

WP 15-GM.04
Revision 3

American Recovery and Reinvestment Act Project Execution Plan

Cognizant Department: General Manager's Office

Approved by: Doug Steffen

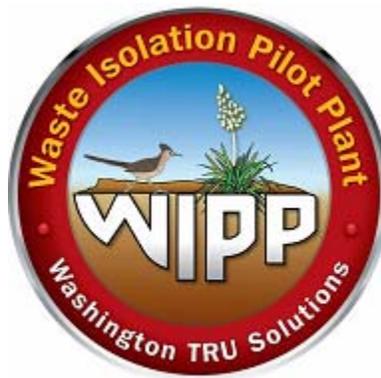


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CHANGE HISTORY SUMMARY

REVISION NUMBER	DATE ISSUED	DESCRIPTION OF CHANGES
0	04/21/2009	Initial Plan
1	08/06/2009	Changes to Section 10; Estimating, Budgeting, and Performance Reporting.
2	07/16/10	Changes to Section 1, Project Overview; Section 2, Contract Overview; Section 3, Project Organization; Attachment 1, ARRA Responsibility Assignment Matrix; and Attachment 2, Stimulus Milestone Schedule.
3	12/16/10	Added new paragraph in Section 10, Project Controls, regarding the funding of fabrication for TRUPACT III.

ACRONYMS AND ABBREVIATIONS

AE	Architect Engineer
ANL	Argonne National Laboratories
ANSI	American National Standards Institute
ARRA	American Recovery and Reinvestment Act of 2009
BAPL	Bettis Atomic Power Laboratory
BVSS	Best value source selection
CAP	Cost account plans
CAS	Cost Accounting Standards
CBFO	Carlsbad Field Office
CCP	Central Characterization Project
CCR	Central Contract Registration
CFR	Code of Federal Regulations
CH	contact-handled
CO	Contracting Officer
CPM	Critical Path Method
CTAC	Carlsbad Technical Assistance Contractor
DOE	U.S. Department of Energy
DOE-EM	U.S. Department of Energy Office of Environmental Management
EIA	Environmental Industry Associations
EV	Earned Value
EVMS	Earned Value Management Systems
FAC	Federal Administrative Charge
GE-VNC	General Electric-Vallencitos Nuclear Center
HWFP	Hazardous Waste Facility Permit
INL	Idaho National Laboratory
IPT	Integration Project Team
ISMS	Integrated Safety Management Systems
JHA	Job Hazard Analysis
KAPL-NFS	Knolls Atomic Power Laboratory – Nuclear Fuel Services
LANL	Los Alamos National Laboratories
LBNL	Lawrence Berkeley National Laboratory
LLNL	Lawrence Livermore National Laboratory

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M&O	Management and Operating
MOU	Memorandum of Understanding
MSDS	Material Safety Data Sheets
MSHA	Mine Safety and Health Administration
NRD	NRD, LLC, in Grand Island, New York, a small quantity site
NTS	Nevada Test Site
OMB	DOE Management and Budget
ORNL	Oak Ridge National Laboratory
OSHA	Occupational Safety and Health Association
PE	Professional Engineer
PM	Project Manager
PO	Purchase Order
PXP	Project Execution Plan
QA	Quality Assurance
QAPjP	Quality Assurance Program Project Plans
QSL	Qualified Suppliers List
RH	remote-handled
RMP	Risk Management Plan
SNL	Sandia National Laboratories
SRS	Savannah River Site
STR	Subcontract Technical Representative
SWB	Skeen-Whitlock Building
TBD	to be determined
TRU	Transuranic
USC	United States Code
WBS	Work Breakdown Structure
WIPP	Waste Isolation Pilot Plant
WRES	Washington Regulatory & Environmental Services
WTS	Washington TRU Solutions LLC

1. PROJECT OVERVIEW

The American Recovery and Reinvestment Act of 2009 (hereafter may be referred to as ARRA, the Recovery Act, or the Act) was signed into law on February 17, 2009. Funds from the Act were directed to the U.S. Department of Energy Office of Environmental Management (DOE-EM) to perform field work and physical accomplishments focusing on:

- Soil and water remediation
- Radioactive waste disposition
- Facility decommissioning
- Reduction of human health and environmental risks
- Demonstration of environmental stewardship

The purpose of the funds is to reduce the contaminated foot print in the DOE complex resulting from nuclear defense activities with an additional goal of creating lasting economic benefits.

According to the Act, all funding must be obligated by the end of FY10. DOE-EM has directed that the funds assigned to them are to be obligated by the end of FY09. For the purposes of this plan, the DOE-EM direction of funds obligation is understood to mean the obligation of funds from DOE-EM to the DOE Carlsbad Field Office (CBFO). The Act also requires that all funding be costed by the end of FY15, but DOE-EM has directed that funds assigned to them be costed by the end of FY11.

The CBFO received \$172.375M in ARRA funds in April 2009. Washington TRU Solutions LLC (WTS) received approximately \$150.5M to perform work described in this document. The allocation of that money was definitized in Contract Modification 160. The target of the funds is the acceleration of transuranic (TRU) waste characterization and disposal at the Waste Isolation Pilot Plan (WIPP). The scope, cost estimates, and schedules assigned to this funding must be clearly defined and supported.

This Project Execution Plan (PXP) describes the elements required to meet the scope of work as outlined by the CBFO. The PXP is intended to be a tool for use by project personnel executing the project work. It is also intended to provide specific guidance for normal day-to-day work in progress. Other PXPs may be developed for specific projects as determined by the Washington TRU Solutions LLC (WTS) Project Manager (PM) documenting the management requirements of that specific project. This PXP documents the general details of the overall ARRA Project planned to support acceleration and other required projects at the WIPP site to support the objectives of the ARRA and the guidance received from the CBFO.

Work planned by WTS for the ARRA includes:

- Central Characterization Project (CCP) proposed projects:
 - Accelerated contact-handled (CH) and remote-handled (RH) waste disposition at Savannah River Site (SRS), Idaho National Laboratory (INL), Oak Ridge National Laboratory (ORNL), Argonne National Laboratories (ANL), Bettis Atomic Power Laboratory (BAPL), General Electric-Vallencitos Nuclear Center (GE-VNC).
 - Los Alamos National Laboratories (LANL), Hanford, Lawrence Berkeley National Laboratory (LBNL), Lawrence Livermore National Laboratory (LLNL), NRD (NRD, LLC, in Grand Island, New York, a small quantity site), Nevada Test Site (NTS), Sandia National Laboratories (SNL), and Knolls Atomic Power Laboratory – Nuclear Fuel Services (KAPL-NFS) accelerated CH Waste Certification for Disposal at WIPP.

The work will be performed by employees of the DOE CBFO, WTS, Washington Regulatory & Environmental Services (WRES), Carlsbad Technical Assistance Contractor (CTAC), LANL-Carlsbad, SNL, and subcontractors providing labor and materials for design, construction, and fabrication with support from the disciplines mentioned above.

The purpose of the characterization work is to accelerate shipments to WIPP or otherwise disposition waste in the DOE inventory designated as TRU. A primary goal of the ARRA TRU program is to accelerate TRU shipments to WIPP to a nominal rate of 30 CH and 5 RH shipments per week, based on the availability of waste.

- WIPP Site Projects
 - Equipment purchases required to support accelerated waste shipments to WIPP.
 - Equipment purchases to enhance operational reliability to support an accelerated level of waste handling and emplacement.
 - Infrastructure improvements required for regulatory compliance or to improve site operational efficiency.

The work will be performed at numerous DOE sites, engineering offices, fabrication shops, and at the WIPP site near Carlsbad, New Mexico.

The Mission Statement for the ARRA Project at the WIPP site is to provide funding within the DOE established schedule to support accelerated waste disposal at WIPP and to complete tasks safely and promptly with results that are meaningful and measurable that create jobs while providing transparent reporting.

2. CONTRACT OVERVIEW

Discrepancies between ARRA and current contract requirements will be referred to the CBFO Contracting Officer (CO) for reconciliation.

Type and Value of Contract Modification

This work is one to be performed concurrent with the existing ongoing contract with the DOE. This contract is cost plus award fee with incentive fee attributes and is expected to have an end value at approximately \$150.5M.

Definition/Status of Agreement

The term of the contract will be from execution of Prime Contract (DE-AC29-01AL66444) modification A148 through 9/30/2011. The final contract modification for the ARRA projects will be implemented when executed by both DOE and WTS. Contract Modification 160, which incorporates Performance Based Incentive (PBI) #7 into the contract and adds additional in-scope work was definitized September 29, 2009 (effective April 15, 2009).

Synopsis of Key Terms and Conditions, including Requirements, Liabilities, Penalties, Insurance, and Taxes

- *ARRA*: American Recovery and Reinvestment Act. May be referred to as the Recovery Act or The Act.
- *The Recovery Accountability and Transparency Board (The Board)*: Authorized to conduct audits and reviews of contracts that use Recovery Act funds.
- *Covered Funds*: Funds expended or obligated from appropriations under the ARRA, Pub. L. 111-5. Covered Funds will have special accounting codes and will be identified as Recovery Act funds in the contract and/or modification using Recovery Act funds.
- *First-tier Subcontract*: A subcontract awarded directly by a Federal government prime contractor (WTS) funded by the Recovery Act.
- *Jobs Created*: An estimate of those new positions created and filled, or previously existing unfilled positions that are filled, as a result of funding by the ARRA. This definition covers only positions established in the United States and outlying areas (see definition in FAR 2.101). The number shall be expressed as "full-time equivalent" which shall include full-time, part-time, temporary, permanent, positions as expressed as a "person-year," consistent with the Contractor's existing personnel procedures. This includes positions at the prime level, and the prime Contractor's estimate of positions at the first subcontract tier.
- *Jobs retained*: An estimate of those previously existing filled positions that are retained as a result of funding by the ARRA. This definition covers only positions

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established in the United States and outlying areas (see definition in FAR 2.101). The number shall be expressed as "full-time equivalent" which shall include full-time, part-time, temporary, permanent, positions as expressed as a "person-year," consistent with the Contractor's existing personnel procedures. This includes positions at the prime level, and the prime Contractor's estimate of positions at the first subcontract tier.

- *Total Compensation:* The complete pay package of Contractor employees, including all forms of money, benefits, services, and in-kind payments, consistent with the regulations of the Securities and Exchanges Commission at 17 Central Contract Registration (CCR) 229.402.

There are special reporting and tracking requirements for this project. They are discussed in detail in Section 4, Project Administration.

Certification

In order for the CO to accept any products or services funded by the Recovery Act, WTS shall certify that the items were delivered and/or work was performed for a purpose authorized under the Recovery Act.

Funding Limitations and Financial Terms

Work is to begin immediately, upon obligation of funding to WTS. However, the project cannot incur costs that exceed 30% of the initial funding placed on the contract for ARRA obligated under Modification A148 until such time the entire amount of the project is definitized and negotiated. The funds obligated by the ARRA shall only be used to accomplish the work as set forth for Recovery Act effort and may not be used for any other purpose without the prior written consent of the CO. As discussed above, the contract was definitized on September 29, 2009. The CBFO CO has since notified WTS that it is authorized to spend ARRA funds beyond the 30% limit.

No fee shall be paid to WTS for the Recovery Act work, including provisional, prior to the negotiation of any equitable adjustment in the fee and the subsequent modification of the contract to reflect the mutual agreement between WTS and the CO.

All work funded by the ARRA must be completed by **September 30, 2011**.

WTS must obtain approval for all work from the DOE prior to performing any work under the Recovery Act, including submission to the CO of a detailed description of accelerated work, a budget of estimated costs for the accelerated work and a schedule for the performance of this work within **90 days** of this modification.

Within **2 months** after effective date of this modification, a supplemental Performance Evaluation and Measurement Plan will be proposed to the CO to accommodate the accelerated Performance Baseline in accordance with clause B.2(b)2 of the Prime Contract.

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WTS shall comply with DOE Order 412.1A, *Work Authorization System*, and shall attain approval for all work from the DOE prior to performing any work under the Recovery Act. The draw-down against the letter of credit shall specify Recovery Act work and supporting data will be maintained as separate and allocable cost for inspection and audit by the Government.

- A. The following reporting procedure will apply to submission of monthly cost reports for Recovery Act work specified in the accelerated work scope baseline.
- (1) WTS will separately identify costs that pertain to the Recovery Act work. WTS will provide a monthly report that identifies the total amount drawn on the letter of credit. This monthly report shall separate and identify Recovery Act costs associated with each appropriation at the Recovery Act program and project levels.
 - (2) WTS shall certify in each monthly report that the costs included in the report for Recovery Act work were incurred only to accomplish the Recovery Act work in accordance with the accelerated work scope.

Segregation and Payment of Costs

WTS must segregate the obligations and expenditures related to funding under the Recovery Act. Financial and accounting systems should be revised as necessary to segregate, track, and maintain these funds apart and separate from other revenue streams. No part of the funds from the Recovery Act shall be commingled with any other funds or used for a purpose other than that of making payments for costs allowable for Recovery Act projects. Recovery Act funds can be used in conjunction with other funding as necessary to complete projects, but tracking and reporting must be separate to meet the reporting requirements of the Recovery Act and DOE Office of Management and Budget (OMB) Guidance.

Invoices must clearly indicate the portion of the requested payment that is for work funded by the Recovery Act.

Schedule Penalties, Incentives, and other Commitments

Penalties for noncompliance with the requirements of the ARRA are the same as those within the existing M&O Contract. Incentives for this work will be proposed to the CBFO within 60 days of the date of A148.

Accounting, Invoicing, and Payment Requirements/Instructions

All invoices are received in Accounting and stamped in with the receipt date. The invoices are processed in the accounts payable software and are matched to Purchase Orders (POs) and receivers. This three-way matching is required prior to vouchering for payment. Once a check or an electronic file is prepared, a 100% audit is performed to ensure accuracy prior to distribution.

Non-PO payments are reviewed by the disbursement Accountant for allowability, reasonableness and allocability prior to processing in the accounts payable system.

Checks or electronic files are 100% audited to ensure accuracy, after processing in the accounts payable software

Chapter 3.5.0, Accounts Payable, of the WTS Accounting Manual addresses the process and responsibilities for processing payments through accounts payable. This chapter is modeled in accordance with guidance from DOE O 534, *Accounting*.

Invoices must clearly indicate the portion of the requested payment that is for work funded by the Recovery Act.

3. PROJECT ORGANIZATION

The project organization is shown in Figure 3-1. The project organization shown is for the ARRA Integrated Project Team (IPT). As shown, the IPT consists of management and administrative personnel from DOE CBFO, WTS, LANL- Carlsbad, SNL-Carlsbad and CTAC. The CBFO Project Manager (PM) is ultimately responsible for all ARRA activities funded through the CBFO allocation from DOE-EM. WTS is the integrating contractor for CBFO. WTS has a Project Manager and Deputy Project Manager to direct the daily activities of the IPT. The other contractor representatives on the IPT act as coordinators and interfaces with their respective organizations for ARRA-funded work.

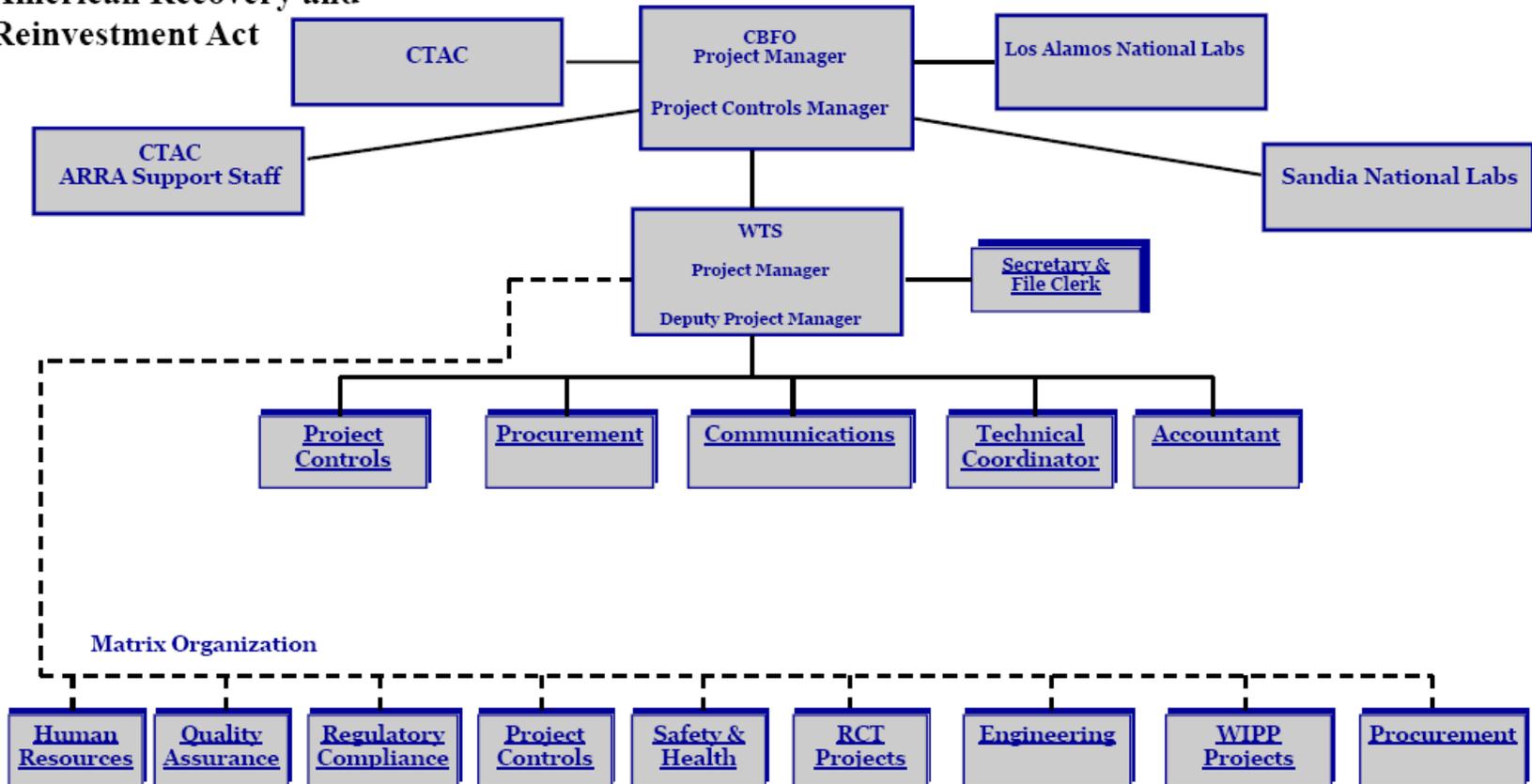
The IPT is responsible for ensuring that the requirements of the Act are met; including, but not limited to, ensuring that that the CBFO and the prime contractors have processes in place to track ARRA expenditures, accounting for jobs created or retained, tracking performance measures, and reporting all WIPP ARRA activities to DOE-EM or other stakeholders. The IPT oversees and tracks the progress of all ARRA projects performed under the purview and responsibility of the CBFO.

Project teams will be created by the PMs and will consist of employees currently employed at the WIPP site augmented by contract personnel depending upon the skill set required to perform the project.

The ARRA Responsibility Assignment Matrix is provided on Attachment 1. This list may also be modified as the ARRA program progresses.

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Figure 3-1. ARRA Organizational Chart

4. PROJECT ADMINISTRATION

Approval of technical data, drawings, and procurements documents will be consistent with existing WTS policies and procedures.

Travel

Chapter 5.1.0, Employee Travel Expense Reporting; and Chapter 5.5.0, Allowable Expenses in Connection with Temporary and Extended Assignments of the Accounting Manual, provide guidance and direction on allowable costs associated with business travel. The chapter outlines details related to incurring expenses and filing employee expense reports.

Relocation

Relocation costs are coordinated through the Human Resources Department which utilizes a subcontract with Cartus.

Wage Rates

All laborers and mechanics employed by WTS and its subcontractors on projects funded directly by or assisted in whole or in part by and through the Federal Government pursuant to the ARRA, Pub. L. 111-5, shall be paid wages at rates not less than those prevailing on projects of a character similar in the locality as determined by the Secretary of Labor in accordance with subchapter IV of chapter 31 of Title 40, United States Code (USC). With respect to the labor standards specified in this section, the Secretary of Labor shall have the authority and functions set forth in Reorganization Plan numbered 14 of 1950 (64 Stat. 1267, 5 USC App.) and section 3145 of Title 40 USC. See <http://www.dol.gov/esa/whd/contracts/dbra.htm>.

Labor Charging

All work performed on the ARRA, whether by existing WTS or subcontractor employees or by new contracts resulting from the ARRA, will be charged to the appropriate ARRA funding account.

Other Administrative Data

Approval limits, documents control, records, and other administrative requirements will be in accordance with existing WTS policies and procedures.

Reporting Requirements

Reporting starts with the later of the first calendar quarter in which WTS invoices the Government for work funded by Recovery funds, or the second calendar quarter of 2009. Reporting is required not later than 10 days after the end of each calendar quarter. WTS shall report the following information, using the online reporting tool available at TBD (to be determined). If the tool is not available when the report is due,

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WTS shall maintain the data necessary to report for that quarter when the tool becomes available or submit the report in hard or soft copy if required by the CO.

- (1) The amount of recovery funds invoiced by WTS, cumulative since the beginning of the contract;
- (2) A detailed list of all services performed or supplies delivered for which WTS has invoiced, including –
 - (i) Project title, if any;
 - (ii) A description of the project;
 - (iii) An assessment of WTS's progress towards the completion of the requirements of the contract (e.g., not started, less than 50% completed, completed 50% or more, or fully completed). This covers the contract (or portion thereof) funded by the Recovery Act.
 - (iv) An estimate of the number of jobs created by the project, in the United States and outlying areas; and
 - (v) An estimate of the number of jobs retained by the project, in the United States and outlying areas. A job cannot be reported as both created and retained.
- (3) The Government contract number.
- (4) Names and total compensation of each of the five most highly compensated officers for the calendar year in which the contract is awarded if –
 - (i) In our preceding fiscal year, WTS received –
 - (A) 80% or more of its annual gross revenues in Federal contracts (and subcontracts), loans, grants (and sub-grants), and cooperative agreements; and
 - (B) \$25,000,000 or more in annual gross revenues from Federal contracts (and subcontracts), loans, grants (and subgrants) and cooperative agreements; and
 - (ii) The public does not have access to information about the compensation of the senior executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 USC 78m[a], 78o[d]) or Section 6104 of the Internal Revenue Code of 1986.

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- (5) Detailed information on any first-tier subcontract over \$25,000, where the subcontractor is not an individual, awarded by WTS, funded under the Recovery Act, to include the following:
- (i) Unique identifier (DUNS Number) for the subcontractor receiving the award and of the subcontractor's parent company, if any.
 - (ii) Name of the subcontractor.
 - (iii) Amount of the subcontract award.
 - (iv) Date of the subcontract award.
 - (v) The applicable North American Industry Classification System code.
 - (vi) Funding agency.
 - (vii) A description of the product or service to be provided under the subcontract.
 - (viii) Subcontract number (the contract number assigned by WTS).
 - (ix) Subcontractor physical address including street address, city, state and nine-digit zip code and congressional district if in the United States.
 - (x) Subcontract primary performance location including street address, city, state and nine-digit zip code and congressional district if in the United States.
 - (xi) Names and total compensation of each of the five most highly compensated officers for the calendar year in which the subcontract is awarded if –
 - (i) Entity in the subcontractor's preceding fiscal year, the subcontractor received --
 - (A) 80% or more of its annual gross revenues in Federal contracts (and subcontracts), loans, grants (and subgrants), and cooperative agreements; and
 - (B) \$25,000,000 or more in annual gross revenues from Federal contracts (and subcontracts), loans, grants (and subgrants), and cooperative agreements; and
 - (ii) The public does not have access to information about the compensation of the senior executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 USC 78m(a), 78o[d]) or section 6104 of the Internal Revenue Code of 1986 (Note: The information in paragraphs (i) through (x) are not required to be

reported for WTS or first-tier subcontractor whose gross income did not exceed \$300,000 in the previous tax year.)

- (6) For subcontracts under \$25,000 or any subcontracts awarded to an individual, the total number of subcontracts awarded in the quarter and their total dollar amount.

5. PROJECT BUDGET AND SCHEDULE

The target budget for all of the proposed projects supporting the WIPP site is \$172.3M. Draft milestones have been developed and are provided on Attachment 2.

Individual project participant budgets will be approved by the CBFO and identified via program execution letter. Detailed budgets and schedules will be developed for individual projects and approved by the PM prior to implementation.

6. PROJECT RESOURCES

WTS will provide, organize, and manage the resources necessary to complete the scope of work presented in the DOE Project Description for the ARRA.

Labor

The Integration Project Team (IPT) will be primarily composed of WTS employees dedicated to ARRA project management and matrixed from other WTS departments. The IPT may be augmented by new hires or contract employees who have specialized skills required for integrated management of all WIPP ARRA activities. It is expected that the IPT will be composed of 15 – 20 people. The IPT will work closely with CBFO personnel, also dedicated to ARRA work. CBFO capabilities will be augmented by CTAC employees.

Management staff for individual projects will come from WTS existing staff or may come from WTS affiliates or temporary contracted staff. The selection of staff will depend on available skill sets and personnel availability due to WIPP Base work load.

Subcontractors

It is the intent of WTS to subcontract as much work as feasible to subcontractors. Subcontractors will be responsible for providing appropriate resources for the successful completion of the work. Subcontractors will be required to meet WIPP requirements for safety, fitness for duty, and quality through contract flow-down provisions.

Office Facilities

Current plans call for the IPT and the CBFO to be collocated either in the Skeen-Whitlock Building (SWB) or in a separate office space in Carlsbad, New Mexico. The office space will be wired for connection to the WIPP telephone system and the computer network. Office furniture will either come from WIPP storage or will be leased or purchased locally; whichever option provides the best value to the DOE. Computer

equipment will either come with the employees dedicated to the ARRA work or will be purchased for the project.

Other employees, not dedicated to ARRA work, will remain in their present work locations using existing computer equipment and other WIPP infrastructure.

7. MANAGEMENT PROJECT RISK

The WIPP risk identification, assessment, mitigation, and monitoring processes are described in DOE/CBFO 03-3292, *CBFO Risk Management Plan*. The Risk Management Plan (RMP) contains a concise description of the strategy and approach considered in the risk management processes, culminating with the Risk Management Assessment. The RMP and Risk Management Assessment enable the early identification of, and proactive response to, identified risks.

Project Risk is any uncertainty that could negatively impact the ability to complete the project. For example, there may be a task that requires a person with specific certifications to complete. There may also be a limited number of manufacturers available to fabricate a piece of equipment. A common risk to consider is funding and/or cash flow.

Risk Event Probability

The probability of finding that person, manufacturer or financial support may be defined as:

- *Very Unlikely*: The risk event is very unlikely to occur in the life of the project. If we ran this project a hundred times, it would not be expected to occur once.
- *Unlikely*: The risk event might occur once if we ran this project 10 times, but is unlikely to occur during this project.
- *Possible*: The risk event could occur once during the project.
- *Likely*: The risk event is likely to occur at least once during the project. More often than not, on a similar project, it will occur.
- *Very Likely*: The risk event is very likely to occur at least once and probably will occur multiple times. It is likely that it will occur during the life of the project.

Risk Event Severity

The severity of that event may be defined as:

- *Negligible*: Safety, cost, and schedule impact would be insignificant, very little impact on scope and quality issues would barely be noticeable.

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- *Marginal:* Safety, cost, and/or schedule impact would be less than 5%, scope would be affected in only minor areas or the quality impact would be noticeable in only the most demanding applications.
- *Significant:* Safety, cost, and/or schedule impacts would be in the 5% to 10% range, major areas of scope would be affected or quality reductions would require Owner/Client approval.
- *Critical:* Safety, cost, and/or schedule impacts would be in the 10% to 20% range, scope impacts would be unacceptable to the Owner/Client or quality impacts would be unacceptable to the Owner/Client.
- *Crisis:* Safety, cost, and/or schedule impacts would be greater than 20% or the project deliverable is effectively useless or unusable.

Therefore, the most serious risks would have a "Very Likely" probability of occurrence with "Crisis" severity (consequences).

Risk Categories

Based upon the probability and severity, that event would receive a grading based upon a predetermined matrix. The result would be a risk category for the event yielding one of the following categories:

- *Very Low Risk:* Normal management practices are sufficient.
- *Low Risk:* Normal management practices should be sufficient, but project team awareness should be maintained.
- *Moderate Risk:* Project team should consider each risk event and should exercise their best judgment. Strong consideration should be given to address the risk elements in the RMP with actions deemed appropriate by the project team.
- *High Risk:* The project team shall perform sufficient analysis to assure the event is understood and appropriate mitigation(s) identified. Risk handling actions are mandatory and shall be addressed in the RMP. Continual tracking of these risks and their mitigating actions is appropriate.
- *Very High Risk:* The project team shall perform sufficient analysis to assure the event is understood and appropriate mitigation(s) identified. Risk handling actions are mandatory and shall be addressed in the RMP. Continual tracking of these risks and their mitigating actions is appropriate.

Each individual ARRA project that has an assigned PXP will contain a risk analysis to determine the risk category. The higher the risk category the more attention that event will receive until the risk is considered manageable. The risk analysis will be reviewed

and revised periodically to assure the most recent information and situations are integrated into the evaluation.

8. ENGINEERING AND DESIGN

Engineering and Design Management Structure

The management structure for the engineering and design elements to complete ARRA tasks are in accordance with approved WIPP procedures and organizational structure. These elements include design, design review, fabrication, testing, installation, startup, and commissioning. Other significant elements include regulatory changes, safety and criticality analyses, and staffing augmentation. Project execution will be conducted in a phased approach and shall be in accordance with approved WIPP procedures. The WTS PM is responsible for the execution of the project in accordance with the contract, WIPP procedures, and company policy. The direction and management of project activities are conducted in accordance with URS Project Management Policies and approved WIPP procedures. The PM will maintain an active communications program to assure the DOE/CBFO and WTS management and personnel are apprised of performance and other issues affecting as-planned project execution.

Engineering and Design Resources

Resources will be identified as project scopes are developed and are planned to consist of WTS and contract employees for engineering and design elements. Items that require permit modifications will be addressed in accordance with the WIPP Hazardous Waste Facility Permit (HWFP) NM4890139088-TSDF.

Professional Engineer (PE)/Architect Engineer (AE) Sealing Requirements

Items that require permit modifications will be addressed in accordance with the WIPP HWFP.

Utilization of Standard Specifications

Where applicable, standard specifications will be utilized in whole or part. The applicability of standard specifications is identified in WIPP authorization basis and regulatory requirements.

Utilization of WIPP Procedures

All work in the engineering process will be performed in accordance with approved WIPP procedures.

Design Reviews

Design reviews will be conducted by knowledgeable, qualified personnel in accordance with WP 09-CN3018, Design Verification.

Development of Operations Manuals

Operations manuals will be obtained from vendors as required. The Operations procedures will be developed in accordance with approved WIPP procedures.

9. PROCUREMENT AND MATERIALS MANAGEMENT

Procurement System

The approved WTS purchasing system will be used and procedures, instructions, and approval limits will prevail unless otherwise specified below. The current computerized information systems and staff will be used with additional personnel added as necessary.

WTS cross-functional teams will be utilized in preparation of the statements of work, solicitations, evaluation of responses, and preparation of purchase orders and subcontracts.

List of Items Supplied by Client/Others

Government Furnished Equipment and similar items will comply with the normal requirements of the Prime Contract.

Company or Client's Procurement Documents, General Provisions, and Terms and Conditions

Standard approved Procurement Documents, General Provisions, and Terms and Conditions will be used. WTS will comply with additional requirements relating to work funded under the ARRA added to the Prime Contract including Section H.999.

Receiving/Warehouse Requirements

Standard receiving and warehouse procedures and processes will be utilized.

Competitive and/or Sole Source Bidding Criteria

WTS will utilize competition to obtain the best value for WTS and the Government by using the competitive forces of the market when the dollar value is large enough to justify the expense (greater than \$100,000), when sufficient time is available, when requirements are clear, and when two or more independent suppliers are capable of competing for the award. If one or more of these factors are absent, proceed with a noncompetitive solicitation.

Technical and Commercial Proposal Evaluation Requirements

WTS uses as appropriate the lowest evaluated offer method (also referred to as the lowest priced technically acceptable method) or the best value source selection (BVSS) method.

Procurement Review and Approval Summary

Offers will be evaluated in accordance with the basis of award set forth in the solicitation and the authorized approval thresholds by the CBFO of the DOE.

Insurance Requirements

Standard insurance requirements will be utilized for subcontractors working on the WIPP site and U.S. Government covered work places.

Approved Project Supplier List

In certain situations, it may be necessary to procure the goods or services only from suppliers that are qualified and are listed on the Qualified Suppliers List (QSL) in accordance with WP 13-QA3012, Supplier Evaluation/Qualification.

Sales Tax Requirements/Tax Exempt Status

Goods and services utilized in the state of New Mexico are subject to New Mexico Gross Receipts Tax and shall be rendered by WTS on a monthly basis. Tax Exempt Certificates shall continue to be issued to suppliers providing goods and services that meet the tax-exempt criteria.

Expediting Services

Expediting will be conducted by current staff to ensure prompt delivery of goods and services procured.

10. PROJECT CONTROLS

Project Management, Measurement, and Control

DOE/WIPP 04-3300, *WIPP Project Control System Description*, describes the project control system employed by the CBFO for activities associated with the ARRA projects. The system meets the internal needs of the project participants, and complies with DOE O 413.3A, *Program and Project Management for the Acquisition of the Capital Assets*; DOE Manual 413.3-1, *Project Management for the Acquisition of Capital Assets*; and American National Standards Institute/Environmental Industry Associations (ANSI/EIA) 748-A-1998, *Earned Value Management Systems*, which is the industry standard for management.

Work Breakdown Structure

WIPP currently uses a work breakdown structure (WBS) to define all authorized work at the appropriate level needed for management oversight and control. In order to comply with planning and reporting requirements for projects associated with the Recovery Act, a new level 2 WBS element (1.6) with subordinate levels of detail has been added to the existing project WBS. To further ensure transparency and accountability of Recovery Act funds, descriptions of WBS elements within the 1.6 hierarchy will begin with the letter "S."

In FY10, funding was made available by the DOE Savannah River Site Field Office to fund the fabrication of TRUPACT III units, trailers and ancillary equipment. Because this work is funded through a distinct source, a unique set of WBS numbers has been established to track associated costs. These elements are identified by either TRUPACTIII or TIIITRANS designators.

To define clear lines of responsibility and accountability for accomplishment of the work scope, a responsible individual for each organization has been assigned to each WBS level 3 element.

The CBFO WBS is provided on Attachment 3. Changes to the WBS are authorized through the Programmatic Change Control Process.

Baseline

In order to comply with planning and reporting requirements for projects associated with the Recovery Act, a baseline separate from the Near Term Baseline will be developed to enable control and measurement of progress and performance of projects funded through the Recovery Act. The baseline will be derived from the initial definition of scope requirements, milestones and schedules, development of cost estimates, budgeting, and work authorization processes. Performance will be measured against the project baseline and variations from the baseline will be analyzed, reported, and controlled during the life of the project.

Planning

All authorized work is planned out using the framework of the WBS. The WBS forms the basis for identifying the project's objectives, the activities to be performed and estimating the cost of executing the project.

Scheduling

The WIPP scheduling system provides for the development and maintenance of schedules that support the ARRA projects. The system is a formal, complete, and consistent system with the attributes identified in DOE M 413.3-1. The scheduling process documents the work to be performed in a manner which describes the sequence of work and identifies significant task interdependencies required to meet the requirements of the project. It employs the Critical Path Method (CPM) scheduling technique to calculate project schedules and is capable of providing current status and forecasts for completion of all discrete authorized work activities. The schedule reflects all work to be accomplished and is traceable to the WBS.

Estimating

Estimates are developed in accordance with guidance provided by DOE/WIPP 04-3303, *WIPP Cost Estimating Guide*. The guide defines the elements of a cost estimate package and guides preparers through a systematic process that will result in a well-structured, accurate, and complete estimate.

An Activity Based Cost (ABC) estimating spreadsheet, developed for use at WIPP, provides a standard format for recording projected cost estimates for required tasks. Because the Accelerated TRU Waste Disposition Project is temporary and unique from the repetitive ongoing operations of the base program, the ABC sheet has been modified for this project to provide the information specifically required by the ARRA and is not fiscal year dependent.

Developing the estimate details requires defining the cost accounts, work packages, and tasks within the project WBS. The body of the estimate is assembled by addressing such items as labor, materials and subcontracts.

Budgeting

The budgeting process establishes the time phased scope and budget against which cost and schedule performance is measured. Following the authorization to proceed, and using the ABC estimating sheets developed during the estimating process, a detailed analysis of the individual activities required to perform the overall cost account scope is performed and required resources to complete these activities are assigned. This information is used to resource load the detailed working schedules, producing Control Account Plans (CAPs) that result in time-phased budgets that are summarized to various levels of the WBS and functional organizations to provide a performance plan against which work accomplished can be measured.

Work Authorization

A program execution letter from CBFO serves as the official authorizing document for project participants to proceed with the work scope. Upon receipt of the letter, the WTS ARRA PM will direct control account managers to finalize ABC sheets, prepare PXP, and CAPs for performance of the work scope. Technical support staff may be exempted by the WTS ARRA PM from having an individual PXP, but will adhere to this PXP instead. Upon approval of the ABC sheets, PXP, and completion of CAPs, the WTS PM or deputy, will issue a work authorization letter allowing execution to begin. Once execution begins, an approved programmatic change request serves as the authorizing document for any changes to the execution of the CAP scope.

Performance Measurement

WTS has implemented an Earned Value Management Systems (EVMSs), in compliance with ANSI/EIA 748-A-1998, as the method used for measuring all project performance. Earned Value (EV) measurement is used to evaluate performance for all activities. Meaningful performance metrics enable better management insight, control, and decision making. Therefore, this objective measurement of work accomplished yields an accurate performance assessment.

Change Control

The change control process in place at WIPP is used to maintain a formal and documented process for changes to approved technical scope, cost and schedule. The change control process for WIPP is described in CBFO-95-1122, *Carlsbad Field Office Programmatic Change Control Process*; and WP 15-FC.01, Washington TRU Solutions LLC Baseline Change Control Process. The process applies to budgetary and programmatic changes to the baseline. Any resulting contractual changes must be made by the cognizant DOE CO through a formal contract modification.

Collection of Costs

The cost accumulation process provides for timely and accurate collection of project costs. Accounting for project costs is performed at the level in which resources are expended in the performance of work. All costs are collected within the WBS. All costs are collected in a manner consistent with the Cost Accounting Standards (CAS) Disclosure Statement, at the terminal WBS level through the use of unique activity codes. This allows all cost elements within a project to be "rolled-up" within the WBS of the Recovery Act project. The hierarchical WBS ensures cost and performance

measurement data integrity and that lower level costs cannot be allocated to more than one higher level WBS element.

The WTS financial accounting system provides the mechanism for recording project cost information. It ensures the collection and reporting of the incurred costs within the accounting period and provides management with the tools and information needed to manage cost collection activities against the final cost objectives. The control accounting system is integrated with financial accounting records. Control accounts are reconciled monthly to the general ledger accounts in accordance with financial procedures.

Time Charging

Employees will account for their time according to the scope being performed. Control accounts will be set up to reflect the WBS structure and scope.

Performance Reporting

The objective of performance analysis and reporting is to provide objective, timely, and accurate performance data to assure that all cost, schedule, and technical objectives are managed to their successful completion. These objectives will be met by providing progress reports that highlight the following:

- Analysis of the cost, schedule, and technical progress as measured against the baseline.
- Identification of cost, schedule, and at-completion variances that exceed established thresholds at the level 3 of the WBS.

The reports provided will summarize progress and status the Recovery Act project performance. The integrated project scope, schedule, and cost data are gathered and interpreted into project status information. Significant current or potential problems are identified and root causes determined. Alternative courses of action are assessed and corrective action is taken if necessary.

11. PROJECT QUALITY

Quality Assurance (QA) support for the Stimulus Package projects will be based on use of the existing approved QA Programs and procedures, existing staff, and augmented with additional direct and subcontract employees. Projects supported by QA will include the following areas:

- Packaging Support
- CCP Support
- WIPP Site Operations Project Support

Overall QA stimulus support will be based on a line item budget to cover oversight of stimulus projects. This funding will cover a broad QA scope in which the effectiveness of the overall stimulus project can be evaluated. QA requirements dictate that

assessments of project effectiveness begin as early in the project as possible. WIPP site project QA support will be based on WP 13-1, Washington TRU Solutions LLC Quality Assurance Program Description and CCP project QA support will be based on DOE/CBFO-94-1012, *U.S. Department of Energy Carlsbad Field Office Quality Assurance Program Document*. Some projects may require individual Quality Assurance Project Plans (QAPjPs) to ensure roles and responsibilities between the project and QA requirements are documented appropriately.

Projects may require QA support at remote locations. Scope for the projects may range from small-quantity sites, to fabrication companies used for supplying items/products for various projects. QA oversight/support for small-quantity sites will be based on approved interface agreements between the site and CCP. QA oversight/support at vendor locations will be based on contract scope and QA requirements imposed in the contract.

12. CONSTRUCTION

The Facility Restoration group performs the management functions for all major and minor WIPP construction work. Facility Restoration is responsible for providing the overall technical direction for construction, project management, and for ensuring that projects are completed in accordance with the approved design, technical criteria, estimated costs, schedules, and safety, environmental and quality requirements.

During the construction of a facility, or alteration or modification to a facility, or other construction related projects, Facility Restoration services will be needed to achieve a successful completion and turnover of those projects. Facility Restoration will work under the direction of the PM. Responsibilities which may be delegated by the PM to Facility Restoration include:

- Responsibility for daily technical management of the project, supplying technical direction and supervision for construction and inspection activities.
- Acts as a focal point for coordination among all project participants, and provides appropriate direction between the subcontractors and related WTS groups.
- Verifies work instruction packages and sequences of work performed.
- Assists in estimating project costs.
- Writes and reviews subcontract terms and special conditions for projects.
- Approves and verifies construction schedules.
- Responsible for day to day subcontractor compliance for safety, quality, and performance.

- Routing of subcontractor submittals for approval, as in Job Hazards Analyses (JHA), Material Safety Data Sheets (MSDSs), material certifications, technical submittals, and progress payments.
- Coordinate final walk - through, punch lists, and project completion documents.
- Assist in the verification of As-built drawing and information.

The Facility Restoration staff may be augmented by contract construction managers and construction engineers throughout the duration of the ARRA projects.

13. COMMISSION AND START-UP

Systems Turnover

Any identified equipment requiring upgrade or any new equipment will be formally turned-over to operations for use. The turnover will be in accordance with approved procedure WP 10-2, Maintenance Operation Instruction Manual.

Operator Training

Operator training will be performed as required in accordance with approved procedures and prior to operating subject equipment and processes.

14. ENVIRONMENT, HEALTH, AND SAFETY

Under the ARRA, WTS will be provided the opportunity to accelerate TRU waste cleanup activities at the nation's generator sites under the Waste WIPP contract. As part of this accelerated cleanup, the DOE-EM program requested assurance that any new WTS work load under the ARRA is demonstrably ready from a safety perspective prior to conducting the work. The memorandum from DOE-EM dated February 25, 2009, identified several attributes (at a minimum) that needed to be addressed as part of WTS's self-assessment process to ensure the safe performance of work related to the ARRA.

WTS is under contract with DOE/CBFO as the M&O Contractor of WIPP. WTS systematically integrates safety and environmental stewardship into management and work practices to accomplish the WIPP mission of disposing of TRU and TRU mixed waste while protecting the worker, the public, and the environment. The scope includes characterization activities at several generator sites to ensure consistent delivery of waste for disposal to meet the nation's cleanup goals. Scopes of work for the generator site characterization activities are defined in the primary CBFO Contract DE-AC29-01AL66444, in generator site memorandum of understanding (MOU) and interface agreements, and in subcontracts, depending on the site.

WTS is postured to successfully perform accelerated cleanup work or new work due to the unique nature of our contract. WTS subcontracts much of the work associated with removing TRU waste from major generator sites seamlessly integrating the WTS safety program with respective generator site programs to assure safe completion of activities,

as well as with construction, renovation, and maintenance of the WIPP site itself. WTS addresses all project functions by adhering to the tenets of an Integrated Safety Management System (ISMS) along with the key programs of Worker Safety and Health, Occupational Radiation Protection, QA, Conduct of Operations, and Integrated Work Control. Subcontractors are trained, drilled, and mentored on expectations, use, and implementation of these programs prior to any field work being performed. After the subcontractor has demonstrated the capability to work within the expectations of these programs through a project start-up review process, the subcontractor is then authorized to commence work with continued mentoring and oversight by PMs, Subcontractor Technical Representatives (STRs), safety professionals, conduct of operations coaches, and quality professionals. Use of this subcontract oversight method has proven to be highly effective in allowing WTS to complete assigned milestones on time while at the same time reducing personnel injury rates to the lowest in the DOE complex.

Key points associated with programs and processes that support safe performance of work such as the ISMS, Safety and Health Program, QA Program, Radiological Control Program, STRs, contract exhibits, project start-up reviews, and integrated work control are discussed below.

ISMS

WTS has a mature, DOE-approved ISMS. It is WTS policy to apply the requirements of ISMS, which include Integrated Work Control, Occupational Radiation Protection, QA, Contractor Assurance, Training, and Worker Safety and Health to all subcontracts. WTS will apply the same standards to any ARRA work scope. Contract flow-down to subcontractors include the requirement to adhere to ISMS principles.

Safety and Health

The WTS Worker Safety and Health Policy, assuring that work will only be done if it can be done safely, is implemented in all WTS activities. Subcontractors are required to comply with the WTS program, which is fully compliant with Title 10 *Code of Federal Regulations* (CFR) 851, "Worker Safety and Health Program," Occupational Safety and Health Association (OSHA) Standards 1910 and 1926, and Mine Safety and Health Administration (MSHA) Standards in 30 CFR Part 57, "Safety and Health Standards-Underground Metal and Nonmetal Mines." Eleven full-time safety personnel immediately available at WTS include four certified safety professionals, two of whom also hold industrial hygiene certification, and three bargaining unit technicians, one of whom has been designated a Safety Trained Supervisor. Each project has an assigned WTS safety representative who oversees the project to ensure that work is performed to safety standards. Subcontractors also are required to have their own safety officer assigned to the project. New project scope will be supported by existing and additional, as needed, contract personnel to ensure proper oversight.

QA Program

QA is assured through the company level QA Program and a suite of implementing procedures. For subcontracted work scope, applicable QA requirements are identified in the purchase order documents and either the supplier's QA program is evaluated

against these requirements or the subcontractor is required to work in full compliance with the WTS quality program. WTS assigns full time QA Representatives to critical projects to verify that QA requirements are implemented in accordance with WTS and DOE requirements. Subcontractor oversight and assessment is a critical role provided by the QA representatives.

Radiological Control Program

Occupational Radiation Protection is assured through a program of radiological controls that ensure radiological work hazards are identified and controlled in a manner that minimizes personnel and environmental exposures to radiological hazards.

Subcontractors who may be exposed are required to adopt and comply with the WTS Radiation Protection Program. Each project will be provided with a sufficient number of WTS radiological control technicians assigned to aid the project in identifying, controlling, and monitoring personnel exposure to radiological hazards.

WIPP is firmly committed to having a radiological control program of the highest quality. This applies to those WIPP activities which manage radioactive materials, and which may potentially result in radiation exposure to workers, the public, and the environment. It is the policy of WTS to provide a safe environment for its employees and employees of other companies.

Subcontractor Technical Representatives

WTS major projects are assigned a WTS PM and associated support staff necessary to oversee and manage the project. This includes subcontracted projects which also are assigned an STR to manage the contract interface. The PM and STR have the primary responsibility for ensuring that the WTS requirements and standards are flowed down in the contract and implemented in accordance with WTS standards. If a Start-up process is required, the PM, the STR and the assigned start-up engineer are key individuals in the development and completion of the project start-up review checklist and acceptance criteria prior to the issuance of a contract. The STR provides day-to-day technical oversight and direction to subcontractors ensuring that safety and work standards are appropriately implemented. They have the authority to enlist the assistance of subject matter experts from any of the WTS functional organizations to help ensure that all standards are met. WTS has 100 trained STRs on staff to support ARRA work.

Work Control

WTS has implemented integrated work control successfully at all WTS projects by training and mentoring personnel, both WTS and subcontractor, on the work planning and control process. New projects are mentored through the process during the production of initial work documents to ensure standards are incorporated and evaluated periodically to ensure standards continue to be maintained. The process ensures that work is planned, prioritized, and resource loaded with sufficient trained personnel, appropriate work instructions and permits are in place, and adequate materials and equipment are available to safely perform work.

Project Start-up Review Process

WTS, when Project Start-up is required, begins the Project Start-up Review activities with the identification of work to be performed. An experienced team of WTS personnel is assembled to scope the work, identify the type and quantity of hazards involved, and prepare project summaries. Detailed preliminary work is accomplished which results in development and approval of work documents, personnel training, and detailed work schedules.

When project personnel have completed preparatory work (e.g., development and approval of work documents, personnel training, and development of detailed work schedules) the PM, the STR and the assigned start-up engineer prepare a Project Start-Up Review checklist that is a detailed listing of the items/activities to be placed in the contract requirements of the subcontract. The PM and STR are responsible for getting these requirements installed in the subcontract.

WTS Project Team personnel remain with the project to mentor and oversee the performance of subcontractors and WTS personnel.

In addition to the above processes, WTS has an oversight and assessment program to ensure key programs and processes are in place and being appropriately implemented. Each project and functional area develops and implements an oversight strategy based on the upcoming work to ensure key processes are being appropriately implemented. Any new work scope under the ARRA would be added to this schedule to ensure appropriate assessments are scheduled and performed. Additionally, safety management programs are on a periodic assessment schedule and their overall health is reported to senior management on an annual basis. The senior management team evaluates the implementation of the oversight and assessment program on a monthly basis.

In conclusion, new project scope will be supported by existing personnel and/or additional contract personnel as required. Additional staff requirements, including health and safety, nuclear safety and radiological control personnel, will be planned during the project development phase to ensure adequate support. Industrial and nuclear safety requirements will be accommodated beginning at the conceptual design phase. Existing processes and safety programs discussed above posture WTS, from a safety perspective, to successfully and safely implement the anticipated new WTS work scope under the ARRA. WTS has in place the ISMS and safety management programs to support new work, and ensure that safety and quality requirements are appropriately flowed down to subcontractors, that our process to ensure that new workers are fully trained and meet occupational medical requirements and that they understand DOE-EM, and WTS work and safety expectations is functional, and that we can safely package and transport nuclear/radiological waste. Additionally, WTS will continue to provide subcontractors with rigorous day-to-day oversight and mentor where needed to ensure the safe performance of work and also monitor subcontractor safety performance.

WTS will implement effectiveness assessments to assure that required programs are in place for each ARRA project, that each project is adequately staffed and that the programs are effectively implemented.

15. PROJECT CLOSEOUT

Prior to completion of the ARRA project, a project closeout plan will be prepared. The plan will describe the method for the organized closeout of the project. The plan will address such topics as purchase order and subcontract closeout, charge number closeout, preparation of a project completion report, records disposition, and lessons learned.

16. REFERENCES

- Title 10 *Code of Federal Regulations* (CFR) 851, "Worker Safety and Health Program"
- 30 CFR Part 57, "Safety and Health Standards-Underground Metal and Nonmetal Mines"
- DOE Order 412.1A, *Work Authorization System*
- DOE O 413.3A, *Program and Project Management for the Acquisition of the Capital Assets*
- DOE O 534, *Accounting*
- DOE Manual 413.3-1, *Project Management for the Acquisition of Capital Assets*
- DOE/WIPP-03-3292, *CBFO Risk Management Plan*
- DOE/WIPP-04-3300, *WIPP Project Control System Description*
- DOE/WIPP-04-3303, *WIPP Cost Estimating Guide*
- DOE/WIPP-94-1012, *U. S. Department of Energy Carlsbad Field Office Quality Assurance Program Document*
- DOE/WIPP-95-1122, *Carlsbad Field Office Programmatic Change Control Process*
- WP 09-CN3018, Design Verification
- WP 10-2, Maintenance Operations Instruction Manual
- WP 13-1, Washington TRU Solutions LLC Quality Assurance Program Description
- WP 13-QA3012, Supplier Evaluation/Qualification

**American Recovery and Reinvestment Act
Project Execution Plan
WP 15-GM.04, Rev. 3**

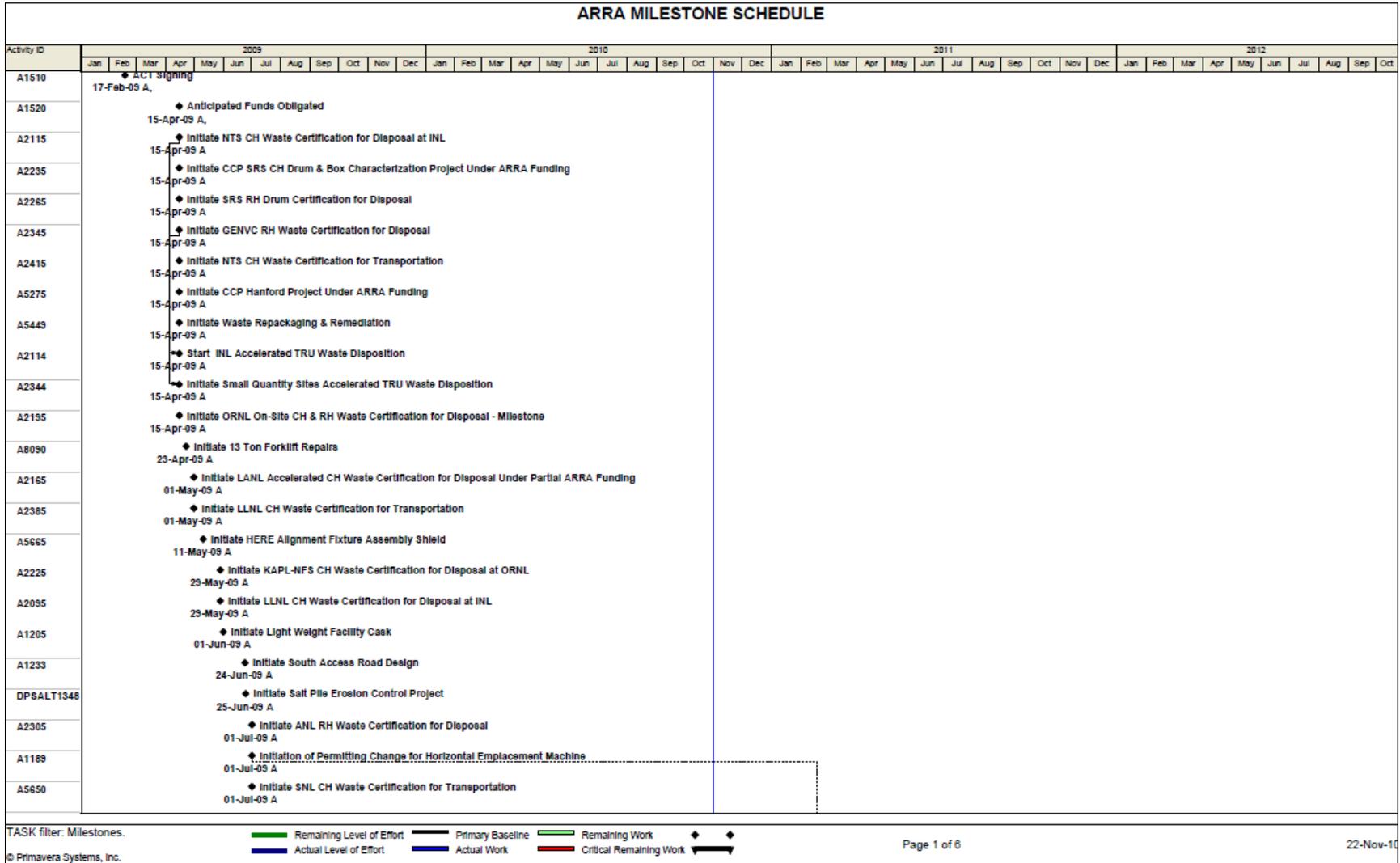
Attachment 1 – ARRA Responsibility Assignment Matrix

1.6 Recovery Act Project

	1.6.1 S-INL Accelerated TRU Waste Disposition	1.6.2 S-LANL Accelerated TRU Waste Disposition	1.6.3 S-ORNL Accelerated TRU Waste Disposition	1.6.4 S-SRS Accelerated TRU Waste Disposition	1.6.5 S-SQS Accelerated TRU Waste Disposition	1.6.6 S-Hanford Accelerated TRU Waste Disposition	1.6.7 S-Waste Repackaging/ Remediation	1.6.8 S-WIPP Site Infrastructure Mods	1.6.9 S-Waste Handling Operations	1.6.10 S-Technical Support for Accelerated Waste Disposition	1.6.11 S-Carrier Contract Resources for Accelerated Waste Disposition	1.6.12 S-Generator Site Interface for Accelerated Waste Disposition	1.6.13 S-TRU Waste Packaging for Accelerated TRU Waste Disposition
WTS													
CCP	Walker	Walker	Walker	Walker	Walker	Walker	Walker					Walker	
Ops								Bellows	Bellows				
Reg Comp										Most			
QA										Hoff			
Safety										Ferguson			
PAC										Nelson			
Eng										Freeman			
Procurement										Whiting			
HR										Frye			
IT										Angelis			
Ext Emerg Mgt										Paslay			
Packaging													Sellmer
CBFO											Gadbury		
CTAC													
Reg Comp										Steger			
QA										Ledford			
Safety										Steger			
PM										Toft			
LANL												Stroud	
SNL										Lee			

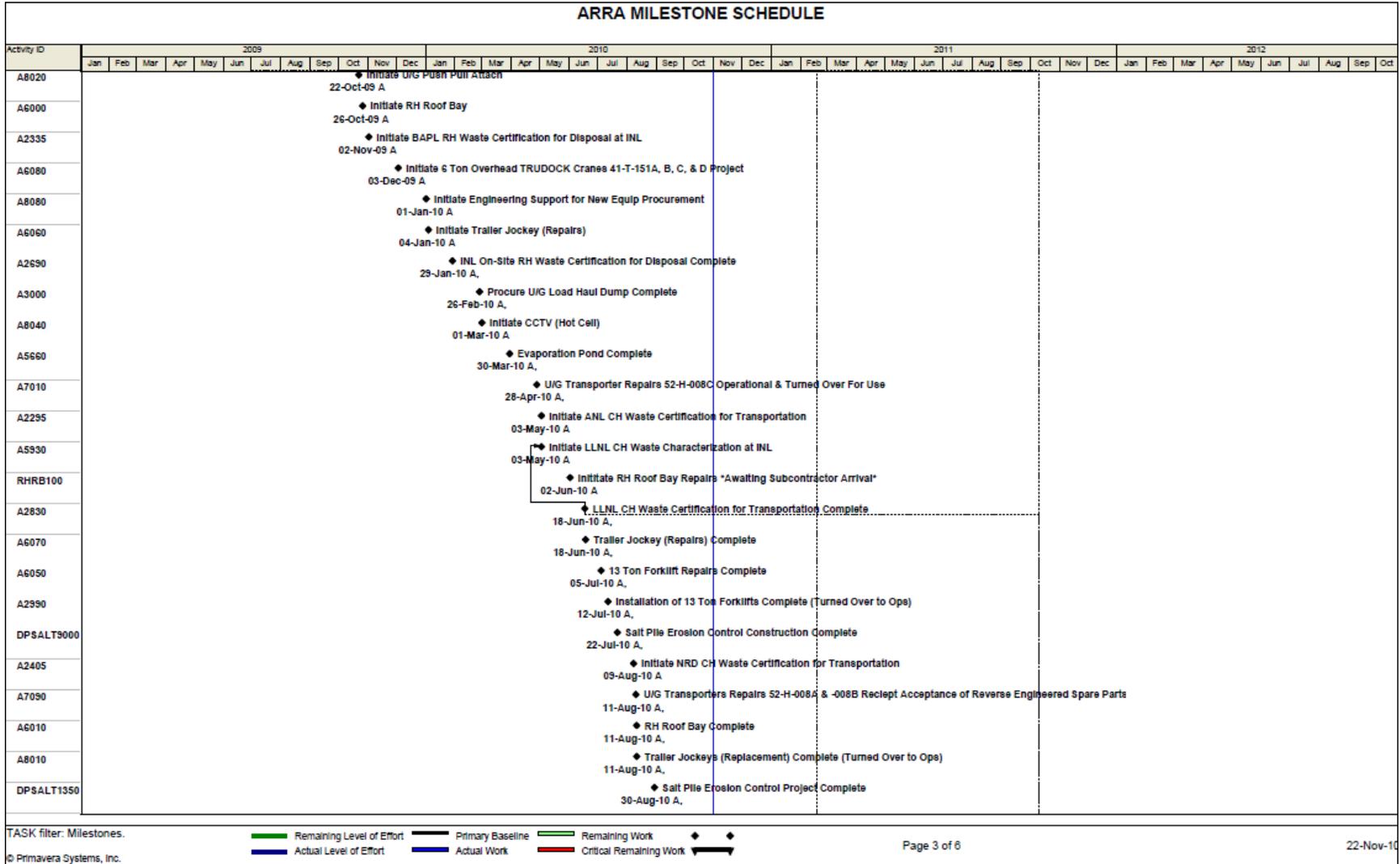
American Recovery and Reinvestment Act Project Execution Plan WP 15-GM.04, Rev. 3

Attachment 2 – Stimulus Milestone Schedule



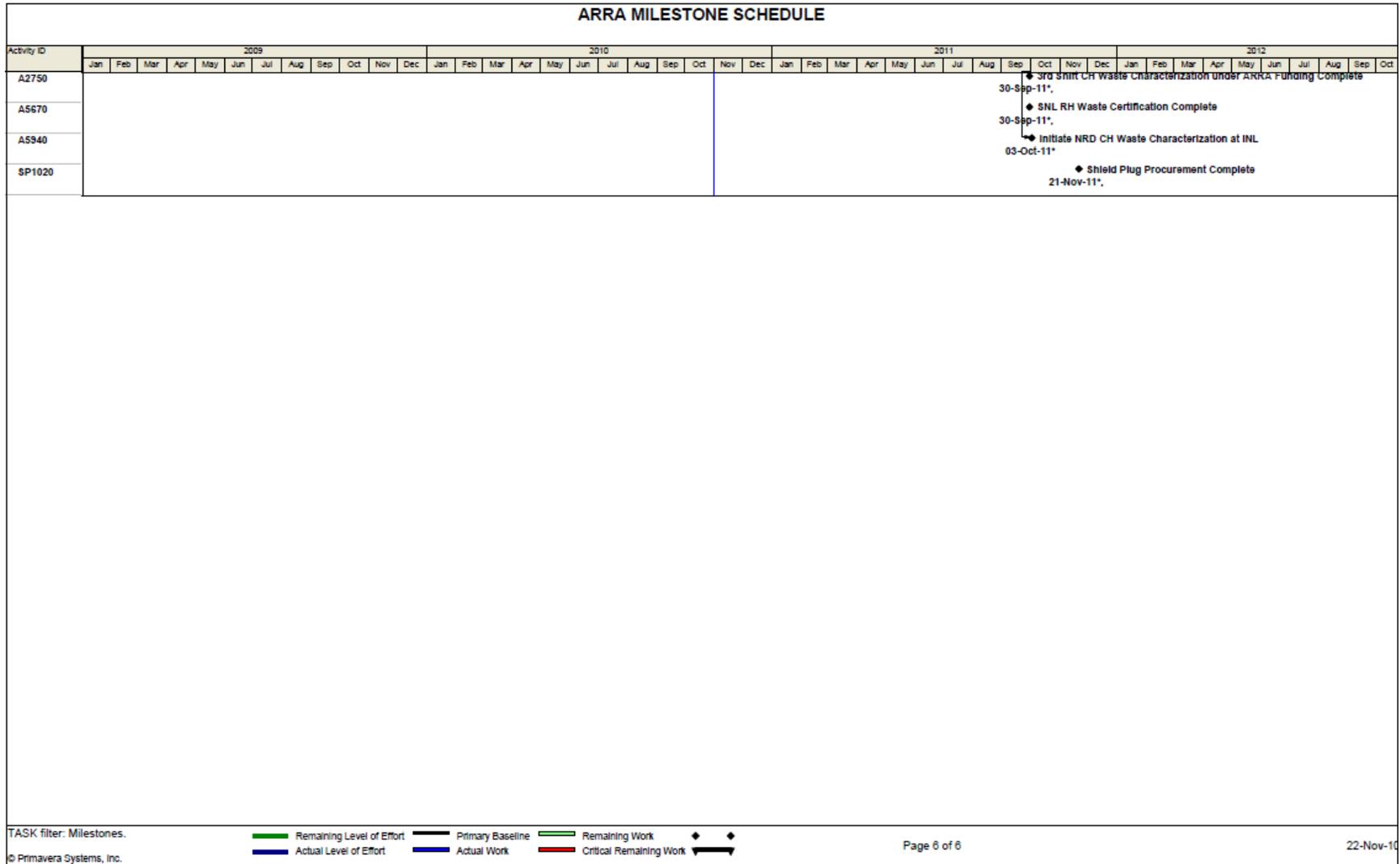
American Recovery and Reinvestment Act Project Execution Plan WP 15-GM.04, Rev. 3

Attachment 2 – Stimulus Milestone Schedule



American Recovery and Reinvestment Act Project Execution Plan WP 15-GM.04, Rev. 3

Attachment 2 – Stimulus Milestone Schedule

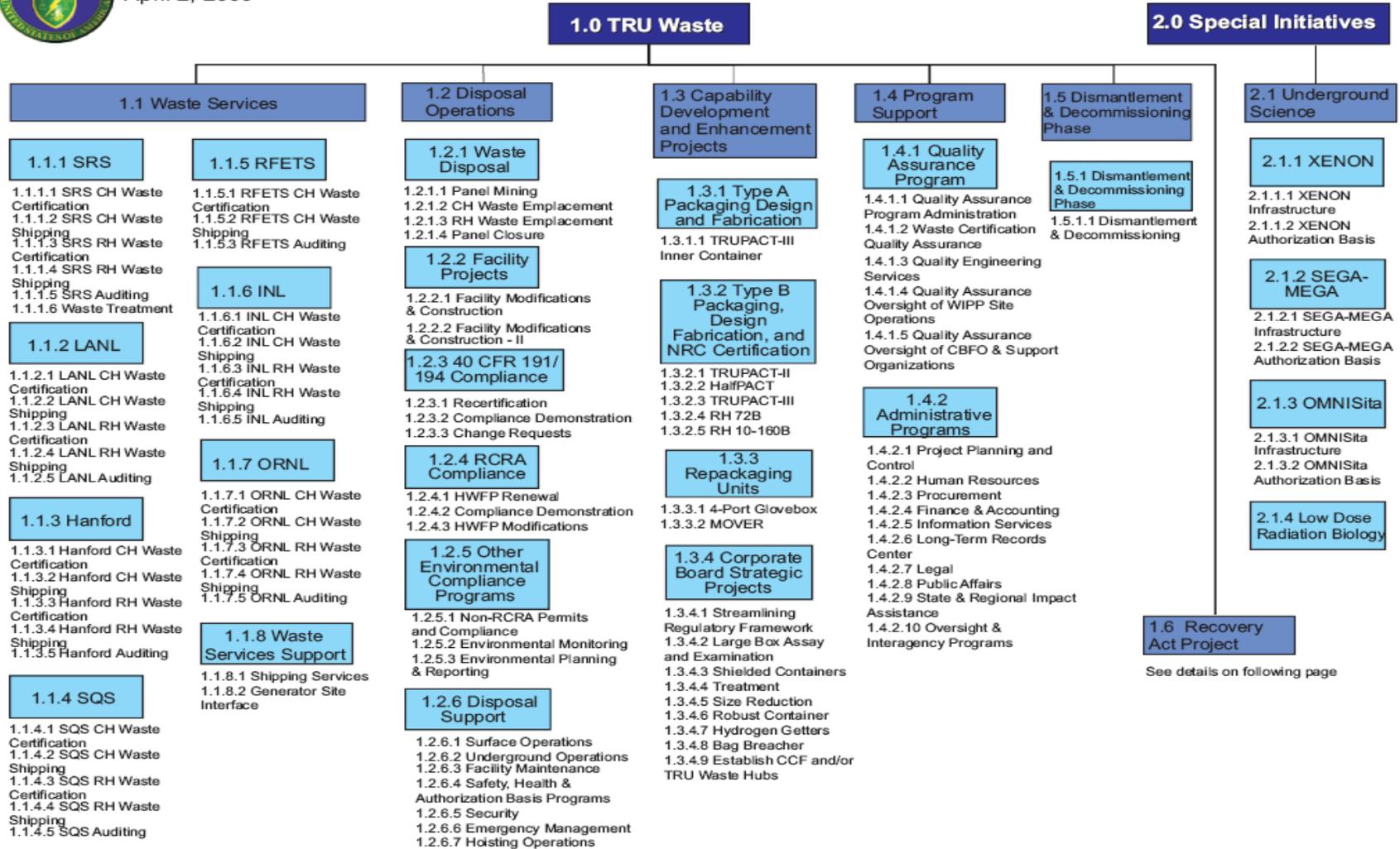


**American Recovery and Reinvestment Act
Project Execution Plan
WP 15-GM.04, Rev. 3**

Attachment 3 – Carlsbad Field Office Work Breakdown Structure



Carlsbad Field Office Work Breakdown Structure
April 2, 2009



**American Recovery and Reinvestment Act
Project Execution Plan
WP 15-GM.04, Rev. 3**

Attachment 3 – Carlsbad Field Office Work Breakdown Structure

Recovery Act Project WBS Detail

1.6 Recovery Act Project (S) - Accelerated TRU Waste Disposition

1.6.1 S - INL Accelerated TRU Waste Disposition

- 1.6.1.1 S - INL Accelerated CH Waste Disposition
- 1.6.1.2 S - INL Accelerated RH Waste Disposition

1.6.2 S - LANL Accelerated TRU Waste Disposition

- 1.6.2.1 S - LANL Accelerated CH Waste Cert. for Disposal

1.6.3 S - ORNL Accelerated TRU Waste Disposition

- 1.6.3.1 S - ORNL Accelerated CH Waste Disposition
- 1.6.3.2 S - ORNL Accelerated RH Waste Disposition

1.6.4 S - SRS Accelerated TRU Waste Disposition

- 1.6.4.1 S - SRS Accelerated CH Waste Disposition
- 1.6.4.2 S - SRS Accelerated RH Waste Disposition

1.6.5 S - SQS Accelerated TRU Waste Disposition

- 1.6.5.1 S - ANL Accelerated TRU Waste Disposition
- 1.6.5.2 S - BAPL Accelerated TRU Waste Disposition
- 1.6.5.3 S - GEVNC Accelerated TRU Waste Disposition
- 1.6.5.4 S - KAPL-NFS Accelerated TRU Waste Disposition
- 1.6.5.5 S - LBNL Accelerated TRU Waste Disposition
- 1.6.5.6 S - LLNL Accelerated TRU Waste Disposition
- 1.6.5.7 S - NRD Accelerated TRU Waste Disposition
- 1.6.5.8 S - NTS Accelerated TRU Waste Disposition
- 1.6.5.9 S - SNL Accelerated TRU Waste Disposition
- 1.6.5.10 S - S-WVOP Accelerated TRU Waste Disposition

1.6.6 S - Hanford Accelerated TRU Waste Disposition

- 1.6.6.1 S - Hanford Accelerated CH Waste Disposition
- 1.6.6.2 S - Hanford Accelerated RH Waste Disposition

1.6.7 S - Waste Repackaging/Remediation

1.6.8 S - WIPP Site Infrastructure Modifications for Accelerated TRU Waste Disposition

- 1.6.8.1 S - Reserved for Future Use
- 1.6.8.2 S - Reserved for Future Use
- 1.6.8.3 S - RH Acceleration
- 1.6.8.4 S - Reliability Projects/Facility Modifications

1.6.9 S - Waste Handling Operations

- 1.6.9.1 S - CH Waste Handling Operations
- 1.6.9.2 S - RH Waste Handling Operations

1.6.10 S - Technical Support for Accelerated TRU Waste Disposition

- 1.6.10.1 S - Regulatory Compliance
- 1.6.10.2 S - Quality Assurance
- 1.6.10.3 S - Safety
- 1.6.10.4 S - Project Planning & Control
- 1.6.10.5 S - Nuclear Safety
- 1.6.10.6 S - Procurement
- 1.6.10.7 S - Human Resources
- 1.6.10.8 S - IT Support
- 1.6.10.9 S - Corridor Emergency Preparedness

1.6.11 S - Additional Carrier Contract Resources for Accelerated TRU Waste Disposition

- 1.6.11.1 S - Fixed Price
- 1.6.11.2 S - Cost Reimbursables

1.6.12 S - Generator Site Interface for Accelerated TRU Waste Disposition

- 1.6.12.1 S - Waste Certification Support
- 1.6.12.2 S - Shipping Site Waste Loading Services
- 1.6.12.3 S - Waste Inventory
- 1.6.12.4 S - Difficult Waste
- 1.6.12.5 S - NTP Technical Support

1.6.13 S - TRU Waste Packaging for Accelerated TRU Waste Disposition

- 1.6.13.1 S - TRU Waste Packages for Accelerated TRU Waste Disposition
- 1.6.13.2 S - TRU Waste Containers for Accelerated TRU Waste Disposition