



Reply to
Attention of:

DEPARTMENT OF THE ARMY
GALVESTON DISTRICT, CORPS OF ENGINEERS
P.O. BOX 1229
GALVESTON, TEXAS 77553-1229

CESWG-DE

16 January 2014

MEMORANDUM FOR Mr. Bernard Tate, Manager, Herbert A. Kassner/Maj. Gen. Keith L. Ware Awards Program, Headquarters, U.S. Army Corps of Engineers Public Affairs Office, Washington, D.C.

SUBJECT: Nomination for the "***Texas Coastal System: Communicating Corps responsibilities along the Texas coast***," Herbert A. Kassner/ Maj. Gen. Keith L. Ware Community Relations Category B: Program Award

1. I strongly recommend the selection of the U.S. Army Corps of Engineers' Galveston District's Public Affairs Office for the Department of the Army Herbert A. Kassner/Maj. Gen. Keith L. Ware Community Relations Award for Category B: Program, for outstanding achievement in the realm of community relations by public affairs professionals.
2. Fondly known as the "custodians of the coast," the USACE Galveston District staff has a long history of leading the way in community relations initiatives and caring for the Texas coast.
3. In 2013, the Galveston District Public Affairs Office launched an aggressive campaign to aid the district, division, Corps and Army in achieving its goals of building relationships, promoting transparency and understanding of the district's programs, encouraging community participation and strengthening the perception of the district's Texas coastal programs as key services that add value to the nation.
4. Partnering with local organizations, agencies, community leaders and the public enabled staff to maximize its resources and implement a campaign that included many "firsts" and support the Department of the Army's and Corps' goals to build our reputation and relevancy among taxpayers and residents.
5. Point of contact is the undersigned at (409) 766-3001.

A handwritten signature in black ink, appearing to read "R. P. Pannell".

RICHARD P. PANNELL
Colonel, EN
Commanding



DEPARTMENT OF THE ARMY
GALVESTON DISTRICT, CORPS OF ENGINEERS
P. O. BOX 1229
GALVESTON, TEXAS 77553-1229

CESWG-PA

16 January 2014

MEMORANDUM FOR Mr. Bernard Tate, Manager, Herbert A. Kassner/Maj. Gen. Keith L. Ware Awards Program, Headquarters, U.S. Army Corps of Engineers Public Affairs Office, Washington, D.C.

SUBJECT: Nomination for the "***Texas Coastal System: Communicating Corps responsibilities along the Texas coast***," Herbert A. Kassner/ Maj. Gen. Keith L. Ware Community Relations Category B: Program Award

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2. In 2013, Southwestern Division Commander Gen. Thomas Kula identified the Texas coast as one of our top three regional priorities and encouraged the district to convey to the public our relevancy and the impact our services have on strengthening the nation's security, energizing the economy and reducing risks from disasters.
3. The USACE Galveston District's Public Affairs Office accepted the challenge of implementing a strategic communication's campaign that addressed our services that add value to the nation and launched a campaign to engage the public, increase awareness of our efforts along the Texas coast and build on our reputation and relevancy.
4. Relying on district employees to convey key messages to the public, the district reached its goals of supporting the Department of the Army's strategic engagement intent of understanding and engaging key stakeholders in order to build relationships and promote transparency and bring about awareness of Corps programs along the Texas coast.
5. With the successful launch and implementation of the "***Texas Coastal System: Communicating Corps responsibilities along the Texas coast***," campaign, the USACE Galveston District's PAO maximized outreach efforts, engaged the public, told the Corps' story and exceeded its goals and objectives.
6. Point of contact is the undersigned at (409) 766-3005 or via email at sandra.arnold@usace.army.mil.

A handwritten signature in cursive script that reads "Sandra Arnold".

Sandra Arnold, APR+M
Chief, Public Affairs
USACE Galveston District



Communicating Corps responsibilities along the Texas coast
Coastal Custodians Caring for the Texas Coast

TEXAS COASTAL SYSTEM

Maj. Gen. Keith L. Ware & USACE Herbert A. Kassner
Public Relations Competitions 2013
Category B: Program

Col. Richard Pannell
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Building Strong!





The U.S. Army Corps of Engineers Galveston District was no exception to the careful oversight of taxpayers, who scrutinized every dollar the federal government spent during the 2013 year – a year filled with federal budget cuts, hiring freezes, reduction in district services and a government shutdown. Realizing the importance of conveying to the public its relevancy and the impact its services have on strengthening the nation's security, energizing the economy and reducing risks from disasters, staff launched a campaign to engage the public, increase awareness of our efforts along the Texas coast and build on our reputation and relevancy.

Established in 1880 to oversee river and harbor improvements along the entire Texas coast, the district staff have been long referred to as the custodians of the Texas coast. Whether it be managing construction and maintenance of 1,000 miles of channel (750 miles of shallow draft and 250 miles of deep draft) along the Texas coast or helping the Galveston community recover from the deadliest hurricane in American history, staff remains dedicated to providing vital engineering services to strengthen the nation's security, energize the economy and reduce risks from disasters.

The district continues to play a significant role in managing the projects along the Texas coastline to protect these valuable resources and includes oversight of the following coastal projects and programs:

- *Barrier island shoreline stabilization*
- *Beneficial use*
- *Coastal habitat protection and restoration*
- *Hurricane and storm protection*
- *Navigation*
- *Oyster reef restoration*
- *Regional Sediment Management Plan*
- *Sabine Pass to Galveston*
- *Sea grass protection*
- *Securing freshwater inflows*
- *Shoreline erosion*
- *Storm surge*
- *Texas Coastal Study*
- *Texas ports (value to the nation): Waterborne commerce and petroleum and chemical*
- *Texas water supply*
- *Threatened and endangered species*
- *Wetlands and coastal ecosystems*

Throughout 2013, the Public Affairs Office launched an aggressive community relations campaign to maximize outreach efforts, engage the public and tell the Corps' story.

Relying on district employees to convey key messages to the public, the district reached its goals of supporting the Department of the Army's strategic engagement intent of understanding and engaging key stakeholders in order to build relationships and promote transparency, awareness, understanding and bring about awareness of Corps programs along the Texas coast.

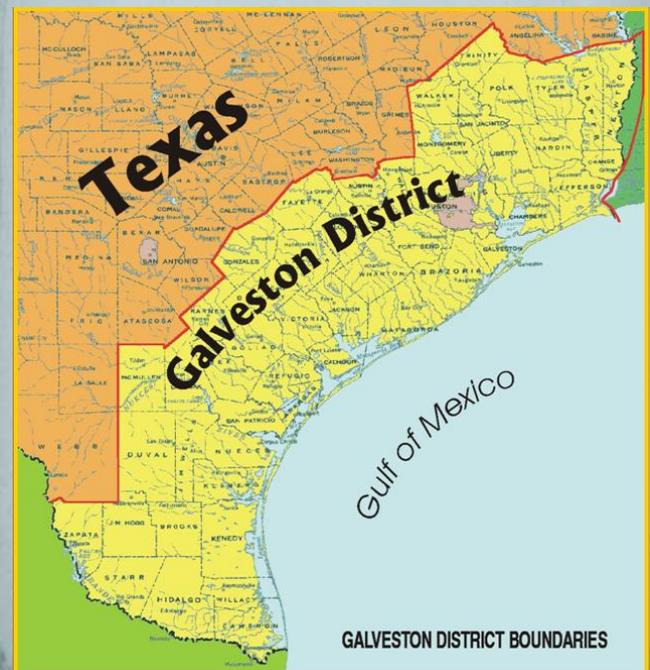
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Galveston Bay, Texas (October 2013)



Serving both military and national civilian needs, the district is committed to providing vital public engineering services in peace and war to strengthen our nation's security, energize the economy and reduce risks from disasters.

Working with partners, stakeholders and agencies the district supports national interests by playing a critically important role in the nation's economy; increasing navigational safety by reducing the probability of casualties; addressing environmental issues and making provisions to restore/rebuild wetland areas as well as supporting national security initiatives by improving the Gulf's transportation efficiency, which is vital to supporting a strong economy.

The district's staff of 300 multi-disciplined professionals provides technical

management, design and execution of a full range of sustainable and innovative activities that support the advancement of the USACE projects.

After a thorough evaluation of current division and Army public affairs guidelines (Army Regulation 360-1), the PAO conducted further research to support Goal 4, objective 4b, of the USACE campaign plan to provide accurate, timely and useful information in a strategic and transparent manner that promotes the district's plans and services, facilities and projects, events and programs.

Staff incorporated the division's Communication Principles, implemented the following research in the 2013 Communication Plan and conducted the following research:

Secondary Research: A media analysis to

Guiding Principles

USACE MISSION - Deliver vital engineering solutions, in collaboration with our partners, to secure our nation, energize our economy and reduce risk from disaster.

USACE VISION - Engineering solutions for the nation's toughest challenges.

STRATEGIC ENGAGEMENT GOAL - To protect and develop public trust through strategic engagement and communication that will assist the USACE in successfully serving the nation and the Armed Forces.

STRATEGIC ENGAGEMENT INTENT - The intent of the USACE's strategic engagement efforts is to understand and engage key stakeholders in order to build relationships and trust and promote transparency, awareness, understanding, commitment and action.

research local concerns. Citizens' comments posted on blogs, online news articles and letters to the editor brought attention to perceived concerns.

Primary Research: Visits to district offices and community and stakeholder engagements enabled staff to learn of concerns and gather feedback that assisted in the development of a 2012 USACE Civil Works Customer Satisfaction Survey and a survey regarding the operational changes to the locks/floodgates. Additionally, direct emails and public inquiries provided additional data.

Formal, Secondary Research: Fact finding. Staff directly obtained information on a variety of controversial Corps' issues via Freedom Of Information Act (FOIA) requests and public comments.



The research portion of the campaign was based largely on secondary research gathered from the American Society of Civil Engineers' *"Failure to Act: The economic impact of current investment trends in airports, inland waterways, and marine ports infrastructure,"* the Gulf Restoration Council's *"The path forward to restoring the Gulf Coast,"* the Texas Department of Transportation's *"Gulf Intracoastal Waterways"* report, the Texas General Land Office's *"The Texas Coast: Shoring up our future,"* report and the Texas Comptroller of Public Accounts' *"Gulf Coast"* report.

Informal, Secondary Research: Web research. Internet-based research provided statistics and data for inclusion in the communications program. Additionally, data collected from various USACE websites containing similar concerns and programs were also analyzed.

A brief summary of research findings revealed the following:

- While overall awareness of the Army is high, understanding of the district's mission is low.
- As the district's functions and constituencies have become more diverse and complex, effective flow of information gives stakeholders and residents the opportunity to have a say in how their tax dollars are and will be spent.
- In the absence of extensive paid advertising and marketing campaigns, the news media remains the primary tool for reaching audiences.
- The more influencers and educators know about the district's mission, the more likely they are to support the district's project decisions.

- With the nation facing a series of difficult cuts in spending, the district's projects are in jeopardy of receiving continued funding that supports operation and maintenance of essential projects.
- Reductions in the district's budget would have a direct impact and reduction on the nation's economic wellbeing, as the district provides quality planning, design and construction services that benefit 28 ports handling more than **500 million tons** of commerce annually and keeps waterways open for navigation.
- In an effort to inform and educate the public of the direct impacts the reductions have at a local level, staff will need to increase community engagement efforts under a constrained budget.

Target audiences: While the goal was to educate the general population residing along the Texas coast, staff recognized the necessity to educate Corps employees about the district's programs, projects and initiatives as they are often our "first line of defense" and remain our best storytellers. As a result, our community relations program's target audiences included both external (public) and internal (employees) as well as the media, community leaders educational influencers, social media influencers, multicultural audiences and students (tomorrow's USACE workforce).



Brig. Gen. Thomas Kula
SWD Commanding General

"The Texas coast is one of the fastest growing coasts in the nation with a tremendous amount of development. In most cases the development is due to the increased oil and gas production in the state, in preparation for the upcoming expansion of the Panama Canal and in anticipation of greater waterborne traffic by larger deeper draft vessels to ports along the Texas coast. Just to reiterate, it's the reason why Texas coast is one of our top three regional priorities."



SWOT ANALYSIS

Strengths



- The district is a full-service organization of approximately 300 highly educated, well-trained experts with the ability to work worldwide with other agencies and organizations.
- The district continually seeks to partner with other federal and state agencies, non-governmental environmental organizations and academia to find innovative solutions to challenges that affect everyone including, but not limited to, sustainability, economic interests, ecosystem restoration, emergency management and disaster response initiatives.

Weaknesses



- The USACE is highly decentralized.
- The district is on its way to becoming proactive when it comes to communicating with and educating the public about project challenges and successes, but there is still room for improvement.
- The amount of the time needed to work through any number of processes to complete projects.

Opportunities



- Navigation is a primary mission of the district, with staff responsible for the oversight of nearly \$150 million in projects in the district in 2013 alone. The district's efforts continue to play an integral role in the nation's economic recovery.
- The district is focused on increasing customer relationships, community and congressional outreach as well as providing quality and consistent products, processes and services.
- As the nation's leader in engineer projects and a global organization that can, and does, make a positive impact on the world, the USACE often attracts the best talent in its respective fields.

Threats



- The services that the district provides constantly are compared to those being offered by other governmental agencies and the private sector.
- Some past USACE controversial civil works projects were characterized as being riddled with patronage or a waste of money and resources. USACE is not always seen as the most cost-effective or efficient engineering agency of choice.



Communication Goals and Strategies

The district's communication goals regarding the district's priorities along the Texas Gulf Coast is to improve openness in the district's project, ensure the public's trust as well as promote transparency, public participation and collaboration.

Long Term Goal: To execute a successful communication management campaign that continues to highlight the district's value to the nation, build relationships, promote transparency, understanding, commitment and action to encourage community participation and bring about awareness and a positive change in public perception of the district's programs and projects along the Texas coast.

Short Term Goals: To execute a well-planned and managed campaign in 2013 that would inform various target audiences about the district's mission and continued contributions to the nation and provide the framework for accomplishing the following objectives:

The 2013 USACE Galveston District's Communication Plan was developed to strategically guide communications and assist the team in achieving the following objectives:

OBJECTIVE 1: To provide educational outreach about the district's mission along the Texas coast to a potential population of 2,000,000.

OBJECTIVE 2: To collaborate with at least 20 partners, community leaders and/or organizations to provide the public with a unified message of agency partnering along the Texas coast.

OBJECTIVE 3: To engage at least 10 English and Spanish media outlets to assist with increasing knowledge of the district's projects and programs along the Texas coast.

OBJECTIVE 4: To employ social media as the primary means to promote the district's projects and programs along the Texas coast.

To reach these goals we must:

- Engage in meaningful collaboration with stakeholders and communities through improved partnering and communication
- Increase situational awareness of the Texas coast project's goals and economical impact
- Share information about how our district is incorporating the Environmental Operating Principles in our projects
- Share information about how we are using the best available scientific information to make sound decisions while satisfying all appropriate standards and laws
- Actively communicate accurate information about the projects
- Proactively shape public dialogue about the district's mission
- Reduce misconceptions, bad information or distractions that could negatively impact efficiency or effectiveness
- Increase communication about the collaborative successes between district and its key audiences
- Share knowledge through the benefits and impacts of the district's projects with other communities of practice within the USACE, partners, stakeholders and the public.

Key Messages

- The district plays a key role in America's well-being by keeping our waterways open for navigation and maintaining the channels for the top three ports (of 10) in the nation.
- The district contributes to the safety, economic success and quality of life of local communities by improving navigation channels along the Texas coast.
- The district restores properties and ecosystems, making both available to the public for beneficial use.
- The district maximizes environmental restoration opportunities as part of all its studies and is building wetlands as part of the district's projects.
- The district provides strong protection of the nation's aquatic environment.

- The district contributes to the well-being, economic success and quality of life of local communities through beneficial use of dredge material.
- The district's environmental projects improve quality of life by promoting sustainable economic development.
- The district carefully balances regulatory decisions to protect the nation's aquatic resources.
- The district implements the Environmental Operating Principles on all its projects to ensure environmental success.

Talking points

Talking points for senior leadership were created for the following topics:

- Gulf Intracoastal Waterway
- Hurricane protection structures
- Importance of the Gulf region to our nation
- Navigation
- Panama Canal expansion
- Safety issues along the Texas coast
- Texas coast (value to the nation)
- Texas ports (top three in the nation reside in Texas)
- Texas water resource needs

Talking Points

BUILDING STRONG®

Col. Christopher Sallese
christopher.w.sallese@usace.army.mil
 409-766-3001



U.S. ARMY CORPS OF ENGINEERS

Internal:
May 1, 2013

Texas Coast Talking Points

The Texas coast is a complex and vulnerable system that provides substantial value to the nation and is currently experiencing a historic economic transformation associated with shale oil and gas exploration and the expansion of the Panama Canal.

- Texas is the number two state in the nation for maritime commerce and accounts for over \$300 billion in economic value.
- Currently there is over \$60 billion in private investments along the coast in the petrochemical, LNG and manufacturing sectors. DOW, Chevron, BASF and Exxon are undergoing major expansion projects.
- Texas has three of the top 10 ports in the nation (Houston #2, Beaumont #6, Corpus Christi #7 and Texas City is #11).
- Texas ports account over one million direct jobs every year and another 1.3 million indirect jobs nationally.
- Texas ports help generate over \$10 billion in local and state tax revenue each year.
- The Texas navigation system has post-Panamax projects ready for construction pending WRDA authorization. Studies have been completed for deepening Port Freeport, Corpus Christi Ship Channel and Sabine-Neches Waterway to depths that would allow post Panamax ships to call. Brazos Island Harbor (Brownsville) Study is on-going and should be completed in 2014.

The Gulf Intracoastal Waterway (GIWW) provides an intermodal linkage through domestic and international markets and facilities. If measured against all the nation's ports, the Texas portion of the GIWW would rank 6th in the nation with respect to total tonnage.

- According to a report by the Texas Transportation Institute (TTI), more than \$25 billion worth of goods are transported annually on the Texas portion of the GIWW.
- The GIWW is authorized at a depth of 12 feet however industry has draft restricted the channel to 9 feet due a maintenance backlog associated with funding levels.
- The Galveston District is working diligently with Texas Department of Transportation (TXDOT), our local sponsor, to pursue a public-public partnership to maximize the full capability of the GIWW.
- The district estimates it would need an investment of \$60 million to get the channel back to its authorized depth of 12 feet and an additional \$30 million each year in additional to the current federal funding to maintain that depth.
- The Corps, TXDOT and TTI are currently working together to develop a master plan for the GIWW and identify locations along the coast for transportation reinvestment zones to spur industrial and economic development along the waterway.

U.S. ARMY CORPS OF ENGINEERS – GALVESTON DISTRICT
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 Twitter: www.twitter.com/USACEGalveston • Facebook: www.facebook.com/GalvestonDistrict



Communication Tactics and products – This plan's primary communication goals were to:

1. Increase awareness and deepen the understanding among key audiences of the district's mission regarding the district's projects.
2. Provide relevant information to targeted audiences through carefully tailored communication that demonstrates the district is a partner with the expertise and commitment to achieve the common goal of speaking with one voice.
3. Expand support among key partners and stakeholders of the Texas Gulf Coast projects.

Three specific strategies were used to achieve the desired end state:

1. Communicate the district's mission along the Texas coast, capabilities and current work to partners stakeholders and audiences in a consistent way, speaking with "one voice" through coordinated talking points, consistent messaging and branding.
2. Enable listening and effective two-way communication with Texas coast program partners and customers, reinforcing the district's commitment to working with others to find innovative and effective solutions.
3. Build a culture of commitment to public openness and transparency in all actions program staff takes, strengthening relationships and demonstrating the program's reliability and dedication to making the best possible decisions and recommendations for the nation.

Communications Products

- Backgrounders
- Biographies
- Brochure
- Display/exhibit
- Fact sheets and FAQs
- Graphics
- Media advisories
- Navigation programs community handbook
- News releases
- Newsletters (internal) – *Pacesetter* and the *Sand Castle*
- Op/Ed, letter to the editor, etc.
- Quick facts navigation pocket card
- Social media – Blogs, Flickr, Twitter, Facebook, YouTube, LinkedIn
- Trade magazines and military publications, such as *Dredging Today*, *The Military Engineer*, *Soldiers Magazine*, *Climate Change Journal*, *Waterways Journal* etc.
- Videos
- Web pages



Communications Activities

- Conference calls
- Face-to-face interactions
- Frequent listening sessions
- Interviews with reporters
- Media roundtables
- Public meetings
- Public tours, open houses, media tours
- Stakeholder briefings/meetings
- Speaking engagements at conferences, workshops, seminars, etc.





Social Media: The district’s employees are often our best advocates, commonly on the front lines telling our story. Wanting to put a face to the organization, as part of a larger community relations campaign to maximize outreach efforts, engage the public and tell the district’s story; the PAO began posting monthly *Employee Spotlight* stories on social media to not only highlight the achievements of staff within the organization, but to enlighten the public about our role in the communities in which we live, work and play.

Social media enables the district to instantly connect with the community, interact and learn of concerns. It quickly became an integral component of the communications program, providing staff the capability of disseminating timely and accurate information about the district’s activities to the public, target audiences, partners and stakeholders and helped to build relations within our communities.

Overall, social media became the primary means of reaching target audiences to promote open dialogue and encourage feedback.



Social Media Key Findings

According to the Pew Research Center’s Project for Excellence in Journalism, *The state of the News Media 2013: An Annual Report on American Journalism*, social media is playing a growing role in learning about news people hear from friends and family. Nearly three-quarters, 72%, say the most common way they hear about news events from family and friends is by talking in person or over the phone. But 15% get most news from family and friends through social media sites. And it rises to nearly a quarter among 18-to-25-year-olds. Seven percent do so via email.

African American Digital Audience: The report shows that while African Americans access the Internet at lower rates than the white population (by 11%), those on the Internet are more likely than whites and the population over all to use social networks, according to 2012 surveys from Pew Research. For example, 69% of blacks on the Internet use Facebook, compared to 65% of non-Hispanic whites and 66% over all. Twitter has similar usage rates (26% of blacks vs. 14% of non-Hispanic whites and 16% overall).

▪ Audiences now consume more news through social media than they did before. A June 2012 Pew Research Center study found that 19% of Americans saw news or news headlines on a social network “yesterday,” more than double the 9% who’d done so in 2010. The acceleration is not just among the young. Roughly 34% of those aged 18 to 24 said they saw news on a social networking site yesterday, up from 12% in 2010, and so did 30% of 30-to-39-year olds, up from 19% in 2010.

▪ Facebook, with its 167 million active users in the U.S., remains the most important of the social media sites for sharing news, while Twitter (far smaller at 59 million active U.S. users), has consolidated its reputation as the place readers and journalists alike go for the latest updates on breaking news.

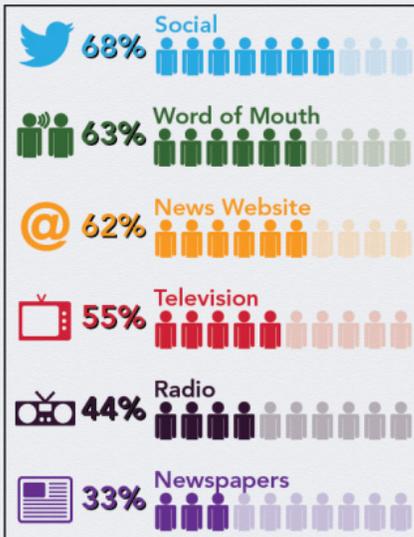
The Ypulse Times

Millennials & Journalism, Fact Checked

Source: Ypulse Lifeline | Sample Size: 500 | Q2: 5/03/2013

www.ypulse.com

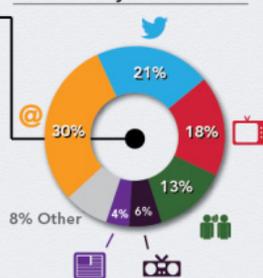
Millennials’ Overall News Sources



Confidence in Accuracy



Their Primary News Source





ACTION	RESPONSIBILITY	DATE/TIME ACTION WILL OCCUR	METHOD OF ACTION
Communication plan developed.	Chief PAO	January 2013	Electronic document
Establish and continually update websites to incorporate current news and include links to other relevant websites.	All	Developed and ongoing	Web
Develop district brochure.	PAO	Developed and ongoing	Print, web
Develop op-ed pieces.	Commanding officer, district chiefs	As needed	Print, web
Produce updates for quarterly newsletter (<i>Pacesetter</i>) and monthly <i>Sand Castle</i> .	PAO	As needed	Print, web
Identify potential news articles, feature stories about Texas coastal projects. Prepare print and electronic media material for distribution to local media to encourage engagement opportunities.	PAO	Ongoing	Broadcast, print/web
Encourage/engage all targeted audiences through community outreach initiatives (news conferences, media and broadcast interviews, town halls and events).	District team – key leaders	Ongoing	Printed brochures, websites, web blogs, in person, TV/radio broadcast
Listening sessions/town halls.	District team – key leaders	External listening sessions yearly; internal town halls TBA	In person
Exhibit/display.	District team – key leaders	As needed	In person
Conferences (ex: Dredging Conference).	District team – key leaders	Annually	In person
Public and media tours.	District team – key leaders	As needed	In person
Update yearly Congressional Report on progress the district is making on the projects.	District team – key leaders	Annually	Hard copy, electronic

ACTION	RESPONSIBILITY	DATE/TIME ACTION WILL OCCUR	METHOD OF ACTION
Explore current trends in new media (blogs, wikis, Twitter, Facebook, Flickr, LinkedIn and YouTube) and suggest ways to leverage them to enhance awareness, communications and messaging.	District team – key leaders	Ongoing	Web
Leverage participation in conferences, workshops, seminars and other civic/community events to provide information (give out website URL, newsletters, brochures).	District team – key leaders	Ongoing	In person
Update projects fact sheets.	District team – key leaders	As needed	Printed document/ electronic for websites
Prepare and distribute (business card size) quick facts, pocket card used to communicate about projects and missions.	District team – key leaders	Ongoing	Printed document/ electronic for websites
Provide outreach materials to stakeholders.	District team – key leaders	As needed	Printed documents and electronic (web links)
Evaluate communication needs quarterly to determine needed revisions to this plan.	District team – key leaders	Quarterly	Electronic document

Goals When Communicating Corps Projects





Staff collaborated with stakeholders and communities to raise awareness of the district's projects and economic impact along the Texas coast and employed the following tactics:

MEDIA COVERAGE

- Provided 6 media tours of district facilities (survey boats, Colorado River Locks tours etc.).
- Conducted 43 media and broadcast interviews.
- Wrote and disseminated 45 news releases and media advisories.
- Created 8 radio public service announcements regarding water safety.



PORT ISABEL, Texas (Sept. 5, 2013) – KRGV Channel 5 reporter Annette Garcia interviews Michael O'Sullivan, USACE Galveston District project engineer in the Southern Area Office, about the Brazos Island Harbor dredging project.

PARTNER OUTREACH

- Provided project information updates to stakeholders (project fact sheets).
- Developed 1 interagency working group.
- Conducted a *2012 USACE Civil Works Customer Satisfaction Survey* to elicit feedback from 100 partners and stakeholders.
- Held 54 stakeholder meetings with senior leaders to discuss operations and projects.
- Participated in 11 partners' conferences as subject matter experts.
- Coordinated with more than 50 partners and stakeholders throughout 2013.

US Army Corps of Engineers Civil Works Program Evaluation 2012
Assessing Performance with Customers & Stakeholders

Section I: Customer / Stakeholder Profile

Required (*)

Name: Last: First:
Title:

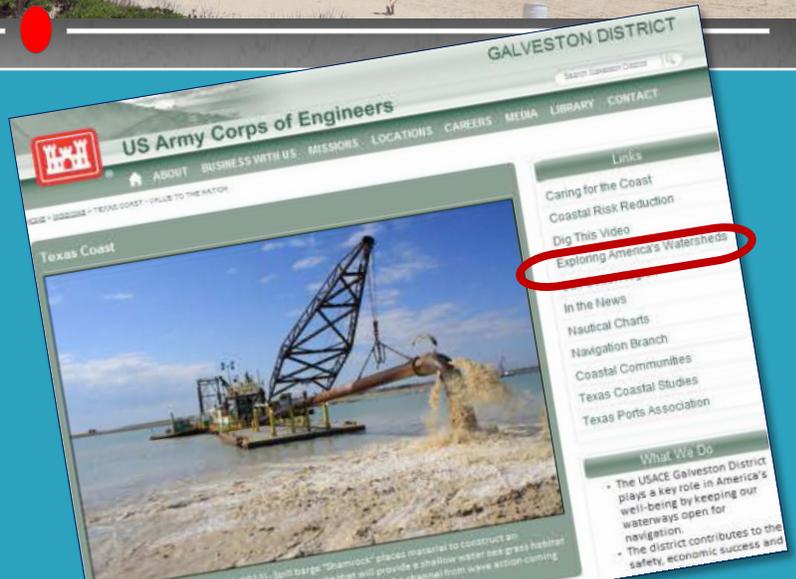


SOUTH PADRE ISLAND, Texas (Sept. 25, 2013) – Col. Richard Pannell visits the U.S. Coast Guard Station at South Padre Island, a command of the Eighth Coast Guard District. The USACE Galveston District recently completed maintenance dredging within the USCG's boat basin – a project that enabled federal agencies to partner together, share expertise and resources to keep waterways open for navigation and commerce.



SOCIAL MEDIA & WEB ENGAGEMENTS

- Established a *Texas Coast - Value to the Nation* website to incorporate current news and include links to relevant websites (ex: [GIS](#)).
- Created a [Flickr](#) account to post coastal project photos and distribute to trade journal publications.
- Posted 45 project updates on Twitter, LinkedIn and Facebook and engaged the community using industry blogs to post information about district projects along the Texas coast.
- Disseminated 12 *Employee Spotlights* via social media to connect the community with the Corps and introduce employees whose main missions are to protect the coast.



GALVESTON, Texas (January 25, 2013) – Staff created a webpage called “Texas Coast-Value to the Nation” to showcase the district’s projects and programs as well as highlight partnerships such as the *TxSed Coastal Sediments Geodatabase Project with the Texas General Land Office*. Visit <http://www.swg.usace.army.mil/Missions/TexasCoastValueToTheNation.aspx>.

COMMUNITY OUTREACH

- Hosted 17 public meetings and outreach events.
- Participated 11 times as guest speakers, keynote speakers and panel experts on various agencies’ conferences.
- Provided 6 public tours of district facilities.
- Created signage for posting at the locks and floodgates regarding operational changes to reach an audience of approximately 35,000 recreational and commercial boaters.
- Distributed the locks/floodgate notice of policy change in local water utility bills, reaching approximately 1,000 local residents.
- Created an online survey where recreational boaters could anonymously ask questions and provide feedback to senior leadership about the proposal (distributed online, posted on the district’s website and included in the news releases to reach a potential combined audience of more than 100,000).

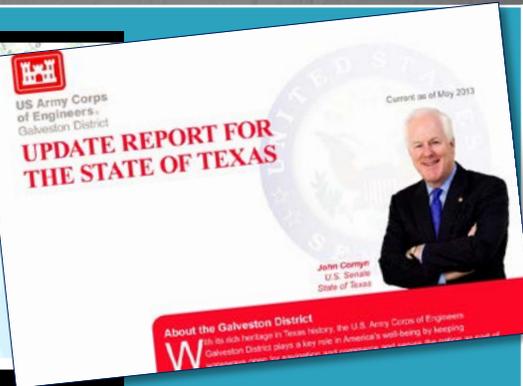
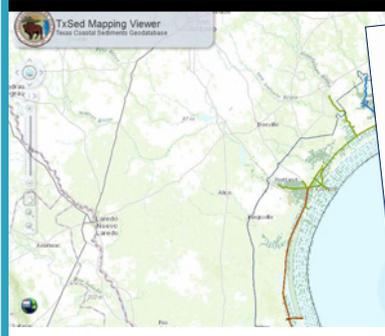


BAY CITY, Texas (Jan. 29, 2013) – The USACE Galveston District staff hosted a public meeting in Bay City to discuss the proposed adjustments to the operations at the Brazos River Floodgates and the Colorado River Locks. The purpose of the meeting was to inform the public of the proposed changes and gather feedback. Congressman Randy Weber’s District Director Dianna Kile and Bay City Mayor Mark Bricker were in attendance. Those who weren’t able to attend the meeting can participate in an online survey to voice their concerns.



COMMUNICATION PRODUCTS

- Produced project updates for newsletters and trade publications.
- Wrote and distributed 57 news articles and feature stories about the district's Texas coastal projects.
- Updated 19 Congressional reports to reflect project status (posted on web).
- Wrote a strategic communications plan for communicating the district's mission along the Texas coast and created an infographic of ports.
- Distributed more than 400 project images.
- Partnered to populate a centralized repository of information along the Texas coast called the Texas Coastal Sediment Geodatabase (TxSed).



USACE GALVESTON DISTRICT

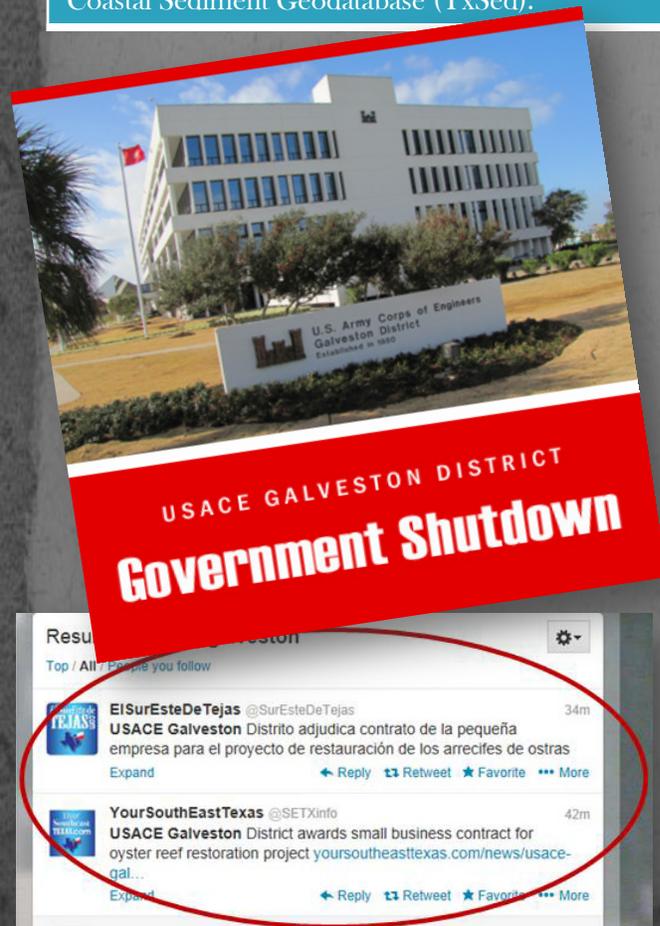
Decoding the Texas Coast

GALVESTON, Texas (May 1, 2013) – The Congressional Report is an annual communications publication outlining all construction projects, operations and maintenance efforts and authorized studies tailored to each congressional district within the district. Reports are distributed electronically to community leaders and congressional representatives, including both Texas and Louisiana senators.

CHALLENGES: The 16-day government shutdown in October 2013 provided staff with the additional challenge of keeping residents informed about district services to ensure public safety and the protection of property. During this time approximately 50 percent of the district's workforce was furloughed, leaving some offices shutdown while others operated with only a skeleton crew. To keep the public and furloughed employees informed of operational changes, staff posted information ranging from recreational area closures to regulatory updates on the web and social media sites. Additionally, staff received more than 200 public and media inquiries regarding the federal government shutdown.

A budget of less than \$15,000 was used to launch and maintain the 2013 multi-platform communications campaign to connect the community with the Corps and engage stakeholders and partner agencies in increasing awareness of our efforts along the Texas coast which helped build on our reputation and relevancy.

Partners were deeply invested, providing free placement of campaign products/coverage in their magazines, online, event programs, newsletters and on air, reaching an audience of millions, which would have otherwise cost the district thousands of dollars.



The USACE Galveston District staff set out to execute a well-planned and managed community relations campaign that would inform Texas coastal residents about the district's economic contributions to the nation, engage the public, increase awareness of our efforts along the Texas coast and build on our reputation and relevancy.

The campaign not only provided direct contact with the community and effectively garnered feedback, it gained media attention across the nation, which helped to educate millions of residents and visitors, many of who enjoy the Texas coast.

Media analysis showed the district's key messaging was published and broadcast in both English and Spanish languages, highlighting the efforts of the USACE Galveston District and its community partners. Additionally, feedback received on the district's social media sites was overwhelmingly positive and solidified the district's role as a trusted and valuable public agency that is relied upon to deliver solutions to the nation's engineering needs.

The campaign capitalized on the power of partnering to achieve many "firsts," exceed all campaign goals and objectives, and encouraged community participation, brought awareness to a potential intended audience of more than 46 million about the value the district brings to the Texas coast and resulted in the following successes:

OBJECTIVE 1: *To provide educational outreach about the district's mission along the Texas coast to a potential population of 2,000,000:*

- More than 46 million potential readers through print, broadcast and social media in 2013.
- A total of 185 story placements in 70 media outlets (including newspapers, news websites, blogs, electronic newsletters and broadcast stations) in 2013.
- Public retweeted district news and projects, maximizing outreach to our intended audience.

OBJECTIVE 2: *To collaborate with at least 20 partners, community leaders and/or organizations to provide the public with a unified message of agency partnering along the Texas coast:*

- Initiated a partnership with the Texas Commission on Environmental Quality, the Texas General Land Office as well as other federal and state resource agencies to create an interagency working group regarding the RESTORE ACT. The Interagency Partnership is intended to facilitate the review of potential projects that may receive funding from several sources resulting from the Court's decision following the Deepwater Horizon Event.
- Conducted an interview for the Texas General Land Office's TXSED Database video – disseminated to thousands of viewers
- Engaged more than 50 times in 2013 with stakeholders and partners to provide operation updates
- Customer satisfaction surveys to stakeholders and partners showed that overall the district received an average satisfaction score of 4.34 out of 5.

OBJECTIVE 3: *To engage at least 10 English and Spanish media outlets to assist with increasing knowledge of the district's projects and programs along the Texas coast:*

- Directly engaged 3 media outlets in tours, conferences and interviews to increase knowledge of projects.
- 185 district articles and information regarding district projects published in 70 English and Spanish media outlets reaching a potential audience of more than 46 million.

OBJECTIVE 4: *To employ social media as the primary means to promote the district's projects and programs along the Texas coast:*

- 125% increase in posting on Facebook and Twitter in 2013 over 2012.
- Facebook fans grew by 53% in 2013 over 2012.
- Twitter followers grew by 104% in 2013 over 2012.
- 25% increase in social media outlet venues employed in 2013 over 2012.
- Established Flickr and LinkedIn sites to post photos and information about the district's mission along the Texas coast.



Controversial Regulatory Issues Along the Texas Coast

- Canyon Supply and Logistics
- Eagle Ford Shale oil exploration activities (fracking)
- Laguna Madre Coastal Flats development
- Oil Field Programmatic General Permit for Bays and Estuaries in Texas
- Rollover Pass (dredging issue regarding sedimentation)
- TransCanada Keystone Pipeline
- Whooping Crane Initiative
- Wind Farms

Awards & Recognition

- AVA Digital Awards:** The USACE Galveston District PAO was recognized with a Gold Award from the AVA Digital Awards competition for the “[Dig This: 2012 Dredging Along the Texas Coast](#)” video.
- Herbert A. Kassner Public Affairs Competition:** Category H: Television Information Program - Second Place -- *Dig This: Dredging Along the Texas Coast*: In an effort to educate the public about the importance of keeping waterways open for navigation, staff created a four-minute video infographic about dredging along the Texas coast, the economic impact shipping has on the nation and the potential consequences of failing to conduct advanced waterway maintenance. View the video at <http://bit.ly/KLZQBM>.
- Hermes Awards:** The USACE Galveston District was recognized with a Gold Award from the 2013 Hermes Creative Awards competition for its *Corps Cares: Congressional Report*. The annual reports are

distributed electronically to community leaders and congressional representatives, including both Texas and Louisiana senators and are posted on the district's [website](#) and contains information about the district's projects along the Texas coast.

- Maj. Gen. Keith L. Ware Award: Category B: Community Relations Program – Second Place -- Corps Cares: Connecting the Community with the Corps:** A comprehensive community relations program to increase understanding of the Corps' mission of providing vital public engineering services in peace and war to strengthen the nation's security, energize the economy and reduce risks from disasters along the Texas coast.

- Public Relations Society of America's Houston Chapter: Silver Excalibur Award: Public Service Program, Communicating Reductions of Levels of Service:** A community relations campaign to educate recreational boaters who frequent the Colorado River Locks and/or the Brazos River Floodgates about the Corps-wide initiative to reduce the wear and tear on navigation lock equipment and gates to prolong the life of the systems and make available more operating dollars to address ongoing maintenance needs, following the reduction in the USACE fiscal year 2013 nationwide inland navigation budget.

- PRSA's Houston Chapter: Silver Excalibur Award: Special Event, Communicating a Campaign to Save Shorelines:** A campaign to increase Texas coastal residents' awareness and understanding of the district's ecosystem restoration mission, economic contributions to the nation and efforts to employ environmentally and economically responsible ways to use dredged materials to benefit local communities and improve eroded coastlines through beach nourishment and beneficial use programs.

- PRSA's Houston Chapter: Nominated for the Excalibur Award and earned the Gold Excalibur Award: Community Relations Program: Corps Cares: Connecting the Community with the Corps.**



Supporting Our Ports and Waterways and Addressing Texas' Infrastructure (Oct. 23, 2013)

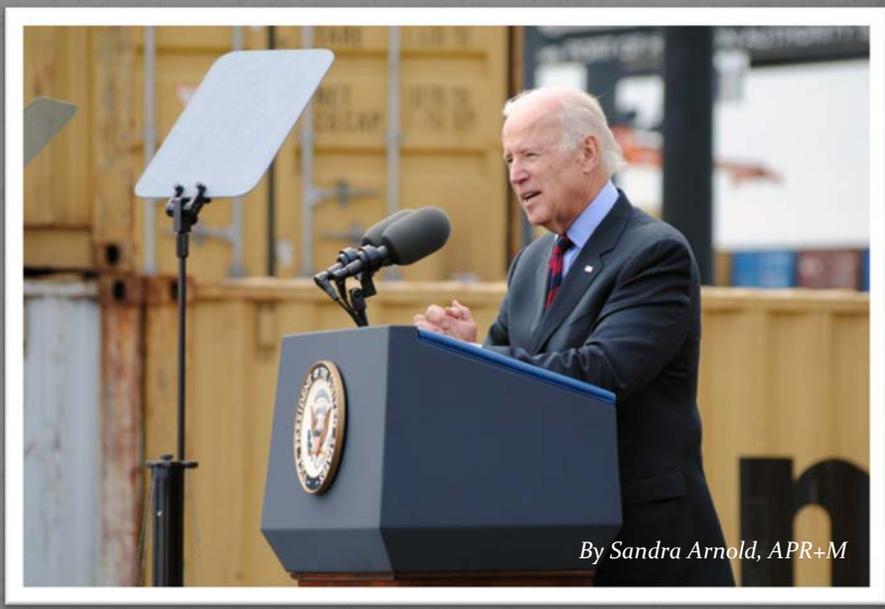
"The House overwhelmingly passed one of the most policy and reform-focused measures to address our water infrastructure needs in nearly two decades (H.R. 3080 the "Water Resources Reform and Development Act, the first water resources bill to clear the House since 2007. WRRDA will not only set our nation on a path toward prosperity by creating more jobs, increasing our competitiveness and promoting economic growth – but it will also improve our ports and waterways, crucial resources to the Texas coast."

-- [Watch video](#)

PASADENA, Texas (Nov. 18, 2013) - Vice President Joe Biden visits the Port of Houston Authority to discuss investing in the nation's infrastructure to help create jobs and grow the economy. Biden's visit to Houston is part of a wider administration effort to expand seaport operations across the nation that account for nearly 80 percent of the volume of U.S. international trade.

This was the final leg of a tour of American ports to highlight the expansion of the Panama Canal before traveling to Panama for an update on the expansion project that will bring larger vessels to U.S. ports including Houston. The project, scheduled for completion by 2015, is expected to impact the nation's commerce by bringing five times as many exports through the Port of Houston by 2035, which is ranked first in the country in export tonnage.

The district plays a key role in America's well-being by keeping waterways open for



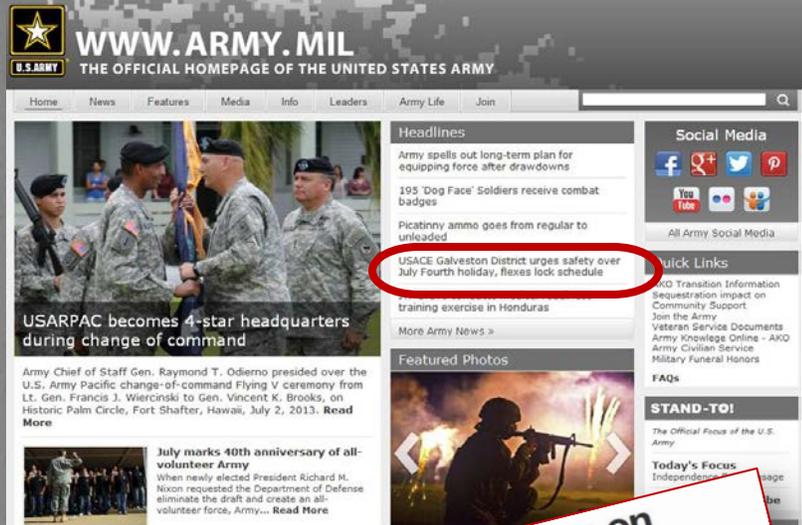
By Sandra Arnold, APR+M

navigation and commerce and is responsible for deepening and widening waterways, such as the Port of Houston, for the safe and expeditious accommodation of commercial waterborne traffic. Staff maintains more than 1,000 miles of channel, including 270 miles of deep draft and 750 miles of shallow draft.

Communications Evaluation

The PAO team routinely re-evaluated its programs, reviewed progression and changed course when necessary. This “living document” encouraged staff to continuously assess the effectiveness of activities and actions to produce results that supported the USACE Goal 4, Objective 4b of communicating strategically and transparently by engaging in the following activities and reporting them to the district’s commanding officer:

- Gathered direct feedback from stakeholders and partners, the public and community leaders
- Conducted news content analysis of media and editorials
- Monitored public response to the district’s website, media websites and other electronic forums
- Compiled statements and sentiment expressed in local meetings and forums
- Addressed complaints regarding the projects
- Reviewed how the district communicated with various audiences and if that communication adequately addressed the needs and interest of each group
- Tracked media and public inquiries and looked for trends
- Attended community meetings
- Watched local media for letters to editor and other opinions in the community



Major Oyster Reef Rebuilding Begins on Texas Coast

MATAGORDA, Texas November 1, 2013 (AP)
By RAMIT PLUSHNICK-MASTI Associated Press

AP

A deep sea oyster reef restoration being touted as the largest ever in the Gulf of Mexico began in an unlikely place: a quarry in landlocked Missouri. That is where years of research, planning and precise engineering led Mark Dumesnil, an associate director of restoration for the Nature Conservancy in Texas, as he sought to restore what was once a nearly 500-acre oyster reef and is now no more than hard sand and shell remains, with not one oyster in sight.

