

## Memorandum

20-May-2015

**To:** Mike Lindgren, Chief Project Officer**From:** Nigel Lockyer, Director**Subject:** Director's CD-3B Review of SLI-UUP

Please organize and conduct a Director's Review to assess whether the Utilities Upgrade Project (UUP) meets the DOE 413.3B requirements of Critical Decision CD-3B "Approve Start of Construction for Phase B", where Phase B is the final construction phase of UUP. UUP received CD-2/3A Approval on February 18, 2015, which approved the performance baseline and the pre-procurement of the Master Substation Control Building. The project is preparing for a DOE CD-3B Review on August 11-12, 2015. The Director's CD-3B review should focus on the Phase B scope and proposed scope enhancements.

The review committee should respond to the following questions:

### Technical

1. Are final designs for all scope, including Phase-B, and the respective design review reports complete? Similarly, is the CD-3B scope towards achieving the Key Performance Parameters (KPPs) sufficiently defined and documented?
2. Is the final design sufficiently mature such that the Project can initiate procurements and start construction for Phase B scope?

### Cost/Schedule/Funding

3. Does the resource-loaded schedule include the Project's full scope of work? Is the schedule realistic and achievable?
4. Are the cost and schedule estimates complete and credible? Do they include adequate scope, cost and schedule contingency? Is CD-4 achievable with the Project's risks and within the DOE approved Total Project Cost?
5. Are the Phase B contract documents sufficient to support starting Phase B work? Are bids or quotes already in hand? If so, are the base bids or quotes within the cost estimates and consistent with the Project Execution Plan (PEP)?
6. Is a contingency spend-down plan developed and executable by CD-4? Are the proposed scope enhancements prioritized, within the objective KPPs, and consistent with the approved PEP?

### Management

7. Has the Project implemented Risk Management by identifying risks, performing a risk assessment (qualitative and quantitative) and developing mitigation plans? Are there any interdependencies with other projects or significant research operations? If so, have they been identified and are there plans in place to mitigate risk for the CD-3B scope? Does the risk register reflect both Phase B scope and the proposed scope enhancements?
8. Has the Project updated required project management documents per DOE Order 413.3B for CD-3B and per the Fermilab Project Management System? Are the Acquisition Strategy and Acquisition Plan updated and approved?
9. Are the Project organization and staffing levels adequate to initiate Phase B construction and manage the work to achieve CD-4?

10. Are ESH&Q aspects being properly addressed at this stage? Is the Hazard Analysis Report issued and are the permits in place to allow CD-3B scope to commence?
11. Does the Project's Earned Value Management process for monthly progress reporting satisfy DOE and Laboratory requirements?
12. Has the Project appropriately addressed the recommendations from prior reviews?
13. Is the UUP Project ready for a DOE CD-3B review in August?

In responding to the questions above, the committee should present findings, comments, and recommendations at a closeout meeting with the UUP Project and Fermilab management. A written report is requested within two weeks after the completion of the review.

The committee is asked to present a draft of their report at the review closeout and to issue the final report within one week of the review's conclusion.



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cc:

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