

E-mail sent: Wed 3/21/2012 6:54 PM

From: Dr. Jim Kundell, Chair, Chief of Engineers Environmental Advisory Board
To: Mr. Theodore Brown, Chief Planning & Policy Division, HQUSACE-CW

Subject: Corps' Environmental Operating Principles (EOPs)

Attachment: DRAFT EOPs revised 20 Mar 2012.docx

Tab,

General Walsh and you asked the EAB to review the Corps' Environmental Operating Principles (EOPs) and to suggest revisions based on events and developments that have occurred since they were originally adopted in 2002. We held a work session on March 19 and 20, 2012, to fulfill this charge. What we attempted to do in the revisions is to break them down into three parts. The preamble states that the original EOPs have been worthwhile, but with the host of challenges facing us and with a better understanding of these challenges, it is time to move the principles and Corps' use of them to another level. Second, we state the EOPs in bullet point form. The concepts imbued in the original principles were not changed dramatically in the revisions. We tried to make them more succinct and forceful and to update them reflecting our current understanding. Third, we felt that some explanatory language was needed to tie the EOPs to other related requirements and to identify metrics for measuring success. Attached are our revisions. Realizing that our efforts are a part of a process of making revisions to the EOPs, we offer our continued participation in reviewing future iterations of them.

In addition, you asked us about the roll out for the revised EOPs. We agree that Earth Day would be an appropriate time for the roll out. The EAB believes that a central component of the roll out should be a memo from General Walsh along the lines of his memo on engineering civil works feasibility studies. Although we feel that the 2002 EOPs contributed to how the Corps addresses environmental concerns, an effective cultural change requires a revised set of EOPs and behavioral changes. A directive from General Walsh incorporating the EOPs and how they are to be used in all decision documents and in individual reward decisions would raise their significance within the Corps. Related training of individuals at all levels of the Corps will be necessary. In addition to the memo which would focus on internal Corps operations, the roll out needs to show the public that the Corps is committed to ensuring a sustainable, quality environment. A ceremony/news conference at the national level which would include the Corps and NGOs to announce the revised EOPs should be coupled with similar events at division and district levels. Talking points need to be consistent at all levels. Providing information on the EOPs in "Corps Environment" and other Corps publications would be worthwhile. Discussing the revised EOPs with media editorial boards could be very helpful.

The EAB hopes these revisions and thoughts on the roll out are helpful.

If you would like to discuss our revisions in more detail, I'll be happy to talk with you at your convenience. Let us know if there are any questions or additional activities you wish us to undertake.

Jim