



# Program Integration Services

Pro2Serve® provides Program Integration services and solutions that optimize the management of complex program portfolios of high-value asset, capital-intensive projects. Our robust suite of Program and Project Management services enables comprehensive views of organization-wide programs for data-driven planning, performance measurement, and critical decision-making. Our exceptional level of support is augmented by innovative software tools — offering clients the most effective solution to manage and rapidly integrate diverse, multifaceted projects, programs, and portfolios.

Using cutting-edge technologies, Pro2Serve integrates multiple scopes and funding sources into a single view with sufficient granularity to effectively integrate

management of an organization’s entire portfolio, whether consisting of task orders or a portfolio of projects or programs. We service clients across the DOE/NNSA complex to perform or support:

- Planning and Budgeting
- Task Order, Project, and Program Tracking and Management
- Portfolio Optimization
- Performance & Variance Reporting
- Workforce Planning
- Alternative Scenario Analysis

Through its people and tools, Pro2Serve allows its customers to:

- Effectively Manage, Implement, and Execute Multiple Interrelated Projects
- Enhance Communication and Collaboration with Project Interfaces
- Create Positive Stakeholder Partnerships to Achieve Desired Outcomes

## CASE STUDY: CREATING POSITIVE PARTNERSHIPS WITH STAKEHOLDERS

**Problem:** State regulators suggested our Client (a DOE Site Office) adjust its multibillion-dollar cleanup program’s schedules in a manner that did not align with the Client’s existing program plan for project sequencing and prioritization.



This recommendation presented our Client with the potential for prolonged, contentious negotiations with the State regulators regarding the optimal approach to complete the program’s goals on schedule and within budget.

**Solution:** Our Client requested that Pro2Serve use our dynamic planning model (InVizion) to present the cost, schedule, and risk impacts associated with regulators’ suggested approach. We clearly identified that negative impacts were likely to result from pursuing their approach, including a substantial increase to both time and cost for program completion. Given these potential outcomes, the State Regulators withdrew their request and agreed the Client’s existing planning model for project prioritization was already optimized to achieve the cleanup program’s goals on schedule and within budget. Owing to the clarity of the model, our Client and the State regulators resolved the matter in a non-confrontational manner, thereby preserving their strategic partnership.

## Capabilities

### Program Management and Integration

- Lifecycle Baseline (LCB) and Performance Measurement Support
  - » Development/maintenance of integrated, site-wide life cycle baselines
  - » Tracking, analysis, and reporting on costs, risks, and schedule performance
- Earned Value Management
  - » Proven project management and controls processes to monitor work; ensure compliance with DOE O 413.3B; and complete contract requirements
- Program Planning and Budget Support
  - » Alternative scenario analysis and comparisons
- Finance and Accounting, Payroll and Benefits, Human Resources, Procurement, and Contracts Support

- Stakeholder / Regulator Communications
- Information Management
  - » IT and Cybersecurity
  - » Records Management
  - » Document Control

### Project Management and Controls

- Project Planning
  - » Plans consistent with DOE O 413.3B, *Program and Project Management for the Acquisition of Capital Assets*
- Estimating
  - » Development of ICES, IGCEs
  - » Independent Cost Reviews (ICRs) to assess completeness and accuracy
- Scheduling
  - » Development / maintenance / integration of resource-loaded, logic-tied schedules

- » Project and contract sequencing
- » Detailed schedule analysis to include evaluation of change proposals; comparisons between contractor schedule submittals; evaluation of schedule quality, maturity, and additional attributes (critical path, constraints, milestones, logic, float, etc.)

- Risk Analysis
  - » Development / maintenance of risk registers and risk management databases
  - » Qualitative and Quantitative Risk Analysis (cost and schedule and contingency planning)
  - » Monte Carlo simulations and Probabilistic Analysis
- Performance and Variance Reporting for projects and programs

## Representative Experience

### Oak Ridge Reservation

- Developed integrated baseline management system for Oak Ridge cleanup program, helping to establish, bound, and sequence the cleanup mission.
- Support reporting on the integrated 39-year, \$24B OREM LCB consisting of 144 projects, 288 subprojects, and 9 PBS's.
- Coordinate OREM's work with four prime contractors, the NNSA, and the Offices of Science and Nuclear Energy.
- Developed more than 750 Class 3 to Class 5 ICEs; more than 200 Class 3 to Class 5 IGCEs to support M&O contract modifications; and more than 160 Class 1 to Class 5 estimates used to develop a budget range (\$9.4B to \$14.5B) for the remaining cleanup activities outside the current baseline.

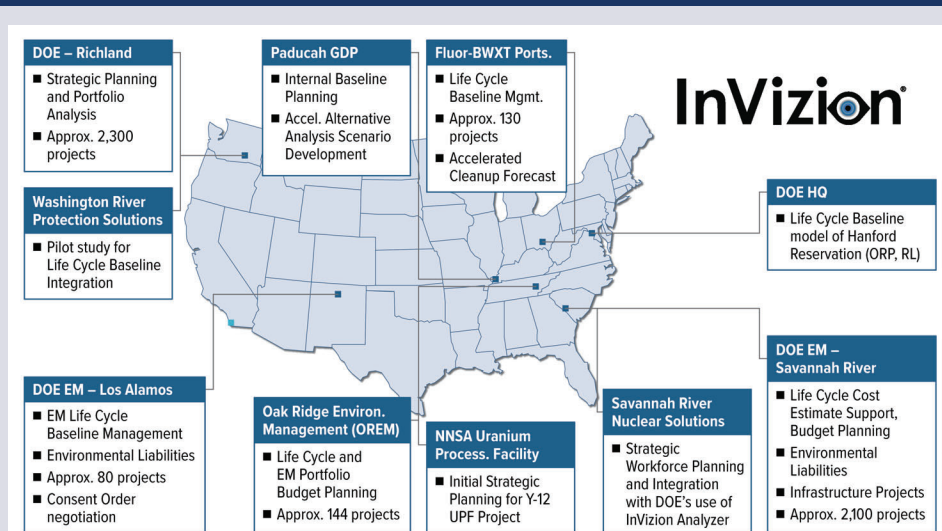
### Paducah Gaseous Diffusion Plant

- Developed the current 49-year, \$37.5B integrated site-wide LCB for final completion of work activities, which:
  - » Includes work totaling more than \$250M in annual expenditures;
  - » Spans 5 PBS's and represents 59 projects and 418 subprojects;
  - » Integrates cost and schedule data from the operating and infrastructure contractors, such as project performance reports, EVMS reports, and variance narratives to evaluate against budget requests, performance plans, Critical Decision documents, and project execution plans; and
  - » Helps support project planning and baseline reports (Environmental Liabilities, Performance Measures, Fiscal Year Work Plan, and Five-Year Site Plan).
- Detailed cost, schedule, and risk analyses of contractor submittals, including critical path modifications, administrative baseline change proposals, management reserve allocations, and milestone progress and completion reports.
- Sustained successful interactions with two site prime contractors and multiple regulatory agencies.

### Hanford Site

- Delivered 12 industry SMEs assembled in less than 2 weeks to complete (within a 10-week timeframe prior to a regulatory deadline) an Independent Cost Review (ICR) to support development of a Lifecycle Cost Report, which:
  - » Reflects the scope, schedule, and cost estimates for remaining cleanup work;
  - » Supports continued discussions with federal and state regulators on how milestone changes will affect lifecycle scope, schedule, and cost;

## PROGRAM INTEGRATION SOLUTIONS AT WORK: INVIZION® ANALYZER



*InVizion® Analyzer enables real-time integration of baseline cost, schedule, resource, and EVMS information. It is used by clients across the DOE/NNSA complex to enhance project management at every level, from individual task orders to large, complex projects and programs. InVizion integrates multi-site, multi-contractor program portfolios for long-term strategic planning.*

### Software Utilized by Pro2Serve's Project and Program Managers:

InVizion®, Oracle® Primavera P6 and Risk Analysis, and Crystal Ball; Microsoft® Office (Project, Access, and Excel, including @RISK); Deltak® Cobra and Acumen Fuse; Safran® Risk; ARES PRISM (and other EVM software); TRACES, including MII, among others.

- » Serves as an agreed-on foundation for preparing budget requests and for informational briefings to affected Tribal Nations, the State of Oregon, and Hanford stakeholders; and
- » Helps inform decision makers about schedule and work prioritization.
- 76-year LCB for which Pro2Serve completed the ICR:
  - » Coalesces 9 disparate estimate sources into a single source;
  - » Encompasses 10 PBS's and annual expenditures of \$2B; and
  - » Includes a low-range estimate of \$323B and a high-range estimate of \$677B for remaining estimated cleanup costs.
- Reviewed more than 100 MII files; prepared Class 5 estimates consistent with AACE guidelines; and performed Monte Carlo cost risk analysis.
- Developed and maintain the InVizion modeled-FY19 Integrated Lifecycle Cost Estimate, which was used:
  - » As basis for four funding scenarios, aiding DOE-SR's strategic planning for the operation of H-Canyon so that both the Nuclear Materials Stabilization Program and the Liquid Waste Disposition Program can complete their missions most efficiently; and
  - » For workforce planning to develop ideal timelines of recruiting and training.
- Modeled the allocated Site Overhead, Pension, Post-Retirement Benefits, and Fee costs; and also calculated post-deactivation cost/schedule impacts to various program elements using InVizion.

### Contact Information

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