Initiative Definition

Initiative Definition

Template Name	BY2011
Investment Name	BIA - OFMC - Y9P08 Yakama Tribal School - Schools Improvement and Repair - ARRA Funding
Investment Revision Number	0
Is this investment a consolidated business case?	No
Point of Contact	Morin, Margie
Revision Comment	
Class	non-IT
Is this is a Recovery Act (ARRA) funded project?	Yes

Approvals Section

Has this Project Manager approved this submission?	Yes
Has the Project Sponsor approved this submission?	Yes
Has the Bureau Investment Review Board approved this submission?	Yes
Has the Bureau Senior Real Property Officer approved this submission?	Yes
Is this submission ready to be sent to DOI as final?	Yes

I.A: Overview

Descriptive Information

Date of Submission	12/31/2009
Investment Initiation Date	9/30/2009
Agency	Department of the Interior
Bureau	Bureau of Indian Affairs
Name of this Investment	BIA - OFMC - Y9P08 Yakama Tribal School - Schools Improvement and Repair - ARRA Funding
Full UPI Code	010-76-00-00-00-0000-00

Construction - Please provide a Brief Project Justification

The Yakama Tribal School ranks number 8 on the BIA Educational Facilities MIR (Schools Improvement and Repairs) Priorities List as identified in the American Recovery and Reinvestment Act of 2009. The school is located in Yakama County, Washington. This project will repair and improve facilities serving 98 students in grades 9-12, per 2008 ISEP Student Count. School facilities were built in the mid 1960s and 70s and many of the building systems are in need of repairs; some systems are beyond repair and must be replaced. The aggregate Facility Condition Index (FCI) for the buildings in this project is 0.2745.

This project includes four existing buildings totaling approximately 33,676 gross square feet. Some site work must be done: a school bus parking area will be constructed and sidewalks replaced; security fencing will be installed around the electrical hookup; and a sewer line will be excavated, replaced and the area backfilled.

Construction - Please provide a Brief Project Description

This project includes four existing buildings totaling approximately 33,676 gross square feet. A fire detection/alarm system, a fire sprinkler system and an intercom and master clock system must be installed in the largest school building. In this building, windows must be replaced with fire exits in each classroom and office. The footing will be repaired, the subgrade will be reinforced and the brick wall repaired. A wheelchair lift and new bleacher seating will be installed and will comply with ADA requirements. The kitchen will be redesigned and remodeled, using the space from seven small rooms. Plumbing components including shower and water closet compartments, lavatories and faucets and urinals will be replaced. An aged and deteriorated hot water heating unit and the gymnasium flooring will be replaced. A ladder and landing will be installed at the door to the mechanical room.

Roofing on the three other buildings will be replaced and all four buildings will have the electrical system upgraded, with circuits and outlets added and inefficient fixtures replaced. Many of the office and classrooms will have a suspended ceiling system installed. Throughout the buildings, acoustic ceiling tiles, ceramic wall and floor tiles, lockers, exit signs with battery backup, carpet, vinyl floor tiles, interior and exterior doors, windows, lighting fixtures, will be replaced or installed. Secondary egress will be provided in three buildings doors and door openers will be installed and landing and access ramps built. These buildings will have the interior walls repainted or refinished, the HVAC systems replaced, and restrooms remodeled to meet ADA requirements and standards.

Some site work must be done: a school bus parking area will be constructed and sidewalks replaced; security fencing will be installed around the electrical hookup; and a sewer line will be excavated, replaced and the area backfilled.

What is the current and targeted Facility Condition and Index and Mission Criticality for each asset covered by the project?

Mission Critical=1	Cur FCI=.2511	Bldg 1T - School	Gross Sq Ft=30,316
Mission Critical=1	Cur FCI=.4866	Bldg 2T - School	Gross Sq Ft=1,120
Mission Critical=1	Cur FCI=.4910	Bldg 3T - Office	Gross Sq Ft=1,120
Mission Critical=1	Cur FCI=.4910	Bldg 4T - Office	Gross Sq Ft=1.120

What is the current Asset Priority Index for each asset covered by the project?

Current API=100	Bldg 1T - School
Current API=100	Bldg 2T - School
Current API=100	Bldg 3T - Office
Current API=100	Bldg 4T - Office

Has the State Historic Preservation Officer approved, in writing, all the work on historic structures?	NA
Is this project in the Five Year Deferred Maintenance and Capitial Improvement Plan?	No

If "no", what is the source of this funding?

The American Reinvestment and Recovery Act of 2009 is that source of funding for this project.

Indicate the type(s) of Value Engineering Analysis performed and date

Value engineering was performed on this project during the selection process (March, 2009) and when the Program of Requirements (POR) was validated.

Was this project submitted to OMB previously and was the baseline approved?	No
Is this investment for new construction or major retrofit of a Federal Building?	No
.a Is this project applying for LEED Certification from the U.S. Green Building Council or Green Globes Certification from the Green Building Initative?	N/A
.b Does the agency intend to develop and incorporate cost effective, energy-efficient and environmentally sustainable techniques or practices from this project?	No
.c Is an ESPC or UESC being used to help fund this initative?	N/A
.d Will this investment meet the sustainable design principles?	N/A
.e Will the project be designed to be 30% more energy efficient than relevant code?	N/A
i. If "no", was the design started prior to January 2007?	N/A
ii. If not designed to be 30% more energy efficient than relevant code, what percentage will be achieved?	N/A
Is this project for an existing building renovation, rehabilitation, expansion, or remodeling of existing space which involves the replacement of installed equipment, such as heating and cooling systems?	Yes
a. Does this project employ the most energy efficient designs, systems, equipment, and controls that are life-cycle costs effective?	Yes
b. Select all energy efficiency investments which are incorporated into this project.	Improvement to Building Envelope (Windows, Doors, Insulation, etc.) Installation or Replacement of Building Energy Management System Installation or Replacement of Water Conservation Technologies and Fixtures

	Lighting Retrofits Other Equipment Upgrades
Does this investment directly support one of the PMA initiatives?	Yes
If "yes," check all of the PMA initiatives that apply:	Budget Performance Integration Competitive Sourcing Expanded E-Government Financial Performance Human Capital Real Property Asset Management
Does this investment support a program assessed using the Program Assessment Rating Tool (PART)? (For more information about the PART, visit www.whitehouse.gov/omb/part.)	Yes
If "yes," what is the name of the PARTed program?	Bureau of Indian Affairs - K-12 School Construction

If "yes", State the PART rating received and summarize key reason for the rating.

Program Purpose & Design	80%
Stragetic Planning	89%
Program Management	75%
Program Results/Accountability	28%

Program assessement was adequate.

If "yes", does this project address a weakness found during a PART Review?

N/A
The weakness found during the PART review was at the program level and not at the project level.

I.B: Summary of Spending

Summary of Spending

Provide the total estimated life-cycle cost for this investment by completing the following table. All amounts represent budget authority in thousands, and are rounded to three decimal places. Federal personnel costs should be included only in the row designated "Government FTE Cost," and should be excluded from the amounts shown for "Planning," "Full Acquisition," and "Operation/Maintenance." The "TOTAL" estimated annual cost of the investment is the sum of costs for "Planning," "Full Acquisition," and "Operation/Maintenance." For Federal buildings and facilities, life-cycle costs should include long term energy, environmental, decommissioning, and/or restoration costs. The costs associated with the entire life-cycle of the investment should be included in this report.

If the summary of funding has changed from the current year President's Budget request, briefly explain those changes:

* Costs in thousands

SUMMARY OF SPENDING FOR PROJECT STAGES	2003 and Prior	2004	2005	2006	2007	2008	2009	PY 2010	CY 2011	BY 2012	BY + 1 2013	BY + 2 2014	2015	2016	2017	2018	2019 and Beyond	Total
Planning																		
Budgetary Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Acquisition																		
Budgetary Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal Planning & Acquisition																		
Budgetary Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operations & Maintenance																		
Budgetary Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Disposition Costs (optional)																		
Budgetary Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Planning																		
Budgetary Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Acquisition																		
Budgetary Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Maintenance																		
Budgetary Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SUBTOTAL																		
Budgetary Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Government FTE Costs																		
Budgetary Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Planning																		
Budgetary Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Acquisition																		
Budgetary Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Maintenance																		
Budgetary Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL (incl. FTE costs)																		
Budgetary Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Note: For the multi-agency investments, this table should include all funding (both managing partner and partner agencies). Government FTE Costs should not be included as part of the TOTAL represented.

Use the following table to provide the number of Government Full Time Equivalents (FTE) represented by the Government FTE Costs in the Summary of Funding Table. Numbers should be entered in decimal format for each of the categories listed.

FTE Table

	2003 and Prior	2004	2005	2006	2007	2008	2009	PY 2010	CY 2011	BY 2012	BY + 1 2013	BY + 2 2014	2015	2016	2017	2018	2019and Beyond	Total
Security	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

* Costs in thousands

Funding Sources

FS Name: MAX Code	Type	Row Type	2003 & Prior	2004	2005	2006	2007	2008	2009	PY 2010	CY 2011	BY 2012	BY + 1 2013	BY + 2 2014	BY + 3 2015	2016	2017	2018	2019 & Beyond	Total
BIA - ARRA - Construction: 14-2302 2009 On Ex. 53: Yes		DME	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		SS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0		DME	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		SS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

I.C: Project Management

Project Management Questions

Program/Project Manager Name	Hayward, Clyde
Program/Project Manager E-mail	clyde.hayward@bia.gov
Program/Project Manager Phone Number	503-231-2212
What is the current FAC-P/PM (for civilian agencies) or DAWIA (for defense agencies) certification level of the program/project manager?	
Project Sponsor email	john.rever@bia.gov
Project Sponsor Name	Jack (John) Rever, PE, Director, Office of Facilities, Environmental and Cultural Resources
Project Sponsor Phone Number	703-390-6314
Project Contracting Officer Name	Dianne Gutierrez, Procurement Analyst
Project Contracting Officer email	dianne.gutierrez@bia.gov
Project Contracting Officer Phone Number	703-390-6605
Has the Contracting Officer Reviewed this Exhibit?	Yes
If "No" state why it was not reviewed by the Contracting Officer	The Acquisition office is aware of this project.

Please list all members of the Integrated Project Team and identify each member's role in the project.

Lee Skenandore, Regional Facilities Manager, Northwest Region
Charles Thomas, OFMC Division of O&M
Judy Jones, OFMC, Constrution in Progress (CIP) Coordinator
Construction Inspector to be hired through A/E Contractor
School Board and Tribal Representatives
Gayle Dixon, Bureau of Indian Education, Acting Facilities Management Officer and Administrative staff to assist in managing this project.
Office of PPA (CPIC & PAR)
The A/E firm contracted for the design, construction specification developement will consist of professional/technical personnel from multi-disciplines
During construction phase a full-time project inspector will be on-site to oversee daily activities.

I.D: Acquisition/ Contract Strategy

Contract/Task Order Table BY10

Complete the table for all (including all non-Federal) contracts and/or task orders currently in place or planned for this investment. Total Value should include all option years for each contract. Contracts and/or task orders completed do not need to be included.

* Costs in thousands

Contract/Task Orders Table

Row Number	Contract or Task Order Number	Type of Contract/ Task Order (In accordance with FAR Part 16)	Has the contract been awarded?	If so what is the date of the award? If not, what is the planned award date?	Start date of Contract/ Task Order	End date of Contract/ Task Order	Total Value of Contract/ Task Order	Is this an Interagency Acquisition?	Is it performance based?	Competitively awarded?	What, if any, alternative financing option is being used?	Is EVM in the contract?	Name of CO	CO Contact information (phone/email)	Contracting Officer FAC-C or DAWIA Certification Level	If N/A, has the agency determined the CO assigned has the competencies and skills necessary to support this acquisition?

Contract/Task Order Questions BY10

If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why:

Earn value will be included and will be tracked by OFMC.

An initial Acquisition Plan was submitted on March 26, 2009 and was approved. Updated, individual project acquisition plans are currently being developed.

Is there an acquisition plan which reflects the requirements of FAR Subpart 7.1 and has been approved in accordance with agency requirements?	Yes
What is the date of your acquisition plan?	3/26/2009
Is the acquisition plan current?	Yes
If "no," will an acquisition plan be developed?	
If "no," briefly explain why no acquisition plan will be developed:	

I.E: Performance Information

Performance Information BY10

In order to successfully address this area of the exhibit 300, performance goals must be provided for the agency and be linked to the annual performance plan. The investment must discuss the agency's mission and strategic goals, and performance measures (indicators) must be provided. These goals need to map to the gap in the agency's strategic goals and objectives this investment is designed to fill. They are the internal and external performance benefits this investment is expected to deliver to the agency (e.g.,improve efficiency by 60 percent, increase citizen participation by 300 percent a year to achieve an overall citizen participation rate of 75 percent by FY 2xxx, etc.).

The goals must be clearly measurable investment outcomes, and if applicable, investment outputs. They do not include the completion date of the module, milestone, or investment, or general goals, such as, significant, better, improved that do not have a quantitative or qualitative measure.

FEA PRM

Fiscal Year	Strategic Goal(s) Supported	Measurement Area	Measurement Category	Measurement Grouping	Measurement Indicator	Baseline	Target	Actual Results
2009	Serving Communities: Advance Quality Communities for tribes and Alaska Natives.	Mission and Business Results	Financial Management	Asset and Liability Management	Percent of Bureau of Indian Education Schools in acceptable condition as measured by the FCI	The aggregate FCI for the buildings in this project is 0.2745 (Poor). Planned FCI .0 to .05 Good FCI will not change until project is complete, certificate of occupancy is issued & asset is available for use.	The construction phase is scheduled to start in Q4 FY09. The FCI will not change until the project is complete, a certificate of occupancy is issued and the asset is available for use.	
2009	Serving Communities: Advance Quality Communities for tribes and Alaska Natives.	Mission and Business Results	Financial Management	Asset and Liability Management	Percent of Replacement Schools and Major Improvement and Repair projects constructed within 2 years of ground breaking.	The construction phase for Yakama Tribal School is scheduled to start in Q4 FY09 and end in Q2 FY11.	The construction phase for Yakama Tribal School is scheduled to start in Q4 FY09.	
2009	Serving Communities: Advance Quality Communities for tribes and Alaska Natives.	Mission and Business Results	Financial Management	Asset and Liability Management	Percent of construction projects over $5 million on schedule within no more than a 10% variance (delay).	Project will be within 10% variance based on construction schedule.	This project will receive ARRA funding in 2009. Project will be within 10% variance based on construction cost and schedule.	
2010	Serving Communities: Advance Quality Communities for tribes and Alaska Natives.	Mission and Business Results	Financial Management	Asset and Liability Management	Percent of Bureau of Indian Education Schools in acceptable condition as	The aggregate FCI for the buildings in this project is 0.2745 (Poor). Planned FCI .0	The construction phase will be ongoing during 2010	

FEA PRM

Fiscal Year	Strategic Goal(s) Supported	Measurement Area	Measurement Category	Measurement Grouping	Measurement Indicator	Baseline	Target	Actual Results
					measured by the FCI	to .05 Good FCI will not change until project is complete, certificate of occupancy is issued & asset is available for use.		
2010	Serving Communities: Advance Quality Communities for tribes and Alaska Natives.	Mission and Business Results	Financial Management	Asset and Liability Management	Percent of Replacement Schools and Major Improvement and Repair projects constructed within 2 years of ground breaking.	The construction phase for Yakama Tribal School is scheduled to start in Q4 FY09 and end in Q2 FY11.	The construction phase will be ongoing during 2010	
2010	Serving Communities: Advance Quality Communities for tribes and Alaska Natives.	Mission and Business Results	Financial Management	Asset and Liability Management	Percent of construction projects over $5 million on schedule within no more than a 10% variance (delay).	Project will be within 10% variance based on construction schedule.	This project will receive ARRA funding. Project will be within 10% variance based on construction cost and schedule.	
2011	Serving Communities: Advance Quality Communities for tribes and Alaska Natives.	Mission and Business Results	Financial Management	Asset and Liability Management	Percent of Bureau of Indian Education Schools in acceptable condition as measured by the FCI	The aggregate FCI for the buildings in this project is 0.2745. Planned FCI .0 to .05 Good FCI will not change until project is complete, certificate of occupancy is issued & asset is available for use.	The construction phase is scheduled to end in Q2 FY11. The FCI will not change until the project is complete, a certificate of occupancy is issued and the asset is available for use.	
2011	Serving Communities: Advance Quality Communities for tribes and Alaska Natives.	Mission and Business Results	Financial Management	Asset and Liability Management	Percent of Replacement Schools and Major Improvement and Repair projects constructed within 2 years of ground breaking.	The construction phase for Yakama Tribal School is scheduled to start in Q4 FY09 and end in Q2 FY11.	The construction phase is scheduled to end in Q2 FY11.	
2011	Serving Communities: Advance Quality Communities for tribes and Alaska Natives.	Mission and Business Results	Financial Management	Asset and Liability Management	Percent of construction projects over $5 million on schedule within no more than a 10% variance (delay).	Project will be within 10% variance based on construction schedule.	This project will receive ARRA funding. Project will be within 10% variance based on construction cost and schedule.	

II.A: Alternative Analysis

Alternative Analysis Selection

Alternatives Analysis Results

* Costs in thousands

Send to OMB	Alternative Analyzed	Description of Alternative	Risk Adjusted Lifecycle Costs estimate	Risk Adjusted Lifecycle Benefits estimate
False	1 - Campus Replacement	Replace all the buildings on this campus with new construction. Perform historical renovations on any buildings eligible for historic status.	10699	

Alternatives Analysis Results

* Costs in thousands

Send to OMB	Alternative Analyzed	Description of Alternative	Risk Adjusted Lifecycle Costs estimate	Risk Adjusted Lifecycle Benefits estimate
False	2 - Replace Buildings, 1:1	Replace the buildings in this project with new construction - same gross square footage.	10699	
False	3 - Best Value Option (Preferred)	Construction of this project as proposed. The projection of student enrollment growth, in accordance with the Bureau Policy as of January 5, 2004 utilizing the sum of the least squares estimate at completion of construction, has been used to determine space needs.	10699	
False	4 - AMP Requirement	Lease academic facilities locally from the tribe or other entities.	0	

Did you conduct an alternatives analysis for this investment? Yes

If "no," what is the anticipated date this analysis will be completed?

If "yes," provide the date the operational analysis was completed. 12/31/2009

If no analysis is planned, please briefly explain why:

Which alternative was selected by the Agency's Executive/Investment Committee and why was it chosen?

The ongoing O&M costs for these buildings is the same no matter which alternative is chosen. The construction costs would be greater for alternative #1 & 2.

The preferred alternative #3 was determined to be the most economical, feasible and prudent of all available alternatives. This alternative is to repair the existing buildings and replace components and systems as required.

Alternative #1 is to replace all the buildings on the campus, including all support buildings such as offices, storage, fire, etc. This includes historical renovations to any existing buildings that are eligible for inclusion on the National Register of Historic Places.

The second alternative is to replace the buildings that are included in this project, rather than repairing and improving the buildings. The future O&M costs would be the same as in the FI&R project; however, the cost for new construction would be considerable.

Alternative #4 is impossible, as no appropriate facilities are available in the immediate vicinity.

II.B: Risk Management

Risk Management Plan

You should have performed a risk assessment during the early planning and initial concept phase of this investment's life-cycle, developed a risk-adjusted life-cycle cost estimate and a plan to eliminate, mitigate or manage risk, and be actively managing risk throughout the investment's life-cycle.

Does the investment have a Risk Management Plan? Yes

What is the date of the risk management plan? 6/1/2009

Has the Risk Management Plan been significantly changed since last year's submission to OMB?

If "yes," describe any significant changes to the Risk Management Plan:

If there currently is no risk plan, will a plan be developed?

If "yes," what is the planned completion date of the risk plan?

If "no," what is the strategy for managing the risks?

Investment Risks BY10

Briefly describe how investment risks are reflected in the life cycle cost estimate and investment schedule:

The budget and schedule for this project have been adjusted to include a contigency for identified risk and unforeseen circumstances. The amount applied is a percentage of the total, base on historical data for similiar projects.

Risk Assessment Results

Date Identified	Area of Risk	Description	Probability of Occurrence	Strategy for Mitigation	Current Status as of the date of this exhibit
6/1/2009	1 - Schedule	* Land Ownership * Tribal Approvals * Environment Assessments (EA) * Historic Buildings Inventory Report Construction Delays caused by supply problems, labor problems, weather conditions or other unforeseen delays	Medium	* Conduct EA early for compliance & suitability * Prepare Historic Buildings Inventory Report re National Historic Preservation Act, Section 106 * Meetings with PM to monitor project plan, critical project milestones & dependencies * Close coordination with Tribal & Regulatory Agencies * Tribes required to obtain & secure land before entering into contracts * Encourage contractor to order supplies early to avoid delays * Schedule contingencies for labor problems and weather	* Schedules and project timeframes have been developed and are monitored * Frequent meetings are held with appropriate officials.
6/1/2009	2 - Initial Costs	* Construction costs exceed budget * Actual costs may vary due to unknown inflation between now and contract award * Bid climate at the time of advertisement is unpredictable and can vary significantly * Differing site conditions may be encountered during excavation	Medium	* Close coordination on scheduling of multi-tasks; value engineering will be conducted * Costs include preparation of an Environmental Assessment and Historic Buildings Inventory Report * Update cost estimates frequently as the design process proceeds * Adjust design to stay within funds available * Advertise early to allow time for re-advertising if acceptable bids are not received * Retain sufficient contingency reserve to cover differing site conditions	* Adjust the costs from preliminary estimates as formal milestones are completed
6/1/2009	3 - Life-Cycle Costs	* Adequate funding is needed to maintain facilities * Significant life cycle savings will be realized when dilapidated buildings are demolished	Basic	* Identify non-negotiable maintenance or use alternate means * Demolish buildings in worst condition and having low API scores	* Ensure excess buildings are removed from FMIS inventory
6/1/2009	4 - Technical Obsolescence	* The technology for identified systems is well established and does not change significantly over time. * The only risk is if the design or construction contractor selects inappropriate materials and components	Basic	* Require the project designer and the contractor to use the best value materials and components that maximize life expectancy and minimize future maintenance	* Monitor design submittals and construction shop drawings to make sure appropriate materials are selected.
6/1/2009	5 - Feasibility	* Constructability issues	Basic	* Value Engineering (VE) to be conducted if deemed cost effective	* Monitor and ensure VE is scheduled early
6/1/2009	6 - Reliability of Systems	* Proposed systems are easy to maintain not state of the art systems	Basic	* Continue to require the project designer to use reliable user friendly	* Develop requirements and incorporate into Statement of Work

Risk Assessment Results

Date Identified	Area of Risk	Description	Probability of Occurrence	Strategy for Mitigation	Current Status as of the date of this exhibit
		that are complicated to maintain.		systems and components. * Monitor construction for compliance with design intent and contract specs. * Ensure standard design is used by designer and contractor.	(SOW). * Design handbook has been redeveloped * Standard design guide has been developed
6/1/2009	7 - Dependencies and Interoperability Between This and Other Investments	* Contractors required to adhere to Local Tribal Employment Rights Ordinance (TERO) which can cause labor problems resulting delays in schedule and increase cost * Currently investigating other acquisition methods for accomplishing the work	Medium	* Coordinate closely with Tribes to ensure labor problems are not an issue. * If projects continue to be delayed, BIA will re-assume the project and re-advertise for bids	* Develop and include the proposed schedule and requirements in the SOW
6/1/2009	9 - Risk of Creating a Monopoly For Future Procurements	* No risks this project would create a monopoly * Materials of construction will be generic with multiple brands and manufacturers available to ensure competition. Any future maintenance and repair work could be accomplished without dependence on a particular supplier manufacturer.	Basic	* All aspects of the project will be accomplished via competitive bids * Monitor design and construction process to ensure materials and components are selected to ensure use of standard products. Use performance specifications where possible rather than stipulating a specific brand	* Government contracting encourages competition
6/1/2009	10 - Capability of Agency to Manage the Investment	* The OFMC has the resources and the capability to manage this project from initiation to closeout * The schools have the resources and the capabilities to manage the academic facility after construction	Basic	* OFMC is strengthening requirements of Project Managers and Inspectors eventually all to be certified and bonded * Organizational Capacity Review (OCR) policy allows BIA not to enter into contract through PL 100-297 grants or PL 93-638 contracts with Tribes/School Boards that have high risk ratings.	* OFMC conducts quarterly reviews, with Earned Value analysis, of ongoing projects. * Corrective Action Reports - CARs - are created & enacted for projects with variance outside of allowable limits. * Projects deemed risky are monitored monthly.
6/1/2009	11 - Overall Risk of Investment Failure	* There are some risks of total project failure such as severe natural disaster during construction	Basic	* Continue effective project management oversight, watching carefully for potential high risk problems with major impacts on project viability	* OFMC has designated team leaders to ensure PMs are monitoring their projects closely. * OFMC PMs are working towards certification through PMI - 93% of eligible staff is completing requirements before taking PMI certification exam.
6/1/2009	12 - Organizational and Change Management	* Turnover in project staff and key clients * Coordination with Tribes and School Board	Basic	* Assure that any new participants are brought up to speed quickly and address concerns through change management process * Keep Tribes and School Boards fully involved at all steps in the process and assure higher level officials are buying into the plans	* Project team has been reasonably stable and is expected to remain so. * The partnership between Tribes and School Boards is well established and communication is frequent.
6/1/2009	14 - Data/Info	Data gaps	Basic	* Assure that appropriate data is acquired in a timely manner during the	* Utilize schedule for topographic, geotechnical, hazmat,

Risk Assessment Results

Date Identified	Area of Risk	Description	Probability of Occurrence	Strategy for Mitigation	Current Status as of the date of this exhibit
				design process	historic and archeological surveys to ensure they are on schedule * OFMC has developed a checklist to assist Project Managers
6/1/2009	Other	BUREAU RESOURCES * Protecting natural and cultural resources * Potential for running into unknown archeology during construction	Basic	* Complete surveys and compliance and assure no significant impacts * Monitor construction for archeology	* New facilities are proposed for previously disturbed lands

II.C: Cost and Schedule Performance

Initial Baseline

Original Baseline

* Costs in dollars

This table represents milestones at Work Breakdown Structure level 1

Description	Planned				Plan Cost	Funding Agency	EVMS
	Schedule		Duration				
	Start Date	End Date	Days	Hours			
3 - Construction with equipment							
3a - Equipment							
3b - Construction							
Project Totals							

Performance Baseline

Complete the following table to compare actual performance against the current performance baseline and to the initial performance baseline. In the Current Baseline section, for all milestones listed, you should provide both the baseline and actual completion dates (e.g., "03/23/2003"/ "04/28/2004") and the baseline and actual total costs (in $ Millions). In the event that a milestone is not found in both the initial and current baseline, leave the associated cells blank. Note that the 'Description of Milestone' and 'Percent Complete' fields are required. Indicate 0 for any milestone no longer active.

Cost and Schedule Performance table (DME, Mixed Lifecycle, Full Acquisition)

* Costs in dollars

This table represents milestones at Work Breakdown Structure level 1

Milestone Number	Description of Milestone	Total Cost		Current Baseline				Current Baseline Variance		Percent Complete		Milestone Type
				Start Date		Completion Date		Schedule	Cost ($Dollars)			
		Planned	Actual	Planned	Actual	Planned	Actual			Planned	Actual	
Project Totals												

Has the investment re-baselined during the past fiscal year? No

If "yes", when was the investment re-baseline approved by the Executive Investment Review Committee or equivalent?

Cost/Schedule Variance

EVM is required only on DME portions of investments. For mixed lifecycle investments, O&M milestones should still be included in the table (Comparison of Initial Baseline and Current Approved Baseline). This table should accurately reflect the milestones in the initial baseline, as well as milestones in the current baseline.

Does the earned value management system meet the criteria in ANSI/EIA Standard - 748?

Is the CV% or SV% greater than 10%? (CV%= CV/EV x 100; SV%= SV/PV x 100)

If "yes," was it the CV or SV or both?

If "yes," explain the variance:

Proposed Baseline

Cost and Schedule Goals: Proposed or Current (OMB Approved) Baseline for a Phase/Segment/Module of Project

* Costs in dollars

This table represents milestones at Work Breakdown Structure level 1

Description	Planned						EVMS
	Schedule		Duration		Plan Cost	Funding Agency	
	Start Date	End Date	Days	Hours			
Project Totals							

III.: Additional Information

Additional Information

Additional Information