

* NWD Comments Included.

Copyright Oracle Corporation, 2000. All rights reserved.

Civil Works Program-Specific Information - REF8010

Copyright Oracle Corporation, 2000. All rights reserved.

Scope

THIS IS A SHOW STOPPER!!!!!!

The WBS for O&M is based on business functions and not on work items as in CEFMS therefore making the correlation to P2 very difficult. Response: The WBS has been modified to include business functions.

O&M non routine (or Large CAP) needs ability to have the correct breakdown structure to tie to CEFMS using the correct Work Category Code and Element. Response: You will have the capability to have correct breakdown structure.

This reference document includes Civil Works Program-specific reference information necessary to supplement the overall Project Delivery Processes. This supplemental information is necessary in order to satisfy the specific needs of all projects funded under Civil Works Appropriations, whether direct funded or reimbursable. The document includes such items as the Civil Works Program and Budget Process, Civil Works Operation and Maintenance Automated Budget ~~Process~~ Response: Accepted. System (ABS) interface, Work Breakdown Structure WBS(s), Activity Templates, Milestones, Contingency Funds Management, Comment Fields, and Civil Works Data Checklist.

Distribution

Program Managers (PgM) Response: Accepted.

Project Delivery Team (PDT)

Project Manager (PM)

Ownership

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

Civil Works Program and Budget Process

This process describes the requirements for the development and submission of the Annual Civil Works Program and Budget in accordance with EC 11-2-18(X) for each fiscal year. The process covers an approximate 21-month time frame and therefore includes information relative to the CFY, CFY+1, CFY+2 and CFY+3. Appropriate linkages to the overall Project Delivery Process are included, especially for major events such as initial development and submission of the budget, OMB passback and reclama, capability development, budget defense, and ultimate

appropriation of funds. The process also describes how budget versions of the active project schedule will be developed and used in P2 to model the data necessary for the Civil Works Program and Budget. This process incorporates the program and budget development functionality of PRISM, which will be replaced by P2 upon full deployment.

A supplemental process to interface P2 with the Civil Works Operations and Maintenance Automated Budget System (ABS) is also under development, and will be linked to the Civil Works Program and Budget Process when completed.

Refer to *Civil Works Program and Budget Cycle – PROC7000[PROC7000]* .

Civil Works Operation and Maintenance Automated Budget **Process System (ABS) Interface **Response: Accepted.****

USACE prepares for the operation and maintenance of its Civil Works facilities in two distinct phases. The first phase is the development of a budget for the O&M program and the second is the execution of all activities within the program. Appendix C of the Program Development Guidance specifies the procedures for developing the O&M budget. The Guidance sets a budget target in dollars for each MSC. The budget is then built from the ground up. Each project operations manager creates work packages – a set of tasks that can be done independently – needed to operate and maintain his project. All work packages from projects are grouped at the District, then Division and finally USACE-wide. Work packages are ranked in importance at each level across all projects and business areas. The most important work packages are funded up to the budget target. ~~Those work packages not included in the budget are considered part of the O&M backlog. The Glossary (REF 8000) defined neither “backlog” or “critical backlog.” This document does not differentiate between Level 2 and Level 3 (levels used for FY04 program development). (Thus, while OMB continues to criticize the Corps for overestimating our critical backlog, we’re now going to further confuse the issue. We need to discuss this from a policy standpoint before implemented.)~~ Response: The CW P2 Team will review and evaluate.

The Automated Budget System (ABS) is the automated information system (AIS) built and adapted to fit the O&M program development process. The ABS stores the full set of operating USACE projects, facilitates the creation of work packages and the ranking process, and includes a set of tools to analyze and report the impacts of different budget scenarios. The P2 AIS can be adapted to replace the ABS, but this change will require some time to complete. This document indicates it will be quite some time before ABS is integrated with P2. It has also been stated that PRISM will be shut down when P2 is fielded. It sounds like the left and right hands may not be communicating and the O&M program may be left without any AIS or that USACE may end up with a bill that is not currently programmed resulting from the requirements to continue PRISM operation. Response: nothing will be ‘turned off’ until the functionality has been fully integrated in p2]

P2 must be built to accommodate Power Marketing Agency (e.g. BPA, TVA, SWAPA) budgeting and funding. [Response: noted – needs to be included in templates]

The ABS does not help manage the execution of the O&M program. The final piece of information contained in ABS during a budget cycle is the work allowance given to each project and the work packages included in the work allowance. The management of the execution of the O&M program is done via PRISM, PROMIS, CEFMS, and other methods. P2 can be used immediately to replace these other methods for managing the execution of the O&M program.

The interface between ABS and P2 will specify a mapping of ABS projects, work packages, work category codes and funded status to P2 projects, work breakdown structure and activities. The transfer of ABS data into P2 will provide a starting point for a critical path of activities. Each manager will have to adjust project data, due to the differences in the way ABS and P2 handle budget data. The ABS interface document will specify the mapping between ABS and P2 and suggest methods for adjusting data after the transfer.

Work Breakdown Structure (WBS)

One WBS has been standardized for use across all specifically authorized civil works projects. Separate Work Breakdown Structures have been developed for the Operations, Maintenance, Regulatory, Emergency Operations, Continuing Authorities, and the Formerly ~~Used~~ Utilized (needs global fix) Response: Accepted. Sites Remedial Action Program (FUSRAP) because of the unique characteristics and requirements of these programs. The WBS includes elements that outline the categories of work (products or services) that are necessary for successful project delivery and upward reporting through the basic phases of project planning, project execution and control, and project closeout. The activities necessary to produce the products or services are added in the Activity Templates in order to actually schedule and resource the work. Some WBS elements may not be applicable to all projects. WBS codes are being standardized to the maximum extent possible across Civil Works, Military, Environmental, and IIS (SFO) programs.

Projects Specifically Authorized by Congress

- 01000 – Project Management Plan (PMP)
- 10000 – Reconnaissance Report / Section 905(b) Analysis (Recon)
- 11000 – Feasibility Study Cost Sharing Agreement (FCSA)
- 20000 – Feasibility Report (Feas)
- 30000 – Pre-Construction Engineering and Design (PED) Agreement
- 31000 – Limited /General Reevaluation Report (LRR/GRR)
- 32000 – Design Documentation Report (DDR)
- 40000 – Project Cooperation Agreement (PCA)

41000 – PCA Escrow Agreement

50000 – Construction Contract Documents

60000 – Construction

61000 – Engineering & Design (E&D) During Construction

62000 – Supervision and Administration (S&A)

70000 – Fiscal Closeout

80000 – Final Closeout and Sponsor / USACE assumption of OMRR&R.

Operations [Where's "Power"?](#) Response: [Templates have been redone based on business functions.](#)

90000 – Project Management Plan (PMP)

90050 – Contractor Earnings

90100 – O&M of Structures, Facilities, Equipment

90150 – Studies and Surveys

90200 – Dam Safety

90250 – Water Management

90300 – Environmental Management

90350 – Dredging Activities

90400 – Real Estate Actions

90450 – Baseline Management of Structures, Facilities, Equip (except Dredging)

90500 – Non-Baseline Management of Structures, Facilities, Equip (except Dredging)

90550 – Remaining O&M Funded Major Rehab (Complete Replacement) Projects

90600 – Recreation

Maintenance [Where's "Power"?](#) Response: [Templates have been redone based on business functions.](#)

- 91000 – Project Management Plan (PMP)
- 91050 – Contractor Earnings
- 91100 – O&M of Structures, Facilities, Equipment
- 91150 – Studies and Surveys
- 91200 – Dam Safety
- 91250 – Water Management
- 91300 – Environmental Management
- 91350 – Dredging Activities
- 91400 – Real Estate Actions
- 91450 – Baseline Management of Structures, Facilities, Equip (except Dredging)
- 91500 – Non-Baseline Management of Structures, Facilities, Equip (except Dredging)
- 91550 – Remaining O&M Funded Major Rehab (Complete Replacement) Projects
- 91600 – Recreation

Regulatory

- 92000 – Project Management Plan (PMP)
- 92050 – Permit Evaluation
- 92100 – Enforcement
- 92150 – Administrative Appeals
- 92200 – Studies
- 92250 – Other Navigation Regulations
- 92300 – Regulatory Environmental Impact Statements
- 92350 – Jurisdictional Determinations

Emergency Operations

93000 – Project Management Plan (PMP)

Continuing Authorities Program (CAP)

Section 14/208 and Section 204/206/1135 – PDA

94000 – Initial Appraisal / Fact Sheet

94050 - Project Management Plan (PMP)

94100 - Planning and Design (PDA) Analysis

94150 – Report and Project Approval

94200 – Commitment of Construction Funds

94250 – Project Cooperation Agreement (PCA)

94300 – Construction Contract Documents

94350 – Construction

94400 – Engineering & Design (E&D) During Construction

94450 – Supervision and Administration (S&A)

94500 – Fiscal Closeout

94550 – Final Closeout and Sponsor assumption of OMR&R

Section 103/107/111/205 and Section 204/206/1135- Feas

95000 – Initial Appraisal / Fact Sheet

95050 - Project Management Plan (PMP)

95100 – Feasibility Cost Sharing Agreement (FCSA)

95150 – Feasibility Study / Detailed Project Report (DPR)

95200 – Plans & Specs

95250 – Project Approval

- 95300 – Commitment of Construction Funds
- 95350 – Project Cooperation Agreement (PCA)
- 95400 – Construction Contract Documents
- 95450 – Construction
- 95500 – Engineering & Design (E&D) During Construction
- 95550 – Supervision and Administration (S&A)
- 95600 – Fiscal Closeout
- 95650 – Final Closeout and Sponsor assumption of OMRR&R

Formerly ~~Used-Utilized~~ Sites Remedial ~~Action~~ Program (FUSRAP) (need global change)
Response: [Accepted](#).

- 96000 – Project Management Plan (PMP)
- 96050 – Preliminary Assessment (PA)
- 96100 – Site Investigation (SI)
- 96150 – Remedial Investigation (RI)
- 96200 – Feasibility Study (FS)
- 96250 – Engineering Evaluation / Cost Analysis (EE/CA)
- 96300 – Technical Assistance
- 96350 – Project Mgmt and Pre-Remedial Action
- 96400 – Remedial Design (RD)
- 96450 – Interim Remedial Action
- 96500 – Remedial Action (RA)
- 96550 – Remedial Action – Operation (RA-O)
- 96600 – Long Term Monitoring
- 96650 – Post Remedial Action / Fiscal Closeout

96700 – Real Estate Analyses

96750 – Potentially Responsible Party (PRP) Analyses

Activity Templates

Need a separate breakdown for both Dam Safety Assurance and Major Rehab Programs. (see proposed template below) Response: Being evaluated by the CW P2 Team.

Individual Activity Templates have been developed for each element of the WBS, by adding the recommended underlying activities that are necessary to be performed to produce the associated product or service. Activity Templates can be linked end-to-end to produce complete project templates that encompass programmatic phases of a project, such as General Investigations (Recon-FSCA-Feasibility-PED Agreement-Plans & Specs), etc.

The Activity Templates include the minimum milestones required for program/project execution and control and upward reporting, and the order of the activities in the template establishes the general basis of the subsequent schedule logic. In P3e, the Activity Templates form the backbone for program/project delivery that is fleshed out by adding appropriate activity durations, logic linkages, and resources. Activities included in the templates can be modified, deleted, or ignored, based on the requirements of the particular project or PDT preference. However, caution should be used in deleting activities associated with required milestones, to ensure that all mandatory milestones are represented. The user can add activities and logic, but in doing so, must make sure that all mandatory milestones are included at the appropriate location to capture required data, and that all added activities are properly aligned with the WBS. To ~~ensure~~ **Response: Accepted.** uniformity of coding and reporting on categories of work, Work Category Codes (WCC) and Work Category Elements (WCE) have been embedded at the WBS level. ~~Feature/sub-feature- WCC~~ information will be entered as Activity Code data in P3e **(Conflicts with above sentence.) Response: See reworded master document. Concerned about creating an excessive number of additional codes. . Response: We are not creating additional codes.** Project Purpose will be entered as Project Code data in Oracle Projects.

At this time, Activity Templates are- provided for the following:

Projects Specifically Authorized by Congress:

Project Management Plan (PMP)

Reconnaissance Report / Section 905(b) Analysis (Recon)

Feasibility Study Cost Sharing Agreement (FCSA)

Feasibility Report (Feas)

Pre-Construction Engineering and Design (PED) Agreement
Limited / General Reevaluation Report (LRR/GRR)
Design Documentation Report (DDR)
Project Cooperation Report (PCA)
PCA Escrow Agreement
Construction Contract Documents
Construction
Engineering and Design (E&D) During Construction
Supervision and Administration (S&A)
Fiscal Closeout
Final Closeout and Sponsor/USACE Assumption of OMRR&R
Operations
 Project Management Plan (PMP)
 Contractor Earnings
 O&M of Structures, Facilities, Equipment
 Studies and Surveys
 Dam Safety
 Water Management
 Environmental Management
 Dredging Activities
 Real Estate Actions
 Baseline Management of Structures, Facilities, Equip (except Dredging)
 Non-Baseline Mgmt of Structures, Facilities, Equip (except Dredging)
 Remaining O&M Funded Major Rehab (Complete Replacement) Projects
 Recreation

Copyright Oracle Corporation, 2000. All rights reserved.

Maintenance

Project Management Plan (PMP)

Contractor Earnings

O&M of Structures, Facilities, Equipment

Studies and Surveys

Dam Safety

Water Management

Environmental Management

Dredging Activities

Real Estate Actions

Baseline Management of Structures, Facilities, Equip (except Dredging)

Non-Baseline Mgmt of Structures, Facilities, Equip (except Dredging)

Remaining O&M Funded Major Rehab (Complete Replacement) Projects

Recreation

PROPOSED TEMPLATES FOR MAJOR REHAB AND DAM SAFETY ASSURANCE: [Response: noted-under advisement]

- Identify a concern.
- Prepare a PMP
- Initiate a Major Rehab Study
- Perform a Major Rehab Study
- Submit a Major Rehab Study for approval
- Approve by HQ
- Optional initial funding of Advanced Design & P&S by O&M funds.
- Funding by Congress
- Initiate advanced design and P&S
- Complete Advanced Design and P&S
- Advertising for Construction
- Construction Phase

Regulatory

Project Management Plan (PMP)

Copyright Oracle Corporation, 2000. All rights reserved.

Permit Evaluation

Enforcement

Administrative Appeals

Studies

Other Navigation Regulations

Regulatory Environmental Impact Statements

Jurisdictional Determinations

Emergency Operations

Continuing Authorities Program (CAP)

Project Management Plan (PMP)

Planning and Design (PDA) Analysis

Feasibility Cost Sharing Agreement (FCSA)

Feasibility Study / Detailed Project Report (DPR)

Plans & Specs

Report and Project Approval

Commitment of Construction Funds

Project Cooperation Agreement (PCA)

Construction Contract Documents

Construction

Engineering & Design (E&D) During Construction

Supervision and Administration (S&A)

Fiscal Closeout

Final Closeout and Sponsor assumption of OMRR&R

Formerly ~~Used~~ Utilized Sites Remedial Action Program (FUSRAP) [Response: Accepted.](#)

Project Management Plan (PMP)

Preliminary Assessment (PA)
Site Investigation (SI)
Remedial Investigation (RI)
Feasibility Study (FS)
Engineering Evaluation / Cost Analysis (EE/CA)
Technical Assistance
Project Mgmt and Pre-Remedial Action
Remedial Design (RD)
Interim Remedial Action
Remedial Action (RA)
Remedial Action – Operation (RA-O)
Long-Term Monitoring
Post Remedial Action / Fiscal Closeout
Real Estate Analyses
Potentially Responsible Party (PRP) Analyses

Other

A/E or Services Contract Selection/Award – Fixed Price or Indefinite Delivery
A/E or Services Contract Award – Delivery/Work Order
Construction Contract – Open, Competitive Bid
Construction Contract – Request for Proposal (RFP) / Negotiated Procurement
Construction Contract – Small Business Set Aside
Real Estate

Milestones

Which of the 67 milestones for specifically auathorized civil projects and 44 for CAP projects are actually required by MSC/HQ use? If the answer is “all”, that is too many! [Response: they are included as best business practice for District project management – MSCs/HQ may/ may not

“pull” or monitor all of them. Not that many anyway when you breakdown by the phases of a project (Recon, Feas, PED, Construction, etc.)

Milestones are activity codes in P3e and are assigned to zero-duration activities marking the start or completion of a significant event. As a best business practice, a minimum set of required milestones has been pre-defined within each Activity Template for the benefit of the PDT, and District-level management, and as well as Response: Accepted. to satisfy corporate data needs at the MSC and HQUSACE levels. Since the Activity Templates may be modified for local use, these required milestones may be assigned to other activities. Some milestones such as “EA or FONSI Complete” may apply to multiple Activity Templates, and therefore may appear more than once in the overall project schedule. Additional, locally-defined milestones may be added to any activity to facilitate project execution and control. To the maximum extent possible, common milestones that occur across civil works, military, environmental and R&D programs, such as “Contract Award” have common, standard definitions and coding to facilitate communications and reporting.

Projects Specifically Authorized by Congress

Milestone Code	Milestone Name
	PMP Start
	PMP Approval
	Recon Report Start
	Draft Recon Report Submittal
	Recon Report Approval
	FCSA Start
	Draft FCSA Submittal
	FCSA Execution
	Feasibility Study Start
	EA or FONSI Complete
	EIS or SEIS Complete
	Water Quality Certification Received
	CZM Compliance Received

Copyright Oracle Corporation, 2000. All rights reserved.

AFB Documentation Submittal

AFB

AFB PGM Issued

Draft Feas Report Submittal

Final Feas Report w/NEPA Submittal

Feas Report Approval

Public Review Period Start

~~WM~~SC Commander's Public Notice [Response: Accepted](#)

Chief's Report to ASA(CW)

ASA(CW) Submittal to Congress

PED Agreement Start

PED Agreement Package Submittal

PED Agreement Submittal to ASA(CW)

PED Agreement Approval

PED Agreement Execution

LRR/GRR Start

ROD Signed

Draft LRR/GRR Submittal

Final LRR/GRR w/NEPA Submittal

LRR/GRR Approval

DDR Start

VE Complete

DDR Approval

DDR Submittal

PCA Start

PCA Package Submittal
PCA Approval
PCA Submittal to ASA(CW)
PCA Execution
Escrow Agreement Start
Escrow Agreement Submittal
Escrow Agreement Approval
Escrow Agreement Submittal to ASA(CW)
Escrow Agreement Execution
Plans & Specs Start
Draft Plans & Specs Complete
Plans & Specs Approval
Real Estate Acquisition Start
Real Estate Acquisition Complete
Sponsor notification of RE Requirements
Receipt of Real Estate
Real Estate Credits certified
NPDES Permit Application
NPDES Permit Received
RTA
Sponsor's Construction Funds Received
Construction Contract Advertised / RFP
Bid Opening
Construction Contract Award
Construction Contract NTP

Copyright Oracle Corporation, 2000. All rights reserved.

Construction Physical Completion

Project Fiscal Closeout

Final Acceptance/Transfer to Sponsor

Final Acceptance/Transition to O&M

Operations

Milestone Code

Milestone Name

(Under Development)

Maintenance

Milestone Code

Milestone Name

(Under Development)

Regulatory

Milestone Code

Milestone Name

(Under Development)

Emergency Operations

Milestone Code

Milestone Name

(Under Development)

Continuing Authority Program (CAP)

Milestone Code

Milestone Name

Receipt of Funds

Initial Appraisal Start

Copyright Oracle Corporation, 2000. All rights reserved.

Initial Appraisal Complete
PMP Start
PMP Approval
PDA Start
Draft PDA Complete
Final PDA Complete
FCSA Start
Draft FCSA Submittal
FCSA Execution
Feasibility/DPR Start
EA or FONSI Complete
EIS or SEIS Complete
Water Quality Certification Received
CZM Compliance Received
Draft Feas/DPR Submittal
Final Feas/DPR w/NEPA Submittal
Feas/DPR Approval
Construction Funds Requested
Construction Funds Committed
PCA Start
PCA Package Submittal
PCA Approval
PCA Execution
Plans & Specs Start
Draft Plans & Specs Complete
Plans & Specs Approval
Real Estate Acquisition Start

Copyright Oracle Corporation, 2000. All rights reserved.

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.

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.

Activity-level notebook fields will also be used to capture additional, product-specific scope-of-work information to supplement or support activity development and resourcing.

Contingency Funds Management

Contingency funds are program or project funds that have been set aside, [Response: Accepted](#) 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.

The PDT is responsible for developing project estimates and budgets, including identifying the level of risk and uncertainty with project activities, and including an appropriate amount of contingency funding in the budget commensurate with the level of risk and uncertainty to assure project success. Contingency funds management guidelines address two types of contingency funds: (1) contingencies that develop during the course of project execution when activities are completed at less than budgeted cost, allowing funds to be re-allocated to other activities or projects (refer to *Contingency Funds, Project Level – REF8003[REF8003]*), and (2) directly budgeted, programmatic contingencies, such as those for Construction, General projects specifically authorized by Congress.

The cost estimate for each project, subproject, or separable element of a project must include a separate item for contingencies as an allowance against some adverse or unanticipated condition not susceptible to exact evaluation from available data. Contingencies will be displayed under a separate feature using feature code 59. Separate line-items and descriptions may be used, if desired, under feature 59 to specifically display the contingencies associated with the work shown under features 01 through 31. The contingency allowance should be varied according to the stage of planning and design, [Response: Accept](#) after considering the sufficiency of the data which form the basis of each quantity estimate. *ER 1110-2-1302, Civil Works Cost Engineering, Appendix D, Procedures for Preparation of Cost Estimates* [<http://www.usace.army.mil/inet/usace-docs/eng-regs/er1110-2-1302/a-d.pdf>] shows reasonable percentage factors to be used for contingency allowances in estimates of costs for construction and relocation features. For projects that are not programmed to complete in the program year (CFY+2 before 1 October, next, and CFY+1 thereafter), the project cost estimate may include appropriate contingency allowances. However, the program year (CFY+2 before 1 October, next, and CFY+1 thereafter) request must not include an amount for contingencies, and such allowances must be distributed in the future years in proportion to the work to which the contingencies apply. Contingencies may only be included in the programmed or unprogrammed

balance to complete in proportion to the work included therein. For projects that are programmed to complete in the program year, the program year request may include an appropriate, reasonable amount for contingencies. As a project nears completion, the contingency allowance must be reduced accordingly. In no case will contingencies for completed work be included in the programmed or unprogrammed balance to complete subsequent to programmed project completion in the program year through program year+9. Claim settlements and deficiency judgments in the program year through program year+9 will be handled in accordance with normal reprogramming procedures. Program year through program year+9 requests must not include amounts for anticipated claim settlements or anticipated deficiency judgments.

Civil Works Data Checklist

A Data Checklist has been developed to identify all required civil works data elements and provide a crosswalk to the single-source data entry location in P2 or the location where the data is generated within P2. The Data checklist is being designed to assure that all required data elements are accounted for, including data elements in any integrated (i.e. replaced) databases such as PRISM (including the GI Database, CAP Database, etc.) and any other databases with which P2 interfaces such as CEFMS, RMS, etc., so that the data entry source is clearly identified. The checklist also provides additional meta-data information, such as a brief data element definition/naming convention; whether data input is a user choice or selected from a menu; whether single or multiple data entries are allowed (such as for Congressional District), etc.