



Prepared by:
**LSC Core
Development Group**

Levee Safety Center Program Management Plan

Fiscal Year 2023

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SECTION 1

General

The Levee Safety Center (LSC) program management plan (PgMP) has been developed and updated in accordance with U.S. Army Corps of Engineers (USACE) Project Management Business Process (PMBP) outlined in Engineer Regulation (ER) 5-1-11, USACE Business Process. The purpose of the PgMP is to establish the operational guidelines for the LSC as a Center of Expertise for levee safety activities in support of agency programs. The LSC will continue to support the USACE Dam Safety Program as a regional dam and levee safety production center for Mississippi Valley Division (MVD) under the command and control of the Vicksburg District Commander. The roles and responsibilities of a regional Dam Safety Production Center is defined in ER 1110-2-1156 and the MVD Dam and Levee Safety Production Center (regional only) Operations and Implementation Plan (30 November 2012).

The PgMP documents LSC staff, assumptions, work tasks, products, and the level of detail necessary to achieve LSC requirements. The PgMP provides the LSC's program and technical managers a platform to manage costs, control schedules, establish a basis for future change, promote internal communications, and minimize potential risks.

1.1 AUTHORITY AND CRITERIA

The roles and responsibilities of the LSC as a Center of Expertise for levee safety activities in support of agency programs are described in ER (LSC Roles and Responsibilities, draft July 2018). As a Center of Expertise, the LSC complies with the requirements in ER 1110-1-8158, Corps-Wide Centers of Expertise Program and USACE Business Process outlined in ER 5-1-11. The LSC will adhere to Levee Safety Program policy and procedures defined in Engineer Circular (EC) 1165-2-218 (Levee Safety Program Policy and Procedures, draft July 2017) as well as other levee safety related guidance and requirements.

1.2 MISSION

The LSC is responsible for providing various support functions to the USACE Levee Safety Program and executes its mission under the guidance of Headquarters USACE (HQUSACE) in support of agency programs. LSC is a virtual and distributed organization which collaborates across USACE Districts and Centers to leverage expertise as necessary. The mission of the LSC is summarized as follows:

- Support to the National Levee Safety Act of 2007, as amended. The LSC is responsible for leading the development and implementation of activities under the authorities of the National Levee Safety Act of 2007, as amended. These activities include: (1) the inventory and review of the nation's levees; (2) USACE-led efforts to develop voluntary technical levee guidelines and standards for levee safety in coordination with federal, state, tribal, and local agencies as appropriate, and (3) support for upward reporting to Congress. The LSC supports these activities under the guidance of HQUSACE and collaborates with USACE Major Subordinate Commands (MSC), Districts, other Centers of Expertise, and USACE Communities of Practice (CoP) as appropriate.
- Levee Design and Construction Consultation. The LSC provides Technical Assistance on levee design and construction activities to support risk-informed decision making as defined in EC 1165-2-218. These activities include studies, preliminary engineering design (PED), and construction of new levees and

modifications to existing levees. Consultation occurs at the request of HQUSACE, MSC, or District Levee Safety Officers (LSOs).

- Levee Risk Assessments. The LSC supports the Risk Management Center (RMC) in the establishment of qualified risk cadres to perform semi-quantitative risk assessments and quantitative risk assessments for purposes of planning studies, levee design, and construction activities, or National Flood Insurance Program levee accreditation. LSC support occurs at the request of the RMC.
- Levee Risk Communication Consultation. The LSC provides levee-related risk communication assistance including communication planning, levee system summaries, and sponsor and stakeholder engagement. The LSC collaborates with HQ Public Affairs Office (HQPAO) (ER 360-1-1) and the Collaboration and Public Participation Center of Expertise (CPCX) (ER 10-1-23) to leverage expertise in support of levee-related risk communication. Consultation occurs at the request of HQUSACE, MSC, or District LSOs.
- USACE Levee Portfolio Evaluations. At the request of HQUSACE, the LSC supports efforts to evaluate the USACE levee portfolio to inform portfolio risk management decisions and to communicate overall levee portfolio benefits, risks, and trends.
- Agency Technical Reviews. The LSC supports the Review Management Organization (RMO) defined EC 1165-2-214 (or most recent guidance) in for levee safety projects with the establishment of qualified Agency Technical Review (ATR) teams.
- Public Awareness of Levees and Stakeholder Engagement Initiatives. At the request of HQUSACE, the LSC supports initiatives to increase public awareness of the benefits and risks associated with levees through the development of outward facing Levee Safety Program products and activities. The LSC will also support initiatives to sustain effective Levee Safety Program engagement with key stakeholder groups through a developed and maintained Levee Safety Program Stakeholder Engagement Plan. The LSC will collaborate with HQPAO and CPCX to leverage expertise in support of these initiatives.
- Policy and Guidance Updates. The LSC supports HQUSACE policy development and participates in strategic planning efforts as requested by HQUSACE. The LSC identifies gaps in existing policy and suggests improvements to existing policy to HQUSACE.
- Training and Technical Competency. The LSC is responsible for supporting efforts to enhance and sustain USACE technical competency in areas of levee safety in coordination with the Dam and Levee Safety Programs. These efforts may include developing best practices and training curricula. The LSC coordinates with USACE CoPs, Districts, MSCs, Centers of Expertise, and other agencies/organizations to develop strategic partnerships promote the advancement of the Levee Safety mission. The LSC is responsible for the development and implementation of activities under the authorities of the National Levee Safety Act of 2007, as amended. As a result of implementing these activities, the LSC leads efforts to share best practices in levee safety with key stakeholders including federal agencies, states, tribes, levee owners and operators, and private sector organizations. The LSC establishes processes and training curricula described in herein to enhance and sustain technical competency necessary to implement LSC-led activities under the National Levee Safety Act of 2007.

1.3 CUSTOMERS AND STAKEHOLDERS

The LSC customers and stakeholders are identified as:

- USACE Headquarters (HQUSACE). HQUSACE Deputy Levee Safety Officer is the HQ proponent for the LSC and provides oversight of the LSC. The HQUSACE Deputy LSO, Levee Safety Special Assistant, and/or Levee Safety Program Manager may assign additional tasks to the LSC in support of the Levee Safety Program mission including policy or guidance development, portfolio evaluations, training, and public awareness and stakeholder engagement initiatives, and reporting to Congress on the National Levee Safety Initiative.
- USACE Communities of Practice (USACE CoPs) and Programs. Under the guidance of the HQUSACE Deputy Levee Safety Officer, the LSC coordinates and seeks input with appropriate USACE CoP leads and HQUSACE programs managers on LSC activities that are national and/or agency wide and require coordination with agency programs. USACE CoPs may include Engineering, Dam Safety, Levee Safety, Planning, Flood Risk Management, Silver Jackets, Emergency Management, and others as necessary. The LSC will conduct this coordination through agency review and coordination meetings (see section 2).
- Risk Management Center. The RMC provides oversight of the budget and execution of the LSC-led activities funded by HQUSACE. The LSC provides monthly and quarterly reporting to the RMC on budget execution and earned value management for the LSC-managed programs.
- USACE Major Subordinate Commands and Districts. The LSC provides both support to the MSCs and Districts in levee safety activities and seeks to leverage expertise across USACE to support the Levee Safety mission. At the request of the MSC and/or District LSO, the LSC provides technical assistance to USACE MSCs and/or Districts in levee design, construction, and risk communication. The LSC will also coordinate with MSCs and Districts to leverage agency expertise in support of the LSC mission for technical assistance and agency technical reviews.
- Levee Sponsors (USACE Levee Portfolio). For levee sponsors associated with the USACE levee portfolio, the local USACE MSC and District coordinate risk assessment, risk management, and risk communication activities with the local levee sponsors. The LSC supports these activities at the request of the local USACE MSC and District.
- Levee Owners and Operators (Non USACE Levee Portfolio). As part of the inventory and review of the Nation's levees, liaisons supporting outreach and technical teams conducting inspections and risk assessments of non USACE levee systems will be working alongside states and levee owners/operators to identify the location of levees throughout the Nation, to assess the levee condition by conducting field inspections, and to assess the levee-related flood risk through a screening-level risk assessment using available levee data, historical levee performance data, engineering evaluations, and consequence estimates. The LSC will support these initiatives by developing consistent processes and procedures for outreach efforts as well as levee inventory, inspection, and risk assessment activities. The LSC will also support the development outward facing communication materials and training initiatives for states and levee owner/operators.
- States and Local Governments. As part of the inventory and review of the Nation's levees, liaisons supporting outreach and technical teams conducting inspections and risk assessments of non USACE levee systems will be working alongside states and levee owners/operators to identify the location of levees throughout the Nation and to conduct a one-time inspection and risk assessment on the levees

identified. USACE teams will provide information to state agencies related to the condition, benefits, and flood risks associated within the state and offer information on best practices and tools for levee safety including levee inspection and risk assessment procedures for interested state agencies. The LSC will support these initiatives by developing consistent processes and procedures for outreach efforts with states. The LSC will also support the development outward facing communication materials, best practices materials, and training initiatives.

- Tribes. As part of the inventory and review of the Nation's levees, liaisons supporting outreach and technical teams conducting inspections and risk assessments of non USACE levee systems will be working alongside tribes to identify the location of levees throughout the Nation and to conduct a one-time inspection and risk assessment on the levees identified. USACE teams will provide information to tribes related to the condition, benefits, and flood risks associated within the tribal lands and offer information on best practices and tools for levee safety including levee inspection and risk assessment procedures for interested tribal entities. The LSC will support these initiatives by developing consistent processes and procedures for outreach efforts with tribes. The LSC will also support the development outward facing communication materials, best practices materials, and training initiatives.
- Other Federal Agencies. As part of the activities associated with National Levee Safety Act of 2007 as amended, the LSC is supporting initiatives that require coordination and collaboration with other federal agencies. These initiatives include the inventory and review of the Nation's levees and the development of voluntary levee technical guidelines and standards. Under the guidance and request of HQUSACE, the LSC will develop a federal coordination strategy and implement initiatives as needed.

1.4 ORGANIZATIONAL STRUCTURE

The LSC is under the command and control of the Vicksburg District Commander and LSC tasks and activities are under the oversight of the HQUSACE Deputy LSO. Figure 1.1 graphically displays the command-and-control structure of the LSC.

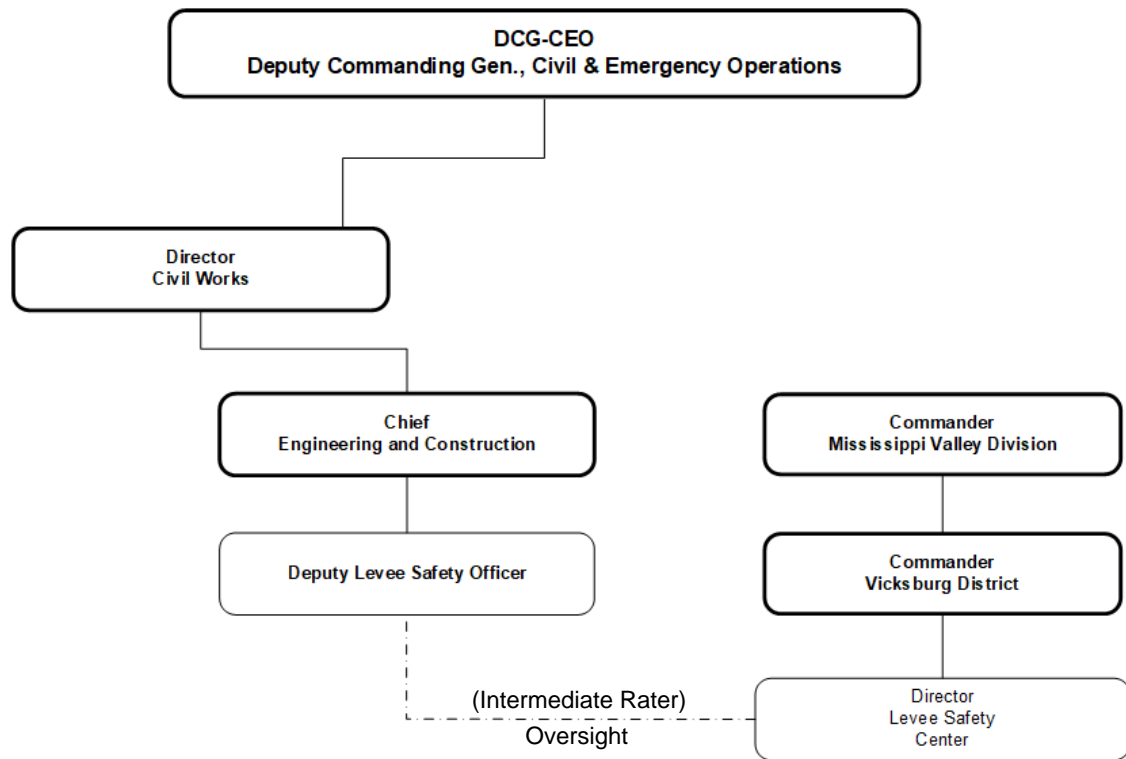


Figure 1.1 Command and Control Structure of the LSC

The LSC is a virtual organization comprised of an LSC director, program managers, technical managers, and subject matter experts (SME's) and other support staff. Table 1.1 lists the Responsibility Assignment Matrix (RAM) for the LSC including the responsible member for accomplishing major LSC activities, and the technical lead for managing each product, deliverable, or service. The roles and responsibilities are briefly described below in Table 1.1, and a detailed description of all roles and responsibilities will be outlined and identified throughout this plan.

1.4.1 LSC Director

The LSC director is responsible for providing overall leadership and administration of the LSC program. The LSC director is responsible for the following:

- Assignment of responsible members (e.g. technical managers, program managers, and SMEs) for accomplishing the LSC activities
- Approve scope, milestones, schedule and costs for LSC activities
- Coordinate and lead agency review and coordination meetings for LSC activities
- Lead coordination of LSC activities with HQUSACE including HQ Dam and Levee Safety Branch Chief, CoPs, Levee Senior Oversight Group, and Levee Safety Steering Committee

- Lead coordination of LSC activities with other federal agencies and external organizations at the request of HQUSACE
- Approve LSC standard operating procedures and products

1.4.2 Program Management

Program management is responsible for managing the overall LSC program at all phases of product development and activities. Thus, program management is responsible for the following:

Financial and Overall Program Management

- Track milestones and funding execution (including earned value management) for all activities and products to ensure proper execution
- Maintain effective procedures for the request of funds by project delivery teams (PDT)
- Maintain effective procedures and processes for work plan development of LSC activities
- Lead monthly LSC In-Progress Review (IPR) meetings to discuss status (i.e. workload, completed work, milestones, and challenges) of LSC activities
- Lead the development and completion of LSC quarterly reports
- Manage contracts associated with LSC activities
- Ensure the proper reporting to RMC and HQUSACE on LSC activities

1.4.3 Information Management

Information management is responsible for managing the overall LSC program document repositories for product development and activities. Information management is also responsible for the management of information of the LSC program including:

- Maintain an effective document management process for the LSC program
- Manage technical writers and editors for document formatting and finalization
- Lead the development of the LSC program management plan and standard operating procedures
- Maintain document templates, presentation formats, and programmatic fact sheets for the LSC program
- Content manager and administration of the LSC knowledge management portal including SharePoint and Huddle

1.4.4 National Levee Safety Program

The LSC leads the development and implementation of the National Levee Safety Program under the oversight of HQUSACE.

LSC supports the National Levee Safety Program initiatives including coordination with federal agencies to develop voluntary national guidelines. LSC technical managers lead these activities and will develop a PDT comprised of SMEs to accomplish assigned tasks.

The National Levee Safety Program has several components that are intended to work together to improve the management of all levees across the Nation. Technical leads have been assigned to each of the following components:

- National Levee Safety Guidelines – the goal of the National Levee Safety Guidelines is to serve as a national resource of voluntary, best practices to help achieve nationwide consistency in improving the reliability of levees and resiliency of communities behind levees throughout the United States.

The guidelines are intended to be used by a variety of audiences such as levee owners/ operators, local officials and communities, the private sector, federal, state, regional, and tribal organizations. Primary topics in the National Levee Safety Guidelines are anticipated to range from basic concepts and terminology to consistent approaches for the life cycle of a levee. Strategies to reduce flooding impacts to people, property, and the environment such as risk management and risk communication are intended to also be included.

- National Levee Database (NLD) and Data Collection – the goal of the National Levee Database and Data Collection is to be the national resource of the most complete data record for all levees in the Nation to improve flood risk management by:
 1. identifying the most critical levee safety issues;
 2. understanding the true cost of maintaining levees;
 3. quantifying the Nation’s flood risk exposure; and
 4. focusing priorities for future funding.

The National Levee Database, found at <https://levees.sec.usace.army.mil>, is intended to serve as a dynamic, searchable inventory of information about all known levee systems in the Nation and be a key resource for supporting decisions and actions affecting levees.

USACE will work to improve the information in the National Levee Database by fulfilling a Congressional requirement to “carry out a one-time inventory and review of all levees in the National Levee Database.” This will help achieve the National Levee Database goals above as well as establish a baseline understanding of the condition and risk of levees in the Nation.

- Integrated Levee Management – the goal of Integrated Levee Management is to align and coordinate levee safety programs across the country to ensure that all levees in the Nation have adequate, consistent oversight regardless of levee ownership. This integration is necessary because agencies at all levels of government contribute to floodplain and levee management, but roles and responsibilities vary and sometimes are not well defined or coordinated. Integrated management of levees will achieve this goal by:
 1. clarifying roles and responsibilities to improve coordination and implementation in order to be more complimentary, streamlined, and effective in managing all levees in the Nation; and
 2. promoting and encouraging formal levee safety programs at the state level to serve as key integrators with other entities that have levee responsibilities.
- Implementation Support – the goal of Implementation Support is to identify and provide various types of assistance, such as financial, technical, or streamlined processes, to motivate and support participation in the National Levee Safety Program. As the program continues to evolve, there is an

intent to put in place processes to continuously review the effectiveness of the program and assess the needs of users. This information will then be used to either improve existing program components or develop new materials or tools to help make further progress in achieving the program objectives.

1.4.5 Levee Portfolio Evaluations

At the request of HQUSACE, LSC performs levee portfolio evaluations to support Levee Safety Program programmatic planning and communication of the benefits and risk associated with the USACE Levee Portfolio. These portfolio evaluations are conducted by a PDT comprised of a technical manager, SMEs in levee safety, risk communication, public affairs, risk analysis, and cost engineering. The technical manager and PDT are responsible for ensuring:

- Evaluations are aligned with current USACE policy and procedures
- Evaluations are conducted with clear objectives
- Evaluation products are developed to clearly communicate results to intended audiences

1.4.6 Technical Assistance Support

At the request of MSC and District LSOs, the LSC provides technical assistance for design and construction and risk communication activities. An LSC technical manager is assigned to lead support of each request and is responsible for:

- Assigning a PDT consisting of SMEs from USACE Districts and Centers
- Developing a scope of work (workplan) based on customer needs and requirements
- Requesting funds for the customer to accomplish the work

1.4.7 Quality Management

Quality management maintains quality assurance and control processes for the LSC Program. Quality management is responsible for supporting the RMO in review plan oversight and assigning agency technical review team membership. Quality management will maintain an effective quality management plan (QMP) for the LSC Program.

1.4.8 Public Awareness and Stakeholder Engagement Initiatives

Public awareness and stakeholder engagement initiatives are performed at the request of HQUSACE through a PDT comprised of a technical manager and SMEs in risk communication, levee safety, dam safety, stakeholder engagement, and public affairs. The PDT may be responsible for the following:

- Developing communication products for internal and external stakeholders in support of the Levee Safety Program including fact sheets, Public Affairs Guidance, websites, brochures, pamphlets, presentations, etc.
- Developing stakeholder engagement plans in support of the Levee Safety Program
- Tracking stakeholder engagements in support of the Levee Safety Program

1.4.9 LSC Core Development Team

The LSC core development team personnel is annotated in Table 1.1.

Table 1.1 Responsibility Assignment Matrix

LSC Activity	Responsible	Office
LSC Leadership and Administration		

Director	Noah Vroman	LSC (MVK)
Budget Technician	Jordan Amborn	LSC (MVK)
Program Management		
Senior Program Manager	Holly Porter	CEMVK-PP-D
Program Manager	Brian LaBarre	CEMVK-PP-D
Program Analyst	Anita Griffin	CEMVK-PP-D
Communication Management		
Communication Analyst Lead	Jennifer Laux	LSC (MVK)
Information Management		
Information Management Lead	Michelle Carey	MMC (NWK)
National Levee Safety Program		
National Guidelines Technical Lead	Jamie McVicker	LSC Technical Manager (MVS)
Review Team Coordinator	Ben Caldwell	LSC Technical Manager (MVK)
Inventory and Review Technical Lead	Rick Hauck	LSC Technical Manager (MVK)
NLD Technical Manager	Brian Vanbockern	MMC (NWK)
Integrated Levee Management Technical Lead	Mike Bachand	LSC Technical Manager (MVK)
Technical Assistance		
Design and Construction Lead	Brad Arcement	LSC Branch Chief - Levees (MVK)
Design and Construction Lead	Troy Cosgrove	LSC Branch Chief – Dams (MVS)
Risk Communications Branch		
Technical Manager (Acting)	Katie Noland	LSC Technical Manager (MVK)
Support Member	Chris Baker	IWR (SWT)
Support Member	Lauren Loyless	LSC Risk Communication (MVK)
Support Member	Alyson Gaharan	LSC Risk Communication (MVK)
Support Member	Erin Hern	LSC Risk Communication (MVK)
Social Media Coordinator	Karen Buehler	HQUSACE
Levee Portfolio Evaluations		
Technical Manager	Brad Arcement	CEMVK-EC
Cost Engineering Lead	John Dillon	CENWK-EC
Quality Management	Emily Calla	LSC (MVK)

1.5 CONDITIONS AND ASSIGNMENTS

The LSC is a reimbursable organization and funding for all activities will be provided through HQUSACE or project funds. The LSC program manager reviews and replies via the Center's work acceptance process to respond to customer requests. Once the milestones and tasks are accepted, the LSC director meets with the technical leads to develop work assignments. The LSC resources are organized into production teams, as discussed in this plan; projects and tasks are assigned based on workload and resource availability.

For activities in support of HQUSACE, the HQUSACE Deputy LSO will assign activities to the LSC. These activities include support to the National Levee Safety Act of 2007 (as amended), levee portfolio evaluations, public awareness of levees and stakeholder engagement initiatives, policy and guidance updates and development, and training and technical competency initiatives. A workplan (Appendix 1.2) will be developed by the assigned LSC technical manager for activities assigned. The workplan will include a description of the activity to be performed, schedule with milestones, PDT necessary to accomplish the activity and cost estimate. The LSC director will approve all workplans developed.

For activities in support to USACE Districts and Centers, the LSC will coordinate with requesting organization on the scope of work, milestones, and required products. A LSC technical manager will be assigned to lead the support effort and develop a work plan including proposed PDT and schedule for approval by the requesting organization and the LSC director. The requesting organization will provide funds necessary for completion of the approved workplan.

1.6 QUALITY AND STANDARDS

The LSC is committed to developing all products via the processes documented in the standard operating procedure (SOP) documentation. This practice is consistent with the USACE Quality Management System (QMS) vision to execute the USACE mission through standard business processes that increase efficiency, effectiveness, and product quality. The structure and content of this SOP documentation was modeled initially after the USACE QMS template. The SOP documentation has been modified as necessary to effectively document QMS standard requirements within the overall discussion of LSC processes and procedures. In 2018, the LSC integrated the SOP documentation with USACE QMS standards and published further documentation in support of USACE QMS goals.

The production processes defined in the SOP include many internal review steps, summarized below, and fully defined in future technical manuals and the SOP appendices.

Central to LSC quality management is the QMS plan-do-check-act (PDCA) philosophy:

- Plan. The SOP documentation and project work plans function together to lay out project scopes, schedules, budgets, deliverables, and task organization as defined in the USACE PMBP.
- Do. The SOP documentation provides thorough guidance and instruction on how team members should perform work.
- Check. Formal review steps are built into the process and checklists are provided.

- Act. Issues identified via reviews or customer feedback are addressed as products are finalized. Annual rollup exercises are performed as after action reviews to capture recurring issues and to determine necessary process improvements.

LSC product quality is ensured via processes that enable multiple levels of review, including self-review of project team member work products. Quality assurance is supported by policies for reviewing assignments and tools (e.g. checklists). Internal review steps include review by technical staff who did not participate in development of the product.

1.7 CONFLICT RESOLUTION

In the event a conflict exists between the LSC and other Corps entities, the LSC director and LSC technical manager will work to resolve the conflict with the other Corps entity. If the conflict cannot be resolved, the HQUSACE Chief of Engineering and Construction shall have final decision-making authority.

1.8 PERIODIC REPORTING

The LSC program managers, technical leads and director will conduct periodic and routine reporting of LSC activities. Periodic and routine reporting will consist of holding agency review and coordination meetings and developing monthly and quarterly reports.

1.8.1 Center Review and Coordination Meetings

Center review and coordination meetings are conducted to promote consistency and coordination with USACE programs and USACE CoPs on LSC activities that are national and/or agency wide in nature. Center review and coordination meetings are chaired by the HQUSACE Deputy LSO and include USACE CoPs and other federal agency representatives as necessary relative to the LSC scope of activities being reviewed during the meeting. The HQUSACE Deputy LSO determines the frequency of meetings and membership of those participating. The LSC participates in these meetings, develops the meeting agenda in coordination with the meeting chair, disseminates meeting materials, and documents meeting results. The LSC posts meeting materials and results to the LSC web-based portal or other designated web-based portal for broader distribution.

1.8.2 Monthly Reporting

The LSC develops a monthly report discussing accomplishments, next steps, issues, and concerns. The LSC develops monthly and project status reports for upper management to review and provide feedback during the IPR monthly meetings. Standard reports will outline project status and will provide the cost and schedule performance index (CPI/SPI) for earned value management (EVM). Monthly reports will be provided to the RMC and HQUSACE as well as posted on the LSC SharePoint site.

1.8.2.1 Project Schedule

An updated project schedule is provided with each monthly report. The schedule reports progress against the following schedule milestones for each assigned project:

1.8.3 Quarterly Reports

The LSC uses customer service, performance and quality metrics to track performance of all LSC activities and products. The LSC submits a quarterly program and quality management report to the HQUSACE proponent within two weeks of the conclusion of each quarter of the fiscal year.

1.9 INFORMATION MANAGEMENT

Data and files will be stored in the following locations throughout the duration of any LSC effort:

- Huddle—In-progress deliverables to be shared with external partners (i.e., states, Tribes, owners/operators) prior to finalization and archive in the NLD. Documents stored and shared via Huddle may include partner meeting agendas and notes, state packages, and informational program materials.

Note

Inventory data received from partners for transfer to the NLD team for incorporation into the database will temporarily be housed in Huddle. This information will be reviewed by the NLD team for inclusion in the NLD.

- NLD—All levee geospatial data including alignment, levee attributes, owner/operator name, inspection, and risk assessment findings, levee system summary, and related documents.
- SharePoint—Inventory and Review (I&R) and Public Awareness Communications Team (PACT) communication to include activity status, milestone accomplishments, team meeting agendas, team meeting notes, templates, and samples.
- ProjectWise—Internal technical assistance reports, designs, models, review comments, etc. will be maintained on the LSC ProjectWise data site at the Vicksburg District.
- SAFE—The Secure Access File Exchange (SAFE) site will be used to deliver large-scale files to external customers. Link to the site is: <https://safe.apps.mil/>

All internal (USACE only) documents, schedules, and milestones will be maintained in the LSC SharePoint web site. The LSC SharePoint site can be found at:

<https://team.usace.army.mil/sites/MVK/PDT/IR/default.aspx>

Huddle web-based collaboration site link: <https://usace.huddle.com/workspace/760060>

All data and document repositories require user permissions.

- For Huddle and SharePoint access, please contact the Information Manager via email.
- For NLD user account set up, contact the NLD HelpDesk for access.
- For ProjectWise, contact the Vicksburg District ProjectWise administrator for access to the LSC data folder.

SECTION 2

National Levee Safety Program

2.1 INTRODUCTION

This section provides a summary of the team composition, program management, reporting, quality assurance and internal training associated with the National Levee Safety program.

2.2 ORGANIZATION AND PROJECT DELIVERY TEAM

The National Levee Safety Program team is listed in Table 1.1. The responsibilities of this team is as follows:

Core Development Team

- Maintain effective internally and externally facing communication and engagement materials
- Maintain effective and consistent levee inventory, inspection, and risk assessment processes and procedures
- Support the development of best practices for levee inventory, inspection and risk assessments to support knowledge sharing with states, tribes, and levee owner/operators
- Develop and implement training to support knowledge sharing with states, tribes, and levee owner/operators
- Lead outreach efforts including the coordination with liaisons
- Lead prioritization of review activities and coordination with technical teams
- Lead the integration of levee data/information into the NLD provided voluntarily by federal agencies, states, tribes, and levee owner/operators
- Maintain an effective NLD and additional tools to support the Levee Safety Program and LSC efforts
- The NLD team will assist with data management of levee data for the inventory, inspection, and risk assessment
- Assists with the development of outreach materials, support risk communication, and deliver risk communication training
- Provide support to team members

2.3 EXECUTION

The LSC National Levee Safety Program team will develop an overall budget for each fiscal year based on anticipated execution of work activities. Priorities for each fiscal year will be established and coordinated with HQUSACE during an annual programmatic budget meeting. National Levee Safety Program priorities may be altered as a result of this meeting and/or subsequent discussions with HQUSACE, subject to other competing programs being managed by the USACE Levee Safety Program.

Execution of activities will be measured through EVM methodology which essentially compares milestone accomplishments with the expenditure of funds. Execution will be briefed by Program Management team to HQUSACE on a quarterly basis. The accomplishment of milestones will be logged by team leads on a monthly basis for retrieval by the LSC program management team.

Depending on the availability of USACE resources, contracts may be procured to accomplish required activities. Existing nation-wide or regional Indefinite Delivery/Indefinite Quantity contracts may be utilized, based on the discretion of the LSC core development team.

2.4 FUNDING AND FINANCIAL MANAGEMENT

The LSC program management team will distribute funds to team members for labor and travel. Labor dollars shall be provided via cross charge labor (CCL) and travel or other miscellaneous expenses shall be provided via repositions.

National Levee Safety Program team leads will submit a workplan for review by HQUSACE, LSC program manager and director for anticipated annual technical assistance services. The annual workplan shall include all individual organizational codes for each team member requiring labor and travel funds, reflected for each month of the fiscal year (FY). This workplan will represent the estimated labor and travel for all technical team members under that activity.

Following approval of the workplans, quarterly labor/travel, and all Architectural/Engineering (AE) contract services funding shall be formally requested by team members using the RMC funding request system.

Throughout the year, adjustments may be necessary to the workplan.

2.5 INFORMATION MANAGEMENT

Huddle will be the primary internal method for sharing information among all team members including AE contractors. Documents that are to be shared with partners and other external stakeholders will be placed on the Huddle web site. National Levee Safety Program data shall be managed using the following platforms throughout the duration of the initiative:

- Huddle: In-progress deliverables to be shared with external parties (i.e., states, Tribes, owners/operators) prior to finalization and archive in the NLD. Documents stored and shared via Huddle may include partner meeting agendas/notes, state packages and informational program materials. Huddle may contain For Official Use Only (FOUO) documents and information and should be marked appropriately.

- Sharepoint/Teams: Internal National Levee Safety Program communication to include team meeting agendas, team meeting notes and templates/samples. Activity status and milestone accomplishments will be stored in SharePoint/Teams.
- NLD: All levee system geospatial data including alignment, levee attributes, owner/operator name, inspection, and risk assessment findings, levee system summary and related documents are stored in the NLD.

2.6 UPWARD REPORTING

Upward reporting will draw from the information management systems described above. Progress towards initiative milestones will be aggregated and reported from SharePoint, and in the future the LSC Schedule Database. The core development team will assess progress towards these milestones to track EVM and manage liaison and technical team workloads. The NLD will be the primary reporting tool for progress related to inventory, inspection, and risk assessment data.

SECTION 3

Risk Communications Branch

3.1 INTRODUCTION

Risk communications branch initiatives are performed at the request of HQUSACE through a PDT comprised of a technical manager and SMEs in risk communication, levee safety, dam safety, stakeholder engagement, and public affairs. The risk communications branch may be responsible for the following:

- Developing communication products for internal and external stakeholders in support of the Levee Safety Program including fact sheets, Public Affairs Guidance, websites, brochures, pamphlets, presentations, etc.
- Developing stakeholder engagement plans in support of the Levee Safety Program
- Tracking stakeholder engagements in support of the Levee Safety Program

The Levee Safety Production Center has engaged the Dam and Levee Safety Risk Communications Team for assistance with implementation of the LSC risk communication initiatives and activities.

3.2 ORGANIZATION AND PROJECT DELIVERY TEAM

The Risk Communication team is the main resource for the LSC's risk communication branch initiatives. The chart below is provided to detail the current membership and their respective roles. The positions that will work on the tasks outlined in the yearly work plans include those listed as Technical Manager, Support Members, and Social Media Coordinator. This work requires the skills and expertise necessary to support effective communication/awareness and sponsor/stakeholder engagement activities. Specific skills, expertise and experience includes, but is not limited to: communication, risk communication, public affairs, conflict resolution, public participation, training, writing, media interface, and communications technologies. These members will develop and review communications and outreach materials and documents, develop and deliver training, and provide communications-related technical assistance to districts, divisions, and HQUSACE.

The subject matter and program experts, ad hoc members, and technical managers will provide support to activities on an as needed basis. The subject matter and program experts will be USACE members that provide subject matter expertise, perspective and knowledge of programs or initiatives most closely related to USACE Levee Safety Program activities and functions. Ad-hoc members may include other federal agencies such as the Federal Emergency Management Agency (FEMA). They will be invited to participate to share information between the agencies related to communication and engagement activities.

Current Risk Communication team members are identified within Table 2.1.

Table 2.1 Risk Communication Team Members

Position	Members
Technical Manager	Katie Noland, MVK
Support Members	
Stakeholder Engagement and Risk Communication	Stacy Langsdale, CPCX
Stakeholder Engagement and Risk Communication	Chris Baker, IWR
Stakeholder Engagement and Risk Communication	Lauren Loyless, MVK
Stakeholder Engagement and Risk Communication	Alyson Gaharan, MVK
Stakeholder Engagement and Risk Communication	Erin Hern, MVK
Social Media Coordinator	Karen Buehler, HQUSACE PAO
Subject Matter/Program Experts	
Levee Safety Program	Noah Vroman, LSC
Silver Jackets	Jennifer Dunn, IWR
Flood Risk Management	Doug Bellamo, IWR
Emergency Management	Willem Helms, HQUSACE
National Levee Database	Brian VanBockern, NWK
Tribal Affairs	Lisa Morales, HQUSACE
Ad Hoc Members	
Federal Emergency Management Agency – Levee Safety	Suzanne Vermeer HQFEMA

3.3 EXECUTION

On an annual basis, the Risk Communication team technical manager leads development of work plans that include scopes, schedules, and budgets for planned work for the coming fiscal year. These work plans are submitted to the LSC program manager for authorization. Upon LSC director and program manager approval, the work plans are submitted to RMC program management for a determination on funding appropriation.

After receipt of funding, the Risk Communication team technical manager assigns work amongst the support members to accomplish the annual tasks outlined. Project milestones will be developed and entered into the schedule database for tracking by the technical manager or designated team member.

Once initiated, the project will be tracked on a biweekly basis during the Risk Communication project status meetings. Prior to these meetings, the schedule database will be updated by the technical manager and team members. The program manager will review and monitor progress on all current project activities during the project status meetings. Expenditures, milestones, and percent complete will be tracked on a monthly basis by the LSC project manager during the project review board meetings. Projects are reviewed and any program or policy questions are addressed with levee safety program senior leadership during the LSC quarterly meetings.

Contract support will be used when scheduled workload of funded projects exceeds support capabilities of Risk Communication team members or specialized expertise is required. Contracts are managed by the core development team.

3.4 FUNDING AND FINANCIAL MANAGEMENT

Funds will be distributed to the LSC team members for labor and travel. Funding for labor, travel, and miscellaneous expenses shall be provided via CCL or repositions.

The Risk Communication team will submit a budget and associated work plan for review by the LSC for each activity. This workplan will represent the estimated labor and travel for all tasks anticipated for the entirety of the FY.

Following approval of the workplan submission, monthly labor/travel, and all AE contract services funding shall be formally requested by individual Risk Communication team members using the RMC funding request system.

Throughout the Fiscal Year, adjustments may be necessary to the original workplan.

3.5 REPORTING

Progress towards activity milestones will be aggregated and reported from SharePoint and Teams. The LSC program manager will assess progress towards these milestones to track EVM and monitor percent complete during the project review board meetings. Projects are reviewed and any program or policy questions are addressed with levee safety program senior leadership during the LSC quarterly meetings.

3.6 INFORMATION MANAGEMENT

The LSC Risk Communication SharePoint site will be the primary internal method for sharing Risk Communication activity progress and information among all team members. Documents that are to be shared with partners and other external stakeholders will be placed on the Huddle web site. Risk Communication data shall be managed using the following platforms throughout the duration of the activity:

- LSC Risk Communication SharePoint: Internal communication to include team meeting agendas, team meeting notes, and templates/samples. Activity status and milestone accomplishments will be stored in SharePoint. All draft documents and meeting calendars will be stored in SharePoint.
- Dam and Levee Safety SharePoint: Internal resource documents to include the sponsor handbook and coaching call recordings.
- Huddle: Final deliverables and draft documents to be shared with external parties will be stored and shared via Huddle.

3.7 QUALITY MANAGEMENT

All Risk Communication deliverables are reviewed and approved according to LSC quality management plan specifications.

Surveys will be provided by the LSC director to customers at the culmination of projects. Surveys will be used to document lessons learned, best practices, and level of satisfaction with services provided. Survey results will be maintained and analyzed by the technical manager and reported in the LSC Quarterly Report.

SECTION 4

Technical Assistance, Levee Portfolio Evaluations, and Levee Safety Guidelines

4.1 INTRODUCTION

The LSC Technical Assistance team consists of highly technical experts in the field of levee safety. This technical team will field consultation requests from both internal and external USACE customers on an as-requested basis. Technical assistance available includes reviews of technical documents, design of risk reduction measures, and risk communication support.

4.2 PROJECT ACCEPTANCE AND COORDINATION

As technical requests are received by the Levee Safety Production Center, a technical manager will assign the request to an LSC staff member with the appropriate subject matter expertise to handle the task. Additional team members will be consulted and assigned as needed.

4.3 RISK COMMUNICATION REQUESTS

Depending on the level of effort required for a request, the LSC director or the technical assistance technical manager will provide project acceptance.

Once accepted, the assigned technical manager or LSC staff member will prepare a work plan for approval by the technical manager and the customer. Work plans will include staffing and funding requirements, schedules, and review requirements.

Staffing could include technical experts internal and external to the LSC. Use of contracts to support technical assistance teams is not anticipated.

Upon agreement and acceptance of the work plan by the LSC director and the customer, work will commence. Status and progress of work will be tracked by the LSC technical manager and project manager.

Internal LSC quality processes will be followed according to the product type. Approval authority for final products will be determined per the LSC Quality Management Plan.

4.4 FUNDING AND FINANCIAL MANAGEMENT

Funds will be distributed to technical assistance team members for labor and travel. Funding for labor, travel, and miscellaneous expenses shall be provided via CCL or other miscellaneous expenses shall be provided via repositions.

Technical assistance team members will submit a budget and associated workplan for review by the LSC for anticipated annual technical assistance services. This workplan will represent the estimated labor and travel for all tasks anticipated for the entirety of the FY.

Following approval of the workplan submission, monthly labor/travel funding shall be formally requested by individual technical assistance team members using the RMC funding request system.

4.5 REPORTING

Progress towards project milestones will be aggregated and reported from SharePoint. The program manager will assess progress towards these milestones to track EVM and monitor percent complete. The technical manager will manage the technical team workload.

Projects are reviewed and any program or policy questions are addressed with levee safety program senior leadership during the LSC quarterly meetings.

4.6 INFORMATION MANAGEMENT

The LSC ProjectWise site will be the primary internal method for sharing technical assistance progress and information among all team members and internal customers. Documents that are to be shared with partners and other external stakeholders will be placed on the Huddle web site. Technical assistance data shall be managed using the following platforms throughout the duration of the initiative:

- ProjectWise: Internal technical assistance reports, designs, models, review comments, etc. will be maintained on the LSC ProjectWise data source.
- Huddle: Final deliverables to be shared with external customers will be stored and shared via Huddle.

4.7 QUALITY MANAGEMENT

Technical assistance deliverables are reviewed and approved according to LSC QMP specifications.

Surveys will be provided by the LSC director to customers at the conclusion of projects. Surveys will be used to document lessons learned, best practices, and level of satisfaction with services provided. Survey results will be maintained and analyzed by the technical manager and reported in the LSC Quarterly Report.

List of Acronyms and Abbreviations

AE	Architectural/Engineering
ATR	agency technical review
CCL	cross charge labor
CoP	Community of Practice
CPCX	Collaboration and Public Participation Center of Expertise
CPI	Cost Performance Index
EC	Engineer Circular
ER	Engineer Regulation
EVM	earned value management
FEMA	Federal Emergency Management Agency
FOUO	For Official Use Only
HQPAO	Headquarters, Public Affairs Office
HQUSACE	Headquarters, U.S. Army Corps of Engineers
LSC	Dam and Levee Safety Production Center
I&R	inventory and review
IPR	in-progress review
IWR	Institute for Water Resources
MSC	Major Subordinate Command
LSO	Levee Safety Officer
MVD	Mississippi Valley Division
MVK	Vicksburg District
NLD	National Levee Database
PDCA	Plan, Do, Check, Act
PDT	project delivery team
PED	preliminary engineering design
PMBP	project management business process
PgMP	program management plan
QMP	quality management plan
RAM	responsibility assignment matrix
RMC	Risk Management Center

RMO	Review Management Organization
SAFE	Secure Access File Exchange
SME	subject matter expert
SOP	standard operating procedures
SPI	schedule performance index
USACE	U.S. Army Corps of Engineers

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Signatures confirm agreement with the contents of this program management plan.

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