



Department of Energy

Washington, DC 20585

AUG 27 2015

MEMORANDUM FOR: STEPHEN MEADOR, DIRECTOR
OFFICE OF PROJECT ASSESSMENT

FROM: MICHAEL PROCARIO, DIRECTOR
FACILITIES DIVISION
OFFICE OF HIGH ENERGY PHYSICS

SUBJECT: Request to Conduct Independent Review of the LHC-CMS
DETECTOR UPGRADE PROJECT

I am writing to request that your Office conduct an Independent Project Review of the LHC CMS Detector Upgrade Project, at Fermi National Accelerator Laboratory (FNAL) on October 14–15, 2015. This project is performed in partnership with the National Science Foundation (NSF). The purpose of the review is to evaluate the progress made by the project since the previous CD-2/3 review. In accordance with the approved Project Execution Plan, the Earned Value (EV) and schedule data are reported monthly in PARS and to the respective Program Managers and Federal Project Director.

As part of assessing the project's progress and status of the remaining activities, your committee should focus on the following questions:

1. Management: Is the management structure and resources adequate to deliver the proposed technical scope within stated performance by CD-4, both overall and from the point of view of individual DOE and NSF awardees?
2. Estimate to Complete: Is the Estimate to Complete updated and credible? Are the proposed annual goals and performance metrics for the current year suitable as effective indicators of performance in the coming year?
3. Cost & Schedule: Are the current project cost and schedule projections consistent with the approved baseline cost and schedule? Are the technical and financial status of the project accurately represented in the most recent monthly reports, reflecting project milestone status, EVM, risk and contingency management, configuration management and change control board actions, EH&S, and discussion of any other issues relevant to project performance from the point of view of awardees and sub-awardees?
4. Risk: Has the risk analysis been updated to accurately reflect the risks that remain in completing the project? Is the contingency still adequate for the risks? Are there any



significant risks that jeopardize CD-4 completion and require high level management attention?

As Program Manager for the LHC-CMS Detector Upgrade Project, Dr. Simona Rolli will serve as the Office of High Energy Physics contact person for this review.

We appreciate your assistance in this matter. As you know, these reviews play an important role in our program. I look forward to receiving your Committee's report.

Sincerely,



Michael Procario
Director, Facilities Division
for High Energy Physics

cc: Patricia Dehmer, SC-2
James Siegrist, SC-25
Simona Rolli, SC-25
Mark Coles, NSF

Nigel Lockyer, FNAL Director
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