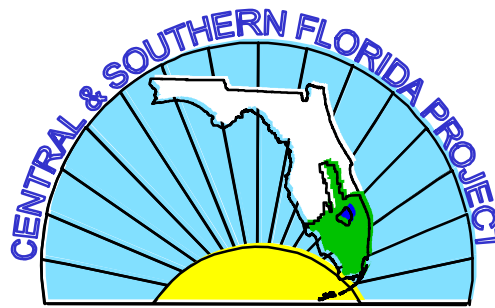


August 2001

PUBLIC OUTREACH PROGRAM MANAGEMENT PLAN

COMPREHENSIVE EVERGLADES RESTORATION PLAN



COMPREHENSIVE EVERGLADES RESTORATION PLAN



**U.S. Army Corps of Engineers
Jacksonville District**



**South Florida
Water Management District**

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ACRONYMS AND ABBREVIATIONS

ASR	Aquifer storage and recovery
C&SF	Central and Southern Florida Project
CERP	Comprehensive Everglades Restoration Plan
Design Agreement	<i>Design Agreement between the Department of the Army and South Florida Water Management District for the Design of Elements of the Comprehensive Plan for the Everglades and South Florida Ecosystem Restoration Project (USACE and SFWMD, 2000a)</i>
FACA	Federal Advisory Committees Act
FY	Fiscal Year (October 1 to September 30)
NEPA	National Environmental Policy Act
Restudy	<i>Central and Southern Florida Project Comprehensive Review Study Final Integrated Feasibility Report and Programmatic Environmental Impact Statement (USACE and SFWMD, 1999)</i>
RECOVER	Restoration coordination and verification
SFWMD	South Florida Water Management District
Corps	United States Army Corps of Engineers
WRDA 2000	Water Resources Development Act of 2000

SECTION 1

PROGRAM INFORMATION

1.1 INTRODUCTION

The purpose of this Public Outreach Program Management Plan is to provide a guide for the public participation and information program that will accompany and support the implementation of the Comprehensive Everglades Restoration Plan (CERP). The CERP is the most ambitious ecosystem restoration plan ever undertaken in the United States. This \$7.8 billion effort is designed to restore, preserve and protect the world famous South Florida ecosystem and meet other key water resource needs of the region. The CERP offers major benefits for the environment as well as agricultural and human users. It enhances water supplies and promotes a sustainable economy for the region.

The United States Congress and the Florida Legislature approved the plan in 2000. It will take more than three decades to construct. The state and federal agencies responsible for implementing it are the South Florida Water Management District (SFWMD) and the United States Army Corps of Engineers (Corps). These agencies are committed to maintaining an open public process where stakeholders and others interested in the Everglades and related issues can participate in the implementation of the broad-scale restoration effort and the more than 60 individual components that make up the plan.

The South Florida ecosystem is a nationally and internationally unique and important natural resource and contains national parks, federal wildlife preserves, national wildlife refuges, a national marine sanctuary, and state wildlife areas. The Everglades, the nation's only subtropical wetland system, has been labeled "a national treasure." But this ecosystem also is widely recognized as a resource in peril, having been severely impacted by human activities for more than 100 years. The *Central and Southern Florida Project Comprehensive Review Study Final Integrated Feasibility Report and Programmatic Environmental Impact Statement* (USACE and SFWMD, 1999), also known as the Restudy, recommended a comprehensive plan to reverse the long trend of damages to the natural areas of central and southern Florida. The recommendations made in the Restudy are being implemented through the CERP. The primary goal of the CERP is the restoration, preservation and protection of the South Florida ecosystem while providing for other water-related needs of the region such as flood protection and water supply. A cornerstone of the CERP is a series of major components that will result in the creation of approximately 217,000 acres of reservoirs and wetland-based water treatment areas. These components, including extensive use of aquifer storage and recovery (ASR) wells, will vastly increase storage and water supply for the natural system, as well as for urban and agricultural needs, while maintaining current benefits of the Central and Southern Florida (C&SF) Project. The Corps with the SFWMD as local sponsor constructed most of the C&SF Project during the 1950s and 1960s.

While the C&SF Project has many benefits, it also resulted in or contributed to many of the problems with the Everglades ecosystem today. The CERP will restore more natural flows of water, including sheet flow; improve water quality; and establish more natural hydroperiods in the South Florida ecosystem. Improvements to native flora and fauna, including threatened and

endangered species, will occur as a result of the restoration of hydrologic conditions. The restoration will be a joint state-federal venture, similar to the original development of the C&SF Project. The Florida Legislature and the United States Congress have agreed that the state and federal governments will share the cost of the project on a 50-50 basis.

1.1.1 Programs and Projects

There are two levels of activities in CERP. There are project-specific activities for each of the components such as the construction of a reservoir or other site-specific facility, or the removal of a canal or levee. There is also a broader level of activities known as the program level that stretches across project lines and addresses the restoration effort in a broader sense, including systemwide issues.

This is the management plan for the program-level outreach activities. It defines the general scope, schedules, costs, products and funding requirements necessary to carry out the public outreach program. After this plan is approved, both implementation and additional planning will begin immediately. Implementation of tasks that were begun during the Restudy project will continue. On the other hand, more detailed strategies for entire task groups will first be developed. These strategies will then be followed with development of individual task plans and scopes of work. This planning process is illustrated by the flow diagram presented in Figure 1.

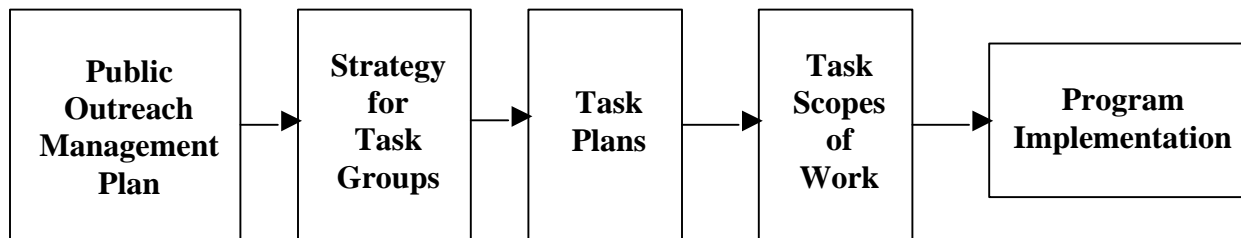


Figure 1. Public Outreach Program Management Planning Process

This management plan only covers program-level outreach activities. Project-level outreach activities will be subsequently developed for the individual CERP projects, with these tasks to be identified in each project management plan. Although the program-level outreach activities are expected to take place throughout the CERP implementation process (more than 30 years), this initial management plan covers tasks for an initial five-year time span: Fiscal Years (FY) 2002 through 2006). The outreach plan proposes a budget of approximately \$11 million, shared roughly 50-50 between the Corps and the SFWMD, over the first five years. Appendix B of this document depicts the dollars estimated for each task group of this plan. Since this program plan is a management tool, no money from its budget can be spent until the plan has been reviewed and finalized by the Corps and the SFWMD. The program management plan is scheduled to begin to be implemented in August 2001, after it is finalized and approved by both the Executive Director of the SFWMD and the Corps Program Review Board. The plan will be updated prior to the start of FY 2007. This management plan will also be updated whenever necessary to reflect major changes in scope or cost of the outreach program.

The Public Outreach Program Management Plan assists the two agencies as a management tool by clarifying the tasks to be done and laying out the agency resources (dollars and staff) needed to carry out the program. In a sense, this is the overall conceptual plan for accomplishing the program. Hence, the plan contains numerous tasks and subtasks that will require additional in-depth planning, specifications and execution once the management plan is approved and implemented. The program is codirected by a manager from the Corps and a manager from the SFWMD. Each agency has its own budget and dedicated staffing to implement the program.

The Public Outreach Program Management Plan is highly interrelated with the CERP Environmental and Economic Equity Program Management Plan. Many of the activities in this Public Outreach Program Management Plan serve as a springboard and extension of the tasks described in the Environmental and Economic Equity Program Management Plan. In addition, community involvement and outreach is a fundamental component in the execution of many of the specific tasks outlined in the Environmental and Economic Equity Program Management Plan. For example, tasks in that plan such as increasing workforce awareness, increasing awareness of contracting opportunities, identification of potential environmental justice issues and/or other socio-economic assessments are dependent on a broad and thorough public outreach effort. This includes efforts through both the overall Public Outreach Program Management Plan and the specific outreach activities that will be employed by each specific project. Both program management plans (Public Outreach and Environmental and Economic Equity) will assist and be assisted by similar tasks from each of the projects. In addition to addressing the systemwide issues related to CERP, the program plans will provide guidance, standard practices and reporting requirements for project activities related to the Environmental and Economic Equity and Public Outreach program management plans.

1.1.2 Document Layout

The remainder of Section 1 is broken into four other subsections. The next one (1.2), reviews the legal basis for the CERP and the public outreach program. That section is followed by a general discussion of the context or background (1.3) for the Public Outreach Program Management Plan and why it is important to undertake these tasks. The final two subsections, 1.4 and 1.5, describe other programs and projects that relate to the public outreach program and describe how this management plan was developed and reviewed.

Section 2, Program Scope, then provides a brief summary of the program's content. It is followed by a more lengthy section, Section 3, which describes in greater detail each of the program's tasks and subtasks. Sections 4 through 8 provide additional information about how the plan will be administered, its contributors, and a reference section. Several appendices are also provided, with Appendix B describing the estimated costs and timelines.

1.2 LEGAL AUTHORITY

The authority for the Public Outreach Program Management Plan is the preparing this management plan is the Water Resources Development Act of 2000 (WRDA 2000) (PL 106-541) that was enacted in December 2000. Guidance for preparing the plan is contained within the *Design Agreement between the Department of the Army and the South Florida Water Management District for the Design of Elements of the Comprehensive Plan for the Everglades and South Florida Ecosystem Restoration Project* (Design Agreement) (USACE and SFWMD, 2000a) and the *Master Program Management Plan* (USACE and SFWMD, 2000b). These documents recognize the importance of outreach and set the requirements to produce this management plan that will result in the approval and implementation of an outreach program for the CERP.

Title VI of the WRDA 2000 approved the CERP, provided authorization of an initial suite of projects, and also included a number of other provisions including outreach and periodic reports to Congress. The provisions related to public involvement and outreach state the following:

“(k) OUTREACH AND ASSISTANCE-

(1) SMALL BUSINESS CONCERNS OWNED AND OPERATED BY SOCIALLY AND ECONOMICALLY DISADVANTAGED INDIVIDUALS- In executing the Plan, the Secretary shall ensure that small business concerns owned and controlled by socially and economically disadvantaged individuals are provided opportunities to participate under section 15(g) of the Small Business Act (15 U.S.C. 644(g)).

(2) COMMUNITY OUTREACH AND EDUCATION-

(A) IN GENERAL- The Secretary shall ensure that impacts on socially and economically disadvantaged individuals, including individuals with limited English proficiency, and communities are considered during implementation of the Plan, and that such individuals have opportunities to review and comment on its implementation.

(B) PROVISION OF OPPORTUNITIES- The Secretary shall ensure, to the maximum extent practicable, that public outreach and educational opportunities are provided, during implementation of the Plan, to the individuals of South Florida, including individuals with limited English proficiency, and in particular for socially and economically disadvantaged communities.

(l) REPORT TO CONGRESS- Beginning on October 1, 2005, and periodically thereafter until October 1, 2036, the Secretary and the Secretary of the Interior, in consultation with the Environmental Protection Agency, the Department of Commerce, and the State of Florida, shall jointly submit to Congress a report on the implementation of the Plan. Such reports shall be completed not less often than every 5 years. Such reports shall include a description of planning, design, and construction work completed, the amount of funds expended during the period covered by the report (including a detailed analysis of the funds expended for adaptive assessment under subsection (b)(2)(C)(xi)), and the work anticipated over the next 5-year period. In addition, each report shall include—

...(3) a review of the activities performed by the Secretary under subsection (k) as they relate to socially and economically disadvantaged individuals and individuals with limited English proficiency.”

The implementation process for CERP anticipates completing more detailed planning and design and a National Environmental Policy Act (NEPA) process for each of the more than 60 components described in the Restudy. This program-level management plan describes those activities related to public outreach during the implementation of CERP, and will be used as part of the overall NEPA process.

1.3 PROGRAM BACKGROUND

The South Florida region encompasses all or part of 16 counties, currently more than 6 million people, and is expected to reach a population of roughly 12 million by 2050. The region is as diverse as it is vast. The region contains some of the wealthiest areas in the country as well as some of the poorest. Ethnic and racial diversity is distinctive and dynamic, providing the region with its broad mosaic of cultures, local economies, local values and behaviors. From the interior farming communities through the burgeoning megalopolis of the lower southeastern coast to the Florida Keys, residents, seasonal residents and workers, and tourists contribute to an economy and lifestyle that is highly varied and dynamic. The Orlando area and southwestern Florida are also experiencing extensive growth. Resource demands, particularly for water, will continue to increase as a result of a multitude of factors, including land use, population growth, sector use (municipal, agricultural, industrial and other), seasonal changes, and geographic location.

1.3.1 Public Outreach Process and Goals

The CERP will be implemented within this dynamic human landscape. Public outreach is a process by which interested and affected individuals, organizations, agencies and governmental entities are informed of a project and its goals, and have the opportunity to participate in the decision making process. Public outreach supports the exchange of ideas and information among interested individuals and groups, which is critical to resolving the challenges involved in implementing the CERP. Outreach also creates and builds partnerships, involves the community, helps form mutual understanding, engenders trust, reduces conflict, and ultimately leads to a more complete project. Public outreach activities for CERP have a number of goals:

- Increase general public awareness and support for the CERP with effective outreach activities, including environmental education
- Involve stakeholders, agencies, tribes and other interested communities in the CERP decision making process to incorporate public values into the program
- Develop and implement outreach strategies to better serve minority communities, persons with limited English proficiency, and socio-economically disadvantaged individuals
- Provide focused outreach activities for traditionally underserved communities, especially those that may be affected by the project
- Improve the substantive quality of decisions as a result of public participation
- Increase trust in public institutions

- Reduce conflict among interested and affected parties by building agreement on solutions to emerging issues
- Provide effective internal communications and support for individual project teams to increase efficiency and provide support and guidance for project-level public participation activities

In addition to these outreach goals, federal and state laws and agency policies also require the Corps and the SFWMD to provide effective public participation in the implementation of the CERP. These include the NEPA, the Federal Advisory Committees Act (FACA), the WRDA 2000, and the One Florida Initiative.

As stated on pages 34-35 of the CERP *Master Program Management Plan* (USACE and SFWMD, 2000b), *“Implementation of the Comprehensive Plan will affect the entire region economically and socially.”* The involvement of stakeholders and the public is critical as implementation proceeds. It is important that information about the restoration program be readily provided to the public. It is also important that outreach is used as the conduit for recognizing public concerns and to solving issues as they arise.

1.4 RELATED PROJECTS

As program-level outreach is implemented, it must be coordinated with a number of related activities, such as environmental and economic equity, restoration coordination and verification (RECOVER), data management, and program controls. These activities also include projects and programs that are external to CERP, such as the Modified Water Deliveries to Everglades National Park Project and One Florida. Of paramount importance will be the coordination of activities between the CERP Public Outreach Program Management Plan and the individual outreach and environmental and economic equity activities being performed for each project. The more than 60 projects will have specialized outreach and socio-economic efforts that must be consistent with the overall program. Also, the link between public outreach and environmental and economic equity is equally critical to the success of the CERP. While this outreach plan is designed to provide communications with all groups including the general public, policy makers clearly directed the CERP to make special efforts to reach economically disadvantaged citizens and businesses, those with limited English proficiency, and others. In recognition of this mandate, the Public Outreach and Environmental and Economic Equity plans have been developed in tandem. All public activities have been held jointly as described below.

1.5 MANAGEMENT PLAN DEVELOPMENT AND REVIEW PROCESS

This plan has received extensive public input and revisions. Beginning in early February 2001, an initial staff draft was completed and distributed for internal review at the SFWMD and the Corps. An updated draft then resulted from those comments, and that internal staff draft was posted on the CERP web site (www.evergladesplan.org) on February 23, 2001. Following posting of the plan, the staff draft was presented to eight focus groups to gain the diverse perspectives of Black and Hispanic communities; environmental, utility and agricultural interests; and a cross-section of residents of the northern portion of the SFWMD on the draft plan. Four hundred and nine people were invited by letter and 89 attended. Comments obtained

from the focus group meetings were then presented at a one-day workshop of 32 SFWMD/Corps service center and public outreach staff who reviewed the comments and the draft plan. A second draft incorporated revisions to the plan based on the above input and was made available to the public on May 21, 2001. This draft was presented at seven public workshops in June 2001. The workshops were conducted in West Palm Beach, Clewiston, Fort Myers, Fort Lauderdale, northern and southern Miami-Dade County, and Belle Glade. The public and original focus group members were invited to review the changes to both this plan and the CERP Environmental and Economic Equity Program Management Plan (then known as the Socio-Economic and Environmental Justice Program Management Plan). Based on final comments received during the workshops plus several letters from interested groups, the plans were revised again. Final drafts of the plans were presented to the SFWMD and the Corps in July 2001 for formal approval.

SECTION 2 PROGRAM SCOPE

Vision: *Implementation of the CERP has the potential to affect the lives of all South Floridians and represents a major investment of public funds in the future of the region. This outreach program is designed to provide the public with timely information and extensive opportunities to participate in the planning and implementation of Everglades restoration. The program recognizes that special efforts will be required to reach the diverse communities that compose South Florida, ensuring that neither language nor socio-economic barriers are allowed to interfere with communications concerning the CERP. This scope envisions a broad range of materials and activities designed to meet the information needs of all groups, including activities designed to allow both the general public and specific stakeholders to provide effective input throughout the plan decision making and implementation processes.*

2.1 INTRODUCTION

Public outreach, and its two primary component activities, **information** and **involvement**, were integral components of the Restudy effort. Public outreach will remain a high priority activity throughout implementation of the CERP.

Public outreach is considered critical to South Florida ecosystem restoration for many reasons including the following:

- Public, political, and media interest in Everglades restoration, water resources and restoration of the South Florida ecosystem is high and these groups need information.
- Concerned communities, including stakeholder groups, state and federal agencies, tribes, and the general public, need to learn about and better understand each other's views and concerns in order to build consensus solutions.
- Communities that have been underrepresented in decision making processes in the past need to be reached and underserved communities need to be provided with information concerning aspects of the project that may interest or affect them.
- Agencies need to develop plans and strategies that effectively address the needs of the public, including targeted stakeholder groups.
- Legal mandates require public involvement and environmental education. These mandates are discussed in Section 1.

2.2 CERP PROGRAM-LEVEL PUBLIC OUTREACH STRATEGY

The strategy for this public outreach plan builds on the outreach activities that began with the Restudy. The efforts are divided into two main types of activities: information and involvement.

2.2.1 Public Information

Public information is meant to raise the awareness of the public-at-large. The strategies and mechanisms for doing so generally involve mass communication tools such as newspapers and electronic media, including television, radio, and the Internet.

Though agencies often refer to the public-at-large as the “general public,” in reality, the “public” is far from homogenous. The general public is actually made up of a number of differing “publics.” The challenge that a broad outreach program must meet in order to be truly successful is recognizing the differences between these publics, their level of knowledge, interests and preferred means of receiving information. Thus, public information strategies generally begin with identification of broad audience types and progresses through recognition of smaller groups of more specialized interest. Next, appropriate messages and tools are developed for each.

Public information products usually contain general descriptions about the project. They tend to present nontechnical, brief messages consisting of the project purpose, problems, opportunities, potential solutions and benefits. Project updates and notices of upcoming events are two typical messages carried in public information products.

Outreach plans also include youth and adult education programs. An educated population will better understand CERP goals, benefits, and impacts. The youth of today will benefit from the project tomorrow, and even may work on the project some day as adults. Education involves a systematic way to inform people about these issues. The most effective CERP education projects may be those that involve partnering with organizations that specialize in education. Therefore, CERP program-level education outreach will seek to identify and utilize educational institutions, museums, or community-based organizations.

2.2.2 Public, Stakeholder and Agency Involvement

Outreach efforts must go far beyond simply informing the public. Outreach efforts must actually seek to engage or involve the interested public in the implementation processes.

The typical process for engaging the public during plan development and implementation is through public hearings, meetings or workshops. For these events, the mechanisms used for public notice are those that will be received by the widest audience. Generally, mass communication tools are used: newspapers, television, radio and the Internet. The Corps and the SFWMD will also typically send out written notices to its mailing list of interested individuals and groups including elected officials, community-based organizations, nonprofit organizations, business organizations, and others.

Some members of the public have a far greater level of interest in Everglades restoration than others. These are the members of the public who want to have an actual voice in the process. These individuals are often associated with “interest groups” such as community or civic associations. Others are associated with groups that have an even higher level of interest because they are more directly impacted by activities and policy decisions. These “stakeholder” groups include the sugar industry, water utilities, local governments, tribes, environmental organizations, recreational user groups and others. A variety of public agencies have been heavily involved in the Restudy and CERP and are also very likely to want to participate in the implementation processes.

Much of the outreach work that is conducted for interest groups, stakeholders and other public entities, revolves around issue identification and management. Issue identification and management is a proactive strategy in which organizations identify emerging issues and/or trends. It involves 1) identifying issues, 2) analyzing those issues, 3) setting priorities, 4) selecting program strategy options, 5) implementing a program of action and communication, and 6) evaluating effectiveness. Issue management involves developing and establishing relationships with those affected by the CERP. On a narrower scale, this process can help identify issues of a very localized, but important, nature. On a broader scale, it helps identify potential economic, social and political issues that can affect the entire CERP program.

2.2.3 Outreach to Minority Communities

During the early stages of the Restudy, it became apparent that outreach efforts, except where public hearings were involved, tended to focus on the same set of “traditional” stakeholders and interest groups – agricultural interests, environmentalists and water suppliers. The result was that important segments of the South Florida population were being unintentionally omitted from the planning process. Recognizing that Everglades restoration affects a broader segment of the population than represented by the well established stakeholder groups, the Corps and the SFWMD set out to engage populations that had been historically underrepresented in restoration project outreach.

In 1996 and 1998, respectively, the Corps and SFWMD initiated specific outreach efforts to the African-American community in South Florida. Both agencies began their efforts in Miami-Dade, Broward and Palm Beach counties. The goals of the efforts are to raise awareness of water resource issues, water supply and restoration programs. As part of the CERP public outreach program, the outreach effort to the African-American community will be intensified and expanded to other areas and other ethnic groups of South Florida. Also, nontraditional outreach strategies and cultural sensitivity will be considered when developing programs. It will include efforts to expand awareness of business, contracting and employment opportunities.

The SFWMD’s Hispanic outreach program has been under way since 1992. Beginning in Miami-Dade County, the effort soon expanded to include Broward and Palm Beach counties, and today encompasses all 16 counties. Its goals are to increase awareness of 1) water resource issues including the CERP, 2) agency contracting and business opportunities, and 3) personnel recruitment. Community leaders, Spanish language media, and elected and appointed officials have been targeted. Tools include cultivating partnerships and relationships, conducting outreach events and vendor workshops, establishment and maintenance of Hispanic leaders’ roundtables, translation of materials, and use of the web site.

In 1998, the Corps launched a Hispanic outreach effort in South Florida related to the Restudy and now the CERP. The program's objective is to promote awareness and knowledge of the CERP and other South Florida ecosystem restoration projects within the Hispanic community. Both key Hispanic community leaders and the general Hispanic population are targeted. Briefings and group meetings are held with key stakeholders including opinion leaders, community activists and elected officials. Steps are taken to raise the awareness of the general population through the print and radio media. Outreach to the Hispanic community will remain an integral part of the agency program-level efforts throughout the duration of the CERP implementation process.

2.2.4 Outreach to Socially and Economically Disadvantaged Communities

With the WRDA 2000, outreach to socially and economically disadvantaged individuals, including individuals with limited English proficiency, became a congressional mandate, reinforcing an already strongly embraced goal of the CERP outreach program. The legislation addresses both consideration of program impacts, as well as provision of outreach and educational opportunities for socially and economically disadvantaged individuals. Special consideration of individuals with limited English proficiency is also addressed (see excerpts from the WRDA 2000 in Section 1).

It is important to recognize that the population of socially and economically disadvantaged does not consist solely of minorities. It is equally important to recognize that large segments of the minority communities are not socially or economically disadvantaged. Nonetheless, it is expected that portions of the minority outreach effort will be closely linked with the socially and economically disadvantaged outreach to better reach the targeted audiences.

The Corps and the SFWMD will reach individuals who speak a language other than English as their first language through efforts that are part of the minority outreach program. These include translations of materials, providing bilingual speakers at selected workshops, working with foreign language print, TV and radio outlets, and sponsoring events in their local areas and languages.

The Corps and the SFWMD already have a history of engaging socially and economically disadvantaged individuals (particularly small business owners) in CERP implementation. As the Restudy report was being finalized, it became apparent that in order to implement the plan, the lead agencies, the Corps and the SFWMD, would be required to rely heavily on contractors for project construction and implementation. The Corps and the SFWMD began efforts to inform the business community of these upcoming needs. Particular emphasis was placed on informing the minority individuals and small business owners. The intent of these outreach efforts was to ensure smaller, socially and economically disadvantaged firms would be positioned to bid on upcoming contracts. With the passage of the WRDA 2000, outreach to "small business concerns owned and controlled by socially and economically disadvantaged individuals" has become a congressional mandate.

The SFWMD and the Corps also recognized the need to ensure socially and economically disadvantaged individuals were positioned to take restoration-related jobs in the public and private sectors. Conversations were initiated with local universities, community colleges and trade schools. Discussions included descriptions of the types of jobs that might become available throughout

implementation of the CERP and the type of job skills that workers may need. The commitment was made to continue these efforts through CERP implementation. Much of this activity will be performed under the Environmental and Economic Equity Program Management Plan and will be heavily integrated with the Public Outreach Program Management Plan efforts.

2.2.5 Internal Management and Communication

Mechanisms will be developed for effective intra- and interagency management of and communication about outreach activities. This will entail establishment of a Corps-SFWMD management team, regular staff meetings involving outreach specialists from the Corps and the SFWMD including the staffs of the SFWMD service centers, effective control (inventory and dissemination) of materials, and other management activities.

2.2.6 Evaluation and Assessment of Outreach Activities

Evaluation and assessment of outreach plans and activities before, during, and after completion of the outreach project is essential. This ensures outreach efforts are focused, midcourse changes are made, if necessary, and lessons are learned from the overall effort. Devising effective evaluation methods, particularly where assessments of level of awareness and effectiveness are desired can be very difficult. The Corps and the SFWMD will utilize the skills of experts in the field of public information program effectiveness to help design and conduct evaluation activities.

2.3 OTHER KEY ISSUES

Based upon both the practical experience gained during the Restudy as well as the input provided by the public, several key issues that require consideration during program implementation have been identified. These include identification of target audiences, partnering with others, the involvement of a broader range of South Florida citizenry in the process, and expanding outreach through colleges and universities.

2.3.1 Identifying Target Audiences

South Florida is a heterogeneous society. As CERP implementation progresses, it is critical that all interest groups are actively and appropriately involved. This will require identification of specific target audiences and utilization of aggressive means of soliciting input and participation.

Identification of target audiences requires agencies to recognize the diversity of South Florida's cultures and proactively engage these cultures and language groups in its programs. It is also critical that these groups are given the opportunity to engage in ways that take into consideration their interests and their ethnic and cultural differences and preferences. A "cookie cutter" or "one-size-fits all" approach to public outreach results in some parties being overlooked or unintentionally omitted.

To determine a specific target audience, the following factors will be used:

- Self-identification (those who have made their interest known)
- Proximity (those who live near a proposed feature)
- Mandate (agencies that have some authority or groups that have related missions)
- Use (people who may gain or lose some use)
- Economics (those who gain or lose something economically in the process)

The interest and stakeholder groups identified during the Restudy will be expanded and refined during CERP implementation. The groups identified during the Restudy include the following:

- Agricultural organizations
- Business organizations
- Civic associations and public interest groups
- Environmental organizations and agencies
- Federally-elected officials and agencies
- News media, including print, electronic and Internet media
- Recreationalists
- Socially and economically disadvantaged individuals and groups, including businesses, associations and trade organizations
- State and local elected officials and agencies
- Tribal governments and organizations
- Utility groups

These groups have already revealed themselves as interested in restoration issues and will actively seek opportunities for input. In contrast, the participation of other groups and individuals must be cultivated. For those groups, more aggressive efforts will be made in seeking out and eliciting input and participation. These groups, listed alphabetically, include the following:

- Civil rights organizations
- Faith-based groups and organizations
- Grassroots/community-based social service organizations
- Homeowner tenants associations, neighborhood watch groups and resident organizations
- Labor unions and organizations
- Legal aid providers
- Libraries, vocational and other schools, and colleges and universities
- Medical community
- Not-for-profit community and educational groups
- Rural cooperatives
- Senior citizen groups

One key mechanism for identifying new interested parties and groups is to conduct interviews with key community leaders and activists. These people can also be asked to provide input on the most effective means of engaging traditionally underrepresented groups.

2.3.2 Partnering with Others

Over the past five years or so, interest in the Restudy, and subsequently the CERP, has increased tremendously. Not only are individuals and organizations interested in learning more about the CERP, but they are also interested in helping others to learn about “the plan to restore America’s Everglades.” Many organizations have expressed their interests in collaborating on outreach. These groups include museums and nature centers, universities and community colleges, community-based and nonprofit organizations, agencies and local governments, and many others.

The Corps and the SFWMD have a responsibility to evaluate and appropriately utilize these opportunities to collaborate with others. Each should fill a slightly different niche, reaching different target audiences at different times and in different ways or in different locations. In effect, partnering with other groups, especially nontraditional groups, offers the opportunity to extend message delivery far beyond what the Corps and the SFWMD are now accomplishing. Several such opportunities have already been developed into formal agreements to collaborate with other organizations including the Museum of Discovery and Science, the Audubon Society of Florida, and Florida Memorial College.

2.3.3 Expanding Outreach through Colleges

One way of communicating with members of socially and economically disadvantaged individuals about environmental issues will be through the state’s colleges. In late 2000, the SFWMD, as part of the One Florida Initiative, entered into a cooperative agreement with Florida Memorial College to provide interdisciplinary environmental studies and community environmental educational outreach, to develop faculty abilities and campus environmental awareness, and to conduct research on urban and environmental issues.

SECTION 3 WORK BREAKDOWN STRUCTURE

In this section of the Outreach Management Plan, the general scope of activities is broken down into specific groups of tasks. The work breakdown schedule is derived from the project's scope, and is based on the plan's goals, as discussed in Section 1. These tasks, when implemented, will achieve the goals. The task identification allows for the development of a schedule and budget. For public outreach, there are six major task groups:

- Task Group 1: Public Information
- Task Group 2: Public, Stakeholder and Agency Involvement
- Task Group 3: Outreach to Minority Communities
- Task Group 4: Outreach to Socially and Economically Disadvantaged Communities
- Task Group 5: Internal Management and Communication
- Task Group 6: Evaluation and Assessment of Outreach Activities

The Work Breakdown Structure presented in this section describes the *general types* of outreach activities for the entire CERP implementation period of some 30 years. The activities that are anticipated to occur in the first five years have been identified. Specific activities are included to 1) set out a framework of outreach projects to be accomplished over the next five years, and 2) guide budgeting and staffing decisions.

Activities that will occur in subsequent years will be developed and approved for future five-year intervals, with the next scheduled update due before the start of FY 2007. Intermediate modifications may be made, as adjustments to activities, schedules and/or budgets are needed.

TASK GROUP 1 - PUBLIC INFORMATION

Everglades restoration has the potential to affect every resident of South Florida. As a resource of national significance, the future of the Everglades is also a concern to people across the nation. Therefore, it is essential to inform and educate the general public about the value of Everglades restoration and its connection to water supply and regional sustainability, and the goals of the CERP. The overall objective of this task group is to build awareness about the problems and solutions addressed by the CERP. The "public" includes people across the state and nation, as well as many discrete "target" audiences that have specific interests and stakes in Everglades restoration.

Public information materials are an essential form of communication in any public outreach program. They consist of print, electronic, interactive computer, and other materials of widespread use or availability. Effective public information materials are designed for the appropriate target audience, and are usually visually attractive, nontechnical and brief.

Task Subgroup 1.1 – General Public Information

Raising awareness and informing and educating the public is at the heart of any successful outreach program. To achieve these goals, public information products will be developed and disseminated to a variety of audiences through a variety of means. The tasks listed in the following paragraphs begin with development of a communications strategy for the general public. Specific tasks expected to be included in the strategy are then described. The strategy development phase will include consideration and refinement of the listed tasks. The strategy may ultimately include all or some of these tasks. Additional tasks may be identified and included in the final public information strategy.

Task 1.1.1 Develop Communications Strategy for the General Public. SFWMD and Corps staff will develop the details of a coordinated and comprehensive strategy for public information. This will include identifying the goals for communicating with the general public, the audiences, the information required, and the manner in which the information should be written, packaged and delivered. Separate plans may be developed for the different target audiences, including strategies for different age groups, reading and educational levels. For example, residents of South Florida have different information needs about the Everglades than the general public across the nation, and appropriate communications tools and strategies could be developed for each group. These plans will be developed using research methods and through discussions with the public, staff, and advisory boards. They will be updated as needed. This task should also consider the creation of a logo and mascot to assist in reaching younger audiences.

Task 1.1.2 Coordinate Media Activities. A strong news media effort is required as print and electronic media is a primary method through which local, state, and national audiences will learn about the CERP. The media are an important resource for people who are not able to attend meetings or participate in public involvement activities. By working with the media, the SFWMD and the Corps will take an active role in disseminating information.

Media activities include the following:

- Identifying and developing messages and story ideas
- Preparing media information
- Briefing reporters and editorial boards
- Issuing print and video news releases
- Developing and maintaining CERP media contact lists
- Responding to new or unexpected issues
- Working closely with SFWMD and Corps government and public affairs staff
- Scheduling appearances on public affairs programs
- Writing letters to the editor and opinion pieces

Task 1.1.3 Prepare and Distribute Printed Materials. Printed materials will be a cornerstone of the CERP public information program. These materials are used by the SFWMD and the Corps and by other groups engaged in outreach activities, and are also posted on the Internet. The materials are also used as background documents for the production of other products such as videos, exhibits, and presentations.

Printed materials include the following:

- Booklets
- Brochures
- Posters
- Fact sheets
- Newsletters
- Newspaper inserts
- Fliers
- Press releases
- Other documents

These materials are provided through a variety of venues: public meetings and special events; agency offices; the mail; schools and other educational and cultural institutions; and other traditional and nontraditional events and activities. Staff will seek new and creative opportunities to distribute these documents so that broader audiences can be reached. Brochures and other printed materials should be developed for all ages, languages and understanding levels. A photo and graphic library of CERP projects and benefits will be developed and maintained. Specific products to be prepared over the next five years include a new summary document and trifold to replace the July 1999 documents, updated facts sheets and other briefing materials, a brochure with basic CERP concepts for the general public, and possibly a newsletter for persons closely following the CERP.

Task 1.1.4 Maintain and Update Internet Web Site. A web site for CERP has been established: www.everglades.org. This site provides both general and technical information, benefiting both the public and agency staff. It will be updated regularly. The Internet will be used as an essential, but not exclusive, means of providing information to the public as well as to team members. The web site will provide access to publications, program and project information, and a master calendar of meetings and activities. The site will also be an interactive tool, used to gather comments about CERP projects and activities. As part of this task, the SFWMD and Corps will work to enhance the education page of the existing CERP web site to ensure that current lesson plans and curriculum materials are available to teachers. Also, the SFWMD and Corps will work with interested organizations and outreach partners to encourage the establishment of links from web sites of other groups to the www.everglades.org page.

Task 1.1.5 Update and Maintain Mailing Lists. Accurate mailing lists are essential to successfully inform and involve the public. They can be used to deliver announcements of upcoming meetings or events, newsletters, fact sheets, reports, and other printed material about program-level activities. Specific mailing lists are needed for the general public, socially and economically disadvantaged individuals, stakeholders, elected and appointed officials, people interested in specific CERP projects, and many other groups of people or individuals who may have an interest in the CERP. The mailing list will be part of the SFWMD's larger mailing list database, and will be maintained and updated regularly. It already includes some CERP categories, largely assembled in 1997 and 1998 as a result of the Restudy.

Task 1.1.6 Develop Exhibits, Displays and Kiosks. A number of visual tools are needed for the CERP. These include interactive kiosks for indoor malls, museums and other educational or cultural institutions, large displays for events, and small portable displays for speaking engagements. Displays will be purchased and created as necessary for the CERP, for subsequent use at fairs, conferences, and other events. Existing displays will be updated as needed.

Task 1.1.7 Produce and Distribute Electronic Material. Electronic media is fast becoming the preferred means of obtaining information by certain segments of the population, especially children and young adults. Along with the printed materials, the electronic materials become a key element in creation of a project archive documenting the efforts to restore the South Florida ecosystem. Some of the products tentatively planned for the program-level effort are as follows:

- Video on CERP. A broadcast quality video about South Florida's water problems, Everglades restoration, and the CERP will be produced and distributed to libraries, civic groups, educational institutions and others on request.
- CERP Animation. Broadcast quality animation will be created illustrating select points of the CERP. This could include animation about the overall project or specific components such as aquifer storage and recovery (ASR). This animation can be used in interactive CDs, videos, on the web, and in many other applications.
- Interactive CDs and Computer Games. As more people use computers, computer-related tools will be helpful in educating the public on the CERP. Two such tools include development of interactive compact disks and computer games. With its many components, issues, and long time horizon, CERP lends itself to intuitive computer-based applications.

Task 1.1.8 Manage CERP Speakers Bureau Activities. Speakers bureaus are groups of specially trained individuals who can speak about a process or program. They can be made up of community members or agency staff. The SFWMD has utilized a speakers bureau (made up of agency staff) for a number of years. It has been an effective tool for both Restudy and CERP outreach. The CERP Speakers Bureau will continue to be utilized to conduct presentations on CERP to civic and business associations and

community-based organizations. Slide shows, PowerPoint presentations, and accompanying print materials will be available for the speakers. This task includes coordinating and scheduling speaking engagements and developing and updating the general and project or issue-specific CERP slide shows (35 millimeter and PowerPoint).

Members of the public and some organizations have expressed interest in serving as members of a speakers bureau. Through the planning process for the communications strategy, the SFWMD and the Corps will identify and engage individuals and organizations who wish to participate in a speakers bureau.

Task 1.1.9 Maintain Toll Free Hotline. A toll free phone line in has been established to provide information on the CERP. This number is 1-877-Glades1 (1-877-452-3371). This is especially helpful for those who do not have access to the Internet. As a future enhancement, the toll free line will be expanded to include a variety of messages recorded in three languages (English, Spanish and Creole). In addition, the line may be staffed during working hours so callers can speak to a knowledgeable person immediately, if desired. The line will also be useful when scheduling public meetings for project-level activities.

Task Subgroup 1.2 – Information for Elected and Appointed Officials

Many of the critical decisions made during implementation of the plan will involve local, state and national elected and appointed officials. One of the key goals of program-level outreach activities is to ensure decision makers are provided with the information they need to make informed and effective decisions.

Outreach activities targeted to elected and appointed officials must be made on a continual basis. The population of elected and appointed officials is ever changing, as incumbents leave office and newly elected and appointed officials join the ranks of those who have more knowledge and experience. Furthermore, throughout CERP implementation, new issues of concern will arise and will require special information and involvement activities.

Both the Corps and SFWMD have well established mechanisms and designated staff for informing and engaging elected and appointed officials. Outreach activities will utilize these existing systems and staff.

Task 1.2.1 Provide Briefings, Tours, and Other Information. Individual and group briefings will be provided as needed to elected and appointed officials at all levels of government. Tours of the Everglades, Lake Okeechobee, C&SF Project, and CERP construction sites will also be provided on an as needed basis. SFWMD and Corps staff will regularly communicate with members of Congress, the Florida Legislature, county commissions and other local elected bodies and their aides about the CERP and other related issues. These formal and informal visits and phone calls help provide members and their staffs current information about CERP implementation. They will also serve to address new issues of concern that may arise. Printed and electronic materials will be

provided as needed, including technical documents, fact sheets, newsletters, and other information.

Task 1.2.2 Participate in “Town Hall” Type Meetings. Because the CERP has the potential to impact many diverse people, members of Congress and other elected officials periodically offer to hold public workshops or forums on CERP issues for constituents. SFWMD and Corps staff often speak and provide other assistance at these events.

By law, the SFWMD and Corps are required to provide specific reports and documents to groups of lawmakers:

Task 1.2.3 Prepare Annual Report to Florida Legislature. In accordance with the Everglades Restoration Investment Act passed by the Florida Legislature in 2000, an annual report for the legislature will be developed, printed, and distributed. The report will describe progress made to implement the project, identify current issues, and provide financial information. It will also include an ecological report card prepared by RECOVER, an interagency team overseeing the ecological recovery of the Everglades. Annual reports will be completed by December 31 of each year. This management plan includes preparation of reports for the years 2001, 2002, 2003, 2004, and 2005.

Task 1.2.4 Prepare Periodic Reports to Congress. In accordance with the requirements of the WRDA 2000, a report to Congress will be prepared every five years, beginning October 1, 2005. The report to Congress will include a description of planning, design, and construction work completed, the amount of funds expended during the period covered by the report (including a detailed analysis of funds expended for adaptive assessment), and the work anticipated over the next five-year period. This task includes the development, printing, and distribution of the first report to Congress due October 1, 2005.

Task 1.2.5 Provide Briefings for Joint Legislative Committee on Everglades Oversight. The Florida Legislature has designated the Joint Legislative Committee on Everglades Oversight as the Florida legislative entity charged with reviewing implementation of the CERP and providing oversight of the state’s CERP activities. Program and project managers and others will provide information, brief the committee, and provide necessary assistance to the committee as requested.

Task Subgroup 1.3 – Environmental Education

In an effort to accomplish wide ranging community awareness, an environmental education program was designed and implemented during the feasibility phase of the Restudy. Rather than attempt to teach the students themselves, the basic approach of this program was to provide educators with the training and tools they need to teach students about the Everglades and the CERP. It is anticipated that this approach will continue as a means of informing students, teachers, and parents of the status and issues associated with South Florida ecosystem restoration.

As educators' knowledge of the CERP has increased, the demand for new materials and educational opportunities has increased. Similarly, nonprofit and community-based organizations have expressed a keen interest in participating in Everglades restoration education. The most effective means of furthering CERP-related environmental education will entail collaborating with various interested parties.

Task 1.3.1 Develop Environmental Education Program Strategy. The SFWMD and the Corps will partner with one or more appropriate organizations to host a series of strategy sessions for the purpose of identifying education needs and opportunities. The effort will include representatives of agencies, organizations and the public and will seek to identify existing programs, involved institutions, and resources. Current and future needs will be assessed. Special emphasis will be placed on addressing the needs of students with limited English-language proficiency. A strategy is needed for those with limited proficiency in English, commonly referred to in educational circles as English for Speakers of Other Languages. In addition, a strategy is needed to ensure that environmental educational proposals are incorporated into Sunshine State Standards, and are consistent with and included in the Florida Comprehensive Achievement Test. It is anticipated that a private contractor would be employed to organize and conduct these meetings.

Task 1.3.2 Develop, Update, and Distribute Education Curriculum Materials for Use in Schools. New curriculum materials on Everglades restoration will be prepared and distributed to schools in the region and elsewhere in Florida. The curriculum materials provide teaching aids for raising awareness of Everglades restoration issues. The materials will be developed in collaboration with input from educators and lay leaders in the community and will be updated periodically.

Task 1.3.3 Coordinate Guest Speakers/Lecturers. CERP program managers, project managers, and technical staff may be invited to be guest speakers and lecturers at schools and colleges. This task includes coordinating these engagements with the schools and colleges and the development of materials needed for the guest speaking engagements.

TASK GROUP 2 – PUBLIC, STAKEHOLDER, AND AGENCY INVOLVEMENT

Many of the outreach components described above largely focus on raising awareness and informing and educating people. However, a major aspect of the outreach program is seeking input, from involving, and coordinating with the public, special population groups, agencies and other stakeholders on CERP development and implementation and on other South Florida restoration program issues.

Involvement and coordination help ensure that potentially affected parties are not overlooked and excluded from the design and implementation of the CERP. People should have a say in decisions that affect their lives. This outreach program seeks out and facilitates the involvement of those potentially affected, contains the implicit commitment by decision makers to seriously consider the input of the public, and communicates to participants how their input is addressed. Public participation includes identifying groups that may be interested in or affected by the

CERP; identifying issues that affect them; and making efforts to communicate, solicit input, and keep groups and individuals apprised of the progress of the CERP.

Specific stakeholder groups that are most affected by the CERP include agriculture, contractors, elected and appointed government officials, environmental organizations, local flood control districts, socially and economically disadvantaged communities, those living near the project, water utilities, and many others. The strategy is to work with stakeholders during each phase of the project, keeping them informed and soliciting information. These tasks are important in achieving many of the goals of this plan, especially as they relate to building consensus and trust.

Close communication and coordination with numerous external appointed advisory boards also is necessary. These include the South Florida Ecosystem Restoration Task Force and Working Group, the SFWMD's Water Resources Advisory Commission, and the SFWMD's Governing Board.

Task 2.1 Develop Involvement Strategy. It is important to develop a coordinated and comprehensive strategy for program-level public, stakeholder and agency involvement. This task involves initially identifying those areas and times in which involvement would be needed, who it should include, and how it should be accomplished. A public involvement strategy should also include consideration of who wants to participate in the process, where their interests are most likely to lie, and how they are going to be most comfortable and effective in participating.

Development of this strategy will include consideration of institutions, organizations, community leaders, and citizens whose inclusion is crucial for successful CERP implementation as well as periodic reviews of the identified audiences.

Task 2.2 Hold Public Meetings and Workshops. Periodic public meetings will be included as an important component of the program-level public outreach activities. These meetings, aimed at engaging the general public, will be held at key junctures in the implementation process to deal with program-level activities. These meetings will have the purpose of engaging a broader audience than that traditionally defined as stakeholders and interest groups. Examples of times when comment will be sought include when revisions to the CERP and the implementation schedules are proposed, during RECOVER activities, and the release of the annual report card.

Task 2.3 Hold Community Meetings. Throughout the design period, opportunities will be developed for the public to get information outside the formal public meeting and workshop process. Civic and neighborhood associations, academic institutions, and environmental groups can provide avenues to disseminate information and enhance community awareness, understanding, and support. These meetings are more informal and are targeted toward “preexisting audiences” allowing the program managers to move beyond the large meeting hall to more familiar settings.

Task 2.4 Plan Stakeholder Group Activities. There are specific stakeholder groups that are most interested in and directly affected by restoration efforts. These generally include agricultural, environmental, and urban interests. In addition, federal, tribal, state, regional, and local governments are involved in the restoration effort. A variety of meetings, workshops, briefings and other related activities will be held throughout the design period of the program. These include stakeholder group meetings, small group meetings, technical workshops, and local government briefings.

Task 2.5 Brief SFWMD Governing Board. As the nonfederal sponsor of the Restudy, the Governing Board of the SFWMD provided policy guidance during the development of the feasibility study. As sponsor for most of the projects under the CERP, the Governing Board will continue to provide this guidance throughout the implementation phase of the CERP. The Governing Board invites stakeholder and public input at its meetings. Regular updates on the CERP program will be given to the Governing Board at its workshops and meetings.

Task 2.6 Coordinate with South Florida Ecosystem Restoration Task Force and Working Group. Federal and state agencies and tribal and local governments involved in the South Florida ecosystem are represented on the South Florida Ecosystem Restoration Task Force. The federal agencies include the Departments of Interior, Commerce, Army, Justice, Transportation, and Agriculture, and the Environmental Protection Agency. Tribal representatives include the Seminole Tribe of Florida and the Miccosukee Tribe of Indians. State agencies include the Office of the Governor, the Florida Department of Environmental Protection, the SFWMD, and two representatives of local government. The task force established a local level “working group” consisting of Florida-based representatives of the same agencies noted above. Throughout the duration of CERP implementation, the task force and working group will be utilized as means to provide information to those entities as well as to the general public and nongovernmental and governmental organizations and interest groups.

Task 2.7 Coordinate with SFWMD Water Resources Advisory Commission. On April 12, 2001, the Governing Board of the SFWMD created the Water Resources Advisory Commission. The commission’s charge is to serve as an advisory body to the Governing Board, and as a forum for improving public participation and decision making in water resource issues affecting South Florida. The commission will be routinely briefed on the CERP and may select particular topics for more in-depth discussion and deliberation.

Task 2.8 Conduct Outreach Activities for Developing Programmatic Regulations. The WRDA 2000 requires that regulations to ensure the goals and purposes of the CERP be created within two years. The process for developing these regulations will include extensive public involvement and stakeholder outreach activities. These activities include public workshops, public meetings, meetings with stakeholders, and briefings of interested parties.

TASK GROUP 3 – OUTREACH TO MINORITY COMMUNITIES

South Florida's population is extremely diverse. The 2000 U.S. Census underscored the range of different populations representing cultures from all over the world. The census showed, for example, that Hispanics now represent a majority in Miami-Dade County, Florida's most populous county, and that Hispanic and Black populations in South Florida continued to experience significant growth. As a result, special efforts must be made in the CERP outreach program to include and involve the diverse peoples of this area.

There are two primary minority populations recognized by the U.S. Census. These are the "Black" and "Hispanic" populations. In Florida, as around the country, each of these primary minority groups is composed of numerous constituent subgroups. In Florida, the Black population is composed primarily of African-Americans and natives of Haiti. The rich diversity of the Caribbean area is also represented in the Black population. The "Hispanic" population is also quite diverse. In South Florida, the predominant subgroup consists of Cubans, with immigrants from Central and South American nations also prevalent. The minority populations of South Florida also include the members of the Miccosukee Tribe of Indians and the Seminole Tribe of Florida. Over the life of the project, the SFWMD and the Corps should periodically examine this program to determine if there are other communities that require special outreach efforts.

Black Community Outreach. According to the U.S. Census Bureau, Black people represent 14 percent of the state population, with the largest concentrations in South Florida, particularly in Miami-Dade, Broward, and Palm Beach counties. There is also a significant Black population in the communities around Lake Okeechobee, in St. Lucie County and in southwestern Florida, particularly Lee County. Efforts must be made to ensure that the Black community understands the potential benefits and impacts of CERP and participates fully in CERP project planning and implementation. Many in the community believe the SFWMD and Corps have underserved them in planning for Everglades restoration.

Members of the Black community have requested that efforts be undertaken to accomplish the following:

- Inform Black people about how they can get involved in the restoration process
- Involve the Black community in decision making activities
- Identify issues such as urbanization and employment, and communicate these in easily understood language
- Identify environmental justice issues including possible health or economic impacts resulting from the CERP, and communicate these to the Black and low income communities in clear, understandable terms
- Reduce barriers for contracting opportunities
- Identify contacts in local, state and federal agencies that are involved with the CERP so that the Black community can communicate with decision makers

Haitian-Americans are the third largest minority population in South Florida. For many members of the Haitian-American community, Creole is their primary language. Some CERP materials have already been translated into Creole. Expanded outreach efforts to this community will be conducted in conjunction with the overall Black community outreach. This effort will include creating appropriate materials to communicate with Creole speaking people. It may also include creation of educational segments for Haitian broadcasting outlets.

Hispanic Community Outreach. The Hispanic community is the largest “minority” group in South Florida, with 81 percent (1.6 million people) of all Hispanics in Florida living in the 16-county region served by the SFWMD. The Hispanic community comprises more than 25 percent of South Florida's estimated six million residents. The majority of Hispanics are in Miami-Dade, Broward and Palm Beach counties. In the Hispanic community, Spanish is the primary language for many people.

Members of the Hispanic community have requested that efforts be undertaken to accomplish the following:

- Inform the Hispanic community about how the CERP may affect their lives
- Identify ways the Hispanic community can get involved in the restoration process
- Involve the Hispanic community in decision making activities
- Identify potential impacts on existing jobs, particularly those of farm workers, and determine ways for offsetting these impacts
- Communicate in simple and nontechnical terms information regarding contracting, employment and job training opportunities
- Simplify contracting processes and procedures

Native American Outreach. Two minority populations of South Florida with a special interest in CERP are the Miccosukee Tribe of Indians of Florida and the Seminole Tribe of Florida. Though small in number, the members of these tribes are of considerable concern to the agencies involved in restoration efforts because they live in the Everglades and derive many resources and benefits directly from the natural landscape. Both tribes hold special status as sovereign nations and thus have opportunities to participate in the CERP and CERP-related activities by serving on interagency teams, advisory commissions, and the South Florida Ecosystem Restoration Working Group and Task Force. The outreach envisioned here would target the general members of the tribes.

The Corps and the SFWMD will closely coordinate outreach efforts to the minority communities during implementation of the CERP, building on the public information/awareness base already established through earlier efforts. The effort will define a joint strategy, measurable goals, and pre- and postactivity research. Outreach efforts will include community relations, news media relations, environmental education, and efforts to involve stakeholders in all levels of project planning and decision making.

The SFWMD and the Corps have active minority outreach programs that were begun during the Restudy. Both agencies have focused primarily upon identifying individuals and groups that should not only be informed of the ongoing efforts to develop an Everglades restoration plan, but

who should also be actively engaged in providing input during decision making processes. As the Corps and the SFWMD move from planning to implementation and in light of the mandates provided by the WRDA 2000, it is an appropriate time for the agencies to reevaluate their past outreach activities and plan for a new phase of community outreach.

The tasks listed below begin with a planning phase and then include some of the activities it is anticipated will be included in the comprehensive minority community outreach strategy. This list of tasks will serve as the basis for comprehensive minority community outreach strategy, and will be refined and/or expanded during the initial planning process.

Task Subgroup 3.1 Develop Comprehensive Strategy for Outreach to Minority Communities

Task 3.1.1 Develop Comprehensive Minority Community Outreach Strategy. SFWMD and Corps staff will develop a coordinated and comprehensive strategy for minority community outreach. An outreach team representing the Corps and the SFWMD and including minority outreach specialists, will convene and participate in a facilitated planning effort. This planning effort will include, at a minimum, identifying goals for the minority community outreach efforts, the audiences, the audience needs or information and involvement activities required, and the manner in which the information should be written, packaged and delivered. Formal research methods, such as surveys, also may be used to develop the strategy.

Task 3.1.2 Engage Public in Planning Process. Community input into this planning process will be obtained through workshops, small group meetings, individual interviews and other appropriate activities.

Task Subgroup 3.2 Information Outreach to Minority Communities

Task 3.2.1 Prepare and Distribute Materials. Booklets, brochures, posters, fact sheets, and other documents that focus on issues of concern to the minority community will be produced. These materials should be created for target populations and may involve differences in both design and content from the materials produced for the general public (Task Group 1). These materials will be provided at public meetings and special events, distributed at agency offices, mailed on request, used to brief elected and appointed officials, and used to educate adults and children. Providing materials to community-based organizations is another important strategy to achieve a broader distribution.

In addition, some of the Everglades restoration and the CERP materials prepared in English will be translated into Creole and Spanish and materials for people with limited English proficiency will also be prepared. Translation efforts will be closely coordinated with SFWMD service center staff, who will help ensure sensitivity to cultural and community differences in language use and perceptions.

Task 3.2.2 Conduct Press Briefings. Briefings for community journalists (print and broadcast) and meetings with newspaper editorial boards will be held periodically to discuss CERP implementation progress and issues of concern to the community.

Task 3.2.3 Prepare Articles, Inserts, and Notices for Minority-Based Media. Reading community-based newspapers is an important way that the minority populations gather information. For each community, the significance of this venue is slightly different. As appropriate, articles and op-ed pieces will be prepared for minority community publications in South Florida in order to increase awareness of Everglades restoration and the CERP. Advertising inserts describing CERP projects and issues that affect the community at large and the minority community specifically will be prepared for insertion into these publications. Notices of meetings will be placed in community newspapers. This will serve as a means for reaching large segments of the community.

Task 3.2.4 Schedule Radio/Television Appearances and Announcements. To increase awareness of Everglades restoration and the CERP, spokespersons for the CERP will make appearances on radio and television stations serving minority communities in South Florida. Translators will be provided if the spokespersons are not fluent in Creole and/or Spanish. Announcements for special meetings and events will be made on popular radio stations.

Task 3.2.5 Conduct Speaking Engagements for Key Interest Groups. To better inform the minority community about the CERP and Everglades restoration, SFWMD staff will seek opportunities to speak at interest group meetings. Materials such as slide shows and PowerPoint presentations will be available for use at these events. Accompanying printed materials will also be available. Staff will use these meetings to learn more about community interest in CERP and to better understand community information needs.

Task 3.2.6 Brief Key Community Leaders. Community leaders, elected officials and other key community activists will be identified and engaged. The agency representative will also provide the key community persons with information about the CERP and its status. It is also anticipated that in these meetings the agency representatives will learn about issues of concern, how to best reach and engage the minority community, who to reach, and how to address issues of concern.

Task 3.2.7 Coordinate Community Awareness Activities. Many youth in urban minority communities have not had the opportunity to visit the Everglades or to interact with the engineers, scientists, and other professionals involved in the restoration effort. Activities for youth will be arranged with community-based organizations.

Task Subgroup 3.3 Involvement Activities for Minority Communities

Task 3.3.1 Identify Target Audiences. It is important to identify the audiences in the minority community who want and/or need to be involved before engaging in outreach activities. This task involves initially identifying institutions, organizations, community leaders, and citizens whose involvement is crucial for successful CERP implementation. This task also includes identifying those people who should be included in the refinement

of the outreach plan to ensure it meets the needs of all members of the South Florida population.

Task 3.3.2 Conduct Stakeholder Group Activities. Everglades restoration and implementation of the CERP may affect many minority communities. Meetings, workshops, briefings and other related activities will be held throughout the implementation period to identify and better understand and effectively resolve issues of interest to the community. These activities will provide opportunities for meaningful interaction before decisions are made. The activities might include stakeholder group meetings, small group meetings, and technical workshops. As with all public outreach meetings, the agencies will hold these meetings at times and locations that facilitate the greatest level of participation. For those meetings where Spanish and Creole speakers will be present, translators will be provided to ensure that non-English speaking members of the community have the ability to participate in the meetings.

Task 3.3.3 Hold Community Forums. Community forums will be organized to inform and involve the minority community in general. These include activities of a general nature about the CERP, and more specific topics such as employment opportunities. In addition, CERP information will be featured at fairs, trade shows and special events, including local festivals and ongoing activities.

TASK GROUP 4 – OUTREACH TO SOCIALLY AND ECONOMICALLY DISADVANTAGED COMMUNITIES

With WRDA 2000, outreach to socially and economically disadvantaged individuals, including individuals with limited English proficiency became a congressional mandate, reinforcing an already strongly embraced goal of the CERP outreach program. Also, the goals of the Environmental and Economic Equity Program Management Plan must be recognized and linked to this effort. Each task in this group has a link directly to the Environmental and Economic Equity Program Management Plan. The Corps and the SFWMD shall reevaluate their existing outreach efforts to ensure that this mandate is adequately addressed by future outreach activities.

Task 4.1 Develop Comprehensive Strategy for Outreach to Socially and Economically Disadvantaged Communities. SFWMD and Corps staff will work with interested members of the public, organizations and institutions to develop a coordinated and comprehensive strategy for outreach to socially and economically disadvantaged communities. As part of the work undertaken by the Corps and SFWMD outreach team and representatives of the Environmental and Economic Equity Program Management Plan, program goals will be identified, as will the audiences, audience needs, the involvement activities required, and the manner in which information should be written, packaged and delivered.

Task 4.2 Provide Job and Contracting Opportunity Conferences, Seminars and Workshops. The Corps and the SFWMD will jointly host job fairs, recruiting events, business matchmaker opportunities, vendor forums, and other related efforts. The meetings will be planned to occur at times and locations that facilitate participation of small and minority

businesses as well as low income communities and populations having limited English proficiency. When possible, such events will be held in partnership with community-based organizations or other appropriate groups.

Task 4.3 Produce and Distribute Business and Job Opportunities Materials. Special efforts will be made to ensure that South Florida's minority communities realize economic gains from the CERP. The Environmental and Economic Equity Program Management Plan contains a number of tasks related to equity in contracting opportunities and workforce development. This outreach task is linked to that plan and involves the production of materials to support it. Materials will include a business opportunity brochure and print, compact disk, display, and audio-visual materials for use at fairs, recruiting events, vendor forums, and related efforts.

TASK GROUP 5 – INTERNAL MANAGEMENT AND COMMUNICATION

Effective management and internal communication is essential to the success of the CERP. Mechanisms must be developed for Corps and SFWMD management and both intra- and interagency communication. Corps and SFWMD communication among other agency team members and communication between program and project levels is also essential. At any moment, hundreds of people will be working on the CERP, ranging from full-time employees with much knowledge of the CERP, to short-term specialized team members with little CERP background. Programs must be developed to keep those involved apprised of the effort, to communicate the appropriate level of detail, and to enhance team cohesiveness and communication. Methods can include internal newsletters, an Internet web page, new employee orientation, quarterly meetings and briefings, and other efforts.

Task 5.1 Establish Staff CERP Outreach Management Team. Oversight of the public outreach effort to ensure coordination of efforts and consistency of message is essential. To do this, a CERP outreach management team, consisting of Corps and SFWMD staff, will be established. Its role will be to ensure that the outreach efforts of the two agencies are coordinated and planned correctly and are also coordinated with the outreach efforts of other organizations involved in the South Florida restoration program. This group will review CERP public outreach plans; content of messages; creation of CERP materials to assure a consistent look; and other public information, outreach and involvement decisions and products. All outreach activities will be coordinated through this group. This group will also help ensure consistency between program and project-level activities. It also will provide oversight regarding the direction, content and look of the overall CERP public message. The management team will coordinate with other key groups including the South Florida Ecosystem Restoration Task Force and Working Group.

Task 5.2 Hold Frequent Meetings of All CERP Outreach Staff. These meetings will include exchange of information and ideas on both program- and project-level outreach activities. Special emphasis will be placed on hearing from the field through coordination with SFWMD service centers and field stations, Corps field offices, and others when appropriate. These meetings will be used to strategize and coordinate future outreach activities.

Task 5.3 Manage CERP Materials. Both the Corps and the SFWMD will create a large amount of print, electronic, graphic, and video materials. A system shall be developed to effectively manage (i.e., inventory, distribute and restock) this material. A permanent library will be established of all CERP materials to serve as a record of the project. An electronic database of this material will be developed, accessible by both the Corps and the SFWMD.

Task 5.4 Inventory Existing Community Resources and Activities. Many other groups and organizations (governmental, nongovernmental, and higher education) are either involved in community outreach activities or would like to become involved. Interest by others outside the Corps and SFWMD in partnering and participating in outreach efforts has been high. Because the range of possible outreach tasks and the potential magnitude of work goes far beyond what any one or even two agencies can reasonably expect to accomplish, it is imperative that community efforts are coordinated and consolidated or otherwise made more effective and efficient.

An inventory of interested organizations, their missions, their existing resources, and their potential/requested role is required to coordinate CERP activities. An electronic database of this information will be developed and made accessible to the public.

Task 5.5 Consider Creating a Team Newsletter. An internal electronic newsletter for CERP team members will be considered. If created, it could be published quarterly. The goal of the newsletter will be to provide information about the CERP – activities, upcoming events, recently completed activities, etc. – to team members from all agencies.

Task 5.6 Provide Support to Project Delivery Teams. Each project manager will be responsible for accomplishing meaningful public participation for his/her project. The program-level outreach plan will provide direction, advice and guidance for each of the project's outreach efforts, while also maintaining its own responsibilities to represent the CERP as a whole including the development and refinement of basic CERP messages. The relationship between the overall program and individual projects will develop and change over time, but it is recognized that a certain level of centralized public outreach will provide consistency in message and business minded economies of scale. It is anticipated that project-level outreach efforts will provide their own outreach support with oversight, guidance and assistance from the program-level staff.

Task 5.7 Maintain Master Calendar. A master electronic calendar will be created that both the Corps and SFWMD can access. The calendar will house a joint database of important dates, deadlines and other events. It will also include public outreach activities such as upcoming speaking engagements, community forums, and other events.

Task 5.8 Update Outreach Program Management Plan. The preparation of this program-level management plan and subsequent updates are included in this task. It includes the preparation of the plan, coordination with the public, review by the Design Coordination Team and SFWMD Corporate Review Group, and final approval of the plan by the SFWMD Executive Director and the Corps Jacksonville District's Project Review Board.

TASK GROUP 6 – EVALUATION AND ASSESSMENT OF OUTREACH ACTIVITIES

Assessment of outreach plans and activities before, during, and after completion of the outreach project is essential. This ensures outreach efforts are focused, midcourse changes are made if necessary, and lessons are learned from the overall effort by assessing it when completed. Both formal and informal research are part of the assessment effort. Formal mechanisms of accounting for outreach activities include documenting the types and numbers of activities conducted by staff and partner organizations. Formal research includes surveys, focus groups, and other activities to measure the public's level of awareness. Informal research includes examining other related research surveys, collecting comments at public meetings, reviewing editorials and media stories, conducting staff sponsored focus groups, logging incoming phone calls and web site visits, and many other methods. Other research, data collection and improved methods, such as those described in the CERP Environmental and Economic Equity Program Management Plan, can be incorporated into the outreach program, when practical.

Task 6.1 Develop Assessment Tools and Strategies. Identifying and utilizing appropriate assessment tools and research is critical. However, devising effective evaluation methods, particularly where assessments of level of awareness are desired, can be very difficult. It is also important that the objectivity of the process be established and maintained. Employing outside experts in devising evaluation strategies is highly desirable. Therefore, a consulting firm, research university or some other similar group possessing experts in the field of public awareness campaigns and evaluation shall be utilized to develop a strategy to measure the effectiveness of the CERP outreach program. Both qualitative and quantitative assessments will be made. The periodic reports to Congress will discuss the effectiveness of outreach activities.

It is anticipated that the assessment program will include, at a minimum, the following tasks:

Task 6.2 Conduct Baseline Awareness Assessment. In order to quantitatively evaluate the increase in the public's level of awareness and knowledge of Everglades restoration and the CERP, the current levels must first be measured. Therefore, baseline "level of knowledge" research should be conducted in 2002. This measurement would give a current "snapshot" of the status of awareness and when awareness is evaluated again in the future, the baseline will serve as a basis for determining the increase in awareness from the current condition. A survey of the 16-county area served by the SFWMD should be completed. A literature search should be conducted first to identify existing research so duplication of research efforts can be avoided.

Task 6.3 Document Types and Quantity of Outreach Activities. Methods to document the extent of outreach activities will be developed. This will include keeping a record of outreach activities such as speaking engagements, news releases and community workshops.

Task 6.4 Conduct Periodic Assessment of Outreach Activities. Opportunities should be identified to conduct less formal research as the outreach program is implemented. Opinions may be obtained on comment cards or evaluation forms taken at public meetings and sought over the Internet; editorials and news articles can be analyzed; and SFWMD Service Center

staff will be contacted regularly to share their experiences and opinions on implementation of outreach efforts. Follow-up surveys should be conducted periodically to measure the change in public knowledge and information gaps. The Corps and the SFWMD will closely coordinate research outreach efforts related to the CERP, building on the public information/awareness base already established through earlier efforts. The effort will define a joint strategy, measurable goals, and pre- and postactivity research.

SECTION 4 ORGANIZATIONAL BREAKDOWN STRUCTURE

The SFWMD and the Corps will share responsibilities for conducting the public outreach program. Project managers will prepare schedules and budgets for each of the project tasks, and be responsible for coordination between the two main cooperating agencies as well as other interested parties, agencies, and the public. The Corps and the SFWMD will each provide resources for the activities described in this management plan and will take responsibility for completing the tasks and reporting on progress. The outreach program management team will coordinate activities between the Corps and the SFWMD and with other agencies. Table 1 presents the organization responsible for each of the tasks contained in the scope of work.

Table 1. Organizational Responsibility Chart

Task	Organizational Responsibility
Task Group 1 – Public Information	
Task Subgroup 1.1 General Public Information	
Task 1.1.1 Develop Communications Strategy for the General Public	Corps/SFWMD
Task 1.1.2 Coordinate Media Activities	Corps/SFWMD
Task 1.1.3 Prepare and Distribute Printed Materials	Corps/SFWMD
Task 1.1.4 Maintain and Update Internet Web Site	Corps/SFWMD
Task 1.1.5 Update and Maintain Mailing Lists	Corps/SFWMD
Task 1.1.6 Develop Exhibits, Displays and Kiosks	Corps/SFWMD
Task 1.1.7 Produce and Distribute Electronic Material	Corps/SFWMD
Task 1.1.8 Manage CERP Speakers Bureau Activities	Corps/SFWMD
Task 1.1.9 Maintain Toll Free Hotline	Corps/SFWMD
Task Subgroup 1.2 – Information for Elected and Appointed Officials	
Task 1.2.1 Provide Briefings, Tours, and Other Information	Corps/SFWMD
Task 1.2.2 Participate in "Town Hall" Type Meetings	Corps/SFWMD
Task 1.2.3 Prepare Annual Report to Florida Legislature	Corps/SFWMD
Task 1.2.4 Prepare Periodic Reports to Congress	Corps/SFWMD
Task 1.2.5 Provide Briefings for Joint Legislative Committee on Everglades Oversight	Corps/SFWMD
Task Subgroup 1.3 – Environmental Education	
Task 1.3.1 Develop Environmental Education Program Strategy	Corps/SFWMD
Task 1.3.2 Develop, Update, and Distribute Education Curriculum Materials for Use in Schools	Corps/SFWMD
Task 1.3.3 Coordinate Guest Speakers/Lecturers	Corps/SFWMD
Task Group 2 – Public, Stakeholder, and Agency Involvement	
Task 2.1 Develop Involvement Strategy	Corps/SFWMD
Task 2.2 Hold Public Meetings and Workshops	Corps/SFWMD
Task 2.3 Hold Community Meetings	Corps/SFWMD
Task 2.4 Plan Stakeholder Group Activities	Corps/SFWMD
Task 2.5 Brief SFWMD Governing Board	Corps/SFWMD
Task 2.6 Coordinate with South Florida Ecosystem Restoration Task Force and Working Group	Corps/SFWMD
Task 2.7 Coordinate with SFWMD Water Resources Advisory Commission	Corps/SFWMD
Task 2.8 Conduct Outreach Activities for Developing Programmatic Regulations	Corps/SFWMD

Task	Organizational Responsibility
Task Group 3 – Outreach to Minority Communities	
Task Subgroup 3.1 – Develop Comprehensive Strategy for Outreach to Minority Communities	
Task 3.3.1 Develop Comprehensive Minority Community Outreach Strategy	Corps/SFWMD
Task 3.1.2 Engage Public in Planning Process	Corps/SFWMD
Task Subgroup 3.2 – Information Outreach to Minority Communities	
Task 3.2.1 Prepare and Distribute Materials	Corps/SFWMD
Task 3.2.2 Conduct Press Briefings	Corps/SFWMD
Task 3.2.3. Prepare Articles, Inserts, and Notices for Minority-Based Media	Corps/SFWMD
Task 3.2.4 Schedule Radio/Television Appearances and Announcements	Corps/SFWMD
Task 3.2.5 Conduct Speaking Engagements for Key Interest Groups	Corps/SFWMD
Task 3.2.6 Brief Key Community Leaders	Corps/SFWMD
Task 3.2.7 Coordinate Community Awareness Activities	Corps/SFWMD
Task Subgroup 3.3 – Involvement Activities for Minority Communities	
Task 3.3.1 Identify Target Audiences	Corps/SFWMD
Task 3.3.2 Conduct Stakeholder Group Activities	Corps/SFWMD
Task 3.3.3 Hold Community Forums	Corps/SFWMD
Task Group 4 – Outreach to Socially and Economically Disadvantaged Communities	
Task 4.1 Develop Comprehensive Strategy for Outreach to Socially and Economically Disadvantaged Communities	Corps/SFWMD
Task 4.2 Provide Job and Contracting Opportunity Conferences, Seminars and Workshops	Corps/SFWMD
Task 4.3 Produce and Distribute Business and Job Opportunity Materials	Corps/SFWMD
Task Group 5 – Internal Management and Communication	
Task 5.1 Establish Staff CERP Outreach Management Team	Corps/SFWMD
Task 5.2 Hold Frequent Meetings of all CERP Outreach Staff	Corps/SFWMD
Task 5.3 Manage CERP Materials	Corps/SFWMD
Task 5.4 Inventory Existing Community Resources and Activities	Corps/SFWMD
Task 5.5 Consider Creating a Team Newsletter	Corps/SFWMD
Task 5.6 Provide Support to Project Delivery Teams	Corps/SFWMD
Task 5.7 Maintain Master Calendar	Corps/SFWMD
Task 5.8 Update Outreach Program Management Plan	Corps/SFWMD
Task Group 6 – Evaluation and Assessment of Outreach Activities	
Task 6.1 Develop Assessment Tools and Strategies	Corps/SFWMD
Task 6.2 Conduct Baseline Awareness Assessment	Corps/SFWMD
Task 6.3 Document Types and Quantity of Outreach Activities	Corps/SFWMD
Task 6.4 Conduct Periodic Assessment of Outreach Activities	Corps/SFWMD

SECTION 5 SCHEDULE AND BUDGET

A schedule and a budget for public outreach were prepared for the initial five-year period, FY 2002 through FY 2006. The program schedule and budget is shown in Appendix A.

SECTION 6 SUMMARY OF WORK IN-KIND SERVICES

The SFWMD will receive work in-kind credit for work performed under the public outreach activity. Each quarter, the SFWMD will prepare and submit to the Corps a report and a letter requesting work in-kind credit. Appendix B shows the activities and estimated cost by fiscal year for the in-kind services to be performed by the SFWMD for FY 2002 through FY 2006.

SECTION 7 CHANGE CONTROL PROCEDURES

This Public Outreach Program Management Plan covers the initial five-year period starting in FY 2002 and will be updated and/or revised by the SFWMD and the Corp before the beginning of FY 2007. This management plan is also meant to be flexible and will be updated as necessary during this initial five-year period. Any significant changes in scope, schedule, or cost will require a formal revision to this management plan by the SFWMD and the Corp. A significant change is defined as a cost overrun of more than 10 percent of the overall budget or a delay of more than 60 days from the agreed upon schedule.

SECTION 8 LIST OF MANAGEMENT PLAN PREPARERS

The following individuals prepared this Public Outreach Program Management Plan:

Corps of Engineers

Nanciann Regalado, Program Manager, Public Outreach Program Management Plan

Stu Appelbaum, Chief, Ecosystem Restoration Branch

Jeffrey Couch, Program Manager, Environmental and Economic Equity Program Management Plan

Curt Thompson, Outreach Specialist

South Florida Water Management District

John Mulliken, Program Manager, Public Outreach Program Management Plan

Kim Jacobs, Editor

Bonnie Kranzer, Program Manager, Environmental and Economic Equity Program Management Plan

Jerry Krenz, Senior Planner

Agnes McLean, Lead Planner

Ellen Underwood, Senior Public Affairs Representative

SECTION 9 REFERENCES

USACE and SFWMD. 1999. *The Central and Southern Florida Project Comprehensive Review Study, Final Integrated Feasibility Report and Programmatic Environmental Impact Statement*. United States Army Corps of Engineers, Jacksonville, FL., and South Florida Water Management District, West Palm Beach, FL. Web site - <http://www.evergladesplan.org/>

USACE and SFWMD. 2000a. *Design Agreement between the Department of the Army and South Florida Water Management District for the Design Elements of the Comprehensive Plan for the Everglades and South Florida Ecosystem Restoration Project*. United States Army Corps of Engineers, Jacksonville, FL., and South Florida Water Management District, West Palm Beach, FL. Web site - <http://www.evergladesplan.org/>

USACE and SFWMD. 2000b. *Master Program Management Plan*. United States Army Corps of Engineers, Jacksonville, FL., and South Florida Water Management District, West Palm Beach, FL. Web site - <http://www.evergladesplan.org/>

APPENDICES

APPENDIX A PROGRAM SCHEDULE AND BUDGET

Task Group	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	Total for Each Task
Public Information	50,000	1,240,000	950,000	610,000	610,000	610,000	4,070,000
Public, Agency, and Stakeholder Involvement	120,000	542,500	377,500	277,500	275,500	300,000	1,893,000
Outreach to Minority Communities	105,000	1,005,000	882,500	582,500	545,000	545,000	3,665,000
Outreach to Disadvantaged Communities	50,000	125,000	100,000	100,000	100,000	100,000	575,000
Internal Communication	10,000	117,500	117,500	117,500	117,500	117,500	597,500
Evaluation and Assessment of Outreach Activities	5,000	187,500	62,500	62,500	62,500	150,000	530,000
Grand Total per Year	340,000	3,217,500	2,490,000	1,750,000	1,710,500	1,822,500	11,330,500

APPENDIX B SUMMARY OF IN-KIND SERVICES

Task	Cost	Corps	SFWMD
Task Group 1 – Public Information			
Task Subgroup 1.1 General Public Information			
Task 1.1.1 Develop Communications Strategy for the General Public			
Task 1.1.2 Coordinate Media Activities			
Task 1.1.3 Prepare and Distribute Printed Materials			
Task 1.1.4 Maintain and Update Internet Web Site			
Task 1.1.5 Update and Maintain Mailing Lists			
Task 1.1.6 Develop Exhibits, Displays and Kiosks			
Task 1.1.7 Produce and Distribute Electronic Material			
Task 1.1.8 Manage CERP Speakers Bureau Activities			
Task 1.1.9 Maintain Toll Free Hotline			
Task Subgroup 1.2 – Information for Elected and Appointed Officials			
Task 1.2.1 Provide Briefings, Tours, and Other Information			
Task 1.2.2 Participate in "Town Hall" Type Meetings			
Task 1.2.3 Prepare Annual Report to Florida Legislature			
Task 1.2.4 Prepare Periodic Reports to Congress			
Task 1.2.5 Provide Briefings for Joint Legislative Committee on Everglades Oversight			
Task Subgroup 1.3 – Environmental Education			
Task 1.3.1 Develop Environmental Education Program Strategy			
Task 1.3.2 Develop, Update, and Distribute Education Curriculum Materials for Use in Schools			
Task 1.3.3 Coordinate Guest Speakers/Lecturers			
Task Group 2 – Public, Stakeholder and Agency Involvement			
Task 2.1 Develop Involvement Strategy			
Task 2.2 Hold Public Meetings and Workshops			
Task 2.3 Hold Community Meetings			
Task 2.4 Plan Stakeholder Group Activities			
Task 2.5 Brief SFWMD Governing Board			
Task 2.6 Coordinate with South Florida Ecosystem Restoration Task Force and Working Group			
Task 2.7 Coordinate with SFWMD Water Resources Advisory Commission			
Task 2.8 Conduct Outreach Activities for Developing Programmatic Regulations			
Task Group 3 – Outreach to Minority Communities			
Task Subgroup 3.1 – Develop Comprehensive Strategy for Outreach to Minority Communities			
Task 3.3.1 Develop Comprehensive Minority Community Outreach Strategy			
Task 3.1.2 Engage Public in Planning Process			
Task Subgroup 3.2 – Information Outreach to Minority Communities			
Task 3.2.1 Prepare and Distribute Materials			
Task 3.2.2 Conduct Press Briefings			
Task 3.2.3. Prepare Articles, Inserts, and Notices for Minority-Based Media			

Task	Cost	Corps	SFWMD
Task 3.2.4 Schedule Radio/Television Appearances and Announcements			
Task 3.2.5 Conduct Speaking Engagements for Key Interest Groups			
Task 3.2.6 Brief Key Community Leaders			
Task 3.2.7 Coordinate Community Awareness Activities			
Task Subgroup 3.3 – Involvement Activities for Minority Communities			
Task 3.3.1 Identify Target Audiences			
Task 3.3.2 Conduct Stakeholder Group Activities			
Task 3.3.3 Hold Community Forums			
Task Group 4 – Outreach to Socially and Economically Disadvantaged Communities			
Task 4.1 Develop Comprehensive Strategy for Outreach to Socially and Economically Disadvantaged Communities.			
Task 4.2 Provide Job and Contracting Opportunity Conferences, Seminars and Workshops			
Task 4.3 Produce and Distribute Business and Job Opportunity Materials			
Task Group 5 – Internal Management and Communication			
Task 5.1 Establish Staff CERP Outreach Management Team			
Task 5.2 Hold Frequent Meetings of all CERP Outreach Staff			
Task 5.3 Manage CERP Materials			
Task 5.4 Inventory of Existing Community Resources and Activities			
Task 5.5 Consider Creating a Team Newsletter			
Task 5.6 Provide Support to Project Delivery Teams			
Task 5.7 Maintain Master Calendar			
Task 5.8 Update Outreach Management Plan			
Task Group 6 – Evaluation and Assessment of Outreach Activities			
Task 6.1 Develop Assessment Tools and Strategies			
Task 6.2 Conduct Baseline Awareness Assessment			
Task 6.3 Document Types and Quantity of Outreach Activities			
Task 6.4 Conduct Periodic Assessment of Outreach Activities			

APPENDIX C PUBLIC INVOLVEMENT COMMUNICATIONS CHALLENGES AND APPROACHES

The following identifies a number of communications challenges and possible approaches to overcoming those challenges in addressing public involvement issues. These should be supplemented by case-specific advice on challenges and on solutions that are solicited from local experts and others familiar with both the proposed action and the affected community.

Challenge: Language or Communication Barriers

Possible Solutions:

- Provide simultaneous translation of meetings
- Use local translators
- Design a communication strategy to reach all segments of the population
- Use facilitated meetings rather than the conventional stand-up method to encourage comments

Challenge: Distance to Meeting or Inconvenient Access

Possible Solutions:

- Hold series of shorter meetings (one to two hours each) in multiple locations
- Ensure location is accessible to public transportation and describe agenda in notices
- Seek advice of local groups and/or individuals

Challenge: Meeting Location

Possible Solutions:

- Use schools or other local facilities including churches, temples and other faith-based centers
- Have several smaller decentralized meetings
- Use local facilitators

Challenge: Outside Normal Communication Loops

Possible Solutions:

- Disseminate information through alternative media such as neighborhood organization newsletters, local cable access channels, local radio broadcasts or faith-based centers
- Cosponsor public meetings with local community groups to nurture trust and credibility
- Assembled mailing lists so that information and formal announcements of public meetings can be sent to interest groups

Challenge: Meeting Format

Possible Solutions:

- Use a trained facilitator who is sensitive to the affected area
- Seek advice of local groups
- Use small focus group seminars or workshops

Challenge: Interagency Coordination (Corps-SFWMD)

Possible Solutions:

- Hold periodic team workshop meetings
- Discuss and establish goals and objectives
- Establish milestones
- Perform periodic review of goals and objectives to ensure success
- Discuss public participation issues with the Design Coordination Team

Challenge: Technically Complex Issues

Possible Solutions:

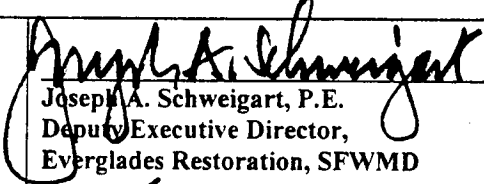

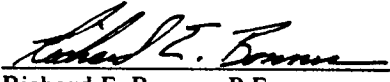
- Provide sufficient background explanations beyond the usual means
- Use plain language in meetings and printed materials
- Seek advice of local groups and/or individuals
- Use visual presentations
- Provide hands-on demonstrations, such as tours of similar facilities at different locations
- Use background summary reports, fact sheets, and abstracts
- Provide technical and/or financial assistance to the affected area and local organizations to review, evaluate and comment on NEPA documents and provide meaningful input through the NEPA process

Challenge: Trust Towards Agencies

Possible Solutions:

- Clearly present the goals of NEPA, the proposed actions, and the public involvement process and what is expected to be gained from the process
- Do not oversell; present uncertainties and limitations
- Goals should be written in clear language
- Present experiences and track record of successes and failures

**APPENDIX D
LOG OF OUTREACH PLAN APPROVAL**

Initial Approval	 _____ Joseph A. Schweigart, P.E. Deputy Executive Director, Everglades Restoration, SFWMD	<u>8/27/01.</u> _____ Date
	 _____ Henry Dean Executive Director, SFWMD	_____ Date
	 _____ Richard E. Bonner, P.E. Deputy District Engineer, USACE	<u>8/31/01</u> _____ Date

