

Project Management from a USACE Operations Perspective

Paula Rankin Wise

Operations Manager, Navigation Branch
Galveston District
paula.r.wise@usace.army.mil

*Gulf Coast WEDA Conference
New Orleans, Louisiana
November 2-3, 2010*



US Army Corps of Engineers
BUILDING STRONG®



My Background

- 15 Years in Regulatory Program (Enforcement)
- 7 Years in Planning (Civil Works studies)
- Navigation Branch (since August 2008)



BUILDING STRONG®

Overview

- Budget Process and Development
- Project Development
- Major PDT efforts
- Challenges
- Strategies for Success



BUILDING STRONG®

Galveston District Facts



- 50,000 sq-mile district boundary
- 460 miles of coastline
- 18 Counties – Coastal Bay Estuaries
- 2 Louisiana parishes
- 760 miles shallow draft
- 240 miles deep draft
- 13 shallow draft ports
- 15 deep draft ports



BUILDING STRONG®

Operations & Maintenance Navigation Mission

Provide safe, reliable, efficient and environmentally sustainable waterborne transportation systems (channels, harbors, and waterways) for movement of commerce, national security needs, and recreation.

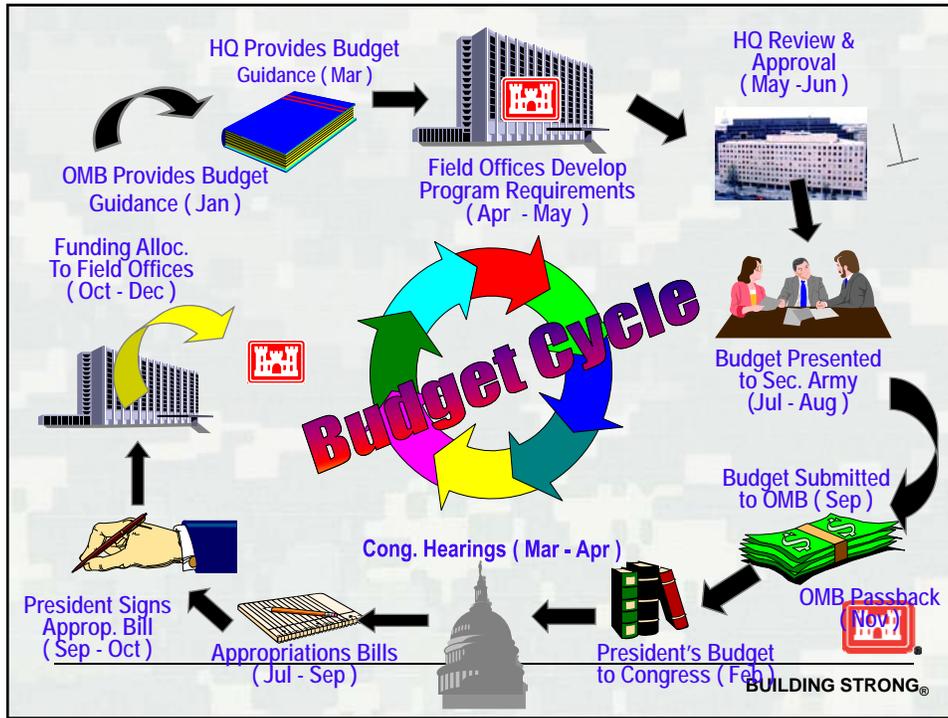


BUILDING STRONG®

Budget Development



BUILDING STRONG®



The Budget Cycle = 32 Months

| Calendar Year | 2008 | | | | 2009 | | | | 2010 | | | | 2011 | | | | 2012 | | | | | | | | | | | | | | | | | | | | | | |
|---------------|---------------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Month | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D |
| Fiscal Year | FY 08 | | | | FY 09 | | | | FY 10 | | | | FY 11 | | | | FY 12 | | | | | | | | | | | | | | | | | | | | | | |
| | Current FY | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | FY 10 PROGRAM | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | DEVELOP | | | | DEFEND | | | | EXECUTE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | FY 11 PROGRAM | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | DEVELOP | | | | DEFEND | | | | EXECUTE | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | FY 12 PROGRAM | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | DEVELOP | | | | DEFEND | | | | EXECUTE | | | | | | | | | | | | | | | | | | | | | | |
| Program Year | | | | | PY-3 | | | | PY-2 | | | | PY-1 | | | | PY | | | | | | | | | | | | | | | | | | | | | | |
| | PY = CFY+2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

BUILDING STRONG®

Developing Project Budgets

- **Program Development Guide (Budget EC)**
- **Review of Dredge Material Management Plan (DMMP)**
- **Development of “work packages”**
 - Project Delivery Team (PDT), including non-Federal sponsor
 - Budget spreadsheet (> 96 columns of required information)
 - Reaches, quantities, PAs, costs, level of service
 - Budget justification, risk and uncertainty, consequences, etc.
- **District prioritization of work packages and projects**
- **Division and HQ review / prioritization and submittal to ASA(CW)**
- **OMB, Appropriations Committees and President’s Budget**



BUILDING STRONG®

Project Development



727.330.888
www.damphoto.com

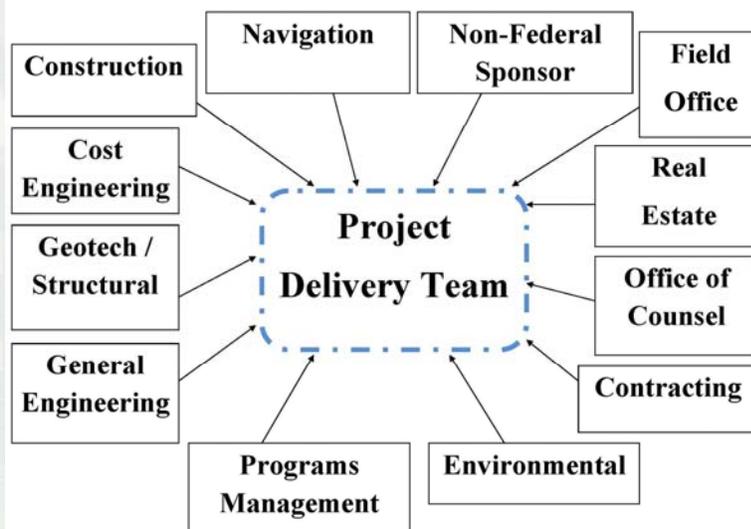
Texas City Channel

Image # 100190_0622
Date 09/30/10



BUILDING STRONG®

Project Delivery Team



BUILDING STRONG®

Project Initiation

(Kickoff Meeting)

- Project funding / limitations
- Historical contract data / lessons learned
- Condition surveys / estimated quantities
- Dredge Material Management Plan (DMMP)
- Field investigations required (surveys, borings, etc.)
- Non-Federal Sponsor needs or requirements
- Scope of project
- Contracting method (e.g. sealed bid, MATOC, etc.)
- Cost share requirements
- Environmental requirements (e.g. bird windows, sediment testing)
- Schedule development



BUILDING STRONG®

Major PDT Efforts

- Field investigations
- Development of Plans and Specs
- Contracting
- Monitoring construction after award
- Monitoring funding and schedules
- Management updates



BUILDING STRONG®

Project Challenges

- National / District priorities
- Varying budgets each FY
- Reprogramming restrictions
- Storm events / weather delays
- Changes in project (e.g. funding, amendments, etc)
- Delays in other contracts
- Contract protests



BUILDING STRONG®

Strategies for Success

- Good communication at all levels
- Efficient processes that PDT members understand
- Schedules that reflect project activities and are constantly updated
- Proper monitoring of various types of project funding



BUILDING STRONG®

Summary

- Maintenance dredging is cyclic, but project scope varies every year
- Budget and project work packages developed 2 years in advance
- Yearly budgets are not constant, requiring adjustments in work packages
- Funding and scheduling are critical to project success
- Operations Managers must be flexible...things are going to change!



BUILDING STRONG®

Questions?



BUILDING STRONG®