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Photos placed in horizontal position with even amount of white space between photos and header

Funding versus Budget – Training

How are they different and why do we care?

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U.S. DEPARTMENT OF ENERGY | NNSA Nuclear National Security Administration

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Definitions

- Funding – Financial resources available to pay for project costs including labor, construction, and purchases. Funding represents real money.
- Budget – A planning value used to establish a baseline against which performance is measured and analyzed. Budget is not real money.
- Estimate at Completion (EAC) – Forecast or spend plan. Most current estimate of total project cost. Basis for forecasting funding requirements. Typically will not equal budget unless arbitrarily set equal to budget.

Differences

	Funding	Budget
Brief Definition	Financial value – pays the bills	Planning value – builds the plan
Related Terms	• Forecast / EAC – the EAC represents total required funding, not the currently authorized funding. • Spend plan	• Baseline budget / performance measurement baseline (PMB) – represents the planned value required to accomplish task – may or may not equal funding/EAC.
Authorizing Instrument	Customer funding documentation, corporate investment plan (CIP), project charter, service order	Project Authorization (PA), control account authorization (CAA)
Required Approvals (Authorization and Changes)	External customer, Planning (CIP), line customer (service order).	As required by earned value description, project procedures, Program Management Plan
Restrictions	Actual costs cannot exceed authorized funding – work must stop prior to exceeding funding limits.	Actual costs can exceed budget – overrun is capture in the project EAC.

Differences

	Funding	Budget
Change Instrument	• Customer authorization • CIP or Service order - update work breakdown structure (WBS) values in VPAT (at least monthly).	• Baseline change proposal – as required
Change Guidelines	• Funding changes are based on availability of customer funds or changes to financial obligations. • Funding may change very frequently, even daily. • Funding contingency may be used to cover overcosts; underruns may result in an increase to funding contingency.	• Budget changes based on additions, deletions or movement of associated work scope. • Changes to budget contingency (management reserve) are only allowed for work that is within the defined project scope but not yet allocated to a WBS. • Budget changes cannot be made for the sole purpose of eliminating either cost underruns or overruns. • Budget changes made infrequently.

Differences

	Funding	Budget
Relationship to Work Scope	• Initial funding is based on the estimated project cost for a defined work scope – typically for a specific time period such as a fiscal year. • Changes to funding will not necessarily be driven by changes to work scope, although they can be. • Changes to funding may occur due to changes to available financial resources or due to costs accumulated on the project.	• Initial budget based on estimated project cost for a defined work scope. • Budget is planned for the duration of the project. • Budget is fully integrated with project work scope at activity (WBS) level. • Scope, schedule, and budget cannot change independent of one another. • Changes to the initial budget baseline are scope driven.
Relationship between Funding and Budget	• Funding and budget may be equal when the project is initiated although they do not have to be, particularly when incremental funding is used (e.g., multi-year projects). • Changes to funding will typically not drive changes to budget. • However, significant changes to funding may require additions/deletions to project work scope, which will require a BCP that will change project budget.	

Differences

	Funding	Budget
Relationship to Schedule	Schedule is not associated with funding except at a project, program, or portfolio level – typically based on fiscal year.	• Schedule integrated with budget at project/ WBS / activity level via resource-loaded schedule. • Budget is time-phased by month.
Level of Analysis	Typically at project, program, or portfolio level.	At appropriate level of the WBS.
Tools	• VPAT • Tririga - TBD • Oracle	• VPAT • Tririga - TBD • Primavera P6 • EcoSys
Metrics	Financial performance metrics - percent costed	Earned value performance metrics: Schedule Performance Index (SPI), Cost Performance Index (CPI), Schedule Variance (SV), Cost Variance (CV), Variance at Completion (VAC), To Complete Performance Index (TCPI)

Differences

	Funding	Budget
Potential Impact of Variances	• Allocating too much funding to a single project may result in other projects being delayed or cancelled. • Allocating too little funding to a project means bills will not be paid and the project cannot complete as planned.	• Cost and schedule variances indicate that the project is not proceeding as planned. • Analysis is required to assess the cause and impact of those variances and identify potential corrective actions. • VACs are driven by the EAC and may indicate that funding changes are required (overrun, funding increase; underrun funding decrease).

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Funding vs. Budget

EXAMPLE

Example Description

- Construction project
  - Time & Material (T&M) design purchase order (PO)
  - Firm fixed price (FFP) construction PO
  - Level of effort (LOE) Sandia labor support
- Schedule performance (EV) is not captured in the example
  - Schedule performance may affect funding if work scope planned for current FY is pushed into the next FY and the project is funded annually.
  - In this case, budget would not change – a schedule variance would be shown. Funding would be decreased for the current FY and increased for the next FY.
- Although funds and budget management may be more complex in development projects, the definitions, differences, and processes are substantially the same.

Project – Day 1

- Project is planned to start and complete within the same fiscal year.
- Initial project authorization is for design only.
- Total Budget = Funding
- EAC = anticipated total project value
  - EAC includes both design and construction
    - Shows true cost of project
    - Enables resource planning
  - EAC anticipates that all management reserve (MR)/contingency will be used.

Day 1 of the Project

ABC Project Day 1		Funding	Funding Change	Funding Total
FUNDING	Initial	$0	$19,080	$19,080
Oct				
Nov				
Dec				
Jan				
Feb				
Mar				
Apr				
May				
Jun				
Jul				
Aug				
Sep				

		Baseline Budget	B/L Change	Total B/L Budget	MR	MR Change	Total MR	Total Budget
BUDGET	Design PA	$0	$18,000	$18,000	$0	$1,080	$1,080	$19,080
Oct								
Nov								
Dec								
Jan								
Feb								
Mar								
Apr								
May								
Jun								
Jul								
Aug								
Sep								

BUDGET	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
Budget baseline														
3.1 Design	$6,000	$6,000	$6,000										$18,000	
4.1 Construction					$0	$0	$0	$0	$0	$0	$0	$0	$0	
4.1.a FFP Contractor													*$0*	**Const PO Value**
4.1.b Sandia LOE													*$0*	
Total Budget Baseline	**$6,000**	**$6,000**	**$6,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$18,000**	
												Management Reserve / Contingency	**$1,080**	
Total Project Budget													**$19,080**	

ACTUALS	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Actual Costs													
3.1 Design													**$0**
4.1 Construction	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
4.1.a FFP Contractor													*$0*
4.1.b Sandia LOE													*$0*
Total Project Costs	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

FORECAST / EAC	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
EAC														
3.1 Design	**$6,000**	**$6,000**	**$7,080**										**$19,080**	
4.1 Construction					**$5,250**	**$8,400**	**$26,250**	**$84,000**	**$115,500**	**$126,000**	**$0**	**$0**	**$365,400**	
4.1.a FFP Contractor					*$5,000*	*$8,000*	*$25,000*	*$80,000*	*$110,000*	*$120,000*			*$348,000*	**Forecast Const PO Value**
4.1.b Sandia LOE					*$250*	*$400*	*$1,250*	*$4,000*	*$5,500*	*$6,000*			*$17,400*	
Timephased EAC	**$6,000**	**$6,000**	**$7,080**	**$0**	**$5,250**	**$8,400**	**$26,250**	**$84,000**	**$115,500**	**$126,000**	**$0**	**$0**	**$384,480**	

October Month-End

- No changes to either funding or budget
- EAC = cum to date actual costs + estimate to complete [ETC] (design and construction)
  - Although October costs were less than budgeted/estimated, the project manager anticipates that design will still cost $19,080 and will complete as scheduled.
  - Time-phased ETC has been updated so that total EAC = $19,080.

October

ABC Project OCT		Funding	Funding Change	Funding Total
FUNDING	Initial	$0	$19,080	$19,080
Oct		$19,080	$0	$19,080
Nov				
Dec				
Jan				
Feb				
Mar				
Apr				
May				
Jun				
Jul				
Aug				
Sep				

		Baseline Budget	B/L Change	Total B/L Budget	MR	MR Change	Total MR	Total Budget
BUDGET	Design PA	$0	$18,000	$18,000	$0	$1,080	$1,080	$19,080
Oct		$18,000	$0	$18,000	$1,080	$0	$1,080	$19,080
Nov								
Dec								
Jan								
Feb								
Mar								
Apr								
May								
Jun								
Jul								
Aug								
Sep								

BUDGET	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
Budget baseline														
3.1 Design	$6,000	$6,000	$6,000										$18,000	
4.1 Construction					$0	$0	$0	$0	$0	$0	$0	$0	$0	
4.1.a FFP Contractor													*$0*	Const PO Value
4.1.b Sandia LOE													*$0*	
Total Budget Baseline	$6,000	$6,000	$6,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$18,000	
												Management Reserve / Contingency	$1,080	
Total Project Budget													$19,080	

ACTUALS	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Actual Costs													
3.1 Design	$2,000												$2,000
4.1 Construction					$0	$0	$0	$0	$0	$0	$0	$0	$0
4.1.a FFP Contractor													*$0*
4.1.b Sandia LOE													*$0*
Total Project Costs	$2,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,000

FORECAST / EAC	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
EAC														
3.1 Design	$2,000	$9,000	$8,080										$19,080	
4.1 Construction					$5,250	$8,400	$26,250	$84,000	$115,500	$126,000	$0	$0	$365,400	
4.1.a FFP Contractor					*$5,000*	*$8,000*	*$25,000*	*$80,000*	*$110,000*	*$120,000*			*$348,000*	Forecast Const PO Value
4.1.b Sandia LOE					*$250*	*$400*	*$1,250*	*$4,000*	*$5,500*	*$6,000*			*$17,400*	
Timephased EAC	$2,000	$9,000	$8,080	$0	$5,250	$8,400	$26,250	$84,000	$115,500	$126,000	$0	$0	$384,480	

November Month-End

- A/E is late with design.
- To meet Construction schedule, overtime and the use of premium personnel is authorized.
- Increase funding to pay for overrun.
- Increase ETC to reflect anticipated overrun.
- No increase to budget – no change to scope.
- No change to MR/Contingency – no change to scope.

November

ABC Project NOV		Funding	Funding Change	Funding Total
FUNDING	Initial	$0	$19,080	$19,080
Oct		$19,080	$0	$19,080
Nov	Suppl	$19,080	$1,080	$20,160
Dec				
Jan				
Feb				
Mar				
Apr				
May				
Jun				
Jul				
Aug				
Sep				

		Baseline Budget	B/L Change	Total B/L Budget	MR	MR Change	Total MR	Total Budget
BUDGET	Design PA	$0	$18,000	$18,000	$0	$1,080	$1,080	$19,080
Oct		$18,000	$0	$18,000	$1,080	$0	$1,080	$19,080
Nov		$18,000	$0	$18,000	$1,080	$0	$1,080	$19,080
Dec								
Jan								
Feb								
Mar								
Apr								
May								
Jun								
Jul								
Aug								
Sep								

BUDGET	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
Budget baseline														
3.1 Design	$6,000	$6,000	$6,000										$18,000	
4.1 Construction					$0	$0	$0	$0	$0	$0	$0	$0	$0	
4.1.a FFP Contractor													*$0*	**Const PO Value**
4.1.b Sandia LOE													*$0*	
Total Budget Baseline	$6,000	$6,000	$6,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$18,000	
												Management Reserve / Contingency	$1,080	
Total Project Budget													$19,080	

ACTUALS	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Actual Costs													
3.1 Design	$2,000	$2,000											$4,000
4.1 Construction					$0	$0	$0	$0	$0	$0	$0	$0	$0
4.1.a FFP Contractor													*$0*
4.1.b Sandia LOE													*$0*
Total Project Costs	$2,000	$2,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$4,000

FORECAST / EAC	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
EAC														
3.1 Design	$2,000	$2,000	$8,080	$8,080									$20,160	
4.1 Construction					$0	$5,250	$8,400	$26,250	$84,000	$115,500	$126,000	$0	$365,400	
4.1.a FFP Contractor						*$5,000*	*$8,000*	*$25,000*	*$80,000*	*$110,000*	*$120,000*		*$348,000*	**Forecast Const PO Value**
4.1.b Sandia LOE						*$250*	*$400*	*$1,250*	*$4,000*	*$5,500*	*$6,000*		*$17,400*	
Timephased EAC	$2,000	$2,000	$8,080	$8,080	$0	$5,250	$8,400	$26,250	$84,000	$115,500	$126,000	$0	$385,560	

December Month-End

- No change to budget or funding
- No change to total EAC
- Time phased ETC updated to maintain total design EAC of $20,060
  - In this example, the time phased ETC will be updated each month so that the EAC always reflects cum actuals to date plus ETC.
  - The project can choose to make these updates less frequently.

December

ABC Project DEC		Funding	Funding Change	Funding Total
FUNDING	Initial	$0	$19,080	$19,080
Oct		$19,080	$0	$19,080
Nov	Suppl	$19,080	$980	$20,060
Dec		$20,060	$0	$20,060
Jan				
Feb				
Mar				
Apr				
May				
Jun				
Jul				
Aug				
Sep				

		Baseline Budget	B/L Change	Total B/L Budget	MR	MR Change	Total MR	Total Budget
BUDGET	Design PA	$0	$18,000	$18,000	$0	$1,080	$1,080	$19,080
Oct		$18,000	$0	$18,000	$1,080	$0	$1,080	$19,080
Nov		$18,000	$0	$18,000	$1,080	$0	$1,080	$19,080
Dec		$18,000	$0	$18,000	$1,080	$0	$1,080	$19,080
Jan								
Feb								
Mar								
Apr								
May								
Jun								
Jul								
Aug								
Sep								

BUDGET	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
Budget baseline														
3.1 Design	$6,000	$6,000	$6,000										$18,000	
4.1 Construction					$0	$0	$0	$0	$0	$0	$0	$0	$0	
4.1.a FFP Contractor													*$0*	Const PO Value
4.1.b Sandia LOE													*$0*	
Total Budget Baseline	$6,000	$6,000	$6,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$18,000	
												Management Reserve / Contingency	$1,080	
Total Project Budget													$19,080	

ACTUALS	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Actual Costs													
3.1 Design	$2,000	$2,000	$9,000										$13,000
4.1 Construction					$0	$0	$0	$0	$0	$0	$0	$0	$0
4.1.a FFP Contractor													*$0*
4.1.b Sandia LOE													*$0*
Total Project Costs	$2,000	$2,000	$9,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$13,000

FORECAST / EAC	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
EAC														
3.1 Design	$2,000	$2,000	$9,000	$7,060									$20,060	
4.1 Construction					$0	$5,250	$8,400	$26,250	$84,000	$115,500	$126,000	$0	$365,400	
4.1.a FFP Contractor						*$5,000*	*$8,000*	*$25,000*	*$80,000*	*$110,000*	*$120,000*		*$348,000*	Forecast Const PO Value
4.1.b Sandia LOE						*$250*	*$400*	*$1,250*	*$4,000*	*$5,500*	*$6,000*		*$17,400*	
Timephased EAC	$2,000	$2,000	$9,000	$7,060	$0	$5,250	$8,400	$26,250	$84,000	$115,500	$126,000	$0	$385,460	

January Month-End

- A/E completes design but actual costs to date plus anticipated invoices are $2,000 more than previous forecast
- Increase funding to pay A/E
- Increase EAC to equal final design costs
- No change to baseline budget or MR/contingency – A/E overrun was not due to a scope change

January

ABC Project JAN		Funding	Funding Change	Funding Total
FUNDING	Initial	$0	$19,080	**$19,080**
Oct		$19,080	$0	**$19,080**
Nov	Suppl	$19,080	$980	**$20,060**
Dec		$20,060	$0	**$20,060**
Jan	Suppl	$20,060	$1,940	**$22,000**
Feb				
Mar				
Apr				
May				
Jun				
Jul				
Aug				
Sep				

		Baseline Budget	B/L Change	Total B/L Budget	MR	MR Change	Total MR	Total Budget
BUDGET	Design PA	$0	$18,000	**$18,000**	$0	$1,080	**$1,080**	**$19,080**
Oct		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Nov		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Dec		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Jan		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Feb								
Mar								
Apr								
May								
Jun								
Jul								
Aug								
Sep								

BUDGET	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
Budget baseline														
3.1 Design	**$6,000**	**$6,000**	**$6,000**										**$18,000**	
4.1 Construction					**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	
4.1.a FFP Contractor													*$0*	**Const PO Value**
4.1.b Sandia LOE													*$0*	
Total Budget Baseline	**$6,000**	**$6,000**	**$6,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$18,000**	
												Management Reserve / Contingency	**$1,080**	
Total Project Budget													**$19,080**	

ACTUALS	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Actual Costs													
3.1 Design	**$2,000**	**$2,000**	**$9,000**	**$8,000**									**$21,000**
4.1 Construction					**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
4.1.a FFP Contractor													*$0*
4.1.b Sandia LOE													*$0*
Total Project Costs	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$21,000**

FORECAST / EAC	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
EAC														
3.1 Design	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$1,000**								**$22,000**	
4.1 Construction					**$0**	**$5,250**	**$8,400**	**$26,250**	**$84,000**	**$115,500**	**$126,000**	**$0**	**$365,400**	
4.1.a FFP Contractor						*$5,000*	*$8,000*	*$25,000*	*$80,000*	*$110,000*	*$120,000*		*$348,000*	**Forecast Const PO Value**
4.1.b Sandia LOE						*$250*	*$400*	*$1,250*	*$4,000*	*$5,500*	*$6,000*		*$17,400*	
Timephased EAC	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$1,000**	**$5,250**	**$8,400**	**$26,250**	**$84,000**	**$115,500**	**$126,000**	**$0**	**$387,400**	

February Month-End

- Contractor PO issued for $382,500
- Construction Project Authorization (PA) released
  - PA budget = design budget + construction PO + Sandia LOE budget [budget will not increase due to design overrun]
  - PA budget is lower than funding / EAC by amount of design overrun ($4,000)
- Update funding for construction PO, anticipated Sandia level of effort (LOE) activity, and MR/contingency.
- Update time phased budget to PA value.
- Update EAC to new funding value – anticipate spending all MR/contingency.

February

ABC Project FEB		Funding	Funding Change	Funding Total
FUNDING	Initial	$0	$19,080	$19,080
Oct		$19,080	$0	$19,080
Nov	Suppl	$19,080	$980	$20,060
Dec		$20,060	$0	$20,060
Jan	Suppl	$20,060	$1,940	$22,000
Feb	Suppl	$22,000	$424,575	$446,575
Mar				
Apr				
May				
Jun				
Jul				
Aug				
Sep				

		Baseline Budget	B/L Change	Total B/L Budget	MR	MR Change	Total MR	Total Budget
BUDGET	Design PA		$18,000	$18,000		$1,080	$1,080	$19,080
Oct		$18,000	$0	$18,000	$1,080	$0	$1,080	$19,080
Nov		$18,000	$0	$18,000	$1,080	$0	$1,080	$19,080
Dec		$18,000	$0	$18,000	$1,080	$0	$1,080	$19,080
Jan		$18,000	$0	$18,000	$1,080	$0	$1,080	$19,080
Feb	Construction PA	$18,000	$401,625	$419,625	$1,080	$21,870	$22,950	$442,575
Mar								
Apr								
May								
Jun								
Jul								
Aug								
Sep								

BUDGET	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
Budget baseline														
3.1 Design	$6,000	$6,000	$6,000										$18,000	
4.1 Construction					$0	$7,350	$8,925	$28,350	$105,000	$115,500	$136,500	$0	$401,625	
4.1.a FFP Contractor						*$7,000*	*$8,500*	*$27,000*	*$100,000*	*$110,000*	*$130,000*		*$382,500*	Const PO Value
4.1.b Sandia LOE						*$350*	*$425*	*$1,350*	*$5,000*	*$5,500*	*$6,500*		*$19,125*	
Total Budget Baseline	$6,000	$6,000	$6,000	$0	$0	$7,350	$8,925	$28,350	$105,000	$115,500	$136,500	$0	$419,625	
												Management Reserve / Contingency	$22,950	
Total Project Budget													$442,575	

ACTUALS	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Actual Costs													
3.1 Design	$2,000	$2,000	$9,000	$8,000	$1,000								$22,000
4.1 Construction					$1,000	$0	$0	$0	$0	$0	$0	$0	$1,000
4.1.a FFP Contractor													*$0*
4.1.b Sandia LOE					*$1,000*								*$1,000*
Total Project Costs	$2,000	$2,000	$9,000	$8,000	$2,000	$0	$0	$0	$0	$0	$0	$0	$23,000

FORECAST / EAC	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
EAC														
3.1 Design	$2,000	$2,000	$9,000	$8,000	$1,000								$22,000	
4.1 Construction					$1,000	$7,350	$10,425	$34,800	$114,500	$120,000	$136,500	$0	$424,575	
4.1.a FFP Contractor						*$7,000*	*$10,000*	*$33,450*	*$110,000*	*$115,000*	*$130,000*		*$405,450*	Forecast Const PO Value
4.1.b Sandia LOE					*$1,000*	*$350*	*$425*	*$1,350*	*$4,500*	*$5,000*	*$6,500*		*$19,125*	
Timephased EAC	$2,000	$2,000	$9,000	$8,000	$2,000	$7,350	$10,425	$34,800	$114,500	$120,000	$136,500	$0	$446,575	

March Month-End

- Project execution continues
- No change to funding
- No change to budget
- No change to total EAC

March

ABC Project MAR		Funding	Funding Change	Funding Total
FUNDING	Initial	$0	$19,080	**$19,080**
Oct		$19,080	$0	**$19,080**
Nov	Suppl	$19,080	$980	**$20,060**
Dec		$20,060	$0	**$20,060**
Jan	Suppl	$20,060	$1,940	**$22,000**
Feb	Suppl	$22,000	$424,575	**$446,575**
Mar		$446,575	$0	**$446,575**
Apr				
May				
Jun				
Jul				
Aug				
Sep				

		Baseline Budget	B/L Change	Total B/L Budget	MR	MR Change	Total MR	Total Budget
BUDGET	Design PA		$18,000	**$18,000**		$1,080	**$1,080**	**$19,080**
Oct		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Nov		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Dec		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Jan		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Feb	Construction PA	$18,000	$401,625	**$419,625**	$1,080	$21,870	**$22,950**	**$442,575**
Mar		$419,625	$0	**$419,625**	$22,950	$0	**$22,950**	**$442,575**
Apr								
May								
Jun								
Jul								
Aug								
Sep								

BUDGET	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
Budget baseline														
3.1 Design	**$6,000**	**$6,000**	**$6,000**										**$18,000**	
4.1 Construction					**$0**	**$7,350**	**$8,925**	**$28,350**	**$105,000**	**$115,500**	**$136,500**	**$0**	**$401,625**	
4.1.a FFP Contractor						*$7,000*	*$8,500*	*$27,000*	*$100,000*	*$110,000*	*$130,000*		*$382,500*	**Const PO Value**
4.1.b Sandia LOE						*$350*	*$425*	*$1,350*	*$5,000*	*$5,500*	*$6,500*		*$19,125*	
Total Budget Baseline	**$6,000**	**$6,000**	**$6,000**	**$0**	**$0**	**$7,350**	**$8,925**	**$28,350**	**$105,000**	**$115,500**	**$136,500**	**$0**	**$419,625**	
												Management Reserve / Contingency	**$22,950**	
Total Project Budget													**$442,575**	

ACTUALS	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Actual Costs													
3.1 Design	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$1,000**	**$200**							**$22,200**
4.1 Construction					**$1,000**	**$10,500**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$11,500**
4.1.a FFP Contractor						*$10,000*							*$10,000*
4.1.b Sandia LOE					*$1,000*	*$500*							*$1,500*
Total Project Costs	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$2,000**	**$10,700**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$33,700**

FORECAST / EAC	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
EAC														
3.1 Design	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$1,000**	**$200**							**$22,000**	
4.1 Construction					**$1,000**	**$10,500**	**$10,425**	**$31,800**	**$115,000**	**$120,500**	**$136,500**	**$0**	**$424,575**	
4.1.a FFP Contractor						*$10,000*	*$10,000*	*$30,450*	*$110,000*	*$115,000*	*$130,000*		*$405,450*	**Forecast Const PO Value**
4.1.b Sandia LOE					*$1,000*	*$500*	*$425*	*$1,350*	*$5,000*	*$5,500*	*$6,500*		*$19,125*	
Timephased EAC	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$2,000**	**$10,700**	**$10,425**	**$31,800**	**$115,000**	**$120,500**	**$136,500**	**$0**	**$446,575**	

April Month-End

- Unforeseen conditions, such as asbestos:
  - Required work is within scope of project charter and Project Authorization
  - Required work is not included in contractor PO – change order approved
  - Write BCP transferring MR/Contingency to Contractor WBS
  - No change to funding
  - No change to EAC – MR/contingency use already included in Construction EAC

April

ABC Project APR		Funding	Funding Change	Funding Total
FUNDING	Initial	$0	$19,080	**$19,080**
Oct		$19,080	$0	**$19,080**
Nov	Suppl	$19,080	$980	**$20,060**
Dec		$20,060	$0	**$20,060**
Jan	Suppl	$20,060	$1,940	**$22,000**
Feb	Suppl	$22,000	$424,575	**$446,575**
Mar		$446,575	$0	**$446,575**
Apr		$446,575	$0	**$446,575**
May				
Jun				
Jul				
Aug				
Sep				

		Baseline Budget	B/L Change	Total B/L Budget	MR	MR Change	Total MR	Total Budget
BUDGET	Design PA	$0	$18,000	**$18,000**		$1,080	**$1,080**	**$19,080**
Oct		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Nov		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Dec		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Jan		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Feb	Construction PA	$18,000	$401,625	**$419,625**	$1,080	$21,870	**$22,950**	**$442,575**
Mar		$419,625	$0	**$419,625**	$22,950	$0	**$22,950**	**$442,575**
Apr	BCP1 Allocate MR	$419,625	$20,000	**$439,625**	$22,950	($20,000)	**$2,950**	**$442,575**
May								
Jun								
Jul								
Aug								
Sep								

BUDGET	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
Budget baseline														
3.1 Design	**$6,000**	**$6,000**	**$6,000**										**$18,000**	
4.1 Construction					**$0**	**$7,350**	**$8,925**	**$28,350**	**$125,000**	**$115,500**	**$136,500**	**$0**	**$421,625**	
4.1.a FFP Contractor						*$7,000*	*$8,500*	*$27,000*	*$120,000*	*$110,000*	*$130,000*		*$402,500*	**Const PO Value**
4.1.b Sandia LOE						*$350*	*$425*	*$1,350*	*$5,000*	*$5,500*	*$6,500*		*$19,125*	
Total Budget Baseline	**$6,000**	**$6,000**	**$6,000**	**$0**	**$0**	**$7,350**	**$8,925**	**$28,350**	**$125,000**	**$115,500**	**$136,500**	**$0**	**$439,625**	
												Management Reserve / Contingency	**$2,950**	
Total Project Budget													**$442,575**	

ACTUALS	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Actual Costs													
3.1 Design	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$1,000**	**$200**							**$22,200**
4.1 Construction					**$1,000**	**$10,500**	**$10,400**	**$0**	**$0**	**$0**	**$0**	**$0**	**$21,900**
4.1.a FFP Contractor						*$10,000*	*$10,000*						*$20,000*
4.1.b Sandia LOE					*$1,000*	*$500*	*$400*						*$1,900*
Total Project Costs	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$2,000**	**$10,700**	**$10,400**	**$0**	**$0**	**$0**	**$0**	**$0**	**$44,100**

FORECAST / EAC	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
EAC														
3.1 Design	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$1,000**	**$200**							**$22,200**	
4.1 Construction					**$1,000**	**$10,500**	**$10,400**	**$31,350**	**$115,450**	**$120,375**	**$135,500**	**$0**	**$424,575**	
4.1.a FFP Contractor						*$10,000*	*$10,000*	*$30,000*	*$110,450*	*$115,000*	*$130,000*		*$405,450*	**Forecast Const PO Value**
4.1.b Sandia LOE					*$1,000*	*$500*	*$400*	*$1,350*	*$5,000*	*$5,375*	*$5,500*		*$19,125*	
Timephased EAC	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$2,000**	**$10,700**	**$10,400**	**$31,350**	**$115,450**	**$120,375**	**$135,500**	**$0**	**$446,775**	

May Month-End

- EAC review
  - Determination made that remaining contingency will not be used ($2,950)
  - Determination made that Sandia LOE will significantly underrun allocated budget by $13,775
- Lower EAC
  - Reduce construction EAC by $2,950 to $402,500 (equal to budget)
  - Reduce Sandia LOE EAC by $13,775 to $5,350
- Notify Planning that funding can be reduced to the new forecast value $430,050
  - $16,525 “contingency”
- No change to budget

May

Sandia National Laboratories

ABC Project MAY		Funding	Funding Change	Funding Total
FUNDING	Initial	$0	$19,080	**$19,080**
Oct		$19,080	$0	**$19,080**
Nov	Suppl	$19,080	$980	**$20,060**
Dec		$20,060	$0	**$20,060**
Jan	Suppl	$20,060	$1,940	**$22,000**
Feb	Suppl	$22,000	$424,575	**$446,575**
Mar		$446,575	$0	**$446,575**
Apr		$446,575	$0	**$446,575**
May	Suppl	$446,575	($16,525)	**$430,050**
Jun				
Jul				
Aug				
Sep				

		Baseline Budget	B/L Change	Total B/L Budget	MR	MR Change	Total MR	Total Budget
BUDGET	Design PA	$0	$18,000	**$18,000**		$1,080	**$1,080**	**$19,080**
Oct		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Nov		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Dec		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Jan		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Feb	Construction PA	$18,000	$401,625	**$419,625**	$1,080	$21,870	**$22,950**	**$442,575**
Mar		$419,625	$0	**$419,625**	$22,950	$0	**$22,950**	**$442,575**
Apr	BCP1 Allocate MR	$419,625	$20,000	**$439,625**	$22,950	($20,000)	**$2,950**	**$442,575**
May		$439,625	$0	**$439,625**	$2,950	$0	**$2,950**	**$442,575**
Jun								
Jul								
Aug								
Sep								

BUDGET	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
Budget baseline														
3.1 Design	**$6,000**	**$6,000**	**$6,000**										**$18,000**	
4.1 Construction					**$0**	**$7,350**	**$8,925**	**$28,350**	**$125,000**	**$115,500**	**$136,500**	**$0**	**$421,625**	
4.1.a FFP Contractor						*$7,000*	*$8,500*	*$27,000*	*$120,000*	*$110,000*	*$130,000*		*$402,500*	**Const PO Value**
4.1.b Sandia LOE						*$350*	*$425*	*$1,350*	*$5,000*	*$5,500*	*$6,500*		*$19,125*	
Total Budget Baseline	**$6,000**	**$6,000**	**$6,000**	**$0**	**$0**	**$7,350**	**$8,925**	**$28,350**	**$125,000**	**$115,500**	**$136,500**	**$0**	**$439,625**	
												Management Reserve / Contingency	**$2,950**	
Total Project Budget													**$442,575**	

ACTUALS	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Actual Costs													
3.1 Design	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$1,000**	**$200**							**$22,200**
4.1 Construction					**$1,000**	**$10,500**	**$10,400**	**$25,450**	**$0**	**$0**	**$0**	**$0**	**$47,350**
4.1.a FFP Contractor						*$10,000*	*$10,000*	*$25,000*					*$45,000*
4.1.b Sandia LOE					*$1,000*	*$500*	*$400*	*$450*					*$2,350*
Total Project Costs	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$2,000**	**$10,700**	**$10,400**	**$25,450**	**$0**	**$0**	**$0**	**$0**	**$69,550**

FORECAST / EAC	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
EAC														
3.1 Design	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$1,000**	**$200**							**$22,200**	
4.1 Construction					**$1,000**	**$10,500**	**$10,400**	**$25,450**	**$111,000**	**$116,000**	**$133,500**	**$0**	**$407,850**	
4.1.a FFP Contractor						*$10,000*	*$10,000*	*$25,000*	*$110,000*	*$115,000*	*$132,500*		*$402,500*	**Forecast Const PO Value**
4.1.b Sandia LOE					*$1,000*	*$500*	*$400*	*$450*	*$1,000*	*$1,000*	*$1,000*		*$5,350*	
Timephased EAC	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$2,000**	**$10,700**	**$10,400**	**$25,450**	**$111,000**	**$116,000**	**$133,500**	**$0**	**$430,050**	

June Month-End

- Project execution continues
- No change to funding
- No change to budget
- No change to total EAC

June

ABC Project JUN		Funding	Funding Change	Funding Total
FUNDING	Initial	$0	$19,080	**$19,080**
Oct		$19,080	$0	**$19,080**
Nov	Suppl	$19,080	$980	**$20,060**
Dec		$20,060	$0	**$20,060**
Jan	Suppl	$20,060	$1,940	**$22,000**
Feb	Suppl	$22,000	$424,575	**$446,575**
Mar		$446,575	$0	**$446,575**
Apr		$446,575	$0	**$446,575**
May	Suppl	$446,575	($16,525)	**$430,050**
Jun		$430,050	$0	**$430,050**
Jul				
Aug				
Sep				

		Baseline Budget	B/L Change	Total B/L Budget	MR	MR Change	Total MR	Total Budget
BUDGET	Design PA	$0	$18,000	**$18,000**		$1,080	**$1,080**	**$19,080**
Oct		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Nov		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Dec		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Jan		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Feb	Construction PA	$18,000	$401,625	**$419,625**	$1,080	$21,870	**$22,950**	**$442,575**
Mar		$419,625	$0	**$419,625**	$22,950	$0	**$22,950**	**$442,575**
Apr	BCP1 Allocate MR	$419,625	$20,000	**$439,625**	$22,950	($20,000)	**$2,950**	**$442,575**
May		$439,625	$0	**$439,625**	$2,950	$0	**$2,950**	**$442,575**
Jun		$439,625	$0	**$439,625**	$2,950	$0	**$2,950**	**$442,575**
Jul								
Aug								
Sep								

BUDGET	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
Budget baseline														
3.1 Design	**$6,000**	**$6,000**	**$6,000**										**$18,000**	
4.1 Construction					**$0**	**$7,350**	**$8,925**	**$28,350**	**$125,000**	**$115,500**	**$136,500**	**$0**	**$421,625**	
4.1.a FFP Contractor						*$7,000*	*$8,500*	*$27,000*	*$120,000*	*$110,000*	*$130,000*		*$402,500*	**Const PO Value**
4.1.b Sandia LOE						*$350*	*$425*	*$1,350*	*$5,000*	*$5,500*	*$6,500*		*$19,125*	
Total Budget Baseline	**$6,000**	**$6,000**	**$6,000**	**$0**	**$0**	**$7,350**	**$8,925**	**$28,350**	**$125,000**	**$115,500**	**$136,500**	**$0**	**$439,625**	
												Management Reserve / Contingency	**$2,950**	
Total Project Budget													**$442,575**	

ACTUALS	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Actual Costs													
3.1 Design	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$1,000**	**$200**							**$22,200**
4.1 Construction					**$1,000**	**$10,500**	**$10,400**	**$25,450**	**$145,900**	**$0**	**$0**	**$0**	**$193,250**
4.1.a FFP Contractor						*$10,000*	*$10,000*	*$25,000*	*$145,000*				*$190,000*
4.1.b Sandia LOE					*$1,000*	*$500*	*$400*	*$450*	*$900*				*$3,250*
Total Project Costs	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$2,000**	**$10,700**	**$10,400**	**$25,450**	**$145,900**	**$0**	**$0**	**$0**	**$215,450**

FORECAST / EAC	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
EAC														
3.1 Design	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$1,000**	**$200**							**$22,200**	
4.1 Construction					**$1,000**	**$10,500**	**$10,400**	**$25,450**	**$145,900**	**$111,100**	**$103,500**	**$0**	**$407,850**	
4.1.a FFP Contractor						*$10,000*	*$10,000*	*$25,000*	*$145,000*	*$110,000*	*$102,500*		*$402,500*	**Forecast Const PO Value**
4.1.b Sandia LOE					*$1,000*	*$500*	*$400*	*$450*	*$900*	*$1,100*	*$1,000*		*$5,350*	
Timephased EAC	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$2,000**	**$10,700**	**$10,400**	**$25,450**	**$145,900**	**$111,100**	**$103,500**	**$0**	**$430,050**	

July Month-End

- Planning adds $50,000 in work scope to the project, updates charter.
- Funding increased by $50,000
- PA and construction PO modified to increase project construction budget by $50,000 and add scope definition – MR will not be increased
- EAC increased by $50,000

July

ABC Project JUL		Funding	Funding Change	Funding Total
FUNDING	Initial	$0	$19,080	**$19,080**
Oct		$19,080	$0	**$19,080**
Nov	Suppl	$19,080	$980	**$20,060**
Dec		$20,060	$0	**$20,060**
Jan	Suppl	$20,060	$1,940	**$22,000**
Feb	Suppl	$22,000	$424,575	**$446,575**
Mar		$446,575	$0	**$446,575**
Apr		$446,575	$0	**$446,575**
May	Suppl	$446,575	($16,525)	**$430,050**
Jun		$430,050	$0	**$430,050**
Jul	Suppl	$430,050	$50,000	**$480,050**
Aug				
Sep				

		Baseline Budget	B/L Change	Total B/L Budget	MR	MR Change	Total MR	Total Budget
BUDGET	Design PA	$0	$18,000	**$18,000**		$1,080	**$1,080**	**$19,080**
Oct		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Nov		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Dec		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Jan		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Feb	Construction PA	$18,000	$401,625	**$419,625**	$1,080	$21,870	**$22,950**	**$442,575**
Mar		$419,625	$0	**$419,625**	$22,950	$0	**$22,950**	**$442,575**
Apr	BCP1 Allocate MR	$419,625	$20,000	**$439,625**	$22,950	($20,000)	**$2,950**	**$442,575**
May		$439,625	$0	**$439,625**	$2,950	$0	**$2,950**	**$442,575**
Jun		$439,625	$0	**$439,625**	$2,950	$0	**$2,950**	**$442,575**
Jul	PA Mod	$439,625	$50,000	**$489,625**	$2,950	$0	**$2,950**	**$492,575**
Aug								
Sep								

BUDGET	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
Budget baseline														
3.1 Design	**$6,000**	**$6,000**	**$6,000**										**$18,000**	
4.1 Construction					**$0**	**$7,350**	**$8,925**	**$28,350**	**$125,000**	**$115,500**	**$186,500**	**$0**	**$471,625**	
4.1.a FFP Contractor						*$7,000*	*$8,500*	*$27,000*	*$120,000*	*$110,000*	*$180,000*		*$452,500*	**Const PO Value**
4.1.b Sandia LOE						*$350*	*$425*	*$1,350*	*$5,000*	*$5,500*	*$6,500*		*$19,125*	
Total Budget Baseline	**$6,000**	**$6,000**	**$6,000**	**$0**	**$0**	**$7,350**	**$8,925**	**$28,350**	**$125,000**	**$115,500**	**$186,500**	**$0**	**$489,625**	
												Management Reserve / Contingency	**$2,950**	
Total Project Budget													**$492,575**	

ACTUALS	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Actual Costs													
3.1 Design	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$1,000**	**$200**							**$22,200**
4.1 Construction					**$1,000**	**$10,500**	**$10,400**	**$25,450**	**$145,900**	**$120,450**	**$0**	**$0**	**$313,700**
4.1.a FFP Contractor						*$10,000*	*$10,000*	*$25,000*	*$145,000*	*$120,000*			*$310,000*
4.1.b Sandia LOE					*$1,000*	*$500*	*$400*	*$450*	*$900*	*$450*			*$3,700*
Total Project Costs	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$2,000**	**$10,700**	**$10,400**	**$25,450**	**$145,900**	**$120,450**	**$0**	**$0**	**$335,900**

FORECAST / EAC	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
EAC														
3.1 Design	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$1,000**	**$200**							**$22,200**	
4.1 Construction					**$1,000**	**$10,500**	**$10,400**	**$25,450**	**$145,900**	**$120,450**	**$144,150**	**$0**	**$457,850**	
4.1.a FFP Contractor						*$10,000*	*$10,000*	*$25,000*	*$145,000*	*$120,000*	*$142,500*		*$452,500*	**Forecast Const PO Value**
4.1.b Sandia LOE					*$1,000*	*$500*	*$400*	*$450*	*$900*	*$450*	*$1,650*		*$5,350*	
Timephased EAC	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$2,000**	**$10,700**	**$10,400**	**$25,450**	**$145,900**	**$120,450**	**$144,150**	**$0**	**$480,050**	

August Month-End

- Project execution continues
- No change to funding
- No change to budget
- Final construction invoice expected in September. Update ETC. No change to total EAC.
- Sandia LOE costs anticipated in September for closeout. Update ETC. No change to total EAC.

August

Sandia National Laboratories

ABC Project AUG		Funding	Funding Change	Funding Total
FUNDING	Initial	$0	$19,080	**$19,080**
Oct		$19,080	$0	**$19,080**
Nov	Suppl	$19,080	$980	**$20,060**
Dec		$20,060	$0	**$20,060**
Jan	Suppl	$20,060	$1,940	**$22,000**
Feb	Suppl	$22,000	$424,575	**$446,575**
Mar		$446,575	$0	**$446,575**
Apr		$446,575	$0	**$446,575**
May	Suppl	$446,575	($16,525)	**$430,050**
Jun		$430,050	$0	**$430,050**
Jul	Suppl	$430,050	$50,000	**$480,050**
Aug		$480,050	$0	**$480,050**
Sep				

		Baseline Budget	B/L Change	Total B/L Budget	MR	MR Change	Total MR	Total Budget
BUDGET	Design PA	$0	$18,000	**$18,000**		$1,080	**$1,080**	**$19,080**
Oct		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Nov		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Dec		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Jan		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Feb	Construction PA	$18,000	$401,625	**$419,625**	$1,080	$21,870	**$22,950**	**$442,575**
Mar		$419,625	$0	**$419,625**	$22,950	$0	**$22,950**	**$442,575**
Apr	BCP1 Allocate MR	$419,625	$20,000	**$439,625**	$22,950	($20,000)	**$2,950**	**$442,575**
May		$439,625	$0	**$439,625**	$2,950	$0	**$2,950**	**$442,575**
Jun		$439,625	$0	**$439,625**	$2,950	$0	**$2,950**	**$442,575**
Jul	PA Mod	$439,625	$50,000	**$489,625**	$2,950	$0	**$2,950**	**$492,575**
Aug		$489,625	$0	**$489,625**	$2,950	$0	**$2,950**	**$492,575**
Sep								

BUDGET	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
Budget baseline														
3.1 Design	**$6,000**	**$6,000**	**$6,000**										**$18,000**	
4.1 Construction					**$0**	**$7,350**	**$8,925**	**$28,350**	**$125,000**	**$115,500**	**$186,500**	**$0**	**$471,625**	
4.1.a FFP Contractor						*$7,000*	*$8,500*	*$27,000*	*$120,000*	*$110,000*	*$180,000*		*$452,500*	**Const PO Value**
4.1.b Sandia LOE						*$350*	*$425*	*$1,350*	*$5,000*	*$5,500*	*$6,500*		*$19,125*	
Total Budget Baseline	**$6,000**	**$6,000**	**$6,000**	**$0**	**$0**	**$7,350**	**$8,925**	**$28,350**	**$125,000**	**$115,500**	**$186,500**	**$0**	**$489,625**	
												Management Reserve / Contingency	**$2,950**	
Total Project Budget													**$492,575**	

ACTUALS	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Actual Costs													
3.1 Design	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$1,000**	**$200**							**$22,200**
4.1 Construction					**$1,000**	**$10,500**	**$10,400**	**$25,450**	**$145,900**	**$120,450**	**$100,950**	**$0**	**$414,650**
4.1.a FFP Contractor						*$10,000*	*$10,000*	*$25,000*	*$145,000*	*$120,000*	*$100,000*		*$410,000*
4.1.b Sandia LOE					*$1,000*	*$500*	*$400*	*$450*	*$900*	*$450*	*$950*		*$4,650*
Total Project Costs	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$2,000**	**$10,700**	**$10,400**	**$25,450**	**$145,900**	**$120,450**	**$100,950**	**$0**	**$436,850**

FORECAST / EAC	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
EAC														
3.1 Design	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$1,000**	**$200**							**$22,200**	
4.1 Construction					**$1,000**	**$10,500**	**$10,400**	**$25,450**	**$145,900**	**$120,450**	**$100,950**	**$43,200**	**$457,850**	
4.1.a FFP Contractor						*$10,000*	*$10,000*	*$25,000*	*$145,000*	*$120,000*	*$100,000*	*$42,500*	*$452,500*	**Forecast Const PO Value**
4.1.b Sandia LOE					*$1,000*	*$500*	*$400*	*$450*	*$900*	*$450*	*$950*	*$700*	*$5,350*	
Timephased EAC	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$2,000**	**$10,700**	**$10,400**	**$25,450**	**$145,900**	**$120,450**	**$100,950**	**$43,200**	**$480,050**	

September

- All invoices processed
- Funding value set equal to actual costs = EAC / Forecast
  - Sandia LOE actual costs $500 less than forecast costs
- No change to budget

September

ABC Project SEP		Funding	Funding Change	Funding Total
FUNDING	Initial	$0	$19,080	**$19,080**
Oct		$19,080	$0	**$19,080**
Nov	Suppl	$19,080	$980	**$20,060**
Dec		$20,060	$0	**$20,060**
Jan	Suppl	$20,060	$1,940	**$22,000**
Feb	Suppl	$22,000	$424,575	**$446,575**
Mar		$446,575	$0	**$446,575**
Apr		$446,575	$0	**$446,575**
May	Suppl	$446,575	($16,525)	**$430,050**
Jun		$430,050	$0	**$430,050**
Jul	Suppl	$430,050	$50,000	**$480,050**
Aug		$480,050	$0	**$480,050**
Sep	Final	$480,050	($500)	**$479,550**

		Baseline Budget	B/L Change	Total B/L Budget	MR	MR Change	Total MR	Total Budget
BUDGET	Design PA	$0	$18,000	**$18,000**		$1,080	**$1,080**	**$19,080**
Oct		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Nov		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Dec		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Jan		$18,000	$0	**$18,000**	$1,080	$0	**$1,080**	**$19,080**
Feb	Construction PA	$18,000	$401,625	**$419,625**	$1,080	$21,870	**$22,950**	**$442,575**
Mar		$419,625	$0	**$419,625**	$22,950	$0	**$22,950**	**$442,575**
Apr	BCP1 Allocate MR	$419,625	$20,000	**$439,625**	$22,950	($20,000)	**$2,950**	**$442,575**
May		$439,625	$0	**$439,625**	$2,950	$0	**$2,950**	**$442,575**
Jun		$439,625	$0	**$439,625**	$2,950	$0	**$2,950**	**$442,575**
Jul	PA Mod	$439,625	$50,000	**$489,625**	$2,950	$0	**$2,950**	**$492,575**
Aug		$489,625	$0	**$489,625**	$2,950	$0	**$2,950**	**$492,575**
Sep		$489,625	$0	**$489,625**	$2,950	$0	**$2,950**	**$492,575**

BUDGET	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
Budget baseline														
3.1 Design	**$6,000**	**$6,000**	**$6,000**										**$18,000**	
4.1 Construction					**$0**	**$7,350**	**$8,925**	**$28,350**	**$125,000**	**$115,500**	**$186,500**	**$0**	**$471,625**	
4.1.a FFP Contractor						*$7,000*	*$8,500*	*$27,000*	*$120,000*	*$110,000*	*$180,000*		*$452,500*	**Const PO Value**
4.1.b Sandia LOE						*$350*	*$425*	*$1,350*	*$5,000*	*$5,500*	*$6,500*		*$19,125*	
Total Budget Baseline	**$6,000**	**$6,000**	**$6,000**	**$0**	**$0**	**$7,350**	**$8,925**	**$28,350**	**$125,000**	**$115,500**	**$186,500**	**$0**	**$489,625**	
												Management Reserve / Contingency	**$2,950**	
Total Project Budget													**$492,575**	

ACTUALS	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Actual Costs													
3.1 Design	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$1,000**	**$200**							**$22,200**
4.1 Construction					**$1,000**	**$10,500**	**$10,400**	**$25,450**	**$145,900**	**$120,450**	**$100,950**	**$42,700**	**$457,350**
4.1.a FFP Contractor						*$10,000*	*$10,000*	*$25,000*	*$145,000*	*$120,000*	*$100,000*	*$42,500*	*$452,500*
4.1.b Sandia LOE					*$1,000*	*$500*	*$400*	*$450*	*$900*	*$450*	*$950*	*$200*	*$4,850*
Total Project Costs	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$2,000**	**$10,700**	**$10,400**	**$25,450**	**$145,900**	**$120,450**	**$100,950**	**$42,700**	**$479,550**

FORECAST / EAC	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
EAC														
3.1 Design	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$1,000**	**$200**							**$22,200**	
4.1 Construction					**$1,000**	**$10,500**	**$10,400**	**$25,450**	**$145,900**	**$120,450**	**$100,950**	**$42,700**	**$457,350**	
4.1.a FFP Contractor						*$10,000*	*$10,000*	*$25,000*	*$145,000*	*$120,000*	*$100,000*	*$42,500*	*$452,500*	**Forecast Const PO Value**
4.1.b Sandia LOE					*$1,000*	*$500*	*$400*	*$450*	*$900*	*$450*	*$950*	*$200*	*$4,850*	
Timephased EAC	**$2,000**	**$2,000**	**$9,000**	**$8,000**	**$2,000**	**$10,700**	**$10,400**	**$25,450**	**$145,900**	**$120,450**	**$100,950**	**$42,700**	**$479,550**	

Summary

- Funding is a moving target and is not necessarily related to scope or integrated with project schedule.
  - Project cannot track schedule and cost performance against funding.
- EAC should provide an indicator of funding required to complete project scope – but may (and probably will) differ from both funding and budget.
- Budget is tightly integrated with scope and schedule.
  - Project can track schedule and cost performance against budget.
  - If budget is managed properly, the schedule performance index (SPI) provides a good tool for forecasting project EAC and project funding requirements.