

“Project Management Using Earned Value”
Case Study Solution 34.1

34.1

C A S E

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Contract
Budget
Base Log

Contract Budget Base log (CBB) (\$ in Thousands)

1 Transaction Number	2 Date	3 Description	4 Contract Target Cost (CTC)	5 Authorized Unpriced Work (AUW)	6 Contract Budget Base (CBB)	7 Management Reserve (MR)	8 Performance Measurement Baseline (PMB)	9 Undistributed Budget (UB)	10 Allocated (Distributed) Budget	11 Remarks/Notes
1	14 Jan Yr01	Contract Award	100,000	-0-	100,000	-0-	100,000	100,000	-0-	Establish contract budget & BBL
2	14 Jan Yr01	Preliminary MR Established	No Change	No Change	No Change	9,000	(9,000)	(9,000)	No Change	Establish Preliminary MR
N/A	31 Jan Yr01	JAN. IPMR/CPR	100,000	-0-	100,000	9,000	91,000	91,000	-0-	
3	28 Feb Yr01	Increase UB.	No Change	No Change	No Change	(2,500)	2,500	2,500	No Change	Adjust MR from CAM negotiations.
4	28 Feb Yr01	Establish PMB	No Change	No Change	No Change	No Change	No Change	(93,500)	93,500	Issue CAADs for all authorized work, transfer UB to CAs
N/A	28 Feb Yr01	FEB. IPMR/CPR	100,000	-0-	100,000	6,500	93,500	-0-	93,500	
N/A	03 Apr Yr01	MARCH IPMR/CPR	100,000	-0-	100,000	6,500	93,500	-0-	93,500	
5	23 Apr Yr01	P0001	1,000	No Change	1,000	No Change	1,000	1,000	No Change	Log Modification P0001 into Contract
N/A	01 May Yr01	APRIL IPMR/CPR	101,000	-0-	101,000	6,500	94,500	1,000	93,500	
6	16 May Yr01	Increase MR from CAM P0001 Negotiations.	No Change	No Change	No Change	75	(75)	(75)	No Change	Adjust MR from CAM negotiations.
7	16 May Yr01	Change PMB for P0001	No Change	No Change	No Change	No Change	No Change	(925)	925	Issue CAADs for all authorized P0001 work, transfer UB to CAs
8	22 May Yr01	SWO (AM/PM Con Fr)	No Change	No Change	No Change	No Change	No Change	800	(800)	Transfer remaining budget & scope from CAs to UB (SOW still exists)
N/A	29 May Yr01	MAY IPMR/CPR	101,000	-0-	101,000	6,575	94,425	800	93,625	
9	10 Jun Yr01	PSM Design Analysis, AUW Change	No Change	10,000	10,000	No Change	10,000	10,000	No Change	10.0M NTE stipulated in PCO's FAX
10	10 Jun Yr01	90 Days Initial PSM Design Analysis Effort Auth. By PM	No Change	No Change	No Change	No Change	No Change	(3,000)	3,000	Only a portion of work planned since change not yet negotiated.
N/A	03 Jul Yr01	JUNE IPMR/CPR	101,000	10,000	111,000	6,575	104,425	7,800	96,625	
N/A	31 Jul Yr01	JULY IPMR/CPR	101,000	10,000	111,000	6,575	104,425	7,800	96,625	
11	20 Aug Yr01	Additional 90 Days of PSM Design Analysis Auth. By PM.	No Change	No Change	No Change	No Change	No Change	(3,000)	3,000	3 months additional CAADs authorized
N/A	28 Aug Yr01	AUG. IPMR/CPR	101,000	10,000	111,000	6,575	104,425	4,800	99,625	
N/A	02 Oct Yr01	SEPT. IPMR/CPR	101,000	10,000	111,000	6,575	104,425	4,800	99,625	
12	22 Oct Yr01	P0002, PSM Design Analysis Definitized	9,500	(10,000)	(500)	No Change	(500)	(500)	No Change	500 negotiation loss from UB
13	22 Oct Yr01	Increase MR from UB	No Change	No Change	No Change	400	(400)	(400)	No Change	400 MR Established from UB from UB
N/A	30 Oct Yr01	OCT. IPMR/CPR	110,500	-0-	110,500	6,975	103,525	3,900	99,625	
14	25 Nov Yr01	Remaining P0002, PSM Design Analysis Auth by PM.	No Change	No Change	No Change	No Change	No Change	(3,100)	3,100	Issue CAADs for remaining P0002 work
N/A	25 Nov Yr01	NOV. IPMR/CPR	110,500	-0-	110,500	6,975	103,525	800	102,725	Remaining SOW from SWO still in UB.

Classification (when filled in)																
Integrated Program Management Report Format 1 - Work Breakdown Structure												Dollars In _____		Form Approved OMB No. 0704-0188		
1. Contractor				2. Contract				3. Program				4. Report Period				
a. Name				a. Name				a. Name				a. From (YYYYMMDD)				
b. Location (Address & Zip Code)				b. Number				b. Phase RDT&E				January				
				c. Type		d. Share Ratio		c. EVMS Acceptance No Yes (YYYYMMDD)								b. To (YYYYMMDD)
5. Contract Data																
a. Quantity	b. Negotiated Cost	c. Est. Cost of Auth. Unpriced Work		d. Target Profit/Fee	e. Target Price	f. Estimated Price	g. Contract Ceiling	h. Estimated Contract Ceiling		i. Date of OTB/OTS (YYYY/MM/DD)						
	100,000	0		8,000	108,000											
6. Estimated Cost at Completion								7. Authorized Contractor Representative								
				Management Estimate at Completion	Contract Budget Base	Variance		a. Name (Last, First, Middle Initial)				b. Title				
				(1)	(2)	(3)										
a. Best Case								c. Signature				d. Date Signed (YYYYMMDD)				
b. Worst Case																
c. Most Likely																
8. Performance Data																
Item (1)	Current Period					Cumulative To Date					Reprogramming Adjustments			At Completion		
	Budgeted Cost		Actual Cost Work Performed	Variance		Budgeted Cost		Actual Cost Work Performed	Variance		Cost Variance	Schedule Variance	Budget	Budgeted	Estimated	Variance
	Work Scheduled	Work Performed		Schedule	Cost	Work Scheduled	Work Performed		Schedule	Cost						
(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12a)	(12b)	(13)	(14)	(15)	(16)	
a. Work Breakdown Structure Element																
b. Cost of Money																
c. Gen. & Admin.																
d. Undistributed Budget																91,000
e. Subtotal (Performance Measurement Baseline)																91,000
f. Management Reserve																9,000
g. TOTAL																100,000
9. Reconciliation To Contract Budget Base																
a. Variance Adjustment																
b. Total Contract Variance																

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Classification (when filled in)

Classification (When filled in)

Integrated Program Management Report Format 3 – Baseline												Form Approved OMB No. 0704-0188			
Dollars In _____															
1. Contractor			2. Contract			3. Program			4. Report Period						
a. Name			a. Name			a. Name			a. From (YYYYMMDD) January						
b. Location (Address & Zip Code)			b. Number			b. Phase			b. To (YYYYMMDD)						
			c. Type		d. Share Ratio	c. EVMS Acceptance No Yes (YYYYMMDD)									
5. Contract Data															
a. Original Negotiated Cost 100,000		b. Negotiated Contract Changes 0		c. Current Negotiated Cost (a. + b.) 100,000		d. Estimated Cost Of Authorized Unpriced work 0		e. Contract Budget Base (c. + d.) 100,000		f. Total Allocated Budget 100,000					
h. Contract Start Date (YYYYMMDD)		i. Contract Definitization Date (YYYYMMDD)		j. Planned Completion Date (YYYYMMDD)		k. Contract Completion Date (YYYYMMDD)		l. Estimated Completion Date (YYYYMMDD)							
6. Performance Data															
Item (1)	BCWS Cumulative To Date (2)	BCWS For Report Period Jan (3)	Budgeted Cost For Work Scheduled (BCWS) (Non-Cumulative)											Undis-tributed Budget (15)	Total Budget (16)
			Six Month Forecast						(Enter Specified Periods)						
			+1 Feb (4)	+2 Mar (5)	+3 Apr (6)	+4 May (7)	+5 Jun (8)	+6 Jul (9)	(10)	(11)	(12)	(13)	(14)		
a. Performance Measurement Baseline (Beginning of Period)						0								91,000	91,000
b. Baseline Changes Authorized During Report Period															
c. Performance Measurement Baseline (End of Period)								0						91,000	91,000
7. Management Reserve															9,000
8. Total															100,000

DD FORM 2734/3, MAR 05

Classification (When filled in)

Classification (when filled in)																Form Approved OMB No. 0704-0188		
Integrated Program Management Report Format 1 - Work Breakdown Structure										Dollars In _____								
1. Contractor				2. Contract				3. Program				4. Report Period						
a. Name				a. Name				a. Name				a. From (YYYYMMDD)						
b. Location (Address & Zip Code)				b. Number				b. Phase RDT&E				February						
				c. Type		d. Share Ratio		c. EVMS Acceptance No Yes (YYYYMMDD)								b. To (YYYYMMDD)		
5. Contract Data																		
a. Quantity		b. Negotiated Cost 100,000		c. Est. Cost of Auth. Unpriced Work 0		d. Target Profit/Fee 8,000		e. Target Price 108,000		f. Estimated Price		g. Contract Ceiling		h. Estimated Contract Ceiling		i. Date of OTB/OTS (YYYY/MM/DD)		
6. Estimated Cost at Completion										7. Authorized Contractor Representative								
				Management Estimate at Completion (1)		Contract Budget Base (2)		Variance (3)		a. Name (Last, First, Middle Initial)				b. Title				
a. Best Case										c. Signature				d. Date Signed (YYYYMMDD)				
b. Worst Case																		
c. Most Likely																		
8. Performance Data																		
Item (1)	Current Period						Cumulative To Date					Reprogramming Adjustments			At Completion			
	Budgeted Cost		Actual Cost Work Performed (4)	Variance		Budgeted Cost		Actual Cost Work Performed (9)	Variance		Cost Variance (12a)	Schedule Variance (12b)	Budget (13)	Budgeted (14)	Estimated (15)	Variance (16)		
	Work Scheduled (2)	Work Performed (3)		Schedule (5)	Cost (6)	Work Scheduled (7)	Work Performed (8)		Schedule (10)	Cost (11)								
a. Work Breakdown Structure Element																		
b. Cost of Money																		
c. Gen. & Admin.																		
d. Undistributed Budget																		
e. Subtotal (Performance Measurement Baseline)																		
f. Management Reserve																		
g. TOTAL																		
9. Reconciliation To Contract Budget Base																		
a. Variance Adjustment																		
b. Total Contract Variance																		

DD FORM 2734/1, MAR 05

Classification (When filled in)

Integrated Program Management Report Format 3 – Baseline												Form Approved OMB No. 0704-0188				
Dollars In _____																
1. Contractor			2. Contract				3. Program			4. Report Period						
a. Name			a. Name				a. Name			a. From (YYYYMMDD) February						
b. Location (Address & Zip Code)			b. Number		b. Phase			b. To (YYYYMMDD)								
			c. Type		d. Share Ratio			c. EVMS Acceptance No Yes (YYYYMMDD)								
5. Contract Data																
a. Original Negotiated Cost 100,000		b. Negotiated Contract Changes 0		c. Current Negotiated Cost (a. + b.) 100,000		d. Estimated Cost Of Authorized Unpriced work 0		e. Contract Budget Base (c. + d.) 100,000		f. Total Allocated Budget 100,000		g. Difference (e. – f.)				
h. Contract Start Date (YYYYMMDD)		i. Contract Definition Date (YYYYMMDD)		j. Planned Completion Date (YYYYMMDD)		k. Contract Completion Date (YYYYMMDD)		l. Estimated Completion Date (YYYYMMDD)								
6. Performance Data																
Item (1)	BCWS Cumulative To Date (2)	BCWS For Report Period Feb (3)	Budgeted Cost For Work Scheduled (BCWS) (Non-Cumulative)											Undis-tributed Budget (15)	Total Budget (16)	
			Six Month Forecast						(Enter Specified Periods)							
			+1 Mar (4)	+2 Apr (5)	+3 May (6)	+4 Jun (7)	+5 Jul (8)	+6 Aug (9)	(10)	(11)	(12)	(13)	(14)			
a. Performance Measurement Baseline (Beginning of Period)						0									91,000	91,000
b. Baseline Changes Authorized During Report Period MR for Baseline		XX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	2,500 (93,500)	2,500
c. Performance Measurement Baseline (End of Period)							93,500								0	93,500
7. Management Reserve													6,500			
8. Total													100,000			

On Analysis "Format" Page
To establish CA level baseline:
UB use: (9,100K) to CAs
MR Use: (2,500K) UB/ CAs

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Classification (When filled in)

Classification (when filled in)

Integrated Program Management Report Format 1 - Work Breakdown Structure														Dollars In _____		Form Approved OMB No. 0704-0188					
1. Contractor				2. Contract				3. Program				4. Report Period									
a. Name				a. Name				a. Name				a. From (YYYYMMDD)									
b. Location (Address & Zip Code)				b. Number				b. Phase RDT&E				March									
				c. Type		d. Share Ratio		c. EVMS Acceptance No Yes (YYYYMMDD)								b. To (YYYYMMDD)					
5. Contract Data																					
a. Quantity		b. Negotiated Cost		c. Est. Cost of Auth. Unpriced Work		d. Target Profit/Fee		e. Target Price		h. Estimated Contract Ceiling				i. Date of OTB/OTS (YYYY/MM/DD)							
		100,000		0		8,000		108,000													
6. Estimated Cost at Completion										7. Authorized Contractor Representative											
										Management Estimate at Completion		Contract Budget Base		Variance		a. Name (Last, First, Middle Initial)				b. Title	
										(1)		(2)		(3)							
a. Best Case										c. Signature				d. Date Signed (YYYYMMDD)							
b. Worst Case																					
c. Most Likely																					
8. Performance Data																					
(1)	Current Period					Cumulative To Date					Reprogramming Adjustments			At Completion							
	Budgeted Cost		Actual Cost Work Performed	Variance		Budgeted Cost		Actual Cost Work Performed	Variance		Cost Variance	Schedule Variance	Budget	Budgeted	Estimated	Variance					
	Work Scheduled	Work Performed		Schedule	Cost	Work Scheduled	Work Performed		Schedule	Cost											
(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12a)	(12b)	(13)	(14)	(15)	(16)						
a. Work Breakdown Structure Element													93,500								
													93,500								
													6,500								
													100,000								

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Classification (when filled in)

Classification (When filled in)

Integrated Program Management Report Format 3 – Baseline													Form Approved OMB No. 0704-0188			
Dollars In _____																
1. Contractor			2. Contract				3. Program				4. Report Period					
a. Name			a. Name				a. Name				a. From (YYYYMMDD) March					
b. Location (Address & Zip Code)			b. Number		b. Phase		b. To (YYYYMMDD)		c. EVMS Acceptance No Yes (YYYYMMDD)							
			c. Type		d. Share Ratio											
5. Contract Data																
a. Original Negotiated Cost 100,000		b. Negotiated Contract Changes 0		c. Current Negotiated Cost (a. + b.) 100,000		d. Estimated Cost Of Authorized Unpriced work 0		e. Contract Budget Base (c. + d.) 100,000		f. Total Allocated Budget 100,000						
h. Contract Start Date (YYYYMMDD)		i. Contract Definitization Date (YYYYMMDD)		j. Planned Completion Date (YYYYMMDD)		k. Contract Completion Date (YYYYMMDD)		l. Estimated Completion Date (YYYYMMDD)								
6. Performance Data																
(1)	BCWS Cumulative To Date (2)	BCWS For Report Period Mar (3)	Budgeted Cost For Work Scheduled (BCWS) (Non-Cumulative)											Undis-tributed Budget (15)	Total Budget (16)	
			Six Month Forecast						(Enter Specified Periods)							
			+1 Apr (4)	+2 May (5)	+3 Jun (6)	+4 Jul (7)	+5 Aug (8)	+6 Sep (9)	(10)	(11)	(12)	(13)	(14)			
a. Performance Measurement Baseline (Beginning of Period)							93,500								0	93,500
b. Baseline Changes Authorized During Report Period None																
c. Performance Measurement Baseline (End of Period)							93,500								0	93,500
7. Management Reserve	On Analysis "Format" Page														6,500	
8. Total															100,000	

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Classification (when filled in)

Integrated Program Management Report Format 1 - Work Breakdown Structure											Dollars In _____			Form Approved OMB No. 0704-0188		
1. Contractor			2. Contract				3. Program				4. Report Period					
a. Name			a. Name				a. Name				a. From (YYYYMMDD)					
b. Location (Address & Zip Code)			b. Number		c. Type		d. Share Ratio		b. Phase RDT&E		April					
									c. EVMS Acceptance No Yes (YYYYMMDD)					b. To (YYYYMMDD)		
5. Contract Data																
a. Quantity	b. Negotiated Cost	c. Est. Cost of Auth. Unpriced Work	d. Target Profit/Fee	e. Target Price	f. Estimated Price	g. Contract Ceiling	h. Estimated Contract Ceiling		i. Date of OTB/OTS Ceiling (YYYY/MM/DD)							
	101,000	0	8,000	109,000												
6. Estimated Cost at Completion						7. Authorized Contractor Representative										
			Management Estimate at Completion (1)	Contract Budget Base (2)	Variance (3)		a. Name (Last, First, Middle Initial)			b. Title						
a. Best Case							c. Signature			d. Date Signed (YYYYMMDD)						
b. Worst Case																
c. Most Likely																
8. Performance Data																
Item (1)	Current Period					Cumulative To Date					Reprogramming Adjustments			At Completion		
	Budgeted Cost		Actual Cost Work Performed (4)	Variance		Budgeted Cost		Actual Cost Work Performed (9)	Variance		Cost Variance (12a)	Schedule Variance (12b)	Budget (13)	Budgeted (14)	Estimated (15)	Variance (16)
	Work Scheduled (2)	Work Performed (3)		Schedule (5)	Cost (6)	Work Scheduled (7)	Work Performed (8)		Schedule (10)	Cost (11)						
a. Work Breakdown Structure Element													93,500			
													1,000			
													94,500			
													6,500			
													101,000			

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Classification (when filled in)

Classification (When filled in)

Integrated Program Management Report Format 3 – Baseline													Form Approved OMB No. 0704-0188				
Dollars In _____																	
1. Contractor			2. Contract				3. Program				4. Report Period						
a. Name			a. Name				a. Name				a. From (YYYYMMDD) April						
b. Location (Address & Zip Code)			b. Number				b. Phase				b. To (YYYYMMDD)						
			c. Type		d. Share Ratio		c. EVMS Acceptance No Yes (YYYYMMDD)										
5. Contract Data																	
a. Original Negotiated Cost 100,000		b. Negotiated Contract Changes 1,000		c. Current Negotiated Cost (a. + b.) 101,000		d. Estimated Cost Of Authorized Unpriced work 0		e. Contract Budget Base (c. + d.) 101,000		f. Total Allocated Budget 101,000							
h. Contract Start Date (YYYYMMDD)			i. Contract Definition Date (YYYYMMDD)			j. Planned Completion Date (YYYYMMDD)			k. Contract Completion Date (YYYYMMDD)			l. Estimated Completion Date (YYYYMMDD)					
6. Performance Data																	
Item (1)	BCWS Cumulative To Date (2)	BCWS For Report Period Apr (3)	Budgeted Cost For Work Scheduled (BCWS) (Non-Cumulative)											Undis-tributed Budget (15)	Total Budget (16)		
			Six Month Forecast						(Enter Specified Periods)								
			+1 May (4)	+2 Jun (5)	+3 Jul (6)	+4 Aug (7)	+5 Sep (8)	+6 Oct (9)	(10)	(11)	(12)	(13)	(14)				
a. Performance Measurement Baseline (Beginning of Period)	←					93,500											
b. Baseline Changes Authorized During Report Period																	
c. Performance Measurement Baseline (End of Period)								← 93,500									
7. Management Reserve																	
8. Total																	

On Analysis "Format" Page
UB: P0001 \$1,000K

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Classification (when filled in)

Integrated Program Management Report Format 1 - Work Breakdown Structure											Dollars In _____			Form Approved OMB No. 0704-0188		
1. Contractor			2. Contract				3. Program				4. Report Period					
a. Name			a. Name				a. Name				a. From (YYYYMMDD)					
b. Location (Address & Zip Code)			b. Number				b. Phase RDT&E				May					
			c. Type		d. Share Ratio		c. EVMS Acceptance No Yes (YYYYMMDD)				b. To (YYYYMMDD)					
5. Contract Data																
a. Quantity	b. Negotiated Cost	c. Est. Cost of Auth. Unpriced Work	d. Target Profit/Fee	e. Target Price	f. Estimated Price	g. Contract Ceiling	h. Estimated Contract Ceiling			i. Date of OTB/OTS (YYYY/MM/DD)						
	101,000	0	8,000	109,000												
6. Estimated Cost at Completion						7. Authorized Contractor Representative										
		Management Estimate at Completion (1)	Contract Budget Base (2)	Variance (3)		a. Name (Last, First, Middle Initial)			b. Title							
a. Best Case						c. Signature			d. Date Signed (YYYYMMDD)							
b. Worst Case																
c. Most Likely																
8. Performance Data																
Item (1)	Current Period					Cumulative To Date					Reprogramming Adjustments			At Completion		
	Budgeted Cost		Actual Cost Work Performed (4)	Variance		Budgeted Cost		Actual Cost Work Performed (9)	Variance		Cost Variance (12a)	Schedule Variance (12b)	Budget (13)	Budgeted (14)	Estimated (15)	Variance (16)
	Work Scheduled (2)	Work Performed (3)		Schedule (5)	Cost (6)	Work Scheduled (7)	Work Performed (8)		Schedule (10)	Cost (11)						
a. Work Breakdown Structure Element													93,625			
													800			
													94,425			
													6,575			
													101,000			

DD FORM 2734/1, MAR 05

Classification (when filled in)

Classification (When filled in)

Integrated Program Management Report Format 3 – Baseline												Form Approved OMB No. 0704-0188				
Dollars In _____																
1. Contractor			2. Contract				3. Program				4. Report Period					
a. Name			a. Name				a. Name				a. From (YYYYMMDD) May					
b. Location (Address & Zip Code)			b. Number				b. Phase				b. To (YYYYMMDD)					
			c. Type		d. Share Ratio		c. EVMS Acceptance No Yes (YYYYMMDD)									
5. Contract Data																
a. Original Negotiated Cost 100,000		b. Negotiated Contract Changes 1,000		c. Current Negotiated Cost (a. + b.) 101,000		d. Estimated Cost Of Authorized Unpriced work 0		e. Contract Budget Base (c. + d.) 101,000		f. Total Allocated Budget 101,000		g. Difference (e. – f.)				
h. Contract Start Date (YYYYMMDD)			i. Contract Definition Date (YYYYMMDD)			j. Planned Completion Date (YYYYMMDD)			k. Contract Completion Date (YYYYMMDD)			l. Estimated Completion Date (YYYYMMDD)				
6. Performance Data																
Item (1)	BCWS Cumulative To Date (2)	BCWS For Report Period May (3)	Budgeted Cost For Work Scheduled (BCWS) (Non-Cumulative)										Undistributed Budget (15)	Total Budget (16)		
			Six Month Forecast						(Enter Specified Periods)							
			+1 Jun (4)	+2 Jul (5)	+3 Aug (6)	+4 Sep (7)	+5 Oct (8)	+6 Nov (9)	(10)	(11)	(12)	(13)			(14)	
a. Performance Measurement Baseline (Beginning of Period)						93,500									1,000	94,500
b. Baseline Changes Authorized During Report Period Baselined P0001 To MR from P0001 Stop Work Order		125 (100)	400 (200)	200 (200)	200 (150)	(150)									(925) (75) 800	(75)
c. Performance Measurement Baseline (End of Period)															800	94,425
7. Management Reserve																6,575
8. Total																101,000

On Analysis "Format" Page
UB: P0001 to CAs = (\$925K)
Stop Work Order = \$800K
MR: \$75K from P0001, UB

DD FORM 2734/3, MAR 05

Classification (when filled in)

Integrated Program Management Report Format 1 - Work Breakdown Structure										Dollars In _____		Form Approved OMB No. 0704-0188				
1. Contractor			2. Contract				3. Program			4. Report Period						
a. Name			a. Name				a. Name			a. From (YYYYMMDD)						
b. Location (Address & Zip Code)			b. Number		b. Phase RDT&E		c. EVMS Acceptance No Yes (YYYYMMDD)			b. To (YYYYMMDD)						
			c. Type		d. Share Ratio											
5. Contract Data																
a. Quantity	b. Negotiated Cost 101,000	c. Est. Cost of Auth. Unpriced Work 10,000	d. Target Profit/Fee 8,000	e. Target Price 119,000	f. Estimated Price	g. Contract Ceiling	h. Estimated Contract Ceiling		i. Date of OTB/OTS (YYYY/MM/DD)							
6. Estimated Cost at Completion						7. Authorized Contractor Representative										
		Management Estimate at Completion (1)	Contract Budget Base (2)	Variance (3)		a. Name (Last, First, Middle Initial)			b. Title							
a. Best Case						c. Signature			d. Date Signed (YYYYMMDD)							
b. Worst Case																
c. Most Likely																
8. Performance Data																
Item (1)	Current Period					Cumulative To Date					Reprogramming Adjustments			At Completion		
	Budgeted Cost		Actual Cost Work Performed (4)	Variance		Budgeted Cost		Actual Cost Work Performed (9)	Variance		Cost Variance (12a)	Schedule Variance (12b)	Budget (13)	Budgeted (14)	Estimated (15)	Variance (16)
	Work Scheduled (2)	Work Performed (3)		Schedule (5)	Cost (6)	Work Scheduled (7)	Work Performed (8)		Schedule (10)	Cost (11)						
a. Work Breakdown Structure Element													93,625			
													7,800			
													104,425			
													6,575			
													111,000			

DD FORM 2734/1, MAR 05

Classification (when filled in)

Classification (When filled in)

Integrated Program Management Report Format 3 – Baseline												Form Approved OMB No. 0704-0188			
Dollars In _____															
1. Contractor			2. Contract			3. Program			4. Report Period						
a. Name			a. Name			a. Name			a. From (YYYYMMDD) June						
b. Location (Address & Zip Code)			b. Number			b. Phase			b. To (YYYYMMDD)						
			c. Type		d. Share Ratio	c. EVMS Acceptance No Yes (YYYYMMDD)									
5. Contract Data															
a. Original Negotiated Cost 100,000		b. Negotiated Contract Changes 1,000		c. Current Negotiated Cost (a. + b.) 101,000		d. Estimated Cost Of Authorized Unpriced work 10,000		e. Contract Budget Base (c. + d.) 101,000		f. Total Allocated Budget 101,000		g. Difference (e. – f.)			
h. Contract Start Date (YYYYMMDD)		i. Contract Definitization Date (YYYYMMDD)		j. Planned Completion Date (YYYYMMDD)		k. Contract Completion Date (YYYYMMDD)		l. Estimated Completion Date (YYYYMMDD)							
6. Performance Data															
Item (1)	BCWS Cumulative To Date (2)	BCWS For Report Period Jun (3)	Budgeted Cost For Work Scheduled (BCWS) (Non-Cumulative)										Undis-tributed Budget (15)	Total Budget (16)	
			Six Month Forecast						(Enter Specified Periods)						
			+1 Jul (4)	+2 Aug (5)	+3 Sep (6)	+4 Oct (7)	+5 Nov (8)	+6 Dec (9)	(10)	(11)	(12)	(13)			(14)
a. Performance Measurement Baseline (Beginning of Period)	←					93,625								800	94,425
b. Baseline Changes Authorized During Report Period PSM Design ECP PSM Design Initial Work														10,000 (3,000)	10,000
c. Performance Measurement Baseline (End of Period)								93,625						7,800	104,425
7. Management Reserve															6,575
8. Total															111,000

On Analysis "Format" Page

UB: PSM Design ECP = \$7,000

SWO = 800

PMB Change: For 3 Mos. PSM = \$3000

DD FORM 2734/3, MAR 05

Classification (when filled in)

Integrated Program Management Report Format 1 - Work Breakdown Structure											Dollars In _____			Form Approved OMB No. 0704-0188			
1. Contractor				2. Contract				3. Program				4. Report Period					
a. Name				a. Name				a. Name				a. From (YYYYMMDD)					
b. Location (Address & Zip Code)				b. Number				b. Phase RDT&E				July					
				c. Type		d. Share Ratio		c. EVMS Acceptance No Yes (YYYYMMDD)								b. To (YYYYMMDD)	
5. Contract Data																	
a. Quantity	b. Negotiated Cost 101,000	c. Est. Cost of Auth. Unpriced Work 10,000	d. Target Profit/Fee 8,000	e. Target Price 119,000	f. Estimated Price	g. Contract Ceiling	h. Estimated Contract Ceiling				i. Date of OTB/OTS (YYYY/MM/DD)						
6. Estimated Cost at Completion								7. Authorized Contractor Representative									
		Management Estimate at Completion (1)	Contract Budget Base (2)	Variance (3)				a. Name (Last, First, Middle Initial)				b. Title					
a. Best Case								c. Signature				d. Date Signed (YYYYMMDD)					
b. Worst Case																	
c. Most Likely																	
8. Performance Data																	
Item (1)	Current Period						Cumulative To Date					Reprogramming Adjustments			At Completion		
	Budgeted Cost		Actual Cost Work Performed (4)	Variance		Budgeted Cost		Actual Cost Work Performed (9)	Variance		Cost Variance (12a)	Schedule Variance (12b)	Budget (13)	Budgeted (14)	Estimated (15)	Variance (16)	
	Work Scheduled (2)	Work Performed (3)		Schedule (5)	Cost (6)	Work Scheduled (7)	Work Performed (8)		Schedule (10)	Cost (11)							
a. Work Breakdown Structure Element																96,625	
																	7,800
																	104,425
																	6,575
																	111,000

DD FORM 2734/1, MAR 05

Classification (When filled in)

Integrated Program Management Report Format 3 – Baseline													Form Approved OMB No. 0704-0188				
Dollars In _____																	
1. Contractor			2. Contract				3. Program				4. Report Period						
a. Name			a. Name				a. Name				a. From (YYYYMMDD) July						
b. Location (Address & Zip Code)			b. Number		b. Phase		c. EVMS Acceptance No Yes (YYYYMMDD)		b. To (YYYYMMDD)								
c. Type		d. Share Ratio															
5. Contract Data																	
a. Original Negotiated Cost 100,000	b. Negotiated Contract Changes 1,000	c. Current Negotiated Cost (a. + b.) 101,000		d. Estimated Cost Of Authorized Unpriced work 10,000		e. Contract Budget Base (c. + d.) 111,000		f. Total Allocated Budget 111,000		g. Difference (e. – f.)							
h. Contract Start Date (YYYYMMDD)		i. Contract Definition Date (YYYYMMDD)		j. Planned Completion Date (YYYYMMDD)		k. Contract Completion Date (YYYYMMDD)		l. Estimated Completion Date (YYYYMMDD)									
6. Performance Data																	
Item (1)	BCWS Cumulative To Date (2)	BCWS For Report Period Jul (3)	Budgeted Cost For Work Scheduled (BCWS) (Non-Cumulative)											Undis-tributed Budget (15)	Total Budget (16)		
			Six Month Forecast						(Enter Specified Periods)								
			+1 Aug (4)	+2 Sep (5)	+3 Oct (6)	+4 Nov (7)	+5 Dec (8)	+6 Jan (9)	(10)	(11)	(12)	(13)	(14)				
a. Performance Measurement Baseline (Beginning of Period)						93,625										7,800	104,425
b. Baseline Changes Authorized During Report Period																	
c. Performance Measurement Baseline (End of Period)							96,625									7,800	104,425
7. Management Reserve																	6,575
8. Total																	111,000

On Analysis "Format" Page

UB: PSM Design ECP = \$7,000

SWO = 800

DD FORM 2734/3, MAR 05

Classification (when filled in)

Integrated Program Management Report Format 1 - Work Breakdown Structure												Dollars In _____			Form Approved OMB No. 0704-0188		
1. Contractor				2. Contract				3. Program				4. Report Period					
a. Name				a. Name				a. Name				a. From (YYYYMMDD)					
b. Location (Address & Zip Code)				b. Number				b. Phase RDT&E				August					
				c. Type		d. Share Ratio		c. EVMS Acceptance No Yes (YYYYMMDD)								b. To (YYYYMMDD)	
5. Contract Data																	
a. Quantity	b. Negotiated Cost 101,000		c. Est. Cost of Auth. Unpriced Work 10,000		d. Target Profit/Fee 8,000		e. Target Price 119,000		f. Estimated Price		g. Contract Ceiling		h. Estimated Contract Ceiling		i. Date of OTB/OTS Ceiling (YYYY/MM/DD)		
6. Estimated Cost at Completion								7. Authorized Contractor Representative									
		Management Estimate at Completion (1)		Contract Budget Base (2)		Variance (3)		a. Name (Last, First, Middle Initial)				b. Title					
a. Best Case								c. Signature				d. Date Signed (YYYYMMDD)					
b. Worst Case																	
c. Most Likely																	
8. Performance Data																	
Item (1)	Current Period					Cumulative To Date					Reprogramming Adjustments			At Completion			
	Budgeted Cost		Actual Cost Work Performed (4)	Variance		Budgeted Cost		Actual Cost Work Performed (9)	Variance		Cost Variance (12a)	Schedule Variance (12b)	Budget (13)	Budgeted (14)	Estimated (15)	Variance (16)	
	Work Scheduled (2)	Work Performed (3)		Schedule (5)	Cost (6)	Work Scheduled (7)	Work Performed (8)		Schedule (10)	Cost (11)							
a. Work Breakdown Structure Element																99,625	
																4,800	
																104,425	
																6,575	
																111,000	

DD FORM 2734/1, MAR 05

Classification (When filled in)

Integrated Program Management Report Format 3 – Baseline												Form Approved OMB No. 0704-0188				
Dollars In _____																
1. Contractor			2. Contract			3. Program			4. Report Period							
a. Name			a. Name			a. Name			a. From (YYYYMMDD) August							
b. Location (Address & Zip Code)			b. Number			b. Phase			b. To (YYYYMMDD)							
			c. Type		d. Share Ratio	c. EVMS Acceptance No Yes (YYYYMMDD)										
5. Contract Data																
a. Original Negotiated Cost 100,000	b. Negotiated Contract Changes 1,000	c. Current Negotiated Cost (a. + b.) 101,000		d. Estimated Cost Of Authorized Unpriced work 10,000		e. Contract Budget Base (c. + d.) 111,000		f. Total Allocated Budget 111,000		g. Difference (e. – f.)						
h. Contract Start Date (YYYYMMDD)		i. Contract Definition Date (YYYYMMDD)		j. Planned Completion Date (YYYYMMDD)		k. Contract Completion Date (YYYYMMDD)		l. Estimated Completion Date (YYYYMMDD)								
6. Performance Data																
Item (1)	BCWS Cumulative To Date (2)	BCWS For Report Period Aug (3)	Budgeted Cost For Work Scheduled (BCWS) (Non-Cumulative)										Undis-tributed Budget (15)	Total Budget (16)		
			Six Month Forecast						(Enter Specified Periods)							
			+1 Sep (4)	+2 Oct (5)	+3 Nov (6)	+4 Dec (7)	+5 Jan (8)	+6 Feb (9)	(10)	(11)	(12)	(13)			(14)	
a. Performance Measurement Baseline (Beginning of Period)						96,625									7,800	104,425
b. Baseline Changes Authorized During Report Period Continue PSM ECP		1,000	1,000	1,000											(3,000)	
c. Performance Measurement Baseline (End of Period)								99,625							4,800	104,425
7. Management Reserve																6,575
8. Total																111,000

On Analysis "Format" Page

UB: PSM Design ECP = \$4000
SWO 800
PMB Change: For 3 Mos. PSM = \$3000

DD FORM 2734/3, MAR 05

Classification (When filled in)

Integrated Program Management Report Format 3 – Baseline													Form Approved OMB No. 0704-0188			
Dollars In _____																
1. Contractor			2. Contract				3. Program				4. Report Period					
a. Name			a. Name				a. Name				a. From (YYYYMMDD)					
b. Location (Address & Zip Code)			b. Number				b. Phase				September					
			c. Type		d. Share Ratio		c. EVMS Acceptance No Yes (YYYYMMDD)				b. To (YYYYMMDD)					
5. Contract Data																
a. Original Negotiated Cost		b. Negotiated Contract Changes		c. Current Negotiated Cost (a. + b.)		d. Estimated Cost Of Authorized Unpriced work		e. Contract Budget Base (c. + d.)		f. Total Allocated Budget		g. Difference (e. – f.)				
100,000		1,000		101,000		10,000		111,000		111,000						
h. Contract Start Date (YYYYMMDD)			i. Contract Definition Date (YYYYMMDD)			j. Planned Completion Date (YYYYMMDD)			k. Contract Completion Date (YYYYMMDD)			l. Estimated Completion Date (YYYYMMDD)				
6. Performance Data																
Item (1)	BCWS Cumulative To Date (2)	BCWS For Report Period Sep (3)	Budgeted Cost For Work Scheduled (BCWS) (Non-Cumulative)											Undis-tributed Budget (15)	Total Budget (16)	
			Six Month Forecast						(Enter Specified Periods)							
			+1 Oct (4)	+2 Nov (5)	+3 Dec (6)	+4 Jan (7)	+5 Feb (8)	+6 Mar (9)	(10)	(11)	(12)	(13)	(14)			
a. Performance Measurement Baseline (Beginning of Period)						99,625									4,800	104,425
b. Baseline Changes Authorized During Report Period																
c. Performance Measurement Baseline (End of Period)								99,625							4,800	104,425
7. Management Reserve																6,575
8. Total																111,000

On Analysis "Format" Page
NO BUDGET CHANGES

DD FORM 2734/3, MAR 05

Classification (When filled in)

Integrated Program Management Report Format 3 – Baseline													Form Approved OMB No. 0704-0188			
Dollars In _____																
1. Contractor			2. Contract				3. Program				4. Report Period					
a. Name			a. Name				a. Name				a. From (YYYYMMDD)					
b. Location (Address & Zip Code)			b. Number		b. Phase		c. EVMS Acceptance No Yes (YYYYMMDD)		b. To (YYYYMMDD)			October				
c. Type		d. Share Ratio														
5. Contract Data																
a. Original Negotiated Cost	b. Negotiated Contract Changes	c. Current Negotiated Cost (a. + b.)		d. Estimated Cost Of Authorized Unpriced work		e. Contract Budget Base (c. + d.)		f. Total Allocated Budget		g. Difference (e. – f.)						
100,000	10,500	110,500		0		110,500		110,500								
h. Contract Start Date (YYYYMMDD)		i. Contract Definition Date (YYYYMMDD)		j. Planned Completion Date (YYYYMMDD)		k. Contract Completion Date (YYYYMMDD)		l. Estimated Completion Date (YYYYMMDD)								
6. Performance Data																
Item (1)	BCWS Cumulative To Date (2)	BCWS For Report Period Oct (3)	Budgeted Cost For Work Scheduled (BCWS) (Non-Cumulative)											Undis-tributed Budget (15)	Total Budget (16)	
			Six Month Forecast						(Enter Specified Periods)							
			+1 Nov (4)	+2 Dec (5)	+3 Jan (6)	+4 Feb (7)	+5 Mar (8)	+6 Apr (9)	(10)	(11)	(12)	(13)	(14)			
a. Performance Measurement Baseline (Beginning of Period)						99,625									4,800	104,425
b. Baseline Changes Authorized During Report Period P00002 Neg. Loss P00002 Neg. Loss																(500) (400)
c. Performance Measurement Baseline (End of Period)							99,625								3,900	103,525
7. Management Reserve																6,975
8. Total																110,500

On Analysis "Format" Page

UB: P0002: \$3,100

SWO 800

MR: Establish from P0002 500

DD FORM 2734/3, MAR 05

Classification (When filled in)

Integrated Program Management Report Format 3 – Baseline													Form Approved OMB No. 0704-0188			
Dollars In _____																
1. Contractor			2. Contract				3. Program				4. Report Period					
a. Name			a. Name				a. Name				a. From (YYYYMMDD)					
b. Location (Address & Zip Code)			b. Number		b. Phase		c. EVMS Acceptance No Yes (YYYYMMDD)		b. To (YYYYMMDD)			November				
c. Type		d. Share Ratio														
5. Contract Data																
a. Original Negotiated Cost	b. Negotiated Contract Changes	c. Current Negotiated Cost (a. + b.)		d. Estimated Cost Of Authorized Unpriced work		e. Contract Budget Base (c. + d.)		f. Total Allocated Budget		g. Difference (e. – f.)						
100,000	10,500	110,500		0		110,500		110,500								
h. Contract Start Date (YYYYMMDD)		i. Contract Definition Date (YYYYMMDD)		j. Planned Completion Date (YYYYMMDD)		k. Contract Completion Date (YYYYMMDD)		l. Estimated Completion Date (YYYYMMDD)								
6. Performance Data																
Item (1)	BCWS Cumulative To Date (2)	BCWS For Report Period Nov (3)	Budgeted Cost For Work Scheduled (BCWS) (Non-Cumulative)											Undis-tributed Budget (15)	Total Budget (16)	
			Six Month Forecast						(Enter Specified Periods)							
			+1 Dec (4)	+2 Jan (5)	+3 Feb (6)	+4 Mar (7)	+5 Apr (8)	+6 May (9)	(10)	(11)	(12)	(13)	(14)			
a. Performance Measurement Baseline (Beginning of Period)						99,625									3,900	103,525
b. Baseline Changes Authorized During Report Period																
Baseline Remain. P00002 As		1,000	1,000	1,000											(3,100)	
c. Performance Measurement Baseline (End of Period)															800	
7. Management Reserve																6,975
8. Total																110,500

On Analysis "Format" Page

UB: SWO \$800

PMB Change: P0002 Remaining Work: \$3100

DD FORM 2734/3, MAR 05