

a) Customers. The Cultural Resource program provides services for many different customers. Traditionally the District Civil Works Program is our main customer. The Civil Works program has two primary customers, the Operations Division and the Planning, Programs and Project Management Division (PPPMD). The Operations Division is responsible for the land on and adjacent to Corps owned dams and reservoirs. Our support for Operations Division consists of review and implementation of the laws and regulations for historic preservation (i.e., National Historic Preservation Act, Section 106, Native American Grave Protection and Repatriation Act, etc.). Support for the Planning, Programs and Project Management Division is similar in nature, but project specific. Compliance with the laws and regulations is an important component in the completion of a PPPMD project. Additional customers are state, city, and county governments for projects not located on Corps owned property. But more recently Military, Hazardous, Toxic and Radiological Waste (HTRW), and Support for Others (SFO) customers have requested our services. Typical customers in those areas are Army and Air Force Commands and Installations, HQUSACE on Former Used Defense Sites (FUDS), and the Environmental Protection Agency, and other (non-military) Federal Agencies.

b) Program Budget Development. The primary program budget development process is described in Engineering Circular (EC) 11-2-181. This circular describes the “Corps of Engineers Civil Works Direct Program” and provides guidance on the development and submission of the Corps of Engineers direct Civil Works Program for the current program year and appropriate out year periods. The cultural resources program is part of the Environmental Stewardship business function of the “Operation & Maintenance, General – Project Operation and Maintenance” program, Civil Works direct program. Appendix J provides a brief summary of the program development principles, the development and review processes, and the funding level designations.

The personnel involved in the Cultural Resource program provide input into the development of program requirements. Appendix L contains a comprehensive list of completed and planned activities accomplished through the cultural resource program for Corps owned projects in the Omaha District. The Cultural Resource Management Plans, a summation of the projects at each lake are critical to the development of the program requirements. Each of the Lake offices will have a CRMP that they use to prioritize the requirements. The Lake CRMP's, where completed are included in Appendices M through R.

c) Acquisition Strategy. An Acquisition strategy plan will be completed for required projects (as detailed in Appendix E). The Omaha District Integrated Process Team (IPT), Program and Project Managers will ensure that the Cultural Resources Acquisition Strategy will be followed. The cultural resource program has three goals that it uses as guides for the execution of the acquisition strategy plan. They are to a) continue to provide maximum practicable business opportunities to small business concerns (specifically Native American businesses), b) collaborate with its Public and Private Partners to enhance the technical and professional development of small business concerns, and c) utilize the best contracting tool available to complete the

given requirements. Details on how the Cultural Resources Program plans to meet goals a) and c) are laid out in Appendix E. The Cultural Resources Program Manager will work with and support the Omaha District Small Business Manager and contracting personnel to accomplish goal b) within the context of activities they are currently undertaking.

d) Project Management Plan. All projects completed in the cultural resource program will have a project management plan. Projects that are short in duration or under \$50,000 in value will not be required to complete a full Project Management Plan (PMP). Projects meeting these criteria will be required to establish a clear definition of what the customer needs, a customer approved schedule and a agreed upon budget for completion. Projects that have a longer duration or are over \$50,000 in value will be required to complete a full PMP. The PMP shall clearly document four items, a) the product delivery team, b) a budget and schedule, c) a quality control plan, and d) a project closeout plan. A PMP example is included in Appendix F. These four requirements are further detailed in the following paragraphs.

i) Product Delivery Team. A product delivery team (PDT) shall be established to define who is responsible for completing the project on time and within budget. This team shall have all disciplines required to complete the required product.

ii) Budget and Schedule. A budget and schedule shall be prepared for all projects completed. The budget and schedule shall be developed at the very beginning of the project and updated periodically, so all PDT members will know how the project is progressing and performing.

iii) Quality Control Plan. A Quality Control Plan (QCP) shall be developed for each project. The QCP shall document the PDT and the actions that will be taken to ensure the quality of the product. Each step of the quality review process shall be detailed and personnel responsible assigned. While this does not have to be an extensive document it should be complete and have sufficient detail to ensure that the final product will be the best possible under the circumstances. Requirements for the Quality Control Plan are included in Appendix B.

(1) Roles and Responsibilities. The following are the positions that have a role to play in the successful implementation of this QCP. There responsibilities are outlined in the following paragraphs.

(a) Program Manager. The program manager is required to review and approve any changes to the QCP. This review should be conducted on an annual basis to ensure that the procedures are relevant, accurate and accomplishing the intended purpose. The review shall be documented and shared with those involved in the using the QCP process.

(b) Project Manager. The Project Manager is responsible for the proper execution of the QCP on all projects within the cultural resource program. They are

responsible to ensure that all steps are followed and properly documented. Quality products are the desired outcome of implementing this process, therefore the project manager is responsible to prepare and submit any changes to the QCP. Suggested changes may serve to improve the efficiency or methods by which work is accomplished or managed within the program, to enhance the quality of work produced, or to improve the content or format of the QCP itself. Occasionally the project manager has a dual responsibility as the technical specialist. In this case both roles and responsibilities must be fulfilled to meet the goal of the QCP.

(c) Archeologist. When the archeologist is not acting as the project manager on a product there are certain responsibilities that must be completed. The archeologists are responsible to become familiar with and understand the processes and procedures contained in this QCP. They are also encouraged to suggest changes to this QCP at any time. Suggested changes may serve to improve the efficiency or methods by which work is accomplished or managed within the program, to enhance the quality of work produced, or to improve the content or format of the QCP itself. All recommendations for changes should be forwarded through normal supervisory channels and addressed to the Cultural Resource Program Manager.

iv) Project Closeout Plan. A brief closeout plan shall be prepared to complete the project both physically and administratively. The closeout plan shall detail how project files will be archived, how finished documents will be stored, the financial completion process, and how customer feedback/lessons learned will be obtained and implemented.

e) Agreements. The Omaha District enters into formal Memoranda of Agreements and Programmatic Agreements as required by governing laws and regulations. It is also good business to agree upon the methods that will be followed when dealing in the sensitive area of cultural resources. We continue to strive to finalize agreements into formal documents whenever possible. Current agreements that the district is party to are included in Appendix C.

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