Interagency and International Services (~~SFO~~IIS) Program-Specific Information - REF8017Response: Accepted

POD's Comments

Scope

This reference document describes the Work Breakdown Structure, Milestones, Activity templates, and Comments used on projects falling under the Interagency And International Services (IIS) Program. This category of work provides reimbursable assistance to non-Department of Defense (DOD) agencies and organizations. It does not include projects funded by U.S. Military (DOD) appropriations or USACE Civil Works appropriations. Most IIS (formerly SFO)Response: accepted customers are non-DOD Federal agencies, but also include state, local, territorial, tribal and foreign governments; international organizations; and U.S. firms. For non-DOD Federal agencies, other governments and international organizations, USACE performs inherently governmental functions, such as program/project management, engineering, environmental programs and construction management, real estate support, research and development and other related services. For U.S. firms overseas, USACE provides unique technical capabilities, not readily available from the private sector. Additionally, USACE may work for or cooperate with the U.S. private sector in the development and application of new technology (i.e., Research & Development). Under this program, USACE applies all core competencies and technical capabilities that are utilized under the Military and Civil Works Programs (including environmental capabilities).

Distribution

Project Delivery Team (PDT)

Project Manager (PM)

Ownership

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

Interagency and International Services (~~SFO~~IIS) Program and Budget Process Response: accepted

IIS (~~SFO~~) Response: Will use "formerly SFO projects are identified, programmed and budgeted by our IIS (~~SFO~~) Response: Will use "formerly SFO customers. The customer chooses to use USACE to execute the project on their behalf. USACE offices enter into agreements with our customers for assistance. The customers provide funds from their own appropriation. Generally, USACE does not get involved in the programming and budget process for the customer unless specifically tasked to support them.

Work Breakdown Structure (WBS)

IIS (~~SFO~~) Response: Will use "formerly SFO projects will follow the Work Breakdown Structure established for the type of work that is being accomplished by the project. Environmental projects will follow the Environmental WBS. Water resource type projects will follow the Water Resources (Civil Works) WBS. Vertical construction (military facilities type) will follow the Military Program WBS. Technical Services (non-construction related services) will follow the Non-Construction Related Services WBS.

Milestones

Recommended and required Milestones to be followed for the IIS (~~SFO~~) Response: Will use "formerly SFO projects will follow the milestone format established for the type project. Environmental projects will follow the Environmental milestones format, Water Resources projects will follow the Civil Works milestones format, Vertical Construction projects will follow the Military Program milestones format, and the Technical Services projects will follow the Non-Construction Related Services format.   The milestones will be developed in P3e and displayed as zero duration events marking the start or completion of a significant product or service. As a best practice, milestones will be defined and recommended for use in conjunction with each element of the WBS for the benefit of the PDT District-level management. Required, or upward-reportable, milestones will also be indicated to satisfy corporate data needs at the MSC and HQUSACE levels. To the maximum extent possible, common milestones that occur across USACE Civil Works, U.S. Military, Environmental and Technical Services programs, such as "Contract Award" will have common, standard definitions and coding to facilitate communications and reporting.

Activity Templates

Activity Templates are under development to assist in the establishment of projects within P3e that satisfy the program and project management needs of the various IIS project types (Environmental, Water Resources, Military and Technical Services).

Activity Templates will be based on common WBS for the type of work to be accomplished under each project. Each WBS will include some underlying activities, and all milestones and schedule logic. Activities included in the templates can be modified, deleted, or ignored, based upon 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 assure uniformity of coding and reporting on project purposes, Work Category Codes (WCC) and feature/sub-features, the templates will contain embedded WCC coding at the WBS level. Feature/sub-feature information will be entered as Activity Code data in P3e. Project Purpose will be entered as project code data in Oracle projects.

Activity Templates to be applied to IIS projects will be the same templates as used on Environmental, Civil Works, Military and Technical Services (non-construction related) project.

Comment Fields

Comment field definitions are under development to capture and display supplemental text information for display on reports, fact sheets, etc.

In P3e, notebook fields for capturing comment (text) information can be assigned at the project, WBS, or activity level (or at multiple levels). Notebook fields at the project level will be include, but not be limited to:

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 PMP or as provided by the customer. This field will be updated to reflect the current agreement with the customer on the scope of the project as the PMP is updated or revised.

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, 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 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.~~ Response: Accepted

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 (non-DOD Federal agency, State, local, Tribal, Territorial, Foreign or other 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.

Contingencies may be stored in a separate work item if desired, but that is not a requirement. The PM is responsible for returning remaining contingency funds to the customer upon project completion.