



US Army Corps
of Engineers®

PLANNINGahead

Winter 2022 - Issue 01

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VIRTUAL VIEW FROM HQ

MESSAGE FROM THE CHIEF OF PLANNING & POLICY – ERIC BUSH



GREETINGS, PLANNING COMMUNITY! Hard as it is to believe, we are already approaching the mid-point of FY22. As you have likely heard, two new Work Plans (the 2022 Disaster Relief Supplemental Appropriations Act and the Infrastructure Investment and Jobs Act) totaling more than \$22 billion (!) were recently approved, adding to our already unprecedented Civil Works portfolio.

Many studies (new, continuing, and resumptions) were funded and we are already moving quickly to execute study agreements and finalize program implementation guidance. And don't forget about FY22 - we expect (hope) a budget will pass soon, and that will bring additional studies and projects on top of what

we already have. When you add up all the regular budget work, work plans, and expected future appropriations, we are looking at approximately \$80 Billion (!!) of Civil Works work. With the new studies and other Planning work needed to implement O&M and Construction projects, it's never been a more exciting time to work in Civil Works and Planning!

We are also working hard to set up our still-fairly-new Assistant Secretary of the Army for Civil Works (ASA(CW)) Mr. Michael Connor for continued success. Mr. Connor came on board in late November and has already shown himself to be a seasoned water resources professional and political operative. His roles during the Obama administration and his reputation are serving him and us very well already. Our job is to inform and support him by demonstrating that the U.S. Army Corps of Engineers is "delivering the Administration's priorities," especially with respect to water resources infrastructure, resilience

to climate change, and achieving favorable environmental justice outcomes.

Strengthening our relationship and improving our collaboration with the ASA(CW)'s office is a point of emphasis for the Civil Works leadership team at HQ. On that point, we have already benefited from having Ms. Trish Anslow, SWD Planning Chief, serving as interim Deputy ASA(CW) for Planning and Project Review after Mr. David Leach retired in December. Also, Ms. Stacey Brown, former HQ Planning & Policy Chief and our current Chief of the Programs Integration Division will soon be moving over to be Deputy ASA(CW) for Management and Budget (congratulations, Stacey!) following Mr. Vance Stewart's retirement.

So what's next? We will soon be publishing a long-anticipated significant update to the main volume of our Planning regulation (the Planning Guidance notebook, ER 1105-2-100). We are also working on an update to our policies

regarding compliance with the 2012 "3x3" rule, including study budget limits and exception procedures. And of course, WRDA 2022 is being compiled by our authorizing committees, with input from Mr. Connor, LTG Spellmon, and stakeholders. I think we can expect even more emphasis on developing projects that provide water resources to under-served communities, greater resiliency to climate change, and incorporating natural and nature-based features.

Finally, as some of you have heard, I have now been officially selected as USACE Planning and Policy Chief. I have a lot of people to thank for this tremendous opportunity, but I will start with the Chief of Engineers, LTG Scott Spellmon. I am very grateful and honored to be serving in this position during this historic time in our Civil Works Program!

"Nous pouvons le faire!"
(my new motto for Planning – look it up!)



HAILS & FAREWELL

LEADERSHIP NEWS



**USACE Welcomes
New ASA(CW)
Mr. Michael Connor**

The USACE Planning & Policy Division is excited to welcome Mr. Michael Connor as the new Assistant Secretary of the Army for Civil Works (ASA(CW)). Mr. Connor was sworn into the position on 29 November 2021. Mr. Connor has spent the majority of his career in the public sector and he has a deep history working in water resources and other core USACE mission areas. While serving as the Deputy Secretary of the U.S. Department of the Interior (DOI) from 2014 to 2017, Mr. Connor was instrumental in establishing water policies and strategies to address unprecedented drought in the western United States, as well as working to improve the fulfillment of the federal government's trust responsibility to Native Americans.

Prior to serving in his role as Deputy Secretary at DOI, Mr. Connor was the Commissioner of the Bureau of Reclamation from 2009 to 2014, during which he led DOI's negotiations to complete two major binational agreements with Mexico on the Colorado River. In addition, Mr. Connor served as Counsel to the U.S. Senate Energy and Natural Resources Committee from 2001 to 2009. A long-time resident of New Mexico, Mr. Connor is an enrolled member of the Taos Pueblo Nation.



**Acting Chief of Planning & Policy Mr. Eric Bush
Accepts Permanent Position**

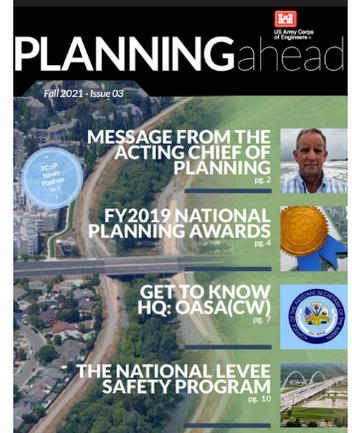
The USACE Headquarters Planning & Policy Division congratulates Mr. Eric Bush on his selection as the new Chief of Planning & Policy. Mr. Bush has served in the role of Acting Chief of

Planning and Policy since October 2020. Mr. Bush will continue to lead the entire Planning & Policy Division in the execution of USACE's mission to "Deliver vital engineering solutions, in collaboration with our partners, to secure our Nation, energize our economy, and reduce disaster risk."

Mr. Bush has spent his entire career in the public sector and has been with USACE since 2001. Prior to serving in the role of Acting Chief of Planning & Policy, Mr. Bush served as the South Atlantic Division (SAD)'s Planning & Policy Division Chief since 2015, where he oversaw more than 90 employees making up the largest Planning work unit at USACE, and was responsible for strategic leadership and program-level oversight of planning, environmental, and economics work performed in five District offices. Prior to joining USACE, Mr. Bush worked as an Environmental Administrator with the Florida Department of Environmental Protection.

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.





PCoP NEWS FLASHES

PLANNING COMMUNITY UPDATES

Collaboration Tech Query Tool

Are you working on a project and unsure how to best connect with your team? The new **Collaboration Tech Query Tool**, now available on the CIO/G6 Website, can help you and your team members identify available technologies and find the best way to connect with each other and the public.

Flood Risk Management Planning Center of Expertise (FRM-PCX) Software Certifications

The FRM-PCX has nationally certified two software updates. **Hydrologic Engineering Center's Flood Damage Analysis** (HEC-FDA) version 1.4.3 and **LifeSim 2.0** are both available for immediate use.

Connect with your Local ERDC Liaison

As one of the most diverse engineering and scientific research organizations in the world, the **Engineer Research & Development Center (ERDC)** conducts research and development in support of military installations and the USACE Civil Works mission. ERDC Liaisons have been assigned to all MSCs and Districts as part of the Chief of Engineer's intent to elevate USACE's research and development programs, and to promote ERDC's involvement earlier in the project development process. Have a question or want to know what ERDC can do for you? Reach out to your liaison.

Engineering With Nature Implementation Cadre

The Engineering with Nature (EWN) Implementation Cadre has kicked-off as a network of experienced USACE staff practiced in the implementation of EWN and natural and nature-based features (NNBF). The Cadre is looking for experienced USACE staff with diversified applicable EWN/NNBF backgrounds to join! Find the Cadre on their MS Teams "**Cadre Hub**" page to join discussion forums, respond to requests for EWN/NNBF assistance, and interact with other experienced EWN/NNBF colleagues.



PCoP Hot Topics

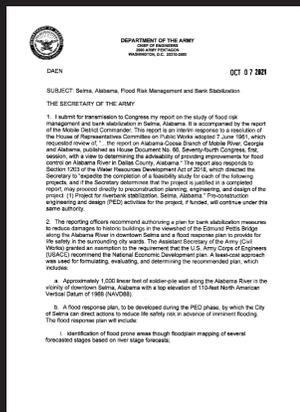
Can't wait for the next edition of Planning Ahead? Get the scoop on key initiatives and information from Headquarters on investing in our people; implementing clear and efficient guidance and processes; and demonstrating readiness and meeting our partnership commitments in the monthly PCoP Hot Topics newsletter. Find the latest in your email inbox or on the Planning CoP SharePoint. To be added to the newsletter email distribution list, email us at hqplanning@usace.army.mil.

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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. Recent additions of interest include:

- **Chief's Reports**, including the recent addition of the **Portland Metro Levee System, Portland, Oregon; Valley Creek Flood Risk Management, Bessemer and Birmingham, Alabama; Selma, Alabama, Flood Risk**



Management and Bank Stabilization and Papillon Creek Tributaries and Lakes, Nebraska reports.

- **Fiscal Year 2022 Economic Guidance** has been released for immediate use regarding **Unit Day Values for Recreation, Federal Interest Rates for Corps of Engineers Projects, and Cost Sharing Waiver for Territories and Tribal Nations.**

- Now available for use by planners are the **Feasibility Report Format and Content Guide** and the companion **Feasibility Report Summary Format and Content Guide.**

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 <https://planning.erdcdren.mil/toolbox/index.cfm>



PLANNER PERSPECTIVE

TAKING ON THE ACTING PCoP DEPUTY POSITION

Planning Ahead recently spoke with Kendall Zaborowski (OWPR) and Dr. Kelly Keefe (Jacksonville District), the outgoing and incoming Acting PCoP Deputies taking on Susan Layton’s roles as she continues on with her temporary detail as SAD’s Chief of Planning. We reached out to Kendall and Kelly to get their insights as Kendall looks back on – and Kelly looks forward to – taking on the role of Acting PCoP Deputy.

Please join us in thanking Kendall for his outstanding leadership, and welcoming Kelly on board!



QUESTIONS FOR KENDALL

WHAT DID YOU FIND MOST SURPRISING ABOUT THE PCoP DEPUTY’S ROLE?

For me, it was the freedom to really identify root causes of problems and seek solutions to them. There is certainly a lot on the plate of the PCoP Deputy, but you are empowered to delegate and seek out improvements to help our planners and our planning process.

WHAT WAS THE MOST REWARDING ACHIEVEMENT FROM YOUR TIME AS ACTING PCoP DEPUTY?

I very much enjoyed the opportunity to meet and talk with planners all over the country that I would not have engaged with otherwise. I was always impressed by and appreciated the dedication that planners bring to solving such tough challenges!

FROM YOUR TIME AS ACTING PCoP DEPUTY, WHAT DO YOU SEE AS THE BIGGEST CHALLENGE AND THE BIGGEST OPPORTUNITY FOR THE PCoP GOING FORWARD?

It is almost impossible not to name COVID and the operating conditions that we’ve all been making and adjusting to since March 2020 as the biggest challenge. Ultimately, planning and planners integrate information from many sources and put it together to tell a story about how the Corps of Engineers proposes to solve a water resources problem. We’ve all had to learn new ways to bridge those information gaps – and we’re going to have to keep doing that! But in that, we have an opportunity to change what our “normal” business looks like and create a work environment that is more flexible and inclusive than it was previously.



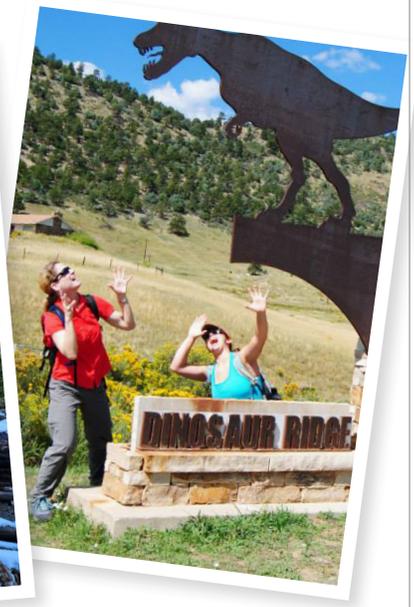
QUESTIONS FOR KELLY

WHAT ARE YOU MOST LOOKING FORWARD TO DOING IN YOUR ROLE AS ACTING PCoP DEPUTY?

I am looking forward to seeing the big picture view and interacting with the people who make the big picture happen. This will be a great opportunity to learn, and also to share “on the ground” experiences from studies I supervise in Jacksonville.

WHAT DO YOU EXPECT WILL BE THE BIGGEST CHALLENGE AND BIGGEST OPPORTUNITY AS THE ACTING PCoP DEPUTY?

The biggest challenge will be to keep up with all the rock stars working every day to make USACE and the PCoP great! That is also the biggest opportunity.





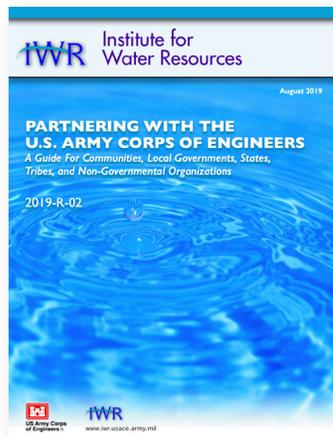
CONGRESS GIVES MAJOR BOOST TO TECHNICAL ASSISTANCE & PARTNERSHIP PROGRAMS

THE BALTIMORE DISTRICT FPMS TEAM VISITS ELLICOTT CITY, MD, AFTER DAMAGING FLOODS TORE THROUGH THE HISTORIC DOWNTOWN.

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The Infrastructure Investment and Jobs Act (IIJA) recently brought historic investment in many USACE programs, especially for the Planning Assistance to States (PAS) and Flood Plain Management Services (FPMS) Programs.

With typical annual appropriations of approximately \$15M for FPMS and nearly \$14M for PAS in FY21 – PAS’s largest appropriations to date – IIJA gave these two important technical assistance and partnering programs a significant boost. FPMS received \$45M and PAS received \$30M, in addition to anticipated regular annual appropriations. This is certain indication of the importance that Congress and the Administration have placed on these programs



PARTNERING WITH USACE PROVIDES USEFUL BACKGROUND INFORMATION ON PARTNERING OPPORTUNITIES, INCLUDING THE FPMS AND PAS PROGRAMS

to assist communities with flood and water resource related challenges.

With the increase in funding and attention on these programs, we need our Divisions and Districts to be engaging with existing and new partners to determine how we can provide support. Each District

should have a strategy for outreach – from creating or updating public facing websites, to engaging at local agency meetings, to reaching out to regional associations representing potential partners such as the Association of State Flood Plain Managers and the associations of counties and mayors. Each District is provided funding that can be used for initial coordination with potential partners – and should have a plan for making the most of these funds. We have a great opportunity and responsibility to provide much needed assistance to our partners and serve the USACE mission!

PLANNING ASSISTANCE TO STATES

The PAS program, authorized in Section 22 of WRDA 1974, as

WITH THE INCREASE IN FUNDING AND ATTENTION ON THESE PROGRAMS, WE NEED YOU TO BE ENGAGING AND SUPPORTING EXISTING AND NEW PARTNERS.

amended, provides USACE the opportunity to partner with non-federal entities to provide technical assistance and comprehensive water resource planning support on water resource challenges. Partners can include states, local governments, Native American Tribes, and other



THE USACE ST. PAUL DISTRICT IS CURRENTLY WORKING WITH THE VALLEY BRANCH WATERSHED DISTRICT ON A FLOOD MITIGATION COMPREHENSIVE PLANNING STUDY THROUGH PAS. THE ST. PAUL DISTRICT SURVEY CREW RECENTLY WENT OUT TO HELP ESTABLISH BASELINE CONDITIONS AND WATERSHED CHARACTERISTICS WHICH WILL AID IN A DAMAGE AND IMPACT ANALYSIS AND HELP THE WATERSHED DISTRICT DETERMINE ALTERNATIVES FOR MANAGING THE WATER.

non-federal entities, as well as not-for-profit entities working with a state.

There is a wide variety of planning-level assistance that can be provided through PAS projects, including flood risk management studies, watershed planning, stream assessments, ecosystem restoration, stormwater assessments, hydrologic and hydraulic modeling, water quality, water supply, water conservation, and coastal resiliency studies.

PAS projects are cost-shared 50/50, can be initiated at

any time of the year, and are typically completed within 1-2 years. Once USACE and the non-federal partner agree on a scope of work and sign a Letter of Agreement, and funding is in place, work can begin.

For an overview of the PAS program, please view the [PAS Fact Sheet](#) or [PCoP Webinar](#) on the Planning Toolbox. For further questions or assistance in growing your PAS program, please contact the Headquarters PAS Program Manager, Sharon Sartor.

FLOOD PLAIN MANAGEMENT SERVICES

The FPMS program, authorized in Section 206 of the Flood Control Act of 1960, as amended (33 U.S. Code Section 709a), allows USACE to provide information on flood hazards to local, state, and other non-federal governmental partners as well as to other federal agencies and private individuals. Non-federal government partners can receive assistance at full federal cost, while other federal agencies and private individuals can request assistance on a cost-reimbursable basis.

The FPMS program may be used to compile and disseminate information on floods and flood damages, including identification of areas subject to

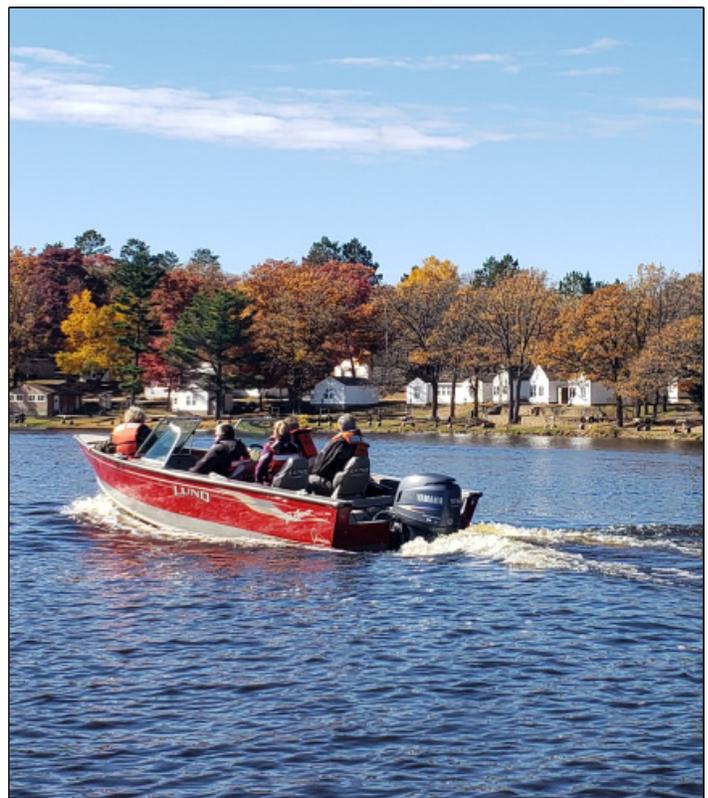
inundation by floods of various magnitudes and frequencies and general criteria or guidance for the use of floodplain areas. The program can also be used to provide advice to partners for their use in planning to mitigate local flood hazards.

Funded FPMS projects typically cost approximately \$100-\$150k and are scoped to be completed within 12-18 months, though these are guideline rather than hard limits.

The FPMS program provides a full range of technical services and

planning assistance needed to support effective floodplain and flood risk management. In addition to services provided to external partners, the FPMS program also funds USACE's Systems Approach to Geomorphic Engineering (SAGE) initiative, National Hurricane Program (NHP), and National Nonstructural Committee (NNC).

For more information on FPMS, please see the [FPMS Fact Sheet](#) available on the [Planning Community Toolbox](#) or contact the [FPMS Program Manager, Stephanie Bray](#).



THE USACE ST. PAUL DISTRICT IS CURRENTLY PARTNERING WITH THE MINNESOTA DEPARTMENT OF NATURAL RESOURCES TO COMPLETE A COMPREHENSIVE PLAN THROUGH PAS ON BIG SANDY LAKE IN NORTHERN MINNESOTA. THIS PROJECT WILL INFORM THE STATE OF MINNESOTA ON THE EFFECTS TO THE AQUATIC COMMUNITY FROM THE OPERATION OF THE BIG SANDY DAM AND WILL HELP PROVIDE MANAGERS WITH A BETTER UNDERSTANDING OF FISH BEHAVIOR, HARVEST, MOVEMENT, AND ESCAPEMENT IN THIS RESERVOIR.





FY2020 NATIONAL PLANNING AWARDS

In this edition of Planning Ahead, we recognize and celebrate the FY2020 individual and team awardees. In a future edition, we will recognize the Noel Clay Planning Champion and Lifetime Achievement in USACE Planning awardees.



PLANNING EXCELLENCE AWARDS



JENNIFER LAUX
Omaha District

Jennifer Laux has been recognized for her exemplary leadership as an outreach specialist on multiple programmatic-level efforts within the Omaha District. Jennifer's expertise in public involvement was particularly critical during the COVID-19 pandemic as the District transitioned to engaging with stakeholders and the public

virtually. Specifically, Jennifer led several study teams in virtual public outreach including conducting one of the first virtual events across the USACE enterprise for a Continuing Authorities Program (CAP) Section 205 study in Wyoming. Her leadership led to effective sponsor and project team coordination, successful meeting attendance, meaningful community participation and feedback, and ultimately the development of a guide for other USACE teams on how to conduct virtual public meetings.

In addition to her leadership as an outreach specialist in the virtual space, Jennifer served as the Missouri River Basin Public Involvement (PI) specialist as part of the

Collaboration and Public Participation Center of Expertise (CPCX) FY20 PI Specialist Program. Jennifer's expertise is sought on publicly contentious projects, with some of her work in this area including developing communications strategies and supporting public meetings for projects such as the Keystone XL Pipeline and the Dakota Access Pipeline. She also serves as a mentor for others on project-specific outreach strategies.

Not only did she serve as the District subject matter expert in public involvement, but Jennifer also led several Planning Assistance to States (PAS) studies, including the Lower Missouri River PAS Study, which involved four state sponsors and two districts. This highly

visible study came after the devastating Missouri River flooding in 2019 in which the governors of the four lower Missouri River states expressed the desire to investigate options for assessing flooding in the Missouri River basin and solutions for a more resilient system.

Jennifer has been described by Omaha District leadership as a person who can "lead teams, develop and formulate successful public involvement and stakeholder outreach, and build positive relationships." Her dedication to effective stakeholder engagement and commitment to sharing her knowledge with others led to a national public outreach strategy for USACE, and strongly supported the



Civil Works Strategic Plan strategy of improving safety and resilience of communities and water resources infrastructure.



DANIELLE TOMMASO
New York District

Danielle Tommaso, a Water Resources Certified Planner with the New York District, is the New York District’s Plan Formulation Specialist, and also serves as the Executive Secretary of the National Nonstructural Committee. She is commended for her technical expertise, initiative, and creativity that contributed to the successful delivery of two critical Civil Works feasibility studies – the Fire Island Inlet to Montauk Point (FIMP), New York reevaluation study, and the Peckman River Basin, New Jersey flood risk management feasibility study.

Danielle led the FIMP and Peckman study teams as they navigated extensive technical challenges and interagency coordination. The FIMP study, in particular, underwent intense political scrutiny, but resulted in a final recommended plan that has been called a model for 21st century coastal management thanks to Danielle’s nonstructural planning

expertise, which helped to shape the consideration of the project area as a comprehensive coastal system.

Danielle’s work in 2020 extended beyond her contributions to the New York District Civil Works mission. She directly helped in the fight against the COVID-19 pandemic through her service as a New York District Emergency Operations Center Battle Captain during the height of the pandemic in New York City. Her leadership supported the construction of four alternative care facilities to accommodate approximately 1,000 COVID-19 patients. Danielle also enabled effective communication between senior District leaders, District and vertical team staff, resource agencies, and stakeholders as the District maneuvered fulfilling its COVID-19 response mission with the simultaneous execution of five Chief’s Reports.

Danielle is a national leader in the Planning Community of Practice, as exemplified by her commitment to delivering quality Civil Works feasibility studies, mentoring and training USACE staff across the enterprise, and advancing the state of the art in water resources planning through her work with the National Nonstructural Committee. New York District leadership describe her as someone who “has been the tip of the spear of USACE Civil Works Transformation and Planning

Modernization” and has realized multiple Civil Works Strategic Plan strategies through her work.



KELLY BAXTER-OSBORNE
Omaha District

Kelly Baxter-Osborne is currently serving in a long-term detail as the Northwest Division (NWD) Economist for the Columbia River Treaty program. Prior to her detail, Kelly was an Omaha District Senior Economist, and an Institute for Water Resources national subject matter expert. Impressively, Kelly is the only USACE economist certified to conduct agency technical reviews in flood risk management, ecosystem restoration, water supply, and recreation economics. Kelly was recently recognized as a Water Resources Certified Planner.

One of Kelly’s most significant accomplishments in 2020 was her leadership in bringing the Columbia River Systems Operations (CRSO) Environmental Impact Statement (EIS) through the Record of Decision development process. Kelly managed and coordinated with a wide-ranging team with members including other USACE economists, federal

partners, and contractors to finalize the CRSO-EIS. Her contributions to this effort included the management of a \$2 million socioeconomic support contract; guiding the development and review of three separate models used in the EIS, including approval of two survey instruments through the Office of Management and Budget (OMB) review/approval process; and ensuring all study milestones were met within an expedited schedule. These considerable achievements were recognized by the Assistant Secretary of the Army with a Star Note, and a Certificate of Appreciation from NWD.

In addition to leading successful study teams and effectively applying expert technical analysis skills and economic guidance, Kelly is recognized for her outstanding mentorship of junior staff. In particular, Kelly has leveraged her agency technical review assignments as an opportunity to mentor several different Department of the Army intern economists across NWD’s Districts and has also been instrumental in developing and delivering training sessions for new economists. Kelly has been described by Omaha District leadership as having “played a vital role in shaping the future workforce of the organization.”





MARCI JACKSON
Jacksonville District

Marci Jackson is commended for her work in the supervisory role she took on when the Jacksonville District received \$3.8 billion in funding from the Bipartisan Budget Act of 2018 (BBA18) for feasibility studies and projects. As part of her role managing a newly created Special Project Section to oversee and help lead non-traditional BBA18 studies within Jacksonville District's Planning Division, Marci provided outstanding mentorship of a project team responsible for formulating the Lake Okeechobee System Operating Manual, a large-scale Water Control Plan. This project stands out due to its innovation in developing a plan formulation strategy for a water control manual that provided benefits to a watershed of over 9 million people.

Marci also played a key role in the conversion of three former CAP Section 205 studies originated in the 1980s and 1990s to reduce flood risk to communities in St. Thomas and Puerto Rico. After these communities suffered significant impacts from Hurricane Maria in

2017, Marci successfully led the push to transform them into feasibility studies by reexamining and validating the recommended projects as engineeringly acceptable, economically justified, and environmentally feasible. Impressively, each was converted in less than two years and within a budget of \$400,000 per project, with all three recommended projects receiving favorable Chief's Reports and getting included as Congressionally authorized projects in the Water Resources Development Act (WRDA) of 2020. This effort has been described as precedent-setting by Marci's Jacksonville District leadership given the significant challenge of successfully converting older CAP projects that had exceeded CAP funding limits into feasibility studies.

In addition to taking on a new supervisory role and leading Jacksonville District's recent CAP study conversion effort, Marci's 2020 accomplishments are apparent across a wide range of Planning activities, from re-energizing the District's Silver Jackets program within the Flood Plain Management Services arena to delivering PAS reports. Her significant contributions to Jacksonville District's Planning Program exemplify the Civils Works Strategic Plan strategy of transforming the Civil Works Program and improving the safety and resiliency of communities.

OUTSTANDING PLANNING ACHIEVEMENT AWARDS

FIRE ISLAND INLET TO MONTAUK POINT, NEW YORK PLANNING DELIVERY TEAM *New York District*

The Fire Island Inlet to Montauk Point (FIMP), New York project delivery team is being recognized for its successful delivery of the critical FIMP Hurricane Sandy study. This accomplishment marks the conclusion of an almost 40-year planning effort and provided a model for 21st century coastal resilience," said Mr. Clifford S. Jones, III, Chief, New York District Planning Division.

Initially started in 1979, later halted, then restarted in 1992, the FIMP study addressed water resource problems along the 83-mile Atlantic coast of Long Island

in Suffolk County, New York. The team identified a plan that balances coastal storm risk management and natural resource preservation throughout the dynamic, environmentally sensitive study area. The plan includes the construction and maintenance of beaches and dunes, beach renourishment, inlet sand bypassing, and groin removal. It also includes nonstructural measures potentially applying elevations, floodproofing, and acquisitions to over 4,400 structures. Additionally, the plan includes 14 coastal process features, which will help achieve the project's objective of "no net loss" of sediment within the system. The plan also includes breach response plans and monitoring and adaptive management actions to ensure long-term success.

The team effectively navigated unique statutory requirements governing projects within the Fire Island National Seashore and



GROUNDBREAKING CEREMONY AT FIRE ISLAND LIGHTHOUSE WITH NAN LEADERSHIP. SOURCE: DANIELLE TOMMASO, NEW YORK DISTRICT



identified a plan that was mutually acceptable to the Departments of the Army and Interior. An interagency team led by the New York District collaboratively developed the plan. A key element of the plan is the monitoring and adaptive management plan that commits to adaptively managing the project together over the project life. “The FIMP team has set an example of planning excellence through its relationship building, determination, and creativity,” said Mr. Jones.

The \$1.7 billion FIMP project will improve the safety and resilience of Long Island’s coastal communities and infrastructure. The project was authorized in WRDA 2020 and initial construction is funded through the Disaster Relief Appropriations Act of 2013 (“Sandy Supplemental”). Ongoing pre-construction work has led to award of the first construction contract, with construction beginning in early 2022.

SILVER JACKETS CALIFORNIA FLOOD AFTER FIRE SUPPORT TOOLS PROJECT DELIVERY TEAM
Sacramento District

The Silver Jackets California Flood After Fire Support Tools project delivery team is recognized for its development of a toolkit to support agencies in preparation for and response to flooding and debris flow disasters before and after



FIREFIGHTERS AND WILDFIRE. SOURCE: SACRAMENTO DISTRICT OFFICE OF PUBLIC AFFAIRS

wildfires. As part of a timely and agile response to record-breaking wildfires, this team identified, consolidated, and made available a collection of tools to enable partners to respond to future wildfires. The project demonstrated ingenuity, inclusiveness, and creativity, working with the Engineering Research and Development Center (ERDC), over 20 state and federal agencies, tribes, and local governments while using effective facilitation and virtual platform techniques to move the work forward during a pandemic. The team created a framework for agency partners and reduced life and safety risk for a growing threat.

The technical toolkit developed by the team supplies California teams with a practical plan for flood disaster preparedness after a wildfire. The target audience is technical staff – primarily GIS specialists and hydraulic and hydrologic engineers – commonly involved in

post-fire flooding response. The toolkit identified and consolidated tools and techniques for developing flood and debris flow models and flood forecasting maps. These models and maps can be used to target specific locations for more accurate hazard predictions. Designed to reduce hazard estimation technical team response times, the toolkit provides valuable support during and after wildfire seasons.

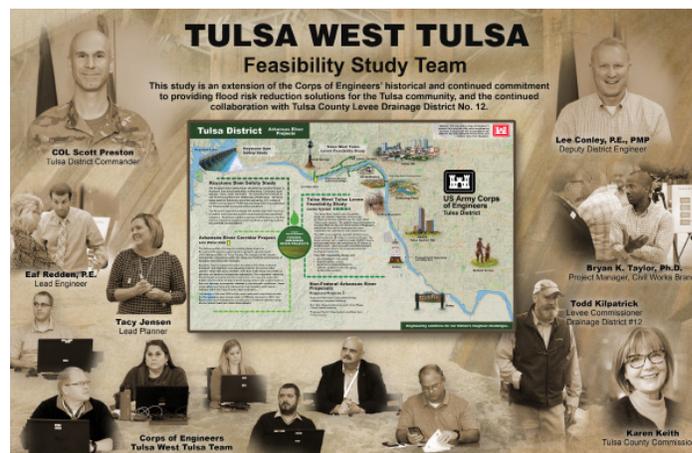
The project team built off of the previously developed California Silver Jackets

“After Wildfire” guide to facilitate discussion and to support interagency coordination and cooperation for assisting communities. The project team hosted monthly virtual roundtables to bring state and federal agencies and local governments together to allow for focused discussion and coordination on responsibilities related to post-wildfire flooding and debris flows.

The team’s work on this project has been described by Sacramento District leadership as a “shining example of how coordination and collaboration across Districts, disciplines, and agencies can build lasting relationships” and a “roadmap for future efforts.”

TULSA AND WEST-TULSA LEVEE FEASIBILITY STUDY PROJECT DELIVERY TEAM
Tulsa District

The Tulsa and West-Tulsa Levee Feasibility Study project delivery team comprised of Tulsa District



TULSA WEST TULSA LEVEE FEASIBILITY STUDY TEAM CHIEF'S REPORT SIGNING PLACEMAT





and Regional Planning and Environmental Center staff has been recognized for implementing an innovative benefit methodology while under the spotlight of being a study funded to completion under the bipartisan Budget Act of 2018 (BBA18)/Harvey Supplemental program.

This effort stands out because of the project team’s successful ASA(CW) National Economic Development (NED) plan policy exemption request. After recognizing that a traditional NED methodology for formulation, evaluation, and selection of a project recommendation would not lead to a viable alternative that would reduce the substantial life safety risk in the project area, the team pursued an approach to recommend a project based on life safety benefits under the Other Social Effects (OSE) account rather than recommending the “NED plan.” This approach was particularly noteworthy because of the accelerated schedule under which the team was working – the team was able to complete the study in 19 months, delivering ahead of schedule and under budget by \$800,000.

The project team effectively used vertical team collaboration and coordination to achieve appropriate approvals, including the critical ASA(CW) policy exemption. The project, after being

authorized in WRDA 2020, immediately proceeded to the preconstruction engineering and design and construction phases.

The Chief of Engineers has called the Tulsa and West-Tulsa project a “precedent setting initiative that will reduce flood risks and save lives.” The team’s success in receiving approval for the project based on non-NED account justification provides an example for other flood risk management studies. After authorization of the Tulsa and West-Tulsa project, the ASA(CW) issued a memo directing USACE feasibility study teams to document benefits in all four Principles and Guidelines (P&G) accounts.

ECOSYSTEM RESTORATION PROGRAM PROJECT DELIVERY TEAM
Chicago District

The Chicago District Ecosystem Restoration project delivery team is recognized for providing superior formulation, analysis, monitoring, and program improvements for a large ecosystem restoration project portfolio under several restoration authorities. The eight outstanding projects planned, designed, and constructed ultimately totaled \$54.49 million, 1,066 acres of restored habitat, and 3.3 miles of stream channel restoration in the Chicago area and Northwestern Indiana. These projects



CHICAGO DISTRICT ECOSYSTEM RESTORATION PROJECT. SOURCE: CHICAGO DISTRICT

also resulted in improved life quality and passive recreational features in highly developed, densely populated urban areas.

The Chicago District’s Ecosystem Restoration Program projects were designed to address ecosystem problems and opportunities by ensuring the long-term survival of wetlands, streams, and riparian aquatic systems. To do this, the team worked to locate areas for improvement by using risk-informed planning methodologies, ongoing construction data, and lessons learned from other national portfolio projects to streamline ongoing planning studies. For example, the project delivery team handed over initial ecosystem restoration projects to the sponsor for operation and maintenance after 60 months

of construction, invasive management, and vegetation establishment. During the monitoring period, the team used adaptive management techniques to address any issues identified related to sustainability and habitat maintenance. The team also ensured construction contracts were written properly to ensure a sufficient vegetation establishment period and adaptive management options.

The Ecosystem Restoration Program and the project delivery team’s achievements have also been recognized with numerous awards from local, state, and national organizations. The team has been described by Chicago District leadership as demonstrating “exemplary work ethic, selfless service and [a] high standard of professionalism.”



GET TO KNOW HEADQUARTERS

EMERGENCY DISASTER SUPPLEMENTAL (ES) PROGRAM



This issue's "Get to Know Headquarters" speaks with the Yvonne Prettyman-Beck (National Program Manager) about the Headquarters ES Program team, the team's work overseeing the diverse and robust portfolio, and what planners need to know about the program.

After the past several years of record-breaking natural disasters – many involving floods – planners across the enterprise are likely to have played a role in at least one project funded by recent emergency supplemental bills for long-term investments in flood risk and coastal storm risk management projects in states and territories impacted by natural disasters.

In order to ensure the execution of these high priority – and high profile – projects, the Headquarters Programs Integration Division (PID) established the ES Program to oversee the completion and ultimate

success of feasibility, design, and construction of projects identified and funded under both BBA 2018 and DRA 2019 Emergency Supplemental appropriations. The Emergency Supplemental (ES) Program will also be responsible for projects funded under the new 2022 supplemental appropriations bills (DRSAA and IIJA).

The current studies and projects managed by the ES Program are generally categorized under Short-term Repairs (STR) and Long-term Disaster Recovery Investment Plan (LDRIP).

The ES Program's primary focus is executing projects efficiently and effectively to mitigate and reduce future flooding in communities across the nation. To realize this goal, the ES team has established the following objectives for the program:

- Delivering the ES Program expeditiously while still observing all appropriate legal requirements and policy standards.
- Gathering information for process improvements to enhance future project delivery.
- Leveraging enterprise risk management to facilitate delivery of the ES Program.
- Monitoring performance metrics in routine reporting and making recommendations for corrective action.
- Minimizing additional work and data calls by fully utilizing the Project Management Automated Information System (PROMIS/P2) tool.
- Identifying and resolving conflicts with MSC/District internal processes.

RECENT USACE SUPPLEMENTAL APPROPRIATIONS

BIPARTISAN BUDGET ACT (BBA) OF 2018 (PUBLIC LAW (PL 115-123))

- INVESTIGATIONS: \$135M
- TOTAL: \$17.39B

ADDITIONAL SUPPLEMENTAL APPROPRIATIONS FOR DISASTER RELIEF ACT (DRA), 2019 (PL 116-20)

- INVESTIGATIONS: \$35M
- TOTAL: \$3.26B

DISASTER RELIEF SUPPLEMENTAL APPROPRIATIONS ACT (DRSAA), 2022 (PL 117-43)

- INVESTIGATIONS: \$100M
- TOTAL: \$5.71B

INFRASTRUCTURE INVESTMENT AND JOBS ACT (IIJA), 2022 (PL 117-58)

- INVESTIGATIONS: \$150M
- TOTAL: \$17.1B





Under Yvonne Prettyman-Beck, a support team of Headquarters staff and program managers in each MSC manage the day-to-day operations of the ES Program. As the National Program Manager, Yvonne manages and authorizes the distribution of funds, reviews current working estimates, establishes reporting requirements, and provides guidance and program updates through a variety of forums for USACE senior leadership, the Assistant Secretary of the Army for Civil Works (ASA(CW)), the Office of Management and Budget (OMB), and Congressional members/Committee staff.

The MSC program managers serve as the primary POCs to manage studies and projects within their areas of responsibility and report to the national program manager. District project managers are responsible for the execution of the projects: the project scope, quality, cost, budget, and schedule with oversight by the MSC ES program managers.

ES PROGRAM FAQs



Q *What are the top two or three considerations planners should keep in mind when working on an ES project compared to studies funded through regular appropriations?*

A Studies approved to receive BBA, DRA, or DRSAA Emergency Supplemental funds are funded at 100% Federal expense. However, if available ES Investigations funds are exhausted, then additional costs will be cost-shared, and the Federal portion of remaining costs will compete for funding from annual Investigations funding. Additionally, pre-construction, engineering and design (PED) functions for ES study efforts are funded from the Construction account and not the Investigations account.

As with regular funded studies, achieving and maintaining vertical alignment throughout the study process is paramount; more so with this program due to its visible nature. Issues should be thoroughly vetted and elevated sooner rather than later. This can become problematic particularly when study completion dates are fast approaching and last minute decisions are made to request an exemption through HQ for

an expedited decision from the ASA(CW).

Q *What are the two or three biggest lessons learned the ES Program Team has documented from the BBA 2018 and DRA 2019, and how will they be applied to the 2022 Emergency Supplemental or the delivery of the Civil Works program?*

A The work is not business as usual. In the Investigations account for BBA, DRA, DRSAA, and IIJA the law provides that funds are provided to complete and/or initiate and complete studies authorized prior to the specific date of enactment. For BBA, DRA, and DRSAA funds are provided for high priority studies of projects that are predominately for flood and storm damage reduction; however, for IIJA this work also includes funds for Planning Assistance to States, Flood Plain Management Services, and to implement pilot programs that address work in rural and economically disadvantaged communities. It is imperative that USACE remains a good steward of the appropriated funds and ensures study completions are expedited as Congress intended.

Studies tend to go awry when scope creep is entertained

or when there is general consensus that the study effort must cease due to a “no Federal Interest Determination”; however, it takes a disproportionate amount of time (i.e., several months) to process study closure. PDTs should lean forward and seek to complete activities aggressively (ahead of schedule) and concurrently, when possible.

Understanding governing laws and applicable policies in order to effectively communicate with stakeholders, Congressional members/representatives, industry, and other Federal and State agencies is critical to success. Failure to know the parameters and guidance directly related to the work being performed generates confusion, delays in project execution, and an excessive amount of time for senior leadership engagement at all levels to gain resolution.

Q *What would you most like a District planner to know about the ES Program and the work the ES team does?*

A The mission of the ES Program is to provide national level program management oversight for multi-billion-dollar hurricane and disaster recovery operations for eligible areas impacted in the U.S. and U.S.



territories as funded by various supplemental appropriations. The program is a critical priority mission of the Chief of Engineers and USACE.

The ES team provides support for all aspects of program development and execution, including development of implementation guidance, development of long-term strategic investment plans, management of appropriated funds, and monitoring and reporting on execution to senior leaders including the DCG-CEO/DCW, Chief of Engineers, the ASA(CW), representatives of OMB, Congressional members and their respective Committee staffs, and the White House. The team directs activities of a multi-faceted Program Delivery Team within

HQUSACE and across MSCs to successfully accomplish the mission.

Q *How does project management differ for a study funded under the LDRIP compared to one funded under “regular” appropriations?*

A In my opinion, it doesn’t. As defined, “project management is the application of processes, methods, skills, knowledge and experience to achieve specific project objectives as agreed upon for project acceptance.” The USACE Project Delivery Business Process (PDBP) is applicable to all phases of a project regardless of whether the study effort/project is funded with regular or supplemental appropriations.

However, the uniqueness associated with the ES Program is that Congress appropriated full funding upfront. This supports the intent of aggressive execution and completion, but requires skilled project managers and project delivery teams to effectively and efficiently manage their projects to facilitate on-time completion of quality projects within budget.

Q *How can District planners and project managers best leverage the expertise of the ES team?*

A Frequent communication and coordination. The ES team works to ensure coordination with HQ proponents and RITs and to collectively sharing technical information related

to policy and project-specific issues within the program. Lessons learned are documented in the ES Knowledge Portal and discussed in a number of forums.

The ES team gladly supports requests to share what we know and graciously seeks opportunities with others to learn what we may not readily know. We acknowledge that some of the rules and policies that govern the ES program differ from that of regular appropriations, and the ES team is always available to answer any questions to ensure supplemental-funded projects are carried out in accordance with the applicable policies and guidelines specific to the particular law under which the projects were funded.

HEADQUARTERS EMERGENCY SUPPLEMENTAL PROGRAM TEAM

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Yvonne Prettyman-Beck

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