For use with all projects that require a project schedule. If the project will be run by a CM that is responsible for the project schedule use section 013200.

Edits to this section are not permitted except in accordance with the spec writer instructions indicated on the document, unless approved, in writing, by the Business Unit Leader, OGS Scheduling, and Contracting Officer. Approval of edits should be obtained after the contract duration meeting and prior to the submission of the final documents.

SECTION 013113 - PROJECT PLANNING AND SCHEDULING

1. GENERAL
	* + 1. RELATED REQUIREMENTS AND INFORMATION SPECIFIED ELSEWHERE
				1. Summary of the Work: Section 011000.
				2. Administrative Requirements: Section 013000.
				3. Project Meetings: Section 013119.

Use paragraph below if there is a reference project schedule with the contract documents.

* + - * 1. Reference Summary Project Schedule: Section 003113.
			1. SUMMARY
				1. Section includes administrative and procedural requirements to plan, schedule, and document the progress of the Project, work in place, and predict and prevent delays to established activities and milestones during performance of the Work.
			2. DEFINITIONS
				1. Activity: A task or grouping of tasks containing an anticipated start-date and corresponding duration in work days, anticipated labor resources, person responsible for the work, restricted work period, contract reference document, sequence of work, and budgeted cost (if required) comprising a generalized portion of the Work, that can be identified and measured for planning, coordinating, monitoring, and controlling the project.
				2. Activity Duration: Time needed for the represented work in work days. No duration in any baseline or recovery schedule shall be longer than one (1) reporting period as defined in Section 013119, except for submittal items. All procurement and work activities must be provided in sufficient detail to meet this duration requirement.
				3. Baseline Agreement: The agreement document for Section 013113 which will contain the baseline schedule report.
				4. Baseline Project Schedule: The schedule derived from the Contractors’ Project Work Plan activities and their prescribed durations, predecessor activities, etc., recognizing the completion of the Work of the Project Work Plan in accordance with the Contract duration. The Baseline Project Schedule will remain unaltered as a tool to measure progress outlined and anticipated during the Initial Schedule Meetings and from the agreed-upon Baseline Project Schedule. The Project Team will agree to the resulting schedule by completing the Baseline Agreement within the Project Work Plan software. OGS Scheduling will maintain the agreed-upon Baseline Project Schedule as the assigned project baseline schedule.
				5. Calendar: The calendar utilized for each activity, set according to the direction of OGS Scheduling to accurately reflect anticipated State and Federal holidays. Calendars reflecting additional shifts or non-traditional work hours must be reviewed with the Director’s Representative and approved by OGS Scheduling and prior to use in the schedule.
				6. Constraints: Constraints are a function which can manipulate or hold specific dates. Constraints are used by OGS Scheduling in specific instances during the baseline process to hold dates dictated by the terms of the Contract or assigned to submittal & procurement items in the Project Work Plan. Constraints are not allowed to be used/entered by Contractors on any activities except for mobilization items.
				7. Data Date: The progress point or “status date” for activities/tasks in the project. Project status is up-to-date as of the Data Date. OGS Scheduling will specify the Data Date for each Project Update Reporting Period.
				8. Float: The measure of latitude in starting and/or completing an activity without impeding the successful realization of Project Milestones. It is an expiring Project resource that is jointly owned, not for the exclusive use or benefit of either the State or the Contractors. Float is available as needed to meet scheduled milestones and Project completion. Recognizing float within an activity, or chain of activities, does not permit the Contractors to disrupt progress or to delay completion of an activity.
				9. Milestone Activity: A significant start or finish to Work on a given set of activities on the Project, defined by both the Director’s Representative and the Contractors. The Project Team will identify milestones, activities, or summary activities for incorporation into the Baseline or Project Schedule to assist in planning, scheduling, and coordinating the Project. This may include major milestones or phases required by the Contract Documents to be utilized by the Contractors and Project Team in developing the Baseline Project Schedule.
				10. OGS Project Work Plan System (OGS PWPS): The collaborative online system provided by OGS for Contractors to establish their Project Work Plan activities, duration, prerequisites, resources and budgeted cost (if required) for Work of the Project. All work is entered into the OGS PWPS by the Contractor(s).

Importing of any information is not allowed.

Time lags are not allowed to be scheduled between activities.

* + - * 1. OGS Scheduling: The department responsible for assisting and training the Project Team, reviewing, reporting, and interpreting the Contractor Project Work Plan and related information.
				2. Preliminary Project Schedule: This schedule is a summary outline of the Contractor’s anticipated Project Work Plan for the sequence of work of this Contract through Substantial Completion as noted in the Summary of Work (Section 011000). The activities are developed using anticipated dates and are coordinated among the Contractor(s). The resulting Schedule outlines and aligns the sequence of work for the individual Contract and coordinates the Contracts that are part of a multiple trade Project. The Project Work Plan needs to address sequencing of the work, long lead items, and impact of weather and restricted work periods as noted in Section 002219. The Project Team will agree to the resulting schedule by completing the Baseline Agreement within the Project Work Plan software.
				3. Project: Work to be performed as part of one or more Contracts.
				4. Project Team: The Designated Representatives acting on behalf of the State and/or Contractors to successfully plan, schedule, and coordinate the Work of the Project.
				5. Project Update Reporting Period (Project Schedule Updates): A regular reporting period as stipulated for this Project in Section 013119, that is concluded by a Project Update Meeting for review, evaluation, and adjustments to the Project Work Plan and Activity progress.
				6. Project Work Plan: A comprehensive list of Contractor tasks, including prerequisite activities, durations, labor resources, budgeted costs (if required), etc. used to develop the Project Schedule as entered by the Contractor’s Supervision staff in the OGS PWPS.
				7. Recovery Project Schedule: Revised Project Work Plan developed from recovery options presented by the Contractor to the Director’s Representative when Project Update Reporting indicates the Work is 15 or more work days behind the current Substantial Completion dates of the agreed-to Baseline Project Schedule. The Contractor will update their Project Work Plan accordingly for the revision. The Project Team will agree to the resulting recovery project schedule by completing the Baseline Agreement within the Project Work Plan software. OGS Scheduling will maintain the Baseline Agreement Recovery Project Schedule as the assigned Baseline Project Schedule.

The Recovery Project Schedule will only be reviewed by OGS when it is entered in the OGS PWPS

* + - * 1. Resource: Any labor (workers), material, or equipment, shared or exclusive, required for the completion of the Work or an Activity, for which an associated cost is recognized.
				2. Schedule: A comprehensive plan of necessary procedural tasks, including task sequencing, projected start and finish dates, and resource allocation required to successfully complete the Work by the Project completion date. The dates in the Schedule are the result of the sequence, duration, and requirements from the Project Work Plan.
1. PRODUCTS
	* + 1. SCHEDULE SOFTWARE
				1. The Project Work Plan software (Oracle Primavera) is provided by OGS through the OGS PWPS for use on this OGS contract only.
				2. Contractors are required to have Internet access to utilize the OGS PWPS for all parts of this section.
				3. Meetings will be held in accordance with Section 013119 and will be conducted via WebExTM or an equivalent online method provided by OGS.
				4. OGS will provide training for access and use of the OGS PWPS. Additional support is available by OGS Scheduling as requested.
2. EXECUTION
	* + 1. PROJECT AWARD
				1. OGS Scheduling will establish one account for each Contractor.
				2. The Initial Schedule and Training Meeting is coordinated by the Director’s Representative and Project Team. Prior to the meeting all Contractor accounts need to be set up by OGS Scheduling.
			2. INITIAL SCHEDULE MEETING – (PERIOD DEFINED BY SECTION 013119)
				1. The meeting is mandatory for the members of the Project Team and will be conducted by OGS Scheduling for the purpose of defining the intent of the specification and reporting structure of the Project. The mutual agreements reached at this and subsequent meetings form the basis for the Baseline and other Project Schedule(s), and will be used for coordinating, scheduling, and monitoring the Work of all related contracts.
				2. This meeting also includes training for the Project Team using the OGS PWPS. Each session will be one hour (total of two hours) via WebExTM or an equivalent online method provided by OGS.

SESSION 1 - Preliminary Project Schedule & Initial Training

SESSION 2 - Baseline Project Schedule Training

* + - 1. PRELIMINARY PROJECT SCHEDULE – (PERIOD DEFINED BY SECTION 011000, if specified)
				1. In the OGS PWPS, the Contractor will develop their Project Work Plan activities and provide information relating to activity naming, anticipated work dates, resources, and budgeted cost (if required) on the OGS PWPS. The Project Team will establish a focused work breakdown structure (WBS). The activities are developed using anticipated dates and are coordinated among the Contractor(s).
				2. Activities are to be appropriately placed within the OGS PWPS. Activity durations are only limited by the requirements of coordinating the work of the Preliminary Project Schedule by the Project Team. For the purposes of coordinating this schedule, relationships (predecessors and successors) are not required between the activities.
				3. The Preliminary Project Schedule must be agreed to by the Project Team. Each Contractor and the Director’s Representative shall agree to it by completing the Baseline Agreement within the Project Work Plan Software (sample agreement included at the end of Section 013113) .
			2. BASELINE PROJECT SCHEDULE – (45 DAYS AFTER AWARD)
				1. The Contractor(s) shall develop and enter their Project Work Plan activities which adequately represent their scope of Work of the Contract and the required coordination efforts for the Project. This includes, but is not limited to, sequence requirements, identification of logical connections to other work critical to Substantial Completion, accounting for critical submittals or submissions, the fabrication and delivery of long-lead materials, products, specialized equipment or services, and the recognition of critical testing, inspection, or commissioning durations for coordination and tracking.
				2. Each activity will identify the Contractor’s anticipated duration for the activity defined in workdays, resources, and budgeted cost (if required) of the activity. The Contractor is responsible to provide the mandatory requirements outlined by OGS and the online OGS PWPS layout within the project structure provided by OGS. Revisions to the project structure must be agreed upon by the Project Team.
				3. Activity durations cannot exceed the time frame in work days of the Project Reporting Period as defined in Section 013119.
				4. The Contractors will identify each activity with a unique Activity Name that clearly communicates the scope of the work item to the rest of the Project Team. No Activity Name or Activity ID will be altered without approval of the Director’s Representative and OGS Scheduling after the Baseline Project Schedule has been agreed to by the Director’s Representative.
				5. The Baseline Project Schedule must be agreed to by the Project Team. Each Contractor and the Director’s Representative shall agree to it by completing the Baseline Agreement within the Project Work Plan software (sample agreement included at the end of Section 013113).
			3. PROJECT SCHEDULE UPDATES (PERIOD DEFINED BY SECTION 013119)
				1. Project Schedule meetings will be led by the Director’s Representative and held to review Contractor updates to the actual starts, actual finishes, and remaining duration of in-progress activities, and consider logic changes, predecessor alterations, duration amendments, time impact events, and scope changes, for the purpose of determining the status of construction progress for the updated Project Schedule. At each meeting the Project Team will:

Agree to the completed Activity dates.

Coordinate and agree to the next 6-week Project Work Plan.

Evaluate and acknowledge any impact to the Contractor’s ability to execute the Project Schedule according to the Baseline Project Schedule.

* + - * 1. During the progress of Work on the Project, the Contractors are required to document actual start, actual finish, and remaining duration on a daily basis. Information will be posted by the Contractor to the OGS PWPS as defined during the Initial Schedule Meeting.
				2. Contractors are required to update the status of all their activities two (2) days prior to the Project Schedule Meeting. The Contractors will notify the Director’s Representative and OGS Scheduling when their update information for all activities is complete.

Any variation of 5 days (+/-) in the start or finish date for each activity must be explained and posted to each activity.

All necessary initiated documents such as Request for Information (RFI), Information Bulletins (IB), Field Orders (FO), Change Orders (CO), and Notice of Claim (NOC) must be incorporated by the Contractor into the Contractor’s Work Plan.

Any Contractor failing to progress their Work as outlined in the updated Project Work Plan will be informed of their deficiencies and, if required, be requested to provide a recovery option.

* + - * 1. Performing Work out of sequence with the Project Schedule is not permitted unless written approval is obtained from the Director’s Representative prior to commencement.
			1. RECOVERY PROJECT SCHEDULE
				1. When the Project Schedule completion date is projected to be greater than the agreed-to Baseline Project Schedule’s Substantial Completion date by 15 or more work days, the Contractor(s) will revise the existing Project Work Plan as necessary towards meeting the specified completion date within 10 calendar days after the Project Schedule update meeting.
				2. Contractor recovery options may include, but are not limited to, allocating additional resources to reduce activity duration or modify activity sequencing.
				3. Alterations to the Project Work Plan activities for a Recovery Work Plan will require the approval of the Contractor(s) and the Director’s Representative. Agreed-to alterations to the Project Work Plan activities for a Recovery Work Plan will constitute the updated Project Schedule.
				4. The updated Project Schedule must be agreed to by the Project Team. Each Contractor and the Director’s Representative shall agree to it by completing the Baseline Agreement within the Project Work Plan Software (sample agreement included at the end of Section 013113).
				5. The previous Baseline Project Schedule will be retained. The new agreed-upon Baseline Project Schedule will be used to measure progress moving forward.
			2. SCHEDULE CLOSEOUT (AS-BUILT SCHEDULE)
				1. A schedule meeting must occur to update the project schedule with the actual progress dates and to confirm that all activities are complete for Substantial Completion.
				2. The Director’s Representative will determine if any of the original Substantial Completion activities need to be tracked for Physical Completion in the project schedule.
			3. TIME IMPACT AND TIME IMPACT ANALYSIS (TIA)
				1. The Contractor(s) will represent the impact relative to the assigned Baseline Project Schedule in the OGS PWPS. The Contractor will incorporate the impact of any change in their Work Plan per the current OGS PWPS requirements for impacts. The requirements include but are not limited to:

A day-for-day tracking of the impact to illustrate the sequence of the impact from the initiating event.

All information required to create an Activity and the associated codes for the impact in the OGS PWPS as defined previously.

Modification of existing activities so that the name of each associated task enhances the reader’s understanding of the impact. Modification of the associated (TIA) codes for the change in the OGS PWPS.

For the addition of any new activities, an explanation of how the modified scope impacts the agreed-to Baseline Project Schedule.

* + - * 1. Contractors and the Project Team will use the most current Project Work Plan update to prepare the Time Impact representation.
				2. If Project Work Plans have not been updated in accordance with this specification, an update by the Contractor must be generated which includes an accurate realization of the Work performed and progressed up to the Time Impact event. Failure to maintain Project Work Plan updates in accordance with this or related specifications will not absolve the Contractors of the responsibility to identify Time Impact as defined by, but not limited to, Specification Section 013113 or the General Conditions.
				3. OGS Scheduling will assist the Contractor with this process as requested.
				4. A Request for Time Extension will require Time Impact recognition within the OGS PWPS and Schedule.
				5. Time Impact events will be reviewed for accuracy and are to be updated in accordance with relevant new information regarding time for resolution and impact to the remaining work on the Project.
				6. All impacts (sequence, duration, and scope) must be agreed to by the Project Team.
			1. SUBSTANTIAL COMPLETION DATE CHANGES
				1. If the Substantial Completion date of the project is modified by an Order on Contract in accordance with the General Conditions, the Project Team will agree to a new Baseline Project Schedule within 10 calendar days after the approval of the Order on Contract.

The previous Baseline Project Schedule will be retained. The new agreed-upon Baseline Project Schedule will be used to measure progress moving forward.

The new Baseline Agreement must be agreed to by the Project Team. Each Contractor and the Director’s Representative shall agree to it by completing the Baseline Agreement within the Project Work Plan Software (sample agreement included at the end of Section 013113).

SAMPLE BASELINE AGREEMENT



END OF SECTION 013113