



**US Army Corps
of Engineers®**

Program Management Plan
For the
Civil Works Environmental Stewardship
Program
U.S. Army Corps of Engineers
2013

Preface

The U.S. Army Corps of Engineers (Corps) manages approximately 12 million acres of land and water at 456 water resources projects located in 46 states (Appendix A). This property contains many sites of special significance for wildlife, fish, wetlands, forest, grasslands and our cultural and historical heritage. Visitors are drawn by the abundant natural resources surrounding the projects – sometimes the only oases of green and blue in an increasingly developed world. As the largest federal provider of recreation in the U.S., approximately 370 million visits occur at a Corps recreation area each year.

Benefits from the Corps Environmental Stewardship Program include those associated with managing natural resources in a healthy and sustainable condition, fostering healthy lands and waters by balancing public uses and needs, protecting our cultural heritage, and providing public outdoor recreational opportunities. To obtain these benefits, the Corps engages in efforts that are performed in partnership with Federal, State, Tribal and local government entities, quasi-public organizations, and the private sector. As part of our ongoing effort to raise awareness about environmental issues, our staff provides hundreds of environmental education programs every year all around the country.

There are currently more than 30 national Memoranda of Understanding and Memoranda of Agreement between other organizations and the Corps. Stewardship related agreements include those with: B.A.S.S., Ducks Unlimited Inc., Environmental Protection Agency, Interagency Agreement with U.S. Fish & Wildlife Service, Interagency Agreement on the Endangered Species Act, Multi-agency Agreement for the Conservation of the Black-tailed Prairie Dog, International Mountain Biking Association, National Environmental Education & Training Foundation, National Fish & Wildlife Foundation, National Wild Turkey Federation, The Nature Conservancy, Health & Human Services – Center for Disease Control, Watchable Wildlife, Tread Lightly! Inc., and the Association of Partners for Public Lands.

Corps lands and waters also provide thousands of jobs and billions of dollars in revenue for local communities. Visitors to Corps lakes generate economic activity annually on items such as trip-related expenses such as gas, food, lodging and supplies within and outside the local communities surrounding Corps lakes. These dollars support hundreds of thousands of jobs nationwide. With more than 80 percent of Corps lakes located within 50 miles of a large U.S. city, this relationship has a tremendous socio-economic impact and is one significant way in which the Corps provides Value to the Nation (<http://www.corpsresults.us>).

The Environmental Stewardship Advisory Team (SAT) was formed to provide oversight and serve as an ad-hoc advisory committee to the Chief, Natural Resources Management, in Corps Headquarters. In addition, the SAT provides input to the strategic planning vision and makes recommendations on national priorities for the Corps' Environmental Stewardship Program. Members of the SAT include representatives from all Corps Divisions and rotating District and Project representatives. In addition, members from the Engineer Research and Development Center provide support and assistance to the SAT. Program managers at HQ/MSA's, Districts, and projects work together to achieve successful stewardship of Corps lands and waters. This includes program guidance, budget preparation and review at the HQ/MSA level, implementation at the District and project level, and reporting of performance measure data at the project level.

The Natural Resources Management (NRM) Gateway (<http://corpslakes.usace.army.mil>) is designed to be an efficient and dynamic method by which to assemble and manage institutional knowledge of the NRM program and its many components such as recreation, natural and cultural resources stewardship, environmental compliance, and career development for all employees. A portion of the website is available to the public, academia, and our Federal, State, Tribal and private partners to market these Corps services and facilitate learning. The Gateway is a major support tool for the NRM Community of Practice (CoP).

Environmental Stewardship is one of 4 sub-programs under the Corps Civil Works Environment Program consisting of Environmental Stewardship, Compliance, Ecosystem Restoration, and Formerly Utilized Sites Remedial Action Program (FUSRAP). This Program Management Plan (PgMP) provides a cooperative strategy for addressing critical national issues affecting the Stewardship Program within the Corps over the next year. In accordance with ER 5-1-11, U.S. Army Corps of Engineers Business Process, this PgMP is a living, working-level document that will be revised as needed to reflect changes in strategy, funding, or management goals.

Program Management Plan
For the
Environmental Stewardship Program

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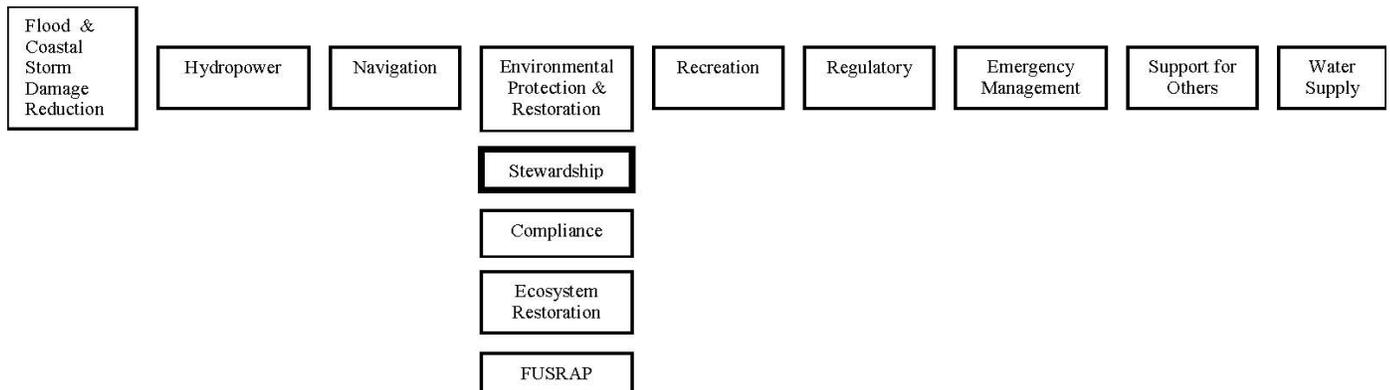
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Program Management Plan Environmental Stewardship

1. Scope. Stewardship is one of 4 sub-programs (Stewardship, Compliance, Ecosystem Restoration, and Formerly Utilized Sites Remedial Action Program (FUSRAP)) under the U.S. Army Corps of Engineers Environment Business Program. This Program Management Plan (PgMP) provides a cooperative strategy for addressing critical national issues affecting the Environmental Stewardship Program within the Corps over the next year. In accordance with ER 5-1-11, U.S. Army Corps of Engineers Business Process, this PgMP is a living, working-level document that will be revised as needed to reflect changes in strategy, funding, or management goals.

1.1. The nine main Civil Works Business Programs, including the 4 subprograms of the Environment Business Programs, are depicted below:



USACE Civil Works Business Programs

1.2. Objective of PgMP. The objective of this PgMP is to provide the framework for planning, communications, and quality management of the Environmental Stewardship Program. This PgMP is to clearly define strategic initiatives and high priority issues of the Corps' Environmental Stewardship Program that can best be addressed on a national level. This PgMP will assist in carrying out the Corps' natural resources stewardship mission to manage, conserve and sustain natural resources consistent with ecosystem management principles, guidelines and authorized project purposes, while providing quality outdoor public recreation experiences, to serve the needs of present and future generations (Appendix B).

This mission supports the Corps' 7 Environmental Operating Principles:

- Strive to achieve environmental sustainability. An environment maintained in a healthy, diverse, and sustainable condition is necessary to support life.

- Recognize the interdependence of life and the physical environment. Proactively consider environmental consequences of Corps programs and act accordingly in all appropriate circumstances.
- Seek balance and synergy among human development activities and natural systems by designing economic and environmental solutions that support and reinforce one another.
- Continue to accept our 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.
- 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.
- Build and share an integrated scientific, economic and social knowledge base that supports a greater understanding of the environment and impacts of our work.
- 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.

This PgMP will also assist in achieving the Environmental Stewardship Program goals to manage natural resources for a healthy sustainable condition and to foster healthy lands and waters by balancing public uses and needs. The result will be a management plan with well-defined responsibilities/milestones for addressing critical issues and an on-going process for incorporating lessons learned.

1.3. Customers and Stakeholders. The Environmental Stewardship Program serves the American public and numerous partners and concerned stakeholders. Environmental Stewardship efforts on Corps water resources projects are performed in partnership with Federal, State, Tribal and local government entities, quasi-public organizations, and the private sector and include state and federal fish hatcheries, state wildlife management areas, and federal wildlife refuges.

1.4. Location, Description of Services, Key Products. The Corps manages approximately 12 million acres of land and water at 456 multipurpose water resources projects located in 46 states. This property contains many sites of special significance for wildlife, fish, wetlands, forest, grasslands and our cultural and historical heritage. Visitors are drawn by the abundant natural resources surrounding the projects – sometimes the only oases of green and blue in an increasingly developed world. Approximately 370 million visits occur on a Corps recreation area each year, making the Corps the largest federal provider of recreation opportunities in the U.S.

1.5. In operating and maintaining its multi-purpose lands and waters, the Corps integrates the management of the existing diverse natural resources (such as fish, wildlife, forests, grasslands, wetlands, soil, air, water) and cultural and historic resources into one or more of its eight other missions. The Corps conserves natural resources and provides public recreation opportunities that contribute to the quality of American life. Natural resources management activities include compiling natural resource inventories; identifying “special status species” and their habitat; preparing Master Plans, Operational Management Plans and general plans; conducting/implementing stewardship, mitigation or enhancement; protecting natural

resources; producing and removing products such as timber, minerals and agricultural crops where part of a management plan; pollution abatement; out-granting lands in accordance with approved policies; managing pest and invasive species; conducting boundary surveys and marking; shoreline management and managing for cultural and historical resources.

1.6. As a matter of law and good environmental practice the Corps provides stewardship of its projects lands and waters to sustain healthy natural resources and preserve cultural and historical resources that occur on this federal estate, to comply with environmental law and to minimize environmental impact.

1.7. Authority. Since the passage of the National Environmental Policy Act (NEPA) in 1969, environmental protection has been a key component of the Corp's Civil Works programs. The Corps takes its primary mandate for stewardship of project lands and waters from the language provided in NEPA, which essentially states the Federal government will:

- Fulfill its duties as trustee of the environment.
- Assure safe, healthful and productive surroundings.
- Attain the greatest beneficial uses of the environment without degradation or undesired consequences.
- Preserve important historic, cultural and natural aspects of our national heritage -Maintain an environment that supports diversity.
- Achieve balance between population and resource use.
- Enhance the quality of renewable resources.

1.8. Program Goals and Objectives. The Water Resources Development Act of 1990, Section 306, established environmental protection as a primary mission in Civil Works water resources development. Compliance with various other federal and state environmental laws, such as such as the Endangered Species Act of 1973, the Fish and Wildlife Coordination Act, Forest Cover Act of 1960, Clean Water Act, Archeological and Historic Preservation Act, and others, are also primary objectives. Concurrently, the Corps must meet the authorized purposes for which its projects were built, and seek to balance sometimes-conflicting public needs and uses.

1.9. Research and Development. Research and development (R&D) recommended and guided by the Stewardship Advisory Team (SAT) is to assist the Environmental Stewardship Program with tools to accomplish its mission or to assist in providing information that forms the basis for the development of recommended policy. Recommendations for research are to be made through the SAT to the HQ Environmental Stewardship Program Manager. The Engineering Research and Development Center (ERDC) and/or others outside the Corps will support the R&D requested by the SAT and approved by the HQ Environmental Stewardship Program Manager. Other research and development initiated independently of the SAT between Corps Districts and laboratories are beyond the scope of this PgMP.

R&D strategic initiatives of interest to the SAT will be overseen by a SAT Project Delivery Team (PDT). The PDT will assign a project lead for the PDT and will have a Statement of Need, a Prepared Scope of Work and an advocate before research commences. The project lead will be a SAT member (or ad hoc member) and serves as an intermediary between the SAT and any principal investigator and/or institution assigned to support the PDT. SAT research will be topical and limited in nature and requires a defined timeframe to complete. Present topics being developed are depicted in Table 1.

1.10. Environmental Stewardship Program Goals and Objectives. Overall Environmental Stewardship Program objectives as specified in Engineering Regulation (ER) 1130-2-540, and include managing natural resources in accordance with ecosystem management principles, is to ensure their continued availability and providing a safe and healthful environment for project visitors.

1.11. Program Delivery Team. The Environmental Stewardship Advisory Team (SAT) (as established by ER 1130-2-540, Chapter 7) shall serve as the core Program Delivery Team (PgDT). The SAT is comprised of members from across the Corps' Environmental Stewardship Program. Each Major Subordinate Command (MSC) has a permanent SAT representative. Additional SAT members are selected at-large for 4-year terms. The chair is elected by team members to serve a 2-year term. Also, serving indefinite terms are the Project Manager from the Engineer Research & Development Center in Vicksburg, the Headquarters Environmental Stewardship Program Manager (Community of Practice (CoP) Leader). Additional members to the PgDT shall be selected ad hoc, and any additional members as recommended by Regional Environmental Stewardship Program Managers to and approved by the Headquarters – Environmental Stewardship Program Manager. The PgDT will meet twice annually to review progress and to recommend revisions to this PgMP at the fall session. Project Delivery Teams (PDT) will meet on an as-needed basis to fully develop, implement, and sustain their products.

Environmental Stewardship Program Delivery Team members are:

Headquarters Environmental Stewardship Program Manager (CoP Leader):

Jeff Krause

Headquarters, USACE

Regional Environmental Stewardship Program Managers:

Jeff Defosse

Great Lakes & Ohio River Division

Lynn Neher

Mississippi Valley Division

Mike Vissichelli

North Atlantic Division

Tim Dykstra

Northwestern Division

Gayle Rich

Pacific Ocean Division

Scott Strotman

South Atlantic Division

Phil Smith

South Pacific Division

Larry Bogue

Southwestern Division

Selected District Representatives:

Jim Jacobson (current Chair)

Seattle District

Brandon Mobley

Ft. Worth District

Selected Project Representatives:

Kevin Nogroski

Youghiogheny River Lake Project

Brian Nail
Tara Whitsel
Tim Feavel
Jerry Fulton
Sue-Ellen Gleaves

Saylorville Lake Project
Raystown Lake Project
Chena River Lakes Project
Allatoona Lake Project
Stanislaus River Parks

Research and Development Representative:

Scott Jackson Engineering Research and Development (ERDC)

SAT Support:

Meredith Bridgers ERDC
Christine Wibowo ERDC
Dr. Wen Chang Institute for Water Resources Development (IWR)

2. Critical Assumptions and Constraints.

- Responsibility for the overall Civil Works (CW) Environment Business Program resides with the Headquarters USACE CW Environment Business Program Manager.
- Responsibility for the CW Environmental Stewardship Program resides with the Headquarters Environmental Stewardship Program Manager.
- The CW Environmental Stewardship Program addresses the stewardship of natural and cultural resources on Corps administered, CW operating water resources project land and waters.
- The CW Environmental Stewardship PgDT shall operate under the general guidance of EP 1130-2-540, Chapter 7, Stewardship Support Program (Appendix C), and adhere to the guidelines and processes described for the Environmental Stewardship Advisory Team, in Chapter 7-6. This guidance may be supplemented or revised as needed.
- Members of the CW Environmental Stewardship PgDT, who are outside the SAT, shall be included in the recommendation, development, and coordination of projects/ efforts that support the CW Environmental Stewardship Program.
- There will be continuing pressure to develop Corps–managed lands and waters.
- Unique natural resources that occur on project lands include habitat for special status species, Important Bird Areas, Watchable Wildlife Areas, North American Waterfowl Management Plan Areas, significant wetlands, prairies, ecosystems and riparian areas.
- Unique cultural and historic resources include Native American sites, designated historic sites and paleontological sites

3. Funding. The fiscal objective of this PgMP is to ensure that funds are efficiently utilized to meet the needs of the Environmental Stewardship Program and its customers. PgDT and Project Delivery Team (PDT) members are responsible for effective work execution and fiscal closeout.

3.1. Funding for PgDT. The PgDT shall be responsible for the recommendation and development priority work items to be addressed by the PgDT and CoP. Each recommended priority work item shall have an identified proponent to develop a *statement of need* that is presented to the PgDT at the SAT fall meeting (or as necessary). The statement of need is a

clearly defined document that provides the current situation; problem statement, extent, frequency and impact; proposed solution; and desired end state. Statements of need shall be evaluated by the PgDT and upon their recommendation will proceed to development of a *work plan*. A project delivery team (PDT) shall be assigned to develop a proposed *work plan* for consideration by the PgDT during the spring SAT meeting (or as necessary). The proposed work plan will be developed in conjunction with the proponent, and in response to a statement of need. The work plan is a critical document that provides the PgDT with detailed information on the scope, approach, resources required, and return on investment. A work plan will be no more than 20 pages in length and provide the following information:

- a) Problem Statement Elaboration
- b) Review Activities, Programs and Studies
- c) Objectives
- d) Approach and Procedures
- e) Products and Target Audiences
- f) Technology Transfer
- g) Cost Estimate
- h) Deliverable Schedule

3.2. Funding for the Environmental Stewardship Business Program. Project, District and MSC Environmental Stewardship budget requests shall be prepared in accordance with annual CW Budget EC. Budget requests shall be performance based and in accord with guidance provided in the current budget EC and by higher-level authority. The final CW Environmental Stewardship O&M budget request shall be recommended to the Environment Business Program Manager by the Environmental Stewardship Program Manager, and in consultation with the PgDT. Funding allocations to MSCs shall be by the Headquarters USACE established process.

4. Quality Management Plan and Objectives. The PgDT meets twice annually to review program goals and objectives, obtain status reports on assigned tasks, and to make necessary schedule and program adjustments. The PgDT is responsible for coordinating with their MSC, district and field office counterparts to communicate program objectives and guidance, to participate in ongoing PgDT and overall CW Environmental Stewardship Program activities, and to seek feedback on program and needs as well as the perceived value of proposed or completed projects. PgDT members also attend national and regional environmental stewardship-related workshops and conferences and foster partnering with Federal, State, Tribal, local and private entities.

5. Acquisition Strategy. The HQ USACE Environmental Stewardship Program Manager annually coordinates the budget requests from the MSC. They recommend and provide justification for these annual budgets to the HQ USACE Environment Program Manager. The budget request is evaluated with consideration of the needs of the entire Civil Works Environment Program to determine priorities and final budget request to OMB.

6. Risk Analysis. Risk will be managed through the PgDT biannual reviews that include: progress evaluations, reassessment of priorities and resources when needed, and the inclusion of emerging issues. Additional meetings of individual Project Delivery Teams will be held as needed. Schedule, work products, and budget constraints are the primary areas of concern.

7. Change Management Plan. As mentioned in section 6 above, the PgDT meets twice annually to review program goals and objectives, obtain status reports on assigned tasks, and to make

necessary schedule and program adjustments. Significant changes in the priorities, goals and objectives of the Environmental Stewardship Program or the PgDT will be coordinated with the CoP for impact analysis and input.

8. Communications Strategy. A variety of communications techniques are used to provide information to and obtain feedback from the Environmental Stewardship CoP, and from Environmental Stewardship stakeholders and partners. These techniques may be used to identify needs, to accomplish work and to share lessons learned. These include but are not limited to:

- Biannual PgDT meetings
- NRM Gateway
- Periodic HQ Civil Works Environment Program strategy briefs
- PgDT member support of national and regional workshops, conferences, meetings, PDTs, etc.

9. Measurement of Program Success. The Environmental Stewardship Program performance goals and associated performance measures are listed in Section 1.10 and will be refined as needed.

10. References.

- Engineer Regulation 5-1-11, U.S. Army Corps of Engineers Business Process.
- Engineer Regulation 1130-2-500, Project Operations, Partners and Support (Work Management Policies).
- Engineer Pamphlet 1130-2-500, Project Operations, Partners and Support (Work Management Guidance and Procedures).
- Engineer Regulation 1130-2-540, Project Operations, Environmental Stewardship Operations and Maintenance Policies.
- Engineer Pamphlet 1130-2-540, Project Operations, Environmental Stewardship Operations and Maintenance Guidance and Procedures.
- Engineer Regulation 1130-2-550, Project Operations, Recreation Operations and Maintenance Policies.
- Engineer Pamphlet 1130-2-550, Project Operations, Recreation Operations and Maintenance Guidance and Procedures.
- Section 4 of the Flood Control Act of 1944 gave the Corps specific authority to provide public outdoor recreation facilities at its projects and to enter into agreements with nonfederal public agencies for those purposes.
- Federal Water Project Recreation Act of 1965 (Public Law 89-72) mandated that full consideration be given to outdoor recreation and fish & wildlife enhancement as equal project purposes.
- Water Resources Development Act of 1986 (Public Law 99-662) prohibited the Secretary of the Army from requiring non-Federal interests to assume operation and

maintenance of existing facilities as a condition for new recreation facility construction. Section 1135 authorized the Corps to plan, design and construct fish and wildlife habitat restoration measures involving structures or operations of a Corps project, or modification off-project when it is found that a Corps project has contributed to the degradation of the environment.

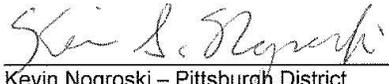
- Water Resources Development Act of 1990 (Public Law 101-640) stated that any structural change should avoid adversely impacting recreational use even if that was not the original authorized purpose of the structure.
- Water Resources Development Act of 1992 (Public Law 102-580) authorized entering into challenge cost share partnerships for operation and/or management and development of recreation facilities and natural resources.
- Section 206 of the Water Resources Development Act of 1996 (Public Law 104-303) authorizes the Corps to undertake restoration projects in aquatic ecosystems such as rivers, lakes and wetlands. Section 208a directed the Secretary of the Army to provide increased emphasis on and opportunities for recreation at, water resources projects operated, maintained, or constructed by the Corps of Engineers, and provide a progress report to Congress within 2 years.
- Omnibus Parks and Public Land Management Act of 1996 (Public Law 104-333) authorized the National Recreation Lakes Study Commission that provided recommendations for federal stewardship.
- Forest Cover Act of 1960 provides for the protection of forest cover for reservoir areas under the jurisdiction of the Corps.
- Related Federal Environmental Laws such as Archeological and Historic Preservation Act, Clean Air Act, Clean Water Act, Endangered Species Act, National Environmental Policy Act, etc.

11. Program Management Plan Approval. The Headquarters USACE Environmental Stewardship Business Program Manager (HQ Environmental Stewardship CoP Leader) is responsible for program oversight. The Environmental Stewardship PgDT will submit this PgMP to the Chief, Natural Resources Management for approval. Following initial approval, this PgMP will be updated by the Environmental Stewardship PgDT with major changes or deviations approved by the Chief, Natural Resources Management.

Signatures of Program Delivery Team Members

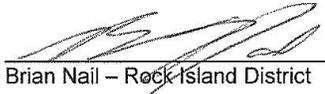


Scott Jackson – Engineering Research & Development Center



Kevin Nogroski – Pittsburgh District

Jeff Defosse – Great Lakes & Ohio River Division



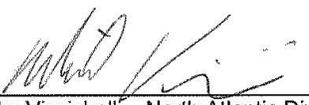
Brian Nail – Rock Island District



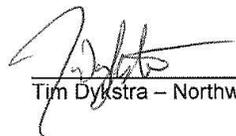
Lynn Neher – Mississippi Valley Division



Tara Whitsel – Baltimore District



Mike Vissichelli – North Atlantic Division



Tim Dykstra – Northwest Division



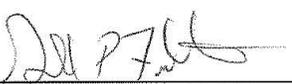
Jim Jacobson – Seattle District

Gayle Rich – Pacific Ocean Division

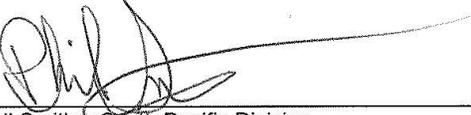
Tim Feavel – Alaska District



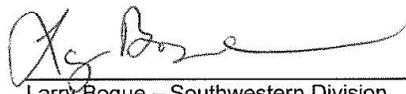
Scott Strotman – South Atlantic Division



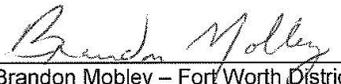
Jerry Fulton – Mobile District



Phil Smith – South Pacific Division



Larry Bogue – Southwestern Division



Brandon Mobley – Fort Worth District



Sue-Ellen Gleaves – Sacramento District

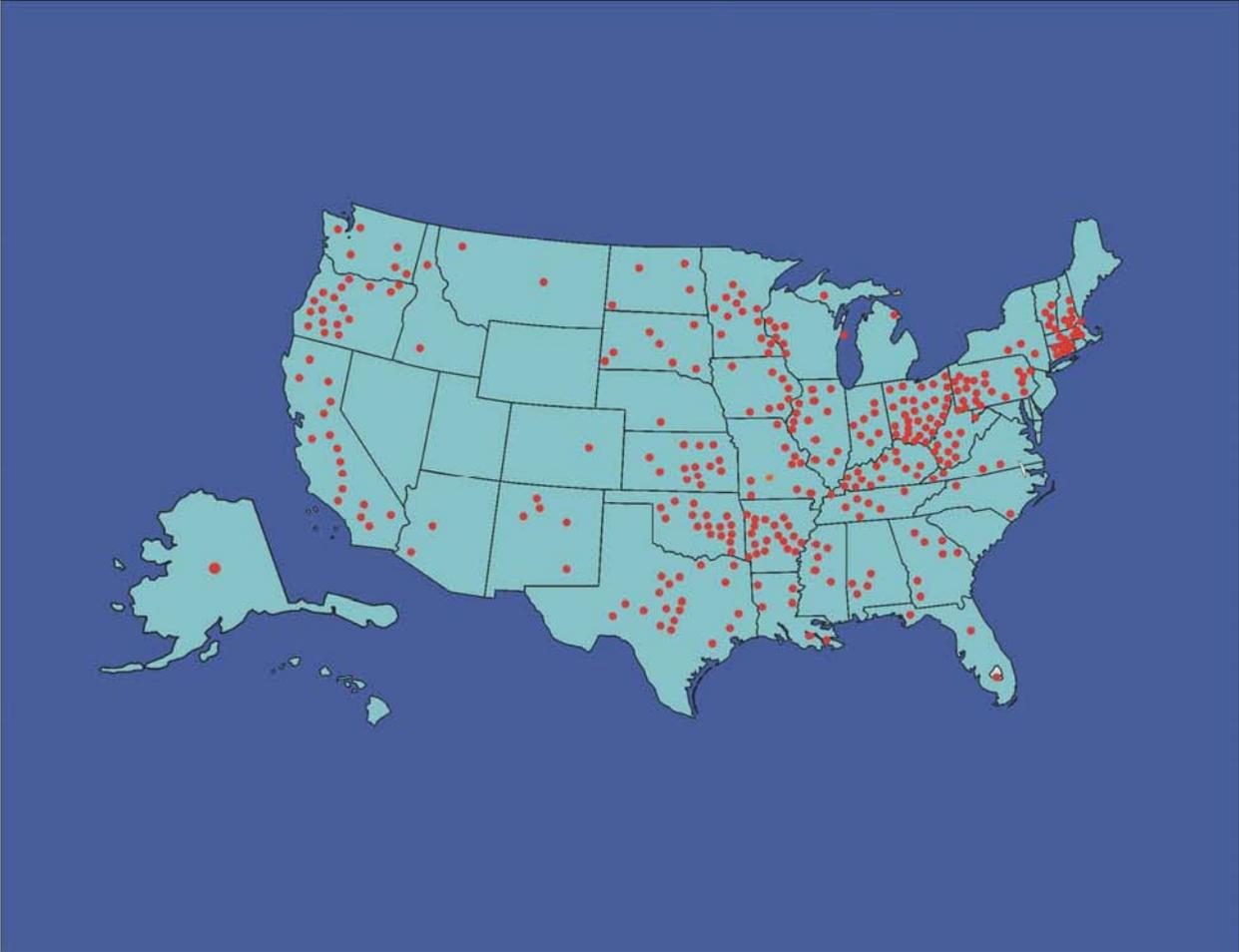


~~Vacant~~ – HQUSACE, ENS Program Manager

Approved: 

Mary Columbe – Chief, HQ NRM

Appendix A Distribution of Corps Lands & Waters



Appendix B

Natural Resources Management Mission Statement

The Army Corps of Engineers is the steward of the lands and waters at Corps water resources projects. Its Natural Resources Management Mission is to manage and conserve those natural resources, consistent with ecosystem management principles, while providing quality public outdoor recreation experiences to serve the needs of present and future generations.

In all aspects of natural and cultural resources management, the Corps promotes awareness of environmental values and adheres to sound environmental stewardship, protection, compliance and restoration practices.

The Corps manages for long-term public access to, and use of, the natural resources in cooperation with other Federal, State, and local agencies as well as the private sector.

The Corps integrates the management of diverse natural resource components such as fish, wildlife, forests, wetlands, grasslands, soil, air, and water with the provision of public recreation opportunities. The Corps conserves natural resources and provides public recreation opportunities that contribute to the quality of American life.

Appendix C

EP 1130-2-540 – Environmental Stewardship and Maintenance Guidance and Procedures

ER 1130-2-540 – Environmental Stewardship Operations and Maintenance Policies

<http://www.usace.army.mil/inet/usace-docs/eng-pamphlets/ep1130-2-540/basdoc.pdf>

<http://www.usace.army.mil/inet/usace-docs/eng-regs/er1130-2-540/entire.pdf>.

Appendix D Strategic Initiatives

PDT Name	Origin Year	Members (current SAT members in bold)	Due Date	Known Milestones
ENS Workplan	2009	Larry Bogue , Johnny Kiser, Scott Sunderland, Brian Nail , Kevin Nogroski (PM) , TS: Wen Chang, Meredith Bridgers	TBD based on Decision Point	Feedback from end-users (winter 2012); Decision point on next steps (winter 2012-13 session)
Master Plan Advisory Team	2010	Tim Toplisek (HQ), Lynn Neher (PM) , Don Wiese, Donald, James Hill, William Bond, Allison Ross, Fari Tabatabai	Spring 2012	Revised Policy through HQ review (Fall 2012); Pilot Projects (TBD)
ENS Roadmap	2011	Jeff Krause (PM)	TBD	Statement of Need/Purpose (Nov. 15, 2012)
ENS Roadmap - Core Definition	2012	Tim Dykstra , Jim Jacobson , Brian Nail , Tara Whitsel	Prior to FY15 budget	Statement of Need/Purpose (Nov. 15, 2012)
ENS Roadmap – Asset Management	2011	Larry Bogue (PM) , Mike Vissichelli , Phil Smith	TBD	
ENS Roadmap – Performance Measure	2011	No one identified	TBD	Statement of Need/Purpose (Nov. 15, 2012)
Shoreline Permit PDT	2009	Tim Toplisek (HQ), Scott Strotman (PM) , Melissa Wolf, Maurice Simpson, Andreas Patterson, Tadd Potter, Michael Richards, Brian Wright, Bruce Bringman, George Tabb, Kevin Nogroski	TBD	Statement of Need/Purpose (Nov. 15, 2012)
Regulation Update 1130-2-540	2009	Jeff Krause (HQ) , Brandon Mobley (PM) , Tim Dykstra , Steve Perrin, Ken Day, Johnny Kiser, Tim Toplisek, Paul Ocker, Jeremy Crossland, Wes Messinger, Kat Beal, Kenneth Shingleton, Chris Pulliam, Paul Rubenstein, Mark Case, Dan Hays, Jonathan Carlisle	Completion by end of FY 12	SAT Review (winter 2012)
Cultural Resources PDT	2009	Paul Rubenstein, Jeff Krause (HQ) , Chris Pulliam, Ken Shingleton, Lynn Neher (PM)	Ongoing	
Master Plan Prioritization Team	2012	Larry Bogue (PM) , Mike Richards, Brian Nail , Andreas Patterson	FY15 Budget Development	
SAT/RLAT Administration Team	2012	Jim Jacobson (SAT Chair) , Mike Vissichelli (RLAT Chair) , Tom Ehrke (RLAT), Tara Whitsel (SAT) , Brian Turner (RLAT), Diana Errico-Topolski (RLAT); Sue-Ellen Gleaves (SAT)	Ongoing	Reorganize/update SAT Gateway Page (winter, 2012); Mid-session conference call (Nov. 14, 2012); Final agenda/logistics for spring mtg. (Jan./Feb., 2013); Mid-session conference call May 15, 2013; Final agenda/logistics for fall mtg (July/Aug., 2013)
Business Line Revenue Balance PDT "Balance Sheet"	2012	Jerry Fulton, Mike Richards (PM), John Marnell, Jeff Defosse , Tim Dykstra	TBD based on Decision Point	Statement of Need/Purpose (Nov. 15, 2012)
NRM OMBIL users Group	2006	Dena Williams (PM), Melissa Rhinehart, Lynn Neher		
GIS and NatureServe	2005	Jeff Krause (PM) , Sue-Ellen Gleaves TS: Wen Chang	Ongoing	

Partnership Advisory Committee	2011	Heather Burke (PM)		Provide 2 Partnerships in NRM Prospect course classes in FY 13 in addition to APPL training, webinars, and conference/briefing sessions, expand the role of the CNREF, continue to seek national partners
National Minerals Extraction Team		No one identified		
Invasive Species Leadership Team		Brandon Mobley (PM)		

Stewardship/Recreation Leadership Advisory Teams' Administration Project Delivery Team

Statement of Need

Statement of Need Development Date: 15 May 2012

Working Group: Jim Jacobson (SAT Chair), Mike Vissichelli (RLAT Chair), Tom Ehrke (RLAT), Tara Whitsel (SAT), Brian Turner (RLAT), Diana Errico-Topolski (RLAT), TS: Kathy Perales

1.0 Current Situation

The Stewardship Advisory Team (SAT) was established in accordance with Chapter 7 of ER 1130-2540 to provide guidance on national programs and policy to improve Environmental Stewardship of Corps lands and waters. Currently, the SAT includes 18 representatives from all Corps Divisions and rotating District and Project personnel. Each Major Subordinate Command (MSC) has a permanent SAT representative. Additional SAT members are selected at-large for 4-year terms. The chair is elected by team members to serve a 2-year term. Also, serving indefinite terms are the Project Manager from the Engineer Research and Development Center in Vicksburg and the Headquarters Environment-Stewardship Program Manager.

The Recreation Leadership Advisory Team (RLAT), consisting of 18 members, was established to provide oversight of the RMSP. Members of the Team consist of representatives from District (four rotating representatives), Project Offices (four rotating representatives) and all CE Divisions (eight permanent representatives). Rotating Team members serve 4-year terms. Two non-voting members (the program manager and the project manager) will represent HQUSACE and the U.S. Army Engineer Research and Development Center (ERDC).

2.0 Problem Statement

Two unique and significant problems were recognized through the development of the Statement of Need, which are directly related to the rotation of membership in the SAT and RLAT teams and the administrative requirements of the chairs held by each team:

- While a continual change in membership serves to strengthen the SAT/RLAT and provide enhanced sharing of knowledge and information, it presents a unique challenge in having a membership that is up to date on current tasks and challenges so that they are ready to assume the roles of departing team members.

- Chairs of each team (RLAT/SAT) have inherent team administrative tasks. These tasks have the potential for large work and time requirements that can be most effectively accomplished through assistance of team members.

3.0 Problem Extent, Frequency, and Impact

The extent and frequency of the problem is perpetual in that every year 2-3 members of each team will naturally rotate off in addition to potential changes at the MSC level. The impact of the rotation creates the problems detailed above and provides the potential for inefficient development of new membership thus resulting in not meeting the maximum potential and effectiveness of the SAT and RLAT.

4.0 Proposed Solution

The proposed solution to the problem is the development of an Administration Project Delivery Team (PDT). The goal of the Administration PDT is to serve as an introduction for new members while additionally assisting both the RLAT and SAT chairs with team management. The working group will typically consist of team members from both the SAT and RLAT as meetings are typically held consecutively due to travel and budget restrictions. During the January 2012 – Winter Session of the SAT & RLAT meeting the Administration Team was formed.

5.0 Desired End State

The desired end state of the Administration Team is to have a fluid working group consisting of new members assigned to both RLAT and SAT with previous working group members rotating off after the first or second year of their 4 year term.

This rotation will provide the needed support to the team (RLAT/SAT) chairs in terms of administrative tasks while providing an avenue for new team members to become involved, understand current and past initiatives, and seek involvement in additional project delivery teams within the respective team unit.

6.0 Other Relevant Information

Current proposed actions for the SAT and RLAT Administration Team includes:

- Continual Management/Oversight/Reorganize/Update of the SAT Gateway Page and RLAT Gateway Page
- Assist in review and updates to each team unit's PMP
- Assist chair in the preparation of the agenda and logistics for each semi-annual team meeting

Assist chair in the preparation of mid-session conference calls

Statement of Need
Master Plan Advisory Team

Working Group:

Tim Toplisek Proponent
Lynn Neher (PM)
Jim Hill
Don Wiese
Tim Feavel
Allison Ross
Fari Tabatabai

1. Current Situation:

Master Plans at many of our projects are outdated. Districts have been reluctant to spend the funds necessary to do complete Master Plan Updates. This is due to the lack of planning expertise and the past record of not getting a finished product after funding a multiple year effort. Current regulations and methods result in a document that is large and full of unnecessary information that makes the Master Plan expensive to prepare and not useful to the field staff.

2. Problem Statement:

During a recent GAO audit of the Corps' Recreation Program, it was noted that most of the Corps that were looked at did not have a Master Plan that was up-to-date nor used by the Project's staff in their planning efforts or day-to-day operations. The ASA as well as the current Administration's AGO effort has made it a point to emphasize the need for Corps Leadership to support the completion of Master Plans.

Corps lands are routinely seen as the path of least resistance by utility companies, pipelines, and other outside interest when seeking easements to go from point A to point B. Corps lands have also been targeted in the last few years for development by outside interest. Without a current Master Plan in place that has been well thought out and supported by the local stakeholders through the scoping process, the Corps does not have a means to deny or shape the many land use request that come to them from developers.

3. Problem Extent, Frequency, and Impact:

The majority of our Corps Projects do not have an up-to-date master plan and are within 50 miles of a major metropolitan area. This leads to intense development pressure and no way to defend actions to deny real estate request. In order to properly manage a Corps project, a manager has to know what they have and they have to have a well thought out plan as to what each parcel of land is capable of providing.

4. Proposed Solution:

In 2010, the SAT established a PDT to come up with ways to streamline the process of developing a master plan. Members of the PDT were from Districts where the master plan process was still in place and had evolved into a workable process. The PDT was to come up with suggestions for both a revised master plan process and content.

5. Desired End-State:

The PDT was to prepare a final report of recommendations to Corps HQ and SAT staff for review and implementation. Recommendations will be incorporated into the Corps regulations through the revision of the ER and EP on master plans. These recommendations will also be used on several pilot studies to show how they are envisioned to work.

Statement of Need

Master Plan Prioritization Team

Working Group:

Jeff Krause, HQ Proponent

Larry Bogue (PM), Mike Richards, Brian Nail, Andreas Patterson

1. Current Situation

Master Plans have been a performance measure of the Environmental Stewardship Business line since initiation of performance based budgets. Currently 104 of 340 (30%) Master Plans are in compliance with MP regulations. The Master Planning process has been cited as deficient and broken in a 2007 Inspector General Audit and also referenced in a recent 2010 Army Agency Audit as lacking progress. To elevate the importance of Master Plans, the Corps inserted Master Planning as a specific action item in the President's America's Great Outdoor Initiative.

Recently, a Master Planning PDT completed a report with nine recommendations for streamlining the master plan process including the improved budgeting of master plans. The focus of this PDT is on the improved budgeting of Master Planning through the Corps annual budget development process.

2. Problem Statement:

Although the streamlining recommendations provided by the Master Plan PDT should facilitate more timely and efficient master plan development, the current budget process does not facilitate an effective means to identify and fund the highest priority master plans.

3. Problem Extent, Frequency, and Impact:

Nationally, very little progress has been made on the performance of bringing master plans within compliance. Nearly 70 percent of Corps projects do not have a master plan that is compliant with current regulations. Funding priorities submitted in the annual budget process are usually limited to only a couple of Master Plans being completed due to the cost and impact on local workloads. Impacts of not having Master Plans completed range from poor decision making at projects concerning new development or land use requests, loss of resources not adequately protected through proper land classifications and dissatisfaction with stakeholders, conservation partners, developers and congressional interest who are confused when decision making is unclear or delayed.

4. Proposed Solution:

The most important part of budget development is the identification of the highest priorities. The following steps will be followed to assist in the assessment, rankings and funding of high priority master plan projects.

- Identify high priority projects through improved assessment of risk and consequences along with measurement of objective project specific data.
- Revise performance measure based on a sub-set of highest risks projects.
- Coordinate changes with RLAT for input
- Reevaluate ESBest process to rank MPs based on revisions
- Incorporate changes to performance, risk and priorities into FY 15 Budget EC.

5. Desired End-State:

A revised budgeting process for Master Plans based on risk, consequences and objective data that results in identification of the highest risk projects in need of updated master plans and a performance metric that measures progress toward completion of that subset of Master Plans.

Statement of Need
Cultural Resource Advisory Team

Working Group:

Jeff Krause Proponent
Paul Rubenstein
Ken Shingleton
Chris Pulliam
Lynn Neher

1. Current Situation:

The care and protection of cultural resources currently on or recovered from Federal lands is an Environmental Stewardship responsibility. This responsibility is likely the least understood within the ES community including the SAT.

2. Problem Statement:

The SAT lacks the experience and expertise in the field of Cultural Resources. This includes laws and regulations, curation of artifacts, budgeting, performance measures, NAGPRA, etc.

3. Problem Extent, Frequency, and Impact:

This is not only a problem for the SAT but the entire Corps Operations Division. The Districts rely on their cultural resource experts in their Planning/Engineering Divisions but the SAT did not have such a resource.

4. Proposed Solution:

In 2009, the SAT established a PDT to provide the necessary support on cultural resource issues.

5. Desired End-State:

The PDT will provide suggestions on performance measure/budgeting, OMBIL data needs, and ER/EP updates as needed.

Statement of Need

ENS Roadmap-Asset Management

Working Group:

Jeff Krause Proponent
Larry Bogue, PM
Mike Vissichelli
Phil Smith

1. Current Situation

Asset Management (AM) continues to move forward across all missions of the Corps in Operations. Inland Navigation has been the most aggressive with AM and Operational Condition Assessments (OCA). Flood Risk Management is in the process of developing a list of all assets and components and FRM will begin to do OCAs. Hydropower and Recreation have begun developing their AM policy and OCAs. However, environmental stewardship (ES) has not formalized our AM needs or directions. AM and associated OCAs are being scheduled and in some MSCs all OCAs are due this FY or next FY. AM, OCA and FEM are increasingly being linked. Future budget submittals in some BLs may require FEM or OCA data to support their budget packages. ES and SAT need to determine need for AM and OCAs. ES does not clearly fit the AM process as with FRM and their hundreds of assets and components in their OCA tool.

The ES BL has few constructed assets but we do manage millions of acres of lands and water. The largest decision point is do we include land and water into AM with associated OCA and FEM processes. The ES BL does manage and fund constructed assets such as fish ladders, hatcheries, pump facilities, wet cell –green tree cells with associated gates and pumps, fences, fish exclusion devices, but these constructed assets are limited and are primarily in the NWD.

The following are the six essentials for effective AM.

1. Keep it Simple (*Does not mean lack of rigor*)
2. Show Value (*“It is all about the money”*)
3. Must be Sustainable
4. “Common Denominator(s)” between assets
5. Process must have Rigor and Sophistication. Must be Flexible and be “Growable.”
6. Prefer to incorporate Existing Products and Tools

The following are the USACE – Seven Tenants of Asset Mgmt

1. Support Mission
2. Reasonable Value commensurate with effort
3. Consistent Activities and process applied across USACE
4. Good use of resources Human & capital use reflect good stewardship
5. Defensible Detail and rigor to allow for internal and external review
6. Sustainable Resource requirements & delivery allow for continued implementation
7. Credible Accomplish in realistic, transparent & understandable manner

2. Problem Statement:

The following is the opening statement from “Asset Management Process for Multipurpose Water Resources Projects” which is draft and published in July 2010. But you can see how AM will use risk and reliability.

Asset Management of multi-purpose projects will be defined as the practice of controlling risks through the reliability of operating components in order to satisfy minimum levels of acceptable service for each project purpose. In accordance with Civil Works guidelines, a nationwide perspective must be maintained to assure that available funding provides the greatest public benefit for the investment. These guidelines state that “an effective risk management requires an inventory of each class of assets, some form of standardized condition assessment, and a method to evaluate the reliability of these assets and consequences of unsatisfactory performance. But to effectively balance tradeoffs and integrate mission objectives through a risk management approach will require some common objectives or metrics and an integrated framework. Risk management evaluates which risks identified in the risk assessment process require management and selects and implements the plans or actions that are required to ensure that those risks are controlled.”

Presently, the Corps continues to maintain and operate 383 dams and reservoirs as well as some levee systems. These projects are primarily for the purpose of flood damage reduction (flood risk management). However, many provide other benefits such as water quality, Hydropower, water supply, recreation and enhancement of *natural resources*.

3. Problem Extent, Frequency, and Impact:

AM needs to be simple and value added for ES. It is recommended the SAT continue with process to include only constructed assets. Land and water conditions are critical for all missions of the Corps but the condition as our land based resource should be documented in OMBIL.

4. Proposed Solution:

It is proposed that AM for land be refined in OMBIL for OCAs. AM for constructed assets will be developed by a team to map out assets and critical components. FRM contains land and boundary in its components and ES will need to coordinate with FRM as we move forward. It is unknown how AM and OCA will be used for risk and consequence for budget development for our limited portfolio of constructed assets. At some point the HQ proponent will need to vet to Chief of OPS and AM CoP to ensure that ES proposed solution is acceptable.

5. Desired End-State:

Limited AM applicability and OCAs for ES which supports the seven tenants of the Corps for AM. But OMBIL and condition of lands will require additional work.

ENS Roadmap Project Delivery Team

Statement of Need

Pending

ENS Roadmap – Communications Project Delivery Team

Statement of Need

Pending

ENS Roadmap – Performance Measures Project Delivery Team

Statement of Need

Pending

Shoreline Permit Project Delivery Team

Statement of Need

Pending

Business Line Balance Sheet Project Delivery Team

Statement of Need

Pending

Regulation 1130-2-540 Update Project Delivery Team

Statement of Need

Not Applicable – Project near completion

ENS Workplan Project Delivery Team

Statement of Need

Not Applicable – Project near completion