



US Army Corps
of Engineers

Communication Strategy for the USACE Archaeological Regionalization Effort — South Pacific Division

Prepared by: Mandatory Center of Expertise

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Purpose. The Mandatory Center of Expertise (MCX) for the Curation and Management of Archaeological Collections was directed by US Army Corps of Engineers (USACE) Headquarters (HQ) to develop, administer, and lead the National Regionalization Effort for USACE archaeological collections. The following plan establishes the framework for implementing and managing a strategic communication for regionalization in the South Pacific Division (SPD).

Goals.

- Convey accurate information on the National Regionalization Effort throughout SPD, with consulting Indian tribes, USACE partners including federal and state agencies, and interested stakeholders.
- Establish an open, transparent, and appropriate framework for all information including tribal communication, general communication, and curation reports.
- Ensure USACE meets its trust responsibility with Indian tribes and effectively communicates with other interested parties.

Roles & Responsibilities.

USACE HQ oversees the implementation of the National Regionalization Effort and the MCX. USACE HQ is responsible for:

- Issuing directives and policy memos regarding the National Regionalization Effort.
- Reviewing MCX recommendations for regionalization in SPD.
- Distributing USACE HQ directives and policy memos.
- Reviewing and providing input on the final SPD regionalization implementation plan.
- Funding MCX and Regionalization from the O & M Business line.

MCX implements the National Regionalization Effort. MCX is responsible for:

- Developing a SPD regionalization strategy in coordination with division and districts.
- Communicating with USACE HQ, Division Cultural Resources (CR) Point of Contact (POC), Division Tribal POC, District CR POCs, and District Tribal Liaisons (TLs) via in-person meetings or phone conferences.
- Preparing SPD regionalization talking points in coordination with district and division POCs.
- Drafting, editing, and publishing regionalization resources, tribal letters, presentations, and reports in consultation with division and districts.
- Coordinating regionalization tribal communication, consultation, webinars, and in-person meetings with Division Tribal POC and District TLs.
- Providing divisions and districts with labor and travel funding.
- Assisting divisions and districts with real estate research, locating collections, repository coordination, and contracting actions.
- Researching and assessing repositories for federal compliance with 36 CFR Part 79 and the potential to serve as a regional center.
- Assessing the condition of USACE archaeological collections by division.
- Establishing regional center contracts and awarding task orders.
- Transferring collections into established regional centers.
- Maintaining regional center contracts.

Tribal Nations Technical Center of Expertise (TCX) is responsible for:

- Reviewing the SPD regional analysis report for situational awareness.
- Communicating between the MCX, SPD, and consulting Indian tribes when requested by MCX or SPD.

SPD Division Cultural Resource POC provides support to MCX and District CR POCs for the National Regionalization Effort. The SPD CR POC is responsible for:

- Attending regionalization status calls.
- Providing MCX with appropriate division and district points of contact.
- Facilitating communication between MCX and district POCs.
- Reviewing MCX drafted documents and providing feedback in accordance with the schedule.
- Distributing MCX regionalization documents to district POCs.
- Ensuring district POCs accomplish regionalization tasks in accordance with the schedule.
- Communicating up their Major Subordinate Command (MSC) chain.

SPD District Cultural Resource POCs gather their district's archaeological collections' information and assist the MCX with the National Regionalization Effort. SPD District Cultural Resource POCs are responsible for:

- Identifying the location and volume of their district's archaeological collections.
- Identifying district real estate and geographical information system staff to assist with real estate research if required.
- Attending regionalization status calls.
- Requesting MCX assistance on collections research if needed.
- Submitting labor support and travel funding requests.
- Charging to and monitoring funding codes to ensure appropriate use of funds.
- Providing MCX with requested deliverables in accordance with the schedule.
- Reviewing MCX drafted documents and providing feedback after division-level review in accordance with the schedule.
- Sending resources and tribal letters to Indian tribes when necessary.
- Alerting MCX to any potential collections concerns.
- Applying the MCX-produced, HQ and division-reviewed National Regionalization Effort talking points in communication with Indian tribes and other partners.
- Attending in-person site visits when necessary.

SPD Division Tribal POCs provide support to MCX and assist with establishing tribal consultation protocols for the National Regionalization Effort. SPD Tribal POCs are responsible for:

- Providing MCX with contact information for District TLs in their division.
- Alerting MCX to any potential tribal concerns.
- Arranging introductory phone conferences with MCX and District TLs.
- Consulting and developing tribal consultation protocols for regionalization in coordination with MCX.
- Reviewing MCX drafted documents and providing feedback in accordance with the schedule.
- Distributing MCX regionalization documents to District TLs.
- Communicating up their Major Subordinate Command (MSC) chain.

SPD District Tribal Liaisons generate their district's tribal contact list and provide input in establishing tribal consultation protocols. SPD District TLs are responsible for:

- Providing MCX their district's list of consulting tribes.
- Identifying potential areas of concern for their district's tribes.
- Assisting with the development of tribal consultation protocols.
- Reviewing MCX drafted documents and providing feedback after division-level review in accordance with the schedule.
- Sending resources and tribal letters to Indian tribes when necessary.
- Applying the MCX-produced, HQ and division-reviewed National Regionalization Effort talking points in communication with Indian tribes and other partners.

SPD Division and District Operations POCs provide support to MCX and Cultural Resource POCs. SPD Operations POCs are responsible for:

- Providing Cultural Resources POCs with requested information about operating projects.
- Programming appropriate funding for long-term collection maintenance in the annual budget process in coordination with Cultural Resources POCs.
- Providing funds each year to MCX for curation contract covering annual maintenance costs.

SPD Division and District Planning POCs provide support to MCX and Cultural Resources POCs. SPD Planning POCs are responsible for:

- Supporting Cultural Resources POCs under their supervision in their time requirements for SPD regionalization.
- Monitoring appropriate use of regionalization funds.

Communication Procedures. The National Regionalization Effort is an enterprise effort affecting the entirety of the USACE archaeological collections universe, and is not specific to one division or district. To effectively achieve an accurate and consistent message for the effort, the MCX follows several procedures for the dissemination of information. As an important interface with their local Indian tribes and other partners, district and division POCs will likely be faced with questions and concerns regarding regionalization. The jointly agreed upon communication strategy provides the necessary structure for the flow of information for the National Regionalization Effort in SPD to effectively fulfill USACE trust responsibilities with consulting Indian tribes and other partners.

Figure 1 details how HQ disperses directives and policies. These are distributed via the chain of command. All policy and directive concerns regarding the National Regionalization Effort are directed to the MCX. The MCX communicates to HQ on matters that require a higher level response or decision. HQ responses and decisions are then funneled back through division and districts chains of command.

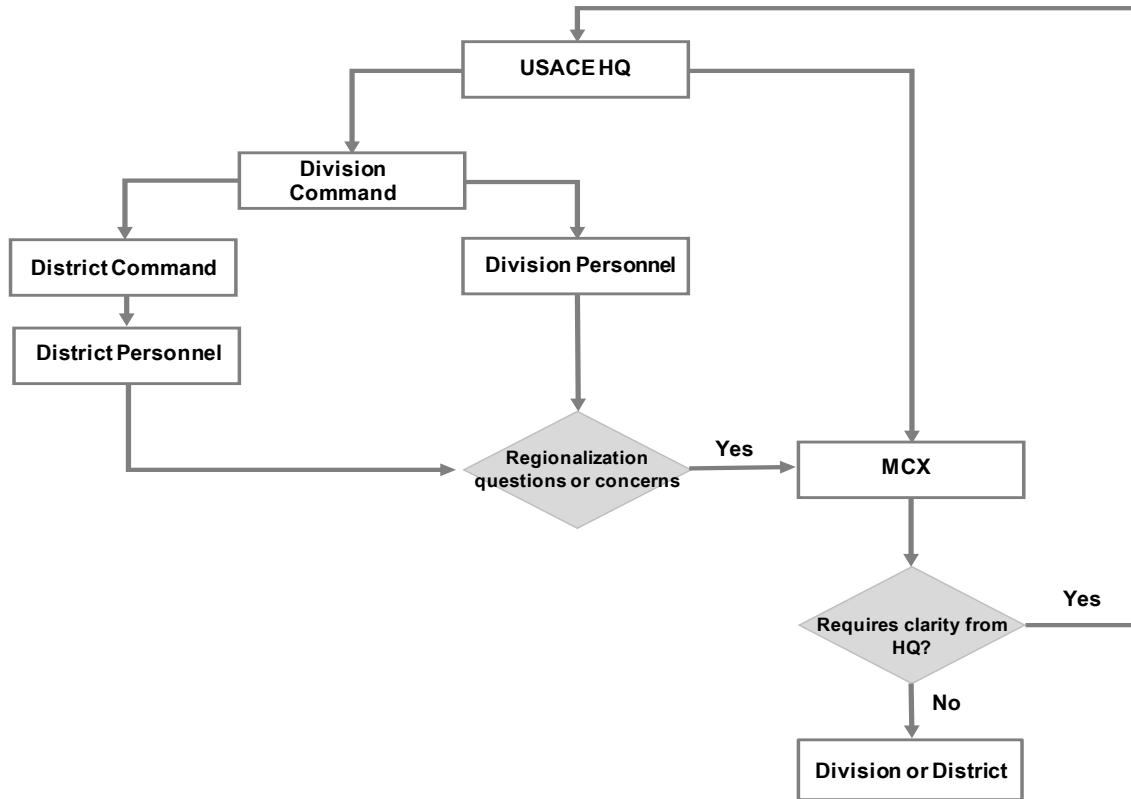


Figure 1. Regionalization Effort communication plan for directives and policies.

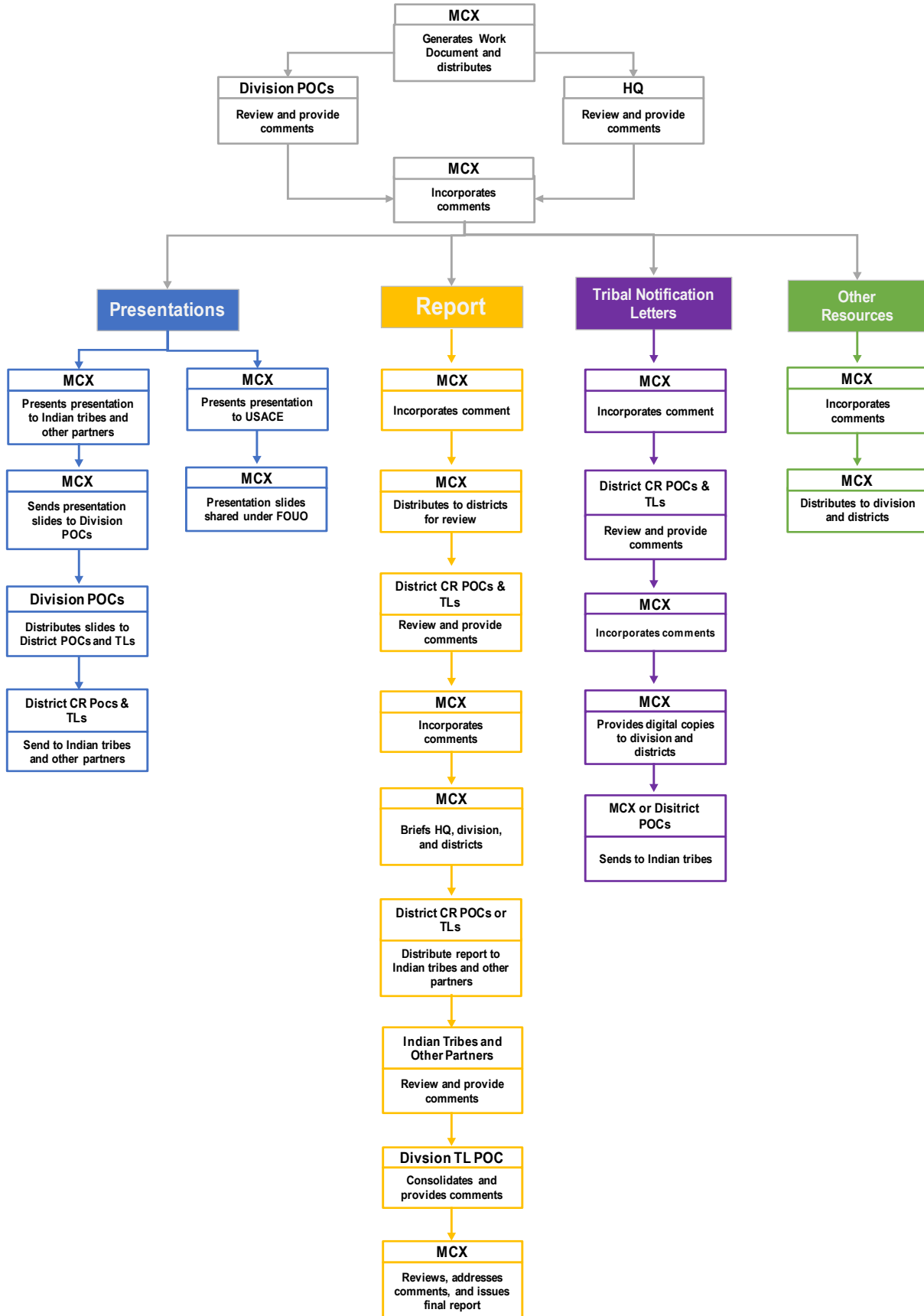
Over the course of the SPD Regionalization Effort, the MCX will produce several reports, presentations, resources, and tribal notification letters. Each MCX work product requires a separate review and distribution process. Appendix 1 clarifies each separate process after HQ and Division CR and Tribal POC review. Appendix 2 provides the MCX’s Regionalization Effort Process along with its five stages. Should consulting Indian tribes and other partners have questions or concerns, the MCX, in coordination with SPD, will develop mutually agreed upon SPD Archaeological Collections Tribal Talking Points. SPD division and districts should reference talking points when addressing all questions and concerns, and should report items of concern to the MCX.

Evaluation. Evaluation of this communication strategy, much like the strategy itself, will evolve and adapt to current circumstances. Throughout the course of SPD regionalization, the MCX will adjust the template based on three questions.

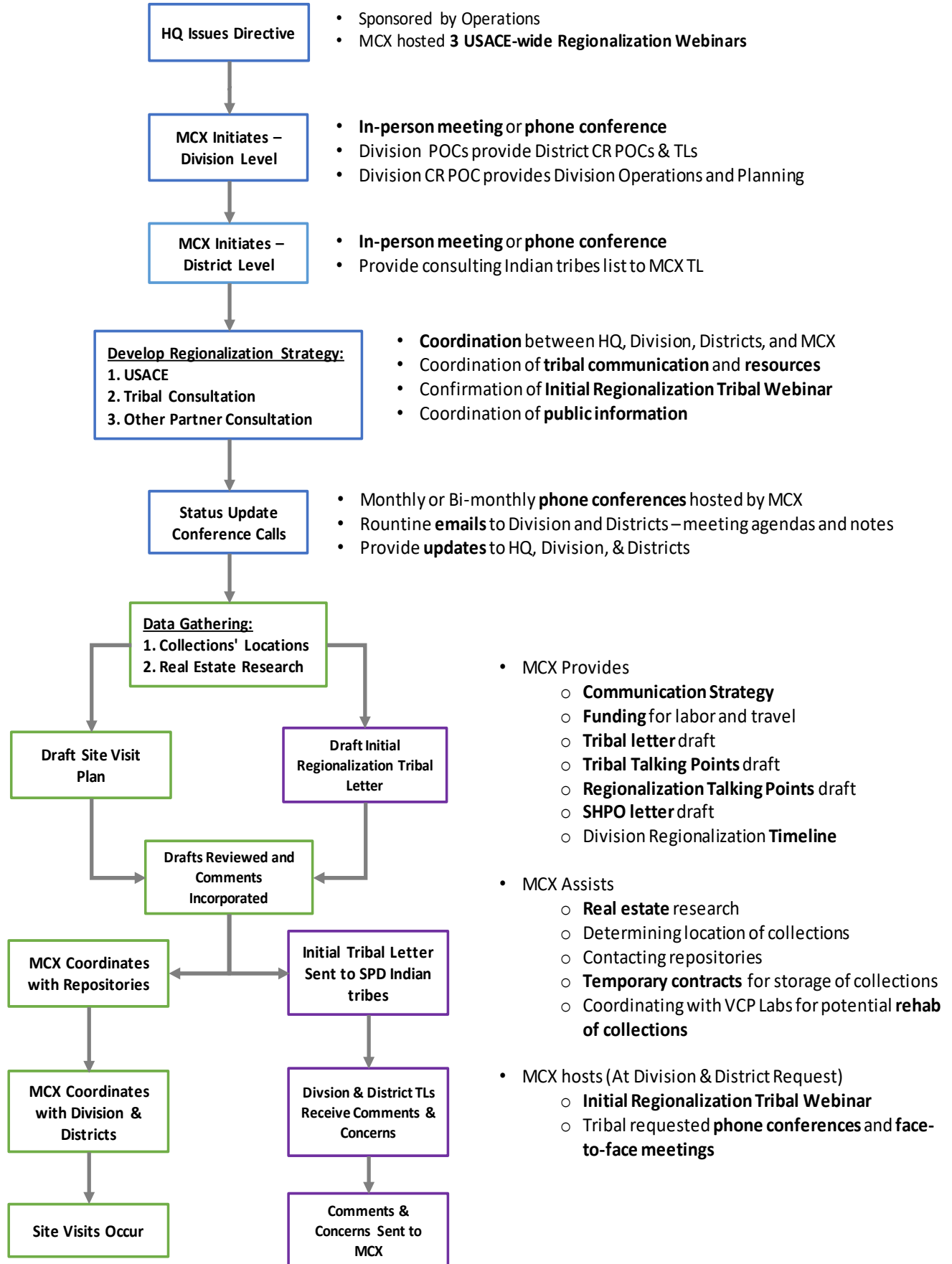
- 1) Is the correct National Regionalization Effort information reaching the right USACE personnel?
- 2) Is information provided to Indian tribes and other partners accurate?
- 3) Is the MCX provided with questions and concerns in order to accurately address them in a timely manner?

If “no” is answered to any of the above questions, then the communication strategy will be altered, through coordination with the division, districts, and MCX. If coordination cannot occur, the MCX will seek guidance through HQ. The MCX is committed to ensuring that the National Regionalization Effort is a transparent process for both USACE and its partners.

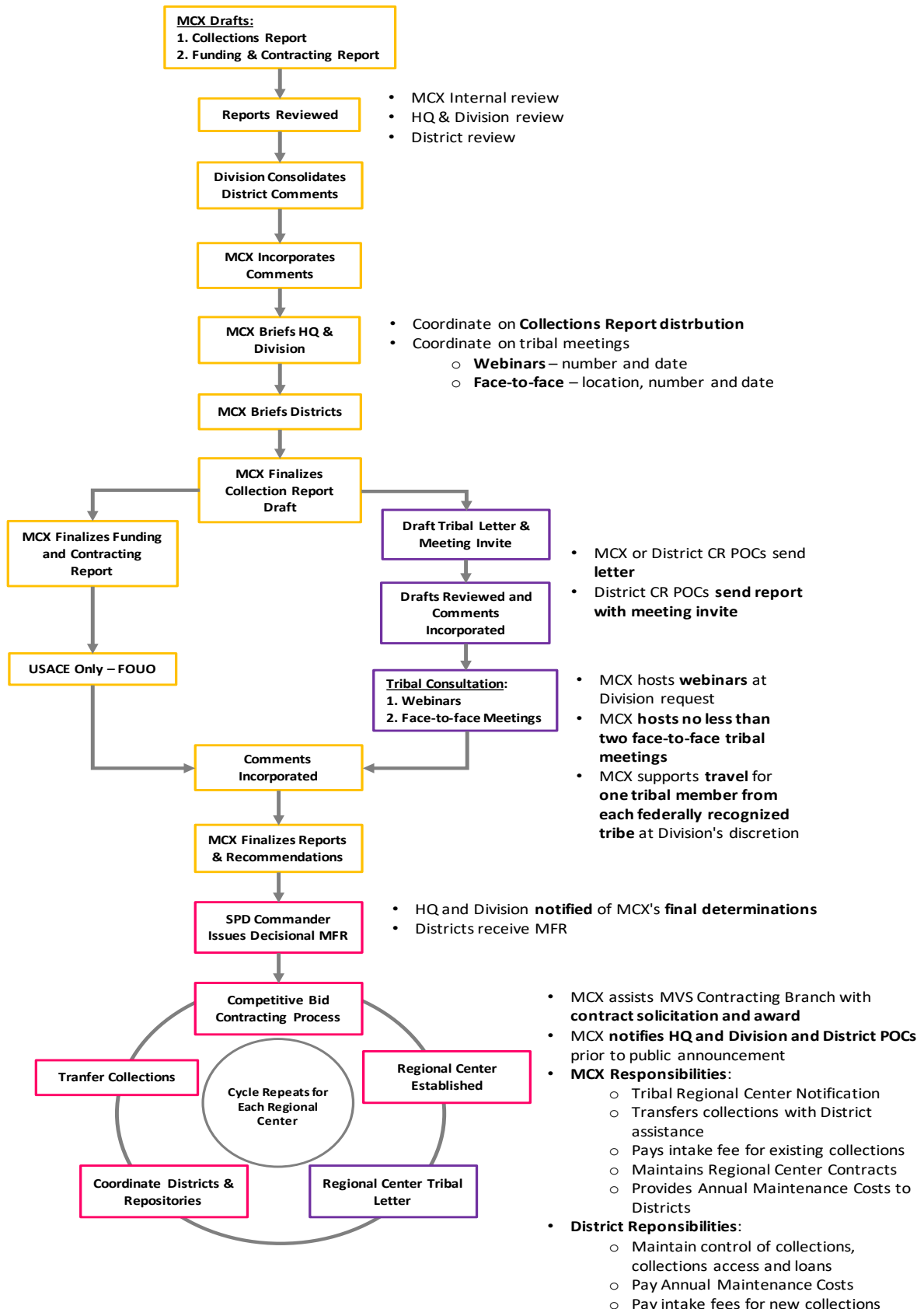
Appendix 1: MCX Process for Work Documents & Distribution



Appendix 2: South Pacific Division Regionalization Effort Process



Appendix 2: South Pacific Division Regionalization Effort Process (cont'd)



Appendix 3: Tentative Timeline for Regionalization of South Pacific Division Archeological Collections

Tentative Timeline	Item
FY 19-20	MCX Receives Collections Data from 4 SPD Districts
FY 19-20	MCX Gathers Information/Conducts Monthly Calls with Districts & SPD
FY 19-20	MCX Site Visits to SPD & Districts to Discuss Regionalization
FY 20 (Oct - Dec)	MCX Sends Initial Tribal Letter Introducing Regionalization & re. Tribal Informational Webinars
FY 20 (Apr - Jun)	Conduct Initial Tribal Informational Webinars (Optional)
FY 20 (Jun - Sep)	Repository Site Visits
FY 20 (Oct - Jan)	MCX Drafts Findings/Recommendations Report
FY 20 (Feb - Apr)	Plan Tribal Webinar(s)/Meeting(s)
FY 20 (May - Jul)	Districts & SPD Review Draft Findings/Recommendations Report
FY 20 (Aug - Sep)	(1) MCX Incorporates District & SPD Comments (2) MCX Briefs Division & District Commanders on Final Recommendations
FY 21 (Oct - Dec)	(1) MCX Sends Tribal Notification Letter re. Report Review & Webinars (2) District TLs send Letter to Tribes containing Report (3) 6-8 Week Tribal Review & Comment Period
FY 21 (Jan - Mar)	(1) Conduct Tribal Webinar(s) (2) Conduct Follow-up In-Person Tribal Meetings (3) MCX Addresses/Incorporates Tribal Comments
FY 21 (Apr)	(1) MFR from SPD Commander on Final Regionalization Decision Points (2) MCX Sends Tribal Letter on Final Decision Points
FY 21 (Apr - Jul)	Begin Contracting for 1 st Regional Center
FY 21	Transfer Collections to 1 st Regional Center
FY 22+	(1) Establish Additional Regional Centers as Identified in SPD Regionalization Report until Regionalization is Complete (2) Monitor Contracts and Transfer Remaining Collections