

Quality Partnership Initiative
American Association of Port Authorities and the U.S. Army Corps of Engineers
Communication/Collaboration Best Practices

Port Name: Port of Houston Authority

POC: David Casebeer

Corps District: Galveston

POC: Byron Williams, PM

Best Practice: Post-Construction Project Coordination Team meetings

Purpose:

For major projects, post construction activities can remain complex and diverse; continued meetings of the Project Coordination Team can improve communication, coordination, and the success of follow-on activities.

Explanation:

The Houston Ship Channel project had a Project Coordination Team (PCT) formed to work construction, beneficial use, operations, and other issues during the construction period. While all General Navigation Features were completed by 2005 (when the deepened and widened channel opened), many other activities were still occurring that required frequent and close coordination between the NFS and the Corps. The PCT continued, with Corps representation from project management, operations, and construction (with environmental, procurement, planning called in as necessary) meeting with PHA staff on a monthly basis. The PCT has served to improve internal Corps communications, and promoted improved management of the channel system which is governed by five LCA/PCA/MOAs.

Examples of Results:

The PCT coordinates the regular updates to the five year O&M plan, which enables good budgeting and distribution of tasks between the Non-Federal Sponsor (NFS) and the Corps. Construction of beneficial use (marsh) sites was better coordinated (the NFS's consultant was the designer of record for marsh levee construction). The PCT has developed new processes, which explain and detail how aspects of the PCA for the Houston will be implemented in concert with agreements for four tributary channels.

Why this Process is Important to the Port and the Corps:

Channel problems are a possible restraint to industrial development and growth. Best management practices are very important to success, and post-construction activities can remain very intensive. Regular meetings with the appropriate team reinforces the importance (and schedule) of activities, ensures better and more complete communications, and save on project management and associated resources. The project benefits, and teamwork is fostered and positioned for the next project challenge.