

MEMORANDUM FOR RECORD

SUBJECT: Upper Ohio River Navigation Improvement Project, PA, Civil Works Review Board Meeting

1. The Civil Works Review Board, MG John Peabody presiding, convened on 21 October 2014 to consider the Pittsburgh District's Upper Ohio Navigation Study and recommendations. The meeting agenda and attendees list are attached. The Board Members included MG John Peabody, Mr. Steve Stockton, Mr. Theodore (Tab) Brown, Mr. James Hannon, BG C. David Turner, BG Kent Savre, and MG Michael Wehr. Following all presentations and discussion, the Board voted unanimously to approve the release of the draft Chief's Report for State and Agency review. Pertinent remarks follow below.
2. COL Lindstrom, Pittsburgh District Commander, presented the study to the Board and guests. Questions arose and discussion followed on the finite element analysis used to characterize lock wall condition, on failure modes and consequences, on previous rehabilitation and costs of future major rehabilitation. The Reactive Maintenance (Without Project Condition) was discussed with respect to the assumed length of navigation closures upon failure, how the agency would respond to various failure modes, and how the transportation industry and customers would adapt to extended closures. The Board recommended a contingency plan be developed for such failures independent of this study, through the Operations and Maintenance (O&M) program.
3. Stakeholder support from Messrs. Hettel and Martinko emphasized 1) that Corps traffic projections fail to consider potential for growth in non-traditional commodities, some of which are already being realized, 2) that condition (long-term reliability) of the navigation facilities is one of the top issues on the mind of regional energy and heavy industrial investors, and 3) that while the navigation stakeholders support the recommended plan, they would prefer an alternative that provides two reliable chambers at each facility (i.e. more than reactive maintenance of the existing land chambers serving as the new auxiliaries).
4. The Division Commander, BG Richard Kaiser, provided succinct remarks in support of the need for the project and the soundness of the recommended plan.
5. Presenters for the Agency Technical Review, Independent External Peer Review (IEPR), and Policy Assessment Review all indicated that there are no outstanding issues to influence a Board decision to proceed to State and Agency review. There was brief discussion on the IEPR's single, unresolved non-concur comment on definition of the Without Project Condition. The reviewer concluded that the agency takes a more conservative approach than is reasonable in his professional judgment. The study's definition, however, is consistent with agency formulation guidance and prior decisions.
6. The Board discussion topics included:
 - a. the conservative analysis of economic benefits required by planning guidance impairs the agency's ability to justify and prioritize the need for projects;
 - b. questions on where the Upper Ohio would fall within the Capital Projects Business Model list of current projects. Responding to MG Peabody's request, Mr. Hettel prioritized the Upper Ohio in order following Olmsted and the Monongahela River Locks and Dams 2, 3, and 4 Project;
 - c. the cost-effectiveness of recapitalization over a 300-month construction period;

- d. future operational safety concerns pending implementation of recapitalization (not to be addressed as part of this study, but, rather through the O&M program), furthermore, how can we stave off failure until recapitalization;
- e. the 50% probability of unsatisfactory performance (failure) as soon as 2028;
- f. the benefit of having an authorized plan in place to implement when funds become available, in advance of or in response to a critical structural failure;
- g. concern over how to make the project affordable;
- h. need for updated economics, important to ranking it in the Capital Projects Business Model;
- i. the need for a more robust story on the consequences of project failure to be incorporated into the Chief's report for both the OASA and OMB;
- j. concern over the proposed PED schedule and budget given the limited GI budgeted funds; and
- k. the planning assumption that reactive maintenance repairs for a middle wall failure would close the river for two years. The Board estimates that a 5-year closure would be more realistic.

7. Mr. Lamont, OASA, related that Ms. Darcy would inquire about the condition of the existing dams not addressed in the study, and the imminence of lock chamber failure. Discussion followed on the dams, speed of lock wall cracking and influence of icing and seismic conditions.

8. Mr. Waxman, OMB, had no official comment at this time, but suggested that the agency's current policy of reactive maintenance (fix as fails) is neither a realistic plan nor representative of agency practice.

9. Following the Board's vote to approve release of the draft Chief's Report, MG Peabody remarked that further work was needed on development of contingency plans, on an economic update, on transportation impact analysis, on maintenance currently being performed, on the agency's plan in event of failure, and on the priority of Upper Ohio and projects generally in the O&M program. He concluded that the agency cannot afford to wait on more in-depth analyses of transportation benefits and that the study's failure mode analysis is as good as we can do at present. He directed Messrs. Brown and Stockton to amend the draft Chief's Report prior to release to better address OASA and OMB concerns.

10. Lessons learned included a District suggestion that Dr. Checks should be used at all agency levels for consistency, clarity, responsiveness, and accountability, and that vertical coordination throughout the study process is valuable for identifying and resolving issues prior to the Board meeting.

Encls

UPPER OHIO RIVER NAVIGATION IMPROVEMENTS, PA Civil Works Review Board – 21 October 2014

AGENDA

- 0900 Welcome and Introductions MG John Peabody
CWRB Chair and Deputy Commanding General for Civil and Emergency Operations
- 0910 Project Briefing COL Bernard Lindstrom
District Commander, Pittsburgh District
- 0955 Stakeholder Support Mr. Martin Hettel
Chairman, Inland Waterways Users Board
Mr. Steve Martinko
Executive Director, Port of Pittsburgh Commission
- 1010 Division Support BG Richard Kaiser
Commander, Great Lakes & Ohio River Division
- 1025 Agency Technical Review Mr. Patrick Donovan
Review Mgmt Office Representative, Planning Center of Expertise for Inland Navigation
Dr. Rebecca Seal-Soileau
ATR Team Lead (St. Paul District)
- 1030 Independent External Peer Review Ms. Karen Johnson-Young
IEPR Program Manager, Battelle Memorial Institute
Mr. Daniel Smith
Lead IEPR Panel Member, The Tioga Group
- 1040 Break (15 minutes) MG John Peabody
CWRB Chair
- 1055 Policy Review Assessment Mr. Charles (Lee) Ware
Review Lead, Office of Water Project Review
- 1110 Board Discussion MG John Peabody
CWRB Chair
- Member Questions
 - Office of ASA(CW), OMB Questions
- 1130 Action Mr. Theodore Brown
Chief, Planning & Policy Division
- 1135 Lessons Learned / After Action Report: COL Bernard Lindstrom
District Commander, Pittsburgh District
- What was supposed to happen?
 - What did happen?
 - Why did it happen that way?
 - How will we improve next time?
- 1140 Lessons Learned LRD, OWPR, Sponsor, Others
- 1145 Close MG John Peabody, *CWRB Chair*

UPPER OHIO RIVER NAVIGATION IMPROVEMENTS, PA

**Civil Works Review Board
21 October 2014 – 9:00am**

Attendees

Civil Works Review Board (CWRB)

Name:

CWRB Chair and Deputy Commanding General for Civil
and Emergency Operations

MG John Peabody

Director of Civil Works

Mr. Steve Stockton

Chief, Planning and Policy Division

Mr. Theodore (Tab) Brown

Chief, Operations and Regulatory Community of Practice

Mr. James Hannon

Commander, South Atlantic Division

BG C. David Turner

Commander, North Atlantic Division

BG Kent Savre

Commander, Mississippi Valley Division

MG Michael Wehr

Office of Management and Budget (OMB)

OMB Examiner

Mr. Gary Waxman

Department of the Army – Office of Assistant Secretary of the Army for Civil Works

Depty Assistant Secy of the Army (Project Planning & Review)
Senior Economist

Mr. Doug Lamont

Ms. Marianne Matheny-Katz

Planning and Policy Division

Acting Deputy, Planning and Policy Division

Mr. Bruce Carlson

Office of Counsel

Counsel, USACE

Mr. Scott Murphy

Counsel, USACE

Ms. Mayely Boyce

Office of Water Project Review (OWPR)

Chief, Office of Water Project Review

Mr. Wesley Coleman

Policy Review Lead

Mr. Charles (Lee) Ware

Policy Review Team

Mr. Jeremy LaDart

Policy Review Team

Ms. Andrea Walker

Policy Review Team

Ms. Debra Scerno

Policy Review Team

Mr. Alonzo Golden

Policy Review Team

Mr. Michael Kidby

Policy Review Team

Mr. Chandra Pathak

Civil Works Review Board Team

Ms. Patricia Bee

Civil Works Review Board Team

Ms. Marilyn Benner

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**Civil Works Review Board
21 October 2014 – 9:00am**

Attendees (cont.)

Great Lakes & Ohio River Division Regional Integration Team (LRD RIT)

Civil Works Deputy, LRD RIT	Ms. Yvonne Prettyman
Planning Program Manager	Mr. Jay Warren

Great Lakes & Ohio River Division (LRD)

Commander	BG Richard Kaiser	
Director of Programs	Mr. David Dale	
Chief, Planning and Policy Division	Mr. John Zimmerman	
Senior Assistant Division Counsel	Mr. Kyle Shaw	
Regional Planner	Mr. Michael Saffran	
Director of Regional Business	Ms. Noel Clay	(via phone)
District Support Team Leader	Mr. Gary Mosteller	(via phone)
Subject Matter Expert Plan Formulation	Mr. Ronny Sadri	(via phone)
Subject Matter Expert Economics	Mr. Mark Hammond	(via phone)
Subject Matter Expert NEPA/Environmental	Dr. Hank Jarboe	(via phone)
Chief, Business Technical Division	Mr. Anirban Bhattacharyya	(via phone)
Value Engineering Officer	Mr. Khalid Durrani	(via phone)
Civil Engineer	Mr. Roger Zemba	(via phone)
Chief of Operations	Mr. Bill Chapman	(via phone)
Real Estate, Chief of Planning/Acquisitions	Ms. Deborah Hopkinson	(via phone)

Pittsburgh District (LRP)

District Commander	COL Bernard Lindstrom	
Deputy District Engineer for Program Management	Ms. Lenna Hawkins	
Chief, Programs and Project Management Branch	Ms. Jeanine Hoey	
Chief, Planning and Environmental Branch	Mr. John Peukert	
Chief, Engineering and Construction Division	Mr. Mark Jones	
Project Manager	Mr. Steve Fritz	
Environmental Technical Lead	Mr. Conrad Weiser	(via phone)
Planning Technical Lead	Mr. Jeffrey Benedict	(via phone)
Economics Lead	Mr. Bill Frechione	(via phone)
Engineering Technical Lead	Mr. Bob Burstynowicz	(via phone)
Engineering - Hydraulics and Hydrology	Mr. Mark Zaitsoff	(via phone)
Cost Engineering Lead	Mr. Sean Weston	(via phone)
Chief, Office of Counsel	Mr. Rich Sprunk	(via phone)
Office of Counsel, environmental	Ms. Dana Adipietro	(via phone)
Real Estate	Ms. Teri Tallo-West	(via phone)
Real Estate	Mr. Jim Kelly	(via phone)

UPPER OHIO RIVER NAVIGATION IMPROVEMENTS, PA

**Civil Works Review Board
21 October 2014 – 9:00am**

Attendees (cont.)

Waterway Industry Stakeholders

Inland Waterways Users Board, Chairman	Mr. Martin Hettel
Port of Pittsburgh Commission, Executive Director	Mr. Steve Martinko

Planning Center of Expertise for Inland Navigation (PCX-IN) – Great Lakes & Ohio River Div.

PCX-IN Review Management Office Representative (Huntington District)	Mr. Patrick Donovan	
ATR Team Lead (St. Paul District)	Dr. Rebecca Seal-Soileau	
PCX-IN (Huntington District)	Mr. Wes Walker	
PCX-IN (Huntington District)	Ms. Beth Cade	(via phone)

Independent External Peer Review Team (IEPR)

IEPR Program Manager (Battelle Memorial Institute)	Ms. Karen Johnson-Young, PMP	
Panel Lead – Economics (The Tioga Group)	Mr. Daniel Smith	
IEPR Project Manager (Battelle Memorial Institute)	Ms. Lynn McLeod	(via phone)