



US Army Corps  
of Engineers®

# PLANNINGahead

Fall 2019 - Issue 03



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*Ms. Stacey E. Brown, PMP, SES was recently welcomed as the new Chief, Planning and Policy Division at USACE Headquarters. Ms. Brown joins the Planning and Policy Division from her former position as Deputy Chief of the Civil Works Programs Integration Division (PID). Having spent the majority of her career in Planning, Ms. Brown has worked in the San Francisco, Norfolk, and Baltimore Districts. Ms. Brown is looking forward to addressing the challenges facing Planners across the Nation, in particular looking at ways to improve teamwork – across both vertical and geographic boundaries – in order to successfully deliver studies and projects that address the country’s water resources needs.*

**Given the many years you spent in Planning at the beginning of your career, what are you most excited about upon your return to Planning?**

I’m very excited to be able to lead the organization I was part of for so long. It feels like I’m coming home; except that so much has changed for the better, which is gratifying to see. I recently met with a congressperson who has historically been very hard

# VIEW FROM THE TOP

## MESSAGE FROM THE CHIEF OF PLANNING & POLICY – STACEY E. BROWN

on the Corps, and was happy to hear that he is starting to see progress. He thinks the agency has heeded previous feedback from Congress, other elected officials, and stakeholders, and is really moving in the right direction. I’m proud of the Planning organization and am looking forward to continuing this progress so that we can meet the water resources needs of the Nation. Although we might have different approaches, we are all on the same team and I believe the more we are pushed by Congress and our stakeholders, the more we’ll push ourselves to be better and to meet our mission.

**How did your most recent position in the PID prepare you for the job of Headquarters Chief of Planning and Policy? Are there any recent lessons learned from PID that can be applied to Planning?**

I was only in the PID Deputy position for six months, but the biggest opportunity it provided in terms of preparing for this job was the chance to work for a different senior leader. I have valued working under different senior leaders over the course of my career and learning from their unique leadership styles and approaches to executing their visions. My own leadership style continues to change and evolve over time, and like

most leaders my style reflects a collection of personal experiences.

In terms of lessons learned, the PID’s focus on metrics to measure program management success is an approach I haven’t seen employed as much on the Planning side. I think that we could apply this type of rigor to the Investigations portfolio by identifying leading indicators that will alert us when study execution is veering off track. These types of metrics could help us identify the issues, engage as needed, and readjust resources with enough time to course correct.

**What are the top three things you’d like planners and project delivery teams (PDTs) to focus on as we move into FY20?**

Execute, execute, execute! My feeling is that the full enterprise – and not just Planners – needs to focus on doing what we say we’re going to do, when we said we would do it, and within the funding limits we designated. There are bound to be issues that arise and if something out of our control pushes a schedule, that’s okay; there are often valid reasons for this. However, our goal should always be to move forward with the plan as best we can. A key part of staying on track

is communication, particularly within the PDT. I consider Planning to be the glue holding the team together, and would like to see planners embrace their important role and encourage the PDT to remember that everyone is on the same team and has the same end goal, even if there are differences in opinion regarding approach.

**Are there any other messages you’d like to convey to the Planning Community?**

My strong feeling is that the District is where the work gets done, and our job here at Headquarters is to help support the field by getting planners the guidance and training they need, all with an eye toward executing the program as efficiently and effectively as possible. I want the field to know that this is where I’m coming from. I also want to change the mentality that when Headquarters says no to something, it just means “no.” I want to have a dialogue with the field about why we can’t do something and to explore options for addressing an issue in a different way. My desire is for us all to work collectively as a team, to treat each other with respect and professionalism, and to be candid with one another as we work toward our common goal of serving the Nation.



# PCoP NEWS FLASHES

## PLANNING COMMUNITY NEWS



### Project Partnership Kit Update

Partnering with the U.S. Army Corps of Engineers: A Guide for Communities, Local Governments, States, Tribes, and Non-Governmental Organizations provides potential sponsors with information on the programs and processes available for non-Federal partners and USACE representatives to work together to address the Nation's water resources problems. The Guide includes an overview of the USACE Civil Works Program and describes how USACE can work with local, State, Tribal, and Federal agencies and other non-Federal partners on activities ranging from technical services and advice to planning and constructing water resources projects. A previous version of this

document was originally published as the Project Partnership Kit by IWR back in 1996 and revised in 2001. The Guide is available on the front page of the Toolbox.

**Upcoming PCC1 Content Changes**  
Attention prospective PCC1 students: The version of the course on the

USACE Learning Center is currently being updated; some material in the course is out of date due to changes in law and policy related to the elimination of the Civil Works Review Board and the reconnaissance phase. An updated version of the training will be available in early 2020; stay tuned for more information!



### 2019 Emergency Supplemental

On 6 June, the President signed a \$19.1B disaster relief bill (PL 116-20),

which includes \$3.258B for the Civil Works program, and specifically \$35M for Investigations. The funds are to be utilized in States and insular areas that were impacted by Hurricanes Florence and Michael, Typhoon Mangkhut, Super Typhoon Yutu, and Tropical Storm Gita. This includes Alabama, Florida, Georgia, North Carolina, South Carolina, and Virginia as well as the Pacific territories of American Samoa, Guam, and the Northern Mariana Islands. Planners should stay tuned for field guidance in the near future, and should continue to work with Programs and potential local sponsors to be ready to launch high priority studies when authorities and appropriations become available.

### FY18 Planning Award Winners

The FY2018 Planning Award winners have been announced! Congratulations to Erin Maloney (LRC, Programmatic Planner of the Year); Brooke Schlenker (SPK, Enterprise Planner of the Year); Santa Clara Pueblo Tribal Partnership Program Watershed Assessment Team (SPK and SPA, Programmatic Planning Team of the Year); Great Lakes Mississippi



River Interbasin Study, Brandon Road Project Team (LRC and MVR, Enterprise Planning Team of the Year); and Planning Champions Leigh Skaggs (OWPR), Jerry Fuentes (SPK), and Matt Rea (NWD). Planning Ahead will be highlighting the efforts of the winners over the next several editions.



### 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 PCoP Hot Topics. Find the latest in your email inbox or on the Planning and Policy CoP SharePoint. To be added to the newsletter email distribution list, email us at [hqplanning@usace.army.mil](mailto:hqplanning@usace.army.mil).





# PLANNER PERSPECTIVE LEADING TEAMS TOWARD PLANNING EXCELLENCE



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FEATURED FY 2018 PLANNING EXCELLENCE AWARD WINNER ERIN MALONEY PROVIDES AN OVERVIEW OF THE CHICAGO SHORELINE PROJECT AT PROMONTORY POINT AS PART OF THE REGIONAL SEDIMENT MANAGEMENT IPR FIELD TRIP, HOSTED IN CHICAGO IN AUGUST 2019. SOURCE: ERIN MALONEY, LRC

*Erin Maloney, Chicago District, is the recipient of a FY 2018 USACE Planning Excellence Award. This award provides an honorary recognition to an outstanding USACE District employee in a professional planning position, and is designed to recognize an individual's contributions to advance the state of the art in the practice of civil works water resources planning. Erin is recognized with this FY 2018 award for the programmatic category, recognizing her extensive contributions to Continuing Authorities Program (CAP) projects, as well as to the Planning Assistance to States (PAS), Regional*

*Sediment Management (RSM), and Flood Plain Management Services (FPMS) programs. She has been recognized as a perennial leader not only within the Planning CoP, but within the H&H and Climate Preparedness and Resilience CoPs as well.*

As both a Hydraulic Engineer and Planner within the Chicago District, Erin has the unique perspective and ability to lead PDTs through challenging technical water resource studies, primarily focusing on flood risk management efforts. In her role as a planner, she acts

as a subject matter expert in implementing the risk-informed planning process, and is actively engaged in every technical aspect of her studies where she applies her strong technical engineering background to provide valuable ongoing quality control to the work completed by all PDT members, regardless of the discipline.

Erin has a passion for continuing to develop existing relationships with Chicago District partners and stakeholders. In her role as a planner, she consistently keeps in-tune with the

needs of the stakeholders and partners that USACE serves, and shares ideas for new efforts or partnership opportunities. Despite her busy schedule, she makes time to lead or assist with efforts to submit new proposals under various programs, including PAS, RSM, and FPMS, and believes that use of these authorities is one of the main pathways for connecting our tremendous capabilities to the needs of the people, communities, and local and regional governments that we serve. Erin uses these planning and study programs to provide valuable



knowledge and resources to communities so they can better understand their water resources issues, develop solutions, and pursue funding through USACE authorities or other organizations.

Some of Erin's proudest achievements with the Chicago District include her efforts under the PAS program. The "RainReady" Plan, implemented in partnership with Cook County, Illinois, identified opportunities for stormwater management through implementation of green and grey infrastructure improvements in six urban communities which struggle as a result of urban infrastructure decay, as well as socioeconomic disparities. This innovative project included strong community involvement and considerations of co-benefits that could be achieved through stormwater management solutions. These types of projects provide opportunities for USACE to engage with and support communities with water resources problems which may not apply to USACE implementation authorities.

Erin is also proud of her work to continually improve USACE working relationships with our partners and other agencies. For example, she was instrumental in coordinating a partnering

meeting with FEMA Region 5, which was hosted in the Chicago District office this April. The meeting's purpose was to increase engagement and partnerships through gaining an understanding



ERIN DISCUSSING FLOOD PROBLEMS WITH PUBLIC OFFICIALS AS PART OF THE DUPAGE RIVER FEASIBILITY STUDY COMMUNITY ENGAGEMENT. SOURCE: ERIN MALONEY, LRC

of one another's mission, processes, and priorities for synchronization of efforts, and to discuss each agency's flood risk and floodplain management programs and processes. The meeting was attended by staff from eight USACE District offices within both LRD and MVD as well as HQ.

In addition to her continuous leadership and strong sense of teamwork, Erin's many accomplishments in FY 2018 led to her selection for a USACE Planning Excellence Award, including:

**McCOOK LEVEE CAP SECTION 205 PROJECT**

Under Erin's leadership, this study was approved in August 2018 and is currently

undergoing design, with a focus on repairing two existing levee systems which are at high risk of seepage and failure. Erin helped the PDT navigate several technical planning challenges

and form effective solutions that achieved a positive net benefit for the project, including the development of an innovative plan to address interior drainage in a way which would avoid adverse impacts and reduce project costs. Additionally, the final plan implements a segmented levee repair option which focused on repairing only the necessary portions of the existing levee rather than the whole existing system. This segmented option allowed for cost justification of the project, which will improve the resiliency of this important industrial development area and reduce the life safety risk for the employees who work there.

**RUNNER UP FOR THE 2017 CLIMATE PREPAREDNESS AND RESILIENCE COP'S CLIMATE CHAMPION AWARD**

Erin led the development of a methodology to quantitatively incorporate future precipitation trends in the northeast Illinois region into flood risk management studies. Erin's focus on technical hydrological inputs and how they relate to the economic benefits analysis over the full period of analysis for a study is just one example of her ability to apply technical insight to improve the planning analysis and to lead USACE in considering alternate applications of available data.

Erin's ability to navigate requirements and challenges using available resources sets her apart from the field, working closely with vertical teams to ensure the appropriate processes and guidance are being followed and pushing for efficiency and streamlining processes when possible. Consistently meeting milestones while maintaining a heavy workload is indicative of the quality production that she exhibits, and in turn encourages her teams, leading to successful project outcomes not just in the Chicago District, but across the country.

**PLEASE JOIN PLANNING AHEAD IN CONGRATULATING ERIN ON HER FY 2018 PLANNING EXCELLENCE AWARD!**



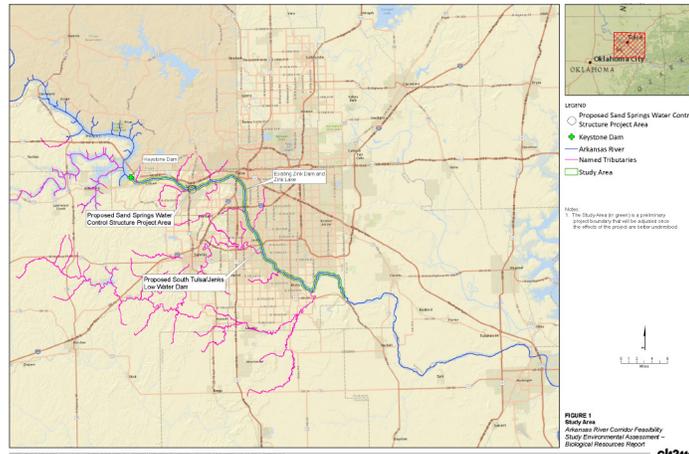


# PROJECT HIGHLIGHT

## ARKANSAS RIVER CORRIDOR FEASIBILITY STUDY

In November 2018, the Director of Civil Works signed the Director's Report for the Arkansas River Corridor Feasibility Study, recommending a National Ecosystem Restoration (NER) plan with a \$130M total project cost that would restore three of four targeted habitat types, provide resilient nesting habitat for a federally-listed endangered species, and create river and floodplain connectivity throughout the 42 river miles of the study area in Tulsa County, Oklahoma. The PDT consistently overcame challenges and adversities throughout the study with innovative, creative analysis and intense communication and collaboration, resulting in a study completed on time and below budget. For its successful effort, the Arkansas River Corridor PDT was nominated for a FY2018 National Planning Achievement Award.

The recently completed Arkansas River Corridor Feasibility Study considered aquatic and riparian ecosystem restoration opportunities along a 42-mile long reach of the Arkansas River in Tulsa County,



ARKANSAS RIVER CORRIDOR STUDY AREA.  
SOURCE: TULSA DISTRICT

Oklahoma, which has been significantly impacted by hydropower operations at Keystone Dam. The dam is a physical barrier for natural river flow, connectivity, sediment transport, and migratory and spawning life histories of native animals.

The plan includes a new low water dam with an updated, innovative design to reduce public safety risk, and provides aerated water to allow for fish passage during the spawning season. Also included in the plan are a 5-acre restored wetland and a sandbar island to serve as habitat for the endangered Interior Least Tern. With the implementation of the recommended plan, surface

acres of riverine habitat are expected to increase from 1,591 acres to 3,735 acres, allowing for increased continuous river flow and connectivity between pools while providing more refuge to aquatic species, greatly enhancing the structure and function of the aquatic and riparian ecosystem.

From the beginning, the study's PDT consistently overcame challenges and adversities. As with most newly formed teams, there were challenges in coming together into a cohesive unit. Most members of the PDT had never been on a regional PDT before, with fellow team members being located in different states. When

issues arose, the appropriate subject matter experts took the lead on the issue in question no matter where they were located, educated and influenced others, and analyzed and delivered beyond both internal and external expectations. The PDT became a multi-disciplined, highly functioning team with a clear focus to recommend a plan that would restore structure, function, and processes of the aquatic habitat to a more natural state.

Early in the study, the PDT needed to witness what low flow conditions looked like, and how and where they moved through the river channel. The PDT scheduled a site visit with a highly experienced interagency team that coincided with flood releases from the dam. This allowed biologists from other agencies that have worked on the river for years to provide valuable information on habitat conditions for the environmental model to be validated with regard to low flow wet and dry areas.

The Tulsa District has used a steady-state hydrologic



and hydraulic model of the Arkansas River for years. For this study, the PDT expanded the model to allow for unsteady state analysis and consideration of flows received from the many tributaries of the Arkansas River in the study area. This more in-depth modeling provided a more sophisticated, state-of-the-art analysis of river flows and a more accurate assessment of the 15 measures that were formulated into alternatives.

Despite the study complexities, the Arkansas River Corridor PDT provided a completed study for less than the initial \$3M budget estimate. The team was able to achieve this for two primary reasons: sponsor knowledge and existing information. The non-Federal sponsor (Tulsa County) and the District have been involved in various studies for the project since 2003, with the same project managers involved since the beginning. A 2006 Vision and Master Plan effort provided the measures considered by the PDT during this feasibility study and allowed for focused and limited alternatives to be studied during the formulation and alternative analysis. In addition, after the completion of the Master Plan, the sponsor and District worked together on ecosystem restoration investigations that further defined measures, surveyed

and established baseline flora and fauna populations, and began to identify areas of cultural resource concerns.

Additional time and costs savings were realized by Tulsa County independently producing a preliminary design that was used in this feasibility study. The sponsor maintained robust relationships with the interagency team, stakeholders, and the public, and was keenly aware of challenges that had been encountered and often solved based on other projects on the river. While the schedule was not substantially reduced from 36 months, events that would have typically extended the schedule were avoided.

The Arkansas River Corridor PDT displayed a high level of focus and professionalism throughout the course of the study, resulting in both time and cost savings to the government and the non-Federal sponsor. The team overcame challenges related to executing the planning process, performing innovative and creative analysis with certified models, and abundant and engaging detailed-focused collaboration with the sponsor and stakeholders. The result is a recommended plan that will restore sustainable structure and function to the aquatic and riparian ecosystems within the Arkansas River Corridor.



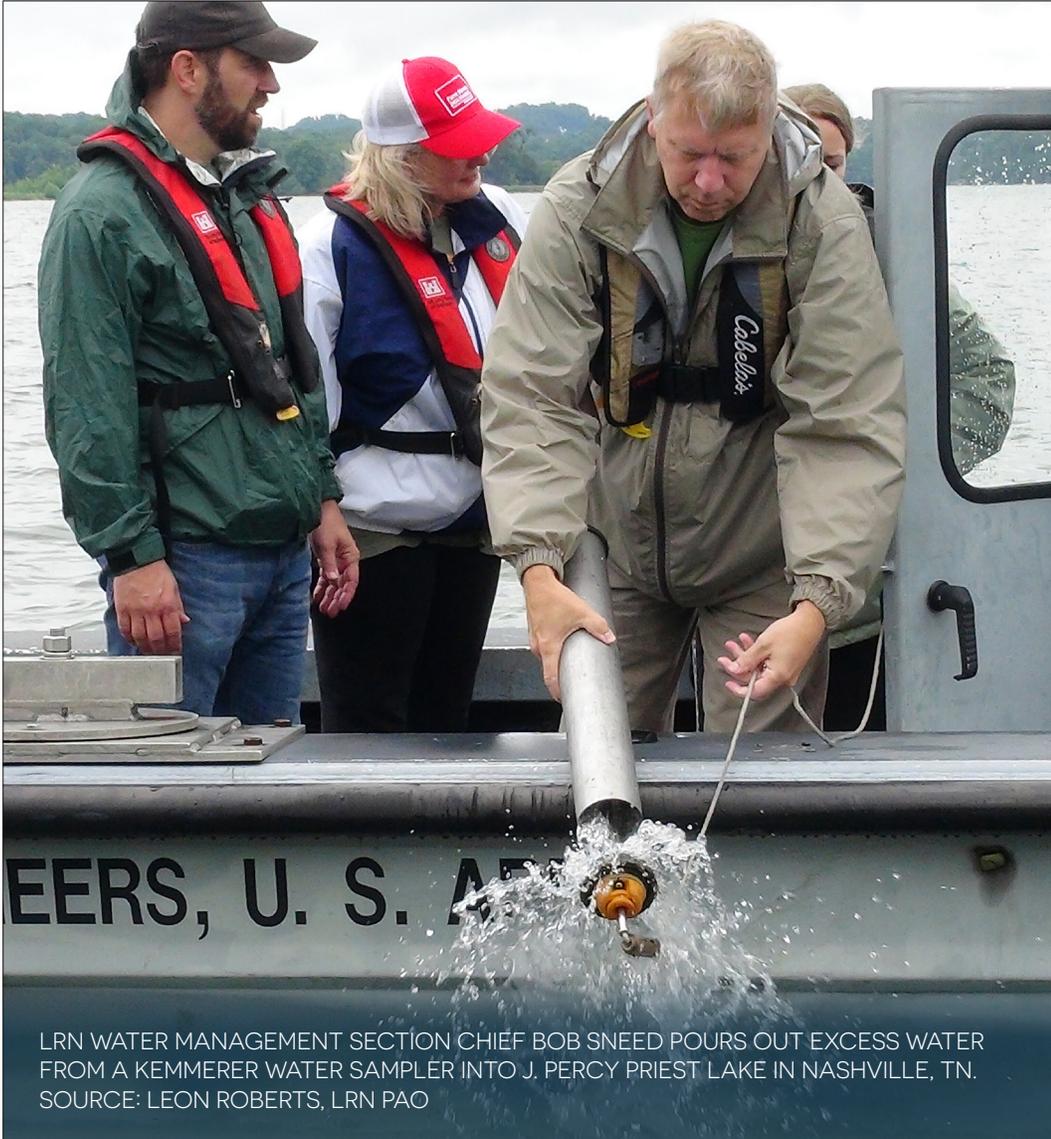
## CONGRATULATIONS TO THE ARKANSAS RIVER CORRIDOR STUDY TEAM ON THEIR SIGNED DIRECTOR'S REPORT!

- *Ron Alexander, Real Estate (SWT)*
- *Brenda Anderson, Contract Specialist (SWT)*
- *Tim Batson, Cost Engineer (SWT)*
- *David Blackmore, Geotechnical (SWT)*
- *Andrew Blankenship, Civil Design (SWT)*
- *David Clark, HTRW (SWF)*
- *Leslie Crippin, Cultural Resources (SWF)*
- *Keith Francis, Counsel (SWT)*
- *David Gade, Environmental (SWF)*
- *Kim Jackson, Real Estate (SWT)*
- *Cynthia Kitchens, Project Manager (SWT)*
- *Christi Kopp, Accountant (SWT)*
- *Michelle Lay, E&C Lead (SWT)*
- *Norman Lewis, Economist (SWF)*
- *Michael Love, Real Estate (SWT)*
- *Charles McGregor, Environmental (SWF)*
- *Jay Newman, Environmental (SWF)*
- *Nancy Parrish, Lead Planner (SWF)*
- *Terry Rice, Cost Engineer (SWT)*
- *Heath Sand, H&H (SWT)*
- *Susan Sparks, Accountant (SWT)*
- *Brandon Wadlington, Environmental Lead (SWF)*
- *Michael Ware, Regulatory (SWT)*
- *Ginger Wilkins, Invoicing (SWT)*
- *Anna Childers, Consultant (Jacobs Engineering Group)*
- *Kirby Crow, Consultant (Tulsa County)*
- *Karen Keith, Commissioner (Tulsa County)*
- *Gaylon Pinc, Consultant (Tulsa County)*



# PROGRAM SPOTLIGHT

## ERDC SUPPORT TO THE PLANNING COMMUNITY



LRN WATER MANAGEMENT SECTION CHIEF BOB SNEED POURS OUT EXCESS WATER FROM A KEMMERER WATER SAMPLER INTO J. PERCY PRIEST LAKE IN NASHVILLE, TN. SOURCE: LEON ROBERTS, LRN PAO

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supporting Districts and Divisions in their project planning, engineering, and operations and maintenance.

One common way ERDC provides support is through reimbursable projects in which Districts and Divisions fund ERDC engineers and scientists to help solve challenges that arise during projects, provide technical assistance, execute numerical and physical modeling studies, and collect field data. Another perhaps lesser-known way to leverage support from ERDC is through several of our research programs designed to provide ERDC support or directly fund Districts and Divisions to help solve problems. These programs are the Dredging Operations Technical Support Program (DOTS), Water Operations Technical Support Program (WOTS), and the Regional Sediment Management Program (RSM).

*Dr. Katie Brutché, Regional Sediment Manager (RSM) Program Manager at the U.S. Army Engineer Research and Development Center (ERDC) recently shared her insights with Planning Ahead on various ERDC programs planners and PDTs can*

*leverage to provide technical, modeling, and research assistance on a wide range of topics and issues.*

**T**he U.S. Army Engineer Research and Development Center (ERDC) helps solve our Nation's most

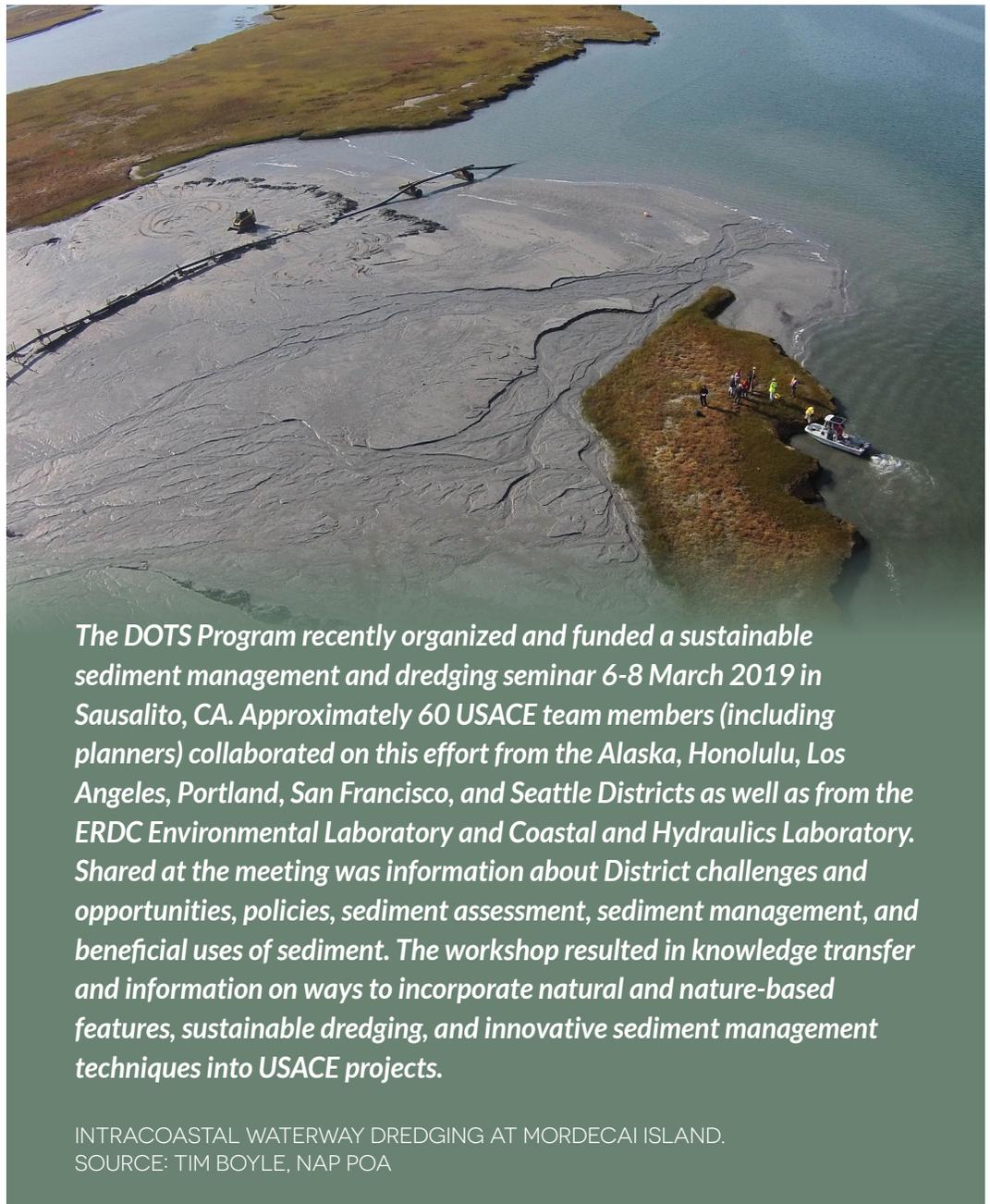
challenging problems in civil and military engineering, geospatial sciences, water resources, and environmental sciences for the Army, Department of Defense, civilian agencies, and our Nation's public good. A key part of that mission includes

DOTS and WOTS are technology transfer programs that can provide up to 80 person-hours and travel for funding ERDC engineers and scientists to assist Districts and Divisions. Some



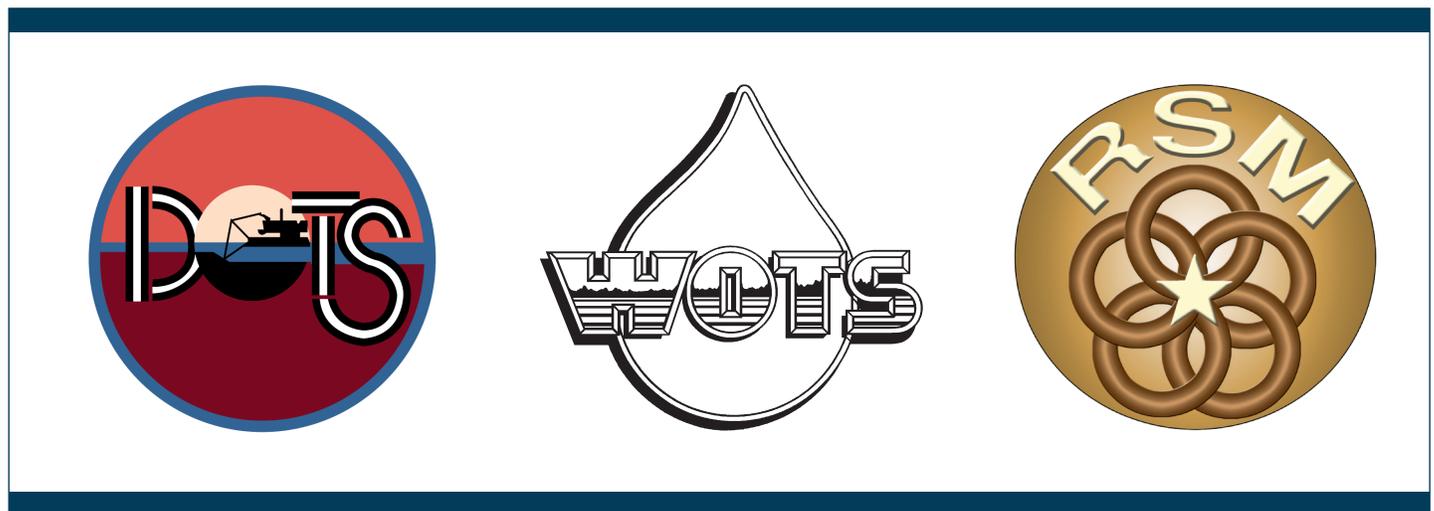
examples of DOTS and WOTS support include hosting workshops to train District/ Division planners, engineers, and scientists on models or tools; providing guidance and expertise to resolve roadblocks encountered during project execution; and providing assistance for data collection and interpretation. Support can be requested online through the DOTS and WOTS websites (<https://dots.el.erdc.dren.mil> and <https://wots.el.erdc.dren.mil>) or directly to the relevant Program Managers (see page 10 for contact information).

The RSM Program is an Operations and Maintenance-funded program that promotes a systems approach to sediment management using best



*The DOTS Program recently organized and funded a sustainable sediment management and dredging seminar 6-8 March 2019 in Sausalito, CA. Approximately 60 USACE team members (including planners) collaborated on this effort from the Alaska, Honolulu, Los Angeles, Portland, San Francisco, and Seattle Districts as well as from the ERDC Environmental Laboratory and Coastal and Hydraulics Laboratory. Shared at the meeting was information about District challenges and opportunities, policies, sediment assessment, sediment management, and beneficial uses of sediment. The workshop resulted in knowledge transfer and information on ways to incorporate natural and nature-based features, sustainable dredging, and innovative sediment management techniques into USACE projects.*

INTRACOASTAL WATERWAY DREDGING AT MORDECAI ISLAND.  
SOURCE: TIM BOYLE, NAP POA





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](http://www.corpsplanning.us).



SUMMER 2019 FRONT COVER — ENDANGERED INTERIOR LEAST TERN. SOURCE: JANE LEDWIN, U.S FISH AND WILDLIFE SERVIC. (SEE PROJECT HIGHLIGHT: ARKANSAS RIVER CORRIDOR STUDY ARTICLE)



*Through the RSM Program and collaborations across other programs, ERDC engineers and scientists recently assisted the Mobile District in determining best practices for in-bay placement of dredged material from the Mobile Harbor. Several different options were analyzed through the use of field data collection and numerical modeling studies. The outcome of this engagement was a determination that constructing a thin layer placement adjacent to the channel rather than taking material offshore to an offshore dredged material disposal site would result in a \$6 million annual cost savings, while also keeping sediment in the littoral system.*

DREDGING THE BALTIMORE HARBOR 2016. SOURCE: CHRIS GARDNER, NAB PAO

management practices for more efficient and effective use of sediments in coastal, estuarine, and inland environments. The program recognizes sediment as a resource; considers regional implications for local actions; works across business lines, authorities, and projects to create economically viable and environmentally sustainable solutions to efficiently manage sediments; and enhances tools and technologies to assist in creating RSM approaches. Through a proposal submittal and review process, the program provides funding directly to Districts and

Divisions, as well as ERDC personnel when needed, to formulate best RSM approaches for projects. Some examples of projects include evaluating RSM alternatives to determine the best solution, determining sources of shoaling to minimize dredging, and producing regional sediment budgets to create an overall RSM strategy for a region. The program also provides funding towards stakeholder and agency workshops that facilitate collaboration and communication to determine the best RSM solutions for a region. More information on the RSM program and how to

get involved can be found on the RSM website (<https://rsm.usace.army.mil>).

We look forward to working with you on planning and executing successful projects!

### CONTACTS

#### DOTS Program

Dr. Burton Suedel  
[Burton.Suedel@usace.army.mil](mailto:Burton.Suedel@usace.army.mil)

#### WOTS Program

Dr. Pat Deliman  
[Patrick.N.Deliman@usace.army.mil](mailto:Patrick.N.Deliman@usace.army.mil)

#### RSM Program

Dr. Katie Brutsché  
[Katherine.E.Brutsche@usace.army.mil](mailto:Katherine.E.Brutsche@usace.army.mil)



# 2019 WATER RESOURCES CERTIFIED PLANNERS



The Planning Community would like to recognize the 26 new Water Resources Certified Planners. National certification is based on a planner's broad Civil Works Planning knowledge and experience including education and training; water resources planning experience and knowledge

of policy and process; and communication, mentoring, and leadership skills. National Water Resources Certified Planners provide a great value to USACE; they are your team members, advisors, mentors, and reviewers. Congratulations and Essays!

- Jay Aya-ay, LRH
- Anne Baker, SPK
- Charyl Barrow, NWS
- Brian Bogle, NAP
- Idris Dobbs, SAJ
- Raina Fulton, SPL
- Kim Gavigan, SPL
- Michael Greer, LRB
- Rachel Haug, NAO
- Marci Jackson, SAJ
- Terri Jordan-Sellers, SAJ
- George Kalli, POA
- Jeremy LaDart, HQ
- Meredith LaDart, SAM
- Jeff Lin, HQ
- Brian Maestri, MVN
- Jessica McCaffrey, SPK
- Andrew Muha, SPK
- Kim Otto, SAM
- Cherie Price, MVN
- Sarah Ross Arrouzet, SPK
- Stacey Roth, SAJ
- Matt Schrader, SAJ
- Angie Sowers, NAB
- Jennifer Spencer, NAO
- Danielle Tommaso, NAN

## ▶ 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.

The series continues to discuss important and timely topics for the field, with recent presentations including: working

with cooperating agencies per Section 1005 of WRRDA 2014; Director's Policy Memorandum 2019-02: Operationalizing Risk-Informed Decision Making in Project Management; using unmanned aerial system technology; Dam Safety modification studies; updates to the Planning Guidance Notebook; cultural resources compliance activities – and more.

Webinars are held every other Thursday 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](http://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](mailto:hqplanning@usace.army.mil).

### FIND MORE WEBINARS AT:

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





# PCoP Q+A

## I've been hearing the term "incremental risk" used by members of my study team. Can you explain what it means, and the appropriate context for using it to evaluate alternatives relative to the Tolerable Risk Guidelines (TRGs) and life safety?

The term "incremental" represents the risk we can attribute to the existence of the project in question (e.g., a levee or dam). In other words, the incremental risk represents the consequences of the project not performing as it was designed to.

This is not to be confused with the concept of Cost Effective – Incremental Cost Analysis (CE/ICA), which is not used to determine incremental risk. CE/ICA is a tool most frequently used to identify "best buy" plans in Ecosystem Restoration projects or for mitigation requirements. It's also noted that incremental risk is used with incremental economic analysis, which is where specific separable elements of a plan are evaluated in terms of economic efficiency.

USACE has adopted four TRGs (Understanding the Risk; Building Risk Awareness; Fulfilling Daily Responsibilities; and Actions to Reduce Risk) to judge the appropriateness of actions to manage risk at a given point in time based on the determined federal interest. These TRGs apply ONLY to incremental risk.

Incremental risk is one component of the overall flood risk. It is important to

remember that when teams are evaluating alternatives with respect to life safety, in most cases they should be comparing the "without project" flood risk to the "with project" flood risk. Study teams should keep in mind the decision they are trying to make and the appropriateness of the level of detail needed to support that decision. The evaluation of incremental risk is scalable – incremental risk can be evaluated qualitatively, semi-quantitatively, and quantitatively.

The recently released Planning Bulletin 2019-04: Incorporating Life Safety into Flood and Coastal Storm Risk Management Studies provides additional details on the concept of incremental risk, as does the latest FRM-PCX webinar available at: <https://planning.ercd.dren.mil/toolbox/resources.cfm?Id=0&Option=Planning%20Webinars>.

Lastly, the Risk Management Center offers a training course for anyone interested in learning more about the methodology for calculating incremental risk.

## WE WANT TO HEAR FROM YOU

QUESTIONS, COMMENTS, CONCERNS, ANXIETIES — IF YOUR QUESTION CAN HELP FELLOW PLANNERS, EMAIL US AT [HQPLANNING@USACE.ARMY.MIL](mailto: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.

The Toolbox contains useful resources for planners who are getting started on 2019 Emergency Supplemental studies, as well as those continuing work on 2018 Supplemental studies. The Emergency Supplemental Single Phase Feasibility Study Resources page contains recently released guidance, useful factsheets, and other informative documents for

PDTs. A recently added resource for teams is the Policy and Legal Compliance Review Manager Roles and Responsibilities SOP on the Review page.

Recent national policy changes and new guidance applicable to planning are always available on the front page under Policy and Guidance Updates. New additions to the Toolbox include Implementation Guidance for Sections 1116, 1120, and 1126 of WRDA 2018 on dredged material management plans, transparency and accountability in cost sharing for water development projects,

and purpose and need, respectively; Director's Policy Memorandum 2019-02: Operationalizing Risk-Informed Decision Making in Project Management (Planning Phase); Planning Bulletin 2019-04: Incorporating Life Safety into Flood Coastal Storm Risk Management Studies; and more.

Be sure to visit the new special Flood Risk Management Planning Center of Expertise (FRM-PCX) Webinar Series collection, which features several flood risk management focused webinars on a variety of topics including getting through the first steps

of the Planning process, how to incorporate climate change and sea level change into studies, using HEC-FDA, and life safety in FRM.

Finally, look for the new **Suggestion Box** on the front page of the Toolbox. In the interest of continuous improvement and lifelong learning, this suggestion box is provided as another tool for planners to offer input for consideration by Planning and Policy leadership.

Visit the Toolbox online at [www.corpsplanning.us](http://www.corpsplanning.us).