



**Rapid Acquisition Incentive – Net Centricity
(RAI-NC)
Pilot Project Plan and
Spending Plan
Development Instructions**

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**DoD CIO Executive Agent
DON eBusiness Operations Office
Mechanicsburg, PA**

[http:// www.dod.mil/c3i/](http://www.dod.mil/c3i/)



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II. Purpose of This Document

This document is designed to provide the guidance necessary for prospective Rapid Acquisition Incentive – Net Centricity (RAI-NC) pilot project managers (PMs) to develop consistent, standardized plans for controlling and successfully executing their projects. This methodology, when used in conjunction with the associated project plan and spending plan templates, will produce documentation that:

- Serve as the basis for estimating project cost
- Provide a roadmap for project execution
- Identify relevant project planning assumptions
- Facilitate communications among project stakeholders
- Define the timeframes for oversight reviews and funding decisions
- Provide a baseline for tracking project budget execution and task completion
- Comply with the accountability requirements established by the DoD CIO for the RAI-NC Program

III. Intended Users of this Document

These instructions, and the companion templates, have been specifically developed for use by managers responsible for the execution of RAI-NC pilots funded by the DoD CIO. However, any project manager engaged in planning similar initiatives might adopt the concepts described here for their own use.

IV. The Project Plan Template

All RAI-NC pilot project managers will develop their project plans using Microsoft Project 2000. A project plan template has been developed to provide PMs with a time saving tool, and to ensure standardization across the complete universe of pilot projects funded by the DoD CIO. This template is available for download from the RAI-NC website.

This template is designed as a starting point, from which a plan, tailored to the specific needs of each individual project can be developed. Each project will naturally have its own unique set of tasks, milestones and deliverables. However, all pilots funded by the RAI-NC Program should meet certain minimum requirements, and will generally consist of similar high-level tasks or phases. This document will also outline a process for building the project plan in order to promote conformance with the standards for status reporting and oversight that have been established by the DoD CIO. *It will be the responsibility of the PM from the activity submitting the pilot to develop their project plan using this template, and Microsoft Project 2000.* Personnel from the RAI-NC Executive Agent's (EA) office will be available to provide assistance as required. The Department of Navy (DON) eBusiness Operations Office has been designated by the DoD CIO to be the EA for this program. An example of a typical project plan summary view from the Microsoft Project 2000 template is shown below.



ID	Notes	WBS	Task Name	Schedule	% Comp	Duration	Start	Finish	Predecessors	Succ	Resource Names
0		0	Enter Project Name Here	0%	0%	194 days	Wed 10/1/03	Mon 7/5/04		0	
1		1	Project Initiation & Planning	0%	0%	22 days	Wed 10/1/03	Fri 10/31/03		1	
2		1.1	Project Start Date	0%	0%	0 days	Wed 10/1/03	Wed 10/1/03		2	
3		1.2	Conduct Initial Phone Call to Pilot PM	0%	0%	1 day	Wed 10/1/03	Wed 10/1/03		3	EA
4		1.3	Provide electronic welcome package/templates to PM	0%	0%	1 day	Wed 10/1/03	Wed 10/1/03		4	EA
5		1.4	Pilot PM Review of Documentation Templates	0%	0%	3 days	Thu 10/2/03	Mon 10/6/03		3,4	5 Pilot PM
6		1.5	Conduct Follow-up Call with Pilot PM	0%	0%	1 day	Tue 10/7/03	Tue 10/7/03		5	6 EA
7		1.6	Schedule Pilot Site Visit by RAI-NC Executive Agent (EA) Tech Lead	0%	0%	1 day	Tue 10/7/03	Tue 10/7/03		5	7 EA
8		1.7	Develop Draft Charter, Project Plan & Spending Plan	0%	0%	13 days	Wed 10/8/03	Mon 10/27/03		7	8 Pilot PM
9		1.8	Coordinate Project Funding Requirements	0%	0%	13 days	Wed 10/8/03	Mon 10/27/03		7	9
10		1.8.1	Determine Type of Funding Document Required & Provide This Info to	0%	0%	1 day	Wed 10/8/03	Wed 10/8/03		10	Pilot PM
11		1.8.2	Develop SOW for Contractor Support (if reqd.)	0%	0%	1 day	Wed 10/8/03	Fri 10/10/03		11	Pilot PM
12		1.8.3	Provide Copy of SOW to EA	0%	0%	1 day	Tue 10/14/03	Tue 10/14/03		11	12 Pilot PM
13		1.8.4	EA Prepares Funding Document & Releases Funds	0%	0%	3 days	Wed 10/15/03	Mon 10/27/03		12	13 EA
14		1.8.5	Pilot Funding from EA Received	0%	0%	3 days	Mon 10/27/03	Mon 10/27/03		13	14
15		1.9	EA Tech Lead Visit to Pilot Site	0%	0%	3 days	Tue 10/28/03	Thu 10/30/03		8	15
16		1.9.1	Finalize Project Charter & Metrics	0%	0%	1 day	Tue 10/28/03	Tue 10/28/03		16	EA,Pilot PM
17		1.9.2	Finalize Project Plan	0%	0%	1 day	Wed 10/29/03	Wed 10/29/03		16	17 EA,Pilot PM
18		1.9.3	Finalize Spending Plan	0%	0%	1 day	Thu 10/30/03	Thu 10/30/03		17	18 EA,Pilot PM
19		1.9.4	Obtain Pilot Org. Charter Approval Signatures	0%	0%	1 day	Thu 10/30/03	Thu 10/30/03		17	19 EA,Pilot PM
20		1.9.5	Hold Kickoff VTC with Project Stakeholders	0%	0%	1 day	Thu 10/30/03	Thu 10/30/03		17	20 EA,Pilot PM
21		1.9.6	Schedule Biweekly Status VTCs	0%	0%	1 day	Thu 10/30/03	Thu 10/30/03		17	21 EA,Pilot PM
22		1.10	Project Charter Approved & Signed by EA	0%	0%	1 day	Fri 10/31/03	Fri 10/31/03		15	22 EA
23		1.11	Project Initiation Phase Complete	0%	0%	0 days	Fri 10/31/03	Fri 10/31/03		22	23
24	YS	2	Pilot Development & Execution (SEE NOTE)	0%	0%	142 days	Mon 11/3/03	Mon 5/24/04		1	24 Pilot PM
25		2.1	Requirements Analysis	0%	0%	35 days	Mon 11/3/03	Tue 12/23/03		25	
26		2.1.1	Hardware & Network	0%	0%	20 days	Mon 11/3/03	Tue 12/2/03		26	
27		2.1.2	Software	0%	0%	20 days	Mon 11/3/03	Tue 12/2/03		27	
28		2.1.3	Identify External Interfaces	0%	0%	20 days	Mon 11/3/03	Tue 12/2/03		28	
29		2.1.4	Prepare Requirements Documentation	0%	0%	10 days	Wed 12/3/03	Tue 12/16/03		6,27,28	29
30		2.1.5	Obtain Requirements Document Approval	0%	0%	5 days	Wed 12/17/03	Tue 12/23/03		29	30
31		2.1.6	Requirements Documentation Approved	0%	0%	0 days	Tue 12/23/03	Tue 12/23/03		30	31
32		2.2	Hardware/Software Acquisition	0%	0%	20 days	Wed 12/24/03	Thu 1/22/04		25	32
33		2.3	System Design	0%	0%	32 days	Wed 12/24/03	Mon 2/9/04		25	33
34		2.3.1	Develop System Design Specs	0%	0%	20 days	Wed 12/24/03	Thu 1/22/04		34	
35		2.3.2	Conduct Design Reviews as Required	0%	0%	5 days	Fri 1/23/04	Thu 1/29/04		34	35
36		2.3.3	Prepare System Design Document	0%	0%	5 days	Fri 1/30/04	Thu 2/5/04		35	36
37		2.3.4	Obtain System Design Document Approval	0%	0%	2 days	Fri 2/6/04	Mon 2/9/04		36	37
38		2.3.5	System Design Approved	0%	0%	0 days	Mon 2/9/04	Mon 2/9/04		37	38
39		2.4	System Construction (or Configuration/Customization)	0%	0%	20 days	Tue 2/10/04	Mon 3/22/04		32,33	39
40		2.4.1	Develop Application Code	0%	0%	20 days	Tue 2/10/04	Mon 3/8/04		40	
41		2.4.2	Develop Data Dictionary	0%	0%	10 days	Tue 2/10/04	Mon 2/23/04		41	
42		2.4.3	Develop Database	0%	0%	10 days	Tue 2/24/04	Mon 3/8/04		41	42
43		2.4.4	Conduct Unit Testing	0%	0%	10 days	Tue 3/9/04	Mon 3/22/04		40,42	43
44		2.4.5	Construction Completed	0%	0%	0 days	Mon 3/22/04	Mon 3/22/04		40,43	44
45		2.5	System Testing	0%	0%	15 days	Tue 3/23/04	Mon 4/12/04		39	45

Project Template – Entry View

A. Key Terms

Before beginning discussion of your specific project plan development, an overview of some key terms and concepts is in order. Some of this terminology relates to the template view shown above, while others are generic to project management or the Microsoft Project tool.

- **Work Breakdown Structure (WBS)** – A hierarchical structure of project tasks, which organizes and defines the scope of the project. Each descending level of the WBS represents a more detailed definition of a project phase or element.
- **Task** – An element of work to be completed during the course of the project. Each task will have an associated cost, duration, resource assignment, start date and finish date.
- **Summary Task** – A task that is made up of lower level subtasks, and summarizes those subtasks. Also called a rollup task.
- **“Schedule” Indicator** – A graphical indicator developed by EA to readily depict conformance to the planned project schedule. Refer to Appendix A for further details.



- % Complete – The percentage (based on duration) of the corresponding task that has been completed to date.
- Duration – The number of workdays (not calendar days) required to complete a task.
- Start – The date associated with beginning work on a given task.
- Finish – The date associated with completing work on a given task.
- Predecessor – A task or tasks that must be completed before another task can begin. To the maximum extent possible, predecessor tasks should be used to drive the project schedule, rather than entering specific start dates for each task. This concept will be covered in greater detail later in this document.
- Resource - Resources are assigned to complete the tasks in a project. There are two types of resources: work resources (personnel) and material resources.
- Baseline – This is the original plan for completing the project. Once the initial plan has been developed and approved, the baseline should be saved in MS Project. As the plan is executed, the baseline (Plan) will be compared to Actual dates and resource expenditures for the purpose of measuring success. Within MS Project, each task has associated baseline and actual values for start, finish, duration, and cost.
- Variance – The difference (+ or -) between a baseline value and an actual value.
- Milestone - A milestone is a task with no duration (zero days) or resources assigned that is used to identify significant events in your schedule, such as the completion of a major phase. Template milestones are shown in a blue font type.
- Critical Path - The critical path is the series of tasks that dictates the calculated finish date of the project. That is, when the last task in the critical path is completed, the project is completed. Any task on the critical path (a critical task) that is not completed on time, will potentially delay project completion. Non-critical tasks may slip, without immediate negative impact on the project end date. Template critical tasks are shown in red font type.

B. Typical Project Phases

The following is a brief description of the typical high-level project phases included in the template. Not all of these elements will necessarily be required for every pilot, however, most will be applicable with some degree of modification, i.e., the addition of more detailed sub-tasks, or with slight changes to terminology.

- Project Initiation and Planning – This phase includes project ramp-up activities, as well as project management tasks that should be performed throughout the life cycle of the pilot. The former category consists of actions such as obtaining project funding, developing a project charter, defining pilot metrics, and having the project plan approved. **The EA is responsible for building this section of the project plan**, with assistance from the pilot organization's PM as required.



- **Pilot Development & Execution** – ***This section of the project plan will be developed by the pilot organization's PM.*** The following task areas are provided as an example of typical content for this section of the plan.
 - **Requirements Analysis** – During this phase, the project team works on defining the “whats” of the pilot system, including business processing requirements, network bandwidth demands, and hardware and software products to be procured. These requirements are approved by the functional community and the Domain Owner.
 - **Hardware and Software Acquisition** – Once hardware and software requirements have been established, purchase actions are initiated to acquire the necessary infrastructure for the pilot system.
 - **System Design** – Having defined the high-level business processing requirements, more detailed logic is developed during this phase. Walkthroughs are conducted with the end user, and a system baseline is developed and approved.
 - **System Construction** – This phase encompasses the activity associated with converting processing logic into actual program code, either development from scratch using a tool such as Visual Basic, or more likely, integration of the selected COTS product.
 - **System Testing** – Upon completion of the construction (or COTS integration) phase, testing of the new system is conducted. Development of test plans and scenarios, as well as success and user acceptance criteria is accomplished during this time.
 - **System Migration** – Following acceptance and approval of the test results, the pilot system (database and application code modules) is moved from the test environment to the production environment. Any tasks associated with notifying the users of system downtime, final production system checkout, migration planning, and production system readiness should be included under this phase of the project.
 - **Training** – Any training required for end users or support personnel, as well as the development of training materials and user manuals should be covered under this phase.
 - **Pilot Execution and Evaluation** – Having completed all preparatory efforts, users are now given the opportunity to begin exercising the new system and business process. During the pilot execution period, metrics data will be collected in order to evaluate and quantify the success of the project. Where appropriate, users will be surveyed to assess customer satisfaction. Lessons learned will also be documented during this phase.
 - **Project Closeout** – The pilot PM, with assistance from the EA, will tabulate the metrics data collected during execution and prepare a formal Opportunity Analysis (OA), summarizing the results of the pilot and recommending a plan for the future. ***The pilot PM will work with the EA to build this section of the project plan.***



C. Required Tasks and Milestones

The EA requires that each project plan contain a few mandatory tasks and milestones in order to facilitate subsequent status reporting and pilot oversight. These requirements are defined in this section.

- *Biweekly Project Status Meetings* – Twice-weekly meetings or video-teleconferences (VTCs) will be scheduled between the pilot project team and the EA to review status throughout the full duration of the project.
- *Project Charter* – The project charter is essentially a contract or memorandum of understanding (MOU) between the DoD CIO (through the EA) and the organization that submitted the pilot, as well as any other key stakeholders. It specifies the roles and responsibilities of all involved organizations, and documents acknowledgement of these responsibilities through formal signature. Development and approval of the project charter should be recorded in the project plan. The project charter document template and associated instructions is available for download from the RAI-NC website.
- *Project Plan* – As noted above, each pilot PM will be responsible for developing a project plan, using the template provided by the EA, in Microsoft Project 2000 format. Development and approval of this document should be recorded in the project plan. The project plan template and associated instructions is available for download from the RAI-NC website.
- *Spending Plan* – The pilot PM will be responsible for submitting a spending (budget execution) plan to the EA, detailing the proposed expenditure of funds over the course of the project. This spending/execution plan should be reflected in the project plan, with dollar values associated to the tasks contained in the plan. Development and approval of the spending plan should be recorded in the project plan. A separate (summary level) spending plan document template and associated instructions is available for download from the RAI-NC website.
- *Project Metrics* – The activities associated with pilot metrics definition, and metrics data collection during the execution phase will be recorded in the project plan.
- *Opportunity Analysis (OA)* – The tasks to be performed during development of the OA should be documented in the project plan.

V. Building the Project Plan

You must have Microsoft Project 2000 installed on your desktop because the template makes use of functionality, such as graphical status indicators, not available in earlier versions of the product. In this section, the basic steps for developing a pilot project plan using the RAI-NC template are discussed. These instructions focus solely on how to use the template, and are not intended to be a complete MS Project “how to”, or tutorial. Detailed, step-by-step instructions for developing a plan are available in the MS Project 2000 help system. To access this information:

1. Click on the “Help” menu
2. Click on “Microsoft Project Help” from the drop down list
3. Click on the “Contents” tab



4. Click on “Build a Plan”

A. Define Project Deliverables and Milestones

Before actually starting to build your plan in MS Project, it is usually helpful to create a general outline using pencil and paper. Begin by developing a set of deliverables for your project, along with a general timeline. On the timeline, plot tentative milestone dates for your deliverables, based upon estimates of the effort involved. Keep in mind that RAI-NC funded pilots should be completed twelve months. You should also be aware that by default, MS Project uses workdays, not calendar days, for all date calculations.

B. Define Project Phases and Identify Associated Tasks

Once you have downloaded a copy of the project plan template from the RAI-NC website, and created a nominal pilot timeline with milestones, you are ready to start building your plan in MS Project. When you open the template file you will see the generic WBS of tasks that has been developed for you as a starting point. The Gantt chart entry view is the most efficient way to enter/modify most task related information, such as the tasks themselves, start dates, finish dates, and durations. You are presented with this view when you initially open the template file, as shown below.

ID	Notes	WBS	Task Name	Schedule	% Comp	Duration	Start	Finish	Preds	Succ	Resource Names
0		0	Enter Project Name Here		0%	194 days	Wed 10/1/03	Mon 7/5/04			0
1		1	Project Initiation & Planning		0%	22 days	Wed 10/1/03	Fri 10/31/03			1
2		1.1	Project Start Date		0%	0 days	Wed 10/1/03	Wed 10/1/03			2
3		1.2	Conduct Initial Phone Call to Pilot PM		0%	1 day	Wed 10/1/03	Wed 10/1/03			3 EA
4		1.3	Provide electronic welcome package/templates to PM		0%	1 day	Wed 10/1/03	Wed 10/1/03			4 EA
5		1.4	Pilot PM Review of Documentation Templates		0%	3 days	Thu 10/2/03	Mon 10/6/03	3,4		5 Pilot PM
6		1.5	Conduct Follow-up Call with Pilot PM		0%	1 day	Tue 10/7/03	Tue 10/7/03	5		6 EA
7		1.6	Schedule Pilot Site Visit by RAI-NC Executive Agent (EA) Tech Lead		0%	1 day	Tue 10/7/03	Tue 10/7/03	5		7 EA
8		1.7	Develop Draft Charter, Project Plan & Spending Plan		0%	13 days	Wed 10/8/03	Mon 10/27/03	7		8 Pilot PM
9		1.8	Coordinate Project Funding Requirements		0%	13 days	Wed 10/8/03	Mon 10/27/03	7		9
10		1.8.1	Determine Type of Funding Document Required & Provide This Info to		0%	1 day	Wed 10/8/03	Wed 10/8/03			10 Pilot PM
11		1.8.2	Develop SOW for Contractor Support (if reqd.)		0%	3 days	Wed 10/8/03	Fri 10/10/03			11 Pilot PM
12		1.8.3	Provide Copy of SOW to EA		0%	1 day	Tue 10/14/03	Tue 10/14/03	11		12 Pilot PM
13		1.8.4	EA Prepares Funding Document & Releases Funds to Pilot Org		0%	9 days	Wed 10/15/03	Mon 10/27/03	12		13 EA
14		1.8.5	Pilot Funding from EA Received		0%	0 days	Mon 10/27/03	Mon 10/27/03	13		14
15		1.9	EA Tech Lead Visit to Pilot Site		0%	3 days	Tue 10/28/03	Thu 10/30/03	8		15

Gantt Chart – Entry View

Take a few minutes to review the format of the template and familiarize yourself with its content. Note which of the included tasks apply to your particular project, any unnecessary tasks, and additional activities required to accommodate your specific requirements. After completing your review of the basic template, begin modifying the WBS by adding and deleting tasks and milestones as required. At this point, concentrate on identifying the complete range of tasks needed to successfully execute your pilot. Do not worry about dates, durations, and resources; these will be applied in subsequent steps.

C. Estimate Task Durations

After entering all pertinent tasks, the next step in the process is assigning durations to each task. Stay in the Gantt chart entry view to input this information. Durations for all summary tasks will be computed automatically. Use whatever measure you prefer, days, hours, weeks, etc. Again, keep in mind that, by default, a week is five days (Monday – Friday) in MS Project. The key here is to *BE REALISTIC* with your estimates. Some slippage in your plan is inevitable, so allow a little slack.



D. Setup Task Dependencies and Start Dates

Next, remain in the Gantt chart entry view and assign task start dates. To set your overall project start date, click on the “Project” drop down menu, then select “Project Information”, and change the “Project Start” date to the appropriate value. As noted earlier, it is desirable to use predecessor/successor task relationships to drive the project dates. For example, system testing typically follows system construction, which follows system design, which follows requirements analysis. Logically, a slip in completion of the requirements analysis will potentially delay system testing, absent the application of additional resources or some other remedial action by the PM. Such relationships should be embedded within the plan, and “hard coding” dates for each individual task disguises them. The template was designed using the predecessor/successor task concept, and this concept should be perpetuated in each pilot project plan to the extent possible.

E. Assign Resources and Responsibilities

You are now ready to assign personnel resources to each project task. You should not assign resources to summary tasks or milestones. To perform these assignments, return to the Gantt chart entry view and enter the name(s) of the responsible individual(s).

ID	Notes	WBS	Task Name	Schedule	% Comp	Duration	Start	Finish	Preds	Succ	Resource Names
24	/S	2	Pilot Development & Execution (SEE NOTE)	0%	0%	142 days	Mon 11/3/03	Mon 5/24/04	1	24	Pilot PM
25		2.1	Requirements Analysis	0%	0%	35 days	Mon 11/3/03	Tue 12/23/03		25	
26		2.1.1	Hardware & Network	0%	0%	20 days	Mon 11/3/03	Tue 12/2/03		26	
27		2.1.2	Software	0%	0%	20 days	Mon 11/3/03	Tue 12/2/03		27	
28		2.1.3	Identify External Interfaces	0%	0%	20 days	Mon 11/3/03	Tue 12/2/03		28	
29		2.1.4	Prepare Requirements Documentation	0%	0%	10 days	Wed 12/3/03	Tue 12/16/03	6,27,28	29	
30		2.1.5	Obtain Requirements Document Approval	0%	0%	5 days	Wed 12/17/03	Tue 12/23/03		29	30
31		2.1.6	Requirements Documentation Approved	0%	0%	0 days		Tue 12/23/03		30	31
32		2.2	Hardware/Software Acquisition	0%	0%	20 days	12/24/03	Thu 1/22/04		25	32
33		2.3	System Design	0%	0%	20 days	1/24/03	Mon 2/9/04		25	33
34		2.3.1	Develop System Design Specs	0%	0%	20 days	Wed 2/24/03	Thu 1/22/04			34
35		2.3.2	Conduct Design Reviews as Required	0%	0%	5 days	Fri 1/23/04	Thu 1/29/04		34	35
36		2.3.3	Prepare System Design Document	0%	0%	5 days	Fri 1/30/04	Thu 2/5/04		35	36
37		2.3.4	Obtain System Design Document Approval	0%	0%	2 days	Fri 2/6/04	Mon 2/9/04		36	37
38		2.3.5	System Design Approved	0%	0%	0 days	Mon 2/9/04	Mon 2/9/04		37	38

Assign Resources

Gantt Chart - Entry View

Repeat this process until resources have been assigned to each task.

F. Save Project Plan Baseline

Perform a final quality of review of the plan to make sure all the information is complete and accurate. When you are satisfied, save the project with a baseline by:

- Click on the “Tools” drop down menu
- Click on “Tracking”
- Click on “Save Baseline”
- Click on “OK”

This action locks in the starting values for your original plan, and provides the yardstick by which execution will be measured.

VI. Create Spending Plan (Summary)

All RAI-NC pilot project managers will develop a monthly spending plan summary using Microsoft Excel. A spending plan template has been developed to ensure standardization across the complete universe of pilots funded by the DoD CIO. This template is available for download from RAI-NC website.



Once a project plan has been developed according to the process described above, the cost estimates should be summarized by month, and transcribed to the spending plan template's "Planned" tab. If your project exceeds six months in length, additional columns may be inserted. Throughout execution of the pilot, actual monthly cost data (obligations) should be entered on the "Actual" tab. An example of a completed Project Spending Plan is shown below.

	Jun-02	Jul-02	Aug-02	Sep-02	Oct-02	Nov-02	Dec-02	Total
Labor (Organic-Government)								
Flight Clearance - NAVAIR	\$100,000.00							\$100,000.00
								\$0.00
								\$0.00
								\$0.00
Subtotal Labor (Organic)	\$100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00
Labor (Contract)								
Project Management/Coordination	\$4,000.00	\$8,923.53	\$16,000.00	\$16,000.00	\$16,435.89	\$15,000.00	\$15,488.52	\$91,847.94
Flt Data Engineer (SubK)	\$2,280.00	\$6,000.00	\$93,000.00	\$93,000.00	\$94,080.00	\$27,000.00	\$28,440.00	\$343,800.00
Senior Analyst (SubK)	\$22,000.00	\$52,400.00	\$7,000.00	\$7,000.00	\$7,600.00	\$6,000.00	\$6,480.00	\$108,480.00
Engineer (SubK)	\$400.00	\$800.00	\$500.00	\$500.00	\$500.00			\$2,700.00
Senior Engineer (SubK)	\$600.00	\$1,400.00	\$26,000.00	\$26,000.00	\$28,000.00			\$82,000.00
Subtotal Labor (Contract)	\$29,280.00	\$69,523.53	\$142,500.00	\$142,500.00	\$146,615.89	\$48,000.00	\$50,408.52	\$628,827.94
Software								
AVSCAN.fleet			\$50,494.95					\$50,494.95
FlightAnalyst Server			\$67,500.00					\$67,500.00
FlightAnalyst Acft-specific Client			\$45,000.00					\$45,000.00
FltViz Player System (software)			\$26,924.00					\$26,924.00
								\$0.00
Subtotal Software	\$0.00	\$0.00	\$189,918.95	\$0.00	\$0.00	\$0.00	\$0.00	\$189,918.95
Hardware								
miniQAR x 2			\$17,170.00					\$17,170.00
Ruggedized Service Unit			\$11,563.33					\$11,563.33
miniQAR PTI			\$3,888.11					\$3,888.11
FltVis Player System (hardware)			\$5,300.00					\$5,300.00
								\$0.00
Subtotal Hardware	\$0.00	\$0.00	\$37,921.44	\$0.00	\$0.00	\$0.00	\$0.00	\$37,921.44
Other								
Travel (Prime and SubK)	\$1,500.00	\$3,573.91	\$6,000.00	\$6,000.00	\$6,838.44	\$10,000.00	\$9,412.69	\$43,325.04
								\$0.00
								\$0.00
								\$0.00
Subtotal Other	\$1,500.00	\$3,573.91	\$6,000.00	\$6,000.00	\$6,838.44	\$10,000.00	\$9,412.69	\$43,325.04
Grand Total	\$130,780.00	\$73,097.44	\$376,340.39	\$148,500.00	\$153,454.33	\$58,000.00	\$59,821.21	\$999,993.37

Sample Project Spending Plan

VII. Obtain Project and Spending Plan Approval

Forward the completed project plan and spending plan summary to EA for approval. Upon receipt, the plan will be reviewed; any required changes will be discussed with the PM; and the plan will be approved. The plan should be saved with a new baseline in the event that changes are necessary. The project plan and spending plan will be maintained by the pilot PM during the life of the project, and will routinely be reviewed during scheduled status meetings.



VIII. Appendix A - Dashboard Status Indicators

Graphical indicators have been developed within MS Project 2000 to highlight overall project status at any given point in time. The green-yellow-red light metaphor has been adopted by the EA for this purpose. The logic used to define these indicators is shown below.

Field Name	Type	Formula	Description
Late Task (Flag1)	Flag (Boolean)	Late Task = If([Baseline Finish] < Date() And [% Complete] < 100,1,0)	<p><u>Logic:</u> Any task that was scheduled to be completed (Baseline Finish) prior to today's date (System Date), but hasn't been completed, is flagged as being "Late".</p> <p>This formula is also used to calculate the values for summary tasks.</p>
Schedule Status (Number2)	Number	Schedule Status = If([Late Task] = 0, 0, If([Critical] = 0, 1, 2))	<p><u>Dashboard Indicators:</u> GREEN: Schedule Status = 0 YELLOW: Schedule Status = 1 RED: Schedule Status = 2</p> <p><u>Logic:</u> The indicator is GREEN if the task is not flagged as being late. The indicator is YELLOW if the task is late, but is not on the critical path (Critical = 0). The indicator is RED if the task is late and it is on the critical path.</p> <p>This formula is also used to calculate the values for summary tasks.</p>
Days Since Completion (Duration1)	Duration	If([Completed Task] = Yes, abs(ProjDateDiff([Current Date],[Finish])),0)	For completed tasks, the calculated number of days since the tasks was completed (system date – completion date)
Days to Completion (Duration2)	Duration	If([Completed Task] = No, abs(ProjDateDiff([Finish],[Current Date])),0)	For incomplete tasks, the calculated number of days between the planned completion date and the system date
Completed Task (Flag2)	Flag (Boolean)	If([% Complete]=100,1,0)	A flag used to indicate those tasks that have been completed
Completed in Last 2 Weeks (Flag3)	Flag (Boolean)	If((([Duration1]/480>=0) And ([Duration1]/480<=9) And [Completed Task]=Yes,1,0)	A flag used to indicate those tasks that have been completed within the last two weeks
Completed in Next 2 Weeks (Flag4)	Flag (Boolean)	If((((([Duration2]/480>=0) And ([Duration2]/480<=9)) Or ([Finish]<[Current Date])) And [Flag2]=No,1,0)	A flag used to indicate those tasks that are scheduled to be completed within the next two weeks or tasks that are overdue