



Department of Energy
Office of Science
Washington, DC 20585

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MEMORANDUM FOR OFFICE OF SCIENCE ASSOCIATE DIRECTORS
SC FACILITY DIVISION DIRECTORS
SC PROGRAM MANAGERS
SC FEDERAL PROJECT DIRECTORS

FROM: J. STEPHEN BINKLEY *J S Binkley*
DEPUTY DIRECTOR FOR SCIENCE PROGRAMS

SUBJECT: Office of Science Project Performance Expectations

The purpose of this memorandum is to draw attention to the Office of Science's (SC) longstanding track record of good project performance, and communicate my expectations for SC's continued efforts toward successfully delivering all of its projects.

SC's record of successful project delivery over the past two decades provides significant benefits to the whole SC community—forming the basis for SC's removal from Government Accountability Office's (GAO) High Risk List in 2009; a key criterion supporting SC's exemption from DOE Order 413.3B in 2011, and garnering positive recognition and support from SC stakeholders and oversight organizations.

Over the same period, DOE's project management requirements have undergone multiple updates in response to internal and external initiatives to improve DOE's project delivery performance. Most recently, issuance of DOE Order 413.3B, Change 4 on October 13, 2017 incorporated several recommendations from DOE's regulatory reform initiative. In addition, ongoing continuous project management improvement efforts at SC's laboratories and SC site and program offices have enhanced SC's project management systems and practices.

In the midst of all these changes, one constant has been the SC Summary of Major Requirements (i.e., the SC Decision Matrix)—the series of matrices that has underpinned SC's approach to implement a rigorous and systematic project delivery process for all SC projects. The SC Summary of Major Requirements has been invoked and supported by previous SC Directors as the definitive source for SC project management requirements—to be implemented until rescinded.



I want to underscore SC's exemption from DOE Order 413.3B provides significant autonomy to SC for project decision making and oversight. Moreover, Integrated Project Teams should make full use of tailoring as envisioned in the DOE Directives System broadly and DOE Order 413.3B specifically.

Even in these very challenging times, it is my expectation that the SC community will redouble its efforts to successfully deliver all projects on cost and schedule. I also expect SC programs and project teams to work collaboratively and diligently to ensure the effective and efficient implementation of SC project management requirements as outlined in the attached SC Summary of Major Requirements.

Attachment

Summary of Major Requirements

TOTAL PROJECT COST (TPC)		\$750M or more	Less than \$750M to \$400M	Less than \$400M to \$100M	Less than \$100M to \$50M*	Less than \$50M* to \$20M	Less than \$20M to \$10M**		
DECISION / REQUIREMENTS¹ / APPROVAL²							Delegation Allowed		
Prior to CD-0, Approve Mission Need Statement		Reviewed by SC-28 (SC-28) Approved by SC-1	Reviewed by SC-28 Approved by SC-1	Reviewed by SC-28 Approved by SC-1	Reviewed by SC-28 Approved by SC-1	Reviewed by SC-28 Approved by SC-1	Reviewed by SC-28 Approved by SC-AD		
Prior to CD-1, Approve Acquisition Strategy		Reviewed by SC-28 Approved by SC-1	Reviewed by SC-28 Approved by SC-1	Reviewed by SC-28 Approved by SC-2	Reviewed by SC-28 Approved by SC-AD	Reviewed by SC-28 Approved by SC-AD	Reviewed by SC-28 Approved by SC-AD		
CRITICAL DECISIONS	CD-0--APPROVE MISSION NEED	S-2 (CD-1 to 4 delegated)	SC-1	SC-1	SC-AD	SC-AD	SC-AD		
	CD-1--APPROVE ALTERNATIVE SELECTION AND COST RANGE	S-4	SC-1	SC-1	SC-AD	SC-AD	SC-AD		
	CD-2 --APPROVE PERFORMANCE BASELINE	S-4	SC-1	SC-2	SC-AD	SC-AD	SC-AD		
	CD-3--APPROVE START OF CONSTRUCTION	SC-1	SC-1	SC-2	SC-AD	SC-AD	SC-AD		
	CD-4--APPROVE START OF OPERATIONS OR PROJECT COMPLETION	SC-1	SC-1	SC-2	SC-AD	SC-AD	SC-AD		
BASELINE MANAGEMENT	Changes to TPC	Deviations	If performance, scope, schedule, or cost baseline at CD-2 cannot be met, then SC-1 and SC-2 must be notified & a determination made to terminate the project or establish a new performance baseline.						
		New Performance Baseline Approval	S-4	SC-1	SC-2	SC-2	SC-2	SC-2	
	No TPC Change	Routine Project Changes/Control	Directed Change	Project changes caused by Policy Directives that have the force and affect of law and regulation, or Regulatory, or Statutory action and are initiated by entities external to the Department.					
			Program	SC-AD	SC-AD	SC-AD	SC AD	SC AD	SC AD
			Project	Prog. Mgr., SOM or FPD	Prog. Mgr., SOM or FPD	Prog. Mgr., SOM or FPD	Prog. Mgr., SOM or FPD	Prog. Mgr., SOM or FPD	Prog. Mgr., SOM or FPD
	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor	Contractor		
REVIEWS	Mission Validation Independent Review	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD		
	Design Review Prior to CD-1, CD-2, & CD-3	Team External to Project	Team External to Project	Team External to Project	Team External to Project	Team External to Project	Team External to Project		
	Conduct Independent Project Review or External Independent Review prior to CD-0 to 3	ICE or ICR by PM (CD-0 to 3)	ICE or ICR by PM & SC-28 (CD-1 to 3)	ICE or ICR by PM & SC-28 (CD-1 to 3)	Prior to CD-1 to CD-4 by SC-28	Prior to CD-2 & CD-3 Tailored by SC-28	Prior to CD-2 & CD-3 Tailored by SC-28		
	SC-AD Request Annual Peer Reviews by PMSO Post CD-2	SC-28	SC-28	SC-28	SC-28	SC-28 Tailored	SC-28 Tailored		
	Performance Baseline Deviation Reviews after CD-2	SC-28	SC-28	SC-28	SC-28	SC-28	SC-28		
	EVMS Review--Certification Prior to CD-3 & Bi-annual Surveillance (annual by contractor)	SC-28	SC-28	SC-28	SC-28	SC-28	N/A		
	ORR/RA--Operational Readiness Review/Readiness Assessment Prior to CD-4	Team External to Project	Team External to Project	Team External to Project	Team External to Project	Team External to Project	Team External to Project		
	Technology Readiness Assessment (TRA) prior to CD-2 and 3 by SAE or AE	N/A	N/A	N/A	N/A	N/A	N/A		
	Project Definition Rating Index (PDRI) by PM	N/A	N/A	N/A	N/A	N/A	N/A		
Hazard Cat. 1,2,3 Nuclear Facility--Technical IPR Prior to CD-2	PSO	PSO	PSO	PSO	PSO	PSO			
REPORTING	Monthly PARS II Reporting (EVMS for Projects>\$20 M)	Project Status After CD-0 and EV After CD-2					Monthly Project Status After CD-0		
	Monthly or Quarterly Project Reporting (QPR) or Meeting after CD-0	SC-AD Invite SC-1 and SC-28	SC-AD Invite SC-1 and SC-28	SC-AD Invite SC-2 and SC-28	SC-AD to invite SC-28	SC-AD to invite SC-28	SC-AD to invite SC-28		

Summary of Major Requirements

TOTAL PROJECT COST (TPC)		\$750M or more	Less than \$750M to \$400M	Less than \$400M to \$100M	Less than \$100M to \$50M*	Less than \$50M* to \$20M	Less than \$20M to \$10M**
		DECISION / REQUIREMENTS ¹ / APPROVAL ²					
CD-0--APPROVE MISSION NEED		S-2 (CD-1 to 4 delegated)	SC-1	SC-1	SC-AD	SC-AD	SC-AD
PRIOR TO CD-0-- PRECONCEPTUAL PLANNING	Perform Pre-Conceptual Planning Activities	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD
	Mission Validation Independent Review	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD
	Approve Mission Need Statement	Reviewed by SC-28 Approved by SC-1	Reviewed by SC-28 Approved by SC-1	Reviewed by SC-28 Approved by SC-1	Reviewed by SC-28 Approved by SC-1	Reviewed by SC-28 Approved by SC-1	Reviewed by SC-28 Approved by SC-AD
	Conduct an Independent Cost Review (ICR) for Major System Project	PM	N/A	N/A	N/A	N/A	N/A
	For NNSA--Prepare a Program Requirements Document	N/A	N/A	N/A	N/A	N/A	N/A
	<i>Nucl</i> For Hazard Cat. 1,2,3 Nuclear Facility--Develop & approve a Preliminary Safety Design Strategy document	Safety Basis Approval Authority (SBAA)	Safety Basis Approval Authority (SBAA)	Safety Basis Approval Authority (SBAA)	Safety Basis Approval Authority (SBAA)	Safety Basis Approval Authority (SBAA)	Safety Basis Approval Authority (SBAA)
POST CD-0	Submit approved CD or equivalent documents to PM	SC-28	SC-28	SC-28	SC-28	SC-28	SC-28
	Submit request for PED funds. Prepare PDS and OMB 300s. MIE and O&E--request funding.	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD
	Proceed with Conceptual Design using Operating funds	Project	Project	Project	Project	Project	Project
	Start monthly status PARS II reporting	Prog. Mgr. & FPD No Earned Value (EV)	Prog. Mgr. & FPD No Earned Value (EV)	Prog. Mgr. & FPD No Earned Value (EV)	Prog. Mgr. & FPD No Earned Value (EV)	Prog. Mgr. & FPD No Earned Value (EV)	Prog. Mgr. & FPD No Earned Value (EV)
	Start Monthly or Quarterly Project Reporting/Meeting	SC-AD Invite SC-1 and SC-28	SC-AD Invite SC-1 and SC-28	SC-AD Invite SC-2 and SC-28	SC-AD Invite SC-2 and SC-28	SC-AD to invite SC-28	SC-AD to invite SC-28
AD=Associate Director; AE=Acquisition Executive; PM=Acquisition and Project Management; CDNS=Chief of Defense Nuclear Safety; CNS=Chief Nuclear Safety; EIR=External Independent Review Conducted by PM; EV=Earned Value; Site Office=Field Organization (SOM, lab, etc.); FPD=Federal Project Director; ICE=Independent Cost Estimate; ICR=Independent Cost Review; IPR =Independent Project Review;PARS II= Project Assessment and Reporting System; PDS= Project Data Sheet; Prog. Mgr.=HQ Program Manager; PMSO= Project Management Support Office; PSO=Program Secretarial Officer; S-2=Deputy Secretary; SAE=Secretarial Acquisition Executive; SC-28=Office of Project Assessment; SOM=Site Office Manager; US=Under Secretary							
1. Documents and reports are not intended to be stand-alone and may be combined; 2. Where no approval authorities are noted, authorities are established through other directives or the Program Offices (e.g., Functions and Requirements Assignment Matrix).							
*DOE O 413.3B does not apply for Capital Asset projects with TPC of less than \$50M only the principles of the Order applies. However, projects will submit approved CD or equivalent documents and be entered in PARS II. Project performance will be tracked for all projects with TPC of \$10M or greater.							
**For projects with TPC of less than \$10M, the Order does not apply and project is not required to be in PARS II and performance will not be tracked by PM.							
Tailoring is necessary for efficient delivery of projects and should be applied to all projects considering size, complexity, cost, and risks.							
<div style="display: flex; justify-content: space-between;"> Hazard Category 1, 2, and 3 nuclear facilities as defined in DOE STD only. NNSA projects only </div>							

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DECISION / REQUIREMENTS ¹ / APPROVAL ²		Delegation Allowed						
CD-1--APPROVE ALTERNATIVE SELECTION AND COST RANGE		S-4	SC-1	SC-1	SC-AD	SC-AD	SC-AD	
PRIOR TO CD-1--CONCEPTUAL DESIGN	Approve Acquisition Strategy	Reviewed by SC-28 Approved by SC-1	Reviewed by SC-28 Approved by SC-1	Reviewed by SC-28 Approved by SC-2	Reviewed by SC-28 Approved by SC-AD	Reviewed by SC-28 Approved by SC-AD	Reviewed by SC-28 Approved by SC-AD	
	Approve Preliminary Project Execution Plan (PEP)	S-4	Reviewed by SC-28 Approved by SC-1	Reviewed by SC-28 Approved by SC-2	Reviewed by SC-28 Approved by SC-AD	Reviewed by SC-28 Approved by SC-AD	Reviewed by SC-28 Approved by SC-AD	
	Appointment of the Federal Project Director (FPD)	S-4	SC-1	SC-1	SC-AD	SC-AD	SC-AD	
	Approve Integrated Project Team (IPT)	S-4	SC-1	SC-2	SC-AD	SC-AD	SC-AD	
	Develop a Risk Management Plan	Project	Project	Project	Project	Project	Project	
	Comply with the One-for-One Building Space Replacement	Project	Project	Project	Project	Project	Project	
	Complete a Conceptual Design	Project	Project	Project	Project	Project	Project	
	Document High Perf. & Sustainable Bldg. & Sustainable Env. Stewardship considerations	Project	Project	Project	Project	Project	Project	
	Conduct a Conceptual Design Review	Team external to project	Team external to project	Team external to project	Team external to project	Team external to project	Team external to project	
	Complete a Conceptual Design Report	Project	Project	Project	Project	Project	Project	
	Prepare a Preliminary Hazard Analysis Report	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	
	Develop and Implement an Integrated Safety Management Plan	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	
	Establish Preliminary Quality Assurance Program (QAP)	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	
	Identify general Safeguards and Security requirements for the recommended alternative	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	
	Complete National Environmental Policy Act (NEPA) Strategy by issuing a determination (i.e., EIS, EA)	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	
	Conduct Independent Project Review or External Independent Review	ICE or ICR by PM & SC-28	ICE or ICR by PM & SC-28	ICE or ICR by APM with SC-28	SC-28	SC-28 Tailored	SC-28 Tailored	
	Update PDS, or other funding documents for MIE and OE projects, and OMB 300s, if applicable.	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD	
	Nuclear Facility	<i>Hazard Cat. 1,2,3 Nuclear Facility--Update Safety Design Strategy (SDS)</i>	<i>SBAA & FPD, w/ CNS or CDNS concurrence, as appropriate</i>	<i>SBAA & FPD, w/ CNS or CDNS concurrence, as appropriate</i>	<i>SBAA & FPD, w/ CNS or CDNS concurrence, as appropriate</i>	<i>SBAA & FPD, w/ CNS or CDNS concurrence, as appropriate</i>	<i>SBAA & FPD, w/ CNS or CDNS concurrence, as appropriate</i>	<i>SBAA & FPD, w/ CNS or CDNS concurrence, as appropriate</i>
		<i>Hazard Category 1, 2, and 3 nuclear facilities, conduct an Independent Project Review (IPR)</i>	<i>PSO</i>	<i>PSO</i>	<i>PSO</i>	<i>PSO</i>	<i>PSO</i>	<i>PSO</i>
		<i>Hazard Cat. 1,2,3 Nuclear Facility--Prepare a Conceptual Safety Design Report (CSDR)</i>	<i>SBAA via the CSVr</i>	<i>SBAA via the CSVr</i>	<i>SBAA via the CSVr</i>	<i>SBAA via the CSVr</i>	<i>SBAA via the CSVr</i>	<i>SBAA via the CSVr</i>
<i>Hazard Cat. 1,2,3 Nuclear Facility--Prepare Conceptual Safety Validation Report (CSVr)</i>		<i>SBAA</i>	<i>SBAA</i>	<i>SBAA</i>	<i>SBAA</i>	<i>SBAA</i>	<i>SBAA</i>	
<i>Hazard Cat. 1,2,3 Nuclear Facility--Initiate a Code of Record</i>	<i>Project</i>	<i>Project</i>	<i>Project</i>	<i>Project</i>	<i>Project</i>	<i>Project</i>		
POST CD-1	Submit approved CD or equivalent documents to APM	SC-28	SC-28	SC-28	SC-28	SC-28	SC-28	
	Allow expenditure of PED, MIE OR OE funds for project design.	Project	Project	Project	Project	Project	Project	
	Submit budget request for the remainder of TPC if CD-2 is approved w/i 1 year of OMB submission	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD	
	Update PARS II with monthly status	Prog. Mgr. & FPD No Earned Value (EV)	Prog. Mgr. & FPD No Earned Value (EV)	Prog. Mgr. & FPD No Earned Value (EV)	Prog. Mgr. & FPD No Earned Value (EV)	Prog. Mgr. & FPD No Earned Value (EV)	Prog. Mgr. & FPD No Earned Value (EV)	
	Continue with Monthly or Quarterly Project Reporting/Meeting	SC-AD Invite SC-1 and SC-28	SC-AD Invite SC-1 and SC-28	SC-AD Invite SC-2 and SC-28	SC-AD to invite SC-28	SC-AD to invite SC-28	SC-AD to invite SC-28	
	Develop an Acquisition Plan if applicable							
Nuc	<i>Hazard Cat. 1,2,3 Nuclear Facility--Develop a Checkout, Testing & Commissioning Plan</i>	<i>Project</i>	<i>Project</i>	<i>Project</i>	<i>Project</i>	<i>Project</i>	<i>Project</i>	

Summary of Major Requirements

TOTAL PROJECT COST (TPC)		\$750M or more	Less than \$750M to \$400M	Less than \$400M to \$100M	Less than \$100M to \$50M*	Less than \$50M* to \$20M	Less than \$20M to \$10M**
		DECISION / REQUIREMENTS ¹ / APPROVAL ²					
CD-2--APPROVE PERFORMANCE BASELINE		S-4	SC-1	SC-2	SC-AD	SC-AD	SC-AD
PRIOR TO CD-2--PRELIMINARY DESIGN	Approve updated Acquisition Strategy if changes are major	SC-1 with SC-28 concurrence	SC-1 with SC-28 concurrence	SC-1 with SC-28 concurrence	SC-1 with SC-28 concurrence	SC-AD with SC-28 concurrence	SC-AD with SC-28 concurrence
	Establish a Performance Baseline (PB)	FPD	FPD	FPD	FPD	FPD	FPD
	Approve updated PEP	S-4	SC-1	SC-2	SC-AD	SC-AD	SC-AD
	Prepare a Baseline Fund. Profile & reflect in budget docs. & PEP. Consider full funding if TPC < \$50M	S-4	SC-1	SC-2	SC-AD	SC-AD	SC-AD
	Approval of Long-Lead Procurement	S-4	SC-1	SC-2	SC-AD	SC-AD	SC-AD
	Develop Project Management Plan, if applicable	N/A	N/A	N/A	N/A	N/A	N/A
	Complete Preliminary Design	Project	Project	Project	Project	Project	Project
	Incorporate High Perf. & Sustainable Bldg. & Sustainable Environmental Stewardship	Project	Project	Project	Project	Project	Project
	Conduct a Preliminary Design Review	Team external to project	Team external to project	Team external to project	Team external to project	Team external to project	Team external to project
	Complete Preliminary Design Report	Project	Project	Project	Project	Project	Project
	Perform Baseline Validation Review	ICE or ICR by PM & SC-28	ICE or ICR by PM & SC-28	ICE or ICR by PM & SC-28	SC-28	SC-28	SC-28
	Conduct a Project Definition Rating Index analysis as part of an EIR	N/A	N/A	N/A	N/A	N/A	N/A
	Conduct a Technical Readiness Assessment & develop a Technical Maturation Plan	N/A	N/A	N/A	N/A	N/A	N/A
	Employ an EVMS compliant with ANSI/EIA-748A, or as defined in the contract	Contractor	Contractor	Contractor	Contractor	Contractor	N/A
	Prepare a Hazard Analysis Report	Field Organization (Site Office) or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab
	Continue with Quality Assurance Program	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab
	Conduct Preliminary Security Vulnerability Assessment, if necessary	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab
	Issue Final NEPA determination (i.e., FONSI)	SC-1 or Site Office	SC-1 or Site Office	SC-1 or Site Office	SC-1 or Site Office	SC-1 or Site Office	SC-1 or Site Office
	Update budget documents and Exhibit 300 if applicable	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD
	Nuclear Facility	Hazard Cat. 1,2,3 Nuclear Facility--Update Safety Design Strategy (SDS)	SBAA & FPD, w/CNS or CDNS concurrence, as appropriate	SBAA & FPD, w/CNS or CDNS concurrence, as appropriate	SBAA & FPD, w/CNS or CDNS concurrence, as appropriate	SBAA & FPD, w/CNS or CDNS concurrence, as appropriate	SBAA & FPD, w/CNS or CDNS concurrence, as appropriate
Hazard Cat. 1,2,3 Nuclear Facility--Prepare a Preliminary Safety Design Report updating the CSDR		SBAA via the PSVR	SBAA via the PSVR	SBAA via the PSVR	SBAA via the PSVR	SBAA via the PSVR	SBAA via the PSVR
Hazard Cat. 1,2,3 Nuclear Facility--Prepare a Preliminary Safety Validation Report (PSVR)		SBAA	SBAA	SBAA	SBAA	SBAA	SBAA
Hazard Cat. 1,2,3 Nuclear Facility--Conduct a Technical Independent Project Review		PSO	PSO	PSO	PSO	PSO	PSO
Hazard Cat. 1,2,3 Nuclear Facility--Place Code of Record under Configuration Control		Project	Project	Project	Project	Project	Project
POST CD-2	Submit approved CD or equivalent documents to APM. If applicable, any PB BCP to APM	SC-28	SC-28	SC-28	SC-28	SC-28	SC-28
	Submit budget request for the remainder of TPC	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD
	Funding profile changes that negatively impact project	S-4	SC-1	SC-2	SC-2	SC-2	SC-2
	Update PARS II with monthly status	Prog. Mgr., FPD, and Contractor	Prog. Mgr., FPD, and Contractor	Prog. Mgr., FPD, and Contractor	Prog. Mgr., FPD, and Contractor	Prog. Mgr., FPD, and Contractor	Prog. Mgr. & FPD No Earned Value (EV)
	Continue with Monthly or Quarterly Project Reporting/Meeting	SC-AD Invite SC-1 and SC-28	SC-AD Invite SC-1 and SC-28	SC-AD Invite SC-2 and SC-28	SC-AD to invite SC-28	SC-AD to invite SC-28	SC-AD to invite SC-28
	SC-AD Request Annual Project Peer Review by PMSO	SC-28	SC-28	SC-28	SC-28	SC-28 Tailored	SC-28 Tailored

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TOTAL PROJECT COST (TPC)		\$750M or more	Less than \$750M to \$400M	Less than \$400M to \$100M	Less than \$100M to \$50M*	Less than \$50M* to \$20M	Less than \$20M to \$10M**	
		DECISION / REQUIREMENTS ¹ / APPROVAL ²						Delegation Allowed
CD-3--APPROVE START OF CONSTRUCTION		SC-1	SC-1	SC-2	SC-AD	SC-AD	SC-AD	
PRIOR TO CD-3--FINAL DESIGN	Approve updated CD-2 Project Documentation (PEP, AS, PDS, etc) if major changes	Reviewed by SC-28 Approved by SC-1	Reviewed by SC-28 Approved by SC-1	Reviewed by SC-28 Approved by SC-2	Reviewed by SC-28 Approved by SC-AD	Reviewed by SC-28 Approved by SC-AD	Reviewed by SC-28 Approved by SC-AD	
	Complete Final Design	Project	Project	Project	Project	Project	Project	
	Incorporate High Performance & Sustainable Bldg. & Sustainable Env. Stewardship	Project	Project	Project	Project	Project	Project	
	Conduct a Final Design Review	Team external to project	Team external to project	Team external to project	Team external to project	Team external to project	Team external to project	
	Complete Final Design Report	Project	Project	Project	Project	Project	Project	
	Employ a certified EVMS compliant with ANSI/EIA-748A, or as defined in the contract	Certified by SC-28	Certified by SC-28	Certified by SC-28	Certified by SC-28	Contractor	N/A	
	Execution Readiness Review	ICE or ICR by PM if warranted or IPR by SC-28	ICE or ICR by PM if warranted or IPR by SC-28	ICE or ICR by PM if warranted or IPR by SC-28	SC-28	SC-28	SC-28	
	Conduct a Technology Readiness Assessment, where significant CTE modification occurs	N/A	N/A	N/A	N/A	N/A	N/A	
	Update the Hazard Analysis Report	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	
	Prepare Construction Project Safety and Health Plan	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	
	Update the Quality Assurance Program	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	
	Finalize the Security Vulnerability Assessment Report, if necessary	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	
	Nuclear Facility	Hazard Cat. 1,2,3 Nuclear Facility--Update Safety Design Strategy (SDS)	SBAA & FPD, w/ CNS or CDNS concurrence, as appropriate	SBAA & FPD, w/ CNS or CDNS concurrence, as appropriate	SBAA & FPD, w/ CNS or CDNS concurrence, as appropriate	SBAA & FPD, w/ CNS or CDNS concurrence, as appropriate	SBAA & FPD, w/ CNS or CDNS concurrence, as appropriate	SBAA & FPD, w/ CNS or CDNS concurrence, as appropriate
		Hazard Cat. 1,2,3 Nuclear Facility--Prepare a Preliminary Documented Safety Analysis ⁴ that updates the PSDR	SBA Authority via the SER	SBA Authority via the SER	SBA Authority via the SER	SBA Authority via the SER	SBA Authority via the SER	SBA Authority via the SER
Hazard Cat. 1,2,3 Nuclear Facility--Prepare a Safety Evaluation Report (SER)		SBAA w/ FPD concurrence	SBAA w/ FPD concurrence	SBAA w/ FPD concurrence	SBAA w/ FPD concurrence	SBAA w/ FPD concurrence	SBAA w/ FPD concurrence	
Hazard Cat. 1,2,3 Nuclear Facility--Revise the Code of Record		Project	Project	Project	Project	Project	Project	
POST CD-3	Submit approved CD or equivalent documents to APM. If applicable, any PB BCP to APM	SC-28	SC-28	SC-28	SC-28	SC-28	SC-28	
	Allow expenditure of TPC funds. Update budget document and OMB 300s if applicable.	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD	
	Update PARS II with monthly status	Prog. Mgr., FPD, and Contractor	Prog. Mgr., FPD, and Contractor	Prog. Mgr., FPD, and Contractor	Prog. Mgr., FPD, and Contractor	Prog. Mgr., FPD, and Contractor	Prog. Mgr. & FPD No Earned Value (EV)	
	Continue with Monthly or Quarterly Project Reporting/Meeting	SC-AD Invite SC-1 and SC-28	SC-AD Invite SC-1 and SC-28	SC-AD Invite SC-2 and SC-28	SC-AD to invite SC-28	SC-AD to invite SC-28	SC-AD to invite SC-28	
	Perform EVMS surveillance review	Bi-annually by SC-28 Annually by Contractor	Bi-annually by SC-28 Annually by Contractor	Bi-annually by SC-28 Annually by Contractor	Bi-annually by SC-28 Annually by Contractor	Annually by Contractor	N/A	
	Submit Lessons Learned regarding up-front planning and design 90 days after CD-3	FPD	FPD	FPD	FPD	FPD	FPD	
	SC-AD Request Annual Project Peer Review by PMSO	SC-28	SC-28	SC-28	SC-28	SC-28 Tailored	SC-28 Tailored	

Summary of Major Requirements

TOTAL PROJECT COST (TPC)		\$750M or more	Less than \$750M to \$400M	Less than \$400M to \$100M	Less than \$100M to \$50M*	Less than \$50M* to \$20M	Less than \$20M to \$10M**
DECISION / REQUIREMENTS¹ / APPROVAL²							Delegation Allowed
CD-4--APPROVE START OF OPERATIONS OR PROJECT COMPLETION		SC-1	SC-1	SC-2	SC-AD	SC-AD	SC-AD
PRIOR TO CD-4--CONSTRUCTION	Verify achievement of Key Performance Parameters/Project Completion Criteria	FPD	FPD	FPD	FPD	FPD	FPD
	Conduct readiness to operate review and issue a Project Transition to Operations Plan	Team external to project	Team external to project	Team external to project	Team external to project	Team external to project	Team external to project
	Conduct Independent Project Review	SC-28	SC-28	SC-28	SC-28	SC-28 Tailored	SC-28 Tailored
	Finalize the Hazard Analysis Report	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab
	Revise the Environmental Management System, as appropriate)	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab
	If Applicable, complete and submit Contractor Evaluation Documents	N/A	N/A	N/A	N/A	N/A	N/A
	Complete Draft Project Closeout Report	FPD	FPD	FPD	FPD	FPD	FPD
	<i>Hazard Cat. 1,2,3 Nuclear Facility--Conduct Operational Readiness Review, Readiness Assessment</i>	<i>Team external to project</i>	<i>Team external to project</i>	<i>Team external to project</i>	<i>Team external to project</i>	<i>Team external to project</i>	<i>Team external to project</i>
	<i>Hazard Cat. 1,2,3 Nuclear Facility--Prepare the Documented Safety Analysis</i>	<i>SBA Authority via the SER</i>	<i>SBA Authority via the SER</i>	<i>SBA Authority via the SER</i>	<i>SBA Authority via the SER</i>	<i>SBA Authority via the SER</i>	<i>SBA Authority via the SER</i>
	<i>Hazard Cat. 1,2,3 Nuclear Facility--Prepare a Safety Evaluation Report (SER)</i>	<i>SBAA</i>	<i>SBAA</i>	<i>SBAA</i>	<i>SBAA</i>	<i>SBAA</i>	<i>SBAA</i>
<i>Hazard Cat. 1,2,3 Nuclear Facility--Submit Code of Record</i>	<i>Project</i>	<i>Project</i>	<i>Project</i>	<i>Project</i>	<i>Project</i>	<i>Project</i>	
POST CD-4 & PROJECT CLOSEOUT	Submit approved CD or equivalent documents to APM.	SC-28	SC-28	SC-28	SC-28	SC-28	SC-28
	Finalize in PARS II project completion	FPD	FPD	FPD	FPD	FPD	FPD
	Perform final administrative and financial closeout	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab	Site Office or Lab
	Prepare an initial Project Closeout Report 90 days after CD-4	FPD	FPD	FPD	FPD	FPD	FPD
	Submit Lessons Learned regarding project execution and facility start-up 90 days after CD-4	FPD	FPD	FPD	FPD	FPD	FPD
	Complete Facility Sustainment goals and document achievements w/1 one year.	FPD	FPD	FPD	FPD	FPD	FPD
	Submit Final Project Closeout Report	FPD	FPD	FPD	FPD	FPD	FPD
	Include in site Ten Year Site Plan and establish property record in FIMS for facilities.	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD	SC-AD