

America's Great Watershed Initiative

# SUMMIT

ST. LOUIS, MISSOURI • SEPTEMBER 26-27, 2012

*Uniting people, land and water across 31 states*  
**America's**  
**GREAT WATERSHED**  
Initiative >>>

# AGWI Summit – Table of Contents

<b>Executive Summary</b>	11	<b>Day 2</b>	
<b>Summit Proceedings</b>		Shared Leadership	9
Introduction	1	Watershed Health Indicators	11
Key AGWI Objectives	2	Communications and Outreach	12
AGWI Summit Participation	2	Summit Wrap Up	13
Key Outcomes	2	<b>Appendix of Additional Materials</b>	<b>14</b>
Commitments for Future Action	3		
<b>Day 1</b>		<b>Photo Credits:</b>	
AGWI Summit Opening and Welcomes	4	Cover photo: Barges on the Mississippi River © <i>Robert J. Hurt</i>	
Integrating the Pieces Roundtable	7	All summit photos © <i>TNC/Jay Harrod unless noted otherwise</i>	
Mississippi River Cities and Towns' Initiative	8		



## Executive Summary

**The America's Great Watershed Initiative Summit in St. Louis, Missouri brought together leaders of industry, agencies, non-profit organizations and academia from throughout the Mississippi River watershed. The two-day interactive forum formally launched the Initiative and led to meaningful commitments for future actions.**



Dr. Katharine Frase, Vice President, Industries Research, IBM, Luncheon Speaker Day 1

America's Great Watershed Initiative (AGWI) is a collaboration seeking solutions by integrating issues, partners and ideas at the full watershed scale to address the multiple demands placed on the vast and complex Mississippi watershed system. Fully supporting the important work that must be addressed at smaller scales, there is also growing recognition that we must also bring a collaborative, basin-wide perspective to the Mississippi River Basin's greatest management challenges. This is the fundamental purpose of AGWI. The leaders who came together—along with many more—recognize that geographic, institutional and issue-based silos have become barriers to achieving the economic, social and ecological potential of this vital watershed.

AGWI seeks to shape and implement a vision based on collaboration and mutually beneficial outcomes in contrast to single purpose advocacy. It builds upon strong leadership already present in many tributary watersheds. AGWI seeks to link and augment these efforts, creating a broader partnership that can serve as a unified voice for the

whole system and support the effective resolution of issues that span multiple regions—issues such as energy, transportation, water quality and floodplain management.

### KEY AGWI OBJECTIVES INCLUDE:

- Build recognition among regional and national leaders about the importance of America's Great Watershed and the need for integrated management.
- Establish an enduring, public-private facilitating entity to connect existing institutions and stakeholders and harness the best science to advance a shared vision and more integrated management of the watershed.
- Develop a report card with measures that indicate progress toward achieving the sustainable management and system-wide health of America's Great Watershed.
- Elevate local and regional projects that demonstrate effective collaboration and integrated strategies that help achieve system-level objectives.
- Network with river commissions and similar entities in North America and globally, establishing America's Great Watershed as a hub for sharing knowledge and best practices related to the management of large rivers and their watersheds.

### KEY OUTCOMES OF THE SUMMIT INCLUDED:

- Official launch of America's Great Watershed Initiative (AGWI)
- Review of options to establish AGWI as an enduring organization that will connect basin-wide stakeholders and harness best science to create a shared vision—as well as a more integrated management system within the watershed;
- Review of a sample 'report card' of river health to help assess the condition of the Mississippi River over time;

- Creation of messages about the economic, social and ecological importance of the Mississippi River and its basin—and how management changes are needed to protect this national/global treasure in the long term;
- Commitments for action and next steps from participants.

### COMMITMENTS FOR FUTURE ACTION

Perhaps the most meaningful outcomes from the Summit were the broad and significant commitments for future action and collaboration from Summit participants. A total of 50 AGWI participants from state, local and federal government agencies, non-profit organizations, private businesses and academic practitioners made commitments to support developing an effective integrated river basin management process (IRBM) in the Mississippi River Basin. Commitments represented key next steps for all

three main themes at the summit including watershed health/indicators, communication/outreach and shared leadership. Although this is a solid start, the active support and participation from all Summit attendees and many additional groups, businesses, agencies and individuals through the basin and beyond will be sought to make the vision of AGWI and a more integrated management of America's Great Watershed a reality.

The AGWI Summit was a meaningful next step towards IRBM and improved management of the resources in the Mississippi Basin. Participants, Steering Committee members and organizations renewed their commitment to advance America's Great Watershed Initiative to strengthen the management of the many resources of the Mississippi River Basin.



## Introduction

**On September 26-27, 2012, leaders of industry, agencies, non profit organizations and academia from throughout the Mississippi River watershed joined together to participate in an interactive forum called the America's Great Watershed Initiative (AGWI) Summit in St. Louis, Missouri.**



AGWI Steering Committee beginning the Summit on Day 1

**America's Great Watershed Initiative** is a collaboration seeking solutions for meeting the multiple demands placed on the vast and complex Mississippi watershed system by integrating issues, partners and ideas at the full watershed scale.

The Mississippi River Basin is America's Great Watershed. More than half of the goods and services consumed by the citizens of the United States are produced with water flowing through the Mississippi River and its tributaries. Agricultural products from the Mississippi River Basin are worth \$54 billion annually and represent 92 percent of the nation's farm exports. The Mighty Mississippi serves as a vital conduit for goods, is home to the largest port in the U.S., and gives life to the Gulf of Mexico's vibrant seafood industry. Our rivers make possible commercial fishing and outdoor recreation that generate billions of dollars each year. Undoubtedly, the health of our nation's economy and people are directly tied to the decisions we make in managing the Mississippi River and its tributaries.

While there is much important work that should be addressed at smaller scales, there is a growing recognition among many stakeholders and across sectors that we must also bring a collaborative, basin-wide perspective to the Mississippi River Basin's greatest management challenges.

This is the fundamental purpose of AGWI. The leaders who came together—along with many more—recognize that geographic, institutional and issue-based silos have become barriers to achieving the economic, social and ecological potential of this vital watershed. We will miss global opportunities and fail in a costly fashion if we let state or smaller borders divide the management of this river system. And we'll fail if we address issues independently—if, for instance, we address water quality separately from water quantity, or land management separately from water management.

Without new approaches, consider that by 2050:

- Rapidly escalating demand for water, caused by growing population and consumption, results in water scarcity in more than half the basin states.
- Floods and drought on the Mississippi and its major tributaries threaten communities and the nation's economy.
- Global demand for corn, soybeans, wheat and cotton—which is expected to double—increases the risk of reduced water quality and quantity.
- The health of our communities and hundreds of thousands of jobs will be threatened without significant investments in infrastructure for waterborne transportation, water supply and sanitation.

AGWI seeks to shape and implement a vision based on collaboration and mutually beneficial outcomes in contrast to single purpose advocacy. It builds upon strong leadership already present in many tributary watersheds. AGWI seeks to link and augment these efforts, creating a broader partnership that can serve as a unified voice for the whole system and support the effective resolution of issues that span multiple regions—issues such as energy, transportation, water quality and floodplain management.

### KEY AGWI OBJECTIVES INCLUDE:

- Build recognition among regional and national leaders about the importance of America's Great Watershed and the need for integrated management.
- Establish an enduring, public-private facilitating entity to connect existing institutions and stakeholders and harness the best science to advance a shared vision and more integrated management of the watershed.
- Develop a report card with measures that indicate progress toward achieving the sustainable management and system-wide health of America's Great Watershed.
- Elevate local and regional projects that demonstrate effective collaboration and integrated strategies that help achieve system-level objectives.
- Network with river commissions and similar entities in North America and globally, establishing America's Great Watershed as a hub for sharing knowledge and best practices related to the management of large rivers and their watersheds.

### AGWI SUMMIT PARTICIPATION

Over one hundred and seventy people from a broad cross section of Mississippi River Basin participated in the AGWI summit ([Appendix 1 Summit Agenda](#)). These included partners and stakeholders such as private industry and landowners, non-government organizations and advocacy groups, federal, state and local agencies, academia and community representatives. Attendees came from the six major sub-basins, including more than 250 tributaries, which feed the Mississippi as it flows from the headwaters to the Gulf of Mexico. ([Appendix 2 Participant List final](#)) The attendees included representatives from 24 states and 95 organizations. By category, the attendees were diverse and included the following:

- Academic 7%;
- Community & local government 4%;
- Federal agencies 24%;
- Foundations 1%;
- Non-government organizations and advocacy groups 32%;
- Private consultant/contractors 10%;
- Private businesses 12%;
- State government 10%.

In addition to geographic and organizational diversity, the participants also represented different economic interests including navigation, agriculture and clean water, flood control, industry, energy, recreation and conservation. The diverse group explored collaborative ways to address geographic, institutional and issue-based barriers in order to maximize potential of the overall watershed.



Round Table Discussion Day 2

### KEY OUTCOMES OF THE SUMMIT INCLUDED:

- Official launch of America's Great Watershed Initiative
- Review of options to establish AGWI as an enduring organization that will connect basin-wide stakeholders and harness best science to create a shared vision—as well as a more integrated management system within the watershed;
- Review of a sample 'report card' of river health to help assess the condition of the Mississippi River over time;
- Creation of messages about the economic, social and ecological importance of the Mississippi River and its basin—and how management changes are needed to protect this national/global treasure in the long term;
- Commitments for action and next steps from participants.

### COMMITMENTS FOR FUTURE ACTION

The Summit was a tremendous success but it represents an additional step forward, not the completion of the project. AGWI cannot be successful without continued commitments to action from the participants at the Summit and other interested organizations, businesses



Over 170 basin stakeholders attended the two-day Summit

and agencies. At the Summit, a total of 50 AGWI participants made meaningful commitments for continued action to support developing an effective integrated river basin management system (IRBM) in the Mississippi River Basin. Although this is a solid start, the active support and participation from all Summit attendees and many additional groups, businesses, agencies and individuals through the basin and beyond will be sought to make the vision of AGWI and a more integrated management of America's Great Watershed a reality.

Commitments came from state, local and federal government agencies, non-profit organizations, private businesses and academic practitioners and represented key next steps for all three main themes at the summit including watershed health/indicators, communication/outreach and shared leadership.

- Ten summit participants representing conservation agencies, academic practitioners and non-profit conservation organizations all made initial offers to contribute to the efforts to develop and implement the watershed health indicators for the Mississippi River Basin. Commitments ranged from committing time and technical expertise, organizing measurements of soil and water quality and quantity data, reviewing collected data, integrating new data with historical water quality data and communicating results, integrating AGWI with other conservation agencies and organizations throughout the basin and beyond.

- Eighteen participants at the AGWI summit committed to continue to support the AGWI communication and outreach efforts in many ways. These volunteers included participants from the private sector, local, state and federal agencies and a variety of non-profit organizations. These commitments ranged from preparing materials, editing, reviewing and producing materials to activities like direct presentation to specific audiences including political leaders, geographic regions and industry sectors.
- Fifteen AGWI participants made commitments to continue the shared leadership activities following the summit. These commitments came from participants representing state and federal governments, private businesses, coalitions and non-profit organizations. These commitments to further action include financial support to this initiative, continued participation and allocation of staff resources, linkage to other basin organizations and water initiatives, and participation in the development and preparation of shared leadership documents.
- Seven other participants from the private sector, non-profit organizations and government agencies made additional commitments for direct and in-kind financial support for the initiative and for commitment of technical resources to make the AGWI Initiative successful.

## Day One

### AGWI SUMMIT OPENING AND WELCOMES

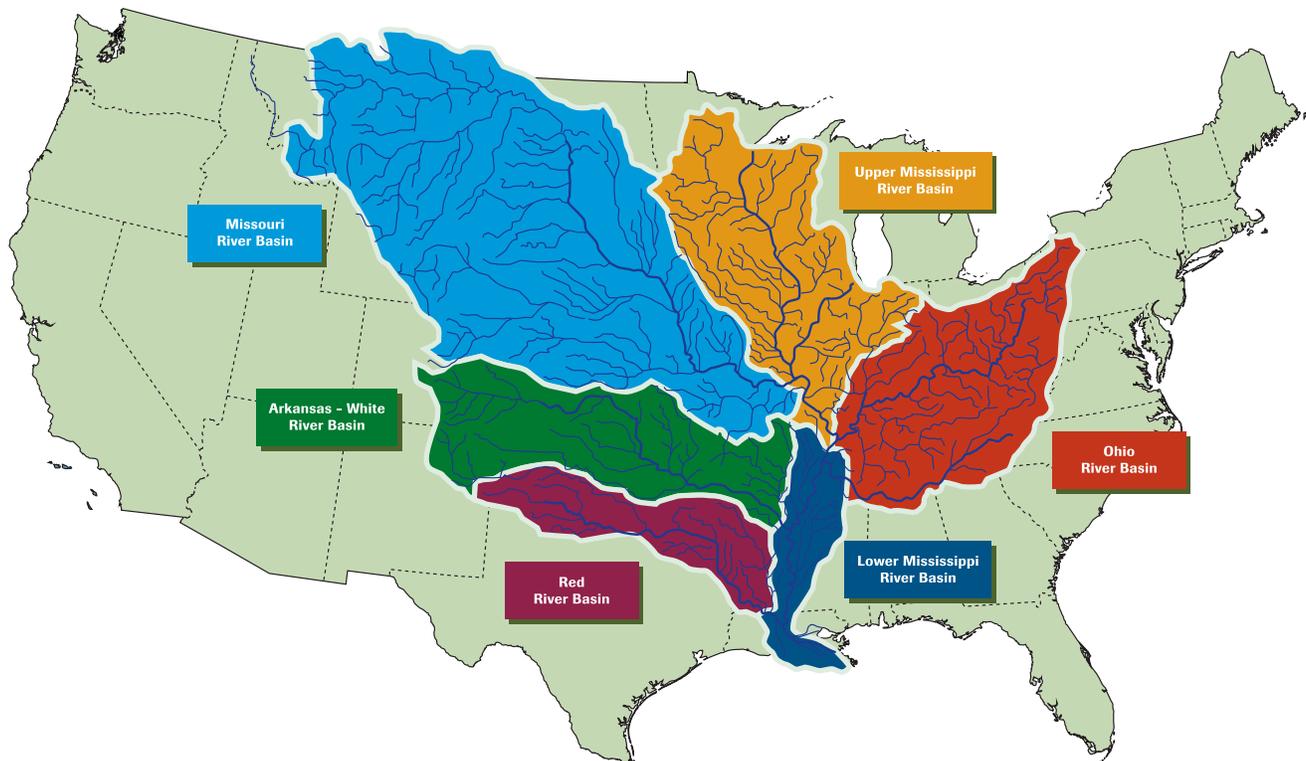
Participants were welcomed to the Summit by AGWI Steering Committee members Michael Reuter of The Nature Conservancy's Great Rivers Partnership and Stephen Gambrell of the Mississippi River Commission. A [brief overview video presentation](#) was shown to the participants and then all [Steering Committee members](#) were introduced to the gathering. A ceremony involved participants placing six sub-watersheds on a puzzle map of America's Great Watershed, the third largest river basin in the world. While speakers read descriptions of the sub-watersheds and how they integrate into the larger basin, representatives from each of the sub-watersheds came forward and placed puzzle pieces onto the larger basin map, demonstrating the necessary integration of America's Great Watershed.

Major General Walsh, Deputy Commanding General for Civil and Emergency Operations for the U.S. Army Corps of Engineers, and formerly president of the Mississippi River Commission, greeted Summit participants through a welcome video. In his presentation, Maj. Gen. Walsh

emphasized that the United States is a maritime nation even if the public doesn't recognize this, and highlighted the importance of the entire Mississippi River Basin to the nation's wellbeing. He noted that it's the Corps of Engineers' role to help the public understand and manage the infrastructure and risk for the Mississippi River system. His key themes for success include collaboration and partnership and he noted that when different sectors join together under a common mission, success follows. He encouraged participants to recognize possibilities and focus on these opportunities before falling back into traditional ways of solving problems.

The strength of the AGWI Summit is the many speakers from different organizations and interests; the panelists from different vocations and constituencies; and the broad and large group of participants coming from different geographies and sectors of the economy—private, government, non-profit and academia. Together, this group helped move forward the vision of an integrated river basin management system for the Mississippi Basin. ([Appendix 3 AGWI Speaker Biographies](#))

## America's Great Watershed Initiative





Basin representatives from the 6 major sub basins place puzzle pieces on the Mississippi River Basin map.

Despite this diversity, however, common language, terms and goals emerged repeatedly throughout the presentations, discussions, papers and conversations. The featured speakers on the first day represented different sectors and interests including government, non-profit and private businesses engaged in soil conservation and water quality, conservation and navigation. Despite their different backgrounds, their presentations converged around several shared themes and ideas.

Kicking off with presentations from the Deputy Under Secretary for Natural Resources and Environment at the US Department of Agriculture, followed by the Chief of External Affairs for The Nature Conservancy, and then the CEO of Ingram Barge, the presentations all emphasized:

- The growing and emerging challenges on the built and natural infrastructure to all of their interests;
- The need to develop broader partnerships to develop comprehensive solutions;
- The inability to 'go it alone' or use yesterday's strategies to meet and the growing and emerging challenges of today and tomorrow;
- The need for strong science to guide and inform decisions; and
- The critical need to have a long-range vision and commitment to improve the management of the water resources in the Mississippi River Basin.

Ann Mills, Deputy Under Secretary for Natural Resources and Environment at the US Department of Agriculture (USDA) began the formal presentations at the Summit by discussing some of the initiatives of the USDA's Natural Resources Conservation Service (NRCS) in the Mississippi River Basin. ([Appendix 4 Ann Mills USDA Presentation](#))

Mills presented the five key principals that have guided the work of NRCS since the Dust Bowl years:

- NRCS can not complete conservation work from behind a desk or truck windshield;
- Good science must be the foundation for conservation;
- Natural resource concerns cannot be treated in isolation;
- Coordinated action must be focused on a watershed or landscape scale; and
- Local leadership is critical to success.

Mills emphasized that since the Dust Bowl, NRCS has based their work on these tenets and works closely with partners to connect agriculture with sustainability and proven conservation measures. New initiatives include programs such as the Conservation Effects Assessment Project and the Mississippi River Basin Healthy Watersheds Initiative (MRBI). These initiatives are developed for water quality and soil conservation benefits while also maintaining and supporting agricultural productivity. They require developing and strengthening partnerships throughout target landscapes and depend upon solid science to measure results throughout broad watersheds. Looking ahead, Mills sees NRCS building stronger collaborations with other agencies, levels of government and private groups including non-profit groups and businesses to continue their work with private landowners throughout the basin.

Following Deputy Under Secretary Mills' comments, a group of panelists joined her and extended the discussion and added different perspectives to her presentation. Panelists included Suzy Friedman, from the Environmental Defense Fund; Michael Klinger of the Upper Mississippi, Illinois and Missouri Rivers Association; Garry Niemeyer

from the National Corn Growers Association; and Mike Toohey of the Waterways Council, Inc.

Lunch speaker Katherine Frase, Vice President, Industries Research for IBM focused her presentation on the critical role information and technology can play in making better policy decisions. Ms. Frase discussed IBM's Watson project and noted that IBM initiatives have helped people and leaders gather, organize and evaluate data in a meaningful way to allow them to make informed decisions. She shared some examples including use of 'smart meters' for utilities and other technology that can help citizens and policy makers use technology to drive positive changes. She noted that collecting and analyzing the data is critically important in a large-scale initiative such as AGWI and that good technology will help people and organizations thoughtfully address challenges that had been - up to now - considered too large to address.

Following lunch, Craig Philip, CEO of Ingram Barge Company took the podium. ([Appendix 5 Craig Philip Presentation](#)). Mr. Philip explained that historically, the navigation companies had been able to focus almost entirely on the navigation system with little engagement from most other interests and organizations in the discussions and debates. Given the growing and changing challenges in the watershed and new interests becoming involved, Mr. Philip stated that his company recognized that this strategy would not be effective moving forward. He highlighted the growing natural and financial challenges facing the river basin including aging infrastructure and the many natural events which have affected the basin in recent years including hurricanes, floods and droughts—all of which require a more coherent and holistic approach to managing the water resources.

Since the start of the new century, Ingram has sought partnerships with non-profit groups and government agencies to more effectively address these new and growing challenges. He wrapped up his comments noting that "we have to live and manage together even though we will all have our own stovepipes and prisms, or we and our stakeholders and owners' businesses may perish in the end."



Ann Mills, Deputy Under Secretary USDA addresses Summit participants on Day 1

Following his comments, Mr. Philip was joined by panelists including Karl Brooks, Administrator EPA Region 7, Denise Reed, Chief Scientist from the Water Institute of the Gulf, and Paul Sloan, Senior Advisor to the Cumberland River Compact.

Glenn Prickett, the Chief External Affairs Officer for The Nature Conservancy, was the next featured presenter. ([Appendix 6 Glenn Prickett Presentation](#)) Mr. Prickett began by focusing on the Conservancy's perspective that nature provides a foundation of natural capital, which in turn provides dividends, not just to nature, but also to our economy, society, and human well-being. In a natural system like the Mississippi, these benefits include recreation, natural systems, flood control, navigation, energy, agriculture, drinking water and others. The Conservancy's work throughout their international Great Rivers Partnership (GRP) is built on the principle of collaborating with key users to apply the concepts of integrated river basin management. GRP teams look holistically at a river in order to design strategies to better balance uses and improve the health and natural capital of these rivers globally.

The Conservancy's work in the Mississippi Basin has four areas of focus—governance, sustainable infrastructure, flood risk management, and sustainable agriculture. Mr. Prickett emphasized the role played by good information and scientific approaches to meet their objectives in areas like their work with partners on projects in Mississippi

River tributaries or with the Field to Market initiative facilitated by the Keystone Center (<http://www.fieldtomarket.org/>). In his presentation and in the discussions that followed, Mr. Prickett emphasized the importance of working on local projects but keeping these projects centered within a larger framework aligned on common strategies and objectives throughout the basin. Mr. Prickett noted that there will be disagreements and conflicts within the broad AGWI coalition but emphasized that a sustainable Mississippi River Basin that provides food, navigation, flood control, water supply and environmental benefits must include a diverse constituency.

Following his presentation, Prickett was joined for discussion and questions by panelists including Doug Esamann, President of Indiana Operations, Duke Energy, Amy Larson, President of the National Waterways Conference, and Rebecca Wodder, Senior Advisor to the Secretary, Department of Interior.

### INTEGRATING THE PIECES ROUNDTABLE

After the earlier presentations, a larger roundtable took the dais focused on the theme of “integrating the pieces.” This broad group of panelists included many sectors and regions:

- Sidney Coffee - Senior Advisor, Big River Works /America's Wetland Foundation
- General Gerald Galloway, Glenn L. Martin Institute Professor of Engineering, School of Public Policy, University of Maryland
- Sue Lowry - Administrator, Interstate Streams Division-Wyoming State Engineers Office
- Barbara Naramore - Executive Director, Upper Mississippi Basin River Association
- Bill Northey - Secretary, State of Iowa Department of Agriculture
- Michael Reuter - Director, Great Rivers Partnership/The Nature Conservancy
- Rainy Shorey - EHS Manager, Caterpillar, Inc
- Steve Stockton - Director of Civil Works, Headquarters, U.S. Army Corps of Engineers

While the panelists took to the stage, Summit participants watched a [video presentation by Al Duda](#), Global Environment Facility (retired), explaining the concepts and benefits from Integrated River Basin Management (IRBM) for large river basins.

Many of the key points raised during this roundtable aligned into the themes for the breakout sessions scheduled for the next morning including watershed health indicators, shared leadership, and communications and outreach.

Much of the conversation at the roundtable pointed out that the current management systems and initiatives on the Mississippi River Basin system cannot continue to meet the many different needs and interests for current and future river users. Several panelists pointed to a need to develop and strengthen a broader collection of interests - across geography and economic sectors. This broader group must identify and develop common objectives and embrace compromises while developing consensus. Other panelists noted very directly that an effective IRBM system is hard work and has few precedents at this scale internationally, none within the United States. Despite that, others pointed out meaningful steps being advanced at smaller scales and within sub-basins. One panelist noted that feedback received from strategic interviews with key leaders prior to the 2010 America's Inner Coast Summit showed different groups and interests all acknowledge the need to work together in order to move forward past their current position. Finally, many comments noted how much progress has been made to get to this point, even if more action is needed now. With the charge to ‘embrace the possible’, some panelists encouraged summit participants to take prompt actions by focusing on what the organizations collectively can accomplish instead of what the groups cannot do and to move forward even without perfect opportunities.

At other points in the discussion, panelists noted that they have seen in practice and in interviews with many users and leaders that their individual efforts aren't well integrated or coordinated with other issues and areas in the basin. This has hindered the impact of these actions.

Many comments noted that the development of a broader roadmap with a vision and a report card showing progress can help to support, align and empower existing local initiatives throughout the basin in different scales.

Another theme in the discussion highlighted the need to develop a shared vision for the watershed and to agree on clear measurements to document collective progress moving towards that vision. Despite many groups advancing many great projects and initiatives throughout the basin, one panelist noted the current lack of a basin-wide system to measure progress. Creating agreed-upon indicators and a report card can be a tool to help all the groups agree and identify what matters across regions and to document progress. This led to a brief discussion of the seven proposed goals for AGWI as seen in the draft report card on the agenda for the second day of the summit.



Summit participants networking during break on Day 1

A third theme addressed in the roundtable focused on the need to develop and strengthen communication in the Mississippi river basin. A panelist pointed out that the key issues included not only the message but also identifying the key audiences to help the initiative make progress towards the vision. Referencing the earlier presentation

by Deputy Under Secretary Mills, the panelist noted that there is the potential for a large voice on behalf of the basin in the various groups participating at the summit. The key next piece is to coordinate and integrate these groups to make the voice unified and more effective.

### MISSISSIPPI RIVER CITIES AND TOWNS' INITIATIVE

The afternoon wrapped up with a presentation by St. Louis Mayor Francis Slay, Chairman of the newly formed [Mississippi River Cities and Towns' Initiative](#) (MRCTI). Mayor Slay welcomed the group to St. Louis and noted that now is the time for collective action and offered that the mayors would gladly work with AGWI as partners on Mississippi basin issues. The mayors formed their organization with the leadership of the Northeast-Midwest Institute following the successes of the Great Lakes and St. Lawrence Cities Initiative. Nearly a third of the 124 mayor-led municipalities along the main stem of the Mississippi have already joined the initiative. Earlier in 2012, 20 of the mayors met and put together a framework for their five priority areas:

- Reform existing and renew expired watershed grant programs critical to disaster mitigation and recovery, including ecological restoration;
- Reform the inland waterways trust fund;
- Continued reform for the national flood insurance program;
- Create incentives for sustainable development near flood prone areas; and
- Pursue increased shipping and trade competitiveness for main-stem ports.

Mayor Slay expressed the desire of the Mayors' Initiative to work together with AGWI and other partners to collectively strengthen the health of the river and the communities in the basin.

## Day Two



Maj. Gen. John Peabody, Mississippi Valley Division Commander and President, Mississippi River Commission, U.S. Army Corps of Engineers visits with Summit Participants.

The second day of the Summit was kicked off by Major General John Peabody, Commander of the Mississippi Valley Division, US Army Corps of Engineers, and President of the Mississippi River Commission who presented the charge to participants that “we all have a lot of hard work ahead of us” at the Summit and beyond. ([Appendix 7 General Peabody Presentation](#)) After noting the importance of the Mississippi River basin resources for commerce and transportation from a global perspective, Maj. Gen. Peabody commented on the fiscal and natural challenges facing the infrastructure and the shift in federal appropriations for the MRT programs towards the growing needs for operations and maintenance.

Since 2008, Maj. Gen. Peabody reported that the Corps has focused on developing a long-term vision for the watershed that is holistic, comprehensive and addresses economic, cultural, ecological, and sociological needs in the context of a single interdependent system. He then identified many effective formal partnerships with non-profit groups and other organizations to meet these challenges. He also emphasized that more work is needed to bring additional partners to the conversation. In 2009, the Army Corps of Engineers was one of 15 federal agencies signing onto a letter of action to sustain the Mississippi River system calling for a unified vision and intergenerational commitment to realize this vision.

Maj. Gen. Peabody concluded by sharing his main goals for the AGWI Summit, which were to reinvigorate the national discussion and recognition of the Mississippi

River watershed and its economic, environmental, sociological, and aesthetic value to the nation. He was also seeking a vigorous discussion about what the governance structure should look like in the future. Finally, he called for engagement of more stakeholders beyond the participants in the room and encouraged the development of a vision to inform policy makers at the federal, state and local governmental levels.

The remainder of the day’s agenda was devoted to the three main themes of the conference—shared leadership, watershed health indicators, and communication/outreach. After morning presentations on each of the themes, summit participants participated in facilitated tabletop discussions and afternoon break-out sessions to discuss each theme and develop action steps and commitments for the future. Materials below are organized thematically instead of chronically to allow more flow in this proceedings document.

### SHARED LEADERSHIP

The first presentation was a summary of five papers prepared by leaders in the field of integrated water resources management presented by Harald (Jordy) Jordahl. These papers were prepared by Dr. Alfred Duda, Global Environment Facility (retired), Professor Gerry Galloway, University of Maryland, Dr. Bruce Hooper of Australia, Mark Davis, Director of Tulane Institute on Water Resources Law and Policy at the Tulane University Law School, and Professor John Briscoe, Director of the Harvard Water Program. These globally recognized authors shared their perspectives on how to advance integrated water resources management for the Mississippi River basin.

[Appendix 8 Jordahl presentation](#)

[Appendix 9 Summary of Shared Leadership Options Paper](#)

[Appendix 10 Duda paper](#)

[Appendix 11 Galloway paper](#)

[Appendix 12 Davis paper](#)

[Appendix 13 Hooper paper](#)

[Appendix 14 Briscoe paper](#)

The papers presented some common themes and observations but the authors also offered different directions and points of emphasis moving forward. All of the authors make the case that the Mississippi basin is a world-class resource with amazing political, economic, and environmental complexity. It is also a resource facing growing challenges where the current management systems are not comprehensive or integrated which is resulting in missed opportunities. The authors' advance the case that despite the enormous challenge, moving towards integrated watershed based management has been accomplished in different places and at different scales both within the United States and internationally.

All of the authors call for development of a shared and comprehensive long-range vision for the Mississippi basin and acknowledge that this is a long-term project with progress measured in decades. Despite these challenges, because of growing issues and the changing economic, environmental and political circumstances, the authors agree that now is the time to take steps to begin the project.

Marty Hettel, Manager of Bulk Sales for AEP River Operations and a Steering Committee member from the Ohio River Basin Alliance (ORBA) then made a brief presentation on their organization. ([Appendix 15 Marty Hettel Presentation](#)) Mr. Hettel shared the guiding principals of the organization, such as to include all interests in the alliance, leverage existing authorities and resources, capitalize on existing collaborations and ensure that Alliance actions do not impede the mission of other organizations. With those principles, the ORBA organization identified four main goals including determining priorities within the basin, engaging stakeholders to discuss and collaborate on issues, informing the newly-formed Ohio River Basin Congressional Caucus on critical issues, and developing and delivering projects safely. Since 2009, the Alliance has been moving forward with a series of conferences, meetings and actions to advance their work throughout the Ohio River basin.

Summit participants engaged in diverse and interesting discussions in the table-top exercise for all attendees and the later smaller group break-out session on shared

leadership. Throughout the discussion, several participants advanced ideas regarding developing and sharing a shared value proposition for the various groups before taking the next step of developing an organization to meet this goal. Several participants wondered if the goal was to 'grow the pie' of resources in the basin while others suggested that better coordinating and integrating the actions currently occurring in the basin was the goal. Finally, others advanced the need to not only coordinate and integrate actions among the different sectors and participants but also to better vertically integrate among organizations and between the sub-basins and the larger river basin.

One suggestion raised in the break-out was to 'achieve optimization across diverse sectors' within the Mississippi River basin. Additional discussion sought to find the "1+1=3" value of collaboration for all participants. Some participants suggested that the diverse interests represented in the discussion—and the commitment to continue to meet and discuss opportunities to collaborate—was a key value proposition. Shared leadership of the initiative was supported in several comments, expressing the desire to encourage more groups to have "skin in the game" for the initiative's continued success.

Despite the diverse issues raised, support was raised for some sort of organizational structure to continue to advance this effort. Discussion focused on the need to identify specific actions and projects to advance the effort before spending "two years" developing an organizational structure. Although there was widespread discussion of the concept of a formal compact between the states in the basin to advance and solidify IRBM principals, other participants did not support this idea at this time.

Many participants asked questions and discussed the different kinds of support and commitments needed to advance the AGWI initiative after the summit. Commitments made in the break out session ranged from an interest and pledge to continue to participate in discussion to shape this effort to financial and staff resources to help facilitate ongoing efforts. A desire was expressed to develop shared guiding principles that can be accepted by all the participants which would then allow further development of action plans.

In the break out session, strong support was demonstrated to continue to support this effort and discussion for shared leadership of this project. After noting that AGWI was facing issues and needs not being addressed in other settings and scales, one participant expressed support for AGWI saying “if not now, when; if not AGWI, what?”

At the end of the break-out session, participants made commitments to further action. Fifteen AGWI participants made commitments to continue the shared leadership activities following the summit. These commitments came from participants representing state and federal governments, private businesses, coalitions and non-profit organizations. These commitments to further action include financial support to this initiative, continued participation and allocation of staff resources, linkage to other basin organizations and water initiatives, and participation in the development and preparation of shared leadership documents.

### WATERSHED HEALTH INDICATORS

Jonathan Higgins, Senior Freshwater Ecologist from The Nature Conservancy and Heath Kelsey from the University of Maryland Center for Environmental Science presented information about watershed health indicators and their work developing of a report card framework ([Appendix 16 Higgins Kelsey Presentation](#)). Summit participants were provided with a draft document to review during the discussion ([Appendix 17 Sample Indicators Report Card](#)). Higgins and Kelsey highlighted how a report card framework can be an effective tool to communicate complex information in a simple way, highlight critical information for decision makers, and provide a unifying framework and accountability for projects. The presentation explained the process they had used to develop a draft report card for the Mississippi Basin and asked participants for specific feedback the structure of the draft report card, the values and goals included in the draft, and the effort to measure progress meeting these values by sub-basins within the larger watershed.

The draft report card listed seven potential goals that could be included and measured to develop a report card

for the Mississippi River basin and the sub-basin watersheds. The draft report card was designed to measure these proposed goals with a letter grade A-F and also reflect changes over time (improving, stable, declining). The seven proposed goals include:

- Maintain supply of abundant, clean water
- Provide reliable flood control
- Support local, state and national economies
- Nurture healthy, productive ecosystems
- Create world-class recreational opportunities
- Serve as the nation’s marine water highway
- Enhance national security.

The tabletop and break out discussions on watershed health indicators centered on the draft proposed report card. In the break out session, participants were asked to identify and prioritize the values that can be measured supporting each of the proposed goals in the report card.

- For the goal of ‘maintain supply of abundant, clean water’, the key value identified was “water quality that supports how we want to use the water: drinking, recreating, aquatic populations, industrial use, etc.” Other values that received significant support included “Uninterrupted supply of water for municipal or industrial use” and “Planning for water quantity/quality resiliency in face of climate change”
- For the ‘marine highway’ goal, participants identified “secure/maintained infrastructure” as the key, measurable goal to report status and progress.
- The key value for the ‘provide reliable flood control’ goal was to “minimize flood damage” and to “increase available flood water storage/floodplain”.
- For the goal of providing recreational opportunities, participants felt that measuring “Access/use” was the appropriate value.
- Most participants identified agricultural productivity as the most important value for the ‘support economies’ goal in the report card.
- For the ‘national security’ goal, most participants identified safe drinking water supplies as the key measurable value.

- “Maintaining ecosystem services and preventing transition to undesirable conditions in the basin” and a “balanced and diverse aquatic life” were the values that were identified for the ‘healthy ecosystems’ goal in the report card.

Ten summit participants representing conservation agencies, academic practitioners and non-profit conservation organizations all made initial offers at the conclusion of the break-out session to contribute to the efforts to develop and implement the watershed health indicators for the Mississippi River Basin. Commitments ranged from committing time and technical expertise, organizing measurements of soil and water quality and quantity data, reviewing collected data, integrating new data with historical water quality data and communicating results, integrating AGWI with other conservation agencies and organizations throughout the basin and beyond.

## COMMUNICATIONS AND OUTREACH

In the morning, the participants heard from two speakers regarding communication strategies to advance AGWI. Valsin Marmillion, President and Founder of Marmillion + Company, and Managing Director, America’s Wetland Foundation made a brief presentation of the America’s Wetland Foundation communication and outreach efforts throughout the basin to highlight the importance of the wetlands at the mouth of the Mississippi River. ([Appendix 18 Val Marmillion Presentation](#)).

David Wilhelm, Founding Partner of Woodland Venture Management followed with his thoughts on communicating the value proposition for the AGWI. His key emphasis was for AGWI to be the ‘aggressor’ leading with the message. After developing and testing a key, sustaining message, the coalition must drive this message throughout all communication and to all targets. AGWI, he noted, has a solid and worthy vision and mission and should not let others define and dilute the message. He encouraged the groups to clearly define the value proposition and distill it down to a simple message—hopefully no more than five words. He also cautioned that coalition efforts cannot and should not be everything to everyone and that focusing and tightening the message will be challenging with

broad participation. Mr. Wilhelm also commented that communication can only be effective with clear targets and specific messages and tools to reach these targets. He wrapped up with the caution that the initiative should not be looking for a government body to provide overall direction—this is the key role for the coalition and the initiative. The government decision makers will follow the lead of the initiative.

Communication strategies and tools for an initiative like AGWI is a broad issue with many components. Identification of critical audiences, appropriate messages and necessary tools will be vital to overall success and will require substantial thought and consideration by all participants in AGWI. Several authors and organizations prepared and shared a series of different papers and materials with Summit participants that include strategy documents and examples of communication materials prepared for other watersheds in the United States and internationally. These materials were discussed by participants in the break-out session at the Summit and are attached as an appendix to this proceedings report

[Appendix 19 Communications Papers](#)

[Appendix 20 Gorst Creek Watershed Comprehensive Plan](#)

[Appendix 21 Redesign of Chesapeake Bay Program Indicator Structure and Communication Strategy](#)

[Appendix 22 The Communication Strategy for Danube Regional Project](#)

The communications breakout group and tabletop exercises revolved around three key questions for AGWI: What is the key message, who are the critical audiences, and how should the message be delivered. Participants also included made some solid suggestions for first steps that the initiative can consider.

Developing a basic message as the foundation for all other nested messages was a priority raised in several comments in both the tabletop and breakout sessions. Suggestions for this message included broad issues such as ‘clean water’ or focusing on the economic values from the river basin—including values for ecosystem services and

recreation. Other suggestions included themes like security (economic, health, food...), and the need to develop a consistent and simple “hook”—for AGWI similar to the football field analogy that is commonly used for coastal wetland subsidence. There was a desire to strengthen the identity of the basin as a place although the diversity from the headwaters to the mouth makes this challenging. Despite this challenge, participants expressed that this is needed for this kind of integrated approach. Communication efforts for AGWI should be tested with the public in focus groups and should not be tailored only for policy “wonks”.

A key point in the discussion focused on identifying the audiences and purpose of the communication. After developing the basic messages, participants suggested that the AGWI work needs to reach a broader range of groups including media, municipal water utilities, tribal nations, environmental groups, tourism industry, chambers of commerce, energy/power industry. One suggestion encouraged a focus on industry early to create credibility and power behind the initiative that can later help to facilitate engagement of others.

Developing communication tools to better communicate among groups already working in the watershed was considered important to better integrate and coordinate on-going activities. In addition to the internal communications, the need to target external audiences and decision makers was also considered important. Developing a key message and a defined ‘ask’ was considered critical before reaching out to policy-making audiences like congress or members of the administration. One point raised in discussion was the fact that communicating throughout the basin effectively needs to understand and respect the diversity of communities, cultures and economies in the Mississippi River basin.

One suggested first step for communications was to develop an asset map of existing organizations and ongoing activities in the watershed. Using this tool, participants

suggested focusing on others in the basin that can carry the message out to leverage the AGWI communication efforts. To maintain a coordinated message, the participants suggested full-time, dedicated staff to coordinate message development and dissemination. It was suggested that this communications director should also develop a substantial communications committee, diverse geographically and by sector to cover the watershed. National facilities should be considered as vehicles to disseminate consistent educational messaging about the watershed; examples include national park units, Fish and Wildlife refuges, Bureau of Reclamation and USACE facilities. The recently formed Mississippi River Cities and Towns’ Initiative might be another vehicle to distribute communications messages throughout the basin.

Eighteen participants at the AGWI summit committed to continue to support the AGWI communication and outreach efforts in many ways. These volunteers included participants from the private sector, local, state and federal agencies and a variety of non-profit organizations. These commitments ranged from preparing materials, editing, reviewing and producing materials to activities like direct presentation to specific audiences including political leaders, geographic regions and industry sectors.

### **SUMMIT WRAP UP**

Summit participants reconvened as a whole for the closing comments where Steering Committee members shared the outcomes and many commitments for action received in the break out sessions described above. In closing, speakers emphasized that this broad-based coalition was the right approach and that this Summit was a next step, not a destination. Without coordinated commitment and action, the speakers shared, the Mississippi River basin would someday soon no longer meet our hopes or our needs. Steering committee members renewed their commitment to advance America’s Great Watershed Initiative to strengthen the management of the many resources of the Mississippi River Basin.

# Appendix of additional materials

[Click each presentation to download or view online.](#)

1. AGWI Summit Agenda
2. Summit List of Attendees
3. Summit Speaker Biographies
4. Presentation by Ann Mills, USDA Deputy Under Secretary for Natural Resources and Environment
5. Presentation by Craig Philip, Chief Executive Officer, Ingram Barge Company
6. Presentation by Glenn Prickett, Chief External Affairs Officer, The Nature Conservancy
7. Presentation by Major General John W. Peabody, Mississippi Valley Division Commander and president, Mississippi River Commission, U.S. Army Corps of Engineers
8. Presentation of Harald (Jordy) Jordahl, Jordahl Conservation Strategies
14. Fluid prejudice: Some (disputable and somewhat disjointed) observations on what global experience and changing national well-being might mean for the management of the Mississippi River, John Briscoe, Gordon McKay Professor of the Practice of Environmental Engineering, Harvard University
15. Presentation by Marty Hettel, Manager Bulk Sales for AEP River Operations and Member, Ohio River Alliance Steering Committee

## SHARED LEADERSHIP

9. A synthesis of Five Global Thought Leaders on Integrated River Basin Management and Potential Application to the Mississippi River Basin, Harald (Jordy) Jordahl
10. Approaches for Introducing IWRM in the Mississippi River Basin and Downstream Gulf of Mexico Based on Processes Utilized in other Basins, Alfred M. Duda, Ph.D.
11. An Essay on 21st Century Management of the Mighty Mississippi, Gerald E. Galloway, PE, Ph.D., University of Maryland
12. Multi-State Compacts and Regional Water Management, Mark Davis, Tulane Institute on Water Resources Law and Policy, Tulane University Law School
13. Advancing integrated river basin management in the Mississippi basin – suggestions from international experiences on institutional arrangements, organizational roles and responsibilities and shared leadership, Bruce P. Hooper, Ph.D., Independent water advisor, Brisbane, QLD. AUSTRALIA

## WATERSHED HEALTH INDICATORS

16. Presentation by Jonathan Higgins, Senior Freshwater Ecologist The Nature Conservancy and Heath Kelsey, University of Maryland center for Environmental Science
17. Draft proposed Mississippi Basin Indicators Report Card

## COMMUNICATIONS AND OUTREACH

18. Presentation by Valsin Marmillion, President and Founder of Marmillion + Company, and Managing Director, America's Wetland Foundation

## COMMUNICATION STRATEGIES

19. Communications Papers
20. Gorst Creek Watershed Comprehensive Plan
21. Redesign of Chesapeake Bay Program Indicator Structure and Communication Strategy
22. The Communication Strategy for Danube Regional Project



[Learn more about the AGWI Summit and download additional materials.](#)



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**September 26 & 27, Hilton St. Louis at the Ballpark**  
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# SPEAKER BIOGRAPHIES



**America's Great  
Watershed Initiative  
Summit  
September 26 & 27, 2012  
St. Louis, Missouri**



**Ann Mills, Deputy Under Secretary for Natural Resources & Environment, United States Department of Agriculture**

Ann Mills was named USDA Deputy Under Secretary for Natural Resources and Environment on July 6, 2009. In this position, Mills has responsibility for the Natural Resources Conservation Service (NRCS), the federal agency with primary responsibility for working with private landowners in conserving, maintaining and improving their natural resources.

Mills brings to USDA a diverse set of skills and experience from both the government and non-profit sectors. Most recently, as a senior executive at American Rivers, Mills directed day-to-day operations, led the expansion of regional offices and directed a team of senior policy staff. Mills also has extensive experience working on Capitol Hill, having directed the Senate office of Senate Democratic Leader Tom Daschle and worked on bio-fuels issues for then-Congressman Richard Durbin.

Mills holds a Masters Degree from the Lyndon B. Johnson School of Public Affairs at The University of Texas at Austin, and a BA in Political Science from Tufts University. She currently resides in Silver Spring, MD.

**Suzy Friedman, Director, Agricultural Sustainability, Environmental Defense Fund**

Suzy Friedman leads EDF's work to advance the interconnected economic and environmental goals of a productive and vibrant US agricultural sector and ecosystem health and resilience. This work focuses on aligning agricultural policies and the agricultural marketplace to reward farmers and agricultural entities to meet production goals while reducing the environmental footprint of that production, with robust tools, technologies, and systems to support achieving this goal.

Suzy is a member of multiple national committees of interest to the agricultural community; including Field to Market (Executive Committee, Steering Committee, and multiple subcommittees); Sustainability Council of the Innovation Center for US Dairy; EPA Farm, Ranch, and Rural Communities Advisory Committee; Chesapeake Bay Program Agricultural Nutrient and Sediment Reduction Workgroup; and NRCS State Technical Committees of Virginia, Maryland, and Pennsylvania. Suzy earned her MS in Environmental Science and Policy from Johns Hopkins University and her BA in History and Environmental Studies from Princeton University. She has worked in the Washington, DC Office of EDF since January 2001.





**Michael Klingner, Vice Chairman, Upper Mississippi, Illinois and Missouri Rivers Association**

As a principal of the firm, he has extensive experience in civil engineering and construction. Mr. Klingner has a broad range of experience in various engineering fields, such as drainage and flood control, environmental, recreation, water and wastewater, site planning, Geographic Information Systems, and renewable energy. He is licensed in four states, and has been Project Manager for numerous multi-million dollar projects involving multi-participant, intergovernmental agreements including non-profit organizations.

He has extensive experience in water resources projects, renewable energy, and environmental and construction permits with the Corps of Engineers and state agencies in Illinois, Missouri and Iowa. Project work includes flood control and port authorities along the upper Mississippi and Illinois Rivers.

**Garry Niemeyer, President, National Corn Growers Association**

Garry Niemeyer, a farmer in Auburn, Ill., serves as president of the Corn Board of the National Corn Growers Association (NCGA), a farmer-directed trade association with offices in St. Louis and Washington.

On the national level, Niemeyer serves on NCGA's Allied Industry Council Executive Committee, serves as a delegate to the U.S. Grains Council and on the National Corn-to-Ethanol Research Advisory board. Previously, he has served on the Finance Committee, as a member of the Ethanol Committee and the Production and Stewardship Action Team and as the Corn Board liaison to NCGA's Joint Trade Policy A-Team. He has also served as the organization's liaison to the Food and Agricultural Exporters Alliance.



Niemeyer served as president of the Illinois Corn Growers Association in 2002 and as vice president in 2001. In 2000, he chaired the Illinois Corn Growers Association Legislative Team. Niemeyer has been involved in public relations and market development at the state and national levels.

Niemeyer received a Bachelor of Science degree in agricultural economics from the University of Illinois. He and his wife have three children: Angela, Stephanie and Timothy.

Founded in 1957, the National Corn Growers Association represents approximately 35,000 dues-paying corn growers and the interests of more than 300,000 farmers who contribute through corn checkoff programs in their states. NCGA and its 48 affiliated state associations and checkoff organizations work together to help protect and advance corn growers' interests.



### **Mike Toohey, President CEO, Waterways Council INC**

With more than 30 years of federal government expertise, Mike Toohey serves as WCI's President and CEO, effective August 14, 2011. Prior to joining WCI, he served as Consultant with The Livingston Group's Transportation, Shipbuilding, Shipping and Ports practice area. Prior to that, he served as Vice President of Government Affairs for Ashland Inc., a global chemical, energy and construction company. During his 19 years with Ashland, Mr. Toohey served as the principle representative to the federal government and also supervised state government relations for this Fortune 500 corporation. His responsibilities also included leadership positions as the Chair of the American Chemistry Council's Federal Legislative Roundtable and Chairman of the Board of the American Highway Users Alliance, and board positions with

WCI, and the Danny Thompson Memorial Foundation.

President George H. W. Bush nominated Mr. Toohey as Assistant Secretary of Transportation, where he served from 1992 to 1993 following confirmation by the United States Senate. Mr. Toohey also served as Staff Director for the Republican Staff of the Committee on Public Works and Transportation, and the Committee on Merchant Marine and Fisheries during his 14-year tenure with the U.S. House of Representatives.

Mr. Toohey earned a Bachelor of Science degree in forestry from the University of California, Berkeley.

### **Day One – 12:00 p.m.**

### **Dr. Katharine Frase, Vice President, Industries Research, IBM**

As Vice President, Industries Research at IBM, Katharine Frase is responsible for working across IBM Research on behalf of IBM clients, to create transformational industry-focused solutions, including the application of "Watson" technologies to business applications and the realization of Smarter Planet solutions. Prior to this role, she was VP, Technical and Business Strategy, IBM Software Group, where she was responsible for technical strategy, business strategy, business development, standards, competitive analysis and the application of advanced technologies across IBM's software business.



Past roles in IBM include corporate assignments on technology assessment and strategy, and roles in IBM Microelectronics in the management of process development, design/modeling methodology and production of chip carriers, assemblies and test. In 2006, she was elected as a member of the (U.S.) National Academy of Engineering. Dr. Frase received an A.B. in chemistry from Bryn Mawr College and a Ph.D. in materials science and engineering from the University of Pennsylvania. She is a member of the IBM Academy of Technology and sits on numerous external committees and boards.



**Craig E. Philip, Chief Executive Officer, Ingram Barge Company**

Craig Philip has spent more than 30 years in various professional and senior management capacities in the marine, rail and intermodal industries, and has held adjunct faculty positions at Princeton and Vanderbilt. He first came to Ingram in 1982 and served in various capacities with the Barge Company until 1987. He rejoined Ingram Barge Company in 1991 from Southern Pacific Railroad, where he was Vice President of their Intermodal Division. Craig was named President of Ingram Barge Company in 1994 and Chief Executive Officer in 1999.

Craig has his Master's and Ph.D. degrees in Engineering from M.I.T. and an undergraduate degree in Civil Engineering from Princeton. He is actively involved in industry and professional organizations and, in particular, he has served as Chairman of both The American Waterways Operators and the National Waterways Conference. He currently serves on the Boards of

Arkansas Best Corporation, the Coast Guard Foundation, Seamen's Church Institute, and the National Waterways Foundation.

**Karl Brooks, Administrator, EPA Region 7**

Appointed by President Barack Obama as U.S. EPA Region 7 Administrator in February 2010, Brooks supervises agency operations in Missouri, Iowa, Nebraska, and Kansas.

Brooks earned his Ph.D. from the University of Kansas in 1996, and joined the faculty in 2000, teaching American environmental, political, and legal history, as well as environmental law and policy. He is the author of *Before Earth Day: The Origins of American Environmental Law, 1945-1970* (2009) and *Public Power, Private Dams: The Hells Canyon High Dam Controversy* (2006); editor of *The Environmental Legacy of Harry S. Truman* (2009); and has written many articles for newspapers, magazines, and scholarly journals.

Brooks was elected in 1986 to the first of three terms in the Idaho Senate. From 1993 to 1996 he served as executive director and legislative liaison of the Idaho Conservation League, Idaho's largest citizens' environmental organization.





**Denise Reed- Chief Scientist, The Water Institute of the Gulf**

Denise Reed, Ph.D., is the Chief Scientist for the Water Institute of the Gulf. She is a nationally and internationally recognized expert in coastal marsh sustainability and the role of human activities in modifying coastal systems. She has worked on coastal issues in the US and in other parts of the world, for over 30 years. Dr. Reed has been extensively involved in restoration planning in coastal Louisiana since the early 1990's with a focus on bringing scientific knowledge to bear in developing sustainable solutions. Reed has also been engaged in ecosystem restoration research and planning both in the California Bay-Delta.

She has served on numerous boards and panels concerning the effects of human alterations on coastal environments and the role of science in guiding ecosystem restoration, including a number of National Research Council Committees. Reed is currently a member of the Chief of Engineers Environmental Advisory Board and the Ecosystems Sciences and Management Working Group of the NOAA Science Advisory Board.

She received her BA and PhD from the University of Cambridge in England.

**Paul Sloan –Senior Advisor, Cumberland River Compact (former Tennessee Department of Environment & Conservation Deputy Commissioner)**

Paul Sloan currently serves as a Senior Advisor to the Cumberland River Compact. Mr. Sloan served as Deputy Commissioner at the Tennessee Department of Environment and Conservation (TDEC) and director the Tennessee's Bureau of Environment from April 2006 to May 2011.

Prior to TDEC, he was founding principal of Partners in Conservation LLC, a founding board member of Cumberland Region Tomorrow, and trustee of The Nature Conservancy's Tennessee Chapter.

Mr. Sloan holds a law degree from Vanderbilt University and his undergraduate degree from Williams College





**Glenn Prickett – Chief External Affairs Officer, The Nature Conservancy**

Glenn Prickett is Chief External Affairs Officer at The Nature Conservancy ([www.nature.org](http://www.nature.org)), the leading organization working around the world to conserve the lands and waters on which life depends. Glenn is a member of the TNC's executive team and oversees government relations and public policy, corporate engagements and sustainability efforts, and relationships with leading international institutions and non-governmental organizations. Glenn joined The Nature

Conservancy in January 2010 after two decades working on international environment and development policy.

Glenn spent 13 years at Conservation International where he led efforts to engage the private and public sectors in conservation and sustainability. Glenn founded and led CI's Center for Environmental Leadership in Business, a division created to engage the private sector in developing solutions to environmental challenges. During his time at CI, Glenn also led the organization's policy and climate change teams. In 2009, Prickett served as a senior fellow at the United Nations Foundation to help shape core elements of an effective global response to climate change. Glenn served in the Clinton Administration as chief environmental advisor at the U.S. Agency for International Development, where he coordinated policy and budget for U.S. environmental and energy assistance to developing nations. Glenn began his career in 1989 as a senior associate with the international program of the Natural Resources Defense Council.

Glenn graduated from Yale University in 1988 with a B.A. in economics and political science. He lives in Great Falls, Virginia with his wife, Lisa, and sons, Benjamin and Jed. Aside from his family and conservation, Glenn's other passion is music. He performs with the Oxymorons ([www.oxymorons.com](http://www.oxymorons.com)), a blues, rock, and funk band in Washington, DC



### **Doug Esamann , President of Indiana Operations - Duke Energy**

Doug Esamann is president of Duke Energy's Indiana operations, the state's largest electric utility, serving approximately 790,000 customers in 69 of Indiana's 92 counties. He is responsible for Duke Energy's regulatory, governmental relations, economic development and community affairs work in Indiana.

Previously, Esamann served as senior vice president of corporate strategy for Duke Energy, a position he held since July 2009. In that role, he led the company's strategy development and business planning efforts, including load forecasting and market fundamentals. Prior to that, he was senior vice president of strategy and planning, with additional responsibilities for integrated resource planning, environmental compliance planning, transactional support, customer market analytics, load research and renewable energy compliance. He has also served as served as group vice president of strategy and planning for Duke Energy's U.S. Franchised Electric and Gas organization and as senior vice president of energy portfolio strategy and manament for Cinergy's commecial business unit.

Esamann began his employment with Public Service Indiana (predecessor of PSI Energy) in 1979. In the course of his PSI/Cinergy career, he held a variety of leadership roles, including tax manager for PSI Energy until 1994, general manager of finance and business development for Cinergy's commercial business unit until 1999, vice president and chief financial officer of the commercial business unit until 2001, and president of PSI Energy until 2004.

Esamann earned a Bachelor of Science degree in accounting from Indiana University.

### **Amy Larson, President, National Waterways Conference, Inc**

Amy W. Larson is the President of the National Waterways Conference, Inc. Established in 1960, the Conference is the only national organization to advocate in favor of national policy and laws that recognize the vital importance of America's water resources infrastructure to our nation's well-being and quality of life. NWC supports a sound balance between economic and human needs and environmental and ecological considerations. Conference membership is comprised of the full spectrum of water resources stakeholders, including waterways shippers and carriers, inland and coastal port authorities, flood control associations, levee boards, water supply districts, industry and regional associations, shipyards, dredging contractors, engineering consultants, and state and local governments. Prior to joining the Conference, Mrs. Larson served as the General Counsel of the Federal Maritime Commission, an independent agency responsible for the regulation of oceanborne transportation in the foreign commerce of the United States, and she was a member of the Senior Executive Service.



Mrs. Larson is a graduate of Wheaton College in Norton, Massachusetts, and the Columbus School of Law, Catholic University of America, Washington, D.C. She is a member of the bar in the District of Columbia and Maryland, and is admitted to practice in the Supreme Court of the United States, the U.S. Court of Appeals for the D.C. Circuit, and the U.S. Court of Appeals for the Fourth Circuit. Mrs. Larson is a member of the Board of Governors of the D.C. Chapter of the Propeller Club of the United States, and is on the Executive Committee of the International Propeller Club of the United States. In addition, she is a member of the Women's International Shipping and Trading Association and the Maritime Law Association.



**Rebecca Wodder, Senior Advisor to the Secretary, Department of the Interior**

Rebecca Wodder serves as Senior Advisor to Interior Secretary Ken Salazar, leading the Administration's *America's Great Outdoors Rivers Initiative*, advancing river restoration and river recreation goals.

Wodder served as President and CEO of American Rivers, the nation's leading river conservation organization from 1995-2011. Under her leadership, American Rivers helped dozens of communities transform their rivers from liabilities to assets, through innovative conservation measures like the creation of river trails, and the implementation of green infrastructure solutions to safeguard clean water. Ms. Wodder served as Conservation Chair of the National Lewis & Clark

Bicentennial Commemoration, and played a leadership role in developing the American Heritage Rivers Initiative. In 2010, she was recognized as a Top 25 Outstanding Conservationists by Outdoor Life Magazine, and was named Woman of the Year by the American Sportfishing Association in 1998.

Ms. Wodder's distinguished career includes service as Director of Alaska Programs for the Wilderness Society, helped to found EarthShare, a workplace giving campaign for environmental causes, and directing many large-scale river projects. Ms. Wodder holds a B.A. in Biology and a B.A. in Environmental Studies from the University of Kansas, graduating With Highest Distinction. She also holds an M.S. in Landscape Architecture and an M.S. in Water Resources Management from the University of Wisconsin-Madison.

**Day One – 3:45 p.m.**

**Sidney Coffee, Senior Advisor, BIG RIVER WORKS/America's WETLAND Foundation**

Sidney Coffee serves as senior advisor to the America's WETLAND Foundation (AWF) on Climate, Energy, and the Coast through its America's Energy Coast initiative, bringing together industry, NGOs, academia, government, and diverse coastal interests in the four-state region of Texas, Louisiana, Mississippi and Alabama. The group develops strategies and solutions to ensure a sound coastal environment for the region and the nationally critical energy and economic activities that depend upon it.



Before joining the Foundation in 2008, she headed the Governor's Office of Coastal Activities under Governor Kathleen Blanco and chaired the Coastal Protection and Restoration Authority (CPRA) of Louisiana. In this position, Coffee helped lead creation of the state's first Master Plan for Coastal Restoration and Protection and the reorganization of state government to more comprehensively address coastal restoration and protection. While serving Governor Mike Foster, she worked in Washington, DC, on legislation to fund and authorize the state's coastal restoration efforts, including the sharing of Federal offshore oil and gas revenues with coastal energy producing states.

Other AWF initiatives Coffee works with include building regional science capacity through public/private partnerships, developing collaborations for sustaining world deltas through its World Delta Dialogues, creating resilient communities along the U.S. Gulf Coast, and developing cooperation for sustaining the Mississippi River through The Big River Works project.



**General Gerald Galloway, Glenn L. Martin Institute, Professor of Engineering, School of Public Policy, University of Maryland**

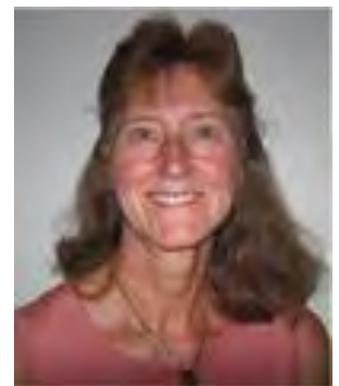
Gerry Galloway is a Glenn L. Martin Institute Professor of Engineering, Department of Civil and Environmental Engineering and an Affiliate Professor, School of Public Policy, University of Maryland, College Park, Maryland, where his focus is on water resources and energy policy and management and disaster mitigation. A civil engineer, public administrator, soldier, educator, and geographer, he has led and managed large organizations in successfully executing a variety of important activities.

He has broad experience in dealing with water management and geospatial issues both within the United States and internationally. He has served as a consultant to the Executive Office of the President, and has assisted the US Water Resources Council, the World Bank, the Organization of American States, TVA, the Corps of Engineers, several states, and various other organizations in water resources related activities. He is a member of the US National Research Academies' Disasters Roundtable, the Louisiana Governor's Advisory Commission on Coastal Protection, Restoration and Conservation, a Department of State Energy and Climate Partnership of the Americas Fellow, a consultant to The Nature Conservancy on its Yangtze River Program and to the WWF on its China Flood Risk Management program, and a member of a Natural Heritage Institute Team reviewing dams and climate change in the Mekong Basin. He served for seven years as a member of the Mississippi River Commission and was assigned to the White House to lead the study of the Great Mississippi River Flood of 1993.

A veteran of 38 years of military service, he retired from the military as a Brigadier General and Dean of Academics at West Point. He holds degrees from West Point, Princeton, Penn State, and the University of North Carolina. He is a professional engineer, an honorary diplomate of the American Academy of Water Resources Engineering, a member of the National Academy of Engineering, and a Fellow of the National Academy of Public Administration.

**Sue Lowry , Administrator, Interstate Streams Division-Wyoming State Engineers Office**

Since 1988, Sue has worked on interstate water compacts and decrees for the Wyoming State Engineers Office, focusing on the Bear, Yellowstone, Snake and Belle Fourche River Basins. Since 2003, she has served as Administrator of the Interstate Streams Division. She holds a B.S. in Agricultural Economics and an M.S. in Range Management and Water Resources from the University of Wyoming.



Sue was recently named as Wyoming's Commissioner to the Bear River and Yellowstone River Basin Compact Commissions by Wyoming Gov. Matt Mead. Sue is also active with a number of interstate policy organizations, including the Western States Water Council and the Interstate Council on Water Policy.



**Barbara Naramore, Executive Director, Upper Mississippi River Basin Association**

Barb Naramore is the Executive Director of the Upper Mississippi River Basin Association, where she has served the states of Illinois, Iowa, Minnesota, Missouri, and Wisconsin in various capacities since 1990. UMRBA is the regional interstate organization established in 1981 by the five basin Governors to coordinate the states' river-related programs and policies and work with federal agencies that have river management responsibilities.

As Executive Director, Naramore leads policy, planning, program implementation, and legislative activities related to a range of water resource issues, including commercial navigation, habitat restoration and protection, water quality, flood risk management, water supply and interbasin diversions, hydropower, and hazardous spill response. In addition to working closely with UMRBA's member states, this involves extensive coordination with the states' federal agency counterparts as well as nongovernmental and private sector partners.

Naramore graduated Phi Beta Kappa from the College of William and Mary in Virginia and she holds a Master's in Public Affairs from the University of Minnesota's Humphrey Institute. A native of Virginia, Naramore resides in Eagan, Minnesota with her husband and son.

**Bill Northey, Secretary, State of Iowa Department of Agriculture**

Bill Northey is a fourth generation farmer from Spirit Lake, Iowa who grows corn and soybeans. Northey returned to Spirit Lake to farm with his grandfather after graduating from Iowa State University in 1981. He is serving his second term as Iowa Secretary of Agriculture after being reelected in November of 2010.



As Secretary, Northey has committed to traveling to each of Iowa's 99 counties every year to hear from farmers and rural residents with a stake in the future of agriculture. These meetings allow him to listen to their needs and better lead the Iowa Department of Agriculture and Land Stewardship as it seeks to serve the people of the state. His priorities as Secretary of Agriculture are advancing science and new technologies to better care for our air, soil and water and reaching out to all Iowans to tell the story of Iowa agriculture.



**Michael Reuter, Director, Great Rivers Partnership/The Nature Conservancy**

Michael A. Reuter, director of The Nature Conservancy's Great Rivers Partnership and North America Freshwater Program, has spent his career promoting programs and partnerships that advance sustainable management of freshwater systems for people and nature. To date, his efforts have focused on collaborative approaches to management of the Mississippi River, Yangtze River (China), Paraguay-Paraná River system (Brazil), Zambezi River (Africa), and Magdalena River (Colombia).

Reuter is especially interested in ways to improve decision-making in these complex and economically important systems by involving the people and companies that depend on them for drinking water, agricultural production, energy, flood management, transportation and recreation. He currently serves on a variety of boards and committees, including the founding steering committee for America's Great Watershed Initiative and executive committee of the Keystone Field to Market Alliance for Sustainable Agriculture.

**Rainy Shorey , EHS Manager, Caterpillar, Inc**

Rainy I. Shorey is Caterpillar's lead Environment, Health and Safety Manager overseeing five facilities near Mossville, Illinois. Her current work responsibilities include: onsite management of landwaste, air emissions, and wastewater treatment, ownership of 2020 environment, health and safety goals for the facility, and ensuring site compliance.

Prior to joining Caterpillar, Rainy worked as a Professor of Natural Sciences at both Ferris State University in Big Rapids, Michigan and Illinois Central College in Peoria, Illinois. Rainy is a published scientist and has presented at regional, national, and international conferences. She also has extensive laboratory and field research experience, including international projects based in remote locations such as Kenya and the North Slope of Alaska. Rainy holds a Bachelor's degree in Biology with minors in Chemistry and Environmental Studies from Alma College. She completed both her Master's and dual Ph.D. degrees from Michigan State University in the areas of Fisheries and Wildlife Management; and Ecology, Evolution and Behavioral Biology.





**Steve Stockton, Director of Civil Works, Headquarters, U.S. Army Corps of Engineers**

Steven L. Stockton currently serves as the Director of Civil Works, Headquarters, U.S. Army Corps of Engineers, Washington, D.C. He shares the responsibilities of the Deputy Commanding General for Civil and Emergency Operations and is responsible for managing and directing the policy development, programming, planning, design, construction, emergency response, operation and maintenance activities of the Army Civil Works Program, a \$5 Billion annual program of water and related land resources of the United States.

His previous assignments with the U.S. Army Corps of Engineers include South Pacific Division San Francisco, CA in a variety of senior level positions, Chief, Engineering Division, Civil Works Directorate, Headquarters, Washington, DC, and a variety of positions in Portland District, Portland, OR. He has over 41 years of service with the federal government including four years active duty as a Naval Officer.

**Day Two – 8:30 a.m.**

**Major General John W. Peabody, Mississippi Valley Division Commander and President, Mississippi River Commission, U.S. Army Corps of Engineers**

Major General John W. Peabody assumed command of the Mississippi Valley Division, Vicksburg, Miss., November 10, 2011. He was recently appointed by President Obama to serve as the President of the Mississippi River Commission.

As the commander and division engineer for the Mississippi Valley Division, Maj. Gen. Peabody directs all U.S. Army Corps of Engineers water resources development in the Mississippi River basin, an area of more than 370,000-square miles, including all or parts of 12 states. Work is carried out by district offices located in St. Paul, Minn.; Rock Island, Ill.; St. Louis, Mo.; Memphis, Tenn.; Vicksburg, Miss.; and New Orleans, La.



He entered military service in 1980 upon commissioning as a second lieutenant in the Corps of Engineers, and has spent most of his career as a combat engineer, with operational deployments to Somalia, Kuwait and Iraq. He also served as the Commander and Division Engineer for the Corps' Great Lakes and Ohio River Division before taking command of the Mississippi Valley Division.

General Peabody is a graduate of the United States Military Academy, the Command and General Staff College and the Army War College with a master's degree in strategic studies. He also received an M.P.A from Harvard University and studied as an Olmsted Scholar at El Colegio de Mexico, Mexico City.

Since 1879, the seven-member Presidentially appointed Mississippi River Commission has developed and matured plans for the general improvement of the Mississippi River from the Head of Passes to the Headwaters. The Mississippi River Commission brings critical engineering representation to the drainage basin, which impacts 41% of the United States and includes 1.25 million square miles, over 250 tributaries, 31 states, and 2 Canadian provinces.

## Day Two - Shared Leadership



### **Marty Hettel, Manager, Bulk Sales for AEP River Operations and member of the Ohio River Alliance Steering Committee**

Marty Hettel started in the Inland Waterways Industry as a deckhand in 1980 and has held positions in Logistics, Purchasing, Operations, Insurance/Claims, Personnel, Shipping & Receiving, and Freight Sales. For the last 16 years of his career Mr. Hettel has been with AEP River Operations in the Capacity of Sales and Logistics. His current position is Senior Manager of Bulk Sales. He has held the following positions with advocacy groups within the Inland Waterways Industry: Illinois River Carriers Association-Secretary: 2004-2007, President 2008 – 2010; Ohio River Basin Association- Steering Committee

2010-2012; Waterways Council, Inc., Board Member 2011-2012; Inland waterways User Board, Board Member 2012.

## Watershed Health Indicators



### **Jonathan Higgins, Senior Aquatic Ecologist, The Nature Conservancy**

Jonathan Higgins supports The Nature Conservancy's programs and partners in the Great Rivers Partnership in developing basin-wide assessments, conservation plans, and measures. This work focuses on national and international freshwater strategies to assure measurable metrics to assess success of conservation priorities and practices. Jonathan has been with The Nature Conservancy for over 17 years but before joining TNC, spent 4 years as the project manager and Chief Scientist for the water quality and biological monitoring of the Laurentian Great Lakes as a contractor to the US EPA Great Lakes National Program Office. He participated in developing procedures for

chemical and biological sampling and analyses protocols, wrote Standard Operating Procedures for federal agency implementation

Jonathan holds a BA, MS, and PhD in populations and evolutionary ecology, plant ecology and freshwater ecology from Grinnell College and the University of Illinois – Chicago. He grew up fishing the waters of the upper Midwest and is hooked on the beauty and bounty of this area. He has enjoyed more than 30 years of working in freshwater conservation. When not working, he likes to garden, cook, play jazz piano and fish as much as possible. According to Jonathan conservation can wait, but a good ripe tomato and a rising fish cannot.



**Heath Kelsey, University of Maryland, Center for Environmental Science**

Dr. Heath Kelsey is Program Manager for the Integration and Application Network at the University of Maryland Center for Environmental Science in Cambridge, Maryland. IAN is an initiative of the University of Maryland Center for Environmental Science, whose mission is to inspire, manage and produce timely syntheses and assessments on key environmental issues. Dr. Kelsey has collaborated with various outside organizations to develop or advance ecosystem health report cards for systems including Chesapeake Bay, Australia’s Great Barrier Reef, Maryland’s Coastal Bays, Baltimore’s Inner Harbor, and numerous local tidal and non-tidal aquatic systems. New and developing initiatives include the development of a state of the environment reporting framework for Pacific Island countries, with a prototype assessment prepared for Samoa, and adopted by 21 countries and territories in the Pacific Region.

Locally, Dr. Kelsey initiated and oversees the Mid-Atlantic Tributary Assessment Coalition, a growing group of scientists, waterkeepers, and volunteer organizations preparing report cards in the mid-Atlantic region. Through a consensus building process with this group, he facilitated the development of standard indicators, sampling methodologies, and data analysis and integration techniques for Chesapeake Bay tributary report cards. He also developed and implemented decision-making applications for beach advisory issuance at Myrtle Beach, South Carolina, integrating data from remote sensing, Ocean Observing Systems, and state and federal programmatic sources. In addition to working with IAN as a Science Integrator and Program Manager, Dr. Kelsey has also worked with NOAA as an ecosystems modeler, the Baruch Institute for Marine and Coastal Sciences at the University of South Carolina a GIS manager, and with Peace Corps as a Community Development Volunteer in Papua New Guinea.

**Communications/Advocacy**



**Valsin Marmillion, President and Founder of Marmillion + Company Strategic Communications, and Managing Director, America's WETLAND Foundation**

Valsin A. Marmillion is recognized as one of the top campaign strategists in the country. He founded Marmillion + Company Strategic Communications (MCo) in 1989 and partnered with Rannah Gray in 2003 to form Marmillion/Gray Media.

He currently is managing director of the America’s WETLAND Foundation, an effort to address the devastating loss of Louisiana's wetlands and its resulting economic impact to the rest of the nation. The two-time winner of the Public Relations Society of America’s prestigious Silver Anvil awards and other national honors leads a firm that specializes in environment, energy, arts, education, healthcare, government, political and grass roots public education and outreach. The firm has offices in New Orleans, Baton Rouge, Fort Lauderdale, Denver and Los Angeles.

## David Wilhelm, Founding Partner of Woodland Venture Management

David Wilhelm is a reformed political operative who assures us he is now doing worthwhile work—he is the founder of two very unique venture capital funds, bringing investment dollars to underserved parts of the United States—and is working on a third. Wilhelm is the developer of the largest solar project ever built east of the Rockies, on reclaimed mine land in Appalachian Ohio. He also enjoys teaching and has been a lecturer at Harvard University and the University of Chicago, and is the recipient of honorary degrees from his alma mater Ohio University, the University of Charleston, and Wheeling Jesuit University.



In the world of politics, Wilhelm has served as a campaign manager for people such as Bill Clinton, Joe Biden, Richard Daley, and the late Paul Simon. Upon his election in 1992, President Clinton nominated Wilhelm to serve as Chair of the Democratic National Committee and he became the youngest person in American history to serve in that capacity. In 2008, Wilhelm was one of the first super delegates to support the candidacy of Barack Obama and was a frequent surrogate for the Obama campaign on national television.

