

**EXHIBIT A, ATTACHMENT A-2
CONTENT AND FORMAT OF PROGRESS REPORTS – RECOMMENDED**

**PROGRESS REPORT for
Project Title, Agreement Number
Month, Year**

Contractor Project Manager:
Commission Project Manager:

What we planned to accomplish this period

[This is taken directly from the section on “What we expect to accomplish during the next period” from the last progress report.]

What we actually accomplished this period

[Concise description of major activities and accomplishments.]

How we are doing compared to our plan

[Explain the differences, if any, between the planned and the actual accomplishments. Describe what needs to be done, if anything, to get back on track.]

Significant problems or changes

[Describe any significant technical or fiscal problems. Request approval for significant changes in scope of work, revised milestone due dates, changes in key personnel assigned to the project, or reallocation of budget cost categories. If none, include the following statement: “Progress and expenditures will result in project being completed on time and within budget.”]

What we expect to accomplish during the next period

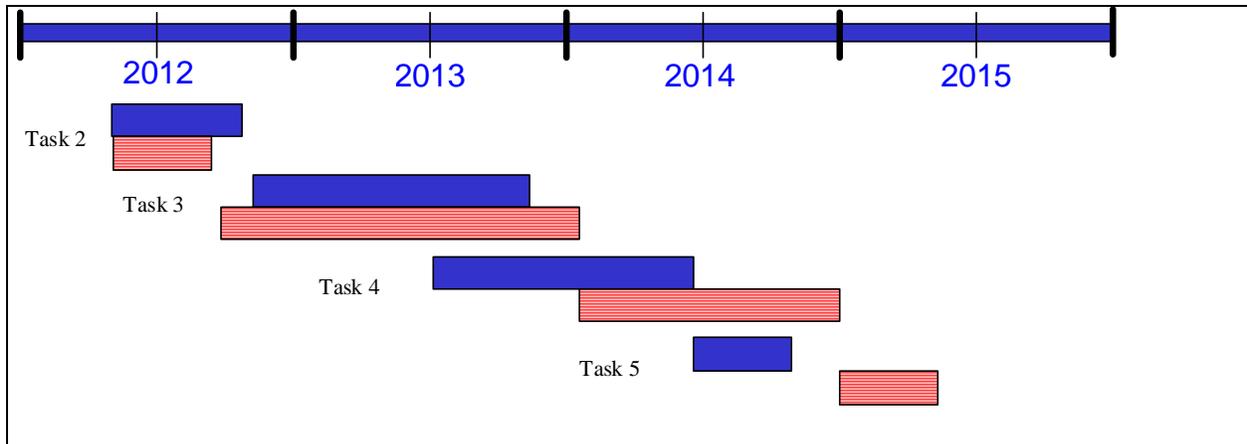
[Concise description of major activities and accomplishments expected. This will be transferred to the next progress report]

Status of Milestones and Deliverables:

[This should be the complete list as contained in the revised scope of work. Highlight differences between actual and planned.]

| Description | Start Date | | Due Date | | Status (%) |
|--------------------------------------|------------|----------------|----------|----------------|------------------------------|
| | Planned | Actual | Planned | Actual | |
| Identify top 3 assessment candidates | 4/15/12 | 4/15/12 | 5/1/12 | 5/1/12 | Ontime 100% |
| Develop test plan | 4/20/12 | 4/10/12 | 7/7/12 | 6/10/12 | Ahead 100% |
| Analyze experimental data | 5/1/12 | 6/1/12 | 1/1/13 | 2/1/13 | Delayed 25% |

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Overall schedule for the _____ project.

[Planned is solid blue, actual is red striped. This work flow diagram needs to correlate with the schedule in Exhibit A. This example has been prepared as a Word Picture, but a comparable Excel diagram or Gantt chart is fine.]

Overview of Fiscal Status: (See invoices for detail.)

[It is useful to track the rate of expenditure of project funds. The most useful way to do this is to compare the actual expenditure rate with the planned expenditure rate. You get the planned rate at the beginning of the project, so it becomes a baseline. If you change course at a critical project review, you should show the original and the modified baseline, and then track against the new one.]

Photographs:

Include photographs where appropriate to document progress. The photos shall be shot with color print film or be very high quality digital photos (at least 300 dpi).

Evidence of Progress:

If there is a long time between interim deliverables, then attach evidence of the progress being made (e.g., test data, product mock-ups, field site descriptions, preliminary analyses) to the progress reports to allow the Commission Contract Manager to review contract progress and gauge the quality of research results.

Notes:

The tracking for tasks and money is generally done at the major task level, but this depends on the project and fiscal controls.

Notice that there is no technical detail in these reports. This should come in specific deliverables so that critical project management information does not get lost. If the contractor is reporting monthly, but submitting invoices quarterly, then use the three monthly reports as an equivalent quarterly report. Do not make them write another report just to get paid.

The progress report on each project should be 1-2 pages long (plus photographs) and take about 1 hour to prepare for each reporting period.