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The National Park Service (NPS) is undertaking a task to respond to the Office of Management and Budget (OMB) Circular A-76. In the next 18 months, the agency will undertake 33 studies covering 1,800 positions across the United States. The number of concurrent ongoing studies and broad geographic coverage will require the leadership of a strong program manager to assure timely delivery, consistency and quality of the studies.

Throughout the process, the objective is to identify competitive opportunities to reduce infrastructure and program costs to obtain the best public or private source provider for each product or service. The successful strategy must not compromise the NPS mission of protecting the Nation's park resources.

A-76 studies are complex and take place in an environment where the government workforce under study is faced with the possibilities of transfer, change of status, or job loss. The project activities must be undertaken in a way that is sensitive to the individual concerns of the people in an organization faced with such changes.

In order to foster a close working relationship, the program activities will be undertaken on-site in the functional proponent's workspace. By maintaining a close working relationship with the government teams, the program team will keep abreast of workforce concerns. This relationship, in addition to a formal partnering process, will create a spirit of partnership that will facilitate smooth and efficient completion of the study.

Scope of Work

The initial scope of work for the A-76 program comprises the two tasks outlined below. These first two tasks are part of five project tasks. The first four tasks will be completed within the first four months of the project and the fifth task will take place over the life of the project (until September 2003). Additional program tasks, if appropriate, will be identified during the completion of the first four tasks, and on an ad hoc basis. Implementation of tasks three through five will be covered under additional task orders. Additional program tasks, identified on an ad hoc basis, will be ordered using task orders with Statement of Work specifying the requirement.

Task 1 – Project Initiation

The purpose of this task is to identify the best strategies for successful delivery of the A-76 program. For example this could include, resolving project priorities, logistic, organization of the studies and timing to the satisfaction of the program stakeholders.

Methodology

Because of the breadth of this program (varying sizes of studies across various functional areas and located in various geographic areas), successful and efficient completion of this program will require careful planning and close communication between NPS staff and the program team. This task will include workshops: the first will involve a 2-day program launch brainstorming session among the internal consultant team and NPS personnel and the second will involve the presentation of the consultant's strategy to the NPS Management Committee. The purpose of these meetings will be to initiate consensus between the

consultant/ NPS management teams and to outline the program approach that will be presented at the broader Team Charter (Task 2).

The objective of Task One is to address the following:

- Develop the strategy for consistency and efficiency
- Define the methodology to most effectively leverage technology to directly input information into PWS and MEO with little or no rework
- Identifying which tasks will require procedure descriptions
- Outline the templates for each phase of the A-76 process
- Develop action items for preparing the templates and procedures
- Outline the content of the project website

Assumptions

- Project planning will be completed with 3 weeks of the notice to proceed (NTP)
- NPS Management staff (2-4 managers) will be available to participate in project initiation
- Consultant will conduct and prepare minutes documenting results of meeting

Deliverables

- Project delivery strategy memorandum
- Outlines for template documents
- Personnel requirements
- Initial milestone schedule
- Reconciled agenda for the Team Charter

Task 2 – Team Chartering- Applies to this Task Order

The purpose of this task is to gain the commitment and endorsement of the collective team on the program strategy for completing the A-76 studies.

Methodology

The endorsement of the program by NPS executive and regional leadership is critical to the successful completion of the program. The project will be launched with a kick-off meeting. The meeting will take place over an 8-hour period and attended by both the key consultant and NPS teams. The over-riding purpose of the kick-off meeting is to gain the "endorsement" from stakeholders regarding the direction of the program. Other objectives include improving an understanding of the unique needs of the assignment, establishing lines of communication, and commitments for performance and responsibilities. It is anticipated that the objectives for the session will include:

- Creating the project vision, mission, and guiding principles
- Determining Team expectations
- Defining Critical success factors and Project Risks
- Establishing Team roles and responsibilities
- Endorsement of the Program Strategy developed in Task 1
- Endorsement of preliminary budgets developed in Task 1
- Endorsement of the preliminary milestone schedule developed in Task 1

- Endorsement of preliminary document outlines and deliverables developed in Task 1

Once endorsement is obtained on the elements above, the program management team will initiate drafting the Project Management Plan (PMP).

Assumptions

- 1-day chartering session conducted in Denver, CO sometime in April 2002
- Up to 20 NPS staff will be available to attend meeting (expenses covered by NPS)
- Up to 15 consultant team staff will attend the Team Charter
- Consultant is responsible for session logistics and session materials

Deliverables

- Meeting minutes of the Team Charter
- Consultant prepares meeting materials minutes summarizing meeting results

Task 3 – Project Management Plan (PMP)- Does not apply to this task order

The PMP sets the benchmark for the delivery of the project by defining the work breakdown structure (WBS), budgets, timelines, and team protocols including templates for consistently completing the work. The PMP will summarize the results of Tasks 1 and 2, and will be updated, as necessary, to incorporate project changes.

Methodology

The program management team will develop the PMP. As referenced above it will serve as the guidance document for the completing all of the A-76 projects. This plan will have, at a minimum, the following components:

- Program Mission and Objectives
- Program Organization
- Roles and Responsibilities
- Communication Plan
- Scope of Work
- Program Controls
 - Work Breakdown Structure (WBS)
 - Budgets (for WBS elements)
 - Subcontracting strategy
 - Master Schedule
 - Change Management
 - Document Control
 - Project Closeout
- A-76 Study Standards and Templates
- Quality Assurance Plan
- Standard Procedures and Policies
- Billing and Invoicing guidelines for subcontractors
- Format and Schedule for Progress Reporting (both prime and subcontractors)

The key element of the PMP are discussed below:

Communication Plan

Because of the comprehensive scope of this project, communication will be key to a consistent work product, to maintaining cost and schedule and to assuring quality. Traditional communication tools will play an important role in improving team communication. These include:

- Ad Hoc standup meetings (meetings called to address a special need)
- Weekly team meetings
- At a minimum of Bi-weekly meetings with the NPS Management Committee (presumed as teleconferences)
- Monthly progress meetings

However due to the large number of ongoing concurrent activities, an interactive program website will be needed. The consultant will develop a project website (through the use of project management software such as eProject or CH2M HILL's Project Insight) for high performance communication. The intent of the project website is to provide access to program information to all team members. Access is provided to both internal and external

team stakeholders as needed and is secured by password. This will be an important ingredient for communication among decentralized project teams and distributed production environments. This tool will provide the following functionality for the NPS's A-76 program:

- Program Homepage for critical news items
 - Program calendar
 - Team e-mail
 - Project folders, allowing any team member to view team correspondence, documents, templates, project scopes of work etc..
 - Online editing capabilities and document tracking
 - Team contact information
 - Centralized document control to streamline project closeout
- Ability to host online meetings

Program Controls

Aggressive program controls will be needed to complete 33 A-76 studies over the next 18 months. To successfully manage this program, the program manager will use an integrated approach to controlling cost, quality, and schedule. Central to this integrated control is the development of a project. Once established, this Work Breakdown Structure will become the framework for reporting, as described below.

Budget. The project budget will be developed around the Work Breakdown Structure; this initial budget will form the project baseline. Through real-time tracking of costs by Work Breakdown Structure element the program manager will be able to assess (and manage change, as necessary) against the project baseline.

Subcontracting. Key to the success of this project will be the use of specialized subcontractors. Subcontractors such as Delta Solutions will provide many of the staff who will be responsible for conducting the A-76 studies. Other subcontractors may be required for specialty services. (See Project Organization) It is critical that subcontracts with these companies are aligned with the terms and conditions of the MOBUS contract and that additional companies can be added as necessary.

Master Schedule. The program management team will develop short and long term Plan of Action and Milestones (POA&M) within the project schedule. Integrated within this schedule will be a process to track open and closed action items. Throughout the project, the program management team will continuously assess alternatives and how they may impact the development and efficiency of the MEO.

Quality Control

A program Quality Assurance Plan (QAP) will be developed for the project; this plan will establish procedures for quality assurance and coordination with the independent quality control functions being lead by the Department of the Interior. The QAP procedures will define project overview functions as well as the more detailed checking and verification processes. When a study is complete, a thorough review of deliverables will be conducted before delivery to the independent Bureau of Interior QC officer to ensure that study objectives have been met, study standards followed, and findings supported.

Study Standards and Templates

Study templates will be required to assure consistency and economies of scale for completing the 33 A-76 studies. Templates and standards will be developed as part of the PMP process outlined above and published so that each study team will use the same process and document format. If modification to the templates is necessary, the updated templates will be distributed to team members and incorporated as addenda to the PMP.

Assumptions

- The PMP will be completed within 2 months from notice to proceed

- The PMP will be continually updated through the use of addenda

Deliverables

- Project Management Plan and its attachments
- Program website

Task 4 – Team Training

The purpose of this task is to train the key project staff in the standard procedures and protocols developed in the PMP. This is critical for project consistency, quality and cost-effectiveness.

Methodology

This task will be conducted face-to-face in a 2-day meeting. During this meeting the program management team will present to the study staff and managers at the affected sites the standard project approach and templates they will be using, the required progress reporting, and the elements of the Project Plan (Task 3) for which they will be responsible. In addition, training for the affected staff will take place.

Assumptions

- Up to 15 consultant study leaders from the project team will be trained in a two-day session
- Two-day kickoff meeting will be conducted in Denver, CO

Deliverables

- Attendance lists
- Meeting minutes

Task 5 – Ongoing Program Management

The purpose of Task 5 is to implement the delivery of the 33 A-76 studies between the initiation of the project (anticipated to be March 2002) and September 2003.

Methodology

Ongoing program management will assure timely delivery, control of resources, quality and NPS expectations as outlined in the PMP. The overall program management approach will be to avoid delivery problems before they occur by providing highly qualified study managers and technical staff to complete the work and through early and constant communication. The program team will monitor project delivery, access resources for completing the work, update the master schedule, prepare progress reports, provide monthly program presentations to NPS's Management Committee, conduct quality reviews and manage the expectations of the NPS, project stakeholders and the consultant team. The program team will also be responsible for updating the program website, hosting weekly conference calls and other internal team communication.

Detailed reporting is a key program deliverable. The monthly progress report is the principal formal communication between the program manager to the NPS Management Committee. This document is also a critical tool for tracking the history of the program. This report includes:

- Status of Major Action Items
- Progress Made for each Study
- Meetings Held this Period
- Cost and Schedule Update
- Work Planned for the Next Period

Due to the number of concurrent A-76 assignments in this program, it is envisioned that a detailed progress report will be required. The format for verbal and written reporting will be defined in the PMP.

Assumptions

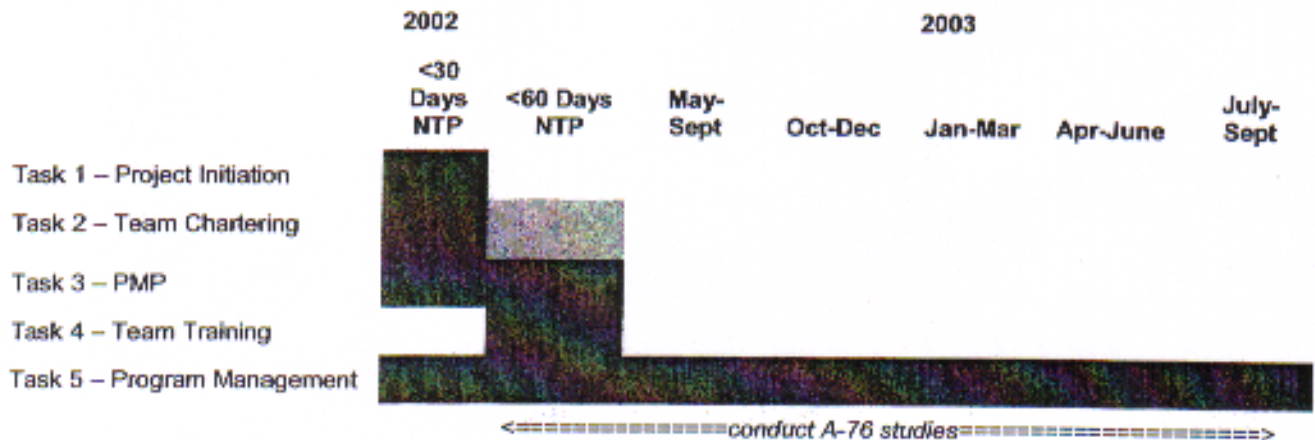
- 18 months in duration
- Program management organization is as described in this SOW
- Monthly progress reports on up to 33 A-76 assignments will be prepared
- Monthly updating of the program website
- Monthly NPS Management Committee Meetings

Deliverables

- 4 updates of PMP
- Earned value reporting
- Monthly schedule updates
- Monthly website updates
- 18 Monthly Reports and Invoices

Schedule

The overall project schedule is presented below. As shown, the study will begin during March 2002 and Tasks 1 and 2 will be completed within one month from notice to proceed (NTP). A draft of the PMP will be completed within two months of the NTP. However, we envision initiating the A-76 assignments within 30 days from NTP.



As noted above, a detailed master schedule including each A-76 assignment will be developed during Task 3.

Program Organization

The program organization has been designed to provide access to resources (including subcontractors), maintain technical quality, control cost and schedule, and enable close communication with NPS and project team members.

A project manager will lead the program team. The overall responsibility of the project manager is to provide the NPS a single point-of-contact that is responsible for scope, schedule, and budget control, as well as overall project quality. To successfully fulfill these functions, several people that will comprise the project management team will support the program manager:

- **Technical Manager.** This person will support the program manager and will be responsible for assuring that the A-76 studies are performed as outlined in the PMP.
- **Contracts Administrator.** This person will be responsible for maintaining FAR-compliant business relationships with our subcontractors;
- **Project Controls Manager.** This person will be responsible for updating budget and schedule information (in appropriate project controls software such as Primavera), prepare earned value statements, and variances;
- **Administrative Assistant.** This person will be responsible for maintaining project files, preparing monthly reporting, and communication logistics.

Support Staff

The remainder of the project team will comprise on study managers and staff who will be responsible for conducting the A-76 studies and preparing the project deliverables. To supplement internal staff resources, subcontractor resources will be procured for project delivery as needed. The following subcontractors may be included:

- A-76 Specialists
- A-76 Training Specialists
- Maintenance Specialists
- Outsourcing Consultants
- Special Disciplines as needed to support the program
 - -IT specialists
 - Historical preservation architects
 - Archaeologists
 - Natural Resource Managers
 - Others as needed for successful project delivery