

Initiative Definition

Initiative Definition

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|--|--|
| Template Name | BY2011 |
| Investment Name | 09N90 Chinle Boarding School Kitchen - Replacement Facilities Construction |
| 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? | No |

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 | 12/20/2010 |
| Agency | Department of the Interior |
| Bureau | Bureau of Indian Affairs |
| Name of this Investment | 09N90 Chinle Boarding School Kitchen - Replacement Facilities Construction |
| Full UPI Code | 010-76-00-00-00-0000-00 |

Construction - Please provide a Brief Project Justification

The Chinle Boarding School is located in Many Farms, Arizona, about 14 miles from the Chinle Agency. Many Farms is about 120 miles from Holbrook, Arizona and Gallup, New Mexico, just northwest of Canyon De Chelly National Monument. The school serves the Navajo Nation. The aggregate Facility Condition Index (FCI) for the two buildings in this project is .5424 (Poor) as of 12/17/08 and supports the need for a replacement facility.

Construction - Please provide a Brief Project Description

Scope of the Project: Construct a Kitchen/Dinning Facility for 389 Students

The existing site will be used. Project is to include:

Install temporary utilities (power and water) and temporary access during construction

Include energy savings measures such as solar panels. During the Design phase, the most appropriate solution for this site will be determined.

Replace the existing water and sewer mains and fire hydrants along the lines serving the new kitchen and provide a new natural gas line, as needed

Repair the elevated water tank

Construct a replacement kitchen/dining facility for 389 students in K-8 grades, measuring approximately 8,313 gross sq. ft.

Site infrastructure including sidewalks, kitchen staff parking and delivery area, grading and drainage, exterior lighting, signage, benches and minimum landscaping

Replace curb and gutter and install new pavement

Complete Project Disposition Plan per AMP-SSABP: demolition of building 1007 and building 1011

This project will be funded in two phases, as outlined in the Five Year Plan

In designing the new facility, Leadership in Energy & Environmental Design (LEED) guidelines will be followed. This means using green building products to the greatest extent possible, orienting the building and using building systems designed to conserve water and energy resources. The design will focus on the sustainable attributes of the site, and will provide a quality indoor environment. The BIA is committed to LEED certification and will seek Silver Certification.

The original Chinle Boarding School buildings date back to 1965. They have major defects and have long outlived their useful life. The facilities serve 445 academic students, including 79 residential students, in grades K-8, per FY 2006 ISEP student count. The buildings have major structural damage due to foundation shifting. Repairs to the building components only last for a short time, as the systems are aging and break down often. Mold in the walls, ceilings and floors of these buildings presents health risks to the occupants. The existing buildings do not meet life safety codes, NFPA (National Fire Protection Association) codes, and ADA (Americans with Disabilities Act) handicap codes.

The Chinle kitchen building has the most severe structural damages to the foundation, piers, interior and exterior walls, and support beams, caused by settlement. Engineer reports indicate that repairs are not feasible. To bring these buildings into code compliance, repairs and upgrades would exceed 66% of the replacement cost value. In fact, Building 1011 (Kitchen) is currently closed since the building has been found unsafe. Meals for the children are prepared at Many Farms School and the children are bussed over to this school, some distance away.

The project plans consist of constructing a new kitchen/dining facility of approximately 8,313 sq. ft. and upgrading the site/utilities (sidewalks, site electrical, gas distribution, sewer and water mains, storm drains, and grading).

The safety of the students is always of paramount concern. During the construction phase, measures, such as fencing off areas, will be taken to assure student safety. The Project Disposition Plan (PDP) delineates plans for moving into the new structures, installing equipment, transferring ownership of utilities, and numerous other details. The existing facilities will be kept in operation until the new facilities are completed. Once the new facility is completed, approximately 50,171 sq. ft. of dilapidated and deteriorating academic and residential space will be demolished or transferred.

The total projected academic enrollment is 337 academic students in compliance with the new Assistant Secretary's policy memorandum of January 5, 2004 regarding the sum of the least squares estimate. Based on the 2005 Educational space guidelines, the need identified for Chinle Boarding School is approximately 8,313 square feet of facility space. Square footage is approximate and is subject to validation by the A/E firm during the planning phase.

This funding proposal details new construction, not repairs. Funds required for addressing imminent health and safety items for the existing facilities while the new school is being constructed will be provided under the Education Construction Special Programs. All projects are required to comply with Section 106 National Historic Preservation Requirements. An assessment was made; the kitchen and the dormitory do not meet the criteria for historic status. An Environmental Assessment, as required by the National Environmental Policy Act, will be conducted during the Planning phase.

The new buildings will be in compliance with Federal, State, local and Tribal laws, regulations, and safety codes, and will meet handicap accessibility standards. Completion of the proposed work will be cost effective over the life of the facility and will enhance the quality of life for the students. This project will retire millions of dollars in deferred maintenance and capital improvement backlogs. The aggregate Facility Condition Index (FCI) for the two buildings in this project will be reduced from .5424 (Poor) as of 12/17/08, to .05 or less (Good). The proposed investment will contribute to a safer, healthier, and more productive environment for those who use these facilities on a daily basis, as well as providing an economical, functional, and efficient facility within the community.

Cost savings will be optimized using value engineering and building commissioning services. As the determination is made on the final scope, the Exhibit 300 will be updated accordingly.

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

The Facility Condition Index (FCI) reflects the condition of the building at the time of funding appropriation. This number changes as deferred maintenance backlogs are entered into the Facilities Management Information System (FMIS), so the current FCI could be different. For each building in this project, the FRPP (Federal Real Property Profile) Condition Index as of 12/17/08 is listed below. The aggregate FCI for the two buildings in this project is .5424 (poor) as of 12/17/08. The location FCI is different, as this location contains assets not included in the current project.

The buildings included in this project are:

MC=3, Bldg 1007 - Dormitory, GSF=32,249, Cur FCI=.16

MC=1, Bldg 1011 - Kitchen, GSF=17,922, Cur FCI=.48

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

Bldg 1007, Cur API=100

Bldg 1011, Cur API=100

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 Capital Improvement Plan? Yes

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

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

VE Type C FY 2008

VE Type D FY 2009

Was this project submitted to OMB previously and was the baseline approved? Yes

Is this investment for new construction or major retrofit of a Federal Building? Yes

.a Is this project applying for LEED Certification from the U.S. Green Building Council or Green Globes Certification from the Green Building Initiative? Yes

.b Does the agency intend to develop and incorporate cost effective, energy-efficient and environmentally sustainable techniques or practices from this project? Yes

.c Is an ESPC or UESC being used to help fund this initiative? No

.d Will this investment meet the sustainable design principles? Yes

.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? No

ii. If not designed to be 30% more energy efficient than relevant code, what percentage will be achieved?

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.

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%
 Strategic Planning - 89%
 Program Management - 75%
 Program Results/Accountability - 28%

Program Assessment 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:

BY 2011 DOI Construction Template: 09N90 Chinle Boarding School Kitchen - R...

| SUMMARY OF SPENDING FOR PROJECT STAGES | * Costs in thousands | | | | | | | | | | | | | | | | | |
|--|----------------------|------|------|------|------|------|------|---------|---------|---------|------------|------------|------|------|------|------|-----------------|-------|
| | 2003 and Prior | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | PY 2010 | CV 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 |
| 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

BY 2011 DOI Construction Template: 09N90 Chinle Boarding School Kitchen - R...

| | 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 |
|----------------------|----------------|------|------|------|------|------|------|---------|---------|---------|-------------|-------------|------|------|------|------|-----------------|-------|
| 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 | 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 |
| | DIME | 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 |
| Total Yearly Budgets: | DIME | 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 |
| On Ex. 53: No | | 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 | Arviso, Geraldine |
| Program/Project Manager E-mail | geraldine.arviso@bia.gov |
| Program/Project Manager Phone Number | 505-863-8425 |
| 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 | Diana Garcia |
| Project Contracting Officer email | diana.garcia@bia.gov |
| Project Contracting Officer Phone Number | 505-563-3122 |
| Has the Contracting Officer Reviewed this Exhibit? | Yes |
| If "No" state why it was not reviewed by the Contracting Officer | |

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

Members of the Integrated Project Team from the Bureau of Indian Affairs are:

Joe Bitsie, Regional Facilities Manager, Navajo Region, with over 15 years experience as an Electrical Engineer

Charles Thomas, OFMC Division of O&M

Judy Jones, OFMC, Construction 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 Facility Management Officer and Administrative staff to assist in managing this project

Office of Planning & Policy Analysis (PPA), Capital Planning Investment Control (CPIC) &

Performance and Accountability Report (PAR)

The A/E firm contracted for the design, construction specification development will consist of professional/technical personnel from multi-disciplines.

During the 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 | 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? |
| Row Number | | | | | | | | | | | | | | | | |

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 in the contracts and will be tracked by OFMC.

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? 8/13/2007

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 |
| 2007 | | Mission and Business Results | Financial Management | Asset and Liability Management | FCI Metric Good .0 to .05 Planned FCI .0 to .05 Good | The aggregate Facility Condition Index (FCI) for the two buildings in this project is 0.5424 (Poor) as of 12/17/08 | FCI Metric Good .0 to .05 Planned FCI .0 to .05 Good | Planning is 100% complete. The FCI will not change until the project is complete, a certificate of occupancy has been issued and the asset is available for use. |
| 2008 | | Mission and Business Results | Financial Management | Asset and Liability Management | Reduce the percentage of BIA s building square footage identified as excess | 50,171 sq. ft. of existing buildings are eligible to be transferred or demolished | Remove or transfer existing 50,171 gross sq. ft. from BIA inventory | Design has been 100% completed |
| 2009 | | Mission and Business Results | Financial Management | Asset and Liability Management | Percentage of projects started in the year of appropriation (Replacement, New Facility and Major Improvement and Repair). | This project is currently in the Planning and Design phases, to ensure the project is ready to be awarded for construction in 4th Qtr FY2009 | This project is scheduled to start construction in 4th Qtr 2009. This will contribute towards meeting GPRA and PART goals | Construction has not yet begun |
| 2009 | | Mission and Business Results | Financial Management | Asset and Liability Management | Percentage of replacement schools and major improvement and repair projects constructed within two years of commencement of the construction phase of the project. | Funding for this project will be appropriated in FY 2009. This project is currently in the Planning and Design phases. The construction phase is scheduled to begin in FY 2009 and end in FY 2011. | This project is scheduled to start construction in FY 2009 and end in FY 2011. This will contribute towards meeting GPRA and PART goals. | Construction has not yet begun |
| 2009 | | Mission and Business Results | Financial Management | Asset and Liability | Reduce Deferred Maintenance | The total amount of deferred | Reduce deferred maintenance and | Construction has not yet begun |

| FEA PRM | | | | | | | | |
|-------------|-----------------------------|------------------------------|----------------------|--------------------------------|--|--|--|--------------------------------|
| Fiscal Year | Strategic Goal(s) Supported | Measurement Area | Measurement Category | Measurement Grouping | Measurement Indicator | Baseline | Target | Actual Results |
| | | | | Management | | maintenance for the two buildings in this project is \$4,060,757 as of 12/17/08 | capital improvement backlog | |
| 2010 | | Mission and Business Results | Financial Management | Asset and Liability Management | Percentage of projects started in the year of appropriation (Replacement, New Facility and Major Improvement and Repair). | This project is currently in the Planning and Design phases, to ensure the project is ready to be awarded for construction in 4th Qtr FY2009 | This project is scheduled to start construction in 4th Qtr 2009. This will contribute towards meeting GPRA and PART goals | Construction has not yet begun |
| 2010 | | Mission and Business Results | Financial Management | Asset and Liability Management | Percentage of replacement schools and major improvement and repair projects constructed within two years of commencement of the construction phase of the project. | Funding for this project will be appropriated in FY 2009. This project is currently in the Planning and Design phases. The construction phase is scheduled to begin in FY 2009 and end in FY 2011. | This project is scheduled to start construction in FY 2009 and end in FY 2011. This will contribute towards meeting GPRA and PART goals. | Construction has not yet begun |
| 2010 | | Mission and Business Results | Financial Management | Asset and Liability Management | Reduce Deferred Maintenance | The total amount of deferred maintenance for the two buildings in this project is \$4,060,757 as of 12/17/08 | Reduce deferred maintenance and capital improvement backlog | Construction has not yet begun |
| 2011 | | Mission and Business Results | Financial Management | Asset and Liability Management | Percentage of projects started in the year of appropriation (Replacement, New Facility and Major Improvement and Repair). | This project is currently in the Planning and Design phases, to ensure the project is ready to be awarded for construction in 4th Qtr FY2009 | This project is scheduled to start construction in 4th Qtr 2009. This will contribute towards meeting GPRA and PART goals | Construction has not yet begun |
| 2011 | | Mission and Business Results | Financial Management | Asset and Liability Management | Percentage of replacement schools and major improvement and repair projects constructed within two years of commencement of the construction phase of the project. | Funding for this project will be appropriated in FY 2009. This project is currently in the Planning and Design phases. The construction phase is scheduled to begin in FY 2009 and end in FY 2011. | This project is scheduled to start construction in FY 2009 and end in FY 2011. This will contribute towards meeting GPRA and PART goals. | Construction has not yet begun |
| 2011 | | Mission and Business Results | Financial Management | Asset and Liability Management | Reduce Deferred Maintenance | The total amount of deferred maintenance for the two buildings in this project is \$4,060,757 as of 12/17/08 | Reduce deferred maintenance and capital improvement backlog | Construction has not yet begun |

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 - Minimal Cost Option | Perform deferred maintenance | 8349 | | | |

| Alternatives Analysis Results | | | * Costs in thousands | |
|-------------------------------|-----------------------------------|--|--|---|
| Send to OMB | Alternative Analyzed | Description of Alternative | Risk Adjusted Lifecycle Costs estimate | Risk Adjusted Lifecycle Benefits estimate |
| | | only. Although this alternative may cost less initially, it is only a short-term solution. School program functional spaces are inadequate; this alternative does not increase space to address all needs. These costs will exceed 66% of the replacement cost value and project does not qualify funding under FI&R. | | |
| False | 2 - Best Value Option (Preferred) | Construct new replacement facility by using 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. This is the most economical, feasible and prudent alternative over the lifespan of new buildings (40 years); this will substantially reduce operations and maintenance costs. The current buildings have outlived their useful life. | 337972 | |
| False | 3 - Highest Cost Option | Construct full replacement facility, including all programs (i.e., shops, quarters, garages, storage buildings, fire station, towers, etc.). This includes demolishing all of the existing facilities. | 421777 | |
| False | 4 - AMP Requirement | Lease academic facilities locally from the tribe or other entities. This is impracticable and unfeasible because there are no facilities available within the vicinity. | 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. 12/31/2008

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?

Preferred Alternative #2 - Replacement Kitchen/Dining and School

Description: Construct replacement kitchen/dining and academic facilities. Complete site infrastructure work. Use the best value options for all work.

Total Gross Funds = \$10.275 including equipment

Alternative #1 is only a temporary measure. School program functional spaces are inadequate and this alternative does not increase space; therefore, program needs will remain unmet. This alternative is a short-term solution and will not address all capital improvement backlogs. When the cost for renovation and repair exceeds 66% of the replacement cost value, the building is considered for replacement; this is the case with a number of these buildings.

The best alternative is Alternative #2. Life cycle costs and critical student needs were a major factor for selecting the new facilities described above. This is the most economical, feasible and prudent alternative over time. The lifespan of new buildings are projected to be 40 years, so this is a long-term solution and will substantially reduce operations and maintenance costs. 88% of the academic buildings are older than 40 years old; they have outlived their useful life.

Alternative #3 is cost prohibitive; there are not enough funds to replace the entire school campus.

Alternative #4 is unfeasible because there are no facilities in the area available for leasing.

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? 8/15/2007

Has the Risk Management Plan been significantly changed since last year's submission to OMB? No

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

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

If "yes," what is the planned completion date of the risk plan? 8/20/2007

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 contingency for indentified risks and unforeseen circumstances. The amount applied is a percentage of the total, based on historical data for similar projects.

Value Engineering and Building Commissioning services will be implemented to optimize cost saving.

| Risk Assessment Results | | | | | |
|-------------------------|-------------------|---|---------------------------|--|--|
| Date Identified | Area of Risk | Description | Probability of Occurrence | Strategy for Mitigation | Current Status as of the date of this exhibit |
| 8/15/2007 | 1 - Schedule | <ul style="list-style-type: none"> * 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 | <ul style="list-style-type: none"> * 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 | <ul style="list-style-type: none"> * Schedules and project timeframes have been developed and are monitored * Frequent meetings are held with appropriate officials. |
| 8/15/2007 | 2 - Initial Costs | <ul style="list-style-type: none"> * 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 | <ul style="list-style-type: none"> * Close coordination on scheduling of multi-tasks; value engineering will be conducted * Planning phase 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 | <ul style="list-style-type: none"> * Adjust the costs from preliminary pre-planning estimates as formal design and planning is completed |

| Risk Assessment Results | | | | | |
|-------------------------|--|--|---------------------------|---|--|
| Date Identified | Area of Risk | Description | Probability of Occurrence | Strategy for Mitigation | Current Status as of the date of this exhibit |
| 8/15/2007 | 3 - Life-Cycle Costs | <ul style="list-style-type: none"> * Adequate funding is needed to maintain facilities * Significant life cycle savings will be realized when dilapidated buildings are demolished | Basic | <ul style="list-style-type: none"> * Identify non-negotiable maintenance or use alternate means * Demolish buildings in worst condition and having low API scores | * Ensure demolished buildings are removed from FMIS inventory |
| 8/15/2007 | 4 - Technical Obsolescence | <ul style="list-style-type: none"> * 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 | <ul style="list-style-type: none"> * 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. |
| 8/15/2007 | 5 - Feasibility | <ul style="list-style-type: none"> * Constructability issues | Basic | <ul style="list-style-type: none"> * Value Engineering (VE) to be conducted that will evaluate these issues | * Monitor and ensure VE is scheduled in early planning stage |
| 8/15/2007 | 6 - Reliability of Systems | <ul style="list-style-type: none"> * Proposed systems are easy to maintain not state of the art systems that are complicated to maintain. * New facilities will be more reliable than the existing facilities. | Basic | <ul style="list-style-type: none"> * Continue to require the project designer to use reliable user friendly systems and components. * Monitor construction for compliance with design intent and contract specs. * Ensure standard design is used by designer and contractor. | <ul style="list-style-type: none"> * Develop requirements and incorporate into Statement of Work (SOW). * Design handbook has been redeveloped * Standard design guide has been developed |
| 8/15/2007 | 7 - Dependencies and Interoperability Between This and Other Investments | <ul style="list-style-type: none"> * Contractors required to adhere to Local Tribal Employment Rights Ordinance (TERO) which can cause labor problems resulting delays in schedule and increase cost * Interagency Agreement (IA) contractors do not adhere to proposed BIA schedule and requirements causing delays in schedule and increased costs * Currently investigating other acquisition methods for accomplishing the work | Medium | <ul style="list-style-type: none"> * Coordinate closely with Tribes to ensure labor problems are not an issue. * Coordinate closely with IA contractors to ensure they adhere to BIA proposed schedules and requirements * If projects continue to be delayed, BIA will re-assume the project and re-advertise for bids * Weekly status sessions are held with IA contractors to monitor the project progress | * Develop and include the proposed schedule and requirements in the SOW |
| 8/15/2007 | 9 - Risk of Creating a Monopoly For Future Procurements | <ul style="list-style-type: none"> * 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 | <ul style="list-style-type: none"> * 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 |
| 8/15/2007 | 10 - Capability of Agency to Manage the Investment | <ul style="list-style-type: none"> * The OFMC has the resources and the capability to manage this project from initiation to closeout * The schools have the | Basic | <ul style="list-style-type: none"> * OFMC is strengthening requirements of Project Managers and Inspectors eventually all to be certified and bonded * Organizational Capacity | <ul style="list-style-type: none"> * OFMC conducts quarterly reviews, with Earned Value analysis, of ongoing projects. * Corrective Action Reports - CARs - are |

| Risk Assessment Results | | | | | |
|-------------------------|---|--|---------------------------|---|--|
| Date Identified | Area of Risk | Description | Probability of Occurrence | Strategy for Mitigation | Current Status as of the date of this exhibit |
| | | resources and the capabilities to manage the academic facility after construction | | 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. | created & enacted for projects with variance outside of allowable limits. * Projects deemed risky are monitored monthly. |
| 8/15/2007 | 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. |
| 8/15/2007 | 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. |
| 8/15/2007 | 14 - Data/Info | Data gaps | Basic | * Assure that appropriate data is acquired in a timely manner during the design process | * Utilize schedule for topographic, geotechnical, hazmat, historic and archeological surveys to ensure they are on schedule * OFMC has developed a checklist to assist Project Managers |
| 8/15/2007 | 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

BY 2011 DOI Construction Template: 09N90 Chinle Boarding School Kitchen - R...

* Costs in dollars

| Original Baseline | This table represents milestones at Work Breakdown Structure level 1 | | | | | | | | | | EVMS |
|--------------------------------|--|------------|----------|---------|-------|-----------|----------------|--|--|--|------|
| | Description | Schedule | | Planned | | Plan Cost | Funding Agency | | | | |
| | | Start Date | End Date | Days | Hours | | | | | | |
| 1 - Planning | | | | | | | | | | | |
| 2 - Design | | | | | | | | | | | |
| 3 - Construction w/o equipment | | | | | | | | | | | |
| 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 | | Current Baseline | | Percent Complete | | Milestone Type |
|-----------------------|----------------------------|------------|--------|------------------|-----------------|------------------|----------|------------------|---------|------------------|--|----------------|
| | | Planned | Actual | Start Date | Completion Date | Variance | Schedule | Cost (\$Dollars) | Planned | Actual | | |
| 1 | Planning | | | | | | | | | | | |
| 2 | Design | | | | | | | | | | | |
| 3 | Construction w/o equipment | | | | | | | | | | | |
| 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

* Costs in dollars

| Description | Schedule | | Planned Duration | | Plan Cost | Funding Agency | EYMS |
|--------------------------------------|------------|----------|------------------|-------|-----------|----------------|------|
| | Start Date | End Date | Days | Hours | | | |
| | | | | | | | |
| 1 - Planning | | | | | | | |
| 2 - Design | | | | | | | |
| 3 - Construction (without equipment) | | | | | | | |
| Project Totals | | | | | | | |

III.: Additional Information

Additional Information