

Military Program-Specific Information - REF8011

MILCON projects will be entered into P2 via the P2/DIRNET interface. This interface will also push/pull data from P2 back to CAPCES AND ACES-PM. PMP schedules should be entered by the PM, various milestones recorded, cost updates to the construction cost should come from an MCACES interface & a preliminary construction schedule prepared (I think prepared by the cost engineer [this ties cost & time to tasks] - reviewed by construction), award data entered by the PM, this should auto create the HAG (Historical Analysis Generator) & feed the RMS with the costs & preliminary schedule & RMS module handles the job thru closeout. The 1354, schedule updates, cost updates, closeout stuff - all this can be done within RMS & should feed P2 & CEFMS (others??CAPCES & ACES-PM) as appropriate. All these soft wares need to act as separate modules with interfaces to P2 (or whatever the final name) - controlled by e-cards & passwords for various authorities. Response: All these interfaces have/will be created/evaluated for inclusion.

A policy section should be added to Military Program- Specific Information – REF8011 and should reference Cost Engineering Policy and General Requirements - ER 1110-1-1300, Construction Cost Estimates - EI 01D010, Programming Cost Estimates for Military Construction - TM-5-800-4, Code 3 Design with Parametric Estimating – TI 802-01, Military Programs Cost Engineering – ER 1110-3-1300, and Military Work Breakdown Structure. Most of these are available on the web electronically. Cost is a big part of PMBP and customer satisfaction, the regulations should be referenced and followed. Response: The portal will contain a link to the website containing all the regulations.

There are no Data Checklists for Military or HTRW Sections, REF8011 and REF8012 and maybe there should be. Response: There will be a form created for initiating a project in P2. This form will contain the required elements for executing and upward reporting a project.

Scope

This reference document describes the Work Breakdown Structure, Milestones, Activity templates, and Comments used on projects falling under the military program, including Military Construction (MILCON), Reimbursable (O&MA, Response: Reworded etc.), and other programs, such as Real Estate support. There is also a section on contingency development and usage within the military program.

Distribution

Project Manager (PM)

Project Delivery Team (PDT)

Ownership

The BP/P2 Configuration Manager is responsible for ensuring that this document is necessary and that it reflects actual practice.

Work Breakdown Structure (WBS)

Suggest that the discrepancy between RMS (having no WBS) and P2 be resolved.

JUSTIFICATION: In that RMS will feed data to P2 automatically, PMs will be required to maintain construction WBS information that is “second-hand” if not corrected. **Response:** The RMS interface being developed will be a more robust interface than the one to PROMIS.

Add WCC to WCE description and flowchart. **JUSTIFICATION:** WBS elements (called WCE’s in accordance with the CEFMS definition and also as found in this on-line web-based PMBP manual’s glossary) is a “child” of the CEFMS Work Category Code (WCC) (see ER 37-345-10 Chapter 6 @ <<http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-345-10/c-6.pdf>>). Therefore, WCC has a “one” to “many” relationship with WCE. Suggest this relationship and flowchart be displayed so that in establishing work estimates in P2, PM’s will be aware of how this is tracked as actual obligation in CEFMS **Response:** The WBS is no longer tied to the WCE. WCC and WCE codes will be activity codes.

ADD: 01000 - Project Planning Phase. **JUSTIFICATION:** This work includes MSC’s certification of DD Form 1391, Planning Charrettes, district support in writing DD Forms 1391, Regional Management Board activities, and selection and contracting of A-E firms for pre-design and design, i.e., all work involved with a Design Code “1.” **Response:** Much of the work described above occurs prior to the release of a Code 1. That work will be accomplished as separate reimbursable projects. Once a Code 1 is released the project moves to the design stage and all work there is appropriately captured under design.

01000 Project Management Plan Documents

 10000 Project Functional Development Documents prior to Congressional Submission. **JUSTIFICATION:** Pre-design (Parametric or Concept) primary focus is to finalize the DD Form 1391 cost and scope for submission to Congress, i.e., all work involved with a Design Code “2” or “3.” Work includes making a site inspection, holding a Design Charrette, correction of DD Form 1391, preparation of ENG Form 3086, Value Engineering Study, BCOE review, determination of the construction procurement strategy, and submission of a Parametric, Project definition or conceptual design package. **Response:** Rejected. See comment above. Once a Code 1,2,3, or 6 is issued the project is in design. Prior to the receipt of a Code 1,2,3,or 6, there is no formal project at the district and work will be treated as a separate reimbursable project.

20000 Investigation Products

30000 Design Procurement Products

 40000 Final Design Products **JUSTIFICATION:** Combine all design after issuance of a Design Code “6” or “7” under one WCE. **Response:** WBS is being revised.

~~41000~~ ~~Project Definition Phase (15%)~~ **JUSTIFICATION:** These WCE's should be incorporated into above WCE "1000." In that both a 15% and 35% review would never occur on one project, the rationale for separate WCE's is invalid. AR 415-15 also defines a "5 to 15%" range that can be resolved by above WCE "1000." **Response:** WBS is being revised.

42000 Concept Design Phase (35%)

~~42400~~ ~~Value Engineering~~ **Delete this WCE. JUSTIFICATION:** This WCE is redundant to the CEFMS WCC element "1A200 - Value Engineering Activities." (see <<http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-345-10/c-6.pdf>>). By having a VE WCE, VE work cannot be performed in any of the design and construction (VECP) WCE phases **Response:** VE is almost always performed during the design phase, typically at 35% or earlier.

~~43000~~ ~~Preliminary Design Phase (65%)~~ **JUSTIFICATION:** No longer used. If so, the programs need to be stated. I believe this was an old Air Force milestone that is no longer used. **Response:** WBS is being revised.

44000 Final Design Phase (95%)

~~45000~~ ~~Ready to Advertise Design Phase (100%)~~ **JUSTIFICATION:** This is a milestone and unless defined, work associated with it cannot be determined. **Response:** WBS is being revised.

50000 ~~Construction Procurement Products~~ Procurement for Construction Contract **JUSTIFICATION:** Combine all activities after issuance of a Design Code "9" under one WCE. **Response:** Construction procurement occurs prior to the issuance of a Code "9", the project has to be solicited before you can award.

60000 ~~Construction Products~~ Contract **JUSTIFICATION:** Combine activities of each construction contract and Work Order under individual "6000" WCE's (Project to Contract is "many" to "one") to be able to properly interface with RMS. **Response:** Each contract will be a separate activity for the linkage to RMS.

61000 Work Agreement

62000 Construction Management

70000 Project Fiscal Closeout Products **Clarify by writing a definition. Work should include A-E Liability, CIP/WIP, final DD Form 1354, claims and ADR, As-builts, Final CCASS and ACASS evaluations, Transfer and warranties, CLL, assurance customer has correct cost and other information in IFS, etc.** **JUSTIFICATION:** In practice this has been confused with construction closeout. Construction Contract Closeout must not be separated from Construction Products in that all construction contract costs need to be collected under "6000" to maintain the relationship developed between P2 and RMS, i.e., "Project" in P2 to "Contract" in RMS has a

one to many relationship. Response: This is fiscal closeout, contract closeout, warranty, etc. occurs prior to this. Fiscal closeout is required to have a local SOP.

80000 Operation and Maintenance Products
 90000 Real Estate Products

All projects falling under the military program will use the same Work Breakdown Structure. Few (if any) projects will have activities within all of the WBS.

Milestones

Need to add milestones for Cost Estimating. Response: Cost estimates are associated with the appropriate design phase. That phase is not complete until the cost estimate is complete.

Milestones totally ignore ER-1110-3-1300. Milestones for a Code A estimate, Concept (Code C) estimate at 35%, Final Design Estimate (Code C), and a Code F estimate. This estimate must be included as milestones; as they are critical input for the PM for reporting and decision-making. Response: The determination for which estimate is current is based on what stage of the schedule you are in. The schedule determines which level of estimate is current.

Milestone No.	Milestone Name	Remarks
006	Start Development of PMP	
009	Project Management Plan Approval	
012	Design Criteria Available	
018	AE Contract Award	
021	Initiate RE Acquisition	
025	Design Start	
403	Receive S1 Submittal	Medical Project
405	Receive Parametric Design (15%) Submittal	S2 for Medical
030	Parametric Design (15%) Complete	For projects with PD (formerly Project Definition for Army)
412	Receive Concept (30%) Submittal	
031	Concept (35%) Design Complete	For projects with a concept design
036	Start Final Design	
039	Complete RE Acquisition	
415	Receive 65% Submittal	
425	Receive Final (90%) Submittal	
430	Receive 100% Submittal	
435	Receive Corrected Final	

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042	Submittal Final Design Complete/RTA	<u>Suggest: Includes completion of ‘Studies, Planning Efforts, and other Facility Support Actions(i.e One Stop) where product is turned back to the customer. Response: Agreed</u>
445	BCO Certification Receive Authority to Advertise Planning PR&C to CT (Construction)	
101	Issue Presolicitation Notice in CBD	
045	Advertise	Issue IFB, RFP, etc.
048	Construction Contract Bid Open/Receipt of RFP	
051	Construction Contract Award	
054	Notice to Proceed (NTP) Acknowledged	
066	Beneficial Occupancy Date	
069	Actual Contract Completion	Physical contract completion.
<u>??</u>	Warranty Inspection	
<u>??</u>	End of Warranty Period	
072	Construction Contract Closeout	Fiscal completion of a contract.
450	Project Fiscally Complete	All contracts complete and funds returned.

069- Actual Contract Completion is the legal completion date when the is accepted by the KO with or without deficiencies and the application of liquidated damages stop. All time growth calculations are based on this date, not physical completion. Response: see reworded document.

--- Physical contact completion is when all punch list items have been completed and is generally after Actual Contract Completion. Suggest separate milestone for this date. Response: Accepted

Add milestones: ACASS/CCASS and DD Form 1354 Milestone Dates are also currently being tracked at HQ. Response: milestones are being added to RMS, and don’t need to be duplicated in P2.

There is nothing sacrosanct about the milestone numbers. The names are what we need to have standard. Milestones are activity codes within P3e and are assigned to activities that are designated as type “milestone”.

The milestone “Project Management Plan Approval” is required on all but the simplest of projects. “Design Start” will be used as the designated start of studies as well as actual design. Either “Parametric (15%) Design Complete” or “Concept (35%) Design Complete” will be used on ALL Military Construction (MILCON) projects. “Start Final Design” will also be used on ALL MILCON projects. “Final Design Complete/RTA” will be used on ALL projects which

include construction activities and to designate the completion of studies. ALL projects proceeding to construction will include “Advertise”, “Construction Contract Bid Open”, “Construction Contract Award”, “Notice to Proceed (NTP) Acknowledged”, “Beneficial Occupancy Date”, “Construction Contract Closeout” and “Project Fiscally Complete”. The remaining milestones are made available for use by individual districts/centers/regional business centers for their use in managing their individual projects/programs. Many of these are included in the activity templates but their use is optional.

Activity templates

A number of activity templates have been developed to aid in the establishment of projects within P3e. They include activities, milestones and schedule logic. Activities can be added, modified, deleted, or ignored based on the requirements of the particular project. Caution should be used in deleting milestone activities to ensure that all mandatory milestones remain. The user can create their own activity schedule and logic, but in doing so, must make sure that all mandatory milestones are included at the appropriate location in the schedule logic to capture required data.

A-E Design Bid Build – Activity template for projects designed by an A-E that include a 15% submission and then proceed to 95%.

A-E Design Bid Build with 65% - Activity template for projects designed by an A-E that include a 15% submission, but also include a 65% submission prior to proceeding to 95%.

A-E Design/Build – Activity template for design/build RFP’s developed by an A-E.

A-E Medical Design Bid Build – Activity template for medical projects design by A-E, including all intermediate submissions (S1, S2, etc.) as well as presentations to DMFO, leading to a fully designed medical project.

A-E Study – Activity template for larger studies that are performed by A-E.

Environmental Study – Activity template for simpler/shorter duration studies.

Hired Labor Design Bid Build – Activity template for projects designed by in-house forces that include a 15% submission and then proceed to 95%.

Hired Labor Design Bid Build with 65% - Activity template for projects designed by in-house forces that include a 15% submission, but also include a 65% submission prior to proceeding to 95%.

Hired Labor Design/Build - Activity template for design/build RFP’s developed utilizing in-house forces.

Hired Labor Investigation/Study – Activity template for small or large studies that are performed by in-house forces- such as One Stop services. [Installation Support Division requires a simplified template for One Stop services, Planning Studies and 1391

development/certification. This template and the IDIQ Task Order/Small Project template could be used for these purposes.] Response: Military Team will evaluate and revise as necessary.

IDIQ Task Order/Small Project – Simplified activity template for projects executed under an IDIQ task order or other simplified procurement strategy requiring little or no design.

Suggest template for other contractual vehicles such as MATOC. Response: Additional templates will be added as the need arises. MATOC work should be able to be handled with the IDIQ Task Order template.

Real Estate Acquisition – Activity template for acquisition of real estate.

Real Estate Disposal – Activity template for disposal of lands no longer required by the government.

Real Estate Outgrant – Activity template for award of an outgrant.

Homeowners Assistance Program – Activity template for executing the Homeowners Assistance Program (HAP).

Comments

In P3e, notebook fields can be assigned at the project, WBS, or activity level (or multiple levels). There will be five types of notebook fields at the project level used for specific purposes as defined below.

Synopsis – A short project description (paragraph or less) used in reports, fact sheets, etc.

Detailed Project Scope – Complete details of the scope of the project as defined in the DD 1391 or provided by the customer. This field will be updated to reflect the current agreement with the customer on the scope of the project.

Status – Brief status of the project for use in reports. This field is NOT to be used to discuss project issues.

Issues for Higher Headquarters/Customer – Issues that are included in upward reporting and reports to the customer.

Tier Justifications are currently required when the original Tier designation of a projects in the current FY execution program shifts to a lower Tier, i.e. Tier 1 to Tier 2 or 3. Response: will be added.

Issues for Internal Use Only - Issues that are for use within a district/center prior to their release to Higher Headquarters or the customer, such as issues to be addressed by the PRB. These issues may be resolved without release to Higher Headquarters or the customer.

Contingency [This section seems out of place.]

Note that the supporting paragraphs seem to be for contingencies related to Civil Works - not MILCON. Probably should be re-visited & the intent verified. Response: Reviewed and consider wording correct. This section addresses total project, not just construction.

REF8003, REF8011 and REF8017 all have contingency information, do we need the same information in all three places. Response: The program specific processes address the areas where the individual programs differ from each other. Some common information is included for clarity.

Contingency funds are program or project funds that have been set-aside, or reserved, to cover program or project uncertainties. Ideally, the greater the uncertainty of a program or project, the greater the percentage of available funds set aside as program or project contingency funding.

Many customers and agency programs have established/negotiated unique definitions of contingency funds, based on a set percentage of total programmed funds. Some customers, like the US Air Force, have established USACE-wide criteria for the use of contingency funds, requiring coordination and approval outside of the responsible USACE MSC or PDT membership.

Program managers are responsible for coordination and approval of such actions outside of the MSC or PDT membership. Program managers must certify that USACE approved, customer contingency funding criteria have been met before authorizing use of such funds.

The PDT is responsible for developing project budgets, identifying the level of uncertainty, and including an appropriate amount of contingency in the budget.

Budgets for studies, designs and construction will be developed by the PDT and include a contingency amount commensurate with the level of uncertainty associated with the particular study or design. There is not a separate line item for contingency in a design or study, but the level of effort used in the development of the project budget will include a contingency amount of effort to deal with the level of uncertainty in the design/study effort on a particular project.

Estimated construction costs will include a contingency amount based on the level of design detail and uncertainty (i.e., a 15% design estimate would have a higher contingency in the estimate than a 95% design estimate). This is not to say that the contingency line item in the construction estimate will be adjusted, just that the components of the estimate will include a contingency amount based on the uncertainty of the particular component.

A current working estimate (CWE) will be prepared at each design submission and include a contingency amount as specified by the provider of the funds (Air Force, Army, DPW, BCE, or other military customer). Supervision and Administration (S&A) will be calculated based on the estimated or actual contract amount plus allowed contingency and included in the CWE.

Mandatory changes will be funded from the contingency amount when adequate contingency is available. Costs above the available contingency must be addressed by securing additional, appropriate customer funds or reductions in construction scope. User changes must be approved by the appropriate authority and are funded using contingency funds or additional customer funds.

Contingency funds shall not be distributed to a specific program or project activity by anyone other than the responsible program manager or his/her designated representative.

Distribution can be made to a specific activity only after established program/project specific requirements have been met, certified and approved by the program manager or designated representative.

The Program Manager may delegate approval and certification of contingency funds to a designated representative (usually the PM). However, the Program Manager:

- Must make such delegations by name.
- May designate no more than one representative per project.
- May change representatives at any time during the life of a project.

The Program Manager's appointment cannot be further delegated. A single individual may be delegated contingency fund authorization for multiple projects.

Contingency funds may be stored in a separate work item if desired, but that is not a requirement.

The PM is responsible for reporting any remaining funds to RM for return to the customer upon project completion.

[Expiring military contingency funds must be returned to the customer if not obligated before the appropriation expires for new obligation. Response: accepted as reworded.](#)

Supervision and Administration (S&A) [This section seems out of place. Suggest this section be deleted and a new PROC for S&A be developed based on the S&A Pilot Study Team recommendations.] Response: We will evaluate when study is complete.

Flat rate S&A goals are-is established by HQUSACE Response: accepted as reworded and allocated at the MSC level. Once those allocations are established, each activity's S&A manager is responsible for developing resource estimates for the S&A funds allocated at MSC level. District S&A r~~Resource estimates~~ for flat rate projects Response: accepted are to be developed in coordination with Construction staff to accurately estimate the cost of doing work.