

**Initiative Definition**

*Initiative Definition*

Template Name	BY2011
Investment Name	BIA - OFMC - Y9N5N Kaibeto Boarding School - Replacement School and Dormitory - ARRA Funding
Investment Revision Number	0
Is this investment a consolidated business case?	No
Point of Contact	Robinson, Andrew
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	10/28/2009
Agency	Department of the Interior
Bureau	Bureau of Indian Affairs
Name of this Investment	BIA - OFMC - Y9N5N Kaibeto Boarding School - Replacement School and Dormitory - ARRA Funding
Full UPI Code	010-76-00-00-0000-00

Construction - Please provide a Brief Project Justification

Kaibeto Boarding School ranks number 5 on the BIA School Replacement Construction project listing as identified in the American Recovery and Reinvestment Act of 2009. The school is located in Kaibeto, Coconino County, Arizona, more than 140 miles north of Flagstaff. The school serves Navajo Nation students from grades K-8. It ranks number 10 on the Bureau of Indian Affairs Replacement School Construction Priority List as published in the Federal register on March 24, 2004. The aggregate Facility Condition Index (FCI) for the buildings in this project is 0.2100 as of 04/05/09.

The school enrollment is 274 academic students (grades K-8), including 37 residential students (grades 1-8), according to the FY 2008 ISEP student count. The projected student enrollment is 276 academic students, including 45 residential students. There are 18 existing educational and support buildings in this project totaling approximately 145,960 gross square feet. These buildings were built in the mid-1960s and have outlived their useful lives. Many health, safety and handicap code deficiencies are found throughout these buildings and asbestos containing materials must be removed.

Given the repairs and improvements required to correct all of the deficiencies, the most cost-effective solution is to construct a replacement school, a dormitory and eight quarters totally approximately 101,840 gross square feet. Both of the existing schools, the existing dormitory and the existing cafeteria/dining hall would require replacement of the heating, cooling or ventilation and plumbing systems. The piping may contain lead and piping insulation probably contains asbestos. Windows; plumbing fixtures and pumps; lighting; acoustic ceiling tiles, carpet and floor tiles; and base cabinets would need replacement throughout the buildings. To meet ADA requirements, new lock and hardware, a concrete access ramp and other items would need to be installed. The largest school would need the exterior insulation finish system (EIFS) replaced and the dormitory would require a replacement wet pipe sprinkler fire protection system. The quarters were built at the same time as the other buildings; they would require major repairs and replacement systems also. All the bathrooms are aged and deteriorated and

would need total replacement. Electrical components and windows would need replacing and rooms would need to be remodeled for handicap access. Lead-based paint was used in some of the quarters; it would need to be abated. Site work includes replacing a concrete driveway and chain link fencing.

Enrollment projections comply with the Assistant Secretary policy memorandum dated January 5, 2004, utilizing the Sum of the Least Squares estimate and space requirements follow the 2005 Educational Space guidelines. The new facilities will be designed using Leadership in Environment Energy and Design (LEED) guidelines and green building products, and to the greatest extent possible, will conserve water and energy resources. LEED Silver Certification will be sought. Value Engineering and Building Commissioning services will be implemented to optimize cost savings.

Construction - Please provide a Brief Project Description

Scope of the Project

construct a replacement school, a dormitory and eight quarters totally approximately 101,840 gross square feet.

This project includes replacing the dormitory with a new facility measuring approximately 13,200 gross square feet, to house 45 students. An 8,000 gross square foot cafeteria building will be constructed; necessary site work, including utilities, will be completed. Once the replacement buildings are available for use, the existing dormitory and cafeteria, buildings 408 and 413, a total of 42,291 gross square feet, will be demolished.

Enrollment projections comply with the Assistant Secretary policy memorandum dated January 5, 2004, utilizing the Sum of the Least Squares estimate and space requirements follow the 2005 Educational Space guidelines. The new facilities will be designed using Leadership in Environment Energy and Design (LEED) guidelines and green building products, and to the greatest extent possible, will conserve water and energy resources. LEED Silver Certification will be sought. Value Engineering and Building Commissioning services will be implemented to optimize cost savings.

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

FAS No.	Building	Building Type	Current FCI	Mission Criticality
N33R0700400	Bldg 400	School, Elementary, Boarding	0.2542	1
N33R0700401	Bldg 401	Shop, Facility Management	0.0811	1
N33R0700402	Bldg 402	Pump House	0.9353	1
N33R0700408	Bldg 408	Dormitory, School	0.2043	1
N33R0700411	Bldg 411	School, Elementary, Boarding	0.1813	1
N33R0700413	Bldg 413	Cafeteria/Dining Hall	0.1375	1
N33R0700417	Bldg 417	Pump House	0.9353	1
N33R0700425	Bldg 425	Quarters, Single-Family	0.1105	1
N33R0700426	Bldg 426	Quarters, Single-Family	0.1105	1
N33R0700428	Bldg 428	Quarters, Single-Family	0.2226	1
N33R0700429	Bldg 429	Quarters, Single-Family	0.1849	1
N33R0700430	Bldg 430	Quarters, Single-Family	0.1004	1
N33R0700445	Bldg 445	Quarters, Single-Family	0.5518	1
N33R0700446	Bldg 446	Quarters, Single-Family	0.3526	1
N33R0700447	Bldg 447	Quarters, Single-Family	0.3611	1
N33R0700492	Bldg 492	Pump House	0.9353	1

Portables

N33R0701713	Bldg 1713	School, Elementary, Boarding	0.0000
N33R0701714	Bldg 1714	School, Elementary, Boarding	0.0000

The Targeted Facilities Condition Index for the replacement buildings is 0.00

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

FAS No.	Building	Building Type	API
N33R0700400	Bldg 400	School, Elementary, Boarding	100
N33R0700401	Bldg 401	Shop, Facility Management	100
N33R0700402	Bldg 402	Pump House	100
N33R0700408	Bldg 408	Dormitory, School	100
N33R0700411	Bldg 411	School, Elementary, Boarding	100
N33R0700413	Bldg 413	Cafeteria/Dining Hall	100
N33R0700417	Bldg 417	Pump House	100
N33R0700425	Bldg 425	Quarters, Single-Family	70
N33R0700426	Bldg 426	Quarters, Single-Family	70
N33R0700428	Bldg 428	Quarters, Single-Family	70
N33R0700429	Bldg 429	Quarters, Single-Family	70
N33R0700430	Bldg 430	Quarters, Single-Family	70
N33R0700445	Bldg 445	Quarters, Single-Family	70
N33R0700446	Bldg 446	Quarters, Single-Family	70
N33R0700447	Bldg 447	Quarters, Single-Family	70
N33R0700492	Bldg 492	Pump House	70

Portables

N33R0701713 Bldg 1713 School, Elementary, Boarding 100  
 N33R0701714 Bldg 1714 School, Elementary, Boarding 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? No

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

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

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

VE Type C FY2009

VE Type D FY2010

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? Yes

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? No

a. Does this project employ the most energy efficient designs, systems, equipment, and controls that are life-cycle costs effective?

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](http://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:

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\* Costs in thousands

SUMMARY OF SPENDING FOR PROJECT STAGES	* Costs in thousands																		
	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	0
Acquisition																			
Budgetary Resources	0	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	0
Operations & Maintenance																			
Budgetary Resources	0	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	0
Planning																			
Budgetary Resources	0	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	0
Maintenance																			
Budgetary Resources	0	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	0
Government FTE Costs																			
Budgetary Resources	0	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	0
Acquisition																			
Budgetary Resources	0	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	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	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

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	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

Funding Sources		* Costs in thousands																		
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	DME	DME	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
On Ex. 53: Yes	SS	SS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Yearly Budgets:		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
On Ex. 53: No		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	Robinson, Andrew
Program/Project Manager E-mail	andrew.robinson@bia.gov
Program/Project Manager Phone Number	505-563-5157
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 Cultrual Resources
Project Sponsor Phone Number	703-390-6314
Project Contracting Officer Name	Brendell Gallegos
Project Contracting Officer email	brendell.gallegos@bia.gov
Project Contracting Officer Phone Number	505-563-3009
Has the Contracting Officer Reviewed this Exhibit?	Yes

If "No" state why it was not reviewed by the Contracting Officer The Acquisitions Office is aware of this project.

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

Members of the Ingtegrated Project Team from the Bureau of Indian Affairs are:  
Erwin Kaisem, Regional Facilities Manager, Western Regional Office  
Charles Thomas, OFMC Division of O&M  
Judy Jones, OFMC, Construction In Progress (CIP) Coordinator  
Construction Inspector to be hired through AE Contractor  
School Board, Tribal Representative and the school's Project Manager  
Gayle Dixon, Bureau of Indian Education, Acting Facility Management Officer and Administrative staff to assit in managing this project.

Office of PPA (CPIC & PAR)  
The AE 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.

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Contract/Task Orders Table													* Costs in thousands			
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/em ail)	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 tracked by OFMC.

An initial Acquisition Plan was submitted 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
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 measured by the FCI	The aggregate FCI for the buildings in this project is 0.2100 (Poor) as of 4/05/09. 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 Q1 FY09. The FCI will not change until the project is complete, a certificate of occupancy is issued and the asset is available for use.	
2010		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 Kaibeto Boarding School is scheduled to start in Q3 FY10 and end in Q4 FY12.	The construction phase for Kaibeto Boarding School is scheduled to start in Q3 FY10.	
2010		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 2010. Project will be within 10% variance based on construction cost and schedule.	
2011	Serving Communities: Advance Quality Communities for tribes and	Mission and Business Results	Financial Management	Asset and Liability Management	Percent of Bureau of Indian Education Schools in acceptable	The aggregate FCI for the buildings in this project is 0.2100 (Poor) as of	The construction phase will continue as scheduled FY11. The FCI will not	

FEA PRM								
Fiscal Year	Strategic Goal(s) Supported	Measurement Area	Measurement Category	Measurement Grouping	Measurement Indicator	Baseline	Target	Actual Results
	Alaska Natives.				condition as measured by the FCI	4/05/09. Planned FCI .0 to .05 Good FCI will not change until project is complete, certificate of occupancy is issued & asset is available for use.	change until the project is complete, a certificate of occupancy is issued and the asset is available for use.	
2011		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 Kaibeto Boarding School is scheduled to start in Q3 FY10 and end in Q4 FY12.	The construction phase is scheduled to continue through FY11.	
2011		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.	
2012	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 0.2100 (Poor) as of 4/05/09. 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 Q4 FY12. The FCI will not change until the project is complete, a certificate of occupancy is issued and the asset is available for use.	
2012		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 Kaibeto Boarding School is scheduled to start in Q3 FY10 and end in Q4 FY12.	The construction phase is scheduled to end in Q4 FY12.	
2012		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	31814		

Alternatives Analysis Results				* Costs in thousands	
Send to OMB	Alternative Analyzed	Description of Alternative	Risk Adjusted Lifecycle Costs estimate	Risk Adjusted Lifecycle Benefits estimate	
		renovations on any buildings eligible for historic status.			
False	2 - Replace Buildings, 1:1	Replace the buildings in this project with new construction - same gross square footage.	7006		
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.	2463		
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?

Alternative #1 Replace the entire campus, including all support buildings.

The second alternative is to replace just the buildings in this project. This does not alter the present gross square footage.

Alternative #3 was determined to be the most economical, feasible and prudent of all the alternatives available over the long term. Life cycle costs and critical student needs were a major factor for selecting this option. This is a long-term solution and will enable this campus to meet the program requirements. The gross square footage necessary for this building is less than the existing building.

Alternative #4 is impossible as there are no facilities available for leasing due to the remote location of the school.

## 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 contingency for identified risks and unforeseen circumstances. The amount applied is a percentage of the total, based on historical data for similar 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	<ul style="list-style-type: none"> <li>* Land Ownership</li> <li>* Tribal Approvals</li> <li>* Environment Assessments (EA)</li> <li>* Historic Buildings Inventory Report</li> <li>* Construction Delays caused by supply problems, labor problems, weather conditions or other unforeseen delays</li> </ul>	Medium	<ul style="list-style-type: none"> <li>* Conduct EA early for compliance &amp; suitability</li> <li>* Meetings with PM to monitor project plan, critical project milestones &amp; dependencies</li> <li>* Close coordination with Tribal &amp; Regulatory Agencies</li> <li>* Tribes required to obtain &amp; secure land before entering into contracts</li> <li>* Encourage contractor to order supplies early to avoid delays</li> <li>* Schedule contingencies for labor problems and weather</li> </ul>	<ul style="list-style-type: none"> <li>* Schedules and project timeframes are developed and being monitored</li> <li>* Frequent meetings with appropriate officials are held</li> </ul>
6/1/2009	2 - Initial Costs	<ul style="list-style-type: none"> <li>* Construction costs exceed budget</li> <li>* Actual costs may vary due to unknown inflation between now and contract award</li> <li>* Bid climate at the time of advertisement is unpredictable and can vary significantly</li> <li>* Differing site conditions may be encountered during excavation</li> </ul>	Medium	<ul style="list-style-type: none"> <li>* Close coordination on scheduling of multi-tasks; value engineering will be conducted</li> <li>* Costs include preparation of an Environmental Assessment</li> <li>* Update cost estimates frequently as the design process proceeds</li> <li>* Adjust design to stay within funds available</li> <li>* Advertise early to allow time for re-advertising if acceptable bids are not received</li> <li>* Retain sufficient contingency reserve to cover differing site conditions</li> </ul>	<ul style="list-style-type: none"> <li>* If required, cost estimates will be adjusted as project progresses</li> </ul>
6/1/2009	3 - Life-Cycle Costs	<ul style="list-style-type: none"> <li>* Adequate funding is needed to maintain facilities</li> <li>* Significant life cycle savings will be realized when dilapidated buildings are demolished</li> </ul>	Basic	<ul style="list-style-type: none"> <li>* Identify non-negotiable maintenance or use alternate means</li> <li>* Demolish buildings in worst condition and having low API scores</li> </ul>	<ul style="list-style-type: none"> <li>* Ensure excess buildings are removed from FMIS inventory</li> </ul>
6/1/2009	4 - Technical Obsolescence	<ul style="list-style-type: none"> <li>* The technology for identified systems is well established and does not change significantly over time.</li> <li>* The only risk is if the design or construction contractor selects inappropriate materials and components</li> </ul>	Basic	<ul style="list-style-type: none"> <li>* Require the project designer and the contractor to use the best value materials and components that maximize life expectancy and minimize future maintenance</li> </ul>	<ul style="list-style-type: none"> <li>* Monitor construction to make sure appropriate materials are selected.</li> </ul>
6/1/2009	5 - Feasibility	<ul style="list-style-type: none"> <li>* Constructability issues</li> </ul>	Basic	<ul style="list-style-type: none"> <li>* Value Engineering (VE) to be conducted that will evaluate these issues</li> </ul>	<ul style="list-style-type: none"> <li>* Value Engineering will be performed</li> </ul>
6/1/2009	6 - Reliability of Systems	<ul style="list-style-type: none"> <li>* Proposed systems are easy to maintain not state of the art systems that are complicated to maintain.</li> <li>* New facilities will be more reliable than the existing facilities.</li> </ul>	Basic	<ul style="list-style-type: none"> <li>* Continue to require the project designer to use reliable user friendly systems and components.</li> <li>* Monitor construction for compliance with design intent and contract specs.</li> <li>* Ensure standard design is used by designer and contractor.</li> </ul>	<ul style="list-style-type: none"> <li>* Requirements have been developed and incorporated into Statement of Work (SOW)</li> <li>* Design handbook has been redeveloped</li> <li>* Standard design guide has been developed</li> </ul>
6/1/2009	7 - Dependencies and Interoperability Between This and Other Investments	<ul style="list-style-type: none"> <li>* Contractors required to adhere to Local Tribal Employment Rights Ordinance (TERO) which can cause labor problems resulting delays in schedule and increase cost</li> </ul>	Medium	<ul style="list-style-type: none"> <li>* Coordinate closely with Tribes to ensure labor problems are not an issue.</li> <li>* If projects continue to be delayed, BIA will re-assume the project and re-advertise for bids</li> <li>* Weekly status sessions are held with IA contractors to monitor the project progress</li> </ul>	<ul style="list-style-type: none"> <li>* Requirements and schedule have been developed and incorporated into Statement of Work (SOW)</li> </ul>
6/1/2009	9 - Risk of Creating a	<ul style="list-style-type: none"> <li>* No risks this project</li> </ul>	Basic	<ul style="list-style-type: none"> <li>* All aspects of the</li> </ul>	<ul style="list-style-type: none"> <li>* Government</li> </ul>

Risk Assessment Results					
Date Identified	Area of Risk	Description	Probability of Occurrence	Strategy for Mitigation	Current Status as of the date of this exhibit
	Monopoly For Future Procurements	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.		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	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 design process	* Schedule is being utilized for topographic, geotechnical, hazmat, historic and archeological surveys to ensure they are timely  * 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

\* Costs in dollars

Original Baseline	Planned										EVMS
	This table represents milestones at Work Breakdown Structure level 1										
	Description		Schedule		Duration		Plan Cost	Funding Agency	Planned		
Start Date	End Date	Days	Hours	Days	Hours						
1 - Planning											
2 - Design											
3 - Construction includes equipment & demo											
3a - Equipment											
3b - Construction											
<b>Project Totals</b>											

*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.

\* Costs in dollars

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

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
		Planned	Actual	Start Date	Completion Date	Schedule	Cost (\$Dollars)	Planned	Actual			
				Planned	Actual	Planned	Actual					
<b>Project Totals</b>												



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

This table represents milestones at Work Breakdown Structure level 1

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

***III.: Additional Information***

*Additional Information*

Additional Information