

US Army Corps of Engineers and American Association of Port Authorities Quality Partnership Initiative – Communication & Collaboration

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USACE NAN and NAD

10 October 2012



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**US Army Corps of Engineers
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Quality Partnership Initiative

“This effort was undertaken to address industry concerns about the decline in Federal investment in real (nominal) terms....This is resulting in a shift of financial responsibility from federal to non-federal entities in order for the seaport industry to continue to produce the same or greater contribution to the nation’s Gross Domestic Product.” – *QPI, 2012*



Quality Partnership Initiative

- 2004 MOU between the DA and the AAPA
- August 2010 Listening Session with ASA Darcy, the Maryland PA, and AAPA
- March 2011 meeting at Maryland PA
- January 2012 Bradenton meeting
- August 2012 Washington DC session



Who attends

Aitkenhead, Bruce	Associate Vice President	Arcadis
Blazer, Dave	Chief, Dredged Material Management Program	Maryland Port Administration
Bohnert, Roger	Deputy Associate Administrator, Intermodal System Development	U.S. DOT - Maritime Administration
Bridges, Jerry	Executive Director	Virginia Port Authority
Broadwater, Kathy	Deputy Executive Directory	Maryland Port Administration
Brown, Tab	Chief, Planning & Policy Division	U.S. Army Corps of Engineers
Bryant, Grady	President/CEO	Gahagan & Bryant Associates, Inc.
Cheney, Dana	Vice President	Gahagan & Bryant Associates, Inc.
Donahue, Matt	Project Manager/Diver - Washington	Collins Engineers, Inc.
Flakes, Curtis	Chief, Planning and Environmental Division	USACE, Mobile District
Fraenkel, Naomi	Regional Economist and Senior Planner	USACE, NAN and NAD
Garver, Mat		Patton Boggs LLP
Gleason, Kenyon	National Field Director, Managing Director, Transportation Officials Div.	American Road & Transportation Builders Association (ARTBA)
Hadden, Deb	Deputy Port Director, Properties and Transportation	Massachusetts Port Authority
Hamons, Frank	Deputy Director for Harbor Development	Maryland Port Administration
Hanson, Bill	Vice Pres., U.S. Business Development	Great Lakes Dredge and Dock
Harris, Bob P.E.	Vice Pres., Env'l and Program Mgmt.	Alabama State Port Authority
Hayden, Channing	Director of Navigation and Security	Lake Charles Harbor and Terminal District



Who attends

Hussin, Dan	Vice Pres.	Manson Construction Co.
Johnck, Ellen Joslin	Principal	Ellen Joslin Johnck
King, Alex	Operations Manager	Panama City Port Authority
Krams, David	Manager of Channel Development	Port of Corpus Christi
Lamont, Doug	DASA Project Planning & Review	Office of Asst Sec of Army for Civil Works
Luken, Mike	Port and Transportation Manager	Port of West Sacramento
Martino, Meredith	Director, Environmental Policy and Advocacy Outreach	American Association of Port Authorities
McKee, Jeff	Coastal Navigation Program Manager	USACE
McKuhlen, Lois	Admin.	AAPA
Miller, David	President	David Miller & Associates, Inc.
Miller, Joe R.	Sr. Dir., Infrastructure Development	Jaxport
Minerva, Julie	Managing Director	Mannatt, Phelps & Phillips, LLP
Moorer, Hope	Gen. Mgr, Nav. Improvement Programs	Georgia Ports Authority
Musser, Bob Jr.	Environmental Projects Manager	Port Everglades
Nagle, Kurt	President/CEO	AAPA
Orleman, Cathy	Facilitator for AAPA	Ecologix
Panos, Bill	Director	Port of West Sacramento
Roemhildt, Steven Col.	District Commander, Mobile	U.S. Army Corps of Engineers
Russo, Annie	Director, Government Affairs	Airports Council International
Russo, Ray P.E.	Chief	USACE, Civil Works Integration Division Southwestern Division



Who attends

Sanford, David	Liaison	AAPA
Sheckells, Rick	Principal & Facilitator for AAPA	Ecologix
Steinberg, Bory	Senior Partner	Steinberg & Associates
Tannon, Jay	Partner	Patton Boggs LLP
Urso, Dennis	Vice President	Gahagan & Bryant Associates, Inc.
Tyndal, Steve	Senior Director of Trade Dev. & Special Projects	Port Manatee
Vietri, Joe	Chief Planning and Policy/ Director National Planning Center for Coastal and Storm Damage	U.S. Army Corps of Engineers
Vincent, Mark	Director of Channel Development	Port of Houston Authority
Walsh, MG Michael	Deputy Commanding General, Civil Works & Emergency Operations	USACE
Worthington, Rick	Associate	Steinberg & Associates



How QPI (2.0) works

- Charge delivery
- Task group assignments
- Brainstorming
- Presentation by task groups
- Outlining of product
- Assignment of next steps to bring product “home.”



Scan of U.S. Seaports – Best Practices for Project Streamlining

- High level commitment and leadership
- Specific, tiered project review strategies
- Communication plans based on inclusiveness, transparency and accuracy
- Early involvement of all partners
- Consistent political support
- Science-based decisions
- Flexibility and responsiveness



Needs Work

- Authorities
- Funding
- Deep Draft Navigation Planning Center of Expertise
- Reduce Study Time
- Collaboration and Communication



25 Challenges, 3 Work Groups

- Authorities
- Project Delivery
- Communication and Collaboration



Communication and Collaboration



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Issue #1

Communication practices between Districts and non-Federal sponsors vary significantly depending on project and local leadership.



Issue #2

Sources of information used in deep-draft navigation project are scattered and not collected or archived so that they can be used across studies.



Issue #3

Nobody realizes how important we are.



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Action Item #1

Corps to identify account managers/port contact at each district and schedule regular meetings between the parties.



Action Item #2

Identify a vehicle for regular, strategic communication with senior leadership at all levels – District, Division, and HQUSACE. Evaluate quarterly meetings, conference calls, webinars, and listening sessions. Include the USACE regulatory program in these meetings and evaluate whether resource agencies should also be included in these sessions.



Action Item #3

Provide a repository for the Corps and ports to gather, share, and archive project resources.



Action Item #4

Better utilize the Deep-Draft Navigation Center of Expertise.



Action Item #5

Develop communications plans and joint messaging at all levels to support project educational and outreach needs.



Action Item #6

Identify best-practices of communication and collaboration and evaluate them for use nation-wide.



Mission Statement

Successful partnership between the Corps and the Ports must be based on mutual respect, trust, and shared expectations. These characteristics of strong communication and collaboration should be present at all levels in which we work – the Districts with individual port partners, the Divisions with port regions, and at the Washington level. To that end, the Communications and Collaborations Work Group has developed the following Statement of Principles for Communication and Collaboration. All work group recommendations have been designed with these principles in mind.



Mission Statement

- Communication should happen early, clearly, completely, honestly, accurately, regularly, and often.
- Communication should be tied to specific outcomes in pursuit of a well-articulated endstate.
- Active listening is integral to spotting and addressing problems.
- Healthy conflict should not be avoided, but welcomed as a way to progress issues of mutual interest.
- Information should be accessible and uncensored.



Contact Information

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