

From: (b) (6), (b) (7)(C)
To: (b) (6), (b) (7)(C)
Subject: E-mailing: Technical Assistance Requests.zip
Date: Monday, April 18, 2016 10:21:55 AM
Attachments: not responsive
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[Copy of Q1 to Q3 Risk Register BPFTI PMO Risk Contingency Calculation Te....xls](#)
[Copy of OMB Tech Assist CIR v8 \(b\) \(6\) 021513.xls](#)
[Master CIR 2013 Tracker v4 \(b\) \(6\), \(b\) \(7\)\(C\) 062413.xls](#)
[Master CIR 2013 Tracker v6 \(b\) \(6\), \(b\) \(7\)\(C\) 062613.xls](#)
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[O-1 O-2 O-3 Fence Draft Acq Schedule 5 Apr 13.xlsx](#)
[O-1 O-2 O-3 Fence Draft Acq Schedule 25 Mar 13.xlsx](#)
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[OMB Tech Assist CIR If 050913.xls](#)
[OMB Tech Assist CIR v8 \(b\) \(6\) 021513.xls](#)
[OMB Tech Assist CIR v9 \(b\) \(6\) 04262013.xls](#)
[Replacement Fence Numbers 20130425v2.xlsx](#)
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[CIR Budget Estimate RSD V4 \(26 Mar 13\).xls](#)
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US Army Corps of Engineers
O-1, O-2, & O-3 Potential Acquisition Strategies
5-Apr-12

Major Assumptions:

(b) (5)

of Days

Strategy 1: 3 Stand Alone "C" Contracts

Contract # 1	Acquisition Planning Phase	(b) (5)
	Base Contract Solicitation Phase	
	"C" Contract Solicitation Phase	
	Task Order Solicitation Phase	
Contract # 2	Award Phase	(b) (5)
	Construction Phase	
	Base Contract Solicitation Phase	
	"C" Contract Solicitation Phase	
Contract # 3	Task Order Solicitation Phase	(b) (5)
	Award Phase	
	Construction Phase	
	Base Contract Solicitation Phase	

Total # of Days:

Pros:

- 1 Competition open to all contractors (unless using a Small Business Set-Aside)
- 2 Eliminates the possible need to advertise and award new base contracts.
- 3

Cons:

- 1 Source Selection is likely to be lengthy for each contract award.
- 2
- 3

of Days

Strategy 2: Issue 3 Task Orders off the SWD Construction MATOC

Contract # 1	Acquisition Planning Phase	(b) (5)
	Base Contract Solicitation Phase	
	"C" Contract Solicitation Phase	
	Task Order Solicitation Phase	
Contract # 2	Award Phase	(b) (5)
	Construction Phase	
	Base Contract Solicitation Phase	
	"C" Contract Solicitation Phase	
Contract # 3	Task Order Solicitation Phase	(b) (5)
	Award Phase	
	Construction Phase	
	Base Contract Solicitation Phase	

Total # of Days:

Pros:

- 1 Procurement costs are low and duration is short as there is no need to draft an Acq Strat.
- 2
- 3

Cons:

- 1 Contracts expire in early 2015.
- 2 Pool Members, although highly qualified were not specifically selected for Fence Construction
- 3 Largest Task Order award possible is (b) (5)

of Days

Strategy 3: Award new TI MATOC and and issue 3 Task Orders off New MATOC

Contract # 1	Acquisition Planning Phase	(b) (5)
	Base Contract Solicitation Phase	
	"C" Contract Solicitation Phase	
	Task Order Solicitation Phase	
Contract # 2	Award Phase	(b) (5)
	Construction Phase	
	Base Contract Solicitation Phase	
	"C" Contract Solicitation Phase	
Contract # 3	Task Order Solicitation Phase	(b) (5)
	Award Phase	
	Construction Phase	
	Base Contract Solicitation Phase	

Total # of Days:

Pros:

- 1 Allows for the award of new Construction MATOCs that could support all horizontal CIR construction.
- 2 Base contract awards will ensure that the most highly qualified firms are available for CIR.
- 3

Cons:

- 1 Award of new IDIQ contracts will add time to the schedule.
- 2 Acq Plans over (b) (7)(E) will require an extra 50 - 75 days for Army Approval
- 3

of Days

Strategy 4: Award 3 IFBs

Contract # 1	Acquisition Planning Phase	(b) (5)
	Base Contract Solicitation Phase	
	IFB Solicitation Phase	
	Task Order Solicitation Phase	
Contract # 2	Award Phase	(b) (5)
	Construction Phase	
	Base Contract Solicitation Phase	
	IFB Solicitation Phase	
Contract # 3	Task Order Solicitation Phase	(b) (5)
	Award Phase	
	Construction Phase	
	Base Contract Solicitation Phase	

Total # of Days:

Pros:

- 1 Award process is streamlined as there is no SSEB.
- 2 Assures a low price award.
- 3 Competition open to all contractors (unless using a Small Business Set-Aside)

Cons:

- 1 It is not possible to do a technical evaluation of the bidders.
- 2
- 3

Acquisition Ri

- 1 Real Estate: (b) (5)
- 2 Schedule: (b) (5)
- 3 Unknown

of Contracts

Start time

(b) (5)

Existing Horizontal MATOC Contracts:

- 1 Unrestricted SWD Horizontal MATOC: 11 Ktrs (b) (7)(E) available Capacity, (b) (7)(E) TO Limit, 2 firms with TI Experience, Expires 3/17/15, (b) (7)(E) can be used outside of SWD
- 2 Hubzone SWD Horizontal MATOC: 12 Ktrs (b) (7)(E) available capacity, (b) (7)(E) TO Limit, 3 firms with TI experience, Expires 3/23/15, SWD Boundaries
- 3 8(a) SWD Horizontal MATOC: 10 Ktrs (b) (7)(E) available capacity, (b) (7)(E) TO Limit, 1 firm with TI experience, Expires 3/25/15, (b) (7)(E) can be used outside of SWD.



(b) (5)

(b) (5)



US Army Corps of Engineers
O-1, O-2, & O-3 Potential Acquisition Strategies
Decision Matrix
5-Apr-12

1. **Background:**

The purpose of this document is to rate each of the proposed Acquisition Strategies against four relevant factors to identify the potentially strongest Strategy.

2. **Potential Acquisition Strategies**

(b) (5)

3. **Acquisition Strategy Evaluation Factors**

A. **Flexibility**

Definition: The degree to which a strategy accommodates lumping the program into very few (a single) contracts or breaking the program into many smaller contracts. Rated 1 - 4 with 1 being most flexible and 4 being least flexible.

B. **Responsiveness**

Definition: The rapidity with which a strategy progresses from final requirement definition to contract award. Rated from 1 - 4 with 1 being fastest and 4 being slowest.

C. **Experienced Contractor Inclusion**

Definition: The degree to which a strategy presents opportunity for vendors with past VF/PF experience to compete. Rated 1 - 4 with 1 being greatest opportunity and 4 being least opportunity.

D. **Technical Discrimination**

Definition: The degree to which a strategy permits the government to discriminate vendor selection based upon technical factors. Rated 1 - 4 with 1 presenting the greatest opportunity to discriminate on technical factors and 4 presenting the least opportunity to discriminate based upon technical factors.

4. **Analysis of Each Strategy**

(b) (5)

(b) (5)

Start Date: 5/1/13
 Construction POP 270
 Days between Advertisement: 30

Strategy 1: 3 Stand Alone "C" Contracts

Days between Advertisement: 30				Strategy 1: 3 Stand Alone "C" Contracts																											
Activity	Duration	Start	Finish	(b) (5)																											
Acquisition Planning Phase		(b) (5)	(b) (5)																												
Sources Sought																															
Analysis of Market Research																															
Prepare Acquisition Strategy																															
District Staffing of Acq Plan																															
District Approval of Acq Plan																															
PARC Review of Acq Plan																															
PARC Approval of Acq Plan																															
HCA Review of Acq Plan																															
HCA Approval of Acq Plan																															
Base Contract Solicitation Phase																															
RFP Preparation	NOT APPLICABLE																														
Legal Review																															
Advertise RFP																															
Proposals Due																															
Pre-SSEB Activities																															
SSEB																															
PNO																															
Negotiations																															
Revised Proposals																															
"C" Contract Solicitation Phase																															
RFP Preparation																															
Legal Review																															
Advertise RFP																															
Proposals Due																															
Pre-SSEB Activities																															
SSEB																															
PNO																															
Negotiations																															
Revised Proposals																															
Task Order Solicitation Phase																															
RFP Preparation	NOT APPLICABLE																														
Legal Review																															
Advertise RFP																															
Proposals Due																															
Pre-SSEB Activities																															
SSEB																															
PNO																															
Negotiations																															
Revised Proposals																															
Award Phase																															
Award Doc Prep																															
Legal Review																															
Congressional Notification																															
Award																															

Start	Finish	(b) (5)																						
		NOT APPLICABLE																						
		NOT APPLICABLE																						
		NOT APPLICABLE																						
(b) (5)																								

Strategy 3: Award new TI MATOC and and issue 3 Task Orders off New MATOC		(b) (5)																								
Start	Finish	(b) (5)																								
(b) (5)																										
		NOT APPLICABLE																								
(b) (5)																										



US Army Corps of Engineers
I-1, O-2, & O-3 Potential Acquisition Strategies
26-Mar-12

# of Days	
Strategy 1: 3 Stand Alone "C" Contracts	
Contract # 1	Acquisition Planning Phase (b) (5)
	Base Contract Solicitation Phase
	"C" Contract Solicitation Phase
	Task Order Solicitation Phase
Contract # 2	Award Phase
	Construction Phase
	Base Contract Solicitation Phase
	"C" Contract Solicitation Phase
Contract # 3	Task Order Solicitation Phase
	Award Phase
	Construction Phase
	Base Contract Solicitation Phase
	"C" Contract Solicitation Phase
	Task Order Solicitation Phase
	Award Phase
	Construction Phase
Total # of Days:	

Assumptions:

- 1 (b) (5)
- 2
- 3

# of Days	
Strategy 2: Issue 3 Task Orders off the SWD Construction MATOC	
Contract # 1	Acquisition Planning Phase (b) (5)
	Base Contract Solicitation Phase
	"C" Contract Solicitation Phase
	Task Order Solicitation Phase
Contract # 2	Award Phase
	Construction Phase
	Base Contract Solicitation Phase
	"C" Contract Solicitation Phase
Contract # 3	Task Order Solicitation Phase
	Award Phase
	Construction Phase
	Base Contract Solicitation Phase
	"C" Contract Solicitation Phase
	Task Order Solicitation Phase
	Award Phase
	Construction Phase
Total # of Days:	

Assumptions:

- 1 (b) (5)
- 2
- 3

# of Days	
Strategy 3: Award new TI MATOC and and issue 3 Task Orders off New MATOC	
Contract # 1	Acquisition Planning Phase (b) (5)
	Base Contract Solicitation Phase
	"C" Contract Solicitation Phase
	Task Order Solicitation Phase
Contract # 2	Award Phase
	Construction Phase
	Base Contract Solicitation Phase
	"C" Contract Solicitation Phase
Contract # 3	Task Order Solicitation Phase
	Award Phase
	Construction Phase
	Base Contract Solicitation Phase
	"C" Contract Solicitation Phase
	Task Order Solicitation Phase
	Award Phase
	Construction Phase
Total # of Days:	

Assumptions:

- 1 (b) (5)
- 2
- 3

Acquisition Risks:

- 1 Real Estate (b) (5)
- 2 Schedule: (b) (5)
- 3 Unknowns:

(b) (5)

Start Date: (b) (5)

Days between Advertisement:

Strategy 1: 3 Stand Alone "C" Con

Activity	Duration	Start	Finish	(b) (5)																									
Acquisition Planning Phase																													
Sources Sought	(b) (5)	(b) (5)																											
Analysis of Market Research																													
Prepare Acquisition Strategy																													
District Staffing of Acq Plan																													
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Legal Review																													
Advertise RFP																													
Proposals Due																													
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SSEB																													
PNO																													
Negotiations																													
Revised Proposals																													
"C" Contract Solicitation Phase																													
RFP Preparation	(b) (5)	(b) (5)																											
Legal Review																													
Advertise RFP																													
Proposals Due																													
Pre-SSEB Activities																													
SSEB																													
PNO																													
Negotiations																													
Revised Proposals																													
Task Order Solicitation Phase																													
RFP Preparation																													
Legal Review																													

NOT APP

Advertise RFP	(b) (5)		
Proposals Due			
Pre-SSEB Activities			
SSEB			
PNO			
Negotiations			
Revised Proposals			
Award Phase			
Award Doc Prep		(b) (5)	
Legal Review			
Congressional Notification			
Award			

NOT APP

tracts

(b) (5)

PLICABLE

(b) (5)

PLICABLE

(b) (5)

Strategy 2: Issue 3 Task Orders off the SWD Construction MATOC

Start

Finish

(b) (5)

NOT APPLICABLE

NOT APPLICABLE

NOT APPLICABLE

(b) (5)

(b) (5)

(b) (5)



Strategy 3: Award new TI MATOC and and issue 3 Task Orders off New MATOC

Start

Finish

(b) (5)

(b) (5)

NOT APPLICABLE

(b) (5)

(b) (5)

(b) (5)



O-1, O-2 and O-3

	Required Miles	ROM Cost per Mile	Estimated One-Time Cost	Estimated Annual Recurring Cost	Est. One-Time and 20 Year Recurring Costs
Primary PF Roads	(b) (7)(E),	(b) (7)(E),	(b) (7)(E),	(b) (7)(E),	(b) (5)

Funding Requirement by FY

Year	2013	2014	2015	Annually 2016-2036
Amount	\$3,000,000	\$71,550,000	\$74,550,000	(b) (5)

- (1) All estimates should be considered rough order of magnitude, -50/+100 as defined by the Project Management Body of Knowledge, Third Edition.
- (2) Primary fence design assumes an (b) (7)(E) bollard fence with (b) (7)(E).
- (3) Cost per mile estimates for primary fence construction includes labor, construction and supply chain, planning/oversight, environmental planning, design, and real estate planning.
- (4) Cost per mile for primary pedestrian fence is based on average costs associated with the construction of PF225 fence, plus an additional factor to account for difficulty of construction in the floodplain.
- (5) Cost per mile does not account for site conditions not experienced during the construction of PF225, though impacts from unencountered site conditions are predicted to be minimal.
- (6) Roads estimate include roads adjacent to the fence as well as factor of 30% to account for access roads necessary for fence construction.
- (7) Recurring costs assume a 20-year useful life for pedestrian fence.
- (8) Estimates for "recurring costs" reflect average maintenance costs per mile of fence and roads and do not include funding requirements for existing infrastructure. Assumes the maintenance and repair costs at (b) (5) for fence per mile and (b) (5) for roads per mile annually.
- (9) Outyear costs are calculated in 2013 dollars.

NOTES

- (1) Costs associated with real estate actions including acquisition are not included in this estimate. CBP does not have an estimate for these costs at this time.
- (2) This estimate does not include any funding in support of DOJ for services for land acquisition.

(b) (5)

[illegible]

not responsive

Construction of Fence Segments O-1, O-2 and O-3

(b) (5)

(b) (5)

not responsive

not responsive

Construction of Fence Segments O-1, O-2 and O-3

(b) (5)

(b) (5)

(b) (5)

(b) (5)

not responsive

not responsive

CIR Prospective Requirements ROM						
Construction Costs Only - Does Not Include Env, Design, PgM, PM, CM						
Item No.	Requirement	Unit ROM	Unit	Quantity	Total ROM	Assumptions
not responsive						
	P3, O-1, 2, 3 Fence		mile	(b) (7)(E)	(b) (5)	
	Real Estate O-1, 2, 3		project	1.00	\$0.00	Includes Real Estate costs for O-1, 2, 3 only

not responsive

not responsive

not responsive

not responsive

OBP	OA	2014	Sec. 6. pg. 29 (iii)	Construction of RGV Fence Segments O-1, O-2 and O-3 - [REDACTED] Miles of Primary Fence		\$ (b) (5)		13-20
OBP	OA	2014	Sec. 6. pg. 29 (iii)	Construction of RGV Fence Segments O-1, O-2 and O-3 - [REDACTED] Miles of Road		\$ (b) (5)		13-20

not responsive

Construction of RGV Fence Segments O-1, O-2 and O-3

[REDACTED] miles of Primary Fence

Estimate includes one-time and 20 Year Recurring Costs

- (1) Assumes the Secretary of Homeland Security (b) (5)
- (2) All estimates should be considered rough order of magnitude, -50/+100 as defined by the Project Management Body of Knowledge, Third Edition.
- (3) Primary fence design assumes an (b) (7)(E)
- (4) Cost per mile estimates for primary fence construction includes labor, construction and supply chain, planning/oversight, environmental planning, design, and real estate planning.
- (5) Cost per mile for primary pedestrian fence is based on average costs associated with the construction of PF225 fence, plus an additional factor to account for difficulty of construction in the floodplain.
- (6) Cost per mile does not account for site conditions not experienced during the construction of PF225, though impacts from unencountered site conditions are predicted to be minimal.
- (7) Recurring costs assume a 20-year useful life for pedestrian fence.
- (8) Estimates for "recurring costs" reflect average maintenance costs per mile of fence and do not include funding requirements for existing infrastructure. Assumes the maintenance and repair costs (b) (5) for fence per mile
- (9) Out year costs are calculated in 2013 dollars.
- (10) Costs associated with real estate actions including acquisition are not included in this estimate. CBP does not have an estimate for these costs at this time.
- (11) This estimate does not include any funding in support of DOJ for services for land acquisition.

not responsive

not responsive

Requirement	Total One-Time Costs	Annual Recurring Costs	Grand Total
not responsive			
Construction of Fence Segments O-1, O-2 and O-3	(b) (5)	(b) (5)	(b) (5)

not responsive

Funding Distribution by FY					
Requirement	2013	2014	2015	Annually 2016 and Beyond	Anticipated Completion*
not responsive					
Construction of Fence Segments O-1, O-2 and O-3	(b) (5)	(b) (5)	(b) (5)	(b) (5)	2015

not responsive

*Anticipated completion dates are contingent on timely receipt of funds.

OMB Senate Tech Assist Estimates - originally from 02/19/13

O-1, O-2 and O-3

	Required Miles	ROM Cost per Mile	Estimated One-Time Cost	Estimated Annual Recurring Cost	Est. One-Time and 20 Year Recurring Costs
Primary PF Roads	(b) (7)(E),	(b) (7)(E),	(b) (7)(E),	(b) (7)(E),	(b) (7)(E),

Funding Requirement by FY

Year	2013	2014	2015	Annually 2016-2036
Amount	(b) (5)	(b) (5)	(b) (5)	\$(b) (5)

- (1) All estimates should be considered rough order of magnitude, -50/+100 as defined by the Project Management Body of Knowledge, Third Edition.
- (2) Primary fence design assumes an (b) (7)(E).
- (3) Cost per mile estimates for primary fence construction includes labor, construction and supply chain, planning/oversight, environmental planning, design, and real estate planning.
- (4) Cost per mile for primary pedestrian fence is based on average costs associated with the construction of PF225 fence, plus an additional factor to account for difficulty of construction in the floodplain.
- (5) Cost per mile does not account for site conditions not experienced during the construction of PF225, though impacts from unencountered site conditions are predicted to be minimal.
- (6) Roads estimate include roads adjacent to the fence as well as factor of 30% to account for access roads necessary for fence construction.
- (7) Recurring costs assume a 20-year useful life for pedestrian fence.
- (8) Estimates for "recurring costs" reflect average maintenance costs per mile of fence and roads and do not include funding requirements for existing infrastructure. Assumes the maintenance and repair costs at (b) (5) for fence per mile and (b) (5) for roads per mile annually.
- (9) Outyear costs are calculated in 2013 dollars.

NOTES

- (1) Costs associated with real estate actions including acquisition are not included in this estimate. CBP does not have an estimate for these costs at this time.
- (2) This estimate does not include any funding in support of DOJ for services for land acquisition.

Program	Tactical Infrastructure
FM&E # & Project Title	O-1 to O-3 Fence
Date	
Project Manager	
Project Base Cost Est.	\$ (b) (5)
PBC + Est. Impact	\$ (b) (5)

Border Patrol Facilities and Tactical Infrastructure

Risk Matrix



RISK MANAGEMENT SUMMARY RESULTS (planned)

3 Point Impact Estimate		
Low	Medium	High
(b) (5)		

Total Expected Impact - Dollars

Total Expected Impact - Days

Impact to Critical Path - Total Days

(b) (5)

-

ID #	Month/F Y	Risk May Affect Critical Path	Milestone Affected	Risk Category	Detailed Description of Risk (Specific, Measurable, Attributable, Relevant, Timebound)	Mitigation of Risk	Estimated Impact - Days	Probability (%)	\$ Impact	Estimated Impact (\$)	Risk Level
(b) (7)(E)			Design - 60% Design Submittal Reviewed and Approved ML140	Scope Changes	Project does not meet operational needs and/or scope added during construction	Include Border Patrol representatives in all design development meetings; field verify construction drawings with Border Patrol prior to Request For Proposal (RFP) release. Adhere to PMO prescribed CR process	(b) (5)				
			Construction – Construction Start Date (RMS) CC815	Environmental	Environmental: unknown cultural sites encountered (e.g., potential memorials on south side of legacy fence) requiring mitigation.	Environmental surveys will be performed prior to construction. Cultural monitor will be on site during construction on as-needed basis. If archeological artifacts are discovered, a mitigation plan will be developed and implemented					
			Environmental - Environmental Planning Complete CW230	Environmental	Environmental: encounter resistance from NGAs re: critical habitat for endangered species resulting in challenge to ENV waiver	Early stage design review will assist to identify best alignment, after which geotechnical testing can be planned if appropriate					
			Design - 60% Design Submittal Reviewed and Approved ML140	Latent Conditions	(b) (7)(E)	(b) (7)(E)					
			Construction – Construction Start Date (RMS) CC815	Latent Conditions	Adverse geotechnical conditions: site conditions during construction differ from geo-technical investigation requiring alternative design or use of different process	Early stage design review will assist to identify best alignment, after which geotechnical testing can be planned if appropriate. Add optional CLINS for over-excavation, additional fill and concrete to address adverse conditions in timely manner. A/E will provide support during construction					
			Construction – Construction Start Date (RMS) CC815	Latent Conditions	Contractor is delayed during construction due to discovery of previously unknown utilities	Continually coordinate planning efforts to achieve schedule.					
			Real Estate - Obtain ROE-C CW360	Real Estate	Any late-stage changes that require additional construction footprint or Easements for access or power.	Focus on early stage conceptual design review to identify best access, potential alternative routes, and land ROW/ ownership permit requirements					
			Construction – Construction Start Date (RMS) CC815	Design	RFP doesn't adequately describe restoration activities for houses/structures (e.g., city roads, private homes etc.) to pre-construction condition after construction complete.	Identify all known conditions prior to RFP and describe as accurately as possible in RFP					
			Design - Const Contract Bid Opening/Receipt of Proposals (Milestone) ML240	Design	A&E rework/redesign may be required if actual bid exceeds budget/funding.	Update cost estimates through design process with current data.					
			Construction – Construction Start Date (RMS) CC815	External Entity Compliance	Work stoppage and delays due to border violence	Coordinate with Border Patrol to minimize work stoppage delay time. Include security language in RFP.					

FM&E # & Project Title	Program	Tactical Infrastructure
		O-1 to O-3 Fence
	Date	
	Project Manager	
	Project Base Cost Est.	\$ (b) (5)
	PBC + Est. Impact	\$ (b) (5)

Border Patrol Facilities and Tactical Infrastructure

Risk Matrix



RISK MANAGEMENT SUMMARY RESULTS (planned)

3 Point Impact Estimate		
Low	Medium	High
(b) (5)		

Total Expected Impact - Dollars \$ (b) (5)

Total Expected Impact - Days (b) (5)

Impact to Critical Path - Total Days

ID #	Month/FY	Risk May Affect Critical Path	Milestone Affected	Risk Category	Detailed Description of Risk (Specific, Measurable, Attributable, Relevant, Timebound)	Mitigation of Risk	Estimated Impact - Days	Probability (%)	\$ Impact	Estimated Impact (\$)	Risk Level
(b) (7)(E)				Contractor Performance	Delayed funding	Do not proceed with RFP until funding in place	(b) (5)				
			Construction – Construction Start Date (RMS) CC815	Contractor Performance	Shortage or delay in material or material lead times are excessive	Investigate current lead times/availability, provide 2 stage NTP allowing ordering of material in advance of expected start of construction					
			Construction – Construction Start Date (RMS) CC815	Latent Conditions	Unforeseen site conditions create requirements for additional (b) (7)(E)	Include optional CLINS for over-excavation, additional fill and concrete to address adverse conditions in timely manner					
			Construction – Construction Start Date (RMS) CC815	Latent Conditions	Existing fill is not suitable for foundation and requires either removal and replacement or additional fill added	Identify areas of existing poor soils as early as possible.					
			Construction – Construction Start Date (RMS) CC815	Latent Conditions	Utilities in and across fence construction zone require relocation and coordination with Utility Companies. Delays by utility companies could impact cost and schedule	Continual coordination with utility companies (and USIBWC/CILA if needed) in advance of work crew reaching known utilities will be necessary.					
			Design - 100% Design Submittal Reviewed and Approved ML160	Design	A&E rework/redesign may be required for errors/omissions/ (b) (7)(E) design issues due to meeting directed contract award date.	Site walks during design reviews. Work with contractor and USACE to identify potential design errors/omissions early and work to redesign prior to impact on contractor's cost/schedule					
				Design	If the (b) (7)(E) design does not perform as designed, then additional funds will be required to implement corrective action, possible REA cost, and future (b) (7)(E) construction may be impacted.	Apply lessons learned from the RGV (b) (7)(E) Construction work for the remainder of the to be constructed (b) (7)(E), as well as close coordination with USACE, the Contractor, CBP BPFTI, and Border Patrol.					
			Real Estate - Obtain ROE-C CW360	Real Estate	If all Real Estate requirements are not obtained for power, access, construction, etc., then cost and schedule will be impacted.	Design team produces 35% design (with full construction limits) as early as possible. USACE and CBP to work closely with OCC and Real Estate teams to ensure all Real Estate is acquired in a timely manner. Engage CBP Office of Chief Council and Department of Justice early to ensure well coordinated acquisition strategy.					
			Real Estate - Obtain ROE-SE CW350	Real Estate	35% Design is projected at the 6-month mark...Delay of 35% design will cause a day-for-day delay to RE Certification, or increased \$ to mitigate. (Current assumption is that footprint requirements for construction, power, access & staging will be sufficiently defined at 35% design such that property surveys can commence)	Decision point at T+5 months; if 35% design is tracking late, either: 1) Survey & acquire more land, i.e. wider swath (\$\$); 2) survey based on less-than-35% design and risk rework; or 3) accept day-for-day schedule slip					

Program	Tactical Infrastructure
FM&E # & Project Title	O-1 to O-3 Fence
Date	
Project Manager	
Project Base Cost Est.	\$ (b) (5)
PBC + Est. Impact	\$ (b) (5)

Border Patrol Facilities and Tactical Infrastructure

Risk Matrix



RISK MANAGEMENT SUMMARY RESULTS (planned)

3 Point Impact Estimate		
Low	Medium	High
(b) (5)		

Total Expected Impact - Dollars \$ (b) (5)

Total Expected Impact - Days (b) (5)

Impact to Critical Path - Total Days

ID #	Month/FY	Risk May Affect Critical Path	Milestone Affected	Risk Category	Detailed Description of Risk (Specific, Measurable, Attributable, Relevant, Timebound)	Mitigation of Risk	Estimated Impact - Days	Probability (%)	\$ Impact	Estimated Impact (\$)	Risk Level
(b) (7)(E)			Real Estate - Real Estate Certified CW370	Real Estate	Schedule has built in a 6-month duration for Possession from the day a DT is filed. Delayed Possession of condemned a ROE-S and/or final footprint may occur and will result in a day-for-day delay to RE Certification. Our cost estimate already (b) (5) . Based upon past experience, it is likely that at least some tracts will have delayed possession - but none should take more than a year total	We cannot control the court, but we should try to (b) (5)	(b) (5)				
			Real Estate - Obtain ROE-SE CW350	Real Estate	RE Schedule is projected as 23-months for O-1 and 26-months for O-2. Title work is projected to take 12-months for O-1 and 15-months for O-2. Both segments are in Starr County where obtaining Title Policies will be a challenge due to County's poor record keeping practices and atypically land conveyance practices of the community (lack of probate, unrecorded deeds, gift conveyances without deed, prescriptive uses, etc).	There are two options - (b) (5) (Often the only way to determine true ownership of property is to meet with person claiming to own the property and working with them to establish deed record.)	(b) (5)				
							(b) (5)				
			Design - AE Contract/Task Order Award ML040	Contractor Performance	Transfer of funding associated with unforeseen changes could delay contractors (design or construction)	Strategically position contingency funding; structure funding LINs to retain flexibility	(b) (5)				
			Real Estate - Obtain ROE-C CW360	Real Estate	Delayed RE Certification beyond 21-months is currently factored into the projected RE Schedules as 23-months for O-1 and 26-months for O-2.	(b) (5)	(b) (5)				
							(b) (5)				
							(b) (5)				
							(b) (5)				
							(b) (5)				
							(b) (5)				
							(b) (5)				

Program	Tactical Infrastructure	
FM&E # & Project Title	O-1 to O-3 Fence	
Date		
Project Manager		
Project Base Cost Est.	\$	(b) (5)
PBC + Est. Impact	\$	

Border Patrol Facilities and Tactical Infrastructure

Risk Matrix



RISK MANAGEMENT SUMMARY RESULTS (planned)

3 Point Impact Estimate		
Low	Medium	High
(b) (5)		
Total Expected Impact - Dollars		\$ (b) (5)
Total Expected Impact - Days		(b) (5)
Impact to Critical Path - Total Days		-

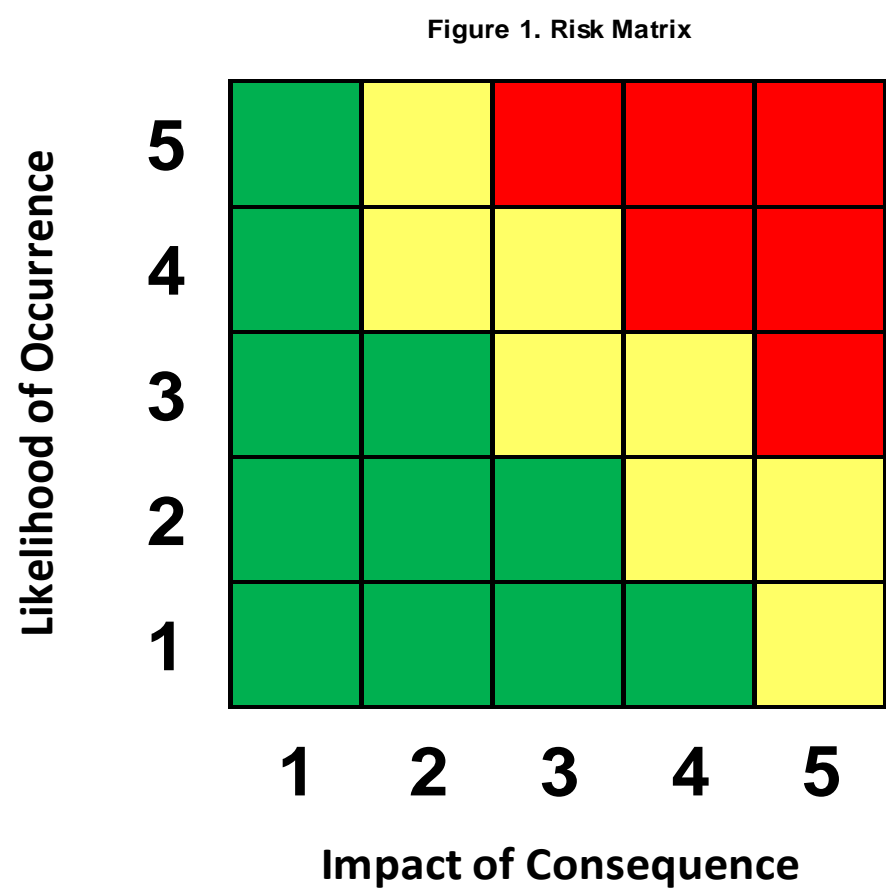
ID #	Month/FY	Risk May Affect Critical Path	Milestone Affected	Risk Category	Detailed Description of Risk (Specific, Measurable, Attributable, Relevant, Timebound)	Mitigation of Risk	Estimated Impact - Days	Probability (%)	\$ Impact	Estimated Impact (\$)	Risk Level
(b) (7)										\$ -	

Border Patrol Facilities Tactical Infrastructure PMO Risk Categories		
Category	Definition	Examples
Construction	Any non-design related issues occurring during the performance period of the Construction contract that could affect project cost and/or schedule. Risks with potential impact due to weather. This also includes risks related to border activity that impact construction execution.	<ul style="list-style-type: none"> * Weather delays * Border violence * Encountering tunnels
Contractor Performance	Risks with potential impact to project cost or schedule due to unanticipated performance on the contractor's behalf. This also includes bid risk. Specific risks related lack of resources.	<ul style="list-style-type: none"> * Underestimation of cost * Underestimation of schedule * Lack of material, human, or capital resources
Design	Any required change in the architectural and/or engineering design from approved plans and specs, resulting in changes to cost and schedule, inclusive of: <ul style="list-style-type: none"> - Discrepancies/conflicts with the design standards, - Changes due to errors and omissions, - Ambiguity in RFP - Any required change that reasonably should have been accounted for during initial design 	<ul style="list-style-type: none"> * Modification of irrigation structures * Changes to gates * Design errors * Necessary enhancements in road materials * Meeting LEED related goals * Internal Affairs (IA) requirements * Office of Information Technology (OIT) requirements
Environmental	<p>Unforeseen archaeological and/or environmental findings requiring some level of mitigation.</p> <p>NOTE: State Historic Preservation Office (SHPO), U.S. Fish and Wildlife Service (USFWS) and other government agency coordination directly resulting from unforeseen archaeological and/or environmental findings should be considered here.</p> <p>DOES NOT INCLUDE mitigation due to hazardous waste.</p>	<ul style="list-style-type: none"> * Additional surveying support requirements * Additional costs related to archaeological investigations * Biological monitoring requirements
External Entity Compliance	Risks related to requirements of additional analysis and negotiations with Tribal Nations, international, federal, state, and local regulatory agencies. Addresses the risk of not accounting for requirements during the Planning phase. This is also inclusive of any permitting that must be obtained/granted. Also includes specific changes in project scope due to pressure/influence outside of the CBP mission.	<ul style="list-style-type: none"> * Labor regulations * International Boundary & Water Commission (IBWC) * U.S. Fish and Wildlife Service (USFWS) * Bureau of Land Management (BLM) * Department of Transportation (DOT) * Congressional direction * State or municipal government interference
Latent Conditions	Encountering unforeseen sub-surface water/public/private underground structures/ underground rock/Latent Conditions resulting in project delays and adding cost. Also includes changes in cost or schedule that are related to mitigation of unanticipated hazardous waste issues (including cost for storage, testing and disposal.)	<ul style="list-style-type: none"> * Government-Furnished Material (GFM) corrosion * Terrain modifications * Unstable soil conditions * Dewatering operations * Hazardous Waste * Heavy metals * Hydrocarbons * Polychlorinated biphenyl (PCB)
Real Estate	Results in additional real estate and land acquisition or condemnation actions or events not originally planned impacting cost, resources required, and schedule durations. Includes price volatility (appraised, listed, negotiated) for land.	<ul style="list-style-type: none"> * Change in construction location * Change in size of plot * Change in ROE or ROW access requirement
Scope	<p>Addresses a change in scope that was never intended to be considered and was not included in the original project plan. Activities outside of the overall parameters of the agreed to solution.</p> <p>DOES NOT INCLUDE changes in scope due to design related issues.</p>	<ul style="list-style-type: none"> * Increase in fence length * Additional gates * Change in alignment * Changes in operational requirements

Risk Level

A 5x5 risk matrix represents the product of likelihood and consequence. It is an effective tool for communicating the results of analyses and the interrelationship among risks.

Risk levels are frequently portrayed with familiar “stoplight colors”, with high risk as red, moderate risk as yellow, and low risk as green. It is important to note that the risk levels are reflected or written as (X, Y). A sample risk matrix is provided in Figure 1 below:



Risk Likelihood (Probability %)

Likelihood is defined as the probability that a risk will occur.

Risk Likelihood Levels	
5 - Near Certainty	Most always encountered; practically unavoidable risk (100%-81%)
4 - Highly Likely	Expected to occur; typically occurs in efforts of a similar nature (80%-61%)
3 - Possible	Even likelihood of occurrence; often encountered in similar efforts (60%-41%)
2 - Unlikely	Hypothetically possible, but uncommon in programs of similar type (40%-21%)
1 - Very Unlikely	Rarely encountered; standard practices will effectively avoid risk (20%-1%)

Risk Consequence (\$ Impact)

Evaluate each risk in terms of its possible consequence.

Consequence is defined as an unfavorable result of a risk.

Each risk should be categorized by type for consequence to the programs' cost, schedule and/or technical requirements.

Impact of Consequence Levels			
	Cost	Schedule	Performance
1 - Very Low	Minor cost increase; absorbable within budget	Minor schedule variance; no milestone impacts	Minimal reduction in technical performance; all operational requirements met
2 - Low	Cost increase may exceed authorized budget; sufficient funds available	Some schedule slips that are recoverable at program level; no major program delivery impacted	Minimum or slight reduction in technical performance; all operational requirements still met
3 - Medium	Cost increase exceeds authorized budget; funding increase may be necessary	Significant schedule slip partially recoverable at program level; program delivery may be impacted	Decrease in technical performance; some operational requirements may not be met
4 - High	Cost increase exceeds authorized budget; funding increase necessary	Significant schedule slip may not be recoverable at program level; program delivery likely to be impacted	Decrease in technical performance; some operational requirements will not be met; mission success questionable
5 - Very High	Cost increase greatly exceeds authorized budget; large funding increase necessary	Major impact to schedule; program delivery will be impacted	Significant shortfall in technical performance; critical operational requirements not achieved; mission success unattainable

Date	Responsible Party	Secondary party	Audience	Format	File Name
20-Feb-15	(b) (6), (b) (7)(C)	XD Cato	DAC (b) (6)	Email	
13-May-15			AC (b) (6)	Meeting	
6-May-15	(b) (6), (b) (7)(C)	XD Cato	XD Cato	Meeting	CER YDS update May 7 2015.pdf
6-May-15	(b) (6), (b) (7)(C)	XD Cato	XD Cato	Meeting	8 May Brief CDR Final O-1 to O-3.pdf
17-Jan-15	XD Cato		DAC (b) (6)	Email	no
18-Jan-15			DAC (b) (6)	Email	
19-Jan-15	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	Email	no
20-Jan-15		XD Cato	AC (b) (6)	Email	no
21-Jan-15		XD Cato	DAC (b) (6)	Email	
21-Jan-15		XD Cato	DAC (b) (6)	Email	no
21-Jan-15		XD Cato	DAC (b) (6)	Email	no
25-Jan-15			(b) (6), (b) (7)(C)	Email	no
26-Jan-15	no		(b) (6), (b) (7)(C)	Email/Phone call	
26-Jan-15	no		(b) (6), (b) (7)(C)	Email	

not responsive

Statement Date O-1 Per 103	Statement Date O-1 thru O-3 18 of notes of house
5	(b) (7)(C)

not responsive

[illegible]

BPFTI PMO CIR Estimates 05/29/2013

Requirement	Total One-Time Costs	Annual Recurring Costs
not responsive		
Construction of Fence Segments O-1, O-2 and O-3	(b) (5)	(b) (5)
not responsive		

not responsive			
Construction of Fence Segments O-1, O-2 and O-3	(b) (5)	(b) (5)	(b) (5)
not responsive			

*Anticipated completion dates are contingent on timely receipt of funds.
**Still developing the estimates for the additional TI with coordination through the Office of Border Patrol

As of May 30, 2013 provided by (b) (6), (b) (7)(C) VERSION 3

CIR Prospective Requirements ROM					
Construction Costs Only - Does Not Include Env, Design, PgM, PM, CM					
not responsive					
P3, O-1, 2, 3 Fence		mile	(b) (7)(E)	(b) (5)	
Real Estate O-1, 2, 3		project	(b) (7)(E)		\$0.00 Includes Real Estate costs for O-1, 2, 3 only

not responsive

not responsive

not responsive

not responsive

not responsive

OBP	OA	2014	Sec. 6. pg. 29 (iii)	Construction of RGV Fence Segments O-1, O-2 and O-3 - (b) (6) Miles of Primary Fence		\$ (b) (5)		13-20
OBP	OA	2014	Sec. 6. pg. 29 (iii)	Construction of RGV Fence Segments O-1, O-2 and O-3 - (b) (6) Miles of Road		\$ (b) (5)		13-20

not responsive

BPFTI PMO ASSUMPTIONS

Fence along the SW Border

Permanent staffing increase assumes the requirement for additional 13-20 FTE.

not responsive

Construction of RGV Fence Segments O-1, O-2 and O-3

(b) (6) miles of Primary Fence

Estimate includes one-time and 20 Year Recurring Costs

- (1) Assumes the Secretary of Homeland Security issues a (b) (5)
- (2) All estimates should be considered rough order of magnitude, -50/+100 as defined by the Project Management Body of Knowledge, Third Edition.
- (3) Primary fence design assumes an (b) (7)(E)
- (4) Cost per mile estimates for primary fence construction includes labor, construction and supply chain, planning/oversight, environmental planning, design, and real estate planning.
- (5) Cost per mile for primary pedestrian fence is based on average costs associated with the construction of PF225 fence, plus an additional factor to account for difficulty of construction in the floodplain.
- (6) Cost per mile does not account for site conditions not experienced during the construction of PF225, though impacts from unencountered site conditions are predicted to be minimal.
- (7) Recurring costs assume a 20-year useful life for pedestrian fence.
- (8) Estimates for "recurring costs" reflect average maintenance costs per mile of fence and do not include funding requirements for existing infrastructure. Assumes the maintenance and repair costs at (b) (5) for fence per mile
- (9) Out year costs are calculated in 2013 dollars.
- (10) Costs associated with real estate actions including acquisition are not included in this estimate. CBP does not have an estimate for these costs at this time.
- (11) This estimate does not include any funding in support of DOJ for services for land acquisition.

(b) (6) miles road

Estimate includes one-time and 20 Year Recurring Costs

- (1) Assumes the Secretary of Homeland Security (b) (5)
- (2) All estimates should be considered rough order of magnitude, -50/+100 as defined by the Project Management Body of Knowledge, Third Edition.
- (3) Roads estimate includes roads adjacent to the fence as well as factor of 30% to account for access roads necessary for fence construction.
- (4) Estimates for "recurring costs" reflect average maintenance costs per mile of roads and do not include funding requirements for existing infrastructure. Assumes the maintenance and repair costs at (b) (5) for roads per mile annually.
- (5) Out year costs are calculated in 2013 dollars.
- (6) Costs associated with real estate actions including acquisition are not included in this estimate. CBP does not have an estimate for these costs at this time.
- (7) This estimate does not include any funding in support of DOJ for services for land acquisition.

Additional TI to include other fence, lights, gates, bridges, roads

- (1) Assumes the Secretary of Homeland Security (b) (5)
- (2) All estimates should be considered rough order of magnitude, -50/+100 as defined by the Project Management Body of Knowledge, Third Edition.
- (3) Costs associated with real estate actions including acquisition are not included in this estimate. CBP does not have an estimate for these costs at this time.
- (4) This estimate does not include any funding in support of DOJ for services for land acquisition.

not responsive

not responsive

Construction of Fence Segments O-1, O-2 and O-3

(b) (5)

(b) (5)

(b) (5)

not responsive

not responsive

Construction of Fence Segments O-1, O-2 and O-3

(b) (5)

(b) (5)

(b) (5)

(b) (5)

2015

not responsive

*Anticipated completion dates are contingent on timely receipt of funds.

OMB Senate Tech Assist Estimates - originally from 02/19/13

O-1, O-2 and O-3

	Required Miles	ROM Cost per Mile	Estimated One-Time Cost	Estimated Annual Recurring Cost	Est. One-Time and 20 Year Recurring Costs
Primary PF	(b) (7)(E), (b) (5)				
Roads					

Funding Requirement by FY

Year	2013	2014	2015	Annually 2016-2036
Amount	(b) (5)	(b) (5)	(b) (5)	(b) (5)

- (1) All estimates should be considered rough order of magnitude, -50/+100 as defined by the Project Management Body of Knowledge, Third Edition.
- (2) Primary fence design assumes an (b) (7)(E).
- (3) Cost per mile estimates for primary fence construction includes labor, construction and supply chain, planning/oversight, environmental planning, design, and real estate planning.
- (4) Cost per mile for primary pedestrian fence is based on average costs associated with the construction of PF225 fence, plus an additional factor to account for difficulty of construction in the floodplain.
- (5) Cost per mile does not account for site conditions not experienced during the construction of PF225, though impacts from unencountered site conditions are predicted to be minimal.
- (6) Roads estimate include roads adjacent to the fence as well as factor of 30% to account for access roads necessary for fence construction.
- (7) Recurring costs assume a 20-year useful life for pedestrian fence.
- (8) Estimates for "recurring costs" reflect average maintenance costs per mile of fence and roads and do not include funding requirements for existing infrastructure. Assumes the maintenance and repair costs at (b) (5) for fence per mile and (b) (5) for roads per mile annually.
- (9) Outyear costs are calculated in 2013 dollars.

NOTES

- (1) Costs associated with real estate actions including acquisition are not included in this estimate. CBP does not have an estimate for these costs at this time.
- (2) This estimate does not include any funding in support of DOJ for services for land acquisition.

Summary of OMB Tech Assist Estimates

not responsive					
Construction of Fence Segments O-1, O-2 and O-3		(b) (5)		(b) (5)	(b) (5)
TOTALS		not responsive			

not responsive					
Construction of Fence Segments O-1, O-2 and O-3	(b) (5)	(b) (5)	(b) (5)	(b) (5)	2015
TOTALS	not responsive				

*Anticipated completion dates are contingent on timely receipt of funds.

O-1, O-2 and O-3

	Required Miles	ROM Cost per Mile	Estimated One-Time Cost	Estimated Annual Recurring Cost	Est. One-Time and 20 Year Recurring Costs
Primary PF	(b) (7)(E)	(b) (7)(E)	(b) (7)(E)	(b) (5)	(b) (5)
Roads	(b) (7)(E)	(b) (7)(E)	(b) (7)(E)	(b) (5)	(b) (5)

Funding Requirement by FY

Year	2013	2014	2015	Annually 2016-2036
Amount	(b) (5)	(b) (5)	(b) (5)	(b) (5)

- (1) All estimates should be considered rough order of magnitude, -50/+100 as defined by the Project Management Body of Knowledge, Third Edition.
- (2) Primary fence design assumes an (b) (7)(E).
- (3) Cost per mile estimates for primary fence construction includes labor, construction and supply chain, planning/oversight, environmental planning, design, and real estate planning.
- (4) Cost per mile for primary pedestrian fence is based on average costs associated with the construction of PF225 fence, plus an additional factor to account for difficulty of construction in the floodplain.
- (5) Cost per mile does not account for site conditions not experienced during the construction of PF225, though impacts from unencountered site conditions are predicted to be minimal.
- (6) Roads estimate include roads adjacent to the fence as well as factor of 30% to account for access roads necessary for fence construction.
- (7) Recurring costs assume a 20-year useful life for pedestrian fence.
- (8) Estimates for "recurring costs" reflect average maintenance costs per mile of fence and roads and do not include funding requirements for existing infrastructure. Assumes the maintenance and repair costs at \$(b) (5) for fence per mile and (b) (5) for roads per mile annually.
- (9) Outyear costs are calculated in 2013 dollars.

NOTES

- (1) Costs associated with real estate actions including acquisition are not included in this estimate. CBP does not have an estimate for these costs at this time.
- (2) This estimate does not include any funding in support of DOJ for services for land acquisition.

Summary of OMB Tech Assist Estimates

Requirement	Total One-Time Costs	Annual Recurring Costs	Grand Total
not responsive			
Construction of Fence Segments O-1, O-2 and O-3	\$(b) (5)	\$(b) (5)	(b) (5)
not responsive			

Funding Distribution by FY					
	2013	2014	2015	Annually 2016 and Beyond	Anticipated Completion*
not responsive					
Construction of Fence Segments O-1, O-2 and O-3	(b) (5)	(b) (5)	(b) (5)	(b) (5)	2015
not responsive					

*Anticipated completion dates are contingent on timely receipt of funds.

Summary of OMB Tech Assist Estimates

Requirement	Total One-Time Costs	Annual Recurring Costs	Grand Total
not responsive			
Construction of Fence Segments O-1, O-2 and O-3	(b) (5)	(b) (5)	\$(b) (5)

not responsive

Funding Distribution by FY					
Requirement	2013	2014	2015	Annually 2016 and Beyond	Anticipated Completion*
not responsive					
Construction of Fence Segments O-1, O-2 and O-3	(b) (5)	(b) (5)	(b) (5)	(b) (5)	2015

not responsive

*Anticipated completion dates are contingent on timely receipt of funds.

O-1, O-2 and O-3

	Required Miles	ROM Cost per Mile	Estimated One-Time Cost	Estimated Annual Recurring Cost	Est. One-Time and 20 Year Recurring Costs
Primary PF Roads	(b) (7)(E), (b) (5)				

Funding Requirement by FY

Year	2013	2014	2015	Annually 2016-2036
Amount	(b) (5)	(b) (5)	(b) (5)	(b) (5)

- (1) All estimates should be considered rough order of magnitude, -50/+100 as defined by the Project Management Body of Knowledge, Third Edition.
- (2) Primary fence design assumes an (b) (7)(E).
- (3) Cost per mile estimates for primary fence construction includes labor, construction and supply chain, planning/oversight, environmental planning, design, and real estate planning.
- (4) Cost per mile for primary pedestrian fence is based on average costs associated with the construction of PF225 fence, plus an additional factor to account for difficulty of construction in the floodplain.
- (5) Cost per mile does not account for site conditions not experienced during the construction of PF225, though impacts from unencountered site conditions are predicted to be minimal.
- (6) Roads estimate include roads adjacent to the fence as well as factor of 30% to account for access roads necessary for fence construction.
- (7) Recurring costs assume a 20-year useful life for pedestrian fence.
- (8) Estimates for "recurring costs" reflect average maintenance costs per mile of fence and roads and do not include funding requirements for existing infrastructure. Assumes the maintenance and repair costs at (b) (5) for fence per mile and (b) (5) for roads per mile annually.
- (9) Outyear costs are calculated in 2013 dollars.

NOTES

- (1) Costs associated with real estate actions including acquisition are not included in this estimate. CBP does not have an estimate for these costs at this time.
- (2) This estimate does not include any funding in support of DOJ for services for land acquisition.

(b) (7)(E)

NEW CONSTRUCTION	
Fence Segment	Mileage
O-1	
O-2	
O-3	
TOTAL	(b) (7)(E)

(b) (7)(E)

(b) (7)(E)

NEW CONSTRUCTION		Fence Segment	Mileage	Demo		Replacement Fence		TOTAL
	RGV	O-1	(b) (7)(E)			P1		(b) (5)
		O-2	(b) (7)(E)			P1		
		O-3	(b) (7)(E)			P1		
	TOTAL		(b) (7)(E)					
Grand total			365.3					

The purpose of the Project Requirements Document Baseline Cost Estimate (PRDBCE) is to calculate a cost estimate for a project as part of the Project Requirements Document development (PRD). Once the PRD is approved this cost estimate is baselined and should not be changed.

The following information will explain the layout of the PRDBCE Worksheet. A detailed explanation of the header and first sub-heading (Project Management) will be given. The structure for all sub-headings is the same therefore the instructions are applicable to the remaining sub-headings. The alpha-numeric symbols (A2, A3, etc.) refer to the excel spreadsheet cell where the information is located.

The worksheet is divided into six sections: **Project Management, Real Estate, Environmental, Design, Construction, and Construction Oversight**. These sections contain the activities that account for the varying costs of each individual project. To ensure the accuracy of the cost estimate, each activity needs to have the correct resource, org code (organizational code must be the specific office where the work is being done, not at the executive level, for construction it must be the field office that is in control of RMS), hours (estimated time to be spent on each activity) and the fully burdened rate. The default equation automatically populates the sub-heading amount in column I by multiplying the hours by the fully burdened rate.

Project Heading Instructions

A2 – Project Heading - enter project title in B2 to include FM&E project number.

A3 – Sector - enter Border Patrol Sector or other controlling agency identifier in B3.

E3 - USACE District - Enter USACE District Name in F3.

A4 – Duration - Enter number of calendar days projected for the project in B4 – is this by 5 working days or 7 working days (most use 5 in P2).

E4 – Date - Enter date worksheet is completed in F4.

B5 - Enter Project P2#.

Sub-Heading Instructions

A6 – This cell is set to auto-populate based on the P2# entered in cell B5.

B6 – Activity Identification Number – Found in P2 Report.

C6 – Name of the project sub-heading.

H6 – This cell contains an equation that calculates the estimated total cost of the sub-heading activities. Verify that the formula includes all necessary values in the final sum (to included added cells). Cells H7-H16 are included in the default summation.

C7 - Project Management – If needed, additional rows shall be added to account for District Project Manager, Program Manager, PPMD Support Staff, and any other costs that fall under this umbrella.

C9 - PM Contract Support - Select type of support from drop down menu on cell E9 (OTHCONSV).

I9 - Enter Contract monetary value.

D10 - Contract Type - select contract type from drop down menu on cell E10.

D11 - Contract Acquisition Codes – The entries for cells E12-E14 are mandatory for P2 entries.

D12 - Contracting Type - select type from drop down menu on cell E12.

D13 - Contracting Method - select method from drop down menu in cell E13.

D14 - Set-Aside Decision - select decision from drop down menu in cell E14.

Repeat the above steps to the proceeding sub-headings.

Non-USACE Expenses

-This section deals with those expenses that may be funded to USACE for work under the construction contract but for reporting purposes should be separated as Non-USACE costs. The BPFTI PM will coordinate this with the USACE PM and will ensure that these costs are not double counted.

-Category 4 "Other" should be addressed on the Assumptions tab and explain what other costs are included.

Assumptions Tab

-Each section of the PRD Baseline Cost Estimate has a corresponding section for assumptions on the Assumptions Tab of the workbook.

-The Assumptions that are already listed are Base Assumptions and should be identified as applicable via the Y and N check boxes to the left.

-Additional Assumptions for each sub-section can be added below and can be explained how ever necessary.

Project Requirements Document Baseline Cost Estimate					
Project Title: O-1,2,& 3 (Comprehensive Immigration Reform)					
Sector: Rio Grande Valley			FM&E#:	Insert FM&E#	
Duration: (b) (5)			Insert Date	USACE District:	SWF & SWG
P2#	XXXXXX	Activities	Resource	Org Code	Org Code Description Amount \$
XXXXXX .10000 Project Management					
1 Project Management			LABOR		
			TRAVEL		
2 PM Contract Support			AESVCS		
Contract Type			IDC AE		
Contract Acquisition Codes					
Contracting Type A - Fixed Price Re-determination					
Contracting Method MISC - Competitive Credit Card, Small Purchases					
Set-Aside Decision SV - Service Disabled Veteran Owned SB					
3 Operations Cell			LABOR		
4 PM Reserve			CONTINGY		
5 USACE Contracting Support					
a. PM Services			LABOR		
b. Real Estate					
Title Contract			LABOR		
Survey Contract			LABOR		
Appraisal Contract			LABOR		
c. Environmental					
Environmental Services Contract			LABOR		
Environmental Remediation			LABOR		
Phase I ESA			LABOR		
Biomonitors			LABOR		
d. Engineering/Design					
Scope/Requirements Contract			LABOR		
RFP Prep Contract			LABOR		
Design (D/B/B)			LABOR		
e. Construction					
Construction Contract			LABOR		
Oversight Contract			LABOR		
f. Peer Review			LABOR		
*add the information above for each additional contracting action required					
XXXXXX .90000 Real Estate					
1 USACE District RE Support			LABOR		
			TRAVEL		
2 Land Payment			LAND		
3 Relocation Costs					
4 Condemnation Costs			DOJ Costs, Damages, etc		
5 Title Contract			ADV&ASTSVC		
Contract Type			BPA New		
Contract Acquisition Codes					
Contracting Type					
Contracting Method					
Set-Aside Decision					
6 Survey Contract			OTHCONSVC		
Contract Type			BPA New		
Contract Acquisition Codes					
Contracting Type					
Contracting Method					
Set-Aside Decision					
7 Appraisal Contract			OTHCONSVC		
Contract Type			BPA New		
Contract Acquisition Codes					
Contracting Type					
Contracting Method					
Set-Aside Decision					
8 RE Reserve			CONTINGY		
XXXXXX .95000 Environmental					
1 USACE District ENV Support			LABOR		
			TRAVEL		
2 Environmental Services Contract			OTHCONSVC		
Contract Type			MATOC Task Order		
Contract Acquisition Codes					
Contracting Type					
Contracting Method					
Set-Aside Decision					
3 Environmental Remediation			OTHCONSVC		
Contract Type			MATOC Task Order		
Contract Acquisition Codes					
Contracting Type					
Contracting Method					
Set-Aside Decision					
4 Mitigation					
5 Phase I ESA			OTHCONSVC		

Contract Type	MATOC Task Order
Contract Acquisition Codes	
Contracting Type	
Contracting Method	
Set-Aside Decision	
6 Biomonitoring	OTHCONSVC
Contract Type	MATOC Task Order
Contract Acquisition Codes	
Contracting Type	
Contracting Method	
Set-Aside Decision	
7 ENV Reserve	CONTINGY

(b) (5)

XXXXXX .40000	Design	
	1 Scope/Requirements Definition	LABOR
	Contract Type	N/A
	Contract Acquisition Codes	
	Contracting Type	
	Contracting Method	
	Set-Aside Decision	
	2 RFP Prep	OTHCONSVC
	Contract Type	N/A
	Contract Acquisition Codes	
	Contracting Type	
	Contracting Method	
	Set-Aside Decision	
	3 Design (D/B/B)	AESVCS
	Contract Type	IDC AE
	Contract Acquisition Codes	
	Contracting Type	
	Contracting Method	
	Set-Aside Decision	
	4 Design Review	LABOR
	5 Cost Estimating/Specifications	LABOR
	6 Source Selection Evaluation Board	LABOR
		TRAVEL
	7 BCOE Review	LABOR
	8 Design Reserve	CONTINGY
XXXXXX .61000.01	Construction	
	1 Construction Contract	CONSTSVCS
	Contract Type	Complex Task Order
	Contract Acquisition Codes	
	Contracting Type	
	Contracting Method	
	Set-Aside Decision	
	<u>Tactical Infrastructure</u>	
	Design (D/B)	
	Construction - Fence	
	Construction - Lights	
	Construction - Roads	
	Military Deployment (M&E)	
	Other	Construction Trailer (Office, Util, Admin Tools)
	<u>Facilities</u>	
	Design (D/B)	
	R&A	
	New Construction	
	Modular Construction	
	Other	
	# of Agents	Insert #
	2 Management Reserve	CONTINGY
* If construction project will be managed out of RMS, the RMS P2 plug-in must be used at creation of the project		
*Note which Districts RMS vs which District is awarding construction contract. Set up P2 accordingly		
XXXXXX .61000.02	Construction Oversight	
	1 Construction Oversight	LABOR
		LABOR
		TRAVEL
		GSAVEH
		ConReps & Proj Engr
		Res Ofc & Admin
		ConReps & Proj Engr
		ConReps & Proj Engr
	Oversight Contract	OTHCONSVC
	Contract Type	N/A
	Contract Acquisition Codes	
	Contracting Type	
	Contracting Method	
	Set-Aside Decision	
	2 Contract Closeout/Warranty	LABOR
	3 Construction Oversight Reserve	CONTINGY
		PROJECT TOTAL

Assumptions - PRD Baseline Cost Estimate	
Project Title: O-1,2,& 3 (Comprehensive Immigration Reform)	
Sector: Rio Grande Valley	USACE District: Insert FM&E#
Duration: (b) (5)	Date: SWF & SWG
P2# XXXXXX	
XXXXXX .10000	Project Management
(b) (5)	
Additional Assumptions:	
(b) (5)	
XXXXXX .90000	Real Estate
(b) (5)	
Additional Assumptions:	
(b) (5)	
XXXXXX .95000	Environmental
(b) (5)	
Additional Assumptions:	
(b) (5)	
XXXXXX .40000	Design
__ Y N	(b) (5)

(b) (5)

XXXXXX .61000 Construction

(b) (5)

Additional Assumptions:

(b) (5)

.61000.10 Construction Oversight

(b) (5)

Additional Assumptions:

(b) (5)

NON USACE EXPENSES

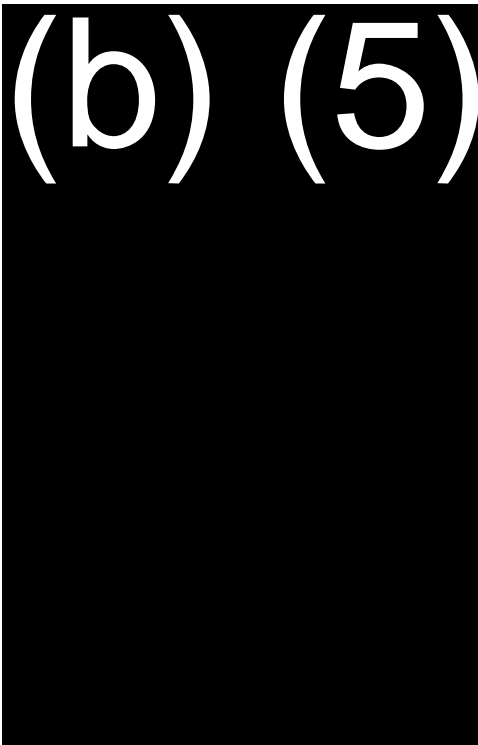
State Assumptions and Explanation of 4.Other Expense

N/A

In HouseResources	Support Contracts	Design
LABOR	OTHCONSVCS	LABOR
TRAVEL	AESVCS	TRAVEL
GSAVEH	ADV&ASTSVC	OTHCONSVCS
N/A	CONSTSVCS	AESVCS
	N/A	CONSTSVCS
		N/A

Acquisition Strategy
N/A

0



Contracting Type

- A - Fixed Price Re-determination
- B - Firm Fixed Price Level of Effort
- C - Basic Ordering Agreement
- D - Purchase Order
- J - Firm Fixed Price
- K - Fixed Price w/ Economic Price Adjustment
- L - Fixed Price Incentive
- M - Fixed Price Award Fee
- R - Cost Plus Award Fee
- S - Cost No Fee
- T - Cost Sharing
- U - Cost Plus Fixed Fee
- V - Cost Plus Incentive
- Y - Time and Materials
- Z - Labor Hours
- 2 - Combination (Awards only)
- 3 - Other (Nothing else apply)
- 5 - Fixed Ceiling Price w/ Retroactive Price Redetermination
- 6 - Fixed Price Incentive (firm target)
- 7 - Fixed Price Incentive (successive targets)
- 8 - Letter Contract
- 9 - Blanket Purchase Agreement

Contracting Method

- IDC - Competitive DO/TO against existing contract
- IDCN - Non-Competitive DO/TO against existing contract
- IFB - Sealed Bid Low Bid
- MISC - Competitive Credit Card, Small Purchases
- MISCN - Non-Competitive Credit Card, Small Purchases
- MOD - Competitive Modification
- MODN - Non-Competitive Modification
- OCM - Competitive Other Contracting Method
- OCMN - Non-Competitive Other Contracting Method
- RFP1 - Competitive RFP 1 Step
- RFP1N - Non-Competitive RFP 1 Step
- RFP2 - RFP 2 Step
- SP1 - Competitive Simplified Acquisition Procedures over \$100K
- SP1N - Non-Competitive Simplified Acquisition Procedures over \$100K
- SP3 - Competitive Simplified Acquisition Procedures under \$100K
- SP3N - Non-Competitive Simplified Acquisition Procedures under \$100K

Set Aside Decision

8a - 8(a)

HZ - HUB Zone SB

MI - Minority Serving Institutions

NONE - No set aside used

SB - Small Business

SV - Service Disabled Veteran Owned SB

WO - Woman Owned SB

From: (b) (6), (b) (7)(C)
To: (b) (6), (b) (7)(C)
Subject: RE: FOIA Request - CBP-OA-2016-018165
Date: Thursday, July 14, 2016 5:45:40 PM
Attachments: [CIR Draft 130905 \(2\).pptx](#)
[O-1,2,3 MFR & Map Exhibits_01Aug12.pdf](#)
[RGV SPC 2013 Issue Paper - RGV Redefine PF 225 Fence Requirements for O-....pdf](#)
[O1 to O3 Risk Register BPFTI PMO Risk Contingency Calculation Template All Programs V2 4-24-13.xls](#)
[O1 to O3 Risk Register BPFTI PMO Risk Contingency Calculation Template All Programs V2 4-24-13.xls](#)
[O-3 IBWC Alignment Map.pdf](#)

(b) (6), (b) (7)(C) – Attached are the only documents I located in my files related to the O1 to O3 fence segments.

From: (b) (6), (b) (7)(C)
Sent: Thursday, July 14, 2016 11:50 AM
To: (b) (6), (b) (7)(C)
(b) (6), (b) (7)(C)
(b) (6), (b) (7)(C)
(b) (6), (b) (7)(C)
(b) (6), (b) (7)(C) >
Subject: FOIA Request - CBP-OA-2016-018165
Importance: High

Good Afternoon,

The Sierra Club has requested that we please produce documents pertaining to the construction of fence in the vicinity of Roma, Rio Grande City and Los Ebanos, TX (O-1 through O-3) Please see below for the request in its entirety.

We have received a similar request previously, and as such I have already completed a partial release of responsive documents. I would like to do another look to be sure we have captured all documents that might be responsive to this request. I suspect the latest we have on these fence segments was during CIR planning a couple of years ago.

When you have a moment, please search your records for any documents that may be responsive to this request. I have provided suggested search terms below, however, these are simply suggested terms. Please use any additional terms you think may be helpful in locating these documents. Please send any responsive documents by COB 7/21/16. Thanks in advance and please let me know if you have any questions.

Suggested Search Terms:

O-1 – O-3
O-1 through O-3
CIR fence
Rio Grande Valley CIR

Rio Grande Valley TI

FOIA Request:

The Sierra Club requests records dating from January 1, 2010 to the present pertaining to the construction of border fencing (also commonly referred to as the border wall, pedestrian fence, and tactical infrastructure) in the vicinity of the communities of Roma, Rio Grande City, and Los Ebanos, Texas. These sections of border fencing will be built in the Border Patrol's Rio Grande Valley sector have been designated O-1, O-2, and O-3. Very little information has been released to the public regarding these sections of border fencing, despite a great deal of local public interest. The Sierra Club is particularly interested in the impact of these fencing sections on the Lower Rio Grande Valley National Wildlife Refuge and the potential for the impedance of flood waters that may accompany the erection of fencing in the Rio Grande flood plain.

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure
Program Management Office
Facilities Management and Engineering

(b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

~~FOUO - For Planning Purposes Only - FOUO~~

Comprehensive Immigration Reform (CIR) Planning Briefing

ECSO
5 SEP 13



U.S. Customs and
Border Protection





Agenda

Purpose: Provide information on CIR Planning Process and achieve concurrence on proposed path forward

- CIR Current Situation
- Notional CIR Requirements
- Acquisition and Execution Strategies
- Budget
- Design
- Real Estate
- Environmental
- Steel
- Risks
- Approach and Engagement
- Path Forward





CIR Current Situation

CIR Current Language

- (b) (5) for fence construction
- Standing up the Southern Border Fencing Strategy
- Use of National Guard
- [REDACTED]
- Bill passed the Senate and is currently with the House for consideration





Acquisition Strategy and Timeline

- ✓ Suite of Contract Vehicles
- ✓ 3 overlapping phases
- **3-Phase Strategy:**
 - Early. Existing MATOCs for early projects
 - Middle. 'C' Contracts as gap fillers
 - Late. New MATOC for later projects
- **Base Plan:**

Sched Code	Type	Start	RE Cert	Const Awd	Const Comp	Q1 '14	Q2 '14	Q3 '14	Q4 '14	Q1 '15	Q2 '15	Q3 '15	Q4 '15	Q1 '16	Q2 '16	Q3 '16	Q4 '16	Q1 '17	
Existing MATOCs						o	n	d	a	r	e	m	a	m	i	r	y	a	s
A	(b) (5)					(b) (5)													
B																			
C	D-3				(b) (5)														
Gap Filler																			
D																			
E	(b) (5)																		
F																			
G																			
New MATOCs																			
H	(b) (5)					(b) (5)													
I																			
J																			


PA

RE

PA&RE

CONST

Assume:
(b) (5)



PA - Pre-Award
RE - Real Estate
PA&RE - Pre-Award and Real Estate Concurrent
CONST - Construction
Awd - Award

PA RE PA&RE CONST

Assumes:
(b) (5)





Execution Strategy

Standard Designs:

- ▶ **D-B-B: New Fence and any Sole Source Replacement Projects**
 - Design: In-house (centralized); In-house (de-centralized), Contractor
- ▶ **D-B: Most Replacement Projects**
 - Site adapt standard designs

Construction: (b) (5)

										Acquisition Strategy															
Perimeter Fence			Vehicle Fence			New Construction				Sector Totals			Existing IIR Sub-TOT		IIR TC Contract		SR TC Contract		R&D New Source		New IIR Sub-TOT		New SR Sub-TOT		
State	ACRPA-2000	ACRPA	ACRPA-2000	ACRPA	ACRPA-2000	ACRPA	ACRPA-2000	ACRPA	ACRPA-2000	ACRPA	ACRPA-2000	ACRPA	ACRPA-2000	ACRPA	ACRPA-2000	ACRPA	ACRPA-2000	ACRPA	ACRPA-2000	ACRPA	ACRPA-2000	ACRPA	ACRPA-2000	ACRPA	ACRPA-2000
CA																									
CA/AZ																									
AZ																									
NM																									
TX																									





Budget

Preliminary ROM

Total: (b) (5) (not yet risk-laden)

Primary Drivers:

- Fence Construction:
- Road Construction:
- Real Estate:
- Construction Management:
- Design:
- Environmental:
- Project Management:
- Contingency*:

Included in
Construction
estimates

(b) (5)

Not yet calculated

*Contingency will be based on risk assessment of projects (see slide 12)

All estimates are Rough Order of Magnitude (ROM) only
Actual costs could be up to 50% lower or 100% higher

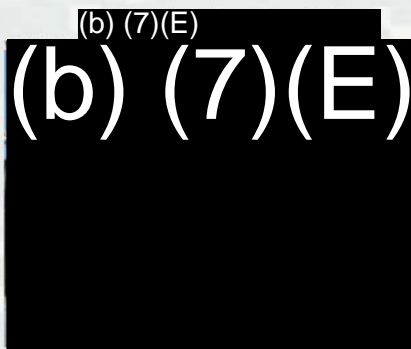


Design

CIR will be implemented using BP TI Design Standards

Examples:

Bollard with Steel Plate






Real Estate

- Base ROM RE Budget: (b) (5)
- Key Budget Assumptions:
 - (b) (5)
 - (b) (5)
- RE Schedule:
 - (b) (5)
 - (b) (5)
 - (b) (5)
 - (b) (5)
- RE commences for each fence project once approved & requirements well defined




~~FOUO - For Planning Purposes Only - FOUO~~

 U.S. Customs and Border Protection

Environmental

- (b) (5)
- ROM ENV Cost: (b) (5)
- Projected ENV Requirements
 - (b) (5)
 - (b) (5)
 - (b) (5)
 - (b) (5)
 - (b) (5)
 - (b) (5)
 - (b) (5)
 - (b) (5)



10 BUILDING STRONG®

- (b) (5) would apply for O1, O2, and O3 (b) (5)
(b) (5)
- (b) (5)
- (b) (5)
- Monitors are planned during construction activities to address BMPs identified in ESPs.
- Mitigation costs for new fencing or replacement unknown.
- (b) (5)
- (b) (5)
- Assuming we complete environmental for O1-O3 under one ESP, the process and estimated durations would be as follows:

(b) (5)



Steel Approach

- PF70 suffered from contractors competing for steel: delays and higher costs
- PF225: centralized purchase reduced schedules and market impact but had costs of contract and excess steel at end

- Options:

- (b) (5)
-
-

Will develop strategy based on actual requirements and schedule





Qualitative Risk

- Top risk categories:

- (b) (5)
-
-





Approach

Aggressive planning and execution; retain flexibility to accommodate changing requirements

Consistent, Scalable Approach:

- Centralized Program Management
[REDACTED]
- De-centralized project execution
- Leverage existing capabilities and capacities
- Augment with organizational resources and contractors as needed





Enterprise Engagement

- HQ – Support (OPORD)
- SWD – Supported Command
- SPD – Supporting Command (potentially others)
- ECSO – PMO
- SPL, SPA, SWF, SWG – Supporting Districts
- Functional Areas (supporting District, supporting Region, SWF, SWD, Contract)
 - ▶ Contracting
 - ▶ E&C
 - ▶ Counsel
 - ▶ PM
 - ▶ RM
 - ▶ RE
 - ▶ ENV





Path Forward

- Plan at deliberate pace in anticipation of Congressional action
- Acquisition planning
- Enterprise engagement
- Functional strategies
- Be prepared to adjust plan to address actual requirements



BUILDING STRONG®

FM&E # & Project Title	Program	Tactical Infrastructure
		O-1 to O-3 Fence
	Date	
	Project Manager	
	Project Base Cost Est.	\$ (b) (5)
	PBC + Est. Impact	\$ (b) (5)

Border Patrol Facilities and Tactical Infrastructure



Risk Matrix

RISK MANAGEMENT SUMMARY RESULTS (planned)

3 Point Impact Estimate		
Low	Medium	High
(b) (5)		

Total Expected Impact - Dollars \$ (b) (5)

Total Expected Impact - Days (b) (5)

Impact to Critical Path - Total Days -

ID #	Month/FY	Risk May Affect Critical Path	Milestone Affected	Risk Category	Detailed Description of Risk (Specific, Measurable, Attributable, Relevant, Timebound)	Mitigation of Risk	Estimated Impact - Days	Probability (%)	\$ Impact	Estimated Impact (\$)	Risk Level
(b) (7)(E)				Scope Changes	Project does not meet operational needs and/or scope added during construction	Include Border Patrol representatives in all design development meetings; field verify construction drawings with Border Patrol prior to Request For Proposal (RFP) release. Adhere to PMO prescribed CR process	(b) (5)	(b) (5)	(b) (5)	(b) (5)	(b) (5)
				Environmental	Environmental: unknown cultural sites encountered (e.g., potential memorials on south side of legacy fence) requiring mitigation.	Environmental surveys will be performed prior to construction. Cultural monitor will be on site during construction on as-needed basis. If archeological artifacts are discovered, a mitigation plan will be developed and implemented					
				Environmental	Environmental: encounter resistance from NGAs re: critical habitat for endangered species resulting in challenge to ENV waiver	Early stage design review will assist to identify best alignment, after which geotechnical testing can be planned if appropriate					
				Latent Conditions	(b) (7)(E)	(b) (7)(E)					
				Latent Conditions	Adverse geotechnical conditions: site conditions during construction differ from geo-technical investigation requiring alternative design or use of different process	Early stage design review will assist to identify best alignment, after which geotechnical testing can be planned if appropriate. Add optional CLINS for over-excavation, additional fill and concrete to address adverse conditions in timely manner. A/E will provide support during construction					
				Latent Conditions	Contractor is delayed during construction due to discovery of previously unknown utilities	Continually coordinate planning efforts to achieve schedule.					
				Real Estate	Any late-stage changes that require additional construction footprint or Easements for access or power.	Focus on early stage conceptual design review to identify best access, potential alternative routes, and land ROW/ ownership permit requirements					
				Design	RFP doesn't adequately describe restoration activities for houses/structures (e.g., city roads, private homes etc.) to pre-construction condition after construction complete.	Identify all known conditions prior to RFP and describe as accurately as possible in RFP					
				Design	A&E rework/redesign may be required if actual bid exceeds budget/funding.	Update cost estimates through design process with current data.					

FM&E # & Project Title	Program	Tactical Infrastructure
		O-1 to O-3 Fence
	Date	
	Project Manager	
	Project Base Cost Est.	\$ (b) (5)
	PBC + Est. Impact	\$ (b) (5)

Border Patrol Facilities and Tactical Infrastructure

Risk Matrix



RISK MANAGEMENT SUMMARY RESULTS (planned)

3 Point Impact Estimate		
Low	Medium	High
(b) (5)		

Total Expected Impact - Dollars \$ (b) (5)

Total Expected Impact - Days (b) (5)

Impact to Critical Path - Total Days -

ID #	Month/FY	Risk May Affect Critical Path	Milestone Affected	Risk Category	Detailed Description of Risk (Specific, Measurable, Attributable, Relevant, Timebound)	Mitigation of Risk	Estimated Impact - Days	Probability (%)	\$ Impact	Estimated Impact (\$)	Risk Level
(b) (7)(E)				External Entity Compliance	Work stoppage and delays due to border violence	Coordinate with Border Patrol to minimize work stoppage delay time. Include security language in RFP.	(b) (5)				
				Contractor Performance	Delayed funding	Do not proceed with RFP until funding in place					
				Contractor Performance	Shortage or delay in material or material lead times are excessive	Investigate current lead times/availability, provide 2 stage NTP allowing ordering of material in advance of expected start of construction					
				Latent Conditions	Unforeseen site conditions create requirements for (b) (7)(E)	Include optional CLINS for over-excavation, additional fill and concrete to address adverse conditions in timely manner					
				Latent Conditions	Existing fill is not suitable for foundation and requires either removal and replacement or additional fill added	Identify areas of existing poor soils as early as possible.					
				Latent Conditions	Utilities in and across fence construction zone require relocation and coordination with Utility Companies. Delays by utility companies could impact cost and schedule	Continual coordination with utility companies (and USIBWC/CILA if needed) in advance of work crew reaching known utilities will be necessary.					
				Design	A&E rework/redesign may be required for errors/omissions/gate design issues due to meeting directed contract award date.	Site walks during design reviews. Work with contractor and USACE to identify potential design errors/omissions early and work to redesign prior to impact on contractor's cost/schedule					
				Design	(b) (7)(E) does not perform as designed, then additional funds will be required to implement corrective action, possible REA cost, and (b) (7)(E) construction may be impacted.	Apply lessons learned from the RGV (b) (7)(E) Construction work for the remainder of the to be constructed (b) (7)(E), as well as close coordination with USACE, the Contractor, CBP BPFTI, and Border Patrol.					
				Real Estate	If all Real Estate requirements are not obtained for power, access, construction, etc., then cost and schedule will be impacted.	Design team produces 35% design (with full construction limits) as early as possible. USACE and CBP to work closely with OCC and Real Estate teams to ensure all Real Estate is acquired in a timely manner. Engage CBP Office of Chief Council and Department of Justice early to ensure well coordinated acquisition strategy.					

FM&E # & Project Title	Program	Tactical Infrastructure
		O-1 to O-3 Fence
	Date	
	Project Manager	
	Project Base Cost Est.	\$ (b) (5)
	PBC + Est. Impact	\$ (b) (5)

Border Patrol Facilities and Tactical Infrastructure

Risk Matrix



RISK MANAGEMENT SUMMARY RESULTS (planned)

3 Point Impact Estimate		
Low	Medium	High
(b) (5)		

Total Expected Impact - Dollars \$ (b) (5)

Total Expected Impact - Days (b) (5)

Impact to Critical Path - Total Days -

ID #	Month/FY	Risk May Affect Critical Path	Milestone Affected	Risk Category	Detailed Description of Risk (Specific, Measurable, Attributable, Relevant, Timebound)	Mitigation of Risk	Estimated Impact - Days	Probability (%)	\$ Impact	Estimated Impact (\$)	Risk Level
(b) (7)(E)				Real Estate	35% Design is projected at the 6-month mark...Delay of 35% design will cause a day-for-day delay to RE Certification, or increased \$ to mitigate. (Current assumption is that footprint requirements for construction, power, access & staging will be sufficiently defined at 35% design such that property surveys can commence)	Decision point at T+5 months; if 35% design is tracking late, either: 1) Survey & acquire more land, i.e. wider swath (\$\$); 2) survey based on less-than-35% design and risk rework; or 3) accept day-for-day schedule slip	(b) (5)				
				Real Estate	Schedule has built in a 6-month duration for Possession from the day a DT is filed. Delayed Possession of condemned a ROE-S and/or final footprint may occur and will result in a day-for-day delay to RE Certification. Our cost estimate already projects (b) (5) Based upon past experience, it is likely that at least some tracts will have delayed possession - but none should take more than a year total. .	(b) (5)					
				Real Estate	RE Schedule is projected as 23-months for O-1 and 26-months for O-2. Title work is projected to take 12-months for O-1 and 15-months for O-2. Both segments are in Starr County where obtaining Title Policies will be a challenge due to County's poor record keeping practices and atypically land conveyance practices of the community (lack of probate, unrecorded deeds, gift conveyances without deed, prescriptive uses, etc).	(b) (5)					
				Contractor Performance	Transfer of funding associated with unforeseen changes could delay contractors	Strategically position contingency funding; structure funding LINs to retain flexibility					
				Real Estate	Delayed RE Certification beyond 21-months is currently factored into the projected RE Schedules as 23-months for O-1 and 26-months for O-2.	Develop flexible acquisition tools to provide responsive alternatives to awarding a single construction contract (if desired)					
											\$ -
										\$ -	

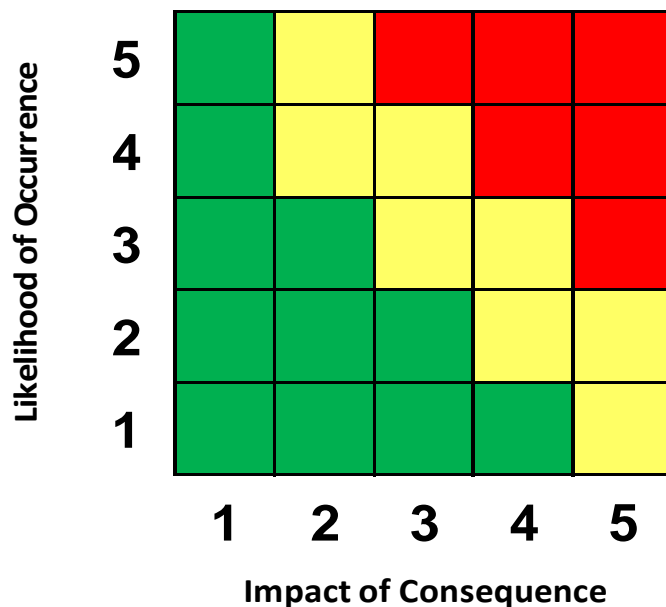
Border Patrol Facilities Tactical Infrastructure PMO Risk Categories		
Category	Definition	Examples
Construction	Any non-design related issues occurring during the performance period of the Construction contract that could affect project cost and/or schedule. Risks with potential impact due to weather. This also includes risks related to border activity that impact construction execution.	<ul style="list-style-type: none"> * Weather delays * Border violence * Encountering tunnels
Contractor Performance	Risks with potential impact to project cost or schedule due to unanticipated performance on the contractor's behalf. This also includes bid risk. Specific risks related lack of resources.	<ul style="list-style-type: none"> * Underestimation of cost * Underestimation of schedule * Lack of material, human, or capital resources
Design	Any required change in the architectural and/or engineering design from approved plans and specs, resulting in changes to cost and schedule, inclusive of: <ul style="list-style-type: none"> - Discrepancies/conflicts with the design standards, - Changes due to errors and omissions, - Ambiguity in RFP - Any required change that reasonably should have been accounted for during initial design 	<ul style="list-style-type: none"> * Modification of irrigation structures * Changes to gates * Design errors * Necessary enhancements in road materials * Meeting LEED related goals * Internal Affairs (IA) requirements * Office of Information Technology (OIT) requirements
Environmental	Unforeseen archaeological and/or environmental findings requiring some level of mitigation. NOTE: State Historic Preservation Office (SHPO), U.S. Fish and Wildlife Service (USFWS) and other government agency coordination directly resulting from unforeseen archaeological and/or environmental findings should be considered here. DOES NOT INCLUDE mitigation due to hazardous waste.	<ul style="list-style-type: none"> * Additional surveying support requirements * Additional costs related to archaeological investigations * Biological monitoring requirements
External Entity Compliance	Risks related to requirements of additional analysis and negotiations with Tribal Nations, international, federal, state, and local regulatory agencies. Addresses the risk of not accounting for requirements during the Planning phase. This is also inclusive of any permitting that must be obtained/granted. Also includes specific changes in project scope due to pressure/influence outside of the CBP mission.	<ul style="list-style-type: none"> * Labor regulations * International Boundary & Water Commission (IBWC) * U.S. Fish and Wildlife Service (USFWS) * Bureau of Land Management (BLM) * Department of Transportation (DOT) * Congressional direction * State or municipal government interference
Latent Conditions	Encountering unforeseen sub-surface water/public/private underground structures/ underground rock/Latent Conditions resulting in project delays and adding cost. Also includes changes in cost or schedule that are related to mitigation of unanticipated hazardous waste issues (including cost for storage, testing and disposal.)	<ul style="list-style-type: none"> * Government-Furnished Material (GFM) corrosion * Terrain modifications * Unstable soil conditions * Dewatering operations * Hazardous Waste * Heavy metals * Hydrocarbons * Polychlorinated biphenyl (PCB)
Real Estate	Results in additional real estate and land acquisition or condemnation actions or events not originally planned impacting cost, resources required, and schedule durations. Includes price volatility (appraised, listed, negotiated) for land.	<ul style="list-style-type: none"> * Change in construction location * Change in size of plot * Change in ROE or ROW access requirement
Scope	Addresses a change in scope that was never intended to be considered and was not included in the original project plan. Activities outside of the overall parameters of the agreed to solution. DOES NOT INCLUDE changes in scope due to design related issues.	<ul style="list-style-type: none"> * Increase in fence length * Additional gates * Change in alignment * Changes in operational requirements

Risk Level

A 5x5 risk matrix represents the product of likelihood and consequence. It is an effective tool for communicating the results of analyses and the interrelationship among risks.

Risk levels are frequently portrayed with familiar “stoplight colors”, with high risk as red, moderate risk as yellow, and low risk as green. It is important to note that the risk levels are reflected or written as (X, Y). A sample risk matrix is provided in Figure 1 below:

Figure 1. Risk Matrix



Risk Likelihood (Probability %)

Likelihood is defined as the probability that a risk will occur.

Risk Likelihood Levels	
5 - Near Certainty	Most always encountered; practically unavoidable risk (100%-81%)
4 - Highly Likely	Expected to occur; typically occurs in efforts of a similar nature (80%-61%)
3 - Possible	Even likelihood of occurrence; often encountered in similar efforts (60%-41%)
2 - Unlikely	Hypothetically possible, but uncommon in programs of similar type (40%-21%)
1 - Very Unlikely	Rarely encountered; standard practices will effectively avoid risk (20%-1%)

Risk Consequence (\$ Impact)

Evaluate each risk in terms of its possible consequence.

Consequence is defined as an unfavorable result of a risk.

Each risk should be categorized by type for consequence to the programs' cost, schedule and/or technical requirements.

Impact of Consequence Levels			
	Cost	Schedule	Performance
1 - Very Low	Minor cost increase; absorbable within budget	Minor schedule variance; no milestone impacts	Minimal reduction in technical performance; all operational requirements met
2 - Low	Cost increase may exceed authorized budget; sufficient funds available	Some schedule slips that are recoverable at program level; no major program delivery impacted	Minimum or slight reduction in technical performance; all operational requirements still met
3 - Medium	Cost increase exceeds authorized budget; funding increase may be necessary	Significant schedule slip partially recoverable at program level; program delivery may be impacted	Decrease in technical performance; some operational requirements may not be met
4 - High	Cost increase exceeds authorized budget; funding increase necessary	Significant schedule slip may not be recoverable at program level; program delivery likely to be impacted	Decrease in technical performance; some operational requirements will not be met; mission success questionable
5 - Very High	Cost increase greatly exceeds authorized budget; large funding increase necessary	Major impact to schedule; program delivery will be impacted	Significant shortfall in technical performance; critical operational requirements not achieved; mission success unattainable

MEMORANDUM FOR RECORD

MEETING HELD: August 1, 2012 at 9:00 AM EST

SUBJECT: Fence Segments (O-1, O-2, O-3) – Requirements Discussion with OBP

MEETING ATTENDEES:

- (b) (6), (b) (7)(C) (BPFTI PMO)
- (b) (6), (b) (7)(C) (BPFTI PMO)
- (b) (6), (b) (7)(C) (OBP)
- (b) (6), (b) (7)(C) (OBP)
- (b) (6), (b) (7)(C) (OBP)
- (b) (6), (b) (7)(C) (OCC)
- (b) (6), (b) (7)(C) (OCC)
- (b) (6), (b) (7)(C) (BPFTI PMO)
- (b) (6), (b) (7)(C) (BPFTI PMO)

REQUIREMENTS DISCUSSION:

OBP reviewed the attached maps generated in order to illustrate their requirements along each segment (O-1, O-2, O-3).

OBP explained that the requirements as presented are based on the current operational assessment, and in consideration of the complete current plan, to include (b) (7)(E)
(b) (7)(E)

1. OBP REQUIREMENTS ALONG 'IBWC-APPROVED' FENCE SWATH:

The 'IBWC-approved' swath is depicted by a yellow line on the attached maps. Fence is not currently required along the totality of the 'IBWC-approved' swath.

Fence is currently only required along the yellow line between the 'start' and 'end' point icons annotated on the attached maps. Fence is not required along the yellow line beyond those 'start' and 'end' points.

2. OBP REQUIREMENTS ALONG ORIGINALLY CONDEMNED SWATH:

The original fence swath is depicted by a red line on the attached maps.

Fence is currently required between the start and stop points in the red-line original swath only to the extent it overlaps with the yellow-line IBWC-approved swath and where the yellow line is independent of the red.

Where the red-line original swath is not in line with the yellow-line IBWC-approved swath, the current requirement is for a road. This does not preclude road being constructed adjacent to future fence alignments if required.

MEMORANDUM FOR RECORD

3. NEXT STEP:

OCC & PMO will meet with DOJ & USACE to brief them and discuss next steps regarding real estate acquisitions necessary to support fence and road requirements as cited above. One key objective coming out of that meeting is to develop a schedule and budget to clear real estate to support OBP's requirements.

O-1 Current and Proposed Fence Alignments

O-1

(b) (7)(E), (b) (5)

Page 1 of 3

Fence



Original Fence Alignment



Proposed Fence Alignment

Proposed Floodplain*



Proposed Floodplain*

(b) (7)(E), (b) (5)



Fence Start/Stop Point

*The floodplain limit represents proposed conditions, after the fence is installed, and is not indicative of existing conditions.

*If sheet measures less than 11x17" it is a reduced print.
Reduce scale accordingly.

1 in = 0.25 mi

1:15,840





March 28, 2012
Michael Baker Jr., Inc.


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(b) (7)(E), (b) (5)

Fence

-  Original Fence Alignment
 Proposed Fence Alignment

Proposed Floodplain*

-  Proposed Floodplain*

(b) (7)(E), (b) (5)



Fence Start/Stop Point

Site

*The Floodplain limit represents proposed conditions, after the fence is installed, and is not indicative of existing conditions.

*If sheet measures less than 11x17" it is a reduced print.
Reduce scale accordingly.

1 in = 0.5 mi

1:31,680



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(b) (7)(E), (b) (5)

Fence



Original Fence Alignment



Proposed Fence Alignment

Proposed Floodplain*



Proposed Floodplain*

(b) (7)(E), (b) (5)

*The floodplain limit represents proposed conditions, after the fence is installed, and is not indicative of existing conditions.

*If sheet measures less than 11x17" it is a reduced price. Reduce scale accordingly.

1 in = 0.13 mi

1:7,920



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(b) (7)(E), (b) (6), (b) (5)

