

# Project Management from a USACE Operations Perspective

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US Army Corps of Engineers  
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# Overview

- Budget Process and Development
- Project Delivery Team (PDT)
- Project Initiation
- Project Development
- Challenges

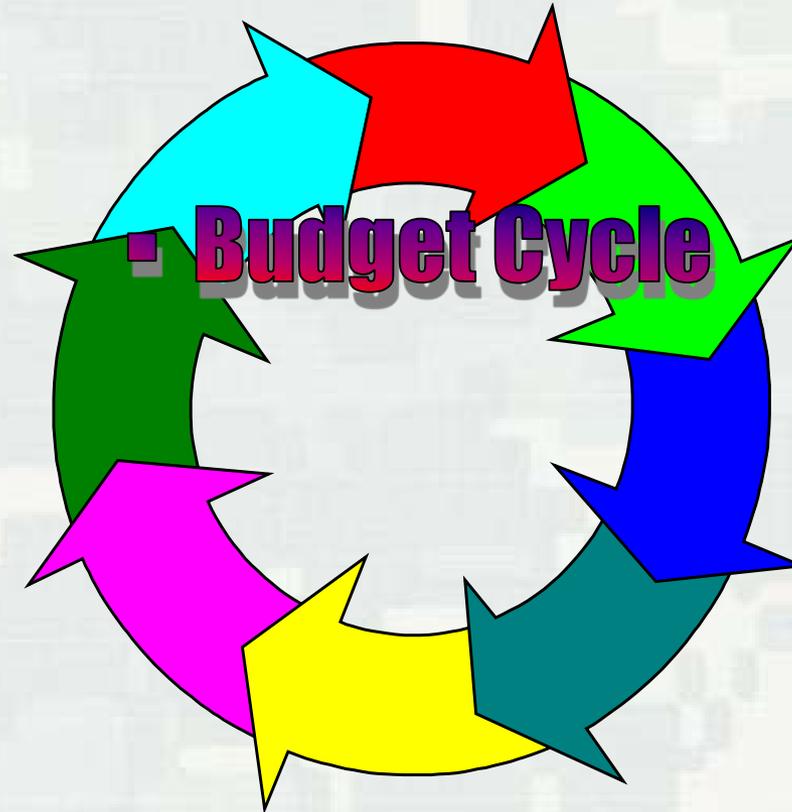


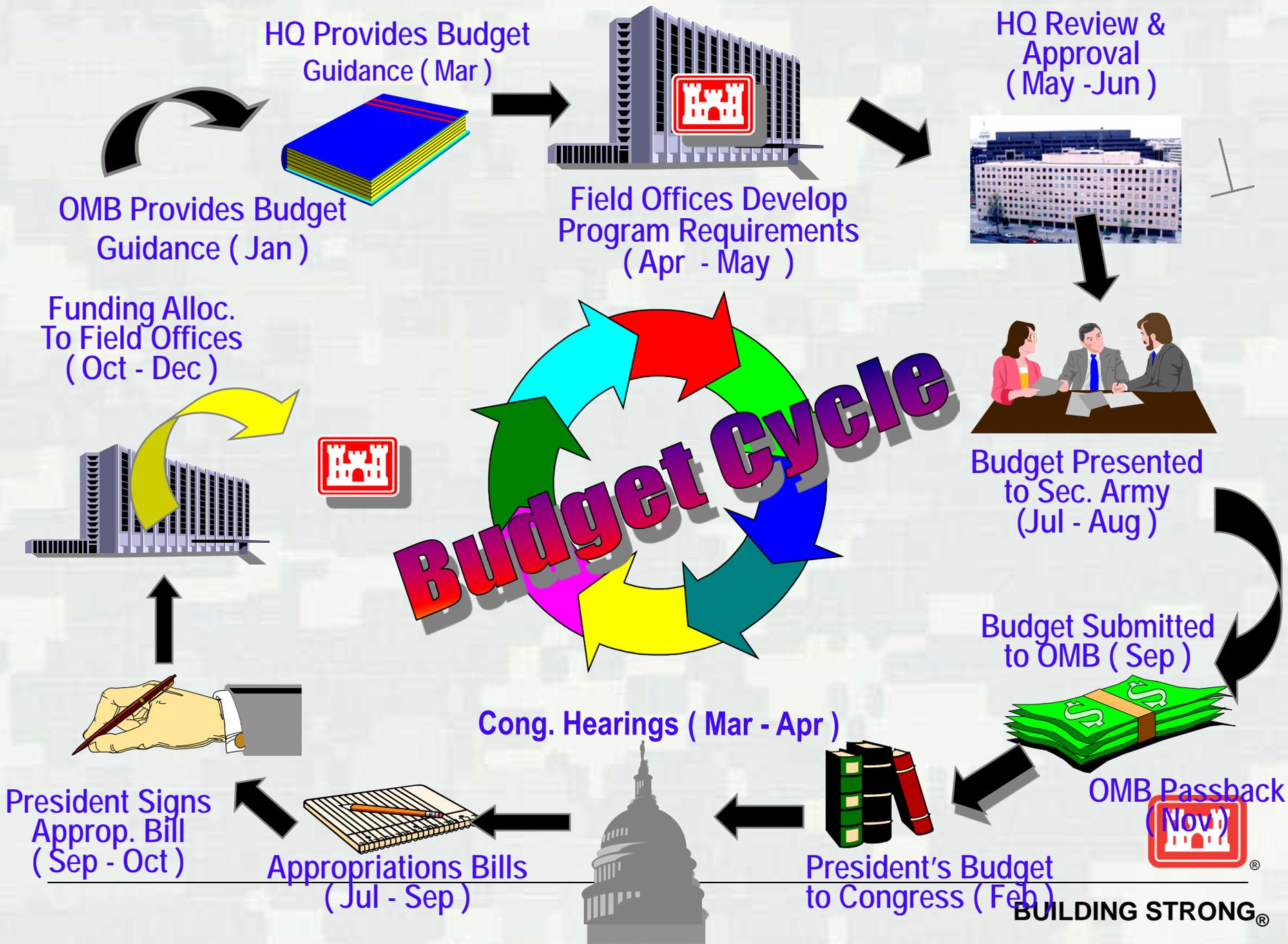
# *Operations & Maintenance Navigation Mission*

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



# ***Budget Development***





HQ Review & Approval (May - Jun)



Field Offices Develop Program Requirements (Apr - May)



Budget Presented to Sec. Army (Jul - Aug)

Budget Submitted to OMB (Sep)



OMB Passback (Nov)



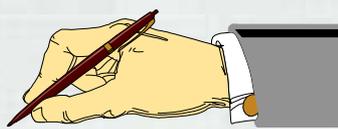
President's Budget to Congress (Feb)



Appropriations Bills (Jul - Sep)

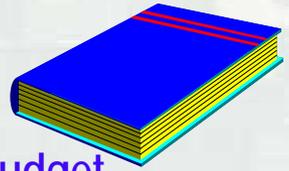


President Signs Approp. Bill (Sep - Oct)



Funding Alloc. To Field Offices (Oct - Dec)

OMB Provides Budget Guidance (Jan)



HQ Provides Budget Guidance (Mar)

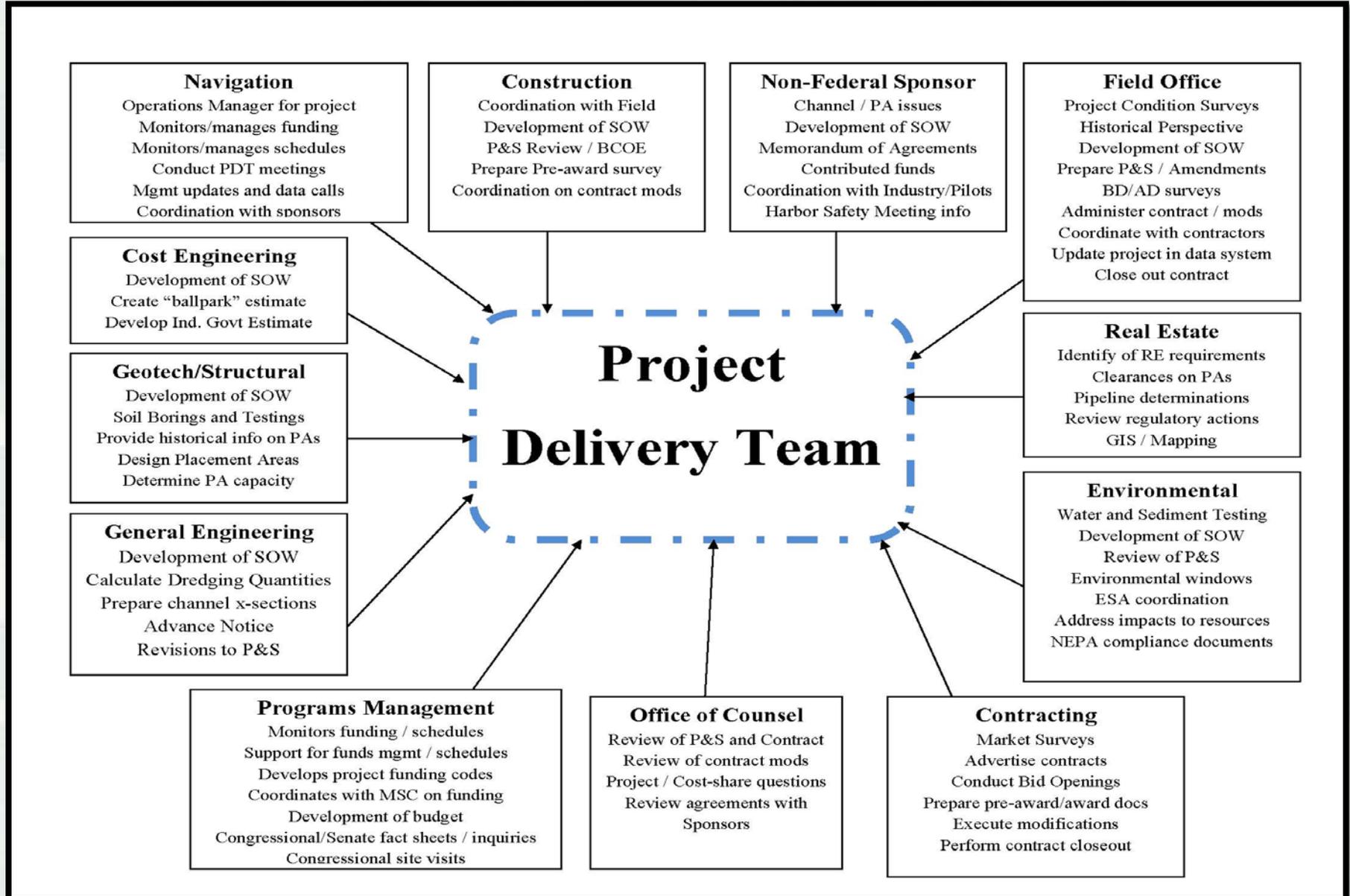


# ***Developing Project Budgets***

- **Program Development Guide (Budget EC)**
- **Review of Dredge Material Management Plan (DMMP)**
- **Development of “work packages”**
  - Project Delivery Team (PDT) which includes 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**



# Project Delivery Team



# Project Development



Aero  
Photo

727.520.8181  
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Texas City Channel

Image # 100910 6162  
Date 09.10.10



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# ***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
- Dredge availability
- Contracting method (e.g. sealed bid, MATOC, etc.)
- Cost share requirements
- Environmental requirements (e.g. bird windows, sediment testing)
- Ball park cost estimate
- Schedule development



# *Project Development*

## *(PDT Activities)*

Plans & Specs	Field Investigations / channel surveys	Advance Notice
Draft P&S Complete	PDT review/comment on Draft P&S	ITR / BCOE Review
Finalize Plans & Specs	Prepare Independent Govt. Estimate	CT/Legal Review
Value Engineering Studies	ATS Request and Advance Notice Info	Prepare Market Survey and SB form Record
Approval of the DD Form 2579	CT Review Advance Notice	Post Market Survey/Sources Sought
Market Survey/Sources Sought Advertisement	Prepare Final RFP Package	PDT review from Market Survey
Issue Pre-Solicitation Synopsis	ADVERTISE Contract	Bid Opening
Prepare Abstract of Bids	Bid Opening Evaluation	Prepare Pre-Award Survey
Subcontracting Plan review and approval	CT prepare Contract Award Documents	Environmental Review (if required)
Legal Sufficiency Review	Contract Award and Funded	Contracting Peer Review
AO reviews contractor plans (QC, APP, etc)	Issue NTP	Construction NTP Acknowledged
After-Action Reviews/Lessons Learned		



**NOTE: Not a conclusive list of activities performed by the PDT**

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# ***Major PDT Efforts***

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



# ***Scheduling / Funding***

## **Scheduling**

- Development of project (P2) schedules
- Weekly schedule meetings
- Weekly updates to master acquisition strategy
- District resource meetings

## **Funding**

- Weekly monitoring of project PDT funding
  - ▶ PM.PROJ Reports
  - ▶ OFA Reports
  - ▶ Corporate Business Reports
  - ▶ Work Item Funding Forms (WIFFs)
  - ▶ Resource Information Funding Forms (RUFFs)
- Meetings with Programs on overall project funding/schedules



# ***Project Challenges***

- National / District priorities
- Varying budgets each FY
- Reprogramming restrictions
- Storm events / changes in conditions
- Changes in project (funding, amendments, etc)
- Delays in other contracts
- Contract protests



# *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 to work packages
- Funding and scheduling are critical to project success
- Operations Managers must be flexible...things are going to change!



# Questions?



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