



**US Army Corps
of Engineers®**

**Jacksonville District
South Atlantic Division**

**Program Management Plan (PgMP)
for
Integrating the USACE
Environmental Operating Principles (EOPs)**

15 November 2002

Table of Contents

	<u>Page</u>
PREFACE AND VISION	2
1.0 INTRODUCTION	5
1.1 Purpose	
1.2 Goals	
1.3 Objectives	
2.0 EOP TEAM ROLES AND RESPONSIBILITIES	6
2.1 SAJ Champions	
2.2 SAJ Team Leaders	
2.3 SAJ Team Members	
3.0 WORK BREAKDOWN STRUCTURE	8
4.0 SAJ MILESTONES AND RESOURCE REQUIREMENTS	8
5.0 PERFORMANCE MEASUREMENT	9
6.0 COMMUNICATIONS PLAN	10
6.1 Goal	
6.2 Objectives	
6.3 Strategy	
7.0 MEASUREMENT OF PROGRAM SUCCESS	12
APPENDIX	

A – South Atlantic Jacksonville (SAJ) District Activities and Initiatives that contribute to and reflect the Environmental Operating Principles and doctrine

PREFACE & VISION

The Environmental Operating Principles (EOP) and their accompanying doctrine is key to the success of the South Atlantic Jacksonville (SAJ) District. These principles have been in use by the Jacksonville District for years in both our regulatory and environmental restoration activities. We will continue to incorporate these principles and doctrine in all our activities (including traditional civil and military work) in order to serve the Army and the Nation as an environmentally sustainable premier public engineering agency. In order to be successful, we must ensure that all our employees, partners and sponsors understand and embrace this operating philosophy and apply the principles and doctrine in all aspects of our work. The following principles will allow us to accomplish this mission:

1. Strive to achieve Environmental Sustainability. Environmental Sustainability may be described as the state of the environment that meets the needs of the present generation without endangering the ability of future generations to be able to meet their own needs. An environment maintained in a healthy, diverse and sustainable condition is necessary to support life.
2. Recognize the interdependence of life and the physical environment. Proactively consider environmental consequences of the Jacksonville District programs and act appropriately in all circumstances.
3. Seek balance and synergy among human development activities and natural systems by designing economic and environmental solutions that support and reinforce one another.
4. Continue to accept corporate responsibility and accountability under the law for activities and decisions under our control that impact human health and welfare and the continued viability of natural systems.
5. Seek ways and means to assess and mitigate cumulative impacts to the environment and bring systems approaches to the full life cycle of our processes and work.
6. Build and share an integrated scientific, economic and social knowledge base that supports a greater understanding of the environment and impacts of our work.
7. Respect the views of individuals and groups interested in the Jacksonville District activities, listen to them actively and learn from their perspective in the search to find innovative win-win solutions to the Nation's problems that also protect and enhance the environment.

By adopting and following these Principles and doctrine, the Jacksonville District will continue a long tradition of contributing positively in support of our Nation. This will allow the Jacksonville District to move away from and avoid a way of doing business that would contribute to greater irreversible changes to natural ecosystems, and instead, move us toward environmental and ultimately economic and social improvements. The success of the Principles and doctrine is dependent upon their total integration into the practices of our Civil Works and Military planners, our design and construction engineers and operators... in fact, everyone who might ever be part of a project delivery team. This Program Management Plan (PgMP) is important to all these people. It is about ways in which the principles will be put in the hands of Corps team members and implemented. It addresses where we want to go (vision), what we want to achieve (goals), how we will get there (objectives), and how we intend to measure our success/progress (performance metrics).

The Principles and doctrine is a guide to doing our work differently from the past and help us to attain a broader perspective in all of our activities. The intent is not to judge our past activities by

today's standards, but to recognize our increased knowledge of the environment and our dependence upon the essential services it provides. The Principles and doctrine are also characteristic of the traditional purposes of the Army, that is, defense of the Nation, which today also includes the protection of the natural environment and its resources. The old adversarial theme of development and engineering versus the environment must give way to a new partnership among engineering, and the environmental, economic and social sciences. In fact, the Principles and doctrine not only imply a partnership between engineering and the environmental sciences; it demands a new view of engineering that encapsulates the physical and biological sciences as well as those of the social and economic disciplines. This new view will reconfigure our design paradigm such that we will design and act in ways that take inspiration from nature and are modeled after it, rather than attempting to always control it. This shift in our understanding of engineering is tremendous. It will eventually lead to major changes, not only in the way we operate, but ultimately in how we perform our authorized missions, both now and in the future. As our foundation of knowledge and understanding grows, every project will be integrated into a broader, comprehensive regional, national and global value system that strives to add net value to the integrated economic, social and environmental infrastructure.

Thus, our **vision** for the future is that in order for our projects to be successful, they will have good economics, solid engineering, and be environmentally sustainable. At the same time, they will contribute to the well being of our nation's citizens. Additionally, projects will be integrated into broader comprehensive strategies that look beyond specific local project objectives, ensuring that they also contribute to broader purposes. In other words, we will remain flexible and continue to change the way in which we plan, design, construct and operate our projects and provide services so they include the simultaneous generation of benefit streams from both environmental and engineering features, reduce and/or eliminate waste streams, and still provide the traditional water resources and military support services communities are requesting and improve the quality of life for our Nation's citizens.

1.0 INTRODUCTION

1.1 Purpose

The purpose of this PgMP is to outline a plan for the integration of the USACE Environmental Operating Principles into the Jacksonville District culture, programs, policies, regulations, and across the full spectrum of our activities.

1.2 Goals

The primary goals of the Principles and doctrine are to:

- Illuminate ways in which natural resource laws, societal values, and sound environmental practices are to be integrated into the missions of the Jacksonville District.
- Provide "corporate coherence" to all Jacksonville District work so that people everywhere will recognize the Corps roles in, and responsibilities for, sustainable use, stewardship, and restoration of our Nation's natural resources and those of other countries in which the Corps conducts activities.
- Make evident the connection among water resources, protection of environmental health, and the security of our Nation. This latter point is particularly important to us in view of the difficulties facing policy makers grappling with the role of the Transformed Army and the toolkit and resources needed for a Transformed Army. If we abandon protection and restoration of the environment, we undermine the cornerstones for our own stability, security and sustainability.
- Assure the integration of the Principles and doctrine into all our Jacksonville District activities, so that the Corps is recognized for its balancing of environmental, economic and social values.
- Document processes already used or implemented that support EOP.

1.3 Objectives

The objectives of this PgMP are to identify and plan for actions that will foster the integration of the Principles and doctrine throughout the Jacksonville District and in all our activities. Additionally, metrics, to measure progress and ways of overseeing the adoption of the principles, will be pursued. As such, this PgMP lays out plans for the following objectives, which we believe will further integrate the Principles and doctrine throughout the Jacksonville District and enable the integration progress to be measured:

- Continually train all employees on the Principles and doctrine, emphasizing the importance of integrating them into all our activities.
- Empower the workforce to demonstrate and share how the Principles and doctrine have been integrated into their daily work by requiring the development and periodic updates of PgMPs for the Principles and doctrine in the Jacksonville District.
- Engage in meaningful discussions with appropriate water resources and military stakeholders around the Jacksonville District, emphasizing the importance of integrating the Principles and doctrine into all our activities and soliciting their advice.

- Continue to advocate the Chief’s Environmental Operating Principles and doctrine by actively assisting with the Jacksonville District environmental course measurement and adjustments.
- Establish environmental sustainability metrics for application to our civil works, military and support for others programs and projects.
- Examine all our existing policies to determine if any obstacles exist that would prevent the full integration of the Principles and doctrine and make the appropriate corrections.
- Constantly examine our environmental efforts with the view of improving the results and contributing to the growing body of ecological, engineering, economic and sustainable development knowledge.
- Ensure that considerations, evaluations, and environmental focuses are consistently applied and incorporated into our efforts.
- Sustain a strong and applied Research and Development program, which will support our missions and activities, with an emphasis upon efforts that support the operationalization of the Principles and doctrine.

It is anticipated that these objectives will drive the Jacksonville District toward a greater synergy between environmental sustainability and the execution of our Civil Works and support to the Army missions. We aren’t suggesting that these objectives will be easily accomplished since they will involve changing the mental models of individuals and the culture of the organization on how our activities affect the natural world. Peter Senge wrote about the challenge of changing mental models in *The Fifth Discipline* (1999), "We have a tendency to see the changes we need to make as being in our outer world, not in our inner world. It is challenging to think that while we redesign the manifest structures of our organizations, we must also redesign the internal structures of our ‘mental models.’ Our mental models are the medium through which the world and we interact. They are inextricably woven into our personal life history and sense of who we are.” The Jacksonville District is committed to seeing that everyone adjusts their mental model of our environmental responsibilities in accordance with this PgMP, while making daily project decisions and taking actions on behalf of the Corps.

2.0 EOP TEAM ROLES AND RESPONSIBILITIES

At the Jacksonville District, the following people comprise the Project Delivery Team for the Principles and doctrine:

<u>Name</u>	<u>Functional Area</u>	<u>Role</u>	<u>Contact Telephone</u>
District Engineer	Executive Office	SAJ Champion	904-232-2241
Richard Bonner	DDE-PM	SAJ Champion	904-232-2586
Dennis Duke	Chief, Restoration Program Division	SAJ Champion	904-232-2584
Lloyd Pike	Chief, Office of Counsel	SAJ Champion	904-232-3761
Jim Duck	Chief, Planning Div.	SAJ Champion	904-232-2238
Clay Sanders	Chief, Engineering Div.	SAJ Champion	904-232-2252
John Hall	Chief, Regulatory Div.	SAJ Champion	904-232-1177
Gordon Butler	Chief, Constr-Operations Div.	SAJ Champion	904-232-3765
Bart Wivell	Chief, Real Estate Div.	SAJ Champion	904-232-1170
Harley Hartley	Chief, Contracting Div.	SAJ Champion	904-232-1144

Dan Walter	Chief, Resource Mgmt. Ofc.	SAJ Champion	904-232-3097
Jim Cobb	Chief, Information Mgmt. Ofc.	SAJ Champion	904-232-2461
William Lancaster	Chief, Logistics Mgmt. Office	SAJ Champion	904-232-1450
Judy Wilson	Chief, Public Affairs Office	SAJ Champion	904-232-1667
Jim Woodey	Chief, Safety Office	SAJ Champion	904-232-2564
Stu Appelbaum	Restoration Program Division	Team Leader	904-232-1877
Liz Manners	Restoration Program Division	Team Leader	904-232-3923
Marie Burns	Regulatory Division	Team Leader	904-232-3943
Brooks Moore	Office of Counsel	Team Leader	904-232-1164
Loren Mason	Planning Division	Team Leader	904-899-5148
Dave Tipple	Planning Division	Team Leader	904-232-1362
Ken Dugger	Planning Division	Team Leader	904-232-1686
John Hess	Engineering Division	Team Leader	904-232-2524
Jon Lane	Operations Division	Team Leader	904-761-2073
Cem Goral	Real Estate Division	Team Leader	904-232-2212
Cindy Foley	Public Affairs Office	Team Leader	904-232-1238
Joseph Tavares	Construction Division	Team Leader	904-232-3446

These individuals are the central points of contact in the Jacksonville District for the Principles and doctrine and this PgMP. As specific activities are initiated within the District and for the execution of the Principles and doctrine, additional representatives may also be appointed to serve as points of contact.

2.1 SAJ Champions

The Jacksonville District Champions mold, guide, and lead the overall PgMP for the Principles and doctrine. They ultimately are responsible for maintaining the cross-functionality and multi-levelness of all efforts associated with the Principles and doctrine. Included in this role is responsibility for representing the Principles and doctrine to executive stakeholders both within and outside the Corps organization, in the private sector, state and local governments, as well as within the Executive Branch and in the Legislative Branch of the Federal government.

2.2 Team Leaders

The Team Leader position will be rotated on an annual basis. The Team Leader leads the day-to-day activities necessary to fulfill the actions outlined in the PgMP on schedule, with quality, and within budget. The Team Leader is responsible for maintaining the accuracy and relevancy of the PgMP.

2.3 Team Members

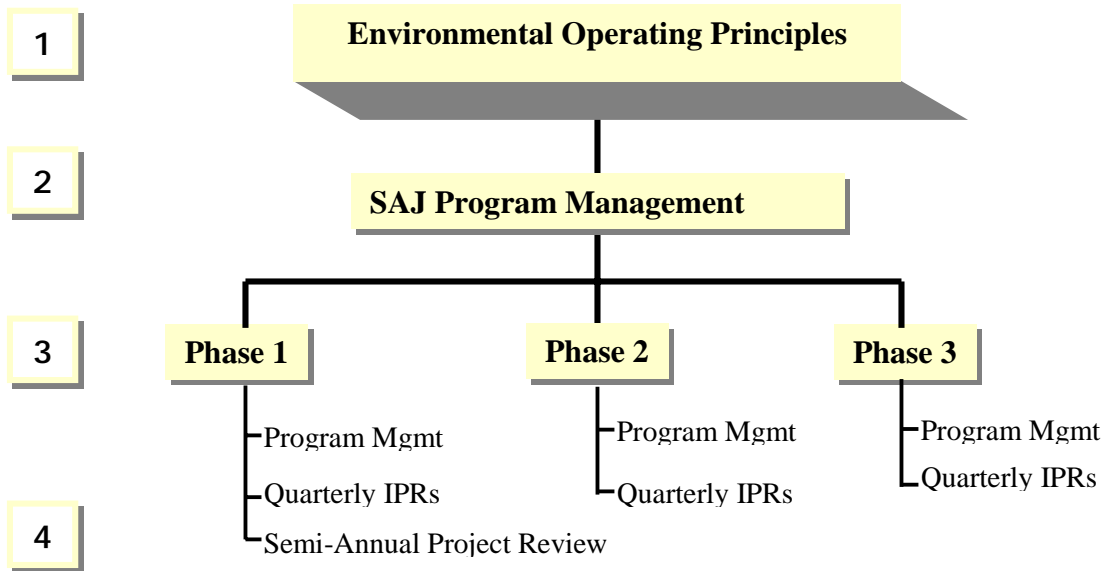
The Principles and doctrine involve cross-functional, inter-disciplinary team members with a passion for achieving support to the Army and the Nation in environmentally sustainable and responsible ways. They are knowledgeable of the interconnectedness of economics and the environment, and appreciate the critical place public health and the environment play in national security. The three key responsibilities of the Team Members are:

- Oversight of the execution of specific actions found within this PgMP (See also Appendix A).
- Supporting the Jacksonville District team in fulfilling the intent of activities in this PgMP.
- Developing and integrating a new wave of metrics designed to help measure progress in applying the Principles and doctrine into all of the Jacksonville District mission areas.

3.0 WORK BREAKDOWN STRUCTURE

The Team Leader for the PgMP will personally maintain the general Work Breakdown Structure (WBS), which is illustrated below.

WBS



4.0 SAJ MILESTONES AND RESOURCE REQUIREMENTS

An integrated view of the activities outlined within the PgMP for the Principles and doctrine is described below. The detailed schedules for each specific activity will be developed and maintained by the proponent for that specific activity. Proponents for specific activities within this PgMP will always be members of the PgMP Team. Updates to this integrated, macro-schedule and to the individual, specific task schedules will be the responsibility of the Team Leader and the individual activity proponent, respectively.

<u>Activity</u>	<u>Schedule</u>
Phase 1 – Incorporation and coordination of the SAJ Environmental Operating Principles and Doctrine.	November 2002
Phase 2 – Begin Chain Training; Identify green design/building/operations methods; Integrate these and the Environmental Operating Principles and doctrine into SAJ policies and practices at all levels.	January 2002 - August 2003
<ul style="list-style-type: none"> Continually train and engage all SAJ team members at all levels about the Environmental Operating Principles 	Ongoing

and doctrine until it becomes our operational standard.

- Identify all activities currently underway that support the principles and doctrine and undertake a “GAP” assessment to identify needed efforts. See Appendix A
- Support the Army’s development and implementation of its Sustainable Installation Initiative through SFO and other programs to the best of SAJ’s ability. Ongoing
- Revise SAJ policies, including all acquisition policies, to ensure adherence to the Environmental Operating Principles and doctrine. NLT 180 days after adoption of the SAJ PgMP.
- Integrate the Principles and doctrine training into the SAJ Leadership Training. NLT 180 days after adoption of the SAJ PgMP
- Examine how and what resources must be linked to the Principles and doctrine. NLT 220 days after Adoption of the SAJ PgMP

Phase 3 – Metric Development and Application

Aug 03 - Feb 04

The detailed schedules for each specific activity will be developed and maintained by the activity proponent, who is a member of the PgMP Team. Updates to this integrated, macro schedule and to the individual, specific task schedules will be the responsibility of the Team Leader and the individual activity proponent, respectively.

5.0 PERFORMANCE MEASUREMENT

We must measure our performance against the Environmental Operating Principles in order to succeed in fulfilling their purpose. Metrics that relate to our mission essential tasks must be developed based on the USACE Environmental Operating Principles and doctrine. Using established reporting mechanisms, such as Project Review Boards, Command Management Reviews, etc., information relevant to these metrics will be collected, analyzed and reported. Decision makers, at all levels, are responsible for examining the effectiveness of the metrics, providing feedback and finding ways to improve our environmental performance.

The metrics to evaluate Jacksonville District performance against the Environmental Operating Principles and doctrine will:

- reflect balanced scorecard components (i.e., financial, customer, environmental, internal business processes and learning/growth measurements);
- provide information to show the present environmental performance of the Jacksonville District;

- provide information into the various processes that will guide environmental performance improvements;
- show trends in Jacksonville District's performance over time as the metrics are tracked;
- provide quantitative inputs in forecasting models; and,
- be directly linked to the Principles and doctrine themselves.

Our success in implementing the Principles and doctrine will be evidenced by the effective accomplishment of the Jacksonville District mission in a more environmentally responsible way while at the same time fostering the economic sustainability upon which our Nation depends.

6.0 COMMUNICATIONS PLAN

The Jacksonville District is a major civil works district, one of the largest in the Corps. It has a wide variety of missions. Responsibilities of the District include administration of the largest regulatory program in the country, coastal engineering expertise, environmental restoration and remediation in the United States, Puerto Rico and the U.S. Virgin Islands, civil works, and support for others. The District's substantial environmental restoration mission also includes restoration of the Florida Everglades, the largest environmental restoration program underway in the world. Our staff is committed to developing and fostering environmental sustainability not only for the many endangered plant and animal species, but also for our nation's citizens. The Environmental Operating Principles and accompanying doctrine provide a focal point for all Jacksonville District team members to maintain a sustainable environmental program that is of vital concern to the Army and the United States.

6.1 Goal

The goal of the Communications Plan is to provide proactive direction for the Jacksonville District's strategic communications efforts, targeting specific audiences with well-articulated messages designed to tell the U.S. Army Corps of Engineers story of concern and efforts for sustaining and improving the environment. The audiences to be reached include military and civilian customers within the Corps and an external audience made up of Federal, state and local agencies, Congressional Representatives and staff, industry leaders, scientists, tribal councils, media, oversight groups, task forces, and other partners and stakeholders interested in or involved in the District's projects.

6.2 Objectives

The Communications Plan is designed to provide the framework for providing Jacksonville District personnel with the information they need in communicating with our customers from the taxpayer to all others more directly concerned with Jacksonville projects. This process entails outlining activities and events that Project Delivery Teams (PDT) may use in setting up and holding public meetings, delivering speeches, writing articles, developing and distributing educational materials, maintaining a website, devising a media information plan, and keeping the public informed. It requires and supports a conscious effort on the part of every PDT member to create and build partnerships with the goal of fostering mutual understanding, engendering trust, reducing conflict, and ultimately producing a better, more complete project.

- The Communications Plan identifies essential functions and events that we will execute to assure that our external customers as well as District employees are fully informed of our programs, projects and missions with appropriate input and feedback mechanisms.

- The plan establishes procedures for initiating and maintaining communications plans for District supported events, issues, projects, or actions that impact communities, customers or groups of interested individuals.
- The Communication Plan is the responsibility of the District’s Public Affairs Officer. Public Affairs will assist the PDT by planning and preparing the communication strategy appropriate for the particular event, activity, audience or occasion.

6.3 Communications Strategy

The communication strategy for the Jacksonville District principles and doctrine agrees with the USACE HQ approach of promoting understanding and multi-level communication followed by a buy-in that results in a cultural and behavioral change both within the Corps and with the customer. This approach will create a *synergy* in which solutions to problems, understandings and agreements for a project or situation that to quote Mr. Steven R. Covey, lead to “. . .the creation of third alternatives that are generally better than solutions individuals could ever come up with on their own.”

- **Determining Target Audiences** The target audience is the group or groups to whom our communications strategy is best directed. Determining the correct target audience for each communication is extremely important. If the wrong audience is targeted, the communications will not be effective or well received.
 - SAJ employees and retirees
 - Soldiers/Directors of Public Works, base civil Engineers and other military members
 - Sponsors, Advisory boards and industry – cost sharing sponsors, state and local governments
 - Impacted public
 - Congressional Members and staffs
 - Customers in other Federal agencies and State (EPA, DOE, GSA, DOI, FEMA, State and territory Department of Natural Resources, Governor’s Offices.)
 - MACOM, MAJCOM and Installation Commanders
 - Academia
 - Media outlets
- **Jacksonville District Project Mgmt. Business Process** The Public Affairs Office is an integral part of the Project Delivery process. Significant projects and studies will have a Public Affairs specialist on the PDT for communications planning and/or delivery.
- **Internet** Investigate innovative use of technology (Internet, video news release, interactive displays/kiosks at projects, wider use of installation communications channels, etc.) and implement where appropriate and cost effective.
- **Command Information** Focus program on principles and directives to inform, instruct and motivate to understand and articulate the Jacksonville District mission.
 - Expand use of Army information channels to explain SAJ activities for the Army.
 - Expand senior leadership visits to explain District programs, initiatives and capabilities to Members of Congress.

- Use full spectrum of communications tools and media to improve public and customer awareness of District mission, impact and successes in the environment.
- Develop a set of materials for use by Project Managers, study managers and other employees to articulate the principles and doctrine in a variety of settings and opportunities.

7.0 MEASUREMENT OF PROGRAM SUCCESS

The successful indoctrination and implementation of the Principles and doctrine will be measured against a set of metrics developed for the individual principles and the following general categories:

- The Principles and doctrine are increasingly integrated into SAJ practices and culture.
- SAJ culture increasingly reflects the philosophy of the Principles and doctrine.
- SAJ is recognized by clients, sponsors, and other stakeholders for environmental stewardship activities.
- Improvements in the environmental effects of SAJ projects are observed and replicated, both domestically and internationally.
- Increasingly, environmental restoration and sustainability are incorporated into the planning and implementation of all SAJ projects.

Appendix A

ACTIVITIES AND INITIATIVES THAT CONTRIBUTE TO AND REFLECT THE ENVIRONMENTAL OPERATING PRINCIPLES

Programs and Project Management Division

1. Environmental Operating Principles Commanders' Policy Memo (all Principles)
 - a. The Commanders' Policy Memo will be briefed at all levels, making the Principles an official, easily referenced document.
 - b. This action will be universally implemented throughout the Corps.
 - c. All staff members will receive copy of USACE – EOP brochure.

2. Environmental Operating Principles Network (all Principles)
 - a. Network extends throughout the Corps.
 - b. Network members will be information transfer conduits and EOP ambassadors.
 - c. Additional POCs will be identified within Programs and Project Management Division.

3. Survey on Improving Environmental Operating Principles Integration in DP (Principle 7)
 - a. Team members will be given an opportunity to offer recommendations on improving implementation as well as identifying success stories via a District-wide survey.
 - b. The survey is to be fielded in February 03.

4. Environmental Operating Principles Seminars (Principle 6)

EOP seminars will be held to:

 - a. Promote interdisciplinary information exchange.
 - b. Promote cross-functional teamwork.
 - c. Identify lessons learned.
 - d. Provide feedback on guidance and reforms needed to fully integrate the EOPs.

5. Participate and Support District Projects (Principle #3)
 - a. Project Managers will provide overall guidance and leadership to the PDTs throughout their existence.
 - b. Ensure that PDT's develop project alternatives, project specific performance measures and Monitoring.
 - c. Incorporate ecosystem restoration and environmental enhancement features in support of project alternative development.
 - d. Coordinate with PDT, sponsor, and District staff to integrate EOP principles.

6. Attend Prospect Courses (Principle #6)
 - a. SAJ-DP will train staff in available, related, and appropriate courses.
 - b. SAJ-DP Training Plan - Schedule maximum number of team members possible with available funding to attend required or relevant training in FY-03.

c. The training will broaden the DP Division understanding, expertise and stimulate group interaction and problem-solving.

6. System-wide Modeling, Assessment and Restoration Technologies (SMART) (Principle #6)

SAJ-DP will support other HQ strategic R&D programs to:

- a. Provide the Corps with needed technical capabilities to address environmental missions and responsibilities in water resources development at project, watershed, and basin scales.
- b. Provide an integrating function across R&D programs and disciplines to merge science and engineering in the development of system-wide modeling, assessment, and restoration technologies.
- c. Technology targeted to: (1) MSCs, districts and partners, (2) multiple disciplines, (3) different levels of experience and responsibilities.

7. FY03 Environmental Development Conference (Principle #6)

- a. SAJ-DP will attend the HQ sponsored conference with EOPs as the major theme.
- b. Approved conference topics include: (1) remediation; (2) restoration; (3) natural resources management; and, (4) environmental compliance.

Restoration Program Division

1. Environmental Operating Principles Commanders' Policy Memo (all Principles)

- a. The Commanders' Policy Memo will be briefed at all levels, making the Principles an official, easily referenced document.
- b. This action will be universally implemented throughout the Corps.
- c. All staff members will receive copy of USACE – EOP brochure.

2. Environmental Operating Principles Network (all Principles)

- a. Network extends throughout the Corps.
- b. Network members will be information transfer conduits and EOP ambassadors.
- c. Additional POCs will be identified within Restoration Program Division.

3. Survey on Improving Environmental Operating Principles Integration in Restoration Program Division (Principle 7)

- a. Team members will be given an opportunity to offer recommendations on improving implementation as well as identifying success stories via a District-wide survey.
- b. The survey will be fielded in February 03.

4. Environmental Operating Principles Seminars (Principle 6)

EOP seminars will be held to:

- a. Promote interdisciplinary information exchange.
- b. Promote cross-functional teamwork.
- c. Identify lessons learned.
- d. Provide feedback on guidance and reforms needed to fully integrate the EOPs.

5. Provide overall project management for Comprehensive Everglades Restoration Project (all Principles)

- a. Project delivery teams (PDTs) for Comprehensive Everglades Restoration Projects (CERP) will be established.
- b. Project Managers will provide overall guidance and leadership to the PDTs throughout their existence.
- c. PDT's will develop project alternatives, project specific performance measures and monitoring,
- e. Incorporate ecosystem restoration and environmental enhancement features in support of CERP success.
- f. Identify liaisons to work with PDT, sponsor and RECOVER staff to integrate EOP principles.

6. Outreach and Public Involvement (Principle 7)

- a. Outreach program developed to maintain firm partnership with federal, state, and local interests.
- b. Team members located in West Palm Beach to provide access to SFWMD (CERP local sponsor) as well as other stakeholders and resource agencies in south Florida.

7. CERP Master Implementation Schedule (Principle 2)

- a. CERP Implementation Plan Team established to ensure that a quality plan is developed and buy-in is achieved.
- b. CERP Master Implementation Schedule being updated utilizing latest data and modeling results.

8. Restoration Coordination and Verification (RECOVER) (all Principles)

a. Restoration, Coordination, and Verification (RECOVER) Branch was established and organized to facilitate communication and interaction within CESAJ elements, as well as across sponsor and stakeholder agency participants by using interagency teams and expertise. RECOVER Branch is organized to address key and specific science and technical issue areas, by applying adaptive management principles and the adaptive assessment process to CERP ecosystem restoration. Focus is on ecosystem scale and system-wide performance and success of CERP implementation by applying modeling, performance measures, evaluation, and assessment to ensure full understanding of current system baseline attributes, as well as ascertaining ecosystem system responses and CERP success or areas requiring additional modifications or for improvement.

b. RECOVER focus is CERP, specifically in three key areas:

1. Evaluation – to determine or verify baseline conditions prior to CERP implementation.
2. Assessment – to compile and analyze monitoring results to determine ecosystem responses and success.
3. Planning and Integration – to incorporate results of these efforts into developing solutions to unanticipated or adverse ecosystem responses, recommend project feature modifications or additional alternatives to be considered as necessary.

c. CERP/RECOVER Monitoring and Assessment Plan is being developed which establishes the system-wide performance measures, adaptive assessment process and criteria, monitoring requirements and sequence, and implementation strategy for these aspects.

d. RECOVER works with CERP Project Delivery Teams, as well as other SAJ staff (EN, PD, CT, CO, IM, etc.) to ensure they are considering optimal environmental restoration alternatives (benefits) and supporting ecosystem restoration, while still incorporating and satisfying other project purposes.

e. RECOVER reports science and technical issues and solutions, as well as status of CERP implementation or restoration issues and progress at multiple levels and in various forms to inform science and technical interests, as well as Congress,

the public, and Headquarters, depending on information and decision support needs.

f. Implement Memoranda of Agreements (MOAs) with the National Academy of Sciences, USDI offices, ERDC, CRRL, and other Federal (including Department of Defense) agencies which have expertise or support to provide, as needed - such as peer review, scientific or technical expertise.

g. SAJ hosted the HQ Environmental Advisory Board Fall '02 meeting in south Florida, to focus and emphasize on CERP and ecosystem restoration issues and challenges, as well as build understanding and support for the effort.

9. Programmatic Regulations for CERP (all Principles)

Section 601(h) of WRDA 2000 requires that the Secretary of the Army promulgate programmatic regulations to ensure that the goals and purposes of CERP are achieved. Some requirements for the programmatic regulations that relate to the EOPs are:

a. The regulations are developed through an open and inclusive process, including the Tribes, other Federal and State agencies, local governments, interest groups, and the public.

b. A process is established to ensure that the goals and purposes of the Comprehensive Everglades Restoration Plan (CERP) are achieved.

c. A process is established for development of project implementation reports, project cooperation agreements, and operating manuals.

d. Processes are established that ensure opportunities for participation by the Tribes, other Federal and State agencies, local governments, interest groups, and the public.

e. A process is established to ensure that development of project implementation reports, project cooperation agreements, and operating manuals are integrated and coordinated with specific state and South Florida Water Management District laws, regulations, and procedures required to implement CERP.

f. A process is established for ensuring that new information is considered fully and integrated into CERP implementation.

g. A process is established for the periodic review of the programmatic regulations.

10. Next Steps (Principle #6)

a. Provide training to involved staff in ecosystem analysis, ecosystem restoration, watershed planning, as well as other PROSPECT and/or other agency programs, or other specific training as may be required or available to build expertise in support of SAJ's mission.

b. Participate in various National or International conferences and workshops to develop broad awareness of, and seek input and potential solutions for our environmental and ecosystem restoration challenges. Conferences to date include: Adaptive Management Network, National Adaptive Management Conference, Greater Everglades Ecosystem Restoration Conference, and Ecosystem and Environmental Restoration Network forums.

Engineering Division

1. Environmental Operating Principles Commanders' Policy Memo (all Principles)

- a. The Commanders' Policy Memo will be briefed at all levels, making the Principles an official, easily referenced document.
- b. This action is for corporate USACE.
- c. All staff members will receive copy of USACE – EOP brochure.

2. EN Environmental Operating Principles Network (all Principles)

- a. Network will extend throughout the Corps.
- b. Network members will be information transfer conduits and EOP ambassadors.
- c. Additional POCs will be identified within Engineering Division.

3. Survey on Improving Environmental Operating Principles Integration in E&C (Principle 7)

Engineering Division employees will be given an opportunity to offer recommendations on improving implementation as well as identifying success stories via a District-wide survey. The survey is to be fielded in February 03.

4. District USACE Environmental Operating Principles Seminars (Principle 6)

The purposes of the proposed corporate seminars are to:

- a. Promote interdisciplinary information exchange.
- b. Promote cross-functional teamwork.
- c. Identify lessons learned.
- d. Provide feedback on guidance and reforms needed to fully integrate the EOPs

5. Attend Civil Design/Planning Prospect Course, #218 (Principle #6)

- a. SAJ-EN will train staff IAW District/Division Mission Essential Task Lists (METLs).
- b. SAJ-EN training plan calls for three (3) team members to attend in FY-03.
- c. The course will broaden the EN Division expertise and stimulate group discussion.

6. Attend Ecology for Engineers Prospect Course (Principle # 6)

- a. SAJ-EN will train staff Federal. District/Division MISSION Essential Task Lists (METLs).
- b. SAJ-EN training plan calls for three (3) team members to attend in FY-03.
- c. The course will broaden the EN Division expertise and stimulate group discussion.

7. Regional Sediment Management (All Principals)

- a. SAJ-EN will support HQ's R&D program to develop tools for managing sediment on a system-wide basis.
- b. SAJ-EN will offer to participate in a demonstration program relating to how we implement Regional Sediment Management Programs, similar to Mobile District's.

8. System-wide Modeling, Assessment and Restoration Technologies (SMART) (Principle #6)

SAJ-EN will support other HQ strategic R&D programs to:

- a. Provide the Corps with needed technical capabilities to address environmental missions and responsibilities in water resources development at project, watershed, and basin scales; and,
- b. Provide an integrating function across R&D programs and disciplines to merge science and engineering in the development of system-wide modeling, assessment, and restoration technologies.
- c. Technology targeted to: (1) MSCs, districts and partners, (2) multiple disciplines, (3) different levels of experience and responsibilities.

9. Restoration of Abandoned Mine Lands (Principle #3)

- a. Efforts go beyond remediation – they extend to restoring the environment.
- b. Program development includes Corps, industry, and environmental group collaboration.
- c. SAJ-EN is currently working with USEPA on Risk-based strategy for assessing safety of re-utilizing former phosphate mines in Florida.

10. FY03 Environmental Development Conference (Principle #6)

- a. SAJ-EN will attend the HQ sponsored conference with EOPs as the major theme.
- b. Approved conference topics include: (1) remediation; (2) restoration; (3) natural resources management; and, (4) environmental compliance.

Planning Division

1. Develop and implement central management processes for insuring that the 7 Principles are considered as performance measures for all planning studies and projects dealing with flood control, navigation, harbors, beach erosion, and environmental restoration, throughout Florida, Puerto Rico and the U.S. Virgin Islands.
2. Promulgate incorporation of the 7 Principles as integral issues within the conduct of planning activities supplementary to established Federal planning criteria, as prescribed by appropriate HQ USACE planning regulations, and as supplemented by the Division Commander, including all aspects of the planning process, development of feasibility study cost sharing agreements and coordination with non-USACE interests.
3. Promulgate incorporation of the 7 Principles as line items in Reconnaissance Reports, Feasibility Reports, including Survey Reports, Detailed Project Reports and General Reevaluation Report and Limited Reevaluation Reports.
4. Promulgate emphasis on the 7 Principles as part of development and conduct of a public involvement program consistent with studies.
5. Develop and implement quality control methods for measurement of successful integration of the 7 Principles into the planning process.

List of current and proposed planning initiatives that support the Principles, annotated with the applicable principle(s)

- a. Incorporate EOPs into NEPA evaluations and documentation as well as PIRs and other reports. (All Principles)
- b. Ensure environmental laws and regulations, policies, etc., receive full consideration and are consistently applied. (All Principles)
- c. Comprehensive Everglades Restoration Plan (CERP) <http://www.evergladesplan.org> (All Principles). The Plan was approved in the Water Resources Development Act of 2000. It includes more than 60 elements and will take more than 30 years to construct. The CERP covers 16 counties over an 18,000-square-mile area, and centers on an update of the Central & Southern Florida (C&SF) Project. The current C&SF Project includes 1,000 miles of canals, 720 miles of levees, and several hundred water control structures. The C&SF Project provides water supply, flood protection, water management and other benefits to south Florida.
 - CERP is a framework and guide to restore, protect, and preserve the water resources of central and southern Florida.
 - CERP has been described as the world's largest ecosystem restoration effort and includes more than 60 major components.
 - Because the region's environment and economy are integrally linked, the CERP provides important economic benefits.
 - CERP will result in a sustainable south Florida by restoring the ecosystem, ensuring clean and reliable water supplies, and providing flood protection
 - Public outreach and education has been, and remains, integral to the success of the CERP.

d. The Florida Keys Carrying Capacity Study (FKCCS), <http://www.saj.usace.army.mil/projects> (All principles). The FKCCS was authorized as a critical project for the Everglades and South Florida Ecosystem Restoration in the Water Resources Development Act of 1996 and it was supported by both the South Florida Everglades Restoration Task Force and the Governor's Commission for a Sustainable South Florida. The FKCCS is a comprehensive study of the Florida Keys to determine the ability of the Florida Keys ecosystem to withstand all impacts of additional land development activities. The FKCCS has developed a Carrying Capacity Impact Assessment Model (CCIAM) that examines the impacts of future development, redevelopment or restoration scenarios on the following study categories: terrestrial and marine environment, human infrastructure (e.g. potable water and hurricane evacuation needs for the island chain), socio-economic and fiscal issues (e.g. affordable housing and quality of life). While the FKCCS and the CCIAM have been developed specifically for the Florida Keys, the methodology and lessons learned could be applicable in other parts of our nation and the world, as humans deal with the issues of sustainable development and providing necessities (potable water, affordable housing) for the current generation. Public outreach was paramount for the FKCCS and an aggressive Public Information and Involvement Plan was implemented and completed. Further details and all study reports and products are available on the website.

The following are items the Environmental Branch (in Planning Division) is doing to support EOPs

1. Environmental Branch has staff representing the various PDTs, coordinates with resource agencies, stakeholder, and sponsor environmental representatives to ensure full consideration and incorporation of environmental requirements, issues, identification of environmentally preferred alternatives, and maximization of environmental benefits.
2. Environmental Branch Staff participates in the SAJ meetings and quarterly field office conferences to inform staff and field office personnel on environmental topics/issues.
3. Incorporate environmental laws and regulations, policies, etc., into NEPA evaluations and recommendations with environmental enhancement of project features and compliance with environmental requirements.
4. Environmental Branch Staff conducts weekly telephone conferences with the Florida Department of Environmental Protection (DEP) concerning water quality and related environmental issues.

5. Environmental Staff conducts annual transfer funding meetings (and other periodic meeting and teleconferences as required) with both the Jacksonville and Vero Beach Field offices of the U.S. Fish and Wildlife Service concerning Fish and Wildlife Coordination Act funding and issues.
6. Issue Resolution Meetings as Needed (Agency on Bay Management; 5 National Estuary Programs; meetings with the Florida Fish and Wildlife Conservation Commission; meetings with NGO Environmental Groups; active participation in various working groups, tasks forces, oversight committees, the Multi-Species Ecosystem Recover Implementation Team, Committee for the Restoration of the Greater Everglades Ecosystem, and others related to ecosystem restoration and environmental compliance; etc.)
7. Environmental Branch review and approval of all Plans and Specifications for construction contracts to ensure compliance with all environmental compliance, mitigation, and monitoring requirements.
8. Environmental Branch review and acceptance of "Environmental Protection Plans" for construction contracts.
9. Incorporation of training related to Environmental Sustainability (Environmental Laws and Regulations, wetlands restoration, cumulative impacts assessment, National Environmental Policy Act, Coastal Ecology, Ecosystem Restoration, Ecology for Engineers, etc.) into 5-year Individual Training Plans and Annual Training Needs Survey for Environmental Branch.
10. Co-locate SAJ District environmental personnel with sponsors and co-locate resource agency personnel to the District Office.

The following items are being investigated for consideration in future actions by Environmental Branch

1. Address Environmental Sustainability in Environmental Assessments and Environmental Impact Statements and apply Sustainable Project Rating Tool (SPiRiT)
2. Periodic Issue Resolution Workshops with DEP (replaces the old State Quarterly Meeting and pre-State Quarterly Meeting concept)
3. Issue resolution workshop(s) on specific topics (protected species, essential fish habitat, watershed management, sediment management, etc.) and/or with specific resource agencies (U.S. Fish and Wildlife Service, National Marine Fisheries Service, U.S. Environmental Protection Agency, National Park Service, NGO Environmental Groups, etc.) Workshops being more structured, intensive, and focused on the issues (and perhaps professionally facilitated) than a simple meeting.
4. Establish technical positions at the GS-13 level to deal with certain environmental sustainability issues (water quality, regional sediment management, water quality, watershed management, National Environmental Policy Act compliance, Interagency liaison, etc.)
5. Suggest incorporation of training related to Environmental Sustainability (Environmental Laws and Regulations, wetlands restoration, cumulative impacts assessment, National Environmental Policy Act, Coastal Ecology, Ecosystem Restoration, Ecology for Engineers, etc.) into 5-year Individual Training Plans and Annual Training Needs Survey for District employees outside of the Environmental Branch.

6. Commit senior level Branch staff with environmental or ecosystem restoration focus and expertise to participate in RECOVER activities and support.

Construction and Operations Division

Construction and Operations Division - Existing Efforts

1. Strive to achieve Environmental Sustainability. An environment maintained in a healthy, diverse, and sustainable condition is necessary to support life. The Construction and Operations Division (ConOps) is dedicated to incorporating a synergistic process whereby environmental and economic considerations are effectively balanced through the life cycle of project planning, design, construction, operation and maintenance to improve the quality of life for present and future generations.

- Use of Bio-Control techniques to achieve a sustainable system by introducing natural, self sustaining biological agents that can control a target species indefinitely
- Operations branch is constantly looking for ways to make our vessel and construction equipment fleet more "green".
- SFOO has adopted standard operating procedures for the operation and maintenance of structures, including locks, spillways and culverts, which protect manatees.
- SFOO implements an exotic plant management program to eliminate invasive exotic plant species. Eliminating exotic vegetation aids in providing healthy diverse native plant populations and thereby providing a healthy environment to sustain native wildlife. This will ensure native wildlife populations are present for the enjoyment future generations.
- SFOO strives to ensure Environmental Sustainability is achieved by completing native vegetation planting projects in order to provide a healthy and diverse environment for native wildlife.
- SFOO has implemented a policy to save as many fish as possible during culvert and lock dewaterings.

2. Recognize the interdependence of life and the physical environment. Proactively consider environmental consequences of Corps programs and act accordingly in all appropriate circumstances. The Construction and Operations Division is working to optimizing the use and conservation of dwindling resources; seeking to develop environmentally sustainable systems and promoting the use of techniques that improve environmental sustainability.

- SFOO is designing, developing and installing protective devices on all spillways, gates and locks to protect Manatees.
- SFOO initiates and executes the removal of invasive exotic species on project lands (Melaleuca, Brazilian Pepper, Australian Pine, etc.) in accordance with executive order 13112.
- SFOO worked with District Personnel, USFWS and FDEP to complete a WRAP to evaluate possible impacts to the environment from future projects associated with the rehabilitation of the HHD. Enhancement projects have been developed and will be implemented to ensure there are no negative impacts to the environment from rehabilitation projects.

3. Seek balance and synergy among human development activities and natural systems by designing economic and environmental solutions that support and reinforce one another. The Construction and Operations Division is working to develop and execute procedures that will effect *balance* between human activities and the earth's ecosystems and utilizing the PMBP to incorporate relevant environmental and economic factors as a routine business practice.

- Operations branch coordinates and schedules both maintenance dredging and structure maintenance work during environmental windows to protect endangered species.
- SFOO is working to incorporate watchable wildlife programs into the Lake Okeechobee Scenic Trail along the Herbert Hoover Dike in order to provide opportunities for the public to view

wildlife in their habitat. The opportunity to view wildlife along the HHD balances human needs (recreation) with the natural system and encourages development of the local economy.

- The APC section is working on a PMP to incorporate the PMB processes into the program.
- The APC program is achieving synergy by balancing human needs (navigation and flood control) with environmental concerns (improving water quality, native species proliferation and enhancing endangered species habitat).

4. Continue to accept corporate responsibility and accountability under the law for activities and decisions under our control that impact human health and welfare and the continued viability of natural systems. The Construction and Operations Division is focusing on compliance with Nation's environmental laws and mandates in our mission execution.

- Multi Projects section replaced both outboard motors with more environmental compatible models on Survey boat WB-34 and intends to do the same work on Survey boat WB-32. The latest model generator set was purchased for WB-32 and WB-34 in order to comply with the latest emission standards.
- Environmental Compliance Coordinator keeps abreast of environmental laws and their applicability to Con-Ops mission.
- Operations branch coordinates and obtains proper state and federal environmental permits and/or certificates as necessary prior to maintenance work.
- Current Endangered Species initiatives include
 - Identify Okeechobee Gourd and Bald Eagle locations and refrain from APC treatment in those areas
 - Cease APC operations when manatees are in treatment areas
 - Identify Snail Kite nesting locations and coordinate with USFWS

5. Seek ways and means to assess and mitigate cumulative impacts to the environment; bring systems approaches to the full life cycle of our processes and work. The Construction and Operations Division is striving to be proactive in assessing cumulative impacts on resources by increasing interagency communications and being aware of project impacts to the environment.

- The APC program philosophy of "Maintenance Control" or 'keeping plants at the lowest feasible level' reduces cumulative environmental impacts by: using less herbicide and reducing sediment deposition.
- APC interagency and public meetings are conducted to ensure agency and public input as well as coordination of activities to reduce duplication and cumulative impacts.
- We are planning to replace the (two) main propulsion engines on the Survey boat FLORIDA this fiscal year with newer design engines that are more environmentally friendly [reduced exhaust emissions - the proposed engines comply with MARPOL 73/78 (IMO) Annex VI NOx Limits], and offer improved fuel economy.
- SFOO has implemented a recycling program to minimize disposal of paper products. This program also ensures batteries, oil, gas and other hazardous materials are disposed in accordance with state and federal regulations. The recycling program strives to reduce cumulative impacts to the environment.

6. Build and share an integrated scientific, economic, and social knowledge base that supports a greater understanding of the environment and impacts of our work. The Construction and Operations Division is continually identifying our knowledge needs and resources, utilizing the specialized environmental expertise we now possess, developing our knowledge base by tapping into sources of

expertise throughout the Federal government, state and local agencies, and the private sector and staying abreast of new technologies in our respective disciplines.

- APC is using GIS/GPS technology to track and document treatment areas and plants, protect T&E species by marking snail kite nests and Okeechobee Ground locations and protect human interests by marking water intake pipes.
- APC is using remote sensing information to reduce invasive ground survey techniques.
- Con-Ops is adopting environmentally safe techniques and strategies from state agencies as well as utilizing information developed by research activities at ERDC.

7. Respect the views of individuals and groups interested in Corps activities, listen to them actively, and learn from their perspective in the search to find innovative win-win solutions to the Nation's problems that also protect and enhance the environment. The Construction and Operations Division is actively seeking involvement of scientists, engineers, experts in academia, the private sector, public interest groups and other authorities in environmental issues which pertain to our mission and stressing collaboration across the federal community to achieve environmentally sustainable solutions.

- APC is collaborating with the USDA, FWS as well as a host of state, local and private individuals and groups to develop new technologies, biological control agents and more environmentally sustainable methods of operating.
- Operations branch participates on The Manatee Task Force with representatives from DEP, USFWS, etc.
- SFOO conducts Take Pride in Lake Okeechobee on an annual basis to promote a sustainable environment with the local community.
- SFOO Manatee Watch program involves volunteers and state agencies to help protect and monitor Manatee population.
- SFOO chairs the Lake Okeechobee Aquatic Plant Management Interagency Task Force that seeks the involvement of scientists, state and federal agencies and members of the public. The Corps listens to recommendations and suggestions and utilizes the recommendations and suggestions to find innovative win-win solutions in order to better manage the APC program.
- APC program takes into consideration the public's concerns about the management of the program by visiting with local business around the lake bimonthly and distributing current APC and lake information.
- Actively work to educate lake users, media and environmental organizations about the protection and enhancement measures utilized by the SFOO to ensure a sustainable healthy environment.

Construction and Operations Division - Initiatives Being Considered

1. Develop and implement a standard process for insuring that the EOP are considered, as standard operating procedure for all construction and operations activities, throughout the District.
2. Integrate EOP within all Construction and Operations training to insure institutionalization of the EOP within all Con-Ops activities.
3. Develop and implement a monitoring plan for the measurement of successful integration and compliance of the EOP.

Regulatory Division (All Principles)

Overall Objectives:

1. Teach the seven principles of the EOPs throughout the Regulatory Division.
2. Provide hands on training of how these principles should be applied on the regulatory program on a daily basis.
3. Work harder with our federal resource agency partners to shift emphasis towards a more systems approach to our program.
4. Provide more and enhanced public outreach on the regulatory program, how it works and how the principles are integrated into the process.
5. Full integrate GIS technology and special regulatory information sets into our day-to-day operations.
6. Specifically build information and analysis of the seven principles into our decision document templates.

Existing Efforts

1. Within the Regulatory Program, we continue to advance the use of a watershed/ecosystem approach. With multiple exotic species in Florida, multiple endangered species, and the critical nature of aquatic and upland interactions, the watershed/ecosystem approach is critical. Projecting years into the future with continued rapid human population growth in Florida, the environment can only be maintained by taking the watershed/ecosystem approach.

Example: SW Florida EIS.

Example: Coordination between decision-making in Regulatory and CERP.

Example: St. Joe paper strategic initiatives in the Panhandle.

2. The Corps Regulatory Program is an environmental protection program. All outputs consider the relationship of the physical environment and environmental consequences of human development.

3. The underlying principles of the Corps Regulatory Program allow reasonable development and protect the aquatic environment. The program outputs work to reinforce both economic and environmental solutions. Capital investment is the underlying need for environmental restoration and maintenance. Permit decisions generate capital as mitigation fees that are used to offset impacts. Synergy with state and local programs can increase the value to the environment of capital invested in mitigation by permittees in the Corps Regulatory Program.

Example: Synergy between SFWMD, Palm Beach County, a local water control district, and the Corps Regulatory Program to establish and accomplish the acreage mitigation in lieu fee approach. Through synergy of capability and programs, 1,600 individually owned lots are being purchased and restored in a physical location that forms a critical ecological corridor between wetlands to the east and west along Northern Palm Beach County.

4. Compliance efforts on issued permits enhance the Corps Corporate responsibility and accountability under requirements of the Clean Water Act. The Corps will continue to improve cooperation with FDEP, Water Management Districts and local governments to enforce requirements of issued permits.

5. Continued focus on Corps mitigation of cumulative effects in the Regulatory Program, focusing our attention on areas where critical and at risk aquatic ecosystems occur and where continued development pressure is expected. After determining areas where cumulative effects have and are occurring, the Regulatory Program is progressing toward establishing mitigation that takes a watershed/ecosystem approach to the area.

Example: Work between the Corps and Florida Audubon to offset small project by project adverse effects on the Florida Keys ecosystem through an in lieu fee arrangement. The Corps is working with all agencies to identify quality mitigation options that will be funded through the in lieu fee program.

Example: SW Florida EIS.

Example: St Joe Paper watershed approach.

6. The Corps will continue to work with other Federal, State and local interests to develop the best information possible to make Regulatory decisions on critical environmental issues. One administrative approach is the development of Regional EISs or other methods of reviewing complex environmental issues.

Example: Regional EIS on beach nourishment in Palm Beach County. The Corps is working closely with FDEP, Palm Beach County, other Federal agencies and local communities develop a comprehensive review of information on issues related to beach nourishment.

Example: SW Florida EIS.

7. The Corps Regulatory Program solicits and carefully considers the views of all interested parties on a case-by-case and daily basis. In addition, where watersheds are at risk and or have cumulative losses of environmental function, the Corps can establish watershed/ecosystem reviews that solicit the views of all stakeholders.

Example: SW Florida EIS.

Example: St Joe Paper watershed effort.

Process Initiatives under Consideration

1. Continue moving the program to a systems/watershed approach to project review.
2. Provide technical information to project managers and the public designed to internalize a watershed approach. This will include information on endangered species, important aquatic resources, water quality information and cultural resources from a basin or watershed perspective.
3. Use wetlands functional assessment tools (e.g. HGM, WRAP, FUMAM) to ensure no net loss of wetlands functions and values.
4. Sponsor regular interagency efforts on how to provide better cooperation on shared responsibilities, better information exchange and more effective issue resolution with our federal and State partners.
5. Continue our “strategic planning” initiatives to provide more proactive aquatic resource protection (e.g. Lake Belt, SW FL EIS, Santa Rosa County, Bay County).
6. Partner more with our State regulatory counterparts to seek ways to compliment our respective program processes and leverage limited resources.

7. Develop a set of public outreach presentations that incorporate the seven principles and how they are integrated into our program, coupled to our regular business processes and technical requirements.

8. Complete transition to our approved new organization to provide more effective technical and process support for workforce, and improve consistency across the Division.

9. Develop and publish information for public consumption on how the program is performing against the federal no net loss of wetlands policy, and how well permittees are complying with permit conditions.

11. Enhance permit compliance efforts.

12. Work closely with other District elements when permits are needed for compliance with Section 404 of the Clean Water Act or Section 10 of the Rivers and Harbors Act.

12. Realignment of Regulatory Division:

a. Move to fewer but larger teams to more easily react when applications are received in priority watersheds/ecosystems.

b. Expand the technical capability on big picture evaluations by forming the technical branch and by adding senior Team Leaders in the sections.

Real Estate

1. The Real Estate Division (RE) will not authorize use of Corps owned lands when the proposed use conflicts with the goals and intent of Federal policy and legislation on overall environmental quality. All of our outgrants are drafted and administered to conform with this policy in order to assure adequate protection of the environment. Before disposing of any of our real estate interests, all applicable laws and regulations are followed in order to protect the environment.
2. In coordination with Construction-Operations Division, Real Estate Division administers the Lake Okeechobee and Okeechobee Waterway Management Plan that was implemented to manage private exclusive use of the waterway in order to protect project purposes, restore natural environmental conditions along the shoreline, establish and maintain acceptable fish and wildlife habitat, preserve aesthetic quality, safeguard water quality and to promote the safe and healthful use of the project waters and lands for use by the general public.
3. Real Estate Division has played a vital role in working with the Environmental Protection Agency (EPA) in its cleanup efforts on various Superfund sites. In addition, RE input is provided as needed to EPA's Brownfields Program which assists in restoring previously contaminated private property to a productive state. The Real Estate Division provides invaluable historical information relative to the determination of eligibility of formerly used military sites for environmental restoration under the Defense Environmental Restoration Program.
4. Additionally, the Jacksonville District is currently engaged in the largest environmental restoration project in the world by seeking to restore a large portion of South Florida where competing interests of nature and development are critical to the future of the Everglades National Park while still maintaining sufficient levels of drinking water for human habitation and adequate water supplies to sustain the agricultural needs of the area.
5. The Real Estate Division often acts as an advisor and intermediary between landowners and the planners/engineers of the Corps since our division is often on the front lines listening to the concerns of property owners that lie within our project boundaries. It is part of our role to express the owners' concerns to our colleagues within the Corps in order to seek that ultimate balance and synergy between human development and natural systems for that win-win solution.
6. Without a win-win solution, Real Estate Division would be hard pressed to acquire the real estate necessary for the project. One of the goals that RE espouses is to increase public awareness of our responsibilities so that property owners may appreciate our efforts to achieve synergy. Our team members regularly converse with landowners and enlighten them on the benefits of our projects so that property owners may have a greater awareness of environmental matters and hence an understanding for the necessity for the government's acquisition of their land.
7. As an integral player, Real Estate Division, just as the entire U.S. Army Corps of Engineers organization, incorporates the 7 Environmental Operating Principles into our daily activities, ranging from the planning/formulation stage through to execution of both large scale as well as minor projects. The goal of our organization and the very essence of our existence as a federal agency is geared and directed to reach that ever so critical balance necessary to sustain man's existence with nature, where each is thereafter enhanced. We, as Corps members, understand that we live amongst our projects, and therefore, we seek to better our own living conditions while being ever mindful of the environmental concerns.

8. Finally, Real Estate Division is committed to continually educate our employees on our environmental responsibilities in order to assist in perpetuating the goal of obtaining environmental sustainability and to promote the 7 Environmental Operating Principles with other federal, state and local agencies.

Contracting Division

Ensure Environmental Operating Principles are incorporated in contracts and that contractual requirements are strictly enforced.