

## Draft SSO Guidance on the LCLS Re-baselining effort

Objective: A tailored EIR for validation of the BCP.

Cost/Schedule Data Prep:

1. The proposed baseline cost should cross-walk the "current" TEC with "proposed" TEC for the affected WBS elements. Also for each impacted WBS element new ETCs should be calculated based on total costs/commitments to-date (of the BCP) and future costs for that element.
2. The delta in TEC should be explained and tied to the effect of the CR and escalation rates.
3. The cost/schedule impacts experienced in last 2 quarters, directly as a result of the CR and the \$8M reduction in FY2007, will be addressed in terms of direct schedule impact of delayed work, cascading future schedule delays due to any impacted CP milestones, and future inflation/escalation factors.
4. Address any proposed adjustments/transfers between OPC/TEC.
5. Contingency and management reserve should be recalculated.
6. EAC must be recalculated based on the "revised" ETCs.

NOTE: Once the BCP is approved, all future data, starting from the approval date, will be reported against the newly established TEC. The re-baselining will set the variances reported in PARS to zero which results in the project performance assessed as "Green".

Recommended Tailored EIR:

O 413.3A and the associated Manual do not provide specific guidelines on tailoring an EIR for a baseline change. EIR elements listed in M413.3 are designed for pre CD-2 and pre CD-3 comprehensive reviews. Since LCLS is post CD-3, a tailored EIR, focused on certain key elements impacted by the BCP, is recommended:

1. *Resource Loaded Schedule.* For selected Work Breakdown Structure elements (those constituting significant cost and/ or risk), summarize the detailed basis for the cost estimate and schedule duration. Assess the method of estimation and the magnitude for each Work Breakdown Structure element reviewed. Identify specific work activity that constitutes project completion and whether these completion activities are sufficiently well defined. Include an assessment of whether the project completion activities are consistent with DOE guidance for work to be included/ excluded from the Project.
2. *Key Project Cost and Schedule Assumptions.* Identify and assess key cost and schedule assumptions and evaluate the reasonableness of these assumptions as related to the quality of the cost and schedule estimates for each WBS. Assess cost and schedule contingency and other cost and schedule factors related to TPC and the

project completion schedule. Ensure that the TPC and project completion date incorporates all activities necessary to successfully complete the project.

3. *Critical Path.* Review the Critical Path schedule and assess whether the Critical Path is reasonably defined and whether the schedule is integrated and reflects reasonable schedule durations.
4. *Funding Profile.* Assess whether the project funding profile is consistent with the resource loaded schedule.
5. *Risk Management.* Determine if risks have been identified and properly classified as high, medium, and low. Assess whether appropriate risk mitigation actions have been incorporated into the baseline. Assess whether adequate contingency has been included in Total Project Costs and Schedule. Describe the approaches used to determine risk and assess adequacy.
6. *Project Execution Plan.* Review the Project Execution Plan and determine if it reflects and supports the way the project is being managed, is consistent with the other project documents, and establishes a plan for successful execution of the project.

For the remaining EIR elements (10 items), LCLS will provide brief status summary of on-going efforts in relevant areas [Note: e.g., if the BCP does not impact the *WBS* (element #5) or *Basis of Design* (element #7), then for the upcoming review it will be reported that the BCP does not change the existing *WBS* or *Basis of Design* reviewed previously].