Planned Value	=	**PV**	=	should have done according to plan and as percentage of BAC	
Earned Value	=	**EV**	=	percentage of plan actually done times BAC expressed in $	
Actual Cost	=	**AC**	=	actual money spent	
Budget at Completion	=	**BAC**	=	total planned work; project cost baseline	
Equations:					
Cost Variance	=	**CV**	=	EV - AC	
Schedule Variance	=	**SV**	=	EV- PV	
Cost Performance Index	=	**CPI**	=	EV / AC	
Schedule Performance Index	=	**SPI**	=	EV / PV	
Estimate at Completion	=	**EAC**	=	BAC / CPI OR	AC + BAC – EV
Estimate To Completion	=	**ETC**	=	EAC - AC	at either current actual OR plan rate
Value at Completion	=	**VAC**	=	BAC - EAC	
To Complete Performance Index	=	**TCPI**	=	(BAC – EV) / (BAC –AC)	efficiency needed to stay on plan

1. Late and Overspent Project

BAC	900
PV	135
EV	90
AC	100

	=	*EV - AC*			%	*EV / AC*	
CV	-10	90	100	**CPI**	0.90	90	100
	=	*EV - PV*			%	*EV / PV*	
SV	-45	90	135	**SPI**	0.67	90	135

Estimate at Completion	=	*BAC / (EV / AC)*		◆ *If future work of project efficiency at CPI or AC as % of EV*
EAC *at current actual*	1000	900	0.90	
		AC + BAC - EV		◆ *If future work of project efficiency at Planned rate*
EAC *at plan rate*	910	*100 + 900 - 90*		
Estimate To Completion	*actual/plan*	*EAC - AC*		◆ *The expected cost to finish all remaining project work*
ETC	935/845	*1000 – 65 or 910 - 65*		
Value at Completion	=	*BAC - EAC*		
VAC	-100	900	1000	
To Complete Performance	=	*(BAC – EV) / (BAC – AC)*		
TCPI	1.01	900 - 90	900 - 100	**> 1** *Harder to complete on plan*

2. Early and Underspent Project

BAC	900
PV	75
EV	90
AC	65

	=	*EV - AC*			%	*EV / AC*	
CV	+25	90	65	**CPI**	1.38	90	65
	=	*EV - PV*			%	*EV / PV*	
SV	+15	90	75	**SPI**	1.20	90	75

Estimate at Completion	=	*BAC / (EV / AC)*		◆ *If future work of project efficiency at CPI or AC as % of EV*
EAC *at current actual*	652	900	1.38	
		AC + BAC - EV		◆ *If future work of project efficiency at Planned rate*
EAC *at plan rate*	875	*65 + 900 - 90*		
Estimate To Completion	*actual/plan*	*EAC - AC*		◆ *The expected cost to finish all remaining project work*
ETC	587/810	*652 – 65 or 875 - 65*		
Value at Completion	=	*BAC - EAC*		
VAC	+248	900	652	
To Complete Performance	=	*(BAC – EV) / (BAC – AC)*		
TCPI	0.97	900 – 0.90	900 - 65	**< 1** *Easier to complete on plan*