MINUTES
CHIEF OF ENGINEERS ENVIRONMENTAL ADVISORY BOARD

September 11th, 2013
Washington, DC

1. CALL TO ORDER

LTG Thomas P. Bostick, Commanding General, U.S. Army Corps of Engineers (Corps) called the Chief of Engineers Environmental Advisory Board (EAB) meeting to order at 0908 hours, September 11th, 2013 at the USACE Headquarters in Washington, DC. **LTG Bostick**, welcomed members and the public to this session of the EAB. He said he has found the EAB very helpful since he has arrived at the Corps and the outside look at the Corps which the EAB grants us is very valuable. He stated that the EAB will be experiencing a changeover at this meeting with new individuals joining the EAB and others departing. He thanked everyone for their service.

Dr. James E. Kundell, EAB Chair, stated that this was a significant meeting because a very large changeover of board members was occurring – four members are leaving and five new individuals will be joining the board. Collectively the Board was losing 28 years of institutional memory. He emphasized that the five new board members have a wide array of expertise and will be able to provide a great deal of support to the Chief. **Dr. Kundell** introduced the members of the EAB including one new member. The following current members were present:

Dr. Richard F. Ambrose, Director of the Environmental Science and Engineering Program and Professor, Department of Environmental Health Sciences, University of California at Los Angeles;

Dr. Christopher I. Goddard, Executive Director of the Great Lakes Fisheries Commission;

Dr. William L. Graf, Foundation University Distinguished Professor Emeritus of the Department of Geography at the University of South Carolina;

Dr. Rollin H. Hotchkiss, Department Chair, Hydraulics and Water Resources, Brigham Young University;

Mr. Robert S. Joe, City Councilman, South Pasadena, CA; Special Projects Manager, Metropolitan Water District of Southern California (Retired);

Dr. James E. Kundell, EAB Chair, Professor Emeritus and Director of the Environmental Policy Program, Vinson Institute of Government, Professor Emeritus, Odum School of Ecology, University of Georgia;

Dr. Denise J. Reed, Chief Scientist, The Water Institute of the Gulf; and

Dr. Kurt T. Preston, Associate Vice Chancellor for Research, the University of Nebraska at Lincoln the newest EAB member

Dr. Kundell also introduced two members-designate, who will start their terms on September 11, 2013:

Dr. Mary Barber, Senior Research Environmental Scientist at RTI International; and

Mr. Charles Simenstad, Research Professor, University of Washington

Also present were **Mr. Theodore Brown**, Chief of Planning and Policy; **Ms. Christine Godfrey**, Acting Chief of the Environmental Community of Practice, and; **Dr. Elizabeth Fleming**, Director, Environmental Laboratory Director, U.S. Army Engineer Research and Development Center. **Mr. John Furry** the Designated Federal Officer to the EAB and **Dr. Robert Brumbaugh** the Alternate DFO were also present.

2. WELCOMING REMARKS AND OPENING DISCUSSION

LTG Bostick welcomed the new members and said that he was happy to have them here and said that the added responsibility required of board members is appreciated and important for the Corps' self-reflection.

LTG Bostick began by saying that the problem of sexual harassment and sexual assaults in the Department of Defense is the number one priority of the U.S. Army at this moment and as such, **Dr. Christine Altendorf** has transitioned from Directing the Environmental Community of Practice to lead the SHARP (Sexual Harassment/Assault Response Prevention) Task force in the Pentagon to work on these important issues for the time being, and her position is being temporarily backfilled by **Ms. Christine Godfrey**. **LTG Bostick** also reminded that, on this anniversary of September 11th, 2001, there are still many soldiers in harm's way protecting our freedoms. He recounted his experiences serving at the Pentagon at the G-1 on September 11th, 2001, and how experiencing that day helped him learn that people can come together when bad things happen. He stated that he appreciated the service of the EAB so much he had tried unsuccessfully to create another board to advise him. He believes that the EAB can be a sounding board in other areas and stated that he wants to hear how we're doing in the Corps. He remarked that **LTG Frederick J. Clarke** created this EAB with the help of the administration and Congress and at the time the Corps was regarded as an agency that constructed structures without regard for the environment. However, **LTG Bostick** emphasized that the Corps does what it is told to do by Congress when it receives appropriations. He stated that the environment is important to our Nation and challenged the board members to determine how we can take the Environmental Operating Principles and apply them to the work we have to do. He stated that there are significant concerns on The Hill about the Corps' ability to execute. He asked board members to consider how we can work on our environmental issues (including NEPA and Endangered Species Act challenges) and still execute. For example, he stated that he was recently in Ohio and viewed a hydro-fracking operation. In this industry, for example, he stated that progress seems to have outpaced our ability to keep up with it in terms of Clean Water Act jurisdiction. He has received many phone calls from Congress and businesses asking why the Corps was getting involved in hydro-fracking. He believes that industry has moved so fast that the federal government, including the Corps, doesn't have laws and regulations in place to control it, in contrast with the coal industry where we do have these laws and

regulations in place. He stated that the country needs to figure out what the future of hydro-fracking is and what the positive and negative overall impacts are from these operations. He also mentioned that the Corps is engaged in a lot of hazardous materials cleanup including an effort involving chemical munitions in Spring Valley in Washington, DC. The Corps has also completed the first year of sequestration where the Corps had to come up with $37 billion in the Department of Defense (DOD) split between the different services. The Army was impacted more than the other services. Numerous furloughs occurred in the Army. **LTG Bostick** said that the bill this year is about $57 billion across the services – this will put huge pressure on the Department of Defense. He said that right now we are questioning our ability to meet DOD requirements based on the cuts we are taking. There will be $260 million in cuts on the Civil Works side of the Corps. All 2-star generals and above have been told to reduce their programs by 25% at HQ and many positions that should be filled haven't been filled. He said that they are investigating making strategic changes like combining NORTHCOM and SOUTHCOM (two of the geographic combatant commands). These developments mean that it is necessary for us to take a look at how we do business in the Corps - how can we operate more efficiently and reduce redundancy? There is a need to combine core competencies. There is a need to look at environmental work that is occurring throughout the country and the government and determine whether we can leverage programs or people to make operations more efficient. **LTG Bostick** also stated that we need to support the warfighter and that we are trying to get to Net Zero Installations in the Army. He added the importance of the Corps Disaster Reduction work, including examining the impact of sea level rise and climate change.

LTG Bostick also said that we are trying to transform Civil Works and that we are making a lot of good progress on a couple of different projects which are meeting the 3x3x3 concept. The Corps is also working hard on future environmental initiatives. The Corps is working to reduce environmental risks through its work on climate change, sea level rise, and flood risk infrastructure. He is having difficulty stating the problem with STEM (Science, Technology, Engineering, and Mathematics education) especially on the civilian side – on the military side he can specifically state the problem. For example, he stated that West Point used to be the engineering institution of the nation. Today, the number of engineers that they produce is less and the number of people who have come into the Corps who are engineers in the military is also less, only about 37%. However, changes have come and things are getting better at ROTC and West Point. Changes have been made so West Point ABET (Accreditation Board for Engineering and Technology, Inc.) accredited engineers can come straight into the Corps if they choose to do so. More diversity is also needed at West Point. It is harder to articulate the STEM message for civilians. We need to figure out how to recruit people. **LTG Bostick** does not know what needs to be fixed in order to promote more STEM in the Corps and he look to the EAB for guidance.

3. REVIEW OF RECENT EAB ACTIVITIES AND DISCUSSION

Dr. Kundell stated that they presently are trying to get certain projects done and get new people moved onto the board. The board has been involved with EOPs for some time and has had many discussions with **Dr. Altendorf** and now they want to move towards implementation of EOPs. The EAB has completed, or is working on completing, a number of papers for the Corps. The first is on aquatic ecosystem restoration and was led by **Dr. Reed** and **Dr. Ambrose**. This paper has been completed and

submitted to **Mr. Brown** and **LTG Bostick**. The first phase of this project has been completed. **Dr. Kundell** said that work needs to begin on the second phase which is determining the projects that should go forward that are in the best interest of the Corps. The second paper is on environmental flows. **Dr. Kundell** stated that the work by the EAB on environmental flows dovetails with the Sustainable Rivers Project. The third paper is on aging infrastructure, specifically as to how it relates to dam removal.

4. PRESENTATIONS

Dr. Ambrose discussed the EAB's aquatic ecosystem restoration paper. The Corps is involved in multiple different projects which are related to aquatic restoration. **Dr. Ambrose** posed the question, which of these should be completed? Many federal agencies conduct restoration of some sort but most projects are focused on a habitat or an animal. However, **Dr. Ambrose** pointed out, the Corps has a whole ecosystem mandate to do restoration which is consistent with a systems approach. Under this approach, projects should sustain major ecosystem benefits, projects undertaken should last for decades and be resilient in the face of climate change, and projects should not require that much ongoing maintenance. **Dr. Ambrose** continued that projects should be at a sufficient scale so they can sustain themselves and they should sustain ecosystem benefits through hydrologic and geomorphic features. Some possible areas where the Corps should establish projects are in those areas where there are interstate issues or, possibly, migratory birds and it is in the Corps interest to get involved. **Dr. Ambrose** suggested that endangered species might not be a high priority for the Corps' interest – if there's already a Corps project the Corps should get involved. Many of the projects that the Corps should get involved in will likely mostly be interstate projects, but if it was a huge project the Corps should get involved (like the Everglades). The criteria that **Dr. Ambrose** suggested are not a yes/no criteria. He stated that the Corps needs to develop metrics to judge how well a project will meet the criteria that the EAB has developed.

Dr. Fleming stated that the new conservation plan developed with the U.S. Fish and Wildlife Service (USFWS) for the Lower Mississippi River addresses many of the points that **Dr. Ambrose** mentioned. It is a systems approach with major benefits. She stated that there are other ongoing projects at ERDC including projects on sturgeon and some of the invasive species programs that have done a lot of work in protecting systems. She suggested that activities on the Lower Mississippi River could be a flagship for what we do on many other Corps projects. The conservation plan is going to become available soon from the USFWS as well as a letter from USFWS on the work the Corps has completed on this plan.

Dr. Reed stated that one of the questions the EAB will have when completing this work is why isn't someone else completing this work (i.e. other federal agencies, states, local governments, NGOs, etc.)? It is necessary that the EAB be able to define what projects the Corps should and shouldn't do.

Dr. Ambrose said that not all projects need to be completed by the Corps, even though some projects are good ecosystem projects that should be completed.

Dr. Reed stated that some projects would be appropriate for other organizations to complete. For these projects, the Corps will still engage through the regulatory program. She stated that the Corps should

pursue and "own" projects in the ecosystem restoration program of the Corps that are Federal in scale, which pursue an integrated ecosystem approach, and are large projects. If a potential project ranks low on the criteria developed by the EAB, perhaps another organization should take control of it.

LTG Bostick remarked that once the criteria are applied, a lot of projects will be identified that the Corps can't resource. It will be necessary to use these criteria now and determine how we can prioritize between the projects we currently have.

Mr. Brown stated that the Corps has thresholds in other business lines of when we should do projects, however, these thresholds do not exist in the environmental business line. During the budgeting process the Corps looks at five different areas, and 'racks and stacks' projects. The metric work being done by the EAB will help improve the ranking and determine which projects the Corps should have a role in. They will refine the budgeting aspects and how we rank those projects.

LTG Bostick asked Mr. Brown how many projects the Corps has this year. **Mr. Brown** said he wasn't sure; there are hundreds of authorized projects but most are not funded. He continued that there might be 60 projects currently funded. **LTG Bostick** wants the metrics run against the projects that are funded now to see how the Corps is doing and determine what should be done in the next phase. **Dr. Kundell** stated that people in the field need to use the metrics on the ground too. **Dr. Reed** suggested that the newly developed criteria be applied to projects that have already been funded to determine if we had used the new criteria if we would have funded the right projects. **Mr. Brown** has not been satisfied on rankings conducted on habitat units. **Dr. Ambrose** stated that the EAB is looking at the ecosystem services side and that a prioritization has been created. They want to develop criteria that find the highest ranked projects that should be developed. **LTG Bostick** wants to see what we are doing now, and whether we are doing a good job. With regards to budgeting with a watershed approach, **LTG Bostick** suggested that we are making headway, and are working with Congress and OMB to figure out how to budget by watershed. He raised the question that if the Corps sees a whole ecosystem that we should work on, how do we convince other agencies to work together with us and not work on our small parts separately? He asked how the Corps reaches out to other federal agencies to convince them to participate in the funding part? He asked whether the Corps should invite USFWS and the U.S. Environmental Protection Agency (EPA) to EAB meetings. He stated that it is important to have inter-agency dialogue through funding and collaboration approaches. **Mr. Brown** said that different people bring different things to the table such as the efforts occurring in the Chesapeake Bay, as well as the work with the Department of the Interior on everglades restoration. **Dr. Kundell** suggested creating a working session with the public where we can bring in other federal agencies and work on these issues. **LTG Bostick** stated the senior officials don't understand what we should do to make things better. Better team building is required. **Mr. Robert Joe** suggested that **LTG Bostick** has the ability to initiate this contact. He suggested that at the Senior Leaders Conference there could be a panel with USFWS, EAB members and other individuals to introduce senior leaders to these issues. **LTG Bostick** stated that he thought that was a great idea.

Dr. Graf discussed the EAB's thoughts on environmental flows, which are in a formative stage, but getting closer to a paper. He stated that the Corps has made enormous investments in this type of

infrastructure [flow management structures]. The Corps is doing what it needs to do, however, more can be accomplished. He stated that district commanders are linchpin people when it comes to environmental flows from dams. Where environmental flows don't occur it's because we've failed to reach these key people. He suggested that it is necessary to work with Corps staff to define what environmental flows are. It is also necessary for us to determine the answers to several key questions including how rapidly do we change discharge from dams and how does it affect the species downstream of the dams? He said that all of the facts we know need to be consolidated and presented so commanders will be able to learn in the field. He stated that the Sustainable Rivers Project has the ability to put USACE at the forefront of ecosystem management. He said that it is necessary to expand the system by adding new projects to it. It is also important to advertise the effectiveness of Corps programs. He stated that a white paper will be delivered to **LTG Bostick** with the background information on all of these points.

Dr. Reed said that the EAB had a good briefing from **Mr. Jerry Webb** (Chief of the Hydrology, Hydraulics and Coastal Community of Practice) the previous day on environmental flows. **Dr. Graf** stated that, in many instances, the Corps is experimenting with environmental flows and it is unclear what they've learned from these experiments. **Dr. Kundell** said that operators are experimenting because there are changing conditions and they are more open to experimenting. **Mr. Joe** said that **Mr. Webb** had stated that there many low-hanging fruits with respect to improved operation Corps dams for environmental objectives. However, funding is needed to conduct and complete deviation reports and operation manuals. **Mr. Joe** suggested that low-hanging fruit should be identified in deviation reports or modified operation manuals, and submitted to Corps HQ as a work plan. **Mr. Brown** stated that operation manuals need to be changed if they want to change environmental flows for more than 3 years. Funding is needed to change these manuals. **Mr. Brown** suggested that contributed funds from The Nature Conservancy or another NGO could help do this. **Dr. Graf** stated that in the Savannah River multiple partners are contributing funds to develop a drought management plan to see how environmental flows can be regulated. They don't need congressional authority to do this; it is already in the established parameters of the congressional authorities. **Dr. Ambrose** stated that some water management plans are being revised already and that more concern for environmental flows should be given during these processes. **Mr. Brown** stated that these plans also need to be prepared for emergency situations. **Dr. Graf** stated that it is necessary to plant this in the minds of district commanders.

LTG Bostick said that district commanders need to understand how to resolve tensions which is why holding a session on environmental flows with different agencies could be helpful. He also asked how we can determine whether we are making progress within the Corps. **Mr. Brown** said that we are hearing from districts and divisions that they are using the old Environmental Operating Principles (EOPSs), and Public Affairs has been aggressively pushing the new EOPs through social media. He stated that we need to figure out if people have gotten the message. He asked what first step can be done to close the loop and see if our messages are getting to the right people like the division commanders? **Mr. Brown** also commented that we need to get the word out on the Sustainable Rivers program. **Dr. Graf** stated that to expand the Sustainable Rivers program there is no need to go back to congress.

He said that the program was started with a bunch of demonstration projects with the expectation that the system would grow in time. **Dr. Graf** believes that it is time to expand and to evaluate existing projects to find lessons learned. **LTG Bostick** wants a brief on the Sustainable Rivers program to find out where we stand on it and where we should expand. **Mr. Brown** said he will prepare an information paper on status, expansion opportunities, and SRP publicity for **LTG Bostick**.

Dr. Fleming stated that an ERDC initiative, Engineering with Nature, has gotten a lot of traction in the field. Engineering with Nature investigates how the Corps can make engineering decisions that benefit the environment as well. This program transcends the traditional environmental, navigation, and flood and coastal storm damage reduction business lines.

Mr. Joe said that funding means a lot to districts –funds can be used to force districts to make changes to their environmental flows. Money can also be used for districts to conduct more environmental restoration projects. Currently, the word "watershed" needs to be used in order to meet budget requirements, **Mr. Joe** said. **Mr. Brown** said that investigations and continuing resolutions programs are losing money each year (including the Green Rivers program). These are the challenges that exist in a non-earmark environment. However, **Mr. Joe** remarked, that there are opportunities with these challenges. People have to work together now because there are no more earmarks and changing priorities.

Dr. Graf then discussed the EAB's focus on dam removal. He stated that the EAB is in the early stages now of the dam removal draft that they are preparing for the Chief, but have three general ideas to offer at this point. First, he said that with aging infrastructure, some structures cannot be repurposed and are starting to become a safety issue –there is an option available to the corps that these structures can be removed. However, he said that the EAB is not in a position to say that the Corps should remove as many dams as possible. He stated that leaders should be able to decide at a strategic level whether this should occur. Most dams that are being removed are small structures (25 ft in height or less). There are some larger structures that are being removed, like the two dams in the State of Washington, which they visited during an information-gathering trip in June 2013. The second issue or focus relates to the Clean Water Act, in that anyone who removes dams has to come to the Corps for a Section 404 permit. He believes that this process should be streamlined nationally so it's a fairly painless process across the country to remove dams (especially smaller dams). He suggested that due to increasing numbers of permit applications for dam removal, a nationwide permit would be helpful and lead to a more national-level thought process. However, he cautioned that it is still a political process to remove dams so it is not a simple process. Third, he remarked that engineers don't know how to take these structures apart; they only know how to build them. We need to build the knowledge base, and the Corps is in a prime position to become the nation's expert in dam removal. He suggested that this could be centered in the Environmental Laboratory at the Engineer Research and Development Center. Among complicating issues, **Dr. Goddard** stated that dams segment river habitats; however, sometimes this is a good thing to prevent the upstream movement of pathogens or invasive species and to also contain contaminated sediments. **Dr. Graf** added that sediment retention issues will not be easy to deal with.

LTG Bostick remarked that he has been seeing dam removals in his travels. He said that it can take years to remove dams and said that the Corps has been trying to work with Congress to give these structures back to the people who want them. He said that people understand that we are in a place now where things need to change because of sequestration. We need to provide the kind of recommendations that we are making here to Congress so Congress can give new authorities to the Corps and the states. **Mr. Brown** said that the House will roll out a new WRDA today and that the Senate has already rolled out theirs. **LTG Bostick** said that we need more leaders to push things forward. We have to come together in some way; otherwise we will go down a path that's bad for everyone. He tasked **Dr. Fleming** to actively engage staff at the Environmental Laboratory at the Engineer Research and Development Center in addressing dam removal issues for dams owned by the Corps and dams owned by others as part of infrastructure management. He also tasked **Dr. Fleming** with considering whether or not to establish a Dam Removal Center of Expertise, where the Corps might begin the task of collating engineering knowledge about dam removal.

Ms. Godfrey mentioned that in New England when she was working in regulatory there private industry was able to pay for dam decommissioning through use of mitigation banking.

Dr. Kundell then turned over the chair of the EAB to **Dr. Graf**.

Dr. Graf introduced the draft future work plan to the group. He said that the group has come up with half a dozen priority tasks to be completed in the next year or two. There are also some secondary tasks that the EAB will complete if there is the time and ability to do so, however, the Board is not committed to doing these secondary tasks. He stated that the two cross cutting themes that he sees the Board developing continually are climate change and invasive species management. He said that it is necessary to take invasive species into account so we get early warnings on projects. There is also the need to develop specific metrics that we can use to evaluate projects. This is the first project the Board will undertake. The second project involves the need to specify the federal interest for ecosystem projects in the budgetary process. In some places (for instance, involving interstate commerce) the Corps plays a clear role but other potential places this role needs to be considered and defined. The third project involves developing a way to evaluate ecosystem projects. This is challenging due to the need to economically evaluate projects. We need to define ecosystem services. The fourth project involves aging infrastructure. The modification or removal of infrastructure directly impacts coastal and river systems. **Dr. Graf** said that the EAB also will make innovative suggestions and give advice regarding STEM issues. We also need to be systematic in ways in which we define watershed partnerships. The EAB will develop innovative ways that the Corps could manage and develop partnerships. Efforts in the 1980s to develop interbasin commissions failed because states didn't want to share decisionmaking powers, but the times have changed. There needs to be a way to define trans-jurisdictional issues. **LTG Bostick** remarked that he likes the new work plan and the priority tasks. He stated that the intent of the secondary tasks needs to be shaped. **Dr. Graf** said that the EAB doesn't know what the Corps has done in some of these issues so they are trying to find the right people who have been working on these issues for advice. **Mr. Brown** said that they have used virtual means and working group sessions to advance some of these priorities. **Dr. Graf** said that **Mr. Furry** has been great at connecting them with

the right people. **Dr. Graf** then asked those for whom this is their last meeting as a board member if they would like to say anything.

Dr. Ambrose remarked that it has been a privilege to serve on the board, and that he has learned a lot about the Corps and how the Corps operates. He also has more of an appreciation of the environmental issues that the Corps deals with. He received great support from **Mr. Furry, Ms. Rennie Sherman, Dr. Brumbaugh** and **Dr. Al Cofrancesco** and he appreciated the opportunity to serve on the EAB. **Dr. Goddard** thanked **LTG Bostick, LTG VanAntwerp, Mr. Stockton, Mr. Brown,** and staff members supporting the board stating that he learned a great deal about the Corps and his service on the EAB helped officials in the Great Lakes do their work. He said that **Dr. Kundell** did great work leading the EAB which was especially challenging due to the diverse opinions of members of the board. **Dr. Graf** said the **Dr. Kundell** guided the board through a period where EOPs were revised. He was also the guiding force through the implementation efforts and he made significant efforts to respond to the Mississippi River floods.

Dr. Kundell said that looking back over 6 years of being on the Board it was a great experience where he learned a lot and he believes that the Board is in a much better position now then 6 years ago. He stated that the new board members will bring a wealth of experience to the Board that will be needed. He remarked that the removal of earmarks lets us take a more systematic approach to management. He stated that the Board will be challenged with determining how to deal with the changing conditions that we will face due to climate change.

Dr. Reed stated that serving on the Board has been a great opportunity and that lots of changes have occurred since 2003. She believes that discourse is now more forward looking and that Corps staff is very collegial with EAB. She believes that being allowed to help Corps staff is a great value and asset to the organization. She has learned a lot about the Corps that she will use in the future. She believes that a meeting between the Coastal Engineering Research Board and the EAB would be useful periodically. She also said that the Corps should look for other opportunities where outside individuals can help advise the Corps and fertilize ideas. She said that many people would be willing to help and want to provide advice. She is willing to help on Mississippi River issues in the future for the Corps.

LTG Bostick thanked all the departing board members for their service and stated that he is always open for thoughts and ideas from the departing board members. He also asked them to help enlighten other people about the Corps. **LTG Bostick** presented an Outstanding Civilian Service Award to each departing board member and swore in new members.

5. PUBLIC COMMENTS

Mr. Mark Carr, Principal at Channel Design Group provided comments during the public comment period of the meeting. He described Channel Design Group's work on developing the RiverWorks Discovery initiative which works to help individuals understand commerce and conservation on the nation's waterways. He stated that currently there are 100-200 agencies, for-profit and nonprofit partners involved and they have approached 500,000 kids and families. He stated that the program has been helped and supported by **Mr. Stockton, Ms. Mary Coulombe** and other staff members in Civil

Works. Part of this initiative is to promote and support maritime and shoretime careers for middle and upper school kids. This initiative shows kids that there are rewarding careers in land management and conservation programs. This initiative also hopes to support STEM careers for kids. He will continue speaking with individuals at the Corps to promote the program.

LTG Bostick stated that there are a lot of older people working on the rivers and not that many young people. He stated that there is a need to save that institutional knowledge. He also mentioned that the Corps really values the EAB and stated that it is really added value that makes a difference in the day to day work of the Corps. He said that we know as a Board where we are going to go and he wants the EAB to keep the Corps on task. He stated that we need to keep moving and advancing the ball.

6. CLOSING REMARKS AND ADJOURNMENT

LTG Bostick again thanked the departing board members. He then adjourned this session of the Chief of Engineers Environmental Advisory Board at 12:08 PM.

I have reviewed these minutes and certify they are an accurate account of the subject meeting:

Wm R. Graf date 12/04/13
WILLIAM L. GRAF, Ph.D.
Chairman, Chief of Engineers Environmental Advisory Board

Posted to:
The CoE EAB webpage & The Federal Advisory Committee Act (FACA) database on 04 DEC 2013
John C. Furry, Designated Federal Officer
Chief of Engineers Environmental Advisory Board