



Preparing Schedules for the ILC PIP & TDR

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Fermilab

CFS at IWLC2010

CICG - Geneve – October 20, 2010

short & sweet summary

more in back-up slides

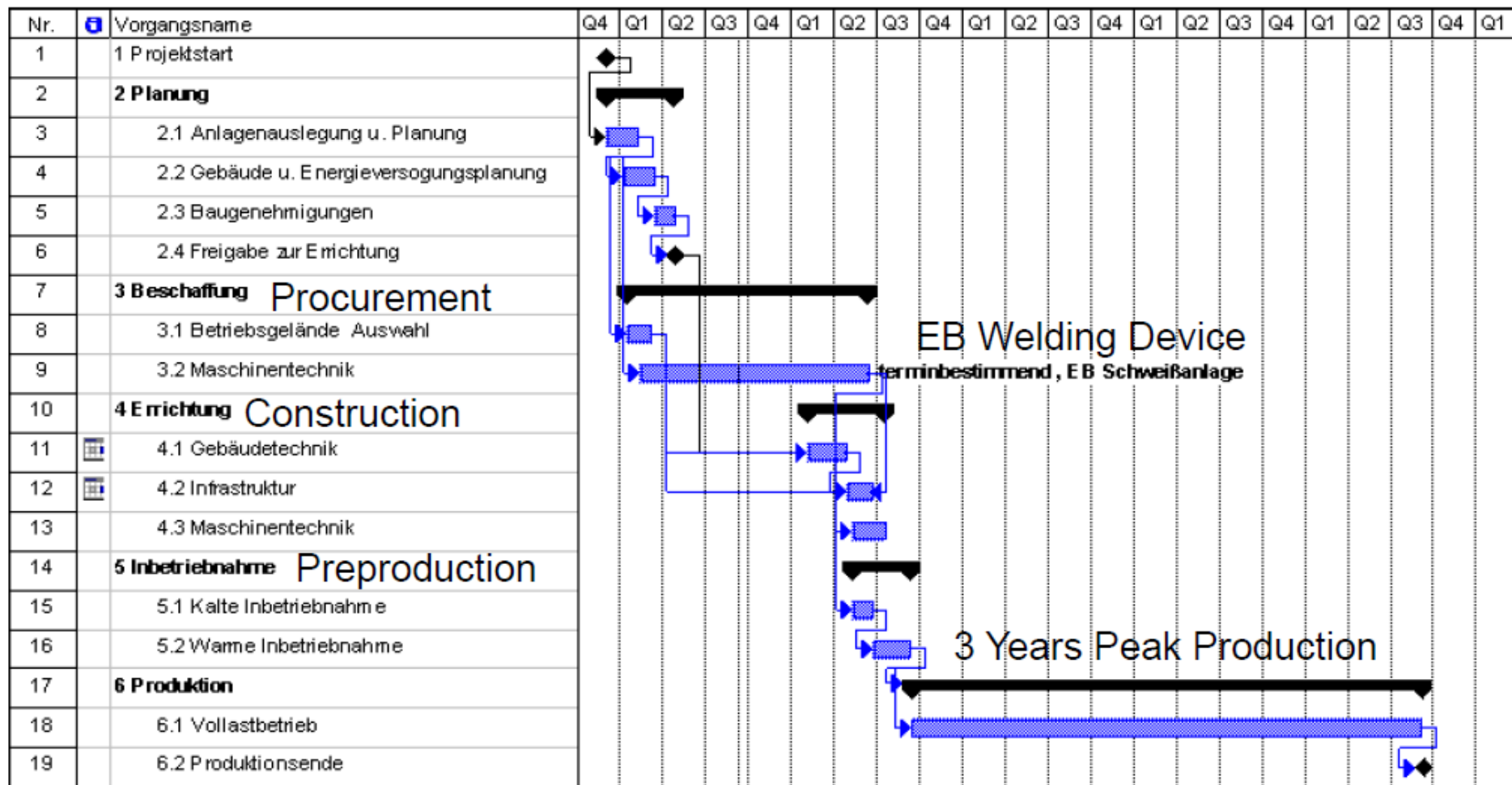
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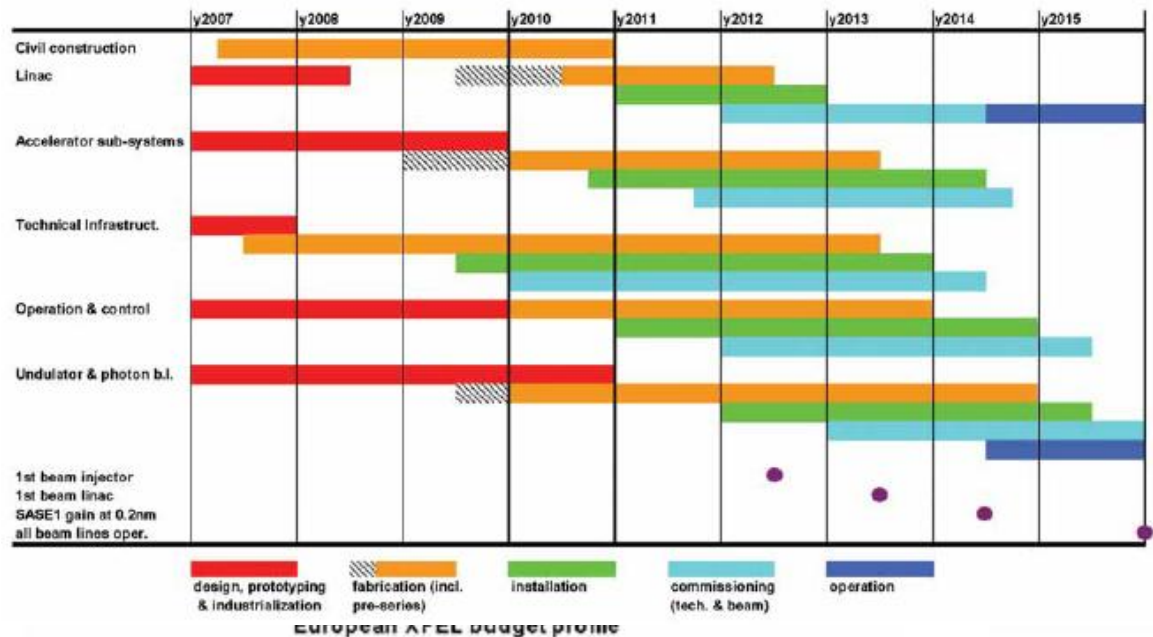
A horizontal dotted line in a light greenish-yellow color runs across the bottom of the slide.

- Schedule for PIP is an executive summary (~ 1 page?) for governments and the public
- **not** the integrated & linked construction schedule
- yet it is expected to provide a realistic (defendable) timescale and resource profile
- How can we consistently prepare PIP-summary without producing the full schedule?
- Examples of PIP-level summary schedule:
TESLA & XFEL TDRs, cold-USLCTOS,
ILC RDR and its predecessors and children,
AAA (Japan) civil schedule for Main Linac

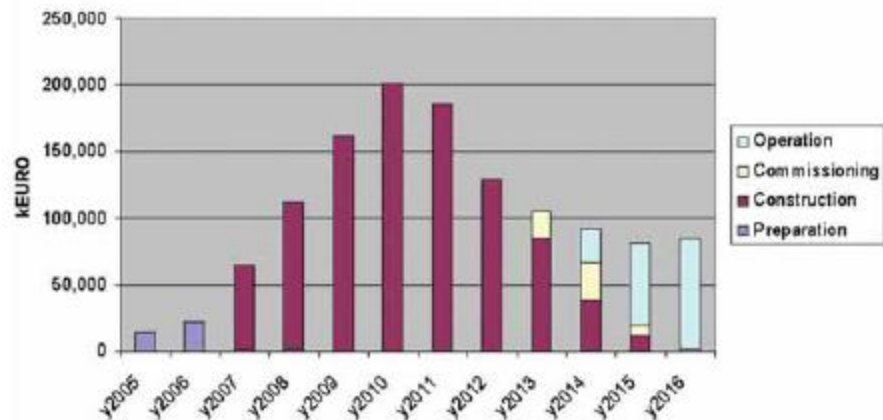
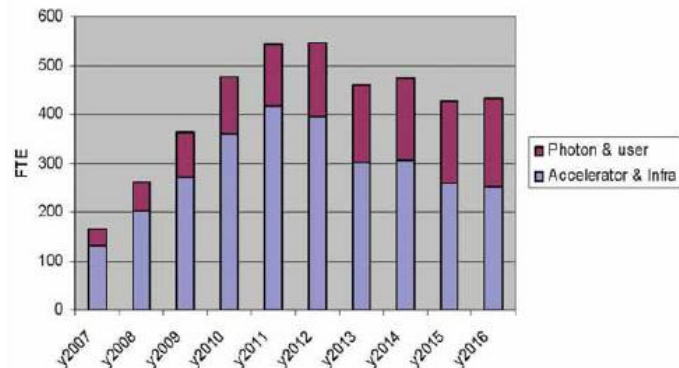
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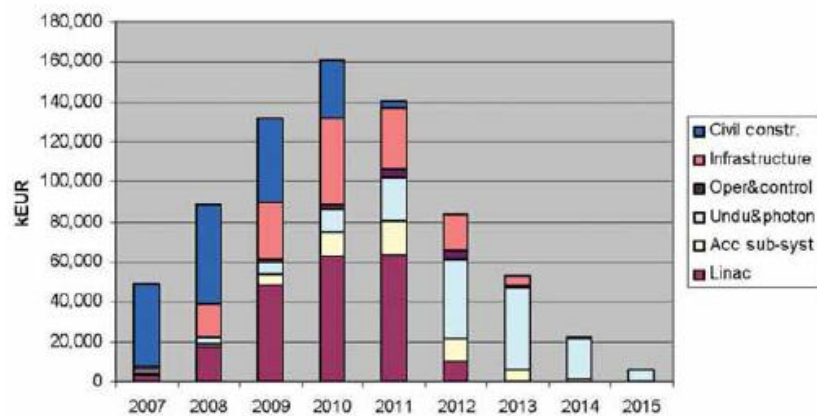




European XFEL personnel profile (construction - operation)



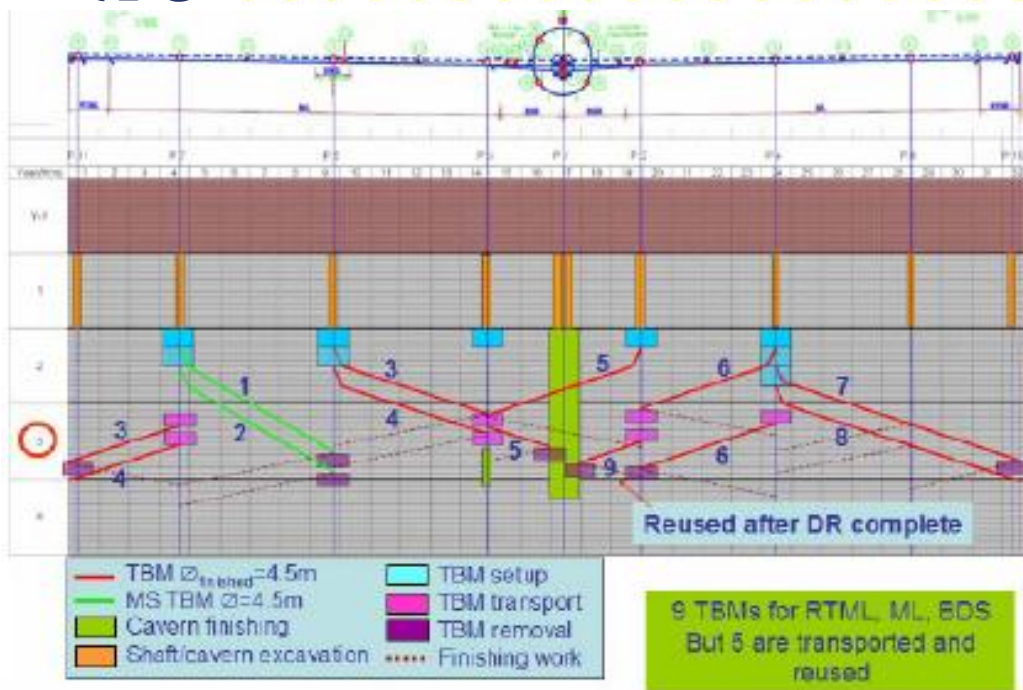
Cap invest profile (2005 Euros)





COLD-USLCTOS — no personnel or spending profiles

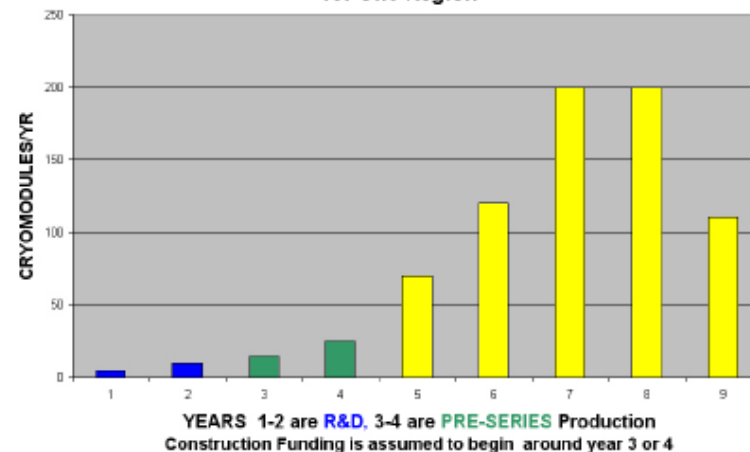
U.S. FISCAL YEAR		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Project Engineering Management Milestones		CDR Review	Site-indep. R&D/Design	Approve Baseline	Choose Int'l Site	Start of Constr'n		Start of Installation	Start of Progs				Project Closeout
Injector	System Engineering	R&D	Design			Sustaining Engineering							
	Electron Injector Housing 220m		Civil Eng. Concepts	A-E Design	Construct								
	Positron Source/PTL Hsg 850m		Civil Eng. Concepts	A-E Design	Construct								
	System Engineering	R&D	Design			Sustaining Engineering							
	Components		R&D	Design		Fab / produce / procure							
	Electron Source & Inj. Linac 220m	R&D						Install	e*	Commissioning & Development			
	Positron Source & Inj. Linac 850m	R&D						Install		p*	Access		
	Positron Transfer Line		R&D					Install		p*	Access		
	System Engineering	R&D	Design			Sustaining Engineering							
	Dog-bone DR Components		R&D	Design		Fab / produce / procure							
	Electron Dog-bone DR 9,500m [1]	R&D						Install [2] with ML	e*		Access		
	Positron Dog-bone DR 9,500m [1]	R&D						Install [2] with ML		p*	Access		
	System Engineering	R&D			Design		Sustaining Engineering						
	Compressor Components		R&D			Design	Fab / produce / procure						
	Electron Compressor 400m							Install	e*		Access		
	Positron Compressor 400m								Install		p*	Access	
	R&D System Engineering	Design			Sustaining Engineering								
	R&D Components	R&D			Industrial prototypes								
	R&D Test Accelerator	Design			Construct & Install	Test components and develop systems							
	System Engineering	R&D	Design			Sustaining Engineering							
Main Linacs	LC Linacs	R&D											
	Main Linac Components		Design		Fab / produce / procure					Spares			
	Electron Main Linac 21,800m [3,4]		Civil Eng. Concepts	A-E Design	Construct [6]			Install 150GeV [7]	DR or e*		Install [7]	e*	
	Positron Main Linac 20,700m [5]		Civil Eng. Concepts	A-E Design	Construct [6]			Install [7]		PTL/DR	p*	Install [7]	p*
	System Engineering	R&D			Design		Sustaining Engineering						
	Beam Delivery Components		R&D			Design	Fab / produce / procure						
	Electron Delivery Line 1 1,800m		Civil Eng. Concepts	A-E Design	Construct [6]			Install		PTL on		e*	
	Positron Delivery Line 1 1,800m		Civil Eng. Concepts	A-E Design	Construct [6]			Install		PTL on		p*	
	I. R. Hall 1		Civil Eng. Concepts	A-E Design	Construct		Install LR. & Detector				PTL on		e* x*
	Electron Delivery Line 2 1,100m		Civil Eng. Concepts	A-E Design	Construct						Install		e*
Beam Delivery Lines & Interaction Regions	Positron Delivery Line 2 1,400m		Civil Eng. Concepts	A-E Design	Construct						Install		p*
	I. R. Hall 2		Civil Eng. Concepts		Construct		Install LR. & Detector					e* x*	
	System Engineering	Civil Eng. Concepts	A-E System Design		Sustaining Engineering								
	Geotechnical Engineering	Geotechnical R&D		Geotechnical Subsurface Investigation									
	Environmental Protection	Environmental Impact Study / NEPA Process											
	Clear & Grade		Civil Eng. Concepts	A-E Design	Construct								
	Roadways, Landscape		Civil Eng. Concepts	A-E Design	Construct								
	Warehousing		Civil Eng. Concepts	A-E Design	Construct								
	Heavy Assembly Facility		Civil Eng. Concepts	A-E Design	Construct								
	Mech. Utility Systems		Civil Eng. Concepts	A-E Design	Construct								
Site & Campus	Electrical Distrib. System		Civil Eng. Concepts	A-E Design	Construct								
	Cryogenic Systems		Civil Eng. Concepts	A-E Design		Construct							
	Central Campus Buildings		Civil Eng. Concepts			A-E Design		Construct					
	Accelerator Control Center		Civil Eng. Concepts	A-E Design	Construct		Outfit		Commissioning & Development				
	Control System	R&D		Design		Acquire / Install							



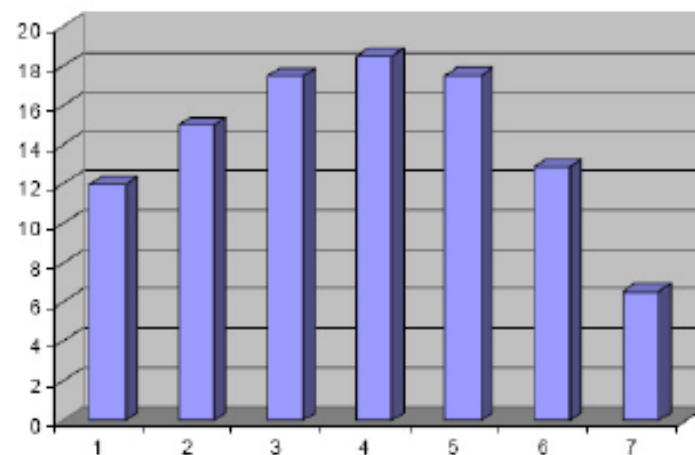
Martin Gastal

did not include
installation schedule
nor personnel profile

A Sample Cryomodule Production Schedule for One Region



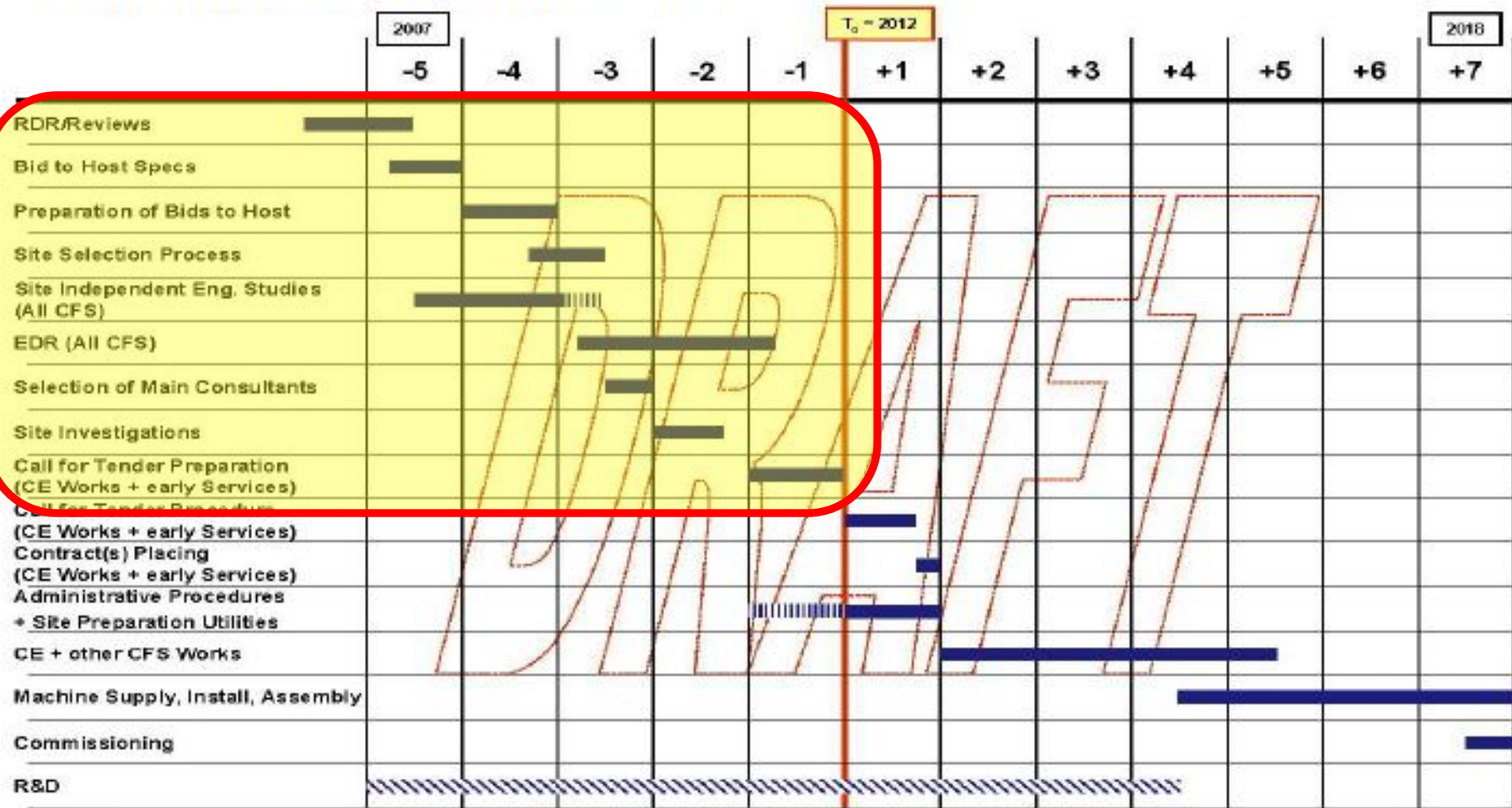
% of Total Value per Year





Jean-Luc Baldy - CF&S oriented includes pre-construction activities

TENTATIVE OVERALL TIME SCHEDULE



05-23-07

ILC International Cost Review - ORSAY

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Mike Harrison – P5 – February 1, 2008

construction “value-%” only from RDR

POSSIBLE SEVEN YEAR CONSTRUCTION SCHEDULE AND COST PROFILE

SYSTEM/YEAR	ONE	TWO	THREE	FOUR	FIVE	SIX	SEVEN	EIGHT	% of TOTAL
CF&S	11	11	9	4	1	1	0		37% of total
CRYOMODULES	1	3	4	5	5	3	2		23% of total
RF SYSTEMS		0	1	3	4	2	1		11% of total
CRYO SYSTEMS		1	2	2	2	1	0		8% of total
MAGNETS & PS's			1.5	2	2	2	0.5		8% of total
CONTROLS				1	1	1	1		4% of total
INSTALLATION				1	1.5	1.5	1		5% of total
VACUUM				0.5	0.5	0.5	0.5		2% of total
INSTRUMENTATION					0.25	0.5	0.25		1% of total
DUMPS					0.3	0.4	0.3		1% of total
OVERALL COMMISSIONING									
					OPS FUNDING	OPS Funding	OPS Funding	FULL OPS FUNDING	
Total	12	15	17.5	18.5	17.55	12.9	6.55		100



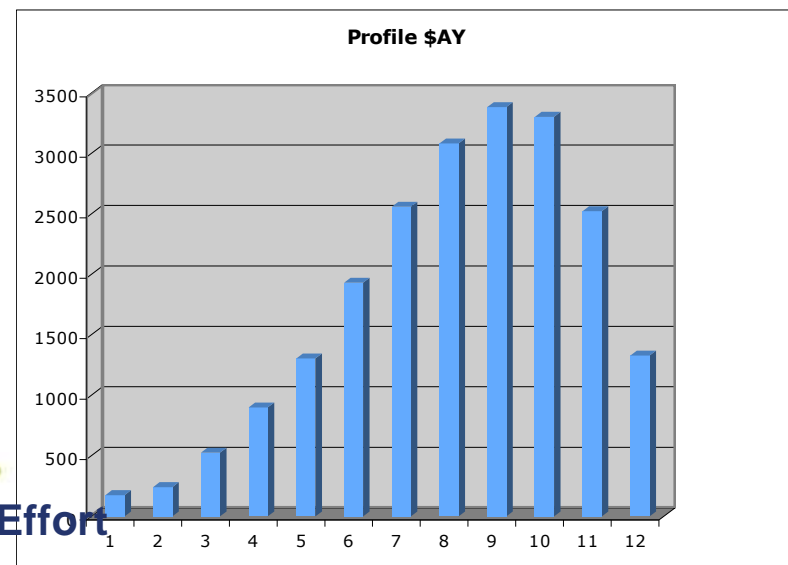
Mike Harrison – P5 – February 1, 2010

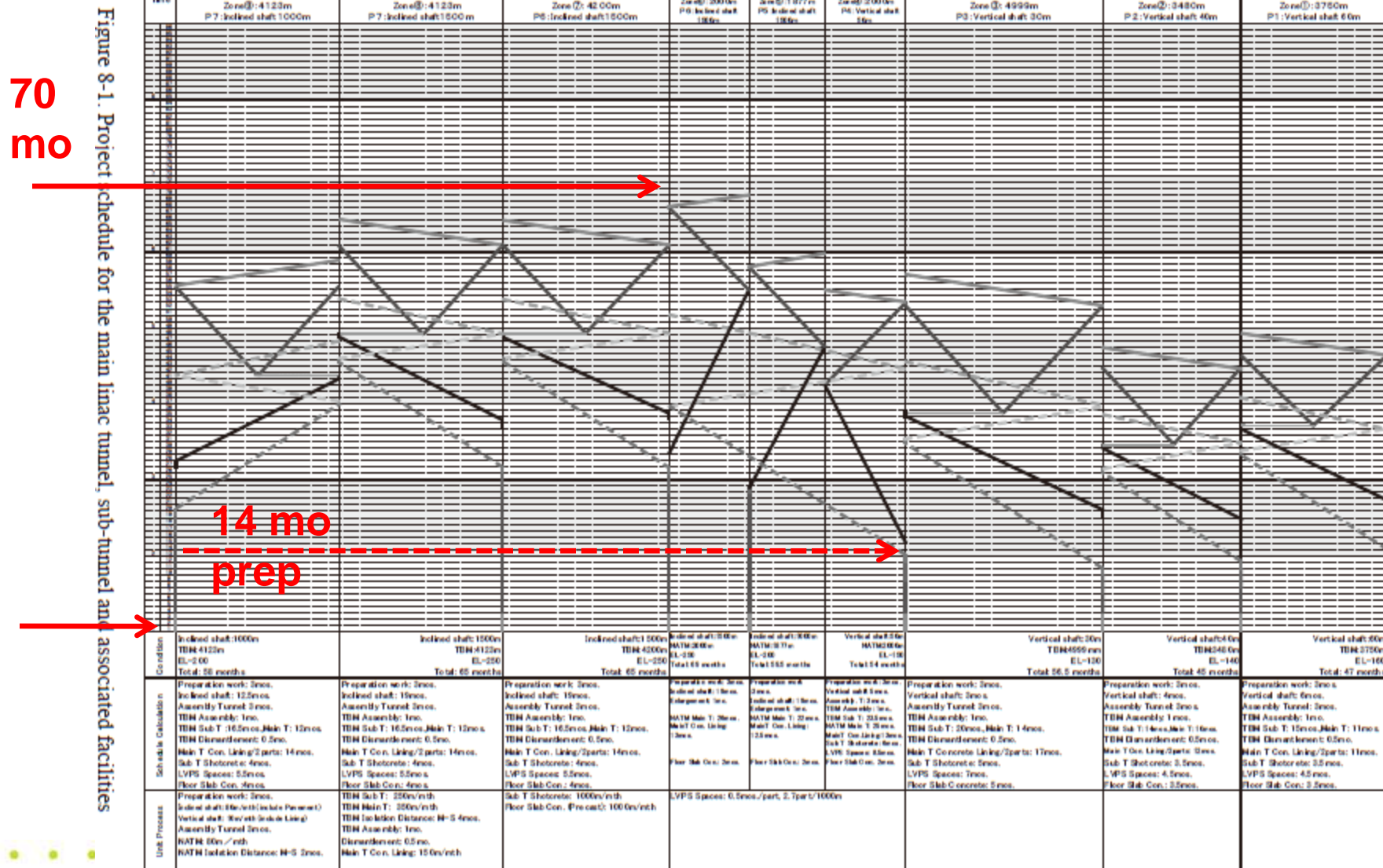
(all-inclusive DOE-like) ILC Construction costs (TEC)

Year	Funding Type	CD's	Funding \$FY07	Funding at year	Inflator	Host 50%	non-Host 20%
FY11	Program	CD0	150	172	1.148	86	34
FY12	Program		250	297	1.188	148	59
FY13	PED	CD1	420	516	1.229	258	103
FY14	PED	CD2	795	1011	1.272	506	202
FY15	PED		1074	1414	1.317	707	283
FY16	Project	CD3	1492	2033	1.363	1017	407
FY17	Project		1900	2680	1.411	1340	536
FY18	Project		2174	3174	1.460	1587	635
FY19	Project		2300	3475	1.511	1738	695
FY20	Project		2200	3441	1.564	1720	688
FY21	Project		1700	2752	1.619	1376	550
FY22	Project		845	1416	1.675	708	283
FY23	Ops			0	1.734	0	0
Totals (\$M)			14900	21913		10957	4383
Inflation				3.5%			

With the long lever arm we are sensitive to assumptions on inflation. A change of 0.5% = \$1.2B AY

Totals do not include programmatic funding







what do we need when?

by end of TD Phase: a block format, top-down summary, showing vital linkages, cost phasing, and constraints. Can this project be realistically completed in a finite time? EXCEL or MS Project Is this consistent with what PMs are considering?

by time to go to governments for project approval:
Primavera: integrated resource-loaded, linked to cost estimates & basis of estimates with most details

by beginning of construction project:
Primavera integrated with ILC accounting system via COBRA for Earned Value Management System

PIP-schedule(s) should:

- Accommodate multiple governance models
- Accommodate multiple sites (flat vs. mountainous)
- Include pre-construction activities
- Civil Engineering must include ML caverns, tunnel widenings, and Damping Rings
- Illustrate, if not solve, interferences & bottle-necks
- Accommodate early commissioning of
e- Source, auxiliary e+ Source, & DRs during
construction of ML, RTML & installation of BDS
- Accommodate commissioning of BDS while
installing Experiments

What does CPDG RFC have to say?

Request for Comment: White Paper on the Comprehensive Project Design Guidance (CPDG) for the International Linear Collider

GD-4, 5, 6: Accelerator Construction Process – Technical. Assignment: GDE. This WP deals with a group of timeline analyses for the construction steps to follow for the ILC accelerator and related facilities. The proposed contents of the studies include the following:

GD4: Design preparation stage – Finalization of the accelerator design, and advanced manufacturing studies.

GD5: Construction stage – Steps to follow in component fabrication, component installation and commissioning.

GD6: Schedule for conventional facilities – Steps to follow in tunnel excavation and construction of surface facilities.

- Sounds like ILCSC wants GDE to provide ...by end of TDR. Sounds like schedule needs to be much more well developed than top-down PIP schedule outline.



Questions to Answer:

- Should R&D be included? US DOE would say so...
- When are resources (funding & personnel) required?
- What cryomodule rate is needed for installation?
JIT delivery = no “outdoor” warehousing
- How is shorter ***schedule*** optimized ***vs.*** higher ***cost***?
- Who provides the PIP-schedule? ***do-it-ourselves!***
top-down from senior management, not engineered!
Small team: Cost Eng(s), CFS, scheduling (Katy?),
leaders of long lead time items (cavities, CM, etc),
with guidance from Project Managers
- Needed scope & maturity of schedule for GD-4,5,6?
- ***Discussion...***



discussion notes:

***backup slides and examples
the more complete story***

- Path toward two schedules – PIP and TDR
- Examples of PIP & TDR-level schedules
- What do we need when? A schedule for schedules!
- Multiple Sites? => Final Site - Governance Models
- Commissioning Constraints (or desires)
- Schedule (along with scope & cost) as project driver
- Schedule for pre-construction and commissioning
- Shortcomings of Conventional Construction Schedules
- Who's going to participate in forming schedules?
- What does CPDG say about any of this?



and now for a real project schedule: NOvA = \$ 278 M => ANU page 1 of 33



Nova Project WBS 2.0 - ANU Construction Gantt Chart

Director's CD-2/3a Review
April 17, 2008

WBS	Activity Desc.	Duration	Start	Finish	Predecessors	Resource Assignments (Labor %, M&S FY07\$)	BOE DOCS No.	MSP Unique ID	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
2	Construction Project	1867d	01Dec06	29Oct14			0	0									
2.0	ANU Construction	1828d	01Dec06	13Mar14			0	2247									
2.0.1	Recoiler Upgrades	1061d	28Dec07	17Apr12			0	2248									
2.0.1.1	Recoiler Ring Modifications	801d	02Feb08	06Apr12			0	2248									
2.0.1.1.1	Beam Lines (Transfer, Abort & RR 30 Straight)	801d	02Feb08	06Apr12			0	2260									
2.0.1.1.1.1	Common Tooling for Permanent Magnet Assembly	70d	06Mar09	11Jun09			0	3133									
2.0.1.1.1.1.1	Prep Req & Award PO for Tooling Parts	40d	06Mar09	26Apr09	2.10.8.6[F8]; 1.0.1.1.2.2.8.5[F8]		1809	3069									
2.0.1.1.1.1.2	Receive & Inspect Tooling Parts	10d	30Apr09	13May09	2.0.1.1.1.1.1[F8]	M.FNAL.AD.MANDS,\$18000;L.FNAL.TD.TECH.MT,W,20%	1809	3070									
2.0.1.1.1.1.3	Assemble Tooling	20d	14May09	11Jun09	2.0.1.1.1.1.2[F8]	L.FNAL.TD.TECH.MT,W,40%;L.FNAL.TD.ENG.ME,10%	1809	3071									
2.0.1.1.1.2	RR Magnet & Instrumentation Stands	541d	02Feb08	06Jun10			0	2261									
2.0.1.1.1.2.1	Final Design IL Magnet Stands	40d	18Oct08	14Dec08	1.0.1.1.2.1.2.1[F8]	L.FNAL.AD.ENG.ME,60%;L.FNAL.AD.ENG.DRFT,76%	1725	3226									
2.0.1.1.1.2.2	Final Design EL Magnet Stands	40d	03Sep09	29Oct09	1.0.1.1.2.1.2.2[F8]	L.FNAL.AD.ENG.ME,60%;L.FNAL.AD.ENG.DRFT,76%	1725	3227									
2.0.1.1.1.2.3	Final Design RR-30 SS Magnet Stands	25d	23Jul09	26Aug09	2.10.9.7[F8]; 2.0.1.1.1.14.10[55+10d]	L.FNAL.AD.ENG.DES,76%;L.FNAL.AD.ENG.ME,8%;L.FNAL.AD.ENG.ME,64%	1725	1678									
2.0.1.1.1.2.4	Final Design BA Kicker Stands	19d	02Feb09	26Feb09	2.10.8.7[F8]	L.FNAL.AD.ENG.DES,76%;L.FNAL.AD.ENG.ME,8%;L.FNAL.AD.ENG.ME,64%	1725	1701									
2.0.1.1.1.2.5	Final Design Instrumentation Stands	25d	23Jul09	26Aug09	2.10.9.7[F8]; 2.0.1.1.1.14.2[55+10d]; 2.0.1.1.1.14.7[55+10d]; 2.0.1.1.1.14.13[55+10d]	L.FNAL.AD.ENG.DES,76%;L.FNAL.AD.ENG.ME,8%;L.FNAL.AD.ENG.ME,64%	1725	3083									
2.0.1.1.1.2.6	Prep Req & Award PO for IL Magnet Stands	40d	16Dec09	16Feb10	2.0.1.1.1.2.1[F8]; 2.10.8.8[F8]	L.FNAL.AD.ENG.ME,6%	1788	2253									
2.0.1.1.1.2.7	Vendor Fab & Receive IL Magnet Stands	80d	16Feb10	06Jun10	2.0.1.1.1.2.6[F8]	L.FNAL.AD.ENG.ME,1%;L.FNAL.AD.TECH.MT,W,2%;M.FNAL.AD.MANDS,\$60000	1788	2905									
2.0.1.1.1.2.8	Prep Req & Award PO for EL Magnet Stands	40d	30Oct09	30Dec09	2.0.1.1.1.2.2[F8]; 2.10.8.8[F8]	L.FNAL.AD.ENG.ME,6%	1788	2254									
2.0.1.1.1.2.9	Vendor Fab & Receive EL Magnet Stands	80d	04Jan10	26Apr10	2.0.1.1.1.2.8[F8]	L.FNAL.AD.TECH.MT,W,2%;M.FNAL.AD.MANDS,\$40000;L.FNAL.AD.ENG.ME,1%	1788	2906									
2.0.1.1.1.2.10	Prep Req & Award PO for RR-30 SS Magnet Stands	40d	27Aug09	22Oct09	2.0.1.1.1.2.3[F8]; 2.10.8.6[F8]	L.FNAL.AD.ENG.ME,6%	1788	2255									
2.0.1.1.1.2.11	Vendor Fab & Receive RR-30 Magnet Stands	70d	23Oct09	08Feb10	2.0.1.1.1.2.10[F8]	L.FNAL.AD.TECH.MT,W,2%;L.FNAL.AD.ENG.ME,1%;M.FNAL.AD.MANDS,\$30000	1788	2907									
2.0.1.1.1.2.12	Prep Req & Award PO for BA Kicker Stands	40d	27Feb09	23Apr09	2.0.1.1.1.2.4[F8]; 2.10.8.6[F8]	L.FNAL.AD.ENG.ME,6%	1788	2252									
2.0.1.1.1.2.13	Vendor Fab & Receive BA Kicker Magnet Stands	60d	24Apr09	20Jul09	2.0.1.1.1.2.12[F8]	M.FNAL.AD.MANDS,\$10000;L.FNAL.AD.ENG.ME,1%;L.FNAL.AD.TECH.MT,W,2%	1788	2908									
2.0.1.1.1.2.14	Prep Req & Award PO for RR Instrumentation Stands	40d	27Aug09	22Oct09	2.0.1.1.1.2.6[F8]; 2.10.8.6[F8]	L.FNAL.AD.ENG.ME,6%	1528	3088									

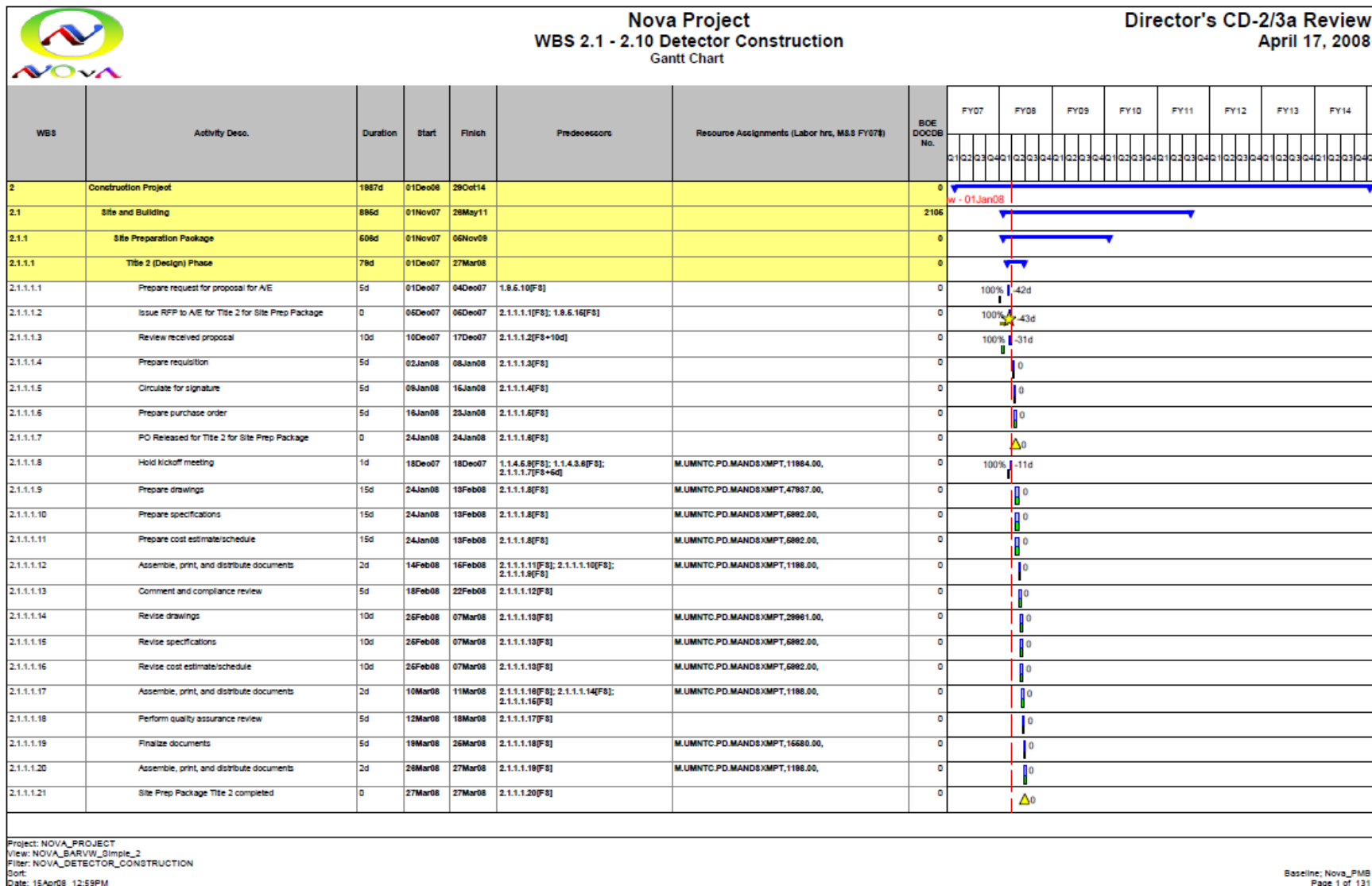
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View: NOVA_BARVW_Simple_99
Filter: Nova_ANU_Construction
Sort:
Date: 15Apr08 01:47PM

Baseline: Nova_FMS
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NOvA Detector – page 1 of 133

OpenPlan – resource loaded, linked to COBRA



- **Schedule for Project Implementation Plan (PIP)**
 - my understanding of what Mike Harrison desires:
 - handy summary for governments & public
 - top down by management & scientists
 - just sketches, guesses... not engineered
 - EXCEL-level, not even MS Project – see examples
 - but he wants (firm) timescale and funding profile
- **Schedule for Technical Design Report (TDR)**
 - engineered, professionally scheduled, linked
 - fully integrated & resource loaded => funding profile
 - at least MS Project, if not Primavera, -based
- **Same preparation timescales? Consistency?**



Just for reference: DUSEL for NSF

- Spencer Curtis dropped by on Tuesday, Oct 12 and said TRIAD was producing a Primavera-based, resource-loaded schedule of about 4,000 elements for Kem Robinson (LBNL) in preparation for their Preliminary Design Report and Review. This PDR will set the baseline for the DUSEL project in South Dakota.



what do we need when?

by end of TD Phase: a block format, top-down summary, showing vital linkages, cost phasing, and constraints. Can this project be realistically completed in a finite time? EXCEL or MS Project Is this consistent with what PMs are considering?

by time to go to governments for project approval:
Primavera: integrated resource-loaded, linked to cost estimates & basis of estimates with most details

by beginning of construction project:
Primavera integrated with ILC accounting system via COBRA for Earned Value Management System



schedule must accommodate multiple governance models

- CERN-like: pooled funding & central management
- In-kind: still need time links and interfaces,
central team still must manage & optimize
- any degree of hybrid between these two extremes



must accommodate multiple sites

- At PIP level through end of Tech Design Phase
- With regard to Conventional Facilities part, maybe a single schedule could accommodate both “flat-land” sites, but I would expect schedule for mountainous sites to be different.
- Once ILC site is selected, the CFS design, estimate, and schedule and interfaces with everything else, will have to be done for that particular site.



shortcomings of CFS schedules

- Both CERN and AAA schedules concentrate on Main Linac, BDS, and Experimental Hall, not including Damping Rings (Drill&Blast/NATM) or tunnel widenings, caverns, etc, only TBMs
- AAA (and Tracey Lundin) warn that interface betw ML & Exp. Hall will need much coordination e.g. (no) ML rock removal through Exp. Hall?
- Are there enuf shafts for optimized construction?
- We will want to start beam commissioning the e- Source, auxiliary e+ Source, & DR as soon as possible, even while simultaneously constructing ML, RTML, and installing BDS.

- Which is more important? How to optimize?
- Investing in more production lines for faster production of cavities will increase the average cost per cavity.
- How many TBM operations could operate simultaneously without interference?
- What is the cost effectiveness optimization?

schedule should include pre-construction & commissioning

- Do as much as possible **before** start of project: steps leading up to project approval & funding, off-project design, industrialization, vendor qualification, pre-series, site selection, selection of Architectural Engineering - Construction Management (AE/CM) firm, customizing design for specific site, remaining on-project design (problematic for ITER!!!), call for tenders, etc.
- Commissioning of early stages e-, e+, & DR while continuing construction of RTML & ML and installing BDS & Experiments.

What about R&D?

- Should R&D be included in these schedules?
DOE considers R&D part of construction project

what do we need to know? *what can PIP schedule tell us?*

- When are resources (funding & personnel) required?
- How fast/early will cryomodules be needed to match conventional construction & installation?
Only **51** CMs needed for e- and aux. e+ Sources
Gee, that's $\sim \frac{1}{2}$ of XFEL for 2 x 5 GeV
Can these be provided through pre-series?
- JIT (just-in-time) delivery - no outdoor warehousing!



do we need professional help?

- Vic Kuchler says understanding “constructability” and optimization of underground construction will require professional assistance from experts
- GDE resources may be available for such help with both preliminary design and scheduling
- Mike Harrison doesn’t think this effort is needed for the PIP schedule, but may be for the TDR schedule
- That leaves us to ***do-it-ourselves*** => forming an integrated schedule will require attention and contributions from all area and technical groups



CPDG RFC seems to indicate that

such a detailed schedule would be beyond TDP
and be developed by the ***pre-ILC*** organization

discussion

- Your comments and suggestions, especially about scope, timescales, and personnel, are very welcomed!