

Partnering Session Agenda

U.S. ARMY CORPS OF ENGINEERS – WESTON, INC.
17th Street Canal and London Avenue Canal Pump Station Projects
Partnering Session
February 28, 2007
Proposed Agenda

- 8:00-8:30 Registration – Continental Breakfast
RICH
- 8:30-8:45 Welcome and Overview of Partnering Session - facilitator calls meeting to order and introduces himself; “Word of Welcome” 1-2 minutes max by Col. Jeff Bedey, USACE, Director HPO, Pat McCann, President, Weston Solutions, Inc., Greg Herring, USACE, RRPMO Program Manager, and Mark Herse, USACE RRPMO Program Manager; facilitator reviews session goals, ground rules, agenda and “house keeping” matters
RICH
- 8:45-9:05 Introductions (name, project role and responsibility)
RICH
- 9:05-9:20 Communications Ice Breaker
(Participants change teams and tables)
RICH
- 9:20-9:40 What is Partnering? (Show Partnering video, show statistics that demonstrate the benefit of Partnering)
RICH
- 9:40-9:55 Break – Team Photo (will be copied into Partnering Charter)
COL BEDEY (Participants change teams and tables – Planning Team suggests clusters of participants)
- 9:55-10:10 Project Overview (lead by Col Bedey discusses project purpose, function, and what it means to the community)
MARK HERSE
- 10:10-10:25 Organizational Charts, Lines of Communication, and Roles and Responsibilities (introduce the people who make the project go and how they relate to each other, Mark Herse take the lead in this section of the Partnering Session, introduce and pass out a Project Team Org. Chart so everyone understands whom to go to in each organization to get things done on the project)
- 10:25-10:35 Mark Herse discusses unique contracting vehicle, design/construction features and schedule challenges
Mark Herse introduces Matt Beatty who introduces Hal Blakemore
HAL BLAKEMORE
- 10:35-10:45 RFI, Submittal, and Change Order Processes (to make sure GC, subs, and all trades understand the above) Hal Blakemore of Weston Reviews Weston’s Team Link

MARK HERSE AND CHRIS HENRY

10:45-10:55 Construction Coordination, Communication, and Conflict Resolution (Chris Henry of Weston and Mark Herse discuss fixed price subcontracts, contract management procedures, and resolution of conflicts on the job “Success is in anticipating problems and solving them proactively.”)

RICH

10:55-11:20 Working Groups Build Foundation for Successful Partnering and Tool Kit to Maintain Effective Partnering Relationships
-Project Vision – Mission Statement
-Values/Goals
-Expectations/Contributions
-Identify/Clarify Project Issues
-Open Communication
-Groups that work together on site discuss how they will resolve conflict (Consider an Issue Resolution Ladder)
(Health and Safety; Inspectors; Construction Reps, etc.)
-Partnering Evaluation Process (leadership team meets monthly to solve problems)

RICH

11:20-11:40 Working Groups Report Out Work Product
TIM Designation of Partnering Champions

RICH

11:40-12:20 Resolve Project Issues in “Committee of the Whole” or in Breakout Groups (“live fire” exercise – 15 minute exercise – 5 minute consensus on “lessons learned” – 20 minute “report out” and discussion with whole group)

RICH

12:20-12:30 Participants Evaluate Session – Next Steps – Closing Remarks by Col. Bedey, Pat McCann, and Greg Herring

12:30 Adjourn and Lunch

Partnering Team Discussions

You have 25 minutes to discuss these questions and provide answers in the Report Out Session to the full Team.

1. What is our unique role on this project? (What is everyone else counting on us to do successfully?)
2. What is our biggest concern?
3. What are we counting from others to make the full Team successful?

TABLE 1 – UNIQUE ROLE

Lead by example.

Create shared vision.

Provide support to execution team.

Concerns

Losing partnering spirit/momentum
Steering team/guiding coalition
Kill issues early

Expectations

Honor commitments
Be safe
Have fun

TABLE 2

PM Q2

Meet milestones: June 1, mid August.

Systems integration and operability.

Change management.

PM Q3

Timely information.

GFE(P)

Safety commitment / quality commitment.

Partnering throughout.

TABLE 3 – RESPONSIBILITY

H&S

CC

Security

Unique Role.

Prevent public, visitors and workers injury; prevent EC incident; prevent theft.

Any injury/fatality.

Honest commitment to EH&S from anyone and everyone.

Honest communications and participation – team.

Relationships where we look out for each other.

Look forward.

What does success look like?

TABLE 4 -- QUALITY

Build according to plans.

Supervise and manage field work.

Prompt notification of problems.

Communicate with field.

Schedule cannot dictate quality.

Communication

Give solutions with RFI's.

Coordination of issues.

TABLE 5

Multiple roles of MRPG: A. existing contractor; B. new contractor; C. GFE supplier

Submittal review cycle / constructability of design.

Future unforeseen change. Resolutions acted upon quickly.

TABLE 6

On-time – at or under budget. No injuries.

Complete design material delivery.

Open communication. Keep commitment made today. Proactive not reactive.

TABLE 7 -- SCHEDULE

Provide information for decision-making, including:

Visibility into what has been accomplished.

Forward-looking details to identify and resolve conflicts and issues and accelerate items.

Identify when milestones are anticipated to be complete; when capacity will be online.

Having enough detail and accurate, current status to identify critical path to completion

Ability to project field execution resource needs to achieve completion.
GFE delivery.

Timely, frequent and accurate (honest) reporting of processes and changes to execution plan to update progress and path to complete and meet expectations that have been set

Near term:

Design activities and deliverables.

GFE expediting and inspections and delivery.

Resource – loaded.

TABLE 8 - DESIGN

Multi-discipline technical expertise.

Geotechnical – levee and foundation.

Timely and effective solutions to facilitate schedule and technical performance.

TABLE 9 – PUBLIC RELATIONS

To communicate effectively, consistently and accurately with external stakeholders.

To establish expectations, to celebrate and show progress in order to build public confidence.

Keeping the message focused on this project.

That the open-team communications process on project schedule, midstores???? and progress includes the public affairs team so we can help craft messages.

TABLE 10 – CONTRACTS

Administration. Communication. Restore confidence.

Cost, growth/schedule.

Coordination between vehicles.

Each group keeps commitments.

Information flow needed for contract administration.

Partnering Session Live Fire Exercises

PARTNERING NOTES – LIVE FIRE EXERCISE

The following is a compilation of notes from 8 of the 10 breakout groups for the “Live Fire” situation discussions during our Partnering session on 28 February 2007.

Senior Leaders (Table 1)

Situation: *Storm in mid June requiring gate closure*

How do we effectively manage the response mission?

- ★ Know roles and responsibilities of each member and how they factor into the response mission. Start by briefing senior leadership/PM Team

Who leads?

- ★ Corps Emergency Response Team – New Orleans District?

How does each member of the Team contribute?

- ★ Each member contributes by knowing where they fit and what commitment they have made to the response plan

How do we prepare?

- ★ Develop plan; conduct a desktop simulation; be sure the plan is responsive to the project phasing as development continues

How do we communicate?

- ★ Debrief simulation; capture lessons; re-simulate
- ★ Need to clarify how we are alerted

Project Management (Table 2)

Situation: *Maximum capacity must be on line and operational as soon as possible*

Who is responsible for integration of all pumping systems?

- ★ Weston

Are we prepared to be successful?

- ★ Yes

What can we do to insure the maximum pumping capacity is available every day after 15 May?

- ★ Optimize the sequencing in detail by pump and header

What must each Team member do to make this happen?

- ★ Need a meeting with Weston, Boh, Dynamic, Pitman and associated government contracting representatives to work the schedule details

How are we communicating?

- ★ Still determining – need more face time together

Health & Safety (Table 3)

Situation: *Weather conditions are creating increased safety risks on the construction sites and urgency of schedule is negatively impacting the “culture of safety” we need to maintain.*

How do we keep project on track while maintaining safe work conditions?

- ★ Monitor weather and anticipate hazards (lightening, wind, hail, rain, etc)
- ★ ID tornado shelter, order weather radios, establish procedures

Who leads?

- ★ Site management and safety

How do team members support?

- ★ Follow instructions in preparation phase and in orienting employees

How do we prepare, so we aren't in a response mode?

- ★ Develop plans and rehearse

How are we communicating?

- ★ TBD – Radio, local horns, internet

Quality (Table 4)

Situation: *Urgency of schedule is negatively impacting the Quality we need to maintain*

How do we keep project on track while maintaining an exceptional level of Quality Control?

- ★ Submittals on time; proper prep meetings; planning and attention to schedule and key milestones
- ★ Communicating requirements in advance of performing work

Who leads?

- ★ Team effort; all need to be committed
- ★ Commitment to quality by leadership/PMs all the way to the top of the organizations

How do team members support?

- ★ Each team member performs their job with pride
- ★ Get buy in and commitment from team members

How do we prepare, so we aren't in a response mode?

- ★ Look ahead; good coordination; right people with right skills

How are we communicating?

- ★ Need to identify chain of command and protocols

London Ave Construction (Table 5)

Situation: *The required pumping capacity has increased, requiring re-design and additional field construction. Schedule must still be maintained. This changed condition requires modification for FFP subcontracts and also impacts the critical path activities*

How do we resolve this situation quickly and minimize impact to schedule?

What role does each Team member play?

How do we communicate?

How can we avoid this situation occurring?

17th Street Construction (Table 6)

Situation: *Pump/Equipment Deliveries do not meet schedule – direct impact to FFP subs*

How do we resolve this situation quickly and minimize impact to schedule?

- ★ Early notification; notify all parties and get feedbacks on impacts and what teams should do
- ★ Seek other activities not affected and proceed on those to keep project moving

What role does each Team member play?

- ★ No change in roles committed to at beginning of the project
- ★ Maintain open and honest communications

How do we communicate?

- ★ Open, accurately, timely, and honestly

How can we avoid this situation occurring?

- ★ Keeping communications lines open; notify each other at the first sign of trouble – not when it's too late; update schedule regularly

Schedule (Table 7)

Situation: *Weather and material delays are impacting the critical path. Stakeholder demands for various schedule updates and reports are leading to mixed signals and misinterpretation of the data as we work to adjust and improve schedule.*

How do we keep information flow controlled, consistent and accurate while satisfying stakeholder demands?

- ★ Upfront standard schedule data, including format
- ★ Need to define standards

Who leads?

- ★ Weston – information should flow up from subs to Weston to USACE

How do team members support?

- ★ Provide accurate status and detail

How do we prepare, so we aren't in a response mode?

- ★ Upfront planning for materials and supply
- ★ Need regular updates on quantities, expediting and delivery
- ★ Be proactive, anticipate
- ★ Identify recovery options; work what if drills – schedule analysis

How are we communicating?

- ★ Schedule is an everyday topic!

Design (Table 8)

Situation: *Design change – new submittal review – on the critical path*

How do we minimize the impact to schedule?

- ★ Completeness of submittals and coordination among approvers
- ★ Work constructability issues with construction contractors

Who controls the process and minimizes wasted time

- ★ PM - Blakemore

How do we communicate effectively to minimize negative impacts to schedule due to design and submittal approvals?

- ★ Collective communication – personal as well as Teamlink postings

Public Relations (Table 9)

Situation: *Storm in mid June requiring gate closure*

How do we communicate with the media?

Who leads the effort?

How does each member of the Team contribute?

How do we prepare?

How do we communicate?

Contracts (Table 10)

Situation: *Four (4) overlapping contracts contribute to the delivery of a coordinated pumping system to service the outflow canals. FFP and CPFF must be integrated and aligned.*

How do we keep on top of contract administration?

- ★ Establish a key POC for each contract – communication is key

Who leads?

- ★ Depends on level of effort

How do team members support?

- ★ Provide feedback that is timely, honest, and allows contracting to execute and manage the contract along with any changes.

How do we prepare, so we aren't in a response mode?

- ★ Commit to schedules and work jointly to insure they are integrated. Raise a flag when issues arise; especially those that will impact cost, schedule, and performance – bad news does not get better with time!

How are we communicating?

- ★ Early and frequent meetings that facilitate free flowing of necessary information that allows us to provide the pumps on schedule and on time.

Partnering Feedback

COMMENTS FROM PARTNERING SESSION PARTICIPANT EVALUATION

Question 2 – What did you like best about this Partnering Session -- Comments:

Streamlined approach,

The interaction at the tables and the report out.

The open discussions.

What items that we are partnering to achieve.

Open communication.

Chances to meet everyone and work with everyone; it covered a lot in one morning – so the fact that it was a half day was perfect.

Break-out sessions; reporting back.

Break-out groups, exercises.

Assigned seating with changes – exposure to new faces and names.

Meeting people and relationship building.

Meeting and communicating with all on project.

Putting faces with names and jobs.

The stress placed on the importance of teamwork, commitment, honesty, open communication and safety.

Meeting all the players and learning what their role in the project is.

The break-outs in p.m. and live fire exercise.

Team building.

Team building and mutual respect.

Jim Davis' speech on safety (Super bowl).

Opportunity to meet all team players and expressing vision.

The food was free.

Open concerns and willingness to complete the common goal.

Commitment statement by all parties

Very organized.

Break-out discussions.

Good icebreakers and mining of all team members.

Chance to meet some people.

Hit all objectives quickly and precisely.

Comment building of team.

Got to meet faces of people involved with the project.

Speed in getting done.

Meeting partners in person.

Last break-out session.

Personally meet individuals involved with this very important project.

Interaction with all of our partners.

The open communication, commitment to project at all levels.

Short and concise.

Light atmosphere. Openness.

Meeting team players – face-to-face – and hearing their specific points of concerns.

Presentation.

Opening statements.

Question 2 Comments, continued ...

Ability to meet and communicate with new people.

Great ideas and motivation process.

Group table.

Short time frame.

The open commitment to the overall execution of this project.

Break-out/table change exercises.

Getting to know everyone.

Had several passionate speakers prepared to participate and share throughout icebreaker. Went surprisingly well for such large group.

Question 3 Suggested Changes Comments:

Make the session a whole day session.

Open communication outside of partnering sessions.

Include report back on second break-out; “possible scenarios” and have we responded or important to think about. AGC needs to update their intro.

Less kum bay a.

More time and schedule follow-up.

Identify obstacles to success.

Make it a full day.

Not all stakeholders were included.

Include some outside guidance to comment on partnering and setting goals.

Lose the ice breaker (bingo) game.

Need to spend more time getting to know those on the team.

More breaks.

Later sessions did not appear to be very well organized/prepared. Made it difficult to get a clear message. Think bullet slides would have helped.

Better prizes for the bingo game.

More discussion of potential issues.

Could be expanded to 1 full day.

Too light on actual issues.

Role definition exercise – possible model of project.

More time.

Too short – would have liked to outbreak problem-solving exercise. Schedule too aggressive for topics desired to discuss.

Partnering Charter



PARTNERING CHARTER

17th Street and London Avenue Canals Temporary Pumping Stations

28 February 2007

We, the Project Delivery Team, commit to deliver fully operational pumping systems at the 17th Street and London Avenue canals before the height of the 2007 hurricane season!

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

At the end of the day we will be judged by our reputation!



M.R. Pittman Group, LLC



Handwritten signatures of project team members, including names like Jeffrey J. Spitzer, Paul B. ...



Shaping Today and Securing Tomorrow

Stakeholder Agenda

U.S. ARMY CORPS OF ENGINEERS
17th Street Canal and London Avenue Canal Pump Station Projects

Stakeholder Update

20 March, 2007

(Marriott Hotel, 300 Julia Street)

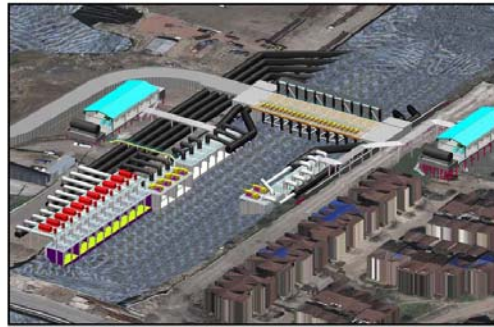
Agenda

- 10:00-10:10 a.m. Welcome - **COL Bedey**
(Why we're here and session objectives)
- 10:10-10:20 Introductions (name, project role, and job responsibility)
- 10:20-10:40 Project Overview - **Jim St Germain** (Use a combination of Corps story boards and Powerpoint.) Provide an update on the overall efforts to provide temporary pumping capacity on the two canals. Differentiate between this project and the permanent pumping station work that is also taking place. Cover the Project Delivery Team, scope of work, and schedule. (Attempt to address issues raised in stakeholder surveys to the greatest extent possible)
- 10:40-11:00 Overview of the Weston Team and Project – **Matt Beatty**. Provide details of how this project to both increase the pumping capacity and integrate the total pumping system is being started and will be conducted over the next few months. (Use a combination of Corps story boards and Powerpoint.) Cover the Weston Team, including local subs, operational approach and methodology, schedule, construction activities that will impact the neighborhoods / community, safety, and environmental precautions. (Attempt to address issues raised in stakeholder surveys to the greatest extent possible)
- 11:00-11:45 Open Q and A and Dialogue – facilitated by **Col Bedey**
- 11:45-12:00 p.m. Closing Remarks by **COL Bedey** and **Tim Sanford**. (Commitment to open and active communications with this group in the manner discussed during Q&A.)

Stakeholder Presentation



Orleans Parish Outfall Canals Temporary Pumps



**17th Street and London Avenue Canals
Temporary Pumps Project**

20 March 2007

**Jim St. Germain
Senior Project Manager
Hurricane Protection Office**

One Team: Relevant, Ready, Responsive, Reliable



Contracts



- **Original Task Force Guardian Contracts**
 - Boh Brother 17th Street Canal
 - Kewit Orleans Avenue Canal
 - M.R. Pittman London Avenue Canal
 - MWI Pump Supply
- **New HPO Contracts**
 - Weston Solutions 17th St. and London Ave Canals
 - Dynamic Industries 17th Street Canal
 - Boh Brothers
 - M.R. Pittman London Avenue Canal
 - M.R. Pittman Pump Supply
 - Fairbanks-Morris 17th Street Canal
 - Patterson Pumps London Avenue Canal

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Scheduled Capacities



	17 th St. Canal	Orleans Ave. Canal	London Ave. Canal
1 June 2007	5,200 cfs	2,200 cfs	2,800 cfs
mid-August 2007	7,600 cfs	2,200 cfs	5,000 cfs

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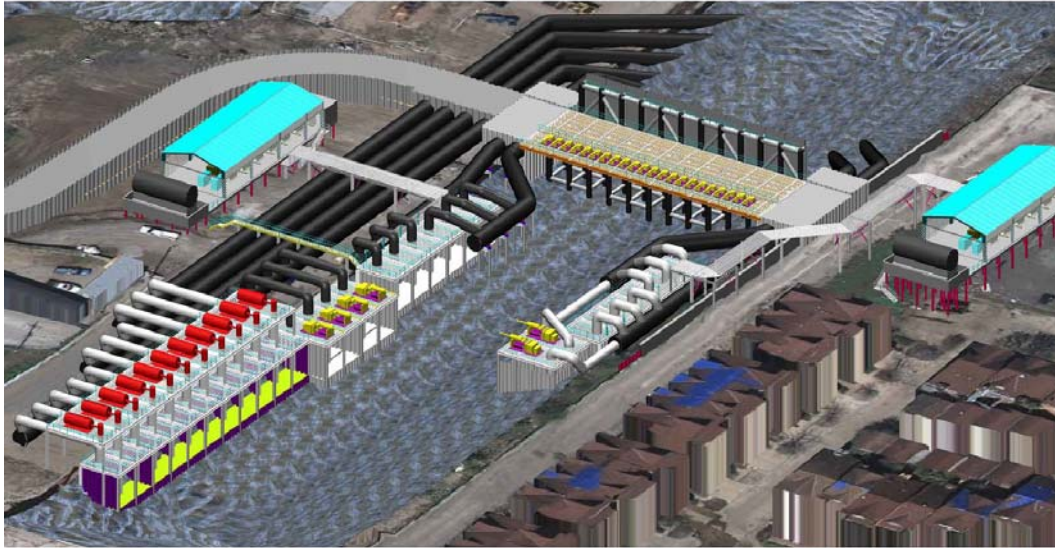
17 Street Canal Current



One Team: Relevant, Ready, Responsive, Reliable



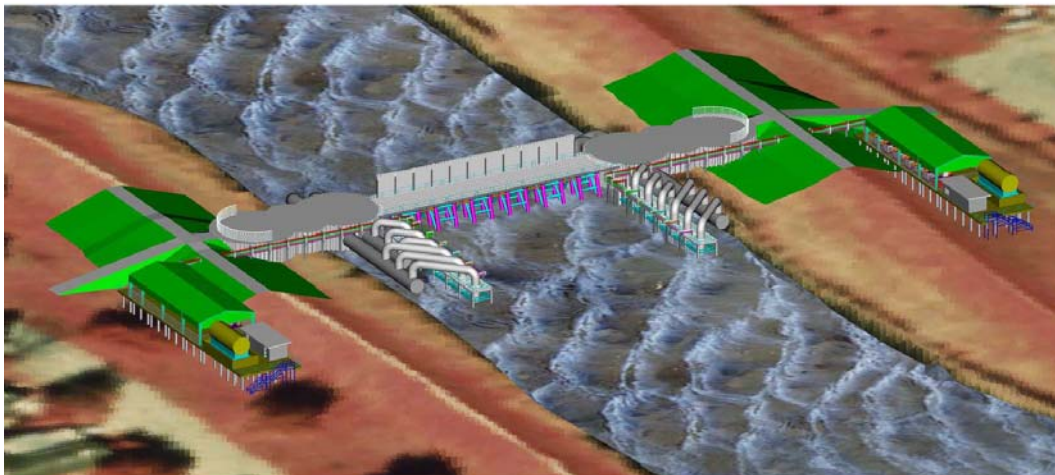
17 Street Canal August 2007



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London Avenue Canal Current

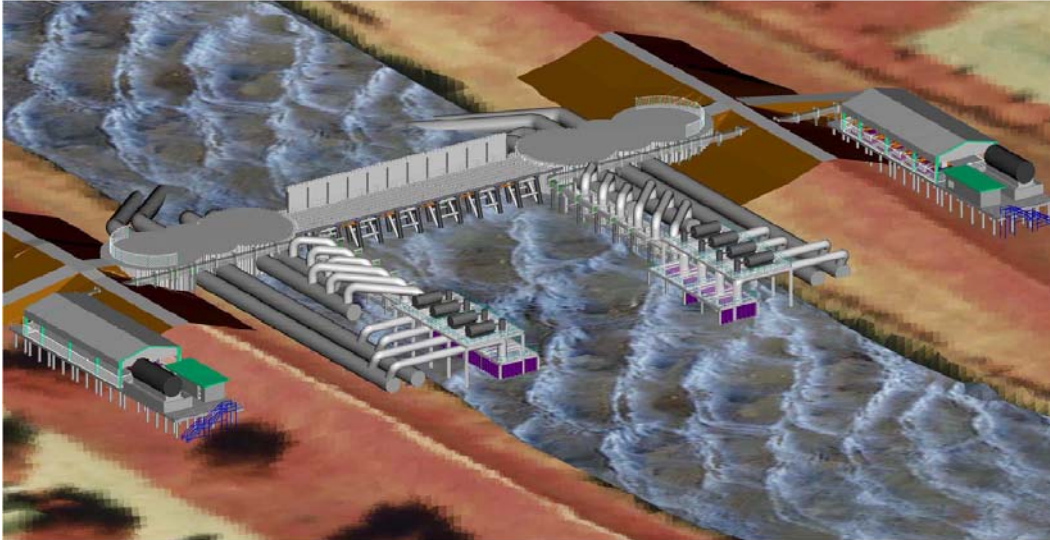


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One Team: Relevant, Ready, Responsive, Reliable



London Avenue Canal August 2007



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Challenges Existing Hydraulic Pumps



- Design Criteria
- Factory Testing
 - Performance
 - Reliability
- Field Testing
 - Sump Conditions
 - Design Water Elevations

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Overcoming Challenges



- Continue Working with Manufacture
- Incorporate Results of ERDC Modeling
- Acceptance Testing

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Operating Plan



- **Safe Water Elevations**
 - 17th Street 6.0
 - Orleans Avenue 8.0
 - London Avenue 4.0
- **Gates**
 - Hydraulic Winches
- **Personnel**
- **SCADA**
- **Interim Operations**

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One Team: Relevant, Ready, Responsive, Reliable



Weston Project Team



an employee - owned company

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One Team: Relevant, Ready, Responsive, Reliable



Design/Build SOW



- Complete Current Designs
- Initiate Concurrent Construction Efforts
- Construct Facilities and Infrastructure for Additional Direct Drive Pump Systems
 - 11 pumps at 17th Street Canal
 - 1600 CFS Rental Pumps at 17th Street
 - 8 pumps at London Avenue Canal
- Install, Start-up and Commission New Pumps
- Integrate all Pumps at each site into Common Control System
- Provide System O&M Training and Turnover



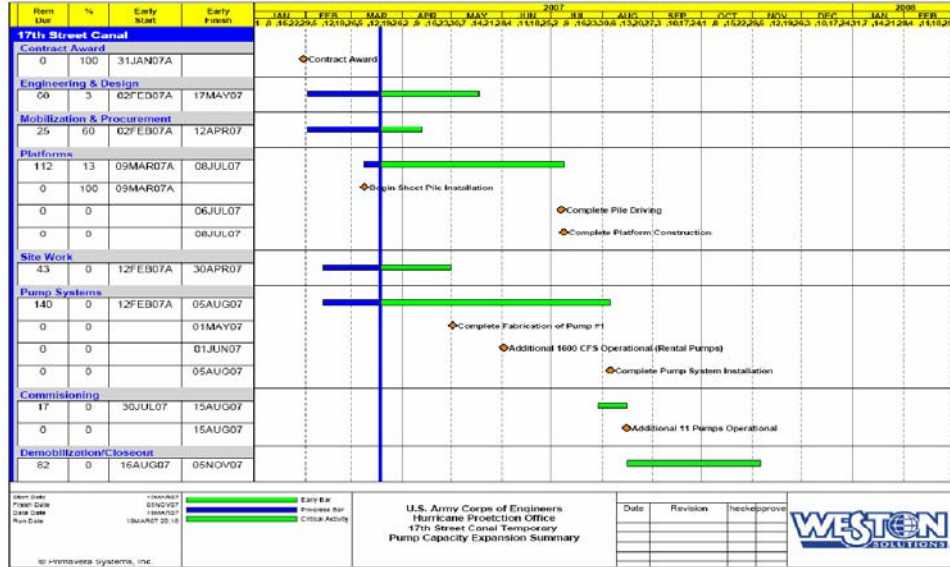
an employee - owned company

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One Team: Relevant, Ready, Responsive, Reliable



17th Street Canal

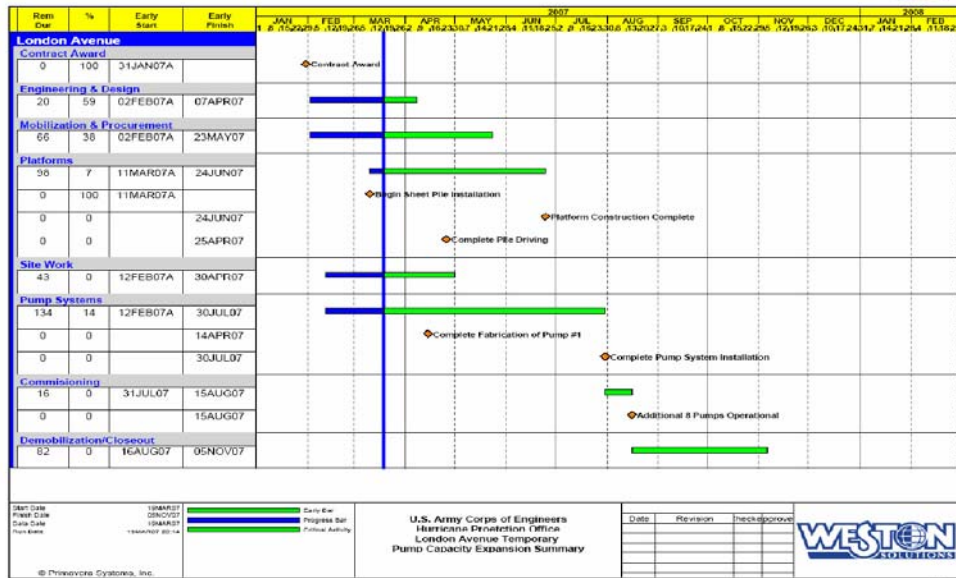


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One Team: Relevant, Ready, Responsive, Reliable



London Avenue Canal



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One Team: Relevant, Ready, Responsive, Reliable



Community Interface Priorities



- Complete Pump Installation On-time
- Safety: Secure Sites & Control Access
- Work Hours: 7/12's Initially, 24/7 in April/May
- Construction Delivery Access Routes
 - Minimize Lane Restrictions/Closures
 - Advance Notice Through Appropriate Authorities
- On-Site Construction Activities
 - Piling, Welding, Piping
 - Dredging, Rip-Rap
 - Site-Work, Electrical
- Communications



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QUESTIONS?

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