

Project Operating Plan

BACKGROUND

Recovery Act Project: Oak Ridge Non-Defense Recovery Act Project
TAFS: 89-09/10-0335
Project Identification Code: 2002230
Recovery Act Bill Reference: PL 111-5, Title IV- Energy and Water Development, Non-Defense Environmental Cleanup (H.R. 1-25)
Project Cost: \$78,800,000
Budget Authority: 05949, FE.01.15.00.0 - \$78,800,000
Program Office: Environmental Management (EM)
Recovery Program Plan: EM - Non-Defense
Management Office: Stephen H. McCracken, Assistant Manager for Environmental Management, Oak Ridge Office, mccrackensh@oro.doe.gov
J.T. Howell, ORO Recovery Project Manager, Oak Ridge Office, howelljt@oro.doe.gov

LEADS

Implementation: N/A
Breakthrough: N/A
Laboratory: N/A

I. SUMMARY & OBJECTIVES

Summary:

This Recovery Act Project will demolish surplus contaminated facilities and remediate contaminated soil at the Oak Ridge National Laboratory including:

- Complete demolition and disposition of surplus facilities at ORNL in order to release valuable real estate for redevelopment for science and technology research. Demolitions will include buildings within the 2000 Complex (~55K square feet), the General Maintenance Facilities Complex (~46K square feet), and the Southeast Lab Complex (~24K square feet).
- Complete legacy material removal and disposition from 4 buildings (~30K square feet) in the ORNL Central Campus and Building 2026 Complex (~28K square feet).

This Recovery Act work meets the following Department of Energy (DOE) and Environmental Management (EM) strategic themes and goals:

DOE Strategic Theme 4 – Environmental Responsibility – Protect the environment by providing a responsible resolution to the environmental legacy of nuclear weapons production.

DOE Strategic Goal 4.1 – Environmental Cleanup – Complete cleanup of the contaminated nuclear weapons manufacturing and testing sites across the United States.

DOE Strategic Theme 5 – Management Excellence - Enabling the Department’s mission through sound fiscal and program management.

DOE Strategic Goal 5.1 – Integrated Management – Institute an integrated business management approach throughout DOE with clear roles and responsibilities and accountability to include effective line management oversight by both Federal and contractor organizations.

EM Strategic Goals – Decontaminating and decommissioning facilities that provide no further value to reduce long-term liabilities and maximize resources for cleanup. Fulfilling commitments to reduce risk and complete cleanup across all sites for future generations.

Public Benefits:

This Recovery Act Project will create and/or retain jobs in line with the economic objectives. The Oak Ridge National Laboratory footprint will be reduced by 125,000 square feet, releasing valuable real estate for modernization of the Central Campus. In addition, legacy materials will be removed from 58,000 square feet of excess facilities. The acceleration of the above demolition and remediation activities will reduce the Environmental Management liabilities.

Recovery Act Project Impacts:

This Recovery Act Project will eliminate on-site sources of contamination which reduces the risk of a release of radioactive or other hazardous materials to the work force, public, and the environment. This project will create and/or retain jobs in line with Recovery Act economic objectives. The Oak Ridge National Laboratory footprint will be reduced by 125,000 square feet, releasing valuable real estate for modernization of the Central Campus. In addition, legacy materials will be removed from 58,000 square feet of excess facilities. The acceleration of the above demolition and remediation activities will reduce the Environmental Management liabilities.

II. COST & SCHEDULE

Budget

Table 1a: Budget Implementation 12 Week Obligations (\$M)

	Week of ARRA Activities (Beginning Week of March 9)											
	1	2	3	4	5	6	7	8	9	10	11	12
ORNL Non-Defense												

Table 1b: Budget Implementation 12 Week Expenditures (\$M)

	Week of ARRA Activities (Beginning Week of March 9)											
	1	2	3	4	5	6	7	8	9	10	11	12
ORNL Non-Defense												

Table 2a: Budget Implementation Monthly & Yearly Obligations (\$M)

	FY 2009 Q3			FY 2009 Q4			FY 2010 Q1			
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
ORNL Non-Defense	FY 2010 Q2			FY 2010 Q3			FY 2010 Q4			
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	
	FY 2011 Q1			FY 2011 Q2			FY 2011 Q3 & Q4			
	Oct	Nov	Dec	Jan	Feb	Mar	Apr – Sept			
	FY 2012			FY 2013			FY 2014			FY 2015

Table 2b: Budget Implementation Monthly & Yearly Expenditures (\$M)

	FY 2009 Q3			FY 2009 Q4			FY 2010 Q1			
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
ORNL Non-Defense	FY 2010 Q2			FY 2010 Q3			FY 2010 Q4			
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	
	FY 2011 Q1			FY 2011 Q2			FY 2011 Q3 & Q4			
	Oct	Nov	Dec	Jan	Feb	Mar	Apr – Sept			
	FY 2012			FY 2013			FY 2014			FY 2015

The expenditure profile in Table 1b and 2b and the performance measures provided in Table 6 are based on the best available information about the Recovery Act requirements and pre-work authorization project definitions. Rough order of magnitude estimates have

been developed to date for costs and the associated end-state performance measures. It is expected that as the detailed estimates and resource-loaded schedules (using Primavera 6.2) are developed, there will be changes to these estimates and performance measures.

This Recovery Act scope will be integrated into the Oak Ridge baseline, but tracked and reported separately and uniquely, using an approved change control process.

Table 3: Funds Returned and Offsetting Collections (\$M)

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15
N/A							

Indirect Costs:

This work will be performed by an existing facility and operating contractor utilizing an approved indirect rate structure, and by non-facility and operating contractors.

The facility and operating contractor estimated rates are:
 FY 2009 28.2%, FY 2010 28.2 %, and FY 2011 27.8%.

The non-facility and operating contractors cost are assumed to be all direct costs.

Additionally, all Oak Ridge contractor indirect rates are subject to an annual audit review and require final approval by the contracting officer.

Changes to Baseline Budget

Table 4: Changes to Baseline Budgets (\$M)

Changes to Baseline Budget	Increase/Decrease	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15
Program Direction	Increase							
New Projects	Increase							

Milestones:

Please see Table 6 below.

Table 5: Delivery Schedule for Capital Asset Projects
N/A (until OECM and EM agree on 413.3A graded approach)

Program/OECM Milestone	Delivery (End) Date	Comments
Develop capital asset projects Integrated Project List	N/A	
Develop Parametric Performance Baseline (Individual Projects)	N/A	
If < \$100 M Perform IPR, > \$100 M Perform EIR (Individual Projects)	N/A	
Approve Performance Baseline	N/A	
Approve Start of Construction	N/A	
Approve Project Completion	N/A	

Note: No projects meet definition of capital asset.

III. PERFORMANCE

Performance Measures:

Performance measures provided in Table 6 are based on the best available information about Recovery Act requirements and pre-work authorization project definitions. Rough order of magnitude estimates have been developed to date for costs and the associated end-state performance measures. It is expected that there will be changes to the estimates and performance measures.

This Recovery Act scope will be integrated into the Oak Ridge baseline, but tracked and reported separately and uniquely, using an approved change control process.

Table 6: Project Performance Targets

Recovery Act Project Identification Code	2002230
Linkage To S-1 Priorities	Economic prosperity and national security and legacy (see Table 8)
Linkage to Current Program Goal (if applicable)	DOE Strategic Theme 4 – Environmental Responsibility - Protect the environment by providing a responsible resolution to the environmental legacy of nuclear weapons production. DOE Strategic Goal 4.1 – Environmental Cleanup –

	<p>Complete cleanup of the contaminated nuclear weapons manufacturing and testing sites across the United States.</p> <p>EM Strategic Goals - Decontaminating and decommissioning facilities that provide no further value to reduce long-term liabilities and maximize resources for cleanup. Fulfilling commitments to reduce risk and complete cleanup across all sites for future generations.</p>
Two-Year Outcome-Oriented Performance Measure	<p>By the end of FY 2011:</p> <ul style="list-style-type: none"> • Remove and dispose of legacy materials from 58,000 square feet of excess facilities. • Decrease Oak Ridge National Laboratory contaminated foot print by 125,000 square feet.
First Year Performance Target	<p>By the end of FY 2009 initiate procurement actions and/or mobilize work force to:</p> <ul style="list-style-type: none"> • Remove and dispose of legacy materials. • Reduce ORNL footprint.
Q3 - Project-Level Quarterly Performance Milestone(s)	<ul style="list-style-type: none"> • 2000 Complex - Submit Waste Handling Profile to Core Team for Review • 2026 - Post Request For Proposal on DOE website • 2026 - Post synopsis at FBO/Recovery.gov
Q4 - Project-Level Quarterly Performance Milestone(s)	<ul style="list-style-type: none"> • 2000 Complex - Submit Final Waste Handling Profile to Regulators • 2026 - Award instrument after Signature • 2026 - Complete Request For Proposal Evaluations (technical and cost/price) • Bethel Valley Record of Decision - Modification Approved by Regulators
Second Year Performance Target	<p>By the end of FY 2010:</p> <ul style="list-style-type: none"> • Continue removal and disposal of legacy materials. • Continue footprint reduction.
Q1 - Project-Level Quarterly Performance Milestone(s)	<ul style="list-style-type: none"> • 2000 Complex - Regulators Approve Waste Handling Profile • 2026 - Conduct Data Quality Objectives and Document Results; Issue Notice To Proceed to Contractor; submit Sampling and Analysis Plan to Core Team for review; Submit Final Sampling and Analysis Plan • 2000 Complex - Begin field mobilization for 2000 Complex East; Complete characterization. • General Maintenance Facilities/Southeast Lab Complex - Submit Sampling and Analysis Plan to

	Core Team for review; Submit Final Sampling and Analysis Plan
Q2 - Project-Level Quarterly Performance Milestone(s)	<ul style="list-style-type: none"> • 2026 - Complete Characterization; Data Analysis/Validation; Develop and Approve Waste Profile; Submit Waste Handling Plan to Core Team for Review; Update Safety Basis – D&D • Central Campus Legacy Waste Disposition - Issue Waste Handling Plan to Core Team; Regulator Review/Approval of Waste Handling Plan; Submit Waste Handling Plan to Regulators • General Maintenance Facilities/Southeast Lab Complex - Complete Characterization; Data Analysis/Validation; Sampling Complete • General Maintenance Facilities/Southeast Lab Complex - Submit Waste Handling Plan to Core Team for Review; Update Safety Basis Document - D&D
Q3 - Project-Level Quarterly Performance Milestone(s)	<ul style="list-style-type: none"> • 2026 - Regulators Approve Waste Handling Plan • 2026 - Submit Final Waste Handling Plan to Regulators • 2000 Complex - Begin field mobilization for 2000 Complex West • General Maintenance Facilities/Southeast Lab Complex - Regulator Approval of Waste Handling Plan. • General Maintenance Facilities/Southeast Lab Complex - Submit Waste Handling Plan to Regulators for Approval
Q4 - Project-Level Quarterly Performance Milestone(s)	
Third Year Performance Target	<p>By the end of FY 2011:</p> <ul style="list-style-type: none"> • Complete removal and disposal of legacy materials from 58,000 square feet of excess facilities. • Completion reduction of contaminated footprint by 125,000 square feet.
Q1 - Project-Level Quarterly Performance Milestone(s)	<ul style="list-style-type: none"> • Central Campus Legacy Waste Disposition - Legacy Waste Disposition Complete. • Complete Decontamination & Decommissioning of 2000 Complex East
Q2 - Project-Level Quarterly Performance Milestone(s)	<ul style="list-style-type: none"> • Complete Decontamination & Decommissioning of 2000 Complex West

	<ul style="list-style-type: none"> • General Maintenance Facilities/Southeast Lab Complex - Complete Demolition Northeast Quad • General Maintenance Facilities/Southeast Lab Complex - Complete Decontamination & Decommissioning SE Contaminated Lab Complex • General Maintenance Facilities/Southeast Lab Complex - Decontamination & Decommissioning Complete
Q3 - Project-Level Quarterly Performance Milestone(s)	<ul style="list-style-type: none"> • 2000 Complex - DOE/Regulators Final Review/Approval of Phased Construction Completion Report
Q4 - Project-Level Quarterly Performance Milestone(s)	<ul style="list-style-type: none"> • 2026 - Complete Legacy Waste Disposition • General Maintenance Facilities/Southeast Lab Complex - DOE/Regulators Final Review/Approval of Phased Construction Completion Report

National Strategic Benefits

Table 7: National Strategic Benefits

1. N/A
2. N/A

IV. MANAGEMENT

Secretarial-level Items

The initiatives outlined in this plan support the following Secretary of Energy's priorities:

- Economic Prosperity
- National Security and Legacy

Table 8: Secretary's Priorities

Secretary's Priorities	Project Impacts (Qualitative)	Project Impacts (Quantitative)
Science and Discovery		
Clean, Secure Energy		
Economic Prosperity	Jobs	Create or preserve jobs
National Security and Legacy	Removal of legacy material and demolition of contaminated facilities at ORNL.	Remove and dispose of legacy materials in 58,000 square feet of excess facilities. Decrease Oak

		Ridge National Laboratory contaminated foot print by 125,000 square feet.
Climate Change		

Collaboration and Coordination:

The following external partners will play a vital role in the successful completion of the Recovery Act scope:

- Regulatory
 - Environmental Protection Agency, Region IV
 - Tennessee Department of Environmental Conservation
 - Tennessee Department of Transportation
 - Nuclear Regulatory Commission
 - Defense Nuclear Facilities Safety Board
- License Disposal Sites
 - Nevada Test Site
 - Energy Solutions, Utah
 - Other Available Commercial Facilities
- Other Stakeholders
 - Oak Ridge Site Specific Advisory Board

Federal Infrastructure Investments:

There are no infrastructure investment project activities associated with this Recovery Act Project.

However, ancillary benefits will be achieved through the elimination of facilities resulting in reduced electrical power consumption and corresponding reduction of greenhouse gas emissions. Reuse/Recycle of excess materials could result in reduced consumption in fossil fuels required to process raw materials.

These facilities contain hazardous or radiological material. Accelerating the removal and proper disposal reduces risk of releases of this material to the environment

Line Management:

Oak Ridge will use existing business and project management systems and practices to effectively monitor and report on the Recovery Act projects, including:

- Fully implement all Recovery Act transparency and reporting requirements through modifications to the contract that will fund this Recovery Act Project.
- Continue applying project management principles to Recovery Act Project execution, including reviewing and validating Environmental Management project cost and schedule baselines consistent with the Department of Energy’s Order 413.3A and identifying project risks and strategies for managing them.

- Continue monitoring of the contractors’ Earned Value Management System reports to ensure the Recovery Act Project is on track and, if not or if trends are in a negative direction, to develop and implement corrective actions.
- Use an Integrated Project Team of Federal and contractor staff with project knowledge and subject matter expertise essential to the successful planning and execution of the project – including safety, risk management, engineering, quality assurance, contracts administration, and project controls.
- Conduct periodic project reviews to inform senior management of the status of the Recovery Act projects.

Needs from Staff Offices:

- Timely business clearance approval or waiver from Headquarters for large procurement actions.
- Priority execution of security clearance requests.

1) **Human Capital**

Oak Ridge is committed to ensuring the safety of workers and the public during the accomplishment of the additional work under the Recovery Act, and additional measures and personnel are required beyond those currently in place. Accordingly, the current Environmental Management contractors who will be performing work funded under Recovery Act have existing Safety Assurance Plans. The Oak Ridge also plans to utilize Indefinite Delivery Indefinite Quantity contracts to perform some of the Recovery Act funded work. Since these contracts are not in place at this time, safety assurance plans do not exist for these work items. However, as we develop contract requirements for the Indefinite Delivery Indefinite Quantity contracts, we will include the development of Safety Assurance Plans, as one of these requirements.

We are in the process of completing our staffing analysis to ensure we are able to perform adequate oversight of this work to ensure the safety of workers and the public. Additional requirements for Facility Representatives, Safety System Subject Matter Experts, project control engineers/specialists, estimators, and schedulers will be determined and provided as necessary through Technical Support Services Contract(s).

Table 9: Information on Hiring Under the Recovery Act

# & Type of Positions (Title, Series and Grade)	Location (HQ or Field – w/location)	Federal or Contractor	Timeframe (1-6mos; 6+mos; other; specify date needed if possible)
--	--	-----------------------	---

Note: Oak Ridge requirements for Recovery Act projects are included in the Oak Ridge Defense ORNL D&D Recovery Act Project Operating Plan.