

U. S. Army Corps of Engineers  
Inland Marine Transportation System  
Improvement Report

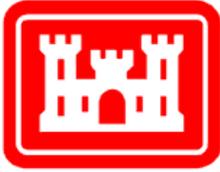
Appendix III

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Directorate of Civil Works &  
Strategic Sourcing Program Office  
Headquarters, U.S. Army Corps of Engineers  
Washington, D.C. 20314-1000

# THE IMTS IMPLEMENTATION PLAN FOLLOWS THIS PAGE

The information it contains is extracted from the Findings and Recommendations in Appendix II, Part B and corresponds with information contained in the Improvement Report. The pages in the Implementation Plan are numbered so that the plan itself can be extracted and stand alone.



**US Army Corps  
of Engineers®**

# **U.S. Army Corps of Engineers**

## **Inland Marine Transportation System**

### **Implementation Plan**

**2008**

**A Joint Publication of the  
IMTS Business Process Review Team &  
Strategic Sourcing Program Office  
Headquarters, USACE  
Washington, DC 20314-1000**

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- 1 RESERVED FOR Findings & Recommendations
- 2 RESERVED FOR Staffing Guide
- 3 RESERVED FOR Policy Memorandums
- 4 RESERVED FOR Plans (Communications, Training, etc.)

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## SECTION I – SCOPE OF WORK

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### CHARTER

*Inland Marine Transportation System Board of Directors*

### ESTABLISHMENT

*The Inland Marine Transportation System (hereafter IMTS) Board of Directors (hereafter “Board”) is hereby established for the purpose of integrating the execution of the IMTS Implementation Plan and for other purposes as the Deputy Commanding General and Director of Civil and Emergency Operations may deem appropriate.*

### MEMBERS

*The Deputy Commanding General for Civil and Emergency Operations shall Chair the Board*

*The members of the IMTS Board are –*

- Commander, South Atlantic Division (SAD),*
- Commander, Lakes and Rivers Division (LRD),*
- Commander, Mississippi Valley Division (MVD)*
- Commander, Northwestern Division (NWD)*
- Commander, Southwestern Division (SWD)*
- Chief of Operations, HQUSACE*

### NON-VOTING MEMBERS

*The Chair may appoint members of his staff to serve as advisors.*

*The Strategic Sourcing Program Manager shall:*

*(1) Serve as a permanent advisor to the Board on issues of general interest to the Office of the Assistant Secretary of the Army for Civil Works, Office of Management and Budget, Department of Defense, and Department of the Army as such issues relate to the historical purpose behind the establishment of this Board and for purposes of reporting the progress in implementing the results emanating from that original purpose.*

*(2) Serve as staff assistant to the Chair for purposes of integrating information into the Implementation Plan that warrant documentation.*

*(3) Track actions assigned by the Board to staff principals for action and report on their status to the Chair.*

*The Office of Counsel, Directorate of Human Resources, Directorate of Contracting, Directorate of Corporate Information, Directorate of Logistics, and Office of Public Affairs shall designate a senior member of their staff to serve as a Point of Contact (POC) for the Board. The POCs shall:*

(1) Ensure that Headquarters, Division, and District staff from their principal area of responsibility are aware of the plan implementation effort and provide such support in implementing the improvements as is necessary for the success of that effort consistent with Public Law and higher authority policies.

(2) Promptly coordinate with Department of the Defense and/or Department of the Army staff principals in their respective areas to pursue decisions on waivers to policy and/or procedures that may be necessary to implement the improvements and shall keep the Board informed on their progress.

## **AUTHORITY**

The Board shall appoint, in writing, and Division Commanders shall endorse members to serve as the Working Group of the Board.

The Board shall monitor execution and review/approve Working Group recommendations and products.

The Board shall charge the Working Group with day-to-day responsibility for managing and executing the plan. The Working Group may appoint Process Action Teams (PATs) with a finite lifespan to focus on IMTS issues. With the approval of the Board, the Working Group may establish permanent Collaborative Action Teams (CATs) as needed to address specific cross-divisional issues. These teams may support the Division level effort.

The Board may establish standing committees on matters it sees fit and the standing committees will report directly to the Board.

The Board shall convene at least quarterly either in-person or via video conference or telephonically to carry out its responsibilities.

## **WORKING GROUP**

The Working Group shall function as representatives of the Board from Divisions with a Navigation mission.

The Working Group team members are non-voting members of the Board.

The Working Group may set up PATs consisting of Operations Chiefs, Operations Managers, Lockmasters, and others, as needed. In establishing such PATs the Working Group shall coordinate with the District and Division Commanders in the selection of team members.

With the approval of the Board, the Working Group may establish CATs. In establishing such CATs the Working Group shall coordinate with the District and Division Commanders in the selection of team members.

The Working Group shall report on the status of plan implementation at least quarterly when the Board convenes. Such reports may be made via teleconference or telephonically, as appropriate.

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CECW/CESS

MEMORANDUM THRU **MSC COMMANDER**

FOR **NAME OF WORKING GROUP MEMBER**

SUBJECT: Inland Marine Transportation System Working Group Appointment

1. Reference the attached Inland Marine Transportation System (IMTS) Charter.
2. As a recognized expert in your profession and a valued member of the U.S. Army Corps of Engineers, I am pleased to inform you that you are hereby appointed to the IMTS Working Group.
3. Your responsibility as a Working Group member is a collateral duty and may require travel. Your commitment to this effort and to your normal duties is commendable and will be recognized in your annual performance rating.
4. I want to personally thank you in advance for the contribution you will make to this important effort. I am certain that your involvement will enable us to achieve our objective to improve IMTS System Reliability, Operations, and Human Capital.

FOR THE COMMANDER:

\_\_\_\_\_  
**NAME**

Major General, USA

DCG for Civil and Emergency Operations

CECW/CESS

MEMORANDUM FOR STAFF PRINCIPALS AND COMMANDERS

SUBJECT: Inland Marine Transportation System

1. Reference the IMTS Board of Directors Charter, **DATE** (Encl).
2. Over the years we have fielded a vast array of methods improvements. While all of these improvements were important to increasing our effectiveness and efficiency, the IMTS has, perhaps, the greatest visibility as it relates to Congressional and Presidential interest in and commitment to improving the Nation's transportation system for commodities. We can expect that our IMTS effort will attract great interest.
3. The execution process of the IMTS Implementation Plan is underway starting with the appointment of a Working Group reporting directly to the IMTS Board of Directors.
4. Staff principals, especially those indicated in the Charter, are vital to the success of this effort. Your participation and support will help us achieve our objective.
5. Commanders at all levels are equally vital to the success of this effort, especially in the areas of communicating the plan to employees and encouraging them to join in this opportunity to improve System Reliability, Operations, and Human Capital. Your support for the members of your staff who serve or will serve on the Working Group, Process Action Teams, and Collaborative Action Teams will enable us to attain our objective.

FOR THE COMMANDER:

Encl

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DON T. RILEY  
Major General, USA  
Deputy Commanding General

## Record of Business Process Review (BPR) Recommendations Approvals and Disapprovals

Topic	BPR Topic	Approved	Disapproved
1	Share Corporate Knowledge of Major Maintenance		
2	Share Corporate Knowledge of Preventative Maintenance & Repair Procedures		
3	Enhance the Hiring Process		
4	Strengthen Leadership & Management		
5	Improve Level of Service		
6	Training & Certification for Lock Staff		
7	Augment Supervisory Skills at Locks & Field Offices		
8	Share IMTS Knowledge & Information		
9	NavLock Channel Maintenance		
10	Enhance On-Site Supervision		
11	Physical Security Procedures at Locks & Dams		
12	Acquisition of Land & Floating Plant Equipment		
13	Restructure the Plant Replacement and Improvement Program (PRIP)		
14	Standardize Position Descriptions		
15	Regional/System Equipment Pool (Leased Equipment)		
16	Scheduling & Budgeting Major Maintenance		
17	Service Providers for Maintenance Projects		
18	Optimize Shift Schedules		
19	Standardize Staffing & Grade Structure		
20	Standardize Locking Procedures		
21	Improved Alignment of Administrative Staff		
22	Improve Consistency in the Application of Drug Testing Policies		
23	Systems-Based Budgeting		
24	Implement 3-Phase Inspection System for Major Maintenance		
25	Standardize Water Control Procedures		

The purpose of the following table is to record those recommendations that were not approved or that were modified during the approval process and the resulting required change(s) or amendment(s) to the Implementation Plan.

**Record of Required Amendments & Resulting Revisions**

<b>Topic #</b>	<b>BPR Topic Disapproved or Modified</b>	<b>Required Implementation Plan Change or Amendment</b>

## SECTION II - PROJECT DELIVERY

### 1.0 Responsibility

#### 1.1 IMTS Board of Directors

- (1) Has overall responsibility for the IMTS as indicated in the Charter;
- (2) Oversees the implementation of all improvements associated with each BPR Topic;
- (3) Reviews and approves policy and guidance developed by the IMTS Working Group prior to distribution (or delegates' review/approval authority to the Functional Proponent Project Manager (FPPjM));
- (4) Reviews and approves the improvements where specifically indicated in Section III.

#### 1.2 IMTS Working Group

- (1) Has day-to-day responsibility for the implementation of all improvements;
- (2) Coordinates, as necessary, the implementation of those improvements for which representatives HQUSACE Staff Principals have responsibility as shown in paragraph 2.0 and with more specificity in Section III;
- (3) Will be assisted in implementing improvements by others as indicated in paragraph 3.0 and with more specificity in Section III.
- (4) Will present to the Board the results of actions as indicated in the table in Section III.

## 2.0 Required Coordination

The following table indicates those BPR Topics that require the involvement of functions for which a HQUSACE Staff Principal has overall responsibility.

### BPR Topics Requiring Coordination

BPR Topic	Topic	Staff Principal(s)
3	Enhance the Hiring Process	Human Resources
8	Share IMTS Knowledge & Information	Public Affairs
9	NavLock Channel Maintenance	Contracting
10	Enhance On-Site Supervision	Human Resources
11	Physical Security at Locks & Dams	Security
12	Acquisition of Land & Floating Plant Equipment	Contracting
13	Plant Replacement & Improvement Program (PRIP)	Resource Management
14	Standardize Position Descriptions	Human Resources
15	Regional/System Equipment Pool (Leased Equipment)	Contracting
17	Service Providers for Maintenance Projects	Contracting
19	Standardize Staffing & Grade Structure	Human Resources
22	Improve Consistency in the Application of Drug Testing Policies	Human Resources
23	System-Based Budgeting	Civil Works

## 3.0 Improvement Implementation Assignments

Section VII – Project Quality Control Plan and Objective provides a table of Quality Assurance responsibilities by BPR Topic as indicated in the Recommendations and Findings. The Working Group will develop a separate Quality Control (QC) Plan for those improvement areas that require on-going monitoring after implementation.

## SECTION III - WORK BREAKDOWN STRUCTURE

The following table is the Work Breakdown Structure (WBS) by BPR Topic. Policies, plans, and other implementation documents (e.g. guides, manuals, etc.) will become an appendix to this plan. The table corresponds to the improvements in each BPR Topic Findings and Recommendations and Table II-5 Summarized Improvements by BPR Topic in the main report.

<b>Summarized Improvements</b>
<b>1 - Share Corporate Knowledge of Major Maintenance</b>
(1) Establish mandatory regional workshops on major maintenance.
(2) Develop a regional skills database of technical competencies.
(3) Establish visits by technical support personnel to major maintenance activities of other districts to increase sharing of information.
(4) Review the Lakes and Rivers Division Navigation Locks & Dams Maintenance Standard and implement a Maintenance Standard policy.
<b>2 - Share Corporate Knowledge of Preventative Maintenance &amp; Repair Procedures</b>
(1) Provide a standard maintenance management system.
(2) Exchange information at Lock and Dam O&M Workshop.
<b>3 - Enhance the Hiring Process</b>
(1) Reduce fill time by establishing a central recruitment unit for IMTS.
(2) Assess system identified by DoD to replace Resumix.
(3) Conduct workforce planning to identify expected turnover.
(4) Build and maintain extended workforce contact lists.
<b>4 - Strengthen Leadership &amp; Management</b>
(1) Identify best practices.
(2) Develop specific performance goals.
(3) Encourage leadership and management training for all supervisors.
<b>5 - Improve Level of Service</b>
Utilize the <u>12 point</u> decision tree for identifying Navigation locks that have opportunity for reduced hours of operation. Each step of decision tree should reduce number of locks available for further study
<b>6 - Training &amp; Certification for Lock Staff</b>
(1) Develop standardized, nationwide training and certification for new lock operators (those assigned duties for operating locks or dams).
(2) Provide refresher training, at reasonable intervals, to stay abreast of changes and technology.
(3) Establish a mechanism (such as newsletters, conferences, or training officers) to inform and facilitate lock personnel participation in mission-related maintenance training to learn and improve skills.

<b>Summarized Improvements</b>
(4) Develop a Prospect Course, specifically for new lock personnel, required as part of the lock operator certification process and also available to journeymen lock personnel as stated in the Individual Development Plan (IDP) and as funding allows.
(5) Standardize the training duration and grade structure for lock operators during the training and certification period, where the grade advances as phases of training are completed.
(6) Establish adequate training budgets and staffing procedures to allow for training for new and current lock personnel (operators, mechanics, and electricians).
<b>7 - Augment Supervisory Skills at Locks &amp; Field Offices</b>
(1) Enforce mandatory completion of the following required courses for new supervisors: Human Resources for new supervisors, online supervisory development course, and Army Continuing Education System courses.
(2) Train new supervisors on the provisions of the current union contracts in the first year following their selection.
(3) Provide refresher training for current lock supervisors.
(4) Use scheduled Navigation conferences to devote time in discussing supervisory issues, and make training in various supervisory skills part of the agenda.
(5) When a new union contract is negotiated, require training of all operations and maintenance supervisory personnel on the provisions of the agreement. Hold refresher training on the content of the current union agreement every three (3) years.
<b>8 - Share IMTS Knowledge &amp; Information</b>
(1) Develop a Memorandum of Agreement (MOA) for a Public Affairs Officer contact dedicated to the IMTS to improve communication internally, with customers, and with the public.
(2) Public Affairs Office MOA shall include development of a newsletter, published at least quarterly, to cover lock and dam O&M, dredging, employee interest stories, and other IMTS-related issues.
(3) Using the functionality of the Navigation Gateway, establish a website to share IMTS-related knowledge and information through threaded discussions, wikis, newsletter archives, etc.
(4) Working Group should establish a process action team (PAT) to develop the Public Affairs Office MOA.
<b>9 - NavLock Channel Maintenance</b>
(1) Share USACE hydrographic surveys with the USCG in a standard file format (such as AutoCAD DXF).
(2) Conduct working meetings between local USACE offices and USCG detachments to discuss fleeting routes (sailing instructions) and ways to improve marking the river channel with buoys.
(3) Initiate a regional ID/IQ-type contract for environmental services, including mussel surveys, water quality laboratory work, and sediment analysis.
(4) Use existing regional and national meeting forums (such as the Inland Waterways Conference) to evaluate best practices for contracting, Quality Assurance/Quality Control (QA/QC), coordination with USCG, industry, and interest groups.
(5) Establish a Geographic Information System (GIS) based platform for use by districts with significant dredging requirements.
(6) Regional areas shall maintain a database of historic dredging areas. Budget packages shall be developed to investigate long-term solutions (eliminate the need for dredging where economically feasible). Use of technology such as micro-modeling for these areas to determine cost-effective solutions such as weir fields, etc., should become widespread.

<b>Summarized Improvements</b>
<b>10 - Enhance On-Site Supervision</b>
(1) Assign on-site supervisory responsibility to one person at each lock and dam site.
(2) If a site does not have a supervisor whose normal duty station is at that site, ensure the site supervisor's assigned duty station is within 45 minutes of the site.
(3) Ensure every site always has a designated person officially assigned.
<b>11 - Physical Security at Locks &amp; Dams</b>
(1) Perform Life Cycle Cost Analysis on existing security systems to determine the most effective strategy for operation, maintenance, and future replacement.
(2) Establish an interim security policy at sites where systems do not operate as designed, cannot be repaired, or do not exist.
<b>12 - Acquisition of Land &amp; Floating Plant Equipment</b>
(1) Propose standardized sizes and shapes of Corps plant assets.
(2) Draft recommended changes to ER 1130-2-500.
(3) Districts will provide contract administration (QA/QC) oversight of design/build contracts for standardized vessels and provide them to prospective offerors for design/build and best value supply contracts.
(4) Create basic size and shape drawings and simple specifications.
<b>13 - Restructure the Plant Replacement &amp; Improvement Program (PRIP)</b>
(1) Implement Plant Increment Inflation Cost in lieu of the plant increment cost; investigate retiring plant salvage value to owner; and revise ER 37-1-29 to allow plant owners to recoup trade in value for plant items and recoup salvage value of divested plant items when the GSA AXCESS Program is utilized.
(2) Assign a salvage value of 10% of original cost to all plant items.
(3) Allow plant owners to determine the <i>appropriate</i> useful life for plant items within established PRIP guidelines.
(4) Establish separate rental rates for plant actually in operation and plant not in operation but in transit for use by another Corps District, or in a standby status.
(5) Depreciation factor should not be included in the rental rate beyond the useful life of the plant.
(6) Raise the minor item threshold from \$350K and increase the major item threshold to \$3M.
(7) Modify ER 37-1-29 to facilitate the above six recommendations.
(8) Districts/regions should consider reducing the useful life term of plant items.
<b>14 - Standardize Position Descriptions</b>
(1) Develop standardized PDs and associated job titles for IMTS lock personnel and enter them into the FASCLASS database.
(2) Include cross-functional lock O&M activities in appropriate PDs (rather than separate O&M PDs)
(3) Reassign incumbents to the new standardized PDs when it does not affect their grade. If grade is affected hold action in abeyance until the position becomes vacant.
(4) If any of the standardized PDs include duties that require incumbent training, notify the union so that impact and implementation for training can be negotiated before processing reassignment.
(5) Have supervisors meet with each IMTS employee to discuss the new standard PDs and performance expectations.

<b>Summarized Improvements</b>
<b>15 - Regional/System Equipment Pool (Leased Equipment)</b>
Develop ID/IQ contracts for regional use.
<b>16 - Scheduling &amp; Budgeting Major Maintenance</b>
(1) Establish teams based on the Division model to schedule maintenance.
(2) Establish mandatory higher-level coordination teams to facilitate communication between Divisions and industry points of contact.
(3) Coordinate maintenance schedules to minimize system unavailability.
(4) Develop a single risk-based ranking process for maintenance and budgeting utilizing the best facets of the existing Division models.
(5) Implement the standardized annual condition assessment process and the chosen risk-based ranking process for maintenance items.
(6) Reconcile fleet and resource utilization based upon the final prioritization list.
(7) Address standardization of PDs to incorporate working conditions.
<b>17 - Service Providers for Maintenance Projects</b>
Establish ID/IQ contracts for river-related work, especially recurring work items.
<b>18 - Optimize Shift Schedules</b>
(1) Maximize the use of family-friendly, practical shifts for IMTS.
(2) Review shift schedules and practices for compliance with EM 385-1-1.
(3) Clearly state maximum shift duration in EM 385-1-1.
(4) Review schedules for compliance with circadian cycle best practices.
(5) Train new shift workers on circadian cycles.
<b>19 - Standardize Staffing &amp; Grade Structures</b>
(1) Use the IMTS staffing guide as a best practice for operational (which includes minor maintenance) staffing at lock sties.
(2) Use the IMTS staffing guide as a best practice for maintenance staffing for lock sites, including on-site maintenance manpower or pooled manpower as locally determined.
(3) Develop a regional strategy for staffing and use of major maintenance facilities such as fleets, maintenance crews, and other activities.
(4) Ensure all districts comply with ER 5-1-11 and related Directorate of Civil Works white paper dated 1 Aug 05 requiring a standardized organization structure.
(5) Establish a process for reviewing all contracted IMTS O&M work.
(6) Once factual workload based models are developed, a link should be established to the Systems-Based Budgeting BPR to provide baseline budgets.
<b>20 - Standardize Locking Procedures</b>
(1) Review and standardize Navigation Notice #1 (blue book, red book, purple book) on an annual basis.
(2) Post all Navigation notices on unique or abnormal towing configurations or situations on one website accessible to all Navigation customers.
(3) Publish approved lockage Standard Operating Procedures (SOP) for each lock site.
(4) Standardize audible and visual signals for inland Navigation.

<b>Summarized Improvements</b>
(5) Require that recreational vessels handle courtesy lines where available because of turbulence in the lock chamber.
(6) Require that recreational boaters handling and/or tending a line wear a life jacket at all times.
(7) Require that recreational vessels turn engines off when inside lock chamber.
(8) Require use of small boat chains with talk-back speaker on lock walls for recreational craft that do not have marine radios.
(9) Require the use of strobe lights to signal entry at lock sites with frequent recreational craft lockages.
(10) Implement the standard O&M National Uniform Program for Lock and Dam and maintenance employees.
(11) Develop crew change policy at lock sites.
(12) Update Navigation Charts to improve consistency.
(13) Revise the production process for Navigation Charts.
(14) Publish public contact information.
(15) Update signage at lock sites to comply with National Sign Standards Manual.
(16) Require that all lock sites, where applicable, will have a visual, audible or electronic means to notify mariners that severe out draft conditions exist.
<b>21 - Improved Alignment of Administrative Tasks</b>
(1) Implement optimal ratios of supervisor/technical to administrative personnel to maximize man-hours spent on assigned duties.
(2) Provide administrative personnel with all appropriate permissions and authorities to perform duties.
<b>22 - Improve Consistency in the Application of Drug Testing</b>
(1) Standardize disciplinary actions following a positive test.
(2) Review and revise the positions list of employees designated for random drug testing (Testing Designated Position list) to ensure standardization across USACE of positions tested, and to ensure list includes positions with duties requiring testing.
(3) Review and revise the authority to perform non-random drug testing to be consistent with the current practices used by industry, customers, and USCG.
(4) Train supervisors.
(5) Develop standardized approach (or policy) when suspicion of intoxication is exhibited.
<b>23 - System-Based Budgeting</b>
(1) Define level of service for each project.
(2) Determine and fund, based on defined level of service, the baseline O&M activities for each project.
(3) Evaluate the Mississippi Valley Division/Lakes and Rivers Division major maintenance models and develop a hybrid model that could be applied to all regions.
(4) Develop a Business Case Model that demonstrates the efficiencies that could be gained by modifying O&M budgets to allow movement of funds based on the highest ROI and to fund execution year emergency situations that arise.
(5) Develop revised data for budget development purposes and minimize data collection.
<b>24 - Implement 3-Phase Inspection System for Major Maintenance</b>
(1) Provide local, formal training on the three-phase inspection to supervisors, engineers, and others involved in major maintenance activities.

<b>Summarized Improvements</b>
(2) Assign a person (collateral duty) to be the QC manager for each major maintenance activity.
<b>25 - Standardize Water Control Procedures</b>
(1) Identify regions where opportunity exists to allow users to load additional commodities if river forecasts are improved and communicated.
(2) Develop a consistent approach to river forecasting within these regions, to allow for facilitation of problem solving and standardization.
(3) Standardize water control procedures (gate settings) within select river systems to maximize the benefits to the entire river system.
(4) Establish a lead district(s) to spear head set water control policies within a river system.
(5) Lead District(s) champion buy-in for a regional system.
(6) Lead District(s) helps to establish policies to be used throughout the river system on evaluation of forecasts.
(7) Lead District(s) shall have a QA/QC mission within the river system.
(8) Lead District(s) shall be responsible for assembling a team from the districts with the river system (not every district needs to be represented, or representation can be on a rotating basis) to meet and advise the lead district(s) on policies.

## SECTION IV - ACQUISITION PLAN

### 1.0 Contractor Support

The IMTS Board and the IMTS Working Group will require contractor support to implement some of the improvements in this plan (for example, BPR Topic 11 – Physical Security Procedures and BPR Topic 20 – Standardization). The costs for this support, where known, are included in Section V - Resource Management of this plan. Topic 23 – System Budgeting may require contractor support and will be identified and reported to the Functional Proponent Project Manager (FPPjM) and IMTS Board for funding.

### 2.0 IMTS Board and IMTS Working Group

The salaries and travel costs for the IMTS Board are considered a normal cost of doing business and are not included in the acquisition or resource management costs.

Except as otherwise noted in a specific BPR Topic Resource Plan, the salaries for the IMTS Working Group are considered a normal cost of doing business and are not included in the acquisition or resource management costs. The travel and per diem costs are severable and are included in the resource management costs.

### 3.0 Division Management Teams, PATs, CATs, and Ad Hoc Teams

The salaries for members of the various teams supporting the implementation effort are considered a normal cost of doing business and are not included in the acquisition or resource management costs.

At this time, only travel within the parent District or Division is anticipated and travel related costs are considered a normal cost of doing business. In the event extensive travel to meet with the IMTS Working Group is required by these team members, the District/Division Commander may request severable funding from the IMTS Board.

### 4.0 Website(s) and Publications

A number of BPR Topics envision a Navigation Gateway accessible by IMTS employees and users. While the existing website may be converted to serve as that gateway, the long-term costs must be estimated as the implementation of the improvements to which the website relates mature. The costs for the website and the publications envisioned under the BPR Topics to which these relate are not included in the resource management costs.

## 5.0 Public Affairs Officer

BPR Topic 8 – Share IMTS Knowledge and Information envisions a Memorandum of Agreement (MOA) with the Public Affairs Office (PAO) for one position to serve as the IMTS PAO. The costs for this position are included in the resource management costs.

## 6.0 Other Costs Associated with BPR Topic Recommendations

Costs associated with fielding of the final implementation results at the operating level (e.g. standardizing staffing and grade structures) shall be borne by the responsible Engineer District/Division, as appropriate.

Costs associated with fielding the final implementation results at the national level (e.g. the publication of an updated Engineering Regulation) shall be borne by the Headquarters.

Where the IMTS Working Group identifies other costs not identified in this plan, the BPR Topic, associated improvement(s), and resource requirements shall be brought to the attention of the FPPjM immediately. The FPPjM shall determine the appropriate funding source, determine whether funds are available, and present the findings to the IMTS Board for decision.

## SECTION V - RESOURCE MANAGEMENT

The following table consolidates the cost analysis information from each of the BPR Topic Findings and Recommendations. Where a \$0 cost is shown, the cost is either a sunk cost or is nonseverable from other existing requirements.

BPR Topic #	BPR Topic	Improvement	Improvement Cost	Total One-Time Improvement Cost	Total Recurring Annual Cost
1	Share Corporate Knowledge of Major Maintenance	Maintenance Workshops	\$80K	\$0	\$80K
		Regional Skills Database within Navigation Corps Gateway	TBD		
		Visiting Lock & Dam Sites	\$11K	\$0	\$11K
		Development of Regional Maintenance Standards	\$153K	\$153K	\$0
<b>Total BPR Topic 1</b>				<b>\$153K</b>	<b>\$91K</b>
2	Share Corporate Knowledge of Preventative Maintenance & Repair Procedures	Lockmaster & Maintenance Workshop	\$140K		\$140
<b>Total BPR Topic 2</b>				<b>\$0</b>	<b>\$140K</b>
3	Enhance the Hiring Process	Develop proposal for approval	\$0	\$0	\$0
<b>Total BPR Topic 3</b>				<b>\$0</b>	<b>\$0</b>
4	Strengthen Leadership & Management	Develop performance objectives/recognitions	\$0	\$0	\$0
<b>Total BPR Topic 4</b>				<b>\$0</b>	<b>\$0</b>
5	Improve Level of Service	Develop assessment	\$0	\$0	\$0
<b>Total BPR Topic 5</b>				<b>\$0</b>	<b>\$0</b>
6	Training & Certification for Lock Staff	Develop Training Manual	\$130K	\$130K	\$0
		Update Training Manual	\$40K	\$0	\$40K



BPR Topic #	BPR Topic	Improvement	Improvement Cost	Total One-Time Improvement Cost	Total Recurring Annual Cost
		Develop Prospect Course	\$35K	\$35K	\$0
		Update Prospect Course	\$2K	\$0	\$2K
		Student prospect course	\$528K	\$0	\$528K
<b>Total BPR Topic 6</b>				<b>\$165</b>	<b>\$570</b>
7	Augment Supervisory Skills at Lock & Field Offices	Supervisory training	\$0	\$0	\$0
<b>Total BPR Topic 7</b>				<b>\$0</b>	<b>\$0</b>
8	Share IMTS Knowledge & Information	Dedicated PAO	\$180K	\$0	\$180K
<b>Total BPR Topic 8</b>				<b>\$0</b>	<b>\$180K</b>
9	NavLock Channel Maintenance	Develop ID/IQ environmental contracts	\$0	\$0	\$0
<b>Total BPR Topic 9</b>				<b>\$0</b>	<b>\$0</b>
10	Enhance On-Site Supervision	Assign on-site supervisory responsibility to one person at each lock site	\$0	\$0	\$0
		Working Group review status of on-site responsibility	\$0	\$0	\$0
<b>Total BPR Topic 10</b>				<b>\$0</b>	<b>\$0</b>
11	Physical Security at Locks & Dams	Develop security recommendation for Locks and Dams	\$780K	\$780K	\$0
<b>Total BPR Topic 11</b>				<b>\$780K</b>	<b>\$0</b>
12	Acquisition of Land & Floating Plant Equipment	Plant Standardization Team	\$275K	\$275K	\$0
		ER modification team	\$60K	\$60K	\$0
		District Design and Spec Writing	\$150K	\$150K	\$0
<b>Total BPR Topic 12</b>				<b>\$485K</b>	<b>\$0</b>



BPR Topic #	BPR Topic	Improvement	Improvement Cost	Total One-Time Improvement Cost	Total Recurring Annual Cost
13	Restructure Plant Replacement & Improvement Program (PRIP)	Draft changes to PRIP regulation	\$262K	\$265K	\$0
<b>Total BPR Topic 13</b>				<b>\$265K</b>	<b>\$0</b>
14	Standardize Position Descriptions	Distribute new PDs	\$0	\$0	\$0
<b>Total BPR Topic 14</b>				<b>\$0</b>	<b>\$0</b>
15	Regional/System Equipment Pool (Leased Equipment)	Establish new or expand existing ID/IQ contracts	\$0	\$0	\$0
<b>Total BPR Topic 15</b>				<b>\$0</b>	<b>\$0</b>
16	Scheduling & Budgeting Major Maintenance <sup>1</sup>	Regional meetings for scheduling maintenance	\$27K	\$0	\$27K
		Higher-level meetings for scheduling maintenance	\$24K	\$0	\$24K
<b>Total BPR Topic 16</b>				<b>\$0</b>	<b>\$51K</b>
17	Service Providers for Maintenance Projects	Expand existing ID/IQ contracts	\$0	\$0	\$0
<b>Total BPR Topic 17</b>				<b>\$0</b>	<b>\$0</b>
18	Optimize Shift Schedules	Determine schedule/compliance	\$0	\$0	\$0
<b>Total BPR Topic 18</b>				<b>\$0</b>	<b>\$0</b>
19	Standardize Staffing & Grade Structure	Develop implementation plans	\$0	\$0	\$0
<b>Total BPR Topic 19</b>				<b>\$0</b>	<b>\$0</b>
20	Standardize Locking Procedures	Cost for IMTS Working Group Travel & Per Diem	\$200K	\$200K	\$0

<sup>1</sup> Local costs (shown as an example)



BPR Topic #	BPR Topic	Improvement	Improvement Cost	Total One-Time Improvement Cost	Total Recurring Annual Cost
		Public information signs	\$582K	\$582K	\$0
		Bringing all facilities up to national sign standard	\$2.5M	\$2.4M	\$0
<b>Total BPR Topic 20</b>				<b>3.13M</b>	<b>\$0</b>
<b>21</b>	<b>Improved Alignment of Administrative Staff</b>	Improving alignment of administrative staff	\$3M	\$3M	\$0
<b>Total BPR Topic 21</b>				<b>\$3M</b>	<b>\$0</b>
<b>22</b>	<b>Improved Consistency in the Application of Drug Testing Policies</b>	Testing	TBD	\$0	TBD
<b>Total BPR Topic 22</b>				<b>\$0</b>	<b>TBD</b>
<b>23</b>	<b>Systems-Based Budgeting</b>	Develop systems-based funding	TBD	TBD	\$0
<b>Total Topic 23</b>				<b>TBD</b>	<b>\$0</b>
<b>24</b>	<b>Implement 3-Phase Inspection System for Major Maintenance</b>	Develop exportable training (one-time)	\$20.8K	\$21K	\$0
		Training (one-time)	\$52.8K	\$53K	\$0
<b>Total BPR Topic 24</b>				<b>\$73K</b>	<b>\$0</b>
<b>25</b>	<b>Standardize Water Control Procedures</b>	Select District/Develop regional policies	TBD	\$0	TBD
<b>Total BPR Topic 25</b>				<b>\$0</b>	<b>TBD</b>
<b>TOTAL ESTIMATED IMPLEMENTATION COSTS</b>				<b>\$8.8M</b>	<b>\$2.3M</b>

## SECTION VI - SCHEDULE

### 1.0 Implementation Schedule:

Improvements will be implemented in two phases as shown in the following table.

Phase 1				Phase 2	
#	BPR Topic	#	BPR Topic	#	BPR Topic
1	Share Corporate Knowledge of Major Maintenance	11	Physical Security Procedures at Locks & Dams	9	NavLock Channel Maintenance
2	Share Corporate Knowledge of Preventative Maintenance and Repair Procedures	13	Restructure Plant Replacement & Improvement Program (PRIP)	12	Acquisition of Land and Floating Plant Equipment
3	Enhance the Hiring Process	14	Standardize Position Descriptions (PDs)	15	Regional/System Equipment Pool (Leased Equipment)
4	Strengthen Leadership & Management	16	Scheduling & Budgeting Major Maintenance	17	Service Providers for Maintenance Projects
5	Improve Level of Service	18	Optimize Shift Schedules	22	Improve Consistency in the Application of Drug Testing Policies
6	Training & Certification for Lock Staff	19	Standardize Staffing & Grade Structure	25	Standardize Water Control Procedures
7	Augment Supervisory Skills at Locks & Field Offices	20	Standardize Locking Procedures		
8	Share IMTS Knowledge & Information	21	Improved Alignment of Administrative Tasks		
10	Enhance On-Site Supervision	23	Systems-Based Budgeting		
		24	Implement 3-Phase Inspection System for Major Maintenance		

## 2.0 Expected Duration of Key Implementation Actions:

The following tables depict the implementation schedule and “milestones/waypoints” to monitor during implementation for the improvements by phase as identified in the BPR Topic Findings and Recommendations. Month “0” is the month in which the IMTS Board Charter is signed.

### 2.1 Phase I

BPR Topic #	Topic	Progress To Monitor	Activity	Months												
				1	2	3	4	5	6	7	8	9	10	11	12	
1	Share Corporate Knowledge of Major Maintenance	Workshops are completed within 12 months subsequent to IMTS Board Charter	Maintenance workshops													
			Stand up Navigation Gateway database													
			Site visits													
			Develop Regional Maintenance Standards													
2	Share Corporate Knowledge of Preventative Maintenance & Repair Procedures	Workshops are initiated within 12 months of the IMTS Board Charter	Lockmaster & Maintenance & Maintenance Workshop													
3	Enhance the Hiring Process	(1) Review the status of recommendations at the commencement of the implementation phase (2) Adequate number of trained personnel with essential skills essential to maintain system availability/lock availability	Develop proposal for approval													
			Establish recruitment unit													

BPR Topic #	Topic	Progress To Monitor	Activity	Months														
				1	2	3	4	5	6	7	8	9	10	11	12			
4	Strengthen Leadership & Management	(1) Assure requirements for leadership-related performance standards are communicated to the IMTS Board at the beginning of the Implementation Phase (2) Process in place to develop IMTS recognitions 6 months after the commencement of the Implementation Phase	Working Group begin threaded discussion															
			Work Group develop performance objectives															
			Working Group develop recognitions															
			CPACs encourage leadership & management training															
			Working Group establish grievances baseline															
			Working Group conduct employee survey															
5	Improve Level of Service	Identify, by considering associated factors, all locks for improvement (reduction of hours of operation and maintaining customer needs) within 6 months of start of Implementation Phase	Assess decision tree															
			Analyze remote operation of spillways															
			Analyze future staffing requirements															
			Coordinate with customers															
			Implement reduced hours															
6	Training & Certification for Lock Staff	Provide interim progress report in 5 <sup>th</sup> month	Develop curriculum and requirements for training manual															
			Produce, edit, distribute training manual															
			Develop/implement Prospect Course															

BPR Topic #	Topic	Progress To Monitor	Activity	Months														
				1	2	3	4	5	6	7	8	9	10	11	12			
7	Augment Supervisory Skills at Locks & Field Offices	Four months after the start of implementation, the Working Group will review the status of training for new and current supervisors.	District CPACs ensure supervisory training is accomplished															
			District CPACs ensure new supervisors receive union agreement training															
			Regional IMTS Management Team assures refresher training for supervisors															
			Regional Management Team assures supervisory development opportunities are provided at periodic conferences															
8	Share IMTS Knowledge & Information	Establishing the PAO MOA is critical	Initiate PAO MOA action															
			Establish PDT															
			Incorporate knowledge management and sharing in IMTS integrated communication plan															
			Develop newsletter															
			Establish IMTS website															
			Schedule annual meetings															

BPR Topic #	Topic	Progress To Monitor	Activity	Months												
				1	2	3	4	5	6	7	8	9	10	11	12	
10	Enhance On-Site Supervision	Within 12 months of the start of the implementation phase, the Working Group reviews the status of on-site supervision assignments/reports the completion of the supervisor actions	Assign on-site responsibility													
			Have Working Group review status of on-site responsibility													
			Assign local supervision													
			Have Working Group review status of on-site responsibility													
11	Physical Security Procedures at Locks & Dams	Within 6 months of IMTS Board Charter, all sites will be inspected and recommendation report will be completed.	Inspect sites and develop recommendations													
			Implement recommendations													
13	Restructure Plant Replacement & Improvement Program (PRIP)	(1) Ensure PAT meets schedule (2) PAT maintains contact with HQUSACE PRIP proponent to ensure progress is maintained	Establish PAT													
			Draft changes to ER 37-1-29													
			Propose changes to regulation proponent													
			Establish implementation date													
			Implement new regulation													
14	Standardize Position Descriptions	Within 30 days of receipt of feedback on PDs, the Working Group will revise and distribute all	Distribute new Position Descriptions (PDs)													
			Revise PDs on basis of feedback													

BPR Topic #	Topic	Progress To Monitor	Activity	Months															
				1	2	3	4	5	6	7	8	9	10	11	12				
		new PDs to each navigation district. The Working Group will follow-up to ensure each district is using IMTS PDs in recruitments and promotions. Because some districts may take longer to act, a quarterly management team follow-up is required until all districts comply. When the IMTS is implemented in October 2009, supervisors will meet with each IMTS employee to discuss the new standard PDs and performance expectations.	Working Group follows-up quarterly																
16	Scheduling & Budgeting Major Maintenance	Activities delineated in the implementation plan are completed within 18 months of the IMTS Board Charter	Draft SOP for team functionality																
			Review SOP																
			Approve SOP																
			Draft SOPs for ranking and assessment process																
			Review SOPs																
			Approve SOPs																
			Stand-up regional & higher level teams																

BPR Topic #	Topic	Progress To Monitor	Activity	Months														
				1	2	3	4	5	6	7	8	9	10	11	12			
			Division and mandatory higher-level teams implement															
18	Optimize Shift Schedules	Recommendations from the report that identifies shift schedules and best practices	Evaluate shift schedules for compliance with 1994 directive and 5 USC 6131															
			Implement improved shift schedules															
			Determine whether schedule complies with Safety Manual standards															
			Determine whether schedule complies with circadian best practices															
			Report to management team															
19	Standardize Staffing & Grade Structure	Working Group will quarterly review progress on development and implementation of standardized staffing	Regions develop staffing plans for operations															
			Working Group recommends staffing plans to IMTS Board															
			Operations Chiefs provide maintenance staffing recommendations	2 years after FEMS implementation														
			Working Group recommends staffing to IMTS Board	2.5 years after FEMS implementation														

BPR Topic #	Topic	Progress To Monitor	Activity	Months												
				1	2	3	4	5	6	7	8	9	10	11	12	
			Operations Chiefs provide proof of compliance with directive to Working Group	Month 18												
			Working group recommends project staffing to IMTS Board	Month 24												
			Regional Management Teams recommend major maintenance staffing & fleet utilization to Working Group and IMTS Board	Month 15												
			Working Group establishes process for reviewing IMTS O&M contracts													
			Working Group evaluates maintenance accomplishments and needs	Third year												
20	Standardize Locking Procedures	Report to IMTS Board when complete <sup>2</sup>	Implement immediate and intermediate improvements													
21	Improved Alignment of Administrative Tasks	District Operations Chiefs should begin development of the	Operations Chiefs provide organization charts to IMTS Board	TBD												

<sup>2</sup> Phase 2 related improvements (updating signage and visual, audible or electronic mariner notification of sever out draft conditions) will occur over the longer term (12-60 months)

BPR Topic #	Topic	Progress To Monitor	Activity	Months															
				1	2	3	4	5	6	7	8	9	10	11	12				
		organization chart at the commencement of the Implementation Phase	Operations Chiefs commence recruitment actions																
23	Systems-Based Budgeting	(1) "Major Maintenance Model" will be developed and distributed to field elements within 12 months. "Improve Level of Service" BPR will be completed within 12 months. (2) "Standardize Staffing & Grade Structure" BPR will be completed within 12 months. FEMS implemented and sufficient data collected within 2 years.	Determine level of service (per Improve Level of Service BPR)																
			Establish operations baseline																
			Establish maintenance baseline																
			Develop major maintenance priorities	This will take 12 months to complete per Scheduling & Budgeting Major Maintenance BPR															
			Train field personnel to use model	This will take 2 months after the above activity is completed															
			Develop business case for systems funding																
			Revise budget Engineer Circular																
24	Implement 3-Phase Inspection System for Major Maintenance	Within 2 months of receiving training, each district will have used the 3-phase inspection on at least one major maintenance activity and provided checklists to the Working Group for review.	Establish team to develop course																
			Develop exportable course																
			Train personnel																

2.2 Phase 2

BPR Topic #	Topic	Progress To Monitor	Activity	Months												
				1	2	3	4	5	6	7	8	9	10	11	12	
9	NavLock Channel Maintenance	(1) IMTS Board coordinates with USCG HQ on implementation of software to read Corps hydrographic surveys within 3 months of the Charter	HQUSACE/USCG Collaboration													
		(2) IMTS Board insures USCG is utilizing software to read Corps hydrographic surveys within 12 months of the Charter	Division IMTS Management Team confirms establishment of ID/IQ contracts													
		(3) Division IMTS Management Team surveys Districts on use of ID/IQ environmental contracts within three months of the Charter														
		(4) Division IMTS Management Team insures Districts have acquired ID/IQ Environmental Contracts within 12 months of the Charter														
12	Acquisition of Land & Floating Plant	None identified	Establish standardization PAT													

BPR Topic #	Topic	Progress To Monitor	Activity	Months													
				1	2	3	4	5	6	7	8	9	10	11	12		
	Equipment		Draft changes to ER 1130-2-500														
			Districts provide QA/QC POCs														
			Create basic drawings & specs														
15	Regional/System Equipment Pool (Leased Equipment)	(1) Three months after IMTS Board Charter, Regional Management Team assesses need for regional equipment rental contracts. (2) Regional Management Team ensures regional equipment contracts are advertised and awarded within 12 months of the IMTS Board Charter.	Division IMTS Management Team reviews districts existing equipment rental contract(s) and begin solicitation documents														
			Complete solicitation and award for regional equipment contracts (as existing contracts expire or as need is determined)														
17	Service Providers for Maintenance Projects	(1) Three months subsequent to IMTS Board Charter, Regional	IMTS Management Team reviews existing ID/IQ contract(s)														

BPR Topic #	Topic	Progress To Monitor	Activity	Months														
				1	2	3	4	5	6	7	8	9	10	11	12			
		IMTS Management Team assesses need for regional ID/IQ contracts (2) Regional IMTS Management Team ensures regional ID/IQ contracts are advertised and awarded within 12 months after the IMTS Board Charter.	Existing contracts expanded or new regional contracts awarded (as existing contracts expire or as need is determined)															
22	Improve Consistency in the Application of Drug Testing Policies	Working Group to review drug testing program requirements, standardization procedures, and disciplinary actions	TBD															
25	Standardize Water Control Procedures	(1) Determine with users, the regions where opportunity exists to move additional commodities on IMTS. (2) Establish the lead district for these regions. (3) Establish regional policies and procedures.	Identify regions of opportunity															
			Gain concurrence with users, COPs, and commanders															
			Select lead districts with regions															
			Develop regional policies (more time than the four months shown in this table)															

### 2.3 Notional Improvements Tracking Template

The following is a notional template for tracking implementation actions. The template facilitates recording status reports to and any resulting directions from the IMTS Board. It also facilitates recording estimated costs at the start of the implementation effort and the actual cost at the end of the effort. This template is a notional tool. The IMTS Board and/or the IMTS Working Group may elect to use an alternative tool.

<b>Topic Number:</b>		<b>Topic Title</b>			
<b>Date Started:</b>			<b>Target Completion Date:</b>		
<b>Recommendation:</b>					
<b>Estimated Implementation Cost In Findings &amp; Recommendations:</b>					
<b>IMTS Board of Directors Status Reporting</b>					
<b>Scheduled Date</b>	<b>Actual Date</b>	<b>Outcome</b> (Briefly describe board comments regarding the status report and comments/instructions and incorporate into Improvements section, if necessary)			
<b>Improvement-Related Actions</b>					
<b>Action Number</b>	<b>Action</b>			<b>Target Outcome</b>	
<b>Execution Related Actions</b>					
<b>Action Number</b>	<b>Working Group Member</b>	<b>Tasked To</b>	<b>Action</b>	<b>Date Started</b>	<b>Date Completed</b>

<b>End State</b>					
<b>Completion Date</b>	<b>Description</b>				<b>Actual Cost</b>

## SECTION VII - PROJECT QUALITY CONTROL PLAN AND OBJECTIVE

The following is a table of Quality Assurance (QA) responsibilities by BPR Topic as indicated in the Recommendations and Findings. The Working Group will develop a separate Quality Control (QC) Plan for those improvement areas that require on-going monitoring after implementation.

### BPR Topic Improvement Implementation Quality Assurance

Topic	BPR Topic	QA
1	Share Corporate Knowledge of Major Maintenance	None
2	Share Corporate Knowledge of Preventative Maintenance & Repair Procedures	None
3	Enhance the Hiring Process	Progress will be checked by the IMTS Working Group at commencement of the Implementation Phase and quarterly thereafter.
4	Strengthen Leadership & Management	(1) The Working Group will review the status of implementation quarterly, beginning at the commencement of the Implementation Phase. (2) Determine the success of leadership training through an existing employee survey. (3) Measure the trend of grievances against HR record over the last two years.
5	Improve Level of Service	Conduct annual customer satisfaction reviews of all navigation locks where hours of operation were reduced within 5-years. These reviews should verify continued need of reduced hours or justify increase in hours or modification of operational hours.

Topic	BPR Topic	QA
6	Training & Certification for Lock Staff	<p>(1) Annually during the implementation phase, each region will report through the Working Group to the IMTS Board the number of:</p> <p>(a) Certified lock operators and the total number of lock operators in that region, and</p> <p>(b) Lock personnel participating in formal training and lock O&amp;M-related conferences (which should show good representation of the IMTS work force).</p> <p>(2) In the second year of operator certification, a customer survey will be developed and distributed to get the industry impression of changes in lock operation service.</p>
7	Augment Supervisory Skills at Locks & Field Offices	Districts will report the training provided to the regional management teams.
8	Share IMTS Knowledge & Information	Since effective communications produce substantial benefit to the IMTS, the IMTS Board should review the status of communications at every Board meeting.
9	NavLock Channel Maintenance	<p>(1) IMTS Board monitors progress of USCG acquiring hydrographic survey software to read Corps surveys.</p> <p>(2) Regional Management Teams monitors progress on District ID/IQ environmental contracts.</p> <p>(3) Regional Management Team monitors annual grounding to assure improvement of channel identification.</p>
10	Enhance On-Site Supervision	Working Group follows up as appropriate with any projects not in compliance at the 12-month point.
11	Physical Security Procedures at Locks & Dams	Each lock will appoint an employee to serve as security monitor. They will report status of security system to IMTS Working Group on semi-annual basis.
12	Acquisition of Land & Floating Plant Equipment	None
13	Restructure the Plant Replacement and Improvement Program (PRIP)	Each district will maintain PRIP records in accordance with ER 37-1-29. Each PRIP asset owning District will maintain records of pre and post implementation of these recommendations. Records will indicate amount of savings and approximate time savings in asset acquisition. These records are subject to review under the provisions of the QC procedures.

Topic	BPR Topic	QA
14	Standardize Position Descriptions	(1) Each district will maintain records of IMTS personnel actions and submit them to the Working Group as requested. (2) Working Group reviews the status in each District quarterly.
15	Regional/System Equipment Pool (Leased Equipment)	Regional IMTS Management Team monitors progress on advertisement and award of regional equipment contracts.
16	Scheduling & Budgeting Major Maintenance	Each region will maintain records of consolidated maintenance schedules with regard to its systems. These records are subject to review in accordance with QA procedures.
17	Service Providers for Maintenance Projects	Regional Management Team monitors progress on advertisement and award of regional ID/IQ contracts.
18	Optimize Shift Schedules	(1) Working Group reviews the status of each recommendation 12 months after the start of the implementation phase. (2) IMTS Board adopted changes to shift schedules are measured through the Corps of Engineers Financial Management System (CEFMS) (before and after costs).
19	Standardize Staffing & Grade Structure	The Working Group will be responsible for ensuring reviews are accomplished and staffing plans are submitted as stated.
20	Standardize Locking Procedures	The Working Group will report to IMTS Board on monthly basis on status of implementation of recommendations.
21	Improved Alignment of Administrative Staff	The Division will provide QC.
22	Improve Consistence in the Application of Drug Testing Policies	To be determined.
23	Systems-Based Budgeting	QC will be provided by Division..
24	Implement 3-Phase Inspection System for Major Maintenance	Each District will maintain records of three-phase inspections. Records will include 3-phase inspection checklists, material information, testing reports, and other documentation. These records are to be reviewed in accordance with QA procedures.
25	Standardize Water Control Procedures	QA will be conducted by the Division.