

5. ALIGNING THE TEAM

5.1 INTRODUCTION

A Project Management Plan, outlining the roles, responsibilities, and the organizational approach to managing the project, was prepared by the RRPMO. The plan made it clear that HPO was the lead for the Program and Project Management of this project. The RRPMO was a support team, INTEGRATED within the HPO team. This integration formed a single team for this project. The HPO also provided technical support using contract agreements with the two Architect/Engineering firms who performed the initial designs.

Because this was a design/build type contract, the Contractor, Weston, assumed a role that is different from traditional USACE fixed price MILCON or Civil Works construction. Under this HERC contract, Weston was selected to be the Project, Design and Construction Manager. Weston also provided QA and Health and Safety staffing to oversee their subcontractors. This did not lessen Corps responsibility for oversight. Instead, the Government took more of a managerial role to ensure work was performed with quality and safety.

Lesson Learned: If a Design/Build type contract is utilize, ensure that your PDT is aware of the modified role of USACE in the contract oversight.

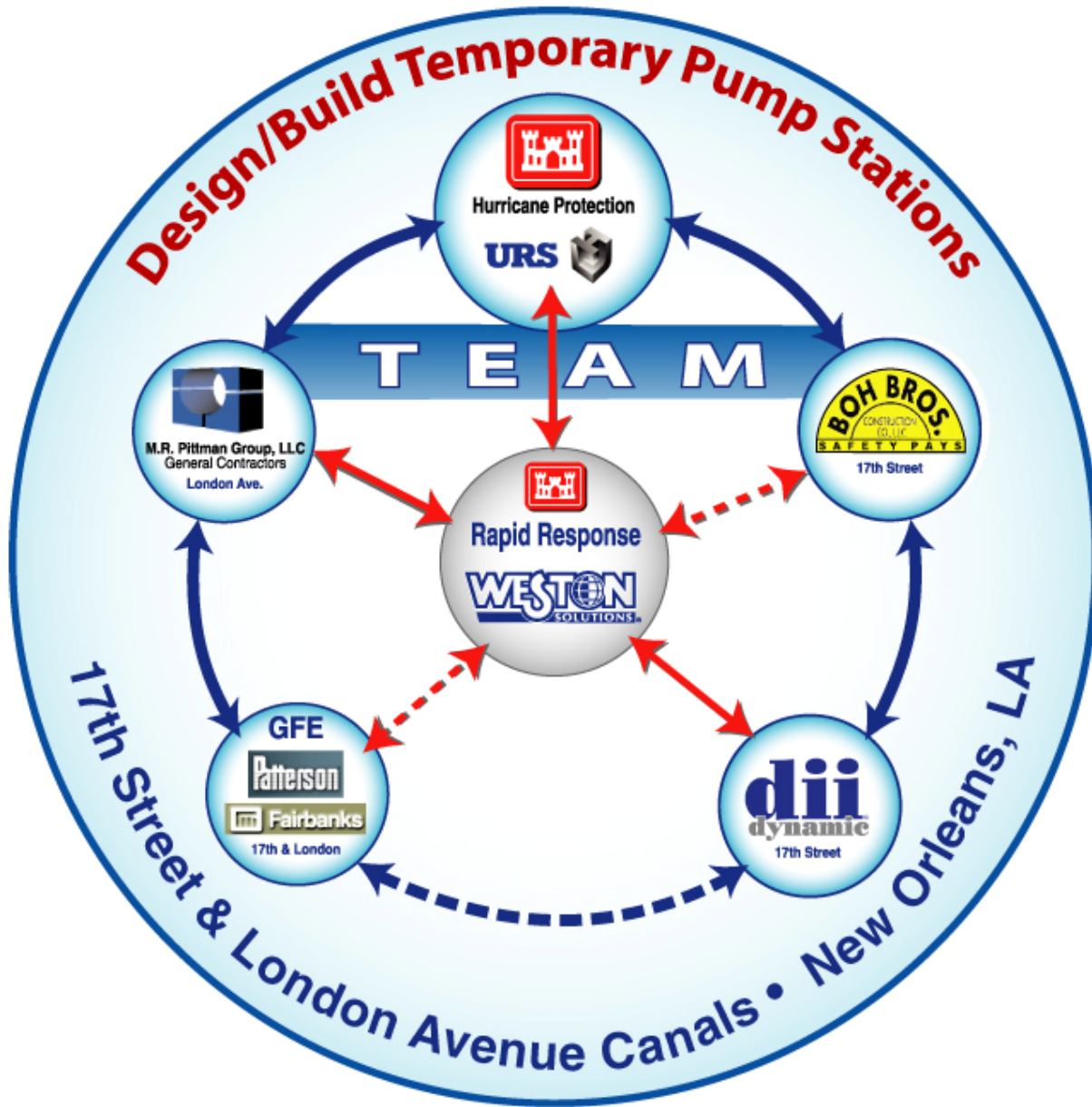
The benefits of the integration of the HPO and the RRPMO cannot be overstated. Simply put, the HPO needed the RRPMO, and visa versa, to achieve the project goals. This is not only a model for future work within the HPO, but within USACE as well.

Lesson Learned: The local geographic organization remains the lead Programs and Project Management function, but may at times “buy” other USACE resources to achieve execution objectives.

Lesson Learned: Another value added feature was the HPO had a senior level Military representative on the jobsite, with the authority to direct the team to achieve mission success. This allowed for extremely quick decision making to keep the project on track.



Senior Military leadership at the site for expedited decision making.



Complete team alignment was critical to project success.

5.2 EXECUTIVE MUTUAL UNDERSTANDING MEETING

Immediately after award a Senior Executive Initial “Mutual Understanding” Meeting was held at the HPO. This was chaired by the Commander of the HPO. Attendees include the HPO Program and Project Manager for the Pump Stations, Omaha District, Chief of Construction, RRPMO Chief, RRPMO Operations Manager, Weston Solutions CEO, Lead Project Manager for this project and Senior Executives of Major Subcontractors. The theme of the project was initiated by the following comments from the Commander:



- We are a team of teams including the subcontractors and vendors
- You can only have one Quarterback, and that is the HPO. They are the CEO and the buck stops with them.
- We are all part the HPO team.

Our reputation is the yard stick for measurement at the end of the day. It is not measured in inches, it is measured by strength of our relationships and our ability to execute.

- The team needs to set a goal that it can achieve, it must be realistic.
- This is not a game, not just a contract. This is about success and execution.
- If we are not done by height of hurricane season we have all failed.
- All of us have chosen to be in the game. This is not nickel and dime Sunday night poker. This is the real thing.
- We have to be successful.
- We have a great team and this won't be easy.
- That is why we are all here today, now, it is that important.
- In all of this money matters. This is small dollars (compared to \$3.1 billion overall Program) but the potential it has to the community is huge.
- We are doing something different here with design build and cost contract.

“In mid-August we need a complete system that works. Not just this work, but all the pumps need to work as a system.”

A risk analysis was held: Everyone listed on a piece of paper their number one risk factor to achieving project success. The results were:

- Situations where we spend time trying to find the perfect solution versus find a workable solution.
- Lots of work in a short amount of time
- Communication
- Timely government approvals. (HPO committed to expedited submittal review and approval.)
- Handoffs
- Weather

- Safety
- Equipment deliveries
- Coordination with all parties, including GFE
- Coordination of 17th Street platforms
- Interface with existing subcontractors at 17th Street
- Site logistics
- Coordination between team members
- Pumps (GFE) supplied in a timely fashion
- Procurement of long lead items

The team decided to have two partnering meetings. One with the execution team, and one with stakeholders.

5.3 PRECONSTRUCTION CONFERENCE (AFCEE)

The RRPMO coordinated with AFCEE in regards to a preconstruction conference. The AFCEE contract has a requirement for a formal meeting, similar to a traditional USACE meeting. RRPMO and Weston attended this meeting, held on February 27th, 2007, 3 weeks after award. The meeting was held at the project site, and for 3 hours the team discussed the basic HERC contract requirements, as well as contract administration matters specifically for this project.



USACE and AFCEE jointly inspect the site.



5.4 EXECUTION TEAM PARTNERING MEETING

A formal partnering meeting was held the next day February 28th, 2007, and was facilitated by a professional leader selected by Weston and approved by RRPMO. The RRPMO and Weston together developed the format for the meeting. ***An example agenda is provided as Attachment 1.*** It was agreed that a short concise meeting of four hours would be sufficient. Seventy (70) people, including representatives from HPO, RRPMO, AFCEE, Weston, Major Subcontractors, and Designers attended this Partnering Session. The team developed a Partnering Charter which included a Project Mission Statement. This was signed as a statement of the team's intent to work together in an atmosphere of teamwork and trust, to complete these projects on time, and on budget.

Opening remarks were made by Senior Management of the HPO, the President of Weston, RRPMO Program Manager, and the RRPMO Operations Manager. HPO then presented a Project Overview discussing the Project purpose, function, and its importance to the community.

The participants then engaged in a communications icebreaker exercise and watched a video on the Partnering process by the Associated General Contractors of America. This video reviewed statistics on the benefits of partnering.

USACE reviewed the project team organizational chart and discussed lines of communication and roles and responsibilities of all project team members. Also discussed was the unique contracting vehicle being used to implement the contracts on these projects, the unique design/construction features of the projects, and the scheduled challenges. The Weston Project Management team was then introduced.

Weston reviewed their proposed information management system, including the unique features of their TeamLinkSM website. TeamLink is Weston's Web-based collaborative workspace that is accessible from any computer with Internet access, a Web browser and a user account. This system made project data available, real time, around the clock. Also described was the RFI submittal and change order processes planned for use on the project. Finally, RRPMO and Weston jointly discussed construction coordination, communication, problem-solving and conflict resolution on this project.

The participants then divided themselves into ten break-out groups according to their function on the project. ***Example discussion topics are provided as Attachment 2.*** Groups included:

- Senior Managers
- Project Management
- Safety
- Quality
- Design
- London Avenue Construction
- 17th Street Construction
- Schedule
- Public Relations
- Contracts



Each group was asked to identify their unique role on the project, their project concerns, and their expectations. The groups reported on their work product to the entire team. These same ten groups were provided a unique “live fire” exercise, and asked to respond to the scenario. ***These Live Fire Exercises are provided as Attachment 3.*** Each group did so, and reported out what they learned from the exercise.

After the morning meeting these same teams adjourned for afternoon breakout meetings to further work on their specific roles and responsibilities, and to further discuss what their specific team needed to do to ensure project success. An after action survey was received from the attendees and this provided excellent results on the benefit of the meeting. ***Results of this Partnering feedback are provided in Attachment 4.***

At the conclusion of the meeting, a vision statement and Partnering Charter were developed. ***This Charter is provided as Attachment 5.***

Additional information and topics discussed at Partnering are provided below:

Vision: We, the Project Delivery Team, commit to deliver fully operational pumping systems at the 17th Street and London Avenue canals before the height of hurricane season!

- Providing a quality system, safely, efficiently, and by meeting all interim milestones.
- Demonstrating the highest degree of open, honest communication and trust throughout the project.

In addition, Partnering participants shared their collective visions of success as follows:

What will SUCCESS look like?

- Clear, consistent information to the public
- We meet commitments
- We will have delivered reliable, maintainable equipment for sustainable operations
- We will turn around the reputation of the Corps
- We will see bumper stickers – Thank You Corps!
- We will accomplish our Vision.
- It will have been a SAFE project
- We will celebrate at *Cooter Browns*
- We will continue to work with this Corps Team on the next project due to our great reputation.

Additional thoughts captured during Partnering discussions:

- Not just words – meet our commitments – deliver what we say
- Build and restore the faith and confidence of the people of New Orleans
- Not business as usual
- We have a powerful team that we must fully utilize
- Trust is the foundation of all we do
- We’re operating a “no huddle offense”
- Accomplish continuous evaluation of our partnership – revisit commitments
- Post Partnership Charter in all work areas – review weekly
- We will have solid communications and connections both horizontally and vertically
- Pick each other up! Don’t let a Team Member stumble because it doesn’t impact you directly

5.5 STAKEHOLDER PARTNERING MEETING

On March 20th, 2007, a meeting with additional project stakeholders was conducted. *An agenda of this meeting, is included as Attachment 6. A copy of the presentation presented to Stakeholders is provided as Attachment 7 of this report.* Stakeholder participants included:

- 15 Community stakeholders: including representatives from S&WB, Levee Districts, Flood Protection Alliance, LADOT, NO Business Council, City Homeland Security Office, City Emergency Preparedness Office, and Senator Vitter’s office
- 6 USACE Representatives, from both HPO and New Orleans District
- 5 Representatives from Weston

HPO provided a project update and handled questions from the group. Most of the questions from the group related to broader issues, beyond this pumping station project, and HPO had to do their best to focus the meeting on the immediate project to increase canal pumping capacity. Weston also provided a briefing, using an abbreviated event schedule which provided multiple, visible events, and key capacity delivery dates of 1 June and 15 August.

The Stakeholders appreciated the update on the canal pumping systems. Bullets of the meeting agenda are provided below:

- Welcome – HPO (Why we’re here and session objectives)

- Introductions (name, project role, and job responsibility)
- Project Overview – HPO Program Manger Discussion of the Project Delivery Team, scope of work, and schedule.
- Overview of the Weston Team and Project – Weston Project Manager. Discussion of the Weston Team, including local subs, operational approach and methodology, schedule, construction activities that will impact the neighborhoods / community, safety, and environmental precautions.
- Open Q and A and Dialogue – facilitated by Commander HPO
- Closing Remarks by Commander and Weston Senior Executive. Commitment to open and active communications with this group in the manner discussed during Q&A.



Local stakeholder engagement contributes to project success.