

Stakeholder Partnership Forum

USACE, Galveston District

Break Out Session No. 8c

Meeting Milestone Schedule and Product Delivery Commitments

Ricky Villagomez, P.E.

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US Army Corps of Engineers
BUILDING STRONG

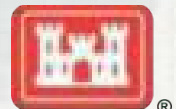




Meeting Milestone Schedule and Product Delivery Commitments

What did we hear last time from stakeholders?

- Commitment to schedule is needed.
- No apparent accountability for lack of progress.
- Schedules are often open-ended, resulting in work being repeated because of length of time required to complete individual components.
- Provide sponsors with information that assists communication to decision makers such as: schedules so sponsor work can be properly planned
- The integration of vertical team early in the process was recommended with face-to-face meeting including the sponsor.
- Corps is not being adequately funded and is expected to deliver more with less. Under this environment, it appears the Corps is becoming risk adverse leading to inefficiency and lack of accountability to schedule. This is further complicated by the Corps becoming more of a matrix organization, forming teams with members from across the country. More training is needed to successfully function in such an environment.
- For the most part navigation and supporting projects are being well-planned so most of the funds are being obligated. This is resulting in good pricing from the industry allowing more work to be completed. Contracts are being awarded so that nonfederal sponsor (sponsor) contributed funds can be used, to the economic advantage of the sponsor.





Meeting Milestone Schedule and Product Delivery Commitments

What is SWG doing with recommendations and what remains?

•Active Management Approach

- Identify Execution Risk
- Develop Mitigation Plan
- Monitor Progress and Modify Mitigation Plan as Needed
- Provide Regular Status Reports to the Vertical and Interagency Project Teams

4/24/2015

Addicks & Barker Dam Safety Solicitation Risk Matrix

ID #	Execution Risk	Risk/Concern	Mitigation/Contingency Plan	Vertical Team (VT) Assistance	Status
1	Solicitation Peer Review	Must be conducted prior to issuing RFP and requires legal review of peer review package prior to Solicitation Peer Review convening.	Conduct legal review by 1 May 2015 of applicable acquisition documents in advance of BCOES Certification enabling Solicitation Peer Review to convene. PARC will accept peer review package without the final BCOES and will issue a "conditional approval" at the end of the peer review process. From there, contracting will be on HOLD and will not be authorized to issue the solicitation until the BCOES and final specs are completed.		
2	BCOES Certification	Required per Contracting in order to issue solicitation/RFP by 15 May 2015.	Weekly meetings being held to track PDT progress to ensure completion of P&S NLT 8 May 2015. P&S QC review scheduled 4-7 May 2015 to confirm revisions to P&S address BCOES and ATR comments and to resolve outstanding comments. ATR & BCOES Team will also be available via webinar to assist in resolution of comments as needed. BCOES team is aware they will commence BCOES back check on 8 May 2015 to ensure BCOES Certification is complete by 15 May 2015. Supervisors will conduct workload balancing to mitigate impacts to other project commitments.	Unresolved BCOES comments that cannot be agreed upon will be elevated to the VT for resolution. Seek concurrence from PARC to proceed with solicitation so long as evaluation of proposals has not begun before BCOES Certification is completed per ER 415-1-11 BCOES Reviews.	
3	Consolidation Memorandum Requirement	If required said memo must be approved prior to Solicitation Peer Review convening which would impact award by 31 Jul 2015.	Meeting scheduled with PARC to verify whether memo is required. If required convene a tiger team to prepare memo to minimize approval reducing impacts to current schedule.	Seek conditional approval to concurrently develop memo while proceeding with solicitation peer review meeting.	



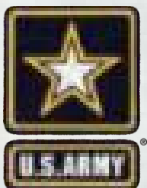
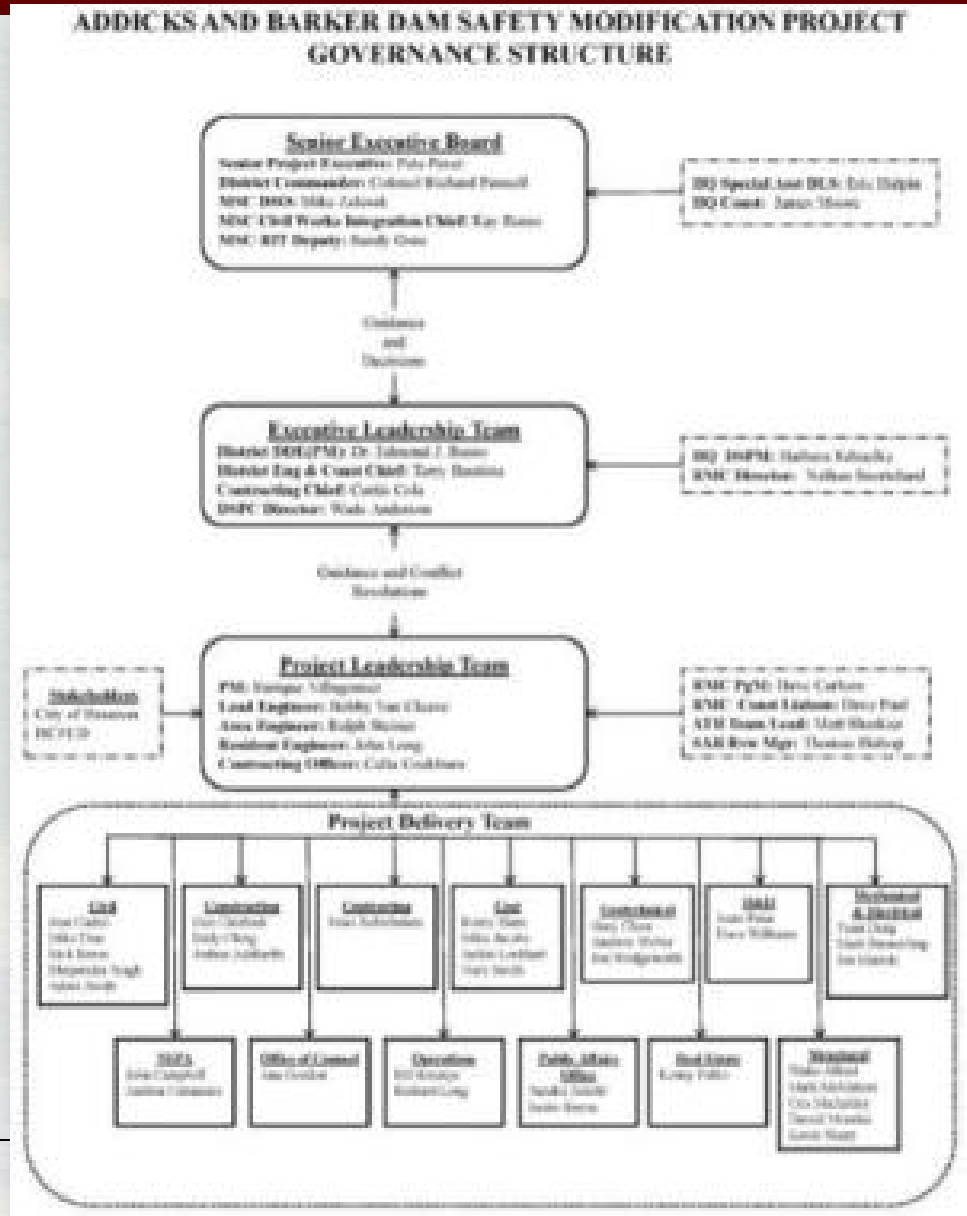
Meeting Milestone Schedule and Product Delivery Commitments

What is SWG doing with recommendations and what remains?

•Interagency Project Team (IPT)

- Develop/Validate Governance Structure
- Schedule Regular IPT Meetings

Note: Governance Structure shown is for 100% Federal Addicks and Barker Dam Safety Project. This Governance Structure will be modified to include Non-Federal Sponsor IPT members for the Sec 216 Study with HCFCD in FY17, contingent on funds being appropriated by Congress.





Meeting Milestone Schedule and Product Delivery Commitments

What is SWG doing with recommendations and what remains?

•Change Management Process

- Project Initiation/Change (PIC) Management Checklist
 - SWG process for initiating changes to project scope, budget and schedule
 - PIC part of Change Management Plan which is part of Project Management Plan (PMP)
 - Establish approval thresholds for both Schedule and Cost Change Request
 - Include Non-Federal Sponsor in the PIC Process
- SWG Middle Management Team (MMT)
 - MMT consists of Branch Chiefs and is a great venue for vetting resourcing and scheduling issues
- SWG Resource Scheduling Meeting
 - Venue for identifying resource issues and making recommendations to resolve said issues
 - Obtain buy-in from supervisors and upper management for meeting commitments
 - Include VT and IPT Members as needed

The image shows a screenshot of a 'Project Initiation/Change Management Checklist' form. The form is divided into several sections with various input fields and checkboxes. Key sections include:

- Project Information:** Fields for Project Name, Project #, and Project # Number.
- Request Type:** A dropdown menu currently set to 'Default'.
- Change Type:** A list of checkboxes for different change categories: New Change, New Approval, Model Change, Change Type, Implementation, Additional Funding, and Other.
- Project Program:** A list of checkboxes for program types: GEN, O&M, IS, ISG, S&F, and SECURITY.
- Specify if Other:** A text box for additional details.
- Project Recommendations (and Concerns):** A section with multiple 'Yes/No' questions and 'Coordinated Already?' checkboxes.
 - Question 1: [Text box] Coordinated Already? Yes No
 - Question 2: [Text box] Coordinated Already? Yes No
 - Question 3: [Text box] Coordinated Already? Yes No
 - Question 4: [Text box] Coordinated Already? Yes No
 - Question 5: [Text box] Coordinated Already? Yes No
- Attachments (all of relevant documents):** A section with four 'File Attachment' buttons and a text box for other hyperlinks.
- Approval/Signature:** Fields for 'Approved by (Print)', 'Date Submitted', and 'Date Approved'.
- Notes:** A section with two 'Date Approved' fields and associated notes.





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What is SWG doing with recommendations and what remains?

•Critical Path Analysis *(Tool being developed)*

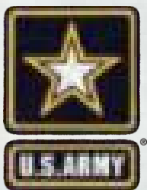
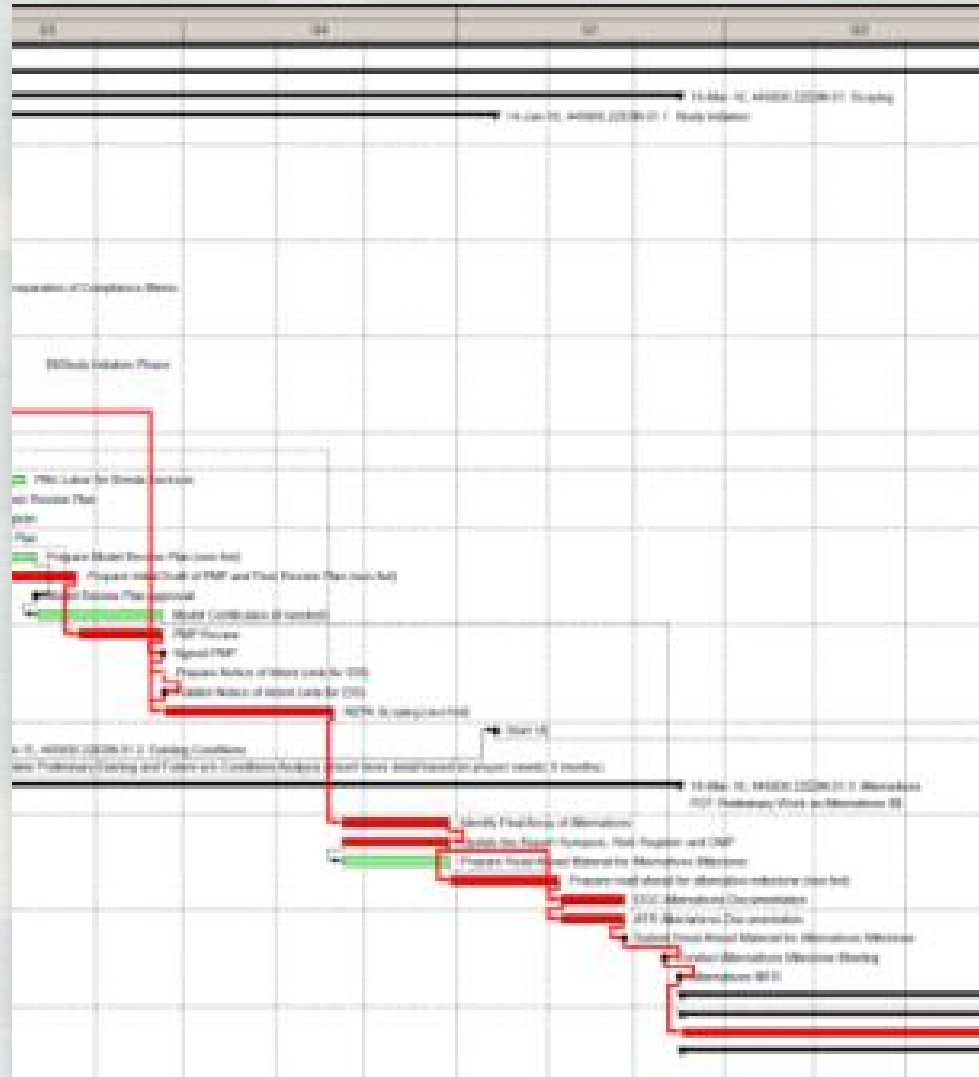
- Work Breakdown Structure
 - Consistent across Project Schedules
 - Includes Reportable Milestones
 - Able to Generate Critical Path

- Proactively Manage Spikes in Resource Demands

- Enable Resource Leveling

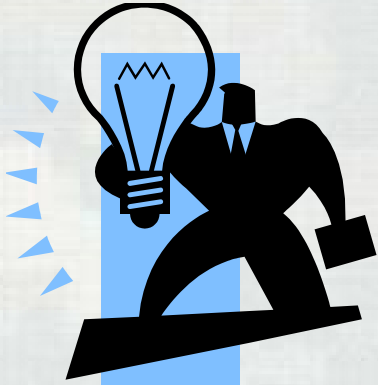
- Will Help with Setting Priorities

- 90 Day Look Ahead





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What action items are most important and needed now to be addressed?



What can stakeholders do to achieve our common objectives?

