



U.S. ARMY CORPS OF ENGINEERS

ENVIRONMENTAL JUSTICE
PROGRAM MANAGEMENT PLAN

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INTRODUCTION

The US Army Corps of Engineers (USACE) is dedicated to promoting environmental justice by integrating equitable and inclusive practices into all aspects of our operations. We are committed to addressing environmental challenges in a manner that champions the needs of communities with environmental justice concerns, ensuring fair treatment and meaningful involvement in water resource and environmental decision-making processes. Through proactive engagement, collaboration, and the promotion of sustainable practices, we strive to achieve environmental justice for all, while upholding our missions to deliver vital engineering solutions that protect our nation's natural resources and communities.

The USACE mission is to deliver vital engineering solutions, in collaboration with our partners, to secure our Nation, energize our economy, and reduce disaster risk. The agency's environmental justice initiatives directly align with our mission by focusing on several goals to inform and engage the nation's diverse communities to help improve participation in our decision-making process, identify solutions that may provide benefits that enhance their environment and reduce impacts due to natural disasters, environmental health hazards, and climate risks at home and within U.S. territories.

USACE is uniquely positioned to assist communities in developing meaningful improvements in their natural and human environment. Under that directive, the USACE vision for the Headquarters Environmental Justice program is to establish a working mechanism for Districts, Major Subordinate Command (MSC) Divisions, Headquarters (HQUSACE), and Assistant Secretary of the Army for Civil Works (ASA(CW)) to work across the Civil Works and Military Construction Directorates to achieve the agency's vision.

The Headquarters Environmental Justice program will provide guidance to teams in the development of programs, projects, and other activities that are fair, inclusive, and equitable for communities with Environmental Justice concerns to address their water resource needs.

PROGRAM GOALS AND OBJECTIVES

"Environmental Justice" (EJ) means the just treatment and meaningful involvement of all people, regardless of income, race, color, national origin, Tribal affiliation, or disability, in agency decision-making and other Federal activities that affect human health and the environment so that people:

- are fully protected from disproportionate and adverse human health and environmental effects (including risks) and hazards, including those related to climate change, the cumulative impacts of environmental and other burdens, and the legacy of racism or other structural or systemic barriers; and
- have equitable access to a healthy, sustainable, and resilient environment in which to live, play, work, learn, grow, worship, and engage in cultural and subsistence practices.

The Headquarters Environmental Justice program will provide guidance to teams as they carry out water-resources planning activities relating to studies, design, and construction of water resources development programs, projects, or studies that will benefit communities with Environmental Justice concern throughout the Nation. The objective is to ensure that these activities align with the

Administration's Justice40 initiatives, tracks progress of programs and activities that impact communities with environmental justice concerns, proactively engages communities and partners in the decision-making process, and manage the Rural and Economically Disadvantaged Communities Pilot Program, authorized by Sec. 118 of WRDA 2020 (33 USC 2201).

PROGRAM MANAGEMENT PLAN SCOPE

The purpose of this program management plan (PgMP) is to provide District and MSC offices a clear understanding of how HQUSACE is supporting the Administration's environmental justice initiatives and the ASA(CW)'s environmental justice vision.

The HQUSACE Environmental Justice Program will:

- 1) Develop, maintain, and track progress on the USACE Environmental Justice Strategic Plan (as required by Executive Order (EO) 14096).
- 2) Convene meetings for District and MSC Environmental Justice leads and coordinators for information and knowledge sharing.
- 3) Represent USACE, in coordination with the Office of the Assistant Secretary of the Army (Civil Works) (OASA(CW)), in Federal interagency working groups, tasks forces, and committees focused on the implementation of environmental justice and the Justice40 Initiative.
- 4) Identify, develop and maintain interagency, state, local and environmental justice non-governmental organization (NGO) relationships to enhance community participation in the decision-making process.
- 5) Lead data collection and information dissemination related to USACE's environmental justice and Justice40 activities.
- 6) Report agency progress with environmental justice/Justice40 implementation via the White House Environmental Justice Scorecard or other reporting mechanisms requested by the White House or Congress.
- 7) Lead the implementation of programs and initiatives related to environmental justice such as the Rural and Economically Disadvantaged Communities Pilot Program, authorized by Sec. 118 of WRDA 2020 (33 USC 2201 note).

This Program Management Plan (PgMP) includes the following sections:

- Background on the USACE Environmental Justice Program and guiding laws and policies
- Roles and Responsibilities for executing the Environmental Justice Program
- Key Activities
- Data Management and Knowledge Management
- Resource Management and Funding

The HQUSACE EJ/J40 Program Manager will periodically review and update this PgMP and business processes to consider improvements and to assure the principles are working in accordance with current policies, guidance, and procedures.

This PgMP and other activities will ensure institutional cultural changes are implemented within the agency and help to establish long-term sustainability of the agency's environmental justice vision within our mission areas.

ENVIRONMENTAL JUSTICE BACKGROUND

USACE has always aligned with the National Environmental Policy Act (NEPA) directives as it pertains to policies on water resources related activities and Environmental Justice. This plan incorporates those requirements by reference and seeks to enhance and ensure that multiple programs and activities align and are consistent with directives outlined in relevant Executive Orders (EO) including EO 12898 and EO 14096, USACE guidance, policies, and other ASA(CW) and DoD Directives.

USACE in recent years has leaned forward with embracing environmental justice principles by going beyond meeting NEPA requirements for specific studies and activities. Following Executive Orders 14096, 14008, 13985, and others; the agency has updated policies within Civil Works and implemented enhanced communication and engagement practices that have maximized use of specific tools, including the Council on Environmental Quality's Climate and Economic Justice Screening Tool, to identify communities with environmental justice concerns.

With the implementation of Justice40 goals, several programs have been expanded to provide technical resources and assistance to communities with environmental justice concerns to ensure widespread understanding and access to the various programs and activities that USACE is authorized to conduct. WRDA 2020 (PL 116-260) and WRDA 2022 (PL 117-263) contained significant new provisions and changes that address environmental justice in Civil Works programs, projects, and construction activities.

Recent administration, congressional, and ASA(CW) actions have contributed to the development of USACE's Environmental Justice Program and include:

- The Water Resources Development Act (WRDA) of 2020 included multiple provisions, including Sections 118, 160, 165, and 170, that address environmental justice, projects and programs for the benefits of Tribal communities, and consideration of benefits beyond the National Economic Development (NED) account.
- EOs 13985, 13990, 14008, and 14057 all signed in 2021 and 2022 emphasized a whole-of-government approach to addressing disproportionate impacts to and benefits for American communities.
- The Council on Environmental Quality (CEQ) provided direction on the implementation of the Justice40 Initiative.
- Establishment of the government-wide Environmental Justice Scorecard, with annual updates.
- The ASA(CW)'s 2021 Comprehensive Documentation of Benefits policy memorandum calling for USACE to document benefits beyond the NED account for the alternatives considered in USACE feasibility studies and the 2022 policy memorandum regarding implementation of environmental justice in the Civil Works mission.
- First-time publication of USACE guidance for implementing the Tribal Partnership Program (EP 1105-2-64).
- Internal tools such as examples of District environmental justice strategic plans developed and distributed by the Collaboration and Public Participation Center of Expertise (CPCX).

AUTHORITIES, EXECUTIVE ORDERS, AND MEMORANDA

The Headquarters Environmental Justice program operates within the context and under the authorities of the following laws, EOs, and Administration and USACE policies.

POLICY MEMORANDA

Key USACE and Administration policy memoranda are available on the USACE Planning Community Toolbox Planner's Library at <https://planning.erdc.dren.mil/toolbox/library.cfm?Option=Start>

- [Justice40 Initiative Covered Programs List](#), Version 2.0, November 2023. Office of the White House.
- [Addendum to the Interim Implementation Guidance for the Justice40 Initiative, M-21-28, on using the Climate and Economic Justice Screening Tool \(CEJST\)](#), 27 January 2023. Office of Management and Budget (OMB) Memorandum M-23-09.
- [Interim Environmental Justice Guidance for Civil Works Planning Studies](#), 13 January 2023. USACE Planning and Policy Division (CECW-P).
- [Implementation of the Interim Environmental Justice Strategic Plan](#), 16 December 2022. USACE Planning and Policy Division (CECW-P).
- [Interim Implementation Guidance for Environmental Justice and the Justice40 Initiative](#), 15 March 2022. ASA(CW).
- [Environmental Justice – An Overview](#), 31 August 2021. USACE Commanding General (CECG).
- [Interim Implementation Guidance for the Justice40 Initiative](#), July 20, 2021. Office of Management and Budget (OMB) Memorandum M-21-28.
- [Comprehensive Documentation of Benefits in Decision Document](#), January 5, 2021. ASA(CW).

ENGINEER REGULATIONS AND ENGINEER PAMPHLETS

A full collection of USACE Engineer Regulations, Engineer Circulars, and Engineer Pamphlets is available online at <https://www.publications.usace.army.mil/>

- ER 5-1-11, [USACE Business Process](#)
- ER 1105-2-103, [Policy for Conducting Civil Works Planning Studies](#)
- Appendix C of ER 1105-2-100, [Environmental Evaluation and Compliance](#) (to be replaced by EP 1105-2-60)
- ER 1165-2-217, [Civil Works Review Policy](#)
- EP 1105-2-57, [Stakeholder Engagement, Collaboration and Coordination](#)
- EP 1105-2-61, [Feasibility and Post-Authorization Study Procedures and Report Processing Requirements](#)
- EP 1105-2-64, [Tribal Partnership Program](#)

LAWS

Public laws can be found online at <https://www.govinfo.gov/app/collection/plaw>. Key laws impacting USACE's environmental justice activities include:

- [Water Resources Development Act \(WRDA\) 2020](#), December 27, 2020, and [WRDA 2020 implementation guidance](#)
- [WRDA 2022](#), December 26, 2022, and [WRDA 2022 implementation guidance](#)
- Alaskan Natives Claims Settlement Act, as amended (43 U.S. Code (USC) Chapter 33)
- Indian Self-Determination and Education Assistance Act, as amended (25 USC Chapter 46)

EXECUTIVE ORDERS

Executive Orders (EO) can be found online at: <https://www.federalregister.gov/presidential-documents/executive-orders>

- EO 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, February 11, 1994
- EO 13547, Stewardship of the Ocean, Our Coasts, and the Great Lakes, July 22, 2010
- EO 13840, Ocean Policy To Advance the Economic, Security, and Environmental Interests of the United State, June 22, 2018
- EO 13985, Advancing Racial Equity and Support for Underserved Communities Through the Federal Government, January 20, 2021
- EO 13990, Protecting Public Health and the Environment and Restoring Science to Tackle the Climate Crisis, January 20, 2021
- EO 14008, Tackling the Climate Crisis at Home and Abroad, January 27, 2021
- EO 14057, Implementing Instructions for Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability, December 8, 2021
- EO 14096, Revitalizing Our Nation's Commitment to Environmental Justice for All, April 21, 2023

GOVERNANCE, OVERSIGHT, AND ORGANIZATION

In establishing the Environmental Justice Program, the USACE understands the implementation challenges of establishing a new program and recognizes the importance of understanding the links between social, economic, and environmental factors to ensure a sustainable program that relies on risk informed decision-making, effective implementation processes, and inculcation of these processes within the institution, policies, laws, guidances, standards and practices.

As further administrative and agency initiatives and guidances are developed, the USACE will adjust program management elements to meet the needs of the agency to successfully implement future program directives that are aligned with DoD and ASA(CW) directives.

INTERNAL COORDINATION AND ENGAGEMENT

To sustain communication, teamwork, product quality, and mentoring, and to optimize the use of expert resources within each MSC, the HQUSACE EJ/J40 Program Manager will meet bi-weekly with the MSC Environmental Justice Leads and monthly with District Environmental Justice Coordinators.

The HQUSACE EJ/J40 Program Manager will also coordinate with internal/external agency environmental justice specialists and practitioners to ensure whole-of-government practices and best methods are shared across the Federal family.

The HQUSACE Environmental Justice team will consist of the HQUSACE EJ/J40 Program Manager, designated Justice40-covered program managers, and the CPCX to assess progress, consider significant issues, develop training material/modules, review lessons learned, and implement recommendations for improving the USACE Environmental Justice Program.

ROLES AND RESPONSIBILITIES

The first step in this program development outlines the roles and responsibilities of identified team members to successfully implement the overall program. It aligns with position recommendations outlined in the CECW-P memorandum *Interim Environmental Justice Strategic Plan: Community Outreach and Engagement* signed 19 December 2022.

HQUSACE ENVIRONMENTAL JUSTICE AND JUSTICE40 PROGRAM MANAGER

The HQUSACE EJ/J40 Program Manager will coordinate with the environmental justice lead of the OASA(CW) and will ensure all relevant HQUSACE staff, including program leads and Civil Works and Military Construction offices, are informed and included in necessary communications and internal/external reporting regarding environmental justice. The HQUSACE EJ/J40 Program Manager will be responsible for maintaining communication with MSC and District environmental justice points of contact. This position will report progress and key issues to leadership for resolution/action.

Additionally, the Program Manager will establish and maintain relationships with environmental justice program leads from other Federal agencies to facilitate information exchange and partnership, present agency specific progress, and investigate opportunities for mutual advancement of Justice40 policy goals or project efforts.

The Program Manager will also:

- Lead the development and establishment of the USACE Environmental Justice Program.
- Coordinate with the ASA(CW) office in drafting the USACE Environmental Justice Strategic Plan (EO 14096).
- Lead coordination of the development of training opportunities that advance environmental justice initiatives.
- Coordinate the tracking and ranking of Justice40 budget work items across covered programs on an annual basis in Civil Works Integrated Funding Database (CW-IFD) and other applicable databases.

- Lead data collection and reporting for the USACE Environmental Justice Scorecard and other relevant data calls.
- Manage and contribute to the implementation of key HQUSACE environmental justice program activities such as the WRDA 2020 Section 118, Rural and Economically Disadvantaged Communities Pilot Program.

DIVISION (MSC) ENVIRONMENTAL JUSTICE REGIONAL LEAD

Each MSC will identify an Environmental Justice Regional Lead who will provide oversight for the integration of environmental justice in programs and activities across their area of responsibility (AOR).

Regional Leads will be responsible for ensuring a balanced and coordinated approach with other Federal agencies to improve the flow of relevant information to disadvantaged and underserved communities.

Regional Leads will coordinate with District Environmental Justice Coordinators within their AOR to determine needs for and provide training and resources across the AOR.

The Regional Lead will ensure that the HQUSACE EJ/J40 Program Manager remains informed of developing issues, District needs, Justice40-covered program annual budget aspects from package submittal to ranking, and oversight details for the implementation of environmental justice activities.

DISTRICT ENVIRONMENTAL JUSTICE COORDINATOR

Each USACE District office will identify (and maintain) an Environmental Justice District Coordinator. District Coordinators will update the District environmental justice strategic engagement and communication plan and strive to ensure application of environmental justice considerations across District mission areas. District environmental justice strategic plans are living documents and will be updated appropriately as new information becomes available, at a minimum of every three years.

The precise role of District Environmental Justice Coordinators will vary based on the District strategic plan, and may include District Quality Control (DQC) for environmental justice components of USACE activities, community outreach and engagement, identification of appropriate key benefit categories for alternative evaluation and comparison, etc.

District Environmental Justice Coordinators are responsible for vertical coordination with the MSC Environmental Justice Lead and HQUSACE EJ/J40 Program Manager, ensuring up-to-date and accurate reporting for Justice40 and other enterprise-wide data calls.

In addition to the District Environmental Justice Coordinator, each District office may also identify and designate a planner, sociologist, socio-economist, economist, anthropologist, Tribal liaison, or other social science professional capable of identifying and assessing qualitatively or quantitatively appropriate environmental justice impacts to communities. Other example duties may include identifying communities with environmental justice concerns using CEJST, working with the District Environmental Justice Coordinator or public involvement specialist(s) to develop communication and engagement plans for identified communities on authorized studies, supporting that engagement, etc. Typically, this position would be project-funded, unless otherwise directed by Congressional authority.

INTERAGENCY TASK FORCES, WORK GROUPS, AND COMMITTEES

A whole-of-government approach was outlined in EO 14008 and encourages coordination with other agencies on implementation of Federal policies. These efforts have several benefits, such as increasing efficacy of efforts; reducing burden (from multiple engagements) on communities; and disseminating procedures and lessons (aka learning together). Joint training would provide opportunities to network and build connections for future collaborations. The Department of Defense is a part of the White House Environmental Justice Interagency Council and provides agency related feedback along with other Federal departments to ensure implementation of the White House initiatives. The HQUSACE EJ/J40 Program Manager is the agency representative, along with the ASA(CW) office, on these panels.

Internally, the Institute for Water Resources (IWR) has an Environmental Justice Workgroup that addresses District level opportunities to engage the public in achieving environmental justice. They provide facilitation assistance, make research recommendations, and are considered field level experts when it comes to environmental justice. Finally, each District may be a part of regional or local committees and groups that have an interest in environmental justice. All of these activities work collectively to ensure that environmental justice is embedded in the USACE's regular operation and activities.

PROGRAM MANAGEMENT ACTIVITIES

The Environmental Justice Program (EJP) provides opportunities for the USACE to work closely with and support rural, economically disadvantaged, and other Justice40 communities and Tribal Nations through covered programs and, identifies capabilities and resources to advance the interest, health, and safety of identified communities. The EJP can carry out water-related planning activities relating to studies, design, and construction of water resources development programs, projects, or studies that will substantially benefit Justice40 communities throughout the Nation.

JUSTICE40 COVERED PROGRAMS SUMMARY AND CONTACTS

The Justice40 Initiative was established by President Biden in EO 14008 on Tackling the Climate Crisis at Home and Abroad. In 2021, formal guidance, M-21-28, Interim Implementation Guidance for the Justice40 Initiative, was issued by the Office of Management and Budget (OMB).

The ASA(CW) identified 11 programs that USACE Civil Works would strategically align with the Administration's goals in revising its policies, programs, and activities. These Justice40 covered programs include studies, design, and construction of water resources development programs, projects, or studies that will substantially benefit communities throughout the Nation.

The Justice40 covered programs and their respective program managers are:

Table 1: Justice40 Covered Programs and Managers

JUSTICE40 COVERED PROGRAM	PROGRAM MANAGER
Aquatic Ecosystem Restoration business line (Investigations and Construction)	Mindy Simmons
Flood and Storm Damage Reduction business line (Investigations and Construction)	Lisa Kiefel
Tribal Partnership Program (33 USC 2269)	Amy Babey (TEMP)
Continuing Authorities Program	Amy Babey
Pilot Program for Continuing Authorities Program in Small or Disadvantaged Communities (Sec. 165a of WRDA 2020)	
Floodplain Management Services	Stephanie Bray
Planning Assistance to States	Lacey Thomson
Pilot Programs on the Formulation of USACE Projects in Rural and Economically Disadvantaged Communities (Sec. 118 of WRDA 2020)	Jerica Richardson
Formerly Utilized Sites Remedial Action Program (FUSRAP)	Niki Fatherly

The EJP is responsible for ensuring the USACE enterprise alignment and tracking with Justice40 initiatives, as outlined by the President Biden Administration. The program will be responsible for the execution of the Rural and Economically Disadvantaged Communities Pilot Program (Sec 118 of WRDA 2020) once the Department of Defense and the Assistant Secretary of the Army for Civil Works (ASA(CW)) provides final implementation guidance. The Environmental Justice Pilot Program will provide authority for the Corps to carry out projects that address the risk reduction, safety, and environmental sustainability of local resources and such other projects as the ASA(CW), in cooperation with identified communities, other federal agencies; determines to be appropriate.

ANNUAL REPORTING FOR ENVIRONMENTAL JUSTICE SCORECARD

The Administration launched a government-wide tracking mechanism for Federal agencies to monitor EJ implementation throughout its programs. The Environmental Justice Scorecard is the first-ever government-wide assessment of what the Federal government is doing to advance environmental justice. The scorecard provides transparency for the public and increases accountability for Federal agencies. The first two phases of the scorecard are posted online at [U.S. Army Corps of Engineers Environmental Justice Scorecard \(geoplatform.gov\)](https://www.army.mil/ej-scorecard). The Scorecard directs agencies to report on the following areas:

- Advancing the President’s Justice40 initiatives.
- Implementing environmental and civil rights laws.
- Embedding environmental justice throughout the Federal government.

The Environmental Justice Scorecard provided an update on USACE initial progress in implementing the Justice40 Initiative. The most recent version of the Environmental Justice Scorecard then incorporated public input that helps to simplify language for public consumption and provides additional information and updates on the benefits of Justice40 programs.

The link to the USACE Environmental Justice Scorecard,

[U.S. Army Corps of Engineers Environmental Justice Scorecard \(geoplatform.gov\)](https://geoplatform.gov), can also be found on the HQUSACE Environmental Justice Webpage for increased public accessibility.

District Environmental Justice Coordinators will gather required data on programs, projects, and other regional initiatives in December of each year and provide the information to MSC Environmental Justice Leads, to load the information onto the SharePoint site no later than 1 February to ensure timely submission of the USACE Environmental Justice Scorecard.

The HQUSACE EJ/J40 Program Manager will meet with each MSC Environmental Justice Coordinators and the HQUSACE Justice40-covered program managers to confirm data provided and prepare the documents for ASA(CW) transmittal. The ASA(CW) will conduct an agency review and provide the material to CEQ no later than April 30th each year.

JUSTICE40 COVERED PROGRAM PROJECT RANKING, FUNDING, AND DATA MANAGEMENT

Project ranking and funding for Justice40 covered programs will follow the current fiscal year's Program Development Guidance (PDG) and related Program Development Manuals (PDMs). The current Program Development Guidance is available on the HQUSACE website. The PDMs provide specific guidance for how project data is developed and managed for use in developing the CW Program. The PDMs are available internally on the CW Budget Development SharePoint site.

Specific ranking processes for Section 118 will be incorporated once implementation guidance has been approved. This will include the study initiation request (SIR) and expectations for engagement, feasibility cost-share requirements, project management and communications plans, in-progress reviews, decision documents, partnership agreements, and other pertinent processes that may require exception to current Civil Works processes to address the needs of economically disadvantaged communities. This PgMP will be updated within the first year of Implementation Guidance approval and the processes incorporated into the appropriate PDM.

DISTRICT FUNDING FOR ENVIRONMENTAL JUSTICE ACTIVITIES AND RESOURCES

Each District's Environmental Justice Coordinator will primarily draw funds from authorized studies and projects to carry out broad engagement, management, and reporting. Each District and MSC may revise duties of open full-time employee position descriptions in a MSC office to focus on environmental justice.

In addition to project funding, each District, MSC, and Center of Expertise may include information that addresses environmental justice considerations, factors, or metrics in their annual funding packages, Justification Sheets (J-Sheets), Fact Sheets, and CW-IFD entries. The objective is to ensure long-term

sustainability of the Environmental Justice Program through continual support of the Civil Works and other mission areas throughout the agency.

JUSTICE40 COVERED PROGRAM DATA MANAGEMENT

HQUSACE will manage the Justice40 program via covered program database entries in CW-IFD.

- District Environmental Justice Coordinator will pull covered program data bi-monthly for a Quality Control Review; the MSC Environmental Justice Lead will conduct Quality Assurance review of the same.
- Capabilities through Current Fiscal Year (FY) + 1 will be kept up to date on a quarterly basis.
- Projects competing for a New Start will be populated with the date of the sponsor's request, the date of the initial site visit, district rank, CEJST results, and the compelling need for this project. Section 118 projects will also populate the best available Risk and Consequence data.
- Justice40 covered program projects will be ranked within their relative authority, i.e., Planning Assistance to States (PAS), Floodplain Management Services (FPMS), Continuing Authorities Program (CAP), Tribal Partnership Program (TPP). Refer to the current Program Development Guidance and PDMs for each program.

The Section 118, CAP, TPP, and Special Interest Small Program project milestones that should be entered in the USACE Project Management System (P2/PROMIS) can be found in Annex A of the annual Civil Works Program Execution Guidance (PEG) available on the HQUSACE website.

JUSTICE40 ANNUAL BUDGET REPORTING

The HQUSACE Environmental Justice Program is responsible for tracking and addressing annual budget data request from the Office of Management and Budget (OMB) and other administrative agencies for all Justice40 covered programs. These data request occur quarterly and will be coordinate between the HQUSACE Environmental Justice Program Manager and other Covered Program Managers to ensure accuracy of funds received and expended during the reporting period. A tracking mechanism responsible for ensuring regular and timely budget and activity reporting on Justice40 covered programs will be developed and will be presented to OMB upon completion.

WRDA 2020 SECTION 118 PILOT PROGRAM PROCESS AND SELECTION

This section will be completed once implementation guidance has been issued.

ENVIRONMENTAL JUSTICE TRAINING AND WORKFORCE DEVELOPMENT

The overall purpose of developing environmental justice-focused training for the USACE workforce is to build the capacity of employees "to advance environmental justice and to increase the meaningful participation of individuals from communities with environmental justice concerns in Federal activities" in accordance with EO 14096. As such, HQUSACE has solicited the assistance of the USACE Learning

Center (ULC) to help facilitate course development and design. The major topics to be addressed in the training are expected to cover:

1. History, laws and policies related to environmental justice
2. EJ analysis – NEPA, Comprehensive Benefits, modeling
3. Best practices for effective engagement with urban, rural, and Tribal communities

Upon completion of the course development, a summary will be included in this plan as well as annual training schedules for pilot-training or as a Proponent Sponsored Engineer Corps Training (PROSPECT). Fact sheets and standard operating procedures may be appended to this PgMP or issued via memo as developed. The information may be placed on the HQUSACE web page as an information source for the public or placed in a SharePoint location for internal use.

ENVIRONMENTAL JUSTICE PROGRAM DATA MANAGEMENT AND KNOWLEDGE MANAGEMENT

The HQUSACE EJ/J40 Program Manager established dedicated SharePoint and Microsoft Teams sites to facilitate data sharing, program progress, and documentation that will facilitate the effective management of USACE Environmental Justice related agency activities. The key data management sites are:

- SharePoint Site for MSCs: [Environmental Justice League - All Documents \(army.mil\)](#)
- Microsoft Teams Address: TDL-CECW-PB-TDL-CECW-P-Environmental Justice League

HQUSACE has also launched an Environmental Justice webpage under our Civil Works Mission areas tab [USACE EJI \(army.mil\)](#). The public may find links to environmental justice resources, news stories, analytical tools, the USACE Environmental Justice Scorecard, and intra-agency partnership links.

The dedicated email address, Environmental.Justice@usace.army.mil, is monitored in real-time to ensure transparency and public accessibility to the USACE Environmental Justice Program and other Federal agency information.

Justice40 annual reporting will be compiled by the appropriate Program Manager and submitted to HQUSACE Programs Integration Division and OMB for funding received to address environmental justice and J40 activities in Community Engagement, Planning, Project Engineering and Design, and Construction for Civil Works projects.

ENVIRONMENTAL JUSTICE IN CIVIL WORKS PROJECT DEVELOPMENT

CIVIL WORKS FEASIBILITY STUDIES

All feasibility studies will have a project management plan (PMP) and Review Plan (ER 5-1-11 and ER 1165-2-217). The PMP will include all required elements, including a communication plan describing how the PDT will communicate with stakeholders and communities with environmental justice concerns.

The PMP and review plans for all Civil Works feasibility studies will identify appropriate subject matter experts at all levels, including project delivery team members, and team members participating in District Quality Control, MSC Quality Assurance, and Agency Technical Review. The ATR team will include

individuals who are qualified to review any demographic/screening tools (e.g., the Climate and Economic Justice Screening Tool, EJScreen) and the assessment of environmental justice-related project benefits/impacts.

All feasibility studies will identify potential benefits to economically disadvantaged, rural, and Tribal communities while reducing disproportionate environmental burden on identified communities *and* increase participation in the decision-making process for communities in USACE planning activities. Both are required and necessary to achieve the outcomes stated in the 15 March 2022 memorandum: Implementation of Environmental Justice and the Justice 40 initiative.

ENVIRONMENTAL JUSTICE CONSIDERATIONS FOR REVIEW PLANS

Review plans for the covered programs will identify appropriate subject matter experts at all levels, including District Quality Control, MSC Quality Assurance, and Agency Technical Review.

The MSC will consult with the appropriate HQ Justice40 Covered Program Manager for Environmental Justice, the CAP Program Manager, or the TPP Program Manager as necessary to ensure policy compliance for their respective program.

FEASIBILITY STUDIES AND PILOT PROGRAM MANAGEMENT PLAN DEVELOPMENT

The PMP for Section 118 studies will be approved by the MSC Planning Division Chief. Review plans for planning documents will be prepared as usual but will include environmental justice analyst and reviewers. Where environmental justice topics are not pursued, documentation will be provided to indicate why not.

DISTRICT ENGAGEMENT AND COMMUNICATION PLANS

The goal of District Environmental Justice Strategic Engagement and Communication Plans is to enhance regional outreach strategies relative to District AORs on an annual basis (ref: *Implementation of the Interim Environmental Justice Strategic Plan*).

District Commanders will approve and submit their District Environmental Justice Strategic Engagement and Communication Plan to the MSC for endorsement. The District strategic plan will be revised as appropriate as new information becomes available and as new regulations, policy, or guidance are issued. Each District Environmental Justice Strategic Engagement and Communication Plan must be approved and endorsed every three years to ensure robustness and relevancy. New Commanders will be briefed on their District Environmental Justice Strategic Engagement and Communication Plan as part of their onboarding.

District Strategic Plans will address the following factors:

- a) Building internal and external capacity;
- b) Structuring the office for success;
- c) Assessing current relationships and capabilities; and
- d) Preparing and conducting inclusive outreach and engagement approaches.

The CPCX developed a guide for District Environmental Justice Strategic Engagement and Communication Plans that can be used by environmental justice practitioners to update plans.

Each MSC will compile an annual summary of regional and District activities that identifies lessons learned, success stories, best practices, and corrections for repetitive or prior habitual deficiencies. These summaries will be submitted to the HQUSACE EJ/J40 Program Manager at the end of each FY on 1 November and briefed to HQUSACE Leadership at the start of the new FY.

APPENDIX A: LIST OF ACRONYMS

AOR	Area of Responsibility
ASA(CW)	Assistant Secretary of the Army for Civil Works
CEJST	Climate & Economic Justice Screening Tool
CEQ	Council on Environmental Quality
CAP	Continuing Authorities Program
CPCX	Collaboration & Public Engagement Center of Expertise
CW-IFD	Civil Works Integrated Funding Database
DQC	District Quality Control
EC	Engineer Circular
EP	Engineer Pamphlet
ER	Engineer Regulation
EJ	Environmental Justice
EJ/J40	Environmental Justice and Justice40
EO	Executive Order
EPA	U.S. Environmental Protection Agency
FPMS	Floodplain Management Services
FTE	Full-Time Employee
FY	Fiscal Year
HQ	Headquarters
IWR	Institute for Water Resources
J40	Justice40
MSC	Major Subordinate Command
NED	National Economic Development
NEPA	National Environmental Policy Act of 1969
NGO	Non-governmental organization
OMB	Office of Management and Budget
P2/PROMIS	USACE Project Management System
PAS	Planning Assistance to States
PDT	Project Delivery Team
PGN	Planning Guidance Notebook
PgMP	Program Management Plan
PMP	Project Management Plan
PL	Public Law
SOP	Standard Operating Procedure
SIR	Study Initiation Request
TPP	Tribal Partnership Program
USACE	U.S. Army Corps of Engineers
USC	U.S. Code
WRDA	Water Resources Development Act