



**DEPARTMENT OF THE ARMY**  
U.S. Army Corps of Engineers  
WASHINGTON, D.C. 20314-1000

**AUG 19 2002**

REPLY TO  
ATTENTION OF:

CECW-P

MEMORANDUM FOR ALL MAJOR SUBORDINATE COMMANDS

SUBJECT: The Lieutenant General Fredrick J. Clarke Award for Leadership in Environmental Sustainability

1. The purpose of this memo is to provide you with criteria and processing information for our recently established environmental sustainability recognition program.
2. The Lieutenant General Frederick J. Clarke Award for Leadership in Environmental Sustainability shall be awarded to the division and district whose programs best represent and exemplify the U.S. Army Corps of Engineers dedication to planning, design, construction, operation and maintenance of environmentally sustainable civil, military, regulatory and other activities. The Environmental Operating Principles (EOP) were provided to you this past March, and I realize that many of you haven't had enough time to fully incorporate the EOP into your programs; however, I believe this presents us with a unique opportunity to merge two significant initiatives.
3. The shift to the Corps-wide implementation of the Project Management Business Process (PMBP) provides the vehicle to develop your implementation plans for incorporating the EOP. We expect you to formulate Project/Program Management Plans (PMP) to implement the EOP. The PMPs should describe your strategies and operational plans for the understanding and incorporation of the EOP into all your division and district activities. Initial division and district award recipients will be selected on the basis of the overall program expectations developed consistent with the EOP in the form of submitted strategic and operational plans. Subsequent award recipients would be selected based increasingly upon their program accomplishments through implementing those strategies and plans described in their PMPs.
4. District submittals shall be forwarded to their respective division offices by 1 November 2002. Division offices will select the district proposal that represents the best of the district submittals and, together with their own award submittal, submit both packages to headquarters by 22 November 2002, Attention CECW-P. An Award Review Panel will be assembled in Headquarters to review the submittals. The district award will be announced at the District Engineers Conference in January 2003. The Division award will be announced at the Command Council Meeting in mid to late February 2003.

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4. Further details regarding criteria and other factors to consider are enclosed. I strongly encourage you to enter this annual competition as we further integrate the EOP into all our activities using the PMBP.



ROBERT B. FLOWERS  
Lieutenant General, USA  
Commanding

Encl

DISTRIBUTION:

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Mississippi Valley Division  
North Atlantic Division  
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Pacific Ocean Division  
South Atlantic Division  
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**Criteria**  
**The LTG Fredrick J. Clarke Award**  
**for**  
**Leadership in Environmental Sustainability**  
19 August 2002

**General:**

The Environmental Operating Principles (EOP) serve as a guide to aid division and district commands in achieving programs that exemplify leadership in environmental sustainability. Divisions and districts shall submit Project/Program Management Plans (PMPs) consisting of no more than 20 typed pages (Times New Roman font, size 11) describing their approach for achieving environmental sustainability throughout their programs, by integrating the EOP into their various program areas. As an aid in assembling the award packages (PMPs) the following factors, based upon each of the EOP, may be used to describe goals, objectives and potential accomplishments in developing your PMP. However, you are not restricted to these factors, if circumstances warrant a different management and/or technical approach. Be innovative!

**Factors for the EOP:**

1. Strive to achieve Environmental Sustainability. An environment maintained in a healthy, diverse, and sustainable condition necessary to support life.

- How will your activities employ collaboration in meeting this principle?
- How will life cycle considerations be employed?
- How will a systems approach be used, e.g., a watershed approach, and how can it potentially improve our activities?
- Describe the value of multi-objective activities, i.e., the environmental, economic and quality of life benefits streams anticipated.
- How will materials, non-harmful to the environment, be utilized in the design of your activities?
- How will your personnel be familiarized with the Army's SpiRiT and/or EPA's Energy Star rating systems and how will they be implemented within your command?
- Others.

2. Recognize the interdependence of life and the physical environment. Proactively consider environmental consequences of Corps programs and act accordingly in all appropriate circumstances.

- How will your activities avoid negative physical, chemical and biological effects upon the environment?
- How will implementation of the EOP benefit ecological conditions within the watersheds of your division/district?
- How will incorporating the EOP improve water quality, availability and distribution within your division/district?
- Discuss any new and/or innovative designs to be employed in providing traditional water resources services by your activities.
- Others.

3. Seek balance and synergy among human development activities and natural systems by designing economic and environmental solutions that support and reinforce one another.

- How will your activities balance environmental and economic benefits streams to improve the quality of life in the communities affected by your activities?
- What new and innovative methods will you use to bring about the balance discussed above?
- Describe how the concept of "Green Building" has or will influence the design of your activities by showing reduced waste streams, greater use of recycled and non-toxic materials and the employment of energy efficient materials and generators.
- How will collaboration potentially contribute to each of the items listed above in this category?
- How will you empower your personnel to look for innovative solutions and programs that assimilate environmental components into our traditional activities?
- How will existing processes and procedures be assessed to more fully integrate environmental considerations into day-to-day decision-making?
- Others

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.

- Describe the process(s) to be put into place for educating and implementing the EOP within the workforce of your District/Division.
- What indicators are being developed to demonstrate the achievement of the EOP?
- What means and measures of "going beyond compliance" will be used in your District/Division?
- Demonstrate how any innovative technologies instituted within your programs have or will be publicized to the general public, within the federal community and within the Corps.
- How will your personnel make your cost-sharing partners and SFO customers aware of and supportive of the EOP?
- Others.

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

- Describe the nature of your impact assessment process, with particular emphasis upon addressing cumulative effects.
- What has been the nature of collaboration (federal, state, local, and/or NGO) involved in the process described immediately above?
- What needs do you see as aiding the successful accomplishment of a cumulative impact analysis?
- Others.

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.

- How will you use the multi-disciplinary team approach to successfully implement the EOP?
- Have specific technical talents been considered from other than Corps assets? Discuss their likely future contribution.
- What type(s) of environmental sustainability indicators have or will be developed to assess the success of your activities and how do they relate to the environmental issues in your region?
- To what degree will the information developed in the process of implementing the EOP be shared with other federal, state, local, and NGOs within your region?
- Demonstrate how your personnel are to be trained in eco-friendly design?
- Describe what new tools or products your personnel have identified to our R&D community to be developed in assisting implementing the EOP?
- Others.

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.

- Describe the process to be put into place enabling non-Corps entities to more fully participate and become engaged in our activities.
- To what extent will NGOs participate and, more importantly, contribute to sustainable solutions within your Division/District?
- How will the participation of non-Corps entities improve the final recommendation of proposed activities – explain their potential contribution?
- Describe the processes by which your personnel will dialog with and engage environmental organizations.
- Suggest a process that would measure improvement in the relationships and a decline in criticism of our activities by environmental organizations.
- In what national environmental competitions have any of your activities (projects/programs) been submitted?
- Others.