

Border Wall Program Program Management Plan

Version 1.3

I

BPAM Program Office

~~For Official Use Only~~

Table of Contents

1. Introduction.....	1
1.1. Purpose	1
1.2. Project Scope.....	1
1.3. Program Goals	2
1.4. Document Organization.....	2
2. References.....	4
3. Program Organization.....	5
3.1. Approach	5
3.2. Roles and Responsibilities.....	6
3.3. Resources.....	9
4. Program Management.....	10
4.1. Program Assumptions.....	10
4.2. Program Performance Measures	10
5. Project Management.....	11
5.1. Project Initiation.....	11
5.2. Project Planning	11
5.3. Project Execution.....	Error! Bookmark not defined.
5.4. Project Monitoring	11
5.5. Project Closeout.....	11
6. Scope Management	12
7. Stakeholder Management	13
7.1. Identification	13
7.2. Strategy.....	13
7.3. Review and Update.....	14
8. Communications Management	15
8.1. Goals	15
8.2. Methods	15
8.3. Reporting.....	15
9. Cost Management	17
9.1. Cost Estimating.....	17
9.2. Cost Budgeting.....	17
10. Schedule Management.....	18
11. Risk Management.....	20

- 11.1. Goals 20
- 11.2. Approach 20
- 11.3. Risk Contingency Management 20
- 12. Quality Management 22
 - 12.1. Quality Planning 22
 - 12.2. Quality Control 22
 - 12.3. Quality Assurance 22
- 13. Change Control 24
 - 13.1. Goals 24
 - 13.2. Roles and Responsibilities 24
 - 13.3. Process 24
- 14. Procurement Management 25
 - 14.1. Procurement Objectives 25
 - 14.2. Procurement Methods 25
 - 14.3. Constraints 25
 - 14.4. Acquisition Strategy 26
 - 14.5. Procurement Execution 26
- 15. Real Estate Strategy 27
 - 15.1. Goals **Error! Bookmark not defined.**
 - 15.2. Roles and Responsibilities **Error! Bookmark not defined.**
 - 15.3. Execution **Error! Bookmark not defined.**
- 16. Environmental Compliance Strategy 30
 - 16.1. Goals and Requirements **Error! Bookmark not defined.**
 - 16.2. Roles and Responsibilities **Error! Bookmark not defined.**
 - 16.3. Execution **Error! Bookmark not defined.**
- 17. Engineering and Design Strategy 32
 - 17.1. Goals and Requirements 32
 - 17.2. Roles and Responsibilities 32
 - 17.3. Border Patrol Design Standards 32

1. Introduction

The Department of Homeland Security (DHS) is taking a holistic approach to securing the border and enforcing immigration laws, focusing enforcement efforts on cross-border violations and violation of immigration laws in the interior of the United States. DHS has designated U.S. Customs and Border Protection (CBP), Border Patrol and Air & Marine (BPAM), Program Management Office (PMO) as the executive agent for the development and deployment of the tactical infrastructure solution.

As directed by Executive Order 170125, Congress and the Executive Branch have begun working together to develop an approach to comprehensive immigration reform that will include enhanced border security along the southwest border in California, Arizona, New Mexico, and Texas. Enhanced border security will include construction of a Wall, which meets U.S. Border Patrol's (USBP) requirements, along the Southwest Border.

CBP's BPAM PMO has determined the need for an Indefinite Delivery Indefinite Quantity (IDIQ) contract to build Wall along the southwest border and is preparing to solicit industry input for conceptual Wall design(s) with the intent to construct multiple prototype(s). The primary purpose of this effort is to develop design standards for a border Wall that may be constructed in the vicinity of the U.S. border with Mexico in support of USBP operational requirements. The prototypes will inform the final design standard, which will likely continue to evolve to meet USBP's requirements. Any and all prototypes will be designed to deter illegal entry into the United States. Wall design and construction award timelines for prototype construction will be expedited to meet immediate USBP operational needs.

CBP expects to award multiple contracts for prototype construction in early summer with a 30-day period of performance. CBP's preferred Wall prototype construction site is within the San Diego Sector area of responsibility. Location factors include site accessibility for wall prototype construction and evaluation.

1.1 Purpose

This Program Management Plan (PgMP) serves as the framework and guidance document for the planning and execution of new border Wall along the Southwest Border. The purpose of the PgMP is to specify the project objectives and describe the approach and define the various activities required to ensure high quality program and project execution.

This PgMP will be used in conjunction with existing program-level planning documents (e.g. Border Patrol's Tactical Infrastructure Design Standards) and represents the next level of planning detail required to implement projects under this program.

1.2. Project Scope

The scope of the new border Wall and this PgMP includes requirements definition (e.g. types and locations of wall), stakeholder coordination, environmental planning, real estate acquisition, engineering investigations, project design, construction contractor acquisition,

construction oversight, project commissioning and project close-out. To support these activities, tasks under this program will include:

- Amalgamation of historical data from TI projects previously executed
- Real estate analysis for access to the southern border, construction of new Wall, and replacement of existing Wall
- Design analysis for access roads, new permanent roads, new lighting, Wall construction, and Wall maintenance activities
- Supply chain planning to include separate contracts to provide materials for Wall construction if deemed appropriate
- Environmental planning activities to minimize impacts to natural, biological, threatened & endangered species, and cultural resources
- Identification of land management and environmentally-related federal laws that must be waived by the Secretary of DHS for Wall projects to proceed in an efficient manner
- Development of design documents to be used to construct the tactical infrastructure projects
- Identification of stakeholders and development of communications plans

1.3. Program Goals

The Program Goals shall include:

- The Wall shall deter illegal crossing of the border.
- The Wall shall be (b) (7)(E) relative to highest adjacent grade and (b) (7)(E) anti-dig.
- (b) (7)(E)
- The Wall shall be composed of (b) (7)(E)
- (b) (7)(E)
- Entire surface of both sides of the Wall shall be (b) (7)(E)
- North side of Wall should be aesthetically pleasing with color, anti-climb texture, etc., to be consistent with general surrounding environment.
- Wall design should be cost effective to construct, maintain and repair.
- Wall design should be constructible to slopes up to 45 degrees.
- The Wall design shall meet all relevant codes and requirements associated with ASCE 7, ACI 318.
- Communications with stakeholders and the public shall be transparent.
- Environmental impacts shall be minimized to the fullest extent practicable

Commented [AU1] (b) (5)

1.4. Document Organization

This plan is organized into the following sections:

- Section 1 – Introduction. This section presents the plan purpose, scope and organization.

- Section 2 – References. This section presents the documents included as references to this plan.
- Section 3 – Program Organization. This section presents the structure, roles and responsibilities and resources available to this program.
- Section 4 – Program Management. This section presents the assumptions and constraints, along with the performance metrics for the program.
- Section 5 – Project Management. This section presents the process and guiding principles for all projects in the program.
- Section 6 – Scope Management. This section presents the process for scope planning, definition, verification and control.
- Section 7 – Stakeholder Management. This section presents the process for identifying and managing the relationship with stakeholders for the program and each project.
- Section 8 – Communications Management. This section presents communication planning for all team members as well as internal and external stakeholders.
- Section 9 – Cost Management. This section presents the methods for estimating, budgeting, and managing project costs.
- Section 10 – Schedule Management. This section presents the work breakdown structure, schedule development and control.
- Section 11 – Risk Management. This section presents the risk management goals, management approach and contingency management for projects.
- Section 12 – Quality Management. This section presents the quality planning and controls for project quality control and quality assurance.
- Section 13 – Change Control Management. This section presents integrated change control procedures, goals and roles for team members.
- Section 14 – Procurement Management. This section presents the objectives, contracting methods and constraints to execute the program.
- Section 15 – Real Estate Strategy. This section presents the strategy for acquisition and management of real estate assets.
- Section 16 – Environmental Compliance Strategy. This section presents approach and risks associated with environmental related laws governing the conduct of projects.
- Section 17 – Engineering and Design Strategy. This section presents the goals and project requirements along with the role of Wall design standards.

2. References

The following documents are incorporated into this PgMP by reference:

- DHS Acquisition Management Directive 102 01

~~For Official Use Only~~

3. Program Organization

3.1. Approach

The BPAM Program Office will establish a Program Delivery Team of subject matter experts dedicated specifically to the execution of this program. Significant government employee and contractor resources must be hired and our detailed to this effort to ensure the successful execution of the Program. Whenever possible, subject matter experts involved in the planning and execution of the *Secure Fence Act of 2006* (e.g. Pedestrian Fence (PF) 225 and Vehicle Fence (VF) 300) will be used to maximize the benefits of the lessons learned/best practices obtained from those large border Wall initiatives. The PDT shall be led by a Level 3 Program Manager (hereinafter referred to as the BPAM Program Manager) with experience with similar type and size programs(s) and shall include experts (including federal employees and contractors) with experience in all technical and administrative areas needed to efficiently and effectively execute this program. CBP provided expertise shall include but not necessarily limited too:

- Program and project management (scope, schedule, cost & risks)
- Border Wall and tactical infrastructure requirements (provided by Border Patrol)
- Border Patrol's TI design standards
- Real estate acquisition
- Environmental planning
- Supply chain logistics (for bulk steel purchase)
- Legal counsel (e.g. DHS S1 Waiver(s); condemnations)
- Coordination and outreach with external stakeholders (e.g. DoI, IBWC)
- Public affairs and communications
- Program metrics tracking and reporting
- Procurement (e.g. Interagency Agreement(s) with Service Providers)
- Program and project analysts
- TI sustainment, maintenance & repair
- Congressional affairs coordination
- CBP's Facilities Infrastructure Tracking Tool (FITT), SharePoint, TRIRIGA data entry and management

BPAM will utilize the services of the United States Army Corps of Engineers (USACE) to assist with the execution of this program. The Engineering and Construction Support Office (ECSO) will serve as the "One Door to the Corps" for this project. This U.S. Army Corps of Engineers Southwestern Division program office, based in Fort Worth, Texas, supports DHS/CBP national security projects from coast-to-coast and beyond. The ECSO serves as a project management service to the DHS via an Interagency Agreement. USACE support will include:

- Program and project management (scope, schedule, cost & risks)
- Coordination and management of Corps Districts assisting with the Program's execution
- Real estate acquisition execution
- A/E planning and design services
- Construction and construction oversight/management
- Communications and public affairs
- Performance metrics tracking and reporting

Commented [AU2]: Need to update to IRIRA

- FITT data entry and management

In addition, multiple federal and state agencies will be involved in the planning and execution of the program so as to minimize impacts on the environmental resources and or land managed by the agencies:

- U.S. Department of Interior (Fish & Wildlife Service, National Park Service, Bureau of Land Management, Bureau of Reclamation)
- U.S. Department of Agriculture (Forest Service)
- U.S. Corps of Engineers (Regulatory)
- State Historic Preservation Offices

Close coordination will also be accomplished with the U.S. International Boundary and Water Commission (IBWC), which applies the boundary and water treaties of the United States and Mexico and settles differences that may arise in their application.

The BPAM Program Manager shall lead the overall Program via a Project Management Team (PMT) and Integrated Product Teams (IPTs). The PMT shall consist of the BPAM and Corps' Project Managers that will be responsible for the day-to-day management of their assigned Wall projects/segments. The BPAM PMs will be responsible for the overall "day-to-day" execution of their assigned projects to include cost, risk, and schedule and scope management. The Corps' PMs will support the BPAM PMs and will oversee/manage the Corps' planning, design and construction activities. The PMT will also include BPAM's Risk Manager, Master Scheduler, Lead Cost Estimator, Chief Engineer and the IPT Leads. Under the leadership of the Program Manager, the PMT will be responsible for issues that affect the project as a whole. The PMT will meet on a regular basis and be led by the Program Manager.

The IPTs shall consist of SMEs with expertise and experience working on large, complex Programs similar to this initiative. Each IPT will have a designated lead that will oversee and manage the team's efforts. The IPT leads will also be members of the PMT. Under the leadership of the Project Manager, the PMT will be responsible for issues that affect the project as a whole. The PMT will meet as needed, will be led by the Project Manager and will distribute minutes from every meeting to the Program Office.

Figure X depicts a high-level organization diagram for the proposed Program.

3.2. Roles and Responsibilities

There are numerous federal government agencies involved in the new border Wall program. The general roles and responsibilities of the various agencies are presented below. A listing of the "key" project delivery positions and their responsibilities are presented in Table 3.1- Roles and Responsibilities. A list of roles and responsibilities is detailed in Appendix XXX.

- **Department of Homeland Security** The Secretary of DHS issues required waivers for compliance with environmental and land management laws and is the final decision maker on all key decisions affecting the new border Wall program.
- **U.S Border Patrol** USBP is responsible for identifying TI requirements and assisting with the “local” public outreach and coordination activities.
- **Customs and Border Protection (CBP)**
 - **Office of Facilities and Asset Management (OFAM) TBD**
 - **Border Patrol and Air Marine (BPAM) PMO.** BPAM is responsible and accountable for the overall day to day management of the new border Wall program including planning, design, construction, environmental and real estate activities. BPAM is responsible for insuring that the Program is completed on-time, within budget, and meets all program requirements. BPAM performs all contracting for environmental stewardship planning activities.
 - **Office of Chief Council.** OCC shall assist with any required coordination with the Department of Justice (DOJ) and provide legal advice to the CBP team
 - **Office of Congressional Affairs.** OCA shall coordinate all communications with Congress
- **Department of the Interior.** DOI is responsible for assisting CBP efficiently and effectively ensure appropriate stewardship of environmental resources and performing any mitigation of unavoidable impacts to resources associated with the construction program on DOI lands. DOI is also responsible for the effective coordination with DOI land managers, i.e. FWS, BLM and BOR.
- **Department of Justice.** DOJ is responsible for providing general legal counsel relative to real estate acquisition. DOJ is responsible for filing Declaration of Taking condemnation packages.
- **U.S. Army Corps of Engineers.** The USACE has established the Engineering Construction Support Office (ECSO) to coordinate the Corps’ support all BPAM design and constructions requirements in addition to assisting with real estate acquisitions. The ECSO will serve as the BPAM point of contact for all of the Corps relative to the execution of this Program.
- **U.S. International Boundary and Water Commission.** The USIBWC is responsible for coordinating boundary and water treaties of the United States and Mexico. All of the Wall projects will require coordination with the USIBWC. Any Wall segments that may adversely impact surface drainage characteristics of Mexico and or involve construction with the floodplains of the Colorado or Rio Grande Rivers will need to be coordinated with Mexico by the USIBWC.

cqui

Table 3.1-“Key” PDT Roles and Responsibilities

Commented [AU3]: Will update (b) (6), (b) (7)(C)

Role	Responsibilities
BPAM	
Program Manager	Provides management oversight for the program and manages the overall relationship with CBP, USBP and

Role	Responsibilities
	<p>ECSCO. Directs the overall program, has overall authority, responsibility and accountability for achieving the project scope, cost, schedule and technical objectives. Directs requirements and configuration control processes.</p> <p>Insert MD102 requirements</p> <p>Reports to OFAM Director and CBP's Chief Acquisition Executive (CAE)</p>
Project Manager	<p>Directs the execution of their assigned Wall segments/projects and has overall responsibility and accountability for achieving their projects' scope, cost, schedule.</p> <p>Coordinates execution with their Project Team(s).</p> <p>Leads the preparation of project status and reporting.</p>
Business Manager	<p>Assists the Project Manager with oversight of business management functions related to project financials and contract management.</p> <p>Performs the project financial and contract business functions, including project schedule, earned value analyses, review of cost estimates, cost control, financial tracking, GIS coordination, metrics analysis, taskers, risk management and SharePoint coordination.</p> <p>Performs project operations and reporting related to GIS</p> <p>Prepares draft status reports for approval by Project Manager.</p>
Subject Matter Experts	<p>Provide coordination and oversight of subject matter issues (e.g. real estate, engineering, environmental, M&R) associated with the planning, execution and oversight of the new border Wall program issues.</p> <p>Ensure that issues are addressed and completed in a timely manner to meet project milestones.</p>
U.S. Border Patrol	
Border Patrol TI	Serves as the sector representative relative to project

(b) (5)

(b) (5)

Role		Responsibilities
	Coordinators	execution. Primary responsibility is to TBD
USACE		
	Program Director-ECSO	Provides oversight of all USACE project support and manages the relationship with BPAM.
	Project Managers-ECSO & Corps Districts	Manages and oversees the activities of Corps SMEs and contractors and supports BPAM Project Managers
	Subject Matter Experts	Provide coordination and oversight of subject matter issues (e.g. real estate, engineering, construction) associated with the planning, execution and oversight of the new border Wall program issues. Ensure that issues are addressed and completed in a timely manner to meet project milestones.
	Contracts Manager	Organizes and executes supporting procurement functions. Leads contractor invoice review and approval process. Ensures contractors' conformance to contracts.

3.3. Resources

The Program Management Office will be based within BPAM located in Washington, D.C. and will provide the following resources:

- **Facilities, Equipment and Tools.** The PMO will provide standard office facilities, equipment and tools for the project execution. These resources include work space, work stations, standard software including Primavera, communications capability, and meeting space.
- **Training.** Team members supporting the new border Wall program will receive orientation and training for their assigned position. This training will include the use of project management software, earned value management, and BPAM tools and systems.
- **Project Repository.** The PMO host and maintain a web based document viewing system (i.e. BorderFitt.com) for all project documents including baseline cost, scope and schedule as well as planning and design documents, real estate acquisition information and environmental planning documentation.

4. Program Management

Program management is the application of knowledge, skills, tools, and techniques to meet the requirements. These processes ensure the effective flow of each project through the entire life cycle of the project.

4.1. Program Assumptions

- USACE will execute the bulk of the program requirements through projects and contracts managed through ECSO.
- Program leadership will be provided by the BPAM Program Manager utilizing a combination of USACE and BPAM execution and control procedures.
- The Secretary of Homeland Security will waive all NEPA and federal land management laws that could either prevent or delay the construction of the new Wall..
- Each project will follow a combination of BPAM and USACE project management procedures outlined in this document.
- Program progress meetings will be held on a weekly basis and include all key members of the program and each project under contract at the time of the meeting.

4.2. Program Performance Measures

The new border Wall program will monitor and report weekly the following performance parameters:

- Wall starts
- Real estate start & complete
- Environmental start & complete
- Wall completed (miles)
- Scheduled Performance Index (SPI)

In addition, numerous other performance metrics will be monitored and tracked relative to real estate acquisition activities, environmental documentation, and supply chain management activities.

5. Project Management

5.1. Project Identification

The U.S. Border Patrol will provide BPAM with their TI requirements to be delivered as part of this Program. The TI requirements will align with applicable Appropriations language and DHS guidance.

5.2. Project Planning

A Project Requirements Document (PRD) will be developed for each Wall project, which make include several Wall segments in proximity to each other to reduce costs. The PRD will establish the project's baseline scope, cost and schedule as well as identify the initial risk registrar and establish project budgets. A site visit will be conducted with the PM and project SMEs prior to the completion of the PRD to confirm existing conditions, TI requirements and project assumptions. The PRD shall be approved by the Program Manager and IPT leads.

5.3 Project Execution

The BPAM Project Managers will manage the day-to-day execution of the projects with support from their Corps' counterparts. The projects will be executed in strict accordance with their approved PRDs including baseline schedules. The Project Managers will be responsible for keeping FITT up to date and alert the Program Manager immediately when potential challenges arise that could impact project success.

This phase includes controlling changes and recommending corrective or preventative actions, monitoring all project activities against the project management plan and project baselines, and coordinating actions that manage change control processes.

5.4. Project Monitoring

The monitoring and controlling phase of the project is under the control of the Program Manager. The monitoring is conducted via FITT regular project and program review meetings and daily progress updates once construction commences. The continuous monitoring provides the team with insights into the financial and schedule status of the project progress and identifies any areas requiring attention from the stakeholders and the PMT.

5.5. Project Closeout

The BPAM project managers will coordinate and perform the activities necessary to complete all BPAM PMO procedures and processes to close out their projects once complete.

6. Scope Management

USBP will establish the priorities for the projects to be performed under this program based on operational requirements. The existing BPAM TI Design Standards will be used to fullest extent practical. Under the direction of the BPAM Program Manager, the BPAM Project Managers and TI engineers will work with USBP and USACE to establish the specific locations/scope of work for the new Wall and other TI. The baseline scope of work will be documented in the project's PRD.

The scope of services for USACE led designs will generally follow the USACE value engineering requirements and procedures. Both the USACE and BPAM Project Managers and engineers will look for value engineering opportunities to maximize the cost-effectiveness of the new infrastructure.

All project design and construction oversight services will be provided by contract through USACE. USACE is the "contract owner" and will ensure that the projects designed are validated as meeting technical and performance requirements. The BPAM Project Manager will facilitate the review of all USACE owned contracts with all stakeholders and will ensure that all Border Patrol requirements are met.

7. Stakeholder Management

Project stakeholder management includes all processes to identify the people, groups or organizations that could impact or be impacted by project activities. For each Wall segment or group of segments to be constructed together, the BPAM Project Managers are responsible for the research necessary to identify and define the expectations of all stakeholders for their assigned projects.

7.1. Identification

A project stakeholder is an individual, group, or organization that may affect, or be affected by a project. Stakeholders may have competing expectations and requirements that may create conflicts within the conduct of a project. Stakeholders may also exert influence over the project, its deliverables, and the project team to achieve the requirements and goals of the specific stakeholder. The coordination and management of stakeholder requirements will be managed by each project's BPAM Project Manager.

Stakeholders to the new border Wall program include:

- DHS
- CBP
- CAE
- USBP
- BPAM PMO
- OFAM
- USACE
- DoI and its component agencies
- IBWC
- State Regulators
- Local city and municipality regulators
- Local residents
- Others

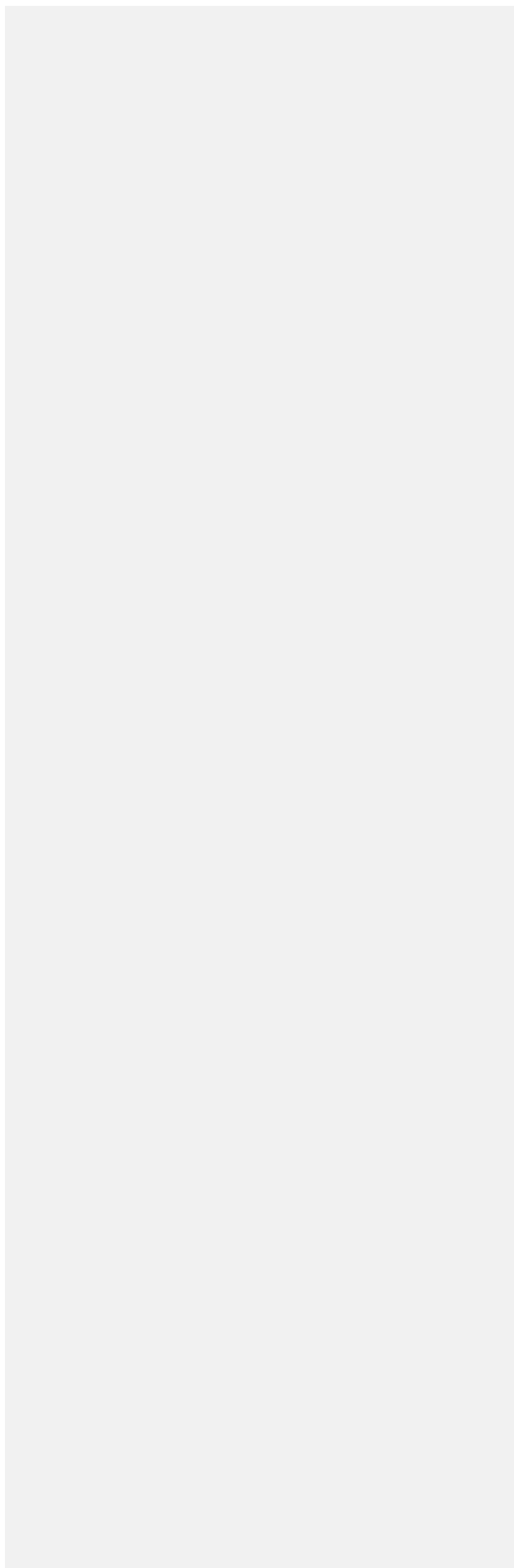
7.2. Strategy

The BPAM Program Manager will develop and disseminate the overall stakeholder communications strategy to the BPAM PMT. The BPAM Project Managers will then be responsible for communicating and coordinating with their projects' applicable stakeholders in accordance with the Program Manager's guidance. It is the responsibility of the BPAM Project Managers to meet or otherwise satisfy every stakeholder to the greatest extent possible while maintaining the technical and operational requirements of USBP.

The management of stakeholders is an oversight function that must be aligned with BPAM's mission and governance processes and procedures, and consistent with the project operational requirements established by USBP. In the event there are competing project requirements that cannot be resolved by the project manager, the issue will be elevated up the chain of command from the Project Manager to the Program Manager, to OFAM and the CAE, and finally to DHS as required to resolve the issue.

7.3. Review and Update

The stakeholders for each project will be identified, reviewed as necessary, and updated as required throughout the project. The listing of stakeholders will be maintained to ensure conformance with all federal, international, state and local regulatory requirements.



8. Communications Management

Project communications management includes all processes that are required to ensure the timely and appropriate accumulation and dissemination of all project related information to project team members and government leaders. The BPAM Program Manager will be responsible for establishing lines of communications with the various applicable team members, stakeholders and government leaders. Effective communications ensures timely, accurate and consistent information is shared with all government leaders at all times.

8.1. Goals

The success of a project within an organization, is highly dependent on efficient communications. The Program Manager is responsible for communicating the Program requirements and goals to all stakeholders and project team members, and for coordinating all stakeholder requirements with the Program goals. The Program Manager will utilize all BPAM communication capabilities to capture and disseminate all project information in a timely manner and support all project and stakeholder requirements.

8.2. Methods

The Program Manager is responsible for coordinating all Program communications between stakeholders. The Program Manager will utilize the most efficient and effective method of communications to accommodate the needs and capabilities of each stakeholder. All methods of communication available to the Program Manager may be utilized as appropriate and include:

- Telephone
- Email
- Meetings
- Other

The existing information systems of BPAM and USACE will be used to track project costs, schedule and performance.

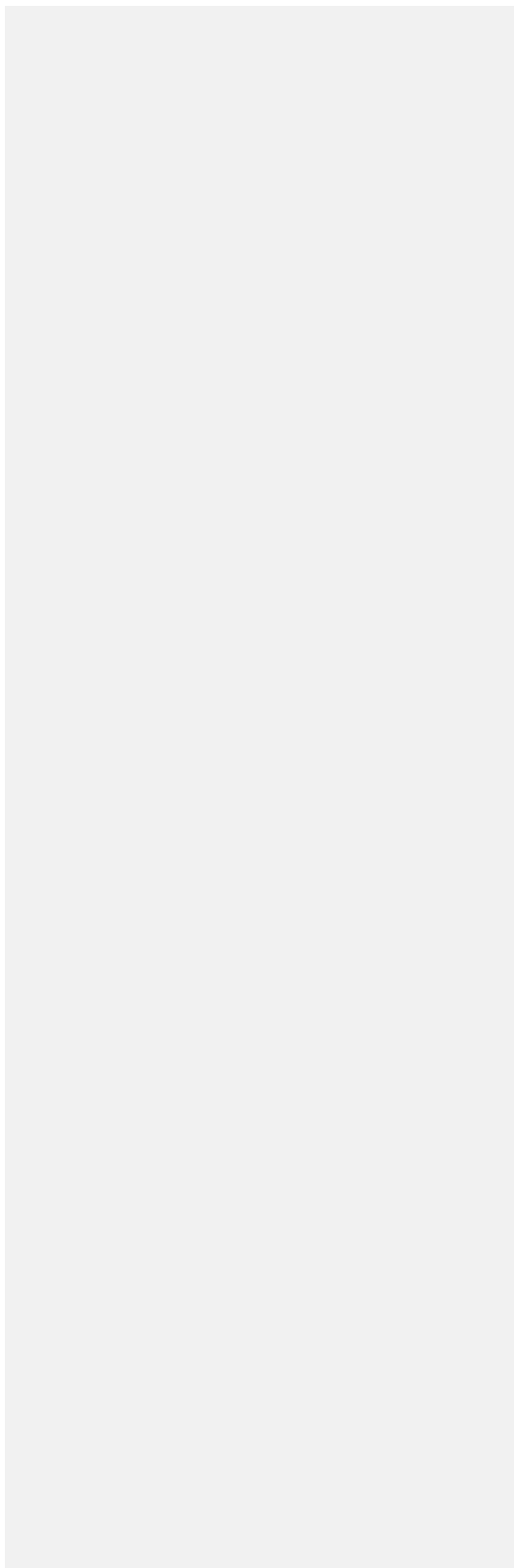
The BPAM Project Managers are responsible for the collection, maintenance and management of all project related information and ensuring that all stakeholders and team members have access to the all information required to perform project activities. Similar to the Program Manager, BPAM Project Managers will utilize the most effective communication methods.

8.3. Reporting

Reporting is the act of collecting and distributing performance information. Performance reporting involves the periodic collection and analysis of baseline versus actual data to understand and communicate the project progress and performance as well as to forecast the project results.

Reporting is to provide information at an appropriate level for each audience and stakeholder. The format will range from a straight forward report of project status that is prepared and distributed on a routine basis to a detailed report noting extraordinary project issues to be resolved immediately.

The principle reporting requirements are a combination of project review process and other logical reporting efforts as developed and defined by the BPAM Program Manager. The BPAM Program Manager will establish all routine and ad hoc review documents, meetings and approvals required by project activities.



9. Cost Management

Cost management includes the processes involved in planning, estimating, budgeting, financing, and funding projects to be performed. The management and control of costs is necessary to ensure that all projects are completed within the approved budget. The estimation of costs in this program are prepared and managed by BPAM and USACE staff depending upon the task to be performed.

9.1. Cost Estimating

USACE will be responsible for preparing the Independent government cost estimates for all projects to be performed by USACE. All estimates prepared by USACE will be reviewed and approved by the BPAM Program Manager. The estimates will be prepared at the activity level in accordance with the project scope of work and the Work Breakdown Schedule (WBS). Estimates will be prepared using a combination of analogous, bottom-up, and parametric estimating techniques. The individual activity estimates will not include reserves or contingency allowances. The cost estimates should be prepared as Class 2 estimates as defined by the Association for the Advancement of Cost Engineering with an expected accuracy range of -10% to +15%. The estimation of project costs include:

- USACE management and oversight
- USACE design costs when projects are designed by USACE district offices
- Independent Government estimates for all contracts to be awarded
- Environmental mitigation
- Real estate acquisition

9.2. Cost Budgeting

BPAM Project Managers shall work with the PMT to develop the cost estimates and proposed budgets for their assigned projects. The estimates will serve as the cost baselines for each and will be used derive funding from the BPAM PMO and serve as a performance metric during execution. Cost budgeting estimates will be approved by the BPAM Program Manager and documented in the projects' PRDs.

10. Schedule Management

Project schedule management includes the processes required to manage the timely completion of the project. The BPAM Project Manager is responsible for the development, control and management of the overall new border Wall program schedule. The BPAM Project Managers are responsible for the management and control of their respective project schedules including the definition of project activities, the relationship between all project activities, and the estimation of resources required for each activity, the length of time required to complete each project activity, and the development of the project schedule. The Wall segment project schedules will be approved by the BPAM Program Manager.

10.1. Work Breakdown Schedule Development

The Work Breakdown Structure (WBS) is a summary of the deliverable-oriented project activities to be executed by the project team to accomplish the project objectives. The WBS organizes and defines the total scope of the project and includes a WBS dictionary to describe each component of the schedule.

The baseline program schedule and individual Wall segment project schedules will be developed and maintained by the BPAM Master Scheduler with input from the Program Manager, Project Managers and applicable SMEs. The project schedules are based on information provided by USACE and other stakeholders and are approved by the applicable BPAM Project Manager and the BPAM Program Manager. Each project schedule will include WBS elements for the following project components:

- Program Management and Oversight
- Project Design
- Project Construction
- Real estate acquisition
- Environmental compliance
- Project acceptance and close-out

10.2. Project Schedule Approach

Each project schedule must include a project begin date and a project end date. The BPAM Project Manager is responsible for the development and management of the project baseline schedule. The various components of the schedule will be based on information from the project team members. After USACE is assigned a project with design and construction components, USACE will develop and submit detailed schedules of those components to the BPAM Project Manager for review and approval. The BPAM Program Manager has approval authority of the all project schedules. All schedules will be developed and maintained in Primavera P3 in such detail to measure and analyze progress, earned value, and potential schedule risks. The development of the project schedule will use expert judgment, alternatives analyses, and approved project cost estimates to prepare the schedule and resource load all activities.

10.3. Schedule Control

USACE is responsible for developing, maintaining, monitoring and controlling the schedule of all contractors hired for project components as well as project components performed by USACE district offices. USACE will provide routine (Weekly) updates for all schedules to

the BPAM Project Manager at routine times established by the Project Manager. The control of the overall Project Schedule is the responsibility of the BPAM Project Manager. All changes to the baseline project schedule must be processed for review and disposition through the Change Control process described later in this document.

USACE will maintain the status of each project schedule, prepare progress reports, update and manage its schedules, and propose modifications to the project baseline schedule as appropriate and at the intervals specified by the BPAM Program Manager. USACE will calculate schedule variances and calculate the performance index for each schedule component for each progress submittal to the BPAM Project Managers and Program Manager.

11. Risk Management

Project risk management includes the processes of conducting risk planning, identification, analysis, mitigation planning, and controlling risks for each project. The objectives of risk management is to increase the likelihood and impact of positive events, and minimize the likelihood and impact of negative events. The BPAM Program Manager is responsible for the identification, management and reporting of Program risks; the BPAM Project Managers are responsible for their respective project risks.

11.1. Goals

The new border Wall program has the potential for significant and frequent risks. The management of these risks requires proactive planning, rigorous monitoring, and disciplined oversight of risks to enhance the project's overall success. The goals of the risk management process are to:

- Identify significant risks
- Document and implement risk mitigation strategies, and prevent risks from becoming project issues
- Minimize crisis management
- Decrease project variances in schedule and cost
- Proactively mitigate the negative impact of risks
- Create an historical record of risk data
- Document successful risk mitigation activities as "lessons learned"

11.2. Approach

The risk management program is the responsibility of the BPAM Program Manager and led by the BPAM Project Managers and Risk Manager subject matter expert. An overall BPAM Risk Management Plan will be implemented for the Program and project-specific plans will be developed by the BPAM Project Manager and SMEs.. The key elements of the risk management process include:

- Risk identification
- Risk prioritization
- Risk response and mitigation planning
- Risk monitoring and control
- Risk contingency planning when required
- Risk reporting to the BPAM Program Manager

11.3. Risk Contingency Management

Risk response and mitigation planning is the process of developing options and actions to enhance opportunities and to reduce threats to project objectives. The key benefit to this process is that it addresses the risks by their priority and quantifying resources and schedule impacts into the other project planning documents. Strategies for negative risks include avoidance, transfer, mitigation and acceptance. Strategies for positive risks include exploitation, enhancement, sharing and acceptance.

Contingency responses are intended to be used only if a certain event occurs. For, the management of some risks, it is appropriate for the project team to develop a response that

will only be executed under certain pre-defined conditions. Events that trigger the contingency response, such as missing intermediate milestones or gaining a higher priority with a major supplier, will be identified, defined and tracked. Risk responses will be implemented if the triggering event occurs.

12. Quality Management

Project quality management includes the processes and activities that determine quality policies, objectives, and responsibilities to ensure that the project satisfies the needs for which it was undertaken. The BPAM Program Manager is responsible for implementing, tracking, monitoring and reporting on the project activities included in the BPAM PMO quality management policies. The BPAM Project Managers are responsible for implementing quality management for their respective projects.

12.1. Quality Planning

Quality planning involves identifying what quality standards are relevant to each project and determining how to satisfy each activity identified. The BPAM Project Manager will lead the preparation of a project specific Quality Management Plan. The plan will include checklists and metrics for the project. The plan will address the management of the project and deliverables. The Project Management Team will identify the appropriate levels of accuracy and precision for inclusion in the Quality Management Plan. The plan will be submitted to the BPAM PMO for approval and then incorporated into the approved Project Management Plan for each project.

12.2. Quality Control

Performing quality control (QC) involves monitoring specific project results to determine whether they comply with the project's relevant quality standards and identifying ways to eliminate causes of unsatisfactory results. QC should be performed throughout the project.

USACE, with input from the BPAM Project Manager will be primarily responsible for performing QC since all projects with deliverables will be conducted under its guidance. USACE shall produce a QC Plan (QCP) that describes the tools, techniques and outputs that will be utilized and produced to determine and document that the project results comply with the defined quality standards. The primary QC technique shall be the inspection or examination of the various work products produced to determine if they conform to standards. Inspections will take the form of reviews, peer reviews, audits, and walkthroughs.

Outputs of the QC process will likely include QC measurements, validated defect repairs, recommended corrective actions, recommended preventive actions, recommended defect repairs and validated deliverables. The BPAM Project Manager will approve all QCPs developed by the USACE.

This PMP shall be updated through the inclusion of the QCPs

12.3. Quality Assurance

Quality assurance (QA) is the application of planned, systematic quality activities to ensure that the project meets all defined requirements. QA will be used as a means for continuous process improvement and an iterative means to improve the quality of all processes. Continuous process improvement reduces waste and allows processes to operate at increased levels of efficiency and effectiveness.

The BPAM Project Manager is responsible for ensuring that all project deliverables meet the project's defined quality requirements. The BPAM Project Manager will oversee the

preparation of the Quality Assurance Plan (QAP) that describes the tools, techniques, and outputs utilized to ensure that all products meet the project requirements. The QAP is approved by the BPAM PMO.

The USACE will prepare a separate QAP to manage the deliverables prepared by contractors under its leadership.

The Project Management Plan will be updated to incorporate the QAP after approval by BPAM PMO.

13. Change Control

Project change management includes the processes and activities that determine how changes are made to project documents after they are approved. Change control processes are in place to ensure that the project satisfies the needs for which it was undertaken. The BPAM Project Manager is responsible for implementing, tracking, monitoring and reporting on the project activities within the change control process.

13.1. Goals

The goals of the change control process are to:

- Give due consideration to all change requests
- Ensure proposed changes are sufficiently analyzed to determine the best estimate of potential impacts to the project baseline
- Manage the process to drive timely change request disposition, without circumventing or rushing the process to the detriment of the project
- Maintain open lines of communication and transparency throughout the project

13.2. Roles and Responsibilities

The roles and responsibilities of entities involved in the change control process include:

- The BPAM Project Manager and or USACE Project Manager may prepare and submit a Change Request (CR) in BorderFitt.com for review and approval or denial.
- PMT leads will review the CR in FITT and recommend approval or denial.
- USBP for review and approve or deny.
- BPAM Program Manager will review and approve or deny.

13.3. Process

Each CR submitted follows the same process for evaluation. The change control process includes the following steps and activities:

- The BPAM Project Manager and or USACE Project Manager may prepare and submit a Change Request (CR) in FITT for review and approval or denial.
- PMT leads will review the CR in BorderFitt.com and recommend approval or denial.
- Assuming the PMT leads approve the CR, the CR will be routed to USBP for review and approval.
- Assuming USBP approves the CR, it will be routed to the Program Manager for the final disposition of each CR.

14. Procurement Management

Project procurement management includes the processes necessary to purchase or acquire the services or products necessary to perform the new border Wall program from outside the project team. The BPAM PMO will utilize the USACE as the primary agent to procure services or products to support the new border Wall program.

14.1. Procurement Objectives

The objective of new border Wall program is to design and construct new Wall and roadways within the program budget. Additionally, the acquisition should be accomplished in a manner that provides for effective operation & maintenance, effective planning for related tactical infrastructure constructed in parallel or in subsequent years, and effective integration with other BPAM and USBP project and program efforts. Finally, the projects and acquisitions should be accomplished in a manner that will be judged positively in hindsight by evaluators such as OIG and GAO.

The new border Wall program and associated acquisition efforts are a collaborative effort between BPAM, CBP, USBP and USACE. The USACE through the use of MATOCs will be the source of services and materials for the program. As the customer and requiring organization, BPAM and CBP will necessarily be involved fully in the definition and execution of the acquisition process.

14.2. Procurement Methods

In accordance with the FAR 36.6, A/E Services Contracts will be administered by the USACE, to support the new border Wall program planning, design and construction management activities. Also by FAR 36.3 and 16.4, a set contracts may include Firm-Fixed-Price Award Fee Design/Build and a combination of Design/Build and Design/Bid/Build Contracts to be utilized by the USACE for the construction of new Wall and roadways along the Southern Border of the U.S. These contracts will be competed for and executed by a small set of qualified contractors chosen through a Multiple Award Task Order Contracts (MATOC) indefinite-delivery, indefinite-quantity (IDIQ) contract process that precedes the subsequent Wall segment construction contracts.

14.3. Constraints

The following key assumptions and constraints apply to this program:

- The BPAM PMO is fully committed to the program success and will facilitate the success of all contractors by providing or arranging for adequate SMEs, security clearances, information, equipment and support necessary for all projects on a timely basis. This includes full access to interfacing systems, existing infrastructure, information, other program plans, status of other program projects, technical expertise, and appropriate government facilities and assets.
- Adequate management, analysis, SME and other staffing resources are available to supplement existing BPAM staff within USACE to support program requirements.

- Major partners and stakeholders are fully committed to the program success and will assist in the timely execution of their respective roles and responsibilities associated with the project.
- All personnel supporting the program will require no higher clearance than a full background investigation.
- Necessary funding will be available at the time of execution.

14.4. Acquisition Strategy

The BPAM PMO will use the USACE as the primary provider of procurement support to (b) (5)

[Redacted]

[Redacted]

Commented [FC6]: Is this strategy still the same?

14.5. Procurement Execution

(b) (5)

Commented [FC7]: Is this strategy still the same?

15. Real Estate Strategy

The new Border Wall will meet all USBP requirements outlined below:

Commented [FC8]: Updated to include requirements, but need an expert to include details on real estate (should I give to (b) (6), (b) (7)(E))

- 1) (b) (7)(E) relative to highest adjacent grade,
 - a) (b) (7)(E) anti-dig
 - b) (b) (7)(E)
 - c) The wall should be composed of (b) (7)(E)
- 2) (b) (7)(E)
 - a) Entire surface of both sides of the wall shall be (b) (7)(E)
 - b) North side (i.e. U.S.-side) of wall should be aesthetically pleasing with color, anti-climb texture, etc. to be consistent with general surrounding environment.
 - c) Wall design should be cost effective to construct, maintain and repair.
 - d) Wall design should be constructible to slopes up to 45 degrees
 - e) All relevant codes and requirements associated with ASCE 7, ACI 318.
- 3) Capable of accommodating surface drainage.
- 4) Capable of accommodating the installation of drainage (b) (7)(E) (approximately (b) (7)(E) and (b) (7)(E) (approx (b) (7)(E) high).

- 1) Construction of new Pedestrian Wall: For any newly constructed Wall, land acquisition will be required for all three required portions of the project: the Wall swath, access roads and temporary construction staging areas. Typically, the entire land acquisition process takes approximately 12-months from the time real estate personnel are cleared to approach landowners in an effort to seek rights of entry for survey and site exploration. However, planned PF Segments O-1,2,3 in the RGV Sector present a multitude of unique challenges, which will require an estimated 21-months to resolve. In this area of Texas, landownership is not well-documented, at least not sufficiently for the Government to legally take title to the land. Therefore, even if "presumed" owners are identified and located, and negotiations are successful, condemnation will still be required to satisfactorily clear title. Moreover, given that the Wall alignment in this area is technically within the FEMA 100-year floodplain, negotiations with IBWC resulted in a Wall realignment. The majority of the IBWC-approved Wall swath is north of the river and north of the originally identified Wall swath, which introduces the requirement for gates in the Wall, so that landowners can retain access to their property and to the river itself. In certain cases, the roads that need to be gated are public roads. (b) (5)

(b) (5)
The PMO and USACE partnered in 2013 to draft a Real Estate Project Review (REPR), which highlights all the project-wide and site specific issues along the entirety of the Wall alignment. The cost estimate for real estate at the time was (b) (5).

All real estate support services will be coordinated by the BPAM PMO or by USACE. USACE will conduct all real estate related due diligence and acquisition activities necessary for the execution of the new border Wall program.

15.1. Goals

It is the new border Wall program goal that all real estate activities to support all program projects and activities will be completed at least one month before the planned start of construction for each project.

15.2. Roles and Responsibilities

The following identifies the various entities with a role in identifying and acquiring real estate in the new border Wall program and defines the responsibilities of each entity. A Support Agreement to the October 14, 2015, MOA between USACE and CBP governs all the real estate interactions, roles and responsibilities between the two agencies.

- **CBP:** Per the Support Agreement, CBP retains final signature authority and decision authority to proceed with Condemnations, Relocations and Acquisitions that exceed the government's determination of fair market value by a prescribed percentage. CBP also retains the authority to direct USACE to deviate from the default estate for required land (i.e. if an easement is sought rather than fee for a particular section of Wall). CBP counsel will provide legal oversight over all CBP real estate related decisions and is to be involved at whatever level they deem necessary in support of condemnations and/or in response to landowner-initiated legal action. Finally, CBP along with BPFTI, will negotiate working agreements with other government agencies to establish protocol for obtaining necessary access and rights to construct Wall and associated roads and staging areas.
- **BPAM PMO:** The BPAM retains strategic decision-making authority, to make changes to the Support Agreement necessary to meet OBP's, CBP's or DHS's changing direction and operational needs. Moreover, BPAM will ensure USACE stays current and consistent with data reporting and necessary communication and document exchange for CBP signature. BPAM will intervene when requested, or as deemed necessary, to address/resolve individual acquisition issues. In doing so, the BPAM Program Manager may authorize a 'Stop Work' or course deviation. Once the baseline Wall alignment is set, any changes will only be accepted if authorized by the BPFTI Program Manager.
- **USACE:** The designated executor of all real estate related due diligence and acquisition activities. This includes Rights of Entry for Survey and Exploration, Title Work, Appraisals, Surveys, Negotiations, Execution of Offers to Sell, Preparation of Condemnation Assemblies and Support of DOJ-managed Condemnations, and Execution of CBP-Authorized Relocations. USACE will also be responsible for addressing any landowner-initiated real estate related correspondence. USACE will obtain all necessary Rights of Way and Special Use Permits required for access and construction on lands owned by other government agencies. Finally, USACE Geospatial Information System (GIS) personnel will manage/maintain official depicting Wall alignment and associated parcel ownership information.
- **USBP:** USBP will be the 'face' of the new pedestrian border Wall program projects to the public and to other government agencies. Unless otherwise directed by USBP leadership, or in other unique circumstances, whenever possible and practical, a USBP

agent will accompany a USACE real estate specialist or subcontractor for any initial activities requiring interface with the public or other government agencies. This may not apply to all landowner negotiations for property acquisition; at a minimum USBP will be kept abreast of status via routine progress reports and briefings. USACE and the BPAM will direct all operational related inquiries from landowners to USBP. USBP also established the prioritized footprint for where new Wall is needed. In setting this alignment, USBP may submit changes for final approval by BPAM PMO.

- DOJ: As the Federal Government's attorneys, DOJ will represent DHS/CBP in court for all condemnation proceedings and serve as chief legal advisor to USACE and BPFTI.

15.3. Execution

USACE is the primary provider of real estate support. All transactions will be managed by the USACE and USACE will manage and direct the contracts under the supervision of a USACE Contracting Officer. The BPAM Project Manager will provide program guidance and requirements, but all service and material providers will be performed by USACE or through one of its service providers.

16. Environmental Stewardship Strategy

A significant portion of the new Wall and roadways to be constructed as part of the the new border Wall program will be located within the existing Roosevelt Reservation in California, Arizona, and New Mexico. However additional land or land easements are required to construct portions of the new Wall and new roadways to support the program and the CBP mission. All environmental support services will be provided through BPAM PMO contracts. BPAM will utilize the same approaches and lessons learned from the procedures developed under S1 waivers issued for the PF225/VF 300 construction programs.

16.1. Goals and Requirements

The new border Wall program goals for environmental stewardship include:

- Perform the same level and quality of environmental analysis/planning under new S1 waivers that CBP otherwise would have done absent the waivers. CBP manages the environmental stewardship planning processes and timelines with full coordination with all federal and state agencies. CBP also ensures full and open public coordination; seeking information from the public that could improve the environmental analysis.
- Utilize a stream-lined cooperative process with the DOI/ US Fish and Wildlife Service to identify species and habitat potential adversely impacted by the new border Wall program goals and identify opportunities to avoid or limit impacts to threatened and endangered species.
- Utilize a stream-lined cooperative process with the USACE to identify, prepare, and process the documentation for CWA 404 stewardship planning to avoid or limit impacts to Waters of the U.S.
- Complete the required environmental stewardship planning documents in a timely manner.
- Conduct all environmental assessment activity both rapidly and fully within public view.
- Ensure full coordination with SHPOs and tribes to mitigate potential impacts to cultural resources and native American cultural sites
- Closely coordinate with other BPAM PMO environmental efforts to leverage resources and efforts of cooperating agencies

16.2. Roles and Responsibilities

The following identifies the various entities with a role in identifying and acquiring real estate in the new border Wall program goals and defines the responsibilities of each entity.

- BPAM PMO: The BPAM PMO retains strategic decision-making authority to meet USBP's, CBP's or DHS's changing direction and operational needs. BPAM will prepare all documentation, research, field investigations, and conduct all coordination with all federal, state and local jurisdiction agencies. Once the baseline Wall alignment is set, any changes will only be accepted if authorized by the BPAM Program Director.
- USACE: USACE Geospatial Information System (GIS) personnel will manage/maintain official maps depicting Wall alignment and associated parcel ownership information. USACE will provide support services as required and directed by BPAM Project Manager.

16.3. Execution

BPAM is the primary provider of environmental support. All communications, documentation and commitments will be conducted, managed and directed by BPAM. BPAM will utilize the contracting in-house CBP capability to provide specialized field investigation and strategic guidance in support of BPAM environmental activities. The BPAM Project Manager will provide program guidance and requirements. The following outlines the BPAM approach to the key environmental regulatory agencies with oversight over these planned federal projects:

- Environmental Stewardship Planning The planned approach is in accordance with the policies and procedures developed under the S1 waivers for the PF225 and VF300 programs. This builds from numerous Environmental Stewardship Plans (ESPs) and Biological Resources Plans (BRPs) that CBP prepared for PF225/VF300. The new pedestrian border Wall program environmental stewardship planning coverage will address all of the proposed construction activities associated with the program to include temporary access roads and across the (b) (7)(E) of high priority and contingency Wall locations. Public input will be encouraged and multiple methods will be utilized to solicit input.
- Natural Resources. BPAM and FWS have built a strong partnership for border security actions over the past decade. It is expected that FWS will advise/assist CBP to:
 - Identify species of concern and potential threats
 - Collaboratively develop avoidance/mitigation best management practices for proposed types of TI projects
 - prepare biological resource plans
 - Provide technical data to support development of the BRPs
 - Identify natural and cultural resource issues on DOI lands
 - Work to resolve each issue as timely and efficiently as possible.
- Cultural Resources. BPAM will actively seek coordination with the SHPO's and Tribes for potential impacts to cultural resources. If cultural resources are identified in the project footprint, BPAM will closely coordinate with the SHPO, Tribes and stakeholders to manage those resources and mitigate any negative impacts.

17. Engineering and Design Strategy

The new border Wall program is a tactical infrastructure program to support Border Patrol. The goal of the program is to construct new Border Wall. This construction of the Wall requires significant engineering studies and evaluation along with detailed engineering design packages.

17.1. Goals and Requirements

BPAM intends to maximize the construction of new tactical infrastructure based on available funding.

17.2. Roles and Responsibilities

BPAM will utilize the professional services and advice of the USACE and possibly others to procure contracted services to help plan construction of new tactical infrastructure. USACE will be responsible for contracting the design and construction activities required to support the new pedestrian border Wall program. The USACE will solicit bids from qualified contractors through the USACE procurement process and following all USACE procurement rules and procedures. The major entities involved in the engineering and design process are BPAM, USCBP, USBP and USACE.

- **Border Patrol Facilities and Tactical Infrastructure.** BPAM is responsible and accountable for the overall day to day management of the new pedestrian border Wall program including planning, design, construction, environmental and real estate activities. BPAM is responsible for insuring that each and every project is completed on-time, within budget, and meets all program requirements. BPAM will provide guidance, oversight, and funding to support the design and construction oversight for all projects.
- **Facilities Management and Engineering.** OFAM oversees the activities of BPAM. OFAM is responsible for assisting the BPAM program execute the planning, design, construction, environmental and real estate activities associated with the new pedestrian border Wall program.
- **Office of Border Patrol.** USBP is responsible for identifying project requirements and assisting with the public outreach and coordination activities. USBP will review and provide comments to all project designs completed through this program.
- **U.S. Army Corps of Engineers.** The USACE has established the Engineering Construction Support Office (ECSO) to support all BPAM design and constructions requirements. ECSO is responsible for the overall day to day execution of the new pedestrian border Wall program projects. The USACE will prepare technical specifications and bid documents for the proposed tactical infrastructure projects. The packages will include technical specifications and varying degrees of engineering designs depending on the site conditions and environmental conditions. It is anticipated that all of the packages will require some level of design-build on the part of the contractor(s) to include grading plans, storm drainage, sediment and erosion control, and road designs. The construction packages will be prepared in a manner to promote contractor ingenuity while simultaneously allowing for quick and efficient review by the project team.

17.3. BPAM Design Standards

BPAM has prepared detailed design details and drawings depicting its standards that govern the development of all new tactical infrastructure. The package includes options

for the development of new Wall and roadways that will be followed by the USACE for all design project performed under this program.

~~For Official Use Only~~