MASTER

RESOURCE TECHNOLOGIES CORPORATION
P.O. Box 242
State College, PA 16801

MANAGEMENT PLAN

Department of Energy
Contract No. DE-AC01-80ET 14375
"DEFINING THE ANTHRACITE RESOURCES"

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Jack Sparks
Jack P. Sparks
RTC Project Manager

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MANAGEMENT PLAN

I. MANAGEMENT STRUCTURE

A. Functional Organization

The management structure of this project within the corporate structure of Resource Technologies Corporation (RTC) is shown in Exhibit 1. The primary technical responsibility for this project lies in the Geotechnical Services Department. Each of the five technical departments reports directly to the Vice President of Technical Programs. Each project is also supported by cost accounting and contracts under the Vice President of Finance and by personnel under the Vice President of Operations. All vice presidents report directly to the president. The project manager position is shown in this corporate structure exhibit to emphasize the central position the manager holds. The project manager is a coordinator between the technical, support services, and upper management areas. The dashed lines are shown to emphasize the authority to coordinate support service needs of the project.

B. Functional Organizations Involved in the Project

RTC is the only functional organization involved in the project. Two consultants, Mr. Charles Manula of the Pennsylvania State University and Dr. H. Beecher Charnbury of State College, Pennsylvania will be included in the project. No subcontracts will be utilized. Additional consultants may be added during the course of the project to assist in a limited manner. These consultant hours will generally be substituted for some of the hours bid for the two named consultants above.

C. Key Personnel Identification

The key personnel for this project are all RTC employees. They are listed below by name and title:

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→ Mr. Jack P. Sparks - Project Manager
→ Dr. Ronald W. Stingelin - Principal Investigator
Mr. Jeffrey R. Kern - Geologist/Planner
Mr. Edward T. Baker - Information Specialist

II. MANAGEMENT PROCESSES

A. Management Process to be Utilized on this Project

This project is relatively small and of short duration compared to large projects utilizing the Performance Measurement System (PMS) or the Mini-PMS. Projects utilizing those processes are usually in excess of two-million dollars. RTC utilizes a modified matrix management process. In this type of process, the program manager is responsible for the project but the responsibility for performance of the individual phases of

RTC CORPORATE STRUCTURE

EXHIBIT 1

work (technical and support services) remains with the functional managers.

RTC feels that modified-matrix management provides the flexibility and responsiveness that is desirable on programs such as this. The following points are considered as strong assets of this management process:

- o The project is emphasized by designating one individual as the focal point for all matters pertaining to it.
- o The utilization of manpower is flexible because of the reservoir of personnel that is maintained in the functional organizations.
- o Specialized knowledge is available to all projects on a flexible basis. Knowledge and experience can be transferred from one project to another.
- o Project people have a functional home when they are no longer needed on a given project.
- o Responsiveness to project needs and customer desires is generally faster because lines of communication are established and decision points are centralized.
- o Management consistency between projects is maintained by top managements' communication with and coordination of project managers and functional areas.

B. Company Procedures to Implement the Management Process

The modified-matrix management process presently exists at RTC. This process is used for almost every project at RTC. No additional procedures are necessary to prepare for the management of this project.

C. Cost Effective Analytic Techniques

Mathematical or simulation models used for cost effect analysis are generally employed on large projects. This project is small enough so that manhours, costs, and resulting deliverable products can be carefully monitored and managed without the use of the more sophisticated techniques. Each task is to be monitored by a graphical portrayal and analysis of planned and actual manhours and costs.

D. Specification Generation/Performance - Design Controls/Quality Control

Specification generation, performance design controls, and quality control are all items that are utilized in projects which design and produce items such as hardware, items that are manufactured over and over. This DOE project is of a different nature and will not utilize such controls.

E. Program Progress Review and Technical Review Methods

Program progress and technical review of the project will be accomplished through weekly (sometimes daily) meetings of the project manager,

the RTC technical team, and any other necessary support personnel. As RTC is a small company, meetings/conferences are easily arranged and held.

F. Documentation Control

Technical documentation will be accomplished through the writing of working papers which are later compiled into formal reports. Subject matter from technical working papers will be included in formal technical reports as the information becomes available.

Program management documentation will consist of memos, letters, and formal reports.

III. CONTRACT WORK BREAKDOWN STRUCTURE

The following diagram is included as the project work breakdown structure. This straightforward project is only broken down to the task level.

The relationship between the tasks which is necessary to satisfactorily complete the project is shown in Exhibit 2. This exhibit depicts the direction of the flow of information from one task to another.

RTC is not utilizing any other organizations in this project. RTC is solely responsible for the completion of the project and the attainment of the project goals and objectives.

The framework for the planning, scheduling and resources required for the work in this project is the task level defined above in the contract work breakdown structure.

IV. SCHEDULE

The required Milestone Schedule and Status Report (DOE form CR-535) and the Milestone Log (Exhibit 3) are presented below. The Milestone Schedule and Status Report also includes notations of the timing of all project reports, and the project reviews.

OVERVIEW OF PROPOSED PROJECT FLOW

13. Signature of Government Technical Representative and Date

MILESTONE LOG

Contract No. DE-AC01-80ET 14375

I.D. No.	DESCRIPTION	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	COMMENTS
1.1A	Mining Methods/Geologic Condition Characterization	11/30/80		
1.1B	Info. Acquisition	1/31/81		
1.1C	Critical Parameter I.D.	3/31/81		
1.2A	Completion of Mapping (Maps delivered as completed)	9/30/81		
1.3A	Presentation of Anthracite Minability	10/31/81		
1.3B	Identified Resources	12/31/81		
1.3C	Market Analysis	3/31/82		
1.4A	Draft Final Report	4/30/82		
1.4B	Final Report	6/29/82		

V. COST PLANS

Cost plans for this project are detailed on the following DOE 533P forms. Two plans are presented, detail by work breakdown structure (WBS) and by cost element. The summary by WBS and the construction element plans suggested in the DOE UCRS manual are not applicable to this project.

VI. MANPOWER PLAN

The manpower plan for this project is presented in two different ways; by work breakdown structure summary, and by labor category (Forms 534P).

VII. CONTRACT CHANGE CONTROL PROCEDURES

RTC does not anticipate any contract changes to occur in this project. Should the need arise for a modification in the contract, the RTC project manager will contact the DOE project technical officer to make him aware of the necessity.

After thorough discussions with the DOE project technical officer, the DOE contracts officer will be notified so that formal negotiations can proceed.

VIII. GOVERNMENT OWNED PROPERTY

This project has no government owned property.

COST PLAN

FORM APPROVED
MAY 1964

1. Contract Identification																	2. Contract Number																													
3. Contractor (name, address)																	4. Contract Start Date																													
6. Identification Number																	5. Contract Completion Date																													
7. Reporting Category (e.g., contract line item or work breakdown structure element)																	8. Planned Prior Fiscal Years					9. Actual Prior Fiscal Years					10. Planned Current Fiscal Year					11. Planned Future Fiscal Years					12. Planned Subsequent Fiscal Years to Completion					13. Total Planned Cost (Columns 8, 10, 11, and 12)				
1.1 Info. I.D. and Acquisition																	-					-					7.0 7.2 7.4 6.2 3.8 4.4					36.0					35.9									
1.2 Mapping Identified Resources																	-					-					3.5 4.0 8.1 6.0 4.6 4.1 3.2 4.5					38.0					38.1									
1.3 Data Synthesization and Analysis																	-					-					2.3 3.1 3.9 9.3					39.8					49.1									
1.4 Final Documentation																	-					-					18.3					18.3														
G & A																						.7 .7 .7 .6 .7 .8 .8 .6 .4 .6 .6 .8					8.0 5.2					13.2														
Mgmt. Reserve																						-					-					-					-									
Total Contract Cost																						7.7 7.9 8.1 6.8 8.0 9.2 8.9 6.6 5.0 7.0 6.9 9.2					91.3 63.3					154.6														
Fee																						.7 .7 .7 .6 .7 .8 .8 .6 .4 .6 .6 .8					8.0 5.1					13.1														
Total Contract Value																						8.4 8.6 8.8 7.4 8.7 10.0 9.7 7.2 5.4 7.7 7.5 10.0					99.4 68.4					167.8														
14. Total																																														
15. Remarks																	16. Dollars Expressed In:					17. Cost Plan Date																								
Detail by WBS																	Thousands					10/7/80																								
18. Signature of Contractor's Project Manager and Date																	19. Signature of Contractor's Authorized Financial Representative and Date					20. Signature of Government Technical Representative and Date																								
Jack Loncks 10/14/80																																														

COST PLAN

FORM APPROVED
DMM NO 184-112)

[illegible]

Director, Contractor's Project Management Office

Signature of Contractor's Project Manager and Date
Jack Sparks 10/14/80

RECEIVED BY TIC

JAN 19 1981