O&M 20/20 Overview
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South Atlantic Division
WHAT IS O&M 20/20?

*Similar* costs for *similar* activities at *similar* projects.

ADAPTABLE
DEFENSIBLE
TRANSPARENT
CONSISTENT
RISK-INFORMED

Multi-year effort

BY19
BY20
BY21
O&M 20/20 IMPLEMENTATION THUS FAR...

BY19
- Transitioned from a historic five-year average to a performance-based budget
- Introduced O&M 20/20 Budget Framework
- Introduced Levels of Performance

BY20
- Clarified definitions
- Created (or updated) tools to aid budget development:
  - Organize-Prioritize Tool
  - CW-IFD Data Dictionary
  - CW-IFD data entry reports
  - Streamlined guidance (O&M Appendix and PDMs)

BY21
- Clarified definitions and framework
- Refined the Organize-Prioritize Tool
- Published an in-depth data quality review
- Developing reports to link data from budget to execution
O&M 20/20 FRAMEWORK

**COMMON O&M**
- Project-based staff labor, contracts, materials, and equipment used on-site
- Program management, oversight, and technical services performed by district office-based staff
- Required by a legal or environmental judgment or document (treaty, act, major mitigation, trust, etc.)

**PROGRAMMATIC ACTIVITIES (PA)**
- Minimum activities that prevent damage to project infrastructure or equipment
- Activities to maintain the current level of performance
- Activities above the current level of performance

**ADMINISTRATIVE AND TECHNICAL SUPPORT (AT)**
- Minimum activities that prevent damage to project infrastructure or equipment
- Activities to maintain the current level of performance
- Activities above the current level of performance

**LEGAL AND/OR ENVIRONMENTAL MANDATES (LE)**
- Minimum activities that prevent liability (financial or legal penalty)
- Activities currently performed to prevent liability, provide environmental mitigation, and meet other compliance requirements
- New requirement or increased compliance

**SPECIFIC WORK (SW)**
- Work that has scopes, cost estimates, project management plans, and/or contract actions

**COMMONLY PERFORMED SW**
- Dredging
- Inspections

**SW NOT COMMONLY PERFORMED**
- Maintenance dredging
- Formal inspections & assessments
- Activities to retain current service life interval

**LEVELS OF PERFORMANCE**
- Full mission
- Partial mission
- No mission

**PHASE**
- (Funding buckets)

**Prioritized by Agency-Established Values and Project Parameters**
Prioritization Framework Value (PFV) is a number

**PFV:106**
- Increased dredging activities
- PFV 106

**PFV:110**
- Increased requirements or frequency
- PFV 110

**PFV:AH**
- Activities to meet increased project life-cycle needs
- PFV AH

**PFV:16, 27, or 38**
- (PFV depends on project parameters)

**PFV:11**
- Formal inspections & assessments

**PFV:A-H**
- Activities to retain current service life interval
ORGANIZING TYPES OF WORK BY PHASE

**PHASE**

- **PROGRAMMATIC ACTIVITIES (PA)**: Project-based staff labor, contracts, materials, and equipment used on-site
- **ADMINISTRATIVE AND TECHNICAL SUPPORT (AT)**: Program management, oversight, and technical services performed by district office-based staff
- **LEGAL AND/OR ENVIRONMENTAL MANDATES (LE)**: Required by a legal or environmental judgment or document (treaty, act, major mitigation, trust, etc.)
- **COMMONLY PERFORMED SW**
  - DREDGING
  - INSPECTIONS
- **SW NOT COMMONLY PERFORMED**

**LEVELS OF PERFORMANCE**

- **FULL MISSION (PFV 100-117)**: Activities above the current level of performance
- **PARTIAL MISSION PFV 10-45**: Activities above the current level of performance
- **NO MISSION PFV 1-12**: Activities to maintain the current level of performance

**FUNDING BUCKETS**

- **COMMON O&M**
- **SPECIFIC WORK (SW)**

**PRIORITIZED BY AGENCY-ESTABLISHED VALUES AND PROJECT PARAMETERS**

Prioritization Framework Value (PFV) is a number

- **PFV A-H**: Activities to retain current service life interval
- **PFV 106**: Increased dredging activities
- **PFV 107**: Increased requirements or frequency
- **PFV A-H**: Activities to meet increased project life-cycle needs

Work that has scopes, cost estimates, project management plans, and/or contract actions.
### ORGANIZING WORK BY LEVEL OF PERFORMANCE

<table>
<thead>
<tr>
<th>Levels of Performance</th>
<th>Programmatic Activities (PA)</th>
<th>Administrative and Technical Support (AT)</th>
<th>Legal and/or Environmental Mandates (LE)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>No Mission</strong></td>
<td>Minimum activities that prevent damage to project infrastructure or equipment</td>
<td>Minimum activities that prevent damage to project infrastructure or equipment</td>
<td>Minimum activities that prevent liability (financial or legal penalty)</td>
</tr>
<tr>
<td><strong>Partial Mission</strong></td>
<td>Activities to maintain the current level of performance</td>
<td>Activities to maintain the current level of performance</td>
<td>Activities currently performed to prevent liability, provide environmental mitigation, and meet other compliance requirements</td>
</tr>
<tr>
<td><strong>Full Mission</strong></td>
<td>Activities above the current level of performance</td>
<td>Activities above the current level of performance</td>
<td>New requirement or increased compliance</td>
</tr>
</tbody>
</table>

**Common O&M**
- Project-based staff labor, contracts, materials, and equipment used on-site
- Program management, oversight, and technical services performed by district office-based staff

**Specific Work (SW)**
- Work that has scopes, cost estimates, project management plans, and/or contract actions

**Commonly Performed SW**
- Dredging
- Inspections

**SW Not Commonly Performed**
- Activities to retain current service life interval

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**Prioritized by Agency-Established Values and Project Parameters**

Prioritization Framework Value (PFV) is a number

PFV is a letter
### Work Package Examples – NAV

#### Common O&M
- **Project-based staff labor, contracts, materials, and equipment used on-site**
- **Program management, oversight, and technical services performed by district office-based staff**
- **Required by a legal or environmental judgment or document (treaty, act, major mitigation, trust, etc.)**

#### Programmatic Activities (PA)
- Visual inspection of project to ID vandalism, etc. (WCC 60110)
- Maintenance and repair of dam components (WCC 61110)
- Operation of lock to maintain current LOP (WCC 60110)
- Debris and drift removal in harbors and channels (WCC 60110)
- Increased Safety Patrols of Canal (WCC 60110)
- Proactive PM of assets and equipment (WCC 61110)

#### Administrative and Technical Support (AT)
- Maintain DoD mandated cyber security certification (WCC 60191)
- Water Management collection and analysis (WCC 60142)
- Instrumentation – existing instruments (WCC 60131)
- Project Condition Surveys (by State) (WCC 60121)

#### Legal and/or Environmental Mandates (LE)
- Provide minimum downstream flow to meet biological opinion (WCC 60110)
- Operation of railroad bridge mandated by condemnation decree (WCC 60110)
- Maintenance of railroad bridge mandated by condemnation decree (WCC 61110)

#### Specific Work (SW)
- Work that has scopes, cost estimates, project management plans, and/or contract actions

#### Commonly Performed SW
- Dredging
- Inspections

#### SW Not Commonly Performed
- Dredge outer harbor (WCC 61121)
- Inspect jetties (WCC 60121)
- Repair jetties (WCC 61110)
- Advance maintenance dredging (WCC 61121)
- Replace Lock Gate(s) (WCC 6110)
- Rehabilitation of Dam Gates (WCC 61110)
- Installation of new tow haulage units (none existed before) (WCC 61110)
## DREDGING OUTER HARBOR BREAKOUT

<table>
<thead>
<tr>
<th>Category</th>
<th>Business Program</th>
<th>Activity</th>
<th>Work Package Title</th>
<th>Work Package Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>NAV</td>
<td>Maintenance Dredging</td>
<td>Operation for Navigation - <strong>Program and Project Management</strong></td>
<td>Funding for annual management costs to ensure project is operable.</td>
</tr>
<tr>
<td>Base Dredging</td>
<td>NAV</td>
<td>Maintenance Dredging</td>
<td>Maintenance Dredging - Dredging – Outer Harbor (1a of 5)</td>
<td>Perform maintenance dredging activities.</td>
</tr>
<tr>
<td>Base Dredging</td>
<td>NAV</td>
<td>Advanced Maintenance Dredging</td>
<td>Maintenance Dredging - Dredging - Outer Harbor (1b of 5)</td>
<td>Perform advanced maintenance dredging.</td>
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<tr>
<td>Base Dredging</td>
<td>NAV</td>
<td>Maintenance Dredging</td>
<td>Maintenance Dredging - <strong>Surveys</strong> - Outer Harbor (2 of 5)</td>
<td>Funding for all surveys (BD, AD, progress, and condition) specifically needed for the contract.</td>
</tr>
<tr>
<td>Base Dredging</td>
<td>NAV</td>
<td>Maintenance Dredging</td>
<td>Maintenance Dredging - <strong>Plans &amp;Specific</strong> - Outer Harbor (3 of 5)</td>
<td>Prepare P&amp;S for Contract.</td>
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<tr>
<td>Base Dredging</td>
<td>NAV</td>
<td>Maintenance Dredging</td>
<td>Maintenance Dredging - <strong>Environmental Coordination</strong> - Outer Harbor (4 of 5)</td>
<td>(Provide specific project activities and the certification that requires them) Funding for environmental requirements to perform maintenance dredging.</td>
</tr>
<tr>
<td>Base Dredging</td>
<td>NAV</td>
<td>Maintenance Dredging</td>
<td>Maintenance Dredging - <strong>Contract S&amp;A</strong> - Outer Harbor (5 of 5)</td>
<td>Funding for oversight and administration.</td>
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Compare detailed activities that are similar within overall dredging requirements.
Organize-Prioritize Tool – Overview

No Mission activities
- Section contains Common O&M activities

Partial Mission activities
- Section contains Common O&M, Dredging, and Inspections at current levels

Full Mission activities
- Section contains Common O&M, Dredging, and Inspection at expanded levels

Specific Work Not Commonly Performed
- LOP and priority cannot be determined in advance; individual package merits must be considered
- Work Packages are “feathered-in” during ranking process
FRAMEWORK TO RANKING

BLM Rank

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Prioritization Framework

Rank #

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Why rank a Full Mission package above a Partial Mission package?

Possible scenarios:

- A project has been historically *under*funded compared to similar projects
- A project has been historically *over*funded compared to similar projects
- A new or increased requirement due to a court order or new guidance
DESIRED FUTURE STATE

- Cross-business line application – a fully integrated budget
- Better linkage to mission performance outputs
- More objective (consistent, transparent, repeatable)
- Improved understanding and justification of budget decisions
- Work packages formulated with enterprise consistency to allow comparison and prioritization
- Tracking of budget proposal through execution
ONGOING WORK

• Tools that allow managers to link budget to execution
• Lifecycle portfolio management
• Operational risk tools for all business lines and all assets
• USACE value model
• Maintenance management tools that will inform Common O&M maintenance needs
• Transition O&M 20/20 sustainment and refinement efforts to Asset Management

Continue to improve O&M 20/20 based on lessons learned
QUESTIONS?