and SWG PM on all project coordination and scheduling issues • Planning, organization, participation, and documentation of internal and external communication events, as needed • Development and maintenance of the public comment tracking system • Regular reporting to the Study Team to anticipate and address needs 	Houston, Texas

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2. Key Audiences

To accomplish the stated goals and objectives in this Communications Strategy, key audiences for the Coastal Texas Study must be clearly defined. Therefore, the following key audience groups have been identified, and these audiences will be engaged, as authorized by the Study Team, throughout the Coastal Texas Study

- The general public
- Residents and property owners on the Texas Coast
- Elected officials (federal, state, local)
- Community Working Groups (CWGs) and Community Ambassadors (Local community leaders, HOA presidents, citizen coalition leaders, regional/local influencers, etc.)
- Port owners and operators
- Navigation districts
- Industrial complexes
- Tribal governments
- Special Interest Groups (advocacy groups, civic clubs, chambers of commerce, etc.)
- Regional governmental/regulatory agencies
- Environmental organizations
- Non-governmental organizations
- Media representatives (local, state, national)
- Academia
- Other interested individuals, as identified

To support the Communications Plan, a stakeholder database – comprehensive of each of these stakeholder groups – will be maintained for the Coastal Texas Study. This database includes contact information for each stakeholder group on an individual basis. It will be updated continuously and housed utilizing cloud-based database software.

These databases will include the following information for each Key Audience listed in the Communications Plan:

- Stakeholder name (First, Last);
- Stakeholder/group affiliation
- Stakeholder title (if applicable);
- Mailing address;
- Physical address (if applicable);
- Email address;
- Phone number;
- State and federal district; and
- Known communication preferences (email, phone, mail).

Hollaway will maintain and update the stakeholder databases continuously. Names and contact information of persons attending public meetings, community forum representatives, and any interested individuals will be added to the databases on an ongoing basis. The databases will be maintained online

utilizing a real-time, cloud-based data management service with Microsoft Excel compatibility (including sorting and mail merge capability).

Hollaway will maintain compliance with the Federal Communications Commission Privacy Act Manual dated March 2016 regarding the collection, maintenance, disclosure, and disposal of all personally identifiable information (PII) throughout the life of the Coastal Texas Study.

2.1. Key Messaging

Hollaway will be responsible for maintaining and updating primary and secondary key messaging to support communication with the various key audiences. Primary messages convey broader, less-detailed information, and secondary messages include more detailed information in support of the primary message. No messaging will be released without approval of GLO communications and SWG Public Affairs Office.

2.2. Communications Methods

This section contains an active list of communication tools and tactics that will be used for each of the Coastal Texas Study. This section of the plan is intended to be dynamic, and it will be updated and revised, as necessary.

	Informational Materials	Social Media	Study Website	Eblasts	Feasibility Report/EIS Document	CWG Meetings	Targeted Stakeholder Meetings	Resource Agency/Elected Official Briefings	Virtual/In-Person Public Open Houses	NEPA-Compliant Virtual/In-Person Hearings
General Public (Coastal residents and stakeholders)	X	X	X	X	X				X	X
Elected officials (federal, state, local)	X	X	X	X	X	X		X	X	X
Community Working Groups (CWGs) and Community Ambassadors (Local community leaders, HOA presidents, citizen coalition leaders, regional/local influencers, etc.)	X	X	X	X	X	X	X		X	X
Ports	X	X	X	X	X		X		X	X
Navigation districts	X	X	X	X	X		X		X	X
Industrial complexes	X	X	X	X	X		X		X	X
Tribal governments	X	X	X	X	X		X		X	X
Special Interest Groups (advocacy groups, chambers of commerce, etc.)	X	X	X	X	X		X		X	X
Regional governmental/regulatory agencies	X	X	X	X	X			X	X	X
Environmental organizations	X	X	X	X	X		X	X	X	X
Non-governmental organizations	X	X	X	X	X		X		X	X
Media representatives (local, state, national)	X	X	X	X	X				X	X

Informational Materials

The development and distribution of accessible study information will be paramount to achieving the overall goals for the Coastal Texas Study. Hollaway will lead the development of the following informational materials, in close coordination with the Communications and Public Affairs team.

- Print collateral (fact sheets, self-mailing comment forms, informational exhibits, etc.)
- Digital tools (educational graphics for presentations, social media websites, etc.)
- Video production and motion graphics
- Other items as identified as necessary

These tools will be developed and updated by Hollaway, as needed, to support the Coastal Texas Study.

Digital Communications Methods

Hollaway will coordinate with GLO Communications and USACE Public Affairs to regularly update the Coastal Texas Study website, distribute mass eblasts and public service announcements (PSAs), and manage study social media accounts, including Facebook and Twitter.

The Coastal Texas Study website serves as a key communication tool and as an easily accessible forum for obtaining and sharing project information regarding the Coastal Texas Study. Hollaway will coordinate with GLO Communications and USACE Public Affairs to maintain and update the website throughout the duration of the Coastal Texas Study. The website will be updated according to the schedule included in Section 3 and maintained continuously throughout the study.

In coordination with GLO Communications and USACE Public Affairs, Hollaway will develop 30-day social media content plans for Facebook and Twitter throughout the duration of the study (content plans will be scheduled to post three times per week for approximately three months). Hollaway will be responsible for scheduling and posting social media content according to the approved content plans.

The purpose of these communication platforms is to:

- Drive awareness through accessible and free information channels;
- Notify stakeholder of public meetings and/or events; and
- Provide accurate and up-to-date study information.

Types of information to be distributed include:

- Accurate and up-to-date study information (including graphics and videos);
- Information about/documentation of community engagement; and
- Opportunities for the public to participate in/engage with Study Team representatives (open houses, community events, etc.)

For the duration of Coastal Texas Study, these social media accounts will be monitored, managed, and maintained by the Hollaway team, in close coordination with GLO Communications and USACE Public Affairs.

Feasibility Report / EIS Documents

In coordination with the Study Team, Hollaway will provide technical editing and document preparation (report design and formatting) services to support the development of the Coastal Texas Study

Feasibility Study Main Report (Main Report) with technically accurate and publicly accessible and understandable content.

A draft document of the Main Report will be prepared by USACE which will describe project purpose, alternatives development, comparison and screening of alternative project plans, and an explanation of the recommended project plan. Following the outline of the Main Report, Hollaway will technically edit USACE's draft Main Report document to clearly and concisely layout the Main Report's technical content into a reader-friendly and condensed format not to exceed 150-pages. The technically edited Main Report shall capture all relevant plan formulation, engineering, economic, and environmental evaluations, and considerations as detailed in the USACE's draft Main Report. All technical content more than the 150-page condensed format will be documented as an appendix to the technically edited Main Report. Hollaway will ensure technical concepts and processes in the technically edited Main Report are presented in a simplified and visually appealing style for a wide-ranging audience not familiar with USACE's water resources project development plan formulation process, by supplementing the textual content with illustrations, call-out boxes, and other graphic organizing tools.

Hollaway will collaborate with the Study Team to establish the framework and layout to organize the textual content and graphical illustrations in the technically edited Main Report. Hollaway will coordinate with the Study Team to ensure the information, terminology, and layout in the technically edited Main Report align and are consistent with the policies, regulations, principals, and guidelines for USACE feasibility studies report structure and requirements.

Hollaway will 1) prepare and deliver up to ten (10) illustrative renderings; and, 2) a digital copy of the Feasibility Study's technically edited Draft Main Report within fifty-six (56) calendar days from receipt of USACE's unedited Main Report; and 3) a digital copy of the Feasibility Study's technically edited Final Main Report within seventy (70) calendar days from receipt of USACE's unedited Main Report.

Transition to Virtual Meetings

On March 24, 2020, the USACE issued a memorandum: *Interim Army Procedures for National Environmental Policy Act (NEPA)* in response to the coronavirus (COVID-19) pandemic. The memorandum established interim Army NEPA procedures in consideration of the COVID-19 public health emergency. These interim NEPA procedures apply to all Army NEPA proponents responsible for NEPA compliance. The memorandum directed the following actions related to public meetings and the NEPA process:

- NEPA public meetings will be transitioned to virtual meetings, postponed, or cancelled, as deemed appropriate by the Army NEPA proponent.
- Alternative means of public engagement will be implemented and documented in public participation plans. Virtual meetings may be conducted using online meeting / collaboration tools, teleconference, social media, or email, as appropriate.
- NEPA public and Federal Register notices will inform the public about these alternative participation procedures and how to obtain NEPA materials on the project web site or through the mail. Public notices will provide a contact phone number, email, website address, and mailing address.
- Project information, including, but not limited to, scoping materials, draft NEPA documents, and comment forms will be available on project websites. This includes materials normally presented at public meetings.

- Project information, including, but not limited to, scoping materials, draft NEPA documents, and comment forms will be sent through the mail as either hard copies or as printable compact discs (as requested). Mailed materials will include requested materials normally presented at public meetings and materials on the project website.
- Army NEPA proponents will ensure cooperating agencies are aware of these NEPA alternative participation procedures.

In response to this memorandum, the Study Team determined that the NEPA public meetings for the Coastal Texas Study would be moved to a virtual platform in accordance with the above interim procedures.

Virtual Meeting Platform

Cisco WebEx Events is the recommended virtual platform to support the Coastal Texas Study, and will be utilized for all virtual study meetings and briefings, including:

- Community Working Group (CWG) meetings
- Targeted stakeholder meetings
- Elected official briefings
- Resource agency briefings
- Other, "small group" meetings as identified by the Study Team
- National Environmental Policy Act (NEPA) public meetings

Cisco WebEx Events features integrated video and audio to allow participants to see and hear presenters and panelists in high resolution. Cisco WebEx employs a robust, multilayer security model, which includes the use of 128-bit Transport Layer Security (TLS) and 256-bit Advanced Encryption Standard (AES) for data encryption, along with granular policy controls. Security processes are stringently audited with compliance details provided in a Statement on Standards for Attestation Engagements (SSAE) report.

The functionalities of Cisco WebEx Events include, but are not limited to:

- High-quality audio and video
- Security features including:
- Pre-meeting registration and host-controlled meeting admittance
- Host-controlled audio and video for all participants
- Supports up to 3000 participants in a non-video-enabled session and up to 500 in a video-enabled session
- Private virtual rooms within meetings (allowing for internal conversation away from designated participants or participant "breakout" sessions)
- Multimedia content sharing and virtual whiteboards
- Polling and post-meeting surveys
- Public and private chat functions (controlled by the host)

To mitigate for any technical issues during virtual meetings and to optimize the platform's functionality, Hollaway will facilitate onboarding/tutorial sessions for designated Study Team members to gain familiarity and proficiency with the platform. Additionally, a "troubleshooting" memo will be supplied to

Study Team members prior to a public event, providing “just in case” instructions about how to participate if technical issues occur.

Prior to each public event, Hollaway will also schedule a virtual “dress rehearsal” to prepare Study Team members for the event. It is recommended that participation in this meeting is mandatory.

In-Person and Virtual Meetings

CWG and Targeted Stakeholder Meetings

In coordination with the Study Team, Hollaway will plan, facilitate, and develop materials for each of the four active CWGs throughout the duration of the study as well as any targeted stakeholder meetings as identified by the Study Team. CWG meetings will be planned approximately every 3 months, or as deemed appropriate by the Study Team. Hollaway will collaborate with the Study Team on all aspects of the meetings throughout the planning process.

Hollaway will advise the Study Team on efficient and effective meeting set-up and provide facility recommendations. Through collaboration and approval, the Study Team, Hollaway will be responsible for meeting notices and invitations, venue reservations, meeting setup and tear down, meeting registration, production of meeting materials, documentation and summary and other appropriate details and materials as needed.

Elected Official / Resource Agency Briefings

Intended to serve federal, state, and local elected officials as well as resource agency representatives, in-person and virtual briefings and meetings will be utilized to inform and engage various key audience members for the Coastal Texas Study.

Hollaway will support these meetings by planning for virtual and in-person facilitation, preparing agendas and meeting materials as-needed, providing meeting documentation, and leading any follow-up items identified during these encounters.

Public Open Houses and NEPA Public Hearings

In coordination with Study Team, Hollaway will plan, facilitate, and host NEPA-compliant public hearings to provide the general public and interested stakeholders the opportunity to review study findings and the Coastal Texas Study recommended plan. These meetings will be scheduled for virtual and in-person attendance, and will be publicly advertised, planned, set up, attended by, and documented by the Hollaway. In-person meetings will be scheduled in ADA-compliant venues, and meeting materials will be prepared in multiple languages. Hollaway will collaborate with GLO Communications, SWG Public Affairs, and the Study Team on all aspects of the open houses throughout the planning process.

Hollaway will advise the Study Team on efficient and effective open house set-up and provide facility recommendations. Through collaboration and approval by the Study Team, Hollaway will be responsible for notices and invitations, venue reservations, open house setup and tear down, registration, production of materials, documentation and summary and other appropriate details and materials as needed.

3. Communications and Outreach Implementation Schedule

The methods described in Section **Error! Reference source not found.** will be implemented according to the following plan. This implementation plan has been developed in accordance with the Coastal Texas Study Delivery Schedule, and this plan will be modified and updated, as necessary.

Coastal Texas Study Communications Plan

Activity	Deadline	Responsibility	Status
Social media plan development (3 months)	June 1, 2020	Hollaway	Complete
Study website update	August 3, 2020	GLO	Complete
Feasibility Report to DQC	August 13, 2020	USACE	Complete
Social media plan update (3 months)	August 28, 2020	Hollaway	In Progress
CWG materials prep	September 1 – 11, 2020	Hollaway/GLO/ USACE	In Progress
Public meeting materials prep	September 1 – October 1, 2020	Hollaway/GLO/ USACE	-
CWG Meetings (2 virtual meetings)	September 15 & 17, 2020	Hollaway/GLO/ USACE	-
Distribute public notices for NEPA public hearings	September 17, 2020	Hollaway	-
Elected official briefings	September 21 – October 2, 2020	GLO/USACE	-
Study website update	September 30, 2020	Hollaway/GLO	-
Release of revised Feasibility Report and Environmental Impact Statement	October 9, 2020	USACE	-
Agency Workshop	October 19 – November 6, 2020	GLO/USACE	-
NEPA Public Hearings	October 19 – November 16, 2020	Hollaway/GLO/ USACE	-
End of 45-day comment period	November 23, 2020	NA	-

***All timelines identified are subject to change.