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Description of document:	Department of Agriculture (USDA) Consulting work regarding move of USDA offices from Washington, DC to the Midwest 2020-2021
Requested date:	30-September-2019
Released date:	23-September-2020
Appealed date:	14-November-2020
Released date:	21-May-2021
Posted date:	20-February-2023
Source of document:	Freedom of Information Act Request Department of Agriculture Departmental FOIA Officer 1400 Independence Avenue, SW Room 4039-A Washington, DC 20250-0706 USDA Public Access Link (PAL) Email: USDAFOIA@usda.gov FOIA.gov

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United States
Department of
Agriculture

Office of the General Counsel
1400 Independence Ave. SW
Washington, DC 20250-1400

May 21, 2021

Delivered via Electronic Mail

Re: Final Response to Freedom of Information Act (FOIA) Appeal 2021-DA-00017-A

This is the final response to your FOIA appeal ("Appeal") to the U.S. Department of Agriculture ("USDA"), Office of Information Affairs ("OIA"). You appealed the OIA's final response to your September 30, 2019, FOIA request assigned tracking number 2020-DA-00001-F ("Request").

The Request sought:

[A] copy of all correspondence, memos, reports, emails, etc. (also including internal memoranda) regarding USDA Firm Fixed Price Contract 2314419C0002 awarded to Ernst & Young for USDA Site Solicitation Consulting Services, running 10/22/2018 through 10/23/2019. The solicitation ID was 12314219Q0006...

...the Statement of Work and any modifications to the contract.

...a copy of any Determinations and Findings or Justification and Approvals.

... a copy of all interchange such as emails, memos to the file, correspondence, or communications with the Contractor (to or from) the contractor.

...a copy of any reports or interim reports or updates produced by the Contractor.

On September 25, 2020, the OIA issued its final determination. You were advised that the OIA had performed a search and identified three hundred and one (301) pages of responsive records. It was determined that certain information contained in the final response should be withheld pursuant to 5 U.S.C. § 552(b)(4), 5 U.S.C. § 552(b)(5), and 5 U.S.C. § 552(b)(6) (FOIA Exemptions 4, 5, and 6).

Additionally, you were advised that two hundred thirty-two (232) pages of records were withheld in their entirety under 5 U.S.C. § 552(b)(5) (FOIA Exemption 5). As an initial matter, the OIA has determined that only two hundred (200) pages were withheld in full under FOIA Exemption 5 in its final response.

While the Appeal states that you are not appealing the portions of the response withheld under FOIA Exemptions 4 or 6, it does not specifically identify the pages or information that is the subject of the appeal. The Appeal simply asserts that “hundreds of pages of records were denied seemingly without any attempt to release segregable releasable portions.” See Appeal at page 1.

Therefore, this Appeal focuses on the two hundred (200) pages withheld in full under FOIA Exemption 5.

After careful consideration of the Appeal in its entirety, the remedies sought on appeal are being granted in full. As explained below, withholding the records in full under Exemption 5 was improper and the information can be released in its entirety.

1. Application of Exemption 5 – Deliberative Process Privilege

FOIA Exemption 5 protects from disclosure those “inter-agency or intra-agency memorandums or letters which would not be available by law to a party other than an agency in litigation with the agency.” The deliberative process and the attorney-client privileges are two of the frequently invoked privileges under Exemption 5.

To fall within FOIA’s deliberative process privilege, the records must be both pre-decisional and deliberative. The records must precede the adoption of an agency policy and include the opinions, recommendations, or deliberations on a legal or policy matter.

Exemption 5 threshold has also been expanded to cover certain situations in which an agency receives documents from an outside party, referred to as the “Consultant Corollary” to Exemption 5. In these cases, courts have emphasized that the agencies sought this outside advice, and that in providing their expertise, the consultants effectively functioned as agency employees, providing the agencies with advice similar to what it might have received from an employee. See Dep’t of the Interior v. Klamath Water Users Protective Ass’n, 532 U.S. 1, 11 (2001).

The Department of Justice (DOJ) has reiterated that agencies should assert FOIA exemption only in those cases where the agency reasonably foresees that disclosure would be harmful to an interest protected by that exemption. Additionally, agencies shall “take reasonable steps necessary to segregate and release nonexempt information.” See FOIA Improvement Act of 2016 (Public Law No. 114-185).

a. Application of Exemption 5 to the Responsive Records

In its final response, the OIA withheld in full contract deliverables related to a site selection services contract between USDA and Ernst & Young (“EY”). The information withheld in full under Exemption 5 consisted of weekly and monthly project status reports submitted as deliverables under the contract between USDA and EY.

Upon review, this information can be released in full. Disclosure would not cause foreseeable harm to the agency’s decision-making process or have a chilling effect on internal discussions

regarding policy, nor would disclosure cause public confusion on the agency's actual position on the policy at issue. The materials contain factual statements of accomplishments, objectives, deliverables, upcoming activities, and criteria against which project decisions were made. The materials relate to a consulting services contract that was completed in 2019. Similarly, the initial agency proposal to relocate the Economic Research Service (ERS) and National Institute of Food and Agriculture (NIFA) was published in 2018 with the site location decision made in 2019. Therefore, the harm in releasing status updates for a completed project that was publicized and vetted through the agency's rigorous site selection process, is minimal.

If you have any questions regarding this letter, please contact the Department's FOIA Appeals Officer at USDAFOIA@usda.gov.

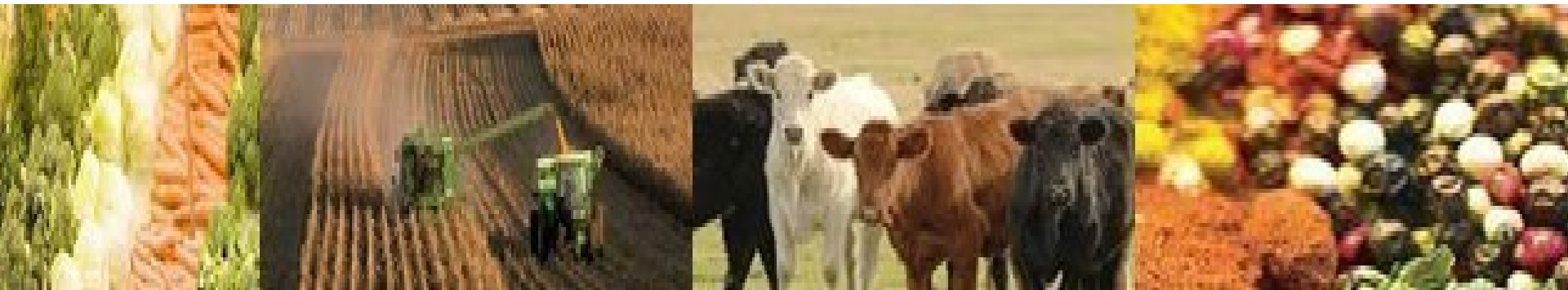
The OIA appreciates the opportunity to assist you with this matter.

Sincerely,

A handwritten signature in cursive script that reads "Alexis R. Graves".

Alexis Graves
Director
Office of Information Affairs

Enclosures: FOIA Request
FOIA Appeal
Records Revised on Appeal (200 pages)



United States Department of Agriculture (USDA)

Office of Procurement and Property Management

Site Solicitation Consulting Services Project

Contract no. 12314419C0002

Weekly Status Report – 22 Oct to 7 Dec

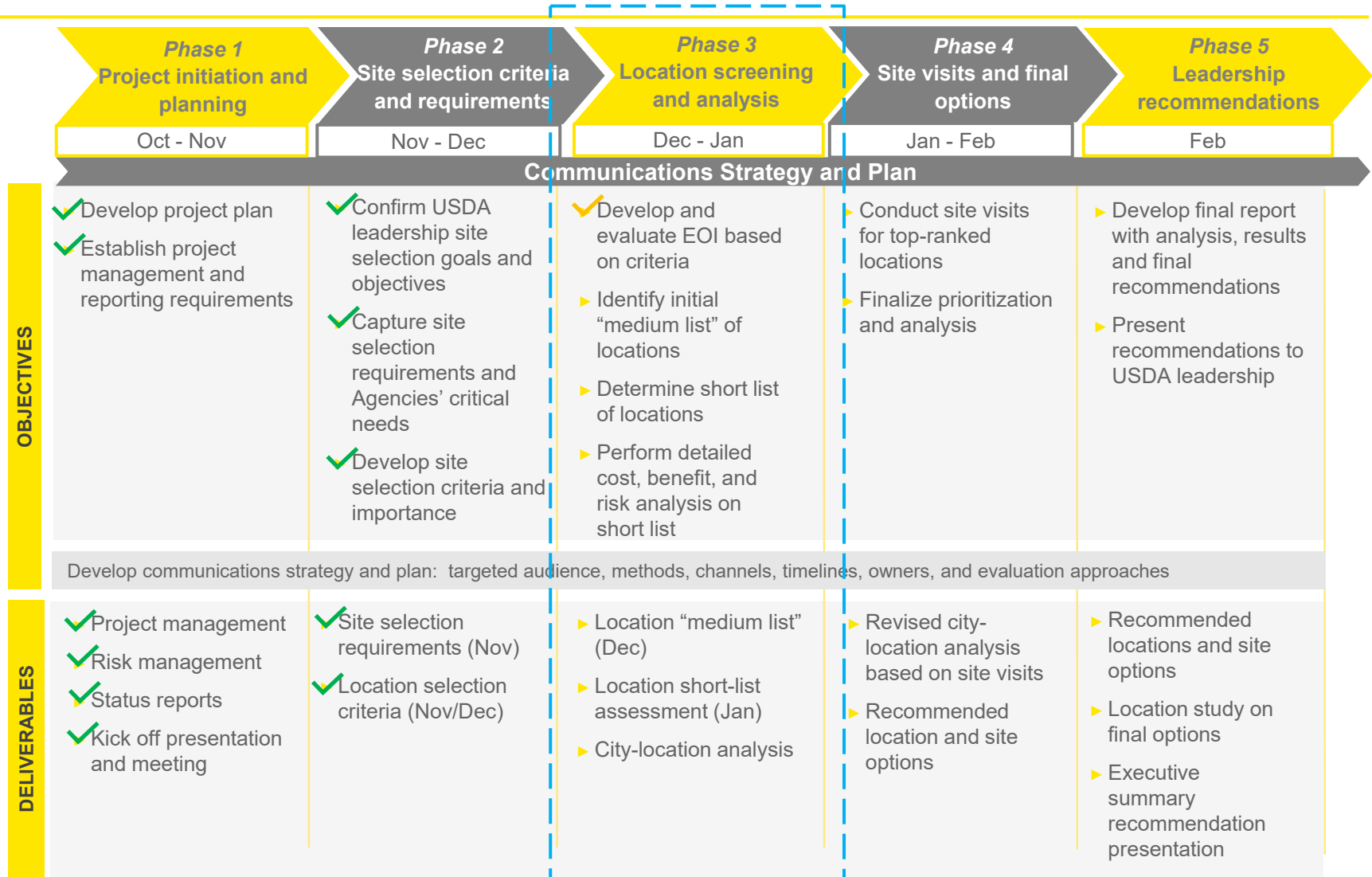
Agenda

- ▶ Accomplishments and Upcoming Activities
- ▶ Project Progress
- ▶ Deliverable Status
- ▶ Risks and Issues

Accomplishments and upcoming activities

Overall Status		On track	
Accomplishments (30 Oct – 7 Dec)		Upcoming Activities for Following Week (10 Dec – 14 Dec)	
Activity Completed		Phase 2 – Site selection criteria and requirements	
Phase 1 – Project initiation and planning		<ul style="list-style-type: none">• Participate in ERS, NIFA All-Hands• Conduct initial assessment of MSAs and focus locations for ERS, NIFA• Review and analyze each 136 EOIs against evaluation criteria• Begin down selection of locations• Submit and review initial draft of communications strategy• Submit draft initial message to 136 EOIs applicants	
Site solicitation contract award	22 Oct		
Project kick off	31 Oct		
Initial data and documents from USDA	2 Nov		
USDA-EY Communications Team meeting	6 Nov		
USDA-EY Project Team Kick off meeting	16 Nov		
Submitted initial project plan to USDA	16 Nov		
Established USDA-EY Project Team cadence, project management, and reporting requirements	26 Nov		
Submitted updated project plan to USDA	3 Dec		
Phase 2 – Site selection criteria and requirements			
Submitted data request to USDA	16 Nov		
Conducted evaluation criteria development session	29 Nov		
Received documents and data from USDA on the data request	29 Nov		
Submitted draft site selection report (evaluation criteria) to USDA project team for review. Socialize with SECDA.	30 Nov		
Received copies of 136 Expression of Interests (EOIs)	5 Dec		

Project progress



Deliverables Status (I/III)

Deliverable	Description	Due Date	Status	Comments
Kick off meeting	Formal project kick off meeting and presentation to officially initiate the project	31 Oct 18	Completed	
Project Management Plan	Detailed timeline with milestone and deliverables, project team structure for tasks and activities	16 Nov 18	Completed	<ul style="list-style-type: none"> Submitted initial plan on 16 Nov for feedback Provided updated plan on 3 Dec based on feedback and inputs submitted
USDA-EY team cadence and reporting requirements	Established USDA-EY Project Team cadence, project management, and reporting requirements	26 Nov 18	Completed	
Site Selection Evaluation Criteria Report (Location Selection Criteria)	Draft evaluation criteria elements to analyze and review each of the 136 EOIs	30 Nov 18	Completed	<ul style="list-style-type: none"> Submitted for USDA project team and SECDA review
Weekly Status Reports	Develop and submit weekly status reports on activities accomplished	11 Dec 18	Completed	
Location Medium List	List of 25-30 locations based on evaluation criteria and review of 136 EOIs	21 Dec 18	In-progress	

Deliverables Status (II/III)

Deliverable	Description	Due Date	Status	Comments
Draft message – medium list of locations	Draft message for public release of medium list of locations (city/region)	21 Dec 18	Started	
Monthly Status Report	Monthly status reports on activities accomplished. Include a status of funds section with number of hours invoiced.	31 Dec 18	Not started	
Short List Assessment	List of 5-6 locations based on evaluation criteria and review of medium list	18 Jan 19	Not started	Will incorporate SECDA feedback on medium list
City-Location Analysis Report	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each short list location.	25 Jan 19	Not started	

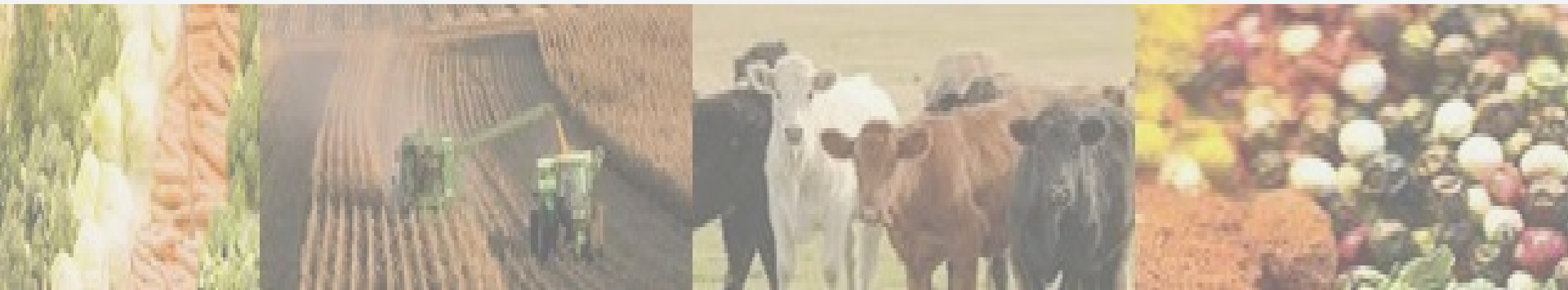
Deliverables Status (III/III)

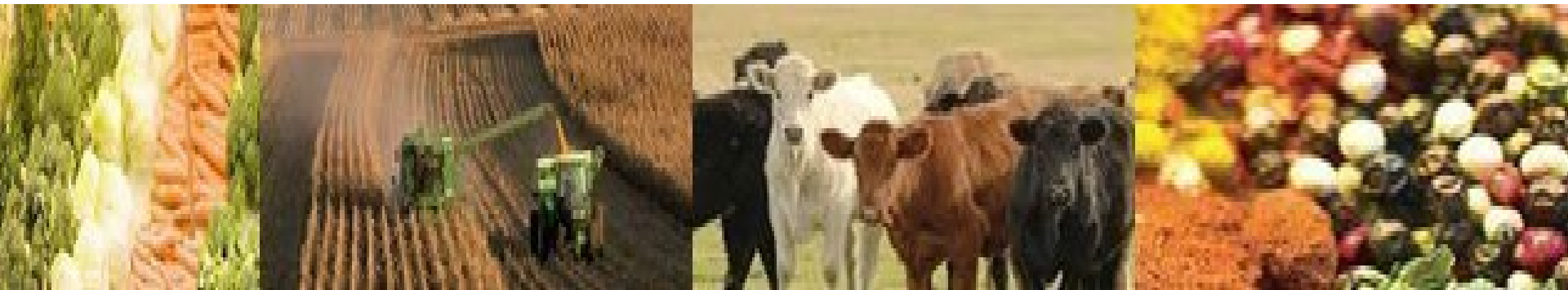
Deliverable	Description	Due Date	Status	Comments
Draft message – short list of locations	Draft message for public release of short list of locations (city/region)	25 Jan 19	Not started	
Conduct site visits	Develop site visit agendas for each short list location. Conduct site visits.	TBD	Not started	
Executive Summary Recommendation presentation	Develop and deliver executive summary presentation to senior management and executive leadership	25 Feb 19	Not started	
Draft message – final selection	Draft message for public release of final selection	TBD	Not started	
Communication Strategy and Plan	Create communication plan, including targeted audience, methods, enabling tools, channels, timelines, owners, and evaluation approaches	N/A	In progress	Considered a “living document”

Risks and Issues

#	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
1	Issue	Adjustment of project approach and level of effort	Proposed approach and level effort did not include the collection, analysis, and evaluation of the 136 EOIs submitted to USDA. Methodology and approach to analyzing and evaluating the 136 EOIs are different than proposed.	Adjusted approach and level of effort to address reviewing and analyzing of 136 EOIs. Team is capturing the level of effort required to discuss with USDA project contracting officer.	Moderate	
2	Issue	Long list of locations	136 EOIs serve as the “closed” universe of locations for ERS and NIFA relocations. No other location(s) could be explored outside of the 136 EOIs.	Using the 136 EOIs as the long list of locations.	Moderate	
3	Risk	Availability and schedule	Timely review and feedback are required to meet tight timelines to completed medium and short lists of locations.	Continue to monitor during weekly EY-USDA project team conference calls. Address issues, challenges, and changes as necessary to maintain progress on timeline.	Moderate	

* Risk criticality has been defined by assessing the probability and impact of the risks in question





United States Department of Agriculture (USDA)

Office of Procurement and Property Management

Site Solicitation Consulting Services Project

Contract no. 12314419C0002

Weekly Status Report – 10 Dec to 14 Dec

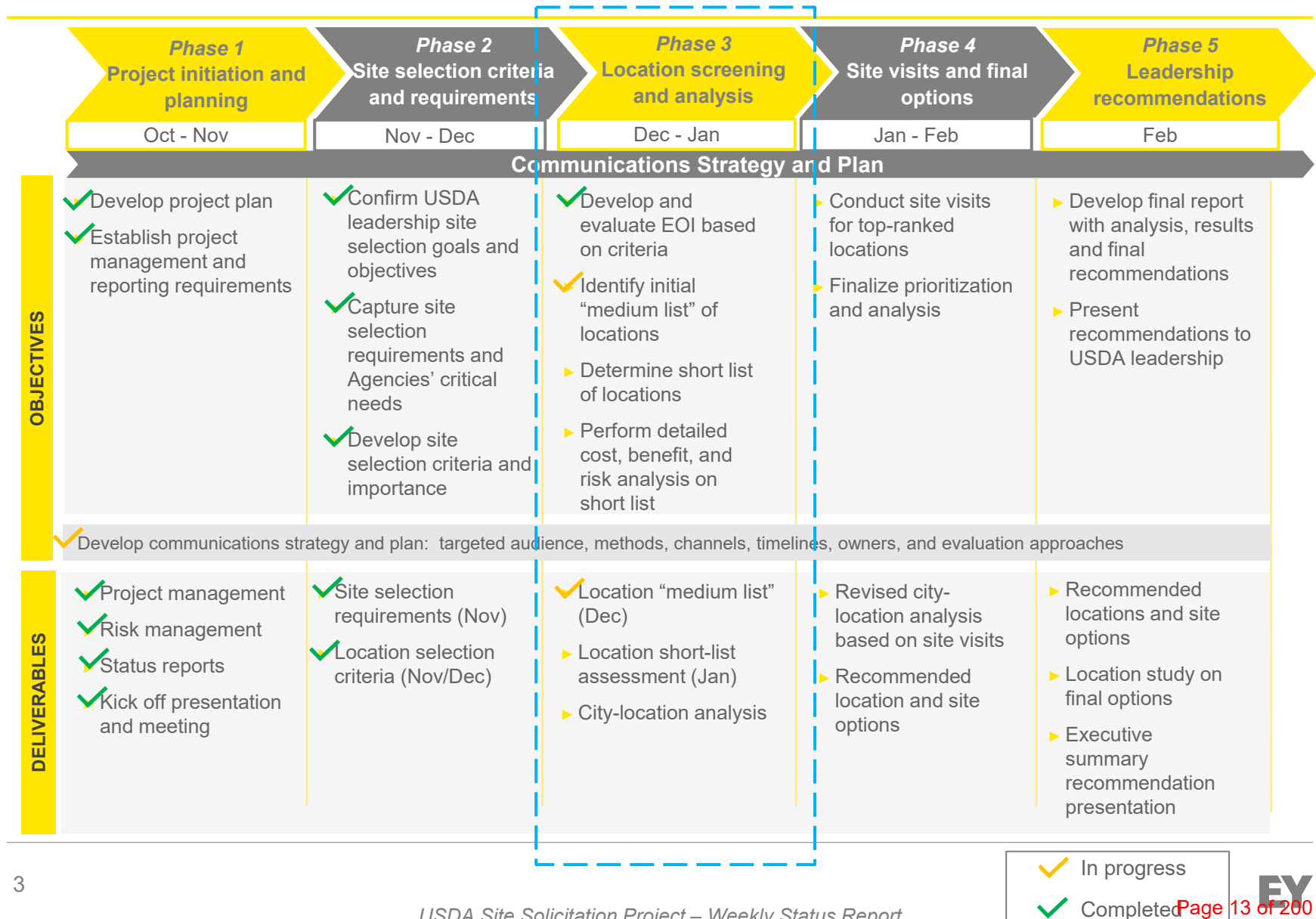
Agenda

- ▶ Accomplishments and Upcoming Activities
- ▶ Project Progress
- ▶ Deliverable Status
- ▶ Risks and Issues



Accomplishments and upcoming activities

Overall Status		On track	
Accomplishments (10 Dec – 14 Dec)		Upcoming Activities for Following Week (17 Dec – 21 Dec)	
Activity Completed		All Phases	
Phase 1 – Project initiation and planning		<ul style="list-style-type: none">• Finalize down selection of MSAs/EOIs/locations• Develop initial down select site – medium list• Develop draft presentation on medium list• Conduct meeting with USDA Project Leadership to review medium list• Draft message to EOI applicants• Draft internal USDA message and press release on evaluation criteria• Draft message framework of internal USDA message and press release on medium list	
Submitted monthly status report (22 Oct – 7 Dec)	11 Dec		
Weekly USDA – EY project conference call (touchpoint)	12 Dec		
Scheduled presentation to USDA Project Leadership Team on medium list	12 Dec		
Conducted USDA – EY Communications meeting to discuss feedback on the communication strategy and upcoming communication requirements	13 Dec		
Phase 2 – Site selection criteria and requirements			
Conducted initial assessment of MSAs and focus locations for ERS, NIFA	12 Dec		
Reviewed and analyzed each of the EOIs against evaluation criteria	13-14 Dec		
Submitted additional EOI questions and requested additional three (3) EOIs missing from initial list of 136	14 Dec		
Began down selection of MSAs/EOI/locations	14 Dec		
Communication Plan			
Participated in ERS, NIFA All-Hands	10 Dec		
Submitted draft communication strategy to USDA Communications Team for review and feedback	11 Dec		

Project progress





Deliverables Status (I/III)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Kick off meeting	Formal project kick off meeting and presentation to officially initiate the project	31 Oct 18	Completed	
Project Management Plan	Detailed timeline with milestone and deliverables, project team structure for tasks and activities	16 Nov 18	Completed	<ul style="list-style-type: none"> Submitted initial plan on 16 Nov for feedback Provided updated plan on 3 Dec based on feedback and inputs submitted
USDA-EY team cadence and reporting requirements	Established USDA-EY Project Team cadence, project management, and reporting requirements	26 Nov 18	Completed	
Site Selection Evaluation Criteria Report (Location Selection Criteria)	Draft evaluation criteria elements to analyze and review each of the 136 EOIs	30 Nov 18	Completed	Received SECDA approval on 11 Dec 18
Weekly Status Reports	Develop and submit weekly status reports on activities accomplished	NLT Wed of following week	Completed	Initiated weekly status report process
Draft message – EOI applicants	Draft message to EOI applicants to acknowledge receipt of application	17 Dec 18	In progress	

Deliverables Status (II/III)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
Draft message – evaluation criteria	Draft internal USDA message and press release to outline evaluation criteria	18 Dec 18	In progress	
Location Medium List	List of 25-30 locations based on evaluation criteria and review of 136 EOs	21 Dec 18	In progress	
Draft message – medium list of locations	Draft message for public release of medium list of locations (city/region)	21 Dec 18	In progress	
Monthly Status Report	Monthly status reports on activities accomplished. Include a status of funds section with number of hours invoiced.	9 Jan 19	Not started	Will complete first monthly report for Nov-Dec
Short List Assessment	List of 5-6 locations based on evaluation criteria and review of medium list	18 Jan 19	Not started	Will incorporate SECDA feedback on medium list
City-Location Analysis Report	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each short list location.	25 Jan 19	Not started	

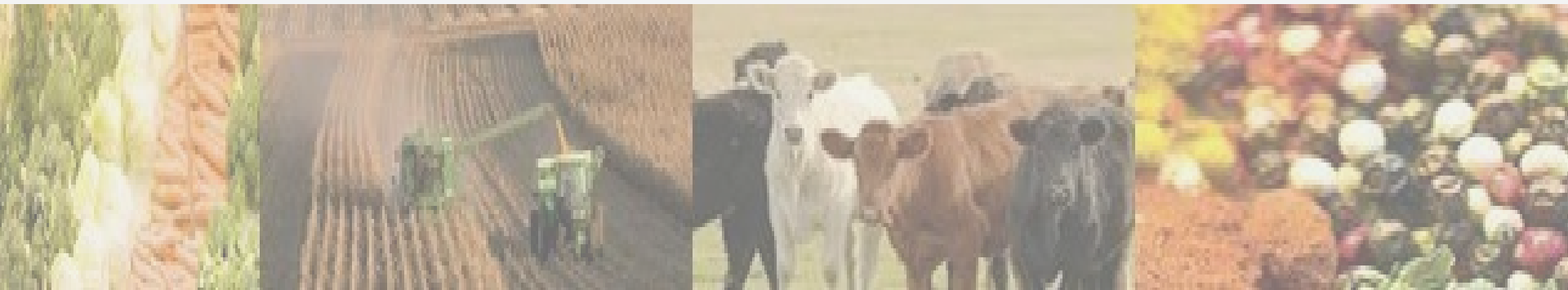
Deliverables Status (III/III)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
Draft message – short list of locations	Draft message for public release of short list of locations (city/region)	25 Jan 19	Not started	
Conduct site visits	Develop site visit agendas for each short list location. Conduct site visits.	TBD	Not started	
Executive Summary Recommendation presentation	Develop and deliver executive summary presentation to senior management and executive leadership	25 Feb 19	Not started	
Draft message – final selection	Draft message for public release of final selection	TBD	Not started	
Communication Strategy and Plan	Create communication plan, including targeted audience, methods, enabling tools, channels, timelines, owners, and evaluation approaches	N/A	In progress	Considered a “living document”

Risks and Issues

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
1	Issue	Adjustment of project approach and level of effort	Proposed approach and level effort did not include the collection, analysis, and evaluation of the 136 EOIs submitted to USDA. Methodology and approach to analyzing and evaluating the 136 EOIs are different than proposed.	Adjusted approach and level of effort to address reviewing and analyzing of 136 EOIs. Team is capturing the level of effort required to discuss with USDA project contracting officer.	Moderate	In process. Continue to monitor EY team level of effort attributed to reviewing and analyzing EOIs
2	Risk	Change management	During Town Halls, ERS and NIFA agency employees projected high-levels of anxiety due to the uncertainties of the transition.	Incorporate frequent communication to employees on progress. Evaluate change management requirements as project progresses.	High	In process. Developing messages to address USDA employees concerns.
	Issue	Long list of locations	136 EOIs serve as the “closed” universe of locations for ERS and NIFA relocations. No other location(s) could be explored outside of the 136 EOIs.	Using the 136 EOIs as the long list of locations	Moderate	Closed
	Risk	Availability and schedule	Timely review and feedback are required to meet tight timelines to completed medium and short lists of locations.	Continue to monitor during weekly EY-USDA project team conference calls. Address issues, challenges, and changes as necessary to maintain timeline.	Moderate	Closed





United States Department of Agriculture (USDA)

Office of Procurement and Property Management

Site Solicitation Consulting Services Project

Contract no. 12314419C0002

Weekly Status Report – Periods:

17 Dec 18 to 21 Dec 18 | 15 Feb 19 to 1 Mar 19 | 4 Mar 19 to 8 Mar 19

Agenda

- ▶ Accomplishments and Upcoming Activities
- ▶ Project Progress
- ▶ Deliverable Status
- ▶ Risks and Issues

Overall project activities

- ▶ **22 Dec 18:** USDA issued EY an official memo ceasing contract efforts due to lapse of appropriated funds (government shutdown)
- ▶ **28 Jan 19:** USDA rescinded official memo, reconvening EY project efforts
- ▶ **29 Jan 19 – 20 Feb 19:** USDA requested a strategic “pause” to meet with SECDA and USDA project leadership to determine project next steps and updated timeline
- ▶ **21 Feb 19:** Met with SECDA Purdue to present medium list and discuss next steps
- ▶ Reinstigated weekly status report, covering two periods in this report
 - ▶ 17 Dec 18 to 21 Dec 18 – period prior to holiday break and work-stop order memo
 - ▶ 15 Feb 19 to 1 Mar 19 – next working period after work-stop order is rescinded
 - ▶ 4 Mar 19 to 8 Mar 19 – last week

Accomplishments and upcoming activities

Overall Status		On track	
Accomplishments (17 Dec – 21 Dec)		Upcoming Activities for Following Week	
Activity Completed		All Phases	
Phase 2 – Site selection criteria and requirements		USDA issued EY an official notification memo of contract being as a “non-excepted” contract during government shutdown, and therefore all contract efforts ceased on 22 December 2018.	
Received additional three (3) EOIs to bring total to 139 EOIs	17 Dec		
Finalize down selection of MSAs/EOIs/locations	18 Dec		
Develop initial down select site – medium list	18 Dec		
Develop draft presentation on medium list	18 Dec		
Map of EOIs near National Capital Region (NCR)	20 Dec		
Detailed analysis on one direct, non-stop flight from DC based airport	20 Dec		
Conduct meeting with USDA Project Leadership to review medium list	21 Dec		
Communication Plan			
Draft message to EOI applicants	18 Dec		
EOI master list with applicant email addresses	18 Dec		
Draft internal USDA message and press release on evaluation criteria	19 Dec		

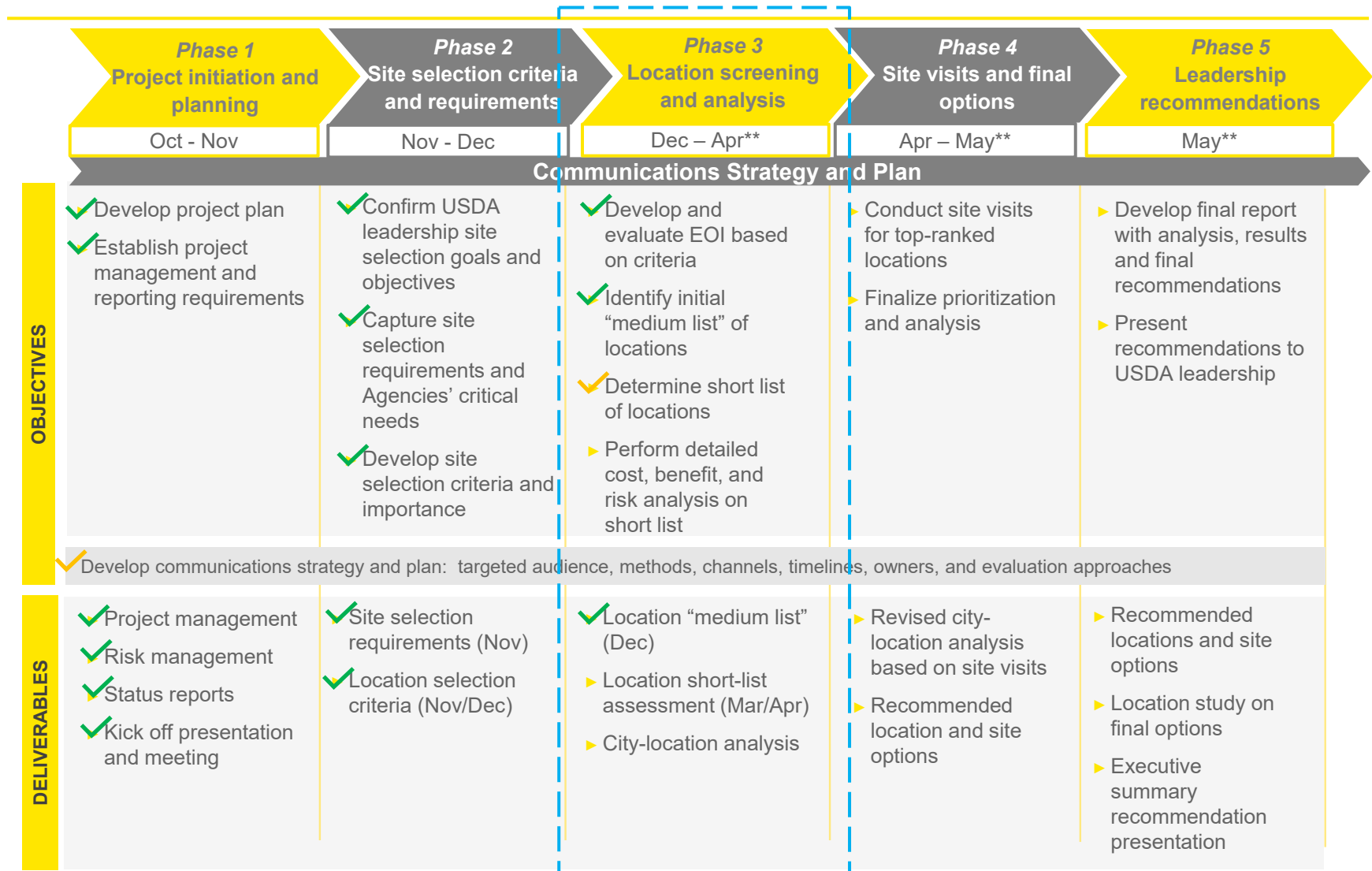
Accomplishments and upcoming activities

Overall Status		On track	
Accomplishments (15 Feb – 1 Mar)		Upcoming Activities for Following Week (4 Mar – 8 Mar)	
Activity Completed		All Phases	
Phase 2 – Site selection criteria and requirements		<ul style="list-style-type: none"> • Update USDA project plan • Update draft message to EOI applicants selected and non-selected • Update draft Agency message and external press release • Begin quantitative analysis on medium list (criteria modeling) • Support USDA meetings with Congressional subcommittees 	
SECDA presentation – medium list	21 Feb		



Accomplishments and upcoming activities

Overall Status		On track	
Accomplishments (4 Mar – 8 Mar)		Upcoming Activities for Following Week	
Activity Completed		All Phases	
Phase 1 – Project initiation and planning		<ul style="list-style-type: none"> Continue quantitative analysis on medium list (criteria modeling) 	
Supported USDA meetings with Congressional subcommittees	7 Mar		
Updated project plan	8 Mar		
Phase 2 – Site selection criteria and requirements			
Began quantitative analysis on medium list (criteria modeling)	4 Mar		
Met with EY SMR and USDA OGC to discuss potential incentives	8 Mar		
Communication Plan			
Updated draft and adjudicated USDA feedback on message to EOI applicants selected and non-selected	8 Mar		
Updated draft and adjudicated USDA feedback on Agency message and external press release	8 Mar		

Project progress





Deliverables Status (I/III)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Kick off meeting	Formal project kick off meeting and presentation to officially initiate the project	31 Oct 18	Completed	
Project Management Plan	Detailed timeline with milestone and deliverables, project team structure for tasks and activities	16 Nov 18	Completed	<ul style="list-style-type: none"> Submitted initial plan on 16 Nov for feedback Provided updated plan on 3 Dec based on feedback and inputs submitted
USDA-EY team cadence and reporting requirements	Established USDA-EY Project Team cadence, project management, and reporting requirements	26 Nov 18	Completed	
Site Selection Evaluation Criteria Report (Location Selection Criteria)	Draft evaluation criteria elements to analyze and review each of the 136 EOIs	30 Nov 18	Completed	Received SECDA approval on 11 Dec 18
Weekly Status Reports	Develop and submit weekly status reports on activities accomplished	NLT Wed of following week	Completed	Initiated weekly status report process
Draft message – EOI applicants	Draft message to EOI applicants to acknowledge receipt of application	17 Dec 18	Completed	

Deliverables Status (II/III)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
Draft message – evaluation criteria	Draft internal USDA message and press release to outline evaluation criteria	18 Dec 18	Completed	
Location Medium List	List of 25-30 locations based on evaluation criteria and review of 136 EOs	21 Dec 18	Completed	Updated list based on follow on discussions with SECDA and Project Leadership team
Draft message – medium list of locations	Draft message for public release of medium list of locations (city/region)	21 Dec 18	Completed	8 Mar: Updated message with the latest version of medium list
Monthly Status Report	Monthly status reports on activities accomplished. Include a status of funds section with number of hours invoiced.	22 Mar 19	In progress	Will complete first monthly report for Nov-Dec
Short List Assessment	List of 5-6 locations based on evaluation criteria and review of medium list	29 Mar 19	In progress	Initial review with USDA project team Targeting week of 1 April to present to SECDA.
City-Location Analysis Report	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each short list location.		In progress	

Deliverables Status (III/III)

Legend		In progress
		Completed

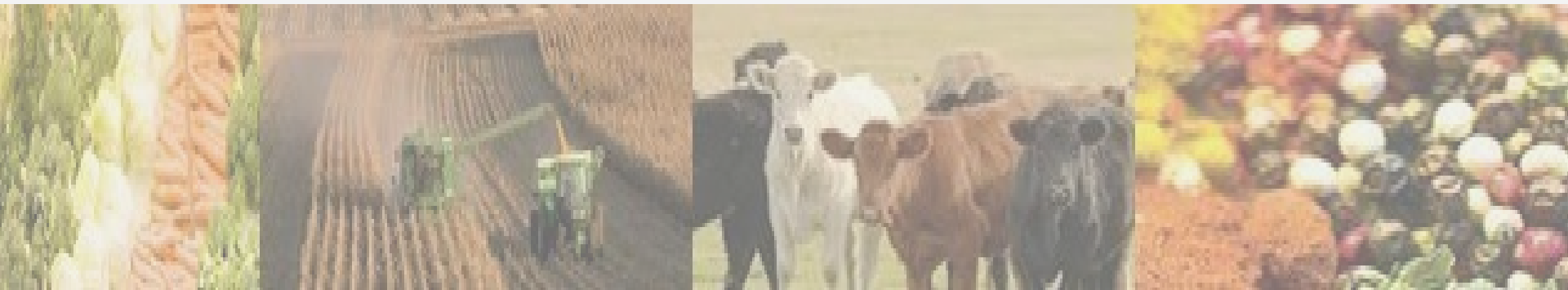
Deliverable	Description	Due Date	Status	Comments
Draft message – short list of locations	Draft message for public release of short list of locations (city/region)		Not started	
Conduct site visits	Develop site visit agendas for each short list location. Conduct site visits.	TBD	Not started	
Executive Summary Recommendation presentation	Develop and deliver executive summary presentation to senior management and executive leadership		Not started	
Draft message – final selection	Draft message for public release of final selection	TBD	Not started	
Communication Strategy and Plan	Create communication plan, including targeted audience, methods, enabling tools, channels, timelines, owners, and evaluation approaches	N/A	In progress	Considered a “living document” Submitted communication strategy on 11 Dec 18

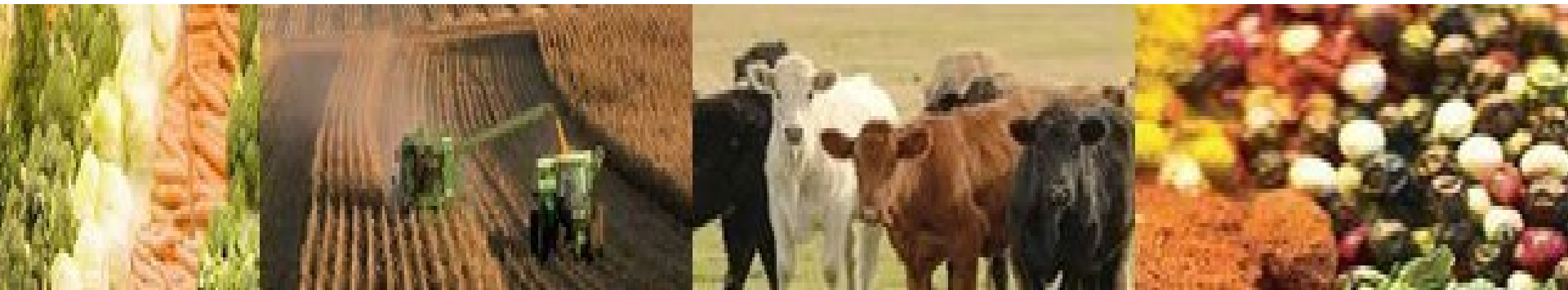
Risks and Issues

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
1	Issue	Adjustment of project approach and level of effort	<p>Proposed approach and level effort did not include the collection, analysis, and evaluation of the 139 EOIs submitted to USDA.</p> <p>Methodology and approach to analyzing and evaluating the 139 EOIs are different than proposed.</p> <p>Impact: additional LOE was required. As a result, additional funding may be required to complete efforts.</p>	<p>Adjusted approach and level of effort to address reviewing and analyzing of 139 EOIs. Team captured the level of effort required.</p> <p>Discussed with USDA project manager, and will give notice to Contract Officer in the event additional funds and contract modification are needed.</p>	Moderate	In process. Communicated to USDA project manager. Continue to monitor EY team level of effort. Will include budget report in weekly status reports to track progress.
2	Risk	Change management	During Town Halls, ERS and NIFA agency employees projected high-levels of anxiety due to the uncertainties of the transition.	Incorporate frequent communication to employees on progress. Evaluate change management requirements as project progresses.	High	In process. Developing messages to address USDA employees concerns.
C	Risk	USDA Work-Stop Order	USDA issued EY an official notification memo of contract being as a “non-excepted” contract during government shutdown, and therefore all contract efforts ceased on 22 Dec 18.	Await further guidance	High	Closed. USDA issued a memo on 28 Jan 19 rescinding the work-stop order

Risks and Issues

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
C	Issue	Long list of locations	136 EOIs serve as the “closed” universe of locations for ERS and NIFA relocations. No other location(s) could be explored outside of the 136 EOIs. Update: additional 3 EOIs were identified for a total number of 139.	Using the 136 EOIs as the long list of locations	Moderate	Closed
C	Risk	Availability and schedule	Timely review and feedback are required to meet tight timelines to completed medium and short lists of locations.	Continue to monitor during weekly EY-USDA project team conference calls. Address issues, challenges, and changes as necessary to maintain timeline.	Moderate	Closed





United States Department of Agriculture (USDA)

Office of Procurement and Property Management

Site Solicitation Consulting Services Project

Contract no. 12314419C0002

Weekly Status Report – 11 Mar to 15 Mar 19

Agenda

- ▶ Accomplishments and Upcoming Activities
- ▶ Project Progress
- ▶ Deliverable Status
- ▶ Risks and Issues



Accomplishments and upcoming activities

Overall Status		On track	
Accomplishments (11 Mar – 15 Mar)		Upcoming Activities for Following Week	
Activity Completed		All Phases	
Phase 2 – Site selection criteria and requirements		<ul style="list-style-type: none"> Continue quantitative analysis on medium list (criteria modeling) Acquire additional USDA inputs on location factors Conduct follow up meeting with USDA OGC on potential incentives Participate in ERS, NIFA Town Halls 	
Continued quantitative analysis on medium list (criteria modeling)	Ongoing		

Project progress



		Phase 1 Project initiation and planning Oct - Nov	Phase 2 Site selection criteria and requirements Nov - Dec	Phase 3 Location screening and analysis Dec – Apr**	Phase 4 Site visits and final options Apr – May**	Phase 5 Leadership recommendations May**
		Communications Strategy and Plan				
OBJECTIVES		<ul style="list-style-type: none"> ✓ Develop project plan ✓ Establish project management and reporting requirements 	<ul style="list-style-type: none"> ✓ Confirm USDA leadership site selection goals and objectives ✓ Capture site selection requirements and Agencies' critical needs ✓ Develop site selection criteria and importance 	<ul style="list-style-type: none"> ✓ Develop and evaluate EOI based on criteria ✓ Identify initial "medium list" of locations ✓ Determine short list of locations <ul style="list-style-type: none"> ▶ Perform detailed cost, benefit, and risk analysis on short list 	<ul style="list-style-type: none"> ▶ Conduct site visits for top-ranked locations ▶ Finalize prioritization and analysis 	<ul style="list-style-type: none"> ▶ Develop final report with analysis, results and final recommendations ▶ Present recommendations to USDA leadership
		<ul style="list-style-type: none"> ✓ Develop communications strategy and plan: targeted audience, methods, channels, timelines, owners, and evaluation approaches 				
DELIVERABLES		<ul style="list-style-type: none"> ✓ Project management ✓ Risk management ✓ Status reports ✓ Kick off presentation and meeting 	<ul style="list-style-type: none"> ✓ Site selection requirements (Nov) ✓ Location selection criteria (Nov/Dec) 	<ul style="list-style-type: none"> ✓ Location "medium list" (Dec) <ul style="list-style-type: none"> ▶ Location short-list assessment (Mar/Apr) ▶ City-location analysis 	<ul style="list-style-type: none"> ▶ Revised city-location analysis based on site visits ▶ Recommended location and site options 	<ul style="list-style-type: none"> ▶ Recommended locations and site options ▶ Location study on final options ▶ Executive summary recommendation presentation

Deliverables Status (I/III)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Kick off meeting	Formal project kick off meeting and presentation to officially initiate the project	31 Oct 18	Completed	
Project Management Plan	Detailed timeline with milestone and deliverables, project team structure for tasks and activities	16 Nov 18	Completed	<ul style="list-style-type: none"> Submitted initial plan on 16 Nov for feedback Provided updated plan on 3 Dec based on feedback and inputs submitted
USDA-EY team cadence and reporting requirements	Established USDA-EY Project Team cadence, project management, and reporting requirements	26 Nov 18	Completed	
Site Selection Evaluation Criteria Report (Location Selection Criteria)	Draft evaluation criteria elements to analyze and review each of the 136 EOIs	30 Nov 18	Completed	Received SECDA approval on 11 Dec 18
Weekly Status Reports	Develop and submit weekly status reports on activities accomplished	NLT Wed of following week	Completed	Initiated weekly status report process
Draft message – EOI applicants	Draft message to EOI applicants to acknowledge receipt of application	17 Dec 18	Completed	

Deliverables Status (II/III)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
Draft message – evaluation criteria	Draft internal USDA message and press release to outline evaluation criteria	18 Dec 18	Completed	
Location Medium List	List of 25-30 locations based on evaluation criteria and review of 136 EOs	21 Dec 18	Completed	Updated list based on follow on discussions with SECDA and Project Leadership team
Draft message – medium list of locations	Draft message for public release of medium list of locations (city/region)	21 Dec 18	Completed	8 Mar: Updated message with the latest version of medium list
Monthly Status Report	Monthly status reports on activities accomplished. Include a status of funds section with number of hours invoiced.	22 Mar 19	In progress	Will complete first monthly report for Nov-Dec
Short List Assessment	List of 5-6 locations based on evaluation criteria and review of medium list	29 Mar 19	In progress	Initial review with USDA project team Targeting week of 1 April to present to SECDA.
City-Location Analysis Report	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each short list location.		In progress	

Deliverables Status (III/III)

Legend		In progress
		Completed

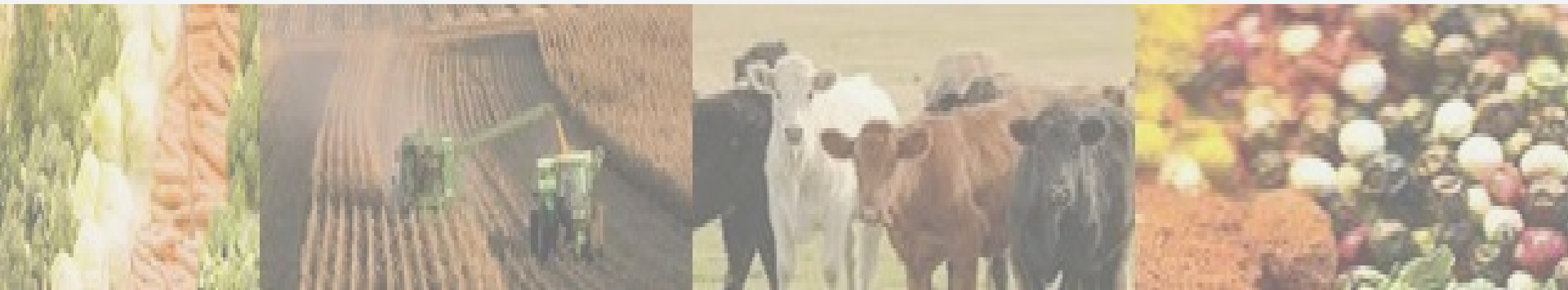
Deliverable	Description	Due Date	Status	Comments
Draft message – short list of locations	Draft message for public release of short list of locations (city/region)		Not started	
Conduct site visits	Develop site visit agendas for each short list location. Conduct site visits.	TBD	Not started	
Executive Summary Recommendation presentation	Develop and deliver executive summary presentation to senior management and executive leadership		Not started	
Draft message – final selection	Draft message for public release of final selection	TBD	Not started	
Communication Strategy and Plan	Create communication plan, including targeted audience, methods, enabling tools, channels, timelines, owners, and evaluation approaches	N/A	In progress	Considered a “living document” Submitted communication strategy on 11 Dec 18

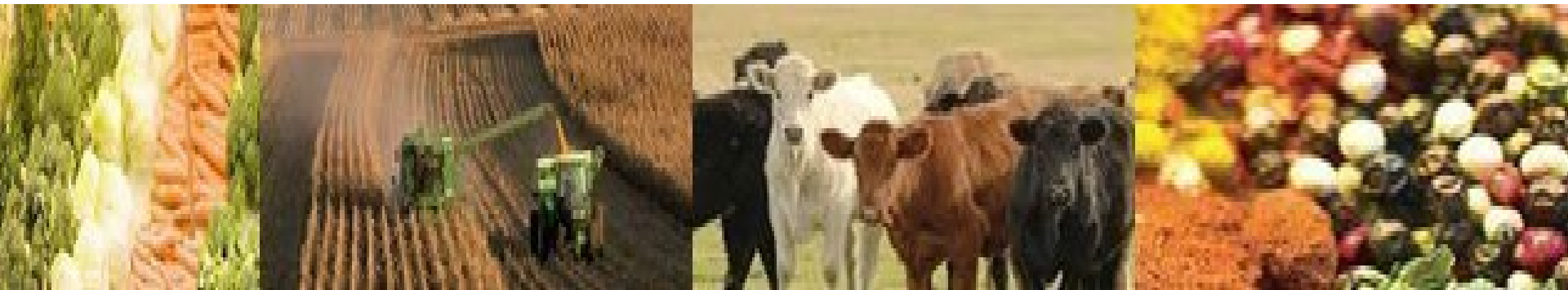
Risks and Issues

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
1	Issue	Adjustment of project approach and level of effort	<p>Proposed approach and level effort did not include the collection, analysis, and evaluation of the 139 EOIs submitted to USDA.</p> <p>Methodology and approach to analyzing and evaluating the 139 EOIs are different than proposed.</p> <p>Impact: additional LOE was required. As a result, additional funding may be required to complete efforts.</p>	<p>Adjusted approach and level of effort to address reviewing and analyzing of 139 EOIs. Team captured the level of effort required.</p> <p>Discussed with USDA project manager, and will give notice to Contract Officer in the event additional funds and contract modification are needed.</p>	Moderate	In process. Communicated to USDA project manager. Continue to monitor EY team level of effort. Will include budget report in weekly status reports to track progress.
2	Risk	Change management	During Town Halls, ERS and NIFA agency employees projected high-levels of anxiety due to the uncertainties of the transition.	Incorporate frequent communication to employees on progress. Evaluate change management requirements as project progresses.	High	In process. Developing messages to address USDA employees concerns.
C	Risk	USDA Work-Stop Order	USDA issued EY an official notification memo of contract being as a “non-excepted” contract during government shutdown, and therefore all contract efforts ceased on 22 Dec 18.	Await further guidance	High	Closed. USDA issued a memo on 28 Jan 19 rescinding the work-stop order

Risks and Issues

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
C	Issue	Long list of locations	136 EOIs serve as the “closed” universe of locations for ERS and NIFA relocations. No other location(s) could be explored outside of the 136 EOIs. Update: additional 3 EOIs were identified for a total number of 139.	Using the 136 EOIs as the long list of locations	Moderate	Closed
C	Risk	Availability and schedule	Timely review and feedback are required to meet tight timelines to completed medium and short lists of locations.	Continue to monitor during weekly EY-USDA project team conference calls. Address issues, challenges, and changes as necessary to maintain timeline.	Moderate	Closed





United States Department of Agriculture (USDA)

Office of Procurement and Property Management

Site Solicitation Consulting Services Project

Contract no. 12314419C0002

Weekly Status Report – 18 Mar to 22 Mar 19

Agenda

- ▶ Accomplishments and Upcoming Activities
- ▶ Project Progress
- ▶ Deliverable Status
- ▶ Risks and Issues


Accomplishments and upcoming activities

Overall Status		On track	
Accomplishments (18 Mar – 22 Mar)		Upcoming Activities for Following Week	
Activity Completed			
Phase 1 – Project initiation and planning		All Phases	
Scheduled presentation to USDA Project Leadership Team on medium list analysis		<ul style="list-style-type: none">Finalize quantitative analysis on medium list (criteria modeling)Prepare for presentation to USDA Project Leadership Team on medium list analysisSchedule SECDA presentation on medium list analysis	
Phase 2 – Site Selection criteria and requirements			
Continue quantitative analysis on medium list (criteria modeling)	Ongoing		
Acquire additional USDA inputs on location factors	Ongoing		
Conduct follow up meeting with USDA OGC on potential incentives	22 Mar		
Communication Plan			
Participate in ERS, NIFA Town Halls	20 Mar		

Project progress



	Phase 1 Project initiation and planning	Phase 2 Site selection criteria and requirements	Phase 3 Location screening and analysis	Phase 4 Site visits and final options	Phase 5 Leadership recommendations
	Oct - Nov	Nov - Dec	Dec – Apr**	Apr – May**	May**
Communications Strategy and Plan					
OBJECTIVES	<ul style="list-style-type: none"> ✓ Develop project plan ✓ Establish project management and reporting requirements 	<ul style="list-style-type: none"> ✓ Confirm USDA leadership site selection goals and objectives ✓ Capture site selection requirements and Agencies' critical needs ✓ Develop site selection criteria and importance 	<ul style="list-style-type: none"> ✓ Develop and evaluate EOI based on criteria ✓ Identify initial "medium list" of locations ✓ Determine short list of locations <ul style="list-style-type: none"> ▶ Perform detailed cost, benefit, and risk analysis on short list 	<ul style="list-style-type: none"> ▶ Conduct site visits for top-ranked locations ▶ Finalize prioritization and analysis 	<ul style="list-style-type: none"> ▶ Develop final report with analysis, results and final recommendations ▶ Present recommendations to USDA leadership
	✓ Develop communications strategy and plan: targeted audience, methods, channels, timelines, owners, and evaluation approaches				
DELIVERABLES	<ul style="list-style-type: none"> ✓ Project management ✓ Risk management ✓ Status reports ✓ Kick off presentation and meeting 	<ul style="list-style-type: none"> ✓ Site selection requirements (Nov) ✓ Location selection criteria (Nov/Dec) 	<ul style="list-style-type: none"> ✓ Location "medium list" (Dec) <ul style="list-style-type: none"> ▶ Location short-list assessment (Mar/Apr) ▶ City-location analysis 	<ul style="list-style-type: none"> ▶ Revised city-location analysis based on site visits ▶ Recommended location and site options 	<ul style="list-style-type: none"> ▶ Recommended locations and site options ▶ Location study on final options ▶ Executive summary recommendation presentation

Deliverables Status (I/III)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Kick off meeting	Formal project kick off meeting and presentation to officially initiate the project	31 Oct 18	Completed	
Project Management Plan	Detailed timeline with milestone and deliverables, project team structure for tasks and activities	16 Nov 18	Completed	<ul style="list-style-type: none"> Submitted initial plan on 16 Nov for feedback Provided updated plan on 3 Dec based on feedback and inputs submitted
USDA-EY team cadence and reporting requirements	Established USDA-EY Project Team cadence, project management, and reporting requirements	26 Nov 18	Completed	
Site Selection Evaluation Criteria Report (Location Selection Criteria)	Draft evaluation criteria elements to analyze and review each of the 136 EOIs	30 Nov 18	Completed	Received SECDA approval on 11 Dec 18
Weekly Status Reports	Develop and submit weekly status reports on activities accomplished	NLT Wed of following week	Completed	Initiated weekly status report process
Draft message – EOI applicants	Draft message to EOI applicants to acknowledge receipt of application	17 Dec 18	Completed	

Deliverables Status (II/III)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
Draft message – evaluation criteria	Draft internal USDA message and press release to outline evaluation criteria	18 Dec 18	Completed	
Location Medium List	List of 25-30 locations based on evaluation criteria and review of 136 EOs	21 Dec 18	Completed	Updated list based on follow on discussions with SECDA and Project Leadership team
Draft message – medium list of locations	Draft message for public release of medium list of locations (city/region)	21 Dec 18	Completed	8 Mar: Updated message with the latest version of medium list
Short List Assessment	List of 5-6 locations based on evaluation criteria and review of medium list	29 Mar 19	In progress	Initial review with USDA project team Targeting week of 1 April to present to SECDA.
Monthly Status Report	Monthly status reports on activities accomplished. Include a status of funds section with number of hours invoiced.	15 Apr 19	In progress	Will complete monthly report for Nov - Mar
City-Location Analysis Report	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each short list location.		In progress	

Deliverables Status (III/III)

Legend		In progress
		Completed

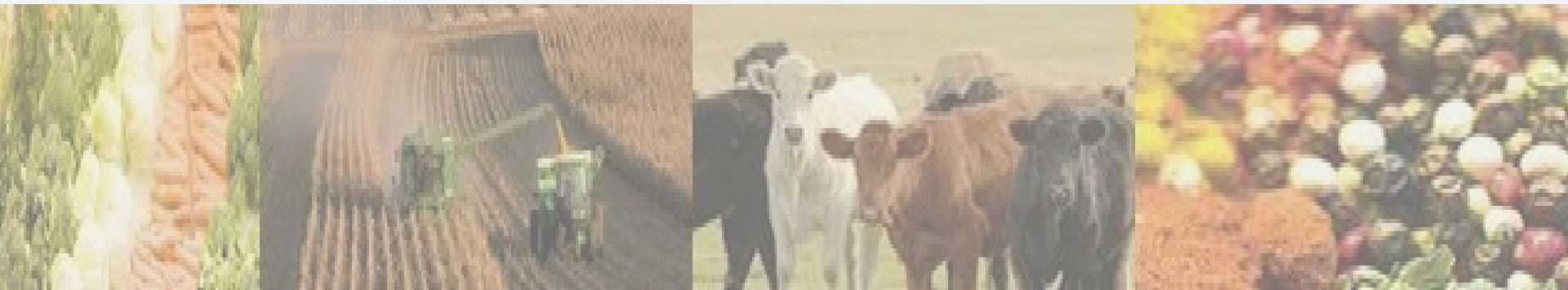
Deliverable	Description	Due Date	Status	Comments
Draft message – short list of locations	Draft message for public release of short list of locations (city/region)		Not started	
Conduct site visits	Develop site visit agendas for each short list location. Conduct site visits.	TBD	Not started	
Executive Summary Recommendation presentation	Develop and deliver executive summary presentation to senior management and executive leadership		Not started	
Draft message – final selection	Draft message for public release of final selection	TBD	Not started	
Communication Strategy and Plan	Create communication plan, including targeted audience, methods, enabling tools, channels, timelines, owners, and evaluation approaches	N/A	In progress	Considered a “living document” Submitted communication strategy on 11 Dec 18

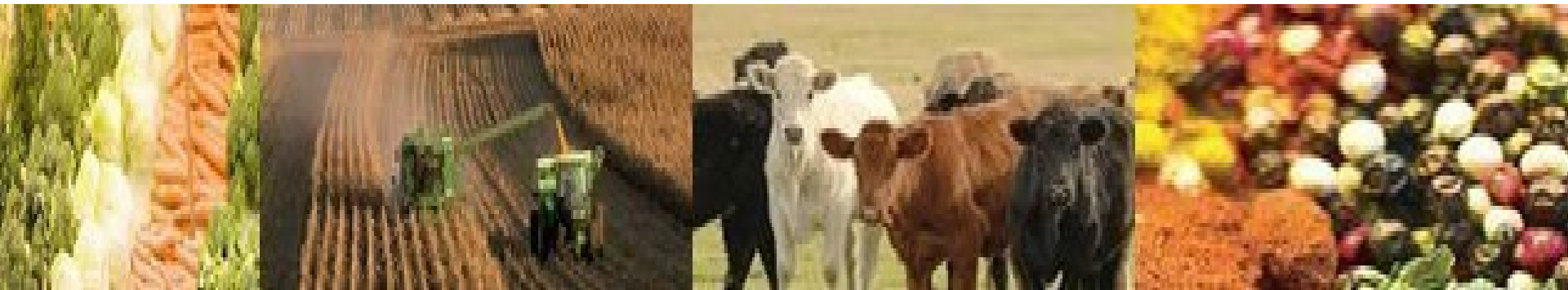
Risks and Issues

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
1	Issue	Adjustment of project approach and level of effort	<p>Proposed approach and level effort did not include the collection, analysis, and evaluation of the 139 EOIs submitted to USDA.</p> <p>Methodology and approach to analyzing and evaluating the 139 EOIs are different than proposed.</p> <p>Impact: additional LOE was required. As a result, additional funding may be required to complete efforts.</p>	<p>Adjusted approach and level of effort to address reviewing and analyzing of 139 EOIs. Team captured the level of effort required.</p> <p>Discussed with USDA project manager, and will give notice to Contract Officer in the event additional funds and contract modification are needed.</p>	Moderate	In process. Communicated to USDA project manager. Continue to monitor EY team level of effort. Will include budget report in weekly status reports to track progress.
2	Risk	Change management	During Town Halls, ERS and NIFA agency employees projected high-levels of anxiety due to the uncertainties of the transition.	Incorporate frequent communication to employees on progress. Evaluate change management requirements as project progresses.	High	In process. Developing messages to address USDA employees concerns.
C	Risk	USDA Work-Stop Order	USDA issued EY an official notification memo of contract being as a “non-excepted” contract during government shutdown, and therefore all contract efforts ceased on 22 Dec 18.	Await further guidance	High	Closed. USDA issued a memo on 28 Jan 19 rescinding the work-stop order

Risks and Issues

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
C	Issue	Long list of locations	136 EOIs serve as the “closed” universe of locations for ERS and NIFA relocations. No other location(s) could be explored outside of the 136 EOIs. Update: additional 3 EOIs were identified for a total number of 139.	Using the 136 EOIs as the long list of locations	Moderate	Closed
C	Risk	Availability and schedule	Timely review and feedback are required to meet tight timelines to completed medium and short lists of locations.	Continue to monitor during weekly EY-USDA project team conference calls. Address issues, challenges, and changes as necessary to maintain timeline.	Moderate	Closed





United States Department of Agriculture (USDA)

Office of Procurement and Property Management

Site Solicitation Consulting Services Project

Contract no. 12314419C0002

Weekly Status Report – 25 Mar to 29 Mar 19

Agenda

- ▶ Accomplishments and Upcoming Activities
- ▶ Project Progress
- ▶ Deliverable Status
- ▶ Risks and Issues



Accomplishments and upcoming activities

Overall Status		On track	
Accomplishments (25 Mar – 29 Mar)		Upcoming Activities for Following Week	
Activity Completed			
Phase 1 – Project initiation and planning		All Phases <ul style="list-style-type: none">• Adjudicate feedback from USDA Project Leadership Team presentation• Prepare for SECDA presentation• Present medium list analysis to SECDA	
Phase 2 – Site Selection criteria and requirements			
Finalize quantitative analysis on medium list (criteria modeling)	27 Mar		
Finalize presentation of medium list analysis with USDA Project Leadership Team	28 Mar		
Present medium list analysis to USDA Project Leadership Team	29 Mar		

Project progress



		Phase 1 Project initiation and planning Oct - Nov	Phase 2 Site selection criteria and requirements Nov - Dec	Phase 3 Location screening and analysis Dec – Apr**	Phase 4 Site visits and final options Apr – May**	Phase 5 Leadership recommendations May**
		Communications Strategy and Plan				
OBJECTIVES		<ul style="list-style-type: none"> ✓ Develop project plan ✓ Establish project management and reporting requirements 	<ul style="list-style-type: none"> ✓ Confirm USDA leadership site selection goals and objectives ✓ Capture site selection requirements and Agencies' critical needs ✓ Develop site selection criteria and importance 	<ul style="list-style-type: none"> ✓ Develop and evaluate EOI based on criteria ✓ Identify initial "medium list" of locations ✓ Determine short list of locations <ul style="list-style-type: none"> ▶ Perform detailed cost, benefit, and risk analysis on short list 	<ul style="list-style-type: none"> ▶ Conduct site visits for top-ranked locations ▶ Finalize prioritization and analysis 	<ul style="list-style-type: none"> ▶ Develop final report with analysis, results and final recommendations ▶ Present recommendations to USDA leadership
		<ul style="list-style-type: none"> ✓ Develop communications strategy and plan: targeted audience, methods, channels, timelines, owners, and evaluation approaches 				
DELIVERABLES		<ul style="list-style-type: none"> ✓ Project management ✓ Risk management ✓ Status reports ✓ Kick off presentation and meeting 	<ul style="list-style-type: none"> ✓ Site selection requirements (Nov) ✓ Location selection criteria (Nov/Dec) 	<ul style="list-style-type: none"> ✓ Location "medium list" (Dec) ✓ Location short-list assessment (Mar/Apr) <ul style="list-style-type: none"> ▶ City-location analysis 	<ul style="list-style-type: none"> ▶ Revised city-location analysis based on site visits ▶ Recommended location and site options 	<ul style="list-style-type: none"> ▶ Recommended locations and site options ▶ Location study on final options ▶ Executive summary recommendation presentation

Deliverables Status (I/III)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Kick off meeting	Formal project kick off meeting and presentation to officially initiate the project	31 Oct 18	Completed	
Project Management Plan	Detailed timeline with milestone and deliverables, project team structure for tasks and activities	16 Nov 18	Completed	<ul style="list-style-type: none"> Submitted initial plan on 16 Nov for feedback Provided updated plan on 3 Dec based on feedback and inputs submitted
USDA-EY team cadence and reporting requirements	Established USDA-EY Project Team cadence, project management, and reporting requirements	26 Nov 18	Completed	
Site Selection Evaluation Criteria Report (Location Selection Criteria)	Draft evaluation criteria elements to analyze and review each of the 136 EOIs	30 Nov 18	Completed	Received SECDA approval on 11 Dec 18
Weekly Status Reports	Develop and submit weekly status reports on activities accomplished	NLT Wed of following week	Completed	Initiated weekly status report process
Draft message – EOI applicants	Draft message to EOI applicants to acknowledge receipt of application	17 Dec 18	Completed	

Deliverables Status (II/III)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
Draft message – evaluation criteria	Draft internal USDA message and press release to outline evaluation criteria	18 Dec 18	Completed	
Location Medium List	List of 25-30 locations based on evaluation criteria and review of 136 EOIs	21 Dec 18	Completed	Updated list based on follow on discussions with SECDA and Project Leadership team
Draft message – medium list of locations	Draft message for public release of medium list of locations (city/region)	21 Dec 18	Completed	8 Mar: Updated message with the latest version of medium list
Short List Assessment	List of 5-6 locations based on evaluation criteria and review of medium list	29 Mar 19	Completed	Initial review with USDA project team Targeting week of 1 April to present to SECDA.
Monthly Status Report	Monthly status reports on activities accomplished. Include a status of funds section with number of hours invoiced.	15 Apr 19	In progress	Will complete monthly report for Nov - Mar
City-Location Analysis Report	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each short list location.		In progress	

Deliverables Status (III/III)

Legend		In progress
		Completed

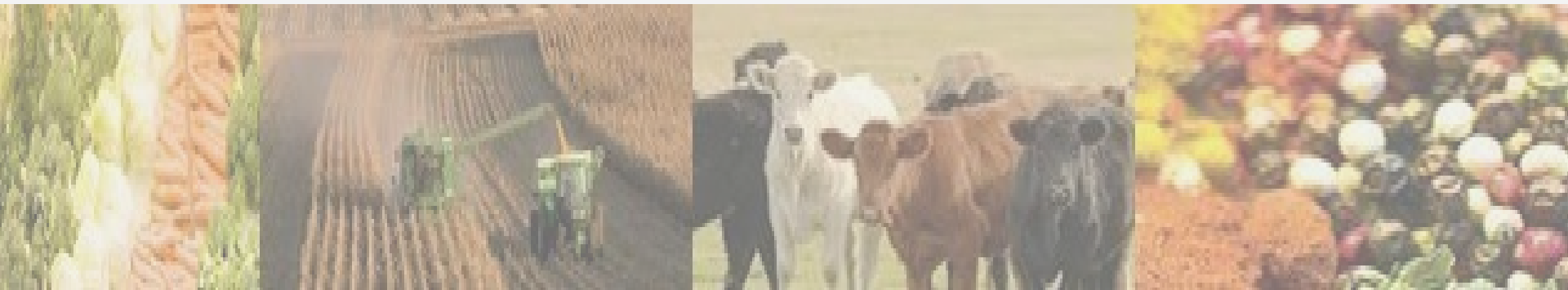
Deliverable	Description	Due Date	Status	Comments
Draft message – short list of locations	Draft message for public release of short list of locations (city/region)		Not started	
Conduct site visits	Develop site visit agendas for each short list location. Conduct site visits.	TBD	Not started	
Executive Summary Recommendation presentation	Develop and deliver executive summary presentation to senior management and executive leadership		Not started	
Draft message – final selection	Draft message for public release of final selection	TBD	Not started	
Communication Strategy and Plan	Create communication plan, including targeted audience, methods, enabling tools, channels, timelines, owners, and evaluation approaches	N/A	In progress	Considered a “living document” Submitted communication strategy on 11 Dec 18

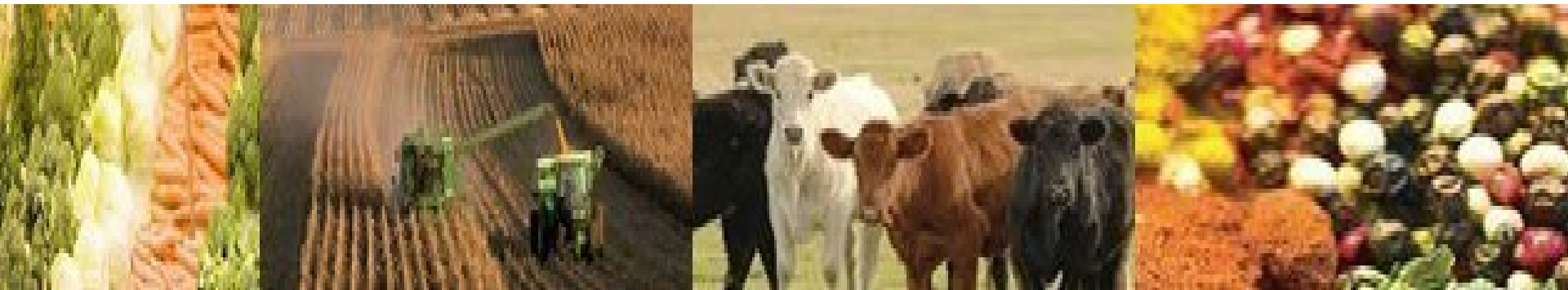
Risks and Issues

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
1	Issue	Adjustment of project approach and level of effort	<p>Proposed approach and level effort did not include the collection, analysis, and evaluation of the 139 EOIs submitted to USDA.</p> <p>Methodology and approach to analyzing and evaluating the 139 EOIs are different than proposed.</p> <p>Impact: additional LOE was required. As a result, additional funding may be required to complete efforts.</p>	<p>Adjusted approach and level of effort to address reviewing and analyzing of 139 EOIs. Team captured the level of effort required.</p> <p>Discussed with USDA project manager, and will give notice to Contract Officer in the event additional funds and contract modification are needed.</p>	Moderate	In process. Communicated to USDA project manager. Continue to monitor EY team level of effort. Will include budget report in weekly status reports to track progress.
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Risks and Issues

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United States Department of Agriculture (USDA)

Office of Procurement and Property Management

Site Solicitation Consulting Services Project

Contract no. 12314419C0002

Weekly Status Report – 1 Apr to 5 Apr 19

Agenda

- ▶ Accomplishments and Upcoming Activities
- ▶ Project Progress
- ▶ Deliverable Status
- ▶ Risks and Issues



Accomplishments and upcoming activities

Overall Status		On track	
Accomplishments (1 Apr – 5 Apr)		Upcoming Activities for Following Week	
Activity Completed			
Phase 2 – Site selection criteria and requirements		All Phases	
Adjudicated feedback from USDA Project Leadership Team presentation of medium list analysis	Ongoing	<ul style="list-style-type: none"> • Prepare for SECDA presentation • Participate in SECDA presentation on 10 April 19 of medium list analysis 	

Project progress



		Phase 1 Project initiation and planning Oct - Nov	Phase 2 Site selection criteria and requirements Nov - Dec	Phase 3 Location screening and analysis Dec – Apr**	Phase 4 Site visits and final options Apr – May**	Phase 5 Leadership recommendations May**
		Communications Strategy and Plan				
OBJECTIVES		<ul style="list-style-type: none"> ✓ Develop project plan ✓ Establish project management and reporting requirements 	<ul style="list-style-type: none"> ✓ Confirm USDA leadership site selection goals and objectives ✓ Capture site selection requirements and Agencies' critical needs ✓ Develop site selection criteria and importance 	<ul style="list-style-type: none"> ✓ Develop and evaluate EOI based on criteria ✓ Identify initial "medium list" of locations ✓ Determine short list of locations <ul style="list-style-type: none"> ▶ Perform detailed cost, benefit, and risk analysis on short list 	<ul style="list-style-type: none"> ▶ Conduct site visits for top-ranked locations ▶ Finalize prioritization and analysis 	<ul style="list-style-type: none"> ▶ Develop final report with analysis, results and final recommendations ▶ Present recommendations to USDA leadership
		<ul style="list-style-type: none"> ✓ Develop communications strategy and plan: targeted audience, methods, channels, timelines, owners, and evaluation approaches 				
DELIVERABLES		<ul style="list-style-type: none"> ✓ Project management ✓ Risk management ✓ Status reports ✓ Kick off presentation and meeting 	<ul style="list-style-type: none"> ✓ Site selection requirements (Nov) ✓ Location selection criteria (Nov/Dec) 	<ul style="list-style-type: none"> ✓ Location "medium list" (Dec) ✓ Location short-list assessment (Mar/Apr) <ul style="list-style-type: none"> ▶ City-location analysis 	<ul style="list-style-type: none"> ▶ Revised city-location analysis based on site visits ▶ Recommended location and site options 	<ul style="list-style-type: none"> ▶ Recommended locations and site options ▶ Location study on final options ▶ Executive summary recommendation presentation

Deliverables Status (I/III)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Kick off meeting	Formal project kick off meeting and presentation to officially initiate the project	31 Oct 18	Completed	
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Site Selection Evaluation Criteria Report (Location Selection Criteria)	Draft evaluation criteria elements to analyze and review each of the 136 EOIs	30 Nov 18	Completed	Received SECDA approval on 11 Dec 18
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Draft message – EOI applicants	Draft message to EOI applicants to acknowledge receipt of application	17 Dec 18	Completed	

Deliverables Status (II/III)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
Draft message – evaluation criteria	Draft internal USDA message and press release to outline evaluation criteria	18 Dec 18	Completed	
Location Medium List	List of 25-30 locations based on evaluation criteria and review of 136 EOIs	21 Dec 18	Completed	Updated list based on follow on discussions with SECDA and Project Leadership team
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Deliverables Status (III/III)

Legend		In progress
		Completed

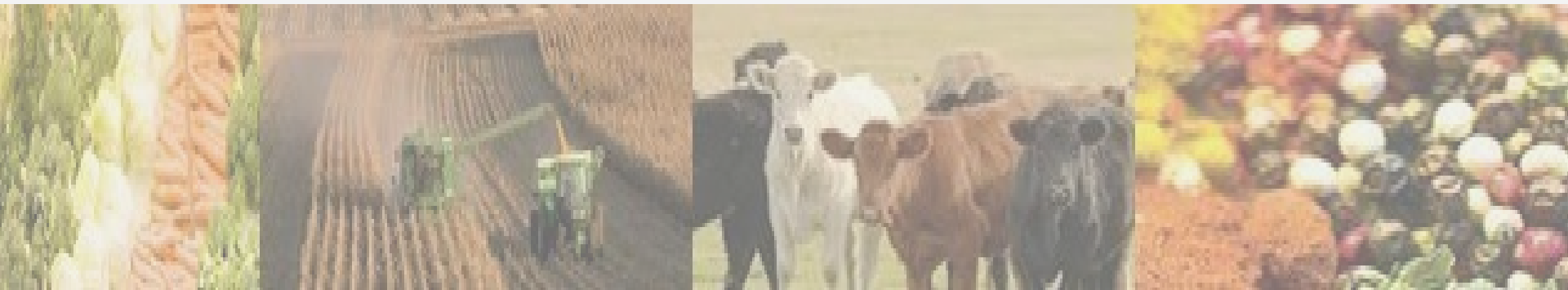
Deliverable	Description	Due Date	Status	Comments
Draft message – short list of locations	Draft message for public release of short list of locations (city/region)		Not started	
Conduct site visits	Develop site visit agendas for each short list location. Conduct site visits.	TBD	Not started	
Executive Summary Recommendation presentation	Develop and deliver executive summary presentation to senior management and executive leadership		Not started	
Draft message – final selection	Draft message for public release of final selection	TBD	Not started	
Communication Strategy and Plan	Create communication plan, including targeted audience, methods, enabling tools, channels, timelines, owners, and evaluation approaches	N/A	In progress	Considered a “living document” Submitted communication strategy on 11 Dec 18

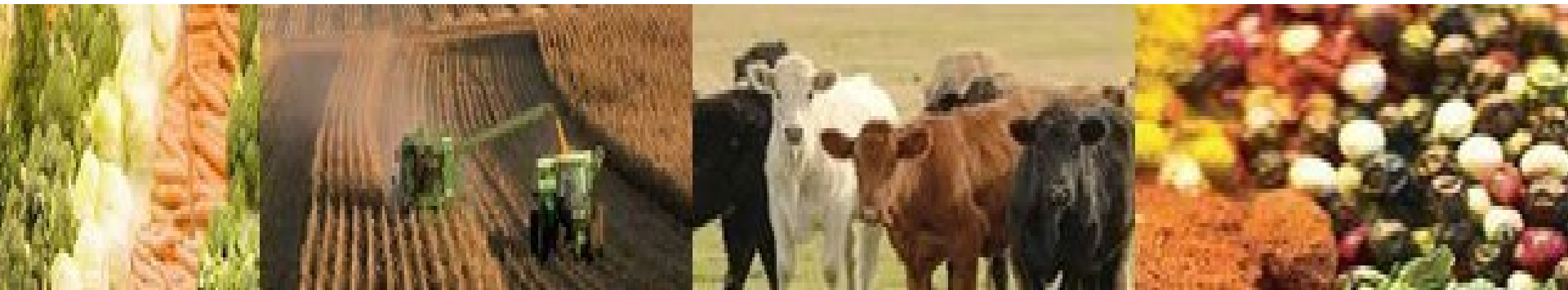
Risks and Issues

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
1	Issue	Adjustment of project approach and level of effort	<p>Proposed approach and level effort did not include the collection, analysis, and evaluation of the 139 EOIs submitted to USDA.</p> <p>Methodology and approach to analyzing and evaluating the 139 EOIs are different than proposed.</p> <p>Impact: additional LOE was required. As a result, additional funding may be required to complete efforts.</p>	<p>Adjusted approach and level of effort to address reviewing and analyzing of 139 EOIs. Team captured the level of effort required.</p> <p>Discussed with USDA project manager, and will give notice to Contract Officer in the event additional funds and contract modification are needed.</p>	Moderate	In process. Communicated to USDA project manager. Continue to monitor EY team level of effort. Will include budget report in weekly status reports to track progress.
2	Risk	Change management	During Town Halls, ERS and NIFA agency employees projected high-levels of anxiety due to the uncertainties of the transition.	Incorporate frequent communication to employees on progress. Evaluate change management requirements as project progresses.	High	In process. Developing messages to address USDA employees concerns.
C	Risk	USDA Work-Stop Order	USDA issued EY an official notification memo of contract being as a “non-excepted” contract during government shutdown, and therefore all contract efforts ceased on 22 Dec 18.	Await further guidance	High	Closed. USDA issued a memo on 28 Jan 19 rescinding the work-stop order

Risks and Issues

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
C	Issue	Long list of locations	136 EOIs serve as the “closed” universe of locations for ERS and NIFA relocations. No other location(s) could be explored outside of the 136 EOIs. Update: additional 3 EOIs were identified for a total number of 139.	Using the 136 EOIs as the long list of locations	Moderate	Closed
C	Risk	Availability and schedule	Timely review and feedback are required to meet tight timelines to completed medium and short lists of locations.	Continue to monitor during weekly EY-USDA project team conference calls. Address issues, challenges, and changes as necessary to maintain timeline.	Moderate	Closed





United States Department of Agriculture (USDA)

Office of Procurement and Property Management

Site Solicitation Consulting Services Project

Contract no. 12314419C0002

Weekly Status Report – 8 Apr to 12 Apr 19

Agenda

- ▶ Accomplishments and Upcoming Activities
- ▶ Project Progress
- ▶ Deliverable Status
- ▶ Risks and Issues



Accomplishments and upcoming activities

Overall Status		On track	
Accomplishments (8 Apr – 12 Apr)		Upcoming Activities for Following Week	
Activity Completed		All Phases	
Phase 3 - Location screening and analysis: Moving from Medium List to Short List		<ul style="list-style-type: none"> • Conduct analysis on Top 11 MSAs • Prepare for DEPSEC and USDA project leadership presentation • Review Top 11 MSAs with DEPSEC and USDA project leadership • Participate in weekly USDA NIFA/ERS leadership meetings 	
Prepared for SECDA presentation	8-9 Apr		
Participated in SECDA presentation of medium list analysis	10 Apr		
Submitted questions to USDA project leadership	12 Apr		
Developed draft MSA and EOI profiles for USDA project leadership feedback	12 Apr		

Project progress



		Phase 1 Project initiation and planning Oct - Nov	Phase 2 Site selection criteria and requirements Nov - Dec	Phase 3 Location screening and analysis Dec – Apr**	Phase 4 Site visits and final options Apr – May**	Phase 5 Leadership recommendations May**
		Communications Strategy and Plan				
OBJECTIVES		<ul style="list-style-type: none"> ✓ Develop project plan ✓ Establish project management and reporting requirements 	<ul style="list-style-type: none"> ✓ Confirm USDA leadership site selection goals and objectives ✓ Capture site selection requirements and Agencies' critical needs ✓ Develop site selection criteria and importance 	<ul style="list-style-type: none"> ✓ Develop and evaluate EOI based on criteria ✓ Identify initial "medium list" of locations ✓ Determine short list of locations <ul style="list-style-type: none"> ▶ Perform detailed cost, benefit, and risk analysis on short list 	<ul style="list-style-type: none"> ▶ Conduct site visits for top-ranked locations ▶ Finalize prioritization and analysis 	<ul style="list-style-type: none"> ▶ Develop final report with analysis, results and final recommendations ▶ Present recommendations to USDA leadership
		<ul style="list-style-type: none"> ✓ Develop communications strategy and plan: targeted audience, methods, channels, timelines, owners, and evaluation approaches 				
DELIVERABLES		<ul style="list-style-type: none"> ✓ Project management ✓ Risk management ✓ Status reports ✓ Kick off presentation and meeting 	<ul style="list-style-type: none"> ✓ Site selection requirements (Nov) ✓ Location selection criteria (Nov/Dec) 	<ul style="list-style-type: none"> ✓ Location "medium list" (Dec) ✓ Location short-list assessment (Mar/Apr) <ul style="list-style-type: none"> ▶ City-location analysis 	<ul style="list-style-type: none"> ▶ Revised city-location analysis based on site visits ▶ Recommended location and site options 	<ul style="list-style-type: none"> ▶ Recommended locations and site options ▶ Location study on final options ▶ Executive summary recommendation presentation

Deliverables Status (I/III)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Kick off meeting	Formal project kick off meeting and presentation to officially initiate the project	31 Oct 18	Completed	
Project Management Plan	Detailed timeline with milestone and deliverables, project team structure for tasks and activities	16 Nov 18	Completed	<ul style="list-style-type: none"> Submitted initial plan on 16 Nov for feedback Provided updated plan on 3 Dec based on feedback and inputs submitted
USDA-EY team cadence and reporting requirements	Established USDA-EY Project Team cadence, project management, and reporting requirements	26 Nov 18	Completed	
Site Selection Evaluation Criteria Report (Location Selection Criteria)	Draft evaluation criteria elements to analyze and review each of the 136 EOIs	30 Nov 18	Completed	Received SECDA approval on 11 Dec 18
Weekly Status Reports	Develop and submit weekly status reports on activities accomplished	NLT Wed of following week	Completed	Initiated weekly status report process
Draft message – EOI applicants	Draft message to EOI applicants to acknowledge receipt of application	17 Dec 18	Completed	

Deliverables Status (II/III)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
Draft message – evaluation criteria	Draft internal USDA message and press release to outline evaluation criteria	18 Dec 18	Completed	
Location Medium List	List of 25-30 locations based on evaluation criteria and review of 136 EOIs	21 Dec 18	Completed	Updated list based on follow on discussions with SECDA and Project Leadership team
Draft message – medium list of locations	Draft message for public release of medium list of locations (city/region)	21 Dec 18	Completed	8 Mar: Updated message with the latest version of medium list
Short List Assessment	List of 5-6 locations based on evaluation criteria and review of medium list	29 Mar 19	Completed	Initial review with USDA project team Presented on 10 April to SECDA.
Monthly Status Report	Monthly status reports on activities accomplished. Include a status of funds section with number of hours invoiced.	15 Apr 19	In progress	Will complete monthly report for Nov - Mar
City-Location Analysis Report	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each short list location.	TBD	In progress	USDA project leadership requested Top 10 MSA analysis (MSA-EOI Profiles).

Deliverables Status (III/III)

Legend		In progress
		Completed

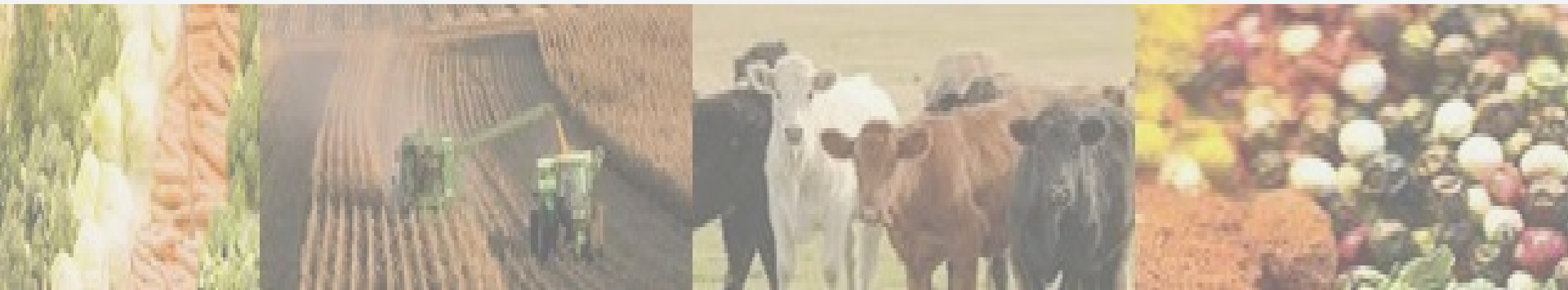
Deliverable	Description	Due Date	Status	Comments
Draft message – short list of locations	Draft message for public release of short list of locations (city/region)		Not started	
Conduct site visits	Develop site visit agendas for each short list location. Conduct site visits.	TBD	Not started	
Executive Summary Recommendation presentation	Develop and deliver executive summary presentation to senior management and executive leadership		Not started	
Draft message – final selection	Draft message for public release of final selection	TBD	Not started	
Communication Strategy and Plan	Create communication plan, including targeted audience, methods, enabling tools, channels, timelines, owners, and evaluation approaches	N/A	In progress	Considered a “living document” Submitted communication strategy on 11 Dec 18

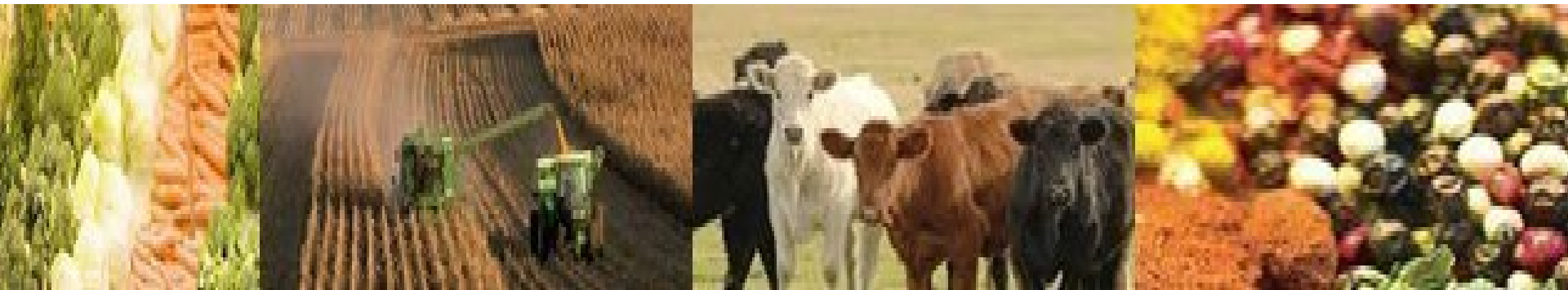
Risks and Issues

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
1	Issue	Adjustment of project approach and level of effort	<p>Proposed approach and level effort did not include the collection, analysis, and evaluation of the 139 EOIs submitted to USDA.</p> <p>Methodology and approach to analyzing and evaluating the 139 EOIs are different than proposed.</p> <p>Impact: additional LOE was required. As a result, additional funding may be required to complete efforts.</p>	<p>Adjusted approach and level of effort to address reviewing and analyzing of 139 EOIs. Team captured the level of effort required.</p> <p>Discussed with USDA project manager, and will give notice to Contract Officer in the event additional funds and contract modification are needed.</p>	Moderate	In process. Communicated to USDA project manager. Continue to monitor EY team level of effort. Will include budget report in weekly status reports to track progress.
2	Risk	Change management	During Town Halls, ERS and NIFA agency employees projected high-levels of anxiety due to the uncertainties of the transition.	Incorporate frequent communication to employees on progress. Evaluate change management requirements as project progresses.	High	In process. Developing messages to address USDA employees concerns.

Risks and Issues

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
C	Risk	USDA Work-Stop Order	USDA issued EY an official notification memo of contract being as a “non-excepted” contract during government shutdown, and therefore all contract efforts ceased on 22 Dec 18.	Await further guidance	High	Closed. USDA issued a memo on 28 Jan 19 rescinding the work-stop order
C	Issue	Long list of locations	136 EOIs serve as the “closed” universe of locations for ERS and NIFA relocations. No other location(s) could be explored outside of the 136 EOIs. Update: additional 3 EOIs were identified for a total number of 139.	Using the 136 EOIs as the long list of locations	Moderate	Closed
C	Risk	Availability and schedule	Timely review and feedback are required to meet tight timelines to completed medium and short lists of locations.	Continue to monitor during weekly EY-USDA project team conference calls. Address issues, challenges, and changes as necessary to maintain timeline.	Moderate	Closed





United States Department of Agriculture (USDA)

Office of Procurement and Property Management

Site Solicitation Consulting Services Project

Contract no. 12314419C0002

Weekly Status Report – 15 Apr to 19 Apr 19

Agenda

- ▶ Accomplishments and Upcoming Activities
- ▶ Project Progress
- ▶ Deliverable Status
- ▶ Risks and Issues



Accomplishments and upcoming activities

Overall Status		On track	
Accomplishments (15 Apr – 19 Apr)		Upcoming Activities for Following Week	
Activity Completed		All Phases <ul style="list-style-type: none">• Participate in weekly USDA NIFA/ERS leadership meeting• Conduct analysis on Medium priority MSAs (10) and Low priority MSAs (5)• Prepare for DEPSEC and USDA project leadership presentation• Review Medium and Low priority MSAs with DEPSEC and USDA project leadership	
Phase 3 - Location screening and analysis: Moving from Medium List to Short List			
Participated in weekly USDA NIFA/ERS leadership meeting	15 Apr		
Conducted analysis on Top 11 MSAs (High priority)	15-18 Apr		
Prepared for DEPSEC and USDA project leadership presentation	15-18 Apr		
Reviewed Top 11 MSAs (High priority) with DEPSEC and USDA project leadership	19 Apr		
Reviewed updated timeline with DEPSEC and USDA project leadership	19 Apr		
Phase 4 - Site visits and final options from identified top 2-3 MSAs to conduct vis			
Developed draft site visit presentation – goals and objectives; site visit agenda; and site visit timeline	19 Apr		

Project progress


	Phase 1 Project initiation and planning Oct - Nov	Phase 2 Site selection criteria and requirements Nov - Dec	Phase 3 Location screening and analysis Dec – Apr**	Phase 4 Site visits and final options Apr – May**	Phase 5 Leadership recommendations May**
	Communications Strategy and Plan				
OBJECTIVES	<ul style="list-style-type: none"> ✓ Develop project plan ✓ Establish project management and reporting requirements 	<ul style="list-style-type: none"> ✓ Confirm USDA leadership site selection goals and objectives ✓ Capture site selection requirements and Agencies' critical needs ✓ Develop site selection criteria and importance 	<ul style="list-style-type: none"> ✓ Develop and evaluate EOI based on criteria ✓ Identify initial "medium list" of locations ✓ Determine short list of locations <ul style="list-style-type: none"> ▶ Perform detailed cost, benefit, and risk analysis on short list 	<ul style="list-style-type: none"> ▶ Conduct site visits for top-ranked locations ▶ Finalize prioritization and analysis 	<ul style="list-style-type: none"> ▶ Develop final report with analysis, results and final recommendations ▶ Present recommendations to USDA leadership
	✓ Develop communications strategy and plan: targeted audience, methods, channels, timelines, owners, and evaluation approaches				
DELIVERABLES	<ul style="list-style-type: none"> ✓ Project management ✓ Risk management ✓ Status reports ✓ Kick off presentation and meeting 	<ul style="list-style-type: none"> ✓ Site selection requirements (Nov) ✓ Location selection criteria (Nov/Dec) 	<ul style="list-style-type: none"> ✓ Location "medium list" (Dec) ✓ Location short-list assessment (Mar/Apr) ✓ City-location analysis 	<ul style="list-style-type: none"> ▶ Revised city-location analysis based on site visits ▶ Recommended location and site options 	<ul style="list-style-type: none"> ▶ Recommended locations and site options ▶ Location study on final options ▶ Executive summary recommendation presentation

Deliverables Status (I/IV)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Kick off meeting	Formal project kick off meeting and presentation to officially initiate the project	31 Oct 18	Completed	
Project Management Plan	Detailed timeline with milestone and deliverables, project team structure for tasks and activities	16 Nov 18	Completed	<ul style="list-style-type: none"> Submitted initial plan on 16 Nov for feedback Provided updated plan on 3 Dec based on feedback and inputs submitted
USDA-EY team cadence and reporting requirements	Established USDA-EY Project Team cadence, project management, and reporting requirements	26 Nov 18	Completed	
Site Selection Evaluation Criteria Report (Location Selection Criteria)	Draft evaluation criteria elements to analyze and review each of the 136 EOIs	30 Nov 18	Completed	Received SECDA approval on 11 Dec 18
Weekly Status Reports	Develop and submit weekly status reports on activities accomplished	NLT Wed of following week	Completed	Initiated weekly status report process
Draft message – EOI applicants	Draft message to EOI applicants to acknowledge receipt of application	17 Dec 18	Completed	

Deliverables Status (II/IV)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Draft message – evaluation criteria	Draft internal USDA message and press release to outline evaluation criteria	18 Dec 18	Completed	
Location Medium List	List of 25-30 locations based on evaluation criteria and review of 136 EOIs	21 Dec 18	Completed	Updated list based on follow on discussions with SECDA and Project Leadership team
Draft message – medium list of locations	Draft message for public release of medium list of locations (city/region)	21 Dec 18	Completed	8 Mar: Updated message with the latest version of medium list
Short List Assessment	List of 5-6 locations based on evaluation criteria and review of medium list	29 Mar 19	Completed	Initial review with USDA project team Presented on 10 April to SECDA.
Monthly Status Report	Monthly status reports on activities accomplished. Include a status of funds section with number of hours invoiced.	15 Apr 19	Completed	Completed monthly report for Nov – Mar. Next one due for April.
City-Location Analysis Report (Top 11 MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each Top 11 MSAs.	19 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 19 April

Deliverables Status (III/IV)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
City-Location Analysis Report (Medium Priority MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each medium priority MSA (10).	23 Apr 19	In progress	Scheduled to be presented to DEPSEC and USDA project leadership team
City-Location Analysis Report (Low Priority MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each low priority MSAs (5).	25 Apr 19	In progress	Scheduled to be presented to DEPSEC and USDA project leadership team
Draft message – short list of locations	Draft message for public release of short list of locations (city/region)		Not started	
Conduct site visits	Develop site visit agendas for each short list location. Conduct site visits.	TBD	Not started	

Deliverables Status (IV/IV)

Legend		In progress
		Completed

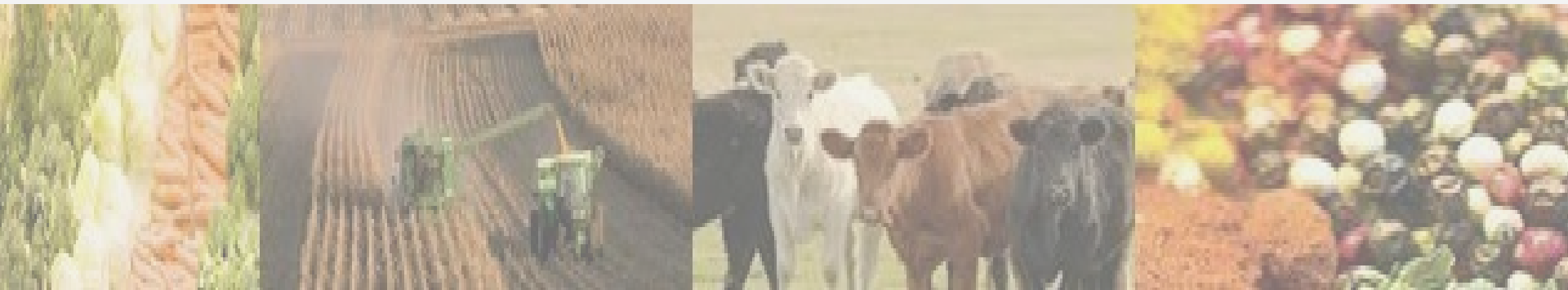
Deliverable	Description	Due Date	Status	Comments
Executive Summary Recommendation presentation	Develop and deliver executive summary presentation to senior management and executive leadership		Not started	
Draft message – final selection	Draft message for public release of final selection	TBD	Not started	
Communication Strategy and Plan	Create communication plan, including targeted audience, methods, enabling tools, channels, timelines, owners, and evaluation approaches	N/A	In progress	Considered a “living document” Submitted communication strategy on 11 Dec 18

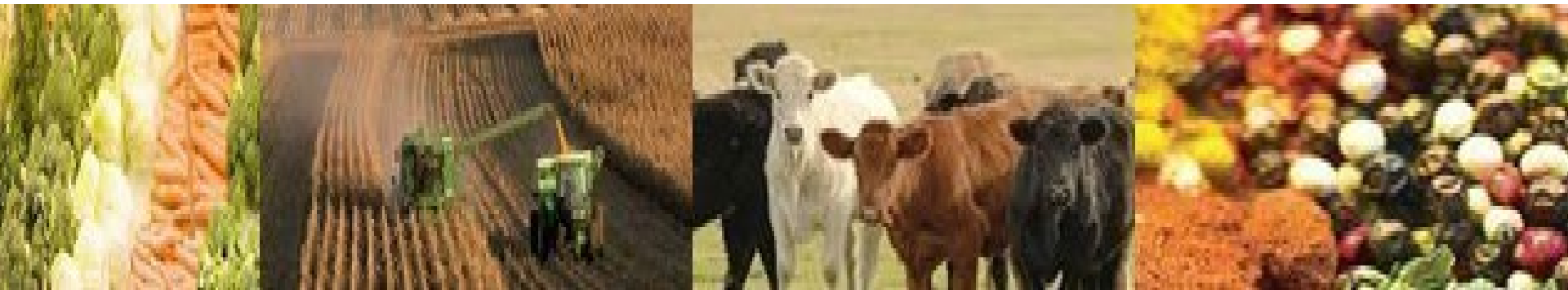
Risks and Issues (I/II)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
1	Risk	Site visit timeline	<p>Proposed two week timeline to conduct site visits to top 5-6 MSAs, analyze each location; and develop analysis and recommendations is extremely tight and logistically challenging.</p> <p>Impact: site visits may need to be compressed from typical 2-3 days to less than one day. Therefore, key meetings and interactions with EOI stakeholders would be eliminated. Impact to analysis and final recommendations.</p>	Propose an updated timeline with areas of concerns to discuss with USDA project leadership.	High	In process. Communicated to USDA project manager. EY team submitted proposed timeline to USDA team.
2	Issue	Adjustment of project approach and level of effort	<p>Proposed approach and level effort did not include the collection, analysis, and evaluation of the 139 EOIs submitted to USDA.</p> <p>Methodology and approach to analyzing and evaluating the 139 EOIs are different than proposed.</p> <p>Impact: additional LOE was required. As a result, additional funding may be required to complete efforts.</p>	<p>Adjusted approach and level of effort to address reviewing and analyzing of 139 EOIs. Team captured the level of effort required.</p> <p>Discussed with USDA project manager, and will give notice to Contract Officer in event additional funds and contract modification are needed.</p>	Moderate	In process. Communicated to USDA project manager. Continue to monitor EY team level of effort. Will include budget report in weekly status reports to track progress.

Risks and Issues (II/II)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
3	Risk	Change management	During Town Halls, ERS and NIFA agency employees projected high-levels of anxiety due to the uncertainties of the transition.	Incorporate frequent communication to employees on progress. Evaluate change management requirements as project progresses.	High	In process. Developing messages to address USDA employees concerns.
C	Risk	USDA Work-Stop Order	USDA issued EY an official notification memo of contract being as a “non-excepted” contract during government shutdown, and therefore all contract efforts ceased on 22 Dec 18.	Await further guidance	High	Closed. USDA issued a memo on 28 Jan 19 rescinding the work-stop order
C	Issue	Long list of locations	136 EOIs serve as the “closed” universe of locations for ERS and NIFA relocations. No other location(s) could be explored outside of the 136 EOIs. Update: additional 3 EOIs were identified for a total number of 139.	Using the 136 EOIs as the long list of locations	Moderate	Closed
C	Risk	Availability and schedule	Timely review and feedback are required to meet tight timelines to completed medium and short lists of locations.	Continue to monitor during weekly EY-USDA project team conference calls. Address issues, challenges, and changes as necessary to maintain timeline.	Moderate	Closed





United States Department of Agriculture (USDA)

Office of Procurement and Property Management

Site Solicitation Consulting Services Project

Contract no. 12314419C0002

Weekly Status Report – 22 Apr to 26 Apr 19

Agenda

- ▶ Accomplishments and Upcoming Activities
- ▶ Project Progress
- ▶ Deliverable Status
- ▶ Risks and Issues



Accomplishments and upcoming activities

Overall Status		On track	
Accomplishments (22 Apr – 26 Apr)		Upcoming Activities for Following Week	
Activity Completed		All Phases	
Phase 3 - Location screening and analysis: Moving from Medium List to Short List		<ul style="list-style-type: none"> Participate in weekly USDA NIFA/ERS leadership meeting Prepare for SECDA presentation on recommended MSA short-list Participate in SECDA meeting to present MSA short-list Develop communication messages of short list to distribute to EOI applicants Develop press release of short list Continue working on the cost-benefit analysis 	
Conducted analysis on Medium priority MSAs (10) and Low priority MSAs (5)	22-25 Apr		
Prepared for DEPSEC and USDA project leadership presentation	22-25 Apr		
Reviewed Medium priority MSAs with DEPSEC and USDA project leadership team	23 Apr		
Reviewed Low priority MSAs with DEPSEC and USDA project leadership team	25 Apr		
Began work on the cost-benefit analysis	Ongoing		

Project progress



		Phase 1 Project initiation and planning Oct - Nov	Phase 2 Site selection criteria and requirements Nov - Dec	Phase 3 Location screening and analysis Dec – Apr**	Phase 4 Site visits and final options Apr – May**	Phase 5 Leadership recommendations May**
		Communications Strategy and Plan				
OBJECTIVES		<ul style="list-style-type: none"> ✓ Develop project plan ✓ Establish project management and reporting requirements 	<ul style="list-style-type: none"> ✓ Confirm USDA leadership site selection goals and objectives ✓ Capture site selection requirements and Agencies' critical needs ✓ Develop site selection criteria and importance 	<ul style="list-style-type: none"> ✓ Develop and evaluate EOI based on criteria ✓ Identify initial "medium list" of locations ✓ Determine short list of locations ✓ Perform detailed cost, benefit, and risk analysis on short list 	<ul style="list-style-type: none"> ▶ Conduct site visits for top-ranked locations ▶ Finalize prioritization and analysis 	<ul style="list-style-type: none"> ▶ Develop final report with analysis, results and final recommendations ▶ Present recommendations to USDA leadership
		<ul style="list-style-type: none"> ✓ Develop communications strategy and plan: targeted audience, methods, channels, timelines, owners, and evaluation approaches 				
DELIVERABLES		<ul style="list-style-type: none"> ✓ Project management ✓ Risk management ✓ Status reports ✓ Kick off presentation and meeting 	<ul style="list-style-type: none"> ✓ Site selection requirements (Nov) ✓ Location selection criteria (Nov/Dec) 	<ul style="list-style-type: none"> ✓ Location "medium list" (Dec) ✓ Location short-list assessment (Mar/Apr) ✓ City-location analysis 	<ul style="list-style-type: none"> ▶ Revised city-location analysis based on site visits ▶ Recommended location and site options 	<ul style="list-style-type: none"> ▶ Recommended locations and site options ▶ Location study on final options ▶ Executive summary recommendation presentation

Deliverables Status (I/IV)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Kick off meeting	Formal project kick off meeting and presentation to officially initiate the project	31 Oct 18	Completed	
Project Management Plan	Detailed timeline with milestone and deliverables, project team structure for tasks and activities	16 Nov 18	Completed	<ul style="list-style-type: none"> Submitted initial plan on 16 Nov for feedback Provided updated plan on 3 Dec based on feedback and inputs submitted
USDA-EY team cadence and reporting requirements	Established USDA-EY Project Team cadence, project management, and reporting requirements	26 Nov 18	Completed	
Site Selection Evaluation Criteria Report (Location Selection Criteria)	Draft evaluation criteria elements to analyze and review each of the 136 EOIs	30 Nov 18	Completed	Received SECDA approval on 11 Dec 18
Weekly Status Reports	Develop and submit weekly status reports on activities accomplished	NLT Wed of following week	Completed	Initiated weekly status report process
Draft message – EOI applicants	Draft message to EOI applicants to acknowledge receipt of application	17 Dec 18	Completed	

Deliverables Status (II/IV)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Draft message – evaluation criteria	Draft internal USDA message and press release to outline evaluation criteria	18 Dec 18	Completed	
Location Medium List	List of 25-30 locations based on evaluation criteria and review of 136 EOIs	21 Dec 18	Completed	Updated list based on follow on discussions with SECDA and Project Leadership team
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Short List Assessment	List of 5-6 locations based on evaluation criteria and review of medium list	29 Mar 19	Completed	Initial review with USDA project team Presented on 10 April to SECDA.
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City-Location Analysis Report (Top 11 MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each Top 11 MSAs.	19 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 19 April

Deliverables Status (III/IV)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
City-Location Analysis Report (Medium Priority MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each medium priority MSA (10).	23 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 23 April
City-Location Analysis Report (Low Priority MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each low priority MSAs (5).	25 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 25 April
City-Location Analysis Report (Short List MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each short list MSAs	1 May 19	In progress	Scheduled for presentation to SECDA with final short list of MSAs
Draft message – short list of locations	Draft message for public release of short list of locations (city/region)		Not started	

Deliverables Status (IV/IV)

Legend		In progress
		Completed

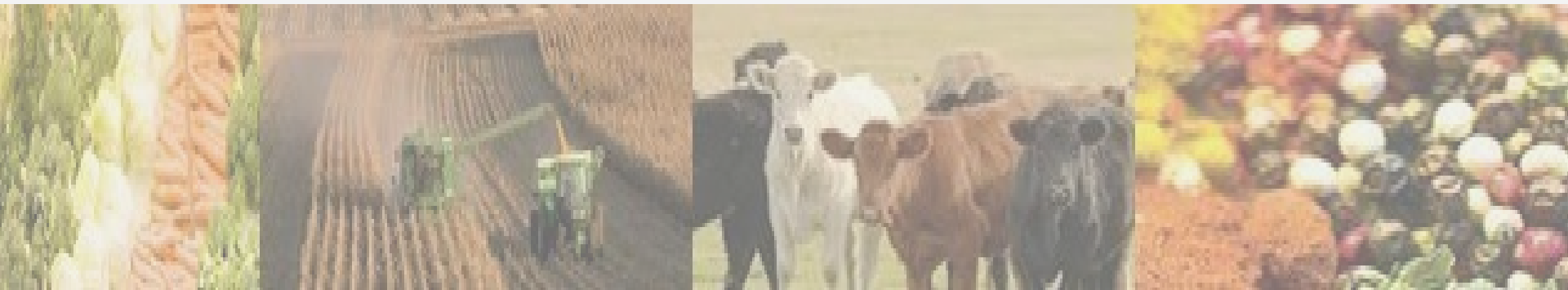
Deliverable	Description	Due Date	Status	Comments
Conduct site visits	Develop site visit agendas for each short list location. Conduct site visits.	TBD	Not started	
Executive Summary Recommendation presentation	Develop and deliver executive summary presentation to senior management and executive leadership		Not started	
Draft message – final selection	Draft message for public release of final selection	TBD	Not started	
Communication Strategy and Plan	Create communication plan, including targeted audience, methods, enabling tools, channels, timelines, owners, and evaluation approaches	N/A	In progress	Considered a “living document” Submitted communication strategy on 11 Dec 18

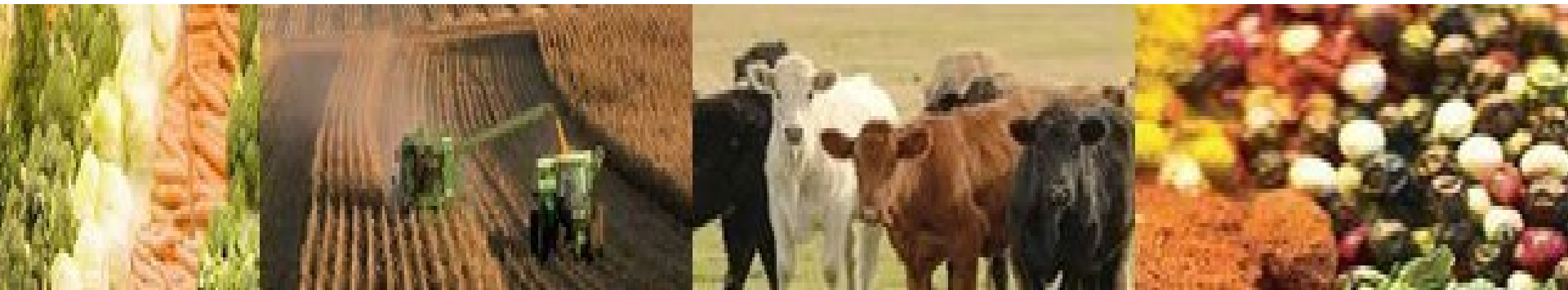
Risks and Issues (I/II)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
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Risks and Issues (II/II)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
3	Risk	Change management	During Town Halls, ERS and NIFA agency employees projected high-levels of anxiety due to the uncertainties of the transition.	Incorporate frequent communication to employees on progress. Evaluate change management requirements as project progresses.	High	In process. Developing messages to address USDA employees concerns.
C	Risk	USDA Work-Stop Order	USDA issued EY an official notification memo of contract being as a “non-excepted” contract during government shutdown, and therefore all contract efforts ceased on 22 Dec 18.	Await further guidance	High	Closed. USDA issued a memo on 28 Jan 19 rescinding the work-stop order
C	Issue	Long list of locations	136 EOIs serve as the “closed” universe of locations for ERS and NIFA relocations. No other location(s) could be explored outside of the 136 EOIs. Update: additional 3 EOIs were identified for a total number of 139.	Using the 136 EOIs as the long list of locations	Moderate	Closed
C	Risk	Availability and schedule	Timely review and feedback are required to meet tight timelines to completed medium and short lists of locations.	Continue to monitor during weekly EY-USDA project team conference calls. Address issues, challenges, and changes as necessary to maintain timeline.	Moderate	Closed





United States Department of Agriculture (USDA)

Office of Procurement and Property Management

Site Solicitation Consulting Services Project

Contract no. 12314419C0002

Weekly Status Report – 29 Apr to 3 May 19

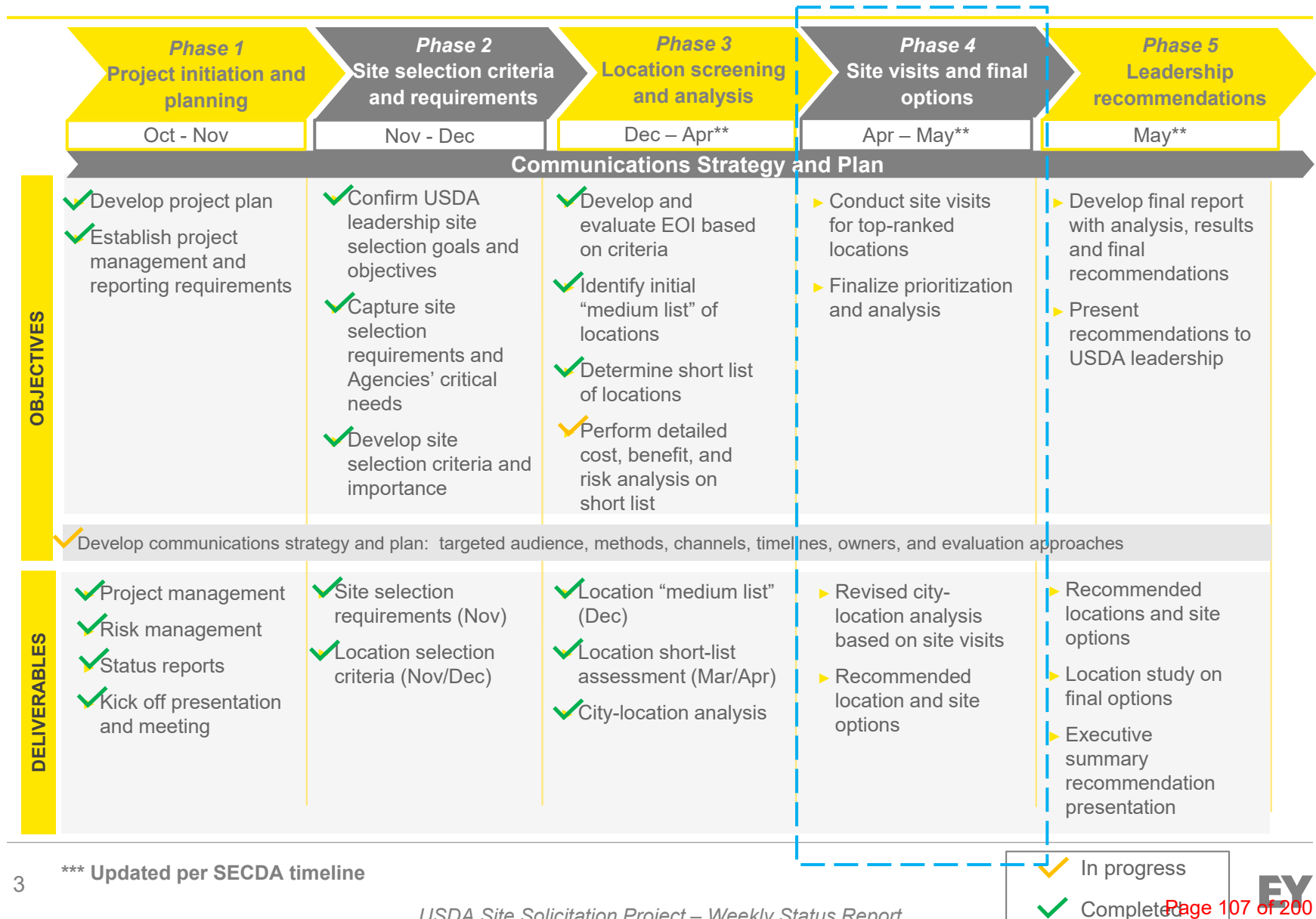
Agenda

- ▶ Accomplishments and Upcoming Activities
- ▶ Project Progress
- ▶ Deliverable Status
- ▶ Risks and Issues



Accomplishments and upcoming activities

Overall Status		On track	
Accomplishments (29 Apr – 3 May)		Upcoming Activities for Following Week	
Activity Completed		All Phases	
Phase 3 - Location screening and analysis: Moving from Medium List to Short List		<ul style="list-style-type: none"> Continue working on cost-benefit analysis Participate in NIFA and ERS All-Hands meetings Begin preparations for site visits 	
Prepared for SECDA presentation on recommended short list MSAs	29-30 Apr		
Participated in SECDA meeting to present recommended short list MSAs	1 May		
Continued working on the cost-benefit analysis	Ongoing		
Communications Plan			
Developed communication messages of short list MSAs to distribute to EOI applicants	1 May		
Developed press release of short list MSAs	1 May		

Project progress





Deliverables Status (I/IV)

Legend		In progress
		Completed


Deliverable	Description	Due Date	Status	Comments
Kick off meeting	Formal project kick off meeting and presentation to officially initiate the project	31 Oct 18	Completed	
Project Management Plan	Detailed timeline with milestone and deliverables, project team structure for tasks and activities	16 Nov 18	Completed	<ul style="list-style-type: none"> Submitted initial plan on 16 Nov for feedback Provided updated plan on 3 Dec based on feedback and inputs submitted
USDA-EY team cadence and reporting requirements	Established USDA-EY Project Team cadence, project management, and reporting requirements	26 Nov 18	Completed	
Site Selection Evaluation Criteria Report (Location Selection Criteria)	Draft evaluation criteria elements to analyze and review each of the 136 EOIs	30 Nov 18	Completed	Received SECDA approval on 11 Dec 18
Weekly Status Reports	Develop and submit weekly status reports on activities accomplished	NLT Wed of following week	Completed	Initiated weekly status report process
Draft message – EOI applicants	Draft message to EOI applicants to acknowledge receipt of application	17 Dec 18	Completed	

Deliverables Status (II/IV)

Legend		In progress
		Completed


Deliverable	Description	Due Date	Status	Comments
Draft message – evaluation criteria	Draft internal USDA message and press release to outline evaluation criteria	18 Dec 18	Completed	
Location Medium List	List of 25-30 locations based on evaluation criteria and review of 136 EOs	21 Dec 18	Completed	Updated list based on follow on discussions with SECDA and Project Leadership team
Draft message – medium list of locations	Draft message for public release of medium list of locations (city/region)	21 Dec 18	Completed	8 Mar: Updated message with the latest version of medium list
Short List Assessment	List of 5-6 locations based on evaluation criteria and review of medium list	29 Mar 19	Completed	Initial review with USDA project team Presented on 10 April to SECDA.
Monthly Status Report	Monthly status reports on activities accomplished. Include a status of funds section with number of hours invoiced.	15 Apr 19	Completed	Completed monthly report for Nov – Mar. Next one due for April.
City-Location Analysis Report (Top 11 MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each Top 11 MSAs.	19 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 19 April

Deliverables Status (III/IV)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
City-Location Analysis Report (Medium Priority MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each medium priority MSA (10).	23 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 23 April
City-Location Analysis Report (Low Priority MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each low priority MSAs (5).	25 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 25 April
City-Location Analysis Report (Short List MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each short list MSAs	1 May 19	Completed	Presented to SECDA on 1 May
Draft message – short list of locations	Draft message for public release of short list of locations (city/region)	1 May 19	Completed	Submitted draft messages

Deliverables Status (IV/IV)

Legend		In progress
		Completed

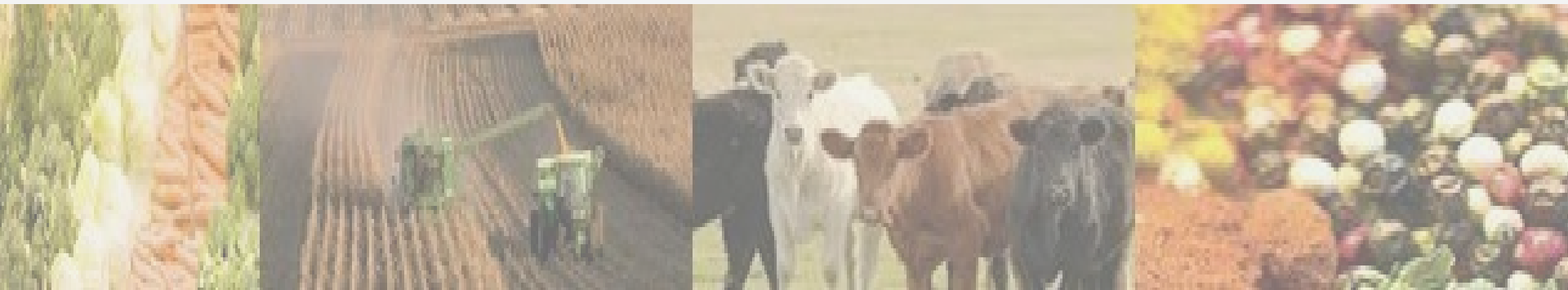
Deliverable	Description	Due Date	Status	Comments
Conduct site visits	Develop site visit agendas for each short list location. Conduct site visits.	TBD	In progress	
Executive Summary Recommendation presentation	Develop and deliver executive summary presentation to senior management and executive leadership	TBD	Not started	
Draft message – final selection	Draft message for public release of final selection	TBD	Not started	
Communication Strategy and Plan	Create communication plan, including targeted audience, methods, enabling tools, channels, timelines, owners, and evaluation approaches	N/A	In progress	Considered a “living document” Submitted communication strategy on 11 Dec 18

Risks and Issues (I/II)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
1	Risk	Site visit timeline	<p>Proposed two week timeline to conduct site visits to top 5-6 MSAs, analyze each location; and develop analysis and recommendations is extremely tight and logistically challenging.</p> <p>Impact: site visits may need to be compressed from typical 2-3 days to less than one day. Therefore, key meetings and interactions with EOI stakeholders would be eliminated. Impact to analysis and final recommendations.</p>	Propose an updated timeline with areas of concerns to discuss with USDA project leadership.	High	In process. Communicated to USDA project manager. EY team submitted proposed timeline to USDA team.
2	Issue	Adjustment of project approach and level of effort	<p>Proposed approach and level effort did not include the collection, analysis, and evaluation of the 139 EOIs submitted to USDA.</p> <p>Methodology and approach to analyzing and evaluating the 139 EOIs are different than proposed.</p> <p>Impact: additional LOE was required. As a result, additional funding may be required to complete efforts.</p>	<p>Adjusted approach and level of effort to address reviewing and analyzing of 139 EOIs. Team captured the level of effort required.</p> <p>Discussed with USDA project manager, and will give notice to Contract Officer in event additional funds and contract modification are needed.</p>	Moderate	In process. Communicated to USDA project manager. Continue to monitor EY team level of effort. Will include budget report in weekly status reports to track progress.

Risks and Issues (II/II)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
3	Risk	Change management	During Town Halls, ERS and NIFA agency employees projected high-levels of anxiety due to the uncertainties of the transition.	Incorporate frequent communication to employees on progress. Evaluate change management requirements as project progresses.	High	In process. Developing messages to address USDA employees concerns.
C	Risk	USDA Work-Stop Order	USDA issued EY an official notification memo of contract being as a “non-excepted” contract during government shutdown, and therefore all contract efforts ceased on 22 Dec 18.	Await further guidance	High	Closed. USDA issued a memo on 28 Jan 19 rescinding the work-stop order
C	Issue	Long list of locations	136 EOIs serve as the “closed” universe of locations for ERS and NIFA relocations. No other location(s) could be explored outside of the 136 EOIs. Update: additional 3 EOIs were identified for a total number of 139.	Using the 136 EOIs as the long list of locations	Moderate	Closed
C	Risk	Availability and schedule	Timely review and feedback are required to meet tight timelines to completed medium and short lists of locations.	Continue to monitor during weekly EY-USDA project team conference calls. Address issues, challenges, and changes as necessary to maintain timeline.	Moderate	Closed





United States Department of Agriculture (USDA)

Office of Procurement and Property Management

Site Solicitation Consulting Services Project

Contract no. 12314419C0002

Weekly Status Report – 6 May to 10 May 19

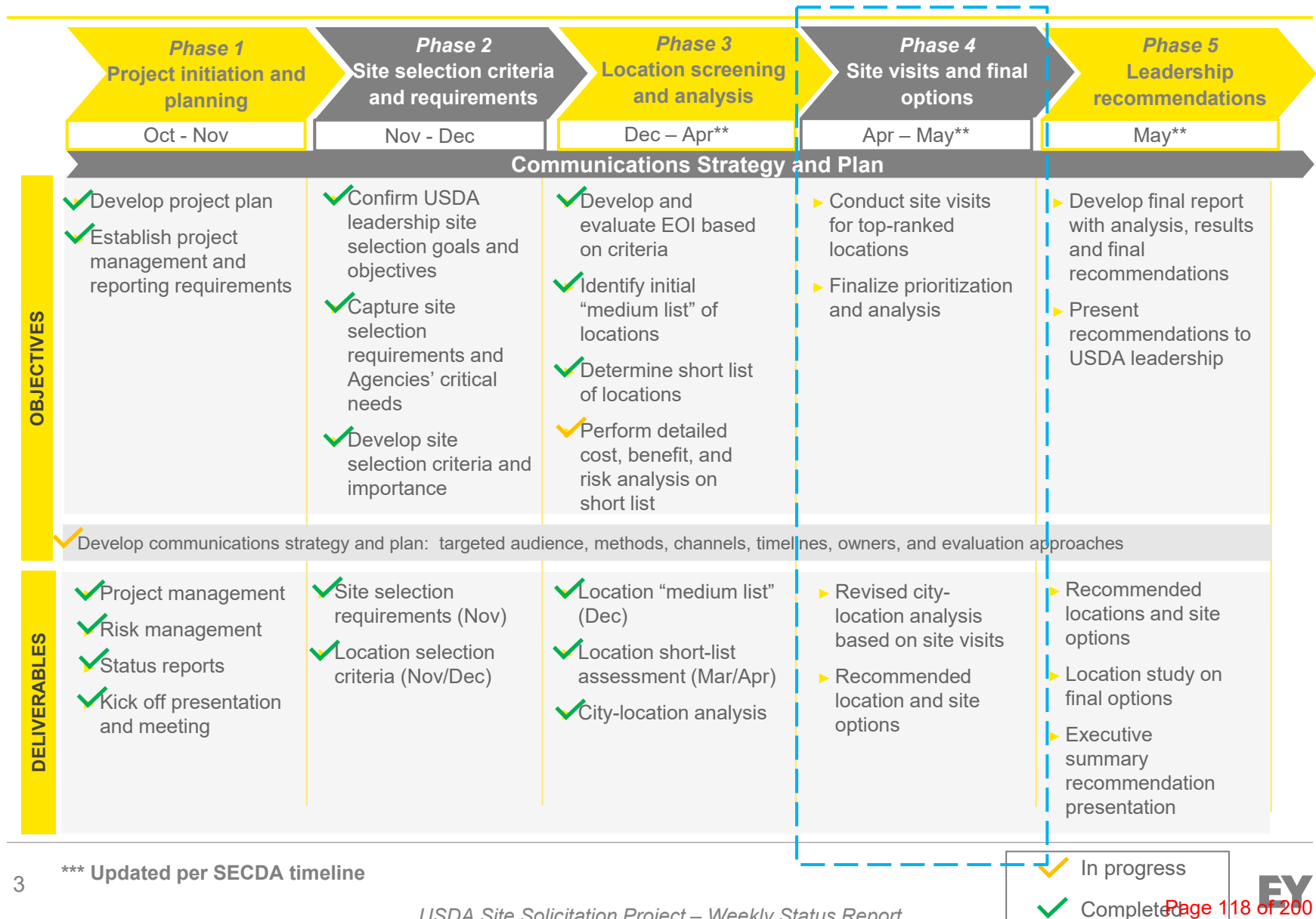
Agenda

- ▶ Accomplishments and Upcoming Activities
- ▶ Project Progress
- ▶ Deliverable Status
- ▶ Risks and Issues


Accomplishments and upcoming activities

Overall Status		On track	
Accomplishments (6 May – 10 May)		Upcoming Activities for Following Week	
Activity Completed		All Phases	
Phase 3 - Location screening and analysis: Moving from Medium List to Short List		<ul style="list-style-type: none">• Finalize preparations for site visits• Conduct site visits• Continue working on the cost-benefit analysis	
Continued working on the cost-benefit analysis	Ongoing		
Phase 4 - Site visits and final options from identified top 2-3 MSAs to conduct visits			
Continued preparations for site visits	Ongoing		
Developed draft site visit presentation on site visits agenda	7 May		
Conducted working session with USDA project leadership team to finalize site visit plans – agenda, timeline, meeting topics, and participants	8 May		
Communications plan			
Participated in NIFA, ERS All-Hands meetings	6 May		

Project progress





Deliverables Status (I/IV)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Kick off meeting	Formal project kick off meeting and presentation to officially initiate the project	31 Oct 18	Completed	
Project Management Plan	Detailed timeline with milestone and deliverables, project team structure for tasks and activities	16 Nov 18	Completed	<ul style="list-style-type: none"> Submitted initial plan on 16 Nov for feedback Provided updated plan on 3 Dec based on feedback and inputs submitted
USDA-EY team cadence and reporting requirements	Established USDA-EY Project Team cadence, project management, and reporting requirements	26 Nov 18	Completed	
Site Selection Evaluation Criteria Report (Location Selection Criteria)	Draft evaluation criteria elements to analyze and review each of the 136 EOIs	30 Nov 18	Completed	Received SECDA approval on 11 Dec 18
Weekly Status Reports	Develop and submit weekly status reports on activities accomplished	NLT Wed of following week	Completed	Initiated weekly status report process
Draft message – EOI applicants	Draft message to EOI applicants to acknowledge receipt of application	17 Dec 18	Completed	

Deliverables Status (II/IV)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Draft message – evaluation criteria	Draft internal USDA message and press release to outline evaluation criteria	18 Dec 18	Completed	
Location Medium List	List of 25-30 locations based on evaluation criteria and review of 136 EOIs	21 Dec 18	Completed	Updated list based on follow on discussions with SECDA and Project Leadership team
Draft message – medium list of locations	Draft message for public release of medium list of locations (city/region)	21 Dec 18	Completed	8 Mar: Updated message with the latest version of medium list
Short List Assessment	List of 5-6 locations based on evaluation criteria and review of medium list	29 Mar 19	Completed	Initial review with USDA project team Presented on 10 April to SECDA.
Monthly Status Report	Monthly status reports on activities accomplished. Include a status of funds section with number of hours invoiced.	15 Apr 19	Completed	Completed monthly report for Nov – Mar. Next one due for April.
City-Location Analysis Report (Top 11 MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each Top 11 MSAs.	19 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 19 April

Deliverables Status (III/IV)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
City-Location Analysis Report (Medium Priority MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each medium priority MSA (10).	23 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 23 April
City-Location Analysis Report (Low Priority MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each low priority MSAs (5).	25 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 25 April
City-Location Analysis Report (Short List MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each short list MSAs	1 May 19	Completed	Presented to SECDA on 1 May
Draft message – short list of locations	Draft message for public release of short list of locations (city/region)	1 May 19	Completed	Submitted draft messages

Deliverables Status (IV/IV)

Legend		In progress
		Completed

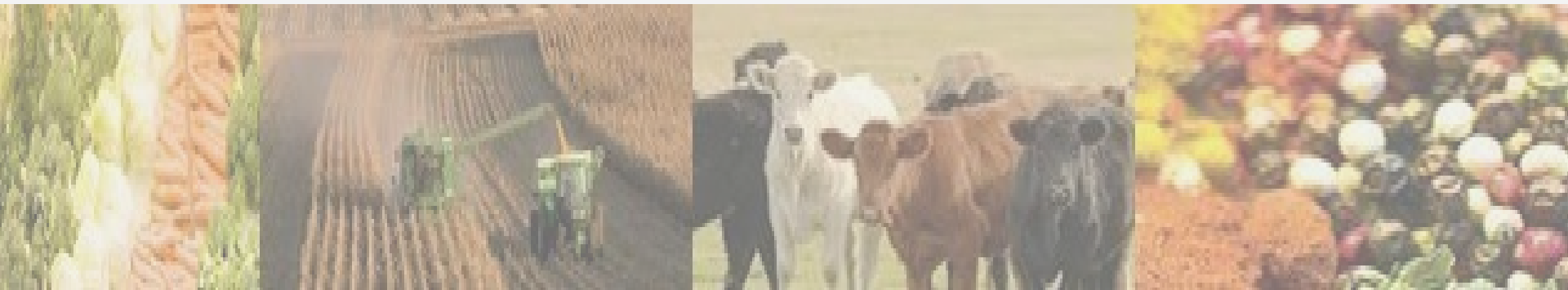
Deliverable	Description	Due Date	Status	Comments
Conduct site visits	Develop site visit agendas for each short list location. Conduct site visits.	TBD	In progress	
Executive Summary Recommendation presentation	Develop and deliver executive summary presentation to senior management and executive leadership	TBD	Not started	
Draft message – final selection	Draft message for public release of final selection	TBD	Not started	
Communication Strategy and Plan	Create communication plan, including targeted audience, methods, enabling tools, channels, timelines, owners, and evaluation approaches	N/A	In progress	Considered a “living document” Submitted communication strategy on 11 Dec 18

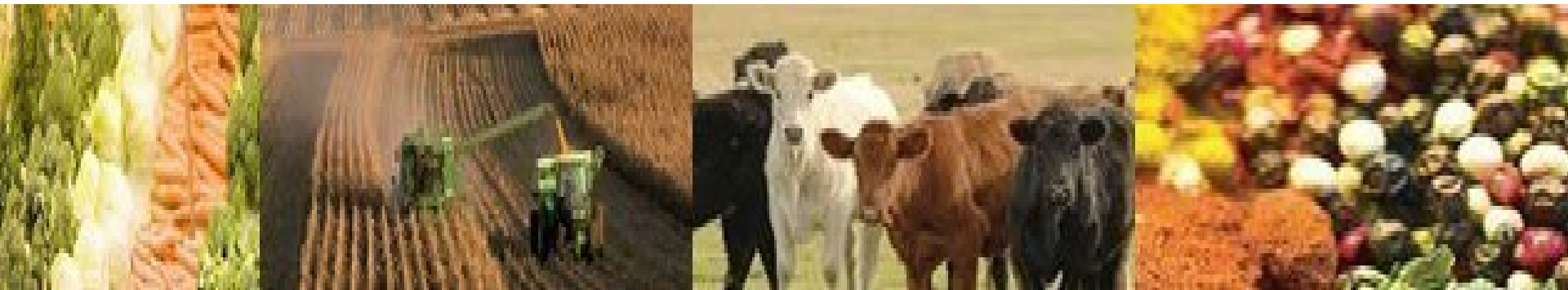
Risks and Issues (I/II)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
C	Risk	Site visit timeline	<p>Proposed two week timeline to conduct site visits to top 5-6 MSAs, analyze each location; and develop analysis and recommendations is extremely tight and logistically challenging.</p> <p>Impact: site visits may need to be compressed from typical 2-3 days to less than one day. Therefore, key meetings and interactions with EOI stakeholders would be eliminated. Impact to analysis and final recommendations.</p>	Propose an updated timeline with areas of concerns to discuss with USDA project leadership.	High	Closed. Conducted working session between USDA project leadership team and EY team to develop site visit timeline to meet goals, objectives, and expectations.
2	Issue	Adjustment of project approach and level of effort	<p>Proposed approach and level effort did not include the collection, analysis, and evaluation of the 139 EOIs submitted to USDA.</p> <p>Methodology and approach to analyzing and evaluating the 139 EOIs are different than proposed.</p> <p>Impact: additional LOE was required. As a result, additional funding may be required to complete efforts.</p>	<p>Adjusted approach and level of effort to address reviewing and analyzing of 139 EOIs. Team captured the level of effort required.</p> <p>Discussed with USDA project manager, and will give notice to Contract Officer in event additional funds and contract modification are needed.</p>	Moderate	In process. Communicated to USDA project manager. Continue to monitor EY team level of effort. Will include budget report in weekly status reports to track progress.

Risks and Issues (II/II)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
3	Risk	Change management	During Town Halls, ERS and NIFA agency employees projected high-levels of anxiety due to the uncertainties of the transition.	Incorporate frequent communication to employees on progress. Evaluate change management requirements as project progresses.	High	In process. Developing messages to address USDA employees concerns.
C	Risk	USDA Work-Stop Order	USDA issued EY an official notification memo of contract being as a “non-excepted” contract during government shutdown, and therefore all contract efforts ceased on 22 Dec 18.	Await further guidance	High	Closed. USDA issued a memo on 28 Jan 19 rescinding the work-stop order
C	Issue	Long list of locations	136 EOIs serve as the “closed” universe of locations for ERS and NIFA relocations. No other location(s) could be explored outside of the 136 EOIs. Update: additional 3 EOIs were identified for a total number of 139.	Using the 136 EOIs as the long list of locations	Moderate	Closed
C	Risk	Availability and schedule	Timely review and feedback are required to meet tight timelines to completed medium and short lists of locations.	Continue to monitor during weekly EY-USDA project team conference calls. Address issues, challenges, and changes as necessary to maintain timeline.	Moderate	Closed





United States Department of Agriculture (USDA)

Office of Procurement and Property Management

Site Solicitation Consulting Services Project

Contract no. 12314419C0002

Weekly Status Report – 13 May to 17 May 19

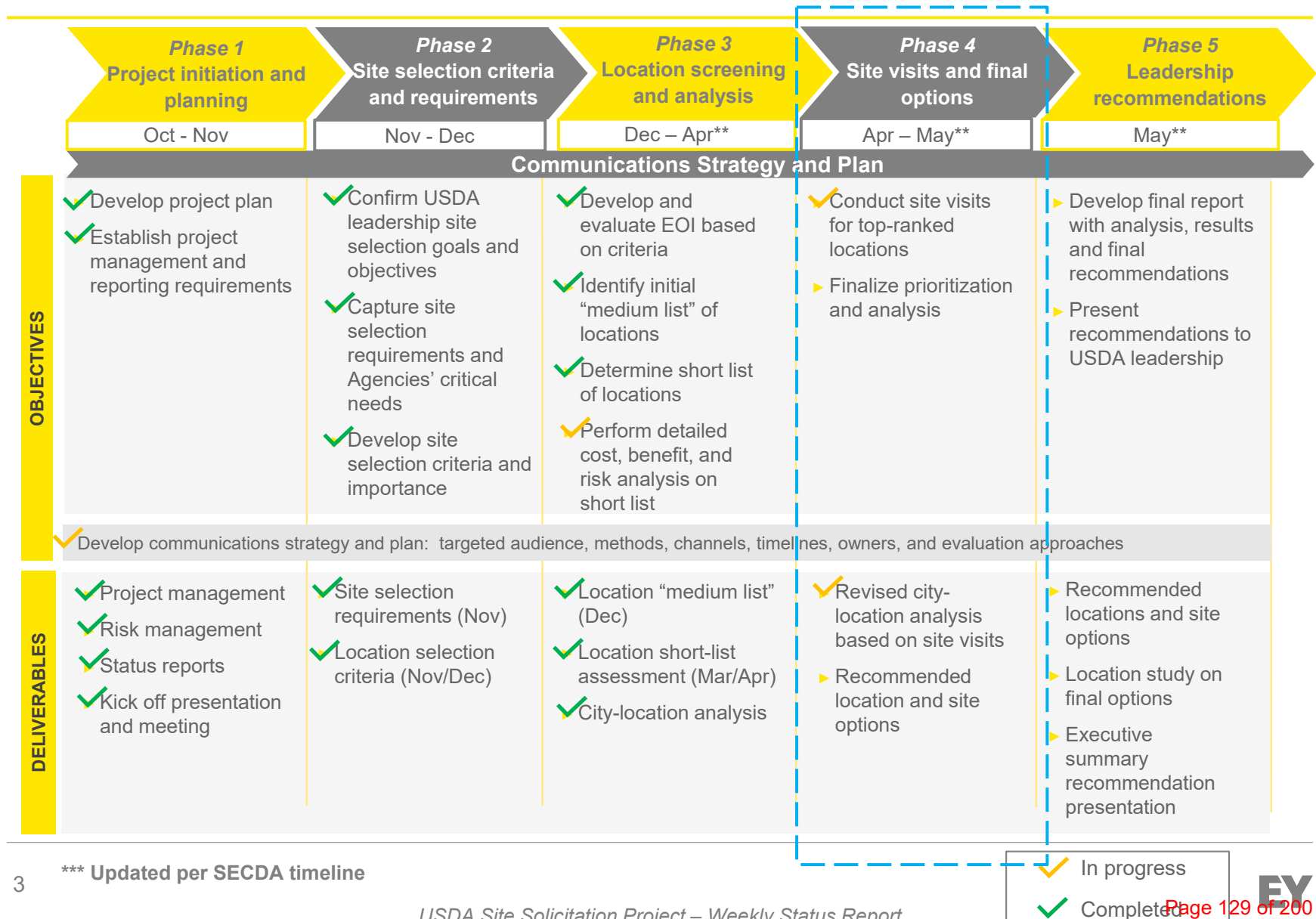
Agenda

- ▶ Accomplishments and Upcoming Activities
- ▶ Project Progress
- ▶ Deliverable Status
- ▶ Risks and Issues

Accomplishments and upcoming activities

Overall Status		On track	
Accomplishments (13 May – 17 May)		Upcoming Activities for Following Week	
Activity Completed		All Phases	
Phase 3 - Location screening and analysis: Moving from Medium List to Short List		<ul style="list-style-type: none">• Conduct site visits• Continue working on the cost-benefit analysis	
Continued working on the cost-benefit analysis	Ongoing		
Phase 4 - Site visits and final options from identified top 2-3 MSAs to conduct visits			
Finalized site visit agendas and briefing books for site visits	14 May		
Conducted site visit	15-17 May		

Project progress





Deliverables Status (I/IV)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Kick off meeting	Formal project kick off meeting and presentation to officially initiate the project	31 Oct 18	Completed	
Project Management Plan	Detailed timeline with milestone and deliverables, project team structure for tasks and activities	16 Nov 18	Completed	<ul style="list-style-type: none"> Submitted initial plan on 16 Nov for feedback Provided updated plan on 3 Dec based on feedback and inputs submitted
USDA-EY team cadence and reporting requirements	Established USDA-EY Project Team cadence, project management, and reporting requirements	26 Nov 18	Completed	
Site Selection Evaluation Criteria Report (Location Selection Criteria)	Draft evaluation criteria elements to analyze and review each of the 136 EOIs	30 Nov 18	Completed	Received SECDA approval on 11 Dec 18
Weekly Status Reports	Develop and submit weekly status reports on activities accomplished	NLT Wed of following week	Completed	Initiated weekly status report process
Draft message – EOI applicants	Draft message to EOI applicants to acknowledge receipt of application	17 Dec 18	Completed	

Deliverables Status (II/IV)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Draft message – evaluation criteria	Draft internal USDA message and press release to outline evaluation criteria	18 Dec 18	Completed	
Location Medium List	List of 25-30 locations based on evaluation criteria and review of 136 EOIs	21 Dec 18	Completed	Updated list based on follow on discussions with SECDA and Project Leadership team
Draft message – medium list of locations	Draft message for public release of medium list of locations (city/region)	21 Dec 18	Completed	8 Mar: Updated message with the latest version of medium list
Short List Assessment	List of 5-6 locations based on evaluation criteria and review of medium list	29 Mar 19	Completed	Initial review with USDA project team Presented on 10 April to SECDA.
Monthly Status Report	Monthly status reports on activities accomplished. Include a status of funds section with number of hours invoiced.	15 Apr 19	Completed	Completed monthly report for Nov – Mar. Next one due for April.
City-Location Analysis Report (Top 11 MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each Top 11 MSAs.	19 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 19 April

Deliverables Status (III/IV)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
City-Location Analysis Report (Medium Priority MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each medium priority MSA (10).	23 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 23 April
City-Location Analysis Report (Low Priority MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each low priority MSAs (5).	25 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 25 April
City-Location Analysis Report (Short List MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each short list MSAs	1 May 19	Completed	Presented to SECDA on 1 May
Draft message – short list of locations	Draft message for public release of short list of locations (city/region)	1 May 19	Completed	Submitted draft messages

Deliverables Status (IV/IV)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
Conduct site visits	Develop site visit agendas for each short list location. Conduct site visits.	24 May	In progress	15 – 17 May and 20 – 24 May
Executive Summary Recommendation presentation	Develop and deliver executive summary presentation to senior management and executive leadership	TBD	Not started	
Draft message – final selection	Draft message for public release of final selection	TBD	Not started	
Communication Strategy and Plan	Create communication plan, including targeted audience, methods, enabling tools, channels, timelines, owners, and evaluation approaches	N/A	In progress	Considered a “living document” Submitted communication strategy on 11 Dec 18

Risks and Issues (I/III)

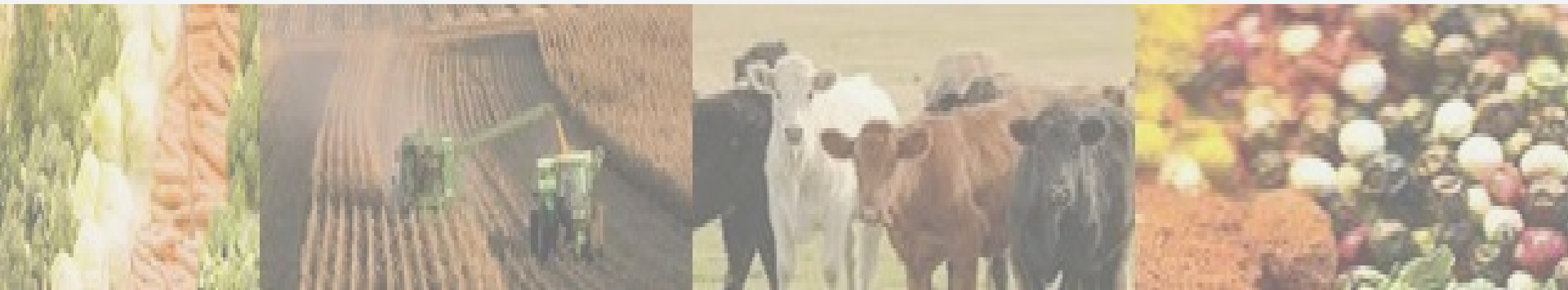
#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
1	Issue	Adjustment of project approach and level of effort	<p>Proposed approach and level effort did not include the collection, analysis, and evaluation of the 139 EOIs submitted to USDA.</p> <p>Methodology and approach to analyzing and evaluating the 139 EOIs are different than proposed.</p> <p>Impact: additional LOE was required. As a result, additional funding may be required to complete efforts.</p>	<p>Adjusted approach and level of effort to address reviewing and analyzing of 139 EOIs. Team captured the level of effort required.</p> <p>Discussed with USDA project manager, and will give notice to Contract Officer in event additional funds and contract modification are needed.</p>	Moderate	In process. Communicated to USDA project manager. Continue to monitor EY team level of effort. Will include budget report in weekly status reports to track progress.
2	Risk	Change management	During Town Halls, ERS and NIFA agency employees projected high-levels of anxiety due to the uncertainties of the transition.	Incorporate frequent communication to employees on progress. Evaluate change management requirements as project progresses.	High	In process. Developing messages to address USDA employees concerns.

Risks and Issues (II/III)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
C	Risk	Site visit timeline	<p>Proposed two week timeline to conduct site visits to top 5-6 MSAs, analyze each location; and develop analysis and recommendations is extremely tight and logistically challenging.</p> <p>Impact: site visits may need to be compressed from typical 2-3 days to less than one day. Therefore, key meetings and interactions with EOI stakeholders would be eliminated. Impact to analysis and final recommendations.</p>	Propose an updated timeline with areas of concerns to discuss with USDA project leadership.	High	Closed. Conducted working session between USDA project leadership team and EY team to develop site visit timeline to meet goals, objectives, and expectations.
C	Risk	USDA Work-Stop Order	USDA issued EY an official notification memo of contract being as a “non-excepted” contract during government shutdown, and therefore all contract efforts ceased on 22 Dec 18.	Await further guidance	High	Closed. USDA issued a memo on 28 Jan 19 rescinding the work-stop order

Risks and Issues (III/III)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
C	Issue	Long list of locations	136 EOIs serve as the “closed” universe of locations for ERS and NIFA relocations. No other location(s) could be explored outside of the 136 EOIs. Update: additional 3 EOIs were identified for a total number of 139.	Using the 136 EOIs as the long list of locations	Moderate	Closed
C	Risk	Availability and schedule	Timely review and feedback are required to meet tight timelines to completed medium and short lists of locations.	Continue to monitor during weekly EY-USDA project team conference calls. Address issues, challenges, and changes as necessary to maintain timeline.	Moderate	Closed





United States Department of Agriculture (USDA)

Office of Procurement and Property Management

Site Solicitation Consulting Services Project

Contract no. 12314419C0002

Weekly Status Report – 27 May to 31 May 19

Agenda

- ▶ Accomplishments and Upcoming Activities
- ▶ Project Progress
- ▶ Deliverable Status
- ▶ Risks and Issues



Accomplishments and upcoming activities

Overall Status		On track	
Accomplishments (27 May – 31 May)		Upcoming Activities for Following Week	
Activity Completed		All Phases	
Phase 4 - Site visits and final options from identified top 2-3 MSAs to conduct visits		<ul style="list-style-type: none"> To be determined (TBD) 	
Conduct site visit debrief with USDA project leadership team	28 May		
Phase 5- Leadership Recommendations			
Prepared for DEPSEC and USDA Site Visit Summary presentation	28 May		
Developed Site Visit Summary for DEPSEC and USDA project leadership	28 May		
Meeting with DEPSEC and USDA project leadership team to present Site Visit Summary	28 and 29 May		
Sent USDA Project Leadership team incentives offers. Conducted incentives meeting with USDA project leadership team	29 May		
Meeting with USDA project leadership team to discuss ground rules and cost assumptions	29 May		
Developed Executive presentation of Site Visit Summary for SECDA	28-30 May		
Meeting with USDA project leadership team to prep for SECDA presentation	30 May		
Executive presentation of Site Visit Summary to SECDA	31 May		

Project progress



	Phase 1 Project initiation and planning	Phase 2 Site selection criteria and requirements	Phase 3 Location screening and analysis	Phase 4 Site visits and final options	Phase 5 Leadership recommendations
	Oct - Nov	Nov - Dec	Dec – Apr**	Apr – May**	Jun**
Communications Strategy and Plan					
OBJECTIVES	<ul style="list-style-type: none"> ✓ Develop project plan ✓ Establish project management and reporting requirements 	<ul style="list-style-type: none"> ✓ Confirm USDA leadership site selection goals and objectives ✓ Capture site selection requirements and Agencies' critical needs ✓ Develop site selection criteria and importance 	<ul style="list-style-type: none"> ✓ Develop and evaluate EOI based on criteria ✓ Identify initial "medium list" of locations ✓ Determine short list of locations ✓ Perform detailed cost, benefit, and risk analysis on short list 	<ul style="list-style-type: none"> ✓ Conduct site visits for top-ranked locations ✓ Finalize prioritization and analysis 	<ul style="list-style-type: none"> ✓ Develop final report with analysis, results and final recommendations ✓ Present recommendations to USDA leadership
	✓ Develop communications strategy and plan: targeted audience, methods, channels, timelines, owners, and evaluation approaches				
DELIVERABLES	<ul style="list-style-type: none"> ✓ Project management ✓ Risk management ✓ Status reports ✓ Kick off presentation and meeting 	<ul style="list-style-type: none"> ✓ Site selection requirements (Nov) ✓ Location selection criteria (Nov/Dec) 	<ul style="list-style-type: none"> ✓ Location "medium list" (Dec) ✓ Location short-list assessment (Mar/Apr) ✓ City-location analysis 	<ul style="list-style-type: none"> ✓ Revised city-location analysis based on site visits ✓ Recommended location and site options 	<ul style="list-style-type: none"> ✓ Recommended locations and site options ✓ Location study on final options ✓ Executive summary recommendation presentation

Deliverables Status (I/IV)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Kick off meeting	Formal project kick off meeting and presentation to officially initiate the project	31 Oct 18	Completed	
Project Management Plan	Detailed timeline with milestone and deliverables, project team structure for tasks and activities	16 Nov 18	Completed	<ul style="list-style-type: none"> Submitted initial plan on 16 Nov for feedback Provided updated plan on 3 Dec based on feedback and inputs submitted
USDA-EY team cadence and reporting requirements	Established USDA-EY Project Team cadence, project management, and reporting requirements	26 Nov 18	Completed	
Site Selection Evaluation Criteria Report (Location Selection Criteria)	Draft evaluation criteria elements to analyze and review each of the 136 EOIs	30 Nov 18	Completed	Received SECDA approval on 11 Dec 18
Weekly Status Reports	Develop and submit weekly status reports on activities accomplished	NLT Wed of following week	Completed	Initiated weekly status report process
Draft message – EOI applicants	Draft message to EOI applicants to acknowledge receipt of application	17 Dec 18	Completed	

Deliverables Status (II/IV)

Legend		In progress
		Completed


Deliverable	Description	Due Date	Status	Comments
Draft message – evaluation criteria	Draft internal USDA message and press release to outline evaluation criteria	18 Dec 18	Completed	
Location Medium List	List of 25-30 locations based on evaluation criteria and review of 136 EOIs	21 Dec 18	Completed	Updated list based on follow on discussions with SECDA and Project Leadership team
Draft message – medium list of locations	Draft message for public release of medium list of locations (city/region)	21 Dec 18	Completed	8 Mar: Updated message with the latest version of medium list
Short List Assessment	List of 5-6 locations based on evaluation criteria and review of medium list	29 Mar 19	Completed	Initial review with USDA project team Presented on 10 April to SECDA.
Monthly Status Report	Monthly status reports on activities accomplished. Include a status of funds section with number of hours invoiced.	15 Apr 19	Completed	Completed monthly report for Nov – Mar. Next one due for April.
City-Location Analysis Report (Top 11 MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each Top 11 MSAs.	19 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 19 April

Deliverables Status (III/IV)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
City-Location Analysis Report (Medium Priority MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each medium priority MSA (10).	23 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 23 April
City-Location Analysis Report (Low Priority MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each low priority MSAs (5).	25 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 25 April
City-Location Analysis Report (Short List MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each short list MSAs	1 May 19	Completed	Presented to SECDA on 1 May
Draft message – short list of locations	Draft message for public release of short list of locations (city/region)	1 May 19	Completed	Submitted draft messages

Deliverables Status (IV/IV)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
Conduct site visits	Develop site visit agendas for each short list location. Conduct site visits.	24 May	Completed	15 – 17 May, and 20 – 24 May
Site visit summary overview	Provide summary from the different site visits, analysis, and next steps	31 May	Completed	
Executive Summary Recommendation presentation	Develop and deliver executive summary presentation to senior management and executive leadership	28 May 31 May	Completed	Conducted two presentations: DEPSEC and SECDA
Draft message – final selection	Draft message for public release of final selection	TBD	Not started	TBD
Communication Strategy and Plan	Create communication plan, including targeted audience, methods, enabling tools, channels, timelines, owners, and evaluation approaches	N/A	Completed	Considered a “living document” Submitted communication strategy on 11 Dec 18

Risks and Issues (I/III)

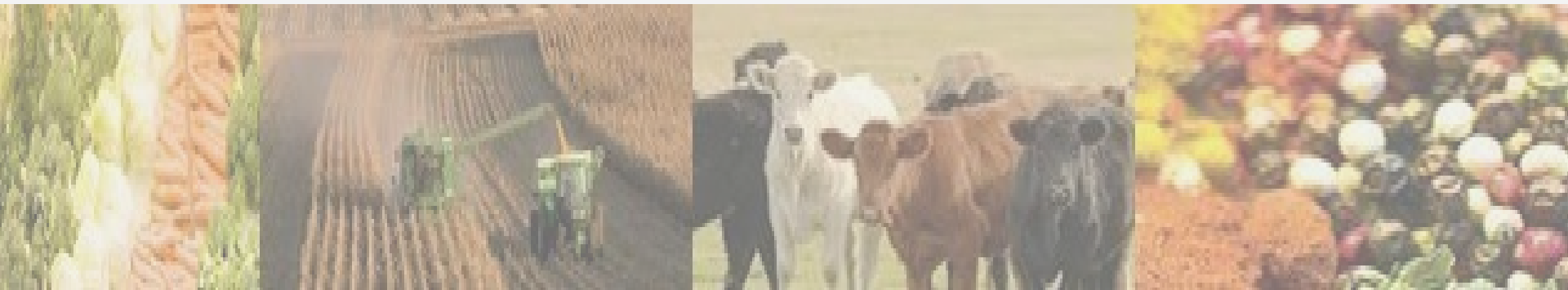
#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
1	Issue	Adjustment of project approach and level of effort	<p>Proposed approach and level effort did not include the collection, analysis, and evaluation of the 139 EOIs submitted to USDA.</p> <p>Methodology and approach to analyzing and evaluating the 139 EOIs are different than proposed.</p> <p>Impact: additional LOE was required. As a result, additional funding may be required to complete efforts.</p>	<p>Adjusted approach and level of effort to address reviewing and analyzing of 139 EOIs. Team captured the level of effort required.</p> <p>Discussed with USDA project manager, and will give notice to Contract Officer in event additional funds and contract modification are needed.</p>	Moderate	In process. Communicated to USDA project manager. Continue to monitor EY team level of effort. Will include budget report in weekly status reports to track progress.
2	Risk	Change management	During Town Halls, ERS and NIFA agency employees projected high-levels of anxiety due to the uncertainties of the transition.	Incorporate frequent communication to employees on progress. Evaluate change management requirements as project progresses.	High	Closed. Messages to USDA employees maybe required.

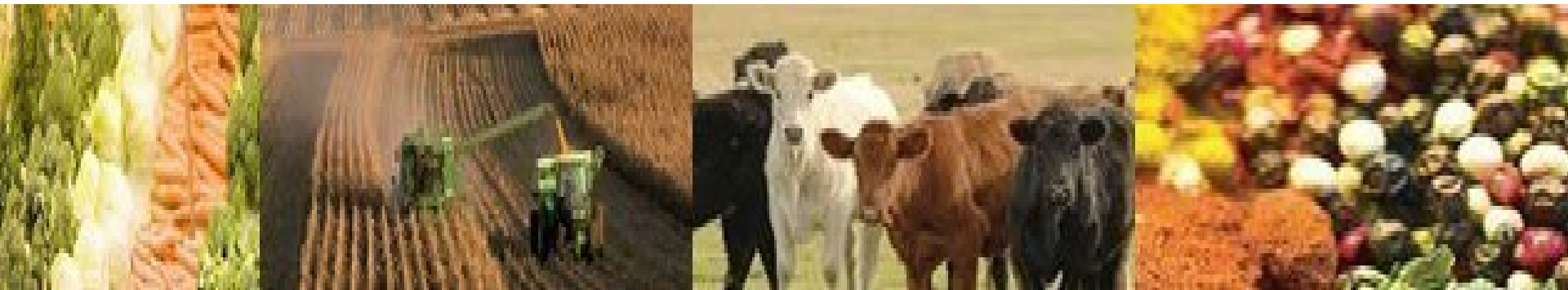
Risks and Issues (II/III)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
C	Risk	Site visit timeline	<p>Proposed two week timeline to conduct site visits to top 5-6 MSAs, analyze each location; and develop analysis and recommendations is extremely tight and logistically challenging.</p> <p>Impact: site visits may need to be compressed from typical 2-3 days to less than one day. Therefore, key meetings and interactions with EOI stakeholders would be eliminated. Impact to analysis and final recommendations.</p>	Propose an updated timeline with areas of concerns to discuss with USDA project leadership.	High	Closed. Conducted working session between USDA project leadership team and EY team to develop site visit timeline to meet goals, objectives, and expectations.
C	Risk	USDA Work-Stop Order	USDA issued EY an official notification memo of contract being as a “non-excepted” contract during government shutdown, and therefore all contract efforts ceased on 22 Dec 18.	Await further guidance	High	Closed. USDA issued a memo on 28 Jan 19 rescinding the work-stop order

Risks and Issues (III/III)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
C	Issue	Long list of locations	136 EOIs serve as the “closed” universe of locations for ERS and NIFA relocations. No other location(s) could be explored outside of the 136 EOIs. Update: additional 3 EOIs were identified for a total number of 139.	Using the 136 EOIs as the long list of locations	Moderate	Closed
C	Risk	Availability and schedule	Timely review and feedback are required to meet tight timelines to completed medium and short lists of locations.	Continue to monitor during weekly EY-USDA project team conference calls. Address issues, challenges, and changes as necessary to maintain timeline.	Moderate	Closed





United States Department of Agriculture (USDA)

Office of Procurement and Property Management

Site Solicitation Consulting Services Project

Contract no. 12314419C0002

Weekly Status Report – 3 Jun to 7 Jun 19

Agenda

- ▶ Accomplishments and Upcoming Activities
- ▶ Project Progress
- ▶ Deliverable Status
- ▶ Risks and Issues



Accomplishments and upcoming activities

Overall Status		On track	
Accomplishments (3 Jun – 7 Jun)		Upcoming Activities for Following Week	
Activity Completed		All Phases	
Phase 5- Leadership Recommendations		<ul style="list-style-type: none"> Continue drafting word narrative report on site summary analysis and cost ground rules and assumptions 	
Based on request from USDA, started drafting word narrative report on site summary analysis and cost ground rules and assumptions	TBD		

Project progress



		Phase 1 Project initiation and planning Oct - Nov	Phase 2 Site selection criteria and requirements Nov - Dec	Phase 3 Location screening and analysis Dec – Apr**	Phase 4 Site visits and final options Apr – May**	Phase 5 Leadership recommendations Jun**
		Communications Strategy and Plan				
OBJECTIVES		<ul style="list-style-type: none"> ✓ Develop project plan ✓ Establish project management and reporting requirements 	<ul style="list-style-type: none"> ✓ Confirm USDA leadership site selection goals and objectives ✓ Capture site selection requirements and Agencies' critical needs ✓ Develop site selection criteria and importance 	<ul style="list-style-type: none"> ✓ Develop and evaluate EOI based on criteria ✓ Identify initial "medium list" of locations ✓ Determine short list of locations ✓ Perform detailed cost, benefit, and risk analysis on short list 	<ul style="list-style-type: none"> ✓ Conduct site visits for top-ranked locations ✓ Finalize prioritization and analysis 	<ul style="list-style-type: none"> ✓ Develop final report with analysis, results and final recommendations ✓ Present recommendations to USDA leadership
		✓ Develop communications strategy and plan: targeted audience, methods, channels, timelines, owners, and evaluation approaches				
DELIVERABLES		<ul style="list-style-type: none"> ✓ Project management ✓ Risk management ✓ Status reports ✓ Kick off presentation and meeting 	<ul style="list-style-type: none"> ✓ Site selection requirements (Nov) ✓ Location selection criteria (Nov/Dec) 	<ul style="list-style-type: none"> ✓ Location "medium list" (Dec) ✓ Location short-list assessment (Mar/Apr) ✓ City-location analysis 	<ul style="list-style-type: none"> ✓ Revised city-location analysis based on site visits ✓ Recommended location and site options 	<ul style="list-style-type: none"> ✓ Recommended locations and site options ✓ Location study on final options ✓ Executive summary recommendation presentation

Deliverables Status (I/IV)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Kick off meeting	Formal project kick off meeting and presentation to officially initiate the project	31 Oct 18	Completed	
Project Management Plan	Detailed timeline with milestone and deliverables, project team structure for tasks and activities	16 Nov 18	Completed	<ul style="list-style-type: none"> Submitted initial plan on 16 Nov for feedback Provided updated plan on 3 Dec based on feedback and inputs submitted
USDA-EY team cadence and reporting requirements	Established USDA-EY Project Team cadence, project management, and reporting requirements	26 Nov 18	Completed	
Site Selection Evaluation Criteria Report (Location Selection Criteria)	Draft evaluation criteria elements to analyze and review each of the 136 EOIs	30 Nov 18	Completed	Received SECDA approval on 11 Dec 18
Weekly Status Reports	Develop and submit weekly status reports on activities accomplished	NLT Wed of following week	Completed	Initiated weekly status report process
Draft message – EOI applicants	Draft message to EOI applicants to acknowledge receipt of application	17 Dec 18	Completed	

Deliverables Status (II/IV)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Draft message – evaluation criteria	Draft internal USDA message and press release to outline evaluation criteria	18 Dec 18	Completed	
Location Medium List	List of 25-30 locations based on evaluation criteria and review of 136 EOIs	21 Dec 18	Completed	Updated list based on follow on discussions with SECDA and Project Leadership team
Draft message – medium list of locations	Draft message for public release of medium list of locations (city/region)	21 Dec 18	Completed	8 Mar: Updated message with the latest version of medium list
Short List Assessment	List of 5-6 locations based on evaluation criteria and review of medium list	29 Mar 19	Completed	Initial review with USDA project team Presented on 10 April to SECDA.
Monthly Status Report	Monthly status reports on activities accomplished. Include a status of funds section with number of hours invoiced.	15 Apr 19	Completed	Completed monthly report for Nov – Mar. Next one due for April.
City-Location Analysis Report (Top 11 MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each Top 11 MSAs.	19 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 19 April

Deliverables Status (III/IV)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
City-Location Analysis Report (Medium Priority MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each medium priority MSA (10).	23 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 23 April
City-Location Analysis Report (Low Priority MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each low priority MSAs (5).	25 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 25 April
City-Location Analysis Report (Short List MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each short list MSAs	1 May 19	Completed	Presented to SECDA on 1 May
Draft message – short list of locations	Draft message for public release of short list of locations (city/region)	1 May 19	Completed	Submitted draft messages

Deliverables Status (IV/IV)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
Conduct site visits	Develop site visit agendas for each short list location. Conduct site visits.	24 May	Completed	15 – 17 May, and 20 – 24 May
Site visit summary overview	Provide summary from the different site visits, analysis, and next steps	31 May	Completed	
Executive Summary Recommendation presentation	Develop and deliver executive summary presentation to senior management and executive leadership	28 May 31 May	Completed	Conducted two presentations: DEPSEC and SECDA
Draft message – final selection	Draft message for public release of final selection	TBD	Not started	TBD
Communication Strategy and Plan	Create communication plan, including targeted audience, methods, enabling tools, channels, timelines, owners, and evaluation approaches	N/A	Completed	Considered a “living document” Submitted communication strategy on 11 Dec 18

Risks and Issues (I/III)

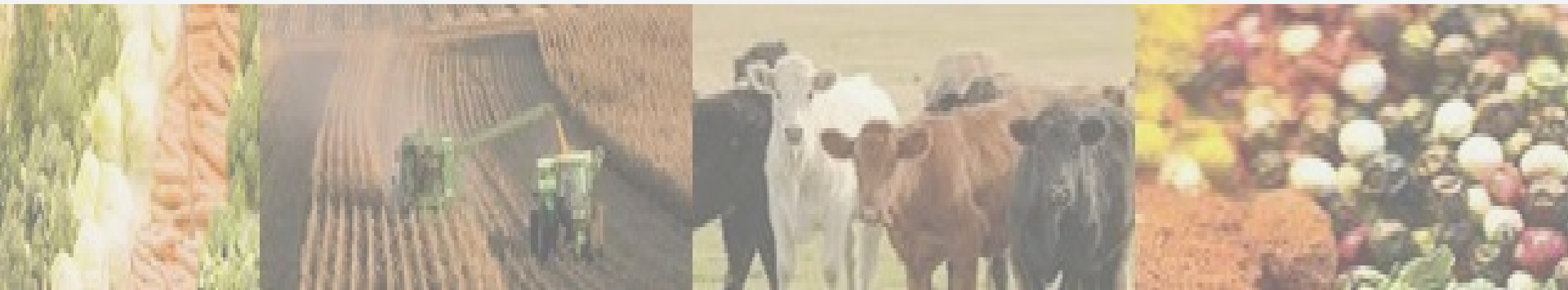
#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
1	Issue	Adjustment of project approach and level of effort	<p>Proposed approach and level effort did not include the collection, analysis, and evaluation of the 139 EOIs submitted to USDA.</p> <p>Methodology and approach to analyzing and evaluating the 139 EOIs are different than proposed.</p> <p>Impact: additional LOE was required. As a result, additional funding may be required to complete efforts.</p>	<p>Adjusted approach and level of effort to address reviewing and analyzing of 139 EOIs. Team captured the level of effort required.</p> <p>Discussed with USDA project manager, and will give notice to Contract Officer in event additional funds and contract modification are needed.</p>	Moderate	In process. Communicated to USDA project manager. Continue to monitor EY team level of effort. Will include budget report in weekly status reports to track progress.
2	Risk	Change management	During Town Halls, ERS and NIFA agency employees projected high-levels of anxiety due to the uncertainties of the transition.	Incorporate frequent communication to employees on progress. Evaluate change management requirements as project progresses.	High	Closed. Messages to USDA employees maybe required.

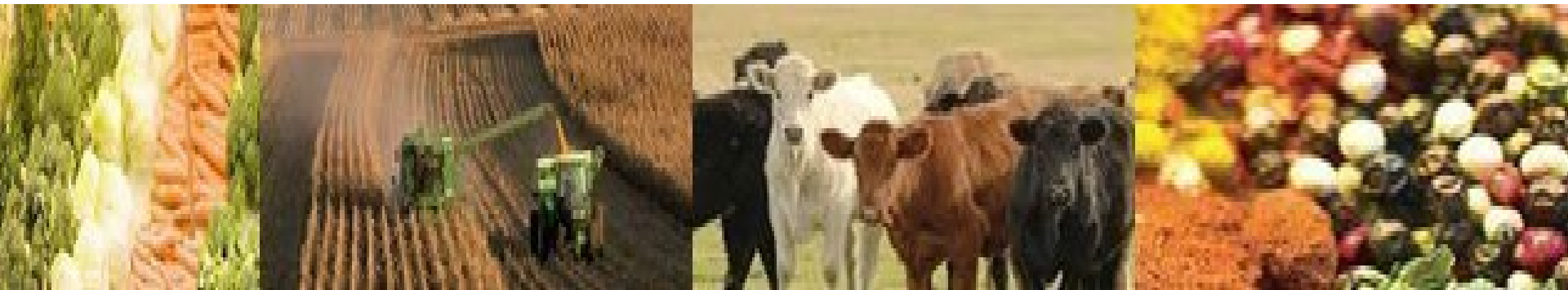
Risks and Issues (II/III)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
C	Risk	Site visit timeline	<p>Proposed two week timeline to conduct site visits to top 5-6 MSAs, analyze each location; and develop analysis and recommendations is extremely tight and logistically challenging.</p> <p>Impact: site visits may need to be compressed from typical 2-3 days to less than one day. Therefore, key meetings and interactions with EOI stakeholders would be eliminated. Impact to analysis and final recommendations.</p>	Propose an updated timeline with areas of concerns to discuss with USDA project leadership.	High	Closed. Conducted working session between USDA project leadership team and EY team to develop site visit timeline to meet goals, objectives, and expectations.
C	Risk	USDA Work-Stop Order	USDA issued EY an official notification memo of contract being as a “non-excepted” contract during government shutdown, and therefore all contract efforts ceased on 22 Dec 18.	Await further guidance	High	Closed. USDA issued a memo on 28 Jan 19 rescinding the work-stop order

Risks and Issues (III/III)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
C	Issue	Long list of locations	136 EOIs serve as the “closed” universe of locations for ERS and NIFA relocations. No other location(s) could be explored outside of the 136 EOIs. Update: additional 3 EOIs were identified for a total number of 139.	Using the 136 EOIs as the long list of locations	Moderate	Closed
C	Risk	Availability and schedule	Timely review and feedback are required to meet tight timelines to completed medium and short lists of locations.	Continue to monitor during weekly EY-USDA project team conference calls. Address issues, challenges, and changes as necessary to maintain timeline.	Moderate	Closed





United States Department of Agriculture (USDA)

Office of Procurement and Property Management

Site Solicitation Consulting Services Project

Contract no. 12314419C0002

Weekly Status Report – 10 Jun to 14 Jun 19

Agenda

- ▶ Accomplishments and Upcoming Activities
- ▶ Project Progress
- ▶ Deliverable Status
- ▶ Risks and Issues



Accomplishments and upcoming activities

Overall Status		Completed	
Accomplishments (10 Jun – 14 Jun)		Upcoming Activities for Following Week	
Activity Completed		All Phases	
Phase 5- Leadership Recommendations			
Sent USDA Project Leadership Team incentives package	10 Jun		
Sent narrative report framework to USDA Project Leadership team for review and inputs	10 Jun		
Worked with USDA Project Leadership team on draft word narrative report on site summary analysis and cost ground rules and assumptions	Draft version 11 Jun		
Provided USDA Project Leadership update on follow up incentives discussions with Kansas Department of Commerce	11 Jun		
Reviewed USDA narrative report and provided updates and feedback	13 Jun		

Project progress



	Phase 1 Project initiation and planning	Phase 2 Site selection criteria and requirements	Phase 3 Location screening and analysis	Phase 4 Site visits and final options	Phase 5 Leadership recommendations
	Oct - Nov	Nov - Dec	Dec – Apr**	Apr – May**	Jun**
Communications Strategy and Plan					
OBJECTIVES	<ul style="list-style-type: none"> ✓ Develop project plan ✓ Establish project management and reporting requirements 	<ul style="list-style-type: none"> ✓ Confirm USDA leadership site selection goals and objectives ✓ Capture site selection requirements and Agencies' critical needs ✓ Develop site selection criteria and importance 	<ul style="list-style-type: none"> ✓ Develop and evaluate EOI based on criteria ✓ Identify initial "medium list" of locations ✓ Determine short list of locations ✓ Perform detailed cost, benefit, and risk analysis on short list 	<ul style="list-style-type: none"> ✓ Conduct site visits for top-ranked locations ✓ Finalize prioritization and analysis 	<ul style="list-style-type: none"> ✓ Develop final report with analysis, results and final recommendations ✓ Present recommendations to USDA leadership
	✓ Develop communications strategy and plan: targeted audience, methods, channels, timelines, owners, and evaluation approaches				
DELIVERABLES	<ul style="list-style-type: none"> ✓ Project management ✓ Risk management ✓ Status reports ✓ Kick off presentation and meeting 	<ul style="list-style-type: none"> ✓ Site selection requirements (Nov) ✓ Location selection criteria (Nov/Dec) 	<ul style="list-style-type: none"> ✓ Location "medium list" (Dec) ✓ Location short-list assessment (Mar/Apr) ✓ City-location analysis 	<ul style="list-style-type: none"> ✓ Revised city-location analysis based on site visits ✓ Recommended location and site options 	<ul style="list-style-type: none"> ✓ Recommended locations and site options ✓ Location study on final options ✓ Executive summary recommendation presentation

Deliverables Status (I/IV)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Kick off meeting	Formal project kick off meeting and presentation to officially initiate the project	31 Oct 18	Completed	
Project Management Plan	Detailed timeline with milestone and deliverables, project team structure for tasks and activities	16 Nov 18	Completed	<ul style="list-style-type: none"> Submitted initial plan on 16 Nov for feedback Provided updated plan on 3 Dec based on feedback and inputs submitted
USDA-EY team cadence and reporting requirements	Established USDA-EY Project Team cadence, project management, and reporting requirements	26 Nov 18	Completed	
Site Selection Evaluation Criteria Report (Location Selection Criteria)	Draft evaluation criteria elements to analyze and review each of the 136 EOIs	30 Nov 18	Completed	Received SECDA approval on 11 Dec 18
Weekly Status Reports	Develop and submit weekly status reports on activities accomplished	NLT Wed of following week	Completed	Initiated weekly status report process
Draft message – EOI applicants	Draft message to EOI applicants to acknowledge receipt of application	17 Dec 18	Completed	

Deliverables Status (II/IV)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Draft message – evaluation criteria	Draft internal USDA message and press release to outline evaluation criteria	18 Dec 18	Completed	
Location Medium List	List of 25-30 locations based on evaluation criteria and review of 136 EOIs	21 Dec 18	Completed	Updated list based on follow on discussions with SECDA and Project Leadership team
Draft message – medium list of locations	Draft message for public release of medium list of locations (city/region)	21 Dec 18	Completed	8 Mar: Updated message with the latest version of medium list
Short List Assessment	List of 5-6 locations based on evaluation criteria and review of medium list	29 Mar 19	Completed	Initial review with USDA project team Presented on 10 April to SECDA.
Monthly Status Report	Monthly status reports on activities accomplished. Include a status of funds section with number of hours invoiced.	15 Apr 19	Completed	Completed monthly report for Nov – Mar. Next one due for April.
City-Location Analysis Report (Top 11 MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each Top 11 MSAs.	19 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 19 April

Deliverables Status (III/IV)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
City-Location Analysis Report (Medium Priority MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each medium priority MSA (10).	23 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 23 April
City-Location Analysis Report (Low Priority MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each low priority MSAs (5).	25 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 25 April
City-Location Analysis Report (Short List MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each short list MSAs	1 May 19	Completed	Presented to SECDA on 1 May
Draft message – short list of locations	Draft message for public release of short list of locations (city/region)	1 May 19	Completed	Submitted draft messages

Deliverables Status (IV/IV)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
Conduct site visits	Develop site visit agendas for each short list location. Conduct site visits.	24 May	Completed	15 – 17 May, and 20 – 24 May
Site visit summary overview	Provide summary from the different site visits, analysis, and next steps	31 May	Completed	
Executive Summary Recommendation presentation	Develop and deliver executive summary presentation to senior management and executive leadership	28 May 31 May	Completed	Conducted two presentations: DEPSEC and SECDA
Draft message – final selection	Draft message for public release of final selection	TBD	Completed	Prepared by USDA
Communication Strategy and Plan	Create communication plan, including targeted audience, methods, enabling tools, channels, timelines, owners, and evaluation approaches	N/A	Completed	Considered a “living document” Submitted communication strategy on 11 Dec 18

Risks and Issues (I/III)

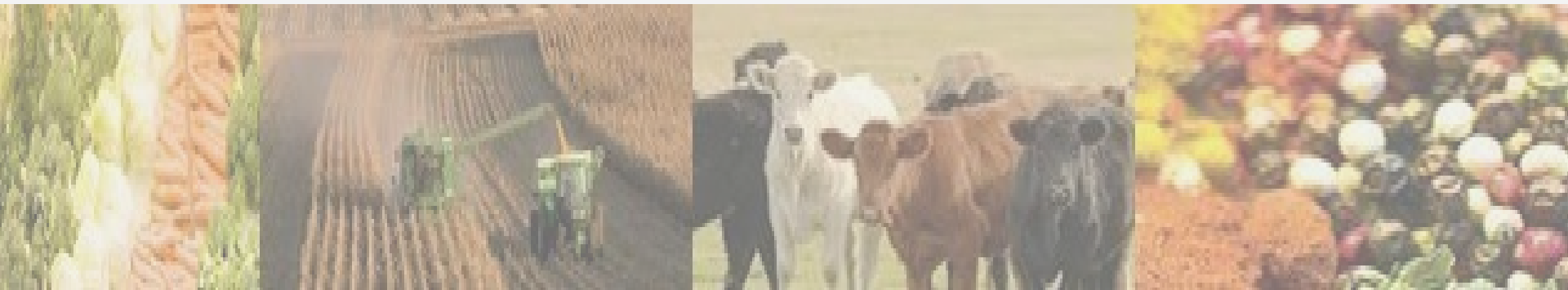
#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
1	Issue	Additional services and deliverables	<p>EY team worked on a follow-up narrative report to outline cost analysis and benefits based on projected savings from relocation.</p> <p>Also supported site visits in May with local EY practitioners from incentives team. Practitioners attended local meetings and discussions.</p> <p>Team continued to support USDA Project Leadership team with follow up discussions with local sites to obtain best and final offers of incentives.</p>	Discussed with USDA project manager, and will give notice to Contract Officer in event additional funds and contract modification are needed.	High	Open. No formal contract modification.
2	Risk	Final site selection	Secretary Perdue's final selection announcement could result in negative internal (NIFA, ERS, USDA) and external (Congress, public media) reactions	Defer messages, calls, or other communications to the USDA relocation mailbox. Monitor on a case-by-case basis.	High	Open. Monitoring on a case-by-case basis.
C	Risk	Change management	During Town Halls, ERS and NIFA agency employees projected high-levels of anxiety due to the uncertainties of the transition.	Incorporate frequent communication to employees on progress. Evaluate change management requirements as project progresses.	High	Closed. Messages to USDA employees maybe required.

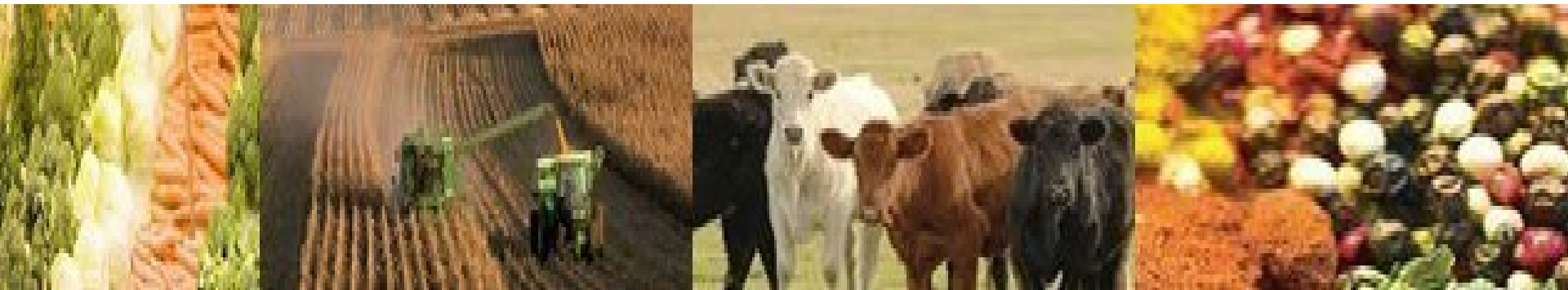
Risks and Issues (II/III)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
C	Issue	Adjustment of project approach and level of effort	<p>Proposed approach and level effort did not include the collection, analysis, and evaluation of the 139 EOIs submitted to USDA.</p> <p>Methodology and approach to analyzing and evaluating the 139 EOIs are different than proposed.</p> <p>Impact: additional LOE was required. As a result, additional funding may be required to complete efforts.</p>	<p>Adjusted approach and level of effort to address reviewing and analyzing of 139 EOIs. Team captured the level of effort required.</p> <p>Discussed with USDA project manager, and will give notice to Contract Officer in event additional funds and contract modification are needed.</p>	Moderate	Closed. Increased and maintained frequent, daily communication with USDA project manager on timeline and level of effort.
C	Risk	Site visit timeline	<p>Proposed two week timeline to conduct site visits to top 5-6 MSAs, analyze each location; and develop analysis and recommendations is extremely tight and logistically challenging.</p> <p>Impact: site visits may need to be compressed from typical 2-3 days to less than one day. Therefore, key meetings and interactions with EOI stakeholders would be eliminated. Impact to analysis and final recommendations.</p>	Propose an updated timeline with areas of concerns to discuss with USDA project leadership.	High	Closed. Conducted working session between USDA project leadership team and EY team to develop site visit timeline to meet goals, objectives, and expectations.

Risks and Issues (III/III)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
C	Risk	USDA Work-Stop Order	USDA issued EY an official notification memo of contract being as a “non-excepted” contract during government shutdown, and therefore all contract efforts ceased on 22 Dec 18.	Await further guidance	High	Closed. USDA issued a memo on 28 Jan 19 rescinding the work-stop order
C	Issue	Long list of locations	136 EOIs serve as the “closed” universe of locations for ERS and NIFA relocations. No other location(s) could be explored outside of the 136 EOIs. Update: additional 3 EOIs were identified for a total number of 139.	Using the 136 EOIs as the long list of locations	Moderate	Closed
C	Risk	Availability and schedule	Timely review and feedback are required to meet tight timelines to completed medium and short lists of locations.	Continue to monitor during weekly EY-USDA project team conference calls. Address issues, challenges, and changes as necessary to maintain timeline.	Moderate	Closed





United States Department of Agriculture (USDA)

Office of Procurement and Property Management

Site Solicitation Consulting Services Project

Contract no. 12314419C0002

Monthly Status Report – May 2019

Agenda

- ▶ Accomplishments
- ▶ Project Progress
- ▶ Deliverable Status
- ▶ Risks and Issues

May Accomplishments (I/II)

Accomplishments	
Activity Completed	
Phase 3 - Location screening and analysis: Moving from Medium List to Short List	
Participated in SECDA meeting to present recommended short list MSAs	1 May
Phase 4 - Site visits and final options from identified top 2-3 MSAs to conduct visits	
Developed draft site visit presentation for USDA on site visits agenda and objectives	7 May
Conducted working session with USDA project leadership team to finalize site visit plans – agenda, timeline, meeting topics, and participants	8 May
Finalized site visit agendas and briefing books for site visits	14 May
Conducted site visit	15-17 May 19-23 May
Conducted site visit debrief with USDA project leadership team	28 May
Phase 5- Leadership Recommendations	
Prepared for DEPSEC and USDA project leadership presentation	28 May
Developed Site Visit Summary for DEPSEC and USDA project leadership	28 May
Meeting with DEPSEC and USDA project leadership team to present Site Visit Summary	28 and 29 May
Sent USDA Project Leadership team incentives offers. Conducted incentives meeting with USDA project leadership team	29 May

May Accomplishments (II/II)

Accomplishments	
Activity Completed	
Phase 5- Leadership Recommendations (continued)	
Meeting with USDA project leadership team to discuss ground rules and cost assumptions	29 May
Developed Executive presentation of Site Visit Summary for SECDA	28-30 May
Meeting with USDA project leadership team to prep for SECDA presentation	30 May
Executive presentation of Site Visit Summary to SECDA	31 May
Communications Plan	
Developed communication messages of short list MSAs to distribute to EOI applicants	1 May
Developed press release of short list MSAs	1 May
Participated in NIFA, ERS All-Hands meetings	6 May

Status of Funds – Through May

Labor Hours

Proposed Project Role	Proposed Level of Effort	Actual Level of Effort	Balance
Engagement Partner	90	141	-51
Site Selection Technical Lead	229	180	49
Project Manager	656	723	-67
Senior Analyst	984	697	287
Analyst	656	695	-39
Total Labor Costs	2,615	2,435	180



Total Dollars

Proposed Project Role	Proposed Hourly Rate	Proposed Costs	Actual Costs	Balance
Total Labor Costs		\$325,811	\$308,321	\$17,489
Other Direct Cost (ODC): Est. travel		\$13,500	\$9,755	\$3,745
Total Price (Labor + ODC)		\$339,311	\$318,076	\$21,234.51

Project progress



		Phase 1 Project initiation and planning	Phase 2 Site selection criteria and requirements	Phase 3 Location screening and analysis	Phase 4 Site visits and final options	Phase 5 Leadership recommendations
		Oct - Nov	Nov - Dec	Dec – Apr**	Apr – May**	Jun**
		Communications Strategy and Plan				
OBJECTIVES		<ul style="list-style-type: none"> ✓ Develop project plan ✓ Establish project management and reporting requirements 	<ul style="list-style-type: none"> ✓ Confirm USDA leadership site selection goals and objectives ✓ Capture site selection requirements and Agencies' critical needs ✓ Develop site selection criteria and importance 	<ul style="list-style-type: none"> ✓ Develop and evaluate EOI based on criteria ✓ Identify initial "medium list" of locations ✓ Determine short list of locations ✓ Perform detailed cost, benefit, and risk analysis on short list 	<ul style="list-style-type: none"> ✓ Conduct site visits for top-ranked locations ✓ Finalize prioritization and analysis 	<ul style="list-style-type: none"> ✓ Develop final report with analysis, results and final recommendations ✓ Present recommendations to USDA leadership
		<ul style="list-style-type: none"> ✓ Develop communications strategy and plan: targeted audience, methods, channels, timelines, owners, and evaluation approaches 				
DELIVERABLES		<ul style="list-style-type: none"> ✓ Project management ✓ Risk management ✓ Status reports ✓ Kick off presentation and meeting 	<ul style="list-style-type: none"> ✓ Site selection requirements (Nov) ✓ Location selection criteria (Nov/Dec) 	<ul style="list-style-type: none"> ✓ Location "medium list" (Dec) ✓ Location short-list assessment (Mar/Apr) ✓ City-location analysis 	<ul style="list-style-type: none"> ✓ Revised city-location analysis based on site visits ✓ Recommended location and site options 	<ul style="list-style-type: none"> ✓ Recommended locations and site options ✓ Location study on final options ✓ Executive summary recommendation presentation

Deliverables Status (I/IV)

Legend		In progress
		Completed


Deliverable	Description	Due Date	Status	Comments
Kick off meeting	Formal project kick off meeting and presentation to officially initiate the project	31 Oct 18	Completed	
Project Management Plan	Detailed timeline with milestone and deliverables, project team structure for tasks and activities	16 Nov 18	Completed	<ul style="list-style-type: none"> Submitted initial plan on 16 Nov for feedback Provided updated plan on 3 Dec based on feedback and inputs submitted
USDA-EY team cadence and reporting requirements	Established USDA-EY Project Team cadence, project management, and reporting requirements	26 Nov 18	Completed	
Site Selection Evaluation Criteria Report (Location Selection Criteria)	Draft evaluation criteria elements to analyze and review each of the 136 EOIs	30 Nov 18	Completed	Received SECDA approval on 11 Dec 18
Weekly Status Reports	Develop and submit weekly status reports on activities accomplished	NLT Wed of following week	Completed	Initiated weekly status report process
Draft message – EOI applicants	Draft message to EOI applicants to acknowledge receipt of application	17 Dec 18	Completed	

Deliverables Status (II/IV)

Legend		In progress
		Completed



Deliverable	Description	Due Date	Status	Comments
Draft message – evaluation criteria	Draft internal USDA message and press release to outline evaluation criteria	18 Dec 18	Completed	
Location Medium List	List of 25-30 locations based on evaluation criteria and review of 136 EOs	21 Dec 18	Completed	Updated list based on follow on discussions with SECDA and Project Leadership team
Draft message – medium list of locations	Draft message for public release of medium list of locations (city/region)	21 Dec 18	Completed	8 Mar: Updated message with the latest version of medium list
Short List Assessment	List of 5-6 locations based on evaluation criteria and review of medium list	29 Mar 19	Completed	Initial review with USDA project team Presented on 10 April to SECDA.
Monthly Status Report	Monthly status reports on activities accomplished. Include a status of funds section with number of hours invoiced.	15 Apr 19	Completed	Completed monthly report for Nov – Mar. Next one due for April.
City-Location Analysis Report (Top 11 MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each Top 11 MSAs.	19 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 19 April

Deliverables Status (III/IV)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
City-Location Analysis Report (Medium Priority MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each medium priority MSA (10).	23 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 23 April
City-Location Analysis Report (Low Priority MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each low priority MSAs (5).	25 Apr 19	Completed	Presented to DEPSEC and USDA project leadership team on 25 April
City-Location Analysis Report (Short List MSAs)	Conduct individual city location analysis, including costs, benefits, and risks. Outline pros, cons, constraints, and challenges for each short list MSAs	1 May 19	Completed	Presented to SECDA on 1 May
Draft message – short list of locations	Draft message for public release of short list of locations (city/region)	1 May 19	Completed	Submitted draft messages

Deliverables Status (IV/IV)

Legend		In progress
		Completed

Deliverable	Description	Due Date	Status	Comments
Conduct site visits	Develop site visit agendas for each short list location. Conduct site visits.	24 May	Completed	15 – 17 May, and 20 – 24 May
Site visit summary overview	Provide summary from the different site visits, analysis, and next steps	31 May	Completed	
Executive Summary Recommendation presentation	Develop and deliver executive summary presentation to senior management and executive leadership	28 May 31 May	Completed	Conducted two presentations: DEPSEC and SECDA
Draft message – final selection	Draft message for public release of final selection	TBD	Not started	TBD
Communication Strategy and Plan	Create communication plan, including targeted audience, methods, enabling tools, channels, timelines, owners, and evaluation approaches	N/A	Completed	Considered a “living document” Submitted communication strategy on 11 Dec 18

Risks and Issues (I/III)

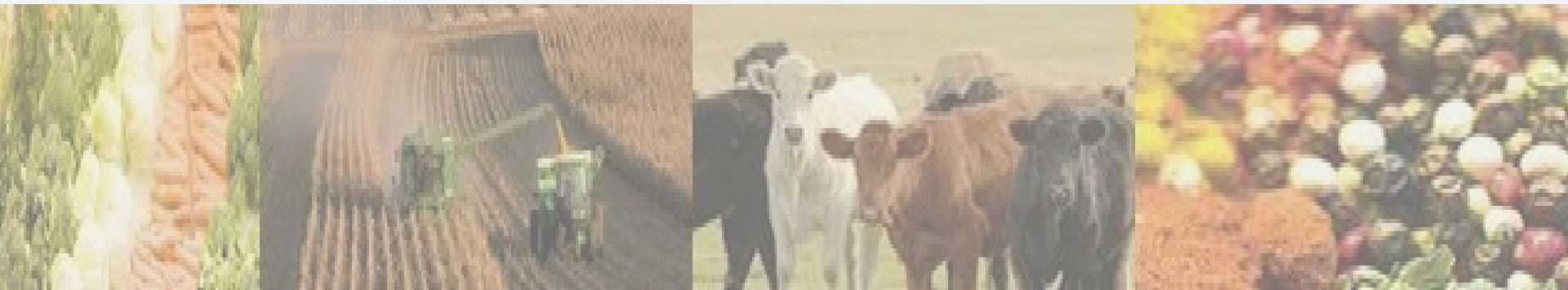
#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
1	Issue	Adjustment of project approach and level of effort	<p>Proposed approach and level effort did not include the collection, analysis, and evaluation of the 139 EOIs submitted to USDA.</p> <p>Methodology and approach to analyzing and evaluating the 139 EOIs are different than proposed.</p> <p>Impact: additional LOE was required. As a result, additional funding may be required to complete efforts.</p>	<p>Adjusted approach and level of effort to address reviewing and analyzing of 139 EOIs. Team captured the level of effort required.</p> <p>Discussed with USDA project manager, and will give notice to Contract Officer in event additional funds and contract modification are needed.</p>	Moderate	In process. Communicated to USDA project manager. Continue to monitor EY team level of effort. Will include budget report in weekly status reports to track progress.
2	Risk	Change management	During Town Halls, ERS and NIFA agency employees projected high-levels of anxiety due to the uncertainties of the transition.	Incorporate frequent communication to employees on progress. Evaluate change management requirements as project progresses.	High	Closed. Messages to USDA employees maybe required.

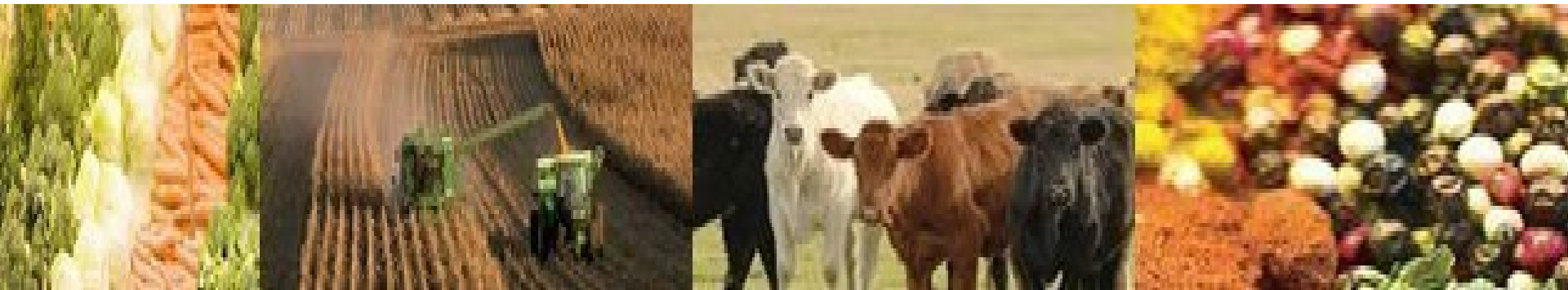
Risks and Issues (II/III)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
C	Risk	Site visit timeline	<p>Proposed two week timeline to conduct site visits to top 5-6 MSAs, analyze each location; and develop analysis and recommendations is extremely tight and logistically challenging.</p> <p>Impact: site visits may need to be compressed from typical 2-3 days to less than one day. Therefore, key meetings and interactions with EOI stakeholders would be eliminated. Impact to analysis and final recommendations.</p>	Propose an updated timeline with areas of concerns to discuss with USDA project leadership.	High	Closed. Conducted working session between USDA project leadership team and EY team to develop site visit timeline to meet goals, objectives, and expectations.
C	Risk	USDA Work-Stop Order	USDA issued EY an official notification memo of contract being as a “non-excepted” contract during government shutdown, and therefore all contract efforts ceased on 22 Dec 18.	Await further guidance	High	Closed. USDA issued a memo on 28 Jan 19 rescinding the work-stop order

Risks and Issues (III/III)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
C	Issue	Long list of locations	136 EOIs serve as the “closed” universe of locations for ERS and NIFA relocations. No other location(s) could be explored outside of the 136 EOIs. Update: additional 3 EOIs were identified for a total number of 139.	Using the 136 EOIs as the long list of locations	Moderate	Closed
C	Risk	Availability and schedule	Timely review and feedback are required to meet tight timelines to completed medium and short lists of locations.	Continue to monitor during weekly EY-USDA project team conference calls. Address issues, challenges, and changes as necessary to maintain timeline.	Moderate	Closed





United States Department of Agriculture (USDA)

Office of Procurement and Property Management

Site Solicitation Consulting Services Project

Contract no. 12314419C0002

Monthly Status Report – June 2019

Agenda

- ▶ Accomplishments
- ▶ Project Progress
- ▶ Deliverable Status
- ▶ Risks and Issues

June Accomplishments

Accomplishments	
Activity Completed	
Phase 5- Leadership Recommendations	
Sent USDA Project Leadership Team incentives package	10 Jun
Sent narrative report framework to USDA Project Leadership team for review and inputs	10 Jun
Worked with USDA Project Leadership team on draft word narrative report on site summary analysis and cost ground rules and assumptions	Draft version 11 Jun
Provided USDA Project Leadership update on follow up incentives discussions with Kansas Department of Commerce	11 Jun
Reviewed USDA narrative report and provided updates and feedback	13 Jun

Status of Funds – Through June**

Labor Hours

Proposed Project Role	Proposed Level of Effort	Actual Level of Effort	Balance
Engagement Partner	90	141	-51
Site Selection Technical Lead	229	180	49
Project Manager	656	723	-67
Senior Analyst	984	697	287
Analyst	656	695	-39
Total Labor Costs	2,615	2,435	180

Total Dollars


Proposed Project Role	Proposed Hourly Rate	Proposed Costs	Actual Costs	Balance
Total Labor Costs		\$325,811	\$308,321	\$17,489
Other Direct Cost (ODC): Est. travel		\$13,500	\$9,755	\$3,745
Total Price (Labor + ODC)		\$339,311	\$318,076	\$21,234.51

**** No additional costs in June**

Project progress



		Phase 1 Project initiation and planning	Phase 2 Site selection criteria and requirements	Phase 3 Location screening and analysis	Phase 4 Site visits and final options	Phase 5 Leadership recommendations
		Oct - Nov	Nov - Dec	Dec – Apr**	Apr – May**	Jun**
		Communications Strategy and Plan				
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Draft message – final selection	Draft message for public release of final selection	TBD	Completed	Prepared by USDA
Communication Strategy and Plan	Create communication plan, including targeted audience, methods, enabling tools, channels, timelines, owners, and evaluation approaches	N/A	Completed	Considered a “living document” Submitted communication strategy on 11 Dec 18

Risks and Issues (I/III)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
1	Issue	Additional services and deliverables	<p>EY team worked on a follow-up narrative report to outline cost analysis and benefits based on projected savings from relocation.</p> <p>Also supported site visits in May with local EY practitioners from incentives team. Practitioners attended local meetings and discussions.</p> <p>Team continued to support USDA Project Leadership team with follow up discussions with local sites to obtain best and final offers of incentives.</p>	Discussed with USDA project manager, and will give notice to Contract Officer in event additional funds and contract modification are needed.	High	Open. No formal contract modification.
2	Risk	Final site selection	Secretary Perdue's final selection announcement could result in negative internal (NIFA, ERS, USDA) and external (Congress, public media) reactions	Defer messages, calls, or other communications to the USDA relocation mailbox. Monitor on a case-by-case basis.	High	Open. Monitoring on a case-by-case basis.
C	Risk	Change management	During Town Halls, ERS and NIFA agency employees projected high-levels of anxiety due to the uncertainties of the transition.	Incorporate frequent communication to employees on progress. Evaluate change management requirements as project progresses.	High	Closed. Messages to USDA employees maybe required.

Risks and Issues (II/III)

#In	Risk/ Issue	Title	Description	Mitigation Plan	Risk Criticality*	Status
C	Issue	Adjustment of project approach and level of effort	<p>Proposed approach and level effort did not include the collection, analysis, and evaluation of the 139 EOIs submitted to USDA.</p> <p>Methodology and approach to analyzing and evaluating the 139 EOIs are different than proposed.</p> <p>Impact: additional LOE was required. As a result, additional funding may be required to complete efforts.</p>	<p>Adjusted approach and level of effort to address reviewing and analyzing of 139 EOIs. Team captured the level of effort required.</p> <p>Discussed with USDA project manager, and will give notice to Contract Officer in event additional funds and contract modification are needed.</p>	Moderate	Closed. Increased and maintained frequent, daily communication with USDA project manager on timeline and level of effort.
C	Risk	Site visit timeline	<p>Proposed two week timeline to conduct site visits to top 5-6 MSAs, analyze each location; and develop analysis and recommendations is extremely tight and logistically challenging.</p> <p>Impact: site visits may need to be compressed from typical 2-3 days to less than one day. Therefore, key meetings and interactions with EOI stakeholders would be eliminated. Impact to analysis and final recommendations.</p>	Propose an updated timeline with areas of concerns to discuss with USDA project leadership.	High	Closed. Conducted working session between USDA project leadership team and EY team to develop site visit timeline to meet goals, objectives, and expectations.

Risks and Issues (III/III)

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C	Risk	Availability and schedule	Timely review and feedback are required to meet tight timelines to completed medium and short lists of locations.	Continue to monitor during weekly EY-USDA project team conference calls. Address issues, challenges, and changes as necessary to maintain timeline.	Moderate	Closed

