



**US Army Corps
of Engineers®**

Program Management Plan

**Lumber, Tar Pamlico and Neuse River Basins Flood Risk Management
Feasibility Studies**

A Partnership of
the U.S. Army Corps of Engineers and
the North Carolina Department of Environmental Quality

DRY

Table of Contents

1. About this Program Management Plan	2
2. Communication Plan	2
3. Critical Assumptions and Constraints	2
4. Risk Management.....	3
5. Quality Management Plan	3
6. Value Management Plan	3
7. Data Management Plan	4
8. Acquisition Strategy	4
9. Occupational Safety and Health Plan	5
10. Project Closeout	5
11. Appendix A: Communication Plan, North Carolina Agency POCs	5

1. About this Program Management Plan

This Program Management Plan (PgMP) provides an overview for the studies of the Neuse, Lumber and Tar-Pamlico River Basins being executed within the state of North Carolina, within the Wilmington District, U.S. Army Corps of Engineers (USACE) area of responsibility. This PgMP contains required sections that are consistent between these three studies including; Communications, Risk Management, Quality Management, Value Management, Data Management, Acquisition Strategy, Occupational Safety and Health, and Project Closeout.

Each Basin Feasibility Study will maintain an individual Project Management Plan (PMP) specific to their study. Each PMP will identify the scope and scale of tasks and that are developed by each Project Delivery Team (PDT) based on the decisions made during the study. The PDT will use of available management and decision-making tools, such as Decision Management Plans (DMPs) and Risk Registers (RRs).

2. Communication Plan

The programmatic Communication Plan will be used to manage the three supplemental flood risk management studies within the Wilmington District, USACE area of responsibility (Appendix A)

3. Critical Assumptions and Constraints

All 3 studies are still in early stages of formulation, critical assumptions and constraints will continue to be updated as each team moves forward with the formulation process.

Constraints:

Law and Policy-generated non-specific constraints that apply to all FRM studies that the team will bear in mind throughout the study include:

- Plans should avoid transferring flood risk to other areas.
- Plans should not reduce performance of existing flood risk projects in the study area.
- Plans should not induce development in the floodplain.
- Minimize impacts to endangered species and other protected environmental resources.
- Minimize impacts to cultural/archeological resources

Study specific constraints are anticipated to continue to emerge as the all the teams consider measures in specific locations. Eighty one miles of the Lumber River have been designated as Wild and Scenic by NPS and by the State of North Carolina (from State Route 1412/1203 to the Scotland/Robeson County lines and from Back Swamp to the North/South Carolina border), therefore the team has identified a planning constraint to not impact the river in a way that would jeopardize the Wild and Scenic designation.

Assumptions:

The City of Lumberton along with the NC Department of Transportation is moving forward with an improvement project that will help reduce flooding by constructing a gate closure and elevation of Interstate I95 along the railroad tracks at VFW Rd. This has been included in the Lumber River Future Without Project/Existing Conditions formulation.

4. Risk Management

Risks will be identified by PDT members and captured within the official project risk register. The risk register documents the likelihood of each identified risk occurring and the degree to which, if realized, each risk would impact the project (e.g., feasibility, cost, schedule). The risk register will be considered a living document and will be updated as project conditions change, and new potential risks are identified. Project risks and associated mitigation strategies will be briefed monthly at the Wilmington District Project Review Board. USACE strives to continually improve our quality standards; however, time and costs associated with implementing higher standards is weighed against the added value of increasing quality.

5. Quality Management Plan

The quality management plan (QMP) is the quality component of each PMP. The QMP documents the project-specific quality objectives, thresholds for achieving each objective, and other project-specific requirements. The QMP also identifies quality control (QC) and quality assurance (QA) procedures for work performed in-house and by contractors appropriate to the size, complexity, and nature of the study. The Project Manager (PM), in coordination with the project engineer and PDT, determines the procedures necessary to achieve the level of quality required for the study. The PDT ensures that the stakeholder's quality objectives are effectively defined and clearly articulated in the QMP.

6. Value Management Plan

A value management plan will be developed for a project according to the thresholds identified in ER 11-1-321. However, during the feasibility stage, the thresholds are not likely to be met as no federal acquisition in excess of \$1,000,000 is anticipated.

The PM is responsible for project compliance with value engineering laws and policies. After authorization of a new project, the PM would coordinate with the District Value Engineering Officer for the development of the Value Management Plan (VMP).

7. Data Management Plan

The PM is responsible for keeping documentation about projects that show progress, updates, changes, or decisions made. Documentation will be stored electronically in an organized manner.

A list of critical documents that must be maintained for all projects includes, but is not limited to, the following:

- Finalized initial feasibility report and/or letter reports;
- Project authorization documents: Chief's Report, Authorization, PACRs;
- PMP – all approved versions;
- Feasibility Cost Sharing Agreements (FCSA) / Project Partnership Agreements (PPAs);
- Any project-specific guidance regarding use of funding (typical on Mega-Projects) to include information sometimes distributed by email;
- Any official memorandums regarding the project transmitted by District, Division, or Headquarters or administration personnel;
- Any official communications to and from non-federal sponsors or other stakeholders;
- Any invoices or submittals from the sponsor for reimbursement or documentation of LERRDs and/or WIK;
- Any legal opinions provided regarding the project;
- Any documented changes to the project as executed through change management;
- Any official cost estimates;
- Any official economics updates; and
- Records of decisions made during the project.

The PM is responsible for the documentation of the lessons learned and After Action Reports (AAR). The PM will document all lessons learned from projects. At the end of any project, the PM will request feedback from the PDT in order to capture lessons learned. The lessons will be documented in a word document and kept in the electronic file folder for the appropriate program that the project was a part of. If the project had significant issues, anyone in the District may request that an AAR is conducted on a project. The request should be coordinated with the Chief of the Project Management Section to identify a different PM to be assigned to lead the AAR. The assigned PM will then facilitate the AAR and develop a report for communicating with senior leadership.

8. Acquisition Strategy

An acquisition strategy is unlikely to be needed at the feasibility stage of these studies. For specific technical services or A/E support, the PM will coordinate with the Deputy for Small Business to determine the proper acquisition strategy. Upon transition of this study to the Pre-Engineering and Design phase, the development of

a proper acquisition strategy will reduce the likelihood of un-awardable contracts that may arise from either limited competition or high bids. An individual acquisition strategy will be developed for projects that require additional review of conditions and constraints. The results of the individual acquisition strategy meetings will be documented in the project file and incorporated into each individual study's PMP.

9. Occupational Safety and Health Plan

Occupational safety and health will be given primary importance throughout the planning and execution of this project. The vast majority of work for this project will be accomplished by office staff. During requisite site visits, safety will be the responsibility of the project engineer in accordance with EM 385-1-1. Planning staff will take public safety concerns into account during project planning and development of alternatives.

10. Project Closeout

The PDT's goal is to achieve financial closeout after substantial completion in accordance with the USACE Consolidated Command Guidance. The initial turnover document is the Chief of Engineers Report. Upon completion of the feasibility study, the project manager will clear any outstanding obligations and commitments and reallocate any remaining funds as appropriate. The PDT will complete and store a lessons learned document in the Corps Database. In addition, the project manager will organize and archive all pertinent documents. All project documents, including closeout and lessons learned documents, will be turned over to the project manager of any subsequent design and construction effort.

11. Appendix A: Communication Plan, North Carolina Agency POCs



US Army Corps of Engineers
BUILDING STRONG®

North Carolina 2019 Supplemental Flood Risk Management Studies

Communication Plan

Neuse River Basin, NC

**Tar-Pamlico River Basin, NC Lumber
River Basin, NC**

**Sponsor –North Carolina Department
of Environmental Quality**

1. Introduction

This programmatic Communication Plan will be used to manage three concurrent flood risk management studies within the Wilmington District, U.S. Army Corps of Engineers (USACE) area of responsibility. This Communication Plan serves to establish a good *internal* and *external* communication strategy and determine the information needs specifically for audiences that all three studies will be sharing. This plan outlines who needs what information, when they will need it, how it will be given to them, and by whom. It is structured to discuss internal and external communications in two separate sections. Within each of these sections, the role of communication, coordination guidelines and communication channels are described. The Project Manager is responsible for incorporating the procedures outlined in this Communication Plan into project implementation. Each study will also develop a communication plan focused on the specific needs of their Project Delivery Team (PDT) and other external audiences specific to each study. For information on PDT and public communication, reference each individual study's Project Management Plan (PMP) for further information.

This communications plan was written to address the following identified communication issues and concerns:

- Three separate districts working on projects with the same sponsors
- Consistency in communication and products delivered to sponsors
- Overwhelming or confusing sponsors with inconsistent or duplicative communications
- Duplicating efforts between PDTs
- Difference in study and project management approaches between Districts
- Interest in communicating to the executive committee to achieve concurrence

2. Analysis of the Current Situation

Background

This document represents a consolidated Communication Plan designed to help address challenges associated with 3 flood risk management studies being completed by multiple USACE districts attempting to meet potentially competing priorities of multiple agencies within the State of North Carolina.

The Wilmington District is responsible for the Neuse River Basin, NC, the Pittsburgh District is responsible for the Tar-Pamlico River Basin, NC study, and the Charleston District is responsible for the Lumber River Basin, NC study. The studies will follow an identical baseline schedule for accomplishing each milestone and will each initiate National Environmental Policy Act (NEPA) compliance assuming an Environmental Assessment (EA)/Finding of No Significant Impact (FONSI) will be suitable for their respective recommended plans. Each district PDT brings strengths to the overall planning effort. This plan will be used to identify how teams will work to their strengths, share best practices, streamline sponsor communications, and keep consistency between work products while allowing teams the autonomy to identify site specific recommendations for each basin.

USACE North Carolina 2019 Supplemental Flood Risk Management Studies Communication Plan

The Points of Contact (POCs) for each of the basin studies have been documented below.

South Atlantic Division (SAD)			
Chief, Planning & Policy	Eric Bush	eric.l.bush@usace.army.mil	(404) 562-5220
Wilmington District (SAW)			
Commander	COL Ben Bennett	benjamin.a.bennett2@usace.army.mil	(910) 251-4501
Deputy District Engineer for Programs and Project Management (DPM)	Christine Brayman	christine.m.brayman@usace.army.mil	(910) 251-4478
Public Affairs Officer (PAO)	Dave Connolly	david.p.connolly@usace.army.mil	(910) 251-4626
Planning Lead	Jason Glazener	jason.s.glazener@usace.army.mil	(910) 398-0239
Planning Mentor	Elden Gatwood	elden.j.gatwood@usace.army.mil	(910) 251-4505
Project Manager (PM)	Steven Gager	steven.m.gager@usace.army.mil	(910) 530-4692
Project Manager	Jim Medlock	james.m.medlock@usace.army.mil	(910) 685-6307
Charleston District (SAC)			
Commander	LTC Rachael Honderd	rachel.a.honderd@usace.army.mil	(843) 329-8000
DPM	Lisa Metheney	lisa.a.metheney@usace.army.mil	(843) 329-8165
Corporate Communications Officer (CCO)	Glenn Jeffries	glenn.e.jeffries@usace.army.mil	(843) 329-8123
Chief, Planning & Environ. Branch and Planning Lead	Nancy Parrish	nancy.a.parrish@usace.army.mil	(843) 329-8050
Junior Planner	Susan Horton	susan.f.horton@usace.army.mil	(843) 287-9356
Planning Mentor	Jami Buchanan	jami.l.buchanan@usace.army.mil	(304) 399-5347
PM	Nova Robbins	nova.l.robbins@usace.army.mil	(843) 329-8096
Great Lakes and Ohio River Division (LRD)			
Deputy Chief, Planning & Policy	Hank Jarboe	hank.jarboe@usace.army.mil	(513) 520-7659
Pittsburgh District (LRP)			
Commander	COL Andrew Short	andrew.j.short@usace.army.mil	(412) 395-7103
DPM	Lenna Hawkins	lenna.c.hawkins@usace.army.mil	(412) 395-7105
PAO	Carol Vernon	carol.e.vernon@usace.army.mil	(412) 395-7501
Chief, Planning & Environ. Branch	Marc Glowczewski	marc.a.glowczewski@usace.army.mil	(412) 395-7555
Planning Lead	Eric Merriam	eric.r.merriam@usace.army.mil	(412) 395-7185
Planning Mentor	Rachel Haug	rachel.l.haug@usace.army.mil	(757) 201-7589
PM	Elliott Porter	elliott.porter@usace.army.mil	(412) 395-7479

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis:

Strengths

- Wilmington District has a long, quality relationship with these state partners
- Wilmington District has significant experience within these basins already, including construction and operations of the Falls Lake Project and on the Neuse River (Flood Risk Management (FRM), Water Supply, Water Quality Control, and Recreation)
- Pittsburgh District bringing Public Involvement Specialist for communication strategy
- Pittsburgh District has managed and formulated a geographically distant project
- Planning and PM from Charleston District have experience with basin studies and FRM studies

Weaknesses

- Wilmington District has no recent experience on Neuse River in formulating a FRM project
- The Tar Pamlico basin includes both coastal and inland areas. The Pittsburgh District doesn't have as much experience in a coastal approach to FRM
- The Pittsburgh District is geographically separated from study area and local sponsor/stakeholders. This separation could make timely communication more difficult
- The Pittsburgh and Charleston Districts have no pre-existing relationship with sponsor or stakeholders

Opportunities

- Improved relationships with local sponsor and other stakeholders
- Improved understanding and communication of flood risks throughout the basin
- Existing CAP 205 FRM project in the City of Lumberton can provide input to help inform Lumber River Basin study

Threats (Risks & Challenges)

- A FRM project in the city of Princeville in the Tar-Pamlico basin is being funded by supplemental construction and currently completing PED (Pre-Construction Engineering & Design). This project doesn't have a BCR above 1, but has been authorized on OSE
 - Project has visibility of President Trump. Higher-level scrutiny could make managing the current study within the context of the existing study more difficult
 - Many areas in the basin are similar to Princeville in that they are comprised of an older population with lower socioeconomic status. Therefore, it may be a challenge to manage expectations of other local officials on what can be ultimately implemented
 - Will need to manage expectations of the public by clearly articulating and separating the purposes of the current basin study and the Princeville Study
- Sponsor is interested in natural and nature based alternatives; however, study teams do not have a wealth of experience in how to do this. It will be critical for the sponsor to communicate their wants/needs regarding natural and nature-based approaches, as well as for the study teams to communicate their level of experience and abilities. Outside entities (e.g., FRM-PCX) will need to be brought in to manage any disparities and provide clarifying messages
- Managing sponsor and stakeholder expectations
- Timing and extent of communication between multiple study teams and the sponsor and/or stakeholders

- Compiling individual inquiries; appropriate frequency of outreach
- Managing and communicating with multiple state agencies
 - Level of desired engagement may differ
 - Getting working level sponsor engagement from state staff in multiple PDT meetings and communications may be a challenge
 - Potential overlapping interests among agencies
- It will be critical that the levels/chain of communication be identified for each sponsor
- Identify the primary POCs for each agency and the levels of upward reporting
- Communications may become difficult to manage given time (e.g., quick turnaround between milestones) and funding. Thus, it is important that there are clear and agreed upon communication goals and pathways
- The local sponsor will also be required to communicate regarding three separate studies. Therefore, the quantity and frequency of communications may become overwhelming
- There is a significant amount of visibility on these projects

This SWOT analysis has been used to inform the decisions made in the remaining sections of this Communication Plan.

A. Internal Communication

Internal communication within this Communication Plan refers to both communications within districts, communications between the Wilmington, Pittsburgh, and Charleston Districts, and communications with all shared internal audiences. The likely recipients of communications are listed in section 3a.

3a. Shared Internal Audiences and Interests

Stakeholders/Target Audience	Likely interests and topics of communication
Intra-study team	<ul style="list-style-type: none"> ▪ PDT meetings ▪ Informal and formal communications on technical matters ▪ District Quality Control (DQC) reviews
Inter-study team	<ul style="list-style-type: none"> ▪ Coordination of scope/schedule/budgets ▪ When a 'local' opinion/expertise is needed ▪ Sharing of example products ▪ Coordination of product format, structure, and consistency ▪ Sharing of lessons learned ▪ Milestone meetings ▪ Upward reporting within SAW and SAD
SAD Vertical team(s)	<ul style="list-style-type: none"> ▪ Informal consultation discussions between PDT members and Division technical experts (as needed) ▪ Milestone meetings ▪ In-progress reviews (as needed) ▪ Project review board (PRB) meetings <ul style="list-style-type: none"> • Intra-district PRBs (internal PRBs within each district) • Inter-district PRBs (all 3 studies presented at SAW PRB)
Planning Centers of Expertise (PCX)	<ul style="list-style-type: none"> ▪ FRM-PCX <ul style="list-style-type: none"> • Questions related to FRM planning and policy • Preparation for milestone meetings • Milestone meetings

	<ul style="list-style-type: none"> • Product reviews ▪ CPCX (Communication): <ul style="list-style-type: none"> • Development of communications plans • Public scoping meeting coordination
Review teams	<ul style="list-style-type: none"> ▪ Agency Technical Review (ATR) coordination and execution ▪ Policy review coordination and execution ▪ Consistency review among all three studies. Could occur during ATR.

4a. Communication Goals

This internal communication plan was written to address the following identified goals:

- To communicate to ensure all 3 districts are aware of any developments that will affect the other studies
- To communicate to improve the likelihood of success of all 3 studies
- To communicate to ensure consistency of products produced by each district
- To communicate to reduce duplication of efforts and sending of disparate/duplicate messages or products when communicating to other internal and external audiences
- To communicate to reduce the likelihood of unmanaged conflicts between districts

5a. Communication Strategies and Tactics

Strategy 1: Formalize engagement opportunities between districts to ensure information reaches the right individuals within the organization and everyone remains on the same page.

- Tactics:
 - Districts will invite other districts’ Planning Leads and PMs to their milestone meetings.
 - Informal communication between districts’ PDT members is encouraged.
 - When informal communication becomes formal between districts’ PDT members, results of the communication will be documented in writing and sent to the districts’ PMs via e-mail or hard copy.
 - Communication channels between districts and to other shared internal audiences will be followed as outlined below:

FROM	TO	FREQUENCY	INFORMATION TO	INFORMATION FROM	METHOD
All PMs	All PMs	Bi-Weekly	Status Updates; Discuss any upcoming data requests to sponsor or partners	Status Updates	Teleconference
All PMs	Wilmington DPM	Monthly	Status Updates in the form of the Supplemental PRB Quad Chart and EDM Status	N/A	Supplemental PRB Slides (to be shared with Executive Committee & GOV Cooper)
All PMs	Wilmington PM	Monthly	Status Updates	N/A	PRB Slide

USACE North Carolina 2019 Supplemental Flood Risk Management Studies Communication Plan

All PMs	All PMs & All Planning Leads	Milestones	Milestone Meeting for lessons learned and vertical team concerns	N/A	Calendar Invitation
Wilmington DPM	SAD Commander	Bi-Weekly	Status Update		Situational Report
Pittsburgh/Charleston Districts	Wilmington District	As Needed	Request for Information	Information Requested (e.g. real estate information; list of stakeholders; assistance with planning logistics of meetings)	Email or Call

Strategy 2: Produce products for internal and external audiences that are consistent in content and aesthetics

- Tactics:
 - Used approved LRD or SAD template for the Wilmington District PRB slide and content to be submitted to the Wilmington PM for PRB Briefings
 - Share outlines for documents (e.g. Real Estate Plans), reports, including appendices, that all districts will be using to report up the USACE vertical team chain.
 - Be consistent in overall report organization so that readers find similar information in the same place for each basin and in similar detail. Achieve this tactic through the use of the same numbering, heading, fonts, figure layouts, and legends, to the extent that is feasible.
 - Coordinated quality control between districts is not necessary for most products. However, to ensure consistency in reviews, a technical writer will be assigned to all 3 studies to ensure consistency of language, acronyms, and report structure across all 3 reports. This reviewer will be asked to complete a review of the reports rather than focus on a specific technical area.

Strategy 3: Establish and follow an issue identification and elevation process to alert Wilmington District DPM of any significant changes within the studies

- Tactics:
 - Each district holds the responsibility of making decisions regarding issues of significance for their studies, as listed below. The elevation strategy will ensure that awareness of these decisions is maintained between shared internal and external audiences.
 - These issues are considered to be of significant importance and will be elevated to the Wilmington District DPM:
 - Schedule modification of major milestones dates. Specifically, the Alternatives, Tentatively Selected Plan, Agency Decision, Final Report, and Chief’s Report Milestones.
 - Slip on execution of funding
 - Policy issue
 - No viable alternatives/recommendations are identified
 - Each study’s DDPM will raise any of the issues identified above to the Wilmington District DPM within 2 business days of recognizing the issue including a path forward to address the issue.

B. External Communication

External communication within this Communication Plan refers to any communications that leaves USACE to audiences that all three studies will be sharing. The likely recipients of external communications are listed in section 3b.

3b. Shared External Audiences and Interests

Stakeholders/Target Audience	Likely interests and topics of communication
<p>Official Non-Federal Sponsor: North Carolina Department of Environmental Quality (DEQ)</p> <p>POCS:</p> <ul style="list-style-type: none"> • Secretary Regan • Deputy Secretary, John Nicholson • Assistant Director for the Division of Water Resources DEQ, Coley Cordeiro 	<ul style="list-style-type: none"> ▪ Study scoping and decisions – Identification of problem, opportunities, objectives, and constraints; definition of existing conditions; formulation & evaluation of alternatives ▪ Milestone meetings ▪ Site visits ▪ Schedule – Milestones; anticipated or unexpected changes ▪ Public Outreach - Planning and execution of outreach. ▪ Provision of all available/relevant data and models. ▪ PDT meetings and day-to-day decisions and discussions, as agreed upon ▪ Comments on draft study products
<p>Partners: North Carolina Emergency Management (NC DEM); North Carolina Office of Recovery and Resilience (NCORR); North Carolina Department of Transportation (NCDOT)</p> <p>POCs:</p> <ul style="list-style-type: none"> • Director of NC DEM and NCORR, Mike Sprayberry • COO NCORR, Laura Hogshead • DOT Secretary Boyette • DOT Chief Operating Officer (COO) Bobby Lewis 	<ul style="list-style-type: none"> ▪ Study scoping – Identification of problem, opportunities, objectives, and constraints; definition of existing conditions; formulation & evaluation of alternatives ▪ Site Visits ▪ Schedule – Milestones; anticipated or unexpected changes ▪ Public Outreach - Planning and execution of outreach. ▪ Provision of all available/relevant data and models.
<p>Executive Committee</p> <ul style="list-style-type: none"> • Chair, Deputy for Programs & Project Mgmt, USACE Wilmington District, Chris Brayman • Co-Chair, Deputy Secretary NC DEQ, John Nicholson • Chief of Engineering, Construction and Planning, USACE Wilmington District, Cathy Gill 	<ul style="list-style-type: none"> ▪ Issues or decisions that require resolution beyond the PDT ▪ Recommendations to USACE Wilmington District Commander and NC Governor Cooper ▪ General updates on study progress and milestones

<ul style="list-style-type: none"> • Assistant Director for the Division of Water Resources DEQ, Dr. Coley Cordeiro • Director of NC DEM & NCORR, Mike Sprayberry • COO NCORR, Laura Hogshead • COO NC DOT, Bobby Lewis 	
<p>NC Governor’s Office</p> <p>POC: Deputy Sec. NC DEQ, John Nicholson</p>	<ul style="list-style-type: none"> ▪ Updates on SUPP DRA 19 as related to the weekly meetings on Recovery & Resilience efforts in NC will be provided by Deputy Sec. John Nicholson through coordination with DEQ staff.
<p>Federal Congressional Representatives</p> <p>US Senate POCs: Richard Burr Thom Tillis</p> <p>House of Representatives POCs: Rep. David Price - Neuse Rep. George "G.K." Butterfield - Neuse and Tar-Pamlico Rep. George Holding - Neuse and Tar-Pamlico Rep. Gregory Murphy - Neuse and Tar-Pamlico Rep. Mark Walker - Neuse and Tar-Pamlico Rep. David Rouzer - Neuse and Lumber Rep. Richard Hudson - Lumber Rep. Dan Bishop - Lumber</p>	<ul style="list-style-type: none"> ▪ General updates on study progress and milestones
<p style="text-align: center;">See Appendix A for NC Agency POCs and associated contact information</p>	

4b. Communication Goals

This external communication plan was written to address the following identified goals:

- To communicate to increase the studies’ shared external audiences’ understanding of each study; and in particular, the understanding of the similarities and differences between each of the studies
- To communicate to manage the studies’ shared external audience expectations regarding each study’s goals and likely outcomes; and their roles within these studies
- To communicate to obtain and share information critical to the success of each study’s execution
- To communicate to better understand the studies’ shared external audiences’ interests in the studies
- To communicate to reduce the likelihood of unmanageable conflict that may arise during the study process

5b. Communication Strategies and Tactics

Strategy 1: Utilize rules of communication when communicating to shared audiences external to USACE.

- Tactics:
 - Communications between USACE and the sponsor and partners will be conducted and attended by equivalent organizational levels. Communications on the following topics with the sponsor, the sponsors' designated representatives (staff level) and/or other partners are as follows:
 - Data/information requests and technical matters (e.g., stakeholder list, real estate information, H&H models, GIS data) – can be handled by the respective District PM/Technical Lead. However, data requests, whenever feasible, should be discussed during the districts' bi-weekly meeting to see whether a consolidation of data requests may be possible.
 - Engagement/outreach and specific study meeting requests - can be handled by the respective District PM with notification to SAW PM.
 - Coordination of consolidated meetings on multiple projects or similar data requests - SAW PM with notification to SAW DPM
 - Meetings conducted and/or attended by external leadership will include the appropriate USACE DPM. Wilmington District's DPM will be the lead for communications with sponsor leadership. These formal communication channels with sponsor leadership are outlined in Strategy 2.
 - Each district will employ their PAO or CCO as needed. The PAO will be engaged when communication planning, evaluation of communication activities, and engagement with external parties other than the sponsor are being planned.
 - General public inquiries will be directed to Wilmington District for all 3 studies. Wilmington District will utilize talking points drafted by each the responsible study's District PM/PDT to respond to the general public inquiries. In the case that communication with external audiences not identified in this communication plan reaches Pittsburgh District or Charleston District, they will respond accordingly to the inquiry. Any inquiries from external audiences submitted to the incorrect district will be redirected to the appropriate district's PM. Each district's Public Affairs Specialist will assist in preparing responses, as needed in coordination with the PM and PDT.
 - The following titled personnel are authorized spokespersons for each project:
 - District Commander
 - DPM
 - Project Manager/Engineer
 - Planning Lead
 - Public Affairs Officer
 - Congressional inquiries and communications will be coordinated through Wilmington District's PPMD staff. If Charleston or Pittsburgh District receives a direct congressional inquiry, they will coordinate responses and transmit through SAW DPM.
 - Both the sponsors and the districts must establish deadlines when requesting decisions be made or information. Both parties must respect the deadlines established in order to prevent study delays.

Strategy 2: Formalize engagement opportunities between districts and shared external audiences to ensure information reaches the right individuals within the organization and everyone remains on the same page.

- Tactics:
 - Districts will invite the Executive Committee to their milestone meetings
 - Each district will create a public involvement plan to outline engagement with stakeholders and the public.
 - A sponsor representative(s) will be identified and assigned to each study. They will be included in PDT meetings, subject to the availability of sponsor personnel to attend. They will be apprised of all relevant information throughout the process and upon request.
 - If informal communications become formal between districts’ PDT members and the working staff level of our sponsor or partner agencies, communications will be elevated to each district’s PM.
 - Formal communication channels will be established and followed when the PMs need to communicate milestone slips, challenges, or when information from the sponsor is needed for any of the studies.
 - Establish an Executive Committee composed of agency representatives that will:
 - Ensure effective and consistent communications
 - Provide agency representatives on the PDT
 - Resolves issue beyond the PDT
 - Make recommendations to USACE Wilmington District Commander and NC GOV Cooper
 - Participate in pre-milestone meeting briefings, as schedules allow
 - The communication channels outlined below will be followed by all 3 districts with the project sponsors and other key stakeholders:

FROM	TO	FREQUENCY	INFO TO	INFO FROM	METHOD
Wilmington District DPM	Executive Committee	Bi-Weekly	Status Updates; Information Request	Status Updates; Information Requested	Situational Report
Wilmington District DPM	Executive Committee	Quarterly, prior to major milestones and as needed	Topics to be identified as projects progress; PMP for approval	Recommendations to USACE Wilmington District Commander and NC GOV Cooper	Meeting: In-Person, Teleconference, or Webinar
PM and/or Planning Lead of Specific Study	NCDEQ’s Assistant Director for the Division of Water Resources	2 weeks before read aheads are sent for Milestone Meetings	Discuss content of the upcoming milestone; discuss sponsor’s expected role at the milestone meeting	Identify any issues with content as discussed at the meeting; Recommended changes to be made before submission to Vertical Team	PDT Meeting

PM and/or Planning Lead of Specific Study	Executive Committee	1 day after read aheads are sent for Milestone Meetings	Milestone Meeting presentation & read aheads	N/A	Webinar
PM and/or Planning Lead of Specific Study	Executive Committee	Milestone Meetings	Milestone meeting invitation & read aheads	N/A	Webinar
Wilmington District DPM	GOV Cooper	Weekly	SUPP DRA 19 information	Directives back to PDTs	Recovery & Resilience Call/Meeting
PM and/or Planning Lead of Specific Study	NCDEQ's Assistant Director for the Division of Water Resources	As Needed; PDT Meetings	Same information as entire PDT	Working level information: Data, public meeting planning assistance	Meeting: In-Person, Teleconference, or Webinar
SAW PPMD Leadership	Congressional Representatives	As Needed; after Milestone Meetings	Updates on study progress; Any identified needs from Congress	N/A	Meeting: In-Person, Teleconference, or Webinar
NCDEQ's Assistant Director for the Division of Water Resources	Other DEQ and partner representatives	As Needed	PDT decisions or information requests that require elevation or additional input	Decisions or input as requested	Meeting: In-Person, Teleconference, or Webinar
Wilmington District PAO	Shared public audiences	As Needed	Good news or updates about these studies	N/A	Press Release; Facebook Post

Strategy 3: Create communication products and plans for all 3 studies that are accessible by the public and are consistent in look and messaging

- Tactics:
 - Wilmington District PAO will create websites for each of the studies and host them on the Wilmington District website
 - Wilmington District will draft shared key messages that can be used by all 3 studies
 - All districts will share their public involvement plans with each other
 - Wilmington District PAO will suggest and guide outreach efforts to share good news and/or updates about these studies with shared public audiences.

6b. Key Messages and Talking Points:

- Common Messages used by all projects:
 - The anticipated result for each of these studies is to identify specific flood risk management solutions that are economically feasible, environmentally acceptable, and implementable.

- A study is a proactive and necessary step to identify solutions that will seek minimize future flood risk and negative impacts of associated with extreme weather events in the study area
- These studies, currently being conducted at 100 percent Federal expense, will allow the Corps of Engineers to inform the sponsor and stakeholders about flood risks and potential flood risk reduction potential throughout each basin
- The Corps of Engineers brings a wealth of knowledge, expertise and enjoy a long history of cooperation with the state of North Carolina
- Messages to manage expectations of the public:
 - These studies will NOT solve all of flood risk issues within the identified basins but they will identify areas at risk and assess potential measures to reduce that risk
 - Once completed, study project recommendations must be authorized in a Water Resources Development Act or similar Federal legislation for construction of a project; the authorization process could take an additional 2-3 years after the study is completed; if authorized, construction of a project would be cost shared with a non-Federal sponsor in accordance with Federal law
 - The state of North Carolina and the public will be engaged throughout the entire study process
 - These three studies are being conducted by multiple project delivery teams to meet concurrent schedules; these teams will work in coordination to ensure consistency and leverage recommendations across all the basins
- Basin specific messages:
 - Lumber River Basin:
 - A Continuing Authorities Program Section 205 feasibility study has been initiated to investigate flood risk reduction measures for just the city of Lumberton
 - The Corps of Engineers has tentatively suspended this study until a range of flood risk damage reduction measures for the Lumber River Basin study have been considered
 - In any case, the Corps will leverage shared knowledge from the Lumberton Section 205 study with the Lumber River Basin study during the development of recommended flood risk reduction measures in Lumberton
 - One study does not necessarily replace the other
 - Tar-Pamlico River Basin:
 - A flood risk reduction project at Princeville is currently in the preconstruction engineering and design phase; this project is located on the Tar River in Edgecombe County, NC
 - Award of a construction contract for the Princeville project is anticipated in early fiscal year 2021
 - This construction project is being funded using Federal emergency supplemental construction funds appropriated in fiscal year 2019
 - This project has been justified for construction under other social effects
 - The construction of this project will be fully incorporated within the Tar-Pamlico River Basin study to ensure that the benefits provided by the

Princeville project complement recommended flood risk reduction measures
from the Tar-Pamlico River Basin study

North Carolina 2019 Supplemental Flood Risk Management Studies

Executive Committee

Organization	Position	Name	email
USACE, Wilmington District	Deputy for Programs & Project	Christine Brayman	christine.m.brayman@usace.army.mil
NCDEQ	Deputy Secretary	John Nicholson	john.nicholson@ncdenr.gov
USACE, Wilmington District	Chief of Engineering, Construct	Cathy Gill	catheren.b.gill@usace.army.mil
NCDEQ	Assistant Director for the Divisi	Coley Cordeiro	coley.cordeiro@ncdenr.gov
NCDEM and NCORR	Director	Mike Sprayberry	mike.sprayberry@ncdps.gov
NCORR	Chief Operating Officer	Laura Hogshead	laura.hogshead@ncdps.gov
NCDOT	Chief Operating Officer	Bobby Lewis	rwlewis1@ncdot.gov

North Carolina 2019 Supplemental Flood Risk Management Studies

State of North Carolina Points of Contact

Department	Name	email	DIV	Title
NCDEQ	Michael Regan	michael.regan@ncdenr.gov	NC Department of Environmental Quality	Secretary
NCDEQ	John Nicholson	john.nicholson@ncdenr.gov	NC Department of Environmental Quality	Chief Deputy Secretary
NCDEQ	Sheila Holman	sheila.holman@ncdenr.gov	NC Department of Environmental Quality	Assistant Secretary for Environment
NCDEQ	Danny Smith	danny.smith@ncdenr.gov	NC Division of Water Resources	Director, Water Resources Division
NCDEQ	Coley Cordeiro	coley.cordeiro@ncdenr.gov	NC Division of Water Resources	Assistant Director, Division of Water Resources
NCDEQ	Pam Behm	pamela.behm@ncdenr.gov	NC Division of Water Resources	Environmental Program Supervisor
NCDEQ	Neelufa Sarwar	neelufa.sarwar@ncdenr.gov	NC Division of Water Resources	Engineer
NCDEQ	Nora Deamer	nora.deamer@ncdenr.gov	NC Division of Water Resources	Environmental Specialist
NCDEQ	Brian Wrenn	brian.wrenn@ncdenr.gov	NC Division of Energy, Mineral, and Land Resources	Director, Energy, Mineral, and Land Resources
NCDEQ	Toby Vinson	toby.vinson@ncdenr.gov	NC Division of Energy, Mineral, and Land Resources/Land Quality Section	Program OPS Chief - Dam Safety
NCDEQ	George Eller	george.eller@ncdenr.gov	NC Division of Energy, Mineral, and Land Resources/Land Quality Section	State Dam Safety Chief
NCDEQ	Tyler McEwen	tyler.mcewen@ncdenr.gov	NC Division of Energy, Mineral, and Land Resources/Land Quality Section	Dam Safety Assistant
NCDEQ	Robert Johnson	robert.johnson@ncdenr.gov	NC Division of Energy, Mineral, and Land Resources	Public Affairs Specialist
NCDEQ	Robb Mairs	robb.mairs@ncdenr.gov	NC Division of Water Resources	Environmental Specialist II, Wilmington Regional Office
NCDEQ	Anthony Scarbraugh	anthony.scarbraugh@ncdenr.gov	NC Division of Water Resources	
NCDEQ				
NCDOT	Bobby Lewis	rwlewis1@ncdot.gov	NC Department of Transportation	Chief Operating Officer
NCDOT	Jamie Shern	jfshern@ncdot.gov	NC Department of Transportation	Environmental Policy Advisor
NCDOT	Tim Little	tmlittle@ncdot.gov	NC Department of Transportation	Chief Engineer
NCDOT	Ronnie Keeter	rkeeter@ncdot.gov	NC Department of Transportation	Deputy Chief Engineer - East
NCDOT	Chris Werner	cmwerner@ncdot.gov	NC Department of Transportation	Technical Services Director
NCDOT	Stephen Morgan	smorgan@ncdot.gov	NC Department of Transportation	State Hydraulics Engineer
NCDOT	Matt Lauffer	mslauffer@ncdot.gov	NC Department of Transportation	Assistant State Hydraulics Engineer, Design
NCDOT	LeiLani Paugh	lpaugh@ncdot.gov	NC Department of Transportation	Mitigation and Modeling Group Leader
NCDOT	Richard Harris Kay	rhkay@ncdot.gov	NC Department of Transportation	Communications Officer
NCDPS	Mike Sprayberry	mike.sprayberry@ncdps.gov	EM & NCORR	Director
NCDPS	Laura Hogshead	laura.hogshead@ncdps.gov	NC Office of Recovery and Resiliency	Chief Operating Officer
NCDPS	Jessica Whitehead	jessica.whitehead@ncdps.gov	NC Office of Recovery and Resiliency	Chief Resilience Officer
NCDPS	Marlena Byrne	marlena.byrne@ncdps.gov	NC Office of Recovery and Resiliency	Deputy Chief Resilience Officer
NCDPS	Maggie Gurule	maggie.gurule@ncdps.gov	NC Office of Recovery and Resiliency	
NCDPS	Chris Kolytk	chris.kolytk@ncdps.gov	NC Division of Emergency Management	Director, NC Floodplain Mapping Program
NCDPS	Gary Thompson	gary.thompson@ncdps.gov	NCEM Risk Management	Assistant Director, NC Floodplain Mapping Program
NCDPS	Tom Langan	Tom.Langan@ncdps.gov	NCEM Risk Management	Engineering Supv, NC Floodplain Mapping Program
NCDPS	Chris Crew	john.crew@ncdps.gov	NCEM Hazard Mitigation	NC Floodplain Mapping Program
NCDPS				
NCDPS				
NCDCR	Reid Wilson	Reid.Wilson@ncdcr.gov	NC Department of Natural and Cultural Resources	Chief Deputy Secretary
NCDCR	Walter Clark	Walter.Clark@ncdcr.gov	NC Department of Natural and Cultural Resources	Director, Division of Land and Water Stewardship
NCDCR				
NCWRC	Maria Dunn	maria.dunn@ncwildlife.org	NC Wildlife Resources Commission	Coastal Coordinator
NCWRC	Ben Ricks	ben.ricks@ncwildlife.org	NC Wildlife Resources Commission	District 2 Fisheries Biologist
NCWRC	Matthew Godfrey	matt.godfrey@ncwildlife.org	NC Wildlife Resources Commission	Sea Turtle Biologist
NCWRC	V Todd Middlesworth	todd.VanMiddlesworth@ncwildlife.org	NC Wildlife Resources Commission	Assistant Fisheries Biologist
NCWRC	Jeremy McCargo	Jeremy.McCargo@ncwildlife.org	NC Wildlife Resources Commission	Fisheries Biologist
NCWRC	Kyle Rachels	kyle.rachels@ncwildlife.org	NC Wildlife Resources Commission	Fisheries Biologist
NCWRC				
NCDMF	Anne Deaton	Anne.Deaton@ncdenr.gov	NC Division Of Marine Fisheries	Habitat Program Manager
SHPO	Renee Gledhill-Earley	renee.gledhill-earley@ncdcr.gov	State Historical Preservation Officer	Environmental Review Coordinator
North Carolina United States Congressional Points of Contact				
Department	Name	email	Basin(s) Represented	
US Senate	Richard Burr	josh_bowlen@burr.senate.gov		Senior Policy Advisor
US Senate	Thom Tillis	corey_brown@tillis.senate.gov		Legislative Assistant
US House	David Price	nicholas.montoni@mail.house.gov	Neuse	Legislative Aide
US House	George "G.K." Butterfield	kyle.l.parker@mail.house.gov	Neuse and Tar-Pamlico	Legislative Director
US House	George Holding	rich.sheedy@mail.house.gov	Neuse and Tar-Pamlico	Legislative Director
US House	Gregory Murphy	Raymond.Celeste@mail.house.gov	Neuse and Tar-Pamlico	Legislative Assistant
US House	Mark Walker	ryanwalker@mail.house.gov	Neuse and Tar-Pamlico	Legislative Director
US House	David Rouzer	perry.chappell@mail.house.gov	Neuse and Lumber	Legislative Assistant
US House	Richard Hudson	shaun.taylor@mail.house.gov	Lumber	Senior Legislative Assistant
US House	Dan Bishop	peter.barnes@mail.house.gov	Lumber	Chief of Staff

South Atlantic Division (SAD)			
Chief, Planning & Policy	Eric Bush	eric.l.bush@usace.army.mil	(404) 562-5220
Wilmington District (SAW)			
Commander	COL Ben Bennett	benjamin.a.bennett2@usace.army.mil	(910) 251-4501
Deputy District Engineer for Programs and Project Management (DDPM)	Christine Brayman	christine.m.brayman@usace.army.mil	(910) 251-4478
Public Affairs Officer (PAO)	Dave Connolly	david.p.connolly@usace.army.mil	(910) 251-4626
Planning Lead	Jason Glazener	jason.s.glazener@usace.army.mil	(910) 398-0239
Planning Mentor	Elden Gatwood	elden.j.gatwood@usace.army.mil	(910) 251-4505
Project Manager (PM)	Steven Gager	steven.m.gager@usace.army.mil	(910) 530-4692
PM Mentor	Jim Medlock	james.m.medlock@usace.army.mil	(910) 685-6307
Charleston District (SAC)			
Commander	LTC Rachael Honderd	rachel.a.honderd@usace.army.mil	(843) 329-8000
DDPM	Lisa Metheney	lisa.a.metheney@usace.army.mil	(843) 329-8165
Corporate Communications Officer (CCO)	Glenn Jeffries	glenn.e.jeffries@usace.army.mil	(843) 329-8123
Chief, Planning & Environ. Branch and Planning Lead	Nancy Parrish	nancy.a.parrish@usace.army.mil	(843) 329-8050
Junior Planner	Susan Horton	susan.f.horton@usace.army.mil	(843) 287-9356
Planning Mentor	Jami Buchanan	jami.l.buchanan@usace.army.mil	(304) 399-5347
PM	Nova Robbins	nova.l.robbins@usace.army.mil	(843) 329-8096
Great Lakes and Ohio River Division (LRD)			
Deputy Chief, Planning & Policy	Hank Jarboe	hank.jarboe@usace.army.mil	(513) 520-7659
Pittsburgh District (LRP)			
Commander	COL Andrew Short	andrew.j.short@usace.army.mil	(412) 395-7103
DDPM	Lenna Hawkins	lenna.c.hawkins@usace.army.mil	(412) 395-7105
PAO	Carol Vernon	carol.e.vernon@usace.army.mil	(412) 395-7501
Chief, Planning & Environ. Branch	Marc Glowczewski	marc.a.glowczewski@usace.army.mil	(412) 395-7555
Planning Lead	Eric Merriam	eric.r.merriam@usace.army.mil	(412) 395-7185
Planning Mentor	Rachel Haug	rachel.l.haug@usace.army.mil	(757) 201-7589
PM	Elliott Porter	elliott.porter@usace.army.mil	(412) 395-7479