

TIERED GOVERNANCE AND PARTNERING JACKSONVILLE DISTRICT

Gene Morisani, P.E.
Chief, Construction Division
22 Oct 2025



U.S. ARMY



US Army Corps
of Engineers®



AGENDA



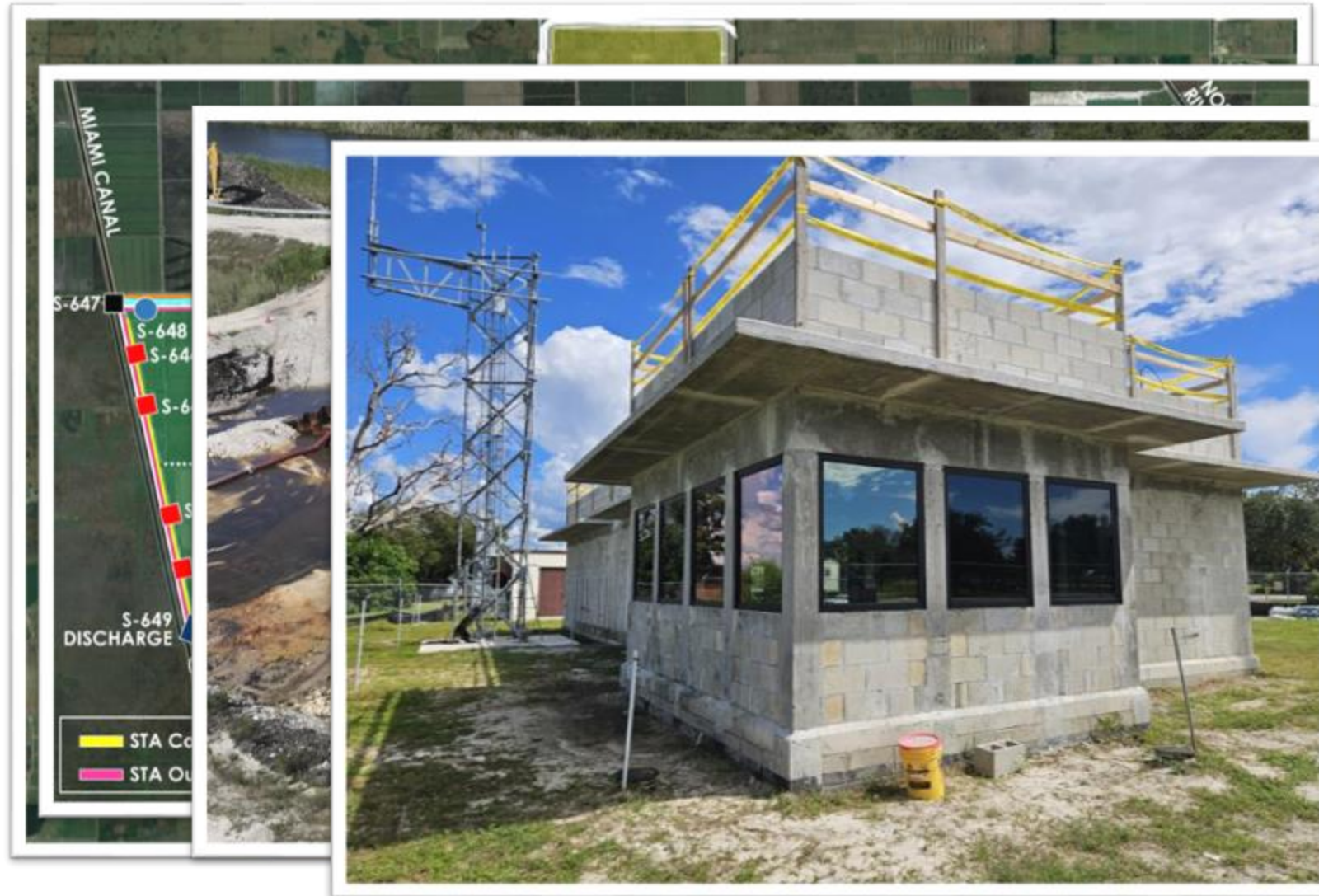
- Projects
- Tiered Governance
- Governance versus Organizational Structure
- Governance *and* Partnering
- Questions / Discussion

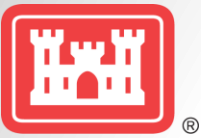


PROJECTS



- Indian River Lagoon – South Stormwater Treatment Area and North Reservoir
- Everglades Agricultural Area – Foundation and Embankment Contracts
- Central Everglades Planning Project – South
- Small Projects – Operations Lock Control Buildings, Defense Logistics Agency SRM at NAS Jacksonville.





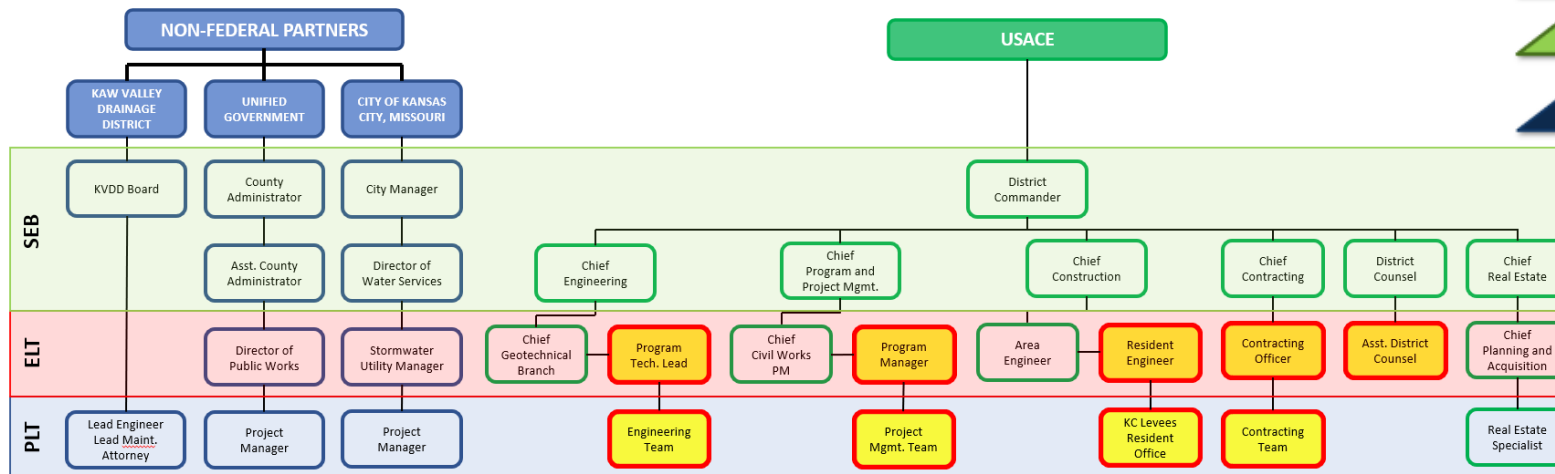
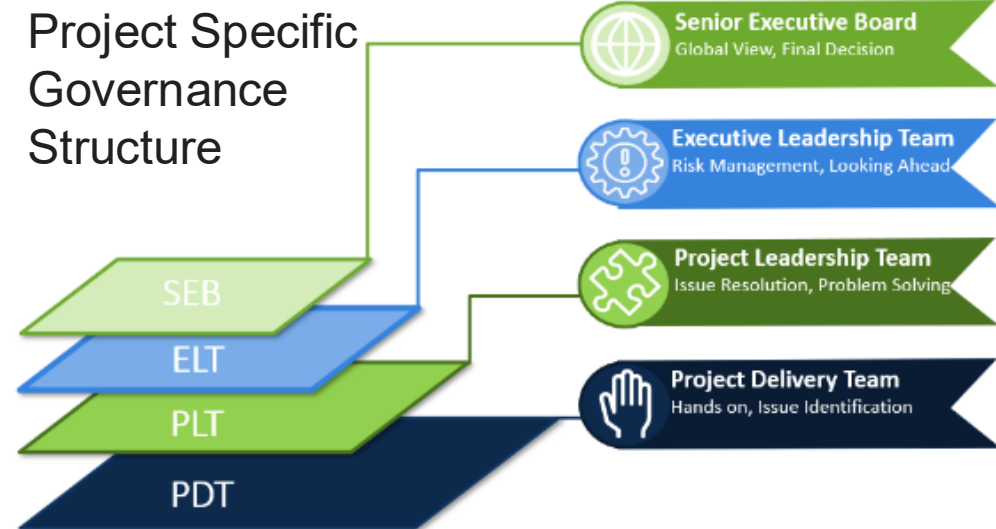
TIERED GOVERNANCE

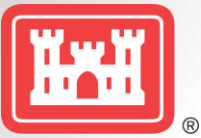


The concept of tiered Governance presented was formalized and implemented on large USACE military construction projects.

What is “Tiered Governance” about?

- Organizational alignment
- Empowerment at the right level
- Timely decisions
- Issue resolution / escalation
- Regular senior leader / exec level engagement

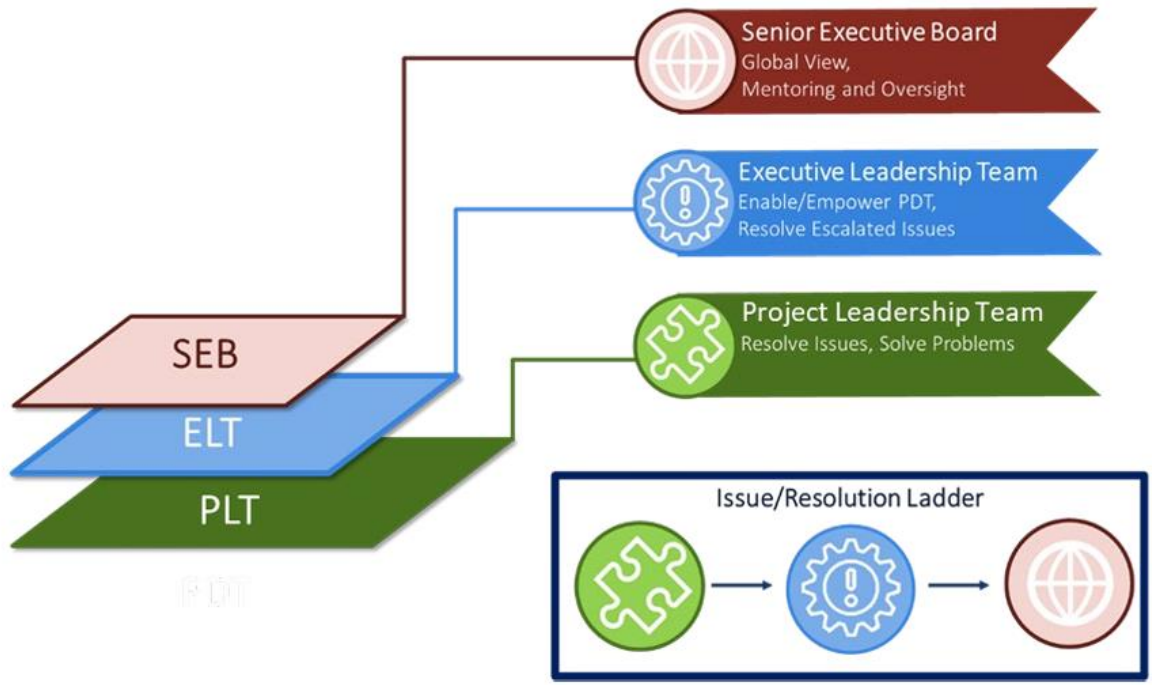
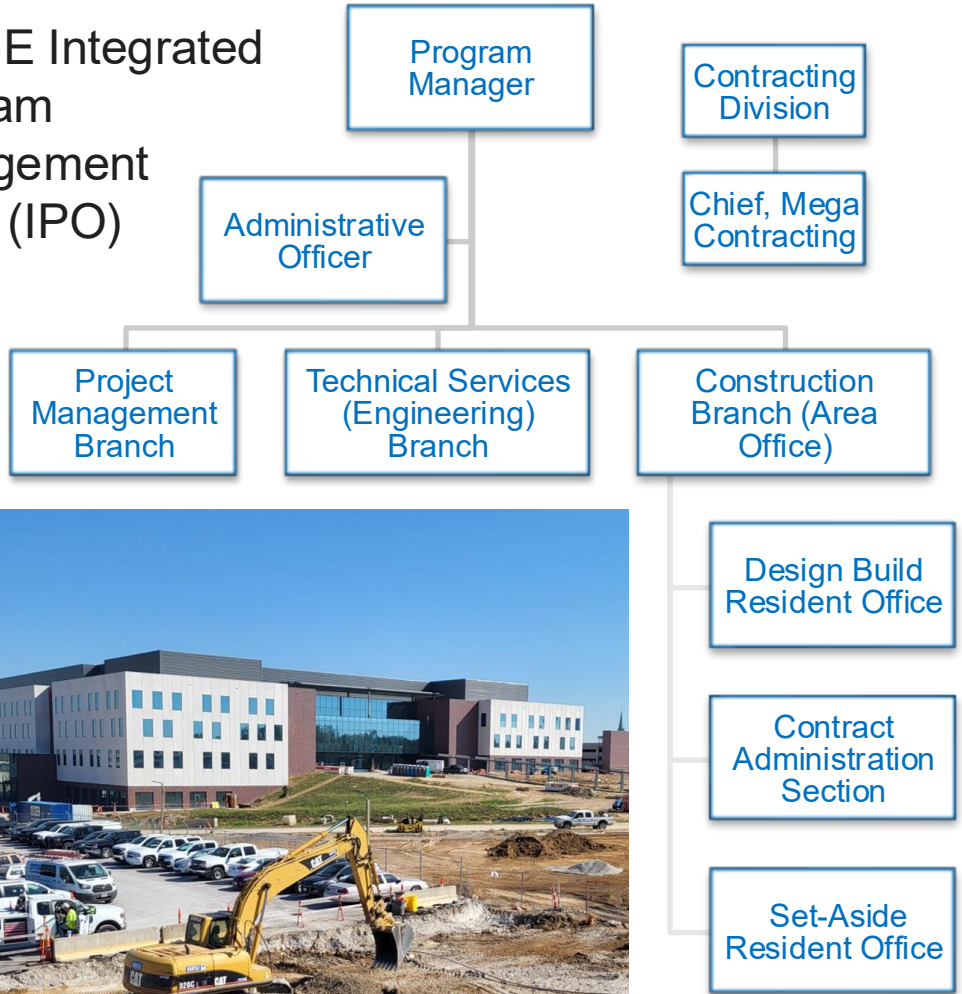




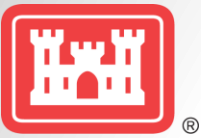
GOVERNANCE VS ORG STRUCTURE



USACE Integrated Program Management Office (IPO)



PDT: DISCIPLINE TEAMS			
ARCHITECTUAL / INTERIOR DESIGN / BUILDING ENCLOSURE USACE: 8 NGA: 4 MHJV Functional Teams Interiors & Building Enclosure	STRUCTURAL / GEOTECHNICAL / CIVIL /LANDSCAPING USACE: 4 NGA: 3 MHJV Functional Teams Foundations/Structural & Sitework/Logistics	MECHANICAL / PLUMBING / FIRE PROTECTION USACE: 9 NGA: 4 MHJV Functional Teams MEP & Commissioning	ELECTRICAL / TELECOMM USACE: 9 NGA: 3 MHJV Functional Teams MEP & Commissioning
CROSS-FUNCTIONAL DISCIPLINE TEAM SUPPORT			
Sustainability	BIM	Scheduling	Commissioning



GOVERNANCE VS ORG STRUCTURE



EAA CONTRACT 11A – SENIOR EXECUTIVE BOARD (SEB)

Meetings: Quarterly

LEGEND
USACE
SFWMD
FO-JV

MEMBERS

EAA CONTRACT 11A – EXECUTIVE LEADERSHIP TEAM (ELT)

Meetings: Monthly

LEGEND
USACE
SFWMD
FO-JV

MEMBERS

EAA CONTRACT 11B – PROJECT LEADERSHIP TEAM (PLT)

Meetings: Monthly

LEGEND
USACE
SFWMD
Thalle



MEMBERS

Anelis Nazario Castillo, SAJ	Brian Dillehay, SAJ	Bill Miller, Thalle
Miguel Cedeno-Morales, SAJ	Tim Willadsen, SAJ	Joe Alai, Thalle
Juan Sanchez-Bulted, SAJ	Jim Orth, SFWMD	Ryan Coward, Thalle
Dennis Zeveney, SAJ	Joe Albers, SFWMD	Jose Miguel Figueroa, Thalle

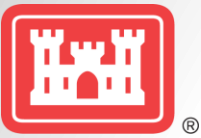
ORGANIZATION REPRESENTATIVES

Mike Collis, SAJ	Jose Rosa Serrano, SAJ	Alexis San Miguel, SFWMD
Erika Rivera, SAJ	Camille Castro, SAJ	John Shaffer, SFWMD
Melaine Robles, SAJ	Bob Dirienzo, SAJ	Joel Arrieta, SFWMD
Frederik Cooper, SAJ		

Topics Addressed by Team:

- PLT Contract Issues Log overview
- Schedule performance/production metrics
- Critical RFI's/Submittals
- Professional Conduct issues
- Critical Quality Control Issues
- Critical Contract Actions (Mods, deviations)
- Cost Impacts/Discretionary Changes < \$500M
- Open Discussion





PARTNERING



U.S. Army Corps of Engineers Partnering Philosophy

“Committed to working together with partners to accomplish the mission and build enduring relationships through trust, transparency, and shared values.”
- Lt. Gen Scott Spellmon

Sound partnerships require proactive engagement at all echelons of the organization and the embracement of a partnering mindset which embodies a set of behaviors rooted in three interdependent and mutually supportive elements: Commitment, Communication, and Collaboration.

3C's of Successful Partnering

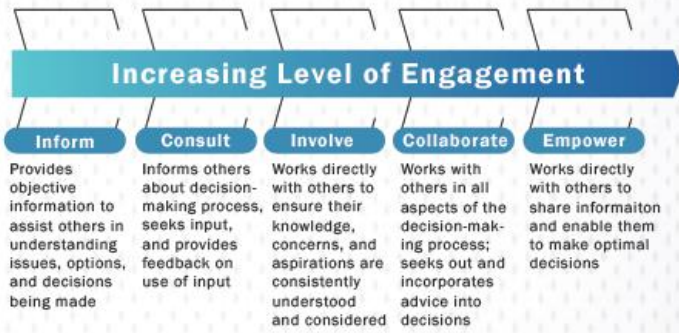


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Relationship Spectrum

Each partnering relationship is unique and exists along a spectrum with transactional relationships at one end and strategic relationships on the other. Where these relationships fall along that spectrum and the extent of collaboration are influenced by the type of partnership, maturity of the relationship, and commitment towards partnering.



“We must always strive to maximize partnering outcomes to enable the safe delivery of quality projects that are on time and within budget.”
- Lt. Gen Scott Spellmon



Partnering Playbook
EP 34-1-1





PARTNERING

Engineer Pamphlet 34-1-1 (12 Sep 2024) – USACE Partnering Playbook

*Not just construction
anymore...planning &
design too*

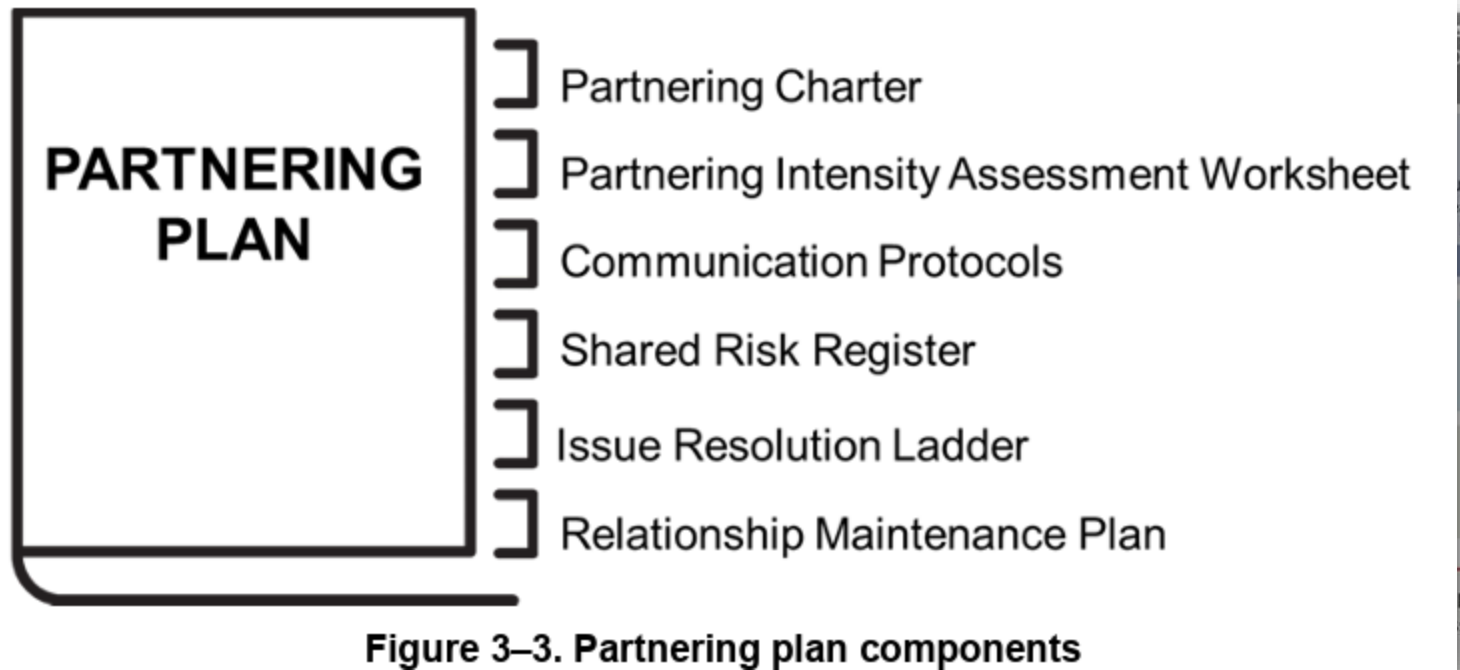


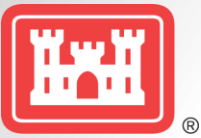
Figure 3–3. Partnering plan components

Activity Alignment Table Shared Risk Register, Issue Resolution Ladder, and Relationship Maintenance Plan)

Figure 4–2. Design phase partnering timeline

Activity Alignment Table Shared Risk Register, Issue Resolution Ladder, and Relationship Maintenance Plan)

Figure 5–1. Construction phase partnering timeline



GOVERNANCE AND PARTNERING



It's about “behaviors” – a *project first* mindset

Key Governance Tools

- Joint Risk Register
- Issue log
- Issue Escalation Ladder

Relationship Management “Best Practices”

- Executive level facilitators
- Tiered partnering events at each governance level
- Team Surveys



PARTNERING CHARTER AND COMMITMENT

Central Everglades Planning Project
EAA A-2 Contract 11B Reservoir Embankment and Structures

VISION

The purpose of the project is to construct the FAH Reservoir, the final component of the CEPP-EAM Phase, and restore the function and value of a balanced ecosystem to the Florida Everglades and Lake Okechobee area, and provide a clean, reliable and resilient water resource for the Nation to enjoy and benefit from.

The project team will safely work together as a collaborative team focused on supporting each other's efforts, maintaining a culture of teamwork, and respecting both individual and team accomplishment. Through effective coordination within the project and with other projects, we will leave a legacy of success and achieve the intent of the design through safe, quality construction processes.

PROJECT GOALS & OBJECTIVES

Goal	Objective	Measure
Completion	Complete project on time	• Total project duration • Project start and end dates • Project completion date
Quality	Deliver project in safe manner	• Project quality and safety • Project safety and health • Project quality and safety
Cost	Manage project within budget	• Project cost • Project budget • Project cost and budget
Communication	Manage project within budget	• Project communication • Project communication • Project communication
Problem Solving	Manage project within budget	• Project problem solving • Project problem solving • Project problem solving
Teamwork	Manage project within budget	• Project teamwork • Project teamwork • Project teamwork



Comprehensive Everglades Planning Project
Contract 11A EAA A-2 Reservoir Foundation and Cutoff Wall
Partnering Charter May 4, 2022

We commit to significantly contribute to the CEPP with safe construction of the Foundation and Cutoff Wall. We will work in a collaborative environment to meet schedule, budget, quality, and environmental standards and requirements. Our team commits to communicate openly, honestly, respectfully and daily to maintain a trusting, respectful and professional team atmosphere to complete an enjoyable and successful project.

Major Goals and Objectives

- 1) Safety is Paramount for workers, public and community with a goal to be incident and injury free
- 2) Proactively manage sensitive environmental resources as they are encountered to protect water, soil, air, and wildlife within the project site
- 3) Emphasis to protect the cultural resources within the project
- 4) Cooperatively meet or beat scheduled milestones and be substantially operational by contractually required completion date
- 5) Implement effective Quality Control to ensure construction is completed in accordance with plans and specifications and avoid rework
- 6) Successfully complete within budget and work to meet all stakeholders financial objectives
- 7) Solve for Outstanding CPARS Interim and Final Evaluations

Additional Goals and Objectives and Behaviors

- Timely resolution of issues and decision-making at the appropriate project level, for the good of the team and project
- All team members will continually communicate and respect for each other with the best interests of the project in mind
- Maintain a partnering spirit through difficult situations and decisions
- Excellent communication and coordination with subcontractors, suppliers, vendors and local stakeholders
- Commit to being innovative and creative to resolve issues throughout the entire duration of the project
- Cooperative and timely construction submittals, submittals review, response and approval process
- Responsive and accurate Request For Information submittal and review process
- Minimize modifications to limit disruptive change to the project but process necessary modifications in a timely manner
- Share lessons learned and experiences to benefit and contribute to the success of future partnerships

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QUESTIONS / DISCUSSION



<https://www.saj.usace.army.mil/>

<https://www.saj.usace.army.mil/Missions/Environmental/Ecosystem-Restoration/>

<https://www.saj.usace.army.mil/Missions/Civil-Works/Navigation/Ports/>

<https://www.saj.usace.army.mil/Missions/Civil-Works/Shore-Protection/>

<https://www.saj.usace.army.mil/LakeO/>

