

Glenview, Illinois

Continuing Authorities Program (CAP) Section 205 Small Flood Risk Management Project Management Plan (PMP)

Chicago District USACE

6/2/2017

In accordance with ER 5-1-11, each project will be managed under a Project Management Plan (PMP). The PMP serves to identify the scope, schedule and resources needed to accomplish project execution. The PMP is a living document that will be updated periodically as the project progresses. The PDT shall measure its success against the expectations documented in the PMP. This PMP has been developed in accordance with the minimum required PMP content described in Reference 8005G of the USACE PMBP Manual. The level of detail contained in this PMP is appropriate for the size, complexity and nature of this project. Quality will be measured using the goals and expectations in this PMP as defined in the RBPM and the Quality Management Plan, Reference 8008G, PMBP Manual.

Document History

	DATE	DESCRIPTION & LOCATION WITHIN PMP OF REVISION	DATE APPROVED	APPROVED BY
Original PMP	05.12.2017		07.05.2017	EPRB
Revision # 1				
Revision # 2				

TABLE OF CONTENTS

1	Project Scope	1
1.1	Background and Project Description	1
1.2	Study Scope and Objectives	1
	Study Objectives.....	1
	Study Scope.....	2
1.3	Real Estate Plan	2
1.4	References	3
1.5	Authority	3
1.6	Problems and Opportunities	4
1.7	Project Sponsors	4
1.8	Stakeholder Expectations	5
1.9	Congressional Interest	5
2	Project Delivery Team (PDT)	5
3	Critical Assumptions and Constraints	5
4	Work Breakdown Structure (WBS).....	6
	Project Budget	7
5	Project Schedule	8
6	Quality Management Plan	9
6.1	Quality Control Plan.....	9
6.2	Internal Product Review	9
6.3	In-House Quality Controls	10
6.4	Review Plan.....	10

6.5	Agency Technical Review.....	10
	ATR Team.....	10
6.6	Contract Compliance.....	11
7	Acquisition Plan.....	11
8	Risk Management Plan.....	11
8.1	Risk Analysis.....	11
8.2	Overall Project Risk.....	12
8.3	Identified Risk and Impacts.....	12
8.4	Risk Mitigation.....	13
9	Safety and Occupational Health.....	13
10	Change Control Plan.....	13
10.1	Changes in Project Cost.....	13
10.2	Changes in Project Schedule.....	14
10.3	Changes in Project Scope.....	14
11	Communications Plan.....	14
11.1	Internal Coordination Mechanisms.....	15
	Project Delivery Team (PDT) Communication Plan.....	15
	Team Meetings:.....	15
	Project Files:.....	17
11.2	External Coordination Mechanisms.....	17
	Public Meetings/Workshops.....	17
	Risk Communication/Outreach Plan.....	17
	Project Briefings and Fact Sheets.....	17
	Internet.....	18

12	Value Engineering Plan	18
13	Activity/Project Closeout	18
14	Data Management Plan (DMP)	19
15	Approvals	19

1 Project Scope

1.1 Background and Project Description

This study has been initiated to investigate measures to address flood risks associated with overbanking of the West Fork of the North Branch of the Chicago River (WFNBCR) in the Village of Glenview, Illinois. The identified flood prone area includes the Tall Trees neighborhood that borders along the west side of the WFNBCR, and includes 175 single-family homes that were constructed in the early 1960's. The neighborhood has historic flooding problems due to the WFNBCR overtopping its banks as well as back flowing into low-lying areas via the South Navy Ditch or an existing storm sewer system. Recent flooding includes six measurable events since 2007, including three 25-year storms, two 50-year storms, and a 100-year storm in September 2008. Sixty three (63) homes are estimated to have direct structure flooding at the 100-year flood event level.

1.2 Study Scope and Objectives

The Project Manager (PM) will work with the Project Delivery Team (PDT) to develop and execute all components of the Project Management Plan (PMP). After FCSA Execution, the Planning Lead will develop the quality control plan (QCP), and coordinate and assemble the Detailed Project Report (DPR). All Project Delivery Team Members (PDT) will be responsible for contributing to the PMP and QCP, completing their respective appendices to the DPR, participating in PDT meetings, responding to reviewer comments, and working within the established scope and budget.

Study Objectives

The Federal objective of water and related land resources planning is to contribute to National Economic Development consistent with protecting the nation's environment. For this study, the following planning objectives have been identified:

- Reduce flood risk in the Village of Glenview associated with the WFNBCR adjacent to the Tall Trees neighborhood.
- Improve community awareness of flood risk and ability to respond to flood emergencies.
- Minimize impacts (e.g. aesthetic, scenic, ingress/ egress disturbances) of flood risk management project on residents of the Tall Trees neighborhood.

Study Scope

The PDT will evaluate the 4 plan alternatives that were presented in the Federal Interest Determination (FID) report including:

Plan 0 – No Action

Plan 1 – Floodwall through residential backyards adjacent to WFNBCR

Plan 2 – Floodwall along Sequoia Trail and flood-proofing riverward structures

Plan 3 – Floodproofing all impacted homes

Data collection and analysis being performed as part of the study includes the following:

- Topographic survey
- Geotechnical investigation (soil borings) including scope of work and analysis of collected data
- HTRW Database search and review
- H&H Analysis including mapping, GIS work, reservoir sizing analysis, risk analysis, HMS modeling, RAS modeling, interior drainage analysis
- Economic analysis
- Real estate cost estimate appraisal
- Environmental Assessment (EA)

When a recommended plan has been identified the team will proceed with 30% design of that alternative. Cost estimates for the design will be completed and certified. A draft DPR will be completed.

Reviews being performed as part of the study include the following:

- Agency technical review (ATR) of the draft DPR
- Independent External Peer Review (IEPR) of the draft DPR (contract will be 100% Federal but coordination associated with the contract must be cost shared).
- The draft DPR and EA will undergo a 30 calendar day Public and Agency Review period, during which a public meeting will be held to receive feedback on the project plan.
- See the review plan for more information.

1.3 Real Estate Plan

Lands, Easements, Relocations, Rights-of-Way, and Disposal Areas (LERRDs) real estate estimates were prepared based on an estimate of acreage required for each alternative plan. Fee values were assumed given the early designs and the small acreages needed for each easement area (i.e. 0.07 acres, 0.11 acres, 0.09 acres, etc.) The estimated easement requirements are summarized below.

It was assumed that the existing home at 1627 Sequoia Trail (PIN 0426308008) would be demolished and the site will be subsequently used for construction of a flood wall along the creek and a pumping station within the parcel for Alternative Plan 1 and Plan 2. Public Law 91-646, Uniform Relocation Assistance must be provided to the residents of this parcel. Demolition costs would be treated as construction cost and a staging area will be set up within the parcel.

For Plan 1, flood protection levee easements will be secured from ten additional private parties covering the 1.29 acres required for construction of the floodwall. It is assumed that excavated material will be managed within the project footprint and that no additional land acquisition will be necessary for disposal materials. Non-standard estates are not anticipated.

The order of magnitude of estimated real estate costs was sourced from the Cook County Assessor's records and a review of 2016 vacant land sales within the project vicinity. The assessor records for land values appears not to have been updated since approximately 2007; therefore, land values seemed exceptionally low. A review of recently sold lands was conducted to establish an estimated per acre value. A real estate cost estimate will be conducted during the feasibility phase (a formal gross appraisal may be required at the discretion of the appraiser and real estate team, depending on complexity). For Plan 1, approximately three acres of mature trees would be removed. The fair market value of those trees will also be appraised during the feasibility phase.

Estimated LERRDs value for Plan 1 is \$1.15M. Estimated LERRDs for Plan 2 is \$661.8K. Estimated LERRDs value for Plan 3 is \$0.

1.4 References

Glenview, Illinois, CAP 205 Small Flood Risk Management, Federal Interest Determination Report, Approved March 27, 2017

S:\LRC-Project\PRJ-205 Glenview\PM-PL Planning\FID

Glenview, Illinois, CAP 205 Small Flood Risk Management, Review Plan, Approved TBD

1.5 Authority

The Study Authority is Section 205, Flood Control Act of 1948 (P.L. 80-858), as amended.

Section 205 authorizes the Secretary of the Army, in cooperation with non-Federal interests, to plan and construct small flood risk management (FRM) projects. Section 205 projects are part of

the U.S. Army Corps of Engineers (USACE) Continuing Authorities Program (CAP). Individual projects are limited to \$10,000,000 in total Federal expenditures, including all planning, design, and implementation costs.

A non-Federal sponsor must support all phases of the project. While the first \$100,000 of Feasibility Study costs are at 100% Federal expense, the remaining study costs are shared 50% Federal and 50% non-Federal. Design and implementation costs are shared 65% Federal and 35% non-Federal. The non-Federal sponsor must provide all lands, easements, rights-of-way, relocation, and disposal areas (LERRDs). While the sponsor may receive credit toward this cost-share for work-in-kind and LERRDs, a minimum cash contribution of 5% is required. Once a project has been implemented, operations, maintenance, repair, replacement, and rehabilitation (OMRR&R) of the project is a 100% non-Federal responsibility.

FRM projects being considered for further investigation must also meet economic criteria with respect to the benefits and costs associated with the implementation of a project. A Federal interest is determined by having demonstrated National Economic Development (NED) benefits that outweigh costs; i.e. positive net benefits.

1.6 Problems and Opportunities

Problems: Many residential structures within the Village of Glenview are at risk of flooding as a result of the WFNBCR overflowing its banks and limiting conveyance through the South Navy Ditch due to backwater obstruction. Additionally, residential roadways frequently flood restricting ingress and egress posing a life-safety risk for all residents within the Tall Trees neighborhood.

Opportunities: Managing flood risks in the community can reduce economic damages and improve the safety of residents

1.7 Project Sponsors

The Non Federal Sponsor for this project is the Village of Glenview.

The Village of Glenview submitted a Letter of Intent (LOI) on 21 February 2017. In the LOI, the sponsor expressed a strong interest in this project and has the desire and capability to share the project costs in accordance with CAP guidelines.

1.8 Stakeholder Expectations

A list of potential stakeholders includes:

Metropolitan Water Reclamation District of Greater Chicago (MWRDGC). The MWRDGC may provide funding to supplement the non-Federal share of project costs.

1.9 Congressional Interest

The Village of Glenview, Illinois is within in the Illinois Ninth Congressional District, represented by Janice D. Schakowsky.

2 Project Delivery Team (PDT)

Discipline	Name	Phone	E-mail
Cultural & Arch. Resources	Alex Hoxsie	312-846-5587	Alex.Hoxsie@usace.army.mil
Ecologist	Alex Hoxsie	312-846-5587	Alex.Hoxsie@usace.army.mil
Surveyor	Alex Fenili	312-846-5440	Alex.N.Fenili@usace.army.mil
Geotechnical Engineer	Dan Ferris	312-846-5477	Daniel.J.Ferris@usace.army.mil
Economic Analysis	Dan Linkowski	312-846-5448	Daniel.P.Linkowski@usace.army.mil
Lead Planner	Erin Maloney	312-846-5595	Sara.K.Brodzinsky@usace.army.mil
Resource Management	Jaime McNurlen	312-846-5363	Jaime.D.McNurlen@usace.army.mil
Civil Engineer	John Groboski	312-846-5417	John.A.Groboski@usace.army.mil
Public Affairs	Lynne Whelan	312-846-5330	lynne.e.whelan@usace.army.mil
Environmental Engineer	Margaret Dove	312-846-5502	Margaret.a.dove@usace.army.mil
Real Estate	Monica Chahary	312-846-5514	Monica.C.Chahary@usace.army.mil
Project Manager	Nicole Toth	312-846-5517	Nicole.L.Toth@usace.army.mil
Cost Engineer	Rana Mishra	312-846-5428	Rana.S.Mishra@usace.army.mil
Contract Specialist	Regina Blair	312-846-5371	Regina.G.Blair@usace.army.mil
Hydraulic Engineer	Rick Ackerson	312-846-5511	Rick.D.Ackerson@usace.army.mil

3 Critical Assumptions and Constraints

Assumptions: The Project schedule conveyed herein is based on the assumption that there will be an uninterrupted funding stream to support Feasibility and D&I activities.

It is assumed that the sponsor will negotiate all necessary real estate agreements before solicitation of the construction contract.

As part of the feasibility study, the Corps will evaluate the need for providing compensatory storage for each of the four project alternatives. If it is determined there is a need for compensatory storage, the Corps will investigate ways to minimize the amount of storage or methods to offset the storage requirements using other means. It is assumed that the sponsor will address the need for compensatory storage, based on the Corps' analysis and recommendations, outside of the Federal project.

Constraints:

Study Constraints:

Formulated plans are limited by constraints, including resource, legal, and policy constraints. Resource constraints are associated with limits on knowledge, expertise, experience, ability, data, information, funding, and time. Legal and policy constraints are those defined by law and USACE policy and guidance. For this study, the following constraints have been identified:

- Flood risks addressed in plan formulation are limited to overbank flooding of the WFNBCR and the resulting backwater impacts on the South Navy Ditch—Flooding associated with insufficient local drainage infrastructure or flooding issues caused directly by the installed sewer system is not within the scope of this study
- Any plans to address flood risk must avoid increasing flood stages in other areas impacted by the WFNBCR and South Navy Ditch

4 Work Breakdown Structure (WBS)

- Preparation of Determination of Federal Interest Report
- Submittal to Division, HQ and ASA (CW) for approval
- Negotiate FCSA
- Feasibility Report
- P&S
- Contract Award
- Construction
- Preparation of the O&M Manual
- Project Closeout

Project Budget

The PDT is currently negotiating the FCSA with the Village of Glenview. In support of this effort the budget estimate below has been developed. The IEPR contract will not be cost shared with the local sponsor but all other costs associated with the IEPR effort will be.

Group	Non-Labor	Labor
Planning Branch	\$ -	\$ 90,000.00
Project Management		\$ 15,000.00
Design Branch	\$ 32,000.00	\$ 130,000.00
Real Estate	\$ -	\$ 39,000.00
Misc Facility Acct/Travel	\$ 10,000.00	\$ -
Agency Technical Review	\$ -	\$ 50,000.00
IEPR*	\$ 75,000.00	\$ 63,000.00
Subtotal	\$ 117,000.00	\$ 387,000.00
Risk Based Contingency		\$ 96,000.00
Total Feasibility	\$ 600,000.00	
Total Feasibility Fed	\$ 337,500.00	
Total Feasibility NonFed	\$ 262,500.00	

*IEPR contract will be 100% Federally funded

Estimated total project cost is shown below.

Glenview, Illinois 205	Cost
Federal Interest Determination*	\$ 100,000.00
Feasibility Phase	\$ 525,000.00
Plans & Specifications	\$ 300,000.00
Construction Contract	\$ 5,250,000.00
Construction Management	\$ 787,500.00
LERRDs	\$ 661,800.00
IEPR Contract	\$ 75,000.00
Total Project Cost	\$ 7,699,300.00

Cost Sharing

Total Federal	\$ 4,987,045.00
Total non-Federal	\$ 2,712,255.00

*First \$100,000 is 100% federal responsibility. All Feasibility costs after FCSA execution are shared 50% Federal and 50% non-Federal
 Design and implementation costs including Plans and Specifications and Construction are shared 65% Federal and 35% non-Federal.

5 Project Schedule

Milestone	Scheduled
Initiate Feasibility Phase	Dec-16
Submit Federal Interest Determination Report	Mar-17
MSC Approved FID report	Apr-17
Execute Feasibility Cost Share Agreement	Jun-17
Submit MDM Draft DPR	Jun-18
MSC Approved MDM Draft DPR	Sep-18
NEPA Public Review	Oct-18
Submit Draft Final DPR	Dec-18
MSC Approved Decision Document	Mar-19
Project Approval - Initiate D&I Phase	Mar-19
Fully Executed PPA	Apr-19
ATR Certified Construction Plans and Specifications	Apr-20
RE Certification / RTA	Jun-20
Construction Contract Award	Aug-20
Construction Complete	Aug-21
Project Closeout	Jan-23

6 Quality Management Plan

Quality planning includes identifying which quality standards are relevant to the project and determining how to satisfy them. Quality management will be achieved through following guidance in the Regional Business Processes Manual (RBPM) and as denoted in product specific QCPs as the project progresses.

Quality management includes quality control and quality assurance. The objective of quality control is to monitor specific project results to determine whether they comply with relevant quality standards and identify ways to eliminate causes of unsatisfactory performance. The objective of quality assurance is to apply the planned, systematic quality activities to ensure that the project employs all processes needed to meet requirements.

The PMP is a living document and will be updated as the project proceeds through the feasibility, design and implementation phases, as more detail becomes available, as characteristics are progressively elaborated, and associated changes are accepted and implemented to accommodate these changes. The PMP will be used as the baseline to track the schedule and budget.

6.1 Quality Control Plan

The product team will prepare the QCP at the onset of each new phase in accordance with the RBPM guidance. The product lead will coordinate the approval of the QCP as expeditiously as possible after preparation and concurrence by the team. The appropriate product lead (which is also the Quality Manager) will coordinate review and approval of product specific QCP. The Quality Manager will review the completed document for clarity, completeness, and compliance with project objectives. Responsible Branch and Section Chiefs will certify that the appropriate quality procedures have been followed for specific product. All final documents will be posted in ProjectWise.

As required by the RBPM, all written documentation, design computations, and diagrams will be developed in accordance with the QCP and undergo an Agency Technical Review (ATR). The QCP and ATR documentation will be submitted to the appropriate Section and Branch Chiefs for approval.

6.2 Internal Product Review

As outlined in the QCP, the product team is responsible for producing quality services and/or products. Methodology, concurrence, technical adequacy, and product quality (i.e., format, grammar, spelling, consistency, computations, etc.) are obtained through periodic internal

reviews by the product team and technical supervisors. The Section and Branch Chiefs responsible for product preparation will then document this internal review through certification of product development checklists in the QCP. The checklists, to be followed by the product team, will be certified by the technical supervisors.

6.3 In-House Quality Controls

As required by the RBPM, all written documentation, design computations, and diagrams will be developed in accordance with the QCP and undergo an ATR. The QCP and ATR documentation will be submitted to the appropriate Section and Branch Chiefs for approval.

6.4 Review Plan

For Feasibility Phase, the Project Lead Planner will draft and coordinate a review plan (RP) for the decision document in accordance with the requirements of the Corps Review Process set forth in EC 1165-2-209, and this covers District Quality Control and Agency Technical Review. This project may have life safety risks associated with it and thus requires an Independent External Peer Review.

6.5 Agency Technical Review

Per District regulation, the ATR review is intended to be on going throughout product development, using a team concept, not a cumulative process performed at the end. Concurrence between the designer and the ATR member on all comments resulting from these reviews is not required; however, unresolved comments must be elevated through the appropriate functional elements and addressed at the lowest level possible prior to certification. These issues must be noted on the certification. The ATR will be performed in DrChecks. The particular aspects of this product on which the ATR team should concentrate its focus include the following technical and policy criteria: conformance to basic planning principles relative to the identification, evaluation, and recommendation of project plans.

ATR Team

Team Member	Discipline
TBD	ATR Lead
TBD	Plan Formulation
TBD	Economics / Risk Analysis
TBD	NEPA/Environmental Resources/Cultural Resources
TBD	Hydrology and Hydraulics

TBD	Geotechnical Engineering
TBD	Civil Engineering
TBD	Cost Engineering
TBD	Real Estate

6.6 Contract Compliance

The Contracting Officer or Contracting Officer's Representative (COR) will be responsible for assuring the Contractor sufficiently fulfills all contract requirements, including a Contractor Quality Control Plan. The Quality Assurance team will assist the COR to ensure that the Contractor is following quality processes identified in their QCP and providing quality work.

7 Acquisition Plan

Contracting method is TBD

8 Risk Management Plan

8.1 Risk Analysis

The potential risks that could be associated with accomplishing the project involve scope, budget, and schedule. The Executive PRB must make decisions to minimize impacts to these components without compromising quality. For example, if budget is the most constraining risk, scope and schedule will need to be modified as necessary without impacting quality. Each risk will be evaluated and analyzed, should it occur. The appropriate probability rating and severity rating (should the risk event occur) will then be determined. Judgment on how to eliminate or reduce risks to lessen the overall project impacts is inherent in the risk assessment process. The risk probabilities and severities will be described, along with the degree of impact on the project's baseline scope, quality, budget and schedule. Decisions to accept risks must be made at a team or management level that is equal to the degree of risk. Project and Program Managers, Commanders, and the Executive PRB may be required to weigh certain risks against the benefits of performing an activity. Action(s) required for reducing or eliminating risks will be determined and documented, should they occur.

8.2 Overall Project Risk

A risk assessment was performed at the beginning of the project taking into consideration scope, quality, schedule, safety and health risk, cost, and security. The overall project risk was determined to be **low**.

If throughout the implementation of the project there is a significant change in risk factors, the risk shall be reassessed. If at any time the overall project risk receives a rating of extremely high, the Great Lakes and Ohio River Division Commander shall be notified. The District Commander shall be notified if the project risk receives a rating of high.

Risk Management shall continue through the life of the project during implementation of 03511 LRD - Project Change Management.

8.3 Identified Risk and Impacts

Budget contingency was calculated based on these risk factors.

Risk	Risk Event Description	Triggers	Maximum Potential Impact
Schedule	PDT delays	Project competing with other projects/resources	Schedule growth 10%
Cost	Budget exceeded	Inaccurate estimate from PDT	Cost growth 10%
Scope	Delays related to real estate	Difficulty acquiring easement from private owners and acquiring home (potential for condemnation)	Cost growth 40% of RE Budget, schedule growth 40% of RE tasks
Scope	Need for compensatory storage is not addressed by NFS outside of Federal project	Difficulty acquiring real estate and/ or funding for comp storage	Budget growth 10-50% of RE budget, Schedule growth 10% to potential inability to go to construction. Would likely be during P&S phase.

8.4 Risk Mitigation

Team members will give notification to the team via email or phone call, should they require help to meet project deadlines. Team members with available time and appropriate skills will assist to maintain or regain the schedule as necessary. Any team member can initiate the request to conduct a risk analysis, and LRC Cost Engineering will be responsible for conducting and documenting that risk analysis. The PM will brief all necessary entities at PRB meetings.

9 Safety and Occupational Health

Safety requirements are included in the product specifications, and the specifications are reviewed by the Safety Officer during the BCOE review. Typically the construction contractor's submittal process includes submittal of a Health and Safety Plan, which is reviewed by the Corps' Safety Officer.

10 Change Control Plan

The PM is responsible for securing approval and documenting all changes to the project. When a change is requested, the requesting office will provide a written recommendation for the change to the project manager, indicating the reason(s) for the change, the alternatives considered, and impacts to the project cost and schedule. Changes to the project scope, baseline estimates or the PMP will be coordinated with the non-Federal sponsor, and made through the PRB. The PM will then revise the PMP.

During project construction, the Area Engineer will exercise first line control over construction costs and schedules, with assistance from the project manager and other district elements as needed.

10.1 Changes in Project Cost

Once a project has reached construction phase, all changes in project cost must be handled via formal modification. Prior to construction phase however, changes that are less than 10% of the overall project cost may be approved at the PDT level. If the change is between 10% and 25% of the overall project cost, it requires approval at the Working PRB (Supervisory) level. When a change is greater than 25% of the overall project cost, it requires approval at the Executive PRB level.

It is up to the PM to bring project Scope changes to the attention of the non-Federal sponsor, as well as the Working and Executive PRBs. The Deputy for Project Management (DPM) will determine the appropriate process and timeframe for notifying stakeholders and local interests.

10.2 Changes in Project Schedule

When a variation occurs in approved milestones, they must be brought to the attention of the Executive PRB during the “Programs Overview”, and reported to the Quality Steering Committee. If a schedule change occurs prior to milestones being finalized, the PDT can agree upon the changes, and the Working PRB level must also agree to the changes and to support any required adjustments to resources. If agreement cannot be reached at the Working PRB level, and/or there are resources or scheduling conflicts, the change may be brought before the Executive PRB. It is up to the PM to bring project Scope changes to the attention of the non-Federal sponsor, as well as the Working and Executive PRBs. The DPM will make the determination of the appropriate notification process and timeframe to the stakeholders and local interests.

10.3 Changes in Project Scope

During construction phase, all changes in project scope must be handled via formal modification. Prior to construction phase however, if there are no resulting resource issues or conflicts, a change in project scope may be approved at the PDT level. If a change in project scope creates resource conflicts or issues, it will be taken to the Working PRB level for resolution. If it cannot be resolved at the Working PRB level, it will be taken to the Executive PRB for resolution.

It is up to the PM to bring project Scope changes to the attention of the non-Federal sponsor, as well as the Working and Executive PRBs. The Deputy for Project Management (DPM) will determine the appropriate process and timeframe for notifying stakeholders and local interests.

11 Communications Plan

Communications occur in two major arenas: internal and external to the PDT. The following paragraphs describe LRC approach to communications.

A proactive approach to risk communication and public outreach will be taken. The risk communication and outreach plan will describe the steps to undertake for effective public participation. The objectives of the plan will be to find out community concerns and develop a

strategy to respond to them in a timely manner, establish effective interactions with the community and relationships with all stakeholders, and develop tools for education and outreach. This task maybe accomplished by using a District consultant if the project budget can accommodate.

11.1 Internal Coordination Mechanisms

Internal coordination mechanisms will be used to ensure that effective internal command, control, and coordination is maintained during the project. The primary internal coordination mechanisms will be the monthly PRB and PDT meetings; and conferences scheduled at critical phases of the project. An earned value analysis will also be accomplished on a monthly basis. The purpose of the earned value analysis is to assess actual project progress against scheduled progress with regard to both cost and schedule. Performing this analysis also will provide an early warning mechanism to identify and avoid potential cost and schedule variances.

Product team members and reviewers are responsible for reading all written documents related to the project. Scheduled project meetings may be held during the project life, and can be used as a forum for discussing issues related to product quality. Product team members and reviewers are responsible for attending project meetings as appropriate. Product team and ATR members are responsible for communicating issues, concerns, and problems to the team as soon as they are recognized, so that appropriate solutions can be developed in a timely fashion.

A work plan also will be developed annually, which will reflect anticipated funding levels and work efforts based on the PMP. The work plan will include reports on progress to date, a schedule for the efforts planned for the coming year, specific work tasks required to complete investigations, estimates of costs from each discipline, and other pertinent information to execute the project.

Project Delivery Team (PDT) Communication Plan

Each project will be assigned a PDT according to PMBP principles. To facilitate and standardize communication and coordination within the team the following process will be followed:

Team Meetings:

All team members will be invited to PDT meetings including representatives from the local sponsor.

All team members are expected to attend PDT meetings and will provide notice and input for the meeting to the team Project Manager if they cannot attend.

Team meetings will be scheduled on a recurring basis at least once per month.

The meetings will be scheduled at the same time and place for each meeting.

Outlook will be used to schedule the meetings.

The conference room to be used for the meetings will be reserved using Outlook and will be recurring with no end date established until the team is officially adjourned. Outlook Team meeting appointments will include automatic reminders sent fifteen minutes prior to the meeting.

PDT meetings will include a standard teleconference call in number to allow remote access for team members. Outlook meeting notices will include the conference call number.

A standard agenda will be developed for PDT meetings and at a minimum shall include:

Introduction of attendees

A review of minutes and/or action items from the previous meeting

Review/Discussion of Project budget including labor funds

Review/Discussion of Project Schedule

Discussion of Earned Value based on above topics

Status and discussion of current team activities including issues

Discussion of new business

Discussion of Project Change Control based on previous topics

Establishment of new action items

A draft meeting agenda will be sent to team for input at least three days prior to the meeting. A finalized agenda will be sent to team prior to meeting.

Minutes will be taken during the meeting. It is the responsibility of the PM to make sure the minutes are taken but this task can be delegated and perhaps rotated with each team member taking a turn compiling the minutes.

Within two days following the meeting, draft meeting minutes will be distributed to the team for review and comment.

Minutes will be revised based on team comments and finalized within one week of the meeting. The minutes will be electronically filed in the project files according to District and team file management processes.

During construction phase PDT meetings will be held at the project site at least once per quarter if practicable.

In addition, minutes from all other pertinent team meetings shall be disseminated to all members of the team for their situational awareness. This would include meeting notes from construction coordination meetings, local sponsor meetings, technical decision meetings, and Architect-Engineer (A-E) coordination meetings. These meeting notes will be filed according to District and team file management processes.

Project Files:

PDT files will be organized according to District File Management processes, and will include “PRJ” shared drives and ProjectWise file management. The Projectwise Standard Operating Procedure can be found at this link (in project wise):

file:///155.79.111.149/intra-ed-c/Documents/SOP/File%20Management%20SOP.pdf

The PM shall establish an Outlook PST file for important PDT electronic-mail. PDT shall access this through their assigned computers to avoid duplicate archiving of information.

11.2 External Coordination Mechanisms

Coordination outside the Chicago District and non-Federal sponsor will be necessary to ensure the success of the project. External agency counterparts for this project would include: Metropolitan Water Reclamation District of Greater Chicago (MWRDGC). MWRD has been kept informed on project developments.

Public Meetings/Workshops

Public meetings and workshops will be scheduled throughout the project to gather input, report on project progress, or to report project findings if necessary. The Chicago District’s PM and non-Federal sponsor’s representative will arrange for, coordinate, and report on public meetings/workshops if necessary.

Risk Communication/Outreach Plan

A very proactive approach to risk communication and public outreach plan will be established throughout the design phase. The risk communication and outreach plan will describe the necessary steps for effective public participation for the project. The objectives of the plan will be to find out community concerns and develop a strategy to respond to them in a timely manner, establish effective interactions with the community and relationships with all stakeholders, and develop tools for education and outreach. This task could be accomplished by using a District consultant.

Project Briefings and Fact Sheets

Project briefings will be provided and fact sheets prepared throughout the project for congressional representatives, State and local officials, and others, as appropriate.

Internet

Major project documents will be located on the Chicago District, U.S. Army Corps of Engineers home page, address: <http://www.usace.army.mil/lrc/>. A schedule of major public meetings (if necessary), fact sheets, and a FAQ page related to the project may also be included in the case of high public interest (as appropriate).

12 Value Engineering Plan

Value Engineering is an organized effort to analyze functions of construction, equipment, and/or supplies for the purpose of achieving these functions at the lowest overall cost without sacrificing quality, aesthetics or operation, and maintenance capability. The need for a VE study will be coordinated with the District Value Program Manager at the appropriate time. VE P2 milestones will be provided if the estimated project construction placement costs warrant a VE Study per Engineering Regulation 11-1-321 or if otherwise deemed necessary by the PDT.

Products with an estimated construction cost of over \$1M, except for special exemptions, are required to have a value engineering study completed during the design phase. This study is typically completed at a time in the design process, such as at 50% P&S, when relatively comprehensive plans and specifications are available, but before the product nears finalization. Based on estimated construction costs, a VE study will be required for this project.

13 Activity/Project Closeout

The project closeout process involves performing the closure of the portion of the project scope and associated activities applicable to a given phase or deliverable, and final project close out. This process includes finalizing all activities completed to formally close the phase or project, and transfer the completed deliverables or project as appropriate. Administrative and contract close outs are part of the close out process. Close out of project phase or of the project will be conducted in accordance with the Regional Business Processes at the appropriate time. It includes but is not limited to coordinating and documenting activities needed to verify and formally accept deliverables for the project, and to investigate and document the reasons for changes or actions taken, integrating activities needed to collect project records, analyzing the successes or failures, gathering and sharing lessons learned, archiving project information, updating organizational process assets (SOPs, templates, processes, etc.) when necessary, conducting project turn over (which includes sending the O&M manual for the local sponsor) and performing contract and fiscal close out.

14 Data Management Plan (DMP)

The Data Management Plan (DMP) includes a process and standard for the collection and maintenance of data used by PDT members, partners, customers and stakeholders. For all applicable projects, the District Geospatial Data Manager will attend the project kickoff meeting to communicate established criteria for acquisition, processing, storage, distribution and use of geospatial data to the PDT. The Geospatial Data Manager will complete the DMP for each project. The Data Manager and PM will sign the DMP for each project. The Data Manager will be responsible for ensuring the DMP is implemented. Once completed, the DMP will be included as Appendix to this PMP.

15 Approvals

The PM is responsible for securing approval and documenting all changes to the project. When a change is requested, the requesting office will provide a written recommendation for the change to the project manager, indicating the reason(s) for the change, the alternatives considered, and impacts to the project cost and schedule. Changes to the project scope, baseline estimates, or the PMP will be made in accordance with the RBPM and approved by the PRB. The PM will update the PMP and coordinate approval in accordance with local approval process 02570 LRC – Local Approval of Program and Project Management Plans.

During project construction, the Contracting Officer's Representative (COR) will exercise first line control over construction and/or service contractors (scope, quality, cost and schedule) with assistance from the area office, the project manager and other District elements as needed. The COR (with assistance from other District elements) is responsible for coordinating and securing approval and documenting all contract modifications and changes during construction.