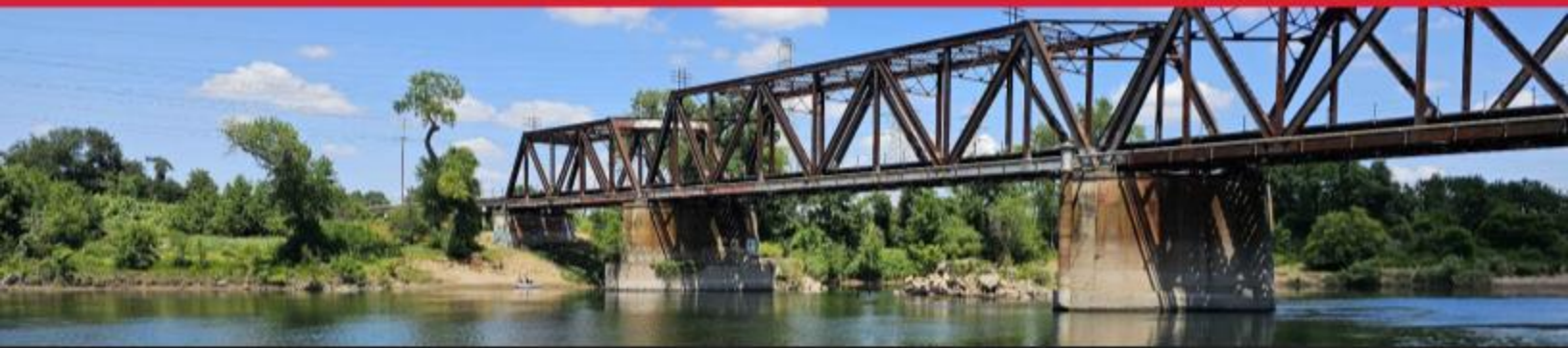




Sacramento Levee Upgrade Public Relations and Messaging Guide



**US Army Corps of
Engineers**

Executive Summary

Purpose

This document contains research and strategies to increase the residents of Sacramento's awareness of the ongoing Sacramento Levee Upgrade project, and to improve the US Army Corps of Engineers Sacramento District's (USACE) reputation in the area. This strategy positions the USACE as an honest organization of professional experts, who are responsibly building for a better protected Sacramento. This strategy includes prepared umbrella messages, community events for recreation area re-openings, crisis plans, letters for local residents and businesses, and a presentation to be given at the Sacramento County Supervisor Board meeting, for both supervisors and residents.

Organization & Situation Analysis

The USACE is in a sensitive position as it undertakes this large-scale project. Construction will disrupt residents' lives and bring attention to the organization. With proper messaging, the USACE can turn people's frustration into understanding and appreciation for this valuable service.

The facts are that the Sacramento Levee System as it was in 2016 was in a poor state, with extensive seepage and erosion weaknesses. Sacramento is one of the large cities in the US with the highest flood risk, being within the flood plain of two rivers. The new levee project repairs and fortifies the levee against future flooding, protecting properties from expensive and life-changing damage.

Audience Analysis

The audience for this communication strategy is twofold, first are the residents of Sacramento nearest the construction and second are the Sacramento County Board of Supervisors. This strategy has messages that cater to both audiences, while preserving the expert and professional brand of the USACE.

Communication Strategy

- Voice guide creates rules for accurate, confident communication across all channels.
- Tone guide gives rules and examples for addressing different audiences and contexts.
- Three overarching messages explain to USACE audiences what is being done, why it is being done, and the long-lasting consequences of the project.
- Recreation re-opening events connect the organization to the community in a fun, celebratory way.
- Crisis Communication Plans are set in place as preparation for if the worst happens.
- Letters to nearby residents and businesses inform people, ensuring that there are no surprises from the project.
- A presentation given at the Sacramento County Supervisor Board meeting allows the USACE to share the organizations messages and field questions from Sacramento's concerned residents.

USACE Levee Project SWOT Analysis

Strengths:

- Well-connected to other flood readiness organizations.
- Parts of this project are completed and publicly accessible.
- Project is a necessity, and will help keep homes and businesses safe.
- Well-researched, with years of data
- Flooding events are recent enough that our local audience is aware of the problem.
- Already paid for.
- Multiple members of the County Supervisor Board are already on flooding boards and will support us.

Weaknesses:

- Expensive project.
- Recreation areas need to be temporarily closed for upgrades.
- Slow-moving project that has been in progress for almost ten years.
- This is an upgrade, so people might view it as fixing something that isn't broken.
- Construction is loud and obtrusive

Opportunities:

- By reaching the right audience and sharing the message correctly, the USACE can improve their reputation.
- By communicating thoroughly, we can mitigate complaints to the USACE and to Sacramento County
- Upgrading levees also allows upgrades to recreation areas. Re-opening these beautified spots is good publicity.

Threats:

- Unpredictable federal leadership threatens funding
- Construction on a river can have an environmental impact

Voice and Tone guide

As a federally-funded military organization, the U.S. Army Corps of Engineers is held to the highest standard of professional communication. The USACE is trusted with taxpayer funding and security, and communication should reflect the importance of that trust. To support this perspective, communications from the organization should follow these guidelines.

Voice: Professional and expert

When communicating as the USACE, the voice should come from the perspective of a professional expert. Communication should deliver accurate information from a place of knowledge, without being condescending. Follow these rules:

1. Use accurate information. Do not communicate with hyperboles or exaggeration. When giving figures, round to the second significant figure. For example, “22 miles” or “\$1.8 billion”
2. Be confident and certain. Communicate in an active voice, not passive. “The USACE will construct 0.2 miles of levee erosion armoring,” is correct. “0.2 miles of levee erosion armoring will be constructed by the USACE,” is incorrect. The subject precedes the action.
3. Be intentional when using jargon. Industry jargon should only be used when it is more accurate than using layman’s terms. There is a difference between erosion protection and erosion armoring. The audience would get the right idea with either term, but it is the communicator’s responsibility to use the correct one.
4. Have empathy. The levee upgrade project is a serious undertaking that will impact people’s day to day lives. It is appropriate to address this issue when it is brought up by the audience. The USACE has done its best to anticipate the effects of this project, and is doing all it can to reduce how much this impact is felt by residents. Complaints and negative feedback published publicly should be politely redirected to a private conversation with Public Affairs.

Tone: Adapting for different contexts

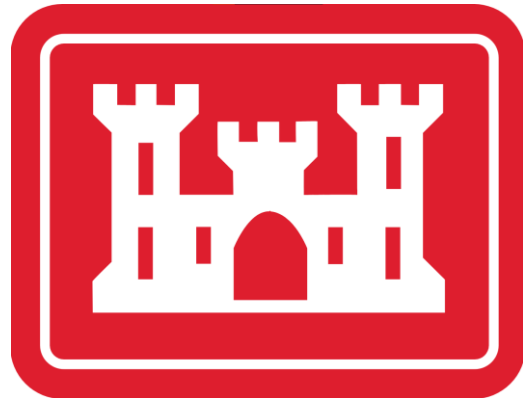
1. Local government. Communicating with public servants is similar to communicating with high-level executives. Lead with the most important information, be brief, and have a plan that is ready for approval.
2. Unhappy residents. Be professional, but give the resident no space to harm the USACE’s reputation. Politely redirect them to the proper channels to voice their concern. When a negative comment is posted, respond with this script: “Thank you for bringing this to our attention. We understand that this issue is important. In order to promptly correct this, please contact the Sacramento District Public Affairs Office directly.” Followed by the contact information for the Public Affairs Office.
3. Peers in other organizations. Take the lead in matters of engineering and funding, and be respectful of other organizations expertise and perspectives.

Visual Identity Guide

Logo

The United States Army Corps of Engineers should not be included in any digital communication for the Sacramento Levee upgrade project. It will keep its place on the official USACE webpage and as part of the signature in USACE employee emails.

The USACE logo should be used in letterhead for official communication, like the letters to be sent to residents and business owners affected by the levee upgrade project. In these cases, include the logo ½ inch from the upper edge of the page, and ½ inch from the left edge of the page.



Type

The Army Corps of Engineers uses a clean sans-serif font for digital and traditional communication. Headings are larger than subheadings, and subheadings are larger than body text. Headings and subheadings should be bolded. Dates should be italicized.

Colors

The USACE's official colors are these. The predominant color used on the website is white, with the menus being placed in a black bar with white text. Some body text can be placed in a light-gray rectangle for emphasis. This is good for highlighting important information and summaries.

Our Story

From a modest outpost regulating waterways in 1929, we've grown into one of the largest USACE districts, serving diverse engineering needs across 8 western states.

Completion of Lower American River Contract 3A in 2025 marked a regions for catastrophic flooding.

The LAR C3A project now provides improved flood protection in an Interstate 80 bridge, and officials determined the levee was within l

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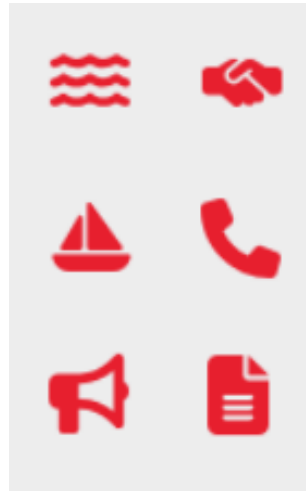
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Visuals

Symbols and icons are used rarely on the USACE's website, with a preference towards text. This sparse usage makes the website feel like a long-established, professional organization that hasn't fully modernized.

The few symbols that are used are single-colored line symbols.



Photos

Photos are used frequently on the main page of the Sacramento district's website. They are photos that were taken locally, outdoors, at USACE work sites or events. Because of the region, these photos will often include clear blue skies, dense foliage, rivers, or light-tan dried grass and soil. USACE employees are often featured in these photos.

These photos show the connection between the organization and the region. They are used as backgrounds to text in menus, and as featured images in newsroom articles.



Audience Persona 1: Arden Arcade Resident

Name: Hannah Arden

Age: 40

Gender: Female

Education: Bachelor's degree from Sacramento State University

Annual income: \$57,000



Home type and cost: Rents, \$1650 monthly

Archetypes: Working mother, outdoorsy, health-conscious.

About: Hannah works full-time as an assistant manager at the grocery store. She and her partner both work full-time to support their two children. In her free time Hannah enjoys going to the local farmer's market, riding her bike on the riverside bike trails with her family, and jogging while listening to audiobooks.

Hannah worries about what might happen if she or her partner lost their job, or if a major emergency were to happen. She feels unprepared for the future in general.

Hannah rarely engages with her community and local government. She feels that between her job and family, there isn't the time or energy to get into politics. In addition, she lives in Arden Arcade, which is part of Sacramento County but not really a part of the city. It's a complicated mess, and her engagement with the city begins and ends with paying bills.

Direction: Hannah is only aware that the Army Corps of Engineers exists at the periphery of her mind. She has seen a sign placed by the USACE on the side of the trail she bikes with her family. She isn't sure what they do, how they function, or how that work may impact her life.

The most important direction the USACE can take for Hannah and people like her is to keep her informed about the ways that the levee upgrade project will affect her life. Bike trails will be temporarily closed. Construction may cause delays on nearby roads. By informing Hannah ahead of time, negative feelings about the construction can be mitigated.

When Hannah is informed about the construction, she and others like her may dismiss it as "another wasteful construction project". This perspective can be mitigated with information about Sacramento's flood risk and how this levee upgrade project will protect nearby homes from disaster for decades.

Audience Persona 2: Sacramento County Board

Name: Pat Boarder

Age: 53

Gender: Male

Education: Master's degree from out-of-state school.

Annual Income: \$180,000

Home type and cost: Owns, \$2.1 million



About: Pat's family has lived in Sacramento for generations. He has three children, all of whom are now adults who have left home.

Pat works as a Sacramento County Supervisor, an elected position. He ran on a promise of respect for constituents, environmental responsibility, accountability in government, and efficiency in providing necessary government services.

In his free time Pat enjoys fishing and photography.

Pat is intimately aware of his community and local government. He serves on multiple boards, including Sacramento Area Flood Control Agency. While he is aware of these issues, his mind is split between all of the responsibilities of his position.

Direction: Pat and his fellow board members should be treated as high-level executives. His attention is divided between multiple responsibilities, and he cannot give the levee upgrade project the attention that is truly needed. He was part of the group that voted aye to approve the contracts for the Sacramento Levee upgrade project.

To properly engage Pat, communication should be brief, urgent, and thought out beforehand. Approach him and his fellow board members with a project that is already planned and ready to be improved, rather than seeking real input.

The goal for Pat is to transition his mental place in the journey from conversion (approving the levee upgrade project) to retention (knowing that the USACE Sacramento district is the right answer for concerns about infrastructure).

Message 1: Levee Upgrade Projects

The Levee Upgrade Project message answers the question, “What is the Army Corps of Engineers doing?”. It explains the broad strokes of the whole project, and the more specific individual contracts that make it up. Use this information as a guide to communicate on the subject.

Sacramento has a high risk of flooding and aging flood prevention infrastructure. The USACE is working with local organizations to construct levee upgrades and repairs to better protect Sacramento against this risk. During construction there will be an impact in local communities as recreation spaces are temporarily closed, traffic is adjusted, and heavy machinery impacts air and noise quality. The Army Corps of Engineers has worked closely with Sacramento to mitigate these impacts as much as possible.

To best use resources the Sacramento Levee Upgrade project has been divided into contracts, and their implementation will be staggered. Some of these contracts have already been completed, and the final contracts are projected to be completed in 2030.

Along the American River, 22 miles of seepage cutoff walls were constructed to protect against erosion and leaking. Levee erosion protection was also put into place. Stronger levee erosion armoring systems will be constructed in the most at-risk locations. Habitats disrupted by construction will be restored by reintroducing native flora to the work site.

Along the Sacramento River, soil samples have been taken to inform engineers. Already, 9.2 miles of seepage walls have been built within existing levees, reinforcing them against future flooding and erosion damage. Future construction includes 3 miles of levee repair, as well as reintroducing native flora and reconstructing lost habitat.

Message 2: Sacramento’s Flood Risk

The Sacramento’s Flood Risk message answers the question “Why is the Army Corps of Engineers building?”. It explains Sacramento’s flood risk status, the area’s history with flooding, the history of the current aging flood system, and the cost that a flood would have without these upgrades.

According to SacCounty.gov and the Army Corps of Engineers, Sacramento is one of the major cities in the country with the greatest flood risk. In the last forty years, the region has been hit by five major flooding events.

The source of this risk is that the region is largely within the 100-year floodplain of two rivers: the Sacramento River and the American River. Heavy rains and tropical storms from the Pacific can overwhelm the aging flood prevention system, putting homes and businesses at risk for serious, expensive damage.

Message 3: Long-Term Benefits

The Long-Term Benefits message answers the question, “What will happen because of the Sacramento Levee upgrades?” This is the place to make promises and endear the project to the people. It includes guarantees for the effectiveness of the upgraded levees, and highlights the project’s environmental mitigation.

The Sacramento Levee Upgrade Project will reduce the flood risk from a 100-year level of protection to a 200-year level of protection. This means that the chance of flooding in the area will be reduced to 1 in 200 in any year.

Damage to forestland and habitat along the river will be moderate and temporary. Each contract includes restoration and the re-introduction of native flora, which will mitigate the environmental impact. Establishing these plants is an important part of levee construction, and provides structural support and erosion protection

Recreation Area Re-opening Events

The Levee Upgrade Project requires that some recreation areas along the Sacramento and American rivers be temporarily closed during construction. When these closures have an impact on the local community during peak use season, it can be appropriate to hold a re-opening event. These events can bring attention to the improvements made by the USACE, both to the levee and to the recreation space.

Event option 1: Ribbon Cutting Community Day

This event is ideal for re-opening recreational spaces with open space and good access to the river. It targets local families who enjoyed the space before construction happens. It is an opportunity to highlight the practical and aesthetic improvements that have been constructed in an area.

1. Brief 5-8 minute speech from District Commander Colonel Robert M. McTighe about the importance of the levee upgrade project in protecting the area, about the importance of stewardship as the habitats were restored, and about how proud the USACE is to be returning an improved beloved recreation space to the community.
2. Ribbon cutting ceremony to open the main entrance to the area.
3. Community barbeque sourced from local vendors

Event option 2: 5K/10K Fun Run

This event targets an audience of physically active people in the community who will use levee running/cycling trails regularly. It is ideal for re-opening spaces with paved bicycle trails.

1. Early morning start at 7am
 2. Brief 5-8 minute speech from District Commander Colonel Robert M. McTighe about the importance of the levee upgrade project in protecting the area, about the importance of stewardship as the habitats were restored, and about how proud the USACE is to be returning an improved beloved recreation space to the community.
 3. Hydration stations for runners every 1.5km
 4. Running clock for time
 5. 1st, 2nd, 3rd place awards, and commemorative ribbons for each participant.
-

Crisis Plans

Employee Injured

Most employee workplace injuries can be settled within the normal boundaries of worker's compensation. In case of an emergency, follow these steps:

1. Immediately stop all work on site.
2. Administer aid and call 911.
3. Inform project management and safety officer.
4. Secure worksite for investigation.

Damage caused to property

1. Immediately stop all work on site to prevent further damage or safety hazards.
2. Ensure no civilians or workers were injured during the incident.
3. Document site conditions and safety signage via photos
4. Inform project management, safety officer, and legal counsel.

Non-employee Injured

1. Immediately stop all work on site.
2. Administer aid/call 911.
3. Document site conditions and safety signage via photos.
4. Inform project management, safety officer, and legal counsel.

Levee Failure

Construction to upgrade the levees will take years, and a combination of inclement weather and ongoing construction can cause the levee to be damaged or even fail. There are policies and systems to prevent this type of failure, but this crisis plan exists in case the worst happens.

1. Press release.

If the levee failure causes any flooding or property damage, a post should be made to the USACE Sacramento District's newsroom. This promotes transparency between the district and public, ensures that the correct information is released promptly, and allows the USACE to partially control the narrative. Use this text in the post, with additional information about the situation:

Failure in the **[American/Sacramento]** river levee near **[street name]** and **[cross street]** at **[time and date]**. Our immediate priority is the safety of everyone at or near the site. We are coordinating with emergency services to manage the issue as much as possible. Information is still being gathered, and will be released as soon as the facts are verified.

2. Area alert.

If the event is severe enough, it may be necessary for emergency services to make an announcement using the National Weather Service's Wireless Emergency Alerts (WEA) to alert residents. In the case of levee failure, provide this information to emergency services:

Immediate facts (this is the organization's recommendation for the alert, but this is ultimately the sole responsibility for emergency services): Failure in the **[American/Sacramento]** river levee near **[street name]** and **[cross street]** at **[time and date]**.

Relevant estimations: USACE engineers will use current data to provide flood inundation mapping. Provide this to emergency services.

3. Take Action

The USACE has resources to assist emergency services in case of flooding. Coordinate with these organizations to learn exactly where to send which resources. The USACE can offer sandbag machines and operators, data about the emergency, and engineering solutions to repair the failure.

Letter to Residents

Purpose:

To build the relationship between the USACE Sacramento Division and the local community, send this letter to every residence within a census-designated area located within three miles of Levee Upgrade Project construction:

DEPARTMENT OF THE ARMY US ARMY CORPS OF ENGINEERS, SACRAMENTO DISTRICT

1325 J STREET, SACRAMENTO, CA 95814

NOTICE OF UPCOMING LEVEE IMPROVEMENT CONSTRUCTION

Dear Sacramento Neighbor,

As part of our commitment to the safety and security of our community, the U.S. Army Corps of Engineers (USACE), in partnership with local flood control agencies, will soon begin vital infrastructure upgrades to the Sacramento River levee system. As a resident within three miles of an upcoming worksite, we want to ensure you are fully informed of the project scope, anticipated temporary impacts, and the long-term flood protection these upgrades will provide to your neighborhood.

Beginning on **[Start Date]**, construction crews will begin excavation and reinforcement operations near **[specific location on river]**, close to **[street name]** and **[cross street]**. Residents living in the immediate vicinity should expect increased daytime noise, dust, and heavy machinery traffic between the hours of 7:00 AM and 5:00 PM, Monday through Friday. Additionally, sections of the levee crest recreation trail will be temporarily closed to pedestrian traffic.

While temporary construction disruptions are unavoidable, these upgrades are critical. Many of our current levees date back decades. This project installs modern seepage cutoff walls and erosion armoring, significantly reducing the catastrophic flood risk for homes and commercial properties in Sacramento County.

We are committed to working with our neighbors throughout this project. For more information, you can contact us by phone at (916) 557-5100, or by email at spk-pao@usace.army.mil.

For more information,

Project Webpage:

www.sacleveeupgrades.com

Sacramento District Homepage:

www.spk.usace.army.mil

U.S. Army Corps of Engineers Homepage:

www.usace.army.mil

Letter to Businesses

Purpose:

To build the relationship between the USACE Sacramento Division and the local community, send this letter to every business within a census-designated area located within three miles of Levee Upgrade Project construction:

DEPARTMENT OF THE ARMY US ARMY CORPS OF ENGINEERS, SACRAMENTO DISTRICT

1325 J STREET, SACRAMENTO, CA 95814

NOTICE OF UPCOMING LEVEE IMPROVEMENT CONSTRUCTION

Dear Sacramento Neighbor,

As part of our commitment to the safety and security of our community, the U.S. Army Corps of Engineers (USACE), in partnership with local flood control agencies, will soon begin vital infrastructure upgrades to the Sacramento River levee system. As a business owner within three miles of an upcoming worksite, we want to ensure you are fully informed of the project scope, anticipated temporary impacts, and the long-term flood protection these upgrades will provide to your neighborhood.

Beginning on **[Start Date]**, construction crews will begin infrastructure near **[specific location on river]**, close to **[street name]** and **[cross street]**. While heavy machinery and haul trucks will be operating between 7:00 AM and 5:00 PM, Monday through Friday, all primary commercial corridors and business access routes will remain fully open. Customer parking lots and delivery zones will not be blocked. To prevent localized traffic congestion, the USACE has established designated haul routes that bypass main retail centers wherever possible, ensuring your customers and suppliers can reach you without significant delay.

While temporary construction disruptions are unavoidable, these upgrades are critical. Many of our current levees date back decades. This project installs modern seepage cutoff walls and erosion armoring, significantly reducing the catastrophic flood risk for homes and commercial properties in Sacramento County.

We are committed to working with our neighbors throughout this project. For more information, you can contact us at (916) 557-5100, or by email at spk-pao@usace.army.mil.

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Project Webpage:

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Sacramento District Homepage:

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U.S. Army Corps of Engineers Homepage:

www.usace.army.mil

Sacramento County Supervisors Board Public Meeting

Purpose:

The Sacramento County Supervisors board meeting is a public meeting that can be attended by concerned residents. In this way, it fills a similar role to a City Council meeting. This meeting is an ideal venue to present the Sacramento Levee Upgrade project because it is an official government setting

Time	Talking Points	Slide
0:00-1:15	Introduce speaker as a representative for the USACE	 Sacramento Levee Upgrade Project US Army Corps of Engineers Sacramento District
1:16-2:30	First, let's address why Sacramento needs to upgrade its flood protection systems Greatest flood risk of any large city in the country. Built in the flood plain of two rivers. Most recent major flooding event was in January 2017, causing over \$10 million in damage.	Sacramento Flood Risk Sacramento is one of the United States' most flood vulnerable large cities. The region sits in the floodplain of two rivers, and has a one in a hundred chance of flooding each year. There have been five major flooding events in the last forty years, in part due to an aging system of levees, weirs, and Folsom dam.  1.
2:31-3:30	In 2016 Congress approved \$1.8 billion in up-front funding to upgrade Sacramento flood systems. The USACE is working to construct erosion protection, levee raises, and seepage walls.	Levee Upgrade Project The US Army Corps of Engineers Sacramento District received \$1.8 billion in full upfront funding from Congress to upgrade and modernize Sacramento levees. Contracts have been organized for levee erosion protection and armoring, the construction of seepage walls, and levee raises along the Sacramento and American rivers.  2.

	Some projects have already been completed. Construction is projected to be completed in 2030.	
3:31-5:00	Along the American river, 22 miles of seepage walls have already been constructed. Environmental impact mitigation plans are being implemented now to restore native plants and habitat.	American River Levee Upgrades Along the American River, 22 miles of seepage cutoff walls were constructed to protect against erosion and leaking. Levee erosion protection was also put into place. Stronger levee erosion armoring systems will be constructed in the most at-risk locations. Habitats disrupted by construction will be restored by reintroducing native flora to the work site.  3.
5:01-6:30	Seepage walls and levee raises have been constructed along the Sacramento River. Damaged portions of the levee are to be repaired and reinforced.	Sacramento River Levee Upgrades Along the Sacramento River, soil samples have been taken to inform engineers. Already, 9.2 miles of seepage walls have been built within existing levees, reinforcing them against future flooding and erosion damage. Future construction includes 3 miles of levee repair, as well as reintroducing native flora and reconstructing lost habitat.  4.
6:31-7:30	Levee upgrades provide Sacramento with 200-year flood protection. Environmental mitigation programs protect native species and habitat, and preserve the aesthetics of the area.	Long-term Benefit The Sacramento Levee Upgrade Project will reduce the flood risk from a 100-year level of protection to a 200-year level of protection. This means that the chance of flooding in the area will be reduced to 1 in 200 in any year. Damage to forestland and habitat along the river will be moderate and temporary. Each contract includes restoration and the re-introduction of native flora, which will mitigate the environmental impact.  5.

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 - *Link:* <https://youtu.be/aLr5AAaM2GI?si=o32OcFEJTa-wg1AY>

Sacramento County Governance & Leadership

- **Sacramento County Board of Supervisors Homepage**
 - *Author:* County of Sacramento
 - *Link:* <https://www.bos.sacounty.gov/#gsc.tab=0>
- **Supervisor Phil Serna (District 1 Profile)**
 - *Author:* Phil Serna Campaign Office
 - *Link:* <https://www.philserna.net/about-phil/>
- **Supervisor Patrick Kennedy (District 2 Profile)**
 - *Author:* Patrick Kennedy Campaign Office
 - *Link:* <https://www.patrick-kennedy.com/about-patrick/>
- **Supervisor Rich Desmond Biography (District 3 Profile)**
 - *Author:* County of Sacramento
 - *Link:* <https://www.bos.sacounty.gov/us/en/district-3/biography.html#gsc.tab=0>
- **Supervisor Rosario Rodriguez (District 4 Profile)**
 - *Author:* Rosario Rodriguez Campaign Office
 - *Link:* https://www.rosario4supervisor.com/meet_rosario
- **Supervisor Pat Hume (District 5 Profile)**
 - *Author:* Pat Hume Campaign Office
 - *Link:* <https://pathume.com/>
- **California Government Compensation: Sacramento County Board Reports**
 - *Author:* California State Controller's Office
 - *Link:* <https://gcc.sco.ca.gov/Reports/PositionRpts.aspx?rpt=CountyBoardOfSupervisors>

Crisis Systems & Strategic Communications Methodologies

- **Understanding Wireless Emergency Alerts (WEA) and Severe Weather Advisories**
 - *Author:* National Weather Service / National Oceanic and Atmospheric Administration
 - *Link:* https://www.weather.gov/mob/Severe_Alert
- **Mailchimp Voice and Tone Strategy Guide**
 - *Author:* Mailchimp Communications Team
 - *Link:* <https://styleguide.mailchimp.com/voice-and-tone/>
- **USACE Digital Public Relations Case Study: Negative Comment Moderation**
 - *Author:* Google Drive Reference Archive
 - *Link:* [suspicious link removed]
- **Corporate Partner Overview: Infrastructure & Technical Systems**
 - *Author:* AECOM Global Operations
 - *Link:* <https://aecom.com/about-us/>