



US Army Corps
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PLANNING ahead

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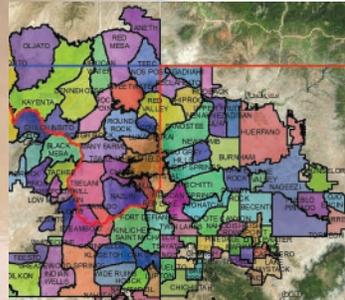
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PLANNER PERSPECTIVE: TASK FORCE POWER PROVIDES DISASTER RECOVERY SUPPORT IN PUERTO RICO

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USACE SOUTH ATLANTIC DIVISION COMMAND SERGEANT MAJOR PADGETT VISITS TASK FORCE POWER RESTORATION, MARCH 14, 2018. (SOURCE: SARAH P. BENNETT, NWP)

Elizabeth Batty is a Regional Economist with the Los Angeles District. She began working for the Corps of Engineers in November of 2016 after finishing a yearlong post-graduate fellowship in Brazil. She has experience volunteering in five countries, with a focus on international development. Elizabeth shares her recent experience deploying to Puerto Rico with Planning Ahead.

USACE provides unique opportunities for employees to work in areas outside of their technical expertise through deployments supported by Emergency Management. My deployment to Puerto Rico, nearly a month after Hurricane Maria made landfall in September 2017, supported the Federal Emergency Management Agency (FEMA)/USACE mission to restore electricity to the island, known as Task Force Power.

The mission required building and sustaining a relationship with the local government, and specifically with the Puerto Rican Power Authority (PREPA), who was crucial in helping USACE identify priority work areas and obtain and distribute materials as the sole entity responsible for electricity generation, power distribution, and power transmission on the island. PREPA engineers were assigned to teams of two USACE Quality Assurance

(QA) representatives and generally 20 USACE-contracted linemen. PREPA engineers provided direction to the contractors regarding the repairs that needed to be made and the materials that should be used. They also inspected and gave approval to energize distribution and transmission lines.

As a QA representative, I was not only required to report on the contractor's progress, but I also served as a translator between PREPA engineers



USACE QAS MEET WITH PREPA ENGINEERS AND US DEPARTMENT OF ENERGY ENGINEERS TO ASSESS AVAILABLE MATERIALS AT A WAREHOUSE IN MAYAGUEZ, PUERTO RICO. SOURCE: ELIZABETH BATTY, SPL

and the English-speaking contractors. I was able to contribute my Spanish language skills, cultural sensitivity awareness, and understanding of negotiation in Latin America by drawing upon previous volunteer experience in the Dominican Republic and Mexico.

Although I had not yet interacted face-to-face with external stakeholders as part of my permanent role in my District, I used information and strategies discussed during previous conversations with planning leads about their experiences with external stakeholders to communicate with the local government and the contractor to successfully contribute to the Task Force Power mission.

THE POSITIVE IMPACT WE HAD AS A TEAM ON PEOPLE'S DAILY LIVES WAS PALPABLE

In addition, my experience as a planner for a Project Delivery Team (PDT) was useful at several steps along the way as we set up a new field office in Aguadilla and discussed how we would overcome significant logistical challenges to initiate work. Accomplishing this task required setting an objective, negotiating with others, and ultimately choosing one path forward to accomplish the objective.

Lastly, as the only Spanish-speaker on our team, when the PREPA engineer wasn't present, I often had to communicate with local communities regarding their concerns and needs and pass this information to PREPA and the contractors. Individuals in the communities were grateful for the assistance USACE provided and called USACE and its contractors heroes on several occasions. The positive impact we had

as a team on people's daily lives was palpable, and this experience will be valuable in my future roles within the SPL Planning Division.

In the end, the deployment experience was one of the most rewarding I've ever had. Not only did I gain significant knowledge about the electrical grid system, but I broadened my understanding of USACE's mission and its role in working with FEMA and the rest of the Department of the Army under Emergency Support Function (ESF) #3 of the National Response Framework. I am grateful for the opportunity I had and would highly recommend a deployment to other planners considering one.





OUR NAVAJO NATION PARTNERSHIP — MORE THAN A ONE-WAY CONVERSATION

THE LITTLE COLORADO RIVER AND ITS NUMEROUS TRIBUTARIES POSE A FLOOD RISK TO NEARBY SOUTHERN NAVAJO NATION COMMUNITIES NEAR THE BIRDSPRINGS CHAPTER IN NORTHERN ARIZONA. (SOURCE: USACE SPD)

Understanding and strategically planning how to utilize, consolidate, and communicate relevant talking points about USACE’s myriad project and program authorities can be challenging even for seasoned USACE staff. It can become even more challenging when working with a Tribal Nation, especially when cultural values and sacred sites cannot be “monetized”

through traditional calculations as is typically done in feasibility studies. For this reason, the USACE–Navajo Nation partnership in South Pacific Division (SPD) has evolved into more than just a one-way conversation from USACE on authorities and traditional project benefits in order to ensure the unique water resource challenges of the Tribe are understood and addressed.

Over the past several years, the Navajo Nation has increased its outreach, partnering, and advocacy efforts with USACE, while USACE has likewise engaged in continuous conversations and outreach with the Navajo Nation to improve understanding, alignment, and synchronization across agencies – including agencies within the Navajo Nation, as well as other federal agencies.

Without such concerted planning and coordination efforts, delivering valuable services to address the Navajo Nation’s unmet water resource needs would have been an impossible task. These and other infrastructure needs include: floodplain mapping, construction of schools, environmental infrastructure, and flood emergency response.



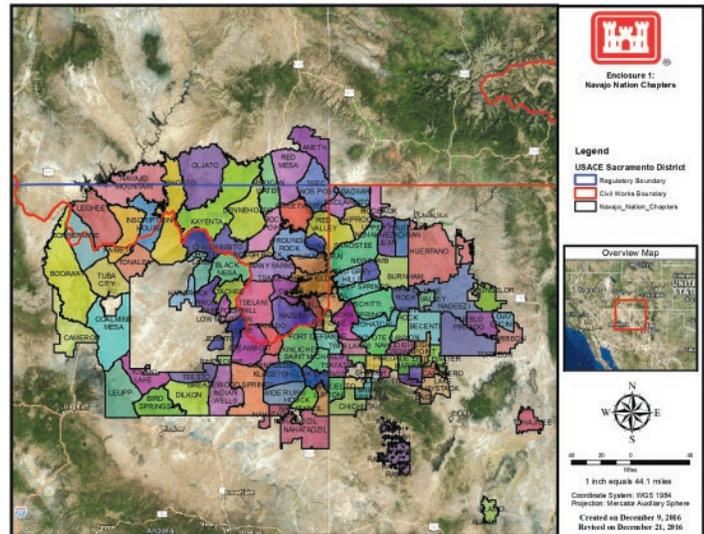
The 23rd Navajo Nation Council Delegate, Walter Phelps, has played a pivotal leadership role in this effort, leading to the development of several recent Navajo Nation-USACE partnership agreements. First, he has challenged the Districts within SPD to work more strategically and regionally with the Navajo Nation. As a result, the SPD Regional Tribal Liaison Team leverages expertise in Regulatory, International and Interagency Services, Emergency Management, Planning, Programs, and Project Management to meet the Navajo Nation's water resource and infrastructure needs. Regional USACE team members include Ron Kneebone, Albuquerque District (SPA); Cindy Tejada, SPD; Quana Higgins, Los Angeles District (SPL); and Mark Gilfillan and Rhiannon Kucharski, Sacramento District (SPK).

An inaugural regional site visit with the Navajo Nation in 2015, which covered over 1,000 miles by car, identified a consistent issue in current Navajo Nation efforts to partner with USACE: the agency did not seem like a unified entity due to the disconnect across District boundaries and business lines. When this obstacle became apparent, the SPD Regional Tribal Liaison Team members made it their mission to

embody the "one door to the Corps" concept by synchronizing efforts across the region, establishing new partnerships both internally and externally, and delivering services more effectively and efficiently.

The most recent example of this effort is the regional nationwide permit for the Navajo Nation, which covers all of the Tribe across three SPD districts. Support from Tribal Nations Technical Center of Expertise Acting Director, Michael Fedoroff, and Senior Tribal Liaison at HQUSACE, Lisa Morales, at regional monthly coordination meetings has raised the visibility of the Navajo Nation's needs and resulted in a more effective delivery of projects and programs. In addition, Brigadier General Helmlinger's recent visit to the Navajo Nation for a regional partnering meeting celebrated these recent successes and sought to explore even more opportunities to serve this vital partner.

All told, recent partnership efforts have resulted in the following new and ongoing projects for the Navajo Nation: an unprecedented nearly \$2 million in federal funding under Flood Plain Management Services; two projects under Planning Assistance to States approaching \$1 million



THE NAVAJO NATION

The Navajo Nation is just one of the 573 federally recognized Tribes in the U.S., but is first in rank as the largest reservation. The Navajo Nation spans 27,000 square miles bounded by four U.S. states and spans four major watersheds, 110 Navajo Chapters, and three USACE Districts. The reservation covers an area greater than that of the states of Massachusetts, New Hampshire, and Vermont combined.

With approximately 298,000 enrolled members, the Navajo Nation is the second largest Tribe in population. Size, however, does not necessarily translate to prosperity. Most homes on the reservation do not have electricity, running water, or telephones. Moreover, the Navajo Nation is "data poor" with regard to its water resources issues, and oftentimes relies on anecdotal accounts of past flooding problems that may not account for the full complement of flood risks and ecosystem challenges. By building upon the partnership between USACE and the Navajo Nation, there is opportunity to address a broad array of the Tribe's challenging water resources and infrastructure problems in the next several decades.

federal; and a newly executed cost-share agreement for a watershed study under the Tribal Partnership Program. Steps to form a more deliberate partnership were purposefully taken to better

support the Navajo Nation, but the partnership itself has been a game changer for USACE, providing a model for USACE-Tribal Nation partnerships across the United States.





Strengthening USACE Partnerships with Tribal Nations Across the Country through Policy Change

The USACE-Tribal Nation partnership model has recently undergone significant transformation, thanks in part to the leadership of 23rd Navajo Nation Council Delegate Walter Phelps, who specifically helped to spur change in the way SPD Districts work with Tribes, while also influencing broader, nationwide partnership discussions. In particular, a 2016 meeting between the Navajo Nation and former Assistant Secretary of the Army for Civil Works (ASA-CW), Ms. Jo-Ellen Darcy, led to the identification of several USACE procedural impediments regarding USACE's ability to engage and partner with Tribes.

Ongoing discussions led to a June 2016 ASA-CW memorandum delegating the approval of cooperative agreements with Tribes to the Director of Civil Works, as well as modifying Civil Works Project Partnership Agreements (PPA) and Environmental Infrastructure Assistance Agreements (EIAA) to remove the "Waiver of Sovereign Immunity Article," which posed a major challenge to previous USACE-Tribal Nation partnership efforts. Federally recognized Tribes are sovereign nations, and as such, are immune from lawsuit unless the Tribe consents to being sued. Sovereignty is integral to allowing tribes to be self-reliant. Based on principle, Tribes such as the Navajo Nation will not enter into agreements that jeopardize this status. The removal of the sovereign immunity clause in PPAs and EIAs facilitated the signing of many new agreements between USACE and Tribes. Additionally, recent changes to the Tribal Partnership Program (TPP), in both law and agency guidance, allowed USACE to recognize



NAVAJO NATION VICE PRESIDENT JONATHAN NEZ (LEFT) SPOKE ABOUT HIS VISION AND THE ADMINISTRATIVE PRIORITIES FOR THE NATION AT A ROUND-TABLE DISCUSSION IN DECEMBER 2017. (SOURCE: USACE SPD)

the Ability to Pay provisions in such agreements. Adjusting a Tribe's cost-share based on its ability to pay makes USACE studies more affordable to Tribal communities.

These changes, along with recent updates to watershed planning guidance (in Planning Bulletin 2016-03), have helped USACE better prioritize water resource needs on Tribal lands and highlighted the benefit of using watershed planning to inform long-term investment decisions by Tribes. Other changes in legislation, such as amendments to Section 203 of the Water Resources Development Act of 2000 (which authorizes the TPP), have facilitated increased opportunities for USACE to serve Tribes through a wider range of possible services and the determination that projects that preserve cultural and natural resources will be considered policy compliant and budgetable by the Administration.

The cumulative effect of these changes has been a fundamental shift in the role of Tribal Nations from that of a consulting party to a prominent non-Federal sponsor in water resources development.

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➤ Planning Community Webinars

The Planning Community of Practice (PCoP) webinar series offers planners and their colleagues an opportunity to share information and learn more about trending topics in Civil Works Planning and water resources development policy, guidance, processes, and tools.

Recent webinar topics include: the new Draft Section 408 Engineering Circular, Agency Technical Review (ATR) roles

and responsibilities and proper review documentation, improving execution of the Continuing Authorities Program (CAP), Archaeological Resources Protection Act (ARPA) success in Mobile District, using 3-D drawing Software in Civil Works planning documents – and more.

Webinars are held the first and third Thursday of each

month from 2-3 pm Eastern. Presentations and the Question and Answer sessions from each webinar are archived on the Planning Community Toolbox, and recent webinars are always on the front page of the Toolbox: www.corpsplanning.us.

If there is a webinar topic you believe the PCoP would benefit from, please email your ideas to hqplanning@usace.army.mil.

FIND MORE WEBINARS AT:

<http://planning.usace.army.mil/toolbox/resources.cfm?id=0&Option=Planning%20Webinars>





Feature News Items

PCoP NEWS FLASHES

PLANNING COMMUNITY NEWS

Annual Association of State Floodplain Managers (ASFPM) Conference:

The annual Association of State Floodplain Managers (ASFPM) conference is scheduled for June 17-21, 2018 at the Phoenix Convention Center in Phoenix, Arizona. This annual conference brings together a diverse group of local, state, regional, federal, industry, and agency subject matter experts to share information on flood risk management activities and policies. Please visit the conference website: <http://www.asfpmconference.org/2018/> for more information. USACE participants should fund travel and time for the conference via District or Division training, outreach, or other appropriate funding sources. CECS-17-0002, USACE Conference Policy dated December 22, 2016 is applicable.

Emergency Supplemental Appropriations Bill Funding

The Emergency Supplemental Appropriations bill signed by the President provides a total of \$17.4B for USACE to address both short-term repairs of storm damages and longer-term investments

that help mitigate future damages across all accounts. For Investigations, \$135M was appropriated to initiate and/or complete Flood Risk Management studies, including shore protection, which are currently authorized or which become authorized in the future at full Federal expense. Of that amount, \$75M is available for studies in states impacted by Hurricanes Harvey, Irma and Maria, with the balance (\$60M) being available for high priority studies in States that have had more than one flood-related major declared disaster between 2014 and 2017. The funding plan is being coordinated with the ASA(CW) and Office of Management and Budget and will be made available as soon as possible. This funding provides Planning with a great opportunity; execution is mission critical!

Report To Congress on Future Water Resources Development

Section 7001 of Water Resources Reform and Development Act of 2014 (WRRDA 2014) requires that the Secretary of the Army annually submit to Congress

a report that identifies, for potential congressional authorization, completed feasibility reports, proposed feasibility studies, and proposed modifications to authorized projects or studies that meet criteria spelled out in WRRDA 2014. The annual Report to Congress on Future Water Resources Development is to be based, in part, upon annual requests for proposals for authorization from non-Federal interests for proposed feasibility studies and proposed modifications to authorized projects or studies that require authorization for the Corps of Engineers to proceed. The proposal period for the 2019 Report is now open through August 20, 2018.

PCoP Hot Topics

Can't wait for the next edition of Planning Ahead? Get the scoop on People, Process, Projects, and Program key initiatives and information from Headquarters in the monthly Hot Topics. Find the latest in your email inbox or on the Planning and Policy SharePoint. To be added to the newsletter email distribution list, email us at hqplanning@usace.army.mil.

Planning Ahead is a quarterly publication of the Army Corps of Engineers Planning Community of Practice. Views and opinions expressed herein are not necessarily those of the Army Corps of Engineers or the Department of Defense.

Previous issues of Planning Ahead can be found on the Planning Community Toolbox: www.corpsplanning.us.



COVER PHOTO: THE LITTLE COLORADO RIVER AND ITS NUMEROUS TRIBUTARIES POSE A FLOOD RISK TO NEARBY SOUTHERN NAVAJO NATION COMMUNITIES NEAR THE BIRDSPRINGS CHAPTER IN NORTHERN ARIZONA. (SOURCE: USACE SPD)



ENTERPRISE RISK MANAGEMENT IN ACTION:

LRD CONTINUING AUTHORITIES PROGRAM RISK ASSESSMENT SUMMIT

Successful project delivery in the Continuing Authorities Program (CAP) is a must for every Major Subordinate Command (MSC). The ability to meet tighter timeframes with limited budgets certainly highlights the need for the “R” in SMART planning (Specific, Measurable, Attainable, Risk-Informed, and Timely)! The Great Lakes and Ohio River Division (LRD) has embraced an aggressive “Push Schedule and Budget Metrics” concept, which intends for all CAP feasibility studies to be completed in less than 28 months, for less than \$1.5M, and cradle to grave in 40 to 71 months.

With these goals in mind, in late spring 2017, the LRD leadership initiated efforts in line with Mr. Dalton’s June 21, 2017 memorandum to improve execution and delivery of studies and projects associated with CAP. To do so, a “CAP Summit” was held to begin to socialize and apply the USACE Risk Analysis Model. The outcome of this summit is a Risk Management Plan that will be added to



the LRD CAP standard operating procedure (SOP). The Risk Management Plan will contain specific issues and impediments, along with associated risk management measures that are general in nature and are faced by all teams when delivering a CAP project.

Prior to the summit, 12 communities of practice (CoPs) and sub-CoPs that contribute significant products and services to the

delivery of a CAP project were identified. These groups were provided a Risk Assessment Survey Form, which was developed to look similar to the USACE Risk Register tool.

LRD’s CoP leaders engaged their members across all seven LRD Districts and requested their input to the survey. One to nine members of each CoP (totaling 52) responded to the survey, identifying the most significant and common risks to delivery of their

respective products on time, within budget, and to the appropriate quality standards. After the survey closed, LRD CoP leaders individually facilitated a webinar and/or teleconference to discuss and finalize the most significant results to present at the LRD CAP Summit.

LRD was fortunate to have Mr. Joe Mose, the National CAP Program Manager, in attendance to help set the stage for the summit presentations and discussions. In addition, Ms. Karen Miller, Huntington District, provided a primer to familiarize all attendees with recent USACE guidance on risk informed decision making via the risk assessment, risk management, and risk communication framework. Division (MSC) representatives from South Atlantic Division (SAD) and Pacific Ocean Division (POD) were also able to attend and contribute.

Each of the 12 participating CoPs briefed its Risk Assessment Survey results, generating significant discussion from which several



themes emerged. The key themes identified throughout the Summit generally fell within or across financial management, quality, and schedule:

- The most significant financial risk to the CAP is not expending all provided funds in a single fiscal year, carrying funds from one fiscal year to the next. This may adversely impact obtaining funds needed to efficiently operate the CAP the next fiscal year.
- The most significant quality risk identified was knowledge uncertainty due to inexperienced Project Delivery Teams (PDTs), followed by the cost of data acquisition.

- The top identified schedule risk was identification of critical policy and technical issues during end-of-production reviews as well as the overall time to conduct required reviews (District Quality Control, Agency Technical Review, MSC Quality Assurance and in some cases, Independent External Peer Review).

The top overall risk identified was inadequate communication and coordination within the PDT from the initiation of CAP feasibility studies through design and construction, with numerous resulting suggestions on opportunities to reduce CAP project delivery time, control costs, and improve quality.

The Risk Assessment Survey Tool produced a large data set on risk for all stages of project delivery which was then used to create an initial baseline risk assessment of the entire LRD CAP delivery process in general, and document suggestions and opportunities to improve execution. A condensed LRD CAP risk profile was developed using this large data set, and is currently being used to advance final risk ratings and corresponding risk management measures to be incorporated into the LRD CAP Risk Management Plan.

Once the CAP Risk Management Plan is in place, teams will have ready access to and knowledge of the areas of highest risk and will be made aware of best practices

to manage them. Next steps in the process include publishing the revised SOP and encouraging Districts to use the Risk Assessment Survey Tool for their specific issues and concerns. LRD would highly recommend the Risk Assessment Survey Tool as a best practice for other MSCs as a method to uncover the overarching and underlying risks and uncertainties within their control that impede effective and efficient project delivery.

USACE interests may access the draft LRD CAP Risk Profile on SharePoint or may contact Mike Saffran, LRD, with questions.



I'm on a "new start" study team. Do the requirements for coordination with other state and federal agencies outlined in WRRDA Section 1005 add to what we need to do?

If your project study was initiated after June 10, 2014 (the enactment date of WRRDA 2014), you should be aware of the requirements of Section 1005. Section 1005 primarily focuses on the Environmental Impact Statement (EIS) / Environmental Assessment (EA) processes and procedures under the National Environmental Policy Act (NEPA). The section does, however, also make several mentions of "decisions under other laws," including issuance or denial of permits or licenses, that you should be tracking.

Current policies and best practices for public involvement and meeting the requirements of NEPA, the Endangered Species Act (ESA), the Magnuson-Stevens Fishery Conservation and Management Act (MSA), etc. should be standard procedure for study project delivery teams (PDTs) and continue to hold true. For example, every project requires a detailed public involvement strategy that is keyed to maximizing public input at each stage of the planning process.

Early in the process, the team must identify all federal, state, and local government agencies and Indian tribes that: may have jurisdiction

over the project; are required by state or federal law to conduct or issue a review, analysis, or opinion for the project; or are required to make a determination on issuing a permit, license, or approval for the project. An interagency meeting including all agencies identified must be held within 90 days of the study initiation.

Based on the study, the identified federal, state, and local government agencies and Indian tribes should be invited to serve as either a "cooperating agency" or "participating agency" in the NEPA process. The Corps, the cooperating agencies, and any participating agencies must work cooperatively to identify and resolve issues that could delay completion of the EIS/EA or result in the denial of any approval required for the project study under applicable laws. Issue elevation / issue resolution via engagement of the study's vertical team should be exercised when necessary.

WE WANT TO HEAR FROM YOU

QUESTIONS, COMMENTS, CONCERNS, ANXIETIES — IF YOUR QUESTION CAN HELP FELLOW PLANNERS, EMAIL US AT HQPLANNING@USACE.ARMY.MIL AND MAYBE YOU'LL SEE IT HERE.

> What's New on the Planning Community Toolbox

The Planning Community Toolbox is the "go to" website for current Planning policy and guidance and links to the tools that can support planners and planning decision making.

Did you know the Toolbox contains helpful resources for planners who are working on project delivery teams for feasibility reports and other products? Recently added documents include Agency Technical Review (ATR) Team

Lead Checklist for Planning and Decision Documents, ATR Summary Report Template, and ATR Work Plan Template under the Review section of the Templates and Checklists page.

Interested in taking a deep dive on a specific planning topic or getting trained up on the Planning Core Curriculum? Space availability for upcoming courses is frequently posted on the Toolbox homepage under Notices, and information

on other planning-related PROSPECT courses can be found in the Training section of the Toolbox.

Recent national policy changes and new guidance applicable to planning are available on the front page under Policy and Guidance Updates. New additions to the Toolbox include newly signed implementation guidance for Section 1183 of WRRDA 2014: Coastal Engineering and Section

1005 of WRDA 2016: Project Acceleration, as well as EC 1165-2-217: Water Resource Policies and Authorities, Review Policy for Civil Works .

Looking to spread your wings? Job openings across Planning are frequently posted on the Toolbox's home page under Notices.

Visit the Toolbox online at www.corpsplanning.us.