

**SAVANNAH HARBOR EXPANSION  
PROJECT MANAGEMENT PLAN**



**APPENDIX A**

**ADMINISTRATIVE PROCEDURES**

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**Revision F1**  
**Dated**  
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## I. General

### A. Purpose

This manual defines the administration procedures for all members of the Savannah Harbor Expansion Project Delivery Team who are providing engineering, design, policy, and technical services. It is intended to supplement the Savannah Harbor Expansion Project Management Plan and provide the structure needed to meet the program objectives and execute the program strategy.

### B. Governance

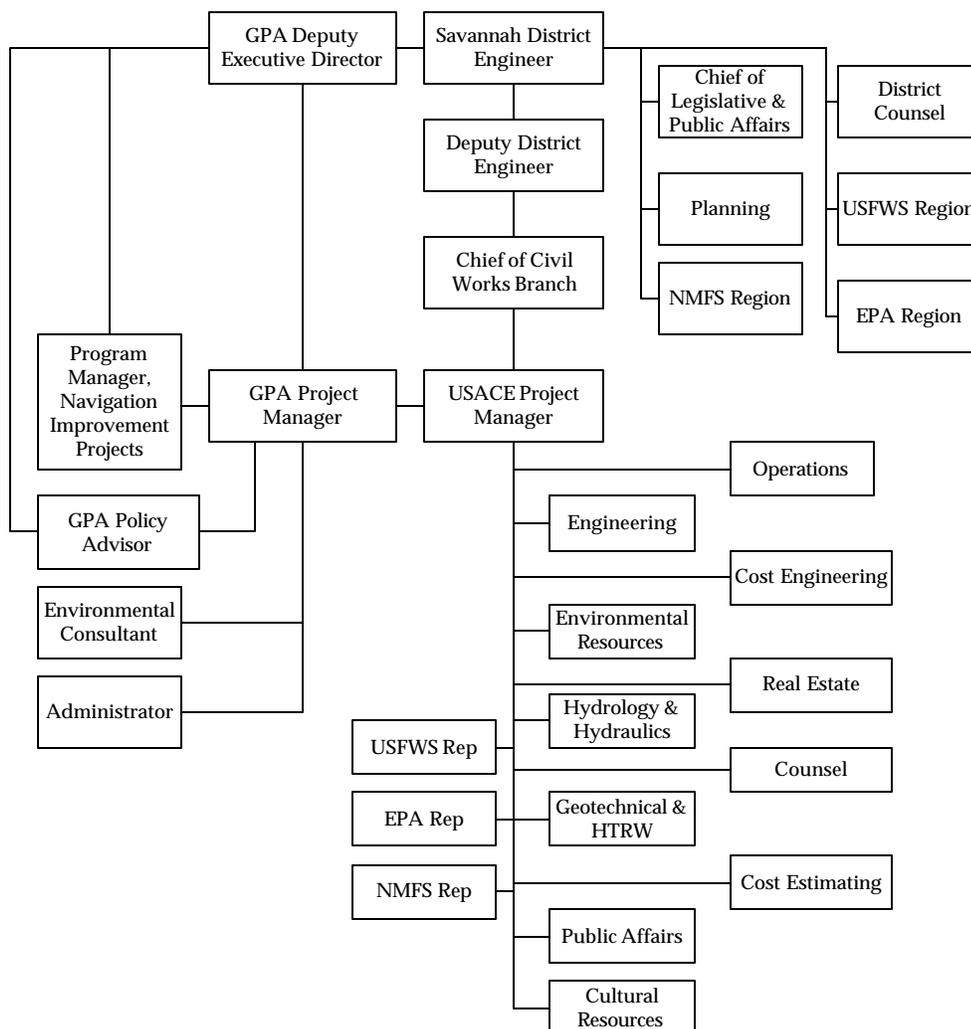
In the event of a discrepancy between this appendix, the MOU, and/or the main body of the PMP; the MOU has overall governance, followed by the main body of the PMP.

## II. Reference

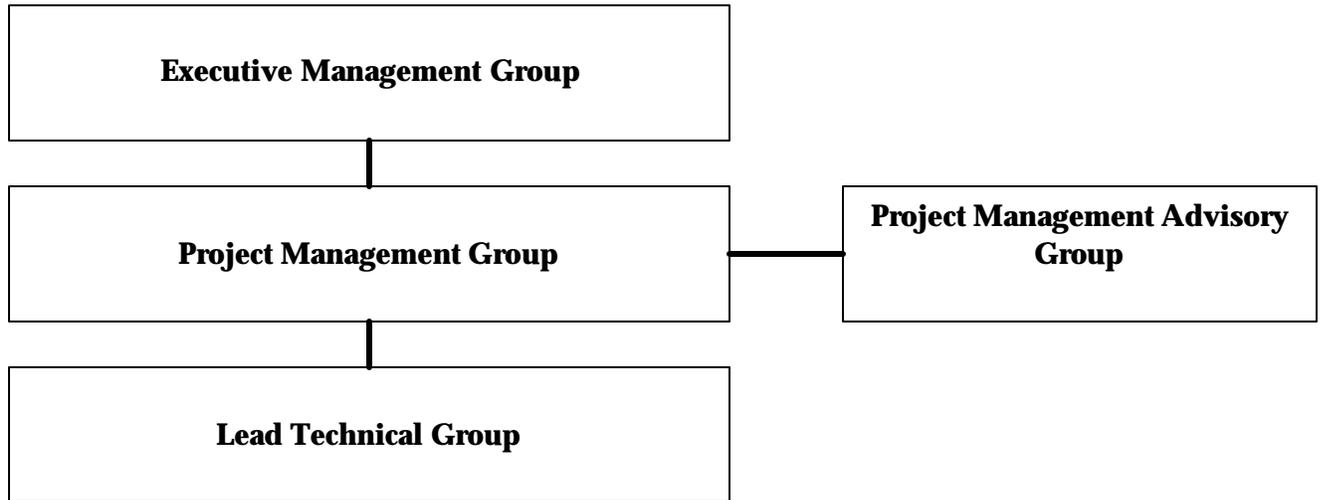
USACE Business Process ER 5-1-11.

## III. Organization

### A. Project Delivery Team Organizational Relationships



## B. Project Delivery Team Groups



## C. General

The Project Delivery Team is comprised of all of the individuals who contribute to the Savannah Harbor Expansion Project. Each team member's involvement varies, but can generally be primarily associated with one or more of four groups:

### 1. Executive Management Group

This group is comprised of those personnel with primary responsibility for the project along with key support staff and cooperating agency representatives.

### 2. Project Management Group

This group is comprised of the Project Managers as defined in the MOU.

### 3. Lead Technical Group

This group is comprised of those personnel conducting the technical and scientific investigations and analyses that provide the foundation information supporting the plan formulation and project decisions.

### 4. PM Advisory Group

This group is comprised of those personnel who assist the Project Management Group provide the Lead Technical group routine direction and management and make project decisions and choices consistent with Management Group direction.

## D. Executive Management Group

### 1. Membership:

- a) Savannah District Engineer
- b) GPA Deputy Executive Director
- c) Savannah District Deputy Engineer for Project Management
- d) Chief of Program and Project Management for Civil Works

- e) Chief of Planning
- f) Regional Director, US Fish and Wildlife Service
- g) Assistant Regional Administrator, Habitat Conservation Division, National Marine Fisheries Service
- h) Deputy Administrator Region IV, Environmental Protection Agency

## **E. Project Management Advisory Group**

### **1. Membership:**

- a) USACE Project Manager
- b) USACE Plan Formulator
- c) USACE Lead Scientist
- d) USACE Coastal & Waterways Engineer
- e) GPA Project Manager
- f) GPA Policy Advisor
- g) GPA Program Manager, Navigation Improvement Projects
- h) GPA Environmental Consultant
- i) GPA Administrator

## **F. Lead Technical Group**

### **1. Membership:**

Members identified in the Resource Assignment Matrix (Appendix P) as lead resources.

## **G. Project specific responsibilities**

### **1. The USACE Project Manager is responsible to the District Engineer for:**

- a) Supervision, management, and execution of USACE Savannah District activities within authority, budget and schedule constraints in accordance with the Memorandum of Understanding between the USACE, Savannah District and the Georgia Ports Authority for the Savannah Project dated 6 July 2001
- b) Provision of periodic detail reports of the labor and expense charges for each activity
- c) Identification of alternative approaches in the conduct of project tasks that will save project dollars and time
- d) Maintaining a functional interface with the Vertical Team providing for efficient processing of project's documents for review and approval.
- e) Advising the GPA of Federal project requirements
- f) Advising when sufficient District staff is unavailable to complete the work assigned

**2. The GPA Project Manager is responsible to the GPA Deputy Executive Director for:**

- a) Execution of the project activities within the budget and schedule constraints established by the GPA Deputy Executive Director
- b) Detailed monitoring of project activities
- c) Preparation of the project deliverables to meet acceptance criteria
- d) Administration, monitoring and control of budgets and costs
- e) Coordination of the activities of the GPA affiliated members of the PDT

**3. The Environmental Consultant Manager is responsible to the GPA Project Manager for:**

- a) Supervision, management, and execution of consultant environmental activities related to the conduct of assigned work underpinning the EIS within budget and schedule constraints of the authorized work scopes for these activities
- b) Provision of advice and expertise in environmental matters
- c) Identification of alternative approaches in the conduct of environmental tasks that are more cost efficient for providing the deliverable

**4. The Program Manager, Navigation Improvement Projects is responsible to the GPA Deputy Executive Director for:**

- a) Representation of GPA in public information forums
- b) Management and execution of navigation project related information projects and initiatives
- c) Conveying current project information to the public in cooperation with the Savannah District Public Affairs staff
- d) Providing information and status to the Deputy Executive Director as directed

**5. The GPA Policy Advisor is responsible to the GPA Deputy Executive Director for:**

- a) Representing GPA at Stakeholders Evaluation Group functions
- b) Providing GPA with interpretation of and advice pertaining to federal policy requirements
- c) Advising GPA concerning the federal review and approval process including environmental evaluation

**6. The GPA Policy Advisor is responsible to the GPA Project Manager for:**

- a) Coordination of the technical interface between the project team and the SEG
- b) Advising GPA concerning the technical interface between GPA and the federal agencies.

**7. The GPA Project Administrator is responsible to the GPA Project Manager for:**

- a) Execution of the administrative requirements of this manual for the GPA affiliated members of the PDT.
- b) Administrative support as occurring

- c) Maintenance of the GPA project financial data in an auditable manner
- d) Maintenance of GPA project records

#### **IV. Project Administration**

##### **A. Public access to records**

As a part of the Department of the Army, USACE records are subject to the provisions of the Freedom of Information Act.

As an Authority of the State of Georgia, GPA records are subject to provisions of the Georgia Open Records Act.

Generally, reports of studies or investigations will be posted on the appropriate section of the Savannah Harbor Expansion Project website which is open to the public. Requests for other records, files, or documents (hard copy or electronic) will be referred to the either the Savannah District or Georgia Ports Authority for disposition.

#### **V. Project communications**

The project team make-up places a premium on effective communications amongst team members. While face-to-face communications and team meetings are valuable tools, an important need exists for the documentation of project information, discussions, and decisions. Several project specific reports have been developed to facilitate the effective sharing of information and enable the recording of project actions.

##### **A. Record formats**

###### **1. Telephone Call Reports**

Telephone call reports should be used to record the content of the call and any conclusions, agreements, or decisions reached during the call as appropriate. Each member may use a format provided by their organization or may substitute an Event Record for the purpose. The choice is left to the individual's judgment. Completed records shall be forwarded to PDT members as appropriate. The originator or their parent organization is responsible for the retention of such records.

###### **2. Meeting Minutes**

If a team member chairs a project related meeting, that person is responsible for the preparation of meeting minutes. These minutes will be distributed to all attendees and the Project Managers. The Project Managers will determine further distribution by content. The format will be determined by the individual responsible for the preparation, but should include, as a minimum, the following:

- Attendees:
- Location, date, time of meeting
- Discussion items
- Decisions taken or conclusions reached, including the background information to enable future understanding of not only what was concluded but why.
- Action items assigned, including responsibility and due dates

The Project Managers will maintain copies accessible to PDT members. Attendance at a meeting, but not as chair, shall be documented using the Event Record Form. See below.

### **3. Internal Memos or Memorandums for the Record**

Internal memos will utilize the format desired by each organization. Most important is to use memoranda to document decision points, clarify technical info, or similar information that may have lasting reference value. The Project Managers will maintain copies accessible to PDT members.

### **4. Event Record**

Event record forms will be prepared to document activities that are not otherwise covered by memo or meeting minutes. The aim is to provide a record for the program files for future reference. The person attending the event (which may be a meeting, function, briefing, or any other activity) is responsible for preparing and forwarding the event record form within one business day. When saving the file, some description will be included in the filename by following the convention "DD Month YYYY Description of event.doc". Full use of long file names shall be made. The event record will be forwarded via e-mail to the Project Managers for review, endorsement, filing, and further distribution. Action, if appropriate, to be taken as a result of the event will be recommended and documented on the Event Record. The Project Managers will maintain event records in the project records. Exhibit 1 contains a sample Event Record Form.

### **5. Task Authorization Record**

All new or changed work proposed requiring an expenditure of GPA funds or affecting the project schedule must be submitted with recommendation concurrently to the USACE PM and the GPA PM. If they agree to make the change, the GPA Project Manager will coordinate with GPA Deputy Executive Director for approval. The recommendation must be documented and include statements of cost, schedule, deliverable, and relevance to the Project. Collaboration (team meetings) with others in arriving at recommendations is encouraged when necessary to define options available. The Task Authorization Record has been developed to meet these requirements for GPA consultants. Savannah District work under the Section 204 MOA will be submitted in equivalent format provided by the District.

Task authorization records shall normally be prepared and distributed via email. When saving the file, some intelligence will be included in the filename by following the convention "Task Code XXXX Description of task.doc". Full use of long file names shall be made. Use of a Task Authorization form is mandatory for all project activities or families of activities. Work may not commence on an activity without receipt of formal approval on a Task Authorization form. See Exhibit 2 for a sample Task Authorization Form.

## **VI. Electronic tools and files**

### **A. Project Software**

The following software will be the standard for use throughout the program. Each organization is responsible for employing this software as appropriate for all files and deliverables.

Microsoft Project 98 (Project 2000 may be utilized as long as files are saved in 98 format)

Adobe Acrobat 5.0 (files shall be made compatible with Version 4)

Microsoft Office 2000

Visio 5.0

Microstation J

## **B. CAD Procedures**

CAD design files will be created in MicroStation . CAD standards will conform to the Savannah District USACE standards for design files, including cells, fonts, symbology, levels, borders, standard details. The Savannah District USACE will provide the necessary files and instructions to enable use of these standards.

## **C. Project Files**

GPA consultant files, both hard copy and electronic will be maintained in the originating organization office during the execution of the project. Files include reference data purchased for the project, calculations, sketches, and design drawings. Upon completion, they will be forwarded to GPA for retention with project files.

Consultants' files both electronic and hard copy will become the property of Georgia Ports Authority upon completion of the project. Copies of files or reports resulting from work by USACE personnel conducted under the authority of Section 204b of WRDA 1986 and the related Memorandum of Agreement will be forwarded to the GPA Project Manager for transmission to GPA with other project files.

## **D. E-mail**

Internet e-mail will serve as the primary electronic communications vehicle supplemented by telephone and fax transmission as needed. The GPA Project Manager for convenience of the team members will maintain a project team extranet site (as described below).

## **E. FTP site**

In addition, the GPA Project Manager shall maintain an FTP site for the exchange of large files that would otherwise clog e-mail servers. This site shall not be available for anonymous login. It will be password protected to reserve use for the SHEP PDT members and avoid intermingling files with unrelated project files. Disclosure of content information is subject to federal and state disclosure requirements. The address and password shall not be divulged unless legally mandated

## **F. Savannah Harbor Expansion Project Team Extranet Website**

The GPA Project Manager shall maintain a Savannah Harbor Expansion Project Extranet site for the Steering Group and the Working Group. This site shall contain information and files to provide project information for team collaboration. This site shall be protected for PDT member use only. Disclosure of content information is subject to federal and state disclosure requirements. The address and password shall not be divulged unless legally mandated.

## **G. Savannah Harbor Expansion Project Public Internet Website**

The GPA Project Manager shall maintain a Savannah Harbor Expansion Project Internet site that is accessible to the public. This site shall provide for public access to the project information as it is developed. The operation and organization of this website shall be developed through

collaboration with the appropriate organizations.

#### **H. USACE Savannah Harbor Expansion Web Page**

USACE Public Affairs shall maintain a Savannah Harbor Expansion Website that is accessible to the public from the Savannah District website. This site will provide USACE Tier II EIS and General Reevaluation Study information for public consumption.

### **VII. Project execution**

#### **A. General**

Project technical work is being conducted by a mixture of private consulting firms and Savannah District staff.

#### **B. Federal staff work**

Savannah District staff work is being conducted either under Department of the Army authority or under the authority of a Memorandum of Agreement executed for the purpose between GPA and the Savannah District.

#### **C. Consultant work**

Lockwood Greene is acting as an agent of the Georgia Ports Authority under a specific Limited Agency Agreement. As such, it is responsible to GPA for the execution of the project goals; the management of the project budgets; design tasks; consultant coordination and participation; and the USACE participation under the Section 204(b) MOA.

#### **D. Task assignment and authorization**

Tasks to be funded by the Georgia Ports Authority may be assigned to either the Savannah District USACE staff in accordance with the Memorandum of Agreement dated 5 April 2000 or other organizations. The assignment decision will be based upon:

- (1) ability to meet the schedule;
- (2) ability to meet the quality of finished product needed to satisfy USACE review; and,
- (3) cost.

These assignments will be in the form of approved proposals that delineate scope and budget as described earlier. Tasks to be conducted by the USACE utilizing GPA funding will be authorized as provided for in the Memorandum of Agreement dated 5 April 2000. Work may be authorized on either an individual task or family of tasks basis. All work funded by GPA will be bound by specific authorization of a scope of work, either a consultancy agreement administered by the GPA Project Manager, or, in the case of the USACE, the Memorandum of Agreement dated 5 April 2000 administered by the USACE Project Manager.

#### **E. Deliverables**

##### **1. Specific requirements**

- a) Deliverables include written reports of analysis and/or conclusions stemming from those analyses or studies. Reports shall meet all appropriate USACE requirements for engineering analysis, including QA/QC requirements.

- b) Reports shall be used as a source document for GRR/EIS documents(s).
- c) Electronic copies of the final report in its native and Acrobat format shall be provided to the PDT. The copies shall be optimized for electronic use and sharing via an Internet website.
- d) Hard copies shall be produced in sufficient volume to provide copies to all PDT members requesting them and have copies in reserve in sufficient quantity to fill expected requests, along with requirements for copies for Cooperating Agency and USACE review. Additional copies shall be provided, as demand requires.

## **F. Project Coordination**

### **1. Project Schedule Model**

The tasks to be executed will be modeled in Microsoft Project by the Project Managers. This model will form the basis for schedule review, projections of costs, tracking of progress, and coordination of dependencies.

### **2. Project Status**

Project status will be maintained through Lead Technical Group meetings. The schedule progress will be updated to reflect task status and completion percentages. The Project Managers shall revise task duration and task relationships as needed to maintain the schedule milestones. Exhibit 3 is an example.

## **G. Project Collaboration**

This project requires the coordination of the efforts of a diverse group of professionals with widely varying backgrounds and corporate cultures. Success is heavily dependent upon sound, effective, and timely coordination among team members, supported by appropriate delegation of decision authority and timely direction. While common software applications simplify the interchange of documents, there is no substitute for the one-to-one communications and collaboration essential to successful attainment of the project goals. Each organization is responsible for initiating and maintaining the technical contact, coordination, and collaboration needed for the execution of the tasks for which they have primary responsibility. The GPA or USACE project manager will make no attempt to formally schedule and conduct this collaboration. Arrangement for collaboration or contact need not be routed through the GPA or USACE project manager. They should be arranged between the necessary parties and all team members informed of the outcome via the project forms and tools.

## **H. Change Management**

Project team members will identify potential changes to their scope or authorized budget and forward it concurrently to the Project Managers. For tasks being funded by GPA, this shall be done by submission of a Task Authorization Record. This is the vehicle for authorization by the Georgia Ports Authority. Work will not begin without receipt of authorization from LGE. LGE will recommend potential changes in scope or budget to the GPA Deputy Executive Director for authorization. Changes are not authorized without the approval of the GPA. A record will be maintained to record change status throughout the life of the project.

For tasks being funded by the USACE, applicable USACE procedures shall be followed.

### **I. Invoicing for GPA funded work.**

Each organization will provide the necessary detail and documentation in their invoices or statements of work to allow this data to be efficiently extracted. Specifically each invoice must document the current charges by Task Code. Labor and expenses must be charged against the appropriate Task Code number. The authorized budget status will be tracked by Task Code. Since the USACE will not be submitting invoices, they will provide similar monthly reports containing the same data (commitments, obligations, and expenditures) to document their status on activities funded under the Memorandum of Agreement dated 5 April 2000.

### **J. Meetings**

#### **1. General guidelines**

Meetings are costly, both in time and dollars due to the diverse nature of the participants in the project and their widespread locations. The primary goal is to conduct meetings only as needed to ensure accomplishment of the project goals. Special meetings, supplementing regularly scheduled ones, will be coordinated through the Project Managers. Requests for these meetings shall be forwarded along with justification of the need, the desired agenda, meeting goals, and desired attendees to the Project Managers in sufficient time to allow evaluation and approval, schedule conflict resolution, and coordination. At least 5 days should be allowed for these functions, except for extreme circumstances. Full consideration should be made to utilize multi-location conference calls in lieu of onsite meetings.

#### **2. Lead Technical Group Meetings**

Working group meetings will focus on technical discussion and decisions, information exchange amongst members to ensure all understand the current and developing challenges to be addressed, provision of support for public relations efforts, preparation for other meetings that may develop, and input for management level status briefing. They will occur weekly or as needed. The USACE Project Manager shall call and chair these meetings.

The standing agenda shall provide for brief discussion of status and problems being faced by each discipline in the PDT. Periodically, the review of schedule progress by task or task family and milestone status shall be added to the agenda. Any member needing time for a discussion topic should forward their need to the USACE Project Manager.

Attendance by responsible manager or a management representative from each team organization is mandatory. Remote personnel may “attend” via telephone conference call as long as this adequately meets the communications needs. If not, physical attendance is required. Telephone attendance should be coordinated with the chair in advance.

These meetings are not a substitute for the collaboration that must proceed on a daily basis. See Project Collaboration above.

### **3. Project Management Advisory Group Meetings**

Project Management Advisory Group meetings will focus on the execution of the directions of Management Group; the development of direction and guidance for the Lead Technical Group, including appropriate decisions affecting the same; information exchange amongst members to ensure all understand the current and developing challenges to be addressed; provision of any support for public relations efforts; and preparation for future meetings or events. These meetings shall occur monthly, normally following the Lead Technical Group meetings.

## **K. Periodic Status Reports**

The following reports will be utilized in communicating the baseline plan and project status.

### **1. Budget Status Report**

The GPA Project Manager will prepare this report, consisting of consultant invoices and budget summaries for each task. The report will be updated monthly by the 15<sup>th</sup> of the month. The GPA Project Manager will post the report on the Savannah Harbor Expansion Project Extranet website.

The USACE Project Manager will provide a similar report for District tasks funded by GPA.

### **2. Cost Analysis Report**

A project status and cost summary will be submitted to the GPA Deputy Executive Director by the 15<sup>th</sup> of each month in a form approved by the GPA Deputy Executive Director.

### **3. Action Item Report**

The GPA Project Administrator will maintain track of Steering Group action items and prepare this report. It will be updated following each Steering Group meeting (as appropriate) and as actions are completed. A copy of the report will be distributed to team members via the extranet site.

## VIII. Exhibit 1 Savannah Harbor Expansion Project Event Record

An Event Record should be used to summarize any meeting or other event where there is participation by a member of the PDT. The Event Record could also be used to define any follow-up or other action purported to be required or considered during the execution of the SHE Project.

<b>Event:</b>	
<b>Date(s) of Event:</b>	
<b>Location of Event:</b>	
<b>Purpose of Event:</b>	
<b>Attendees :</b>	

**Summary of Event:**

### **Summary of Outcome:**

(Include a description of any stated or implied requirements for the PDT.)

### **Recommended Action or Follow-up:**

(The recommendations here shall be only those prepared by the one submitting this record.)

**Submitted by:**

**Date:**

**Attachment(s):**

(Cite any attachments, which will be separately submitted)

**IX. Exhibit 2 -Task Authorization Form**

**Harbor Deepening Project Task Authorization Record**

This sheet is intended to serve as a record of the background information for decision making about task authorization. It must contain the information for each task in sufficient detail to allow GPA management's evaluation of the necessity for the task. No work is authorized for accomplishment until this sheet has been completed and approved. Please fill in each blank completely from the technical perspective.

**Task Name:**

**Task Code:**

**Task Description:**

(Describe the task contents. Do not repeat the proposal - summarize)

**Categorize the task:**

- \_\_\_ Work required by WRDA 99 that we knew had to be done
- \_\_\_ Work required by WRDA 99 that we did not know had to be done
- \_\_\_ Newly identified work/other not required to satisfy WRDA 99

**Justification:**

(Provide the justification for the work. Explain alternatives. Include an assessment of the consequence of not accomplishing the work.)

**Recommendation:**

**Submitted by:**

**Project Manager Review**

**Funding source:**

**Recommendation:**

## **X. Exhibit 3 – Project Status Reporting Form**

Under Development.