**Preparing a Project Closeout Report**

Within Office of Science, a Project Closeout Report (PCR) needs to be developed for projects (regardless of the funding type) with Total Project Cost (TPC) of $10 million or greater as part of Critical Decision (CD) 4 (Approve Start of Operations or Project Completion). The PCR provides a documentation of the overall project performance, and the closure status of the project, contracts, regulatory drivers, and fiscal condition. The Office of Science requires that a Draft PCR be developed prior to the CD-4 Independent Project Review. The Initial PCR should be submitted to the Headquarters Program Manager and Office of Project Assessment within 90 days after CD-4 approval. The Final PCR should be submitted to HQ Program Manager and Office of Project Assessment after all project costs are incurred and invoiced, and all contracts are closed.

The PCR serves as the main communication vehicle to document project objectives and the final project results. The Final PRC will contain the technical performance achieved, the final cost and completion date of the project, and project lessons learned. The purpose of this procedure/template is to: 1) provide guidance for the Federal Project Director (FPD) and the Integrated Project Team to produce a useful and flexible report, and 2) provide guidance on how to appropriately meet the requirements of DOE O 413.3B.

The PCR should be tailored based on project size and complexity.

As part of project closeout, the project, as appropriate will establish/or update the Facilities Information Management System, document the achievement of the Facility Sustainability goals, and finalize PARS II reporting.

***Report Development***

The Draft Project Closeout Report is initiated prior to CD-4 or at the point where all activities—physical, regulatory, and contractual are completed (or mostly completed). **The main text of the document, not including attachments or appendices, should be approximately 20-35 pages depending on the number of lessons learned.**

**For projects that want to incorporate additional information, the projects are encouraged to use the attachments or appendices to include the additional data.**

Note: *Italicized text included in this document is provided as examples of what the section should contain. These are examples only and most projects may not have data in the same organization, titles, format, etc.*

**(Draft, Initial, or Final)**

**Project Closeout Report**

**for the**

**PROJECT NAME (ACRONYM)**

**Project # \_\_\_\_\_\_\_\_\_**

**at**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ National Laboratory**

**Location**

**Office of [Program Office]**

**Office of Science**

**U.S. Department of Energy**

**Date Approved:**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Month/Year**

**Project Closeout Report for the**

**Project Name (Acronym) Project at the**

**\_\_\_\_\_\_\_\_\_\_ National Laboratory**

**Submitted by:**

Date:

[Name], Contractor Project Manager/Project Director, [Lab], DOE

**Approved by:**

Date:

[Name], Federal Project Director, [Site Office], DOE

**Project Closeout Report for the**

**Project Name (Acronym) Project at the**

**\_\_\_\_\_\_\_\_\_\_ National Laboratory**

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8. **EXECUTIVE SUMMARY**

Summarize the project scope and accomplishments.

***Example:*** *The goal of the xxx project was to design, construct, and commission an …. Key requirements to … were completed by the end of January 2015. This goal has been not only achieved but exceeded. The project obtained CD-4 approval on January 2015 with EAC of $578M, …*

*All required processes for commissioning have been completed and the facility started operations on xxx date.*



1. **INTRODUCTION**

This section should state the version of the Project Closeout Report (Draft, Initial, or Final) and date (month and year) of the report. Include where the project is located.

***Example:*** *This is the Draft project closeout report for the XXXX project. This document was completed on December 2010. The project is located at xxxx Laboratory….*

**3. ACQUISITION APPROACH**

Describe the acquisition approach used to execute the project.

**Example:** *DOE acquired the project through the M&O contractor who had the ultimate responsibility to successfully execute the project. For the conventional facilities, the M&O hired AAA A/E through full and open procurements to pre-qualified offerors to develop the A/E services using a fixed price contract.*

*The technical component design and specification were developed by the XXXX Lab.*

*The conventional facilities construction was also based on a full and open procurement to pre-qualified offerors using a fixed price contract.*

*All magnets were produced by vendors including cccc company for dipoles, dddd company for….*

*All installations were performed by XXXX lab personnel.*

*Commissioning was contracted to ZZZZ company.*

**4. PROJECT ORGANIZATION**

Show or describe in this section how the project was organized and managed. Discuss any major changes made to the management team and how the changes impacted the project (if applicable).

***Example:*** *The project was organized as follows:*

*The laboratory project team organization is shown below.*

*Based on the CD-1 Independent Project Review, which judged that the project needed to enhance procurement staff, the project management staff,….. changes to the management team were made including…*

*In July 2010, due to magnet delivery delays, the project also added the following organizations to the management team…*

**5. PROJECT BASELINE**

This section documents the project Performance Baseline (PB) that consists of the scope, cost (Total Project Cost or TPC), schedule (Critical Decision or CD-4 date), funding profile, and other information approved at CD-2 and what was achieved at CD-4.

**5.1 Scope Baseline**

This section describes the project scope and Key Performance Parameters (KPPs) that were approved at CD-2 and the KPPs achieved at CD-4.

***Example 1****: Technical Project—The project, located at xxx lab, designed, constructed, tested, and commissioned an xxx facility. The project was declared complete and the following was achieved:*

* *Facility has completed construction of the XX building and is ready for occupancy*
* *Ion source is accelerated up to a minimum energy of xxx MeV peak for xx seconds*
* *Calculations have shown that xxx has been achieved.*
* *Four experimental facilities installed without beams.*

*The planned and final threshold key performance parameters (KPP) of the project are listed below:*

|  |  |  |  |
| --- | --- | --- | --- |
| ***Description of Scope*** | ***CD-2 Threshold KPP*** | ***KPP Achieved at CD-4*** | ***CD-2 Threshold KPP Met or Exceeded?*** |
| *Facility Size* | *Xx,xxx SF* | *Xx,xxx SF* | *Exceeded* |
| *Brightness* | *8 KeV* | *8 KeV* | *Met* |
| *Spatial Resolution* | *1 nm* | *1 nm* | *Met* |
| *Energy Resolution* | *0.1 meV* | *0.1 meV* | *Met* |
| *Experimental Facilities* | *3* | *3* | *Exceeded* |

*Note: The threshold KPPs are the minimum parameters against which the project’s performance is measured when complete. At CD-2, the documented threshold KPPs comprise the official Performance Baseline.*

***Example 2****: Conventional Construction Project: The project, located at XXXX designed and constructed general office space and a laboratory building. The project also demolished space to meet the one-for-one space requirements. The project was declared complete when the XX building was complete, and commissioned.*

*The planned and actual threshold KPPs of the project are:*

|  |  |  |  |
| --- | --- | --- | --- |
| ***Description of Scope*** | ***CD-2 Threshold KPP*** | ***KPP Achieved at CD-4*** | ***CD-2 Threshold KPP Met or Exceeded?*** |
| *Facility Size* | *Xx,xxx SF* | *Xx,xxx SF* | *Met* |
| *Demolition* | *Xx,xxx SF* | *Xx,xxx SF* | *Met* |
| *LEED Certification* | *Gold* | *Platinum* | *Exceeded* |

*Note: The threshold KPPs are the minimum parameters against which the project’s performance is measured when complete. At CD-2, the documented threshold KPPs comprise the official Performance Baseline.*

**5.2 Cost Baseline**

This section describes the project cost baseline approved at CD-2, the final cost achieved at CD-4, and **a brief description of differences in contingency usage from planned versus actual.** The WBS categorization and level included will depend on what is discussed in the Project Execution Plan (PEP). For example, if the PEP included a WBS at Level 3, then this closeout document should also include the final cost at WBS at Level 3. The purpose for this request is to allow other projects to use historical cost data of a completed project.

Also, include the final project Engineering Design Inspection and Administration (EDIA) versus construction cost breakdown and the contingency usage trend (contingency remaining as a percentage of EAC and BAC) throughout the project period.

***Example****: The Total Project Cost at CD-2 was $578.8M, which included $107.5M of contingency. Table W shows the planned cost, the actual cost at CD-4, and explanations of contingency usage. The final and complete project risk registry is included in Appendix E, which shows the identified risks.*

***Table W—Project Cost Summary***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ***WBS #*** | ***WBS Title*** | ***Total $Kat CD-2*** | ***Final Actual Costs ($K)*** | ***Contingency Usage Description*** |
| *1.01* | *Project Management* | *26,500* | *36,030* | *Contingency was used to augment QA staff and oversight needed for additional CF scope.* |
| *1.03* | *Accelerator Systems* | *170,800* | *206,061* | *Production of magnets was delayed due to vendor issues resulting in use of more contingency than planned to maintain the baseline schedule. Also, design changes were made to magnet tolerance requirements which resulted in more resources needed to install the magnets (to ensure final alignment tolerances remained within specs)* |
| *1.04* | *Experimental Facilities* | *48,200* | *76,790* | *The experimental facilities contingency usage was consistent with what was planned see Appendix E the risk registry..* |
| *1.05* | *Conventional Facilities (CF)* | *144,000* | *165,919* | *Bids were lower than estimated. Thus, the project increased the size of the CF to utilize contingency. Additional contingency was used to modify the foundation depth, which was incorrectly designed.* |
|  | *TEC Direct* | *389,500* | *484,800* |  |
| *TEC Contingency (24 % ETC at CD-2)* | | *95,300* |  |  |
|  | ***TEC*** | ***484,800*** | ***484,800*** |  |
| *1.02* | *R&D* | *39,600* | *45,700* | *Used less contingency than planned due to better than expected crystal growth rate and quality in Experimental Facilities.* |
| *1.06* | *Pre-Ops* | *42,200* | *47,100* | *Underestimated pre-ops labor hours for testing and commissioning resulted in higher than expected contingency usage.* |
|  | *OPC Direct* | *81,800* | *92,800* |  |
| *OPC Contingency (17 % ETC at CD-2)* | | *12,200* | *1,200* |  |
|  | ***OPC*** | ***94,000*** | ***94,000*** |  |
|  | ***Total Project Cost (TPC)*** | ***578,800*** | ***578,800*** |  |

* *Other Project Costs (OPC) includes Conceptual Design, R&D and Pre-Operations.*
* *Total Estimated Cost (TEC) Construction includes Preliminary and Final Designs, construction, project management, and other costs not captured in OPC.*
* *Total Project Cost (TPC) includes TEC PED, TEC Construction, and OPC.*

|  |  |  |  |
| --- | --- | --- | --- |
| ***WBS#*** | ***WBS NAME*** | ***Total $K at CD-2*** | ***Actual ($K)*** |
| ***1*** | ***XXXX Project*** |  |  |
| ***TOTAL ESTIMATED COST*** | | | |
| ***1.1*** | ***Project Management*** | ***$26,500*** | ***$36,030*** |
| *1.1.1* | *Project Management* | *$3,578* | *$5,007* |
| *1.1.2* | *Environment, Safety & Health* | *$2,915* | *$4,821* |
| *1.1.3* | *Project Support* | *$15,900* | *$17,806* |
| *1.1.4* | *Quality Assurance* | *$2,094* | *$4,476* |
| *1.1.5* | *Configuration Mgmt. & Document Control* | *$2,013* | *$3,919* |
| ***1.3*** | ***Accelerator Systems*** | ***$170,800*** | ***$206,061*** |
| *1.3.1* | *Accelerator Physics* | *$7,686* | *$13,328* |
| *1.3.2* | *Injection System* | *$28,182* | *$33,824* |
| *1.3.3* | *Storage Ring* | *$96,502* | *$103,554* |
| *1.3.4* | *Controls Systems* | *$14,518* | *$20,160* |
| *1.3.5* | *Accelerator Safety Systems* | *$17,080* | *$22,722* |
| *1.3.6* | *Insertion Devices* | *$6,832* | *$12,474* |
| ***1.4*** | ***Experimental Facilities*** | ***$48,200*** | ***$76,790*** |
| *1.4.1* | *Local Controls & Data Acquisition Systems* | *$3,374* | *$9,092* |
| *1.4.2* | *Diagnostics* | *$2,314* | *$8,032* |
| *1.4.3* | *Optics* | *$2,362* | *$8,080* |
| *1.4.4* | *User Instruments* | *$37,500* | *$43,218* |
| *1.4.5* | *Optics Labs* | *$2,651* | *$8,369* |
| ***1.5*** | ***Conventional Facilities*** | ***$144,000*** | ***$165,919*** |
| *1.5.1* | *Site Characterization* | *$4,320* | *$8,704* |
| *1.5.2* | *Conventional Facilities Engineering &Design* | *$12,960* | *$17,344* |
| *1.5.3* | *Conventional Facilities Construction* | *$120,240* | *$124,624* |
| *1.5.4* | *Integrated Controls & Communications* | *$3,600* | *$7,984* |
| *1.5.5* | *Standard Equipment* | *$2,880* | *$7,264* |
|  | *TEC Contingency (24 % ETC at CD-2)* | ***$95,300*** | ***0*** |
| ***OTHER PROJECT COST*** | | | |
| ***1.2*** | ***R&D*** | ***$39,600*** | ***$45,700*** |
| *1.2.1* | *Requirements Development* | *$2,376* | *$4,206* |
| *1.2.2* | *Conceptual Design* | *$14,256* | *$16,086* |
| *1.2.3* | *Technical Systems R&D* | *$22,968* | *$25,408* |
| ***1.6*** | ***Pre-Ops*** | ***$42,200*** | ***$47,100*** |
| *1.6.1* | *Accelerator Systems - Pre Ops* | *$20,678* | *$22,003* |
| *1.6.2* | *Experimental Facilities - Pre Ops* | *$9,706* | *$10,731* |
| *1.6.3* | *Spares* | *$5,908* | *$6,933* |
| *1.6.4* | *Conventional Facilities Commissioning* | *$5,908* | *$7,433* |
| *OPC Contingency (17 % ETC at CD-2)* | | ***$12,200*** | ***$1,200*** |
|  | ***Total Project Cost*** | ***$578,800*** | ***$578,800*** |

***Table W+1—EDIA Cost Compared to Construction***

|  |  |  |  |
| --- | --- | --- | --- |
| ***EDIA as a % of Construction Cost\**** | ***32.3%*** | ***0%*** |  |
| ***Cost Categories*** | ***Project $(K)*** | ***Non-Project $(K)*** | ***Comments*** |
| ***Engineering*** | ***$57,001*** |  |  |
|  | ***13%*** |  |  |
| *Design (A/E, tech specs.; conceptual, preliminary, and final design; as-built drawings, etc.)* | *Yes* | *No* |  |
| *Value Engineering* | *Yes* | *No* |  |
| *Design Reviews* | *Yes* | *No* |  |
| *Design Support (i.e., soil testing, vibration testing, seismic analysis, etc., needed for design)* | *Yes* | *No* |  |
| *Other (specify)* | *Yes* | *No* |  |
| ***Management*** | ***$69,254*** |  |  |
|  | ***16%*** |  |  |
| *Design Management* | *Yes* | *No* |  |
| *Construction Management* | *Yes* | *No* |  |
| *Project Management (cost estimating, scheduling, project controls, risk assessment, etc.)* | *Yes* | *No* |  |
| *QA/Inspection/testing/acceptance/etc.* | *Yes* | *No* |  |
| *Procurement and Contracting* | *Yes* | *No* |  |
| *Legal, Accounting, Real Estate* | *Yes* | *No* |  |
| *Other (specify)* | *No* | *No* |  |
| ***ES&H*** | ***$6,004*** |  |  |
|  | ***3%*** |  |  |
| *Environmental Permitting* | *Yes* | *No* |  |
| *Safety documentation* | *Yes* | *No* |  |
| *Safety Inspection* | *Yes* | *No* |  |
| *Security* | *Yes* | *No* | *Charged via overhead on direct costs* |
| *Other (specify)* | *Yes* | *No* |  |
| ***Construction/Fabrication*** | ***$409,960*** |  |  |
| *Building* | *Yes* | *No* | *Land is DOE property and there is no cost to the project.* |
| *Special Equipment (i.e., microscopes, probes, instruments, detectors, etc.)* | *Yes* | *No* | *Also includes installation and labor costs of component fabrication and testing* |
| *Standard Equipment (i.e., furniture, office equipment, benches, kitchen equipment, audio/visual, etc)* | *Yes* | *No* |  |
| *Demolition/Disposal* | *Yes* | *No* |  |
| ***Research and Development*** | ***S10,070*** |  |  |
| ***Commissioning/Testing or Start-up/Testing*** | ***$25,307*** |  |  |
| *Other (specify)* | *Yes* | *No* |  |
| ***Contingency*** | ***$1,200*** |  |  |
| ***Total Project Cost*** | ***$578,800*** | ***$0*** |  |

\*EDIA as a % of Construction= (Engineering+Management+ES&H)/Construction/Fabrication

*The project contingency usage history as a function of time is shown below.*



****

**5.3 Schedule Baseline**

The schedule baseline is the CD-4 completion date. This section needs to include the CD dates planned or established at CD-2, and the actual CD dates. Also, include in this section a summary schedule showing major milestones and activities, durations, and the critical path.

If applicable, include in this section other major events that occurred that may not have been planned such as major reorganization of the project, a baseline deviation, or other events.

***Example****: The following Tables list the planned key schedule milestones versus actual completion dates.*

***Table XX***

|  |  |  |
| --- | --- | --- |
| ***Level X Milestone*** | ***Schedule at CD-2*** | ***Actual*** |
| *CD-0, Approve Mission Need* | *8/22/06* | *8/22/06* |
| *CD-1, Approve Alternative Selection and Cost Range* | *12/14/07* | *1/24/08* |
| *CD-3a, Approve Long Lead Procurement* | *1/18/09* | *1/28/09* |
| *CD-2/3, Approve Performance Baseline and Start of Construction* | *2/28/2010* | *2/27/2010* |
| *CD-4, Approve Project Completion (defined as delivery of components)* | *3rd Quarter, FY2015* | *1/15/2015* |

***Table XX+1***

|  |  |  |
| --- | --- | --- |
| ***Level X+1 Milestone*** | ***Planned Schedule*** | ***Actual*** |
| ***WBS 1.3 Accelerator Systems*** |  |  |
| *Award of RF Component Contract* | *5/2010* | *6/9/2010* |
| *Award of Magnet Contract* | *10/2010* | *11/19/2010* |
| *Award of Vacuum System Contract* | *11/2010* | *11/2/2010* |
| ***WBS 1.4 Experimental Facilities*** |  |  |
| *Beamline Final Design Complete* | *3/2011* | *3/5/2011* |
| *Experimental Facility Installation Start* | *5/2013* | *6/30/2013* |
| *Experimental Facility Commissioning Complete* | *9/2014* | *9/13/2014* |
| ***WBS 1.5 Conventional Facilities*** |  |  |
| *Start Sitework* | *2/2009* | *2/2/2009* |
| *Conventional Facility RFP Announcement* | *3/2009* | *315//2009* |
| *Conventional Facility BOD* | *9/2014* | *5/5/2014* |

*Figure XX is the summary schedule with major milestones and activities, durations, and the critical path that was planned at CD-2 and actual critical path.*



**5.4 Work Breakdown Structure**

Include a Work Breakdown Structure (WBS) and WBS dictionary. The WBS categorization and level included will depend on what is discussed in the Project Execution Plan (PEP). For example, if the PEP included a WBS and WBS dictionary at Level 3, then this closeout document should also include the final WBS and dictionary at Level 3. The purpose for this request is to allow other projects to use historical cost data of a completed project.

***Example****: Final WBS at level 2 is defined as follows.*

| ***WBS #*** | ***WBS Title*** | ***WBS Description*** |
| --- | --- | --- |
| ***Total Estimated Cost (TEC)*** | | |
| *1.1* | *Project Management* | *Labor, materials, travel, and fixed costs associated with operations of the xxx Project Office, including the offices of the Project Director and staff; the project support functions; environment, safety, and health; quality assurance; configuration management; and document control.* |
| *1.3* | *Accelerator Systems* | *Design, engineering, procurement, construction, installation, and testing of components necessary for the accelerator.* |
| *1.4* | *Experimental Facilities* | *Design, engineering, procurement, installation, and commissioning, without beam, of the three insertion devices/instruments included in the project scope.* |
| *1.5* | *Conventional Facilities* | *Design, engineering, construction of conventional facilities including office buildings, laboratory space, experimental facility space, tunnels for the systems, and parking lots.* |
| ***Other Project Cost (OPC)*** | | |
| *1.2* | *R&D and Engineering and Design* | *Perform all R&D, conceptual design and engineering, and specification activities associated with the project.* |
| *1.6* | *Pre-Ops* | *Costs associated with all support needed for the transition to operations of subsystems including commissioning of the conventional facility, testing and start-up of technical systems, spares, and any consumables used during Pre-ops.* |
|  |  |  |

*Level 3 WBS dictionary is included in Appendix D.*

**5.5 Funding Profile**

The purpose of this section is to compare the funding profile that was approved at CD-2 and the actual funds received by the project.

***Example****: Table A and A+1 represents the funding profile approved at CD-2 and actual funds received by the project.*

***Table A—Funding Profile Approved at CD-2***

| ***Fiscal Year*** | ***FY06*** | ***FY07*** | ***FY08*** | ***FY09*** | ***FY10*** | ***FY11*** | ***FY12*** | ***FY13*** | ***FY14*** | ***FY15*** | ***Total($M)*** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| ***OPC*** | ***$5*** | ***$17*** | ***$16*** | ***$13*** | ***$4*** | ***$2*** | ***$6*** | ***$14*** | ***$14*** | ***$4*** | ***$94*** |
| *R&D and Design* | *$5* | *$17* | *$16* | *$13* | *$4* | *$1* |  |  |  |  | *$55* |
| *Pre-Ops* |  |  |  |  |  | *$1* | *$6* | *$14* | *$14* | *$4* | *$39* |
| ***TEC*** |  | ***$2*** | ***$18*** | ***$107*** | ***$98*** | ***$122*** | ***$91*** | ***$33*** | ***$15*** | ***$0*** | ***$485*** |
| *PED* |  | *$2* | *$18* | *$21* |  |  |  |  |  |  | *$40* |
| *Construction* |  |  |  | *$86* | *$98* | *$122* | *$91* | *$33* | *$15* |  | *$444* |
| ***Total Project Cost ($M)*** | *$10* | *$38* | *$66* | *$239* | *$204* | *$247* | *$194* | *$94* | *$57* | *$8* | *$579* |

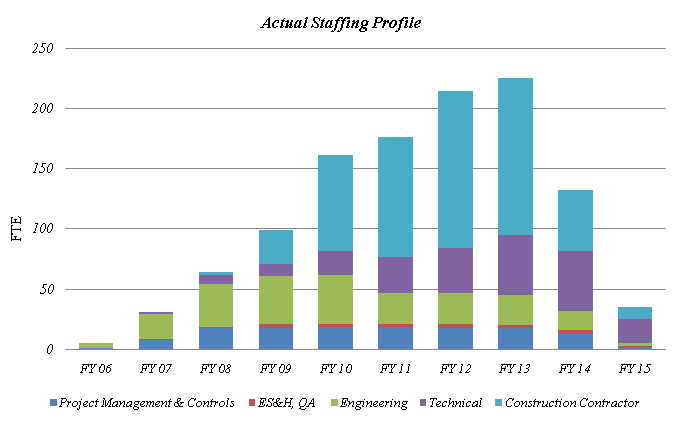
***Table A+1—Actual Funds Received***

| ***Fiscal Year*** | ***FY06*** | ***FY07*** | ***FY08*** | ***FY09*** | ***FY10*** | ***FY11*** | ***FY12*** | ***FY13*** | ***FY14*** | ***FY15*** | ***Total ($M)*** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| ***OPC*** | ***$5*** | ***$17*** | ***$16*** | ***$13*** | ***$4*** | ***$2*** | ***$6*** | ***$14*** | ***$14*** | ***$4*** | ***$94*** |
| *R&D and Design* | *$5* | *$17* | *$16* | *$13* | *$4* | *$1* |  |  |  |  | *$55* |
| *Pre-Ops* |  |  |  |  |  | *$1* | *$6* | *$14* | *$14* | *$4* | *$39* |
| ***TEC*** |  | ***$2*** | ***$18*** | ***$107*** | ***$98*** | ***$122*** | ***$75*** | ***$43*** | ***$21*** | ***$0*** | ***$485*** |
| *PED* |  | *$2* | *$18* | *$21* |  |  |  |  |  |  | *$40* |
| *Construction* |  |  |  | *$86* | *$98* | *$122* | *$75* | *$43* | *$21* |  | *$445* |
| ***Total Project Cost ($M)*** | *$5* | *$19* | *$33* | *$120* | *$102* | *$123* | *$81* | *$57* | *$35* | *$4* | *$579* |

**5.6 Staffing Profile**

Include an actual staffing profile for each fiscal year by personnel type. If staffing profile for contractors is not available, please note the work performed by the contractor (i.e., construction) and the contract amount instead.

***Example****: Figure D below shows the actual project FTE profile by fiscal year.*



*The demolition contractor staffing data was not available and thus is not included in the profile. The contract cost of the demolition work was $10M and the work was performed during June 2009 to February 2010.*

**5.7 Environmental Requirements/Permits**

Discuss in this section project environmental requirements and permits that was planned and what was actually performed. Include any major issues encountered (i.e., any archaeological findings during excavation, historical landmark issues, lawsuits and the outcome, etc.).

***Example:*** *The NEPA documentation required for this project was an Environmental Assessment (EA) and a Finding of No Significant Impact was determined prior to CD-2. However, during the project site clearing and excavation, an old Indian artifact was discovered that required…*

**5.8 Safety Record**

Include in this section the project safety record.

***Example****:Table AB summarizes the yearly project safety record by organization and type. See Appendix D for the specific injury data.*

***Table AB—Summary of Project Safety Record***



**6. CLOSEOUT STATUS**

The purpose of this section is to address status of closeout activities that need to be performed. For the Draft PCR—which is completed prior to CD-4, many of the closeout activities will not be complete. For the Initial PCR, due 90 days after CD-4 approval, most or all of the closeout activities will be complete. When all closeout activities are completed, the Final PCR will be submitted. The following is a list of closeout activities that may need to be performed by a project (select those that are appropriate). Include the date when the status is assessed.

* Performance/Quality Assurance Closeout
* Administrative Closeout
* Financial Closeout
* Contract Closeout
* Equipment Disposition,
* Other

***Example****: As of the end of December 2014, the following is the status of closeout activities.*

|  |  |  |  |
| --- | --- | --- | --- |
| ***Activity and Description*** | ***Complete—Yes or No?*** | ***Planned Completion Date?*** | ***Planned Remaining Costs ($K)?*** |
| *Completion of punch list items* | *No* | *3/30/15* | *$0* |
| *Complete Environmental Permitting* | *Yes* |  |  |
| *Equipment Disposition* | *Yes* |  |  |
| *Administrative Closeout—Cost associated with contract and financial closeout activities.* | *No* | *06/30/2015* | *$100* |
| *Contract Closeout—there is a claim for $500K by the Construction Contractor* | *No* | *06/30/2015* | *$900* |
| *Financial Closeout—will be closed after contract closeout is complete* | *No* | *06/30/2015* | *$200* |
| ***TOTAL:*** |  |  | ***$1,200*** |

**7. LESSONS LEARNED**

The section should discuss good work practices, innovative approaches, negative experiences, subcontractor performance, deviations from what was planned versus what was performed, unexpected events encountered, and other lessons learned by both the Federal and contractor personnel. The lessons learned should include the following topical areas:

* Background and Summary—a narrative of how the project proceeded. What was the project focused on, concerned about, surprised by, and how did it deal with these things.
* Technical,
* Cost, Schedule, and Funding
* Safety and Quality,
* Operations and Commissioning Planning and Readiness
* Management;

**8. PHOTOS**

Include photos of the project as it progresses from initial stages to project completion. Please include the date and the description of each photo.

**9. PROJECT DOCUMENT ARCHIVES AND LOCATIONS**

Include in this section, where project data and documents are stored or archived such as an archival point of contact.

***Example****: Project documents are archived at https://www.admin.xxx.gov/xxxx or*

*John Doe*

*123-456-1456*

*E-mail address*

*XXX Lab*

*Building XXX, RM 101*

*XXX Rd*

*XXX*

**APPENDICES**

The projects should use the appendices to include supporting data, additional details, or more information than what is suggested in the main text of the document. The following are examples of what can be included as appendices. The projects are not limited to what is included as examples in the document.

**Appendix A**

Detailed WBS Dictionary

**Appendix B**

Detailed Technical Performance Achieved

**Appendix C**

Major External Reviews

**Appendix D**

*Summary of Project Injuries*

|  |  |  |  |
| --- | --- | --- | --- |
| ***Date*** | ***Organization*** | ***Type*** | ***Description of Injury*** |
| *2/1/2009* | *Contractor* | *Recordable* | *Contractor tripped on a rock and cut knee.* |
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|  |  |  |  |
| *10/15/2014* | *Lab* | *DART* | *Graduate student accidentally sprayed cleaning solvent in eye and was taken to hospital.* |

**Appendix E**

Project Risk Registry