
USACE / CESAJ

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DEPARTMENT OF THE ARMY
U.S. ARMY CORPS OF ENGINEERS

CESAJ 01320 (Sep 2002)

Superseding
CESAJ 01320 (May 2002)
Coordinated with
UFGS 01320A (May 2002)

JACKSONVILLE DISTRICT LOCAL MASTER GUIDE SPECIFICATION

SECTION 01320

PROJECT SCHEDULE
09/02

NOTE: This guide specification covers the requirements for the preparation and maintenance of the project schedule for construction projects or design-build construction projects. CESAJ SECTION 01321 CONSTRUCTION PROGRESS DOCUMENTATION SHOULD BE USED WHEN A NETWORK ANALYSIS SUMMARY (NAS) IS NOT REQUIRED.

Comments and suggestions are welcome. Using E-mail for feedback is encouraged. Comments should be directed to:

Engineering Division, Design Branch, Specifications Section.

ALL COMMENTS RECEIVED WILL BE DISSEMINATED TO THE PROPER OFFICE FOR RESPONSE.

PART 1 GENERAL

NOTE: Selection of the optional requirements in this CESAJ specification should be coordinated with Construction Division to ensure that the schedule requirements are appropriate for the complexity of the constructability portion of the BEFORE review. See ER 415-1-11. Paragraphs may not be removed from this specification except as noted.

If it is desired to monitor a Contractor's schedule by use of an in-house program, this will require use of the Standard Data Exchange Format (SDEF). Use of proprietary systems will not be specified. See ER 1-1-11, Appendix A.

1.1 REFERENCES

NOTE: Issue (date) of references included in project specifications need not be more current than provided by the latest change (notice) to this CESAJ MASTER guide specification.

The publication listed below forms a part of this specification to the extent referenced. The publication is referenced in the text by basic designation only.

U.S. ARMY CORPS OF ENGINEERS (USACE)

COE ER 1-1-11 (1995) Progress, Schedules, and Network Analysis Systems

1.2 SUBMITTALS

NOTE: Submittals must be limited to those necessary for adequate quality control. The importance of an item in the project should be one of the primary factors in determining if a submittal for the item should be required. HOWEVER, DO NOT FORGET TO FILL IN BLANKS AND/OR DELETE BRACKETED INFORMATION IF NOT APPLICABLE TO PROJECT.

Government approval is required for submittals with a "G" designation; submittals not having a "G" designation are for information only. When used, a designation following the "G" designation identifies the office that will review the submittal for the Government. The following shall be submitted in accordance with Section 01330 SUBMITTAL PROCEDURES:

SD-01 Preconstruction Submittals

Preliminary Project Schedule (PPS); G|COR

The PPS, as defined below, shall be submitted within [20] [] calendar days after date of Notice of Award (NOA).

Initial PPS; G|COR

The Initial PPS, as defined below, shall be submitted within [30] [] calendar days after date of receipt of Notice to Proceed (NTP).

SD-07 Certificates

Periodic Schedule Updates; G|COR

The PPS shall be updated as specified below and shall be submitted as part of the Contractor's period request for payment.

1.3 QUALIFICATIONS

The Contractor shall designate an authorized representative who shall be responsible for the preparation of all required Project Schedule reports.

PART 2 PRODUCTS (NOT APPLICABLE)

PART 3 EXECUTION

3.1 GENERAL REQUIREMENTS

**NOTE: Select appropriate reference; first bracket
to be used for construction projects; second bracket
to be used for design-build construction projects.**

Pursuant to the Clause SCHEDULE FOR CONSTRUCTION CONTRACTS of Section 00700 CONTRACT CLAUSES, a Project Schedule as described below shall be prepared. The scheduling of [construction] [design and construction] shall be the responsibility of the Contractor. Contractor management personnel shall actively participate in its development. [Subcontractors and suppliers] [Designers, Subcontractors and suppliers] working on the project shall also contribute in developing and maintaining an accurate Project Schedule. The approved Project Schedule shall be used to measure the progress of the work, to aid in evaluating time extensions, and to provide the basis of all progress payments.

3.2 BASIS FOR PAYMENT

The Project Schedule shall be the basis for measuring Contractor progress. Lack of an approved schedule or scheduling personnel will result in an inability of the Contracting Officer to evaluate Contractor's progress for the purposes of payment. Failure of the Contractor to provide all information, as specified below, shall result in the disapproval of the entire Project Schedule submission and the inability of the Contracting Officer to evaluate Contractor progress for payment purposes. In the case where Project Schedule revisions have been directed by the Contracting Officer and those revisions have not been included in the Project Schedule, the Contracting Office may hold retainage up to the maximum allowed by contract, each payment period, until revisions to the Project Schedule have been made.

3.3 PROJECT SCHEDULE

The computer software system utilized by the Contractor to produce the Project Schedule shall be capable of providing all requirements of this specification. Failure of the Contractor to meet the requirements of this specification shall result in the disapproval of the schedule. Manual methods used to produce any required information shall require approval by the Contracting Officer.

3.3.1 Use of the Critical Path Method

The Critical Path Method (CPM) of network calculation shall be used to generate the Project Schedule. The Contractor shall provide the Project Schedule in the Precedence Diagram Method (PDM).

3.3.2 Level of Detail Required

The Project Schedule shall include an appropriate level of detail. Failure to develop or update the Project Schedule or provide data to the Contracting Officer at the appropriate level of detail, as specified by the Contracting Officer, shall result in the disapproval of the schedule. The Contracting Officer will use, but is not limited to, the following conditions to determine the appropriate level of detail to be used in the Project Schedule:

3.3.2.1 Activity Durations

Contractor submissions shall follow the direction of the Contracting Officer regarding reasonable activity durations. Reasonable durations are those that allow the progress of activities to be accurately determined between payment periods (usually less than 2 percent of all non-procurement activities' Original Durations are greater than 20 days).

3.3.2.2 Design and Permit Activities

NOTE: This paragraph applies only to design-build construction projects; delete if not applicable.

Design and permitting activities, including necessary conferences and follow-up actions and design package submission dates, shall be integrated into the schedule.

3.3.2.3 Procurement Activities

Tasks related to the procurement of long lead materials or equipment shall be included as separate activities in the Project Schedule. Long lead materials and equipment are those materials that have a procurement cycle of over 90 days. Examples of procurement process activities include, but are not limited to, submittals; approvals; procurement; fabrication; and, delivery.

3.3.2.4 Critical Activities

The following activities shall be listed as separate line activities on the Contractor's Project Schedule:

- a. Submission and approval of mechanical/electrical layout drawings.
- b. Submission and approval of O & M manuals.
- c. Submission and approval of as-built drawings.
- d. Submission and approval of 1354 data and installed equipment lists.
- e. Submission and approval of testing and air balance (TAB).
- f. Submission of TAB specialist design review report.
- g. Submission and approval of fire protection specialist.
- h. Submission and approval of testing and balancing of HVAC plus

commissioning plans and data.

- i. Air and water balance dates.
- j. HVAC commissioning dates.
- k. Controls testing plan.
- l. Controls testing.
- m. Performance Verification testing.
- n. Other systems testing, if required.
- o. Prefinal inspection.
- p. Correction of punch list from prefinal inspection.
- q. Final inspection.

3.3.2.5 Government Activities

**NOTE: Select appropriate reference; first bracket
to be used for construction projects; second bracket
to be used for design-build construction projects.**

Government and other agency activities that could impact progress shall be shown. These activities include, but are not limited to: [approvals;] [approvals, design reviews, environmental permit approvals by State regulators;] inspections; utility tie-in; Government-Furnished Equipment (GFE); and, NTP for phasing requirements.

3.3.2.6 Responsibility

All activities shall be identified in the Project Schedule by the party responsible to perform the work. Responsibility includes, but is not limited to, the subcontracting firm; Contractor work force; or, Government agency performing a given task. Activities shall not belong to more than one responsible party. The responsible party for each activity shall be identified by the Responsibility Code.

3.3.2.7 Work Areas

All activities shall be identified in the Project Schedule by the work area in which the activity occurs. Activities shall not be allowed to cover more than one work area. The work area of each activity shall be identified by the Work Area Code.

3.3.2.8 Modification or Claim Number

Any activity that is added or changed by contract modification or used to justify claimed time shall be identified by a mod or claim code that changed the activity. Activities shall not belong to more than one modification or claim item. The modification or claim number of each activity shall be identified by the Modification or Claim Number. Whenever possible, changes shall be added to the schedule by adding new activities. Existing activities shall not normally be changed to reflect modifications.

3.3.2.9 Bid Item

All activities shall be identified in the Project Schedule by the Bid Item to which the activity belongs. An activity shall not contain work in more than one bid item. The bid item for each appropriate activity shall be identified by the Bid Item Number.

3.3.2.10 Phase of Work

NOTE: Select appropriate Section reference.

All activities shall be identified in the Project Schedule by the phases of work in which the activity occurs. Activities shall not contain work in more than one phase of work. The project phase of each activity shall be the unique Phase of Work Code. Refer to [Section 01451 CONTRACTOR QUALITY CONTROL.] [Section 01452 DREDGING/BEACH FILL PLACEMENT - CONTRACTOR QUALITY CONTROL.]

3.3.2.11 Category of Work

NOTE: Select appropriate reference; first bracket to be used for construction projects; second bracket to be used for design-build construction projects.

All activities shall be identified in the Project Schedule according to the category of work which best describes the activity. Category of work refers, but is not limited to, the procurement chain of activities including such items as [submittals,] [designs, design package submissions design reviews, review conferences, permits, submittals,] approvals, procurement, fabrication, delivery, installation, start-up, and testing. The category of work for each activity shall be identified by the Category of Work Code.

3.3.2.12 Feature of Work

All activities shall be identified in the Project Schedule according to the feature of work to which the activity belongs. Feature of work refers, but is not limited to, a work breakdown structure for the project. The feature of work for each activity shall be identified by the Feature of Work Code.

3.3.3 Scheduled Project Completion

The schedule interval shall extend from NTP to the contract completion date.

3.3.3.1 Project Start Date

The schedule shall start no earlier than the date of receipt of the NTP. The Contractor shall include as the first activity in the Project Schedule an activity called "Start Project". The "Start Project" activity shall have an "ES" constraint date equal to the date of receipt of the NTP, and a zero day duration.

3.3.3.2 Constraint of Last Activity

Completion of the last activity in the schedule shall be constrained by the contract completion date. Calculation on project updates shall be such that if the early finish of the last activity falls after the contract completion date, then the float calculation shall reflect a negative float on the critical path. The Contractor shall include as the last activity in the Project Schedule an activity called "End Project". The "End Project" activity shall have an "LF" constraint date equal to the completion date for the project, and a zero day duration.

3.3.3.3 Early Project Completion

In the event the Project Schedule shows completion of the project prior to the contract completion date, the Contractor shall identify those activities that have been accelerated and/or those activities that are scheduled in parallel to support the Contractor's "early" completion. Contractor shall specifically address each of the activities noted in the narrative report at every Project Schedule update period to assist the Contracting Officer in evaluating the Contractor's ability to actually complete prior to the contract period.

3.3.4 Interim Completion Dates

Contractually specified interim completion dates shall also be constrained to show negative float if the early finish date of the last activity in that phase fails after the interim completion date.

3.3.4.1 Start Phase

The Contractor shall include as the first activity for a project phase an activity called "Start Phase X" where "X" refers to the phase of work. The "Start Phase X" activity shall have an "ES" constraint date equal to the date of receipt of the NTP, and a zero day duration.

3.3.4.2 End Phase

The Contractor shall include as the last activity in a project phase an activity called "End Phase X" where "X" refers to the phase of work. The "End Phase X" activity shall have an "LF" constraint date equal to the completion date for the project, and a zero day duration.

3.3.4.3 Phase X

The Contractor shall include a hammock type activity for each project phase called "Phase X" where "X" refers to the phase of work. The "Phase X" activity shall be logically tied to the earliest and latest activities in the phase.

3.3.5 Default Progress Data Disallowed

NOTE: The last 2 sentences of the paragraph (shown in brackets) will be deleted if not required for the project. IF APPLICABLE, DO NOT FORGET TO DELETE BRACKETS.

Actual Start and Finish dates shall not be automatically updated by default

mechanisms that may be included in CPM scheduling software systems. Actual Start and Finish dates on the CPM schedule shall match those dates provided from Contractor Quality Control Reports. Failure of the Contractor to document the Actual Start and Finish dates on the Daily Quality Control Report for every in-progress or completed activity, and failure to ensure that the data contained on the Daily Quality Control Reports is the sole basis for schedule updating shall result in the disapproval of the Contractor's schedule and the inability of the Contracting Officer to evaluate Contractor progress for payment purposes. [Updating of the percent complete and the remaining duration of any activity shall be independent functions. Program features which calculate one of these parameters from the other shall be disabled.]

3.3.6 Out-of-Sequence Progress

Activities that have posted progress without all preceding logic being satisfied (Out-of-Sequence Progress) will be allowed only on a case-by-case approval of the Contracting Officer. The Contractor shall propose logic corrections to eliminate all out-of-sequence progress or justify not changing the sequencing for approval prior to submitting an updated Project Schedule.

3.3.7 Negative Lags

Lag durations contained in the Project Schedule shall not have a negative value.

3.4 PROJECT SCHEDULE SUBMISSIONS

The Contractor shall provide the submissions as described below. The data disk, reports, and network diagrams required for each submission are contained in paragraph SUBMISSION REQUIREMENTS.

3.4.1 PPS Submission

**NOTE: Select/delete bracketed information and fill
 in all blanks.**

The PPS, defining the Contractor's planned operations for the first [60] [] calendar days shall be submitted for approval within [20] [] calendar days after NOA. The approved PPS shall be used for payment purposes not to exceed [60] [] calendar days after date of receipt of NOA.

3.4.2 Initial Project Schedule Submission

The Initial Project Schedule shall be submitted for approval within [30] [] calendar days after date of receipt of NTP. The schedule shall provide a reasonable sequence of activities which represent work through the entire project and shall be at a reasonable level of detail.

3.4.3 Periodic Schedule Updates

Based on the result of progress meetings, specified in paragraph PERIODIC PROGRESS MEETINGS below, the Contractor shall submit periodic schedule updates. These submissions shall enable the Contracting Officer to assess Contractor's progress. If the Contractor fails or refuses to furnish the

information and Project Schedule data, which in the judgment of the Contracting Officer or authorized representative is necessary for verifying the Contractor's progress, the Contractor shall be deemed not to have provided an estimate upon which progress payment may be made.

3.4.4 Standard Activity Coding Dictionary

The Contractor shall use the activity coding structure defined in the Standard Data Exchange Format (SDEF) in COE ER 1-1-11, Appendix A. This exact structure is mandatory, even if some fields are not used.

3.5 SUBMISSION REQUIREMENTS

The following items shall be submitted by the Contractor for the preliminary submission, initial submission, and every periodic Project Schedule update throughout the life of the project:

3.5.1 Data Disks

NOTE: Select/delete bracketed information and fill in all blanks.

[Two] [] data disks containing the Project Schedule shall be provided. Data on the disks shall adhere to the SDEF format specified in COE ER 1-1-11, Appendix A.

3.5.1.1 File Medium

Required data shall be submitted on 3.5 disks, formatted to hold 1.44 MB of data, under the MS-DOS Version 5. or 6.x, unless otherwise approved by the Contracting Officer.

3.5.1.2 Disk Label

A permanent exterior label shall be affixed to each disk submitted. The label shall indicate the type of schedule (Preliminary, Initial, Update, or Change), full contract number, project name, project location, data date, name and telephone number of person responsible for the schedule, and the MS-DOS version used to format the disk.

3.5.1.3 File Name

Each file submitted shall have a name related to either the schedule data date, project name, or contract number. The Contractor shall develop a naming convention that will ensure that the names of the files submitted are unique. The Contractor shall submit the file naming convention to the Contracting Officer for approval.

3.5.2 Narrative Report

NOTE: Select/delete bracketed information and fill in all blanks.

A Narrative Report shall be provided with the preliminary, initial, and each update of the Project Schedule. This report shall be provided as the

basis of the Contractor's progress payment request. The Narrative Report shall include: a description of activities along the [2] [] most critical paths; a description of current and anticipated problem areas or delaying factors and their impact; and, an explanation of corrective actions taken or required to be taken. The Narrative Report is expected to relay to the Government, the Contractor's thorough analysis of the schedule output and its plans to compensate for any problems, either current or potential, which are revealed through that analysis.

3.5.3 Approved Changes Verification

Only Project Schedule changes that have been previously approved by the Contracting Officer shall be included in the schedule submission. The Narrative Report shall specifically reference, on an activity by activity basis, all changes made since the previous period and relate each change to documented, approved schedule changes.

3.5.4 Schedule Reports

The format for each activity for the schedule reports listed below shall contain: Activity Numbers; Activity Description; Original Duration; Remaining Duration; Early Start Date; Early Finish Date; Late Start Date; Late Finish Date; and, Total Float. Actual Start and Actual Finish Dates shall be printed for those activities in progress or completed.

3.5.4.1 Activity Report

A list of all activities sorted according to activity number.

3.5.4.2 Logic Report

A list of Preceding and Succeeding activities for every activity in ascending order by activity number. Preceding and succeeding activities shall include all information listed in subparagraph "Schedule Reports" above. A blank line shall be left between each activity grouping.

3.5.4.3 Total Float Report

A list of all incomplete activities sorted in ascending order of total float. Activities which have the same amount of total float shall be listed in ascending order of Early Start Date. Completed activities shall not be shown on this report.

3.5.4.4 Earnings Report

A compilation of the Contractor's Total Earnings on the project from the date of receipt of NTP until the most recent Monthly Progress Meeting. This report shall reflect the Earnings of specific activities based on the agreements made in the field and approved between the Contractor and Contracting Officer at the most recent Monthly Progress Meeting. Provided that the Contractor has provided a complete schedule update, this report shall serve as the basis of determining Contractor Payment. Activities shall be grouped by bid item and sorted by activity numbers. This report shall: sum all activities in a bid item and provide a bid item percent; and, complete and sum all bid items to provide a total project percent complete. The printed report shall contain, for each activity: the Activity Number; Activity Description; Original Budgeted Amount; Total Quantity; Quantity to Date; Percent Complete (based on cost); and, Earnings to Date.

3.5.5 Network Diagram

The network diagram shall be required on the initial schedule submission and on monthly schedule update submissions. The network diagram shall depict and display the order and interdependence of activities and the sequence in which the work is to be accomplished. The Contracting officer will use, but is not limited to, the following conditions to review compliance with this paragraph:

3.5.5.1 Continuous Flow

Diagrams shall show a continuous flow from left to right with no arrows from right to left. The activity number, description, duration, and estimated earned value shall be shown on the diagram.

3.5.5.2 Project Milestone Dates

Dates shall be shown in the diagram for start of project, any contract required interim completion dates, and contract completion dates.

3.5.5.3 Critical Path

The critical path shall be clearly shown.

3.5.5.4 Banding

Activities shall be grouped to assist in the understanding of the activity sequence. Typically, this flow will group activities by category of work, work area and/or responsibility.

3.5.5.5 S-Curves

Earnings curves showing projected early and late earnings and earnings to date.

3.6 PERIODIC PROGRESS MEETINGS

Progress meetings to discuss payment shall include a monthly on-site meeting or other regular intervals mutually agreed to at the Preconstruction Conference. During this meeting the Contractor shall describe, on an activity by activity basis, all proposed revisions and adjustments to the Project Schedule required to reflect the current status of the project. The Contracting Officer will approve activity progress, proposed revisions, and adjustments as appropriate. Refer to Section 01310 ADMINISTRATIVE PROCEDURES.

3.6.1 Meeting Attendance

The Contractor's Project Manager and Scheduler shall attend the regular progress meeting.

3.6.2 Update Submission Following Progress Meeting

A complete update of the Project Schedule containing all approved progress, revisions, and adjustments, based on the regular progress meeting, shall be submitted not later than 4 working days after the monthly progress meeting.

3.6.3 Progress Meeting Contents

Update information, including Actual Start Dates, Actual Finish Dates, Remaining Durations, and Cost-to-Date shall be subject to the approval of the Contracting Officer. As a minimum, the Contractor shall address the following items on an activity by activity basis during each progress meeting.

3.6.3.1 Start and Finish Dates

The Actual Start and Actual Finish dates for each activity currently in-progress or completed.

3.6.3.2 Time Completion

The estimated Remaining Duration for each activity in-progress. Time-based progress calculations shall be based on Remaining Duration for each activity.

3.6.3.3 Cost Completion

The earnings for each activity started. Payment will be based on earnings for each in-progress or completed activity. Payment for individual activities will not be made for work that contains quality defects. A portion of the overall project amount may be retained based on delays of activities.

3.6.3.4 Logic Changes

All logic changes pertaining to NTP on change orders, change orders to be incorporated into the schedule, Contractor proposed changes in work sequence, corrections to schedule logic for out-of-sequence progress, lag durations, and other changes that have been made pursuant to contract provisions shall be specifically identified and discussed.

3.6.3.5 Other Changes

Other changes required due to delays in completion of any activity or group of activities include: (1) delays beyond the Contractor's control, such as strikes and unusual weather; (2) delays encountered due to submittals, Government Activities, deliveries or work stoppages which made re-planning the work necessary; and, (3) changes required to correct a schedule which does not represent the actual or planned prosecution and progress of the work.

3.7 REQUESTS FOR TIME EXTENSIONS

In the event the Contractor requests an extension of the contract completion date, or any interim milestone date, the Contractor shall furnish the following for a determination as to whether or not the Contractor is entitled to an extension of time under the provisions of the contract: justification; Project Schedule data; and, supporting evidence as the Contracting Officer may deem necessary. Submission of proof of delay, based on revised activity logic, duration, and costs (updated to the specific date that the delay occurred) is obligatory to any approvals.

3.7.1 Justification of Delay

The Project Schedule shall clearly display that the Contractor has used, in

full, all the float time available for the work involved with this request.

The Contracting Officer's determination as to the number of allowable days of contract extension shall be based upon the Project Schedule updates in effect for the time period in question, and other factual information. Actual delays that are found to be caused by the Contractor's own actions, which result in the extension of the schedule, will not be a cause for a time extension to the contract completion date.

3.7.2 Submission Requirements

The Contractor shall submit a justification for each request for a change in the contract completion date of under 2 weeks based upon the most recent schedule update at the time of the NTP or constructive direction issued for the change. Such a request shall be in accordance with the requirements of other appropriate Contract Clauses and shall include, as a minimum:

- a. A list of affected activities, with their associated Project Schedule activity number.
- b. A brief explanation of the causes of the change.
- c. An analysis of the overall impact of the changes proposed.
- d. A sub-network of the affected area.

Activities impacted in each justification for change shall be identified by a unique activity code contained in the required data file.

3.7.3 Additional Submission Requirements

For any requested time extension of over 2 weeks, the Contracting Officer may request an interim update with revised activities for a specific change request. The Contractor shall provide this disk within 4 days of the Contracting Officer's request.

3.8 DIRECTED CHANGES

If the NTP is issued for changes prior to settlement of price and/or time, the Contractor shall submit proposed schedule revisions to the Contracting Officer within 2 weeks of the NTP being issued. The proposed revisions to the schedule will be approved by the Contracting Officer prior to inclusion of those changes within the Project Schedule. If the Contractor fails to submit the proposed revisions, the Contracting Officer may furnish the Contractor with suggested revisions to the Project Schedule. The Contractor shall include these revisions in the Project Schedule until revisions are submitted, and final changes and impacts have been negotiated. If the Contractor has any objections to the revisions furnished by the Contracting Officer, the Contractor shall advise the Contracting Officer within 2 weeks of receipt of the revisions. Regardless of the objections, the Contractor shall continue to update the schedule with the Contracting Officer's revisions until a mutual agreement in the revisions is reached. If the Contractor fails to submit alternative revisions within 2 weeks of receipt of the Contracting Officer's proposed revisions, the Contractor will be deemed to have concurred with the Contracting Officer's proposed revisions. The proposed revisions will then be the basis for an equitable adjustment for performance of the work.

3.9 OWNERSHIP OF FLOAT

Float available in the schedule, at any time, shall not be considered for the exclusive use of either the Government or the Contractor.

-- End of Section --