

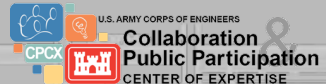
# Institutionalizing **Collaboration** and **Multi-objective Decision Making** in Water Resources Planning Processes within the US Army Corps Of Engineers

2024 Society of Decision Professionals Annual Conference  
17 April 2024

*Hal Cardwell & Michelle Hilleary  
USACE Collaboration and Public Participation Center of Expertise  
USACE Water Resources Center*



US Army Corps  
of Engineers®



U.S. ARMY CORPS OF ENGINEERS  
**Collaboration  
& Public Participation**  
CENTER OF EXPERTISE



# HOW FAMILIAR ARE YOU WITH USACE?



- Mission(s) ?
- Size? (Budget? Number of Employees?)
- Reputation?





# PURPOSE OF SESSION



*Learn a little about the US Army Corps of Engineers' missions and its Collaboration and Public Participation Center of Expertise (CPCX).*

*Understand how USACE is adapting its investment decision making to consider multiple objectives and to increase collaboration.*



# USACE COLLABORATION & PUBLIC PARTICIPATION CX

ESTABLISHED: 17 OCT 2008 BY DCG RILEY

**MISSION:** *Enable Corps staff to anticipate, prevent & manage water-related conflicts through collaboration while ensuring that interests of the public are addressed in a fair & transparent manner.*

- TRAINING
- DIRECT SUPPORT
- ADVISING
- INNOVATION

- Virtual Collaboration
- Stakeholder Assessment
- Risk Communication
- Facilitation
- Process Design
- Environmental Justice Communities
- Strategic Communication
- Tribal Coordination
- Collaborative Technologies
- Conflict Transformation



# BUILDING THE COLLABORATION INFRASTRUCTURE

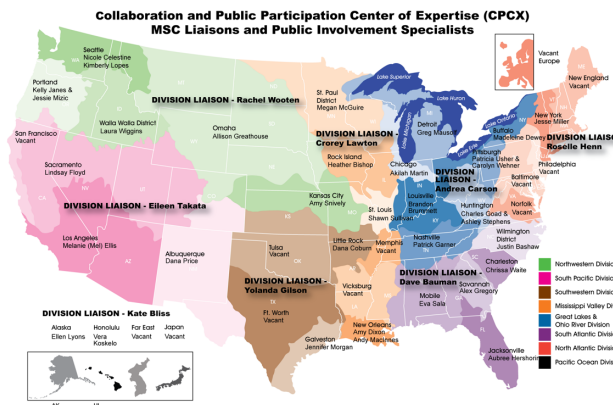


**5000**

Growing CoP Network  
Across all USACE mission areas



Training  
220 attended  
8 courses in  
FY23



Project Support  
District-level cadre of experts;  
Dozens of projects of all types.

**Conflict Resolution & Facilitation Webinars**  
Oct 17-21, 2022  
Technology Tools and Tips that Support Collaboration

<b>Monday, Oct 17</b> 1 EDT; 10 PDT CPCX 14 <sup>th</sup> Anniversary	<b>Resolution</b> Tyson V
<b>Tuesday, Oct 18</b> 1 EDT; 10 PDT	<b>Collaboration</b> Marco C
<b>Wednesday, Oct 19</b> 1 EDT; 10 PDT	<b>Poll Event</b> Megan
<b>Thursday, Oct 20</b> 1 EDT; 10 PDT National Conflict Resolution Day	<b>Virtual Webinar</b> Jambou Andrea
<b>Friday, Oct 21</b> 1 EDT; 10 PDT	<b>WebEx</b> Hunter

**Collaboration Corner**  
April - June 2022

Sharing Information  
4000 attended  
19 webinars in  
FY23





# CRITERIA FOR FEDERAL INVESTMENT IN WATER RESOURCES HAS EVOLVED



1903 - Rivers and Harbors Appropriations Act - Benefits in relation to costs

1936 - Flood Control Act - Benefits to *whomever they may accrue* > estimated costs

1965 - Water Resources Planning Act - Multi-objective planning

1973 - Principles & Standards for Planning Water and Related Land Resources

- Enhance national economic development **and** enhance the quality of the environment

1983 - Principles and Guidelines for Water and Related Land Resources (P&G).

- Enhance national economic development

2007 – WRDA sets multi-objective National Water Resources Planning Policy and requires revisions to the 1983 P&G. Revisions are the **PR&G**



# OPPORTUNITIES / CHALLENGES WITH NEW RULES FOR FEDERAL INVESTMENT



	1983 P&G	PR&G
Affected Federal Entities	USACE, Tennessee Valley Authority, Bureau of Reclamation, Natural Resource Conservation Service	USACE, TVA, Dept of Interior, Dept of Agriculture, Dept of Commerce, Environmental Protection Agency, Federal Emergency Management Agency
Scope of Application	Studies	Water resource investments
Activity Types and Suggested Threshold Criteria for Analysis	Studies, with no cutoffs or exclusions	Projects, Plans, and Programs with cutoffs provided for exclusions, scaled, and full analysis
Federal Objective	Contribute to the National Economic Development (NED) consistent with protecting the environment	Maximization of public benefits (environmental, social, and economic)
Decision Criteria	National Economic Development plan	Maximize public benefits relative to public costs using applicable selection criteria specific to the agency and consistent with PR&G

UNCLASSIFIED





# NEW PROCEDURES WILL REQUIRE



## Increased Focus on Collaboration

- Robust Collaboration throughout the **iterative** planning process
- Environmental Justice
- Whole of government approaches

## New Way of Decision Making

- National Economic Development ==> Net Public Benefits
- Current Metrics & Methods + New Metrics & Methods
- “Balancing” Economic / Environmental /Social
- Multi-criteria, Multi-stakeholder decisions problem
- Will require Collaborative Process for Tradeoffs



# WHAT ARE WE DOING?



- Review, synthesize and respond to public comment
- Revise rule and send back through review
- Test methods and tools for collaboration and decision making
  - Methods & Metrics for social, ecological and non-traditional economic evaluation.
  - Plans and Training in Engaging Environmental Justice Communities
  - White paper on tradeoff methods
  - Review examples of Collaboration in USACE decision-making
  - Identify and disseminate interagency scoping and planning best practices
- Identify appropriate methods and tools and develop guidance



# SUMMARY



DRAFT Agency Procedures have the potential to change how USACE makes decisions for new project investment

DRAFT Procedures require more collaboration and multi-criteria, multi-stakeholder decision making processes.

- Test new ways of doing business – metrics, methods, processes, etc.
- Identify best practices
- Train train train
- Develop new guidance