

**QUALITY PARTNERSHIP INITIATIVE**  
**American Association of Port Administrators and the U.S. Army Corps of Engineers**  
**Communication/Collaboration Best Practices**

**Port Name:** Port of Jacksonville, Florida (JaxPort)

**USACE District:** Jacksonville District

**Points of Contact:**

Mr. Joe Miller  
Senior Director, Facilities Development, Engineering and Construction Department  
JAXPORT |2831 Talleyrand Avenue, Jacksonville, Florida 32206  
O: (904) 357.3001 | M: (904) 576.0313 | F: (904) 357.3007  
[Joe.Miller@jaxport.com](mailto:Joe.Miller@jaxport.com)|[www.jaxport.com](http://www.jaxport.com)

Mr. Jerry Scarborough, P.E.  
Chief, Water Resources Branch  
Project Management Division  
USACE, Jacksonville District  
904-232-2042  
[Jerry.w.scarborough@usace.army.mil](mailto:Jerry.w.scarborough@usace.army.mil)

**Best Practice:**

JaxPort and USACE, Jacksonville District, established a monthly meeting with locations alternating between the JaxPort and the Jacksonville District offices.

**Purpose:**

The goal of the meeting is to review project schedules, funding and to discuss project issues with a focus on problem solving. The meeting is very similar to the USACE monthly Project Review Board (PRB) and In Progress Review (IPR) meetings.

The meetings also develop trust relationships ensuring transparency along with regular and reoccurring communication. Group members know that the monthly meeting creates a routine forum for problem solving. In between meetings members who have already built trust relationships are more willing to pick up the phone to problem solve or share information. They know that they “Won’t throw each other under the bus”. They along with stakeholders became a team.

Regular and reoccurring communication and collaboration make it possible to efficiently come to a solution on controversial issues.

May 14, 2014

**Explanation:**

Attendees at the meetings include the USACE Project Manager and the Senior Director, Facilities Development, Engineering and Construction Department along with staff from both parties necessary to achieve the meeting goals such as planning, real estate and engineering disciplines. These meetings have an agenda but are designed to be fairly informal and a catalyst for open communication and frank discussion of the Port projects.

Twice a year the JaxPort CEO and his senior staff along with the Jacksonville District Commander and appropriate members of his Corporate Board attend.

Key stakeholders are included when appropriate such as the Florida Department of Transportation (FDOT), Florida Department of Environmental Protection (FDEP) and the Jacksonville Pilots Association (Jax Pilots).

**Examples of Results:**

1. Communication with State and Federal environmental agencies is seamless with the same message being transmitted whether it is from JaxPort or USACE. This was extremely helpful in obtaining needed permits for the new dike construction at Bartram Island.
2. In July 2012 the President announced 5 Ports would be included under the administrations "We Can't Wait" initiative. The JaxPort deepening project was one of those Ports committing the Federal government to finalize the study for the Harbor Deepening project by April of 2014, months ahead of previous projections. This required simultaneous reviews by all stakeholders and within USACE. The trust relationships resulting from the ongoing monthly meetings allowed candid conversations on the challenges and was essential in helping USACE meet the target date.

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

This process fosters trust and communication with the USACE District and Port teams along with stakeholders. Results from this effort extends to the offices outside the Jacksonville District including their Division and Headquarters. These offices in addition to the Office of the Assistant Secretary of the Army for Civil Works (ASA(CW)) are aware that JaxPort is working closely with the District office.