



**US Army Corps  
of Engineers**

Omaha District

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## **Lewis and Clark Lake Sediment Management Plan**

### **Section 22 - Planning Assistance to States**

#### **Project Management Plan**

**DRAFT**

**April 2019**

Date	Comments	Person
08 Apr 19	Initial draft of Scoping Tasks	Boyd, P.
10 APR 19	Schedule and Budget Draft	Goode, T.
12 APR 19	Planning and Engineering Edits	Boyd, P.
22 APR 19	Sponsor Comment Edits	Boyd, P.

U.S. Army Corps of Engineers  
Omaha, Nebraska

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## List of Acronyms

ATR	Agency Technical Review
FCSA	Feasibility Cost Sharing Agreement
GI	General Investigation
CAP	Continuing Authorities Program
DQC	District Quality Control
LCLSMP	Lewis and Clark Lake Sediment Management Plan
MSAC	Missouri River Sedimentation Action Coalition
MSC	Major Subordinate Command
PAS	Planning Assistance to States
PDT	Project Delivery Team
PM	Project Manager
PMP	Project Management Plan
QMP	Quality Management Plan
SME	Subject Matter Expert
USACE	U.S. Army Corps of Engineers
WBS	Work Breakdown Structure
WIK	Work-in-kind

## 1. PROJECT SCOPE

### 1.1. SITE LOCATION

The study area is bounded by Fort Randall Dam at Pickstown, SD, at the upstream end, and Ponca, NE on the downstream end, to include the Missouri River and its watershed tributaries above Gavin's Point Dam. The incremental watershed above Gavin's Point dam (Figure 1) supplies sediment to the Missouri River and Lewis and Clark Lake. Consideration will be given to the entire watershed, as the lower reaches of each of the Missouri River tributaries has experienced some sedimentation impacts. Below Gavin's Point Dam, the main channel of the Missouri River will be included for impact and benefit assessment.



Figure 1. Project Study area

### 1.2. STUDY AUTHORITY

The Planning Assistance to States Program, also known as the Section 22 Program, is authorized by Section 22 of the 1974 Water Resources Development Act. This program authorizes the U.S. Army Corps of Engineers (USACE) to use its technical expertise in management of water and related land resources to help States deal with their water resource problems. Upon request, the USACE will cooperate with States in the preparation of plans for the development, utilization, and conservation of water and related land resources located within the boundaries of the State. However, USACE is not permitted to prepare site-specific structural designs or construction specifications under this authority.

### 1.3. PURPOSE OF THE PROJECT MANAGEMENT PLAN

The purpose of this Project Management Plan (PMP) is to guide the preparation of a Section 22 study to develop a Lewis and Clark Lake Sediment Management Plan Study (LCLSMP). It defines the baseline scope, schedule, and budget for preparing the study and provides a change management plan for the Project. The PMP is intended to be a living document created by USACE, the non-Federal sponsor, and involved stakeholders detailing how work will be executed and resources will be expended in preparation of the Section 22 study.

This PMP is intended to document the Federal and non-Federal efforts ultimately required to conduct the study and shall be developed jointly by USACE and the Sponsor. The PMP will ensure that the work required for the study has been carefully developed and considered. It outlines the project scope, budget, schedules, and roles and responsibilities of the participating agencies. Providing a quality study that identifies the Sponsors needs and expectations, and that is completed on schedule and within budget is the primary goal of all participants. Critical components of the final PMP are:

- a) Identifying the objectives of the project.
- b) Developing sufficient level of plan detail.
- c) Identifying costs of the study.
- d) Identifying schedule of activities to be performed during the study.

#### **1.4. PURPOSE OF THE STUDY**

A consortium of local sponsors, including the Missouri Sedimentation Action Coalition (MSAC), City of Yankton, SD, counties and other groups (get full list from MSAC), have identified the need for comprehensive Sediment Management Plan for Lewis and Clark Lake to address the continual loss of project benefits to sedimentation, develop strategies to mitigate current sedimentation impacts throughout the watershed, and minimize future impacts. The study expects to mimic the goals and objectives from the WRDA 2016 Section 1179a authorization.

*Section 1179(a)(3) Plan Elements. A sediment management plan under paragraph (2) shall*

- a) Provide opportunities for project beneficiaries and other stakeholders to participate in sediment management decisions;*
- b) Evaluate the volume of sediment in a reservoir and impact on storage capacity;*
- c) Identify preliminary sediment management option, including sediment dikes and dredging;*
- d) Identify constraints;*
- e) Assess technical feasibility, economic justification, and environmental impacts;*
- f) Identify beneficial uses for sediment; and*
- g) To the maximum extent practicable, use, develop, and demonstrate innovative, cost-saving technologies, including structural and nonstructural technologies and designs, to manage sediment.*

Omaha District USACE intends to conduct a Section 22 Planning Assistance to States (PAS) study to develop the LCLSMP for the watershed above Gavin's Point Dam. The study will summarize the evolution of the delta (Figure 1) and related sediment impacts at the project and upstream river reach and provide a review of current and emerging sediment management methodologies and their applicability at Lewis and Clark Lake.

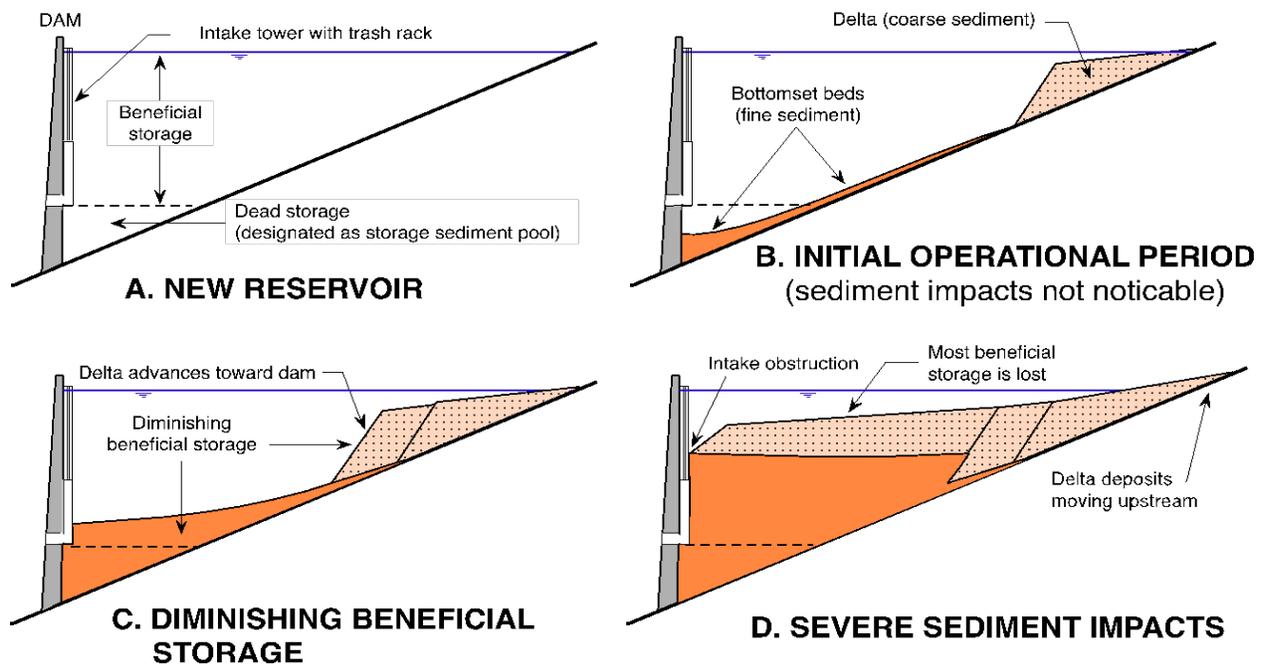


Figure 1. Delta Development in Reservoirs (Morris, 2018)

The PAS study will not in itself lead to construction of a project, but if a construction or management project is identified through this process, other study authorizations may be considered. A request for a Section 1179a new start is a possibility that could be used to complete later phases, construction/implementation, or both. USACE and the Sponsor will continually evaluate the best pathways forward for subsequent phases, and request project appropriations if needed.

## 2. STUDY PROCESS

USACE uses a defined six-step process for conducting comprehensive planning studies. The process is iterative, with steps iterated as necessary to formulate efficient, effective, complete, and acceptable plans. The six steps in USACE planning process are as follows.

- Step 1 – Identifying Problems and Opportunities
- Step 2 – Inventorying and Forecasting Conditions
- Step 3 – Formulating Alternative Plans
- Step 4 – Evaluating Alternative Plans
- Step 5 – Comparing Alternative Plans
- Step 6 – Selecting/Recommending a Plan

Section 22 studies are flexible, and in this case, the study process consists of three phases.

The problem statement identified for the study is:

- The combination of Missouri River water and reservoir management, the interruption of dynamic flows on the Missouri River, and chronic sediment delivery from the watershed has resulted in sediment deposition in Lewis and Clark Lake, the Missouri and Niobrara Rivers, and Bazile and Ponca Creeks. In addition, bank and local drainage erosion have added to the total sediment impact.
- Lewis and Clark Lake was measured to have lost 26% of the total storage capacity as of 2011, and the Missouri River and tributaries have all exhibited bed aggradation that may affect river stage-discharge relationships.
- The absence of sediment in the downstream Missouri River channel has resulted in channel degradation, reduction in fish and wildlife habitat, and other infrastructure impacts.
- No long-term management plan is in place to mitigate the loss of project benefits due to sedimentation.

The study objectives are identified as follows:

- Provide opportunities for project beneficiaries and other stakeholders to participate in sediment management decisions;
- Evaluate the volume of sediment in the reservoir and impact on storage capacity;
- Assess the economic benefits of all project purposes;
- Assess the economic impact of previous and future sedimentation;
- Identify sediment management options;
- Identify constraints to implementation;
- Assess technical feasibility and environmental impacts;
- Identify beneficial uses for sediment;
- To the maximum extent practicable, use, develop, and demonstrate innovative, cost-saving technologies, including structural and nonstructural technologies and designs, to manage sediment; and
- Develop a Sediment Management Plan with recommendations of sediment management actions that conserve the greatest benefits and attempt to establish a sustainable reservoir.

The PAS study will be conducted in three phases. The first phase will consist of a scoping effort that will include a kick-off meeting, assembling existing information, identifying data gaps, holding a scoping workshop, project management activities, and developing a Project Management Plan for conducting the second and third phases.

The purpose of the Phase One scoping effort is to identify study objectives, constraints, and collaborate on developing the study scope for Phases Two and Three. The second phase will focus on leveraging existing sediment management studies coupled with the application of economic models to consider the costs and benefits associated with sediment management. The third phase will expand the technical analysis to consider emerging technologies, integrate the environmental benefits and impacts, and develop a detailed Sediment Management Plan for Lewis and Clark Lake.

The product for Phase One will be the PMP to encompass all planned tasks, budget, and schedule for all three phases. Phases Two and Three will result in technical reports. Phase Two can and may be completed

without any obligation for execution of Phase Three.

### 3. STUDY SCHEDULE

#### 3.1. KEY STUDY MILESTONES

Milestones will be developed during the Phase One scoping effort for all subsequent phases.

#### 3.2. GENERAL

The Work Breakdown Structure (WBS) is a breakdown of the project into its component work tasks and products. At this time this section presents information on study responsibilities, in-kind services, and references to the scopes of work. Following negotiations on the in-kind services with the Sponsor this section and supporting documentation will be updated.

#### 3.3. STUDY RESPONSIBILITIES

The study is being cost-shared 50% Federal and 50% non-Federal. The sponsor partnership will be undertaking several tasks to assist in completing the study, which are outlined in the study tasks table below.

Agencies performing work for the Federal Government are: USACE.

#### 3.4. TASK SCHEDULE

Task	Description	Performed By	Begin	End
1	<b>Phase Two and Three Scoping</b>		<b>01 May 2019</b>	<b>31 Jul 2019</b>
1a	Sponsor and USACE identification of PDT members	USACE & Sponsor Team	01 May 2019	10 May 2019
1b	Coordination and concurrence of scope for Phase One with sponsor	USACE & Sponsor Team	01 May 2019	10 May 2019
1c	Initial Phase Two and Three scoping call and webinar	USACE & Sponsor Team	20 May 2019	31 May 2019
1d	Stakeholder meeting and Scoping review	USACE & Sponsor Team	03 Jun 2019	21 Jun 2019
1e	Revision of Phase Two and Three Scope	USACE	21 Jun 2019	30 Jun 2019
1f	Development of Phase Two and Three Cost estimates	USACE	30 Jun 2019	12 Jul 2019
1g	Stakeholder input/feedback	USACE & Sponsor Team	12 Jul 2019	20 Jul 2019
1h	PMP Update	USACE	20 Jul 2019	31 Jul 2019

#### 3.5. WORK-IN-KIND SERVICES

The Sponsor may contribute up to 50 percent of the Study Costs through the provision of Work-In-Kind services (WIK), subject to applicable laws and as negotiated as part of the cost share agreement. The WIK work is geared to services that sponsor and cooperating officials can provide more efficiently and which improve the accuracy of the study. WIK are activities performed by the non-Federal sponsor in lieu of the Federal Government. The WIK to be provided by the Sponsor, the estimated negotiated costs for those services, and the estimated schedule under which those services are to be provided will be specified in the PMP established for the cost-shared study phase.

The local Sponsor shall provide documentation of the method by which the WIK were computed. The determination of the dollar value of in-kind products or services will be negotiated, based on a detailed government estimate and sponsor proposal, between the Federal Government and the non-Federal sponsor as fixed fee items, applying applicable Federal regulations. The dollar value of the in-kind effort will be

established prior to the initiation of the in-kind effort. Acceptance of the product will be as called for in this PMP.

**3.6. PHASE ONE PROJECT TEAM (USACE)**

<b>Name</b>	<b>Org</b>	<b>Role</b>
Timothy Goode	USACE/PMA-A	Project Manager
Greg Johnson	USACE/PMA-A	Chief, Plan Formulation Section
Dan Pridal	USACE/EDH-F	Chief, River and Reservoir Engineering Section
Paul Boyd	USACE/EDH-F	Sr. Engineer, River and Reservoir Engineering

**4. STUDY SCOPE OF WORK WITH COSTS**

**4.1. STUDY SCOPE**

The Phase One tasks are identified below:

1. Sponsor and USACE identification of PDT members

USACE will develop a list of technical and programmatic team members that will participate in the study. The sponsor will identify the participating partners and their roles.

2. Coordination and concurrence of scope for Phase One with sponsor

The sponsor will review this document, including tasks, schedule, and budget. The sponsor will at that time provide an estimate of in-kind services that they expect to provide as part of this phase.

3. Initial Phase Two and Phase Three scoping call and webinar

The PDT will schedule a two hour conference call and webinar to review and revise the specific tasks for Phase Two and Phase Three. The USACE PDT will develop the initial framework referencing the Section 1179a (WRDA 2016) USACE Implementation guidance.

4. Stakeholder Meeting and Scoping Review (Yankton, SD, Springfield, SD, or Niobrara, NE)

USACE will revise Phase Two and Phase Three scopes based on sponsor feedback and develop an interactive presentation for a scoping meeting. The meeting will not exceed four hours and will provide the opportunity for all sponsor representatives to make recommendations and revisions to the scopes.

5. Revision of Phase Two and Phase Three Scope

USACE will update the scopes with feedback and comments from the meeting.

6. Development of Phase Two and Phase Three Cost estimates

After agreement on the scope revisions from the sponsor, USACE will develop a cost estimate for the scoped actions.

7. Stakeholder input/feedback

Stakeholder feedback on the cost estimate will be received, and revision made if necessary based on available project resources.

8. PMP Update

USACE will update the PMP and develop the Federal Cost Share Agreement (FCSA) for the sponsor’s participation in Phase Two.

**4.2. BUDGET**

The initial agreement is for Phase One and is for the purpose of scoping ensuing Phases Two and Three. The budget in the initial FCSA is for Phase One only and will be updated once the other phases are scoped and budgeted. For this initial scoping during phase one, the budget is \$24,000, as indicated in Table 1.

**Table 1: Phase One Overall Budget**

	<b>USACE</b>	<b>MSAC</b>	
<b>Cash</b>	\$12,000	\$7,000	\$19,000
<b>WIK</b>	\$0	\$5,000	\$5,000
<b>Total Budget</b>			<b>\$24,000</b>

The USACE/MSAC involvement for Phase One with corresponding budget is summarized in Table 2.

**Table 2: Phase One USACE/MSAC Budget Breakdown**

<b>USACE Section</b>	<b>Budget</b>
Project Management	\$5,000
Engineering	\$5,000
Economics	\$5,000
Environment	\$3,000
Other/Travel	\$1,000
<b>Sub Total</b>	<b>\$19,000</b>
<b>MSAC</b>	
WIK	\$5,000
Sub Total	\$5,000
<b>TOTAL</b>	<b>\$24,000</b>

The estimated budget by task is indicated in Table 3.

**Table 3: Phase One Budget by Task**

Task	Description	Performed By	Manhours	Labor	Misc/Travel
<b>1</b>	<b>Phase Two and Three Scoping</b>				
1a	Sponsor and USACE identification of PDT members	USACE & Sponsor Team		\$500	
1b	Coordination and concurrence of scope for Phase One with sponsor	USACE & Sponsor Team		\$2,000	
1c	Initial Phase Two and Three scoping call and webinar	USACE & Sponsor Team		\$500	
1d	Stakeholder meeting and Scoping review	USACE & Sponsor Team		\$5,000	\$1,000
1e	Revision of Phase Two and Three Scope	USACE		\$5,000	
1f	Development of Phase Two and Three Cost estimates	USACE		\$5,000	
1g	Stakeholder input/feedback	USACE & Sponsor Team		\$3,000	
1h	PMP Update	USACE		\$2,000	
	<b>Totals</b>			<b>\$23,000</b>	<b>\$1,000</b>

## 5. ACQUISITION STRATEGY

An acquisition plan will be developed in the future for any work that will be obtained by contract. The Project Manager (PM) must ensure that any acquisition is coordinated with appropriate functional elements and the contracting office of the agency.

## 6. QUALITY MANAGEMENT PLAN

The goal of the USACE Civil Works program is always to provide the most scientifically sound, sustainable water resource solutions for the nation.

### 6.1. DISTRICT QUALITY CONTROL/QUALITY ASSURANCE

All work products and reports, evaluations, and assessments shall undergo necessary and appropriate District Quality Control (DQC). The Omaha District shall manage DQC. Documentation of DQC activities is required and should be in accordance with the Quality Manual of the District and the responsible Major Subordinate Command (MSC).

DQC is an internal review process of basic science and engineering work products focused on fulfilling the project quality requirements defined in the PMP. Basic quality control tools include a QMP providing for seamless review, quality checks and reviews, supervisory reviews, PDT reviews, etc. The DQC process consists of two primary reviews: Interdisciplinary Review and Quality Check.

#### 6.1.1. INTERDISCIPLINARY CHECK

- Interdisciplinary Check is the first of the two phases of DQC. It is conducted by the PDT and uses Dr. Checks. Unless otherwise directed by the PM, the Interdisciplinary Review may follow the process outlined for the second phase, the Quality Check.

- The DQC covers both Quality Control Plan considerations for work produced internally, and Quality Assurance Plan considerations for work produced by outside resources such as by contract.
- The Interdisciplinary Review consists of review and certification by the PDT that the work of each member meets quality objectives, and that an Interdisciplinary Review has been conducted that demonstrated the work of the PDT meets quality objectives. In addition the certification attests that the decision document has been read in its entirety.
- The PDT will normally conduct at least one Interdisciplinary Review Meeting including all major PDT members.
- A Contract Quality Control Plan will be provided by A-E contractors for work contracted. PMs and PDTs will be responsible for Quality Assurance on deliverables.
- A record of Interdisciplinary comments and responses will be made available to Quality Check Reviewers for their review, along with the decision document.
- Review periods and meetings should be communicated and invited with sufficient lead time. Duration for Interdisciplinary Review and comment is typically 10 working days for GI, 8 for CAP, and 6 for Section 14, Section 22, and other Planning Products. Response to comments and back-checking should allow at least 5 days, more for large or complex documents, and more depending on availability of PDT members and the PM to complete the back check. Back checking should begin as soon as comments start being recorded in Dr. Checks.

#### **6.1.2. QUALITY CHECK REVIEW**

- A Quality Check Review is the second of two DQC phases and is conducted by Supervisors and subject matter experts (SMEs).
- Omaha Planning Chief has directed that all Planning supervisors be included on all Planning Quality Check Reviews. In addition, there should be either or both an SME and/or a qualified supervisor to act as independent reviewer for each primary discipline involved on the PDT.
- All comments will be recorded in Dr. Checks and attempts to resolve each comment will be made by the PM and PDT with each of the Quality Check Reviewers providing comments, prior to a Quality Check Review Meeting. The meeting will then consist of a general survey by the PM of especially notable comments and their resolution, discussions of any unresolved comments or issues, and signing the Quality Check Review Certification if possible. For most, if not all participants, this should normally be possible.
- Review periods and meetings should be communicated and invited with sufficient lead time. Duration for Interdisciplinary Review and comment is typically 10 working days for GI, 8 for CAP, and 6 for Section 14, Section 22, and other Planning Products. Response to comments and back-checking should allow at least 5 days, more for large or complex documents, and more depending on availability of PDT members and the PM to complete the back check. Back checking should begin as soon as comments start being recorded in Dr. Checks.
- Legal Review is suggested during Quality Check Review period and the reviewing attorney invited to the Quality Check meeting.
- Sponsor Review is suggested after DQC and coincident with Agency Technical Review (ATR) review.
- DQC signoff sheet templates should be used.

## **7. SAFETY PLAN**

USACE, the Sponsor and their contractors will comply with all local, State and Federal safety rules and regulations to protect the safety and health of employees engaged in official study activities. Appropriate safety reviews and considerations will be implemented throughout the life cycle of this project. During the study phases a major safety consideration is identifying potential hazards relative to site conditions, including water safety concerns, driving safety, climate related hazards, presence of dangerous wildlife, vectors, and plants, and needed safety equipment. Appropriate safety briefings prior to any field activity, such as site visits, will be conducted to apprise groups of any potential hazards. Initially the PM and the Sponsor will generate a list of potential hazards and conduct a Preliminary Hazard Analysis (PHA).

### **7.1. SAFETY REQUIREMENTS**

Team members will practice safety throughout the study. Travelers in passenger vehicles will always wear seatbelts, avoid dangerous travel conditions, adverse weather, pack safety gear, and carry cell phones. Team members will not use ATVs, horses, or other unconventional modes, or perform risk-related duties outside their normal duties.

## **8. CHANGE MANAGEMENT PLAN**

### **8.1. PMP CHANGES**

This PMP is a working document and is intended to be revised as needed throughout the study process. Changes to the PMP may be requested by either USACE or the sponsor. Other stakeholders may suggest PMP changes, but such changes will only be considered if both USACE and the sponsor decide to do so. USACE gives the sponsor the opportunity to review and comment on study products, but makes the final decision. Changes to the study approach and scope of work will be reflected in the PMP and agreed upon by USACE and the sponsor. Once PMP changes have been made, the updated version will be distributed to USACE PDT and the sponsor and will be made available to other stakeholders upon request.

### **8.2. STUDY CHANGES**

Changes to the study scope, schedule, or budget may be requested by either USACE or the Sponsor, or may be necessary for other reasons (e.g. higher level USACE direction, Federal funding constraints). Scope, schedule, or budget changes requested by USACE or the Sponsor will be made by USACE after they are discussed and agreed upon by both parties. Some changes may also require higher level USACE approval. USACE will make changes necessitated for other reasons as needed and will notify the Sponsor of any such changes. Once USACE and the Sponsor have agreed upon the baseline scope, schedule, and budget for the study, both parties will attempt to minimize changes in order to help meet the objective of conducting an efficient and focused study process.

## **9. COMMUNICATION PLAN**

### **9.1. USACE AND SPONSOR COMMUNICATION**

The study will be conducted with full and open communications within USACE and between USACE and the Sponsors. Communication regarding all study activities, including work in-kind, will occur between the USACE PM and the Executive Director of MSAC and as otherwise agreed upon.

The PDT will hold periodic meetings, at least once per month, to discuss and resolve issues, update study status, and review study reports, etc. As appropriate, the Sponsor will be invited to participate via conference call. In addition to the PDT meetings, the Sponsor will be updated periodically on the status of

the study and will be provided financial information consistent with public law, regulations, and good business practices. USACE upper management will also be kept informed of the study. The PM will discuss accomplishments of PDT, identify issues, and forecast changes to schedules and costs. Such internal briefings and meetings will be held monthly, quarterly, or annually, according to established District procedures. Fact sheets with condensed information about the project are maintained and updated periodically by the PM to provide background information to higher authority or to respond to other inquiries.

## **9.2. AGENCY COORDINATION**

USACE coordination on the project and report with other government agencies and non-governmental entities is ongoing and will continue. In general, coordination between USACE and other Federal agencies or state agencies will be conducted directly between USACE and the agencies. The Sponsor will be kept informed of this coordination and will be invited to participate as appropriate. In general, coordination between USACE and local agencies and Indian Tribes will be conducted in cooperation with the Sponsor to help foster collaboration between the Sponsor and the agencies and Tribes on the Project.

## **10. CLOSEOUT PLAN**

The PM is responsible for closeout. The closeout would also apply in situations where the project might be terminated. All outstanding obligations and commitments will need to be cleared. The Sponsor's PDT member responsible for keeping financial records will assist the PM in carrying out an audit of feasibility study cost expenditures, including funds used for contracted services and those for IKS. The PM shall also insure that all contracted services products have been accepted prior to making any final payments.

Omaha District procedures for closeout shall follow standard operation procedures. The amounts of Federal and non-Federal costs will be determined and a balancing of expenditures based on the approved study cost share ratio will be determined. The outcome will determine the direction and amount of any funds to be transferred between the Sponsor and the Federal Government.

The cost of the closeout has been included in Programs budget and Project Management budget in the PMP scope per guidance in the current model FCSA.

## **11. APPROVALS**

The PMP is valid when it has been reviewed and signed by the Chief of the Omaha District Plan Formulation & Project Management Section and Sponsor Representative

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Greg Johnson  
Chief, Plan Formulation & Project  
Management Section  
Omaha District, Corps of Engineers

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**Sponsor Representative**