

SAD SUPPLEMENTAL STUDIES FIRST 90 DAYS/AMM AFTER ACTION REVIEW

PCoP WEBINAR SERIES

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07 March 2019



US Army Corps
of Engineers®



AGENDA



Introduction

AAR Conduct

First 90 Days Facts and Figures

First 90 Days Discussion of overall expectations

Lessons Learned and Feedback



AFTER ACTION REVIEW / LESSONS LEARNED



After Action Reviews and providing Lessons Learned are ways to facilitate shared learning and improved project delivery. In the five business process imperatives in ER 5-1-11 (PMBP), After Action Reviews and Lessons Learned are part of imperative four *Use best practices and seek continual improvement*.

WHAT WAS SUPPOSED TO HAPPEN? (PROCESSES/STANDARDS)

WHAT HAPPENED?

WHAT SUCCESSES SHOULD WE KEEP/EMULATE? (SUSTAIN)

WHAT AREAS NEED IMPROVEMENT? (IMPROVE)



WHAT WAS SUPPOSED TO HAPPEN?



- Accomplish all actions on Supplemental Study Initiation Checklist
 - FCSA signed within 60 days of receiving funds
 - Actions in other guidance
 - Review Plan approved by MSC within 90 days

- Follow PB 2018-01
 - eight tasks prior to the Alternatives Milestone Meeting (AMM) in Table 1
 - MSC Chief and District Chief confirm readiness
 - read-aheads at least one week prior to AMM
 - nine items included in the AMM discussion
 - MFR within one week

- Follow additional SAD guidance
 - 16 August 2018 SAD Chief of Planning email, with attachments



FCSA EXECUTION



HIM PL 115-123 Investigations	SCHEDULED DATES PER P2	
	Initial Funding	FCSA
PROJECT	Rcvd	CW130/21000
Charleston Peninsula, SC	10-Aug-18	10-Oct-18
	60 DAYS=	9-Oct-18
Folly Beach, SC	10-Aug-18	12-Oct-18
	60 DAYS=	9-Oct-18
Dade County, FL	10-Aug-18	9-Oct-18
	60 DAYS=	9-Oct-18
Pinellas County, FL	10-Aug-18	9-Oct-18
	60 DAYS=	9-Oct-18
Puerto Rico CSRM Study	14-Aug-18	9-Oct-18
	60 DAYS=	13-Oct-18
Rio Culebrinas, PR	14-Aug-18	17-Sep-18
	60 DAYS=	13-Oct-18
San Juan Metro Area CSRM Study	14-Aug-18	17-Sep-18
	60 DAYS=	13-Oct-18
Savan Gut Phase II, St. Thomas, USVI	10-Aug-18	5-Oct-18
	60 DAYS=	9-Oct-18
Turpentine Run, St. Thomas, USVI	14-Aug-18	5-Oct-18
	60 DAYS=	13-Oct-18
Okaloosa County, FL	10-Aug-18	3-Oct-18
	60 DAYS=	9-Oct-18
Proctor, Fulton Couy, GA	10-Aug-18	20-Nov-18
	60 DAYS=	9-Oct-18
Selma, AL	10-Aug-18	9-Oct-18
	60 DAYS=	9-Oct-18

Success!

9 of 12 at 60 days or less

2 of 12 within 63 days

1 of 12 well over 60 days



SECTION 1002 LETTERS



	FCSA	1002 Letter
PROJECT	CW130/21000	Sent
Charleston Peninsula, SC	10-Oct-18	28-Nov-18
	<i>90 day =</i>	<i>8-Jan-19</i>
Folly Beach, SC	12-Oct-18	3-Jan-19
	<i>90 day =</i>	<i>10-Jan-19</i>
Dade County, FL	9-Oct-18	10-Jan-19
	<i>90 day =</i>	<i>7-Jan-19</i>
Pinellas County, FL	9-Oct-18	10-Jan-19
	<i>90 day =</i>	<i>7-Jan-19</i>
Puerto Rico CSRM Study	9-Oct-18	30-Nov-18
	<i>90 day =</i>	<i>7-Jan-19</i>
Rio Culebrinas, PR	17-Sep-18	7-Dec-18
	<i>90 day =</i>	<i>16-Dec-18</i>
San Juan Metro Area CSRM Study	17-Sep-18	30-Nov-18
	<i>90 day =</i>	<i>16-Dec-18</i>
Savan Gut Phase II, St. Thomas, USVI	5-Oct-18	30-Nov-18
	<i>90 day =</i>	<i>3-Jan-19</i>
Turpentine Run, St. Thomas, USVI	5-Oct-18	30-Nov-18
	<i>90 day =</i>	<i>3-Jan-19</i>
Okaloosa County, FL	3-Oct-18	7-Jan-19
	<i>90 day =</i>	<i>1-Jan-19</i>
Proctor, Fulton Couty, GA	20-Nov-18	7-Jan-19
	<i>90 day =</i>	<i>18-Feb-19</i>
Selma, AL	9-Oct-18	3-Jan-19
	<i>90 day =</i>	<i>9-Jan-19</i>

Success!

9 of 12 at 90 days or less

2 of 12 within 93 days

1 of 12 within 96 days

2017 05 17, Updated Implementation Guidance Section 1002 WRRDA 2014

“For each study the District Engineer must provide the study milestone schedule to each non-federal sponsor via certified mail within ninety (90) days of signing the FCSA or receiving funding to resume a study. The schedule will be pre-coordinated with the vertical team. A copy of the signed letter will be provided concurrently to the PDT, MSC and through the respective Regional Integration Team (RIT) to Headquarters...”



VERTICAL ALIGNMENT MEMOS



	Alternatives MS	Compliance Memo
PROJECT	CW261/22000	Signed
Charleston Peninsula, SC	18-Dec-18	18-Jan-19
Folly Beach, SC	11-Jan-19	
Dade County, FL	15-Jan-19	
Pinellas County, FL	15-Jan-19	
Puerto Rico CSRM Study	13-Dec-18	8-Feb-19
Rio Culebrinas, PR		
San Juan Metro Area CSRM Study	13-Dec-18	8-Feb-19
Savan Gut Phase II, St. Thomas, USVI		
Turpentine Run, St. Thomas, USVI		
Okaloosa County, FL	10-Jan-19	
Proctor, Fulton Couty, GA	21-Feb-19	
Selma, AL	16-Jan-19	

HQ PID Direction transmitted to Programs and Project Managers, 18 December 2018

“Support Documentation for Supplemental studies. All studies are single phase and will follow the established SMART planning process and milestones established for either feasibility or watershed/comprehensive studies. *To support funding requests, all studies require a Vertical Alignment Memo (SMART Compliance Memo)*, with an attached meeting MFR, summarizing the scope schedule and funding stream signed by the MSC Planning Chief and provided to the RIT, HQCECW-P and HQCECW-PID Supplemental.”

2018 09 26 PB 2018-01 Feasibility Milestones

“The MFR will clearly document the milestone meeting decision, including the agreed upon study scope, schedule and funding stream,... This MFR will serve as the required support documentation for funding decisions, ...and will inform the HQUSACE recommendations to ASA(CW)... “



PRE-AMM READ-AHEADS



HIM PL 115-123 Investigations	SCHEDULED DATES PER P2	
	Alternatives MS	Read-Aheads Received
PROJECT	CW261/22000	Read-Aheads Due
Charleston Peninsula, SC	18-Dec-18	11-Dec-18
	<i>due:</i>	<i>11-Dec-18</i>
Folly Beach, SC	11-Jan-19	4-Jan-19
	<i>due:</i>	<i>4-Jan-19</i>
Dade County, FL	15-Jan-19	8-Jan-19
	<i>due:</i>	<i>8-Jan-19</i>
Pinellas County, FL	15-Jan-19	8-Jan-19
	<i>due:</i>	<i>8-Jan-19</i>
Puerto Rico CSRM Study	13-Dec-18	6-Dec-18
	<i>due:</i>	<i>6-Dec-18</i>
Rio Culebrinas, PR		na
		<i>na</i>
San Juan Metro Area CSRM Study	13-Dec-18	6-Dec-18
	<i>due:</i>	<i>6-Dec-18</i>
Savan Gut Phase II, St. Thomas, USVI		na
		<i>na</i>
South Atlantic Coastal Study	21-Aug-19	
	<i>CW500</i>	<i>14-Aug-19</i>
Turpentine Run, St. Thomas, USVI		na
		<i>na</i>
Okaloosa County, FL	10-Jan-19	7-Jan-19
	<i>due:</i>	<i>3-Jan-19</i>
Proctor, Fulton Couty, GA	21-Feb-19	
	<i>due:</i>	<i>14-Feb-19</i>
Selma, AL	16-Jan-19	11-Jan-19
	<i>due:</i>	<i>9-Jan-19</i>

Standard: at least one week prior to AMM

Mostly Successful!
 6 on time
 1 two days late
 1 four days late

2 not yet conducted
 (Proctor Creek, South Atlantic Coastal)



9

REVIEW PLANS



16 August 2018 Eric Bush e-mail:

- Completion and submittal to SAD as appropriate of all items on the attached "Study Initiation Checklist" within 60 days of FCSEA execution, including the following:
 - Initial Report Summary
 - A Project Management Plan
 - An initial Risk Register
 - The Review Plan.

No study provided these within 60 days. PCX's did not receive draft review plans within 90 days except Folly Beach



REVIEW PLAN GUIDANCE

10



PB 2018-01 Table 1 (to be completed before Alternatives Milestone) has "**Develop** a project management plan (PMP), including the **draft** Review Plan..."

EC 1165-2-217 at 7.4.1. "an **initial** RP will be **developed** within the first 90 days...the **draft** RP will be updated and presented at the Alternatives Milestone for a single phase planning study. The RP will then be endorsed by the RMO and sent to the MSC for approval."

The Review Plan Template Package SOP (beginning page 35) has "c. The **initial draft** of the Review Plan should be **developed** within 90 days..."

Study Initiation Checklist First 90 Days- MSC **approval** of review plans

Note: DPM 2019-01 Policy and Legal Compliance Review has at 6.d. "It is expected that the **draft** Review Plan will be completed and **made available** within thirty (30) days following study initiation so as to inform the effort leading to the Alternatives Milestone."



PEER REVIEW ROLE

11



CHECK THE BOX! In my district, the person responsible for knowing the guidance and drafting the review plans to send to the RMO is:

Project Manager	Planning Chief	Lead Planner
Peer Review Specialist	Varies by Study	No Idea
The person arriving late to the meeting	Engineering Lead	Please please not me



12

12



PB2018-01: (1) Invite National Environmental Policy Act (NEPA)
Cooperating Agencies

(2) Negotiate Scope of Work for Fish and Wildlife Coordination Act
(FWCA) Report

(3) Develop species list and initiate informal consultation for the
Endangered Species Act (ESA)

(4) Initiate NEPA Scoping activities FWCA

??? ONE FEDERAL DECISION- Do **NOT** issue Notice of Intent
(NOI) until after the AMM at the point two years prior to scheduled
Chief's Report

PRE-AMM TASKS PB 2018-01



13

- Conduct at least 1 iteration of risk-informed planning process (**six steps**); scoping and plan formulation activities resulting in screened array of alternatives, including developing preliminary "future without project" Alternative
 - Initiate coordination with the appropriate Planning Center of Expertise (PCX) or the Risk Management Center (RMC) to discuss the scope of reviews and any planning model review and approval/certification needs
 - Develop a project management plan (PMP), including the draft Review Plan...
- **Provide Read-Aheads No Later than One Week Prior to the AMM





READINESS FOR AMM

14



PB 2018-01, paragraph 8.a.:Timing of the Alternatives Milestone.

The AMM will be held *after the PDT has completed at least one full iteration of the risk informed six-step planning process (Ref. Planning Manual Part II: Risk Informed Planning)* and has a clear path forward (scope, schedule, cost) to the TSP milestone. The Project Management Plan and draft Review Plan have been developed; the PDT has a projected scope, schedule and budget for completion of the feasibility study; and the nonfederal sponsor has been notified of the schedule of key product milestones (paragraph 5). The PDT has engaged the vertical team as needed for in-progress reviews and has completed DQC review of milestone read aheads. *The District Planning Chief, in consultation with the MSC Planning and Policy Chief, determines the readiness for conducting the milestone meeting.* In a 3-year study, the AMM would be expected within approximately the first 90 days of the study. The PDT will engage the vertical team via in-progress reviews or other means to identify and remove obstacles to move the study forward.



CONDUCT OF AMM



PB 2018-01: The presentation and discussion will include:

- A concise description of the problem;
- Study authorization;
 - The understanding of future without project conditions, including uncertainty;
- The study objectives and constraints;
- The formulation of a *representative array of distinctly different solutions*, and how that array will be evaluated to reduce uncertainties and identify the TSP. If there is a likely LPP, that should be identified and discussed;
- The Federal interest in the problem;
- Status of environmental compliance activities;
- Study scope, schedule and funding stream; and
- Likelihood the study will be completed within 3 years and \$3 million total study cost. If the study is unlikely to be meet these constraints, the PDT' s next steps for the exemption process will be discussed. The participants in the meeting must indicate additional measures that could be taken within acceptable risk to lower study costs and/or shorten the study schedule.



LESSONS LEARNED-PART 1

16



Success stories/Good work practices

- FCSA execution in 60 days
- Section 1002 letters to sponsors
- Environmental Coordination
- Establishing PDT's
- Varying views on other items specific to studies



LESSONS LEARNED-PART 2

17



Areas for Improvement

- Clarity and consistency of guidance
- Faster Start on Review Plans
- Post-AMM MFR and Vertical Alignment Memo
- Varying views on readiness for AMM and what can be accomplished in 90 days
- Sponsor discomfort with early screening of measures/alternatives



POST AAR FEEDBACK

18



- Why do teams feel we need modeling before the AMM to support the FWOP being discussed?
- Difficult to get agencies to weigh in before AMM
- Measures not Alternatives
- Review Plans- not required before AMM by guidance, however first 90 days? (New ER coming)
- "requirements" from the PB on Milestones...the list of some of the actions or products needing to be done prior to an AMM is out of joint with the actual flow of work in the first 90 days. We may need to adjust



POST AAR FEEDBACK



- At the AMM, we are talking about screening alternatives without having a clear understanding of the problem
- By the AMM, the team was still trying to figure out future assumptions. Not enough of an understanding of damage drivers to be able to formulate risk reduction solutions
- The ROM costs, benefits, and impacts of focused array by AMM- cost engineers not willing to stand behind any of the cost numbers



POST AAR FEEDBACK



-Decisions on focused array of alternatives will need to be revisited once the teams have quantified FWOP condition results

-Would like guidance specific to how far along the FWOP conditions should be developed by the AMM. More emphasis should be put on the FWOP condition before getting super detailed with alternatives and screening. Suggest for improvement-hold the AMM after the FWOP is established ~9 months after FCSEA



POST AAR FEEDBACK



-Format of the AMM: AMMs that allow the team to brief the presentation then have an organized discussion after have been ~1 hour in length, open format where there are continuous questions throughout have been ~2 hours. Suggest for improvement: organized structure to the meetings (develop a template for the agenda and hold most comments/questions to the end of the presentation).

-Added value of the AMM: question the added value to the overall study. Highest stress level on the team due to the extreme amount of work expected in 90 days, develop formal slides and report summary with DQC prior to this meeting. Is it worth keeping this as a decision point? I believe the highest value of the AMM would be to hold it ~9 months after FCSEA and have an established FWOP to brief.

Questions?

Type questions in the chat box.
We will answer as many
as time allows.

This webinar will be posted to the
Planning Community Toolbox:
<http://www.corpsplanning.us>



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