

## Local Sponsor Assistance

“Comprehensive project management strategy is crucial for working with the US Army Corps of Engineers. I saw firsthand how the Dawson professionals put their experience to work augmenting a local sponsor’s Project Management efforts by designing and implementing management efforts that were crucial to resolving Corps concerns.”

– Roy J. Deda  
Deputy District Engineer for Planning, Programs & Project Management (Ret)  
Chicago District, US Army Corps of Engineers

### CLIENT

The Little Calumet River Basin Development Commission is responsible for management of the Little Calumet River Basin and is the local sponsor for the federally authorized and funded Little Calumet River, Indiana Local Flood Protection and Recreation Project.

### BACKGROUND

The nearly \$300 million project has been under construction since 1990. In 2012, disagreements between the Commission and the U.S. Army Corps of Engineers involving project costs and funding led to a work stoppage. By 2015, the project was still in limbo with minimal interaction between the Commission and a likelihood of insufficient funds for completion. In 2015, the Commission requested Dawson & Associates’ assistance to facilitate the project’s completion.

### RESPONSE

The Dawson team included a retired Corps General, a former Deputy Chief Counsel for Real Estate, and two former Corps Project Management leaders.

The team determined that the Little Calumet River Project suffered from multiple impediments including ineffective communication between the Commission and the Corps, substantial undocumented cost-share credits and no plan for restarting and completion. The Dawson team worked with the Commission to design and implement short- and long-term actions to comply with Corps requirements.

These recommendations formed the basis of the joint Corps-Commission plan to restart the Project. The plan was implemented with Dawson augmenting Commission functions and facilitating group communications. The plan also involved better tracking and scheduling of new initiatives, including justification of potential cost-share credits.

Dawson also assisted the Commission with collection, presentation and defense of cost share documentation. The team facilitated regular communication with all parties to track progress.

The Dawson team facilitated Corps acceptance of an additional \$7.6 million cost share credits. This restored a positive Project cost share balance and captured enough past credits to enable completion. As a result of this and the improved management and communication, the Project restarted in 2016 with the Corps and the Commission in agreement on construction contracts for multiple priority features. Dawson also facilitated the strategic planning necessary for completion.