

Milwaukee Job Corps Center

Exhibit 300: Part I: Summary Information and Justification (All Capital Assets)

I.A. Overview

1. Date of Submission:	8/31/2006
2. Agency:	Department of Labor
3. Bureau:	Job Corps
4. Name of this Capital Asset:	Milwaukee JCC - New Center
5. Unique Project (Investment) Identifier: (For IT investment only, see section 53. For all other, use agency ID system.)	2266
6. What kind of investment will this be in FY2008? (Please NOTE: Investments moving to O&M ONLY in FY2008, with Planning/Acquisition activities prior to FY2008 should not select O&M. These investments should indicate their current status.)	Full Acquisition
7. What was the first budget year this investment was submitted to OMB?	FY2004

8. Provide a brief summary and justification for this investment, including a brief description of how this closes in part or in whole an identified agency performance gap:

Scope of Work:

Design and construct the following facilities respectively. The A/E will provide the total design. The construction will be procured in one or two bid packages:

1. Administration Building
2. Dormitory - A
3. Dormitory - B
4. Education/Student Services Building
5. Food Service Building
6. Recreation Building
7. Medical/Dental Building
8. Storage/Maintenance Building

DOL Strategic Goals

Four strategic goals guide the Department's mission: A Prepared Workforce; A Secure Workforce; Quality Workplaces; and A Competitive Workforce. These overarching goals guide the Department's day-to-day efforts - and set into motion agency-level goals that provide focus to the Department's programmatic mission. In support of these overarching goals, DOL has identified and set certain strategic, outcome, and performance goals in its strategic plan. (http://www.dol.gov/_sec/stratplan/main.htm)

The performance goals most closely associated with this separately managed DOL real property are:

Strategic Goal 1 - A Prepared Workforce: Enhance Opportunities for America's Workforce
The mission of Job Corps is to attract eligible young adults, teach them the skills they need to become employable and independent, and place them in meaningful jobs or further education. The new

construction of facilities for Job Corps Training Programs allows the agency to provide training programs which give the youth served the greatest opportunity to learn skills leading to meaningful employment. New facilities create a learning environment which enhances educational achievement and the development of vocational and workplace skills that will lead to increased employment, retention and earnings (A Prepared Workforce).

Outcome Goal 1.2 - Increase opportunities for youth employment.
 (http://www.dol.gov/_sec/stratplan/strat_plan_2003-2008.htm#outcome1.2)

Performance Goal 1.2B - Improve educational achievements of Job Corps students and increase participation of Job Corps graduates in employment and education.

9. Did the Agency's Executive/Investment Committee approve this request?	Yes
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a. If "yes," what was the date of this approval? 7/31/2006

10. Did the Project Manager review this Exhibit?	Yes
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11. Contact information of Project Manager?

Name

Michael O'Malley

Phone Number

Email	
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12. Has the agency developed and/or promoted cost effective, energy efficient and environmentally sustainable techniques or practices for this project.	Yes
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a. Will this investment include electronic assets (including computers)?	Yes
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b. Is this investment for new construction or major retrofit of a Federal building or facility? (answer applicable to non-IT assets only)	Yes
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1. If "yes," is an ESPC or UESC being used to help fund this investment?	No
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2. If "yes," will this investment meet sustainable design principles?	Yes
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3. If "yes," is it designed to be 30% more energy efficient than relevant code?	Yes
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13. Does this investment support one of the PMA initiatives?	Yes
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If "yes," check all that apply:	Real Property Asset Management
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13a. Briefly describe how this asset directly supports the identified initiative(s)?

By achieving the Right-cost, Right-size, and Right-condition in this project; Job Corps will meet the objectives of Executive Order 13327. Job Corps has implemented the performance measures set forth in EO 13327 and set the following ambitious performance targets:

(FY 2006 – FY2010)

Performance Measure	Baseline	Interim Targets				Goal
		FY 2005	FY 2006	FY 2007	FY 2008	
Operating Cost*	\$5.55/sf	\$5.54/sf	\$5.53/sf	\$5.52/sf	\$5.51/sf	\$5.50/sf
Condition Index	84%	86%	88%	>90%	>90%	>90%
Utilization Index	88%	>90%	>90%	>90%	>90%	>90%
Mission Dependency Index	20%	15%	10%	8%	7%	5%

* The new standard for each year is determined by IFMA based on empirical studies.

14. Does this investment support a program assessed using the Program Assessment Rating Tool (PART)? (For more information about the PART, visit www.whitehouse.gov/omb/part.)	Yes
a. If "yes," does this investment address a weakness found during the PART review?	No
b. If "yes," what is the name of the PART program assessed by OMB's Program Assessment Rating Tool?	Job Corps
c. If "yes," what PART rating did it receive?	Moderately Effective

I.B. Summary of Funding

Provide the total estimated life-cycle cost for this investment by completing the following table. All amounts represent budget authority in millions, and are rounded to three decimal places. Federal personnel costs should be included only in the row designated "Government FTE Cost," and should be excluded from the amounts shown for "Planning," "Full Acquisition," and "Operation/Maintenance." The total estimated annual cost of the investment is the sum of costs for "Planning," "Full Acquisition," and "Operation/Maintenance." For Federal buildings and facilities, life-cycle costs should include long term energy, environmental, decommissioning, and/or restoration costs. The costs associated with the entire life-cycle of the investment should be included in this report.

**Table 1: SUMMARY OF SPENDING FOR PROJECT PHASES
(REPORTED IN MILLIONS)**
(Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)

	PY - 1 and Earlier	PY 2006	CY 2007	BY 2008	BY + 1 2009	BY + 2 2010	BY + 3 2011	BY + 4 and Beyond	Total
Planning									
Budgetary Resources									
Outlays									
Budgetary Resources									
Outlays									
Budgetary Resources									
Outlays									
Budgetary Resources									
Outlays									
Budgetary Resources									
Outlays									
Budgetary Resources									
Number of FTE represented by Costs:									

Note: For the cross-agency investments, this table should include all funding (both managing partner and partner agencies). Government FTE Costs should not be included as part of the TOTAL represented.

2. Will this project require the agency to hire additional FTE's? No

a. If "yes," How many and in what year?

3. If the summary of spending has changed from the FY2007 President's budget request, briefly explain those changes:

I.C. Acquisition/Contract Strategy

Sensitive Data

*** SENSITIVE DATA: The cost information was omitted***

- 1. Complete the table for all (including all non-Federal) contracts and/or task orders currently in place or planned for this investment. Total Value should include all option years for each contract. Contracts and/or task orders completed do not need to be included.**

Contracts/Task Orders Table:

Contract or Task Order Number	Type of Contract/ Task Order	Has the contract been awarded?	If so what is the date of the award? If not, what is the planned award date?	Start date of Contract/ Task Order	End date of Contract/ Task Order	Is this an Interagency Acquisition?	Competitively awarded?	What, if any, alternative financing option is being used?	Name of CO	Contracting Officer Certification Level
TBD	Firm Fixed Price	No	TBD	TBD	TBD	No	No	None	Marissa DelaCerna	Level 3

2. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why:

EVM is performed for Job Corps projects by the Engineering Support Contract, which has project management staff responsible for all of the ongoing projects.

3. Do the contracts ensure Section 508 compliance? N/A

a. Explain why:

4. Is there an acquisition plan which has been approved in accordance with agency requirements? Yes

a. If "yes," what is the date? 7/18/06

b. If "no," will an acquisition plan be developed?

1. If "no," briefly explain why:

I.D. Performance Information

In order to successfully address this area of the exhibit 300, performance goals must be provided for the agency and be linked to the annual performance plan. The investment must discuss the agency's mission and strategic goals, and performance measures must be provided. These goals need to map to the gap in the agency's strategic goals and objectives this investment is designed to fill. They are the internal and external performance benefits this investment is expected to deliver to the agency (e.g., improve efficiency by 60 percent, increase citizen participation by 300 percent a year to achieve an overall citizen participation rate of 75 percent by FY 2xxx, etc.). The goals must be clearly measurable investment outcomes, and if applicable, investment outputs. They do not include the completion date of the module, milestones, or investment, or general goals, such as, significant, better, improved that do not have a quantitative or qualitative measure.

Agencies must use Table 1 below for reporting performance goals and measures for all non-IT investments and for existing IT investments that were initiated prior to FY 2005. The table can be extended to include measures for years beyond FY 2006.

Performance Information Table 1:

Fiscal	Strategic	Performance Measure	Actual/Baseline	Planned	Performance
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Year	Goal(s) Supported		(from Previous Year)	Performance Metric (Target)	Metric Results (Actual)
2006	A Prepared Workforce	The percent of Job Corps participants who will enter employment or enroll in post-secondary education or advanced training in the first quarter after exit from the program	79%	87%	TBD
2006	A Prepared Workforce	The percent of students who will attain GED, high school diploma, or certificate by the end of the third quarter after exit from the program	60%	65%	TBD
2006	A Prepared Workforce	The percent of students who will achieve literacy and numeracy gains of one adult basic education (ABE) level, equivalent to two grade levels	58%	47%	TBD
2007	A Prepared Workforce	The percent of Job Corps participants who will enter employment or enroll in post-secondary education or advanced training in the first quarter after exit from the program	87%	87%	TBD
2007	A Prepared Workforce	The percent of students who will attain GED, high school diploma, or certificate by the end of the third quarter after exit from the program	65%	65%	TBD
2007	A Prepared Workforce	The percent of students who will achieve literacy and numeracy gains of one adult basic education (ABE) level, equivalent to two grade levels	47%	49%	TBD
2008	A Prepared Workforce	The percent of Job Corps participants who will enter employment or enroll in post-secondary education or advanced training in the first quarter after exit from the program	87%	87%	TBD
2008	A Prepared Workforce	The percent of students who will attain GED, high school diploma, or certificate by the end of the third quarter after exit from the program	65%	66%	TBD
2008	A Prepared Workforce	The percent of students who will achieve literacy and numeracy gains of one adult basic education (ABE) level, equivalent to two grade levels	49%	55%	TBD

Exhibit 300: Part II: Planning, Acquisition and Performance Information

II.A. Alternatives Analysis

Sensitive Data

*** SENSITIVE DATA: The cost information was omitted***

Part II should be completed only for investments identified as "Planning" or "Full Acquisition," or "Mixed Life-Cycle" investments in response to Question 6 in Part I, Section A above.

In selecting the best capital asset, you should identify and consider at least three viable alternatives, in addition to the current baseline, i.e., the status quo. Use OMB Circular A- 94 for all investments, and the Clinger Cohen Act of 1996 for IT investments, to determine the criteria you should use in your Benefit/Cost Analysis.

1. Did you conduct an alternatives analysis for this project?

Yes

a. If "yes," provide the date the analysis was completed?

8/1/2006

b. If "no," what is the anticipated date this analysis will be completed?

c. If no analysis is planned, please briefly explain why:

2. Alternative Analysis Results:

Use the results of your alternatives analysis to complete the following table:

Send to OMB	Alternative Analyzed	Description of Alternative	Risk Adjusted Lifecycle Costs estimate	Risk Adjusted Lifecycle Benefits estimate
True	Alternative 1	Construct new facilities consisting of all new prototype buildings on vacant land. 1. Construct 145,000 GSF of facilities on vacant land. 2. Buildings will be design to meet the specific needs of Job Corps. 3. The prototype dormitories will afford the students the much needed privacy.		
False	Alternative 2	Purchase an existing facility and renovate the space for Job Corps' use. 1. Adaptive reuse will likely lose some efficiency. The eventual space will be greater than 145,000 GSF. 2. Existing configuration may present challenge to building layout as determined by a utilization study of the prospective site. 3. Resultant spaces may not be ideal or optimum for Job Corps operation.		
False	Alternative 3	Adaptive reuse of existing facility, and supplement with new construction where necessary 1. Some degree of lost in efficiency should be anticipated. 2. Existing building configuration will hamper functional efficiency.		

3. Which alternative was selected by the Agency's Executive/Investment Committee and why was it chosen?

Background:

The Office of Job Corps was directed by the Congress to construct a new Job Corps center in Milwaukee.

Alternative 1 was chosen due to its low life cycle cost and that the eventual facilities will be tailored to the proposed program.

Assumptions:

1. The life cycle cost analysis is based on a 30 yr. span.
2. Cost of new construction or rehabilitation is based on Job Corps historic data or R.S. Means cost publication.
3. Cost of repairs, utilities and maintenance is based on BOMA data.
4. Even after rehab, the repaired building will not perform like a new building. Some building elements will need replacement.
5. A rehabilitated building will be treated as the same as a ten year old building.
6. At the end of the 15th year, some building systems will require replacement, such as HVAC system, roofing, etc..
7. Discount rate in calculating the cost/benefit analysis is based on OMB guidelines (3%).

8. Rate of depreciation is based on IRS guidelines (39 yrs for non-residential bldgs).
 9. Rate of investment return is based on a study by a Job Corps consultant, the Mathematica.

II.B. Risk Management

You should have performed a risk assessment during the early planning and initial concept phase of this investment's life-cycle, developed a risk-adjusted life-cycle cost estimate and a plan to eliminate, mitigate or manage risk, and be actively managing risk throughout the investment's life-cycle.

1. Does the investment have a Risk Management Plan? Yes

a. If "yes," what is the date of the plan? 8/1/2006

b. Has the Risk Management Plan been significantly changed since last year's submission to OMB? No

c. If "yes," describe any significant changes:

2. If there currently is no plan, will a plan be developed?

a. If "yes," what is the planned completion date?

b. If "no," what is the strategy for managing the risks?

3. Briefly describe how investment risks are reflected in the life cycle cost estimate and investment schedule:

Date Identified	Area of Risk	Description	Probability of Occurrence	Strategy for Mitigation	Current Status as of the date of this exhibit
9/8/2005	1 - Schedule	Overly aggressive deliverable dates	Basic	Ensure the resources exist to support aggressive schedule and obtain senior management approval	Site Acquisition in Progress
9/8/2005	1 - Schedule	Overly aggressive deliverable dates	Basic	Break project up into discrete useful segments, brief in duration and narrow in scope	Site Acquisition in Progress
9/8/2005	1 - Schedule	Project delays due to labor issues	Basic	Monitor local labor condition.	Site Acquisition in Progress
9/8/2005	1 - Schedule	Time extensions required due to weather	High	Plan construction start carefully and close monitoring of CPM schedule	Site Acquisition in Progress
9/8/2005	1 - Schedule	Permitting process delay construction start	Medium	Coordinate with local authority early in the process.	Site Acquisition in Progress
9/8/2005	1 - Schedule	Inability to track actual progress against planned milestones	Medium	Structure contract to require frequent contractor reporting based on approved milestones. (CPM schedule, etc)	Site Acquisition in Progress
9/8/2005	2 - Initial Costs	Overly conservative or optimistic initial cost estimate	Medium	Use generally accepted cost estimation techniques	Site Acquisition in Progress

9/8/2005	2 - Initial Costs	Overly conservative or optimistic initial cost estimate	Medium	Use historic cost data, provide contingency	Site Acquisition in Progress
9/8/2005	2 - Initial Costs	Inadequate information upon which to accurately estimate costs (scope and requirements)	Medium	Conduct scope verification prior to budget request and Perform peer review of scope to ensure completeness	Site Acquisition in Progress
9/8/2005	2 - Initial Costs	Inadequate information upon which to accurately estimate costs (scope and requirements)	Medium	Conduct scope verification prior to budget request	Site Acquisition in Progress
9/8/2005	2 - Initial Costs	Inadequate information upon which to accurately estimate costs (scope and requirements)	Medium	Perform peer review of scope to ensure completeness	Site Acquisition in Progress
9/8/2005	2 - Initial Costs	Mis-estimation of scope	Medium	Management plan incorporates human resource needs/estimates of government staff level of effort	Site Acquisition in Progress
9/8/2005	2 - Initial Costs	Mis-estimation of scope	Medium	Provide contingency	Site Acquisition in Progress
9/8/2005	2 - Initial Costs	Mis-estimation of scope	Medium	Conduct peer review of the scope	Site Acquisition in Progress
9/8/2005	3 - Lifecycle Costs	Inaccurate or wrong assumptions	Basic	Use generally accepted cost estimation techniques to ensure all associated costs are captured	Site Acquisition in Progress
9/8/2005	3 - Lifecycle Costs	Inaccurate or wrong assumptions	Basic	Use industry standards for estimating recurring costs	Site Acquisition in Progress
9/8/2005	3 - Lifecycle Costs	Incomplete, inappropriate parameters	Medium	Use best practices and knowledge of similar projects, as well as industry research and accepted cost estimating techniques to ensure accuracy	Site Acquisition in Progress
9/8/2005	4 - Technical Obsolescence	Investment may not adapt to future needs of the Center (e.g. changing needs of the vocational training facilities)	Medium	Ensure system design is flexible enough to accommodate program changes	Site Acquisition in Progress
9/8/2005	4 - Technical Obsolescence	In-house capability may be insufficient to cover all aspects of investment	Medium	Ensure troubleshooting and support issues can be handled in-house as required	Site Acquisition in Progress
9/8/2005	4 - Technical Obsolescence	Investment may require upgrades to comply with new regulations	Medium	Periodic facility evaluation to ensure compliance and project medical needs.	Site Acquisition in Progress

		(e.g. asbestos abatement; radon mitigation system)			
9/8/2005	5 - Feasibility	Unrealistic performance and technical specifications	Medium	Obtain independent assessment of performance and technical specifications; Ensure senior management approval of performance and technical specifications	Site Acquisition in Progress
9/8/2005	5 - Feasibility	Unrealistic performance and technical specifications	Medium	Review similar projects completed in the past, projects in other Agencies or the private sector to ensure the expected performance is achievable	Site Acquisition in Progress
9/8/2005	5 - Feasibility	Unrealistic performance and technical specifications	Medium	Requirements definition work and planning largely complete prior to beginning of implementation/integration	Site Acquisition in Progress
9/8/2005	6 - Reliability of Systems	Systems within investment do not last expected lifespan	Medium	Clarify warranty and guaranty issues in design documents	Site Acquisition in Progress
9/8/2005	7 - Dependencies and Interoperability	Many dependencies	Basic	Identify and plan for dependencies up front; Develop contingency plans for potential failure or delay of any dependent systems or processes	Site Acquisition in Progress
9/8/2005	8 - Surety (Asset Protection) Considerations	Impact of loss, damage or the adequacy of physical protection of the asset	Basic	Ensure that physical and environmental security measures (protection of the asset) are commensurate with the value of the asset and the level of risk	Site Acquisition in Progress
9/8/2005	10 - Capability of Agency to Manage the Investment	Lack of experience to manage a project of similar size and scope	Medium	Ensure the investment project is led by experienced project manager	Site Acquisition in Progress
9/8/2005	11 - Overall Risk of Project Failure	Risk assessment results in one or more factors, whose occurrence would have catastrophic consequences for the project	Medium	Ensure risk is assessed up front and actively managed throughout the life of the project; Request regular risk management reports from the contractor; Ensure management/mitigation plans will adequately address the occurrence of risk	Site Acquisition in Progress
9/8/2005	11 - Overall Risk of Project Failure	Inadequate attention is paid to monitoring cost, schedule, and performance goals	High	Provide monthly reports to senior management on cost, schedule, and performance	Site Acquisition in Progress
9/8/2005	11 - Overall Risk of Project Failure	Lack of senior management attention	Medium	Obtain senior management signoff on a formal risk management plan	Site Acquisition in Progress
9/8/2005	12 - Organizational and Change Management	Risk of disruption to mission resulting from project	Medium		Site Acquisition in Progress
9/8/2005	12 - Organizational and Change	Absence of formal coordination	Medium	Project management plan updated regularly including transition management team/board	Site Acquisition in Progress

	Management	body/team/entity to manage transition			
9/8/2005	16 - Strategic	Project is ongoing or stop-gap investment not fully aligned with more recent agency strategic plan	Basic	Formal communication channel with agency leadership/central CIO shop established to inform leadership and acquire sponsor	Site Acquisition in Progress
9/8/2005	17 - Security	Risk associated with construction projects	Basic	Ensure adequate security mechanisms; Consider outsourcing to alleviate surety considerations	Site Acquisition in Progress
9/8/2005	19 - Project Resources	Insufficient acquisition expertise or acquisition planning resources	Basic	Members with acquisition management/planning expertise and financial management expertise included in Integrated Project Team (IPT)	Site Acquisition in Progress
9/8/2005	19 - Project Resources	Insufficient acquisition expertise or acquisition planning resources	Basic	Project broken into discrete useful segments, brief in duration and narrow in scope	Site Acquisition in Progress
9/8/2005	19 - Project Resources	Cost Overruns	High	Monitor contractor performance; Custom design portions of the project isolated and limited; Project plan updated regularly	Site Acquisition in Progress

II.C. Cost and Schedule Performance

Sensitive Data

*** SENSITIVE DATA: The cost information was omitted***

1. Does the earned value management system meet the criteria in ANSI/EIA Standard-748? Yes

2. Answer the following questions about current cumulative cost and schedule performance. The numbers reported below should reflect current actual information. (Per OMB requirements Cost/Schedule Performance information should include both Government and Contractor Costs):

a. What is the Planned Value (PV)? 00.00

b. What is the Earned Value (EV)? 00.000000

c. What is the actual cost of work performed (AC)? 00.000000

d. What costs are included in the reported Cost/Schedule Performance information (Government Only/Contractor Only/Both)? Contractor Only

e. "As of" date: 8/1/2006

3. What is the calculated Schedule 0.000000

Performance Index (SPI = EV/PV)?	
4. What is the schedule variance (SV = EV-PV)?	0.000000
5. What is the calculated Cost Performance Index (CPI = EV/AC)?	0.000000
6. What is the cost variance (CV=EV-AC)?	0
7. Is the CV% or SV% greater than +/- 10%? (CV%= CV/EV x 100; SV%= SV/PV x 100)	No
a. If "yes," was it the?	
b. If "yes," explain the variance:	
c. If "yes," what corrective actions are being taken?	
d. What is most current "Estimate at Completion"?	
8. Have any significant changes been made to the baseline during the past fiscal year?	No
8. If "yes," when was it approved by OMB?	

Comparison of Initial Baseline and Current Approved Baseline

Baseline will be provided upon the issuance of A/E Notice To Proceed.

Milestone Number	Description of Milestone	Initial Baseline		Current Baseline				Current Baseline Variance		Percent Complete
		Planned Completion Date	Total Cost (Estimated)	Completion Date		Total Cost		Schedule (# days)	Cost	
				Planned	Actual	Planned	Actual			
1	Land Purchase									80%
2	Design									TBD
3	Construction									TBD
4	Equipment									TBD
Project Totals		3/29/2010				\$0.000	\$0.000	0	\$0.000	