

# Leadership Challenges and Opportunities

Maximizing the Learning and Successes of Fast-Paced Large-Scale Projects While Adapting Bureaucratic Processes and Practices to Secure Great Successes

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August 4, 2011  
NCER 2011 Conference  
Baltimore, MD



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**US ARMY CORPS OF ENGINEERS | Jacksonville District**

# Messages Out There

## The Ugly / Bad (before)

### Army Corps Stings Itself

The U.S. Army Corps of Engineers is behind schedule with its restoration... We haven't built a single project during the first five years...

Lakeland Ledger, March 25, 2005

### Everglades Restoration Stalled by Bureaucracy, Reports Says

The Comprehensive Everglades Restoration Plan has yet to complete any projects... The report recommended that the federal government alter its project-by-project review and yearly funding authorization and allocate money over a multiyear period...

Bloomberg News, September 29, 2008

### Lost Hope for the Everglades?

We should never have switched from building projects ... to buying land that brings us to a halt...

Sunshine News, August 13, 2010

## The So Good... (now)

### \$32.4 million contract awarded for St. Lucie Estuary cleanup reservoir in western Martin

The U.S. Army Corps of Engineers on Friday announced the award of a \$32.4 million contract to begin work on a reservoir in western Martin County meant to help clean the Indian River Lagoon, St. Lucie Estuary and the Everglades

The Palm Beach Post News, July 15, 2011

### Everglades Restoration Back on Track

... Florida needs to support a well-planned, scientifically sound Everglades restoration blueprint, like the Comprehensive Everglades Restoration Plan (CERP), which was developed and approved by all stakeholders...

Palm Beach Coast, July 15, 2011



# Outline

- **Location**
- **Authorized Project Components**
- **Key Processes, Challenges, and Opportunities Faced**
- **Transformational Leadership**

# FL's Treasure Coast

- Mainly composed of the Indian River Lagoon and St Lucie Estuary
- Combined watershed of about 2,300 square miles
- Most biologically diverse system in the Continental USA
- More than 4,300 species of plants and animals



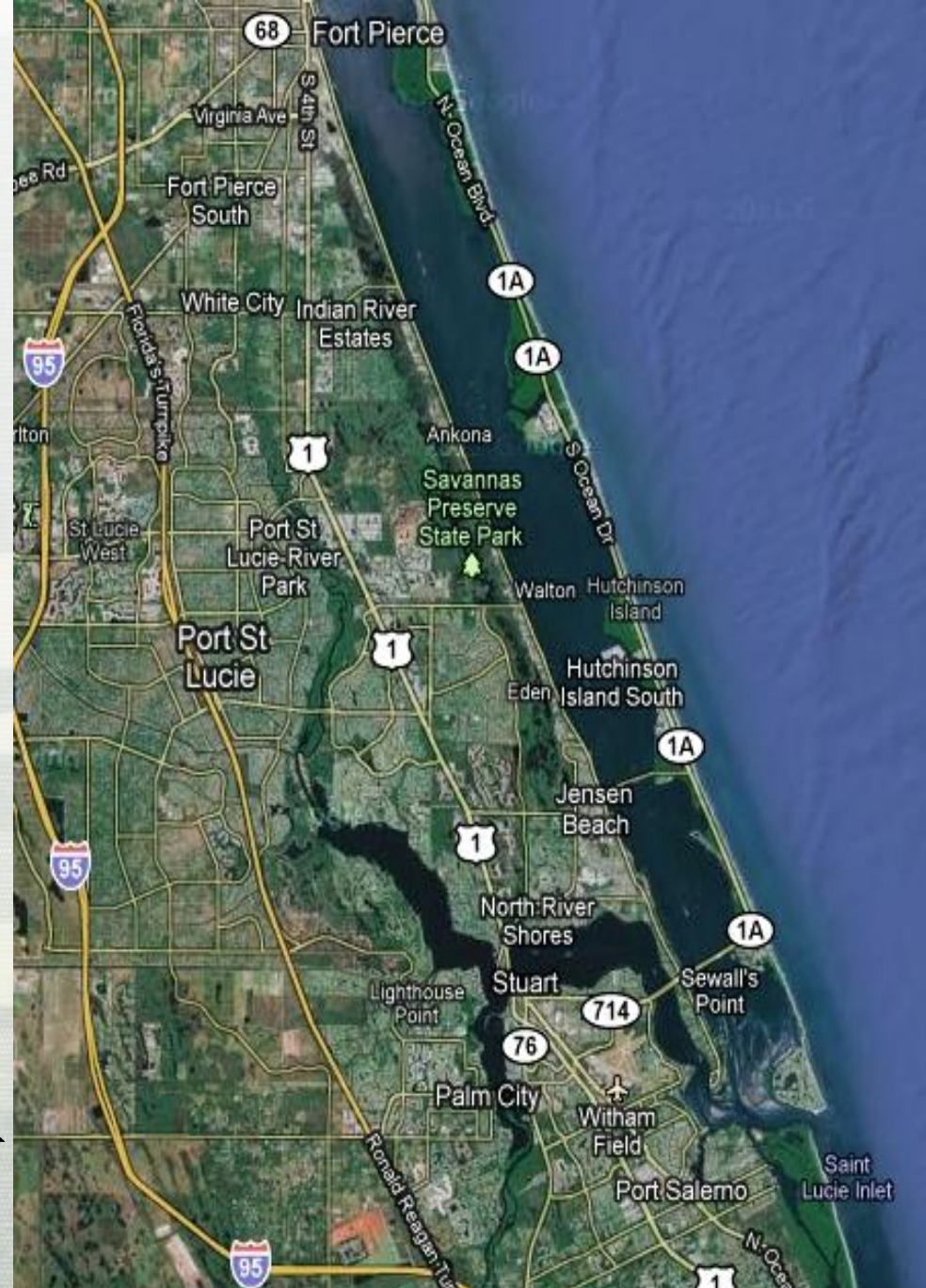
Sources: SJWMD, SFWMD, Smithsonian

# System

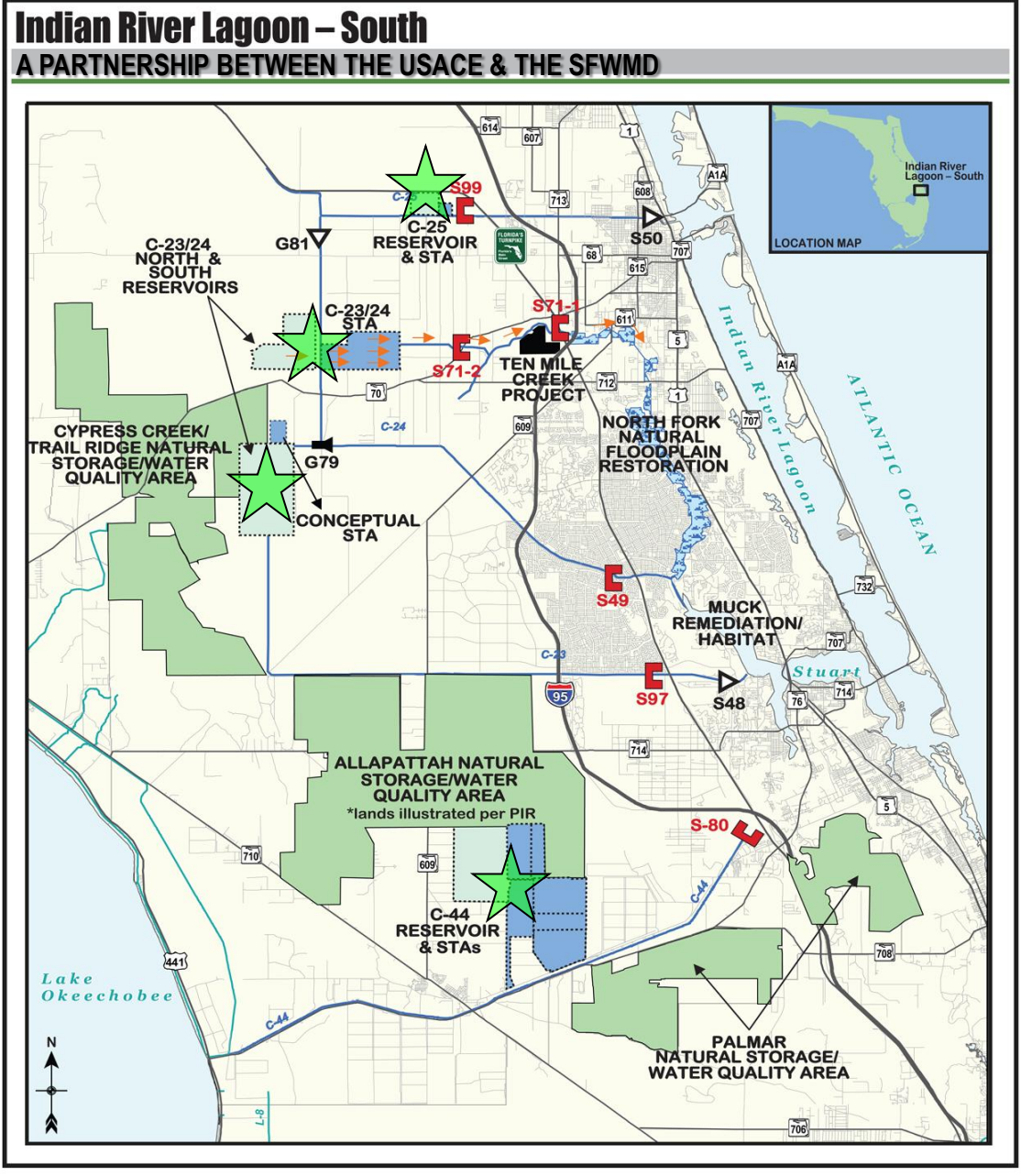
- St Lucie estuary
- South portion of IRL
- Watershed


# Challenges

- Altered water-flow patterns
  - Water releases from Lake Okeechobee
  - Multiple canals that drained the watershed
- Watershed runoff
- More pollutants entered & salinity levels were altered



# IRL – South Authorized Components

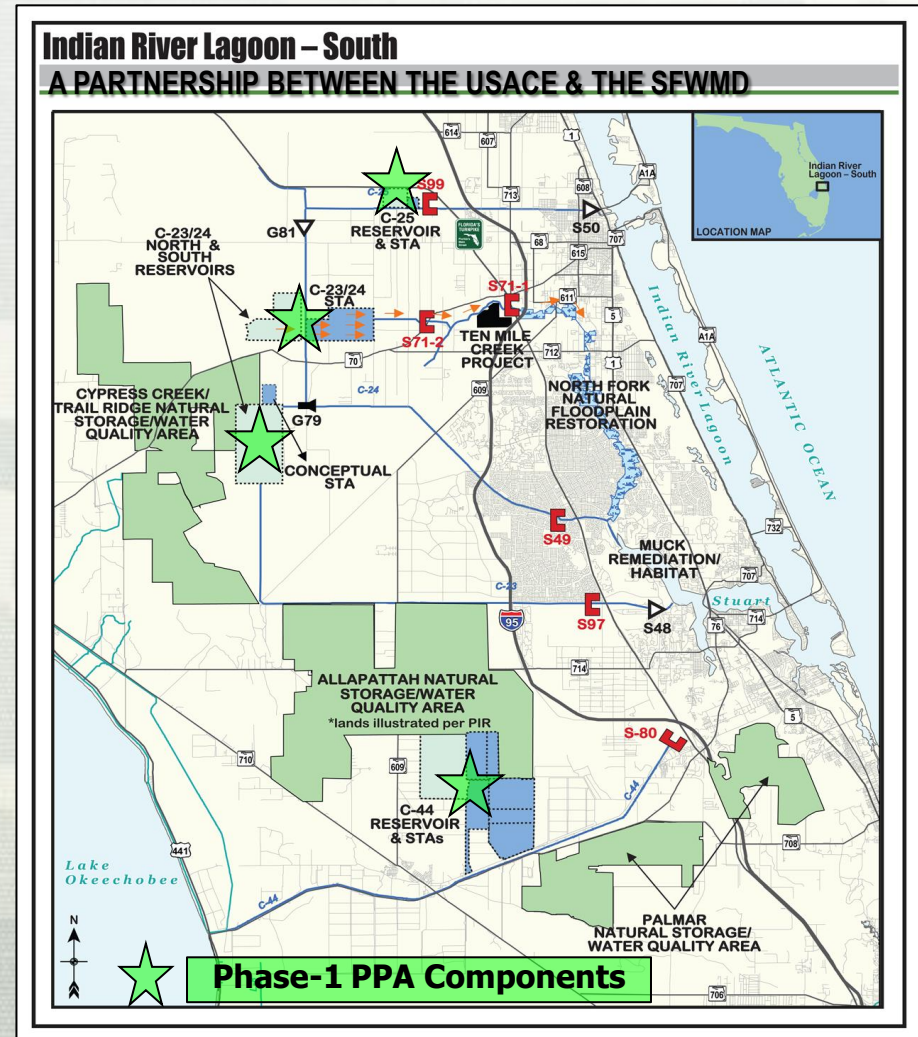


 **Phase-1 PPA Components**

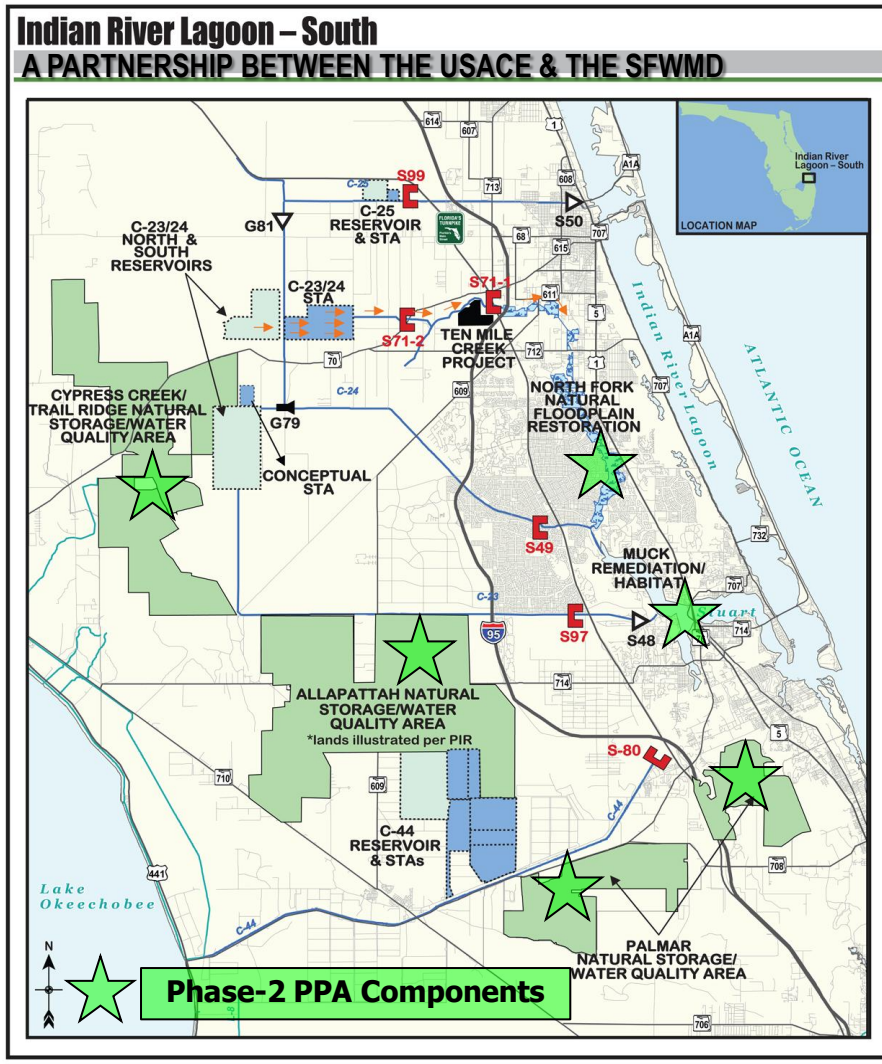
# Benefits of Phase 1 Components

## ■ Four large reservoirs and storm-water treatment areas

- 130,000 acre-ft of new storage in about 13,000 acres of new reservoirs
- 35,000 acre-ft of new storage in about 8,800 acres of STAs
- > 200 metric tons of nutrients load reduction per year



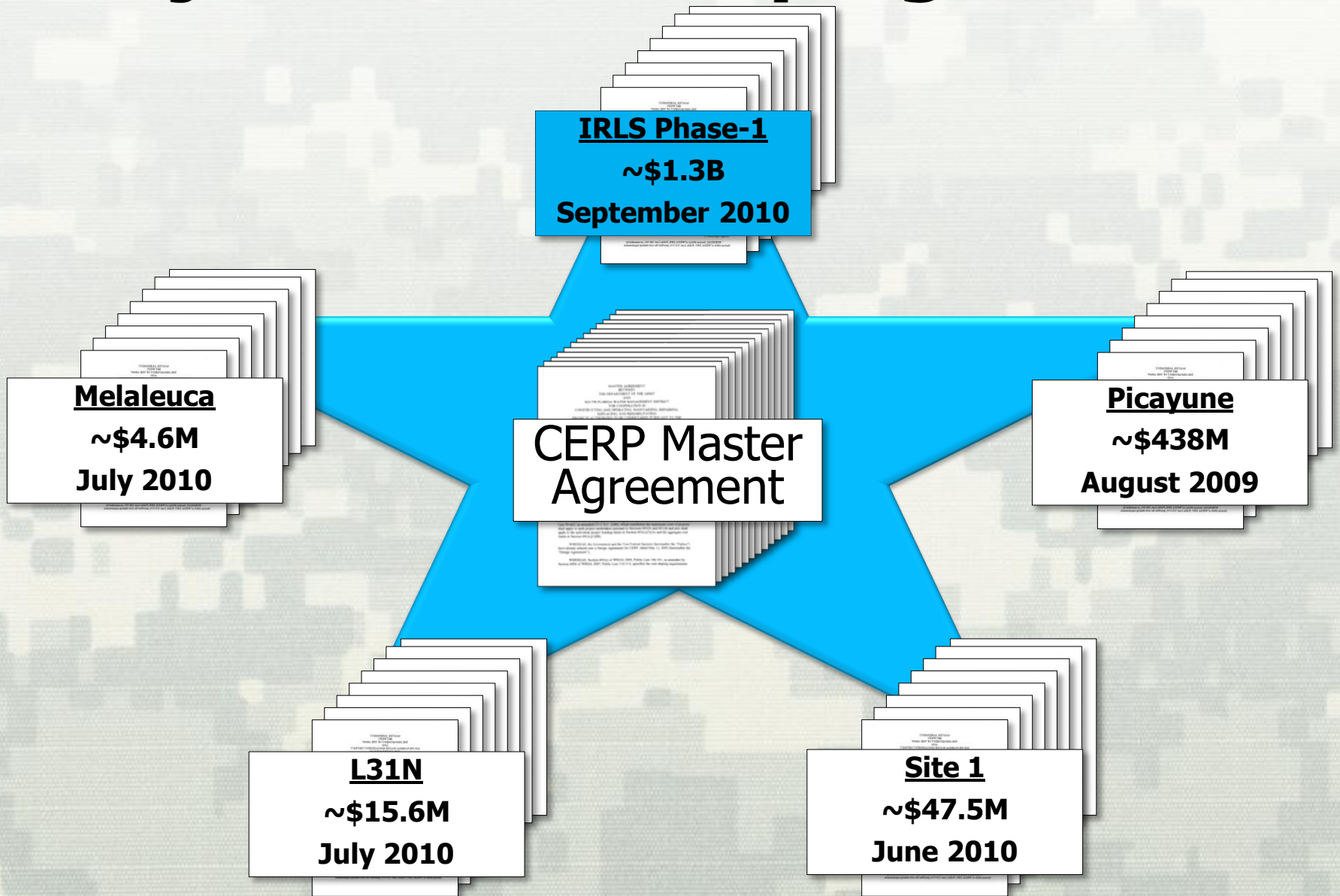
# Benefits of Phase 2 Components



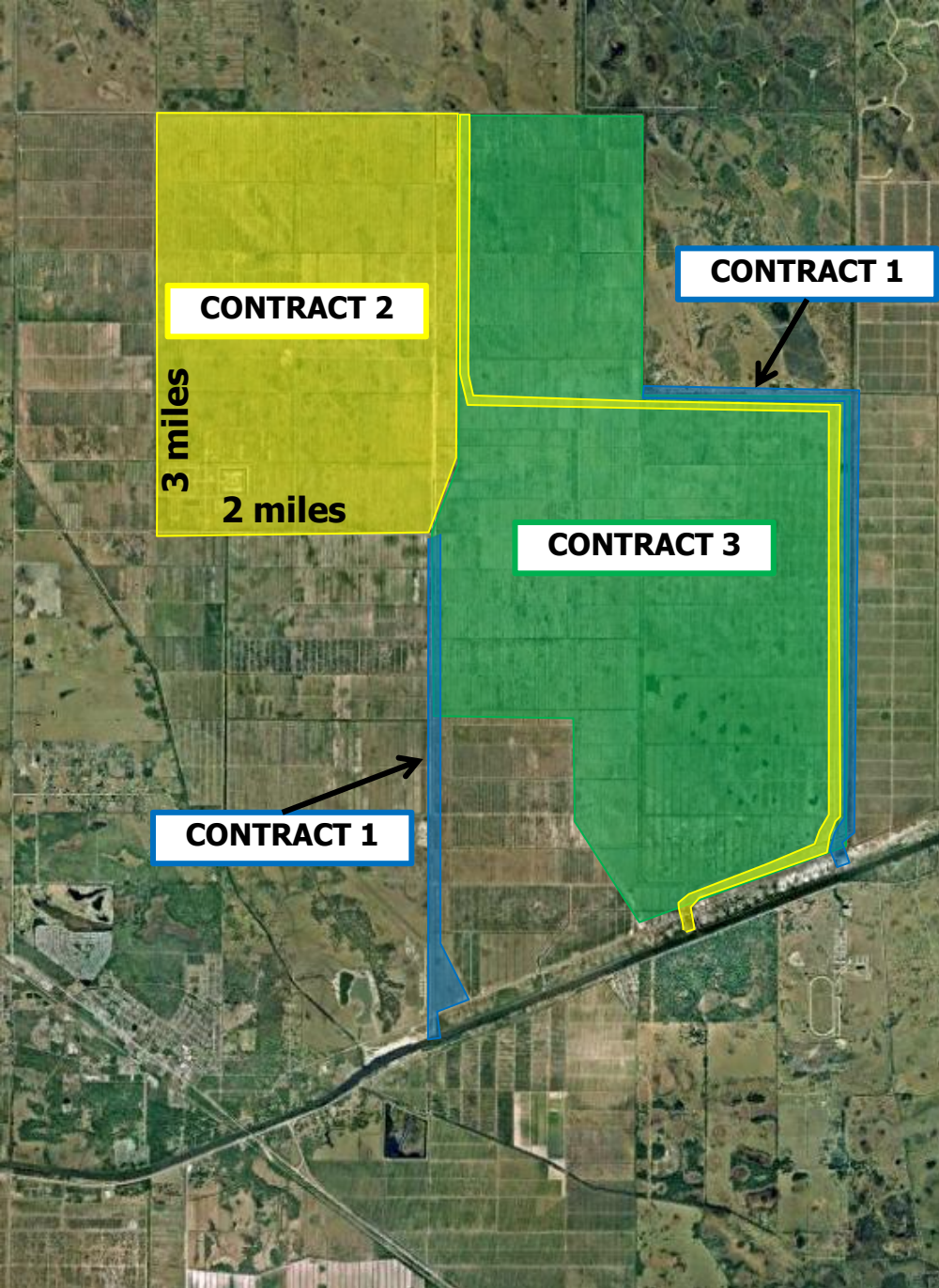
- **Natural Storage and WQ Treatment Areas**
  - 90,000 acres of wetlands
  - 30,000 acres-ft of new water
  - > 400 metric tons of nutrient loads reduction
- **Muck Remediation for Artificial Habitat**
  - 7.9 million of cubic yards of muck
  - 1,300 acres restored for oysters and aquatic vegetation to re-colonize
- **Flood Plain Restoration**
- **Enhanced Water Management**



# Project Partnership Agreements



# C-44 RSTA

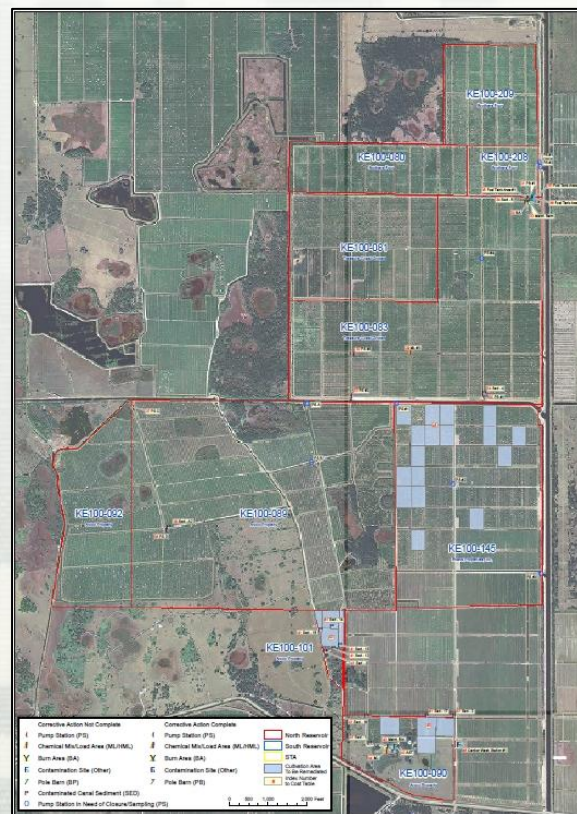
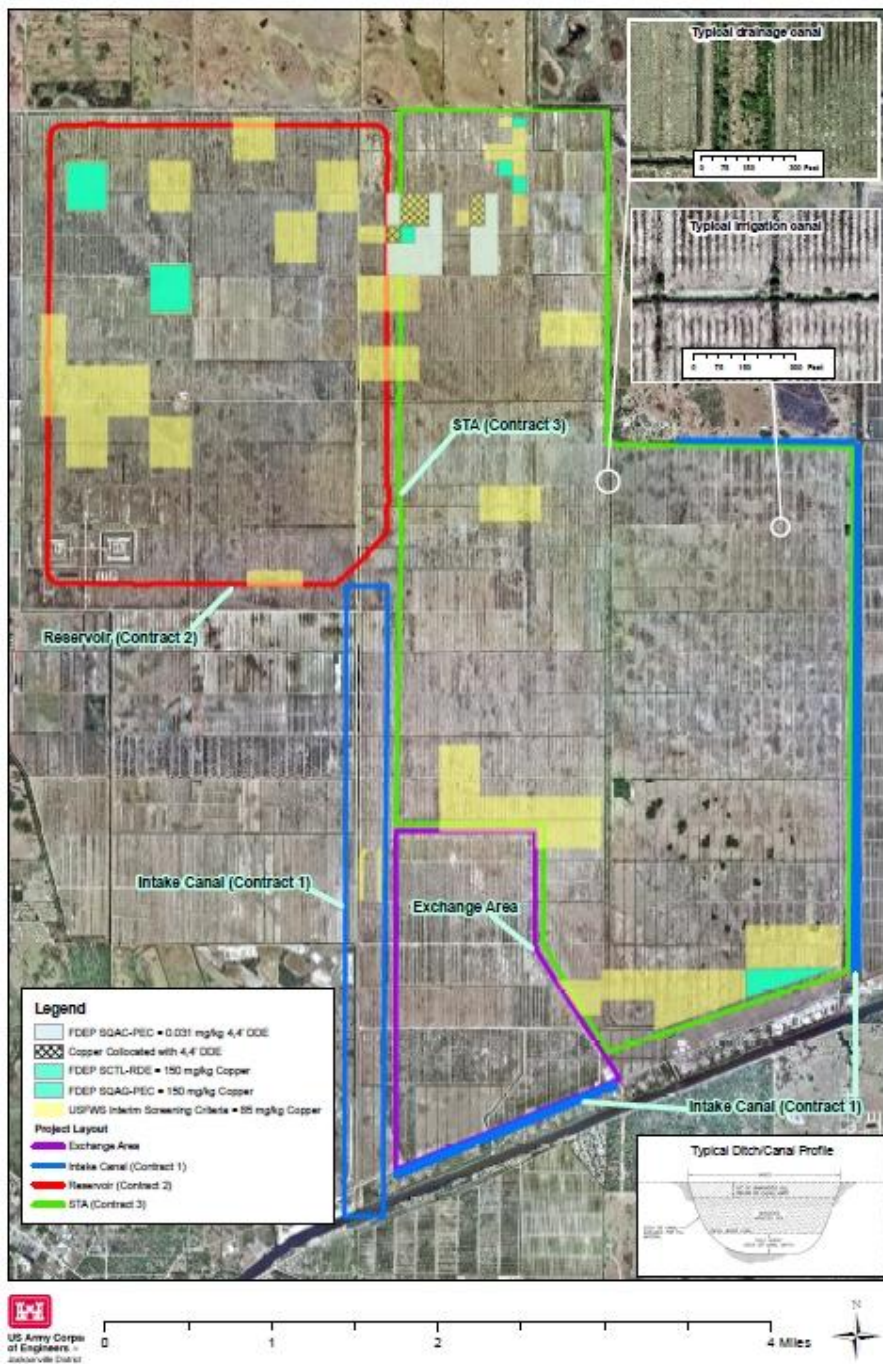


**Working  
Estimate**

**Scheduled  
Award Date**

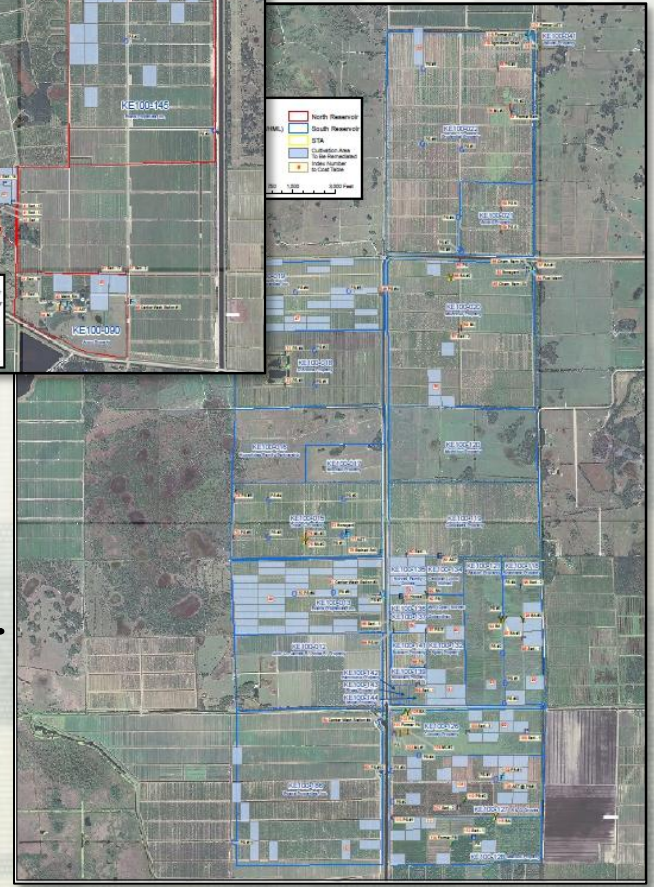
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<b>CNT-1</b>	<b>~\$50M</b>	<b>15 Jul 2011</b>
<b>CNT-2</b>	<b>~\$270M</b>	<b>Aug 2013</b>
<b>CNT-3</b>	<b>~\$60M</b>	<b>Dec 2015</b>
	-----	
	<b>~\$380M</b>	

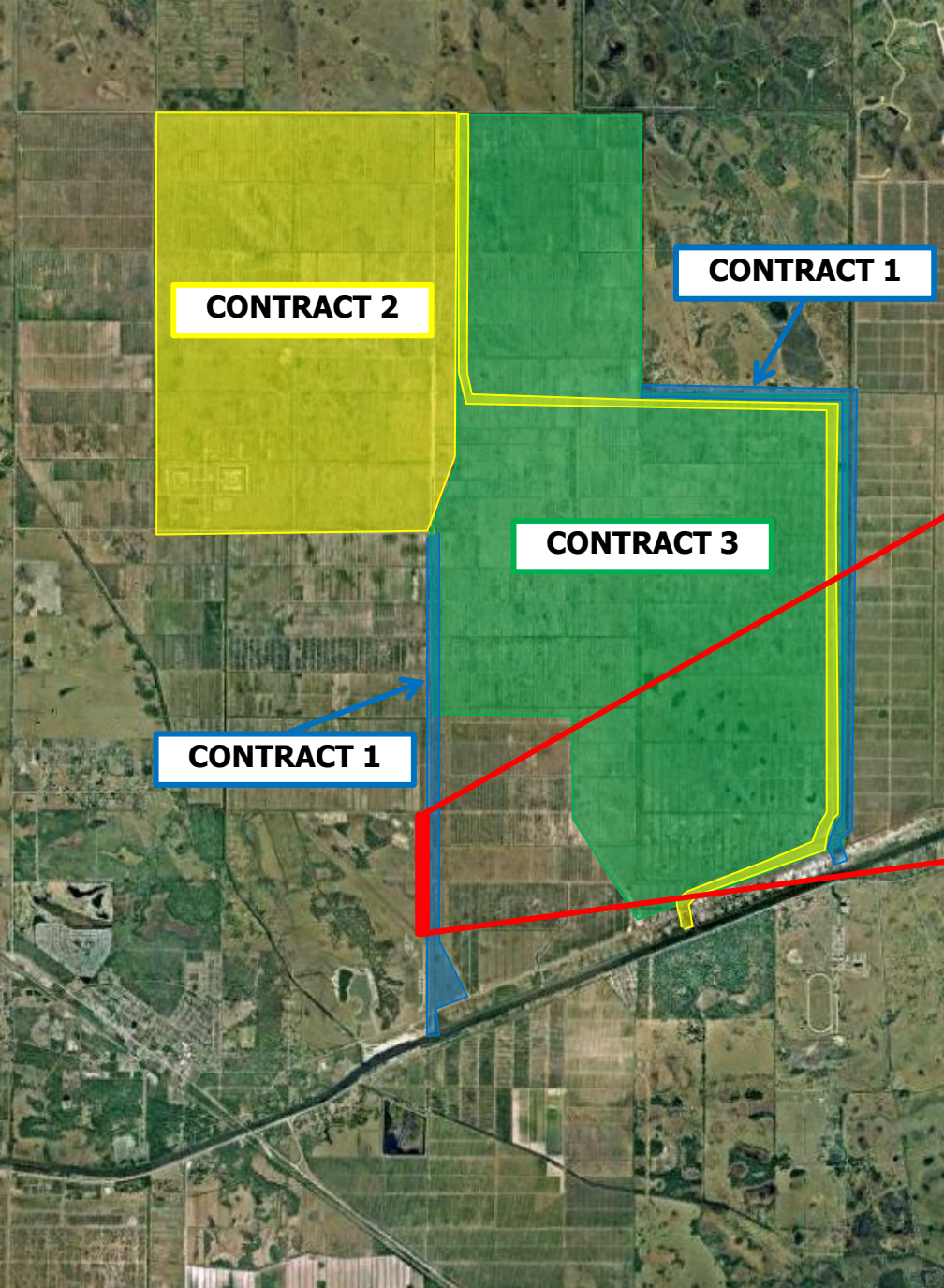
**Purposes:** Attenuate peak-flows;  
reduce nutrient loads more than 200  
metric tons per year



**Areas of Impacted Soils North Reservoir C23/C24**

**Areas of Impacted Soils South Reservoir C23/C24**





**Wetlands Mitigation 6,300 versus 10**

# Success is met at Transfer



US Army Corps  
Of Engineers  
Jacksonville District



South Florida Water  
Management District

## Comprehensive Everglades Restoration Plan Indian River Lagoon-South

### Construction Phasing, Transfer and Warranty Plan

REVISION DATE: 24 Aug 2010

CERP IRL-S First Issuance: Reservoir and STA Components Construction Phasing, Transfer & Warranty Plan

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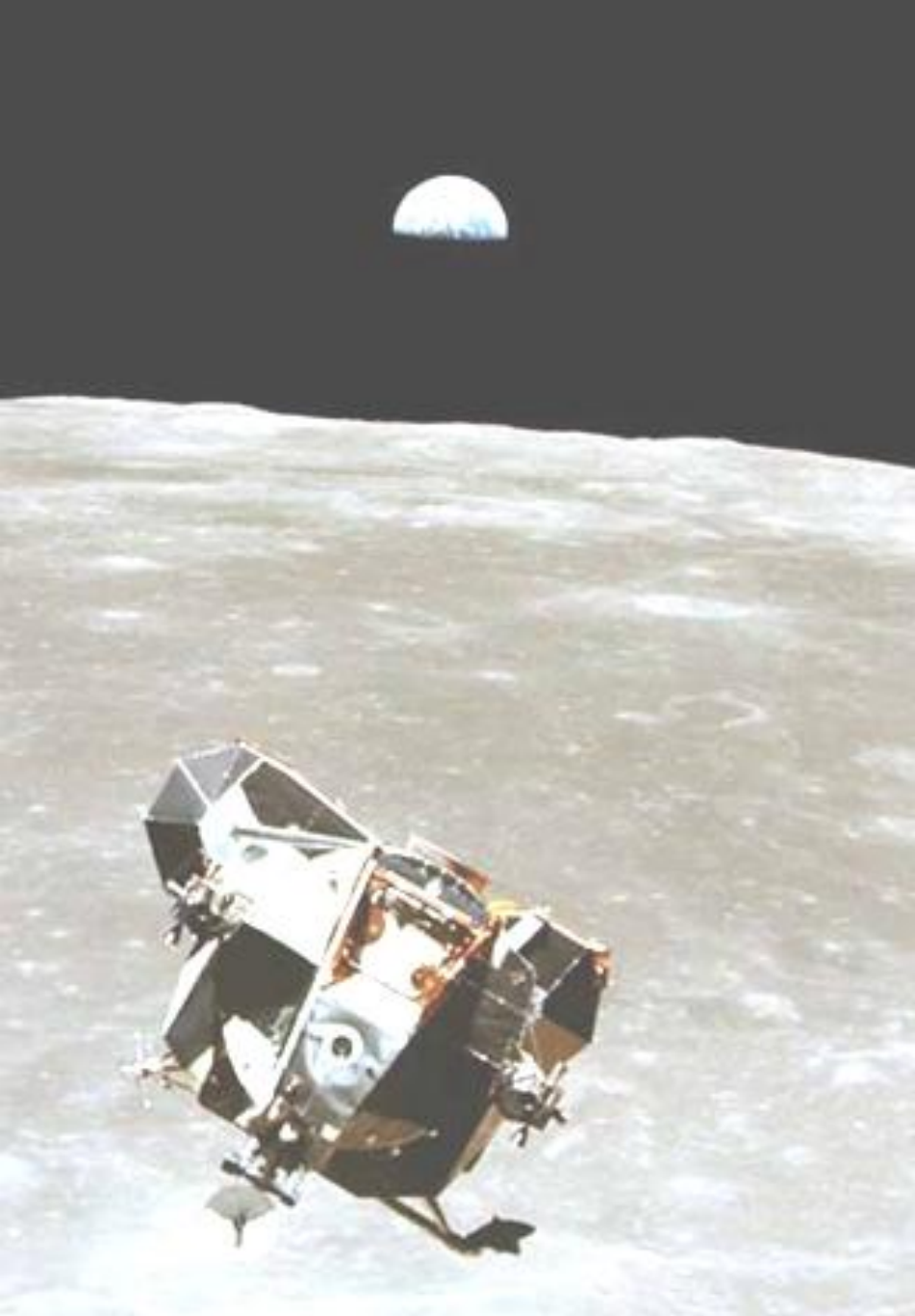
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# Inspiring Vision

- **Vision focus**
- **Inspire proactive actions**
- **Identify and resolve areas of conflict**
- **Integrate ideas**
- **Generate new options and solutions**
- **Intensify mutual understanding**



NICHOLSON

SANDLER

**Manage your anger...**  
**People-friendly skills are essential**

A close-up, vertical view of the American flag, showing the stars and stripes. The flag is slightly blurred, giving it a sense of movement or depth. The colors are vibrant, with the red, white, and blue clearly visible.

# **Transformational Leadership**

- **Light the fire within –passion**
- **Foster being proactive and having open-mind**
- **Inspire trust and commitment**
- **Empower and motivate to perform beyond expectations**
- **Influence beyond boundaries**
- **Focus on what is BEST for the organization**
- **Learn and seize opportunities**



# Bridging to Continued Success

**A combination of right leadership and having the right people...**



- \$1.13B PPA—HQ and ASA received fastest approval ever
- NFS will relocate impacted soils
- Optimized design (~\$10M cutoff wall)
- Transfer strategy established
- Award 1<sup>st</sup> construction contract

**CERP is on track to continued success...**

# IRLS Pre, During, and After Construction of the C-44 Reservoir & Stormwater

