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

REPLY TO
ATTENTION OF:

DEC 31 2003

CECW/CEMP

COMMANDER'S POLICY MEMORANDUM #12

SUBJECT: USACE Environmental Operating Principles

1. As the U.S. Army Corps of Engineers moves into the 21st century, it will face difficult issues when conducting its various activities, both traditional and contemporary. These issues will be associated with the multiple and competing interests with whom we must now work and reflect the changing values of our country and the services they expect of our organization. The best way for us to deal with these issues is to consider the perspectives of all stakeholders, apply the best science and engineering technology available and strive to achieve a synergy among environmental, economic and social interests, using the concept of environmentally sustainable development. We must think of our legacy - not just efficient ways to meet today's needs. Accordingly, I issued the Environmental Operating Principles in March 2002 and their accompanying Doctrine in January of 2003. In this period of change, reexamining and thinking about the integration of the Environmental Operating Principles and doctrine is both instructional and challenging:

- 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 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.
- Seeks 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

2. Our adoption of the Environmental Operating Principles and doctrine signals that the Corps is embracing both the challenge and the opportunity to better serve the Army and the Nation in protecting those natural resources upon which our economy, security and

our very lives depend. With increasing frequency, we are integrating the Environmental Operating Principles and doctrine into our business processes and decision-making. However, I realize that this integration cannot be accomplished overnight. To that end I have approved both an Engineering Regulation (ER 200-1-5) and the Program Management Plan (PgMP) for the integration of the Environmental Operating Principles into HQUSACE activities. The ER will provide a greater degree of institutional stability for the Environmental Operating Principles and doctrine, while the PgMP outlines eight key actions which this headquarters will initiate in the next year to further support their integration into all our business processes. The PgMP also outlines numerous activities that our headquarters has already begun that support the integration of the Environmental Operating Principles and doctrine.

3. Enclosed is a copy of both the ER and the PgMP for your use and distribution. Your experience and the lessons learned from integrating the Environmental Operating Principles and doctrine into your business activities will be invaluable to this headquarters, thus I encourage your participation in all or any of the eight key areas recommended for implementation. Further, I strongly suggest, if you haven't already, that you develop a PgMP for the business processes within your MSC, updating it periodically as conditions warrant and sharing those lessons learned throughout the Corps as we strive to become a learning organization. The Environmental Operating Principles and doctrine are not "business as usual," they reflect a new tone and direction for USACE. My challenge to you is to use your "just do it" card and fully integrate them into our culture, our business processes and our projects – there is no turning back!

Encl a/s

ROBERT B. FLOWERS
Lieutenant General, USA
Commanding