

FAST Team Recommendations

Project Implementation Process for USACE Projects

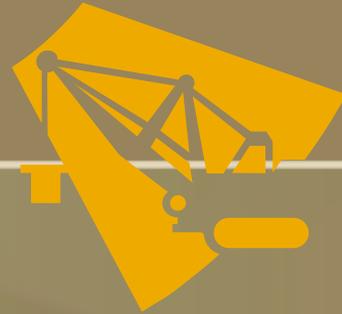
Recommended Process Improvements for Development and Transfer of USACE Projects



Problem Statement:

There is currently no documented South Florida Water Management District (SFWMD) process that ensures the SFWMD requirements for ongoing operations, maintenance and monitoring are incorporated into the planning, design, construction, and turn over phases of projects built by the United States Army Corps of Engineers (USACE).

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Background:

Joint projects between the SFWMD and USACE have resulted in:

- Unplanned and unbudgeted use of funding and resources.
- Repair and replacement of newly constructed facilities.
- Disputes between USACE and SFWMD.
- Missed targeted completion dates.
- Loss of credibility for both USACE and SFWMD.

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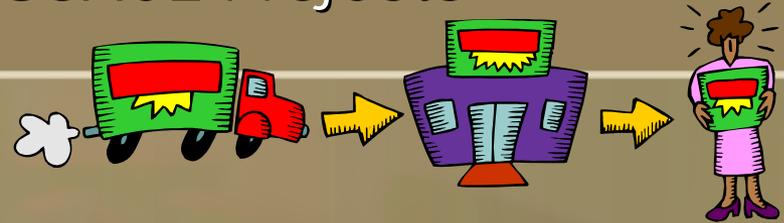
Issue 1:

- There is no SFWMD staffing plan or mechanism to guarantee resources to support USACE projects.

Recommendations:

- Assign a single 'Project Liaison' for entire life of the Project.
- Develop and implement the use of a standard staffing plan for each project that will identify required staff resources as well as roles and responsibilities.
- Staffing plan to be signed by Project Liaison and functional managers providing resources. Similar to a Project Charter.

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Issue 2:

- Reconnaissance and Feasibility Study processes lacks sufficient involvement and input from appropriate SFWMD staff.

Recommendations:

- Work with SFWMD staff and USACE to increase SFWMD participation throughout the process.
- Project Liaison assigns appropriate staff to these project phases using staffing plan.
- Develop/update and implement Resource Area standard guidelines to ensure SFWMD objectives are met.

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Issue 3:

- There is a SFWMD need for greater involvement from the key Resource Areas to participate in the Project Management Plan (PMP).

Recommendations:

- Project Liaison utilizes staffing plan to identify required team members and resources.
- Work with functional managers to implement project staffing plan with guaranteed staff and resources (Project Liaison and Functional Managers).
- Provide Project Liaison with greater authority over assigned project staff.

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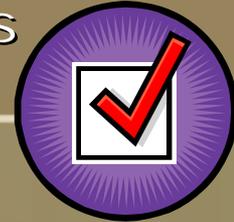
Issue 4:

- Current Master Project Cooperation Agreement (PCA) does not contain enough detail to capture SFWMD project requirements or provide for an equal sharing of accountability between the two agencies.

Recommendations:

- Capture standards and requirements of all SFWMD resource areas in the Master PCA currently under development.
- Specify turnover and commissioning process requirements in the PCA.
- Emphasize shared accountability by SFWMD and USACE.
- Incorporate language requiring SFWMD and USACE approval for project phases, including project acceptance.

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Issue 5:

- The process for SFWMD review and approval of USACE designs is inadequate: process improvements are needed.

Recommendations:

- Work with internal SFWMD staff and USACE to develop an improved, standardized process for review of design documents.
- Use SFWMD staffing plan to ensure appropriate staff from all resource areas review and provide input to design documents.
- Develop and apply SFWMD standard resource area guidelines and requirements that are updated, based on lessons learned, to ensure goals and objectives are met.

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Issue 6:

- Existing project turnover process does not ensure all SFWMD resource area requirements are met.

Recommendations:

- Establish comprehensive commissioning process to ensure all components are operating satisfactorily according to SFWMD resource areas requirements.
- Obtain appropriate Resource Area approvals for project turnover.
- Incorporate language to this effect in project documents like the PCAs, Design Criteria Memoranda, Feasibility Studies, and PMPs.

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Summary of Recommendations:

- Enhance the master PCA by incorporating additional detail, i.e. project turnover and shared accountability.
- Assign a 'Project Liaison' for the life of the project and empower Project Liaison with authority needed to manage the project and project staff .
- Provide committed resources throughout the life of the project based on staffing plan.
- Apply standard guidelines provided by all resource areas to projects in order to ensure SFWMD objectives are met.
- Develop and implement an standardized Issue Resolution Process.

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Improvements to the master PCA for CERP

- Corps and SFWMD will jointly determine when a project is “operational” and ready for transfer.
- Before a project is deemed operational, most projects will be run through an “Operational Testing and Monitoring Period” to ensure that the project is operating as designed.
- Corps and SFWMD will jointly determine what will comprise a “functional portion” of a project that is suitable for transfer.
- Corps and SFWMD will jointly develop and approve all operating manuals.
- SFWMD and USACE will jointly oversee QA/QC during construction.

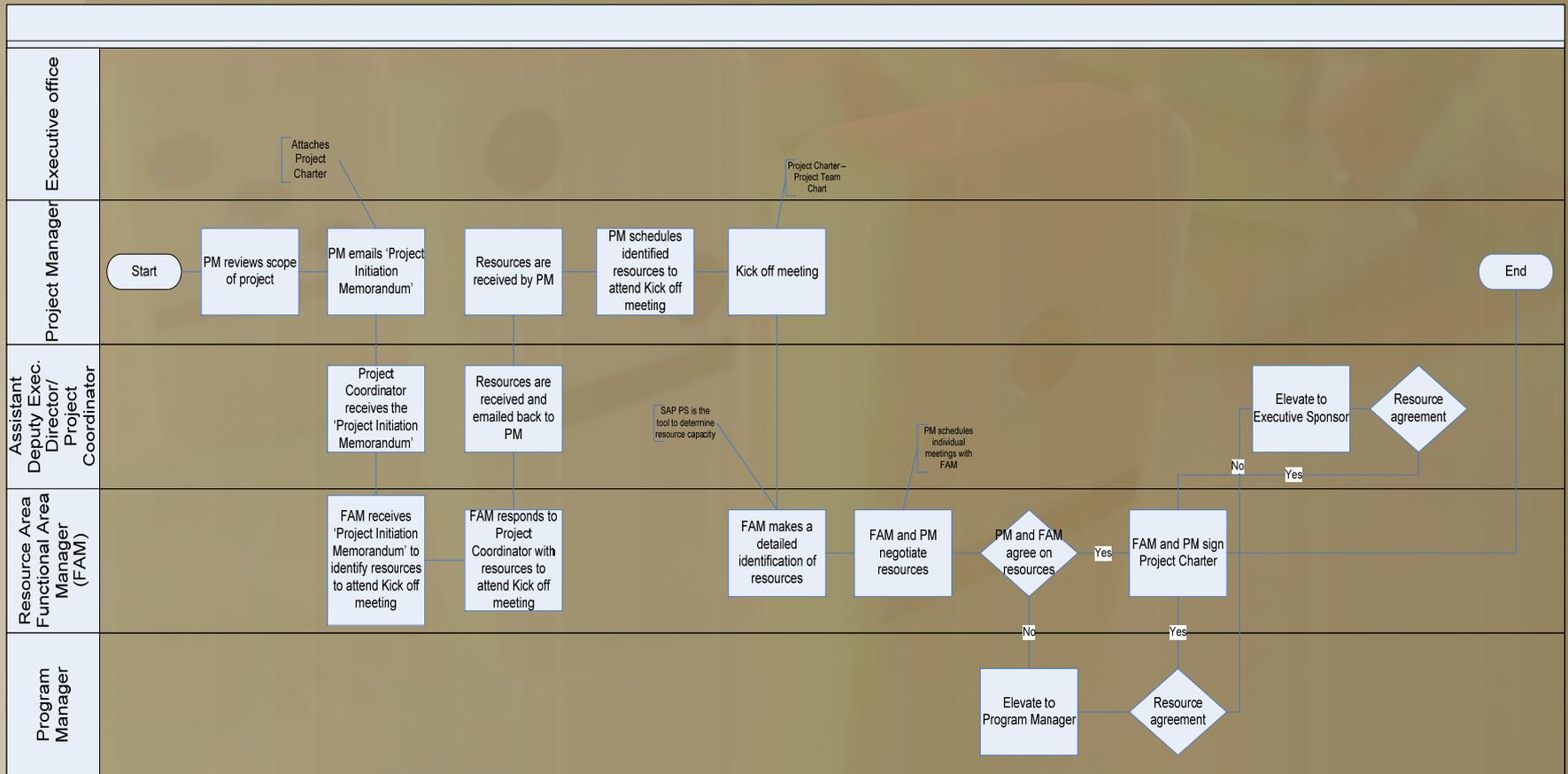
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Creation of a Staffing Process to provide committed resources throughout the life of the project

- A 'Project Liaison' for the life of the project.
- Creation of a Resource Area Project Coordinator.
- Creation of Standardized Communication Tool.
- Project Charter:
 - Used for communication to functional managers to ensure awareness of project details for proper staffing.
 - Used as a sign off to ensure committed resources.
- Once finalized, staffing plan is loaded into SAP Project Systems.

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Project Staffing Process



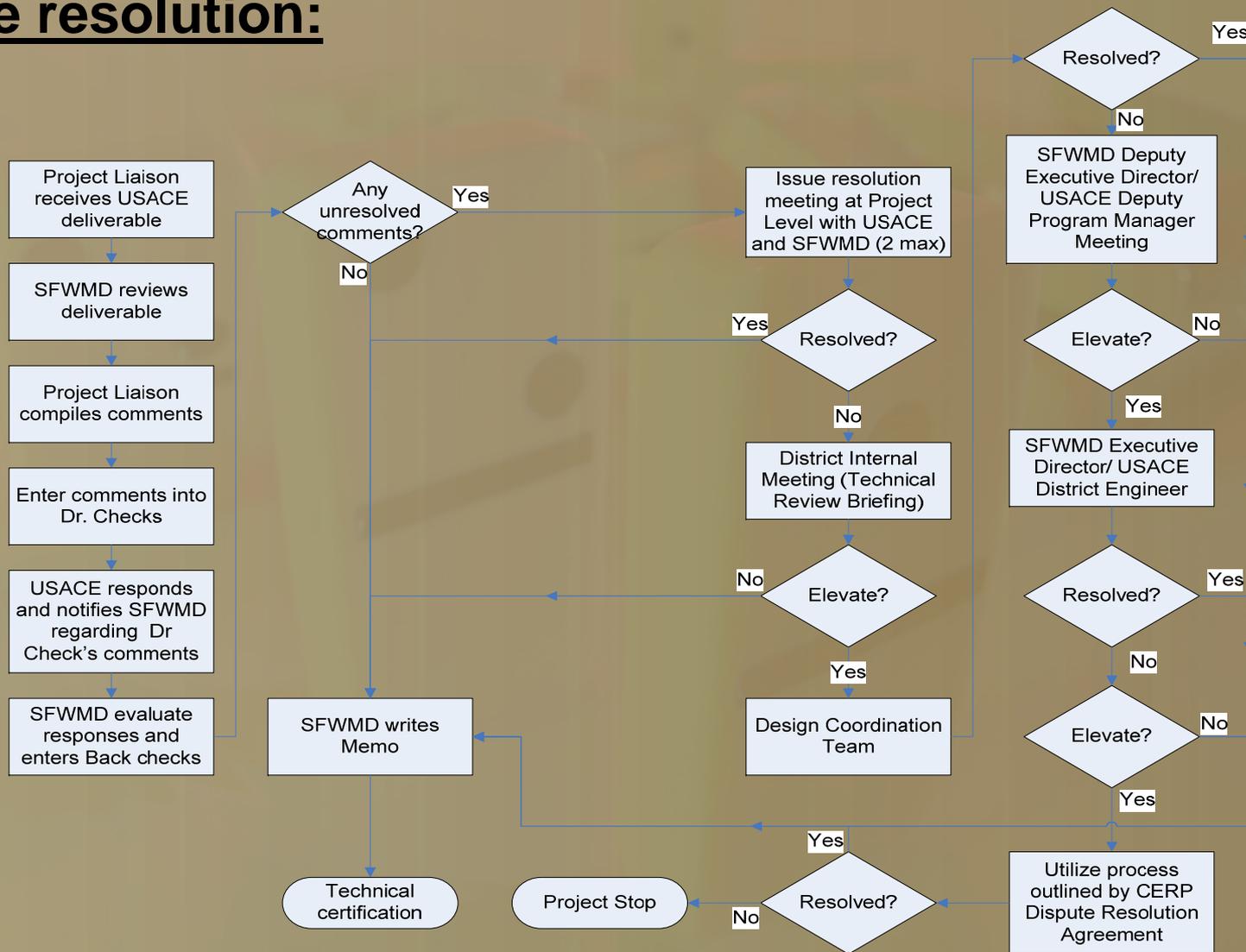
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Develop organizational standards, requirements and guidelines for all Resource Areas.

- Each Resource Area has appointed a person to serve as the Resource Coordinator.
- Resource Coordinators have created sub teams.
- Resource Area teams are gathering or developing organizational standards, requirements and guidelines.
- All information will be published on the iweb for Project Managers and Project Team Members to reference.

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Issue resolution:



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Benefits:

- Increased probability projects are completed on time.
- Increased probability of cost savings.
- Increased probability projects are functional, operational and provide intended benefits.
- Can reduce the need for numerous corrective modifications.
- Provides a clear avenue for issue resolution.



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Questions and Comments?