PROJECT MANAGEMENT PLAN
(FEASIBILITY PHASE)

Mary Rhodes Pump Station

Bay City, Matagorda County, Texas

P2 # 479839

Section 14 - Emergency Streambank and Shoreline Protection

US Army Corps of Engineers
Galveston District
March 5, 2021

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Endorsement by Galveston District Office Chiefs:

Galveston District staff and I have reviewed this PMP developed by the PDT, endorse it, and recommend its approval and initiation.

Name and Title (e-signatures with dates)

_____

Byron Williams
Deputy District Engineer,
For Programs and Project Management

_____

Arnold R Newman
Director,
Regional Planning and Environmental Center

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Robert C. Thomas III, P.E.
Chief,
Engineering and Construction Division

_____

Timothy J. Nelson
Chief,
Real Estate Division

Endorsement by Sponsor:

I, as a representative for City of Corpus Christi, have reviewed this PMP developed by the PDT, endorse it, and recommend its approval and initiation.

_____ _____

Lj Francis, P.E.
City Project Manager
Corpus Christi, TX

1. INTRODUCTION

The purpose of the Project Management Plan (PMP) is to establish a strategy for management of the project activities to ensure the project is executed in a manner that achieves program and project objectives, within approved scopes, budgets, and schedules, and maximizes effectiveness in communication, execution, and delivery of a quality project, despite constraints in any limited resources. It documents the U.S. Army Corps of Engineers (USACE) and Non-Federal Sponsor commitments required for project successful implementation. It is intended to promote a better understanding between the implementing agencies, reduce uncertainties, and provide a basis for managing, monitoring and controlling the project.

The PMP adheres to the USACE Project Delivery Business Process (PDBP) in Engineer Regulation (ER) 5-1-11, dated 31 July 2018, which requires that projects be managed in accordance with a PMP. The PM, customer, and other PDT, form the Project Delivery Team (PDT), which is charged with the responsibility of carrying the project to successful completion with the authorized scope, time, and budget. In a nutshell, the USACE's Business Process empowers the PDT with the authority and responsibility for delivering quality products and services. It describes:

1. Results-focused teamwork—draw from USACE's diverse resources worldwide to establish strong multi-disciplinary teams to best meet the stakeholders' needs and national/public interests.

2. Three imperatives—adherence to these business imperatives to secure successful completion of the project.
    a. One project, one team, one project manager.
    b. Manage all projects with a PMP.
    c. The PDT is responsible for project success.

The PMP covers project tasks and products for the Feasibility Phase. The Feasibility Phase includes studies and investigations, plan formulation, preliminary design, and environmental assessments required to identify the most cost-effective solution to address the erosion that occurs within the study area.

The PMP is a living document developed by the PDT members at a level of detail commensurate with the size and complexity of the project. It is a binding agreement among all elements supporting the project, which details how the work will be executed and how resources will be expended. It defines the baseline scope, schedule, resources, including contingencies, and provides a change management plan for the project. The schedule and funding levels included reflect overall project and budget constraints and realities foreseen in this project.

Leadership from all indicated offices/disciplines, including the District Commander, have committed and empowered the PDT members named in this PMP to conduct and deliver a complete Feasibility Study for the project.

2. PROJECT INFORMATION

2.1. Background

The City of Corpus Christi has dealt with significant streambank erosion along the portion of the Colorado River at the Mary Rhodes Pump Station. As such, infrastructure is being threatened. The project site begins approximately 1,000 feet upstream of the Mary Rhodes Pump Station and continues downstream for approximately another 1,000 feet, making the total length of the project approximately 2,400 feet. The project is located along the portion of the streambank upstream of the Texas State Highway 35 Bridge, which crosses over the Colorado River west of Bay City in Matagorda County. The Mary Rhodes Pump Station provides fresh water to the citizens of Corpus Christi and surrounding area. The erosion has caused the bank to recede approximately 10-12 feet since 2017 and is approximately 15 to 40 feet from the utility in various locations along the project area. In addition, power lines are in imminent danger of failure, as the erosion is already approaching the foundation of the power line poles.

2.2. Purpose

The feasibility study is the first phase of the two-phased Corps of Engineers planning process. The purpose of the feasibility study is to evaluate all reasonable solutions to the water resource problems identified at the Mary Rhodes Water Intake site as part of the study area. Provided that the proposed project meets the criteria for inclusion within the Section 14 program the feasibility report provides the basis for a decision on project construction.

In addition to the No Action Alternative, which serves as the baseline for evaluating alternatives, the Study will consider the following structural:

Structural Measures:

- Sustainable Engineering/ Bioengineering
- Riprap
- Sheet pile wall

2.3. Location

The City of Corpus Christi's intake structure, also known as the Mary Rhodes Pump Station, is located along the Colorado River near Bay City, Matagorda County, Texas. City of Corpus Christi is 145

miles South west of San Antonio. The estimated population, as of 2019, is 325,780. The estimated unemployment rate for Corpus Christi is 9.9% in Sept 2020.

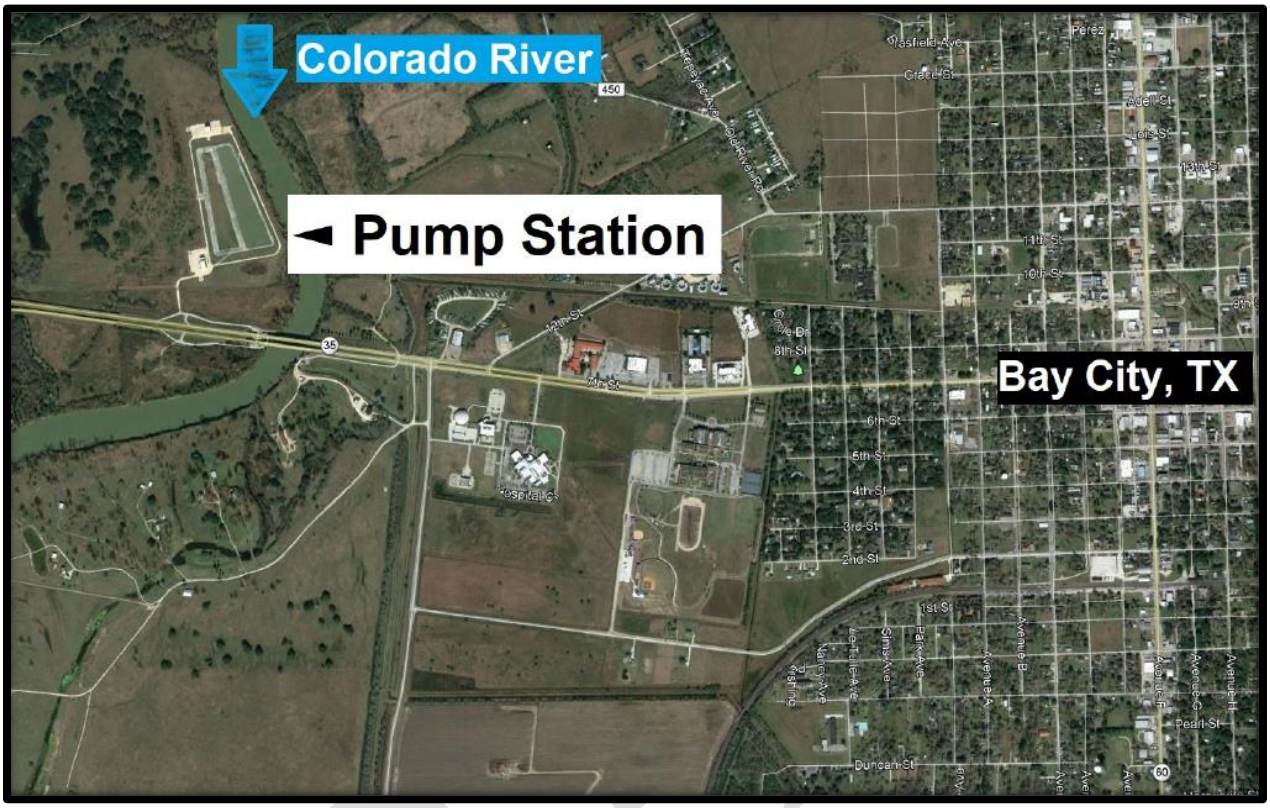


Figure 1. Mary Rhodes Pump Station in Relation to Bay City, Texas

2.4. Sponsor and Sponsor's Views

The study sponsor is the City of Corpus Christi (City). The City supports the study and will serve as the Non-Federal Sponsor and has indicated its interest in pursuing a Feasibility Study.

2.5. Study Authority

The authority for this project is Section 14 of the Flood Control Act of 1946 (Public Law 79-526), as amended. Under this authority, the USACE is authorized to plan, design, and construct small flood control projects. Each project is limited to a Federal cost of not more than $5 million, including all project-related costs for feasibility studies, planning, engineering, design, and construction.

2.6. Views of Federal, State, Regional and Interested Organizations

Study efforts will be coordinated with other Federal, state and local agencies as well as interested stakeholders, including the City. The Feasibility Report and Environmental Assessment will be developed and coordinated with appropriate agencies and interested organizations.

3. SCOPE OF WORK

This section of the PMP provides the objectives and a description of the products to be accomplished during development of the Detailed Project Report. The objectives of the Feasibility Phase of the project are to:

- Prepare the Detailed Project Report
- Prepare any required Environmental Assessment and NEPA documentation
- Prepare a Project Management Plan (PMP) for the Design and Implementation Phase
- Develop other supporting plans as needed for completion of the Detailed Project Report

For each task that is included in the work breakdown structure (WBS), a scope of work will be developed that describes the work that is to be performed, including specific activities to be accomplished in narrative form. The scopes of work will be developed by the project delivery team (PDT) which includes the non-Federal sponsor. Table 1-10 includes a brief synopsis of tasks for the study.

3.1. Plan Formulation and Development

In the feasibility phase, the planning process identifies alternative plans that should be evaluated. The culmination of the planning process is selection of a recommended plan or the decision to recommend no action. The selection will be based on a comparison of the effects of alternative plans. The alternative plan, which reasonably maximizes the net National Economic Development (NED) benefits, will be selected. The alternative of recommending no action, i.e., selecting none of the alternative plans, will also be fully considered.

3.2. Technical Scopes

The following tables describe the activities, per technical disciplines, necessary to complete the feasibility phase for this project.

Table 1. Plan Formulation Scope

Activity
Task 1: PDT meeting and Other Coordination Attend meetings, circulate Memorandum For Records (MFRs), support impact analysis and ARA.
Task 2: Plan Formulation steps Document problems and opportunities, screen alternatives, assess impacts, summarize findings.
Task 3: Draft Report Preparation Document analysis and recommendation of the team, revise to incorporate review comments.
Task 4: Vertical Team Coordination and Reporting

Activity
Prepare and consolidate read-aheads and document IPRs.
Task 5: Manage Reviews Prepare review plan, coordinate District Quality Control (DQC), Agency Technical Review (ATR) and Division Reviews, incorporate comments, support agency coordination and reviews.
Task 6: Final Report Preparation Prepare review plan, coordinate DQC, ATR and Division Reviews, incorporate comments.

Table 2. Cultural Resources Scope

Activity
Task 1: PDT meeting and Other Coordination Attend meetings and site visits. Make recommendations on resource impacts, participate in impact analysis, charette, IPR with SWD, etc.
Task 2: NEPA Scoping Document the problems and opportunities, participate in charette, screen alternatives, assess impacts, present and support conclusions.
Task 3: Site Assessment/Fieldwork Document analysis and recommendation of the team, revise to incorporate review comments.
Task 4: Existing and FWOP Conditions
Includes all resources included under NEPA, as well as the cultural resources baseline/literature search to determine level of risk for potential impacts within study area.
Task 5: Cultural Resource Coordination Letters Occurs once a more refined TSP location is selected, for SHPO/tribe comment to better understand risks associated with Proposed Action, determine level of surveys required in design (if any), determine need for a Programmatic Agreement, etc.
Task 6: Develop Cultural Resource FWP/Cumulative Impacts Incorporate cultural resource survey requirements, impacts to historic properties, recommendations, environmental compliance into report.
Task 7: Prepare consequences/Cumulative Impacts Analysis Incorporate impacts to historic properties, recommendations, environmental compliance into report.
Task 8: Prepare/Consolidate Draft Feasibility Report with Integrated Environmental Assessment Prepare/Consolidate Draft Feasibility Report with Integrated Environmental Assessment and get Supervisory review.
Task 9: Manage Reviews

Activity
Prepare review plan, coordinate DQC, ATR and Division Reviews, incorporate comments, support agency coordination and reviews.

Table 3. Environmental Compliance Scope

Activity
Task 1: PDT meeting and Other Coordination Attend meetings, site visits, provide recommendations on resource impacts, support impact analysis, charette, IPRs and other PDT and decision meetings.
Task 2: FWS CAR Negotiate FWS scope and cost estimates, prepare documentation for MIPR, execute MIPR, review of CAR.
Task 3: NEPA Scoping Document the problems and opportunities, participate in charette, screen alternatives, assess impacts, present and support conclusions.
Task 4: Site Assessment/Fieldwork Document analysis and recommendation of the team, revise to incorporate review comments.
Task 5: Existing and FWOP Conditions Assess all resources included under NEPA, field habitat quality assessment and projections and QA/QC of data. These efforts also help determine level of risk for potential impacts within study area, compliance requirements, etc. Conduct HTRW Phase I Analysis for study area to guide alternative plan analysis.
Task 6: Resources Agency Coordination and Environmental Compliance Coordinate refined TSP location/impacts to facilitate agency coordination. Determine and complete all required environmental compliance.
Task 7: Develop Environmental Resource FWP/ Impacts Analysis Draft and incorporate environmental resources impacts by proposed action and compliance documents into report. Develop mitigation plan monitoring and adaptive management plans, if necessary.
Task 8: Prepare and Coordinate Environmental Compliance Incorporate impacts to natural/protected/or otherwise regulated resources, and environmental compliance into report.
Task 9: Prepare/Consolidate Draft Feasibility Report with Integrated Environmental Assessment
Prepare/Consolidate Draft Feasibility Report with Integrated Environmental Assessment, and get Supervisory review

Activity
Task 10: Manage Reviews Support DQC, ATR and Division Reviews, incorporate comments, support agency coordination and reviews.
Task 11: Decision Meetings Prepare content, slides, RAH.

Table 4. Economics Scope

Activity
Task 1: PDT Meetings and Other Coordination Participate in PDT meetings, site visits, etc.
Task 2: Vertical Team Meeting Support/Attendance Prepare RAHM, participate in meetings and respond to VT comments.
Task 3: With and Without Project Analysis Develop a cost for relocating the projected assets for use as a comparison to the with project alternative costs to determine economic justifiability of the alternatives.
Task 4: Support Development and Screening of Alternatives Attend charette to assess applicable alternatives
Task 5: Support Impact Analysis Support team with documentation as requested.
Task 6: Report Documentation Document the Economic analysis, address comments and revise report to reflect response to comments.

Table 5. Real Estate Scope

Activity
Task 1: PDT Meetings and Other Coordination Participate in PDT meetings, site visits, etc.
Task 2: Mapping - Real Estate Project planning maps will be developed from preliminary Engineering design drawings, aerial mosaics, and real property maps obtained from the various county tax assessor's offices and the City of Corpus Christi. Real Estate will establish tract ownership data, determine the acreage and recommend tract configuration for the required lands. As design and ownership data is obtained, it will be layered into the base maps to form a Geographic Information System (GIS) for the Project.

Activity
Task 3: Preliminary Attorney's Opinion of Compensability - A preliminary legal opinion will be prepared on whether provision of a substitute facility is required under the Fifth Amendment as compensation for a facility/utility being acquired for the project. The opinion makes findings on whether the owner has a compensable interest, whether the owner has the legal duty to continue to maintain and operate the facility/utility, and whether Federal law requires the provision of a substitute facility/utility rather than a mere payment of the market value for the property acquired. The preliminary legal opinion differs from the final legal opinion only in its acceptance as fact of the owner's statement of interest in the property, without a search of property records. This task will be performed by Office of Counsel, if required.
Task 4: Real Estate Plan (REP) - The REP, prepared for the recommended plan will contain land values, supported by the Appraisal, other required topics.
Task 5: PDT Meetings and Other Coordination Attend meetings, document necessary tasks.

Table 6. Hydrologic and Hydraulic (H&H) Scope

Activity
Task 1: PDT Meetings and Other Coordination Participate in PDT meetings, site visits, etc.
Task 2: Data Collection and Preliminary Analysis Compile relevant H&H data, models, and/or reports. From there, use this data to do preliminary analysis for the project area and vicinity, e.g., specific gage analysis.
Task 3: H&H modeling or Surrogate Analysis This task will focus on one of three items: (1) applying an existing model, (2) developing a new model, or (3) in the absence of the previously mentioned, perform adequate and applicable analysis. If there is an existing model, it will be used in the study area. If there is not an existing model, a model could be generated if there is adequate information in the region to do so. Or, lastly, analysis could be performed in the absence of modeling to determine important relationships such as stage/frequency and velocities near the site.
Task 4: Development and Preliminary Screening of Alternatives This task will consist of collaborating with the geotechnical engineer on the PDT, along with other applicable team members, to develop a set of alternatives. Given those alternatives, a preliminary screening will be conducted in collaboration with the PDT to determine a focused set of alternatives.
Task 5: Detailed Alternatives Evaluation and Design Coordination Given a set of focused alternatives, sufficient additional design information will be developed in collaboration with the geotechnical engineer such that cost engineering can develop cost

Activity
estimates. This will include any additional H&H analysis required for the measures in the focused array of alternatives.
Task 6: H&H Documentation Document the H&H analysis performed for the feasibility report including applicable model results, figures, and tables.

Table 7. Geotechnical Scope

Activity
Task 1: PDT Meetings and Other Coordination Participate in PDT meetings, site visits, etc.
Task 2: Review the currently available data Review the currently available data including but not limited to field topographic survey data, site visit findings, historic site photographs, the plant's as-built plans for associated drainage system if any, and Freese & Nichols, Inc. (FNI) Technical Memorandum report dated November 30, 2018.
Task 3: Assessment of Project Needs and Perform Preliminary Analyses Work with the other disciplines (Real estate, H&H, Environmental, and Cost Engineering, CAD support) to assess Project Needs and obtain necessary inputs and perform necessary Preliminary Analyses.
Task 4: Development and Preliminary Screening of Alternatives Develop Alternatives (engineering approaches) to restore the slope and stabilize the Colorado riverbank against erosion to meet the subject study goals and requirements. Given those alternatives, a preliminary screening will be conducted in collaboration with the PDT to determine a focused set of alternatives.
Task 5: Detailed Alternatives Evaluation and Design Coordination Given a set of focused alternatives, sufficient additional design information will be developed in collaboration with the H&H professional such that cost engineering can develop cost estimates. This will include any additional Engineering inputs required for the measures in the focused array of alternatives.
Task 6: Engineering Documentation Document the Engineering inputs performed for the feasibility report including results, figures, and tables.

Table 8. Civil Engineering Scope

Activity
Task 1: PDT Meetings and Other Coordination Participate in PDT meetings, site visits, etc.
Task 2: Review the currently available data Review the currently available data including but not limited to any existing field survey data, site visit findings, historic site photographs, identify existing infrastructure, site condition changes since problem was identified.
Task 3: Assessment of Project Needs and Perform Preliminary Analyses Work with the other disciplines and PDT members to assess project needs, identify data gaps, and obtain necessary inputs to perform necessary Preliminary Analyses.
Task 4: Development and Preliminary Screening of Alternatives Collaborate with other engineering disciplines and PDT members to develop, a set of preliminary alternatives. Once identified, assist with preliminary screening of alternative to determine a focused set of alternatives.
Task 5: Detailed Alternatives Evaluation and Design Coordination Given a set of focused alternatives refine alternatives identified in Task 4 to identify footprints, impact to existing infrastructure, assist other engineering disciplines in quantifying alternatives for cost determination.
Task 6: Engineering Documentation Document, review, and compile the Engineering inputs performed for the feasibility report including results, figures, and tables. Perform quality and consistency checks of engineering documents. Assist in addressing DQC, ATR review comments.

Table 9. Structural Engineering Scope

Activity
Task 1: PDT Meetings and Other Coordination Participate in PDT meetings, site visits, etc.
Task 2: Review the currently available data Review the currently available data including but not limited to field topographic survey data, site visit findings, historic site photographs, as-built drawings of any structures along the riverbank.
Task 3: Assessment of Project Needs and Perform Preliminary Analyses Work with the other disciplines and PDT members to assess project needs and obtain necessary inputs to perform Preliminary Analyses.
Task 4: Development and Preliminary Screening of Alternatives Work with other disciplines to develop alternatives to restore the slope and stabilize the

Activity
riverbank against erosion. Given those alternatives, an initial screening will be conducted in collaboration with the PDT to determine a focused set of alternatives.
Task 5: Detailed Alternatives Evaluation and Design Coordination Based on the selected alternatives, additional design information will be developed in collaboration with the Geotechnical Engineer such that cost estimates can be prepared. This will include any additional Engineering inputs required for the measures in the focused array of alternatives.
Task 6: Engineering Documentation Document the Structural Engineering analysis performed for the feasibility report including results, figures, and tables.

Table 10. Cost Engineering Scope

Activity
Task 1: PDT Meetings and Other Coordination Attend meetings, document necessary tasks.
Task 2: Plan Formulation Screening Costs Develop estimates for 2 alternatives plus no action.
Task 3: Refine Recommended Plan Cost Develop MII for Recommended Plan; incorporate cultural resources, Real Estate; develop construction schedule; create TPCS; conduct/develop ARA; and develop OM estimates.
Task 4: Manage Reviews Coordinate ATR with Walla Walla District, address comments.
Task 5: Final Report Preparation Prepare review plan, coordinate DQC, ATR and Division Reviews, incorporate comments.

4. FUNDING

A Federal Cost Share Agreement (FCSA), between the Corps and City of Corpus Christi will need to be executed to provide matching funds to complete the required Detailed Project Report as part of the project's Feasibility Phase. Funding was prepared in accordance with the scope for required tasks to complete the report. It focuses on the critical determinations and disciplines to determine existing conditions and formulation of potential solutions to meet customer needs and deliver the project in an expedited fashion. A total of $285,000 is required for this project phase and is cost-shared at 50% federal and 50% non-federal for expenses above $100,000. Table 11 include a breakdown of the costs by disciplines.

Table 101. Study Disciplines Identified and Cost Estimates.

Disciplines	Cost Estimates
Project Management	$35,000
Federal Interest Determination	$17,000
PMP/RP/FCSA DEVELOPMENT (PDT)	$18,500
District and Agency Quality Reviews	$19,000
Plan Formulation	$30,000
Environmental , Cultural, HTRW & MIPR	$63,000
Economics	$6,000
Real Estate	$10,000
Engineering (H&H, Geotechnical, Civil, Costs)	$74,000
Topographic surveys	$10,000
EDR (Electronic Data Report) for HTRW	$2,500
TOTAL	**$285,000**
Federal	**$192,500**
Non-Federal	**$92,500**

5. STUDY SCHEDULE

The schedule developed by the PDT is based on the scope identified in the Work Breakdown Structure (WBS) in accordance with the approved work scope. The project's WBS organizes the project by major deliverables and functions and depict a continuous process to deliver the project at its current phase. The WBS is the primary tool for managing the scope, schedule, and budget of the project. Work that is included within the WBS is considered within scope. Any work that is not contained within the WBS is considered "out of scope" and should not be considered for funding or time allocations, unless the addition goes thru change control management process for approvals. The WBS is used to create a time-phased project budget where actual data is collected to generate project performance measurements.

The PDT identified logical relationships and constraints between tasks, and this information is entered into Primavera. Project milestones are also entered included in Primavera. **Appendix A** shows the initial schedule developed for the project. The project schedule provides a tabular and graphical representation of predicted tasks, milestones, dependencies, resource requirements, task duration, and deadlines.

5.1. Study Milestone Schedule

The following table shows the milestone and dates for this feasibility phase.

Table 2. Feasibility Phase Milestones

Milestone Code	Major Project Milestones	Estimated Schedule
CW040	PMP Approval	2nd Qtr. FY21
CW035	Post Peer Review	2nd Qtr. FY21
CW130	FCSA Execution*	2nd Qtr. FY21
CW140	Start Feasibility Phase	2nd Qtr. FY21
CW262	Tentative Selected Plan Meeting	3rd Qtr. FY21
CW250	Agency Technical Review	4th Qtr. FY21
CW170	Approval of Final CAP Decision Document**	1st Qtr. FY22

* Recommended points for public outreach.

** The team has opportunity to complete the report in FY2021.

A detailed study schedule which incorporates the above milestones will be developed for the Decision Document. The project network analysis and baseline schedule will be utilized by the Project Manager and technical study team members in assessing the study progress and to prepare required management reports.

6. RESPONSIBILITY ASSIGNMENT

6.1. Team Member Identification and Responsibilities

Following receipt of funding for the study, the inter-disciplinary project delivery team was formed to evaluate the problems and needs in the study area, coordinate the scope of the Feasibility Report, and conduct all required analysis and prepare all required products for review and approval of the Detailed Project Report. The team consists of planning, environmental, and engineering representatives, but can be expanded to include personnel from all technical disciplines necessary to conduct and complete the report. Led by the Project Manager, team members will meet on a periodic basis to discuss specific work tasks, schedules, progress, and overall project status, as required. The team, which includes the sponsor, will also participate in field trips and meetings with stakeholders, the public and other agencies, as required.

An Agency Technical Review (ATR) Team will be formed. ATR team members will be selected based on their experience and technical expertise, relevant to the needed Detailed Project Report components. All ATR Team members will have extensive experience and be considered senior specialists. The ATR Team will be provided with complete project development documentation and conduct their reviews with complete independence. It is anticipated that the ATR Team will have five members.

Table 3. Project Delivery Team Members.

Name	Role	District	Phone / Cell	Email
Lj Francis	City Project Manager	NFS	361-826-1872	LarijaiF@cctexas.com
Reuben Trevino	Project Manager	SWG M3H0200	409-926-1329	reuben.trevino2@usace.army.mil
Erika Pemerton	Scheduler	SWG M3H0100	409-766-3038 254-368-6361	erika.a.pemerton@usace.army.mil
Wanda Hollman	Program Analyst	SWG M3H0100	832-616-6579	wanda.v.hollman@usace.army.mil
Jessica Agrella	Real Estate Specialist	SWG M3N0800	409-766-3115 832-715-2884	Jessica.A.Agrella@usace.army.mil
Brandon Ford	Environmental Specialist	SWF M2K1120	409-766-3079 850-774-3767	christopher.b.ford@usace.army.mil
Natalie Garrett	Planner	SWF M2K1440	501-324-5602 501-257-0644	Natalie.S.Garrett@usace.army.mil
Norm Lewis	Economist	SWF M2K1430	(817) 886-1798	Norman.M.Lewis@usace.army.mil
Amanda Pesce	Archeologist	SWF M2K1110	817-886-1898	amanda.k.pesce@usace.army.mil
Hollie Eljizi	HTRW	SWF M2K1110	(817) 886-1687	Hollie.M.Eljizi@usace.army.mil
Quinton Johnson	Lead Engineer/ Civil Engineer	SWG M3L1111	(251) 459-2794 (409) 766-3832	Quinton.K.Johnson@usace.army.mil
Amanda Hafemeister	H&H	SWG M3L1252	(409) 766-6333	Amanda.N.Hafemeister@usace.army.mil
Ratnam Tharmendira	Geotech	SWG M3L1120	409-766-3090 409-750-2730	Ratnam.I.Tharmendira@usace.army.mil
Sarah Xie-Desoto	Cost Engineer	SWG M3L1150	409-766-3172 281-703-1689	sarah.h.xie-desoto@usace.army.mil
Ignacio Toledo-Rodriguez	Structural Engineer	SWG M3L1121	(409) 766-3170	Ignacio.M.Toledo-Rodriguez@usace.army.mil
Alex Petty	Counsel (Chief)	SWG	409-766-3191 409-370-7361	alex.petty@usace.army.mil

7. COMMUNICATIONS PLAN

Throughout the project phases, the Corps will be in contact with the non-Federal sponsor, and other entities with potential interest in the study to apprise them of study status and receive input on problems and needs of interest for Federal consideration. Further coordination will be held during refinement of the scope and costs of the current feasibility phase effort and the responsible entities for accomplishment of tasks. During the conduct of the feasibility phase, regular meetings and coordination will occur to review the progress of study efforts, conduct public involvement activities, if needed, as outlined in this PMP, and set direction for further efforts.

8. REPORTING REQUIREMENTS

Informal reporting of field trips, telephone conversations, meeting minutes, etc. will be recorded in writing by the PDT member, provided to the PM who will distribute as necessary. Formal communication will be documented in Memoranda or letters as appropriate. Project status will be reported to the District Project Review Board monthly. All upward reporting will be in accordance with Engineering Regulation 5-1-1, Project Delivery Business Process.

9. PROJECT QUALITY CONTROL PLAN

The project manager and the team develop and implement the PMP. All feasibility reports required review, and the subject report will be approved at the Division level with Agency Technical Review (ATR) performed by USACE personnel external to the Galveston District and the Project Delivery Team. The Agency Technical Review confirms the proper selection and application of clearly established criteria, regulations, laws, codes, principles, and professional procedures. The ATR also confirms the utilization of clearly justified and valid assumptions. Policy compliance review examines the development and application of decision factors and assumptions used to determine the extent and nature of Federal interest, project cost sharing and cooperation requirements, and related issues. It also ensures the uniform application of clearly established policy and procedures nationwide, and that the proposed action is consistent with the overall goals and objectives of the USACE Civil Works program.

Responsibility of the District Commander

- Certifies Statement of Technical Review.

Responsibilities of the District Branch/Section Chiefs

- Select technical review team members.
- Assist in the resolution of review comments elevated by the project manager.

Responsibilities of the Chief of Planning

- Approve selection of technical review team members.
- Final arbiter of unresolved issues between the study and review teams.
- Certifies the District Engineer's Statement of Technical Review Responsibility of District Counsel – Legal review/certification.

Responsibilities of the Project Manager

- Be the primary point of contact with the non-federal sponsor on all matter pertaining to this project in accordance with Engineering Regulation 5-1-1, Project Delivery Business Process.
- Develop the PMP and the Peer Review Plan with the PDT and the ATR Team Leader.
- Keep the PDT and ATR Team Leader informed concerning study progress and the availability of items and findings to be reviewed.

- Ensure that ATR review team comments are addressed in a timely manner by the appropriate PDT member.
- Elevate unresolved comments up the chain of command for resolution.
- Maintain a documented record of comment resolution.

Responsibilities of the Project Delivery Team

- Develop and evaluate alternative plans.
- Address ATR review comments in a timely manner.
- Assist the Project Manager and Agency Technical Review Team Leader.

Responsibilities of the ATR Team Leader

- Develop the Peer Review Plan with the Project Manager.
- Facilitate requests for review team members through the functional chiefs.
- Verify the expertise and experience of the review team nominees and assure their independence.
- Evaluate review team comments before forwarding to the project manager to ensure that they are: clearly stated; based on guidance, regulation, or scientific/engineering principles; significant; and contain specific action to resolve the concern.
- Ensure that reviews are promptly completed and forwarded to the project manager in a timely manner.

10. CHANGE MANAGEMENT PLAN

The PM is primarily responsible for controlling project changes. The PM manages the project to comply with the approved/baselined schedule and coordinates with the NFSs to ensure concurrence of any major changes. The goal is to complete the project in accordance with the approved schedule and within currently estimated costs and to ensure the NFSs are aware of project changes in scope, time, and budget. The entire PDT is responsible for identifying and justifying the need for changes to the schedule, costs, and for initiating requests for approval of such changes. Any office requesting a change will identify to the PM the anticipated schedule and cost impacts of the requested change. The PM is responsible for ensuring the recommended change is properly evaluated by the PDT for coordinating change approvals, managing the project schedule and cost change requests, and is accountable for documenting impacts resulting from the change as part of approval process. Following the District's Change Control Process, the PM is authorized to modify the project schedule and adjust project costs to accommodate changing conditions in a timely and responsive manner.

The PDT is responsible for determining when amendments or modifications to this PMP are required. PDT members are responsible for monitoring their work items and identifying when changes are necessary. Significant changes, those impacting milestones, will require the generation of a Change Control Request (CCR) form and request leadership approval. Changes that do not impact milestones or cause substantial increases in project costs do not require a CCR

nor leadership approval but still requires leadership to be informed as needed.

10.1. Change Control Requests

Change Requests can be presented in the form of verbal or informal requests; however, as a best practice proposed changes will be formally recorded in order to facilitate the understanding of the intent of the proposed change. A Change Control Request form must be completed when the PDT identifies potential changes that may affect project or contract scope, milestones schedule, and costs. The PDT is responsible for evaluating the request to ensure impacts are thoroughly discussed and identified on the form. Schedule re-baseline is not authorized unless there is an approved CCR or at the yearly cycles approved by leadership. The CCR form provides a means of documenting the impact of proposed changes and provides the rationale for approving changes.

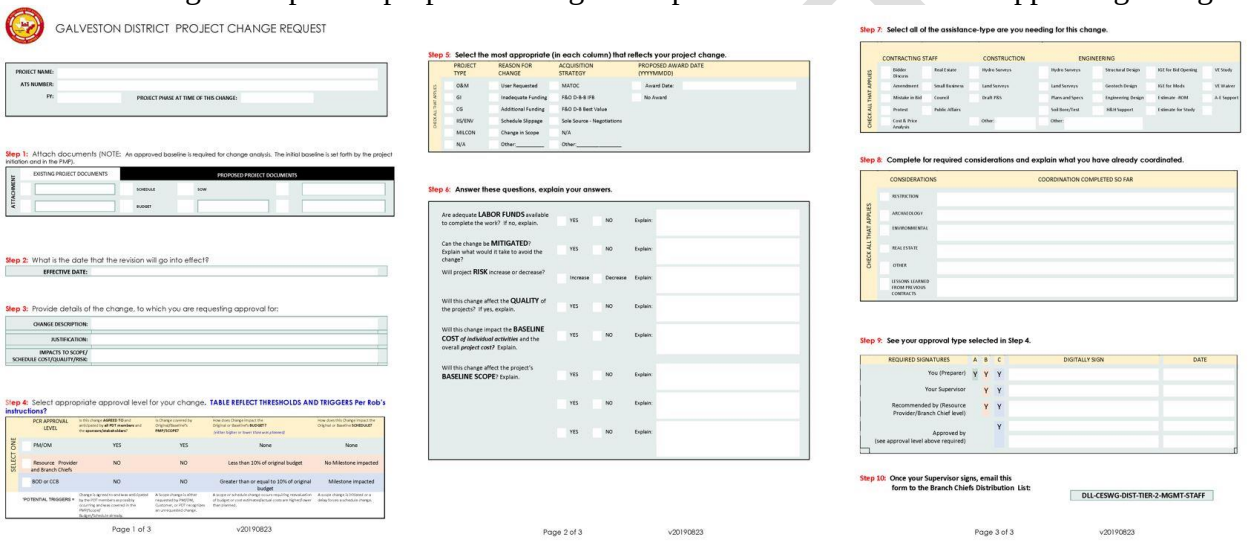


Figure 2. Image of the CCR form used in the Galveston District.

11. RISK ASSESSMENT

This project was initiated for the emergency response to riverine erosion that threatens critical infrastructure. The risk exists that continued erosion could compromise the critical infrastructure prior to completion of this study, or completion of any recommended alternative. This risk will be mitigated by continued site surveillance and contingency planning by the local sponsor.

12. PROJECT ACQUISITION PLAN

There are no needs/requirements to prepare an Acquisition Plan for the preparation of the Detailed Project Report. The team will prepare an acquisition plan in accordance with Federal Acquisition Regulations (FAR) once the project is in the Design Phase, following the execution of a Project Partnership Agreement, in anticipation of procurement of construction contract(s) and to assure that services and construction acquired as part of the project are accomplished in a timely manner and at a reasonable cost using full and open competition. It is anticipated that a construction contract will be a fixed price, competitive procurement. Plans and Specifications will be prepared by in-house hired labor.

13. SAFETY AND OCCUPATIONAL HEALTH PLAN

Maintaining the safety and health of employees and the public is paramount in performing USACE mission. Teams are required to implement the requirements in Safety and Occupational Health Plan in Engineering Manual (EM) 385-1-1, US Army Corps of Engineers Safety and Health Requirements Manual, and requirements of PL 101-336, the Americans with Disability Act of 1990. Field activities that are part of the feasibility phase, construction, field data collection, and site investigation support have inherent risks that must be fully mitigated and controlled through appropriate engineering methods, processes, and safeguards. The construction safety management program is covered in EM 385-1-1, Section 1, and will be adhered to the project. In addition, when the project is in construction phase, the requirements in EP 415-1-260, USACE Resident Engineer's Management Guide, will be used for guidance on project safety and health management activities. The construction safety and health plan shall address how SOHO measures will be integrated into the process to assure safety requirements are adhere to. It shall include safety and health responsibilities, safety and health stands, requirements and criteria, and hazard analysis requirements, how safety and health shall be accomplished, independent SOHO technical reviews, and any safety and health testing/assessment requirements.

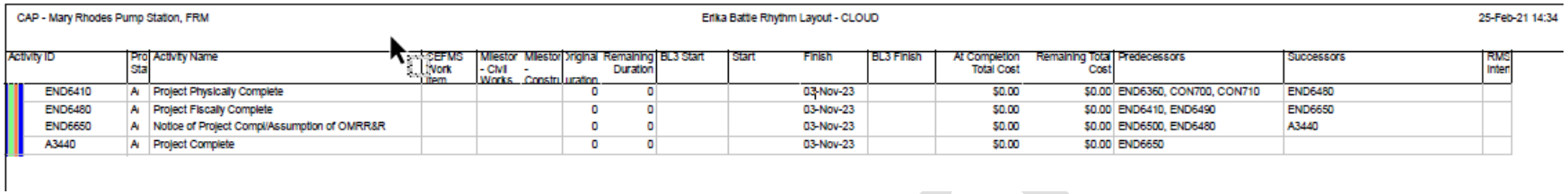
APPENDIX A. PROJECT SCHEDULE

CAP - Mary Rhodes Pump Station, FRM | Erika Battle Rhythm Layout - CLOUD | 25-Feb-21 14:34

Activity ID	Pro Sta	Activity Name	CEFMS Work Item	Milestor - Civil Works	Milestor - Constru	Original Duration	Remaining Duration	BL3 Start	Start	Finish	BL3 Finish	At Completion Total Cost	Remaining Total Cost	Predecessors	Successors	RMS Inter
479839 CAP - Mary Rhodes Pump Station, FRM						935	685		01-Mar-20 A	20-Nov-23		$82,366.50	$67,410.85			
479839.1 CAP - Mary Rhodes Pump Station, FRM Receipt of Funds						0	0					$0.00	$0.00			
479839.2 CAP - Mary Rhodes Pump Station, Federal Interest Determin						1	3		01-Mar-20 A	03-Mar-21		$7,960.13	$120.92			
A1010	A	Start CAP Federal Interest Determination	3FJLF1			1	3		01-Mar-20 A	03-Mar-21		$7,960.13	$120.92	FEA1500	FEA1540	
479839.CW-CAP CAP - Mary Rhodes Pump Station - CAP Feasibility St						737	685		04-Dec-20 A	20-Nov-23		$74,406.37	$67,289.93			
479839.CW-CAP2200C Feasibility Phase						371	319		04-Dec-20 A	06-Jun-22		$74,406.37	$67,289.93			
479839.CW-CAP2200C.21V00 CAP Feasibility - Federal Interest Determination (Pre-FCSA Fed						0	0					$0.00	$0.00			
479839.CW-CAP2200C.00500 Project Management Plan (PMP) (required)						89	8		07-Dec-20 A	15-Mar-21		$0.00	$0.00			
A3390	A	Continue Problem ID - Review Plan Formulation				60	8		07-Dec-20 A	15-Mar-21		$0.00	$0.00	PMP0020	A3400	
PMP0040	A	Review e-PMP				15	7		23-Feb-21 A	12-Mar-21		$0.00	$0.00	PMP0030	PMP0050	
PMP0050	A	Approve PMP			CW040	0	0			12-Mar-21		$0.00	$0.00	PMP0010, PMP0040	FEA4000	
A3400	A	Review Plan Approved by MSC and Posted [Mary Rhod			CW035	0	0			15-Mar-21		$0.00	$0.00	A3390	FCSA3000	
479839.CW-CAP2200C.21V0C CAP FCSA (required if Fed >$100k)						85	22		04-Dec-20 A	30-Mar-21		$7,116.44	$0.00			
A3370	A	$$ PMP/FCSA Resourcing	34K6L1			85	21		04-Dec-20 A	29-Mar-21		$7,116.44	$0.00	FEA1520	FCSA3040	
FCSA3030	A	CAP FCSA Approved				0	0			16-Mar-21		$0.00	$0.00	FCSA3020	FCSA3040	
FCSA3040	A	Signed/Executed CAP FCSA [Mary Rhodes Pump Stati			CW130	0	0			30-Mar-21		$0.00	$0.00	FCSA3030, A3370	FEA4010	
479839.CW-CAP2200C.2200C CAP Feasibility - Detailed Project Report (DPR)						192	192		15-Mar-21	16-Dec-21		$67,289.93	$67,289.93			
FEA4000	A	Receive Work Allowance				1	1		15-Mar-21	15-Mar-21		$0.00	$0.00	PMP0050	FEA4010, A3380	
A3380	A	$$ DPR Resourcing	30B7C3			191	191		16-Mar-21	16-Dec-21		$67,289.93	$67,289.93	FEA4000	FEA4230	
FEA4030	A	Plan Formulation				80	80		31-Mar-21	22-Jul-21		$0.00	$0.00	FEA4010	FEA4055	
FEA4010	A	CAP FEA Report/DPR Start				0	0		31-Mar-21			$0.00	$0.00	FEA4000, FCSA3040	FEA4020, FEA4030, FEA4160, FEA41	
FEA4130	A	CAP/Feas F&WL Coordination				80	80		31-Mar-21	22-Jul-21		$0.00	$0.00	FEA4010	FEA4230	
FEA4050	A	Prepare Draft EA (or FONSI)				60	60		31-Mar-21	23-Jun-21		$0.00	$0.00	FEA4010	FEA4090, FEA4060, FEA4080, FEA40	
FEA4020	A	Prog & Proj Mgmt				180	180		31-Mar-21	16-Dec-21		$0.00	$0.00	FEA4010	FEA4230	
FEA4160	A	CAP/Feas Engineering Appendix				120	120		12-May-21	01-Nov-21		$0.00	$0.00	FEA4010	FEA4150, FEA4140	
FEA4150	A	CAP/Feas HTRW Studies				22	22		12-May-21	11-Jun-21		$0.00	$0.00	FEA4160	FEA4230	
FEA4140	A	CAP/Feas Real Estate				120	120		12-May-21	01-Nov-21		$0.00	$0.00	FEA4160	FEA4230	
FEA4060	A	CAP EA or FONSI complete				0	0			23-Jun-21		$0.00	$0.00	FEA4050	FEA4070	
FEA4070	A	CAP EIS or SEIS complete				0	0			23-Jun-21		$0.00	$0.00	FEA4060	FEA4055	
FEA4080	A	Endangered Species				0	0		24-Jun-21	24-Jun-21		$0.00	$0.00	FEA4050	FEA4230	
FEA4090	A	Sec 404(b)(1) Analysis				0	0		24-Jun-21	24-Jun-21		$0.00	$0.00	FEA4050	FEA4100	
FEA4100	A	CAP Water Quality Certification				0	0			24-Jun-21		$0.00	$0.00	FEA4090	FEA4110	
FEA4110	A	Sec 103 Evaluation				0	0		24-Jun-21	24-Jun-21		$0.00	$0.00	FEA4100	FEA4120	
FEA4120	A	CAP CZM Compliance				0	0			24-Jun-21		$0.00	$0.00	FEA4110	FEA4230	
FEA4170	A	Prepare Draft FEA/DPR w/NEPA				20	20		23-Jul-21	19-Aug-21		$0.00	$0.00	FEA4055	FEA4180	
FEA4055	A	Mary Rhodes Pump Station TSP Milestone			CW262	0	0		23-Jul-21			$0.00	$0.00	FEA4050, FEA4030, FEA4070	FEA4170	
FEA4180	A	Conduct DQC/ATR of Draft Report				15	15		20-Aug-21	10-Sep-21		$0.00	$0.00	FEA4170	A3420	
A3420	A	ATR/Public Review Period Start (CW250)			CW250	0	0		13-Sep-21			$0.00	$0.00	FEA4180	A3450	
A3450	A	Public Review				30	30		13-Sep-21	12-Oct-21		$0.00	$0.00	A3420	FEA4210	
FEA4210	A	Prepare Final FEA/DPR w/NEPA				20	20		13-Oct-21	09-Nov-21		$0.00	$0.00	A3450	PPA3500, FEA4220, A3460	
A3460	A	Conduct DQC/ATR of Final Draft				10	10		10-Nov-21	24-Nov-21		$0.00	$0.00	FEA4210	FEA4220	
FEA4220	A	Submit Final FEA/DPR/Decision Document				0	0			24-Nov-21		$0.00	$0.00	FEA4210, A3460	FEA4230	
FEA4230	A	MSC FEA/DPR/Decision Document Approval [Mary R			CW170	0	0			16-Dec-21		$0.00	$0.00	FEA4220, FEA4020, FEA4080, F	PPA3500, A3350	
479839.CW-CAP2200C.30DNC CAP Value Engineering (VE/VM)						20	20		16-Dec-21	18-Jan-22		$0.00	$0.00			
A3350	A	CAP VE Low Opportunity - Bridging Document				20	20		16-Dec-21	18-Jan-22		$0.00	$0.00	FEA4230	A3360	
A3360	A	Certify CAP VMP [Mary Rhodes Pump Station, FRM]			CW283	0	0			18-Jan-22		$0.00	$0.00	A3350	PPA3500	
479839.CW-CAP2200C.22V00 CAP Project Partnership Agreement (PPA) [move to DI phase I						97	97		18-Jan-22	06-Jun-22		$0.00	$0.00			
PPA3500	A	Start PPA Development			CW070	0	0		18-Jan-22			$0.00	$0.00	FEA4210, FEA4230, A3360	PPA3510, A3410	

?? Primavera Systems, Inc. | Page 1 of 3

Activity ID	Pro Sta	Activity Name	CEFMS Work Item	Milestor - Civil Works	Milestor - Constru	Original Duration	Remaining Duration	BL3 Start	Start	Finish	BL3 Finish	At Completion Total Cost	Remaining Total Cost	Predecessors	Successors	RMS Inter
PPA3510	A	Draft PPA				45	45		18-Jan-22	23-Mar-22		$0.00	$0.00	PPA3500	PPA3520	
A3410	A	Sponsor Notification of Real Estate Requirements		CW350		0	0		18-Jan-22			$0.00	$0.00	PPA3500	PPA3560	
PPA3520	A	Submit Draft PPA Package to MSC / HQ		CW150		0	0			23-Mar-22		$0.00	$0.00	PPA3510	PPA3530	
PPA3530	A	MSC/HQ Approves PPA				0	0			22-Apr-22		$0.00	$0.00	PPA3520	PPA3540	
PPA3540	A	District Executes PPA [Mary Rhodes Pump Station, FF		CW130		0	0			20-May-22		$0.00	$0.00	PPA3530	CON495, PPA3560, A3260, PPA3550	
PPA3550	A	Non-Fed Preliminary LERRD Credit				10	10		20-May-22	06-Jun-22		$0.00	$0.00	PPA3540	A3345	
PPA3560	A	Real Estate Acquired				10	10		20-May-22	06-Jun-22		$0.00	$0.00	PPA3540, A3410	A3430	
A3430	A	Real Estate Certification Milestone (Mary Rhodes Pum		CW360		0	0			06-Jun-22		$0.00	$0.00	PPA3560	CON500	
479839.CW-CAP30000 Design & Implementation Phase						376	376		20-May-22	20-Nov-23		$0.00	$0.00			
479839.CW-CAP30000.30DAC CAP Plans & Specifications						95	95		20-May-22	05-Oct-22		$0.00	$0.00			
A3260	A	Start CAP Plans & Specifications Development		CW300		0	0		20-May-22			$0.00	$0.00	PPA3540	A3270, A3272	
A3270	A	Prepare CAP Plans and Specifications (P&S) - FED				60	60		20-May-22	16-Aug-22		$0.00	$0.00	A3260	A3310	
A3272	A	Prepare CAP Plans and Specifications (P&S) - NonFEI				60	60		20-May-22	16-Aug-22		$0.00	$0.00	A3260	A3310	
A3310	A	Draft CAP Plans & Specs Complete		CW310		0	0			16-Aug-22		$0.00	$0.00	A3270, A3272	A3330	
A3330	A	Conduct ATR/IEPR/BCOE Review				20	20		16-Aug-22	14-Sep-22		$0.00	$0.00	A3310	A3340	
A3340	A	Certify Reviews				0	0			14-Sep-22		$0.00	$0.00	A3330	A3345	
A3345	A	Approve P&S [Mary Rhodes Pump Station, FRM]		CW330		0	0			05-Oct-22		$0.00	$0.00	A3340, PPA3550	CON500, CON530, CON540	
479839.CW-CAP30000.30D00 Construction - EMD						286	286		25-Jul-22	13-Sep-23		$0.00	$0.00			
479839.CW-CAP30000.30D00.30DV0 E&D During Construction						216	216		19-Jan-23	23-Aug-23		$0.00	$0.00			
END6330	A	E&D During Construction				216	216		19-Jan-23	23-Aug-23		$0.00	$0.00	CON590, CON630	CON660	
479839.CW-CAP30000.30D00.30D30 Construction - Contract A [Enter Contract Number]						286	286		25-Jul-22	13-Sep-23		$0.00	$0.00			
CON495	A	Receive Sponsor Construction Funds				0	0			25-Jul-22		$0.00	$0.00	PPA3540	CON500	
CON530	A	Davis Bacon Wage Rates				5	5		05-Oct-22	13-Oct-22		$0.00	$0.00	A3345	CON500	
CON540	A	Gov't Estimate (IGE)				15	15		05-Oct-22	27-Oct-22		$0.00	$0.00	A3345	CON500	
CON500	A	Contract RTA [Mary Rhodes Pump Station, FRM]		CW400		0	0			27-Oct-22		$0.00	$0.00	CON495, A3345, A3430, CON54	CON510	
CON510	A	FBO Pre-solicition				10	10		27-Oct-22	10-Nov-22		$0.00	$0.00	CON500	CON520	
CON520	A	Contract Adv/RFP Issued				0	0			10-Nov-22		$0.00	$0.00	CON510	CON550	
CON550	A	Open Bids		CW430		0	0			27-Dec-22		$0.00	$0.00	CON520	CON560	
CON560	A	Abs of Bids/Rec of Nego				10	10		27-Dec-22	11-Jan-23		$0.00	$0.00	CON550	CON570	
CON570	A	Cert Low Bid/Prep Contract Docs				5	5		11-Jan-23	19-Jan-23		$0.00	$0.00	CON560	CON590	
CON590	A	Contract Award - [Mary Rhodes Pump Station, FRM]			CC800	0	0			19-Jan-23		$0.00	$0.00	CON570	END6330, CON610	RN
CON610	A	Issue NTP		CW440		0	0			26-Jan-23		$0.00	$0.00	CON590	CON620	
CON620	A	Construction NTP Acknowledged			CC810	0	0		09-Feb-23			$0.00	$0.00	CON610	CON630, CON632, SNA6560	RN
CON630	A	Contract - Federal Funding [Mary Rhodes Pump Statio				60	60		09-Feb-23	10-Apr-23		$0.00	$0.00	CON620	CON640, CON650, END6330, CON490	RN
CON632	A	Contract - NonFederal Funding [Mary Rhodes Pump S				60	60		09-Feb-23	10-Apr-23		$0.00	$0.00	CON620	CON640, CON650	RN
CON490	A	Budgeted Construction Contingency				0	0		10-Apr-23	10-Apr-23		$0.00	$0.00	CON630	CON660	
CON640	A	Construction Completion(substantial) - [Mary Rhodes			CC820	0	0			10-Apr-23		$0.00	$0.00	CON630, CON632	END6500, CON660	RN
CON650	A	Contract Required Completion - [Mary Rhodes Pump S				0	0			10-Apr-23		$0.00	$0.00	CON630, CON632	CON700	RN
CON685	A	Eval Constr Contractor				5	5		23-Aug-23	30-Aug-23		$0.00	$0.00	CON660	CON690	
CON660	A	Physical Completion		CW450		0	0			23-Aug-23		$0.00	$0.00	CON640, END6330, CON490	END6360, CON700, CON685	RN
CON700	A	Contract Fiscal Completion - [Mary Rhodes Pump Stat		CW470		0	0			30-Aug-23		$0.00	$0.00	CON650, CON660, CON690	END6410, CON710	RN
CON690	A	Notice of Project Completion/Turnover - Mary Rhodes I		CW480		0	0			30-Aug-23		$0.00	$0.00	CON685	CON700	RN
CON710	A	Contract Transfer Document Date - [Mary Rhodes Pur				0	0			13-Sep-23		$0.00	$0.00	CON700, SNA6560	END6410, END6490	RN
479839.CW-CAP30000.31000 Supervision & Admin (S&A) [use appropriate office(s)]						216	216		09-Feb-23	13-Sep-23		$0.00	$0.00			
SNA6560	A	Area Office S&A				216	216		09-Feb-23	13-Sep-23		$0.00	$0.00	CON620	CON710	
479839.CW-CAP30000.30F00 Project Closeout - [simplified]						155	155		10-Apr-23	20-Nov-23		$0.00	$0.00			
END6500	A	OMRR&R Manual				90	90		10-Apr-23	16-Aug-23		$0.00	$0.00	CON640	END6650	
END6360	A	Prog & and Project Mgmt				60	60		23-Aug-23	20-Nov-23		$0.00	$0.00	CON660	END6410	
END6490	A	Balance Cost Sharing				0	0		13-Sep-23	13-Sep-23		$0.00	$0.00	CON710	END6480	



CAP - Mary Rhodes Pump Station, FRM — Erika Battle Rhythm Layout - CLOUD — 25-Feb-21 14:34

Activity ID	Pro Sta	Activity Name	SEFMS Work Item	Milestor - Civil Works	Milestor - Constru	Original uration	Remaining Duration	BL3 Start	Start	Finish	BL3 Finish	At Completion Total Cost	Remaining Total Cost	Predecessors	Successors	RMS Inter
END6410	A	Project Physically Complete				0	0			03-Nov-23		$0.00	$0.00	END6360, CON700, CON710	END6480	
END6480	A	Project Fiscally Complete				0	0			03-Nov-23		$0.00	$0.00	END6410, END6490	END6650	
END6650	A	Notice of Project Compl/Assumption of OMRR&R				0	0			03-Nov-23		$0.00	$0.00	END6500, END6480	A3440	
A3440	A	Project Complete				0	0			03-Nov-23		$0.00	$0.00	END6650		