

October-November 2015

Collaboration Corner



In This Issue:

In this issue learn why Director for Civil Works, Steve Stockton sees collaborative skills as the “special sauce” needed for USACE to play the role of integrator. Additionally, this issue highlights several collaborative efforts being implemented across the Corps to build effective relationships with members of the public.

This newsletter is produced by the USACE Collaboration and Public Participation Center (CPCX), located at the Institute for Water Resources. For questions, comments, or to submit articles, contact Seth Cohen at seth.b.cohen@usace.army.mil.

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Submit your questions on Collaboration and Public Participation to be answered in the next issue of Collaboration Corner [Here](#)



Cover Image: Collaboration and Public Participation CoP Steering Committee

Announcements

DEC

7-11

National Conservation Training Center Collaboration and Conflict Transformation in Multi-Party Processes; Register [HERE](#)

DEC

14-18

IAP2 Training Foundations in Public Participation-Planning and Techniques; Register [HERE](#)

JAN

20

Managing by Network: 18 Online Seminars Series Runs JAN 20, 2016 through SEPT 15, 2016; Register [HERE](#)

JAN

26-27

USIECR Training Course 101: Intro to Managing Environmental Conflict; Register [HERE](#)

FEB

23-24

USIECR Training Course 101: Intro to Managing Environmental Conflict; Register [HERE](#)

APR

6-7

USIECR Training Course 101: Intro to Managing Environmental Conflict; Register [HERE](#)

FYI

ECCR Data Call:

Make sure you've submitted your examples of ECCR to your MSC CPCX Liaison

Upcoming PROSPECT Courses:

#328: Partnerships in Natural Resource Management Course Description [here](#)

November 16-20, 2015, Kansas City, MO; March 14-18, 2016, Bay Model in Sausalito, CA

#407: Public Involvement & Teaming in Planning (PCC7) Course Description [here](#)

March 14-18, Davis, CA; May 9-13, Chicago, IL

#102: Effective Communication for the FUDS Program Course Description [here](#)

April 26-28, 2016, Baltimore, MD

#104: Risk Communication and Public Participation Course Description [here](#)

April 19-21, 2016, Huntsville, AL

#409: FUDS Public Participation Requirements Course Description/Registration [here](#)

May 4, 2016 at 1200 Central Time

Connect...

We would like to hear about your stories, events, or announcements that would be of interest to our collaboration community.

Copy the [CoP Calendar](#) to your Outlook to stay connected!



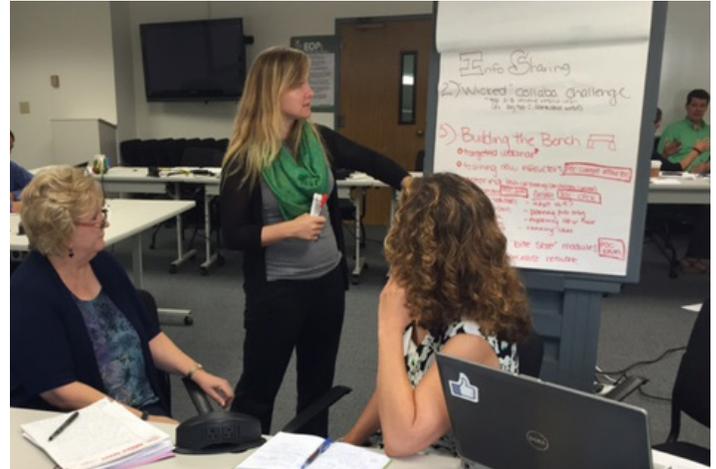
Building a Cadre of USACE Integrators Armed with the “Special Sauce”: Results from the Collaboration and Public Participation CoP Meeting

By Andrea Carson, CPCX, Institute for Water Resources and Angela Freyermuth, Rock Island District

“Collaborative Skills are the “Special Sauce” needed for USACE to play the role of “integrator” – Steve Stockton

To kick-off the newly revitalized Steering Committee for USACE’s Collaboration & Public Participation Community of Practice (CPP CoP), CPP CoP Steering Committee members met in Alexandria VA on September 1 & 2, 2015, to refine current CPP CoP objectives and develop strategies to improve the CoP. Representing a variety of business lines as well as diverse regional experiences, the CPP CoP Steering Committee includes members from Districts, MSC’s, HQ, and ERDC with experience in planning, regulatory, public affairs, counsel, project management, tribal issues and dam and levee safety.

The cross-cutting CPP CoP is just over five years old and has grown from a small group of under 50 people to 641 members! It is a unique CoP that transcends Corps business lines, functional areas, and disciplines and represents a variety of needs vital to fulfilling the USACE mission and its Campaign Plan. The CoP focuses on improving risk communication, strengthening public participation efforts, and building the collaborative capacity of Corps employees for



Andrea Carson, CPCX, facilitates a discussion during the meeting

both internal communication and external stakeholder engagement.

CPP CoP Champion, DCW Steve Stockton kicked off the meeting by phone providing words of encouragement and posing a challenge:

“What is the future identity of USACE? Integrator is the word we keep coming back to. We need to be able to collaborate with states and other federal agencies to get work done... We need to hone collaboration and public involvement skills to make things happen in decentralized government. We as an agency need to be an integrator because no one else is positioned to work with all the agencies and states to make things happen. To do that, we need to be good listeners, understand different viewpoints, and use different tools to incorporate the ideas of others. We still need to make decisions and move out but we need to have holistic solutions by balancing competing demands.”

The meeting continued with committee members providing brief updates on current regional collaboration activities and then breaking into groups to discuss four major areas for improvement: External Collaboration with Stakeholders, Internal USACE Collaboration/Coordination, and CoP Information Sharing and Marketing (Communication Plan). This resulted in a work plan identifying key tasks to be completed this FY16 along with a draft Strategic Communication Plan to help communicate to internal Corps stakeholders



Roselle Henn, NAD and Maria Lantz, CPCX discuss strategy

Building a Cadre of USACE Integrators Armed with the “Special Sauce” (Continued..)

the mission and purpose of the CPP CoP and the products and services the CoP provides.

In FY16 look for products such as a Public Involvement White Paper which will offer guidance on conducting public involvement and rationale for the value of a Public Involvement Policy; a call for “Gnarly” Collaboration Challenges that could use the assistance of collaboration experts; Checklists to help PDTs coordinate across Districts, Divisions, and HQ; and Trainings for conducting better meetings, outreach, and more!

If you'd like to assist in creating these products or have more ideas for how the CPP CoP could be of use to you, please contact Seth Cohen at Seth.B.Cohen@usace.army.mil or 303-963-4564.



Want to learn more about the Collaboration and Public Participation CoP?

Visit us at

<https://cops.usace.army.mil/sites/CP/PP/default.aspx>

USACE Galveston District Hosts Stakeholder Partnering Forums

By Sandra Arnold, Chief, Public Affairs, Galveston District

The U.S. Army Corps of Engineers Galveston District invited non-federal sponsors, customers and agency partners in February and again in August 2015 to better synchronize and integrate the district's support of stakeholder commitments and emergency interests.

These stakeholder partnering forums enabled participants from the Sabine to the Rio Grande Rivers along the Texas coast to network and exchange ideas from the community's perspective on ways the Galveston District can improve its value to the nation.

“Fostering effective working relationships with these stakeholders is critical to the success of our district's missions,” said Col. Richard Pannell, Commander, Galveston District.



Col. Richard Pannell talks with stakeholders at the Stakeholder Partnering Forum

“We construct, maintain and operate key infrastructure projects that contribute to the nation's economy, environment, safety and quality of life and are always seeking opportunities with our partners to improve these services. Hosting a partnering forum affords stakeholders a

USACE Galveston District Hosts Stakeholder Partnering Forums (Continued...)

venue to understand and interact on the latest information about our programs, projects, business processes and capabilities.”

The belief that stakeholder engagement along the Texas coast is relevant as the Corps transitions from Civil Works Transformation concepts into actualizing them in the field has also been echoed by Steven Stockton, director of Civil Works at USACE Headquarters, and Robert Slockbower, director of Programs for the USACE Southwestern Division, who said, “it’s what right looks like for the future of civil works.”

The two day stakeholder partnering forums, held at the district’s headquarters in Galveston, identified opportunities to collaborate on best practices regarding programs ranging from ecosystem restoration to flood risk management, dredging the Texas coast and regulatory oversight of U.S. waters. Facilitated breakout discussions, on topics such as Texas coastal resource management; Texas ports; the Gulf Intracoastal Waterway; and Texas floodplain management support for non-federal investment, culminated in a synthesis of successes, challenges, lessons learned and strategies for the U.S. Army Corps of Engineers Galveston District and stakeholders to support district efforts and pursue projects of interest to both parties.

“The partnering forum provided an excellent venue to interface with our customers face to face to address their issues and concerns and to provide an explanation on how the extra money will be used to reduce critical backlog and manage customer priorities in the operations and maintenance program.”

Joe Hrametz, Chief, Operations Division, Galveston District

Attendees of the forum explained the value of interactions with the district as well as other invested stakeholders:



Stakeholders and Galveston District leadership participate in one of the meeting’s breakout sessions

Dan Harmon, director of the Maritime Division at the Texas Department of Transportation (TxDOT) said, “the forum provided an important opportunity for the TxDOT to better understand the unique processes and capabilities of both agencies in order to improve coordination that will expedite the navigational safety and efficiency of the Gulf Intracoastal Waterway, an economic engine for the state and nation.”

With increasing constrained financial resources, both stakeholders and district representatives expressed the need to continue to work together to find ways to efficiently spend resources to ensure that taxpayer-provided funds maximize value to the nation. The next stakeholder forum is tentatively scheduled for Feb. 24, 2016.

For more news and information visit www.swg.usace.army.mil.

Find us on Facebook, www.facebook.com/GalvestonDistrict

follow us on Twitter, www.twitter.com/USACEgalveston.

Collaborative Efforts to Address Concerns about Radioactive Contamination

By Jerica Richardson, Planner and Public Involvement Specialist and Michael Petersen, Chief, Public Affairs, St. Louis District

During the height of the early atomic weapons program in the 1940s, Mallinckrodt Chemical Works in St. Louis was contracted by the government to extract uranium. Byproducts from the process were stored at properties adjacent to Lambert – St. Louis International Airport.

In 1966, the waste was sold and moved, spreading contamination to additional sites and along transportation routes. Coldwater Creek runs adjacent to the St. Louis Airport Site (SLAPS) and Hazelwood Interim Storage Site (HISS), which flows through North St. Louis County and feeds into the Missouri River.

In 1989, the U.S. Environmental Protection Agency (EPA) added the SLAPS and the HISS/Futura to the National Priorities List. In 1997, the U.S. Army Corps of Engineers was tasked with cleanup of the Formerly Utilized Sites Remedial Action Program (FUSRAP) sites. FUSRAP was designed to address radiological contamination generated by our nation's early atomic weapons program.

A Corps environmental cleanup effort in the St. Louis District is leveraging partnerships, planning and social media to address public concerns over radioactive contamination in communities that dates back to the dawn of the Atomic Age.

Since 1997, the St. Louis District has removed more than one million cubic yards of contaminated soils from sites in downtown St. Louis and North St. Louis County. As of 2015, the sources of the areas of contamination at SLAPS and HISS/Futura (Latty Avenue properties) have been fully remediated. Work is now progressing downstream to locate and remove contamination spread historically by flooding. Remediation work has progressed from primarily industrial areas to residential neighborhoods.



St. Louis District presents information at a public forum.

St. Louis District, having a well-established track record of public engagement, continues to work with communities and stakeholders to accomplish our objectives to protect human health and the environment. One example of this public engagement are face-to-face consultations between the project manager and the homeowners. Additional properties have been identified for survey and property owners have been consulted regarding rights of entry for sampling and (if needed) remediation. This consultation also provides information and direct communication between the project manager and the homeowner.

As a broader approach to public engagement, the FUSRAP program also has a regularly-updated Community Involvement Plan, and has conducted regular public updates through local media, public meetings, a semi-annual newsletter, and mailings. The FUSRAP webpage updates ongoing work and provides fact sheets, one of which outlines on-site safety measures to the community during remediation work. The PDT and Public Affairs team also leverage Social Media to gauge public concerns and use feedback to address misinformation or questions from multiple audiences during public meetings, including communities impacted by FUSRAP and stakeholder groups focused on the overall radioactive waste legacy in St. Louis.

The St. Louis District regularly reviews direct engagements with community members and stakeholders and

Collaborative Efforts to Address Concerns about Radioactive Contamination



Members of the public gathering information at the public forum

conducts feedback surveys to gauge public reaction and address concerns. The district has developed a focused communication plan to complement the FUSRAP Community Involvement Plan regarding work in residential areas.

FUSRAP also engages the public and stakeholders through a community-led Oversight Committee, with members representing current and former residents, local government and environmental interests. Oversight Committee meetings inform the public of the status of clean-up efforts, and listen to concerns expressed by residents. The Oversight Committee also includes presentations by community and local government resources such as the Missouri Department of Natural Resources and the Agency for Toxic Substances and Disease Registry, and provides health information through the St. Louis County Department of Public Health.

By leveraging partnerships, planning and social media the district is able to address public concerns over radioactive contamination in communities.

For more details on St Louis District efforts under the FUSRAP program, please contact Amanda Kruse at (314) 331-8000.

Building Collaborative Solutions Piece by Piece: The Story of Reliably Detecting Buried Munitions

By: Dwayne Ford, Civil Engineer, Environmental & Munitions Center of Expertise

“I will never agree to leave items in the ground that could be unexploded ordnance!” Even without a microphone, the deep voice of the state regulator found every corner of the packed auditorium.

It was December, 2011, at the Military Munitions Support Services (M2S2) Workshop, an annual event hosted by USACE to share technology and information across agencies, industry, and regulators with a stake in locating and destroying dangerous munitions left over from pre-

vious Department of Defense (DOD) training and activities. With that declaration, the state regulator publicly threw down the gauntlet- challenging a new technology that DOD, spearheaded by DOD’s Environmental Security Technology Certification Program (ESTCP) and USACE, was pinning its hopes on for revolutionizing how lands contaminated with munitions are investigated and made safe.

USACE provides munitions support services to a variety of programs and customers to help safeguard property owners, construction workers, or users of lands where munitions contamination may exist. These lands may be

Building Collaborative Solutions Piece by Piece (Continued...)



The MetalMapper advanced geophysical classification platform being used to detect unexploded ordnance at Fort Ord.

privately or publicly owned, currently or formerly controlled by DOD. The good news is that unexploded ordnance (UXO) are rare. The bad news is that locating specific UXO items is difficult.

About a decade ago ESTCP began working on tools to successfully and reliably detect a buried munition and distinguish it from shrapnel. ESTCP, with USACE as a primary advisor and participant, developed and field tested the tools and methods, culminating in a technology platform coined “advanced geophysics classification” or, more simply, “advanced classification” that could specifically locate the needle in the haystack rather than sorting through the entire haystack. Now the challenge became one of convincing stakeholders advanced classification was reliable enough to be able to leave metal in the ground and still be confident any residual UXO had been found.

That challenge could only be met through open, frequent communication and collaboration. In order to prove and refine the advanced classification technology, ESTCP launched a number of demonstration projects at a variety of locations across the country. Many of the projects were USACE munitions projects, one of which was the former Camp Sibert in Alabama. The Camp Sibert project involved a former 4.2-inch mortar range, now privately owned. The property owner was initially a reluctant participant but by repeatedly communicating the goals and potential benefits, one being that advanced classification would result in shorter field work duration and less

disruption, the USACE project manager was able to secure a right of entry from the property owner. The state regulators were also personally invited to participate in on-site demonstrations of the equipment and processes, complete with hands-on demonstrations of the software and hardware. To facilitate the regulators’ active involvement, the USACE PM ensured sufficient funds were budgeted under the DOD State Memorandum of Agreement (DSMOA) to fund regulators’ visits to the site. In addition to these efforts, the regulators were actively involved in the project planning process, even to the point of helping

No matter how far apart initial viewpoints seem, the path to convergence for a project team is paved with productive communication and collaboration.

define the quality assurance measures needed to demonstrate the efficacy of advanced classification.

In addition to project-level collaboration and communication efforts at demonstration sites such as Camp Sibert, broader scale efforts were also conducted. A neutral 3rd party contractor with munitions remediation experience, used by a number of different state regulatory agencies, was invited to participate in project planning and on-site demonstrations at multiple projects.

By using simple tools of transparency, engagement with a trusted 3rd party, and a commitment to regular communication, ESTCP and USACE have been able to establish relationships and build the trust needed to field the promising new advanced classification technology. During a recent conversation with a USACE PM, the same state regulator from the M2S2 Workshop back in 2011 said, “I think we should be considering advanced classification at the Redstone Arsenal projects*.”

*Redstone Arsenal is a large military arsenal in Huntsville, AL with pieces of property contaminated with old munitions.

Dear Hal,

How do you correct the news media's messages about your project when the messages are erroneous or off base?

Ask Hal



Work with your public affairs office to:

- Determine whether the erroneous media information warrants making the effort to correct. Is the error significant enough that it will affect how the public views the project? Will the effort to correct bring unwanted additional attention or additional life to an original error that might have received little original attention?
- Determine whether the media information contains errors of fact or are opinions. Errors of fact are easy to correct while people are entitled to their opinions.
- Write an editorial in the paper (print or online)
- Write a letter to the editor
- Respond to articles posted via the comment forums that appear after the article. Ensure you identify yourself as a USACE representative if you're providing comments on behalf of the organization and coordinate the response with the PAO.
- Secure a radio spot on an appropriate local channel
- Clarify your website content using your key messages
- Communicate internally as needed to ensure the workforce knows of the error and correct information/messaging
- Add FAQs to your website
- Send a fact sheet to the reporter and offer to do an interview
- Invite news members to do a site visit
- Offer to do an editorial board meeting about the project if there are long-standing media issues related to the project

** A special thanks to HQ public affairs for helping with this response.*

DID YOU KNOW...

You can find briefing templates, Strong Points and other great communication tools at the USACE Communicator's Toolbox.

Visit it today at:

<https://intranet.usace.army.mil/hq/Pages/CommToolbox.aspx>

