

**FISH AND WILDLIFE SERVICE
FACILITY MANAGEMENT**

Facility Management

Part 372 Management of Constructed Real Property Assets

Chapter 5 Planning and Executing Projects within Deferred Maintenance Budgets 372 FW 5

Table 5-1: Responsibilities for Planning and Executing Projects within DM Budgets	
These employees...	Are responsible for...
	<p>transportation budgets for the Service; and</p> <p>(6) Ensuring that DM plans and project execution protect cultural resources, preserve water rights, promote sustainability when cost-effective, and comply with all legal mandates.</p>
B. Assistant Director – Fish and Aquatic Conservation	Working in coordination with the Chief – NWRS to develop and implement the policy and procedures in this chapter.
C. Assistant Director – Business Management and Operations	Ensuring that information from specialized inspections (e.g., dam, bridge, seismic, energy efficiency, water conservation, renewable energy, and sustainability inspections) is available for integration with overall condition assessment data so that we can determine DM costs from the inspections.
D. Regional Directors and Assistant Regional Directors	<p>Ensuring that for all DM projects within their areas of responsibility, the appropriate staff:</p> <p>(1) Identify the highest priority needs in 5-year DM plans;</p> <p>(2) Provide accurate and complete information to support all 5-year DM projects;</p> <p>(3) Develop clear, succinct, and compelling written justifications for projects that describe the projects’ benefits and explain, in a framework of portfolio-based life-cycle management, why the projects are needed;</p> <p>(4) Track expenditures for all funded DM projects using unique Financial and Business Management System (FBMS) project codes and the appropriate Work Breakdown Structure (WBS) to indicate whether costs will be capitalized or expensed;</p> <p>(5) Create records for Assets Under Construction (AUC) during the design phase and use AUC-specific work orders to track project costs in FBMS;</p> <p>(6) Complete DM projects consistent with 5-year DM plans and incorporate cost-effective approaches throughout all stages of project planning and execution; and</p> <p>(7) Report project accomplishments, and promptly document and process asset acquisitions and disposals in a timely and appropriate manner.</p>
E. Regional Facilities Program Supervisors	(1) Leading the program’s Regional 5-year DM planning effort to ensure that the entire Regional portfolio is considered when identifying and proposing funding for highest priority needs;

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process:

A. Mission delivery: Give top priority to projects with the highest contribution to mission accomplishment, starting with a current condition assessment work order and an appropriate Asset Priority Index (API) score (high for repairs and replacement, low for demolition without replacement). Apply a blend of local, Regional, and national perspectives to arrive at an understanding of which projects best contribute to the accomplishment of the organization's mission.

(1) Project proponents need to provide a clear and compelling description of project benefits to assist in deliberations.

(2) Project benefits need to include both local strategic goals and purposes and their contribution to the overall Service mission.

B. Investment strategy: Apply cost-effective investment strategies, including:

(1) Determining that the proposed project is the correct size and complexity to meet the mission need for it;

(2) Using standard designs wherever possible to reduce planning and design costs;

(3) Assessing life-cycle costs for proposed projects to ensure they will be operationally sustainable into the future;

(4) Providing a reliable comparison of annual operation and maintenance costs before and after the project;

(5) Assessing options for cost sharing, co-location, or other methods of meeting the needs of multiple organizations; and

(6) Integrating all life-cycle cost components to determine the project's relative return on investment.

C. Consequences of failure to act: For some projects, there is a risk associated with continuing to defer maintenance, repair, replacement, or disposal. The risk may be to the safety of employees, visitors, and cooperators; damage to Government property or to property outside the station's boundaries; or the loss of a major financial investment. The consequence could also take the form of a reduced capacity to carry out a mission action, such as managing a productive wetland impoundment. Describe in the project justification the risk of consequences of the failure to act. Immediate risks to human health and safety must be mitigated upon discovery. If risks include loss of major asset investments or other financial liabilities, describe the financial aspect of the investment strategy. You can find more information about mitigating or eliminating risks in the *Constructed Real Property Management Handbook*.

D. Project Phasing: Phase more complex projects over multiple years of the 5-year plan to ensure more accurate cost projections and to facilitate effective project execution. Replacement of an office building, for example, should be phased into two or more project segments—the first year being the phase for planning and design, with a second phase in a following year to accomplish construction.

