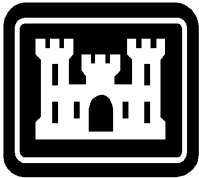
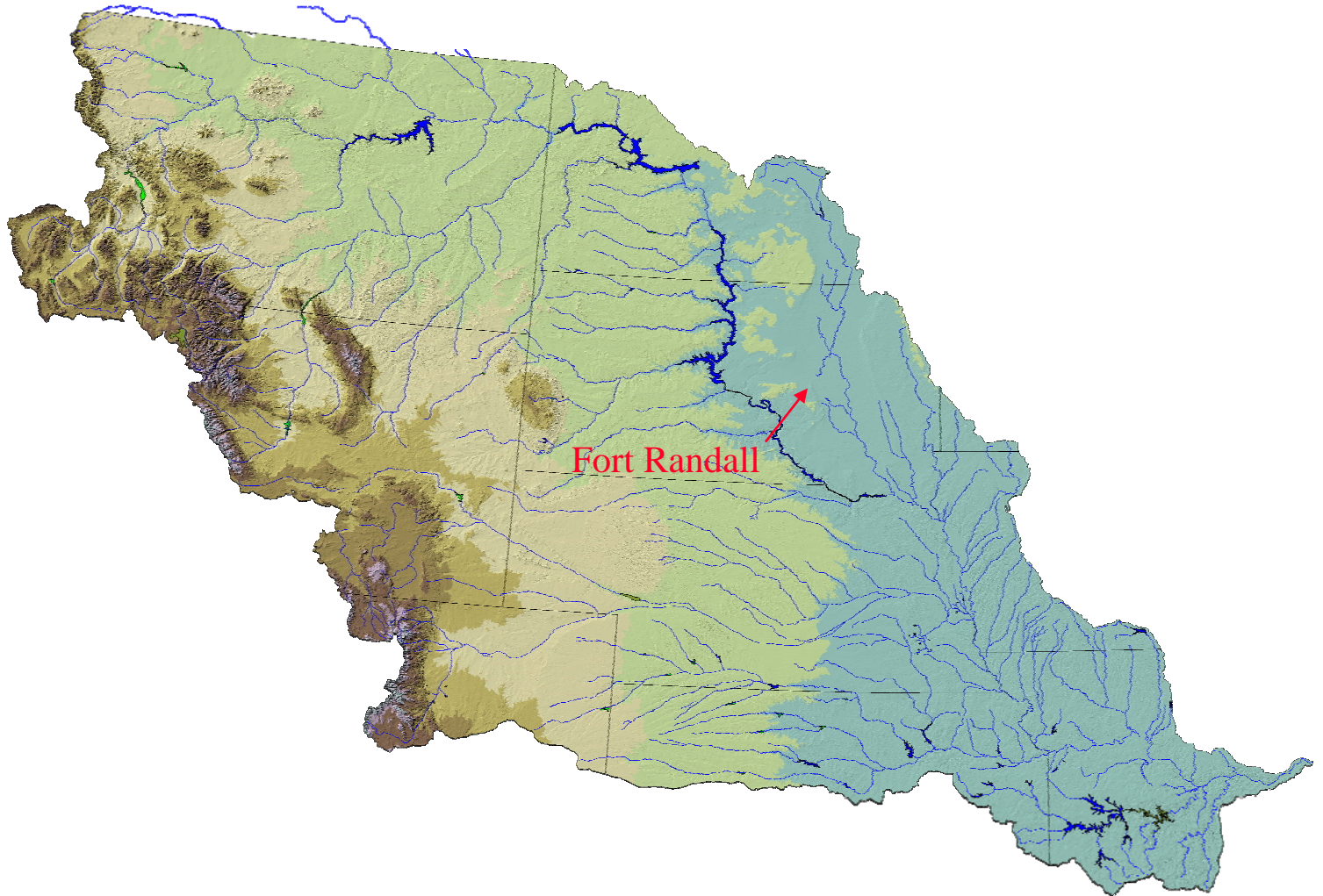


Fort Randall Program Management Plan



**US Army Corps
of Engineers®**

Fort Randall Program Management Plan

Table of Contents

ACRONYMS and ABBREVIATIONS	4
DEFINITIONS.....	4
FORT RANDALL’S BUSINESS PROCESS IMPERATIVES	4
<i>PREFACE & VISION</i>	5
<i>1 INTRODUCTION</i>	6
1.1 Reorganization Background.....	6
1.2 People, Process, and Communication.....	6
<i>2 SCOPE</i>	7
2.1 Purpose.....	7
2.2 Program Definition	8
2.3 Objectives	9
2.4 Goals	9
2.5 Identification of Customers and Stakeholders	10
2.5.1 Customers	10
2.5.2 Stakeholders.....	10
2.6 Description of Product and Services.....	10
<i>3 IDENTIFICATION OF TEAMS</i>	11
3.1 Product Delivery Teams (PDT)	11
3.1.1 Team Leaders.....	12
3.1.2 Team Members.....	12
<i>4 PROGRAM DELIVERABLES</i>	13
<i>5 WORK BREAKDOWN STRUCTURE</i>	13
5.1 Objectives	13
5.2 WBS Chart.....	13
5.3 WBS Development and Review Process	14
5.4 WBS Work Package Justification.....	14
<i>6 COMMUNICATION</i>	15
6.1 Goal.....	15
6.2 Objectives	15
6.3 Communications Strategy.....	16
6.4 Information Management.....	17
<i>7 PROGRAM CONSTRAINTS AND ASSUMPTIONS</i>	17
7.1 Constraints	17
7.1.1 Resources.	18
7.1.2 Time.....	18
7.1.3 Quality.....	18
7.1.4 Funding.	18
7.1.5 Communication.	18
7.1.6 Logistics.	18
7.1.7 Legal Outcomes.	18
7.1.8 Technology.	19
7.2 Assumptions.....	19
<i>8 QUALITY CONTROL</i>	19
8.1 Scope.....	19

Fort Randall Program Management Plan

8.2	Responsibility	19
8.3	Quality Management.....	20
9	SCHEDULE.....	21
9.1	Policy	21
9.2	Responsibility	21
10	ACQUISITION STRATEGY	22
11	RISK ANALYSIS.....	22
11.1	Scope.....	22
11.2	Responsibility	22
11.3	Risk Management Plan Content.....	23
11.4	Risk Management Plan Methodology.....	23
12	SAFETY AND OCCUPATIONAL HEALTH.....	25
12.1	Scope.....	25
12.2	Responsibility	25
12.3	Safety & Occupational Health Management Plan Methodology.....	26
13	CHANGE MANAGEMENT.....	26
13.1	Scope.....	27
13.2	Change Management Plan Content.....	27
13.3	Change Management Plan Methodology.....	27
13.4	Project Baseline Performance Metrics.....	28
13.5	Change Request Form.....	28
14	VALUE MANAGEMENT	29
14.1	Goal.....	29
14.2	Objectives	30
14.3	Performance Measurements.....	30
15	CLOSEOUT	30
15.1	Goal.....	30
15.2	Policy	31
15.3	Responsibility	31
16	SIGNATURES OF APPROVING OFFICIALS	32
16.1	Review	32
16.2	Over Sight Committee Review	32
16.3	Approval	32
16.4	Signature	34
	Appendix A - FRP Milestones and Resource Requirements	35
	Appendix B - Environmental Operating Principles.....	37
	Appendix C - National Environmental Policy Act Application	38
	Appendix D - Endangered Species Act Application.....	39
	Appendix E - National Historic Preservation Act Application.....	40
	Appendix J - Fort Randall Project Organization Chart.....	41
	Appendix K - Stakeholder Roles and Responsibilities	42
	Appendix L - Laws, Regulations and Policies.....	43
	Appendices M-P – Functional Area Workplans	44

Fort Randall Program Management Plan

ACRONYMS and ABBREVIATIONS	
NWD	Northwestern Division
USACE	US Army Corps of Engineers
HQUSACE	Headquarters US Army Corps of Engineers
USACE 2012	US Army Corps of Engineers 2012 Plan
PgMP	Program Management Plan
PMP	Project Management Plan
PMBP	Project Management Business Practice
EOP	Environmental Operating Principles
ESA	Endangered Species Act
NEPA	National Environmental Policy Act
NHPA	National Historic Preservation Act
OPM	Operations Project Manager
FRP	Fort Randall Project
FRPO	Fort Randall Project Office

DEFINITIONS	
Customers and Stakeholders	<ul style="list-style-type: none"> Individuals and organizations that have a vested interest in the Corps Regulatory Program. Can be internal or external to the Corps. Includes our partners and partnerships. Applicants for permits are the primary customers.
Program	<ul style="list-style-type: none"> Projects may be categorized by funding source, requirements defined in the program or which resources are allocated and managed.
Project	<ul style="list-style-type: none"> Work intended to produce a specific outcome. Projects have a defined scope, objectives, schedule, and costs.

FORT RANDALL'S BUSINESS PROCESS IMPERATIVES	
Imperative 1	<ul style="list-style-type: none"> One project, one team, one project manager
Imperative 2	<ul style="list-style-type: none"> Planning for success and keeping our commitments
Imperative 3	<ul style="list-style-type: none"> The PDT is responsible for project success
Imperative 4	<ul style="list-style-type: none"> Measure quality with the goals and expectations in the PgMP
Imperative 5	<ul style="list-style-type: none"> Manage all work with the PMBP, using Automated Information Systems
Imperative 6	<ul style="list-style-type: none"> Build effective communications into all activities and processes
Imperative 7	<ul style="list-style-type: none"> Use best practices and seek continuous improvement

Fort Randall Program Management Plan

PREFACE & VISION

The Project Management Business Process (PMBP) is the Army Corps of Engineers (Corps) business process used to deliver quality services and projects. Central to PMBP is project-focused teamwork. These fundamental principles of the PMBP have been in limited use by the Fort Randall Project for years in both our hydropower and non-hydropower activities. We will incorporate these principles and doctrine of the PMBP in our activities in order to serve the Army and the Nation as an environmentally sustainable premier public engineering agency. In order to be successful, we must ensure that all our employees, partners and sponsors understand and embrace this operating philosophy and apply the principles and doctrine in all aspects of our work. The following principles will allow us to accomplish this mission:

1. Strive to achieve project sustainability. Project sustainability may be described as the state of the Fort Randall Project that meets the needs of the present stakeholders without endangering the ability of future stakeholders to be able to meet their own needs. The project maintained in a healthy, diverse and sustainable condition is necessary to support the needs of the Missouri River Basin.
2. Recognize the interdependence of hydropower and the non-hydropower environment. Proactively consider all consequences of the Fort Randall Project and act appropriately in all circumstances.
3. Seek balance and synergy among customer activities and the project needs by formulating solutions that support and reinforce one another.
4. Continue to accept corporate responsibility and accountability under the law for activities and decisions under our control that impact the continued viability of the Fort Randall Project.
5. Build and share an integrated scientific, economic and social knowledge base that supports a greater understanding of the project and impacts of our work.
6. Respect the views of individuals and groups interested in the project activities, listen to them actively and learn from their perspective in the search to find innovative win-win solutions to protect and enhance the project and its environment.

This PgMP addresses where we want to go (vision), what we want to achieve (goals), how we will get there (objectives), and how we intend to measure our success/progress (performance metrics).

The PgMP is a guide to doing our work differently from the past that helps us to attain a broader perspective in all of our activities. The intent is not to judge our past activities by today's standards, but to recognize our increased knowledge of the Fort Randall Project and our dependence upon the essential services it provides. The principles not only imply a partnership between our customers and stakeholders; but they demand a new view that encapsulates the positions and needs of all. This new view will reconfigure our customer relationship paradigm such that we will include and act in ways that truly make

Fort Randall Program Management Plan

the customer and stakeholders' part of the process. It will eventually lead to major changes, not only in the way we operate, but also ultimately in how we perform our authorized missions, both now and in the future. As our foundation of knowledge and understanding grows, every project will be integrated into a broader, comprehensive regional, national and global value system that strives to add net value to the integrated economic, social and environmental infrastructure.

Thus, our **vision** for the future is that in order for Fort Randall to be successful, it will have good economic efficiencies, solid engineering, and be sustainable. At the same time, the project will contribute to the well being of our nation's citizens. Additionally, it is expected that the Fort Randall Project will be integrated into broader comprehensive strategies that look beyond specific local project objectives, ensuring that they also contribute to broader purposes.

1 INTRODUCTION

1.1 Reorganization Background

Today, in part, a prevailing atmosphere of reorganization within the Corps under USACE 2012, changing public needs, new mandates, and increased focus on protecting our Nation's streams, wetlands, watershed's and natural resources have, in part, changed the complexion of the Fort Randall Project (FRP). FRP is mandated to protect the public trust. We believe that communication between our customers and stakeholders is a critical component in mission execution.

FRP must operate in an efficient manner in order to provide fair and balanced decisions in executing its mission. Clear leadership and a predictable decision-making framework will enhance the public acceptance of the Project's mission and allow the Project to meet its stated objectives. FRP is commitment to providing customer and stakeholder service that is inclusive, seamless, flexible, and systematic. FRP fully supports the principles in the USACE 2012 Plan, while operating under a Project Management Business Practice (PMBP's) curriculum, and under the Environmental Operating Principles.

As a principal in the Corps learning organization, under USACE 2012, FRP envisions having the future capabilities to operate virtually throughout the Corps.

1.2 People, Process, and Communication

Focusing on and improving the *people*, *process*, and *communication* areas are the goals of the FRP. Listed below are the three areas of focus and their objectives.

Fort Randall needs to maintain a strong and capable workforce in the years that lie ahead. We'll need to hire top-notch professionals to keep this project strong. At the FRP, we also have to keep learning, especially in a world so dominated by change. Training is needed to maintain our technical and professional excellence. We must learn

Fort Randall Program Management Plan

from each other. Finally, we must develop leaders. This idea is that leadership isn't always tied to a position. One can be a leader in your area of expertise, or in promoting a promising new business practice. This strategy also recognizes that everyone at FRP has the role as both the student and the coach.

The next focus area for the FRP is the *process*. Putting it another way, FRP is improving the way we work. To increase our effectiveness, we must use a standard business process, and we must work as a team. The Project needs to focus on the needs and expectations of our clients and stakeholders to ensure we deliver the best solutions for the nation.

However, the best ideas often come from the people who are doing the work. The Corps needs ingenuity and courage to improve our business practices and change our culture. Our standard is to provide the highest level of service to the Nation

All our *communications* should be timely, truthful, and completely open. We must be aware of the information needs of others, both inside the Corps and out. We must build effective and strategic communications into our day-to-day operations, and into our project management plans.

2 SCOPE

2.1 Purpose

This document presents the Program Management Plan (PgMP) for the FRP, which is located in Pickstown, South Dakota. This PgMP is a forward-looking living document serving as a resource for future communication and program execution within the Omaha District's Civil Works Operations and Maintenance (O&M) Program. This PgMP provides the general framework and establishes both milestones and strategies for implementing its operations and maintenance programs for this year and beyond. The PgMP will help ensure that FRP meets and exceeds the expectation of its stakeholders and customers, which are located throughout the nation. The Omaha District Office and FRP will maintain the PgMP. Updates to this working –level documentation will be developed as needed to reflect changes due to future legislative, policy, or administrative (P2 – funding) directions.

The PgMP describes how FRP is organized, staffed, executed and controlled. It includes information on customers and stakeholders, strategies, management approaches, organization, program funding, schedule, and risks. Comments to the PgMP are encouraged and should be forwarded to Fort Randall's Operations Project Manager (OPM). The OPM will be responsible for oversight and implementation of the final PgMP.

The information presented in this PgMP is intended to provide a wide audience with an understanding related to FRP's programs in conjunction with program deliverables, including mission-critical deliverables (identified critical success factors). The PgMP is

Fort Randall Program Management Plan

directed toward senior military and civilian managers, FRP team members, and customers and stakeholders.

FRP will provide clarity and next-action steps that will be needed to administer its mission and programs in a consistent manner.

2.2 Program Definition

The Fort Randall Project was authorized by the Flood Control Act, approved December 22, 1944 (Public Law 534, 78th Congress, 2nd Session). The Fort Randall Project is one of the larger Projects in the Corps today and has a wide variety of missions and functions. Project purposes include, flood damage reduction, recreation, hydropower, environmental stewardship, water supply and irrigation, navigation, and fish and wildlife enhancement. Construction of the 200 million dollar dam project began in 1946 and closure of the embankment occurred in July of 1952. Lake Frances Case (Lake), formed behind Fort Randall Dam extends 107 miles from the dam northwest to near Fort Thompson, South Dakota. The Lake averages two miles in width. The maximum depth of the Lake is 160 feet at the face of the dam. At maximum pool, 1375 feet mean sea level (msl), the Lake covers about 154,000 acres, has 540 miles of shoreline, and can store approximately 5.4 million acre-feet of water. That amount of water would cover the entire state of South Dakota with about 1.3 inches of water. The drainage area of the Lake is about 14,150 square miles. The main structural features of Fort Randall Dam include the (1) Embankment, (2) Power Plant, (3) Spillway and Outlet Works.

(1) The embankment is about 2.0 miles in length, stands 160 feet vertical, and has a 4,500-foot wide base tapering off to a width of 30 feet at the top. It contains about 50.2 million cubic yards (cy) of fill.

(2) The power plant consists of eight generating units with a total capacity of 320,000 kilowatts. The generators produce an average of 1.8 billion kilowatt-hours of electricity each year. Electrical power is transmitted from the project through nine transmission lines to several substations and is marketed by the Western Area Power Administration (WAPA), which is located at the Watertown Dispatch Office in South Dakota.

(3) The intake structure houses the necessary hoisting equipment, gates, and equipment for eight power tunnels, and four flood control tunnels. Each power tunnel has a 22-foot diameter penstock, 1,074 feet in length, to convey water to the turbines for power generation. The flood control tunnels have three concrete conduits (no penstocks), and one steel penstock. All are 22 feet in diameter. The purpose of the spillway is to control the water level in the Lake during an emergency situation. Each of the 21 spillway gates measures 40 feet wide and 29 feet high. The maximum discharge capacity is 620,000 cubic feet per second (cfs) at elevation 1379.3 feet mean sea level (msl).

Fort Randall Program Management Plan

2.3 Objectives

The objectives of this PgMP are to identify and plan for actions that will foster the integration of the Principles and doctrine throughout the Fort Randall Project and in all our activities. Additionally, metrics, to measure progress and ways of overseeing the adoption of the principles, will be pursued. As such, this PgMP lays out plans for the following objectives, which we believe will further integrate the Principles and doctrine throughout the project and enable the integration progress to be measured:

- (1) To provide *Corporate Coherence* to FRP activities so that our customers and stakeholder will recognize the Projects' role-in and responsibilities-for sustainable use, and stewardship of our Nation's natural resource and facilities.
- (2) To make clear, evident, and known the connection between our *Business Line Functions* and our stakeholders and customers.
- (3) To document processes currently used that support *PMBP*.
- (4) To engage in often and meaningful discussion with our customers and stakeholders.
- (5) To examine our existing policies to determine if obstacles exist that would prevent the full integration of *PMBP* and make appropriate adjustments.
- (6) To examine our efforts with the view of improving results and contributions to the *Strategic Vision*.
- (7) To ensure the *Principles and Doctrines of the PMBP* are consistently applied and incorporated into our efforts.
- (8) Continually train all employees on the Principles and doctrine, emphasizing the importance of integrating them into all our activities.
- (9) Empower the workforce to demonstrate and share how the Principles and doctrine have been integrated into their daily work requiring the development and periodic updates to PgMPs in the project.

2.4 Goals

Fort Randall's goals are reflected in its strategic plan, is specific, and comports with the goals envisioned in the Corps Strategic Vision. FRP's goals support the operating procedures and will serve our customers and stakeholders well.

- (1) Ensure that the FRP executes its mission under a *unified team approach under USACE 2012*, maintaining Project consistency in policy, regulation, and law.
- (2) Ensure that Project management and administration is performed in a *timely, fair, efficient, and cost-effective manner*.
- (3) Balance economic growth, environmental needs and human requirements for future generations by developing *win-win strategies* with staff, stakeholders and customers to ensure environmentally sustainable projects.
- (4) *Create synergy* to develop more alternatives during mission execution.

Fort Randall Program Management Plan

- (5) Ensure that projects and Districts share and communicate their lessons learned.
- (6) Provide “corporate coherence” to all Northwestern Division work so that people everywhere will recognize the Corps role in, and responsibilities for, sustainable use, stewardship, and restoration of our Nation’s resources.

2.5 Identification of Customers and Stakeholders

The Operations Project Manager (OPM) is responsible for understanding who the stakeholders and customers are and serve as the primary point of contact with all customers and stakeholders. The OPM leads the Project Deliver Team (PDT) in developing the project scope and a set of mutually acceptable project objectives that meets or exceeds the customers’ expectation and translates them into specific deliverables. The PM also understands that not all stakeholders may be known at the start of the project.

The PDT is responsible for developing the project scope, while adhering to statutory, regulatory, and policy guidance. Duties also include scheduling, and estimating their portion of the project accurately. The PDT is committed to a systematic approach to measure progress, status and quality to their respective products and services. They are committed to perform quality work, meet public trust, and complete their portions of the work within the agreed budget and schedule. The PDT shares the decision-making authority, which translates in making the customer a PDT member. Stakeholders may provide input on project scope and schedule and may or may not have decision-making authority or provide funds and/or services.

2.5.1 Customers

Our customers are individuals or groups that repeatedly derive benefits in the success of the FRP delivering results and maintaining the viability of the Projects’ products and services. Our customers influence programs, products, and services. Examples include irrigators, visitors, Reservoir Control Center, recreationists, and Western Area Power Authority (WAPA).

2.5.2 Stakeholders

Our stakeholders are those individuals or groups with an interest in the success of the FRP in delivering intended results and maintaining the viability of the Project’s products and services. Our stakeholders influence programs, products, and services. Examples include Congressional members and staff of relevant appropriations, authorizing, and oversight committees; representatives of local entities; and representative of key interest groups, including those groups that represent the organization’s customers and interested members of the public.

2.6 Description of Product and Services

Scoping, scheduling, and estimating our services and products are critical to the success of this PgMP. FRP is committed to a systematic approach to measure the

Fort Randall Program Management Plan

progress, status, and quality of our services and products in conjunction with providing quality work and meeting the public trust.

The Corps O&M program was developed in recognition of the need to preserve the existing infrastructure and provide justified levels of service at least cost, in accordance with established criteria. In order to do so, the operations portion of the program is constrained to the greatest degree possible so as to maximize the proportion of available resources that can be devoted to the baseline maintenance requirements. Development of the program is directly related to program execution. Therefore, it is imperative that this PgMP function as a sound and realistic program that can be executed in accordance with commitments to our customers. To be successful, the PgMP must be consistent with the baseline programming processes within the Corps.

3 IDENTIFICATION OF TEAMS

3.1 Product Delivery Teams (PDT)

At the Fort Randall Project, the following people comprise the Fort Randall Project Delivery Team.

Name	Functional Area	Role	Contact Telephone
Tom Curran	Operations Project Manager	Team Leader	605-487-7845 X3000
Lisa Durham	Administration Section Chief – FRP	Team Member	605-487-7845 X3503
Ron Gall	Operations and Maintenance Section Chief - FRP	Team Member	605-487-7845 X3004
Ken Swanda	Technical Support Section Chief - FRP	Team Member	605-487-7845 X3006
Cody Wilson	Natural Resource Section Chief - FRP	Team Member	605-487-7845 X3005
Rick Moore	Chief, Natural Resource Section	Team Member	402-221-4203
Jim Mueller	Chief, Maintenance Engineering Section	Team Member	402-221-4144
Casey Kruse	Chief, Threatened and Endangered Species Section	Team Member	402-667-2580
Marilyn Knapp	OD, Management Support	Team Member	402-221-4147
Cathy Barnum	Office of Council	Team Member	402-221-4019
Mike Swenson	NWD Water Management	Team Member	402-697-2682
Bill Miller	NWO, Engineering Division	Team Member	402-221-3824
Tim Temeyer	NWO, Engineering Division	Team Member	402-221-4610
Bob Worden	NWO, Engineering Division	Team Member	402-221-4707
Bob Incontro	NWO, Real Estate Division	Team Member	402-221-4379

Fort Randall Program Management Plan

Jerry Smith	NWO, Real Estate Division	Team Member	402-221-4319
Gail Rosenbaugh	NWO, Information Management	Team Member	402-221-3092
Aleasha Cotton	NWO, Contracting Division	Team Member	402-221-3910
Candace Gorton	NWO, Planning Branch	Team Member	402-221-4575
Laura Bentley	NWO, Project Management	Team Member	402-221-4627

These individuals are FRP's central points-of-contact (POCs) in this PgMP. As specific tasks and initiatives are identified within the FRP and the District office, additional representatives may be appointed to serve as POCs. Included in this role is responsibility for representing the PMBP to stakeholders both within and outside the Corps organization, in the private sector, state and local governments, as well as within the Executive Branch and in the Legislative Branch of the Federal government, where appropriate.

- (1) PDTs will be established to develop and implement *Project Management Plans (PMPs)* for specific tasks and activities. PDTs may be established for each of the goals and objectives. PDT members may meet to define a process to accomplish the intent of the goals and objectives.
- (2) This PgMP will be listed on our website. Future tracking of all PMPs will be listed on the District Office website. Progress will be measured against established *milestones*. All future PMPs should be submitted to District Office for review to ensure consistency between Project offices.

FRP team members are responsible for identifying the customers and stakeholders. The PDT may help to develop objectives that meet or exceed the customers and stakeholders' expectations and translates them into *Mission-Critical Deliverables*. FRP team members serve in the capacity as engineers, park rangers, and technical experts.

3.1.1 Team Leaders

The Operations Project Manager is the Team Leader having the responsibility to lead the day-to-day tasks necessary to fulfill the actions in this PgMP on schedule, with quality, and within budget. The team leader is additionally responsible for maintaining the accuracy and relevancy of the PgMP.

3.1.2 Team Members

Team member's come from a variety of disciplines. They are knowledgeable in the interconnectedness of economics, environment, law, and the mission, and appreciate the critical place these play in serving the Nation. Three important responsibilities team members have include:

- (1) Oversight of the execution of specific actions found in this PgMP,

Fort Randall Program Management Plan

- (2) Supporting Fort Randalls' team in fulfilling the intent of the business-line functions and activities in this PgMP, and including budget and prioritization.
- (3) Integrating business-line process performance metrics designed to measure PgMP progress.

4 PROGRAM DELIVERABLES

	Fort Randall Program Deliverables
Deliverable –1	Routine Project Operations
Deliverable –2	Routine Project Maintenance
Deliverable –3	
Deliverable –4	
Deliverable –5	
Deliverable –6	
Deliverable –7	
Deliverable –8	
Deliverable –9	

* See Appendices M through P for functional element work plans.

5 WORK BREAKDOWN STRUCTURE

5.1 Objectives

The tasks in the WBS comprise the total work and activities that need to be performed to fulfill this PgMP and any PMP's in conjunction with this PgMP. The work plans in appendices M through P, provide a more detailed summary of the work activities to be accomplished at the Fort Randall Project during this FY. Management of the PgMP will be evaluated against the Corps performance measures rather than completing a list of tasks. The *Work Breakdown Structure (WBS)* displays and defines the products and services produced within the PgMP. Specific Project-type activities requiring a PMP will be developed when required.

5.2 WBS Chart

The Operations Project Manager or appointed team leader for the PgMP will maintain the general WBS, which is illustrated below in Table 3. *Development of the project activities is the framework for work management in P2.* The activities comprise the total work that needs to be performed to fulfill the PgMP and individual PMP's within the PgMP. Management of the PgMP will be evaluated against the Corps performance measures rather than completing a list of tasks. The WBS, along with the work plans

Fort Randall Program Management Plan

and PMPs, display and define the products to be produced within the PgMP. The framework of the WBS defines all authorized work.

Individual projects requiring an individual PMP will be developed as required and will include the following requirements: Scope, Team Identification, Critical Assumptions and Constraints, WBS, Funding, Schedule, Project Quality Control Plan and Objectives, Acquisition Strategy, Risk Analysis, SOH Hazard Analysis, Communications Strategy, Value Management, and Approvals.

Table 3 – Work Breakdown Structure

[INSERT YOUR PROJECT'S WBS \(or other funds tracking mechanism\) HERE \(via Macro\)](#)

5.3 WBS Development and Review Process

Work packages in the PgMP are developed that clearly and concisely describe the program and project and what needs to be accomplished in a program year. *Therefore, the program will be submitted in a form that reflects the five business processes/functions established for the O&M mission. These business functions are Navigation, Flood Damage Reduction, Hydropower, Environmental Stewardship and Recreation. Cultural Resources is part of the Environmental Stewardship business function.* Each work package will be tied to the business performance measure(s) provided by HQ for the program year.

All costs required to accomplish the work shall be included in the work package and subsequently P2. This includes the cost of the primary activity as well as all supporting activities that are required to accomplish the work. For example, a boat ramp extension package should contain the cost of the actual construction of the ramps plus the costs for engineering and design, real estate requirements, contract supervision, administration, etc. In this way, a complete and stand-alone decision package is developed, thereby, avoiding situations where the primary work is funded without the necessary supporting activities, or vice versa. This process applies to all work packages.

5.4 WBS Work Package Justification

Every work package must relate to the accomplishment of an approved performance objective within the WBS. Each work package must be justified based on its contribution to attainment of one or more performance goals for the performance measures of its related performance objectives. These linkages and the necessity of the work package to performance goal attainment must be made clear to all levels of

Fort Randall Program Management Plan

reviewers and our customers. The impacts of the work package on specific areas of customer service, project performance, infrastructure investment, personnel or public safety, the local community, statutory requirements, or other considerations should be included in the funding argument, especially for packages in the Non-Deferrable and Deferrable levels. Baseline level work package funding arguments should generally remain constant from year-to-year; however, the work packages for other funding level packages are likely to need updating annually as specific work items and corresponding justifications change.

6 COMMUNICATION

Communicating the right information to the right people at the right time will help assure future mission successes. Communications is the fundamental starting point and the basis of our PMBP. As stated in ER 5-1-11.. *It is not possible to produce quality projects or maintain quality relationships without strategic communication both internally and externally. Communication is essential to foster the cooperation and focuses understanding of requirements and expected outcomes, and the continuous improvement to the business processes that are so vital to continued success.*

6.1 Goal

The goal of the Communications Plan is to provide proactive direction for strategic communications efforts, targeting specific stakeholders with well-articulated messages designed to tell the Corps story of concern and efforts for sustaining and improving our business-line functions. Our stakeholders include customers within the Corps and an external audience made up of Federal, state and local agencies, Congressional Representatives and staff, industry leaders, scientists, tribal councils, media, oversight groups, task forces, and other partners and stakeholders interested-in and involved-in the mission-related activities as they relate to all concerned.

6.2 Objectives

The Communication Plan is designed to provide the framework for providing team members with the information they need in communicating effectively with our customers from the taxpayer to others directly concerned with the missions associated with the project. The PM and PDTs will assure an open line of communication and the sharing of ideas. The PM will contact customers and the PDTs at appropriate intervals to collect ideas and concerns. The process entails outlining activities and events for the FRP – PDTs may use in setting-up and holding public meetings and keeping our customers informed. This effort requires and supports a conscious effort on the part of every PDT member to create and build lasting partnerships with the goal of fostering mutual understanding, engendering trust, reducing conflict, and ultimately producing a better, more complete project.

- The Communications Plan identifies essential functions and events that will be executed to assure that our customers as well as District team members are fully

Fort Randall Program Management Plan

informed of Fort Randalls' programs, projects, and missions with appropriate input and feedback mechanisms in place.

- The Communications Plan establishes procedures for initiating and maintaining Communications Plan for District Office supported events, issues, projects, and actions that impact our local communities, customers and groups of interested individuals.
- The Communications Plan will be developed in cooperation with the District's Public Affairs Office (PAO).

6.3 Communications Strategy

The communication strategy for Fort Randall agrees with the USACE HQ approach of promoting understanding and multi-level communication followed by a buy-in that results in a cultural and behavioral change both within the Corps and with the customer.

- **Determining Target Audiences** The target audience is the group or groups to whom our communications strategy is best directed.
 - NWO employees and retirees
 - Sponsors, Advisory boards and industry – cost sharing sponsors, state and local governments
 - Impacted public
 - Congressional Members and staffs
 - Customers in other Federal agencies and State (EPA, DOE, GSA, DOI, FEMAA, State and territory Department of Natural Resources, Governor's Offices.)
 - Academia
 - Media outlets
- **Omaha District Project Mgmt. Business Process** The Public Affairs Office is an integral part of the Project Delivery process. Significant projects and studies will have a Public Affairs specialist on the PDT for communications planning and/or delivery.
- **Internet** Investigate innovative use of technology (Internet, websites, video news release, interactive displays/kiosks at projects, wider use of installation communications channels, etc.) and implement where appropriate and cost effective.
- **Command Information** Focus program on principles and directives to inform, instruct and motivate to understand and articulate the Fort Randall mission.
 - Expand senior leadership visits to explain District programs, initiatives and capabilities to Members of Congress.

Fort Randall Program Management Plan

- Use full spectrum of communications tools and media to improve public and customer awareness of District mission, impact and successes in the environment.
- Develop a set of materials for use by Project Managers, study managers and other employees to articulate the principles and doctrine in a variety of settings and opportunities.
- **Lessons Learned** Lessons learned, will be expanded to document life-cycle process successes. Lessons learned includes identifying anything that worked well or didn't work well, or identifying what affected the FRP (matrix of characteristics). Anything discovered during the process that could have been clearer or additional guidance that would have helped to avoid confusion and ensure consistency will be noted. Lessons learned is not to judge the day-to-day work of team members. The primary reason for expanding lessons learned would be to bring additional knowledge, consistency and improved execution to the Project. Lessons learned may include the following information: (1) Any causes of performance variances and how they could have been avoided; (2) Any unplanned risk events that occurred; (3) Mistakes that occurred and how they could have been avoided; and (4) Team dynamics, what could have helped the team perform more efficiently.

6.4 Information Management

It may be prudent to develop specific database type information that could be shared with the PDT, customers, and stakeholders. This could be used in conjunction with the internet or another special site. An example of a database information type would be stakeholder, customer, and PDT names and contact information.

7 PROGRAM CONSTRAINTS AND ASSUMPTIONS

7.1 Constraints

Constraints may restrict the successful execution and completion of work and activities. The significant constraints include resources, time, and quality, however, other constraints may manifest over time. Fort Randall constantly operates under tight resourcing and deadlines. Fort Randall program resources include staffing, funding, equipment, and materials. Fort Randall's operations are considered to be time-constrained, in part, due to established performance goals, including a variety of policy, regulation, and law constraints. Quality assures that the product conforms to established standards. Resources, time, quality, stakeholder satisfaction and legal outcomes generally have the greatest impact on day-to-day outcomes. Constraints represent environmental, legal, physical, and cultural limitations as they relate to limiting the PDT's options fulfilling this PgMP. Constraints are items that limit the PDT's options and will be identified as applicable. (1) *Protect cultural and archeological resources.* (2) *Maintain current level of flood protection.* (3) *Comply with Federal, state, and local laws and regulations.* (4) *Ensure that recreational and project facilities remain functional during the life of the project.*

Fort Randall Program Management Plan

7.1.1 Resources.

Every project is constrained by the amount of resources that are available. This includes both manpower and money. Resourcing levels will ultimately determine what is accomplished at the project. As resources decrease, less will be accomplished. Given a resource level, it is the PDT's role to prioritize all project requirements and decide which tasks will be completed in a given cycle.

7.1.2 Time.

Fort Randall's program is constrained by established timeframes for its tasks and activities. Implementing good time management skills will help control the priorities.

7.1.3 Quality.

Quality is driven by both resourcing and time constraints. Our goal will be to attain the highest quality within the available resources and time.

7.1.4 Funding.

Funding for the PgMP is through the baseline level and will include the relatively fixed, non-discretionary costs of operating and maintaining the project's business functions. Budgeting responsibilities are designed to ensure that funding resources are properly utilized. The Operations Project Manager will identify and approve funding sources within the framework of any future PMPs. PDT staff will execute and manage funding resources. Fiscal responsibilities under this PgMP ensure that the resources are effectively used to meet the demands of our customers and stakeholders, and uphold the public trust.

7.1.5 Communication.

Under the communication plan, team members, due to the extreme complexity and dynamics of Project Office, may encounter difficulty and frustration. Difficulty may be encountered, both internally and externally when exchanging information.

7.1.6 Logistics.

Processes and budget cycle.

7.1.7 Legal Outcomes.

The court challenges of others may impact timely completion of project tasks. This must be considered and will require support from different offices both inside and outside of the Corps of Engineers.

Fort Randall Program Management Plan

7.1.8 Technology.

We need to recognize and gain knowledge about new technologies and apply them to what and how we do things on project. Communities of Practice, pier groups, associations, periodicals, and our own research will be used to learn about new technologies for our project.

7.2 Assumptions

Assumptions are the environmental, legal, physical and cultural conditions needed in order to fulfill this PgMP. These may change as a function of this PgMP and other inputs. *The basic assumptions are that (1) the O&M Manual is valid; (2) legal issues may delay the project plans, and (3) appropriate funding will be available to execute the plan.*

8 QUALITY CONTROL

8.1 Scope

The PDT is responsible for delivering a quality project. The PM and PDT are responsible for documenting customer expectations and quality management objectives at a project-level that supports the implementation of the PgMP. To be effective, the Quality Control Plan (QCP) needs to balance needs and expectations of customers and stakeholders with consideration to cost, schedule, and professional standards. By utilizing the expertise of the PDT to determine the appropriate procedures necessary (such as independent technical review) to achieve the target level of quality we can more adequately ensure the customer endorses all quality objectives included in the PgMP. Working with the customer early in the Project Scope, we can better understand the customer's role in project success and tailor the QCP accordingly.

8.2 Responsibility

The Project Manager (PM) is responsible for:

- Documenting customer expectations and consensus quality management objectives at a project-level that supports the implementation of the PMP, in concert with the PDT.
- Utilizing the expertise of their project delivery teams to determine the procedures necessary (such as independent technical review) to achieve the target level of quality.
- Ensuring the customer endorses all quality objectives included in the Quality Management Plan.
- Understanding the customer's role in project success; the PM's relationship with the customer is pivotal to providing quality service.
- Working with the customer early in the Project Scope and Customer Requirements Definition Process (refer to [Project Scope and Customer Requirements Definition](#)) to determine customer needs, and refining those

Fort Randall Program Management Plan

requirements in light of safety, fiscal, schedule, and other constraints; the PDT considers the cost/benefit of all quality improvements.

The Project Delivery Team (PDT) is responsible for:

- Delivering a quality project.
- Performing an active role to ensure the customer’s quality objectives are clearly articulated and that the customer understands the essential professional standards, laws, and codes, which must be incorporated into the project.
- Monitoring the quality of their own work.
- Keeping the commitments for completion of their portion of the project, as documented in the Quality Management Plan

The Resource Provider(s) is responsible for:

- Monitoring the quality of the products and services produced by their team members serving on PDTs or the contractors they use to supplement their in-house capability.
- Teaching, coaching, mentoring and training staff so that they have technically competent staff to assign to PDT’s.
- Participating in selection of A/E firms to ensure that A/E’s are qualified to perform assigned work.
- Ensuring that there are processes in place and qualified staff or contractors are available to guarantee that an independent technical review is conducted.
- Serving on an independent technical review team, when appropriate.

8.3 Quality Management

Table 8.1 outlines the Plan, Do, Check, and Act functions of a Quality Management Plan methodology.

Table 8.1

	Quality Planning	Quality Control (QC)	Quality Assurance (QA)	Quality Improvement
	Plan	Do	Check	Act
What Is Done	Determine what will be quality on the project and how quality will be measured	Monitor specific project products to determine if they meet performance measurement thresholds defined in the quality management plan	Determine if your measurement of quality is appropriate by evaluating overall performance on a regular basis to insure the project will satisfy customer quality expectations	Increase the effectiveness and efficiency of the project when corrective actions such as Change Requests are identified. Changes to the Quality Management Plan and the PMP may be required.

Fort Randall Program Management Plan

When It Is Done	<p>Project Planning Phase</p> <p>Processes</p> <ul style="list-style-type: none"> • PMP/PgMP Development • Project Scope & Customer Requirements Definition • Team Establishment • Activity/Schedule Development • Resource Estimate Development • Project Delivery Acquisition Strategy 	<p>Project Execution, & Control Phase</p> <p>Processes</p> <ul style="list-style-type: none"> • Project Execution & Control • Lessons Learned 	<p>Project Execution, & Control Phase</p> <p>Processes</p> <ul style="list-style-type: none"> • Project Execution & Control 	<p>Project Execution, & Control Phase and Project Planning Phase</p> <p>Processes</p> <ul style="list-style-type: none"> • Change Management • PMP Development
------------------------	---	--	---	---

9 SCHEDULE

9.1 Policy

HQUSACE is required to report to Congress on the performance of the O&M Program. See [ER 5-1-11, U. S. Army Corps of Engineers Business Process](#).

9.2 Responsibility

The PM along with the PDT is responsible for ensuring activity information is entered in sufficient detail to support effective project scheduling and execution and matching the workload and resource funding.

- *Development of this PgMP and associated activities is the framework for work management in the P2 enabler.* The activities comprise the total work that needs to be performed to complete a project, taking into consideration PDT, District guidance, and HQ requirements, including milestones or program-specific needs. Each activity will consist of a calendar, activity types, activity codes, durations, predecessor and successor relationships, and applicable constraints and/or thresholds. Developing the initial schedule and subsequent maintenance within P3e with input from the PDT, including development of activity durations and constraints, and the identification of activity dependencies.

Fort Randall Program Management Plan

- Ensuring the list of activities clearly defines the scope-of-effort, permits the identification of types of expertise required, and facilitates estimates of manpower and funding required to accomplish the mission.

The Project Manager (PM) is responsible for

- Developing the initial schedule and subsequent maintenance within P2 with input from the Project Delivery Team, including development of activity durations and constraints, and the identification of activity dependencies.
- Ensuring the list of activities clearly defines the scope of effort, permits the identification of types of expertise required, and facilitates estimates of manpower and funding required to accomplish the project.

10 ACQUISITION STRATEGY

When possible, acquisitions will be made through Fort Randall's \$25,000 dollar purchasing authority. All necessary steps and measures will be followed as stated in the procurement laws and regulations. When possible, VISA cards will be utilized to make smaller purchases. As with the \$25,000 dollar purchasing authority, all necessary steps and measures will be followed for VISA purchases. When a construction project is larger than the \$25,000 dollar purchasing authority, the District Contracting Division, following all necessary procurement regulations, will issue purchases and contracts.

11 RISK ANALYSIS

This PgMP will identify any risk associated with any project activity undertaken in accordance with the Project Management Business Plan (PMBP) "Risk Management Plan - REF8007G", located at the PMBP web site at

<http://pmbp-dev.lrd.usace.army.mil/robo/projects/p2%20users%20guide/REF8007G.htm>

The District and or Division Office may review and provide oversight to FRPO decision-making processes when appropriate.

11.1 Scope

When a project is determined to be other than low-risk, the risk must be identified, and associated control procedures defined in the PMP. Only the responsible district or division Commander may provide final PMP approval in the event of an overall project risk rating of high, or extremely high, respectively.

11.2 Responsibility

The Project Manager (PM) is responsible for initiating the development of the Risk Management Plan.

The Project Delivery Team (PDT) is responsible for

- Participating in the development of the Risk Management Plan by identifying and defining potential risks and appropriate responses to risks for the project.

Fort Randall Program Management Plan

- Implementing the plan once it is developed and approved.

11.3 Risk Management Plan Content

The following items should be considered when constituting a Risk Management Plan.

- Identify what the risk management activity is in WBS and describe how often risk management will be performed throughout the project life cycle.
- Describe the budget for risk management plan development and monitoring
- Customer and Stakeholder Risk Thresholds – Describe the amount of risk that is acceptable.
- Identify Risks and Characteristics
- Evaluation and Analysis of Risks – Determine Probability and Severity Ratings
- Describe Highest-Level Risk
- Risk Monitoring – Describe how the PDT will keep track of identified risks, identify new risks, determine if agreed responses to risks have been executed, and evaluate the effectiveness of risk responses to reduce identified risks.
- Describe Risk Response Control Procedures - Document identified risks, descriptions, causes, what is affected in the WBS, and impact on project objectives, risk owner and responsibility, agreed response to risk, and expected result of response.

11.4 Risk Management Plan Methodology

Based on the degree of injury, property damage, or other mission-impairing factors, to include the degree of impact on the project's Baseline cost, schedule, scope, and quality thresholds as described in Table 11.1.

- Enter probability and severity ratings from above into the Overall Risk Table below to characterize overall project risk as E, H, M, or L (described below) for each of the four risk categories.
- E (Extremely High)- Loss of ability to accomplish project – Red
- H (High)- Significantly degrades capabilities to accomplish project – Blue
- M (Moderate)- Degrades project accomplishment capabilities – Yellow
- L (Low)- Little or no impact on project accomplishment – Green
- Evaluate the above results along with the results of the safety and health risk (refer to [Safety and Occupational Health Plan](#)) and determine the highest-level risk of all five categories. Overall project risk level is determined by the highest risk rating. Decisions to accept risks must be made at a level equal to the degree of risk. Project and Program Managers and Commanders must weigh the risks against the benefits of performing an activity.

Fort Randall Program Management Plan

Table 11.1

		Scope Risk Probability					
			Frequent	Occasional	Likely	Seldom	Unlikely
SEVERITY	Catastrophic	E	E	H	H	M	
	Critical	E	H	H	M	L	
	Marginal	H	M	M	L	L	
	Negligible	M	L	L	L	L	
		Schedule Risk Probability					
			Frequent	Occasional	Likely	Seldom	Unlikely
SEVERITY	Catastrophic	E	E	H	H	M	
	Critical	E	H	H	M	L	
	Marginal	H	M	M	L	L	
	Negligible	M	L	L	L	L	
		Cost Risk Probability					
			Frequent	Occasional	Likely	Seldom	Unlikely
SEVERITY	Catastrophic	E	E	H	H	M	
	Critical	E	H	H	M	L	
	Marginal	H	M	M	L	L	
	Negligible	M	L	L	L	L	
		Quality Risk Probability					
			Frequent	Occasional	Likely	Seldom	Unlikely
SEVERITY	Catastrophic	E	E	H	H	M	
	Critical	E	H	H	M	L	
	Marginal	H	M	M	L	L	
	Negligible	M	L	L	L	L	

Unnecessary risk can be as great a hindrance to project completion as any other factor. The levels at which USACE risk decisions can be made are: E (extremely high)- division commander; H (high)- district commander; M (moderate)- program manager; and L (low)- project manager. In all cases, the benefits of taking the risk must be greater than the possible consequences.

Fort Randall Program Management Plan

12 SAFETY AND OCCUPATIONAL HEALTH

12.1 Scope

The Safety & Occupational Health Plan (SOHP) is a supporting plan that facilitates the implementation of the Project Management Plan (PMP), along with [Risk Management](#), [Quality Management](#), [Communications](#), [Change Management](#), and [Value Management](#). Plans are developed concurrently in the iterative Program/Project Planning Phase.

The SOHP shall address how safety and health measures will be integrated into the process to assure a safe product is provided (building, water control structure, HTRW clean-up project, etc.). It shall include specifying by project phase (planning, execution and control, and closeout) the following: safety and health responsibilities, safety and health standards, requirements and criteria, and hazard analysis requirements (Safety Risk Management (SRM), how safety and health shall be accomplished, independent SOH technical reviews (at concept design and BCOE reviews), and any safety and health testing/assessment requirements.

The SOHP shall consider the hazards associated with all customers throughout the life cycle of the project. Control measures shall provide the appropriate level of protection based on the project goals and the established level of risk acceptance authority. Deviations from USACE publications require waiver approval from the applicable HQUSACE proponent and shall hinge on the determination of the basis for the deviation and the resulting inherent risk.

12.2 Responsibility

The Project Manager (PM) is responsible for:

- Initiating the development of the SOHP and ensuring that it is kept current
- Coordinating with the customer to identify and manage safety and health related hazards inherent to the project
- Assuring hazard controls are successfully implemented
- Coordinating with the local Safety and Occupational Health Office and notifying the Commander of all high-risk issues
- Coordinating with the Safety and Occupational Health Office for necessary SOH training of the PDT

The Project Delivery Team (PDT) is responsible for

- Developing the SOHP and identifying and defining potential risks and appropriate responses to risks for the project
- Attending safety and health training necessary to develop and implement a sufficient SOHP
- Raising issues to the PDT for resolution when a hazard control can not be lowered to an acceptable level (may compromise a project threshold)

Fort Randall Program Management Plan

The Safety and Occupational Health Office is responsible for

- Providing training to the PDT on the SOHP development methodology
- Serving as an advisor to the PDT
- Providing safety and health assistance to PDT throughout the project life cycle
- Providing SOH program oversight by monitoring, assessment, and evaluation

The District Commander is responsible for providing final SOHP approval in the event of an overall project risk rating of high.

The Major Subordinate Command (MSC) Commander is responsible for providing final SOHP approval in the event of an overall project risk rating of extremely high.

12.3 Safety & Occupational Health Management Plan Methodology

The SRM and hazard management processes shall be used in accordance with AR 385-10. A hazard analysis will be performed for all USACE-managed projects and programs. The level of detail of the risk analysis and SOHP is based on the magnitude of potential hazards and complexity of the project. When a project is determined to be other than low-risk, as defined in the SOHP, the risk must be identified, and associated control procedures defined in the PMP. Only the responsible district or division Commander may provide final SOHP approval in the event of an overall project risk rating of high, or extremely high, respectively.

Program/Project Planning Phase:

- Local Safety and Occupational Health Office will train the PDT on the SOHP development methodology.
- The PM shall coordinate with the customer and generate a list of potential hazards.
- The PDT shall review the available preliminary hazard information in order to develop the SOHP (sources of which can include project background information, Subject Matter Experts, historical records, Lessons Learned Data, and Standards and Regulations).
- The PDT shall assure all SOH lessons learned are submitted to the lessons learned system.

Fort Randall's safety [policies](#) are continuously updated and stored on the Omaha District intranet site for easy access and distribution.

13 CHANGE MANAGEMENT

A Change Management Plan (CMP) has not been developed at this time. We anticipate that the general guidance to be developed at the District and Division Offices levels will provide the format for a future CMP within the scope of this PgMP. A CMP will describe the procedures for changes to scopes, schedules, and costs. A CMP will indicate the responsibilities for the PDT members to identify any changes as early as possible and

Fort Randall Program Management Plan

for the PM to either facilitate resolving the change, approve the change, or elevate the change to the appropriate level for action. A CMP will indicate that all changes will be documented and approved in writing. At a minimum, all changes must be approved by the PM and the customer.

13.1 Scope

The Change Management Plan is used to define and manage the project's baseline performance measurement thresholds for scope, cost, schedule, risk and quality. The project's performance measurement thresholds will be used in [Change Management](#) to determine if actual project performance has exceeded the project's baseline performance measurement thresholds. The level of detail of the Change Management Plan is based on the complexity of the project. The Change Management Plan is a supporting plan that facilitates the implementation of the Project Management Plan (PMP), along with [Quality Management](#), [Communications](#), [Safety and Occupational Health](#), [Risk Management](#), and [Value Management](#). Plans are developed concurrently in the iterative Program/Project Planning Phase.

The Change Management Plan also addresses the use of Change Request Forms and the creation and use of project versions in P3e.

13.2 Change Management Plan Content

The following should be included in the Change Management Plan...

- Document how changes will be managed for the project.
- Project Baseline Performance Metrics and thresholds for Scope, Schedule, Cost, Quality, Safety, and Risk
- Use of applicable statutory and regulatory change will be supplemented by project-specific change management criteria.
- Use of Change Request Forms
- Use of Project Versions

13.3 Change Management Plan Methodology

- During [Change Management](#) the PM gathers sufficient information to analyze the proposal and potential solutions, considering the impact of changes for all of the project's baseline performance measures in order to insure that all changes are coordinated across the entire project.
- The analysis is distributed to the appropriate decision maker(s), if other than the PM.
- The Project Manager will communicate to project stakeholders the decision for all project changes according to the [Communications Plan](#).

Fort Randall Program Management Plan

13.4 Project Baseline Performance Metrics

Baseline performance metrics and thresholds are defined during [PMP/PgMP Development](#), approved in the [PMP/PgMP Approval](#) process, and are updated as required during the project's life cycle. The general structure is outlined in Table 12.1

Table 12.1

	Baseline Performance Metrics
Scope	Defined by WBS that is developed in Project Scope and Customer Requirements Definition Process
Schedule	Defined by scheduled start and finish dates in the project's critical path that is developed in Activity/Schedule Development Process.
Cost	Defined by resource plan that reflects total project cost of all WBS items. The resource plan is developed in the Resource Estimate Development Process.
Quality	Defined by quality objectives that are developed in the Customer Scope and Requirements Definition, and Project Delivery Acquisition Strategy Processes.
Risk	Risks are defined in Customer Scope and Requirements Definition, Team Establishment, Activity/Schedule Development, Resource Estimate Development, and Project Delivery Acquisition Strategy processes, as well as Safety and Occupational Health Plan and Risk Management Plan.

13.5 Change Request Form

Change Requests can be presented in the form of verbal or informal requests, however, as a best practice proposed changes should be formally recorded in order to facilitate the understanding of the intent of the proposed change. The Change Request Form provides a means of documenting the impact of proposed changes and provides the rationale for approving changes that exceed the project's baseline performance thresholds. Change Request Forms should be posted to the project in P3e when P3e is available.

Fort Randall Program Management Plan

Project:

Date:

Requested by:

Request No.:

Request
Change Description:
Justification:
Narrative Description of Impact:
Scope Impact:
Cost Impact:
Quality Impact:
Schedule Impact:
Risk Impact:

Coordination
Team:

Resolution of Change
<input type="checkbox"/> Approved <input type="checkbox"/> Disapproved
Basis of Action:
PM Signature:
Date:

14 VALUE MANAGEMENT

14.1 Goal

Value Management (VM) is a process to facilitate and encourage the understanding, consideration, and integration of the needs of all customers, PDT members, partners, and stakeholders. Value Management seeks the highest value for a project by

Fort Randall Program Management Plan

balancing resources and quality. The VM process emphasizes the use of multi-disciplinary teams and their resulting synergy, using a functional analysis approach for decision-making. It is a management tool that should be applied continuously throughout the life cycle of projects and programs. VM is applicable to all business processes. Value improvements should also be documented in the Lessons Learned.

14.2 Objectives

This effort requires and supports a conscious effort on the part of every PDT member to create and implement lasting value for the project with the goal of fostering mutual understanding, trust, and ultimately producing a better, more complete project.

- Validate current methodologies for work completed within the Fort Randall Project as well as the Corps in general.
- Identify, address, and improve pertinent issues that may impact the implementation and effectiveness of current alternatives.

14.3 Performance Measurements

Fort Randall will measure performance against the existing measurement initiatives (METLs) or other appropriate initiatives that relate to mission essential tasks as provided by management in order to succeed in fulfilling their purpose. Decision-makers are responsible for examining the effectiveness of the metrics, providing feedback and finding ways to improve performance. Metrics for performance measurement will be established at two levels.

- Planned completion dates for the primary *milestones* associated with this PgMP and individual PMP's will be established by the PDT. The PDT, to assess progress, will review actual or revised completion dates monthly. Resources used to date and plan for the duration of the program will also be reviewed monthly and appropriate adjustments as necessary.
- *Earned Value Summary*. This type of tabular report summarizes by business function the budget, costs-to-date, percent completed, and earned value.

15 CLOSEOUT

15.1 Goal

This process covers closeout of activities, phases, programs, including, but not limited to, physical and fiscal completion, asset transfer, contractor evaluations, O&M manuals, and as-built drawings. This includes partial transfers and incremental project acceptance. This process will help facilitate the on-going closeout of financial accounts & documents during the life of the project.

Fort Randall Program Management Plan

15.2 Policy

The following references describe in detail USACE policy on a variety of areas related to project closeout such as: record keeping, financial management, the Corps' business process, transfers and warranties, and contracting.

[AR 25-400-2, The Modern Army Recordkeeping System \(MARKS\)](#)

[DFAS-IN 37-1, Finance and Accounting Policy Implementation, Chapter 27](#)

[DoD 7000.14-R, Department of Defense Financial Management Regulation, Volume 3, Chapter 8](#)

[DoD 7000.14-R, Department of Defense Financial Management Regulation, Volume 3, Chapter 17](#)

[ER 5-1-11, U. S. Army Corps of Engineers Business Process](#)

[ER 37-2-10, Accounting and Reporting – Civil Works Activities](#)

[ER 37-345-10, Accounting and Reporting – Military Activities](#)

[ER 415-1-16, Fiscal Management](#)

[ER 415-345-13, Financial Closeout](#)

[ER 415-345-38, Transfers and Warranties](#)

[ER 1165-2-131, Local Cooperation Agreements for New Start Construction Projects](#)

[FAR 4.804, Federal Acquisition Regulation, Closeout of Contract Files](#)

15.3 Responsibility

The Project Manager (PM) is responsible for:

- Facilitating project closeout; however, the required actions will require participation of a number of Project Delivery Team (PDT) Members (for example, transfer of property to customer, transfer of property to Place In Service, and closeout of project financial cost accounts)
- Expensing terminated projects per closeout procedures
- Ensuring that necessary documentation has been received, so that project capitalization costs are properly transferred out of the Construction-in-Progress (CIP) account, and real property accountability is maintained through the responsibility of the real property accountability official.

The Project Delivery Team (PDT) is responsible for:

- Assisting the PM in project closeout, which includes the transfer of property to customer, transfer of property to Plant In Service, and closeout of project financial cost accounts
- Assisting the PM in ensuring that necessary documentation has been received, so that project capitalization costs are properly transferred out of the CIP account, and real property accountability is maintained through the transfer of responsibility to the real property accountability official

Fort Randall Program Management Plan

The Closeout Process is performed whenever projects and/or phases of projects, including specific activities, are completed or terminated. Projects can also include oversight of contracts. Closeout of projects and/or phases of projects may serve at least four critical purposes: (1) transferring of cost to the appropriate accounts, (2) reprogramming excess funds, (3) recording of post-completion events and decisions made, and (4) providing an administrative record to serve as a basis for judicial review and community relations. It is also important to reference Lessons Learned during this process.

Each project that is cost-shared has a certain percentage that is paid by the customer in cash and/or other contributions, such as in-kind services or Lands, Easements, Rights-of-Way, and Relocation. CEFMS has the capability to determine the balancing of these percentages at the completion of a project. Refer to [Section 26, Cost Sharing, of the CEFMS Users Manual](#) also refer to [ER 1165-2-131, Local Cooperation Agreements for New Start Construction Projects](#).

16 SIGNATURES OF APPROVING OFFICIALS

16.1 Review

Review of this document will be accomplished as necessary by the PDT.

16.2 Over Sight Committee Review

If applicable, the Over sight Committee will review and endorse this document prior to approval.

16.3 Approval

The Project Manager is responsible for obtaining approval of the PMP in accordance with local Standard Operating Procedure (SOP) and recording approval in P2. The Project Delivery Team (PDT) is responsible for reviewing and endorsing the commitments made in the PMP.

The Activity Preface process is performed whenever a draft Project Management Plan (PMP) has been developed in [PMP/PgMP Development](#), or when a change request is generated from [Change Management](#). Approval of a change request will be by the same authority as the original PMP.

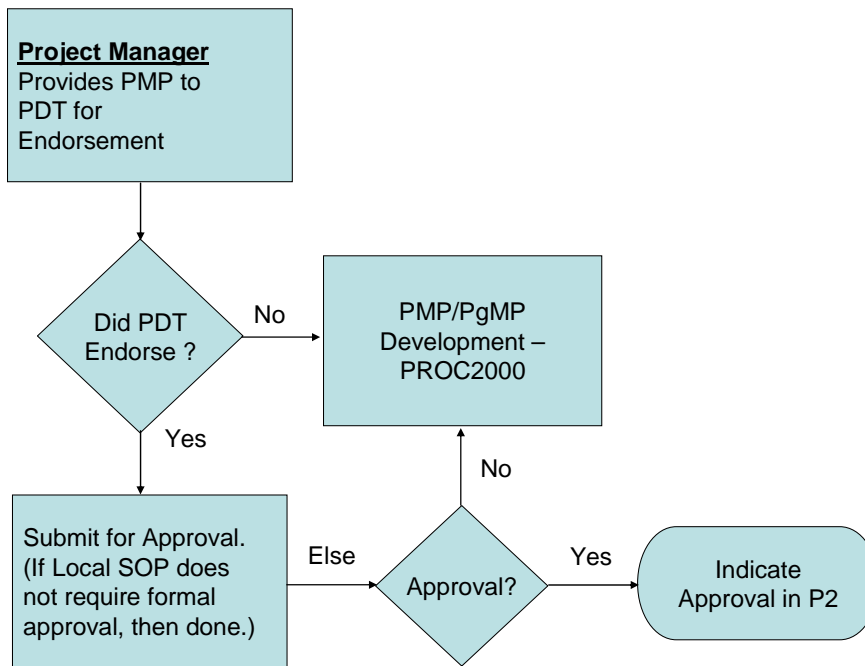
The first step in the PMP approval process is getting the endorsement of the PDT. Should the PDT not endorse the PMP, [PMP/PgMP Development](#) will be executed to develop and incorporate changes.

After PDT endorsement, the PMP will be submitted for approval, if required by local SOP. If local SOPs do not require formal approval, the endorsement by the PDT suffices as the PMP approval.

Fort Randall Program Management Plan

Should the appropriate approval authority not approve the PMP, [PMP/PgMP Development](#) will be executed to develop and incorporate changes. Once PMP approval is obtained, the PM will indicate approval in P2. Figure 16.1 is a flowchart should be used as a guideline for changes to the PMP.

Figure 16.1 – Approval Flow Diagram



Fort Randall Program Management Plan

16.4 Signature

STATEMENT OF CERTIFICATION
FOR
PROGRAM MANAGEMENT PLAN
FOR THE
FORT RANDALL PROJECT OFFICE
PROGRAM

THIS IS TO CERTIFY THAT THE UNDERSIGNED CONCUR IN THE
STRUCTURE AND SCOPE FOR THE SUBJECT PROGRAM

_____/___/___
THOMAS W. FLEEGER
CHIEF, OPERATIONS DIVISION

_____/___/___

_____/___/___

Fort Randall Program Management Plan

Appendix A - FRP Milestones and Resource Requirements

FRP MILESTONES and RESOURCE REQUIREMENTS. An integrated view of the activities outlined within this PgMP for the PMBP is described below. The detailed schedules for each specific activity will be developed and maintained by the proponent for that specific activity. Proponents for specific activities in this PgMP will always be members of the PgMP Team. Updates to this integrated, macro-schedule and to the individual, specific task schedules will be the responsibility of the Team Leader and the individual activity proponent, respectively.

- Activity Schedule. *Phase 1* – Complete PMBP Training – January 2004. *Phase 2* – Begin formal implementation of the PgMP – May 2004. Integrate this PgMP into our daily activities. Perform an initial working review of the PgMP. Train and engage all team members under this PgMP. Quarterly IPRs. Semi-annual project review.
- Facilities Maintenance. Service type contracts. Mowing. Janitorial. Garbage collection. Indefinite delivery construction contracts (IDCC). Road maintenance. Utility maintenance. Building maintenance. Contract administration.
- Environmental Stewardship. Land management. Fish and wildlife management. Water resources management. Endangered species. Wetland mitigation. Environmental compliance.
- Recreation. Park and recreation program assessment. Park site planning, facilities design. Park and recreation maintenance. Management.
- Hydropower. Power plant generation and control. Emergency power generation. Electrical distribution systems. Power plant maintenance. Preventive maintenance management systems. Testing services. Communications systems repair.
- Flood Damage Reduction. Dam Safety, including, data collection, interpretation, and evaluation, emergency planning, and training, inspection, and maintenance.
 1. EC 1110-2-6061 which is the draft of the new ER 1110-2-1156 entitled "Safety of Dams - Policy and Procedures"
 2. ER 1130-2-530 entitled "Flood Control Operations and Maintenance Policies". This ER covers requirements for Emergency Planning, Dam Safety Training, Evacuation Plans etc.

MEASUREMENT OF SUCCESS. The successful implementation of the PMBP will be measured against a set of metrics developed for the individual principles and the following general categories: The PMBP are increasingly integrated into Fort Randall's practices and culture. The Project culture increasingly reflects the philosophy of the PMBP. Fort Randall is recognized by

Fort Randall Program Management Plan

clients, sponsors, and other stakeholders for efficient business process functions and activities. Improvements in the environmental effects of Fort Randall projects are observed and replicated, both domestically and internationally. Increasingly, environmental sustainability is incorporated into the planning and implementation of all projects.

Fort Randall Program Management Plan

Appendix B - Environmental Operating Principles

	ENVIRONMENTAL OPERATING PRINCIPLES
Principle 1	<ul style="list-style-type: none">• Strive to achieve environmental sustainability. An environment maintained in a healthy, diverse and sustainable condition is necessary to support life.
Principle 2	<ul style="list-style-type: none">• Recognize the interdependence of life and the physical environment. Proactively consider environmental consequences of Corps programs and act accordingly in all appropriate circumstances.
Principle 3	<ul style="list-style-type: none">• Seek balance and synergy among human development activities and natural systems by designing economic and environmental solutions that support and reinforce one another.
Principle 4	<ul style="list-style-type: none">• Continue to accept corporate responsibility and accountability under the law for activities and decisions under our control that impact human health and welfare and the continued viability of natural systems.
Principle 5	<ul style="list-style-type: none">• Seek ways and means to assess and mitigate cumulative impacts to the environment; bring systems approaches to the full life cycle of our processes and work.
Principle 6	<ul style="list-style-type: none">• Build and share an integrated scientific, economic, and social knowledge base that supports a greater understanding of the environment and impacts of our work.
Principle 7	<ul style="list-style-type: none">• Respect the views of individuals and groups interested in Corps activities, listen to them actively, and learn from their perspectives in the search to find innovative win-win solutions to the nation's problems that also protect and enhance the environment.

Fort Randall Program Management Plan

Appendix C - National Environmental Policy Act Application

NEPA. The National Environmental Policy Act of 1969 (42 USC 4321, *et seq.*) (Public Law 91-190) is our basic national charter for protection of the environment. It establishes policy, sets goals and provides means for carrying out the policy. The President, USACE, other federal agencies, and the federal courts share responsibility for enforcing NEPA so as to achieve its substantive requirements (goals). 33 CFR Part 230 and 40 CFR Parts [1500 through 1508] provide regulations applicable to and binding on the USACE and other federal agencies for implementing the procedural provisions of NEPA, as amended.

Fort Randall Program Management Plan

Appendix D - Endangered Species Act Application

ESA. The FRP makes determinations on federally listed threatened, endangered, and candidate species. Determination is done in conjunction with compliance under the Endangered Species Act of 1973, Public Law 96-159 dated December 28, 1979; and Amendments of 1978 (Public Law 95-632) dated November 10, 1978; and Amendments of 1982 (Public Law 93-305) dated October 13, 1982), as amended in 1986, (16 USC 1531, *et seq.*).

- Under ESA, consultation with the USFWS is required to carry-out programs for the conservation of endangered or threatened species and take such action as is necessary to insure that any action authorized, or permitted, or funded, or carried-out by the Corps is not likely to jeopardize the continued existence of such species or result in the destruction or adverse modification of critical habitat of such species. The Corps seeks to conserve endangered and threatened species and cooperate with State and local agencies to resolve water resource issues in concert with the conservation of endangered species. Under Section 7(a)(1), the Corps utilizes its authority to protect and recover endangered and threatened species. The Corps, under Section 7(a)(2), consults with the USFWS if any of its actions may affect threatened and endangered species and insures that its actions are not likely to jeopardize listed species or adversely modify or destroy critical habitat.

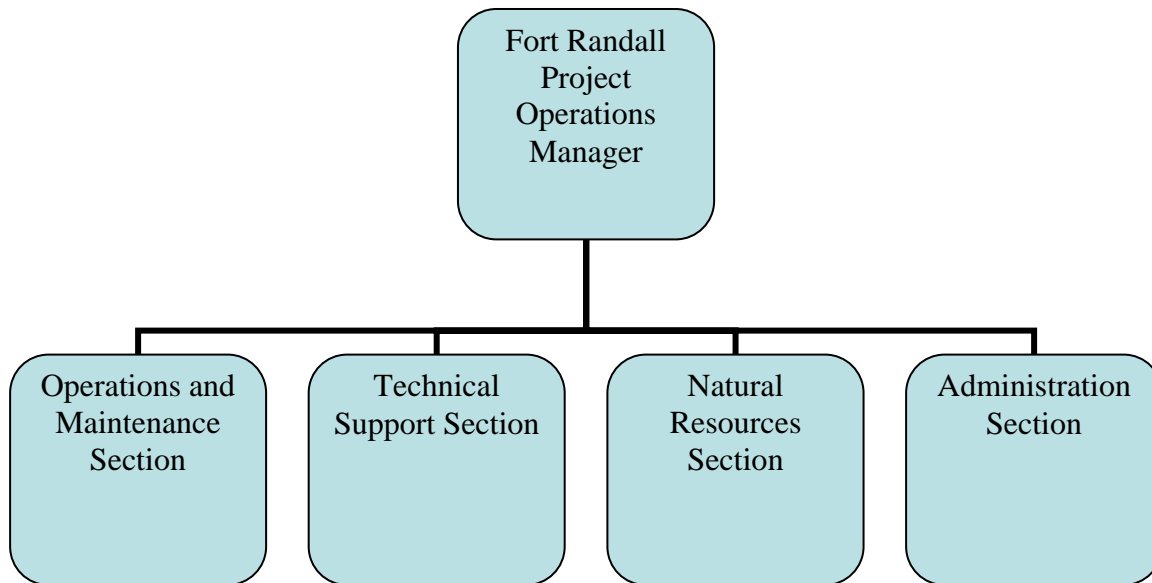
Fort Randall Program Management Plan

Appendix E - National Historic Preservation Act Application

NHPA. The National Historic Preservation Act, as amended establishes preservation as a national policy and establishes guidelines for nationally significant properties, curation of artifacts, and preservation of Federally owned historic sites, and others. Section 106 of the NHPA requires Federal agencies to take into account the effect of Federal underatknings on any properties included in or eligible for the National Register of Historic Places. 36 CFR Part 800 provides the implementing regulations for Section 106 NHPA; they establish the procedures for identification and evaluation of historic properties, coordination requirements, and the process for mitigation. Section 110 of the NHPA requires federal agencies to assume responsibility for the preservation of Federally-owned historic properties. It also requires federal agencies to establish a program to locate, inventory and nominate all properties under the agency's ownership or control that are eligible for inclusion in the National Register.

Fort Randall Program Management Plan

Appendix J - Fort Randall Project Organization Chart



Fort Randall Program Management Plan

Appendix K - Stakeholder Roles and Responsibilities

	STAKEHOLDER ROLES and RESPONSIBILITIES
Project Delivery Team Partnership	

Fort Randall Program Management Plan

Appendix L - Laws, Regulations and Policies

	LAWS, REGULATIONS, AND POLICIES
Corps Business Process	ER 5-1-11, U. S. Army Corps of Engineers Business Process
Construction Program	AR 415-15, Army Military Construction Program Development and Execution
Work Responsibility	ER 5-1-10, Corps-Wide Areas of Work Responsibility
Civil Works Activities	ER 11-2-2-1, Civil Works Activities - Funding, Work Allowances, and Reprogramming (RCS: CECW-B-11)

Fort Randall Program Management Plan

Appendices M-P – Functional Area Workplans