

**Project Operating Plan – Richland - Hanford Site - Nuclear Facility D & D –
Central Plateau – Remainder of Hanford**

**Richland - Hanford Site – Central Plateau (Remainder of Hanford)
Demolition and Decommissioning (D&D)
Project Operating Plan**

BACKGROUND

ARRA Project: Nuclear Facility D & D - Remainder of Hanford
TAFS: 89-09/10-0253
Project Identification Code: 2002140
ARRA Bill Reference: PL 111-5, Title IV – Energy and Water
Development, Defense Environmental Cleanup
(H.R. 1-26)
Project Cost: \$625,115,000
Budget Authority: STARS Fund Code: 06049, FD0210
Program Office: Environmental Management (EM)
Recovery Program Plan: EM - Defense
Management Office: **Dave Brockman**, Manager, Richland Operations
Office, (David_A_Brockman@rl.gov), 509-376-
7395
Jon Peschong, RL Recovery Program Manager,
Richland Operations Office,
(Jon_Peschong@rl.gov), 509-376-4424

LEADS

Implementation: Richland – Hanford Site
Breakthrough: NA
Laboratory: NA

I. SUMMARY & OBJECTIVES

Summary:

The Nuclear Facility D & D - Remainder of Hanford project involves the cleanout, deactivation and decommissioning and waste site remediation activities in the Central Plateau of the Hanford site. The required funding from the American Recovery and Reinvestment Act (ARRA) Project supports the mission of DOE and the Office of Environmental Management (EM) by accelerating completion of existing environmental protection and site cleanup goals, including deactivation, decontamination, decommissioning, and demolition (D4) of excess nuclear facilities and remediation of contaminated soil from the EM sites, in many cases much earlier than originally planned. Additionally, this work will reduce environmental threats to areas surrounding the sites and will produce a significant number of jobs both directly and indirectly. This project work involves the following activities:

**Project Operating Plan – Richland - Hanford Site - Nuclear Facility D & D –
Central Plateau – Remainder of Hanford**

RL-0011.R1 (Clean-up Capital asset: PFP D&D):

Plutonium Finishing Plant (PFP) scope includes the cleanout, deactivation and decommissioning activities 234-5Z and its ancillary facilities. Work activities involve the cleanout, removal and disposal of process and laboratory glove boxes (total of 174) as well as deactivation and removal of other process equipment including process piping.. Work scope also includes the accelerated deactivation and decommissioning of PFP vaults, and area ancillary facilities to prepare them for demolition.

RL-0040.R1.1 (Clean-up Capital asset: U-Plant and Other D&D):

U-Plant scope includes the D4 of surplus facilities in the U Areas and one canyon in the 200 areas of the Hanford site. Work scope includes D4 of U Area Ancillary facilities, and D4 of 200 East and West facilities. This scope also involves preparing U Canyon for demolition such as clearing off U Canyon deck (includes equipment disposition) and filling canyon cells (voids) with grout. By the end of fiscal year 2011, the goal is to complete D&D of five (5) U Plant Ancillary Structures, and D&D of 11 other associated facilities.

RL-0040.R1.2 (Clean-up Capital asset: Outer Zone D&D):

Outer Zone area scope includes the D4 of surplus facilities and the remediation of waste sites in the outer areas (200 and 600 areas) of Hanford's Central Plateau, Arid Lands and North Slope areas. Work scope involves the D4 of 18 surplus facilities, remediation of 24 waste sites, and disposal of 15 railcars. This scope also reduces the cleanup footprint of Hanford by approximately 49% by September 2011. Execution of this scope will accelerate demolition and deactivation by approximately 5 to 20 years, will accelerate the Record of Decision (ROD) activates for the Central Plateau Outer Area by approximately 5 years, and accelerate remediation of waste sites by approximately 5 to 20 years. This work is slated for completion by the end of fiscal year 2011.

RL-0040.R1.3 (ARRA Operations (non-capital asset)):

DOE-RL has developed an integrated incremental staffing profile wholly contained in this Central Plateau D & D Project Operating Plan to support staff administering ARRA work as referenced in RL Project Operating Plans 20022111, 2002141, 2002142, and 2002143. DOE-RL will continue to use support service contractors to provide support to federal staff in the areas of assessment, procurement, project controls, safety, and project support. The staffing profile can be found in Table 11. It is to be noted that this is not a capital asset project and no performance measures will be tracked.

**Project Operating Plan – Richland - Hanford Site - Nuclear Facility D & D –
Central Plateau – Remainder of Hanford**

This project supports the following DOE and EM Strategic Goals and Themes:

- DOE Strategic Plan Theme 4 –Environmental Responsibility – Protecting the environment by providing a responsible resolution to the environmental legacy of nuclear weapons production.
- DOE Strategic Plan Theme 5 – Management Excellence – Enabling the Department’s mission through sound management and business practices.
- EM Recovery Goals – Decontamination and decommissioning (D&D) excess nuclear facilities, disposal of radioactive waste from the EM sites, and reduction of Legacy Environmental Footprint.

The original purpose and scope of the existing contract will not change with the addition of the ARRA funding. The overall goal is to accomplish the mission of DOE-RL by eliminating environmental threats to the Columbia River and reducing the overall clean-up footprint of the Hanford Site.

De-inventory and Demolition Projects:

The table below contains the candidate list of facility identification and square footage that will potentially be remediated as a result of this project.

U Plant Other D&D			
Facility ID	Description	Sq. Ft	
1	211U	Cold Chemical Makeup Tank Farm	1,290.8
2	211UA	Cold Chemical Makeup Tank Farm Addition	5,772.7
3	203UX	Gas Storage Facility	732.6
4	224U	UO3 Plant Concentration and Load-out Building	35,462.7
5	224UA	UO3 Calcination and Load-out Facility	9,934.1
6	2701M	Office Building	300.0
7	272E	Fabrication, Mockup Shop Building	20,734.9
8	2734EA	Gas Cylinder Storage Building	168.0
9	275E	Carpenter Shop Building	5,870.5
10	284E	Power House & Steam Plant	61,974.7
11	MO104	Mobile Office at 2719E	1,344.0
12	MO405	Mobile Office	13,860.0
13	MO840	Mobile Office -Receiving & Distribution	720.0
14	284W	Power House & Steam Plant	53,302.3
15	284WB	Package Boiler Plant (200W)	2,306.0
16	209E	Critical Mass Laboratory	9,072.8
Total U Plant Other D&D Sq. Ft		222,846.1	

**Project Operating Plan – Richland - Hanford Site - Nuclear Facility D & D –
Central Plateau – Remainder of Hanford**

Outer Zone D&D			
Facility ID	Description	Sq. Ft	
1	212N	Storage Building	9,707.0
2	212P	Electrical Storage & Transformer Shop	9,707.0
3	212R	Storage Building	9,707.0
4	614	Monitor Station	87.1
5	646	Radioecology Field Laboratory	800.0
6	6652G	ALE Field Storage Building	6,791.6
7	6652H	ALE Laboratory 1	2,819.4
8	6652I	ALE Headquarters	5,101.0
9	6652J	ALE Laboratory II	7,873.4
10	6652M	Fallout Laboratory	696.9
11	6652R	Acid Storage Shed	42.0
12	6652C	Space Science Laboratory	6,435.0
13	6652CSHED	Storage Building	231.3
14	6652D	Pump House	103.4
15	6652T	Fire Protection Lower Pump House	179.2
16	6652U	Rattlesnake Mountain Upper Pump House	178.0
17	623A	Plant Radio Relay Bldg (Top of Rattlesnake Mtn.)	490.7
18	T520-6	Navy MARS Radio Station	623.4
Total Outer Zone D&D Sq. Ft		61,573.4	

Work Scope Changes:

N/A

Buy Back Work Scope:

Because the focus on the Hanford Site is to apply performance-based contracting and project management methodologies while implementing techniques that maximize performance efficiencies through innovation and scope completion, the possibility exists that remaining project funds will be available at or before project completion. These remaining funds may be a result of cost savings due to efficiencies or Management Reserve (MR) and Contingency unused due to unrealized risk with planned ARRA work. These remaining funds will further help DOE realize the accelerated cleanup of the Hanford site and support the Hanford ARRA mission of creating jobs, reducing the footprint and realizing lifecycle cost savings. Subsequently, forecast planning has occurred to identify a list of existing 2011-2012 work scope candidates (with Rough Order of Magnitude (ROM) estimates) that may be accelerated with potential remaining funds.

Based on the potential availability of funds from unused management reserve and contingency funds and from cost efficiencies in executing the planned projects, the

**Project Operating Plan – Richland - Hanford Site - Nuclear Facility D & D –
Central Plateau – Remainder of Hanford**

following additional candidate projects have been identified should funding become available.

Central Plateau D&D	ROM Estimate
PFP D&D Activity	
Decontaminate & Decommission 236-Z	\$15M
Decontaminate & Decommission 242-Z	\$ 4M
D&D Balance of 234-5Z	\$20M
Decontaminate & Decommissioning Project Support	\$20M
Disposition of Solid Waste	\$ 9M
Decontaminate & Decommissioning NDA Support	\$ 2M
Decontaminate and Decommission Miscellaneous Building & Yards	\$ 4M
Decontaminate & Decommission 243-Z	\$ 1M
Decontaminate & Decommission 291-Z	\$3M
Stabilization and Demolition	\$ 4M
Outer Zone D&D Activity	
Remediate BC Control Area	\$13M
Additional Central Plateau Outer Area Waste Site Remediation	\$20M
U Plant/Other D&D Activity	
Complete U Canyon Demolition	\$19M
U Zone Demolition	\$11M
PFP Zone Demolition	\$11M
Industrial Bldg. Deactivation/Asbestos Abatement and Demolition	\$13M

Note: This list contains forecasting information. Work will only occur if remaining funds are realized and may only occur for part of the list or a portion of a single Buy Back list item.

Public Benefits:

Public benefits resulting from ARRA funding range from job creation, to cost savings over the life-cycle of the EM program, to enhanced environmental protection due to the cleanup and closure of the Hanford Site from the former nuclear weapons complex including D4 of excess facilities and remediation of waste sites. This will reduce the potential safety and health risks.

Project Operating Plan – Richland - Hanford Site - Nuclear Facility D & D – Central Plateau – Remainder of Hanford

ARRA funding will be used by Hanford contractors to accelerate cleanup of the former weapons complex and nuclear research facilities. The site contractors and subcontractors will hire workers to perform the additional soil and groundwater remediation, decontamination and decommissioning, and waste remediation activities. The additional jobs are expected to extend through the entire period of ARRA activities in EM.

To counteract the unemployment rate in Washington State of 9.2 percent and bolster the local economy, numerous on-site jobs will be created and/or retained at Hanford by implementing this project. Types of jobs created or retained will include well drillers, soil excavation personnel, construction and demolition personnel, waste processors and handlers, railroad train crews, waste truck drivers, construction laborers, engineers, heavy equipment operators, field technicians, and administrative support workers. The large number of workers trained by completing this project would be available for future missions. Personnel brought in for this initiative could also provide a critical source of employees to support completion of the EM mission at the site necessitated by the current aging Hanford workforce and attrition associated with the expanding nuclear industry. Surrounding area businesses will also experience job creation benefits from this work scope initiative. Additional benefits of off-site jobs will likely be created in the surrounding communities due to the influx of new workers.

Recovery Act Project Impacts:

Hanford has demonstrated success in solid radioactive waste disposition, soil and groundwater remediation, and facility D4. Hanford will effectively spend the ARRA funding because these cleanup activities are associated with:

- Proven technologies—on-the-shelf plans and projects ready to be implemented
- Regulatory infrastructure in place—established regulatory framework with regulator and community support
- Acquisition structure in place—flexible contract vehicles allow quick expansion of environmental cleanup workforces
- Project Management structure in place—ability to track and measure performance.

Investment in this project will reduce the overall clean-up footprint of the Hanford Site through demolition of legacy surplus facilities, removal of debris piles and cleanup of contaminated soil sites in the Central Plateau area of the Hanford Site. Additionally, a reduction of the 586 square-mile Hanford Site by approximately 49% or approximately 290 square miles by the end of fiscal year 2011 will provide a ROM savings of \$1.233B and will enable reuse of EM infrastructure for other energy missions or community reuse.

**Project Operating Plan – Richland - Hanford Site - Nuclear Facility D & D –
Central Plateau – Remainder of Hanford**

II. COST & SCHEDULE

Budget:

Tables below include the high level spend plan from April 2009 through September 2011 (expenditures) and obligation of ARRA funds, from April 2009 through September 2010.

Table 1: Budget Implementation Monthly Obligations (actual obligations to contractors for Apr 2009 through Feb 2010 and projected obligations to contractors for Mar 2010 through Sept 2010) (\$M)

The Project funding is subject to re-apportionment and will be finalized by 9/30/2010; the Project Operating Plan will then be reissued with an obligations table.

Table 2: Budget Implementation Actual and Planned Monthly Expenditures (actual accumulative cost from Apr 2009 thru Apr 2010 and projected costs for Mar 2010 through Sept 2011 and then, if applicable, projected quarterly expenditures in FY2012) (\$M)

The Project funding is subject to re-apportionment and will be finalized by 9/30/2010; the Project Operating Plan will then be reissued with a costs table.

Funds Returned and Offsetting Collections:

N/A

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

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

Indirect Costs:

This work will be performed by facility management contractors utilizing an approved indirect rate structure. All Hanford contractor indirect rates are subject to an annual audit review by the Defense Contract Audit Agency (DCAA) and require final approval by the Contracting Officer.

The Plateau Remediation Contract (PRC) has a General and Administrative (G&A) rate of 15.6%. G&A functions include Finance, Human Resources, Legal, Internal Audit, Procurement, Information technology, organizational administration, dosimeter and usage based services supporting overhead activities. Because G&A is distributed on a total cost base for the Plateau Remediation Contract (PRC), ARRA funds will also be assessed G&A. Since the ARRA funds represent a significant increase in contract funding it is likely the G&A rate will decrease in the out-years.

**Project Operating Plan – Richland - Hanford Site - Nuclear Facility D & D –
Central Plateau – Remainder of Hanford**

Changes to Baseline Budget:

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

Not applicable

Milestones:

Milestone Date	Description
	ARRA milestones are under configuration management and are currently captured in DOE EM Integrated Planning, Accountability, and Budgeting System (IPABS) with monthly reporting of performance

Note: Targets and performance measures are provided in Table 6a.

NEPA Compliance:

N/A (The scope of work is being undertaken pursuant to the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA); separate NEPA reviews are not required. The NEPA Compliance Officer will monitor implementation and, as necessary, determine whether future NEPA review is required.)

Project Management:

In executing this ARRA project, DOE-RL will implement the project management requirements of DOE O 413.3A, *Program and Project Management for the Acquisition of Capital Assets*. DOE-RL will use the flexibility afforded by DOE O 413.3A and tailor its requirements to this project DOE-RL will also utilize Integrated Project Teams (IPTs) comprised of Federal and contractor professionals of diverse disciplines with specific knowledge, skills, and abilities necessary to support successful project execution. Project Directors, contracting officers, safety and quality, legal, and technical personnel also participate on IPTs. Utilizing DOE O 413.3A best practices, DOE-RL cost estimates and schedules were developed at high confidence levels. Risk, cost and schedules were stated at an 80% confidence level. Additionally, this project has an approved Project Execution Plan that is being used to manage the project.

Table 5: Delivery Schedule for Capital Asset Projects

Program/OECM Milestone	Delivery (End) Date	Comments
Develop capital asset projects Integrated Project List	6/17/2009	N/A
Develop Parametric Performance Baseline (Individual Projects)	6/8/2009	N/A
If < \$100 M Perform IPR, > \$100 M Perform EIR (Individual Projects)	8/30/2009	EIR was performed on RL-0011 and RL-0040 per EM. CD 2.3 obtained October 14, 2009.
Approve Contractor's Performance Baseline	July 2009	N/A

**Project Operating Plan – Richland - Hanford Site - Nuclear Facility D & D –
Central Plateau – Remainder of Hanford**

Approve Start of Construction	N/A	N/A
Project Completion	9/30/2011	N/A

III. PERFORMANCE

The table below lists the Project Performance targets for RL-0011.R1 (PFP D&D), RL-0040.R1.1 (U-Plant/Other D&D), RL-0040.R1.2 (Accelerated Remediation)

Table 6a: Project Performance Targets

ARRA Project Identification Code	2002140
Linkage To S-1 Priorities	National Security and Legacy – Eliminate environmental threats to Columbia River., Remediation of waste sites, Decontamination and Decommissioning of legacy facilities, Reduce EM legacy footprint
Linkage to Current Program Goals	EM Goals – Environmental responsibility to protect the environment; remediate existing waste sites; and to D&D contaminated facilities no longer needed to carry on current EM mission.
ARRA Overall Performance Measure	By the end of fiscal year 2011, reduce the RL Central Plateau operational footprint by approx. 45% or approx. 290 square miles. KPPs are listed below:
Plutonium Finishing Plant	
Key Performance Parameter 1:	Building 234-5Z Process and Laboratory areas ready for demolition
Associated Key Metrics:	<ul style="list-style-type: none"> • Number of glove boxes removed from 234-5Z (#) • Low-level waste removed from PFP (m3) • TRU waste removed from PFP (m3)
Key Performance Parameter 2:	20 Ancillary buildings ready for demolition
Associated Key Metrics:	<ul style="list-style-type: none"> • Ancillary facilities/structures and fuel vaults ready for demolition (# facilities)
Outer Zone	
Key Performance Parameter 1:	Complete deactivation, decontamination, decommissioning, and demolishing (D4) of 18 facilities
Associated Key Metrics:	<ul style="list-style-type: none"> • Nuclear facilities completed (#) • Radioactive facilities completed (#) • Industrial facilities completed (#) • Facility square feet placed in cold and dark/demolition ready (sq. feet) • Facility square feet dispositioned (sq. feet)
Key Performance Parameter 2:	Remediate 24 waste sites.

**Project Operating Plan – Richland - Hanford Site - Nuclear Facility D & D –
Central Plateau – Remainder of Hanford**

Associated Key Metrics:	<ul style="list-style-type: none"> Waste sites remediated (# of waste sites with completion of the selected preferred remedy as specified in the PRC Baseline, Rev. 2) Site acreage remediated (acres)
Key Performance Parameter 3:	Dispose 15 rail cars/locomotives
Associated Key Metrics:	<ul style="list-style-type: none"> Rail cars/locomotives disposal ready (#) Rail cars/locomotives disposed (#)
U Plant/Other	
Key Performance Parameter 1:	U Plant canyon ready for demolition
Associated Key Metrics:	<ul style="list-style-type: none"> Canyon sq. feet fixative applied (sq. feet) Canyon deck sq. feet cleared (sq. feet) Canyon areas ready for void fill (cubic yards) Canyon areas void filled (cubic yards)
Key Performance Parameter 2:	Complete deactivation, decontamination, decommissioning, and demolishing (D4) of 16 facilities
Associated Key Metrics:	<ul style="list-style-type: none"> Nuclear facilities completed (#) Radioactive facilities completed (#) Industrial facilities completed (#) Facility square feet placed in cold and dark/demolition ready (sq. feet) Facility square feet dispositioned (sq. feet)
Quarterly Targets	
First Year Performance Targets (2009)	Initiate procurement activities to D&D Central Plateau facilities.
Q3 - Project-Level Quarterly Performance Milestone(s)	<ul style="list-style-type: none"> Issue notice to proceed Initiate CERCLA documentation for Outer Zone area Initiate D4 of 3 facility in the Outer Zone Initiate waste site remediation of 11 sites in Outer Zone Initiate demo prep of U-Plant Start PFP D&D activities Perform PPSL Lab Area D&D activities Initiate D&D of RMA/RMC and other Process Glove Boxes and Hoods Initiate Analytical Lab Area D&D activities
Q4 - Project-Level Quarterly Performance Milestone(s)	<ul style="list-style-type: none"> Complete D4 of 1 facilities in the Outer Area Continue waste site remediation of 11 sites in Outer Zone Complete D4 of 2 ancillary facilities at U-Plant Continue demo prep of U-Plant Continue PFP D&D activities Continue PPSL Lab Area D&D activities Continue Analytical Lab Area D&D activities Continue D&D of RMA/RMC and other Process Glove Boxes and Hoods
Second Year Performance Targets (2010)	Achieve progress in Central Plateau D&D and remediation

**Project Operating Plan – Richland - Hanford Site - Nuclear Facility D & D –
Central Plateau – Remainder of Hanford**

<p>Q1 - Project-Level Quarterly Performance Milestone(s)</p>	<ul style="list-style-type: none"> • Complete D4 of 2 facilities within the Outer Zone • Continue waste site remediation of 11 sites in Outer Zone • Initiate disposition of 15 Railcars/Locomotives • Complete D4 of 1 ancillary facility U-Plant • Continue demo prep of U-Plant • Continue PFP D&D activities • Continue D&D of RMA/RMC and other Process Glove Boxes and Hoods • Continue Analytical Lab Area D&D activities • Initiate Standards Lab Area D&D activities • Initiate Rooms 158-172 D&D Activities • Continue PPSL Lab Area D&D activities
<p>Q2 - Project-Level Quarterly Performance Milestone(s)</p>	<ul style="list-style-type: none"> • Complete D4 of 2 facilities Outer Zone • Continue waste site remediation of 11 sites in Outer Zone • Continue disposition of 15 Railcars/Locomotives • Continue demo prep of U Plant • Initiate remediation of MG-1 second batch of waste sites in Outer Zone (13) • Continue PFP D&D activities • Continue D&D of RMA/RMC and other Process Glove Boxes and Hoods • Continue Analytical Lab Area D&D Activities • Continue PPSL Lab Area D&D activities • Perform Support Buildings and Yard Area D&D Activities • Continue Standards Lab Area D&D Activities • Continue Rooms 158-172 D&D Activities
<p>Q3 - Project-Level Quarterly Performance Milestone(s)</p>	<ul style="list-style-type: none"> • Complete D4 of 5 facilities Outer Zone • Complete D4 of 1 ancillary facility at U-Plant • Continue waste site remediation of 11 sites in Outer Zone • Continue disposition of 15 Railcars/Locomotives • Continue demo prep of U-Plant • Continue remediation of MG-1 second batch of waste sites in Outer Zone (13) • Continue PFP D&D activities • Continue D&D of RMA/RMC and other Process Glove Boxes and Hoods • Continue Analytical Lab Area D&D activities • Continue PPSL Lab Area D&D activities • Complete Standards Lab Area D&D activities • Perform Support Buildings and Yard Area D&D Activities
<p>Q4 - Project-Level Quarterly Performance Milestone(s)</p>	<ul style="list-style-type: none"> • Complete D4 of 8 facilities Outer Zone • Complete D4 of 1 ancillary facility at U-Plant • Complete waste site remediation of 11 sites in Outer Zone • Continue disposition of 15 Railcars/Locomotives • Continue demo prep of U-Plant • Continue remediation of MG-1 second batch of waste sites in Outer Zone (13) • Continue PFP D&D activities

**Project Operating Plan – Richland - Hanford Site - Nuclear Facility D & D –
Central Plateau – Remainder of Hanford**

	<ul style="list-style-type: none"> • Continue D&D of RMA/RMC and other Process Glove Boxes and Hoods • Continue Analytical Lab Area D&D • Continue Rooms 158-172 D&D activities • Continue PPSL Lab Area D&D activities • Ancillary buildings ready for demolition (10)
Third Year Performance Targets	Achieve Central Plateau D&D and remediation completions
Q1 - Project-Level Quarterly Performance Milestone(s)	<ul style="list-style-type: none"> • Complete D4 of 8 facilities Central Plateau • Continue disposition of 15 Railcars/Locomotives • Continue remediation of MG-1 waste sites in Outer Zone • Continue demo prep of U-Plant • Continue PFP D&D activities • Continue D&D of RMA/RMC and other Process Glove Boxes and Hoods Continue Rooms 158-172 D&D Activities • Perform Support Buildings and Yard Area D&D Activities Complete Analytical Lab Area D&D • Continue PPSL Lab Area D&D activities
Q2 - Project-Level Quarterly Performance Milestone(s)	<ul style="list-style-type: none"> • Continue disposition of 15 Railcars/Locomotives • Continue demo prep of U-Plant • Continue remediation of MG-1 waste sites in Outer Zone • Continue D&D of RMA/RMC and other Process Glove Boxes and Hoods • Continue PPSL Lab Area D&D activities • Perform Support Buildings and Yard Area D&D Activities
Q3 - Project-Level Quarterly Performance Milestone(s)	<ul style="list-style-type: none"> • Continue disposition of 15 Railcars/Locomotives • Continue demo prep of U-Plant • Continue remediation of MG-1 waste sites in Outer Zone • Continue PFP D&D activities • Perform Support Buildings and Yard Area D&D Activities • Continue D&D of RMA/RMC and other Process Glove Boxes and Hoods Continue Rooms 158-172 D&D activities • Complete PPSL Lab Area D&D activities • Perform Support Buildings and Yard Area D&D Activities
Q4 - Project-Level Quarterly Performance Milestone(s)	<ul style="list-style-type: none"> • Complete disposition of 15 Railcars/Locomotives • Complete D4 of 3 facilities in the Central Plateau • Complete demo prep of U-Plant • Complete remediation of MG-1 waste sites in Outer Zone • Complete PFP D&D activities • Complete D&D of RMA/RMC and other Process Glove Boxes and Hoods Activities • Ancillary buildings ready for demolition (10 additional, 20

**Project Operating Plan – Richland - Hanford Site - Nuclear Facility D & D –
Central Plateau – Remainder of Hanford**

	total) <ul style="list-style-type: none"> Complete Rooms 158-172 D&D activities
--	---

Table 6b. Plutonium Finishing Plant D &D (RL-0011.R1) Detailed ARRA-Specific Project Performance Measures and Targets

Plutonium Finishing Plant (RL-0011.R1)												
	FY 2009 Q3 Target	FY 2009 Q4 Target	FY 2010 Q1 Target	FY 2010 Q2 Target	FY 2010 Q3 Target	FY 2010 Q4 Target	FY 2011 Q1 Target	FY 2011 Q2 Target	FY 2011 Q3 Target	FY 2011 Q4 Target	FY 2012 Target	Total ARRA Target
Ancillary buildings ready for demolition	Configured records of planned ARRA time-phased metrics are currently captured in DOE EM Integrated Planning, Accountability, and Budgeting System (IPABS) with monthly reporting of performance										N/A	20 Facilities
Building 234-5Z Process and Laboratory areas ready for demolition	Configured records of planned ARRA time-phased metrics are currently captured in IPABS with monthly reporting of performance										N/A	174 glove boxes

Table 6c. U-Plant/Other D&D (RL-0040.R1.1) Detailed ARRA-Specific Project Performance Measures and Targets

U-Plant/Other D&D (RL-0040.R1.1)												
	FY 2009 Q3 Target	FY 2009 Q4 Target	FY 2010 Q1 Target	FY 2010 Q2 Target	FY 2010 Q3 Target	FY 2010 Q4 Target	FY 2011 Q1 Target	FY 2011 Q2 Target	FY 2011 Q3 Target	FY 2011 Q4 Target	FY 2012 Target	Total ARRA Target
D4 facilities	Configured records of planned ARRA time-phased metrics are currently captured in IPABS with monthly reporting of performance										N/A	16 facilities

Table 6d. Outer Zone D&D (RL-0040.R1.2) Detailed ARRA-Specific Project Performance Measures and Targets

Outer Zone D&D (RL-0040.R1.2)												
	FY 2009 Q3 Target	FY 2009 Q4 Target	FY 2010 Q1 Target	FY 2010 Q2 Target	FY 2010 Q3 Target	FY 2010 Q4 Target	FY 2011 Q1 Target	FY 2011 Q2 Target	FY 2011 Q3 Target	FY 2011 Q4 Target	FY 2012 Target	Total ARRA Target
Complete Remediation of Waste sites	Configured records of planned ARRA time-phased metrics are currently captured in IPABS with monthly reporting of performance										N/A	24 waste sites
D4 of facilities	Configured records of planned ARRA time-phased metrics are currently captured in IPABS with monthly reporting of performance										N/A	18 facilities
Dispose of	Configured records of planned ARRA time-phased metrics are currently										N/A	15

**Project Operating Plan – Richland - Hanford Site - Nuclear Facility D & D –
Central Plateau – Remainder of Hanford**

railcars	captured in IPABS with monthly reporting of performance		railcars
Footprint Reduction	Configured records of planned ARRA time-phased metrics are currently captured in IPABS with monthly reporting of performance	N/A	234 sq. miles or 40%

Note: PMM program goals are being accelerated through ARRA funding. The period of performance for the ARRA work is April 2009 through September 30, 2011. Contractors will continue to use approved processes and procedures to meet these requirements. Additionally, the contractor shall certify in each monthly report that the costs included in the report for ARRA work were incurred only to accomplish the ARRA work in accordance with the accelerated work scope.

National Strategic Benefits:

This project provides for protection of the Columbia River and therefore has significant benefit to the Pacific Northwest. It does not directly provide national strategic benefit such as reduction of carbon emissions or oil consumption.

Table 7: National Strategic Benefits

Recovery Act National strategic goals	Benefits
Promote Energy Efficiency	N/A
Deploy Renewable Power	N/A
Modernize the Grid	N/A
Reduce Oil Consumption	N/A
Restore America’s Scientific Leadership	N/A
Reduce Legacy Environmental Footprint	<ul style="list-style-type: none"> EM Hanford clean-up Footprint reduction of approx. 45% by 2011
Reduce Greenhouse Gas Emissions	N/A

IV. MANAGEMENT

Secretarial-level Items:

Table 8: Secretary's Priorities

Secretary’s Priorities	Project Impacts (Qualitative)	Project Impacts (Quantitative)
Science and Discovery	N/A	N/A
Clean, Secure Energy	N/A	N/A
Economic Prosperity	<ul style="list-style-type: none"> Create new jobs. Retain existing jobs. 	<ul style="list-style-type: none"> Support overall RL goal of 3900 jobs (See Note)
National Security and Legacy	<ul style="list-style-type: none"> Eliminate environmental threats to Columbia River. Remediation of waste sites 	<ul style="list-style-type: none"> Reduce Hanford clean-up Footprint by approx. 45% by 2011

**Project Operating Plan – Richland - Hanford Site - Nuclear Facility D & D –
Central Plateau – Remainder of Hanford**

	<ul style="list-style-type: none"> • Decontamination and Decommissioning of legacy facilities • Reduce EM legacy footprint 	
Climate Change	N/A	N/A

Note: Quantitative goal of 3900 jobs is subject to change based on EM and OMB guidance.

Collaboration and Coordination:

The DOE Nevada Test Site, Energy Solutions in Utah, and other commercially-operated waste treatment/ storage/disposal facilities will be needed to support treatment and disposal of waste generated during the ARRA Project. Coordination with these interfaces already exists, however will be enhanced throughout this project. For returning and new employees, training will be provided utilizing existing safety and specialty training courses. However, training courses will be developed and provided at the HAMMER Training Center for those positions requiring additional training outside of the current existing site training courses. This training may continue to be used throughout other federal and state agencies, as well as private organizations, further preparing individuals to resolve similar challenges at other locations.

The DOE-RL Procurement Division will continue to work closely with DOE-EM and DOE-MA to insure timely business clearance approval for procurement actions that exceed local authority.

There are many external interfaces associated with the normal base program and ARRA project work and operations at Hanford. These include:

- **National Labs** Pacific Northwest National Laboratory
- **Regulatory** Environmental Protection Agency, Washington Department of Ecology, Department of Transportation, and Defense Nuclear Facilities Safety Board
- **Community** Hanford Advisory Board, Benton and Franklin Counties, cities of Richland, Pasco and Kennewick, Surrounding States, Nevada, and Utah
- **Industry** Environmental Engineering/Remediation, Waste Management, Construction, Cement, Container, Transportation, Housing, Utilities, etc.
- **Universities/Other** Other RL Contractors, Labor Unions, Parent Companies, Local Universities/Colleges

**Project Operating Plan – Richland - Hanford Site - Nuclear Facility D & D –
Central Plateau – Remainder of Hanford**

Federal Infrastructure Investments:

N/A

Line Management:

As with project management, DOE-RL line management will follow the project management requirements of DOE O 413.3A, *Program and Project Management for the Acquisition of Capital Assets*.

DOE-RL intends to use existing EM site systems and practices to effectively monitor and report on the ARRA Project activities, including:

- Fully implement all ARRA transparency and reporting requirements through modifications to the contract that will fund this ARRA Project.
- Continue using approved programs and procedures currently in place with Hanford contractors and their subs, applying project management principles to ARRA Project execution, including reviewing and validating EM project cost and schedule baselines consistent with DOE Order 413.3 and identifying project risks and strategies for managing them.
- Continue use of industry standard Earned Value Management System (EVMS) to compare actual project scope, cost, and schedule performance against planned performance as depicted in the baseline.
- Continue monitoring of the contractors' EVMS reports to ensure the ARRA Project is on track and, if not or if trends are in a negative direction, to develop and implement corrective actions.
- Hold monthly management reviews to provide updates on the ARRA Project to EM's senior-most executives.
- Secure support service contractors to provide support to federal staff in the areas of procurement, project controls, safety, and project support.
- Assign appropriately qualified staff to the ARRA Project to provide technical and programmatic oversight of the contractors performing the work and be the day-to-day governmental interface and manager for the project.
- Use an Integrated Project Team (IPT) 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.

Develop detailed risk management plans for the ARRA Project to identify and mitigate risks, and assign roles and responsibilities for managing the risks.

**Project Operating Plan – Richland - Hanford Site - Nuclear Facility D & D –
Central Plateau – Remainder of Hanford**

Needs from Staff Offices:

1) Human Capital

DOE-RL will continue to use support service contractors to provide support to federal staff in the areas of assessment, procurement, project controls, safety and project support. Below is listed an integrated incremental staffing profile to support staff administering ARRA work.

Table 9: Information on Hiring Under the ARRA

# & 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)
(5) Contract Specialists	Richland	Contractor	see Note 1
(16) Safety & Environment Support	Richland	Contractor	see Note 1
(7) Project Support	Richland	Contractor	see Note 1
(14) Recovery Act Program Management Support	Richland	Contractor	see Note 1
(5) Estimating Support	Richland	Contractor	see Note 1
(3) Project Analysts	Richland	Contractor	see Note 1
(2) Risk Analysts	Richland	Contractor	see Note 1

Note 1: Additional resources are required to adequately administer the requirements of the ARRA. The need for these additional resources will continue until such time that the ARRA work and reporting requirements are completed.

2) Procurement:

Though scope will be accelerated with the addition of ARRA funds, the original scope and purpose of the Plateau Remediation Contract (PRC) contract will not change. The purpose of this contract continues to be furnishing safe, compliant, cost-effective and energy-efficient services to further the DOE-RL mission.

This contract applies performance-based contracting approaches; expects the Contractor to implement techniques that maximize performance efficiencies, through innovation and scope completion, and minimize the description of how to accomplish the scope of work. The contractor is responsible for determining the specific methods and approaches for accomplishing the work scope in accordance with contract required environmental, safety and health (ES&H) requirements. The intent of the proposed contract modifications is to

**Project Operating Plan – Richland - Hanford Site - Nuclear Facility D & D –
Central Plateau – Remainder of Hanford**

provide additional funding to meet the original contract funding profile and accelerate defined work that was contemplated in the contract period.

Table 10: Procurement Plans

Activity	Type	New/Exist (N/E)	Changes (E), Needs (N)	Status	Expected Complete	Issues (Y/N)
Plateau Remediation Contract - Environmental Remediation	Contract	E	(E) Funding Modifications	Contract Mod A037 signed April 9, 2009; Contract Mod M047 and 087 December 2009	Complete	N