# Section K

## *Site Integration*

### PROJECT MANAGERS

| | | |
|---|---|---|
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# INTRODUCTION

Site Integration consists of Project Baseline Summary (PBS) RL-SS01, Work Breakdown Structure (WBS) 3.4.1 (except for 3.4.1.3, 3.4.1.7, and 3.4.1.8). The five sub-projects addressed in Section K are:

- Planning and Integration (WBS 3.4.1.1)
- Environmental Compliance Program (WBS 3.4.1.2)
- Systems Engineering and Integration (WBS 3.4.1.4)
- Information Resource Management (WBS 3.4.1.5)
- Training (WBS 3.4.1.6)

NOTE: Unless otherwise noted, all information contained herein is as of the end of January 2002.

There are no milestones (EA, DOE-HQ, or RL) in Fiscal Year (FY) 2002 for this PBS.

# NOTABLE ACCOMPLISHMENTS

## PLANNING & INTEGRATION (P&I) WBS 3.4.1.1

**FY 2004 Budget Formulation Integrated Priority List (IPL)** — The Integrated Priority List Module (IPLM) which is used by the RL Operations Office to generate work priority lists has been modified to include additional reporting capabilities from those available during last year's budget cycle. Specific improvements include the ability to select single year priority lists, combining of narrative reports with peer review data, funding at the unit of analysis level, and capability to drill down to the lowest level (currently level 4 of the work breakdown structure).

**River Corridor Project Transition Planning** — Operational planning provided support in developing an estimate of the cost to provide training and orientation of new project personnel transferring to Fluor Hanford (FH) with the transition of current Bechtel Hanford Inc. (BHI) work scope in the last quarter of the fiscal year. The training will include training on the FH planning, scheduling, performance, and reporting processes and systems.

**Performance Module (PERF)** — Working with Primavera, FH has updated software used to spread the monthly performance data coming from the Primavera Project Planner (P3®) scheduling system. This software upgrade allows FH to move to an updated architecture within PERF that significantly decreases the time it takes to spread monthly cost in our resource loaded P3 files. The improved processing time has allowed us to spread and store monthly cost data for the contract period (FY 2002 – FY 2006) versus the current fiscal year. This modification will provide greater flexibility in the baseline and performance reports in the Hanford Data Integrator (HANDI), i.e. we will be able to automate an 18-month look-ahead report like the one currently being created manually for the monthly management reviews. This modification is scheduled for production for March reporting.

**Scheduling Reference Guide** — An update of the FH Scheduling Reference Guide is underway to reflect recent changes in our scheduling processes. This guide provides a summary of the coding requirements and specific process steps utilized by FH to create scheduling products. This document also includes a description of FH schedule hierarchies. It is scheduled for release in March.

**Ongoing monthly requirements completed in this reporting period**

- The December-status "FH Projects" Performance Management Meeting (PMM), which focused on progress by FH's Spent Nuclear Fuel, River Corridor, Nuclear Materials Stabilization/Plutonium Finishing Plant, and Waste Management sub-projects, along with the Fast Flux Test Facility, was

held with RL on January 31, 2002. Both Contract-to-Date and FY to Date performance was addressed.

- Culminating actions initiated in November, changes to both content and format of the PMMs will be effected beginning with the January-status PMM. The new structure will primarily focus on both current and emerging issues, but will also address other topics of specific interest to the senior management attending. Although some details are not yet finalized, a more detailed quarterly baseline review is planned. It is anticipated that these modifications will maximize senior management participation while enhancing timely feedback, and increasing focus on key issues.

## Environmental Compliance Program (ECP) WBS 3.4.1.2

**ST 4508 Annual Log of Significant Discharges** — FH transmitted the ST 4508 Annual Log of Significant Discharges to Ecology on January 31, 2002, two weeks ahead of schedule, under newly delegated approval authority from RL. This completed deliverable ECP-02-402.

**Polychlorinated Biphenyl (PCB) Hanford User's Guide** — The completed PCB Hanford User's Guide was sent to RL on January 28, 2002, in response to contract direction to finalize the draft document that was sent to RL in September 2001. The document provides guidance to environmental staff for addressing complex PCB compliance questions. The draft document was previously distributed through the DOE Complex as an example of proactive PCB management.

**Assessments of Facility High-Efficiency Particulate Air (HEPA) Filtered Ventilation Systems** — Assessments of various facilities were conducted for compliance with the new requirements of the Hanford Requirements Document HNF-RD-8703, "Air Quality - Radioactive Emissions," regarding tracking and trending of data associated with indicator devices on HEPA filtered ventilation systems. Such trending and tracking is subject to compliance inspection by Washington State Department of Health (WDOH), and involves assurance that abatement controls are operating as designed to ensure emissions are as low as reasonably achievable (ALARA).

**Release 3.3 of the Chemical Management System (CMS)** — Release 3.3 of the CMS was activated January 16, 2002. This release addresses many of the known systems and provides new user security functions. There are no additional releases of CMS planned; all available resources will be directed to the implementation of the Chemical Information Tracking System (CITS) that will begin testing soon and is expected to replace the CMS in the early spring timeframe.

**DOE-HQ Integrated Safety Management System (ISMS) Evaluation** — The DOE-HQ ISMS evaluation team began their review of site wide environmental monitoring at Hanford on January 30, 2002. The review team focused on program plans, procedures, annual reports, stack monitoring, and near facility monitoring. No concerns were raised in the initial reviews.

**Compliance Alert for American National Standards Institute (ANSI) N13.1-1999 Standard** — A Compliance Alert was issued regarding the formal announcement by WDOH (via letter) that the new ANSI N13.1-1999 standard "Sampling and Monitoring Releases of Airborne Radioactive Substances From the Stacks and Ducts of Nuclear Facilities" would be enforced for all new and modified emission units.

**Regulatory Consultation for Tumbleweed Burning** — The applicable regulations were reviewed and WDOH was consulted regarding the burning of excess tumbleweeds on the Hanford Site. FH confirmed with WDOH an understanding that due diligence should be used to survey before burning, with notification to WDOH of any unforeseen involvement of contamination regarding the burns.

**Spill Reporting** — Appropriate reporting responses were coordinated for 14 non-reportable releases of a hazardous substance and/or petroleum product released to the environment. All of these releases were cleaned up and disposed of per state and federal requirements. There were no reportable events with a release to the environment and seven reportable non-compliance events reported directly to the regulatory agencies by the FH single-point-of-contact.

## SYSTEMS ENGINEERING AND INTEGRATION (SE&I) WBS 3.4.1.4

**System Engineering Management System Solution** — In support of the efforts under the Hanford Site Analyses and Models and the Hanford Site Requirements Analysis Reports the following work was accomplished:

- Worked with the FH-Contracts to create a series of "linked" .html files that demonstrate flow down of the requirements from the FH Contract. This work will be placed on the FH Contract's web page in February 2002.
- Incorporated the latest revision, Rev 2, of the Hanford Site Environmental Management Specification into the Hanford Site Technical Baseline.
- Developed population forecasts based on the life cycle baselines for RL and Office of River Protection (ORP). They also collected additional facility specific information to improve the life cycle baseline and integration with waste volume forecasts.

**System Engineering Technical Products** — In support of the efforts for Prime Contract Integration the following work was completed:

- Developed high-level decision logic to support the initiative to look at disposition alternatives for large contaminated equipment.
- Supported the FH Management System Re-alignment Project to reduce the contractor requirements to the necessary and sufficient set to achieve the PHMC mission.
- Worked to develop a company level procedure for managing interfaces. This will satisfy a contract requirement and improve the FH business process. A facilitated 2-day workshop was held with FH Project and Function staff to establish an acceptable interface management process.

## Information Resource Management (IRM) WBS 3.4.1.5

**Records Information Locator System (RILS)** — The RILS application provides search and access to multiple Hanford records databases from a single web-based portal. It was demonstrated at the RL-Intergovernmental, Public, and Institutional Affairs (IPI) staff meeting at the request of RL. The RL attendees appeared enthusiastic about what RILS could do for them and requested a style guide be developed.

**Business Management System (BMS) PassPort & Peoplesoft upgrade is underway** — This upgrade affects the supply, finance & Human Resources Integrated System (HRIS) modules in the BMS used by FH and CH2M HILL Hanford Group (CHG). The new versions are web-based thereby eliminating the need to install software on user machines, plus they will also eliminate some customizations because of new embedded functionality. Work going on at this point is fit\gap analysis between the old & new.

**Gigabit Ethernet Upgrade to Hanford Local Area Network (HLAN)** — The Gigabit Backbone is in production use, increasing HLAN backbone throughput 7-fold. All inter-campus Internet Protocol (IP) traffic is now being carried on the new HLAN Gigabit Backbone. Additionally, distribution layer devices in the 1100 Area have been upgraded to Gigabit speed and are now in production use. This will improve HLAN performance, particularly for system backups and during peak network traffic activity.

# Training WBS 3.4.1.6

**Hazardous Waste Training** — Three hundred and ninety-four students were trained in Hazardous Waste handling during January 2002. Fourteen 8-Hour refreshers and two 24-Hour initial classes were held to meet Site needs.

**Respiratory Training** — Three hundred and sixteen students were trained in respiratory protection during January 2002. Twenty-two respiratory protection refresher classes and ten respiratory protection initial classes were conducted. In addition, eight special respiratory protection classes were added, providing training for nineteen students in time to meet work requirements.

**Occupational Safety and Health Training** — The sixth 5-week Nuclear Chemical Operator Core Fundamentals Classes scheduled for FY 2001-FY 2002 has been completed. The seventh and final class is scheduled to start late February 2002.

**Occupational Safety and Health Training** — Six courses (eight total sessions) were conducted on various hoisting and rigging topics during the month of January 2002. A total of 66 students attended these courses.

**Emergency Preparedness (EP) Training** — Training supported the following EP activities:

- Three Hanford Incident Command System Initial Training - 60 students
- One Building Emergency Director Training - 24 students
- One Building Warden Initial Training - 11 students
- Web-based refresher Training - 81 students
- The Building Warden Refresher Training is currently being separated into two web-based courses, Building Warden Refresher Training for Administrative Facilities and Building Warden Refresher Training for Low-Hazards Facilities. The implementation date is scheduled for March 1, 2002.

**Support Facility Evaluation Board** — Training personnel reviewed and updated the Training Performance Objectives and Criteria (POC) for the Facility Evaluation Board (FEB). The POC are used as the basic lines of inquiry by the FEB in their assessments of facilities and projects.

**Nuclear Safety Training** —

- Thirteen sessions of Nuclear Criticality Safety were held for 47 students during January 2002.
- Seventy-six sessions of Radiation Worker Training were held during January 2002. Seventy students attended 25 sessions of Initial Radiation Worker Training and 314 students attended 51 sessions of Radiation Worker Retraining.
- Incumbent Radiation Control Technician (RCT) Training - Nine of twenty sessions have been completed for Continuing Training Courses for approximately 300 RCTs. Lessons include: Lapel Air Samplers; Staplex Air Samplers; Counting Statistics; Radiological Work Controls; Bioassay Methods and Modeling; and Onsite Routine Radioactive Shipping Records (ORRSR).

# BREAKTHROUGHS / OPPORTUNITIES FOR IMPROVEMENT

## Breakthroughs

**Information Resource Management** —

- **Virtual Knowledge Center (VKC) Project Status** - The VKC project was presented to RL-Site Services. A copy of the business case was provided along with the citation in the contract from the Government Paperwork Elimination Act. This Act cites October 21, 2003, as the date required to provide the option of electronic maintenance, submission, or disclosure of information as a substitute for paper and for the use and acceptance of electronic signatures. Because the VKC project includes electronic signatures, electronic workflow, electronic records management, electronic document management, and portals for searching for documents/records, it is included as a potential breakthrough. In FY2002, there are several pilot projects (co-sponsored by CHG and RL), to evaluate these technologies.

## Opportunities for Improvement

**Information Resource Management** —

- **Cell Phone Plan Optimization** - The FH Chief Information Officer (CIO) and procurement card (P-Card) Administration, working with American Telephone & Telegraph (AT&T) Wireless, evaluated the plans being used by FH and CHG cell phone users, and the analysis determined that up to $9,000/month could be saved by selecting the optimum plans for individual cell phone users. Both FH and CHG proactively implemented the recommended changes, notifying users in case their usage pattern had recently changed. This process will be evaluated to determine the optimum review cycle for performing this analysis in the future.

# UPCOMING ACTIVITIES

**Planning & Integration**

- The Annual Lifecycle Baseline Update to RL and DOE-HQ - Due April-May 2002
- The Budget Request to RL and DOE-HQ - Due in May 2002
- Support to Life Cycle Cost Reduction

**Environmental Compliance Program**

- First Hanford Air Operating Permit Semi-Annual Report - Due February 15, 2002
- Annual Hanford Facility Resource Conservation and Recovery Act of 1976 (RCRA) Permit Noncompliance Report - Due February 15, 2002
- Emergency Planning and Community Right-To-Know Act of 198 (EPCRA) Section 312 Tier Two Emergency and Hazardous Chemical Inventory Report - Due February 22, 2002
- Hanford Site Annual Dangerous Waste Report - Due February 22, 2002
- Quarter 3 Hanford Facility RCRA Permit Class I Modification Notification - Due April 1, 2002

**Systems Engineering & Integration**

- Integration of Hanford Site Technical Database (HSTD) and the PHMC web page - Due February 22, 2002

**Information Resource Management**

- Wireless Communications Plan - Due March 31, 2002
- Long Range Operating Plan - Due March 31, 2002

**Training**

- Assess the effectiveness of the crosswalk between competencies and training needs for the internal procedure (IP)-1184, Automated Job Hazard Analysis (AJHA), (Automated) Employee Job Task Analysis (EJTA), and Integrated Training Employee Matrix (ITEM) to include the level of use at the facilities, customer satisfaction, and value added. Compile data from the facilities to show where it is being used to ensure proper training is being provided to the proper people at the proper time - Due March 31, 2002.
- "Determine if Vivid Learning Systems contract should be re-competed at contract expiration based on feedback from RL, ORP, and all contractors who use their service. Complete analysis by March 31, 2002." The due date is pending change request approval to revise to May 31, 2002.

## MILESTONE ACHIEVEMENT

There are no milestones (EA, DOE-HQ, or RL) in FY 2002 for this PBS.

## FY 2002 SCHEDULE / COST PERFORMANCE – ALL FUND TYPES
## FY TO DATE STATUS – ($000)

| | BCWS | BCWP | ACWP | SV | SV% | CV | CV% | BAC |
|---|---|---|---|---|---|---|---|---|
| 3.4.1.1 P&I | 1272 | 1296 | 1081 | 23 | 2% | 214 | 17% | 3,989 |
| 3.4.1.2 ECP | 3027 | 3027 | 2698 | 0 | 0% | 329 | 11% | 9,297 |
| 3.4.1.4 SE&I | 209 | 209 | 209 | 0 | 0% | 0 | 0% | 887 |
| 3.4.1.5 IRM | 3432 | 3432 | 3587 | 0 | 0% | -155 | -5% | 10,408 |
| 3.4.1.6 Training | 1642 | 1686 | 1555 | 44 | 3% | 130 | 8% | 5,171 |
| 3.4.1 Site Integration | 9582 | 9649 | 9131 | 67 | 1% | 519 | 6% | 29,753 |

## FY TO DATE SCHEDULE / COST PERFORMANCE

All schedule variances in PBS RL-SS01 are within established thresholds. The $0.52M (6 percent) favorable cost variance is discussed in the Cost Variance Analysis portion of this report.

For all active sub-PBSs and TTPs associated with the Operations/Field Office, Fiscal Year to Date (FYTD) Cost and Schedule variances exceeding + / - 10 percent or one million dollars require submission of narratives to explain the variance.

### Schedule Variance Analysis: ($0.07M)

All schedule variances are within established thresholds.

# Cost Variance Analysis: (+$0.52M)

## PLANNING & INTEGRATION

**Description/Cause**: The favorable cost variance is mainly due to $156.1K in reserve identified in the baseline to be reallocated to higher priority work in other projects. The balance is various small under runs and billing delays for small procurements.
**Impact:** There is no significant project impact at this time.
**Corrective Action:** None at this time.

## ENVIRONMENTAL COMPLIANCE PROGRAM

**Description/Cause:** The favorable cost variance is primarily due to a delay in getting contracts in place and staff supporting project work versus ECP work.
**Impact:** Remaining contracts are being placed and staff is returning to support the increased level of ECP work scope that remains for the year.
**Corrective Action:** None at this time.

## SYSTEMS ENGINEERING AND INTEGRATION

**Description/Cause:** The cost variance is within established thresholds and within the plan.
**Impact:** There is no project impact at this time.
**Corrective Action:** None at this time.

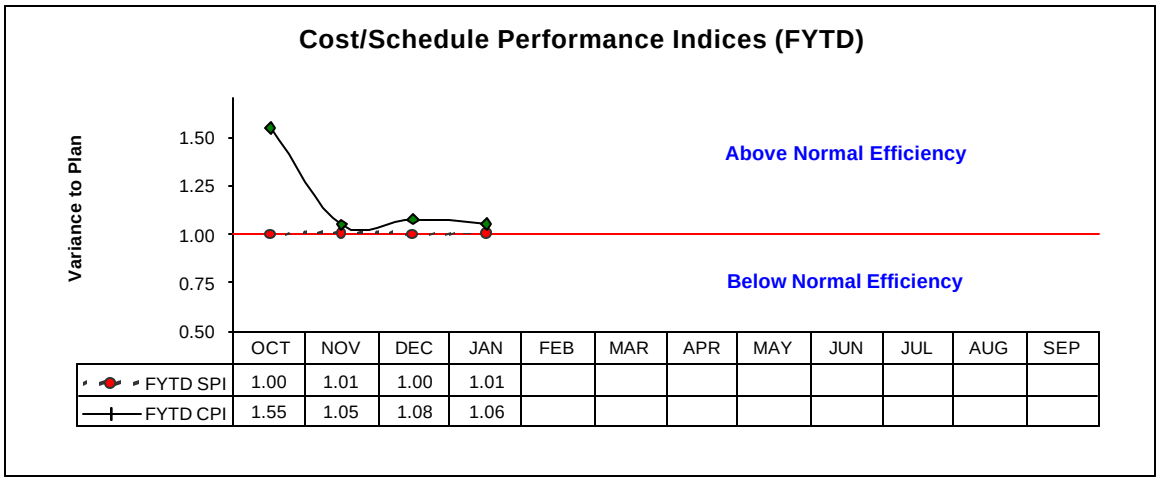
## INFORMATION RESOURCE MANAGEMENT

**Description/Cause:** The cost variance is within established thresholds and within the plan.
**Impact:** There is no project impact at this time.
**Corrective Action:** None at this time.

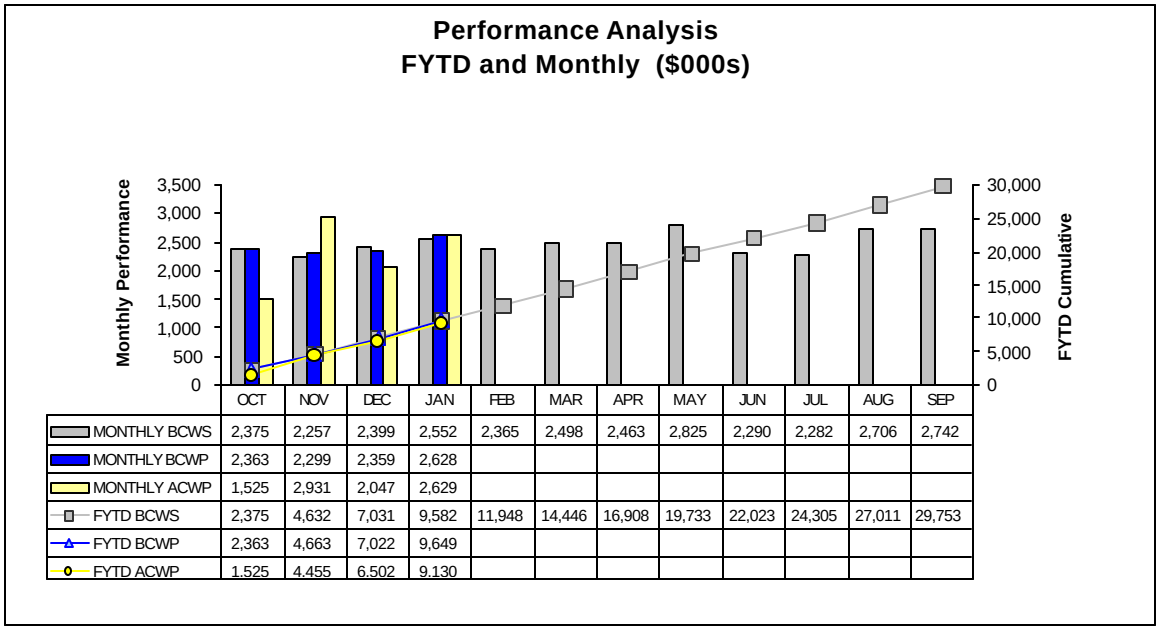
## TRAINING

**Description/Cause:** The cost variance is within established thresholds and within the plan.
**Impact:** There is no project impact at this time.
**Corrective Action:** None at this time.

# COST / SCHEDULE PERFORMANCE (MONTHLY AND FYTD)




| | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| FYTD SPI | 1.00 | 1.01 | 1.00 | 1.01 | | | | | | | | |
| FYTD CPI | 1.55 | 1.05 | 1.08 | 1.06 | | | | | | | | |




| | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MONTHLY BCWS | 2,375 | 2,257 | 2,399 | 2,552 | 2,365 | 2,498 | 2,463 | 2,825 | 2,290 | 2,282 | 2,706 | 2,742 |
| MONTHLY BCWP | 2,363 | 2,299 | 2,359 | 2,628 | | | | | | | | |
| MONTHLY ACWP | 1,525 | 2,931 | 2,047 | 2,629 | | | | | | | | |
| FYTD BCWS | 2,375 | 4,632 | 7,031 | 9,582 | 11,948 | 14,446 | 16,908 | 19,733 | 22,023 | 24,305 | 27,011 | 29,753 |
| FYTD BCWP | 2,363 | 4,663 | 7,022 | 9,649 | | | | | | | | |
| FYTD ACWP | 1,525 | 4,455 | 6,502 | 9,130 | | | | | | | | |

# FUNDS MANAGEMENT
# FYTD FUNDS VS SPENDING FORECAST ($000)

| | FH Reallocatio | FYSF | Varianc |
|---|---|---|---|
| **3.4.1 Site Integration** | | | |
| **SS01** | | | |
| **Post 2006 - Operating** | **$ 27,393** | **$ 29,324** | **$ (1,931)** |
| **Total** | **$ 27,393** | **$ 29,324** | **$ (1,931)** |

[Status through January 2002]

Note: FH Reallocation reflects an FYSF adjusted for scope deletions, deferrals, and savings to address funding shortfalls, additional unplanned scope, and cost

# ISSUES

## TECHNICAL ISSUES

None to report.

## REGULATORY ISSUES

**Issue: Annual Land Disposal Restrictions (LDR) Reporting** — FH is responsible for the coordination and integration of the annual Hanford Site LDR Report with each Hanford Site contractor (CHG, BHI, Pacific Northwest National Laboratory [PNNL]) remaining responsible for the accuracy of their data contained in the document. The 2000 LDR Report was delivered to RL on June 25, 2001, in accordance with our contractual baseline and Tri-Party Agreement (TPA) Milestone M-26-01K. Ecology found the document incomplete and took the position that some of the most critical requirements of the LDR Report were omitted such as schedules and milestones for characterization and treatment of particular waste streams. Ecology initiated the TPA dispute resolution process on November 28, 2001.

**Impacts:** The 2001 LDR Report is currently in preparation and is scheduled to be issued on April 30, 2002. The above dispute may require modifications to the 2001 report, which will require an extension to the April 30th issue date.

**Corrective Action:** The dispute resolution process was extended to March 14, 2002, to continue work at the project manager's level. Ecology and RL agreed to conduct either a tabletop exercise or an actual assessment using the dangerous waste regulations. The intent of this exercise is to provide the timeframe and resource requirements. The agreements/commitments/ expectations/etc. will be formalized and signed by RL and Ecology. RL and Ecology agreed that a mass reprinting of the final Calendar Year (CY) 2000 LDR Report will not be required and will be handled via distribution of errata sheets. In addition, the CY 2001 Report will be similar to the CY 2000 LDR Report.

**Issue: Insignificant Emission Units (IEUs) —** On January 2, 2002, U.S. Environmental Protection Agency (EPA) published in the Federal Register a Notice of Deficiency (NOD) regarding the State of Washington's Air Operating Permit Program (Title V program). In sum, EPA has concerns with the state program allowing permittees not to monitor emission units classified as IEUs. There are numerous IEUs on the Hanford Site (includes small internal combustion engines, restroom vents, etc.), and monitoring and associated record keeping could be onerous.

**Impacts:** None at this time.

**Corrective Action:** Ecology, EPA, and Washington State business representatives met to discuss the issues surrounding the NOD. Ecology proposed language to amend its regulations. The language would obligate Ecology to evaluate the need for monitoring IEUs on a case-by-case basis, rather than providing the blanket waiver that is essentially now in the rules. EPA appeared generally receptive to the proposal. For Hanford, this could result in little to no additional monitoring given the distance between most IEUs and populated areas.

### External and DOE Issues and DOE Requests

None to report.

## BASELINE CHANGE REQUESTS CURRENTLY IN PROCESS

None to report.