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USACE / NAVFAC / AFCEC / NASA **UFGS-01 32 01.00 10 (February 2015)**

Preparing Activity: USACE **Superseding**
UFGS-01 32 01.00 10 (August 2008)

UNIFIED FACILITIES GUIDE SPECIFICATIONS

References are in agreement with UMRL dated January 2021
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SECTION TABLE OF CONTENTS

DIVISION 01 - GENERAL REQUIREMENTS

SECTION 01 32 01.00 10

PROJECT SCHEDULE

02/15

PART 1 GENERAL

1.1 REFERENCES
1.2 SUBMITTALS
1.3 PROJECT SCHEDULER QUALIFICATIONS

PART 2 PRODUCTS

2.1 SOFTWARE
2.1.1 Government Default Software
2.1.2 Contractor Software
2.1.2.1 Primavera
2.1.2.2 Other Than Primavera

PART 3 EXECUTION

3.1 GENERAL REQUIREMENTS
3.2 BASIS FOR PAYMENT AND COST LOADING
3.2.1 Activity Cost Loading
3.2.2 Withholdings / Payment Rejection
3.3 PROJECT SCHEDULE DETAILED REQUIREMENTS
3.3.1 Level of Detail Required
3.3.2 Activity Durations
3.3.3 Design and Permit Activities
3.3.4 Procurement Activities
3.3.5 Mandatory Tasks
3.3.6 Government Activities
3.3.7 Standard Activity Coding Dictionary
3.3.7.1 Workers Per Day (WRKP)
3.3.7.2 Responsible Party Coding (RESP)
3.3.7.3 Area of Work Coding (AREA)
3.3.7.4 Modification Number (MODF)
3.3.7.5 Bid Item Coding (BIDI)
3.3.7.6 Phase of Work Coding (PHAS)
3.3.7.7 Category of Work Coding (CATW)
3.3.7.8 Feature of Work Coding (FOW)

3.3.8 Contract Milestones and Constraints
3.3.8.1 Project Start Date Milestone and Constraint
3.3.8.2 End Project Finish Milestone and Constraint
3.3.8.3 Interim Completion Dates and Constraints
3.3.8.3.1 Start Phase
3.3.8.3.2 End Phase
3.3.9 Calendars
3.3.10 Open Ended Logic
3.3.11 Default Progress Data Disallowed
3.3.12 Out-of-Sequence Progress
3.3.13 Added and Deleted Activities
3.3.14 Original Durations
3.3.15 Leads, Lags, and Start to Finish Relationships
3.3.16 Retained Logic
3.3.17 Percent Complete
3.3.18 Remaining Duration
3.3.19 Cost Loading of Closeout Activities
3.3.19.1 As-Built Drawings
3.3.19.2 O & M Manuals
3.3.20 Early Completion Schedule and the Right to Finish Early
3.4 PROJECT SCHEDULE SUBMISSIONS
3.4.1 Preliminary Project Schedule Submission
3.4.2 Initial Project Schedule Submission
3.4.2.1 Design Package Schedule Submission
3.4.3 Periodic Schedule Updates
3.5 SUBMISSION REQUIREMENTS
3.5.1 Data CD/DVDs
3.5.2 Narrative Report
3.5.3 Schedule Reports
3.5.3.1 Activity Report
3.5.3.2 Logic Report
3.5.3.3 Total Float Report
3.5.3.4 Earnings Report by CLIN
3.5.3.5 Schedule Log
3.5.4 Network Diagram
3.5.4.1 Continuous Flow
3.5.4.2 Project Milestone Dates
3.5.4.3 Critical Path
3.5.4.4 Banding
3.5.4.5 Cash Flow / Schedule Variance Control (SVC) Diagram
3.6 PERIODIC SCHEDULE UPDATE
3.6.1 Periodic Schedule Update Meetings
3.6.2 Update Submission Following Progress Meeting
3.7 WEEKLY PROGRESS MEETINGS
3.8 REQUESTS FOR TIME EXTENSIONS
3.8.1 Justification of Delay
3.8.2 Time Impact Analysis (Prospective Analysis)
3.8.3 Forensic Schedule Analysis (Retrospective Analysis)
3.8.4 Fragmentary Network (Fragnet)
3.8.5 Time Extension
3.8.6 Impact to Early Completion Schedule
3.9 FAILURE TO ACHIEVE PROGRESS
3.9.1 Artificially Improving Progress
3.9.2 Failure to Perform
3.9.3 Recovery Schedule
3.10 OWNERSHIP OF FLOAT
3.11 TRANSFER OF SCHEDULE DATA INTO RMS/QCS
3.12 PRIMAVERA P6 MANDATORY REQUIREMENTS

-- End of Section Table of Contents --

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SECTION 01 32 01.00 10

PROJECT SCHEDULE
02/15

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NOTE: This guide specification covers the requirements for the preparation and maintenance of the project schedule for construction projects or design-build construction projects.

Adhere to UFC 1-300-02 Unified Facilities Guide Specifications (UFGS) Format Standard when editing this guide specification or preparing new project specification sections. Edit this guide specification for project specific requirements by adding, deleting, or revising text. For bracketed items, choose applicable item(s) or insert appropriate information.

Remove information and requirements not required in respective project, whether or not brackets are present.

Comments, suggestions and recommended changes for this guide specification are welcome and should be submitted as a Criteria Change Request (CCR).

TO DOWNLOAD UFGS GRAPHICS for attachment to this section
Go to
http://www.wbdg.org/ffc/dod/unified-facilities-guide-specifications-ufgs/for
****

PART 1 GENERAL

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NOTE: Coordinate selection of the optional requirements in this guide specification with Construction Division to ensure that the schedule requirements are appropriate for the complexity of the constructability portion of the BCOE review. See ER 415-1-11. Do not remove paragraphs from this specification except as noted.

If it is desired to monitor a Contractor's schedule

by use of an in-house program, this will require use of the Standard Data Exchange Format (SDEF). Use of proprietary systems will not be specified. See ER 1-1-11, Appendix A.
****

1.1 REFERENCES

****
NOTE: This paragraph is used to list the publications cited in the text of the guide specification. The publications are referred to in the text by basic designation only and listed in this paragraph by organization, designation, date, and title.

Use the Reference Wizard's Check Reference feature when you add a Reference Identifier (RID) outside of the Section's Reference Article to automatically place the reference in the Reference Article. Also use the Reference Wizard's Check Reference feature to update the issue dates.

References not used in the text will automatically be deleted from this section of the project specification when you choose to reconcile references in the publish print process.
****

The publications listed below form a part of this specification to the extent referenced. The publications are referred to within the text by the basic designation only.

AACE INTERNATIONAL (AACE)

AACE 29R-03	(2011) Forensic Schedule Analysis
AACE 52R-06	(2006) Time Impact Analysis - As Applied in Construction

U.S. ARMY CORPS OF ENGINEERS (USACE)

ER 1-1-11	(1995) Administration -- Progress, Schedules, and Network Analysis Systems

1.2 SUBMITTALS

****
NOTE: Review submittal description (SD) definitions in Section 01 33 00 SUBMITTAL PROCEDURES and edit the following list, and corresponding submittal items in the text, to reflect only the submittals required for the project. The Guide Specification technical editors have classified those items that require Government approval, due to their complexity or criticality, with a "G." Generally, other submittal items can be reviewed by the Contractor's Quality Control System. Only add a “G” to an item, if the submittal is sufficiently important or

complex in context of the project.

For Army projects, fill in the empty brackets following the "G" classification, with a code of up to three characters to indicate the approving authority. Codes for Army projects using the Resident Management System (RMS) are: "AE" for Architect-Engineer; "DO" for District Office (Engineering Division or other organization in the District Office); "AO" for Area Office; "RO" for Resident Office; and "PO" for Project Office. Codes following the "G" typically are not used for Navy, Air Force, and NASA projects.

The "S" classification indicates submittals required as proof of compliance for sustainability Guiding Principles Validation or Third Party Certification and as described in Section 01 33 00 SUBMITTAL PROCEDURES.

Choose the first bracketed item for Navy, Air Force and NASA projects, or choose the second bracketed item for Army projects.

****

Government approval is required for submittals with a "G" or "S" classification. Submittals not having a "G" or "S" classification are [for Contractor Quality Control approval.][for information only. When used, a code following the "G" classification identifies the office that will review the submittal for the Government.] Submit the following in accordance with Section 01 33 00 SUBMITTAL PROCEDURES:

SD-01 Preconstruction Submittals

Project Scheduler Qualifications; G[, [_____]]

Preliminary Project Schedule; G[, [_____]]

Initial Project Schedule; G[, [_____]]

Periodic Schedule Update; G[, [_____]]

1.3 PROJECT SCHEDULER QUALIFICATIONS

Designate an authorized representative to be responsible for the preparation of the schedule and all required updating and production of reports. The authorized representative must have a minimum of 2-years experience scheduling construction projects similar in size and nature to this project with scheduling software that meets the requirements of this specification. Representative must have a comprehensive knowledge of CPM scheduling principles and application.

PART 2 PRODUCTS

2.1 SOFTWARE

The scheduling software utilized to produce and update the schedules required herein must be capable of meeting all requirements of this specification.

2.1.1 Government Default Software

The Government intends to use Primavera P6.

2.1.2 Contractor Software

Scheduling software used by the contractor must be commercially available from the software vendor for purchase with vendor software support agreements available. The software routine used to create the required sdef file must be created and supported by the software manufacturer.

2.1.2.1 Primavera

If Primavera P6 is selected for use, provide the "xer" export file in a version of P6 importable by the Government system.

2.1.2.2 Other Than Primavera

If the contractor chooses software other than Primavera P6, that is compliant with this specification, provide for the Government's use two licenses, two computers, and training for two Government employees in the use of the software. These computers will be stand-alone and not connected to Government network. Computers and licenses will be returned at project completion.

PART 3 EXECUTION

3.1 GENERAL REQUIREMENTS

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NOTE: If tailoring options are not deselected, selection of design-bid-build or design-build text required.

****

Prepare for approval a Project Schedule, as specified herein, pursuant to FAR Clause 52.236-15 Schedules for Construction Contracts. Show in the schedule the proposed sequence to perform the work and dates contemplated for starting and completing all schedule activities. The scheduling of the entire project is required. The scheduling of design and construction is the responsibility of the Contractor. Contractor management personnel must actively participate in its development. Designers, Subcontractors and suppliers working on the project must also contribute in developing and maintaining an accurate Project Schedule. Provide a schedule that is a forward planning as well as a project monitoring tool. Use the Critical Path Method (CPM) of network calculation to generate all Project Schedules. Prepare each Project Schedule using the Precedence Diagram Method (PDM).

3.2 BASIS FOR PAYMENT AND COST LOADING

The schedule is the basis for determining contract earnings during each update period and therefore the amount of each progress payment. The aggregate value of all activities coded to a contract CLIN must equal the value of the CLIN.

3.2.1 Activity Cost Loading

Activity cost loading must be reasonable and without front-end loading. Provide additional documentation to demonstrate reasonableness if requested by the Contracting Officer.

3.2.2 Withholdings / Payment Rejection

Failure to meet the requirements of this specification may result in the disapproval of the preliminary, initial or periodic schedule updates and subsequent rejection of payment requests until compliance is met.

In the event that the Contracting Officer directs schedule revisions and those revisions have not been included in subsequent Project Schedule revisions or updates, the Contracting Officer may withhold 10 percent of pay request amount from each payment period until such revisions to the project schedule have been made.

3.3 PROJECT SCHEDULE DETAILED REQUIREMENTS

3.3.1 Level of Detail Required

Develop the Project Schedule to the appropriate level of detail to address major milestones and to allow for satisfactory project planning and execution. Failure to develop the Project Schedule to an appropriate level of detail will result in its disapproval. The Contracting Officer will consider, but is not limited to, the following characteristics and requirements to determine appropriate level of detail:

3.3.2 Activity Durations

Reasonable activity durations are those that allow the progress of ongoing activities to be accurately determined between update periods. Less than 2 percent of all non-procurement activities may have Original Durations (OD) greater than 20 work days or 30 calendar days.

3.3.3 Design and Permit Activities

****
NOTE: Include this paragraph in Design-Build projects..
****

Include design and permit activities with the necessary conferences and follow-up actions and design package submission dates. Include the design schedule in the project schedule, showing the sequence of events involved in carrying out the project design tasks within the specific contract period. Provide at a detailed level of scheduling sufficient to identify all major design tasks, including those that control the flow of work. Also include review and correction periods associated with each item.

3.3.4 Procurement Activities

Include activities associated with the critical submittals and their approvals, procurement, fabrication, and delivery of long lead materials, equipment, fabricated assemblies, and supplies. Long lead procurement activities are those with an anticipated procurement sequence of over 90 calendar days.

3.3.5 Mandatory Tasks

****
NOTE: Selection of construction or design-build construction text required.
****

Include the following activities/tasks in the initial project schedule and all updates.

a. Submission, review and acceptance of SD-01 Preconstruction Submittals (individual activity for each).

b. Submission, review and acceptance of features require design completion Submission, review and acceptance of design packages.

c. Submission of mechanical/electrical/information systems layout drawings.

d. Long procurement activities

e. Submission and approval of O & M manuals.

f. Submission and approval of as-built drawings.

g. Submission and approval of DD1354 data and installed equipment lists.

h. Submission and approval of testing and air balance (TAB).

i. Submission of TAB specialist design review report.

j. Submission and approval of fire protection specialist.

k. Submission and approval of Building Commissioning Plan, test data, and reports: Develop the schedule logic associated with testing and commissioning of mechanical systems to a level of detail consistent with the contract commissioning requirements. All tasks associated with all building testing and commissioning will be completed prior to submission of building commissioning report and subsequent contract completion.

l. Air and water balancing.

m. Building commissioning - Functional Performance Testing.

n. Controls testing plan submission.

o. Controls testing.

p. Performance Verification testing.

q. Other systems testing, if required.

r. Contractor's pre-final inspection.

s. Correction of punch list from Contractor's pre-final inspection.

t. Government's pre-final inspection.

u. Correction of punch list from Government's pre-final inspection.

v. Final inspection.

3.3.6 Government Activities

****
NOTE: Selection of construction or design-build construction text required.
****

Show Government and other agency activities that could impact progress. These activities include, but are not limited to: approvals,acceptance, design reviews, environmental permit approvals by State regulators, inspections, utility tie-in, Government Furnished Equipment (GFE) and Notice to Proceed (NTP) for phasing requirements.

3.3.7 Standard Activity Coding Dictionary

Use the activity coding structure defined in the Standard Data Exchange Format (SDEF) in ER 1-1-11. This exact structure is mandatory. Develop and assign all Activity Codes to activities as detailed herein. A template SDEF compatible schedule backup file is available on the QCS web site: http://rms.usace.army.mil.

The SDEF format is as follows:

Field	Activity Code	Length	Description
1	WRKP	3	Workers per day
2	RESP	4	Responsible party
3	AREA	4	Area of work
4	MODF	6	Modification Number
5	BIDI	6	Bid Item (CLIN)
6	PHAS	2	Phase of work
7	CATW	1	Category of work
8	FOW	20	Feature of work*
*Some systems require that FEATURE OF WORK values be placed in several activity code fields. The notation shown is for Primavera P6. Refer to the specific software guidelines with respect to the FEATURE OF WORK field requirements.			

3.3.7.1 Workers Per Day (WRKP)

Assign Workers per Day for all field construction or direct work activities, if directed by the Contracting Officer. Workers per day is based on the average number of workers expected each day to perform a task

for the duration of that activity.

3.3.7.2 Responsible Party Coding (RESP)

Assign responsibility code for all activities to the Prime Contractor, Subcontractor(s) or Government agency(ies) responsible for performing the activity.

a. Activities coded with a Government Responsibility code include, but are not limited to: Government approvals, Government design reviews, environmental permit approvals by State regulators, Government Furnished Property/Equipment (GFP) and Notice to Proceed (NTP) for phasing requirements.

b. Activities cannot have more than one Responsibility Code. Examples of acceptable activity code values are: DOR (for the designer of record); ELEC (for the electrical subcontractor); MECH (for the mechanical subcontractor); and GOVT (for USACE).

3.3.7.3 Area of Work Coding (AREA)

Assign Work Area code to activities based upon the work area in which the activity occurs. Define work areas based on resource constraints or space constraints that would preclude a resource, such as a particular trade or craft work crew from working in more than one work area at a time due to restraints on resources or space. Examples of Work Area Coding include different areas within a floor of a building, different floors within a building, and different buildings within a complex of buildings. Activities cannot have more than one Work Area Code.

Not all activities are required to be Work Area coded. A lack of Work Area coding indicates the activity is not resource or space constrained.

3.3.7.4 Modification Number (MODF)

Assign a Modification Number Code to any activity or sequence of activities added to the schedule as a result of a Contract Modification, when approved by Contracting Officer. Key all Code values to the Government's modification numbering system. An activity can have only one Modification Number Code.

3.3.7.5 Bid Item Coding (BIDI)

Assign a Bid Item Code to all activities using the Contract Line Item Schedule (CLIN) to which the activity belongs, even when an activity is not cost loaded. An activity can have only one BIDI Code.

3.3.7.6 Phase of Work Coding (PHAS)

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NOTE: Select tailored design-build construction text for Design-Build projects.

****

Assign Phase of Work Code to all activities. Examples of phase of work are design phase, procurement phase and construction phase. Each activity can have only one Phase of Work code.

a. Code proposed fast track design and construction phases proposed to

allow filtering and organizing the schedule by fast track design and construction packages.

b. If the contract specifies phasing with separately defined performance periods, identify a Phase Code to allow filtering and organizing the schedule accordingly.

3.3.7.7 Category of Work Coding (CATW)

****
NOTE: Include tailored design-build construction text in Design-Build projects.
****

Assign a Category of Work Code to all activities. Category of Work Codes include, but are not limited to design, design submittal, design reviews, review conferences, permits, construction submittal, procurement, fabrication, weather sensitive installation, non-weather sensitive installation, start-up, and testing activities. Each activity can have no more than one Category of Work Code.

3.3.7.8 Feature of Work Coding (FOW)

Assign a Feature of Work Code to appropriate activities based on the Definable Feature of Work to which the activity belongs based on the approved QC plan.

Definable Feature of Work is defined in Section 01 45 00.00 10 QUALITY CONTROL. An activity can have only one Feature of Work Code.

3.3.8 Contract Milestones and Constraints

Milestone activities are to be used for significant project events including, but not limited to, project phasing, project start and end activities, or interim completion dates. The use of artificial float constraints such as "zero free float" or "zero total float" are prohibited.

Mandatory constraints that ignore or effect network logic are prohibited. No constrained dates are allowed in the schedule other than those specified herein. Submit additional constraints to the Contracting Officer for approval on a case by case basis.

3.3.8.1 Project Start Date Milestone and Constraint

The first activity in the project schedule must be a start milestone titled "NTP Acknowledged," which must have a "Start On" constraint date equal to the date that the NTP is acknowledged.

3.3.8.2 End Project Finish Milestone and Constraint

The last activity in the schedule must be a finish milestone titled "End Project."

Constrain the project schedule to the Contract Completion Date in such a way that if the schedule calculates an early finish, then the float calculation for "End Project" milestone reflects positive float on the longest path. If the project schedule calculates a late finish, then the "End Project" milestone float calculation reflects negative float on the

longest path. The Government is under no obligation to accelerate Government activities to support a Contractor's early completion.

3.3.8.3 Interim Completion Dates and Constraints

Constrain contractually specified interim completion dates to show negative float when the calculated late finish date of the last activity in that phase is later than the specified interim completion date.

3.3.8.3.1 Start Phase

Use a start milestone as the first activity for a project phase. Call the start milestone "Start Phase X" where "X" refers to the phase of work.

3.3.8.3.2 End Phase

Use a finish milestone as the last activity for a project phase. Call the finish milestone "End Phase X" where "X" refers to the phase of work.

3.3.9 Calendars

Schedule activities on a Calendar to which the activity logically belongs. Develop calendars to accommodate any contract defined work period such as a 7-day calendar for Government Acceptance activities, concrete cure times, etc. Develop the default Calendar to match the physical work plan with non-work periods identified including weekends and holidays. Develop sSeasonal Calendar(s) and assign to seasonally affected activities as applicable.

****

NOTE: Refer to ER 415-1-15 CONSTRUCTION TIME EXTENSIONS FOR WEATHER for suggested working of the contract clause that must accompany this paragraph and for guidance on its application. Coordinate with the responsible party for the Special Contract Clauses or Special Contract Requirements to confirm that TIME EXTENSIONS FOR UNUSUALLY SEVERE WEATHER is included in the solicitation.

****

If an activity is weather sensitive it should be assigned to a calendar showing non-work days on a monthly basis, with the non-work days selected at random across the weeks of the calendar, using the anticipated adverse weather delay work days provided in the Special Contract [Clauses] [Requirementns]. Assign non-work days over a seven-day week as weather records are compiled on seven-day weeks, which may cause some of the weather related non-work days to fall on weekends.

3.3.10 Open Ended Logic

Only two open ended activities are allowed: the first activity "NTP Acknowledged" may have no predecessor logic, and the last activity -"End Project" may have no successor logic.

Predecessor open ended logic may be allowed in a time impact analyses upon the Contracting Officer's approval.

3.3.11 Default Progress Data Disallowed

Actual Start and Finish dates must not automatically update with default mechanisms included in the scheduling software. Updating of the percent complete and the remaining duration of any activity must be independent functions. Disable program features that calculate one of these parameters from the other. Activity Actual Start (AS) and Actual Finish (AF) dates assigned during the updating process must match those dates provided in the Contractor Quality Control Reports. Failure to document the AS and AF dates in the Daily Quality Control report will result in disapproval of the Contractor's schedule.

3.3.12 Out-of-Sequence Progress

Activities that have progressed before all preceding logic has been satisfied (Out-of-Sequence Progress) will be allowed only on a case-by-case basis subject to approval by the Contracting Officer. Propose logic corrections to eliminate out of sequence progress or justify not changing the sequencing for approval prior to submitting an updated project schedule. Address out of sequence progress or logic changes in the Narrative Report and in the periodic schedule update meetings.

3.3.13 Added and Deleted Activities

Do not delete activities from the project schedule or add new activities to the schedule without approval from the Contracting Officer. Activity ID and description changes are considered new activities and cannot be changed without Contracting Officer approval.

3.3.14 Original Durations

Activity Original Durations (OD) must be reasonable to perform the work item. OD changes are prohibited unless justification is provided and approved by the Contracting Officer.

3.3.15 Leads, Lags, and Start to Finish Relationships

Lags must be reasonable as determined by the Government and not used in place of realistic original durations, must not be in place to artificially absorb float, or to replace proper schedule logic.

a. Leads (negative lags) are prohibited.

b. Start to Finish (SF) relationships are prohibited.

3.3.16 Retained Logic

Schedule calculations must retain the logic between predecessors and successors ("retained logic" mode) even when the successor activity(s) starts and the predecessor activity(s) has not finished (out-of-sequence progress). Software features that in effect sever the tie between predecessor and successor activities when the successor has started and the predecessor logic is not satisfied ("progress override") are not be allowed.

3.3.17 Percent Complete

Update the percent complete for each activity started, based on the realistic assessment of earned value. Activities which are complete but

for remaining minor punch list work and which do not restrain the initiation of successor activities may be declared 100 percent complete to allow for proper schedule management.

3.3.18 Remaining Duration

Update the remaining duration for each activity based on the number of estimated work days it will take to complete the activity. Remaining duration may not mathematically correlate with percentage found under paragraph entitled Percent Complete.

3.3.19 Cost Loading of Closeout Activities

Cost load the "Correction of punch list from Government pre-final inspection" activity(ies) not less than 1 percent of the present contract value. Activity(ies) may be declared 100 percent complete upon the Government's verification of completion and correction of all punch list work identified during Government pre-final inspection(s).

3.3.19.1 As-Built Drawings

If there is no separate contract line item (CLIN) for as-built drawings, cost load the "Submission and approval of as-built drawings" activity not less than $35,000 or 1 percent of the present contract value, which ever is greater, up to $200,000. Activity will be declared 100 percent complete upon the Government's approval.

3.3.19.2 O & M Manuals

Cost load the "Submission and approval of O & M manuals" activity not less than $20,000. Activity will be declared 100 percent complete upon the Government's approval of all O & M manuals.

3.3.20 Early Completion Schedule and the Right to Finish Early

An Early Completion Schedule is an Initial Project Schedule (IPS) that indicates all scope of the required contract work will be completed before the contractually required completion date.

a. No IPS indicating an Early Completion will be accepted without being fully resource-loaded (including crew sizes and manhours) and the Government agreeing that the schedule is reasonable and achievable.

b. The Government is under no obligation to accelerate work items it is responsible for to ensure that the early completion is met nor is it responsible to modify incremental funding (if applicable) for the project to meet the contractor's accelerated work.

3.4 PROJECT SCHEDULE SUBMISSIONS

Provide the submissions as described below. The data CD/DVD, reports, and network diagrams required for each submission are contained in paragraph SUBMISSION REQUIREMENTS. If the Contractor fails or refuses to furnish the information and schedule updates as set forth herein, then the Contractor will be deemed not to have provided an estimate upon which a progress payment can be made.

Review comments made by the Government on the schedule(s) do not relieve the Contractor from compliance with requirements of the Contract Documents.

3.4.1 Preliminary Project Schedule Submission

Within 15 calendar days after the NTP is acknowledged submit the Preliminary Project Schedule defining the planned operations detailed for the first 90 calendar days for approval. The approved Preliminary Project Schedule will be used for payment purposes not to exceed 90 calendar days after NTP. Completely cost load the Preliminary Project Schedule to balance the contract award CLINS shown on the Price Schedule. The Preliminary Project Schedule may be summary in nature for the remaining performance period. It must be early start and late finish constrained and logically tied as specified. The Preliminary Project Schedule forms the basis for the Initial Project Schedule specified herein and must include all of the required plan and program preparations, submissions and approvals identified in the contract (for example, Quality Control Plan, Safety Plan, and Environmental Protection Plan) as well as design activities, planned submissions of all early design packages, permitting activities, design review conference activities, and other non-construction activities intended to occur within the first 90 calendar days. Government acceptance of the associated design package(s) and all other specified Program and Plan approvals must occur prior to any planned construction activities. Activity code any activities that are summary in nature after the first 90 calendar days with Bid Item (CLIN) code (BIDI), Responsibility Code (RESP) and Feature of Work code (FOW).

3.4.2 Initial Project Schedule Submission

****

NOTE: Include tailored design-build construction text in Design-Build projects.

****

Submit the Initial Project Schedule for approval within 42 calendar days after notice to proceed is issued. The schedule must demonstrate a reasonable and realistic sequence of activities which represent all work through the entire contract performance period. Include in the design-build schedule detailed design and permitting activities, including but not limited to identification of individual design packages, design submission, reviews and conferences; permit submissions and any required Government actions; and long lead item acquisition prior to design completion. Also cover in the initial design-build schedule the entire construction effort with as much detail as is known at the time but, as a minimum, include all construction start and completion milestones, and detailed construction activities through the dry-in milestone, including all activity coding and cost loading. Include the remaining construction, including cost loading, but it may be scheduled summary in nature. As the design proceeds and design packages are developed, fully detail the remaining construction activities concurrent with the monthly schedule updating process. Constrain construction activities by Government acceptance of associated designs. When the design is complete, incorporate into the then approved schedule update all remaining detailed construction activities that are planned to occur after the dry-in milestone. No payment will be made for work items not fully detailed in the Project Schedule.

3.4.2.1 Design Package Schedule Submission

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NOTE: This paragraph applies only to design-build

procurements.
****

With each design package submitted to the Government, submit a fragnet schedule extracted from the then current Preliminary, Initial or Updated schedule which covers the activities associated with that Design Package including construction, procurement and permitting activities.

3.4.3 Periodic Schedule Updates

****
NOTE: Include tailored design-build construction text in Design-Build procurements.
****

Update the Project Schedule on a regular basis, monthly at a minimum. Provide a draft Periodic Schedule Update for review at the schedule update meetings as prescribed in the paragraph PERIODIC SCHEDULE UPDATE MEETINGS. These updates will enable the Government to assess Contractor's progress. Update the schedule to include detailed construction activities as the design progresses, but not later than the submission of the final un-reviewed design submission for each separate design package. The Contracting Officer may require submission of detailed schedule activities for any distinct construction that is started prior to submission of a final design submission if such activity is authorized.

a. Update information including Actual Start Dates (AS), Actual Finish Dates (AF), Remaining Durations (RD), and Percent Complete is subject to the approval of the Government at the meeting.

b. AS and AF dates must match the date(s) reported on the Contractor's Quality Control Report for an activity start or finish.

3.5 SUBMISSION REQUIREMENTS

Submit the following items for the Preliminary Schedule, Initial Schedule, and every Periodic Schedule Update throughout the life of the project:

3.5.1 Data CD/DVDs

Provide two sets of data CD/DVDs containing the current project schedule and all previously submitted schedules in the format of the scheduling software (e.g. .xer). Also include on the data CD/DVDs the Narrative Report and all required Schedule Reports. Label each CD/DVD indicating the type of schedule (Preliminary, Initial, Update), full contract number, Data Date and file name. Each schedule must have a unique file name and use project specific settings.

3.5.2 Narrative Report

Provide a Narrative Report with each schedule submission. The Narrative Report is expected to communicate to the Government the thorough analysis of the schedule output and the plans to compensate for any problems, either current or potential, which are revealed through that analysis. Include the following information as minimum in the Narrative Report:

a. Identify and discuss the work scheduled to start in the next update period.

b. A description of activities along the two most critical paths where the total float is less than or equal to 20 work days.

c. A description of current and anticipated problem areas or delaying factors and their impact and an explanation of corrective actions taken or required to be taken.

d. Identify and explain why activities based on their calculated late dates should have either started or finished during the update period but did not.

e. Identify and discuss all schedule changes by activity ID and activity name including what specifically was changed and why the change was needed. Include at a minimum new and deleted activities, logic changes, duration changes, calendar changes, lag changes, resource changes, and actual start and finish date changes.

f. Identify and discuss out-of-sequence work.

3.5.3 Schedule Reports

The format, filtering, organizing and sorting for each schedule report will be as directed by the Contracting Officer. Typically, reports contain Activity Numbers, Activity Description, Original Duration, Remaining Duration, Early Start Date, Early Finish Date, Late Start Date, Late Finish Date, Total Float, Actual Start Date, Actual Finish Date, and Percent Complete. Provide the reports electronically in .pdf format. Provide [_____] set(s) of hardcopy reports. The following lists typical reports that will be requested:

3.5.3.1 Activity Report

List of all activities sorted according to activity number.

3.5.3.2 Logic Report

List of detailed predecessor and successor activities for every activity in ascending order by activity number.

3.5.3.3 Total Float Report

A list of all incomplete activities sorted in ascending order of total float. List activities which have the same amount of total float in ascending order of Early Start Dates. Do not show completed activities on this report.

3.5.3.4 Earnings Report by CLIN

A compilation of the Total Earnings on the project from the NTP to the data date, which reflects the earnings of activities based on the agreements made in the schedule update meeting defined herein. Provided a complete schedule update has been furnished, this report serves as the basis of determining progress payments. Group activities by CLIN number and sort by activity number. Provide a total CLIN percent earned value, CLIN percent complete, and project percent complete. The printed report must contain the following for each activity: the Activity Number, Activity Description, Original Budgeted Amount, Earnings to Date, Earnings this period, Total Quantity, Quantity to Date, and Percent Complete (based on cost).

3.5.3.5 Schedule Log

Provide a Scheduling/Leveling Report generated from the current project schedule being submitted.

3.5.4 Network Diagram

The Network Diagram is required for the Preliminary, Initial and Periodic Updates. Depict and display the order and interdependence of activities and the sequence in which the work is to be accomplished. The Contracting Officer will use, but is not limited to, the following conditions to review compliance with this paragraph:

3.5.4.1 Continuous Flow

Show a continuous flow from left to right with no arrows from right to left. Show the activity number, description, duration, and estimated earned value on the diagram.

3.5.4.2 Project Milestone Dates

Show dates on the diagram for start of project, any contract required interim completion dates, and contract completion dates.

3.5.4.3 Critical Path

Show all activities on the critical path. The critical path is defined as the longest path.

3.5.4.4 Banding

Organize activities using the WBS or as otherwise directed to assist in the understanding of the activity sequence. Typically, this flow will group activities by major elements of work, category of work, work area and/or responsibility.

3.5.4.5 Cash Flow / Schedule Variance Control (SVC) Diagram

With each schedule submission, provide a SVC diagram showing 1) Cash Flow S-Curves indicating planned project cost based on projected early and late activity finish dates, and 2) Earned Value to-date.

3.6 PERIODIC SCHEDULE UPDATE

3.6.1 Periodic Schedule Update Meetings

Conduct periodic schedule update meetings for the purpose of reviewing the proposed Periodic Schedule Update, Narrative Report, Schedule Reports, and progress payment. Conduct meetings at least monthly within five days of the proposed schedule data date. Provide a computer with the scheduling software loaded and a projector which allows all meeting participants to view the proposed schedule during the meeting. The Contractor's authorized scheduler must organize, group, sort, filter, perform schedule revisions as needed and review functions as requested by the Contractor and/or Government. The meeting is a working interactive exchange which allows the Government and Contractor the opportunity to review the updated schedule on a real time and interactive basis. The meeting will last no longer than 8 hours. Provide a draft of the proposed narrative report and

schedule data file to the Government a minimum of two workdays in advance of the meeting. The Contractor's Project Manager and scheduler must attend the meeting with the authorized representative of the Contracting Officer. Superintendents, foremen and major subcontractors must attend the meeting as required to discuss the project schedule and work. Following the periodic schedule update meeting, make corrections to the draft submission. Include only those changes approved by the Government in the submission and invoice for payment.

3.6.2 Update Submission Following Progress Meeting

Submit the complete Periodic Schedule Update of the Project Schedule containing all approved progress, revisions, and adjustments, pursuant to paragraph SUBMISSION REQUIREMENTS not later than 4 work days after the periodic schedule update meeting.

3.7 WEEKLY PROGRESS MEETINGS

Conduct a weekly meeting with the Government (or as otherwise mutually agreed to) between the meetings described in paragraph entitled PERIODIC SCHEDULE UPDATE MEETINGS for the purpose of jointly reviewing the actual progress of the project as compared to the as planned progress and to review planned activities for the upcoming two weeks. Use the current approved schedule update for the purposes of this meeting and for the production and review of reports. At the weekly progress meeting, address the status of RFIs, RFPs and Submittals.

3.8 REQUESTS FOR TIME EXTENSIONS

Provide a justification of delay to the Contracting Officer in accordance with the contract provisions and clauses for approval within 10 days of a delay occurring. Also prepare a time impact analysis for each Government request for proposal (RFP) to justify time extensions.

3.8.1 Justification of Delay

Provide a description of the event(s) that caused the delay and/or impact to the work. As part of the description, identify all schedule activities impacted. Show that the event that caused the delay/impact was the responsibility of the Government. Provide a time impact analysis that demonstrates the effects of the delay or impact on the project completion date or interim completion date(s). Evaluate multiple impacts chronologically; each with its own justification of delay. With multiple impacts consider any concurrency of delay. A time extension and the schedule fragnet becomes part of the project schedule and all future schedule updates upon approval by the Contracting Officer.

3.8.2 Time Impact Analysis (Prospective Analysis)

Prepare a time impact analysis for approval by the Contracting Officer based on industry standard AACE 52R-06. Utilize a copy of the last approved schedule prior to the first day of the impact or delay for the time impact analysis. If Contracting Officer determines the time frame between the last approved schedule and the first day of impact is too great, prepare an interim updated schedule to perform the time impact analysis. Unless approved by the Contracting Officer, no other changes may be incorporated into the schedule being used to justify the time impact.

3.8.3 Forensic Schedule Analysis (Retrospective Analysis)

Prepare an analysis for approval by the Contracting Officer based on industry standard AACE 29R-03.

3.8.4 Fragmentary Network (Fragnet)

Prepare a proposed fragnet for time impact analysis consisting of a sequence of new activities that are proposed to be added to the project schedule to demonstrate the influence of the delay or impact to the project's contractual dates. Clearly show how the proposed fragnet is to be tied into the project schedule including all predecessors and successors to the fragnet activities. The proposed fragnet must be approved by the Contracting Officer prior to incorporation into the project schedule.

3.8.5 Time Extension

The Contracting Officer must approve the Justification of Delay including the time impact analysis before a time extension will be granted. No time extension will be granted unless the delay consumes all available Project Float and extends the projected finish date ("End Project" milestone) beyond the Contract Completion Date. The time extension will be in calendar days.

Actual delays that are found to be caused by the Contractor's own actions, which result in a calculated schedule delay will not be a cause for an extension to the performance period, completion date, or any interim milestone date.

3.8.6 Impact to Early Completion Schedule

No extended overhead will be paid for delay prior to the original Contract Completion Date for an Early Completion IPS unless the Contractor actually performed work in accordance with that Early Completion Schedule. The Contractor must show that an early completion was achievable had it not been for the impact.

3.9 FAILURE TO ACHIEVE PROGRESS

Should the progress fall behind the approved project schedule for reasons other than those that are excusable within the terms of the contract, the Contracting Officer may require provision of a written recovery plan for approval. The plan must detail how progress will be made-up to include which activities will be accelerated by adding additional crews, longer work hours, extra work days, etc.

3.9.1 Artificially Improving Progress

Artificially improving progress by means such as, but not limited to, revising the schedule logic, modifying or adding constraints, shortening activity durations, or changing calendars in the project schedule is prohibited. Indicate assumptions made and the basis for any logic, constraint, duration and calendar changes used in the creation of the recovery plan. Any additional resources, manpower, or daily and weekly work hour changes proposed in the recovery plan must be evident at the work site and documented in the daily report along with the Schedule Narrative Report.

3.9.2 Failure to Perform

Failure to perform work and maintain progress in accordance with the supplemental recovery plan may result in an interim and final unsatisfactory performance rating and may result in corrective action directed by the Contracting Officer pursuant to FAR 52.236-15 Schedules for Construction Contracts, FAR 52.249-10 Default (Fixed-Price Construction), and other contract provisions.

3.9.3 Recovery Schedule

Should the Contracting Officer find it necessary, submit a recovery schedule pursuant to FAR 52.236-15 Schedules for Construction Contracts.

3.10 OWNERSHIP OF FLOAT

Except for the provision given in the paragraph IMPACT TO EARLY COMPLETION SCHEDULE, float available in the schedule, at any time, may not be considered for the exclusive use of either the Government or the Contractor including activity and/or project float. Activity float is the number of work days that an activity can be delayed without causing a delay to the "End Project" finish milestone. Project float (if applicable) is the number of work days between the projected early finish and the contract completion date milestone.

3.11 TRANSFER OF SCHEDULE DATA INTO RMS/QCS

Import the schedule data into the Quality Control System (QCS) and export the QCS data to the Government. This data is considered to be additional supporting data in a form and detail required by the Contracting Officer pursuant to FAR 52.232-5 Payments under Fixed-Price Construction Contracts. The receipt of a proper payment request pursuant to FAR 52.232-27 Prompt Payment for Construction Contracts is contingent upon the Government receiving both acceptable and approvable hard copies and matching electronic export from QCS of the application for progress payment.

3.12 PRIMAVERA P6 MANDATORY REQUIREMENTS

If Primavera P6 is being used, request a backup file template (.xer) from the Government, if one is available, prior to building the schedule. The following settings are mandatory and required in all schedule submissions to the Government:

a. Activity Codes must be Project Level, not Global or EPS level.

b. Calendars must be Project Level, not Global or Resource level.

c. Activity Duration Types must be set to "Fixed Duration & Units".

d. Percent Complete Types must be set to "Physical".

e. Time Period Admin Preferences must remain the default "8.0 hr/day, 40 hr/week, 172 hr/month, 2000 hr/year". Set Calendar Work Hours/Day to 8.0 Hour days.

f. Set Schedule Option for defining Critical Activities to "Longest Path".

g. Set Schedule Option for defining progressed activities to "Retained

Logic".

h. Set up cost loading using a single lump sum labor resource. The Price/Unit must be $1/hr, Default Units/Time must be "8h/d", and settings "Auto Compute Actuals" and "Calculate costs from units" selected.

i. Activity ID's must not exceed 10 characters.

j. Activity Names must have the most defining and detailed description within the first 30 characters.

-- End of Section --