



U.S. Army Corps  
of Engineers

**Project Management Plan**  
**Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project**  
**TFMA Airfield Construction**  
**Bradshaw Field Training Area (BFTA), Northern Territory, Australia**



U.S. Army Engineer Research and Development Center

---

# **PROJECT MANAGEMENT PLAN**

---

**FOR**  
**Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project**  
**TFMA Airfield Construction**  
**May-June 2007**  
**Bradshaw Field Training Area (BFTA)**  
**Northern Territory, Australia**

---



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

**Engineer Research and Development Center**

**PACOM**

**USARPAC**

**Corporate Services and Infrastructure Group (CSIG)**  
**Canberra, Australia**

**Land Command Engineers**



U.S. Army Corps  
of Engineers

Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia

---



## TABLE OF CONTENTS

### **1. EXECUTIVE AGREEMENT**

- 1.1. Project Manager
- 1.2. PMP Ratification

### **2. INTRODUCTION**

- 2.1. Purpose of Project Management Plan
- 2.2. Authority

### **3. PROJECT DESCRIPTION & SCOPE**

- 3.1. Project Description
- 3.2. Location and Site Constraints

### **4. PROJECT RESOURCE ALLOCATION REQUIREMENTS**

- 4.1. Resource Allocation Plan
  - 4.1.1. General
    - 4.1.1.1. Phases of the Project
    - 4.1.1.2. Materials and Equipment
    - 4.1.1.3. Funding
  - 4.1.2. Planning and Design
  - 4.1.3. Training
  - 4.1.4. Construction
    - 4.1.4.1. Mobilization
    - 4.1.4.2. Construction
    - 4.1.4.3. Demobilization
  - 4.1.5. Project Close Out
    - 4.1.5.1. Documentation
    - 4.1.5.2. Site Monitoring and Upgrades
- 4.2. Project Support Summary

### **5. PROJECT SCHEDULE**

- 5.1. General Project Schedule
- 5.2. Design Schedule
- 5.3. Construction Schedule

### **6. PROJECT DELIVERY TEAM**

- 6.1. Project Delivery Team (PDT) Roles & Responsibilities
- 6.2. Points of Contact (PDT) Information

### **7. PROJECT MANAGEMENT**



U.S. Army Corps  
of Engineers

**Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia**

---



7.1. Status Reports and Meetings for Design and Construction

7.1.1. Construction Status Report

7.2. Design

7.3. Construction

7.3.1. Construction Quality Assurance Management

7.3.2. Construction Safety Requirements

7.3.3. Construction Project Closeout

7.4. Post Construction

**8. ATTACHMENTS & REFERENCES**

8.1. Project Risk Analysis impacts, remediation, and resolution

8.2. Design Schedule

8.3. Construction Schedule during design and construction updates



U.S. Army Corps  
of Engineers

**Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia**



## 1. EXECUTIVE AGREEMENT

The Project Delivery Team (PDT) members fully support the provisions of this Project Management Plan (PMP). Each team member is dedicated to the successful execution of this project to ensure complete, comprehensive objectives of designing and constructing the project are attained with minimum number of changes, at the least possible cost growth, and within the agreed timeframe. All changes to the PMP will be coordinated with the PDT for concurrence prior to implementation.

### 1.1. Project Manager

The Project Manager (PM) is the lead PDT member responsible for the overall execution of the project from initiation through the completion of construction, including follow-on post construction activities as may also be part of the scope of this project. The PM will select the PDT members and will coordinate with the various agencies and stakeholders to establish the overall PDT for the project.

The PM is responsible for developing and maintaining this PMP, in coordination with the PDT members. The PM will post the approved PMP on the PPDS web site, with all supporting project documentation, and will update the documentation as required by the PDT. All project references, as noted in section 8 will be included with the PMP and will also be posted on the web site.

### 1.2. PMP Ratification

This Project Management Plan has been developed and fully coordinated with the Project Delivery Team members noted below. The PDT and PMP are integral to the successful completion of the design and construction of this project and the ultimate occupancy by the end-user. The PDT members are fully engaged and committed to work together within the guidelines of the PMP. The PMP is a living document and will be updated at any time as required by the PDT.

Travis Mann  
Project Manager  
US Army Corps of Engineers  
Engineer Research and Development Center

Dr. Gary Anderton  
ERDC  
JRAC Program Manager

Mark Schnabel  
PACOM J44  
USACE LNO to PACOM

(Insert name – signature are not required)  
\_\_\_\_\_, Air Force Base, CE  
Project Coordinator

Ms. Liz Clark  
Corporate Infrastructure and Services Group  
Project Coordinator

LTCOL Peter White  
Deputy Director Logistics JCTC  
Project Coordinator

(Insert name – signature are not required)  
\_\_\_\_\_, HQ \_\_\_\_\_ Command  
Project Coordinator



U.S. Army Corps  
of Engineers

**Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia**

---



## **2. INTRODUCTION**

### **2.1. PURPOSE OF PROJECT MANAGEMENT PLAN**

This Project Management Plan (PMP) establishes the framework necessary for the execution of the design and construction of the JRAC 2007 Demonstration Project.

This PMP outlines the project scope, budget, design and construction resource requirements, and roles & responsibilities of the participating agencies. The PMP also outlines the technical performance requirements for the management and control of the project from initiation of design through final delivery to the customer/user. The plan provides performance measurement criteria including major milestones. A project schedule has been developed depicting interrelationships of tasks and activities, milestones and durations. This plan also identifies the commitments of all the project participants.

Demonstrating the technologies of the JRAC Program and providing a quality facility on schedule and within budget are the primary objectives of all Project Delivery Team (PDT) members. The operating procedure described in this plan supplements existing regulations for the purpose of establishing more detailed and specific relationships among organizations participating in this project. It is intended that this management plan be a living document subject to change as conditions warrant or as project experience dictates.

### **2.2. AUTHORITY**

The authority for the execution of the project is provided by:

2.2.1. (probably USACE HQs) 2004 MOA signed by US SECDEF and AU MINDEF ?

2.2.2. Defense Technology Objective (DTO) MP.50

2.2.3. US Army Science and Technology Objective (STO) III.EN.2002.01

2.2.4. An equivalent authority from Australia?

## **3. PROJECT DESCRIPTION & SCOPE**

### **3.1. PROJECT DESCRIPTION**

This project involves the design and construction of a C-130 and C-17 capable Assault Landing Zone (ALZ) at Bradshaw Field Training Area (BFTA) in Northern Territory, Australia. The purpose of this project is to: (1) demonstrate the technologies developed under the JRAC program and (2) provide BFTA with a facility to accommodate C-17 and C-130 aircraft operations in order to improve the training effectiveness of the range.

This project will be designed in accordance with the criteria prescribed in ETL 04-07 and ETL 97-9 to meet the requirements of C-17 and C-130 aircraft. The airfield will be constructed using the equipment, tools, techniques, and methods developed under the JRAC program. The airfield will be 4100 ft (1250 m) in length, have a minimum maximum on ground (MOG) 1 apron, and will have a semi-prepared surface consisting of aggregate material obtained from local borrow sites. The geometry of the airfield is detailed in Table 1. The required gradation of the surface course material is detailed in Table 2. Bradshaw ALZ will be structurally designed to accommodate 500 passes of a C-17 aircraft and will be designed in a manner to maximize the durability of the airfield, minimize the maintenance requirements, and allow for future



U.S. Army Corps  
of Engineers

**Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia**



improvements or upgrades (e.g. sealing of the surface). The airfield will be constructed using military construction equipment from the Australian military and US military in a manner consistent with how this type of construction would be accomplished in a contingency environment. .

<b>Table 1. Bradshaw ALZ Dimensions</b>		
<b>Facility Property</b>	<b>Feet</b>	<b>Meters</b>
Runway Length (including 300ft overruns)	4100	1250
Runway Width	90	27.5
Shoulder Width	10	3
Turnaround Length	180	55
Turnaround Width	165	50
Runway Transverse Grade	2.00%	
Shoulder Transverse Grade	3.00%	
Longitudinal Gradient	Variable	
Taxiway Length (2)	??	??
Taxiway Width	60	18
Taxiway Shoulder Width	10	3
Taxiway Transverse Grade	1.50%	
Taxiway Shoulder Transverse Grade	3.00%	
Apron Length	??	??
Apron Width	??	??
Apron Transverse Grade	Variable	

<b>Table 2. Required Surface Gradation</b>	
<b>Sieve Designation</b>	<b>Percent Passing, %</b>
¾-in.	100
½-in.	98-100
3/8-in.	90-100
No. 4	90-100
No. 40	40-80
No. 200	13-49

3.2. LOCATION AND SITE CONSTRAINTS



U.S. Army Corps  
of Engineers



Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia

### 3.2.1 REGIONAL SETTING

Bradshaw Field Training Area (BFTA) is located near Timber Creek within the Victoria River Region of the Northern Territory, approximately 600km by road southwest of Darwin. Situated at the southwestern extremity of the Top End, the region is subject to the summer monsoon or wet season from October to April, the dry season from May to September and periods of transition in between.

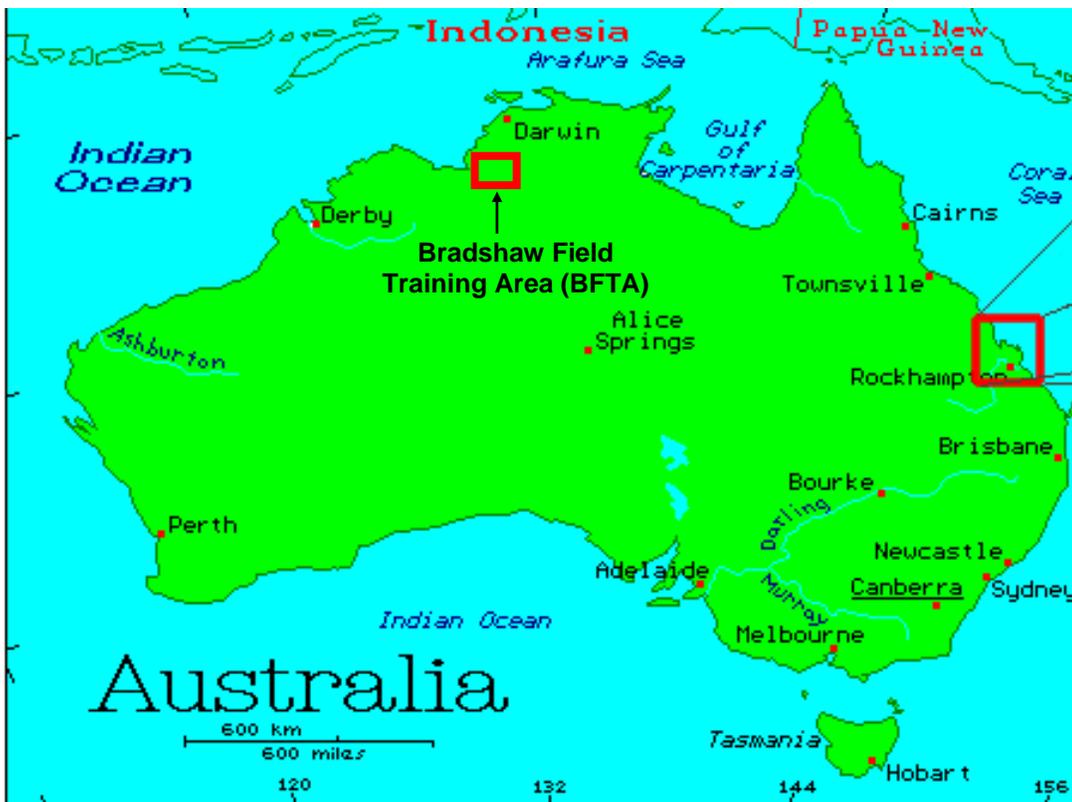
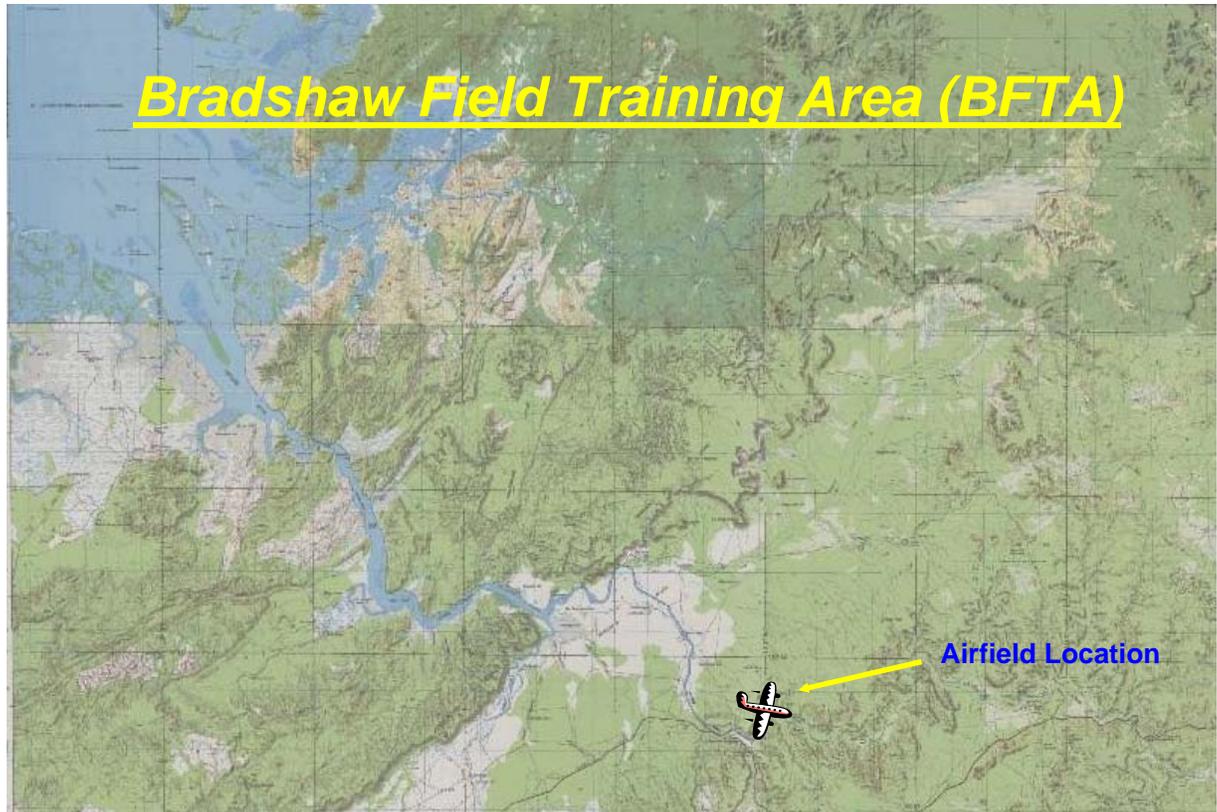


Figure 1. Location of Bradshaw Field Training Area



U.S. Army Corps  
of Engineers

Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia



**Figure 2. Location of Proposed Airfield**

Topographical features of the area include the sandstone escarpments of the Pinkerton and Yambarran Ranges, rising some 200 - 300 meters above the plains of the Victoria River.

The principal Aboriginal people traditionally associated with the region belong to the Jaminjung language community. Bradshaw was widely used as a major footpath communication link between Victoria River and the Daly River area north of the Fitzmaurice River. Diverse habitats in the area provide abundant resource exploitation opportunities.

Geological features provide shelter and resources for the production of art. Rock shelters throughout the escarpment of the Pinkerton Range contain significant galleries of prehistoric and protohistoric art. Numerous archaeological and other sites that are sacred or otherwise significant to Aboriginal tradition occur within the BFTA.

European exploration of the Victoria River Region began with Captain J.C. Wickham's expedition in 1839. A small group lead by Lieutenant John Stokes surveyed the lower reaches of the Victoria River by boat. Further expeditions to the region were lead by Augustus Gregory in 1855 and Alexander Forrest in 1879. The botanical name for the region's famous boab trees is *Adansonia gregorii* after Gregory.

Wave Hill and Victoria River Downs stations were stocked with cattle in 1883 and Bradshaw Station was taken up by Captain Joe Bradshaw in 1894. A police station was established in



U.S. Army Corps  
of Engineers



**Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia**

---

Timber Creek in 1898 and the town now has a permanent population of about 300 while the population of the Victoria River Region is approximately 3000. The economy of the region is based on beef cattle and tourism. Areas of conservation significance in the region include Gregory National Park, Keep River National Park and the Daly River/Port Keats Aboriginal Land Trust.

BFTA is a pastoral lease of some 8,700 km<sup>2</sup> and is bounded to the north by the Fitzmaurice River and Wombungi Station, to the west by the Joseph Bonaparte Gulf, to the south by the Victoria River and to the east by Coolibah and Innesvale Stations. The property is approximately 150 km east to west and 70 km north to south. It consists of six major physiographic regions: hills and plain to the east (Eastern Hills), a large open plain (Angalarri Plain), a central plateau (Yambarran Plateau), a narrow valley (Koolendong Valley), dissected hills to the west (Western Hills), and a littoral zone which borders the ocean.

The property has been in continuous operation as a cattle station for over 100 years and carried some 13 000 head of cattle at the time of its acquisition by the Australian Department of Defence in 1996. Bradshaw Station has been gradually de-stocked under a three-year lease back agreement with the former owner. Localized areas of weed infestation and soil erosion occur on the property and feral animals are present.

Existing infrastructure is limited to that required to operate a cattle station including 4WD tracks, some fenced paddocks and cattle yards, water bores, dams, the homestead and several dirt airstrips in varying states of repair. Access to Bradshaw Station is either via the Victoria River Bridge across the Victoria River, four-wheel drive access at low tide across the Victoria River at Bradshaw Crossing, four-wheel drive track from the northeast through Wombungi Station, or by air. The tidal influence of the Victoria River extends to the junction with Timber Creek just upstream of Victoria River Bridge.

### 3.2.2 TRAINING AREA USE

The Australian Department of Defence has purchased the pastoral lease for Bradshaw Station and is in the process of developing the property into a field training facility which will permit it to exercise armored, artillery, engineer, infantry and aviation elements in a range of combat activities including reconnaissance, maneuver and field live firing from sub-unit to formation level, joint exercises with other Australian forces, combined exercises with foreign forces and delivery of aerial ordnance in support of ground exercises.

The Australian Department of Defence aims to develop the necessary infrastructure and environmental management procedures to ensure the long-term sustainable use of Bradshaw Station as a field training area while also affording ongoing protection to environmentally sensitive areas.

The majority of training would be undertaken in the dry season and would range from simple reconnaissance to formation level training. This could include the use of a range of vehicles such as tanks, light armored vehicles, armored personnel carriers, artillery, heavy trucks and 4WDs and a range of weapons such as small arms, grenades, howitzers, mortars, 66mm light armored weapons, 84mm medium armored weapons, 105 mm main armament, machine guns, 25mm cannon and aircraft mounted high explosive warhead weapons.



U.S. Army Corps  
of Engineers

**Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia**



The broad categories of training proposed to be undertaken within BFTA include armored training, mechanized infantry training, artillery training, combined arms training, engineer training, army aviation training and RAAF training.

Training on BFTA will require the transport of personnel, armored vehicles, supplies and munitions from Darwin or interstate. The designated route to BFTA in the majority of training scenarios would be from Darwin to BFTA via Katherine along the Stuart and Victoria Highways.

### 3.2.3 PROPOSED INFRASTRUCTURE

A number of construction activities have been proposed for BFTA to support the training operations. Some of these projects are already complete or currently under construction as part of a contract for the 2005 construction season. A list of the proposed activities for the training area includes:

- All weather access to the property via a bridge over the Victoria River.
- An internal road network comprising some 300 km of unsealed primary and secondary roads.
- A Training Force Maintenance Area (TFMA) comprising storage hardstands and austere working accommodation (workshops and hardstands).
- A Range Control Facility including a communications room, offices, briefing room, accommodation and support facilities.
- Two 500 person Scale A Camps which include austere accommodation, mess and ablution facilities. One camp would be constructed as part of the TFMA and the other on the Yambarran Plateau.
- Two airstrips 1550 m long and 24 m wide with adjoining parking areas 300 m by 250 m. One airstrip would be located adjacent to the TFMA and the other strip would be located adjacent to the camp on the Yambarran Plateau.
- A "landing craft hard" to allow medium and heavy landing craft access to BFTA. The landing craft hard comprises a concrete landing point leading to a concrete loading and off-loading point and would be constructed on the banks of the Victoria or Angalarri Rivers.
- Engineering Services including a vehicle wash down facility at the TFMA, sanitation and effluent disposal, electrical power, drainage and water supply.
- Caretaker facilities comprising a standard 3-4 bedroom house plus office, storage and maintenance facilities. One residence is initially planned with a further two under consideration.
- A petrol, oil and lubricant (POL) facility for the storage and handling of diesel, petrol, kerosene, oils and lubricants.
- Explosive storage facilities for the short-term storage of ammunition.
- Boundary fencing and warning signs.

## 4. PROJECT RESOURCE ALLOCATION REQUIREMENTS

### 4.1. RESOURCE ALLOCATION PLAN

#### 4.1.1. General

This section outlines in general terms how the required resources will be used to ensure the success of the project. This section also provides a detailed description of the responsibilities of each agency



U.S. Army Corps  
of Engineers

**Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia**



involved in the project and the resources for which they are responsible. As the plan continues to develop and evolve, this section will be updated to reflect the latest information so that all parties may be aware of the current plan.

#### 4.1.1.1. Phases of the Project

The project is broken into 4 distinct phases. The first phase is "Planning and Design" and involves all the activities associated with the planning and design process. This phase will begin with the acceptance of the JRAC demonstration as an exercise objective in TS 07 (January 2006) and will end with the start of the formal training period (January to March 2007 timeframe). The next phase is "Training" and involves the activities associated with training the engineer troops on all JRAC technologies and procedures. This phase will begin with the initiation of the formal training period and end once the training is complete. The third phase of the project is "Project Execution" and involves the activities associated with getting the personnel and equipment to the site, constructing the facility, and the subsequent movement of personnel and equipment back to their origin. This phase begins with the mobilization of equipment to the project site and ends when all personnel and equipment have safely returned. The last phase, "Project Close Out" involves all of the tasks typically associated with the completion of a construction project after the construction has ended. This phase will also involve some unique tasks associated with the nature of the project (JRAC), including monitoring the performance of the facility to obtain feedback on the technologies used. It also involves completing any documentation which may be required as part of the project.

#### 4.1.1.2. Materials and Equipment

Due to the complexity and number of agencies involved in this project, a detailed plan for the quantity, quality, and responsibility of the materials and equipment involved is critical to the success of the project.

##### 4.1.1.2.1. Administrative/Support Materials and Equipment

Any materials or equipment that is not directly related to the construction of the airfield facilities is considered in this category. For example, the materials and equipment required to house, feed, and accommodate the engineer forces, civilians, and support personnel while positioned at BFTA would be in this category. It will be the responsibility of each unit/agency to supply for its personnel the required amount of these materials and equipment while positioned at BFTA during the project.

##### 4.1.1.2.2. Construction Materials

Construction materials are defined as any material that is used and subsequently becomes a part of the finished facility. This would include the soils and aggregates used for fill material, water used for construction, stabilizing agents mixed in with the soil, as well as any type of matting materials used as expedient surfaces. All soil and aggregate materials used for construction will be obtained from areas in close proximity to the construction site. These locations will be identified by ERDC personnel prior to construction as part of the planning and design process. The water used for construction will also be obtained locally from either existing bores in the ground or the Victoria River. The source and amount of water required will be determined by the ERDC prior to construction. Any material which will be mixed in with the soil for stabilization purposes will either be purchased locally or shipped from the US and then transported to the site and will be the responsibility of the ERDC. Any matting materials that may be used during the project will be shipped to the site from the US by the ERDC. Upon completion of the design, this section of the PMP will be updated to reflect the exact source and quantities of the materials.

##### 4.1.1.2.3. Construction Equipment



U.S. Army Corps  
of Engineers



**Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia**

---

It is expected that numerous pieces of construction equipment will be required for the project and may likely come from different locations and organizations. The exact equipment requirements will be identified during the planning and design phase based on availability and transportation assets available at the time. There are two machines specific to the JRAC process that will be transported to the site prior to construction by the ERDC. These machines include a CMI RS 325 Reclaimer/Stabilizer capable of mixing stabilizing agents into soils and aggregates and the Raven, which is a modified Bobcat utility vehicle used to support the technical engineering activities involved with airfield construction.

#### 4.1.1.3. Funding

Funding for this project will come from various locations and agencies. The ERDC will fund the salary and travel costs of the project manager as well as any other ERDC personnel who contribute or participate during the life of the project. The ERDC will also fund the cost of any construction materials required for the JRAC stabilization process as well as any equipment modifications that may be required for enhanced earthmoving systems. The participating constructing units will be expected to fund all costs associated with mobilization and demobilization of their personnel and equipment, equipment operation and maintenance costs, fuel cost, and any other miscellaneous costs associated with the construction of the airfield. There will be multiple opportunities for cost sharing activities during the life the project and every effort will be made by all participants to share resources when appropriate to increase the cost effectiveness of the project. A detailed breakdown of the cost associated with each activity and the responsible organization will be developed during the planning and design phase of the project.

#### 4.1.2. Planning and Design

This critical phase of the project will result in a unified, complete, and well-understood plan that will maximize the likelihood of success of the project. All participating agencies will work closely together to create the details necessary to complete the plan and design. This phase will involve several meetings with key personnel to ensure the process is progressing on schedule. The project manager coordinates all activities in this phase and a schedule of meetings and activities will be among the first items distributed to the PDT. During the planning and design phase, all responsibilities will be clearly defined and a Memorandum of Agreement (MOA) will be developed and agreed upon based on these responsibilities. All issues relating to funding will be resolved and a detailed breakdown of cost for each organization will be developed.

This phase also involves the technical design (geometrical and structural) of the airfield. As part of this process, a survey will be conducted (May-June 2007 timeframe) at the Bradshaw ALZ site to gather the required topographic data as well as any soils-related data that may be required. It is desirable to have participants from all organizations involved in this task, especially those who will be directly involved with the construction. It is expected to take one to two weeks at the site to complete the survey with some of the time dedicated to training personnel on how to use some of the equipment. A detailed plan for this activity will be developed early in calendar year 2006.

4.1.3. Training – The ERDC JRAC team will assume responsibility for training all personnel on any JRAC technology which may be used during the project. A detailed plan for this activity will be completed during the planning and design phase.

#### 4.1.4. Project Execution

4.1.4.1. Mobilization – To be completed at a later time.

4.1.4.2. Construction – To be completed at a later time.



U.S. Army Corps  
of Engineers

**Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia**

---



ERDC  
US Army Engineer Research and Development Center

4.1.4.3. Demobilization – To be completed at a later time

4.1.5. Project Close Out

4.1.5.1. Documentation – To be completed at a later time.

4.1.5.2. Site Monitoring and Upgrades – To be completed at a later time.

4.2. Project Support Summary

The resource allocation requirements for the support during the project will be determined by the PDT and described below for each of the organizations with the estimated associated costs and the funding sources.

4.2.1.1. Engineer Research and Development Center

The responsibilities of the ERDC during the project will consist of the following elements.

- 4.2.1.1.1. Overall management of the project.
- 4.2.1.1.2. Technical design of the airfield and apron facilities.
- 4.2.1.1.3. Technical oversight during the construction phase of the project.
- 4.2.1.1.4. Supply of construction materials necessary for completion.
- 4.2.1.1.5. Training for the personnel involved on JRAC technologies.

4.2.1.2. USARPAC

To be completed at a later date.

4.2.1.2.1. Responsibilities identified at a later date.

4.2.1.3. Land Command Engineers

To be completed at a later date.

4.2.1.3.1. Responsibilities identified at a later date.

**5. PROJECT SCHEDULE**

5.1. Design Schedule

The project manager will develop the project design schedule during the planning and design phase in conjunction with the further development of the Project Management Plan.

5.2. Construction Schedule

The construction schedule will be developed during the planning and design phase using the CPM approach. The construction schedule will continuously be refined during the life of the project.



U.S. Army Corps  
of Engineers

**Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia**

---



ERDC  
U.S. Army Engineer Research and Development Center

## **6. PROJECT DELIVERY TEAM**

The Project Delivery Team (PDT) is essential to the successful execution of the overall project goals and objectives. The PDT is established at the very onset of the initial project authorization and develops the strategy for the design and construction processes and resource requirements.

### **6.1. Project Delivery Team (PDT) Roles & Responsibilities**

The PDT roles and responsibilities will establish a clear understanding and agreement on the technical and functional office that is the principle responsible during design and construction. The primary areas of responsibility are as noted below with the specific descriptions provided for each office PDT member.

#### **6.1.1. Project Manager (PM)**

6.1.2. Other Team Members – To be completed at a later date.

### **6.2. Points of Contact (PDT) Information**

The Project Delivery Team (PDT) member organizations will provide the key point of contact (POC) for coordination of project issues. The key POCs will be identified on the PDT member listing as those individuals responsible for coordinating internal to their organization as required actions and project information that affects the design and construction development/management. The [PDT member listing](#), contained in the attachment to this PMP will highlight the key POCs by using a bold and underlined type for the individual's name with the words "key member" in parenthesis next to their name.

## **7. PROJECT MANAGEMENT AND STATUS REPORTING**

The Project Manager is responsible for managing the overall project and coordinating all project issues and actions with the PDT. The PM will ensure that accurate project status reports are maintained and provided to the PDT members in a timely manner.

### **7.1. Status Reports and Meetings for Design and Construction**

The Project Manager will establish uniform and consistent project reporting processes with the PDT. The PM and PDT shall establish specific project reporting requirements during the planning and design phase and will also incorporate those requirements into the PMP.

#### **7.1.1. Construction Status Report**

The PM will utilize the standardized construction status reports for all construction status meetings. A copy of a sample of the [Construction Status Report](#) format and content will be included with this PMP.

Construction coordination meetings between the various organizations will be held on a daily basis to discuss the current status of work, planned work and necessary coordination for the following day, compliance with Quality Control, Safety, and Environmental Protection Plans, etc.

Project coordination meetings will be held, by teleconference, on a monthly basis or as deemed necessary. These meetings are conducted and chaired by the PM in preparation for the project. Prior to the meeting, the PM will coordinate with all parties to determine current issues and develop an agenda if necessary. The meeting participants will include a representative from each organization. Minutes of the coordination meetings will be prepared by the PM and distributed to participants and other appropriate agencies. Minutes will reflect all decisions made that constitute a basis for appropriate action and those



U.S. Army Corps  
of Engineers

**Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia**

---



US Army Engineer Research and Development Center

items requiring action or decision before the next meeting. The minutes will identify the party having action responsibility on unresolved matters.

#### 7.1.2. Construction Quality Assurance Management

To be completed at a later date.

#### 7.1.3. Construction Safety Requirements

The objective of the PDT is to complete the project with no accidents. The safety plan will be completed at a later date.

#### 7.1.4. Construction Project Closeout

#### 7.1.5. Completion and Facility Turnover Plan

Inspections: Prior to final acceptance of the facility, pre-final inspections will be conducted on an area-by-area basis or on a functional basis. The purpose of these inspections is to insure turnover of a complete, functional, and maintainable facility constructed fully in accordance with the design.

### 7.2. Post Construction

7.2.1.– To be completed at a later date.

#### 7.2.1.1. Construction As-Built Drawings

Completed as-built drawings, one blue line copy and the entire electronic drawing file set on CD ROM will be provided within 120 days of turnover.



U.S. Army Corps  
of Engineers



**Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia**

---

---

## **PROJECT SCHEDULE**

---

---

To be completed at a later date.



U.S. Army Corps  
of Engineers

**Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia**



## PROJECT RISK ANALYSIS

1. Determine Categories of risk and define severity
2. Define probability
3. Define Impact
4. Determine probability based on severity and assign impact, and assign to project risk matrix

Results:

<b>1. Severity Definitions</b>				
	Negligible	Marginal	Critical	Catastrophic
Health and Safety	First aid or minor medical treatment	Minor injury, lost workday accident	Permanent partial disability, temp. total disability > three months	Death or permanent total disability
Scope	Scope change barely noticeable; Negligible impact on Cost or Schedule	Minor areas of scope are affected; Marginal impact on Cost or Schedule	Scope change unacceptable to customer; or Critical impact on Cost or Schedule	Project end item is effectively useless; or Catastrophic impact on Cost or Schedule
Schedule	Award > Lock-in, within quarter; BOD within Customer Need Date	Award > Lock-in, within FY; BOD < Customer Need Date	Award > End of FY; BOD < Customer Need Date	BOD > Customer Need Date
Cost	CWE >95%, ≤ 100% of PA	CWE > 100%, < 115% of PA	CWE > 115%, <125% of PA	CWE > 125% of PA
Quality	Quality degradation barely noticeable; no impact on mission, operability or maintainability	Quality reduction results in minor impact on maintainability and no impact or operability	Quality reduction results in impact on both operability and maintainability	Project end item is effectively unusable



U.S. Army Corps  
of Engineers

**Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia**



<b>2. Probability Definitions</b>	
Frequent	Occurs often, continuously experienced.
Occasional	Occurs several times.
Likely	Occurs sporadically.
Seldom	Unlikely, but could occur at some time.
Unlikely	Can assume it will not occur.

<b>3. Impact Definitions</b>	
E (Extremely High)-	Loss of ability to accomplish project.
H (High)-	Significantly degrades capabilities to accomplish project.
M (Moderate)-	Degrades project accomplishment capabilities.
L (Low)-	Little or no impact on project accomplishment.

<b>4. Project Risk Matrix</b>					
Severity	<b>Health and Safety Hazard Probability</b>				
	Frequent	Occasional	Likely	Seldom	Unlikely
Catastrophic					M
Critical					L
Marginal				L	
Negligible			M		
Severity	<b>Scope Risk Probability</b>				
	Frequent	Occasional	Likely	Seldom	Unlikely
Catastrophic					H
Critical				M	
Marginal			M		
Negligible		L			
Severity	<b>Schedule Risk Probability</b>				
	Frequent	Occasional	Likely	Seldom	Unlikely
Catastrophic					E
Critical				H	
Marginal			M		
Negligible		L			
Severity	<b>Cost Risk Probability</b>				
	Frequent	Occasional	Likely	Seldom	Unlikely
Catastrophic					E
Critical				H	
Marginal			M		
Negligible		L			
Severity	<b>Quality Risk Probability</b>				
	Frequent	Occasional	Likely	Seldom	Unlikely
Catastrophic					E
Critical				H	
Marginal			M		
Negligible		L			



U.S. Army Corps  
of Engineers

**Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia**




---

## Project Delivery Team (PDT)

---

### Engineer Research and Development Center (ERDC )

Name (Position)	Phone	Email address
Travis Mann Project Manager <b>(KEY)</b>	+61 0408593693	Travis.mann@us.army.mil
Gary Anderton JRAC Program Manager <b>(KEY)</b>	+1 6016342955	Gary.L.Anderton@erdc.usace.army.mil
Ernest Berney Site Selection Pillar Leader	+1 6016343507	<a href="mailto:Ernest.S.Berney.IV@erdc.usace.army.mil">Ernest.S.Berney.IV@erdc.usace.army.mil</a>
Kent Newman Rapid Stabilization Pillar Leader	+1 6016343858	John.K.Newman@erdc.usace.army.mil
Kelly Miller JRAC Demo Team Leader	+1 6016343175	Kelly.Miller@erdc.usace.army.mil
Chad Gartrell JRAC Logistician	+1 6016342313	Chad.A.Gartrell@erdc.usace.army.mil

### USARPAC

Name (Position)	Phone	Email address
Sam Membrere USARPAC G-3 <b>(KEY)</b>		<a href="mailto:samuel.membrere@shafter.army.mil">samuel.membrere@shafter.army.mil</a>

### PACOM

Name (Position)	Phone	Email address
Mark Schnabel USACE LNO to PACOM <b>(KEY)</b>	+1 8084770880	<a href="mailto:mark.schnabel@pacom.mil">mark.schnabel@pacom.mil</a>

### Land Command Engineers

Name (Position)	Phone	Email address
(Name) Commander <b>(KEY)</b>		

### CSIG

Name	Phone	Email address



U.S. Army Corps  
of Engineers

**Project Management Plan**  
**Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project**  
**TFMA Airfield Construction**  
**Bradshaw Field Training Area (BFTA), Northern Territory, Australia**



---

(Position)		
Liz Clark Director Strategic Planning <b>(KEY)</b>	+61 0262668034	liz.clark@defence.gov.au

**JCTC**

Name (Position)	Phone	Email address
LtCol Peter White Deputy Director Logistics <b>(KEY)</b>	+61 0262657456	peter.white1@defence.gov.au



U.S. Army Corps  
of Engineers



**Project Management Plan**  
**Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project**  
**TFMA Airfield Construction**  
**Bradshaw Field Training Area (BFTA), Northern Territory, Australia**

---

---

## **Resource Allocation**

---



U.S. Army Corps  
of Engineers



**Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia**

---

---

## **Project Design Schedule**

---

---



U.S. Army Corps  
of Engineers

**Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia**



U.S. Army Engineer Research and Development Center

---

---

## **ERDC JRAC TEAM RESPONSIBILITIES**

---

---

1. Overall management of the project.
2. Technical design of the airfield and apron facilities.
3. Technical oversight during the construction phase of the project.
4. Supply of construction materials necessary for completion.
5. Training for the personnel involved on JRAC technologies.



U.S. Army Corps  
of Engineers

Project Management Plan  
Project Description/Title on 1391  
FY\_\_\_ DODM PN \_\_\_  
Installation Name, State/Country

---

---

## US ARMY ENGINEER UNIT RESPONSIBILITIES

---



U.S. Army Corps  
of Engineers

**Project Management Plan  
Joint Rapid Airfield Construction (JRAC) 2007 Demonstration Project  
TFMA Airfield Construction  
Bradshaw Field Training Area (BFTA), Northern Territory, Australia**



---

---

## **AUSTRALIAN ARMY ENGINEER UNIT RESPONSIBILITIES**

---

---



U.S. Army Corps  
of Engineers

Project Management Plan  
Project Description/Title on 1391  
FY\_\_\_ DODM PN \_\_\_  
Installation Name, State/Country

---

---

## Construction Status Report

---