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Preparing Activity: USACE Superseding
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UNIFIED FACILITIES GUIDE SPECIFICATIONS

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PROJECT SCHEDULE

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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 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.

U.S. ARMY CORPS OF ENGINEERS (USACE)

ECB 2005-10 (2005) Scheduling Requirements for Testing of Mechanical Systems in Construction Contracts

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 to reflect only the submittals required for the project. Submittals should be kept to the minimum required for adequate quality control.

A "G" following a submittal item indicates that the submittal requires Government approval. Some submittals are already marked with a "G". Only delete an existing "G" if the submittal item is not complex and can be reviewed through the Contractor's Quality Control system. Only add a "G" if the submittal is sufficiently important or complex in context of the project.

For submittals requiring Government approval on Army projects, a code of up to three characters within the submittal tags may be used following the "G" designation 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.

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" designation; submittals not having a "G" designation are for [Contractor Quality Control approval.] [information only. When used, a designation following the "G" designation 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 Schedule[; G][; G, [____]]

1.3 QUALITY ASSURANCE

Designate an authorized representative to be responsible for the preparation of the schedule and all required updating (activity status) and preparation of reports. The authorized representative shall [be experienced in scheduling] [have previously developed, created, and maintained at least [2] [____] electronic schedules for] projects similar in nature [and complexity] to this project and shall be experienced in the use of the scheduling software that meets the requirements of this specification.

PART 2 PRODUCTS

Not Used

PART 3 EXECUTION

3.1 GENERAL REQUIREMENTS

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

Prepare for approval a Project Schedule, as specified herein, pursuant to the Contract Clause, SCHEDULE FOR CONSTRUCTION CONTRACTS. Show in the schedule the sequence in which the Contractor proposes to perform the work and dates on which the Contractor contemplates starting and completing all schedule activities. The scheduling of the entire project, including the design and construction sequences, is required. The scheduling of construction design and construction is the responsibility of the Contractor. Contractor management personnel shall actively participate in its development. Subcontractors and suppliers Designers, Subcontractors and suppliers working on the project shall 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.

3.1.1 Approved Project Schedule

Use the approved Project Schedule to measure the progress of the work and to aid in evaluating time extensions. Make the schedule cost loaded and activity coded. The schedule will provide the basis for all progress payments. If the Contractor fails to submit any schedule within the time prescribed, the Contracting Officer may withhold approval of progress payments until the Contractor submits the required schedule.

3.1.2 Schedule Status Reports

Provide a Schedule Status Report on at least a monthly basis. If, in the opinion of the Contracting Officer, the Contractor falls behind the approved schedule, take steps necessary to improve its progress including those that may be required by the Contracting Officer, without additional cost to the Government. In this circumstance, the Contracting Officer may require the Contractor to increase the number of shifts, overtime operations, days of work, and/or the amount of construction plant, and to submit for approval any supplementary schedule or schedules as the Contracting Officer deems necessary to demonstrate how the approved rate of progress will be regained.

3.1.3 Default Terms

Failure of the Contractor to comply with the requirements of the Contracting Officer shall be grounds for a determination, by the Contracting Officer, that the Contractor is not prosecuting the work with sufficient diligence to ensure completion within the time specified in the contract. Upon making this determination, the Contracting Officer may terminate the Contractor's right to proceed with the work, or any separable part of it, in accordance with the default terms of the contract.

3.2 BASIS FOR PAYMENT AND COST LOADING

Use the schedule as the basis for determining contract earnings during each update period and therefore the amount of each progress payment. Lack of an approved schedule update, or qualified scheduling personnel, will result in the inability of the Contracting Officer to evaluate contract earned value for the purposes of payment. Failure of the Contractor to provide all required information will result in the disapproval of the preliminary, initial and subsequent schedule updates. In the event schedule revisions are directed by the Contracting Officer and those revisions have not been included in subsequent revisions or updates, the Contracting Officer may hold retainage up to the maximum allowed by contract, each payment period, until such revisions to the Project Schedule have been made. Activity cost loading shall be reasonable, as determined by the Contracting Officer. The aggregate value of all activities coded to a contract CLIN shall equal the value of the CLIN on the Schedule.

3.3 PROJECT SCHEDULE DETAILED REQUIREMENTS

The computer software system utilized to produce and update the Project Schedule shall be capable of meeting all requirements of this specification. Failure of the Contractor to meet the requirements of this specification will result in the disapproval of the schedule.

3.3.1 Critical Path Method

Use the Critical Path Method (CPM) of network calculation to generate the Project Schedule. Prepare the Project Schedule using the Precedence Diagram Method (PDM).

3.3.2 Level of Detail Required

Develop the Project Schedule to an appropriate level of detail. Failure to develop the Project Schedule to an appropriate level of detail, as determined by the Contracting Officer, 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:

3.3.2.1 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 shall have Original Durations (OD) greater than 20 work days or 30 calendar days. Procurement activities are defined herein.

3.3.2.2 Design and Permit Activities

NOTE: This paragraph applies only to design-build procurements.

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. This shall be at a detailed level of scheduling sufficient to identify all major design tasks, including those that control the flow of work. The schedule shall include review and correction periods associated with each item.

3.3.2.3 Procurement Activities

The schedule must include activities associated with the submittal, approval, 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. A typical procurement sequence includes the string of activities: submit, approve, procure, fabricate, and deliver.

3.3.2.4 Mandatory Tasks

The following tasks must be included and properly scheduled:

- a. Submission, review and acceptance of design packages.
- b. Submission of mechanical/electrical/information systems layout drawings.
- c. Submission and approval of O & M manuals.
- d. Submission and approval of as-built drawings.

- e. Submission and approval of 1354 data and installed equipment lists.
- f. Submission and approval of testing and air balance (TAB).
- g. Submission of TAB specialist design review report.
- h. Submission and approval of fire protection specialist.
- i. Submission and approval of testing and balancing of HVAC plus commissioning plans and data. Develop the schedule logic associated with testing and commissioning of mechanical systems to a level of detail consistent with [ECB 2005-10](#).
- j. Air and water balancing.
- k. HVAC commissioning.
- l. Controls testing plan submission.
- m. Controls testing.
- n. Performance Verification testing.
- o. Other systems testing, if required.
- p. Contractor's pre-final inspection.
- q. Correction of punchlist from Contractor's pre-final inspection.
- r. Government's pre-final inspection.
- s. Correction of punch list from Government's pre-final inspection.
- t. Final inspection.

3.3.2.5 Government Activities

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

3.3.2.6 Activity Responsibility Coding (RESP)

Assign responsibility Code for all activities to the Prime Contractor, Subcontractor or Government agency responsible for performing the activity. 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 Equipment (GFE) and Notice to Proceed (NTP) for phasing requirements. Code all activities not coded with a Government Responsibility Code to the Prime Contractor or Subcontractor responsible to perform the work. Activities shall not 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). Unacceptable code values are abbreviations of the names of subcontractors.

3.3.2.7 Activity Work Area Coding

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 shall not have more than one Work Area Code. Not all activities are required to be Work Area coded. A lack of Work Area coding will indicate the activity is not resource or space constrained.

3.3.2.8 Contract Changes/Requests for Equitable Adjustment (REA) Coding (MODF)

Assign Activity code to any activity or sequence of activities added to the schedule as a result of a Contract Modification, when approved by the Contracting Officer, with a Contract Changes/REA Code. Key all Code values to the Government's modification numbering system. Any activity or sequence of activities added to the schedule as a result of alleged constructive changes made by the Government may be added to a copy of the current schedule, subject to the approval of the Contracting Officer. Assign Activity codes for these activities with a Contract Changes/REA Code. Key the code values to the Contractor's numbering system. Approval to add these activities does not necessarily mean the Government accepts responsibility and, therefore, liability for such activities and any associated impacts to the schedule, but rather the Government recognizes such activities are appropriately added to the schedule for the purposes of maintaining a realistic and meaningful schedule. Such activities shall not be Responsibility Coded to the Government unless approved. An activity shall not have more than one Contract Changes/REA Code.

3.3.2.9 Contract Line Item (CLIN) Coding (BIDI)

Code all activities to the CLIN on the Contract Line Item Schedule to which the activity belongs. An activity shall not contain more than one CLIN Item Code. CLIN Item code all activities, even when an activity is not cost loaded.

3.3.2.10 Phase of Work Coding (PHAS)

Assign Phase of Work Code to all activities based upon the phase of work in which the activity occurs. Code activities to [either a Design Phase or a Construction Phase](#) [Construction Phase](#). Code fast track [design and construction](#) phases proposed by the Contractor to allow filtering and organizing the schedule by fast track design and construction packages. If the contract specifies construction phasing with separately defined performance periods, identify a Construction Phase Code to allow filtering and organizing the schedule accordingly. Each activity shall be identified with a single project phase and have only one Phase of Work code.

3.3.2.11 Category of Work Coding (CATW)

Assign Category of Work Code to all Activities based upon the category of work to which the activity belongs. Category of Work Code must include, but is not limited to: [design](#), [design submittal](#), [design reviews](#), [review conferences](#), [permits](#), [construction submittals](#), [construction submittal approvals](#), Acceptance, Procurement, Fabrication, Delivery, Weather

Sensitive Installation, Non-Weather Sensitive Installation, Start-Up, Test and Turnover. Assign a Category of Work Code to each activity. Each activity shall have only one Category of Work Code.

3.3.2.12 Definable Features of Work Coding (FOW1, FOW2, FOW3)

Assign a Definable Feature of Work Code to appropriate activities based on the definable feature of work to which the activity belongs. Definable Feature of Work is defined in Specification Section 01 45 00.00 10 QUALITY CONTROL. An activity shall not have more than one Definable Feature of Work Code. Not all activities are required to be Definable Feature of Work Coded.

3.3.3 Scheduled Project Completion and Activity Calendars

The schedule interval shall extend from NTP date to the required contract completion date. The contract completion activity (End Project) shall finish based on the required contract duration in the accepted contract proposal, as adjusted for any approved contract time extensions. The first scheduled work period shall be the day after NTP is received by the Contractor. Schedule activities on a calendar to which the activity logically belongs. Activities may be assigned to a 7 day calendar when the contract assigns calendar day durations for the activity such as a Government Acceptance activity. If the Contractor intends to perform physical work less than seven days per week, schedule the associated activities on a calendar with non-work periods identified including weekends and holidays. Assign the Category of Work Code - Weather Sensitive Installation to those activities that are weather sensitive. Original durations must account for anticipated normal adverse weather. The Government will interpret all work periods not identified as non-work periods on each calendar as meaning the Contractor intends to perform work during those periods.

3.3.3.1 Project Start Date

The schedule shall start no earlier than the date on which the NTP was acknowledged. Include as the first activity in the project schedule an activity called "Start Project" (or NTP). The "Start Project" activity shall have an "ES" constraint date equal to the date that the NTP was acknowledged, and a zero day duration.

3.3.3.2 Schedule Constraints and Open Ended Logic

Constrain completion of the last activity in the schedule by the contract completion date. Schedule calculations shall result in a negative float when the calculated early finish date of the last activity is later than the contract completion date. Include as the last activity in the project schedule an activity called "End Project". The "End Project" activity shall have an "LF" constraint date equal to the contract completion date for the project, and with a zero day duration or by using the "project must finish by" date in the scheduling software. The schedule shall have no constrained dates other than those specified in the contract. The use of artificial float constraints such as "zero fee float" or "zero total float" are typically prohibited. There shall only be 2 open ended activities: Start Project (or NTP) with no predecessor logic and End Project with no successor logic.

3.3.3.3 Early Project Completion

In the event the Preliminary or Initial project schedule calculates an early completion date of the last activity prior to the contract completion date, identify those activities that it intends to accelerate and/or those activities that are scheduled in parallel to support the Contractor's "early" completion. The last activity shall have a late finish constraint equal to the contract completion date and the schedule will calculate positive float. The Government will not approve an early completion schedule with zero float on the longest path. The Government is under no obligation to accelerate activities for which it is responsible to support a proposed early contract completion.

3.3.4 Interim Completion Dates

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

3.3.4.1 Start Phase

Include as the first activity for a project phase an activity called "Start Phase X" where "X" refers to the phase of work. The "Start Phase X" activity shall have an "ES" constraint date equal to the date on which the NTP was acknowledged, and a zero day duration.

3.3.4.2 End Phase

Include as the last activity for a project phase an activity called "End Phase X" where "X" refers to the phase of work. The "End Phase X" activity shall have an "LF" constraint date equal to the specified completion date for that phase and a zero day duration.

3.3.4.3 Phase "X" Hammock

Include a hammock type activity for each project phase called "Phase X" where "X" refers to the phase of work. The "Phase X" hammock activity shall be logically tied to the earliest and latest activities in the phase.

3.3.5 Default Progress Data Disallowed

**NOTE: The last 2 sentences of this paragraph will
be deleted if not required for the project.**

Do not automatically update Actual Start and Finish dates with default mechanisms that may be included in the scheduling software. Activity Actual Start (AS) and Actual Finish (AF) dates assigned during the updating process shall match those dates provided from Contractor Quality Control Reports. Failure of the Contractor to document the AS and AF dates on the Daily Quality Control report for every in-progress or completed activity, and failure to ensure that the data contained on the Daily Quality Control reports is the sole basis for schedule updating shall result in the disapproval of the Contractor's updated schedule and the inability of the Contracting Officer to evaluate Contractor progress for payment purposes. Updating of the percent complete and the remaining duration of any activity shall be independent functions. Disable program features which calculate one of these parameters from the other.

3.3.6 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 all out of sequence progress or justify not changing the sequencing for approval prior to submitting an updated project schedule. Correct out of sequence progress that continues for more than two update cycles by logic revision, as approved by the Contracting Officer.

3.3.7 Negative Lags and Start to Finish Relationships

Lag durations contained in the project schedule shall not have a negative value. Do not use Start to Finish (SF) relationships.

3.3.8 Calculation Mode

Schedule calculations shall retain the logic between predecessors and successors even when the successor activity starts and the predecessor activity has not finished. 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") will not be allowed.

3.3.9 Milestones

The schedule must include milestone activities for each significant project event including but not limited to: milestone activities for each fast track design package released for construction; design complete; foundation/substructure construction complete; superstructure construction complete; building dry-in or enclosure complete to allow the initiation of finish activities; permanent power complete; and building systems commissioning complete.

3.4 PROJECT SCHEDULE SUBMISSIONS

Provide the submissions as described below. The data CD, reports, and network diagrams required for each submission are contained in paragraph SUBMISSION REQUIREMENTS.

3.4.1 Preliminary Project Schedule Submission

Submit the Preliminary Project Schedule, defining the Contractor's planned operations for the first 90 calendar days for approval within 15 calendar days after the NTP is acknowledged. 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. Detail it for the first 90 calendar days. It may be summary in nature for the remaining performance period. It must be early start and late finish constrained and logically tied as previously 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, the 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. Schedule any construction activities planned for the first 90 calendar days after NTP. Constrain planned construction activities by Government acceptance of the associated design package(s) and all other specified Program and Plan approvals. Activity code any activities that are summary in nature after the first 90 calendar days with Responsibility Code (RESP) and Feature of Work code (FOW1, FOW2, FOW3).

3.4.2 Initial Project Schedule Submission

Submit the Initial Project Schedule for approval within 42 calendar days after NTP. The schedule shall demonstrate a reasonable and realistic sequence of activities which represent all work through the entire contract performance period. The Initial Schedule shall be at a reasonable level of detail as determined by the Contracting Officer. 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 preliminary 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.

3.4.3 Design Package Schedule Submission

With each design package submitted to the Government, submit a frag-net 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.

3.4.4 Periodic Schedule Updates

Based on the result of the meeting, specified in PERIODIC SCHEDULE UPDATE MEETINGS, submit periodic schedule updates. These submissions will enable the Contracting Officer to assess Contractor's progress. If the Contractor fails or refuses to furnish the information and project schedule data, which in the judgment of the Contracting Officer or authorized representative is necessary for verifying the Contractor's progress, the Contractor shall be deemed not to have provided an estimate upon which progress payment may be made. Update the schedule to include detailed, lower WBS level 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.

3.4.5 Standard Activity Coding Dictionary

Use the activity coding structure defined in the Standard Data Exchange Format (SDEF) in ER 1-1-11, Appendix A. This exact structure is mandatory,

even if some fields are not used. A template SDEF compatible schedule backup file (sdef.prx) is available on the QCS website: <http://rms.usace.army.mil/>. The SDEF format is as follows:

| SDEF Format | | | |
|-------------|---------------|--------|--|
| Field | Activity Code | Length | Description |
| 1 | WRKP | 3 | Workers per Day |
| 2 | RESP | 4 | Responsible Party (e.g. GC, subcontractor, USACE) |
| 3 | AREA | 4 | Area of Work |
| 4 | MODF | 6 | Modification or REA number |
| 5 | BIDI | 6 | Bid Item (CLIN) |
| 6 | PHAS | 2 | Phase of Work |
| 7 | CATW | 1 | Category of Work |
| 8 | FOW1 | 10 | Feature of Work (used up to 10 characters in length) |
| 9 | FOW2 | 10 | Feature of Work (used up to 20 characters in length) |
| 10 | FOW3 | 10 | Feature of Work (used up to 30 characters in length) |

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's

Provide two sets of data CD's containing the project schedule in the backup format. Each CD shall also contain all previous update backup files. File medium shall be CD. Label each CD indicating the type of schedule (Preliminary, Initial, Update), full contract number, Data Date and file name. Each schedule shall have a unique file name as determined by the Contractor.

3.5.2 Narrative Report

Provide a Narrative Report with the Preliminary, Initial, and each Periodic Update of the project schedule, as the basis of the progress payment request. The Narrative Report shall include: a description of activities along the 2 most critical paths where the total float is less than or equal to 20 work days, 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. The narrative report is expected to communicate to the Government, the Contractor's thorough analysis of the schedule output and its plans to compensate for any problems, either current or potential, which are revealed through that analysis. Identify and explain why any activities that, based their calculated late dates, should have either started or finished during the update period but did not.

3.5.3 Approved Changes Verification

Include only those project schedule changes in the schedule submission that have been previously approved by the Contracting Officer. The Narrative Report shall specifically reference, on an activity by activity basis, all changes made since the previous period and relate each change to documented, approved schedule changes.

3.5.4 Schedule Reports

The format, filtering, organizing and sorting for each schedule report shall be as directed by the Contracting Officer. Typically reports shall 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. The following lists typical reports that will be requested. One or all of these reports may be requested for each schedule submission.

3.5.4.1 Activity Report

A list of all activities sorted according to activity number.

3.5.4.2 Logic Report

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

3.5.4.3 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.

3.5.4.4 Earnings Report by CLIN

A compilation of the Contractor's Total Earnings on the project from the NTP to the data date. This report shall reflect the earnings of specific activities based on the agreements made in the schedule update meeting defined herein. Provided that the Contractor has furnished a complete schedule update, this report shall serve as the basis of determining progress payments. Group activities by CLIN item number and sort by activity number. This report shall: sum all activities coded to a particular CLIN and provide a CLIN item percent earned value; and complete and sum CLIN items to provide a total project percent complete. The printed report shall contain, for each activity: the Activity Number, Activity Description, Original Budgeted Amount, Total Quantity, Quantity to Date, Percent Complete (based on cost), and Earnings to Date.

3.5.5 Network Diagram

The network diagram is required for the Preliminary, Initial and Periodic Updates. The network diagram shall 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:

3.5.5.1 Continuous Flow

Diagrams shall 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.

3.5.5.2 Project Milestone Dates

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

3.5.5.3 Critical Path

Clearly show the critical path.

3.5.5.4 Banding

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

3.5.5.5 S-Curves

Earnings curves showing projected early and late earnings and earnings to date.

3.6 PERIODIC SCHEDULE UPDATE MEETINGS

Conduct periodic schedule update meetings for the purposes of reviewing the Contractor's proposed out of sequence corrections, determining causes for delay, correcting logic, maintaining schedule accuracy and determining earned value. Meetings shall occur at least monthly within five days of the proposed schedule data date and after the Contractor has updated the schedule with Government concurrence respecting actual start dates, actual finish dates, remaining durations and percent complete for each activity it intend to status. Provide a computer with the scheduling software loaded and a projector during the meeting which allows all meeting participants to view the proposed schedule update during the meeting. The meeting and resultant approvable schedule update shall be a condition precedent to a formal submission of the update as described in SUBMISSION REQUIREMENTS and to the submission of an invoice for payment. The meeting will be a working interactive exchange which will allow the Government and the Contractor the opportunity to review the updated schedule on a real time and interactive basis. The Contractor's authorized scheduling representative will organize, sort, filter and schedule the update as requested by the Government. The meeting will last no longer than 8 hours. A rough draft of the proposed activity logic corrections and narrative report shall be provided to the Government 48 hours in advance of the meeting. The Contractor's Project Manager and Authorized Scheduler shall attend the meeting with the Authorized Representative of the Contracting Officer.

3.6.1 Update Submission Following Progress Meeting

Submit a complete update of the project schedule containing all approved progress, revisions, and adjustments, pursuant to paragraph SUBMISSION REQUIREMENTS not later than 4 working days after the periodic schedule update meeting, reflecting only those changes made during the previous update meeting.

3.6.2 Status of Activities

Update information, including Actual Start Dates (AS), Actual Finish Dates (AF), Remaining Durations (RD), and Percent Complete shall be subject to the approval of the Government prior to the meeting. As a minimum, address the following items on an activity by activity basis during each progress meeting.

3.6.2.1 Start and Finish Dates

Accurately show the status of the AS and/or AF dates for each activity currently in-progress or completed since the last update. The Government may allow an AF date to be assigned with the percent complete less than 100% to account for the value of work remaining but not restraining successor activities. Only assign AS dates when actual progress occurs on an activity.

3.6.2.2 Remaining Duration

Update the estimated RD for all incomplete activities independent of Percent Complete. Remaining Durations may exceed the activity OD or may exceed the activity's prior update RD if the Government considers the current OD or RD to be understated based on current progress, insufficient work crews actually manning the job, unrealistic OD or deficiencies that must be corrected that restrain successor activities.

3.6.2.3 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, cost load the correction of punch list from Government pre-final inspection activity(ies) not less than 1 percent of the total contract value, which activity(ies) may be declared 100 percent complete upon completion and correction of all punch list work identified during Government pre-final inspection(s).

3.6.2.4 Logic Changes

Specifically identify and discuss all logic changes pertaining to NTP on change orders, change orders to be incorporated into the schedule, Contractor proposed changes in work sequence, corrections to schedule logic for out-of-sequence progress, and other changes that have been made pursuant to contract provisions. The Government will only approve logic revisions for the purpose of keeping the schedule valid in terms of its usefulness in calculating a realistic completion date, correcting erroneous logic ties, and accurately sequencing the work.

3.6.2.5 Other Changes

Other changes required due to delays in completion of any activity or group of activities include: 1) delays beyond the Contractor's control, such as strikes and unusual weather. 2) delays encountered due to submittals, Government Activities, deliveries or work stoppages which make re-planning the work necessary. 3) Changes required to correct a schedule that does not represent the actual or planned prosecution and progress of the work.

3.7 REQUESTS FOR TIME EXTENSIONS

In the event the Contractor believes it is entitled to an extension of the contract performance period, completion date, or any interim milestone date, furnish the following for a determination by the Contracting Officer: justification, project schedule data, and supporting evidence as the Contracting Officer may deem necessary. Submission of proof of excusable delay, based on revised activity logic, duration, and costs (updated to the specific date that the delay occurred) is a condition precedent to any approvals by the Government. In response to each Request For Proposal issued by the Government, submit a schedule impact analysis demonstrating whether or not the change contemplated by the Government impacts the critical path.

3.7.1 Justification of Delay

The project schedule shall clearly display that the Contractor has used, in full, all the float time available for the work involved with this request. The Contracting Officer's determination as to the number of allowable days of contract extension shall be based upon the project schedule updates in effect for the time period in question, and other factual information. 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.

3.7.2 Submission Requirements

Submit a justification for each request for a change in the contract completion date of less than 2 weeks based upon the most recent schedule update at the time of the NTP or constructive direction issued for the change. Such a request shall be in accordance with the requirements of other appropriate Contract Clauses and shall include, as a minimum:

- a. A list of affected activities, with their associated project schedule activity number.
- b. A brief explanation of the causes of the change.
- c. An analysis of the overall impact of the changes proposed.
- d. A sub-network of the affected area.

Identify activities impacted in each justification for change by a unique activity code contained in the required data file.

3.7.3 Additional Submission Requirements

The Contracting Officer may request an interim update with revised activities for any requested time extension of over 2 weeks. Provide this disk within 4 days of the Contracting Officer's request.

3.8 DIRECTED CHANGES

If the NTP is issued for changes prior to settlement of price and/or time, submit proposed schedule revisions to the Contracting Officer within 2 weeks of the NTP being issued. The Contracting Officer will approve proposed revisions to the schedule prior to inclusion of those changes within the project schedule. If the Contractor fails to submit the

proposed revisions, the Contracting Officer may furnish the Contractor with suggested revisions to the project schedule. Include these revisions in the project schedule until revisions are submitted, and final changes and impacts have been negotiated. If the Contractor has any objections to the revisions furnished by the Contracting Officer, advise the Contracting Officer within 2 weeks of receipt of the revisions. Regardless of the objections, continue to update the schedule with the Contracting Officer's revisions until a mutual agreement in the revisions is reached. If the Contractor fails to submit alternative revisions within 2 weeks of receipt of the Contracting Officer's proposed revisions, the Contractor will be deemed to have concurred with the Contracting Officer's proposed revisions. The proposed revisions will then be the basis for an equitable adjustment for performance of the work.

3.9 WEEKLY PROGRESS MEETINGS

- a. Meet weekly with the Government (or as otherwise mutually agreed to) between the meetings described in paragraph 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. The then current and approved schedule update shall be used for the purposes of this meeting and for the production and review of reports. The Contractor's Project Manager and the Authorized Representative of the Contracting Officer shall attend. The weekly progress meeting will address the status of RFI's, RFP's and Submittals.
- b. Provide a bar chart produced by the scheduling software, organized by Total Float and Sorted by Early Start Date, and a two week "look-ahead" schedule by filtering all schedule activities to show only current ongoing activities and activities schedule to start during the upcoming two weeks, organized by Work Area Code (AREA) and sorted by Early Start Date.
- c. The Government and the Contractor shall jointly review the reports. If it appears that activities on the longest path(s) which are currently driving the calculated completion date (driving activities), are not progressing satisfactorily and therefore could jeopardize timely project completion, corrective action must be taken immediately. Corrective action includes but is not limited to: increasing the number of work crews; increasing the number of work shifts; increasing the number of hours worked per shift; and determining if Government responsibility coded activities require Government corrective action.

3.10 OWNERSHIP OF FLOAT

Float available in the schedule, at any time, shall not be considered for the exclusive use of either the Government or the Contractor.

3.11 TRANSFER OF SCHEDULE DATA INTO RMS/QCS

Download and upload the schedule data into the Resident Management System (RMS) prior to RMS databases being transferred to the Government and 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 electronic export from QCS of the application

for progress payment.

-- End of Section --