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interoffice
M E M O R A N D U M

HSWA LANL G/M/G/97

to: Robert S. ("Stu") Dinwiddie, RCRA Permits Management Program Manager
thru: Teri D. Davis, DOE Team Supervisor *TD*
thru: John Kieling, LANL Facility Manager *JK*
from: Kim T. Hill, Environmental Engineer *KTH*
subject: LANL Progress Tracking System Comments
date: February 3, 1997

As a result of my meeting with Mr. Arturo Tamayo of DOE/LANL on November 20, 1996 and of my review of both the monthly Progress Tracking System (PTS) and quarterly reports, I can provide the following comments regarding the potential replacement of the HSWA-required quarterly report with the PTS report. In addition, Mr. Tamayo provided me with some written information that he used in training sessions regarding the PTS Report. This is provided as Attachment A.

The following are recommendations for improvement which would make the PTS more useable/useful to NMED:

- Improve consistency in terminology (final, draft, etc.) and provide definitions of these terms
- Require the identification of specific PRSs in the Milestones section of the report
- Ensure Category 1 Milestones provide adequate explanations
- Standardize the pool of "Titles" in the Milestone section of the report such that the activity, PRS, and action are consistent
- Expand on the information presented under the Voluntary Corrective Actions and other accelerated cleanups/actions
- Require a higher level of QA on the PTS Report such that the level of QA is equivalent to that of the quarterly report
- Identify those items where DOE/LANL awaits NMED responses and vice versa

The following are suggestions for categories that could be added to the PTS Report:

- Best Management Practices
- Field Sampling Activities (start, finish, delayed, etc.)
- Release Notifications Issued (PRS-related, WQCC 1203, etc.)



ATTACHMENT A
Progress Tracking System (PTS)

The PTS Report is divided into three sections: Funding Summary, Milestone Report, and Narrative. The **Funding Summary** is located on the front page of each Field Unit PTS Report and begins with the title "ANNUAL TOTALS (\$000)." The following are explanations for each of the column headings under the Funding Summary section:

B&R Code Budget and Reporting Code: Classifications that parallel DOE activities and that are prescribed for the formulation of budgets; for the reporting of obligations, costs, and revenues; and for the control and measurement of actual performance versus budget performance. There are four types of B&R funds:

- OE Operating Expense funds
- CE Capital Equipment funds
- GPP General Plant Project funds
- LI Line Item funds

PY End FY 95 Unobl. Bal. Prior Year End of Fiscal Year 95 Unobligated Balance: The unobligated balance at the end of the prior year. Unobligated balance is the remaining amount after deducting the cumulative obligations from the amount apportioned and therefore available for obligation the next year.

PY FY 95 Tot. Uncost. Obl. Prior Year Fiscal Year 95 Total Uncosted Obligations: The total uncosted obligations for the fiscal year. Uncosted obligations are made up of Contractor Encumbrances, Approved Work Scope, Prefinancing, and unencumbered funds.

CONTRACTOR ENCUMBRANCES consist of uncosted balances of (1) purchase orders issued; (2) contracts and subcontracts awarded; (3) termination cost for incrementally funded firm fixed priced contracts; (4) other legally enforceable agreements, not yet received; and, (5) other legal liabilities.

APPROVED WORK SCOPE includes balances for work that was clearly defined in task or work authorizations or program direction letters. Such work was specific in work scope and had clearly defined milestones and tangible deliverables where possible. This category may not have included at end of the prior year, any costs for funds that were appropriated in the subsequent fiscal year, e.g., level-of-effort for research and development.

PREFINANCING includes funding maintained from the prior year for the purpose of ensuring the continuity of contractor operations in the event of a potential funding lapse at the beginning of the current year.

UNENCUMBERED includes the remaining fund balance from the prior year after subtracting contractor encumbrances, approved work scope, and prefinancing. This can be potentially, excess funding, for the current year resulting from project and program underruns and changing program missions that may be available.

CY
FY 95 New
Obl. Auth. Current Year Fiscal Year 96 New Obligational Authority: the current available Budget Authority, appropriated by Congress.

CY
Total
Avail. Current Year Total Availability: the sum of the Prior Year Unobligated Balances, Prior Year Total Uncosted Obligations, and the New Obligational Authority.

CY
FIS Obl.
YTD 9/96 Current Year FIS Obligations Year-to-Date (ending 9/96): the amount of orders placed, contracts awarded, services received, and similar transactions.

CY
Prelim.
Cost YTD Current Year Preliminary Cost Year-to-Date: the amount of orders placed, contract awarded, services received, and similar transactions, available before actuals are submitted and loaded.

CY
FIS COST
YTD

CY
Proj'd Cur.
Yr-End EstCo Current Year Projected Current Year-End Estimated Cost: projected estimated costs for the current year.

PC
End FY 96
Unobl. Bal. Projected Carryover End of Fiscal Year 96 Unobligated Balance: the unobligated balance projected to the end of the fiscal year.

PC Projected Carryover Fiscal Year 96 Uncosted Obligations: projected to
FY 96 Tot. the end of the fiscal year.
Uncost. Obl.

The second part of the Funding Summary begins with the title "EXPENDITURE RATE (\$000)." The following are explanations for each of the column headings under this section:

Month	This should be self explanatory.
BCWS	The Budgeted Cost of Work Scheduled: a segment of the Performance Measurement Baseline (PMB) for all control accounts for work scheduled to be accomplished within a specific period. It is the time-phased budget plan against which performance is measured. The BCWS can be reported in either monthly increments or cumulative to date.
BCWP	The Budgeted Cost of Work Performed (also "Earned Value"): the budgeted value for all work accomplished during a given period. It is a representation of the value of work completed. The BCWP can also be reported in either monthly increments or cumulative to date.
Prelim	Preliminary actual cost: used when Financial Information System (FIS) ACWP values are not available.
ACWP	The Actual Cost of Work Performed: the cost incurred and recorded in the FIS for accomplishing the work performed within a specific period. ACWP refers to all costs incurred whether they arise from payments or cost accruals.
SCHED VAR	Schedule Variance: the difference between the BCWP and the BCWS ($SV=BCWP-BCWS$) measured in dollars, not time. A positive variance may mean that, compared to the original plan, more work was accomplished than planned; a negative variance may indicate that less work was accomplished than planned.
COST VAR	Cost Variance: the difference between the BCWP and the ACWP ($CV=BCWP-ACWP$). A positive variance may indicate that the actual costs were less than the projected cost for the work performed (cost under run); a negative number may indicate that the actual costs were more than the projected costs for the work performed (cost over run).

Notice that in the Expenditure Rate Table, there is a section for the monthly data and a section for cumulative data. The monthly section should be self explanatory; the cumulative section is a fiscal year-to-date cumulative data.

The following is an explanation of the terms and elements found on the second page of the PTS Report under the Funding Summary section:

PRIOR YEARS COST	The total ACWP, BCWP, and BCWS for previous fiscal years. The ACWP reported is tied to cost data submitted to Financial Information System (FIS). These totals are cumulative from project initiation, or as far back in time as possible, based on the HQ program manager's concurrence. This value is consistent with the ADS start date.
OUT YEAR COSTS	Planned costs for the future fiscal years.
BAC	Budget At Completion: the sum of the performance measurement baseline, BCWS, with associated indirects, plus management reserves. It is the sum of the prior years BCWS, the current FY BCWS, the out year cost, the subsequent FYs, and the planned management reserve.
EAC	Estimate At Completion: the actual cost incurred to date (ACWP) plus the estimated cost (direct and indirect) of all remaining work in the performance measurement baseline.
TEC	Total Estimated Cost: the construction cost of the project, including the cost of land and land rights; engineering, design, and inspection costs; direct and indirect construction costs; and initial equipment necessary to place the plant or installation in operation. This is normally left blank or zero for ER project.
TPC	Total Project Cost: the total of all generic research and development, operating, and plant and capital equipment costs specifically associated with a project. It is the sum of the TEC plus all other costs identifiable to the project. The TPC is the total costs for the performance measurement baseline, including contingency, management reserves, and risk and uncertainty.
Budgeted Mgmt Reserve	Budgeted Management Reserve: the portion of the budget controlled by the contractor for management purposes and not designated for specific tasks. The management reserve is not part of the Performance Measurement Baseline.

Remaining Mgmt Reserve	Remaining Management Reserve: the remaining portion of the budgeted management reserve available for use by the contractor.
Planning Contingency	Planning Contingency: an amount of budget to cover costs that may result from incomplete design, unforeseen and unpredictable conditions, or uncertainties. Contingency is controlled by DOE and is not included in the Performance Measurement Baseline.
Remaining Contingency	Remaining Contingency: the remaining amount of contingency.
Planned R & U	Planned Risk and Uncertainty (R&U) funds as reported in the project baseline. R&U are not part of the Performance Measurement Baseline.
Remaining R & U	Remaining R & U: the remaining amount of R&U funds available.

The Milestone Report is located on second page of each Field Unit PTS Report and begins with the title "MILESTONE REPORT." The following are explanations for each of the column headings under the Milestone Report section:

LEV	<p>Level: Baseline Change Control Board change authority level for the milestone.</p> <p>Level 0 ESAAB Level 1 HQ Program Office Level 2 Operations Office</p>
TITLE	The descriptive title of the milestone.
STATUS	There are six types of status codes: complete, overdue, future planned date, on schedule, forecast delay, forecast early, and canceled.
PLANNED	Planned Date: the date the milestone is planned to be accomplished. The planned date is the baseline date, which can only be changed through approval by the Baseline Change Control Board.
FORECAST	Forecast Date: the date the field project manager expects to complete the milestone if earlier or later than the planned date. This field is blank if forecast date is the same as the planned date. This field must be utilized as soon as the planned date is no longer considered valid. EA (enforceable agreement) milestone dates that have been renegotiated, but have not gone through baseline change control, is reflected as forecast dates.
ACTUAL	Actual Date: the date the milestone is completed.
MILE CATEGORY	<p>Milestone Category:</p> <p>CAT1 The past fiscal years and current fiscal year EA milestones that probably will not be met.</p> <p>CAT2 The current fiscal year EA milestones for which there is some chance of being missed.</p> <p>CAT3 EA milestones that are currently expected to be accomplished early or on schedule.</p> <p>CAT4 Out-year EA milestones through FY99 that are likely to be missed for technical problems, contracting delays, and delays in drafting required reports.</p>

CAT5 Out-year EA milestones through FY99 that are likely to be missed if the growth in program funding levels is limited to a 3 percent annual increase (real growth) of the current fiscal year levels.

CAT6 Out-year EA milestones greater than 5 years in the future.

FLOAT The number of work days a milestone can be delayed without affecting the start or occurrence of any activity in the critical path method (CPM) schedule.

COMMENT The comment field provides a space for describing milestone status on an exception basis. If a milestone is overdue or has a forecast delay or forecast early status, then this field is used to provide any other information required by the program or project manager.

This field is not to be left blank. If the milestone is expected to be completed on the due date, and there is no other information, "on schedule." should be entered. For all other cases, include:

1. An explanation of all reasons for projected delays,
2. Whether negotiations are taking place with the regulators and their status (if negotiations are concluded, provide date of agreement), and
3. The enforcement status (are there any existing or projected Notices of Violation or fines/penalties).

If a revision to the forecast date is provided, an indication of whether the regulators have agreed to this date is to be provided.

The Narrative section is located behind the Milestone section in each Field Unit PTS Report and begins with the title "NARRATIVE." The following are explanations for each of the column headings under the Narrative section:

1. Significant Problems, Issues, or Concerns

This section should provide an assessment of cost, schedule, and technical elements of the ADS to identify current, or will at some future point, problems considered "show stoppers" or "fatal flaws." For these problems:

It should identify cause and effect;

It should identify funding issues, projected funding shortfalls, and excessive projected uncommitted carry-over; and

It should discuss effect on ADS, such as cost at completion, deliverables or PTS milestones.

If there are no significant problems, issues, or concerns, an entry of "None" is acceptable.

This section should also discuss the expected effect on the project stakeholders, deliverables, and milestones dates. It should focus on changes since the last monthly report. The primary focus should be on present and potential future problems. Past problems that have contributed to the current status of the ADS should not be addressed in this section.

2. Corrective Actions

If a significant problem, issue, or concern is identified, this section is required. Otherwise, it should state "None".

This section should identify proposed actions that are intended to correct cost, schedule, or technical problems. It should provide date that the proposed corrective action is anticipated to be completed and identify the effect of the proposed corrective action on the ADS and the total project.

For a schedule or technical recovery or corrective action plan, it should state how and when it will be accomplished. It should also provide forecast recovery date.

3. Summary
Assessment

This should be a brief (executive summary) statement summarizing the overall status of the project. This section is a synopsis of items #4, 5, 6 and 7 of the narrative. This section should focus on current month activities and changes from the previous month. This section should help the reader understand how the project is progressing.

4. Cost Status

This section should address variances that exceed threshold values (+/-15%). It should identify the root cause, impact, corrective action taken, by whom, and expected outcome. It should state whether the cost variance is recoverable. If not, it should assess the impact on the Estimate at Completion (EAC) for this ADS and for the total project. In addition, reference to approved changes and any directed changes should be made here.

This section should focus primarily on past and present issues that have affected the cost performance to date. Potential future issues should be addressed in the Significant Problems/Issues/Concerns section (Section 1, above).

5. Schedule Status

This section is to identify if ADS is on, ahead of, or behind schedule. If behind schedule, it should explain what is being done to bring the ADS back on. This section is to identify if ADS is on, ahead of, or behind schedule; it should explain what is being done to bring the ADS back on schedule. It should address variances that exceed threshold values (+/-15%). It should identify the root cause, impact, corrective action taken, by whom, and expected outcome. It should state whether the SV is recoverable. If the SV is nonrecoverable, it should assess the impact on the ADS and to the total project. In addition, reference to approved changes and any directed changes should be made here.

This section should focus primarily on past and present issues that have affected the schedule performance to date. Potential future issues should be addressed in the Significant Problems/Issues/Concerns section (Section 1, above).

6. Technical Status This section should note the technical accomplishments of the reporting period and identify major technical problems or concerns that may not have been addressed in the previous sections. Reference to approved changes and any directed changes should also be made here.

7. Major Accomplishments This section should note major accomplishments during the reporting period. "None" is a valid occasional entry. This section can be used to log accomplishments throughout the year by summarizing the previous month's accomplishment. At the end of the fiscal year, each ADS would have a summary of the year's major accomplishments.