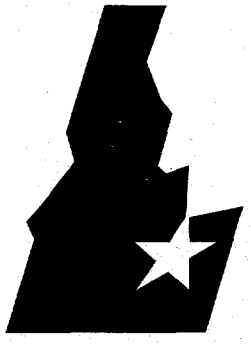

Idaho
National
Engineering
Laboratory

INEL-95/0595
Rev. 1

February 1997

INEL--95/0595-Rev.1

Waste Management Program Management Plan

LOCKHEED MARTIN

INEL-95/0595
Rev. 1

Waste Management Program Management Plan

Published February 1997

Idaho National Engineering Laboratory
Lockheed Martin Idaho Technologies Company
Idaho Falls, Idaho 83415

Prepared for the
U.S. Department of Energy
Assistant Secretary for Environmental Management
Under DOE Idaho Operations Office
Contract DE–AC07–94ID13223

DISCLAIMER

CONTENTS

FIGURES

ACRONYMS

ACWP	actual cost of work performed
ADS	Activity Data Sheet
ANL-W	Argonne National Laboratory-West
BCWP	budgeted cost of work performed
BCWS	budgeted cost of work scheduled
CAM	Control Account Manager
CAO	Carlsbad Area Office
CAPS	Cost and Planning System
CF	cubic feet
CFR	Code of Federal Regulations
CH	contact-handled
CTS	Commitment Tracking System
DOE	U.S. Department of Energy
DOE-HQ	Department of Energy Headquarters
DOE-ID	Department of Energy Idaho Operations Office
DOT	U.S. Department of Transportation
D-T	Dekker Trakker
DU	Decision Unit
DURD	Decision Unit Requirements Document
EM	Environmental Management
EO	Environmental Operations
ER	Environmental Restoration
ES&H	Environment, Safety, and Health
FFA/CO	Federal Facility Agreement and Consent Order
FFCA	Federal Facilities Compliance Act
FY	fiscal year
GGE	Gas Generation Experiment
GPP	General Plant Projects
GTCC	Greater Than Class C
HEPA	high-efficiency particulate air (filter)
HW	hazardous waste
ICPP	Idaho Chemical Processing Plant

ID	Idaho
IH	industrial hygiene
IMED	Issues Management Electronic Database
INEEL	Idaho National Engineering and Environmental Laboratory
IPS	Integrated Planning System
LICP	Line-Item Construction Project
LLW	low-level waste
MLLW	mixed low-level waste
MWIR	Mixed Waste Inventory Report
MWFA	Mixed Waste Focus Area
MWSF	Mixed Waste Storage Facility
NDAA	National Defense Authorization Act
NDE/NDA	nondestructive examination/nondestructive assay
NEPA	National Environmental Policy Act
ORPS	Occurrence Reporting and Processing System
ORR	Operational Readiness Review
PC	portable computer
PCB	polychlorinated biphenyl
PCR	Project Control Representative
PMB	Performance Measurement Baseline
PMP	Program Management Plan
PSPI	Private Sector Participation Initiative
PTS	Progress Tracking System
QAPP	Quality Assurance Program Plan
RAM	Responsibility Assignment Matrix
RCRA	Resource Conservation and Recovery Act
RWMC	Radioactive Waste Management Complex
SAR	Safety Analysis Report
STP	Site Treatment Plan
SWEPP	Stored Waste Examination Pilot Project
TRU	transuranic
TSCA	Toxic Substance Control Act
TSD	treatment, storage, and disposal
TSR	Technical Safety Requirements
TSR-RE	Transuranic Storage Area—Retrieval Enclosure

USQ	Unresolved Safety Question
VP/GM	Vice President/General Manager
VPP	Voluntary Protection Program
WAC	waste acceptance criteria
WBS	Work Breakdown Structure
WCF	Waste Characterization Facility
WHC	Westinghouse Corporation
WIPP	Waste Isolation Pilot Plant
WM	Waste Management
WMIN	Waste Minimization
WM	Waste Management
WROC	Waste Reduction Operations Complex

Waste Management Program Management Plan

1. INTRODUCTION

As the prime contractor to the Department of Energy Idaho Operations Office (DOE-ID), Lockheed Martin Idaho Technologies Company (LMITCO) provides comprehensive waste management services to all contractors at the Idaho National Engineering and Environmental Laboratory (INEEL) through the Waste Management (WM) Program. This Program Management Plan (PMP) provides an overview of the Waste Management Program objectives, organization and management practices, and scope of work. This document will be reviewed at least annually and updated as needed to address revisions to the Waste Management's objectives, organization and management practices, and scope of work. Waste Management Program is managed by LMITCO Waste Operations Directorate.

1.1 Waste Management Program Overview

The Waste Management Program manages transuranic, low-level, mixed low-level, hazardous, special-case, and industrial wastes generated at or transported to the INEEL. These management responsibilities include operating and maintaining the Radioactive Waste Management Complex (RWMC) and the Waste Reduction Operations Complex (WROC) facilities; environmental/programs, technical support, and operations and maintenance activities; the identification and development of new business and privatization opportunities; and supporting compliance with waste disposition agreements negotiated between the Federal Government and the State of Idaho. In addition to INEEL-specific waste processes, Waste Management also manages national programs for transuranic (TRU), low-level wastes (LLW), and mixed wastes (MLLW) through the Radioactive Waste Technical Support Program and the transuranic waste repository at the Waste Isolation Pilot Plant (WIPP) in New Mexico. Waste Management activities support LMITCO's plan to integrate Environmental Management (EM) activities across the INEEL, and Sector Integration activities.

1.1.1 Scope

The Waste Management Program (WMP) Strategic Plan (Draft) (DOE/ID-10429, Revision 2, June 1996) is the top tier document that defines life cycle activities for TRU, LLW, MLLW, hazardous waste, industrial/commercial waste, and special-case waste on the INEEL. The plan presents the objectives, strategies, planning baseline assumptions, issues, and proposed courses of action for each of the waste types represented. All waste strategies encompass a cradle-to-grave (from the point of generation to final disposal) management approach. This document describes the official INEEL position on Waste Management strategic planning when dealing with DOE-HQ, other DOE laboratories, regulatory agencies, and the State of Idaho. Within operation of the INEEL, this plan will form the basis for defining activities and schedules that are included in the Idaho Ten Year Plan, ADS, Control Accounts, and Work Packages as addressed in this Program Management Plan.

1.1.2 Project Control

There are three objectives in developing an EM program requirements baseline: (a) provide an initial requirements baseline to support development of a compliance-based work scope and defensible cost estimates appropriate for the ADS submittal, (b) instill requirements management into the INEEL business culture, and (c) lay the foundation for a formal requirements management system for the future.

The approved baseline forms the foundation for performance monitoring via a monthly earned value analysis. Required modifications to the baseline are performed through rigorous change control procedures. Each change is individually evaluated prior to approval. Following approval, the baseline documents are revised to incorporate the change to maintain an up-to-date baseline.

2. OBJECTIVES

The WM Program vision is to be recognized as (1) the national and international model for effective and efficient waste management services and operations, and (2) the premier engineering and operations organization for the development and implementation of advanced waste management technologies and program management processes. This vision is pursued through clear and measurable waste management goals and technical objectives that meet or exceed external (DOE) and internal (WM and LMITCO) customer expectations.

The Waste Management Program Strategic Plan (Draft), DOE/ID-10429, Rev. 2, June 1996, Section 1.1, defines the strategic objectives as the primary drivers defining waste management activities. These objectives are categorized as technical or management. The Strategic Plan and the referenced objectives form the basis for defining activities and schedules included in the Activity Data Sheets (ADSs) and the seven-year baseline.

The Department of Energy (DOE) Assistant Secretary for Environmental Management (EM) has developed a vision and principles for accomplishing the mission of the EM Program. The DOE Vision is that within a decade the EM program will complete cleanup at most sites. At a small number of sites, treatment will continue for the few remaining waste streams. This unifying vision will drive budget decisions, sequencing of projects, and actions taken to meet program objectives. EM will implement this vision in collaboration with the Governor of Idaho, regulators, and stakeholders.

The Idaho Ten Year Plan responds to the difficult challenge of balancing accelerated compliance schedules stemming from the court-ordered Idaho Settlement Agreement with the U.S. Department of Energy on Spent Nuclear Fuel Settlement Agreement) with the reality of declining Environmental Management budgets. Idaho's plan was developed using a rigorous process that challenged the underlying program assumptions by isolating compliance requirements. Cost estimates and approaches to achieving compliance with enforceable agreements, regulations and orders were reviewed by cross-program teams composed of senior DOE-ID and Lockheed Martin Idaho Technologies Company (LMITCO) managers. The result is an integrated program that achieves compliance at significantly reduced cost from earlier estimates. Inherent to this solution, Idaho is assuming increased program risk by challenging and eliminating established protocols. Capturing some of the expected efficiencies will require changes to entrenched practices that were previously required but now are outmoded and inefficient.

The key goals for Waste Management within the Ten Year Plan window are:

- Completely dispose of the LLW backlog
- Completely dispose of the MLLW backlog
- Waste generator chargeback system becomes operational
- Ship thirty percent of the stored TRU waste to WIPP.

3. MANAGEMENT ORGANIZATION AND RESPONSIBILITIES

Waste Management technical successes are based, in part, on a staff of subject matter experts who possess core competencies in specific technical and managerial areas. The core competencies considered key to successful Waste Management Program implementation include the following:

- Program management of complex national initiatives
- TRU waste management, including characterization and facilities
- Mixed waste treatment and treatment technology development, demonstration, and application
- Waste management regulatory compliance
- Waste management systems analysis
- Alpha contamination control capability and expertise
- Waste handling.

Subject matter experts may reside within the Waste Operations organization, or they may be accessed through a support organization (e.g., Environmental Affairs). Work scope may be performed by employees within the Waste Operations organization, or through the use of matrix, support organizations, and/or subcontracted personnel.

3.1 Organization Chart

The Waste Operations includes the Directorate, one directorate which receives a portion of its funding from WM, six supporting departments, and two departments that receive baseline funding controlled by WM Operations. Figure 3-1 illustrates the Waste Operations organization.

Each organization within the Environmental Management Branch has developed a Statement of Functions and Responsibilities. These statements are as follows.

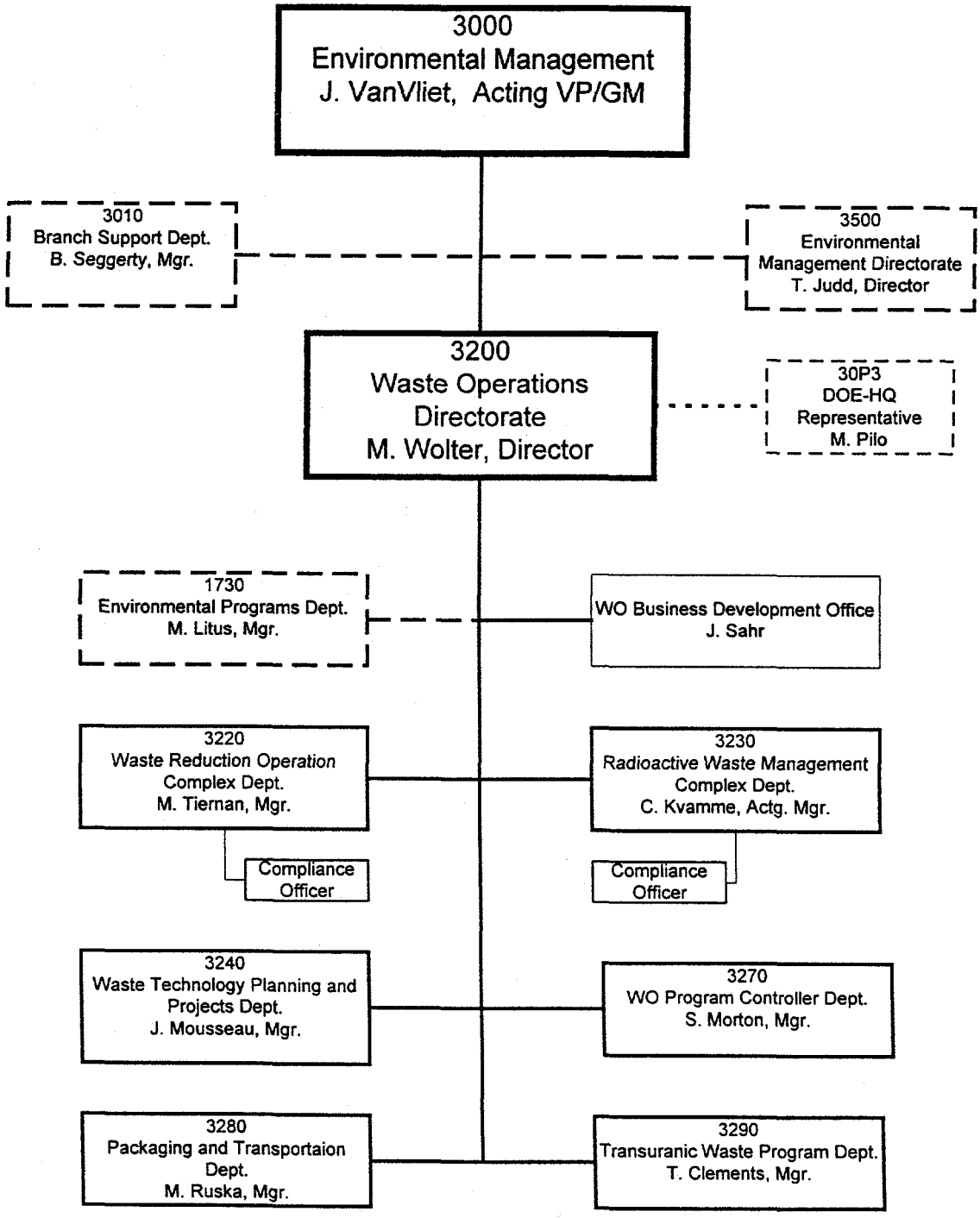

Figure 3-1. Waste Management organization chart.

LOCKHEED MARTIN IDAHO TECHNOLOGIES COMPANY

Dept. No. 3000
Issue Date: July 1996

STATEMENT OF FUNCTIONS
AND RESPONSIBILITIES

ENVIRONMENTAL MANAGEMENT

/VP/GM/Environmental Management

BASIC OBJECTIVES

Ensure cost-effective and fully-compliant Environmental Restoration and Waste Management Programs at the INEEL. Integrate the INEEL EM Program.

FUNCTIONS AND RESPONSIBILITIES

1. Responsible for safe and fully-compliant Environmental Restoration and Waste Management Programs at the INEEL.

2. Responsible for integration of the EM Program at the Site level.

3. Responsible for meeting relevant commitments from the Settlement Agreement and Consent Orders.

4. Evaluates Federal, DOE, and state policies for potential impacts to INEEL EM Programs and executes preferred implementation alternatives.

5. Evaluates, recommends and accepts LMITCO policies for implementation at the EM Program level.

Dept. No. 1730
Issue Date: July 1996

STATEMENT OF FUNCTIONS
AND RESPONSIBILITIES

ENVIRONMENTAL PROTECTION

/Manager—Environmental Monitoring

BASIC OBJECTIVES

Environmental Monitoring is responsible for routine monitoring as well as special sampling of several environmental media (air, water, soil) for both radiological and nonradiological constituents. Sitewide direction of the water resources programs is also the responsibility of this program.

FUNCTIONS AND RESPONSIBILITIES

- Responsible for Sitewide Drinking Water Program. Monitor all drinking water systems managed by LMITCO by sampling and reporting data to the State of Idaho via DOE-ID.

- Conduct Cross Connection Control Program to ensure potable water systems are not cross connected with non-potable supplies such as fire water, process water, etc.

- Manage Stormwater Pollution Prevention Program. Conduct inspections and stormwater sampling, and prepare Stormwater Pollution Prevention Plan to be in compliance with the NPDES permit.

- Responsible for Sitewide Groundwater Program. Update Comprehensive Well Survey, Shallow Injection Well Inventory, Groundwater Protection Management Plan, and install monitoring wells according to the schedule in the Groundwater Monitoring Plan.

- Manage Sitewide Surface Water Program. Prepare applicable surface water permits, provide oversight of Liquid Effluent Inventory, provide guidance for wastewater disposal options, conduct flood plain studies and provide sitewide direction to maintain compliance with applicable rules and regulations.

- Conduct Liquid Effluent Monitoring Program. Responsible for all effluent monitoring at facilities operated by LMITCO. Collect samples and report results to the State of Idaho and City of Idaho Falls via DOE-ID.

- Responsible for the Sitewide Environmental Surveillance Program and the Radiological Surveillance Program. Conduct radiological ambient air monitoring; penetrating radiation,

NOx/SOx monitoring; radiation soil surveys; and visual inspections to determine the impacts of INEEL operations on the environment. Prepare required reports presenting results.

- Maintain and demonstrate compliance with air emission monitoring and reporting requirements as determined by INEEL permits and applicable regulations.

- Provide records management, document control and training to all personnel and programs involved with the Environmental Program.

Dept. No. 3010
Issue Date: July 1996

STATEMENT OF FUNCTIONS
AND RESPONSIBILITIES

ENVIRONMENTAL MANAGEMENT

/VP/GM/Environmental Management
/Manager—Env. Management Support

BASIC OBJECTIVES

Reports directly to the Environmental Management Branch VP&GM in the development, implementation, and maintenance of Branch-level programs and projects. Provides direction and support to programs in Environmental Restoration and Waste Management on cross-cutting support functions.

FUNCTIONS AND RESPONSIBILITIES

1. Document control/records management.
2. Branch-level configuration management.
3. Manage and maintain LMITCO environmental databases to provide cradle to grave tracking of all INEEL waste and effluents.
4. Participate on the Nuclear Facility Safety Review Board.
5. Oversee IH calibration laboratory.
6. Oversee HEPA filter testing laboratory.
7. Oversee branch VPP implementation.
8. ORPS investigations.
9. Manage and maintain EM databases (ORPS, IMED, ICARE).
10. Oversee development of incentive fee milestones.
11. Interface with ES&H, QA, Rad. Controls, Environmental Protection, and training.

12. Represent the EM Branch at the Information Executive Management Council (IMEC), LMITCO Management Training Council, co-chairman of LMITCO Assessment Review Board (ARB).

13. Act as EM Branch Facility Environmental, Safety, & Health Manager.

14. Work special projects as requested.

15. Oversee EM efforts on Native American and Business Mentoring.

16. Review and distribute lessons learned to EM Branch management and applicable personnel.

Dept. No. 3500
Issue Date: July 1996

STATEMENT OF FUNCTIONS
AND RESPONSIBILITIES

ENVIRONMENTAL MANAGEMENT

/VP/GM/Environmental Management
/Director—Environmental Management Programs

BASIC OBJECTIVES

Integrate all INEEL Environmental Management (EM) Programs (EM-30, EM-40, EM-50, EM-60, EM-70) over the life cycle to facilitate meeting the Settlement Agreement and the FFA/CO Site Treatment Plan (STP) within contained budgets. Provide a single source of programming and information flow across all the EM Programs, as well as with DOE-ID. Ensure a system engineering approach is applied across the EM Program.

FUNCTIONS AND RESPONSIBILITIES

1. Manage the INEEL EM Baseline including further development of the Requirements Baseline.

2. Manage the multiyear integrated priority list and Baseline Environmental Management Report (BEMR).

3. Facilitate EM Program cross-cutting solutions to EM Major Issues and Compliance Reengineering.

4. Manage all of the above through formal Change Control Board actions.

5. Coordinate preparation of Risk Data Sheets (RDSs).

6. Provide interim monthly EM Total Program reporting of execution year, planning year, and budget year.

7. Manage the Progress Tracking System.

8. Initiate and manage the Program Management and Control (PMC) system.

9. Provide quarterly EM Performance Measures Report.

10. Provide support to Site Specific Advisory Board (SSAB).

Dept. No. 3200
Issue Date: July 1996

STATEMENT OF FUNCTIONS
AND RESPONSIBILITIES

ENVIRONMENTAL MANAGEMENT

/VP/GM/Environmental Management
/Manager—Waste Operations

BASIC OBJECTIVES

Manage the INEEL Waste Management Program to achieve cost-effective, compliant and safe treatment, storage and disposal of relevant legacy and newly-generated waste.

FUNCTIONS AND RESPONSIBILITIES

1. Provide waste management services for transuranic, mixed, low-level, hazardous, special-case, and industrial waste streams.

2. Provide centralized packaging and transportation coordination and support.

3. Ensure safe and compliant waste management operations.

4. Continually evaluate operations alternatives for increased efficiency and cost-effectiveness.

5. Meet commitments of the Settlement Agreement and relevant Consent Orders.

Dept. No. 3220
Issue Date: July 1996

STATEMENT OF FUNCTIONS
AND RESPONSIBILITIES

ENVIRONMENTAL MANAGEMENT

/VP/GM/Environmental Management
/Manager—Waste Reduction Operations Complex (WROC) Operations

BASIC OBJECTIVES

Provide safe treatment, storage, disposal, and recycling of hazardous, mixed, low-level, and municipal, industrial, and commercial wastes at the Idaho National Engineering Laboratory.

FUNCTIONS AND RESPONSIBILITIES

1. Provide a link between the facility receiving waste and the facility that generates waste.

2. Review characterization data for waste, ensuring that it meets applicable waste acceptance criteria, and, if applicable, profile waste for offsite disposal.

3. Provide characterization of hazardous, low-level radioactive, and mixed wastes.

4. Conduct treatability studies on mixed low-level waste (MLLW) to support the non-incinerable mixed-waste treatments.

5. Responsible for collection, examination, storage, and disposal of the various mixed, hazardous, low-level, and industrial and commercial wastes generated at the Mixed Waste Storage Facility, Clean Lead Facility/Waste Engineering Development Facility, Landfill Complex, Waste Experimental Reduction Facility, WROC/PBF Administrative Area.

6. Support Clean Lead Facility operations, lead recovery and treatment, including lead cask dismantlement, waste lead disposal, and lead waste minimization and inventory management.

7. Provide treatment by incineration, stabilization, and storage for MLLW at the Waste Experimental Reduction Facility (WERF).

8. Provide size reduction of low-level waste by means of incineration, compaction, and mechanical size reduction.

9. Review waste characterization data to ensure waste meets applicable waste acceptance criteria (WAC).

10. Assist generators with characterization activities and maintaining certification under the requirements of the WAC.

Dept. No. 3230
Issue Date: July 1996

STATEMENT OF FUNCTIONS
AND RESPONSIBILITIES

ENVIRONMENTAL MANAGEMENT

/VP/GM/Environmental Management
/Manager—Radioactive Waste Management Complex (RWMC)

BASIC OBJECTIVES

Provide safe management of transuranic (TRU) stored waste, including the preparation for shipment and shipment of 3,100 m^3 of TRU waste to WIPP by December 31, 2002. Provide interfaces for LLW Disposal and with ER activities.

FUNCTIONS AND RESPONSIBILITIES

1. Receive and dispose of contact-handled (CH) LLW in the Subsurface Disposal Area. Receive remote-handled (RH) LLW and dispose concrete vaults. Provide waste verification, waste tracking, and disposal administration.

2. Responsible for TRU waste storage operations. This includes reconfiguration of TRU waste into RCRA-approved storage in the Waste Storage Facility to meet the State of Idaho Consent Order milestone. Receive of CH- and RH-TRU waste.

3. Provide SWEPP TRU waste characterization and examination operations, Drum Vent Facility operations, and TSA-RE Project Management. Provide operation of the TRUPACT Loading Facility to support shipments of TRU waste. These activities support meeting Settlement Agreement milestones.

4. Provide characterization's shipment preparation in order to commence shipment to WIPP when it opens and ship 3,100 m^3 of TRU waste to WIPP by December 31, 2002.

5. Provide required support functions for LLW and TRU Waste Operations, including ES&H, Radiological Control, Document Control, Training, and Database Management to maintain LLW and TRU waste databases.

6. Conduct and support audits and surveillance to monitor regulatory compliance. Provide environmental permitting support to prepare permits, permit modifications, and permit implementation.

7. Responsible for periodic updates of Safety Analysis Reports (SARs) and ensuring facility operations are in compliance with SARs.

8. Provide maintenance of RWMC facilities, systems, and roads and grounds. Provide RWMC engineering and landlord support to ensure operational readiness to support the mission of the facility.

9. Provide facility administration, project management, and public relations services.

Dept. No. 3240
Issue Date: July 1996

STATEMENT OF FUNCTIONS
AND RESPONSIBILITIES

ENVIRONMENTAL MANAGEMENT

/VP/GM/Environmental Management
/Manager—Waste Technology Planning & Projects (WTPP)

BASIC OBJECTIVES

Plan and execute projects for the safe, compliant, and cost-effective treatment, storage, and disposal of legacy and currently-generated radioactive and mixed wastes at the Idaho National Engineering Laboratory. The work within the Department is divided into two major sections: 1) Project Planning and Execution, and 2) Site Treatment Plan and Regional Treatment. Functions and responsibilities are described for both sections.

The National Low-Level Waste Management Program assists DOE in implementing its responsibilities under the Low-Level Radioactive Waste Policy Amendments Act of 1985 (PL 99-240). The Program provides technical assistance to States and compact regions in their efforts to manage low-level radioactive waste within their borders. Work performed by the Program also includes assisting DOE in implementing its responsibilities for national management of greater-than-Class C waste. In addition, the Program provides technical assistance to DOE's Office of Environmental Management concerning compliance with external regulations and internal orders for waste management.

FUNCTIONS AND RESPONSIBILITIES

1. Lead strategic planning and project development activities for the Waste Management Directorate.

2. Perform alternative studies to determine the most cost- and schedule-effective configurations for new projects and existing processes.

3. Lead Waste Management privatization activities.

4. Implement commercial and alternate DOE site projects for safe, compliant, and cost-effective treatment, storage, and disposal of radioactive and mixed waste at the INEEL using existing commercial and alternate DOE sites.

5. Lead LMITCO activities for the Advanced Mixed Waste Treatment Project, including TRU Contaminated Waste Services proposal.

6. Implement cost-effective commercial treatment and disposal of INEEL radioactive and mixed wastes.

7. Develop and execute long-term plans for disposal of INEEL low-level waste.

8. Implement chargeback and other waste reduction incentives within the Waste Management Directorate.

9. Provide waste type management expertise for LMITCO and DOE-ID.

10. Identify Waste Management technology development needs and maintain the Waste Management Technology Development Needs Plan. Coordinate with Site Technology Coordination Group and EM-50 Focus Area for funding.

11. Manage the implementation of the Site Treatment Plan at the INEEL. Coordinate receipt of offsite waste for treatment at the INEEL. Serve as the point of contact with DOE-ID and LMITCO Regulatory Affairs concerning the Site Treatment Plan.

12. Establish the WERF incinerator as a regional waste treatment facility. Market WERF incineration capabilities to DOE and DOD customers.

13. Coordinate receipt of offsite waste for treatment at the INEEL and establish offsite waste customers.

14. Provide all notifications and obtain approvals for offsite waste receipt at the INEEL from DOE-ID and the State of Idaho.

15. Support to meetings of the Host State Technical Coordinating Committee, workshops of the Conference of Radiation Control Program Directors and the National Conference of State Legislatures Working Group, and three LLW Forum meetings per year.

16. Support for data acquisition and the Low-Track system and the Annual State-by-State Assessment of Low-Level Radioactive Wastes at Commercial Disposal Sites.

17 Final drafts of the Annual Report to Congress on Low-Level Radioactive Waste Management and the Surcharge Rebate Expenditures Report.

18. Present Annual DOE Low-Level Radioactive Waste Management Conference.

19. Provide technical support to complete of all tasks scheduled in Section VI of the Implementation Plan for the Defense Nuclear Facility Safety Board Recommendation 94-2.

Dept. No. 3270
Issue Date: July 1996

STATEMENT OF FUNCTIONS
AND RESPONSIBILITIES

ENVIRONMENTAL MANAGEMENT

/VP/GM/Environmental Management
/Manager—Waste Management Program Controller

BASIC OBJECTIVES

Coordinate the development of the Waste Management Performance Measurement Baseline, maintain the baseline through an effective change control process, and report program performance through monthly reports and program reviews. Effectively manage the funds authorized for Waste Management. Prime interface for representing the Waste Management Program needs, issues, and requests in all interrelated project management and funding-related activities.

FUNCTIONS AND RESPONSIBILITIES

1. Lead for Ten Year Plan project submittal for Waste Management. Prime interface with DOE-ID Waste Management Program and the LMITCO organizations for these budget proposal documents.

2. Lead for the Activity Data Sheet submittal, as required, in Waste Management. Prime interface to DOE-ID Waste Management Program and other LMITCO organizations for submittal of these budget proposals. Specific activities include:

   - Development of Risk Data Sheets
   - Prioritization
   - Program budgetary interface for Murder Boards
   - Development of Activity Data Sheets
   - Interface and support for DOE in preparing for the DOE Internal Review Boards

3. Lead the annual Waste Management Performance Measurement Baseline development activities.

   - Participate in LMITCO Planning Guidance development
   - Prepare Waste Management Program Specific Planning Guidance
   - Negotiate Baseline submittal requirements with DOE-ID Program Manager
   - Prepare and submit the EM-30 Waste Management Baseline

4. Develop and maintain the Waste Management Program Management Plan

5. Control the Waste Management Program Performance Measurement Baseline and Funding

   - Manage change control process and maintain change log
   - Maintain and control baseline electronic files
   - Maintain the integrated schedule for the Program
   - Analyze funds status and maintain funds log

6. Support Integrated Planning System software and hardware that supports all aspects of planning and reporting against the baseline.

7. Analyze Waste Management Program performance and advise the DOE Program Manager and LMITCO Waste Management Director in budgetary/financial aspects of the Program; ensure integration with other Environmental Management Programs.

8. Manage reporting activities and Program Reviews

   - Control Account Reports—Monthly
   - Activity Data Sheet Reports—Monthly
   - Performance Measures—Quarterly
   - Program Reviews—Quarterly.

Dept. No. 3280
Issue Date: July 1996

STATEMENT OF FUNCTIONS
AND RESPONSIBILITIES

ENVIRONMENTAL MANAGEMENT

/VP/GM/Environmental Management
/Manager—Packaging & Transportation

BASIC OBJECTIVES

Provide the most economical and safe packaging and shipping of hazardous, radioactive, and waste materials, household items, and general commodity shipments to, from, and within the Idaho National Engineering Laboratory by providing transportation and packaging requirements, guidance and training for ground, air, sea, and rail movements.

FUNCTIONS AND RESPONSIBILITIES

1. Conduct hazardous material/waste shipments in compliance with state and Federal regulations.

2. Maintain sufficient certified drivers and shippers to meet customers' shipping needs.

3. Provide departmental services outside of Lockheed Martin Idaho Technologies Company in exchange for funding support of activities for national programs.

4. Maintain expertise to evaluate existing or develop new packages and transportation projects for national programs.

5. Provide custodianship of radioactive packages.

6. Provide capability to move sensitive, classified, and accountable materials for DOE system-wide.

7. Provide Packaging & Transportation Project Management capabilities.

Dept. No. 3290
Issue Date: July 1996

STATEMENT OF FUNCTIONS
AND RESPONSIBILITIES

ENVIRONMENTAL MANAGEMENT

/VP/GM/Environmental Management
/Manager—Transuranic Waste (TRU Programs)

BASIC OBJECTIVES

Perform technical programmatic support projects affecting the characterization, certification, transportation and disposal of INEEL stored transuranic waste at WIPP and perform evaluations supporting the disposal of low-level waste at the RWMC.

FUNCTIONS AND RESPONSIBILITIES

1. Evaluate requirements affecting characterization, certification, transportation and disposal of TRU-contaminated waste at WIPP.

2. Develop and implement methods, systems, and plans to achieve compliance with transportation and disposal criteria and provide technical support to operations after implementation is complete.

3. Provide programmatic direction and interface for facilities performing waste characterization functions.

4. Perform data validation of characterization information supplied to WIPP for waste to be disposed.

5. Identify, evaluate, and implement upgrades to existing waste characterization systems.

6. Develop an information management system supporting program and operational needs for production-level operations.

7. Assess and improve waste transportation capabilities.

8. Perform technical projects supporting WIPP and the National TRU Program.

9. Support demonstration of EM-50-developed technologies.

10. Perform assessment of the radiological impacts of low-level waste disposal at RWMC and conduct studies to reduce uncertainty.

11. Perform studies that evaluate current disposal practices to improve overall low-level waste management.

3.2 Responsibility Assignment Matrices (RAM)

The relationship between Waste Operations organizations and company work scope are shown in two Responsibility Assignment Matrices (RAM). Figure 3-2 presents this relationship at Level 4 of the Company Work Breakdown Structure (WBS); Figure 3-3 presents it at Level 5 of the Company WBS. The "R" denotes primary responsibility while the "S" indicates supporting work scope.

3.3 Management Approach

The Waste Management Directorate achieves work scope planning, implementation, and control through eleven line organizations and one matrix organization. In concert with the Director, managers establish organizational goals and objectives, and meet weekly to track ongoing work and to discuss and coordinate plans for future work.

3.4 Interface for Conduct of Business Between the Environmental Management Branch Support and the Environmental, Safety and Health Branch

EM is a line organization and will be responsible for project/program/facility direction and resource integration. EM project/program/facility managers will be held accountable for the implementation of Company policies and procedures concerning environmental protection, occupational safety, industrial hygiene, fire protection, emergency preparedness, and radiological control. ES&H is a functional organization and will be responsible for providing matrix support and qualified technical expertise to project/program/facility managers, and will be held accountable for environmental protection, occupational safety, industrial hygiene, fire protection, emergency preparedness, and radiological control program development in accordance with regulatory requirements and corporate policy. EM Branch Support will oversee the matrixed managers for the above functional areas and assure optimization of resources to support EM ES&H requirements.

3.4.1 Additional Background Information

The need for matrixed personnel will be determined both by programs and projects funded in the EM baseline, and by regulatory requirements as manifest in Company documents that specify certain compliance activities in support of field operations. Accordingly, the assignment of ES&H personnel will be initiated by EM managers, who will collaborate with ES&H supervisors to jointly determine the numbers, skills, and qualifications of personnel to be matrixed to EM projects/programs/facilities. EM line managers will exercise the final decision about the number of ES&H personnel assigned in support of each project/program/facility. If ES&H managers disagree with the decision, the ES&H General Manager and the EM Vice President/General Manager will resolve the matter.

WBS Level 4 and Organization Responsibility Assignment Matrix (RAM)

WBS Level 4 Number	WBS Level 4 Title	3200 Waste Operations	1700 Environmental Protection	3010 Branch Support	3220 WROC	3230 RWMC	3240 Waste Technology PIng & Projs	3270 WM Program Controller	3280 Packaging & Transportation	3290 Transuranic Waste
1116	Environmental Affairs		R							
1221	TRU Waste					R				S
1222	Mixed Low-Level Waste				R					
1223	Low-Level Waste				R	S				
1226	RWMC Base Operations & Management					R				
1227	WROC Base Operations & Management				R					
1228	Waste Ops Support and Prog Management	R		S				S	S	
1252	National Low-Level Waste						R			
1253	WIPP Technology Support									R

Figure 3-2. Responsibility assignment matrix at Level 4 of Company WBS.

WBS Level 5 and Organization Responsibility Assignment Matrix (RAM)

WBS Level 5 Number	WBS Level 5 Title	1700 Environmental Protection	3010 Branch Support	3220 WROC	3230 RWMC	3240 Waste Technology Plg.& Proj.	3270 WM Program Controller	3280 Packaging & Transportation	3290 Transuranic Waste
11161	Environmental Protection	R							
11162	Site Monitoring and ES&H Oversight	R							
11163	NEPA Permitting	R							
11164	Regulatory Policy and Guidance	R							
12211	Storage TRU Products				R				
12216	Program Support (TRU)								R
12221	Storage MLLW Products			R					
12222	Treated MLLW Products			R					
12233	Dispositioned LLW				R				
12236	Program Support (LLW)								R
12261	RWMC Regulatory Compliance				R				
12262	RWMC Maintenance/Facility Support				R				
12263	RWMC Operations Support				R				
12265	RWMC New Facilities & Major Mods				R				
12271	MLLW WROC Operations			R					
12272	WROC Compliance/Regulatory Support			R					
12273	WROC Facility/Operations Support			R					
12281	WM Program Controller						R		
12282	EO Branch Support		R						
12283	Packaging and Transportation							R	
12284	Waste Management Program Planning					R			
12285	Waste Operations Planning & Projects					R			
12521	National Low-Level Waste Program					R			
12531	Transuranic Waste Program								R

Figure 3-3. Responsibility Assignment Matrix at Level 5 of Company WBS.

3.4.1.1 Funding. EM managers will be responsible to fund and provide charge numbers for ES&H personnel assigned in direct support of EM projects/programs/facilities. Based on this funding responsibility, and the corresponding cost accounting responsibilities, EM project/program/facility managers will approve time cards of full-time matrixed personnel. ES&H will be responsible for funding the technical supervision of matrixed personnel, including foremen.

3.4.1.2 Training. ES&H managers will be responsible for providing trained and qualified personnel in support of EM projects/programs/facilities. EM managers will be responsible for providing project/program/facility-specific training. Training that is necessary to achieve or maintain qualification for ES&H professional disciplines will be specified by ES&H, and the schedule for this training will be developed by ES&H in close cooperation with EM project/program/facility managers as far in advance as practicable, preferably on an annual basis.

3.4.1.3 Assignment of Work. The duration of ES&H personnel assignments in support of EM project/program/facility activities will be specified by EM. EM managers will make daily work assignments, including the specification of normal work hours and the authorization of overtime during the assignment period. ES&H supervisors will gain prior concurrence from EM line managers before asking matrixed personnel to attend staff meetings, training or other activities away from their normal place of work, and ES&H will endeavor to keep such requests to a minimum; ES&H will bear the costs of such activities. Annual vacation schedules will be prepared by ES&H supervisors who will ensure that adequate substitute resources are available to support EM during regularly-scheduled vacations; EM and ES&H managers and supervisors will jointly approve these vacation schedules.

Day-to-day direction of matters related to project/program/facility cost, schedule, budget, and milestone performance will be managed by EM. Technical direction about how to accomplish environmental protection, occupational safety, industrial hygiene, fire protection, emergency preparedness, and radiological control support activities in accordance with Company requirements will be provided by the assigned ES&H supervisor. ES&H supervisors may conduct operational surveillances of EM activities.

3.4.1.4 Personnel Issues/Management. EM project/program/facility managers will prepare and submit to ES&H draft annual performance appraisals for matrixed personnel, or they will prepare and submit directly to Human Resources concurrent annual performance appraisals for matrixed personnel. ES&H supervisors will be responsible for the preparation of position descriptions and the development of rotational assignments for career development purposes. Achievement of the proper balance between ES&H career development objectives and EM resource needs will require significant interaction and teamwork between EM project/program/facility managers and ES&H supervisors.

Formal corrective actions (e.g., reassignments, disciplinary actions, termination) that become necessary based on performance may be initiated by either an EM project/program/facility manager or an ES&H supervisor. No manager or supervisor should initiate formal personnel action without previous consultation with his/her counterpart.

3.4.1.4.1 Issues—Issues which have not been anticipated by this management interface procedure will be resolved by amending this protocol. Renewal of this protocol will be accomplished annually as an integral part of the work package/budget development process.

4. WORK PLAN

The Waste Management seven-year baseline defines the work plan for the Waste Management Program. It provides scope, schedule, resource and cost data that is approved by DOE-ID prior to each execution year. Control accounts are defined at level seven of the Work Breakdown Structure. The scope is based on the strategies defined in the Waste Management Strategic Plan. Costs and schedules are planned based on the program strategies, and reevaluated through the EM Integration prioritization process. The final work plan reflects the target values defined for the Waste Management Program. The Waste Management Performance Measurement Baseline is an integral part of the EM Baseline at the Idaho National Engineering Laboratory, and is part of the basis for the Idaho Ten Year Plan. The rigor of detail required in the baseline is dictated by a graded approach to project control established by Lockheed Martin Idaho Technologies Company (LMITCO) procedures.

4.1 Work Breakdown Structure

Summary Levels 1 through 3 of the LMITCO Work Breakdown Structure (WBS) are provided in Figure 4.1 Waste Management baseline funding is distributed between the solid boxes.

Figure 4.2 is a block diagram of the FY 1997 Waste Management portion of LMITCO WBS to control account level.

Appendix A is a detailed WBS table to the work package level.

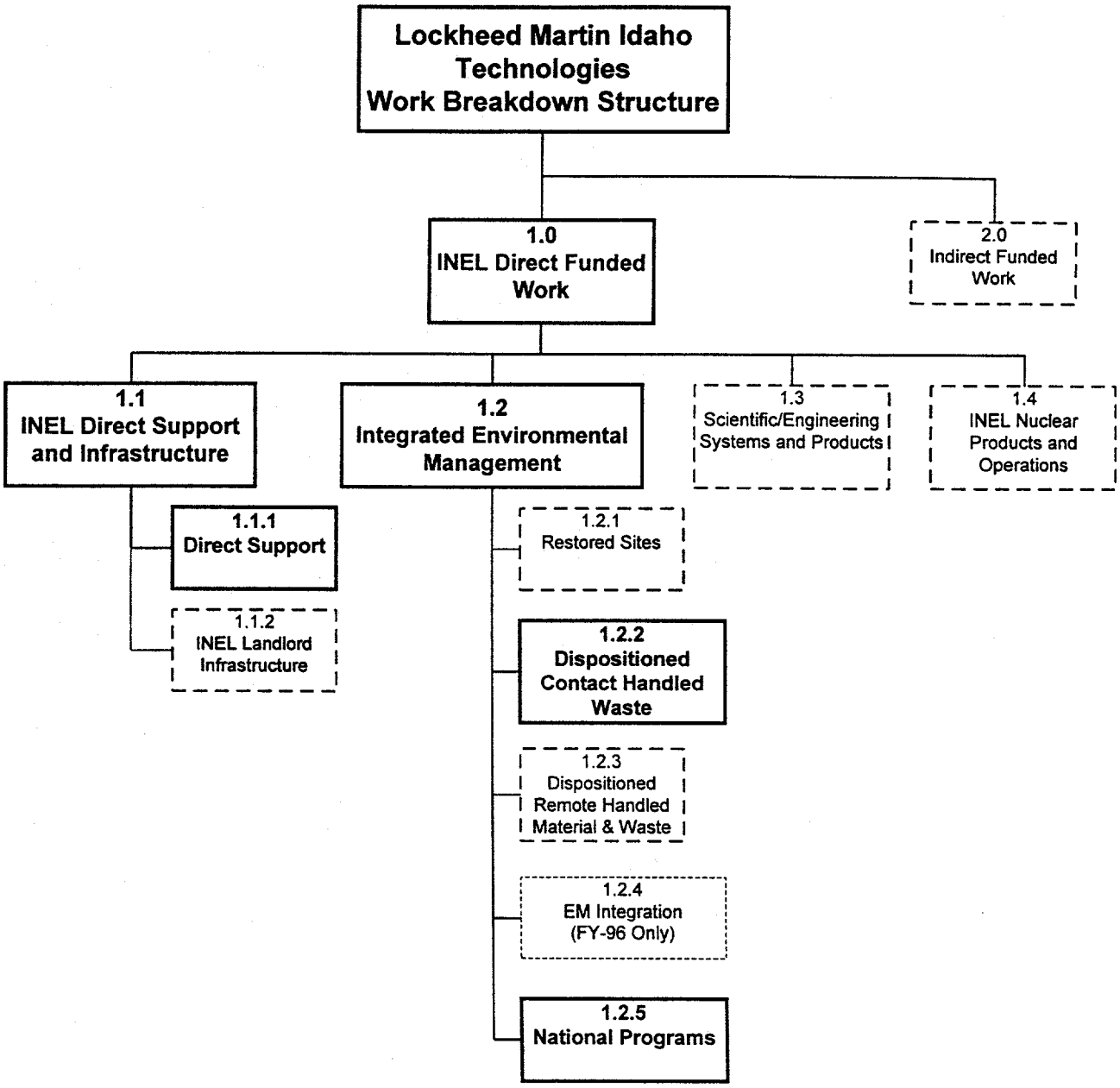

Figure 4-1. Lockheed Martin Idaho Technologies Work Breakdown Structure.

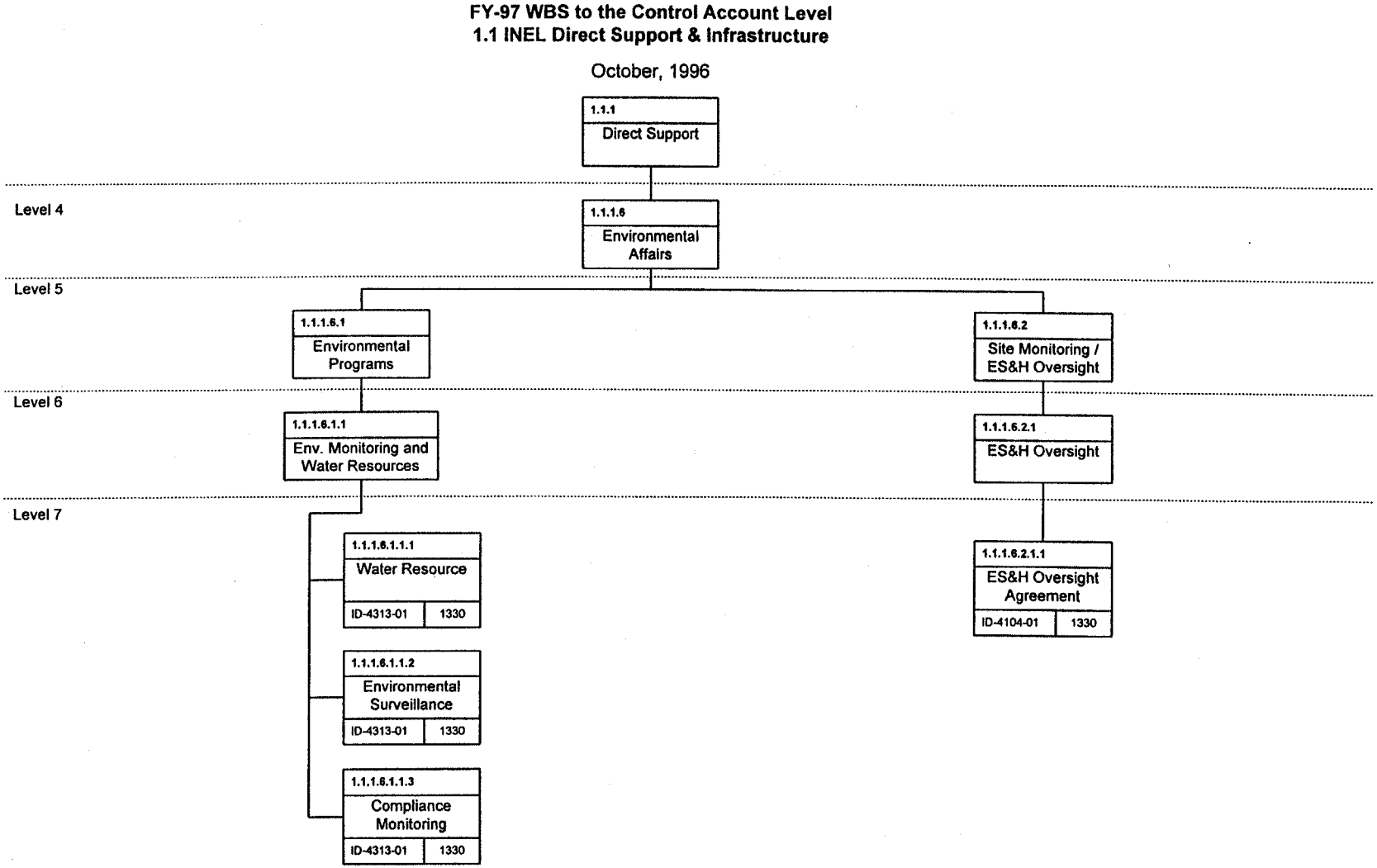

Figure 4-2. FY 1997 Waste Management Work Breakdown Structure.

FY-97 WBS to the Control Account Level
1.2 Integrated Environmental Management

October, 1996

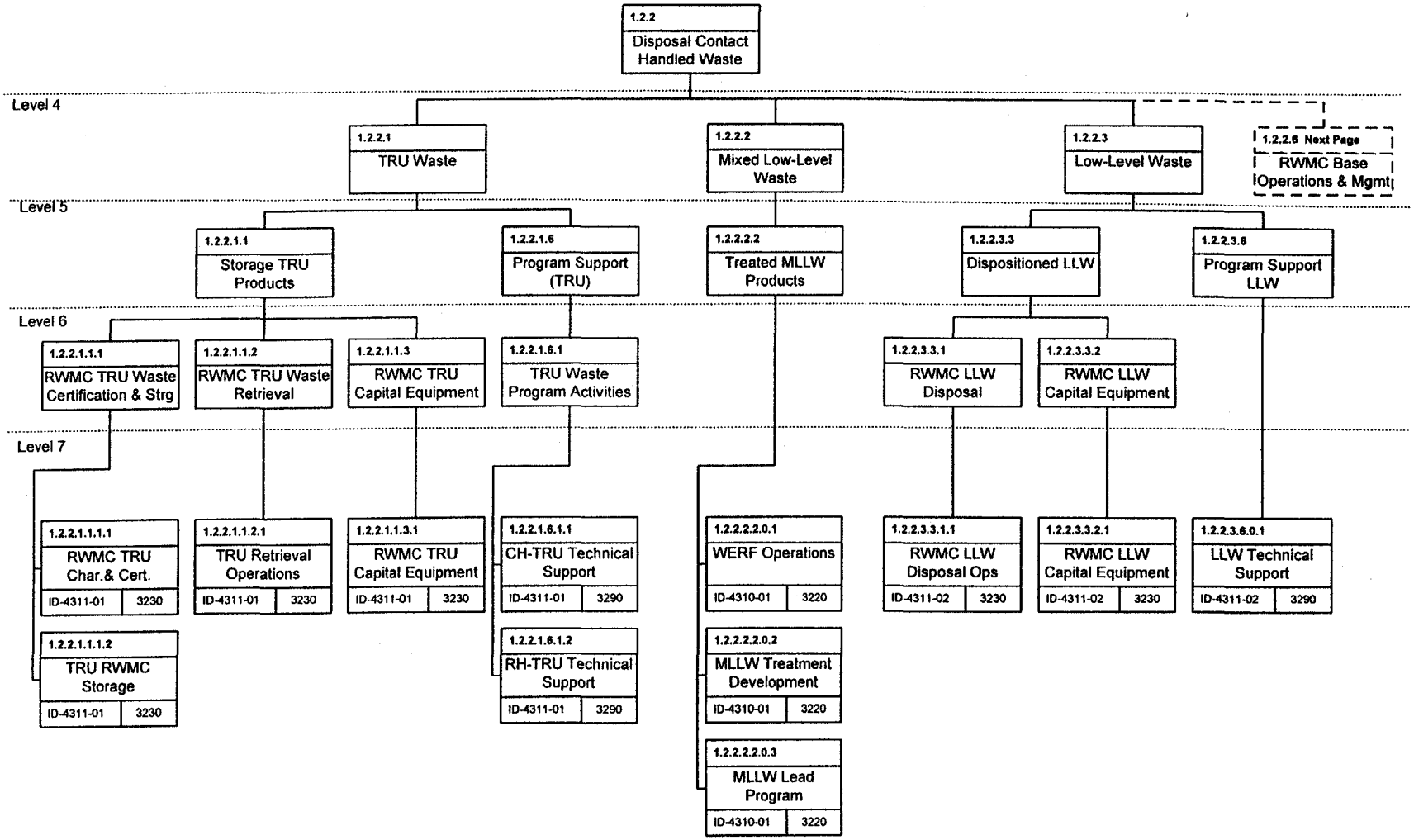

Figure 4-2. (continued).

FY-97 WBS to the Control Account Level
1.2 Integrated Environmental Management

October, 1996

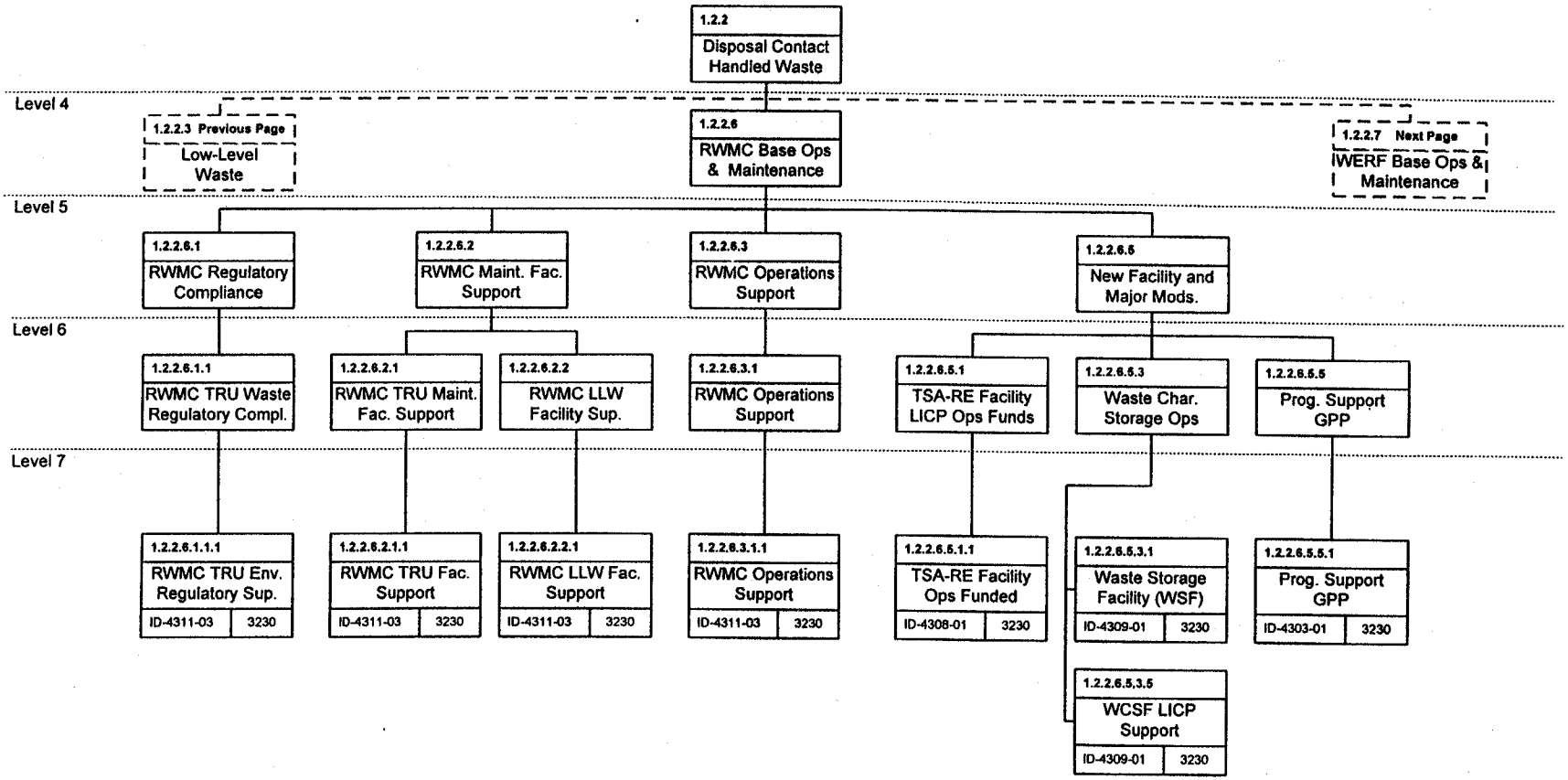

Figure 4-2. (continued).

FY-97 WBS to the Control Account Level
1.2 Integrated Environmental Management
October, 1996

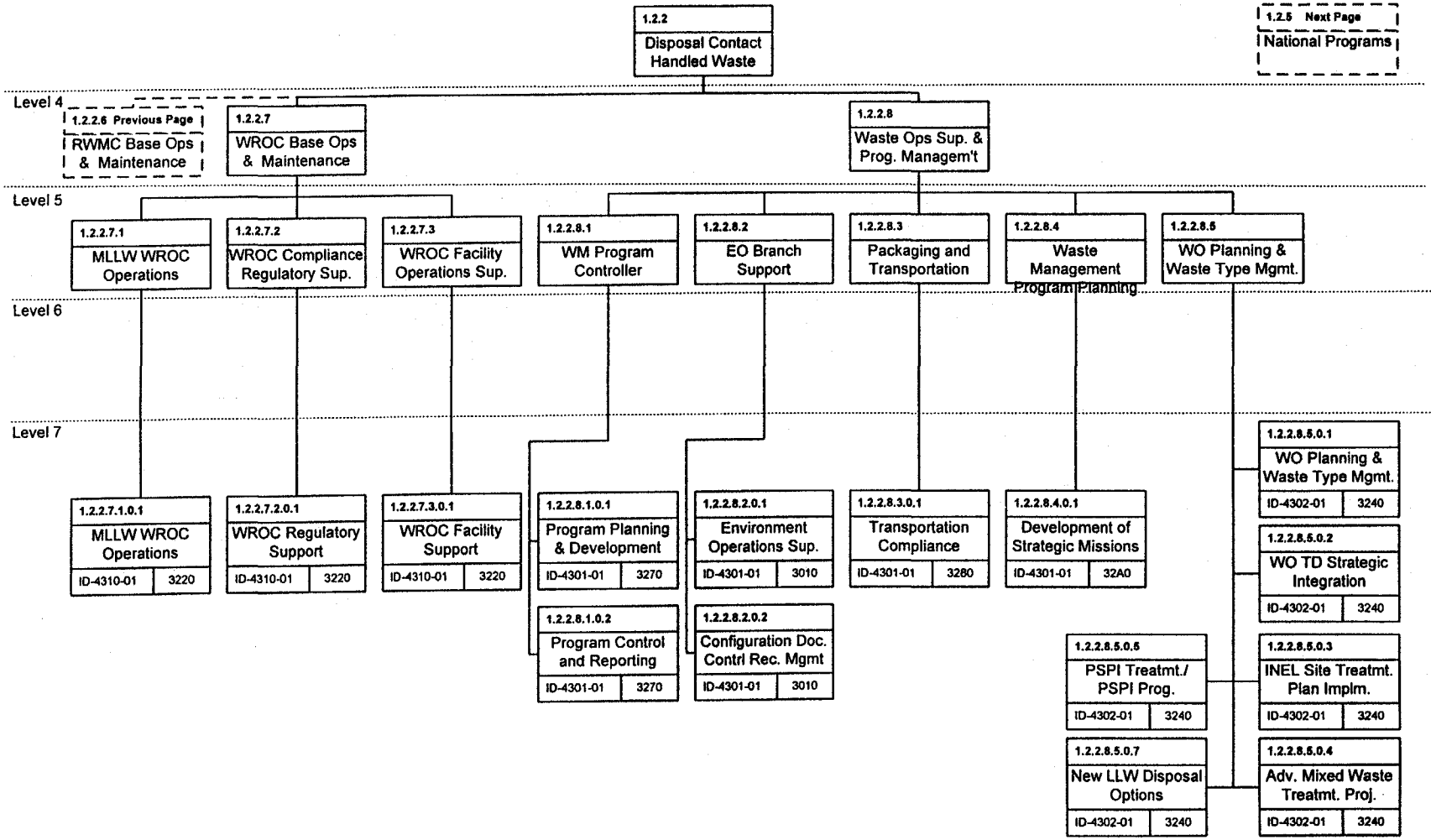

Figure 4-2. (continued).

FY-97 WBS to the Control Account Level
1.2 Integrated Environmental Management
October, 1996

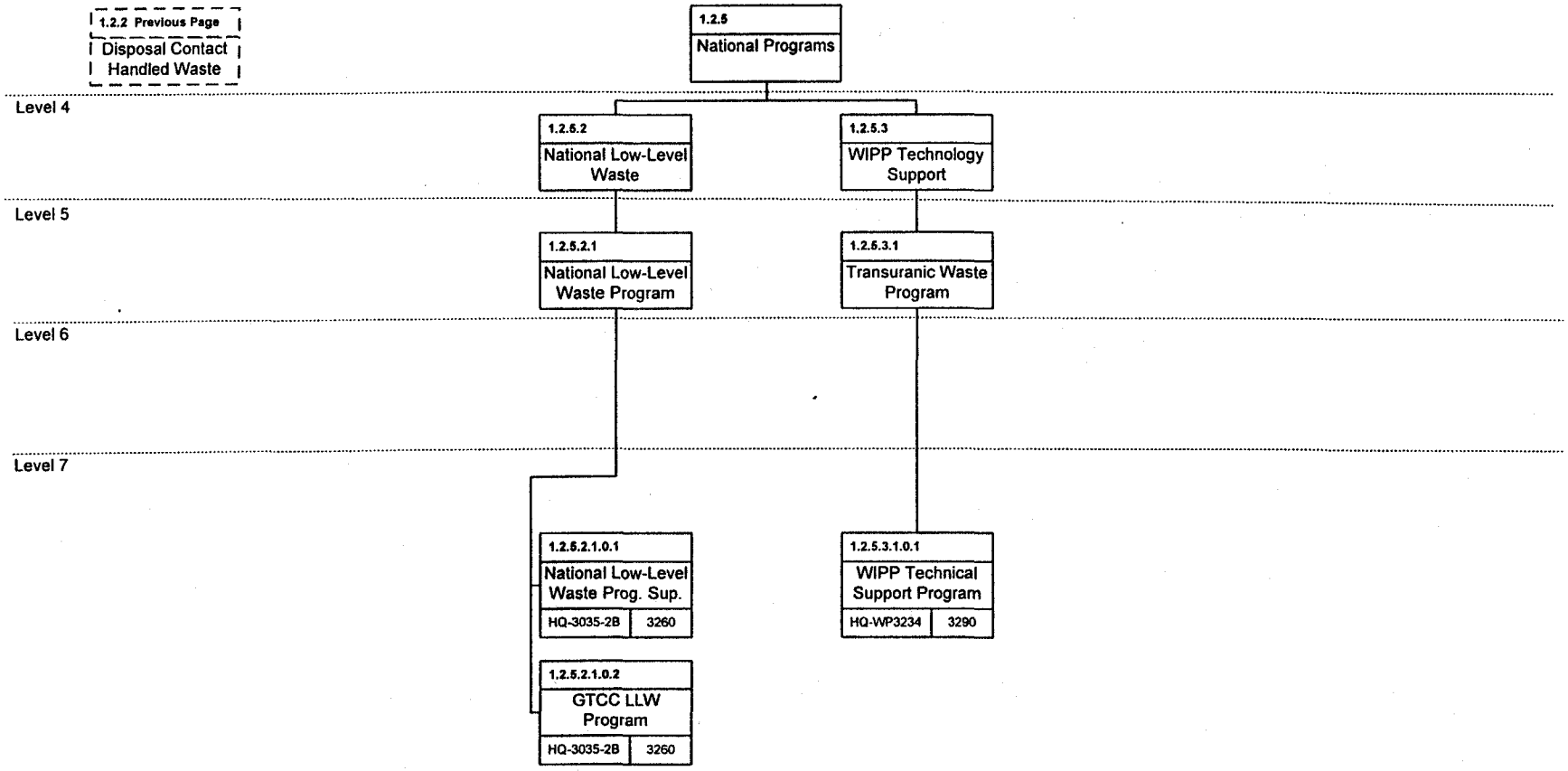

Figure 4-2. (continued).

4.2 Work Breakdown Structure Dictionary

The following are WBS element descriptions from the LMITCO FY-97 Work Breakdown Structure Dictionary.

WBS Element	Description
1.1.1	**Direct Support** This element is the summation of all the work efforts associated with direct customer support to the Department of Energy (DOE), other INEEL site contractors, and other miscellaneous customers such as universities and other governmental agencies. Provides labor and nonlabor funding for all personnel performing the above tasks.
1.1.1.6	**Environmental Affairs** This element establishes company environmental policy, provides guidance and interpretations, support facilities and programs in implementing requirements and is responsible for all environmental permitting.
1.1.1.6.1	**Environmental Protection** This element is a collection of programs including water resources, environmental surveillance, compliance monitoring, pollution prevention, and environmental support. Provides labor and nonlabor funding for all personnel performing the above tasks.
1.1.1.6.2	**Site Monitoring/ ES&H Oversight** This element provides a funding mechanism to the State of Idaho for oversight and monitoring from DOE-ID.
1.2.2.1	**Transuranic (TRU) Waste** This element is defined as the management of TRU waste, defined as waste having transuranic constituents equal to or greater than 100 nCi/g, and alpha low-level waste defined as having transuranic constituents between 10 nCi/g and 100 nCi/g. Provides labor and nonlabor funding for all personnel performing the above tasks.
1.2.2.1.1	**Stored TRU Products** This element includes all direct-funded work in support of temporary accumulation of waste awaiting treatment and/or disposal. Provides labor and nonlabor funding for all personnel performing the above tasks.

WBS Element	Description

1.2.2.1.6 Program Support (TRU)

This element provides programmatic support for the cradle-to-grave management of the TRU-contaminated waste stored at the INEEL. The elements that are supported by this program include implementation and maintenance of the waste certification programs for both contact-handled and remote-handled waste, evaluation and validation of the characterization data for the stored TRU-contaminated waste to support storage at the INEEL and disposal at the Waste Isolation Pilot Plant (WIPP), implement or provide upgrades to the nondestructive examination and assay system to ensure compliance with the WIPP Waste Acceptance Criteria, evaluation of the integrity of the stored waste containers to ensure safe long-term storage of the waste, evaluation of container data to support the future management decisions for the waste, perform gas generation testing of the test category waste to support shipment in the Transuranic Package Transporter (TRUPACT-II), and provide programmatic support for the implementation and oversight of the TRU waste transport systems being used at the INEEL. Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.2.2 Mixed Low-Level Waste (MLLW)

This element includes all direct-funded work to manage low-level radioactive waste containing hazardous constituents as defined in 40 CFR 261. Excludes MLLW at ICPP. Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.2.2.2 Treated MLLW Products

This element includes all direct-funded work in support of operations and engineering processes designed to change the physical and/or chemical properties allowing treatment at the Waste Reduction Operations Complex (WROC) in accordance with state and Federal regulations. Specific activities include LLW volume reduction using incineration, compaction, and sizing techniques, and MLLW treatment using incineration, stabilization, amalgamation, neutralization/deactivation, macroencapsulation, sizing, mercury retort, lead cask dismantlement, and lead decontamination technologies. Also included is MLLW treatment development, commercial disposal, commercial treatment, and waste characterization. Excludes MLLW at ICPP. Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.2.3 Low-Level Waste (LLW)

This element includes all direct-funded work in support of identification of the physical, chemical, and, in the case of radioactive waste, nuclear properties of the

waste. This element includes operations and engineering support required to perform or enhance the identification activities. Excludes ICPP LLW. Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.2.3.3 Dispositioned LLW Products

This element includes all direct-funded work in support of disposal of waste that qualifies for shallow land disposal. Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.2.3.6 Program Support (LLW)

This element includes all direct-funded work to provide programmatic support to the Radioactive Waste Management Complex and DOE-ID operations office for the preparation/maintenance of Performance Assessment (PA) of the LLW disposal facility, development of waste classification limits for LLW disposed at RWMC, development of closure/post-closure plan including the long-term monitoring and the corrective action plan for the active LLW disposal area, activities in support of achieving compliance with DOE order 5820.2A, and studies to validate or increase confidence in assumptions used in RWMC PA. It also provides technical support for the case-by-case evaluation of disposing high impact waste not accounted for in the PA, development of long-term projection of LLW disposal volumes, disposition of special-case waste or performance assessment restricted waste, and improvement in LLW treatment/disposal methods to increase the capacity of RWMC and reduce the dose to future receptors. Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.2.6 Radioactive Waste Management Complex (RWMC) Base Operations and Management

This element includes all direct-funded work to support the management and operations of the RWMC. Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.2.6.1 RWMC Regulatory Compliance

This element includes all direct-funded work to conduct INEEL RCRA permitting and closure activities as scheduled in the INEEL RCRA Part B Work Plan. Perform environmental regulatory compliance activities at the RWMC. Perform transuranic and alpha low-level deficiency tracking, corrective actions, and close-out. Provides labor and nonlabor funding for all personnel performing the above tasks.

WBS Element	Description

1.2.2.6.2 RWMC Maintenance and Facility Support

Provides engineering and landlord support, maintenance, and backlog of maintenance and repair (BMAR) item reduction for transuranic waste (TRU), low-level waste (LLW), and administrative facilities and systems to ensure operational readiness to support remote-handled (RH), contact-handled (CH) TRU and LLW disposal and storage operations. Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.2.6.3 RWMC Operations Support

This element includes direct-funded work to provide professional support in the areas of Fire Protection, Industrial Safety, Industrial Hygiene, Quality, Document Control and Records Management, Training, Emergency Preparedness, Waste Generator Interface, SAR/TSR Program, Radiological Control, and Planning and Administrative Services in direct support of RWMC facility operations. Directly supports activities associated with TRU and low-level contact- and remote-handled waste. Provides labor and nonlabor funding for all personnel performing the above tasks. (This element is reserved pending new funds authorization.)

1.2.2.6.5 RWMC New Facilities and Major Mods

This element includes all direct-funded work to support activities required for capital products or other special limited projects leading to the facility becoming operational. Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.2.7 Waste Reduction Operations Complex (WROC) Base Operations and Management

This element includes all direct-funded work to provide operation of the WERF Waste Storage Building (WWSB), Mixed Waste Storage Facility (MWSF), Clean Lead Facility (CLF), Portable Water Treatment Unit (PWTU), and Repackaging Booth, regulatory support for Environmental Operations SAR/TSR/USQ, WROC waste minimization, and INEEL Toxic Substances Control Act (TSCA) support, and facility and maintenance support appropriate to conduct treatment, storage, and disposal of low-level mixed and hazardous waste. Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.2.7.1 MLLW WROC Operations

This element includes all direct-funded work to operate the WERF Waste Storage Building (WWSB), Mixed Waste Storage Facility (MWSF), Clean Lead Facility

(CLF), Portable Water Treatment Unit (PWTU), and the Repackaging Booth. Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.2.7.2 MLLW WROC Regulatory Compliance Support

This element includes all direct-funded work to provide regulatory compliance support for WROC operations including: develop, maintain and upgrade Safety Analysis Reports (SARs)/technical safety requirements (TSRs); resolve unreviewed safety questions (USQs) in compliance with DOE orders and Environmental Restoration (ER)/Waste Management (WM) directives; conduct waste minimization activities at WROC; and maintain compliance with the Toxic Substances Control Act (TSCA). Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.2.7.3 MLLW WROC Facility Operations Support

This element includes all direct-funded work in support of engineering, maintenance, program management activities, and capital equipment performed to support the WROC waste management and facility support. Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.2.8 Waste Management Support and Program Management

This element includes all direct-funded waste management service and infrastructure activities that provide program coordination and support for the LLW, MLLW, TRU, and hazardous waste types, and the facilities that manage those waste types. Activities include program baseline development, control, and reporting; procedure development; records management; configuration management; nuclear safety reviews; management of the Radioactive Waste Management Information System (RWMIS), INEEL Nonradiological Waste Management Information System (INWMIS), and INEEL Effluent Information System (IEIS) environmental databases; program oversight for compliance and quality assurance activities; packaging and transportation management services; development and pursuit of program strategic missions; and waste stream interface coordination and planning. Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.2.8.1 Waste Management Program Controller

This element includes all direct-funded work to develop the Waste Management budget and integrated schedule, maintain the baseline through effective change control process, and report program performance. Activities include the annual budget request, baseline development, baseline guidance and control, monthly reporting, performance indicators, program reviews, and DOE program support. Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.2.8.2 Environmental Operations (EO) Branch Support

The Branch Support Department reports to the Environmental Operations (EO) Branch and is responsible for providing direct support to the EO Vice President and General Manager in the development, implementation, and maintenance of branch-level program/projects. Branch Support also provides direction and support to: ensure compliance in the areas of procedure development, document control, records management, and configuration management; manage a nuclear safety and design review committee to independently oversee branch activities directly related to nuclear safety; oversee the EO Branch human resources functions to enhance core competency and resolve skill-mix issues and to improve human resource management in Waste Management; perform operation of three different environmental data bases, Radioactive Waste Management Information System (RWMIS), INEEL Nonradiological Waste Management Information System (INWMIS), and the INEEL Effluent Information System (IEIS); serve as a focal point for resolving compliance-related issues by using matrix organization support to ensure compliance in quality assurance and waste acceptance criteria requirements, oversight of the EO HEPA filter testing program, training and associated record-keeping, industrial hygiene instrument lab, and radiological guidance. Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.2.8.3 Packaging and Transportation

This element includes all direct-funded work to provide package and transportation management services including DOE/Department of Transportation (DOT) compliance on/offsite shipment, carrier coordination/shipment monitoring, package and/or transport plans/consulting service, general commodity shipping, maintenance of LMITCO as a DOT carrier, project management services, packaging custodianship, maintain compliant processes/procedures, and provide training/records management for drivers and shippers. Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.2.8.4 Waste Management Program Planning

This element includes all direct-funded work related to development of strategic missions for Waste Management. The specific strategic missions supported by this element are: Environmental Operations strategic and business planning; new business development; national recognition; public participation; and HQ support. Provides labor and nonlabor funding for all personnel performing the above tasks including the Waste Management organization, LMITCO matrix support organization(s), and subcontractors.

1.2.2.8.5 Waste Technology Planning and Waste Type Management

This element includes all direct-funded work to coordinate Waste Management activities with Environmental Management Integration. This includes support in the development and maintenance of the Environmental Management Integration Plan (EMIP); integrated modeling to support the EMIP; and coordination with other waste stream personnel to identify and resolve waste stream interface issues. Represent the LLW and MLLW streams with DOE-ID, DOE-HQ, and the State of Idaho. This includes participation on DOE-HQ working groups that address INEEL and Complex-wide issues on LLW and MLLW: respond to LLW/MLLW data and ad hoc requests from DOE; respond to State of Idaho issues and questions on LLW/MLLW; and coordinate review of LLW regulatory/DOE order documentation. Support LLW, Special-Case Waste, beta-gamma mixed low-level waste, and other waste streams activities on the INEEL. This includes analyses and trade-off studies on major waste issues; a yearly update of LLW projections on the INEEL; assistance with implementation of new DOE orders and regulations; updating the waste management facilities on changing DOE direction; and completing a pilot program of a chargeback system for Waste Management activities. Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.5 National Programs

This summary-level element is composed of the following work efforts: National Spent Nuclear Fuel Program; National Low Level Waste Program; Waste Isolation Pilot Plant (WIPP) Technical Support Program; Mixed Waste Focus Area (MWFA); Yucca Nevada Support; and Radioactive Technology Support Program.

1.2.5.2 National Low-Level Waste Program

This element includes the work to provide management of the national Greater-Than-Class C (GTCC) and LLW program implementing DOE's responsibilities under the Low-Level Radioactive Waste Policy Amendments Act of 1985 (PL.99-240). Provides labor and nonlabor funding for all personnel performing the above tasks.

1.2.5.3 Waste Isolation Pilot Plant (WIPP) Technical Support Program

This element provides programmatic support to the DOE Carlsbad Area Office (CAO)/National TRU Program Office and Experimental Program Branch for preparation/validation and reporting of experimental data; examination and retrieval of waste at the Radioactive Waste Management Complex (RWMC); gas sample analysis and reporting at the Environmental Chemistry Laboratory; development of advanced waste characterization tools and end processes; development of the revised WIPP TRU Waste Characterization Program Quality Assurance Program Plan (QAPP);

development of performance demonstration programs for non-destructive radioassay and RCRA solidified waste; initiation of gas generation experiment (GGE) with contact-handled (CH) TRU waste; development of a transportation model to predict optimum CH packaging configuration, quantity and mix in addition to optimum scheduling of the transportation of CH waste to WIPP; providing technical and strategic support to assist in the cradle-to-grave management of TRU waste; and technical coordination and oversight of all waste characterization activities support by the CAO and conducted by LMITCO and ANL-W at the INEEL. Provides labor and nonlabor funding for all personnel performing the above tasks.

4.3 Decision Unit

In an effort to develop a prioritization system, EM established Decision Units. A Decision Unit is a collection of control accounts grouped together to accomplish a single technical objective. Appendix B is a table describing Decision Units as they roll to the ADS.

4.4 Master Schedule and Integrated Schedule

As indicated in Section 2.0, the Strategic Plan defined strategic objectives as the primary drivers for waste management activities. The plan documents each waste type's regulatory drivers, and major commitments and enforceable milestones. These milestones, along with key ADS milestones, have been captured on the LMITCO Master Schedule. The Master Schedule is a list of the company's major milestones and is used for milestone reporting to senior management.

These milestones are also represented in the Waste Management baseline control account schedules. A control account contains the scope, schedule, resources, and schedule logic needed to complete these major milestones. For the purpose of integration, a control account containing a major milestones is defined as the parent control account for that milestone. Any control account producing a product, or submilestone, needed for completion of the major milestone is defined as a supporting control account. An integrated schedule is produced when the schedules from the parent and all supporting control accounts are merged and logically connected into one. For any major milestone, or set of milestones such as the INEEL Site Treatment Plan, an integrated schedule can be produced showing logic dependencies and can be used to track status.

4.5 Graded Approach to Project Control

The INEEL has initiated a graded approach to project control, where the level of detail required for baseline data is based on the relative risk of each project. This graded approach is dictated by MCP-14.

The graded approach assesses sixteen (16) risk areas/complexity factors. The purpose of this methodology is to maximize project control effectiveness at the lowest cost while mitigating risk. The graded approach worksheet is contained in Appendix C. Of the sixteen (16) risk areas/complexity factors, the following nine (9) have been identified as having high risk for Waste Management:

2. Time

3. Interfaces

4. Number of key participants

6. Magnitude/type of environmental contamination

7. Regulatory involvement

9. Number of locations, site improvements

12. Funding

13. Political visibility

15. Public involvement.

5. DRIVERS

The primary technical drivers of the Waste Management Program are the Settlement Agreement among the State of Idaho, Department of Energy, and Department of the Navy; and the INEEL Site Treatment Plan. These two documents define the actions required for disposition of transuranic and mixed low-level waste. Laws such as the Resource Conservation and Recovery Act also provide waste stream management stipulations. There are numerous other drivers listed in the Waste Management Strategic Plan including laws, DOE orders, and best management practices that drive the processes and activities of the Waste Management Program.

6. PROGRAM PLANNING, MANAGEMENT, AND CONTROL SYSTEMS

6.1 Program Controls Description

Program management and control processes are managed by the WM Program Controller. Technical support for these processes is provided primarily by the Program Controls Directorate of the Business Management Branch. Close cooperation between the Waste Management Program Controller and Program Controls Support personnel results in clear and common understanding of Waste Management's expectations of Program Controls responsibilities. Wherever possible and in order to avoid duplication, the Program Controller relies on company-level guidance in the areas of business and baseline planning. Waste Management program controls activities meet or exceed company program controls business and baseline planning and reporting requirements to the degree necessary for obtaining effective control of this high-risk program..

6.1.1 Data Management Systems

Waste Management program personnel rely on a variety of personal computer (PC)-based data management systems to record and analyze baseline and budget information. These systems are fully integrated in order to ensure consistency in data preparation, presentation, and analysis. Following is a brief description of each system and how the systems are interrelated.

6.1.1.1 Dekker Trakker (D-T). Dekker Trakker is the company standard project management software and is used within the Waste Management Program to develop resource-loaded schedules. At the work package level, this tool is used to build project schedules, load resources against scheduled activities, and status control account technical, cost, and schedule performance. At the company level, the information contained in the D-T files is used to prepare the LMITCO Annual Work Plan (LAWP) and provide LMITCO senior management the information necessary to manage schedules and resources at the company level.

Data contained in D-T control account files is the source data defining monthly and yearly budgets, schedules, and milestones. This data is electronically copied to the Integrated Planning System (IPS) and the Cost and Planning System (CAPS).

6.1.1.2 Integrated Project Management and Reporting System (IPMRS). The Integrated Project Management and Reporting System is a single-entry, multiple-use data management system developed within the Environmental Management Branch that houses the Program's baseline. IPS is used to prepare the narrative sections of the baseline documentation, control the WM Program's Performance Measurement Baseline (PMB), and produce monthly status reports.

IPS imports data from D-T and exports data to the Progress Tracking System (PTS). The electronic import of data from D-T to IPS includes all milestone title descriptions and planned deliverable dates, budgeted cost of work scheduled (BCWS) for the current fiscal year, and BCWS for all outyears. Monthly performance data (earned value, actuals, milestone status) is imported into IPS from D-T to allow the capability of producing monthly work package, control account, and Activity Data Sheets (ADS) status reports.

IPS exports data to PTS at the control account and ADS level. The exported data is a full copy of the monthly status report information.

6.1.1.3 Progress Tracking System (PTS). The Progress Tracking System is the reporting tool used to communicate monthly status to DOE-ID and DOE-HQ. Developed by DOE-HQ, the PTS is used to report control account status to DOE-ID and ADS status to DOE-HQ.

6.1.1.4 Cost and Planning System (CAPS). The Cost and Planning System is the company tool for collecting and analyzing actual costs. CAPS contains the budgeted cost of work scheduled (BCWS), actual cost of work performed (ACWP), and budgeted cost of work performed (BCWP) used in preparing monthly LMITCO cost and schedule reports.

The ACWP is manually extracted from CAPS and entered into D-T to determine cost variance. The BCWS and BCWP data for each work package is uploaded from WM Baseline and status D-T files to CAPS. This upload of data ensures the integrity of the WM Baseline information contained in all three systems.

6.1.2 Waste Management Program and Project Controls Organization Interface

The Waste Management Program Controller analyzes progress toward programmatic goals and objectives and counsels the director in business matters. Analysis is achieved through well-established business control systems and processes. The Program Controller primarily uses the expertise of the Program Controls Directorate of the Business Management Branch to perform these functions. The Waste Management Program Controller interacts directly with the Program Controls supervisor and technical leads to establish and implement planning, reporting, and baseline control functions.

The Program Controls Directorate provides the Waste Management Programs with two types of expertise: Baseline Control (BC) and Project Control Representatives (PCRs). Baseline Control personnel maintain the Waste Management Performance Measurement Baseline and funding profiles. They also provide technical support for Waste Management baseline development, budget requests, prioritization, reporting, change control, and funds management processes. Project Control Representatives are assigned to support Activity Data Sheet Managers and their staff. Project Control Representatives assist ADS, Control Account, and Work Package managers with planning, reporting, and control activities. PCRs also monitor and report funds status and obtain interpretation of LMITCO Performance Management Control System Requirements.

6.2 Baseline Control System Description

Baseline control is accomplished through processes and procedures documented in the *LMITCO Performance Management Controls Systems*. Specific processes and supplemental guidance are developed by WM Baseline Control to assist WM ADS Managers, Control Account Managers, Work Package Managers, and PCRs in developing baseline documentation, status reports, and revisions to the baseline. This supplemental guidance includes the D-T Revision Guidance, D-T Status Guidance, Project Control Systems Desk Reference (available December 1996), and the WM Baseline Control Desk Reference.

6.2.1 Performance Measurement Baseline

The Performance Measurement Baseline (PMB) is defined as the D-T control account files and IPS control account data as approved by DOE-ID around October 1st of each fiscal year. The combination of the D-T schedule and resource data, along with the IPS narratives and estimate basis, form the official baseline documentation that is then used as the foundation for performance measurement via status and reporting. Waste Management Baseline Control has three primary activities which define and manage the PMB: 1) planning/development, 2) reporting, and 3) formal change control. Figure 6-1 presents an overview of the overall WM baseline control processes.

6.2.1.1 WM Baseline Planning. The detailed planning for WM is accomplished using the LMITCO Planning Preparation Guidance. This guidance provides all the necessary reference materials for project planning activities. WM Baseline Control prepares Section 6 of the guidance delineating the WM Program-specific needs. The WM Program baseline is defined by the detailed scope, schedules, and budgets contained in the control accounts. The control accounts coincide with Level 7 of the LMITCO Summary Work Breakdown Structure. These control accounts are supported by more detailed work package documentation. Figure 6-2 presents the WM Planning Process used to develop detailed work packages and control accounts.

6.2.1.1.1 Dekker Trakker—Dekker Trakker is the project management software tool used to build activity-based resource-loaded schedules. The program-specific supplemental guidance in LMITCO's Planning Preparation Guidance defines data input requirements to standardize program planning files. This supplemental guidance is essential for maintaining consistent format in reports, statusing, change control, milestones, and the creation of integrated schedules. The D-T control account files are maintained within a restricted access directory prior to final validation. This control has been built into the process to ensure data integrity. The WM Project Control Systems Desk Reference provides detailed information on the system architecture for D-T data files.

6.2.1.1.2 Integrated Planning System—IPS is used by WM to create the narrative data and cost estimate basis sections of the planning documentation. Additionally, budgeted cost of work scheduled (BCWS) and milestone data are imported from D-T into IPS thereby creating complete work package and control account plans. The work package and control account information is locked by WM Baseline Control following final DOE-ID approval of the current year baseline, ensuring the integrity of the baseline.

6.2.1.1.3 Baseline Control—WM Baseline Control provides the program-specific planning guidance and assists the WM field personnel throughout the planning process. WM Baseline Control ensures that the data contained in D-T, IPS, and CAPS is complete and consistent by performing a rigorous validation against a pre-established checklist. WM Baseline Control performs all uploads of WM budgets to CAPS and prepares the submittal of the work package and control account plans to DOE-ID for review and final execution. Details on the process and procedures used by WM Baseline Control can be found in the WM Baseline Control Desk Reference (available October 1996).

6.2.1.1.4 Integrated Schedules—Integrated schedules are created from existing D-T files for specific high-visibility projects (i.e., Settlement Agreement, Site Treatment Plan). These integrated schedules

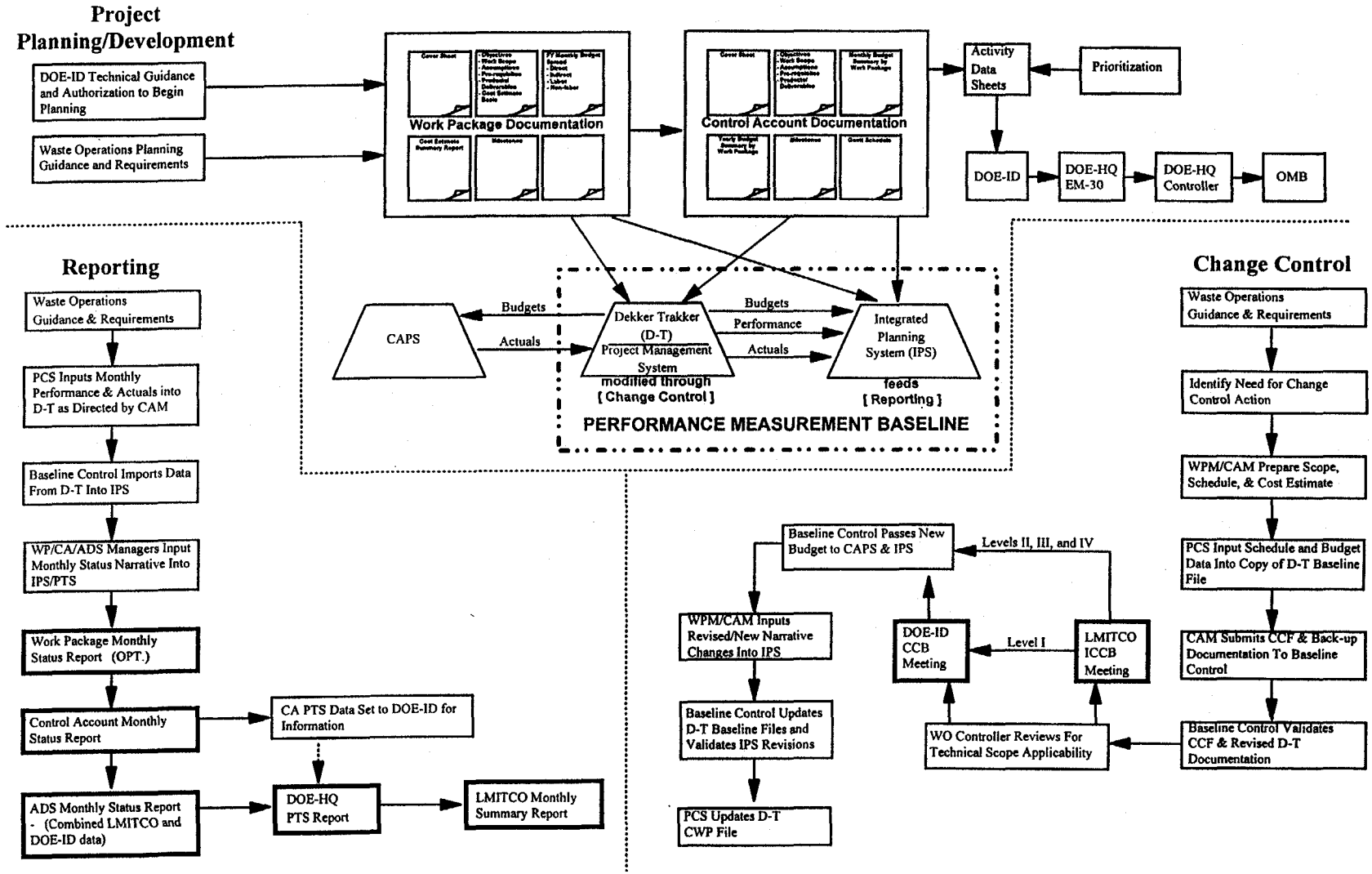

Figure 6-1. Baseline Control Process Overview.

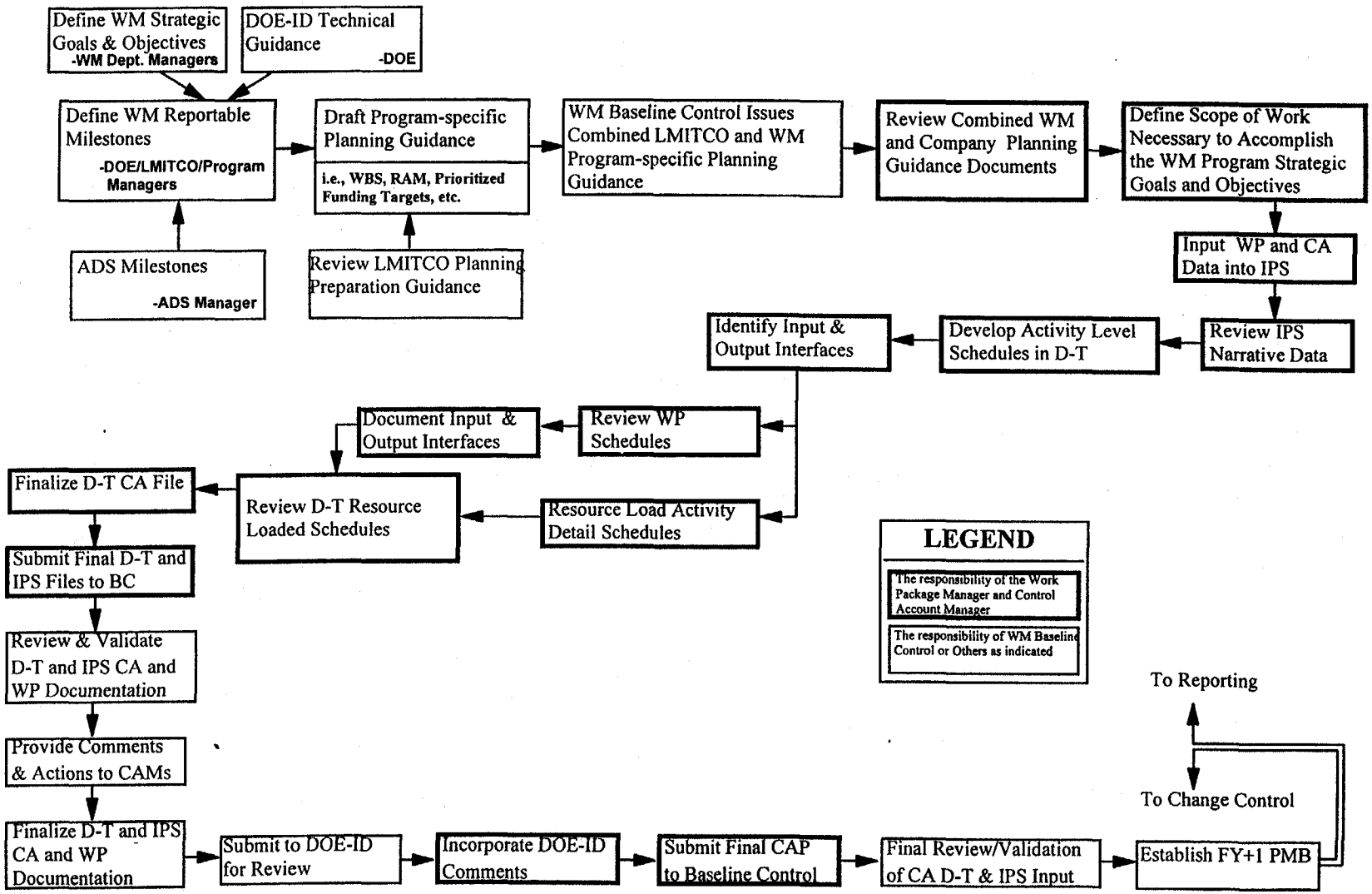

Figure 6-2. LMITCO Waste Management Planning Process.

are logical connections of related activities required to accomplish a defined goal or objective. The integrated schedules provide WM and DOE-ID management a single view of project-specific critical path and progress.

6.2.1.1.5 *Budget Formulation*—Budget formulation takes place annually to request the necessary funding required for FY+2. The vehicle used by WM to request funding is the ADS. The ADS covers a seven-year period (current year, plus six out years) and is submitted to DOE-HQ in April. The existing out year baseline data form the basis for the ADS request.

6.2.1.1.6 *Prioritization*—Prioritization is performed in conjunction with the ADS request. By way of a multi-attribute criteria system, baseline activities are combined into Decision Units (DU) and then assessed a priority score. The WM DU are then ranked in order of priority, and integrated with all EM program DUs. The priority list aids in determining what functions are performed as the availability of funding levels are identified.

6.2.1.2 *WM Baseline Reporting.* Waste Management provides periodic status reports to several external and internal customers. DOE-ID reporting requirements are satisfied through statusing WM control accounts on a monthly basis. Technical, cost, and schedule status information is generated by WM and entered into a database for generating monthly reports. WM has two systems currently capable of producing monthly status reports. IPS can be used to create work package reports, control account reports, and ADS reports. The PTS database is designed to create control account reports and ADS reports. WM is currently using PTS for creating monthly reports since the reporting mechanism used by DOE is PTS. DOE-HQ performance reporting requirements are met by statusing WM Activity Data Sheets on a monthly basis using the PTS software. PTS is used to status work scope funded by Operating, Line-Item Construction Projects (LICP), General Plant Projects (GPP), and Capital Equipment fund sources. Figure 6-3 presents the process used by WM to generate monthly status reports.

6.2.1.2.1 *Dekker Trakker*—The PMB is statused monthly at the activity level within each control account. Schedule and cost performance (earned value) is determined by evaluating the remaining duration of each activity. D-T calculates an earned value percent based on the remaining duration entered and calculates the BCWP for each activity. WM Project Control Support personnel enter ACWP taken from CAPS, summarized at the work package level. Performance reports are generated from D-T to aid the work package managers and control account managers in evaluating monthly and cumulative cost and schedule variances.

6.2.1.2.2 *Integrated Planning System*—IPS has the capability to produce work package, control account, and ADS monthly status reports. WM does not require formal status reports to be generated at the work package level; however, IPS can be used if this level of reporting is requested by the CAM. WM Baseline Control imports the monthly activity files from D-T to show milestone forecast dates based on actual progress. This ensures that the status of milestone progress is tied directly to the progress of the activities leading to its completion. WM Baseline Control also imports from D-T the monthly BCWP and ACWP from the *.PRF files of each control account. The BCWS already exists in the Integrated Planning Database (IPD) from the original baseline data pass or change control baseline updates. The monthly BCWP and ACWP data is added to prior month data within IPS, to derive the cumulative data. This produces the data integrity needed to eliminate changes to historical BCWP and ACWP. Historical changes to BCWS are controlled through IPS import functions which only allows data from a specific month forward. IPS is the repository for all baseline BCWS, BCWP, and ACWP. CAMs evaluate monthly cost and schedule variances

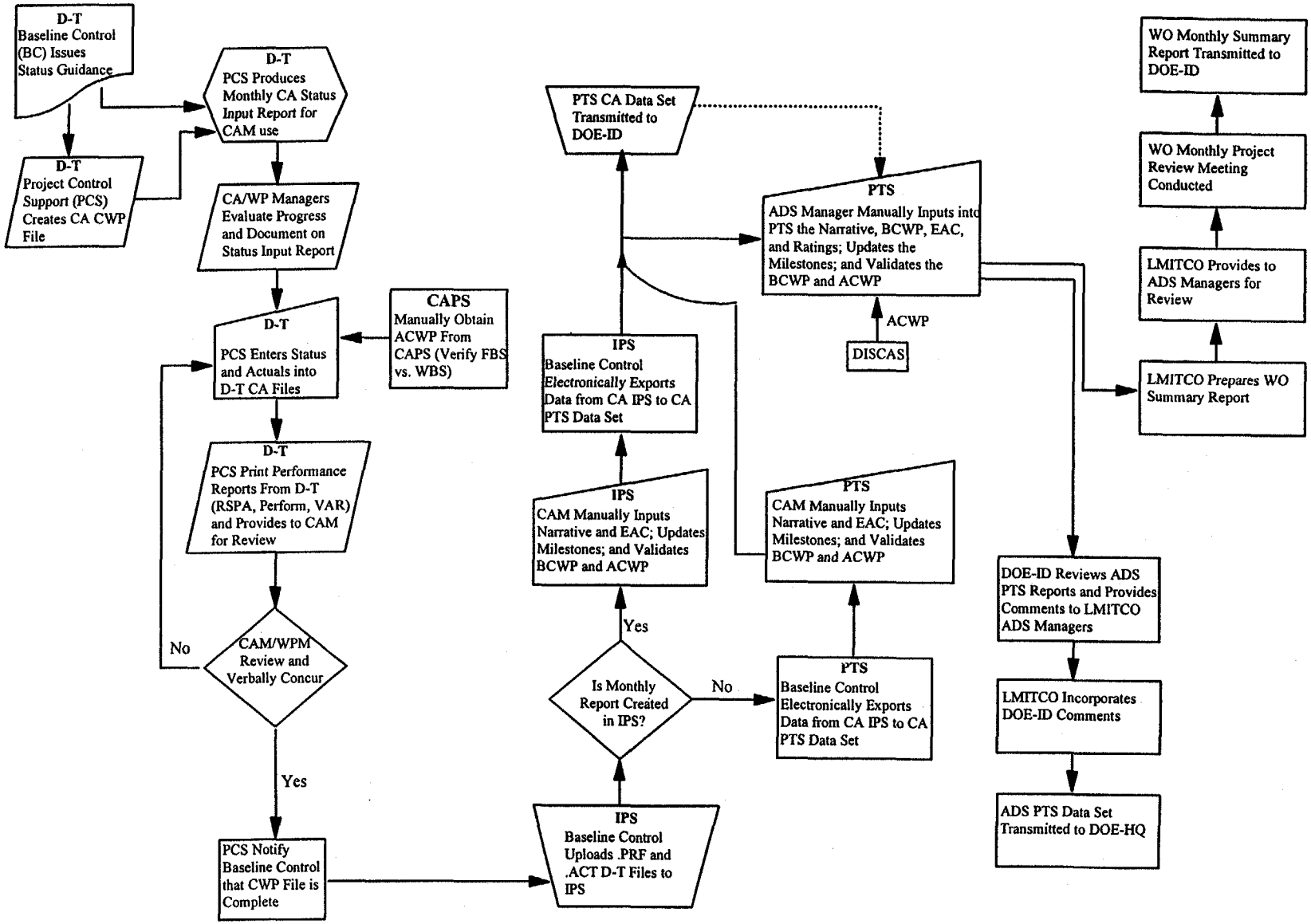

Figure 6-3. LMITCO Waste Management Monthly Report Process.

and provide narrative explanations within IPS. Due to some limitations within IPS of PTS required data, control account and ADS monthly status reports are currently being produced in PTS.

6.2.1.2.3 Progress Tracking System (PTS)—The monthly status data from the WM control accounts is electronically exported from IPS to PTS by WM Baseline Control. As of September 1996, the only data directly exported from IPS to the Control Account PTS data set is the BCWS, BCWP, and ACWP information. This data transfer is necessary to ensure that the BCWS, BCWP, and ACWP data is accurately reflecting the information derived from the WM Performance Measurement Baseline. The WM control account managers are required to manually input all other data directly into the PTS dataset PT2HWMCA.dbf. The monthly status data for the combined WM and DOE-ID data set is manually input directly into the PT2HWOPS.dbf data set. The actuals for the month are electronically entered outside WM Baseline Control. These actuals are available for final review by LMITCO ADS managers on the 10th working day of the calendar month.

6.2.1.2.4 Variance Reporting Thresholds—The reporting thresholds for the WM Program are as follows:

Control Account monthly cost and schedule variance—	±20% and ± $20K
Control Account cumulative cost and schedule variance–	±10% and ± 50K
ADS monthly costs and schedule variance—	±20% and ± $50K
ADS cumulative cost and schedule variance—	±10% or ± $500K.

6.2.1.2.5 Reporting Schedule—The control account status reports are due in the PTS WM Control Account data set by close of business the second Friday of the accounting month. The combined DOE-ID and WM ADS status reports are due in the PTS ADS data set by close of business the 10th working day of the calendar month. The final ADS PTS report is transmitted to DOE-HQ on the 14th working day of the calendar month.

6.2.1.2.6 Baseline Control—WM Baseline Control provides the program-specific statusing guidance and assists the WM field personnel during monthly statusing. WM Baseline Control ensures the consistency of data contained in D-T, IPS, PTS, and CAPS by using data from a single data point, the D-T control account files. WM Baseline Control performs the import of data from D-T to IPS, export of data from IPS to PTS, and the upload of data from D-T to CAPS. Details on the process and procedures used by WM Baseline Control can be found in the WM Baseline Control Desk Reference.

6.2.1.3 WM Change Control. The WM PMB is controlled through the implementation of established change control documentation in accordance with the *LMITCO Performance Management Controls System.* This documentation includes a formal change control charter and a set of procedures. The *Waste Operations Change Control Charter* explains the agreement between Waste Management and DOE-ID concerning change control documentation requirements and change control thresholds. The *Waste Operations Change Control Procedure* (MCP-571) provides the procedures used to control changes to the approved Performance Measurement Baseline. Separate funds management procedures allow the movement of funding without changes in scope. These two processes operate independently from one another. Figure 6-4 presents the WM Change Control Process.

The LMITCO WM baseline change control charter, baseline change, and funds management procedures are applicable to all colors of money, i.e., Operating, Construction, General Plant Project, and Capital Equipment funds. The current DOE-ID Waste Management Change Control Charter applies to only Operating and Capital Equipment funded projects.

6.2.1.3.1 Dekker Trakker—WM CAMs are the single point from which proposed changes are initiated. CAMs work directly with project support staff to make modifications to the current approved PMB per established procedures. Baseline Control has developed the D-T Performance Measurement Baseline Revisions Guidance to be used by all WM to ensure consistency in D-T revisions. Following approval of the proposed change, the PCR will incorporate changes into the control account's D-T current working plan file for statusing.

6.2.1.3.2 Integrated Planning System—The CAM and work package manager are responsible to update the control account and work package data within IPS following final approval by the LMITCO Internal Change Control Board (ICCB) and/or DOE-ID CCB, depending on the level of change. Changes to budget data and milestones are electronically imported to IPS from D-T by Baseline Control.

6.2.1.3.3 Baseline Control—The WM Baseline Control logs and dates proposed change control actions when received. Baseline Control reviews proposed changes and identifies the appropriate level for each Change Control Form (CCF). A thorough validation, of the revised D-T files is performed prior to presentation at the ICCB. During this validation, Baseline Control works with the field to resolve problems. Upon approval of change control actions, the CAMs and PCRs are notified of the status of the change, and are directed to finalize the update of current working plan files with the approved changes. Baseline Control imports revised D-T files into IPS, uploads revised budgets to CAPS, and updates WM baseline files. Details on the process and procedures used by WM Baseline Control can be found in the WM Baseline Control Desk Reference.

6.2.1.4 WM Funds Management. The WM Program has a separate process for managing funds in order to optimize the use of available funding without changing the established PMB. The *Waste Operations Funds Management Procedure* (MCP-572) provides the procedure for managing changes to funding levels. A funds change may be requested when an ADS has the potential of exceeding the available funding authority, or if there are excess funds identified that may be used for approved work scope in another ADS. Figure 6-5 presents the funds change process used by WM.

6.3 Financial Control

Financial controls on the Waste Management Program include all Performance Measurement Baseline and Funds Management processes, annual budget and baseline prioritization activities, monthly reconciliation of planned and actual costs against performance, and adherence to all company-required financial and accounting controls processes. Appendix D contains change control and funds management procedures.

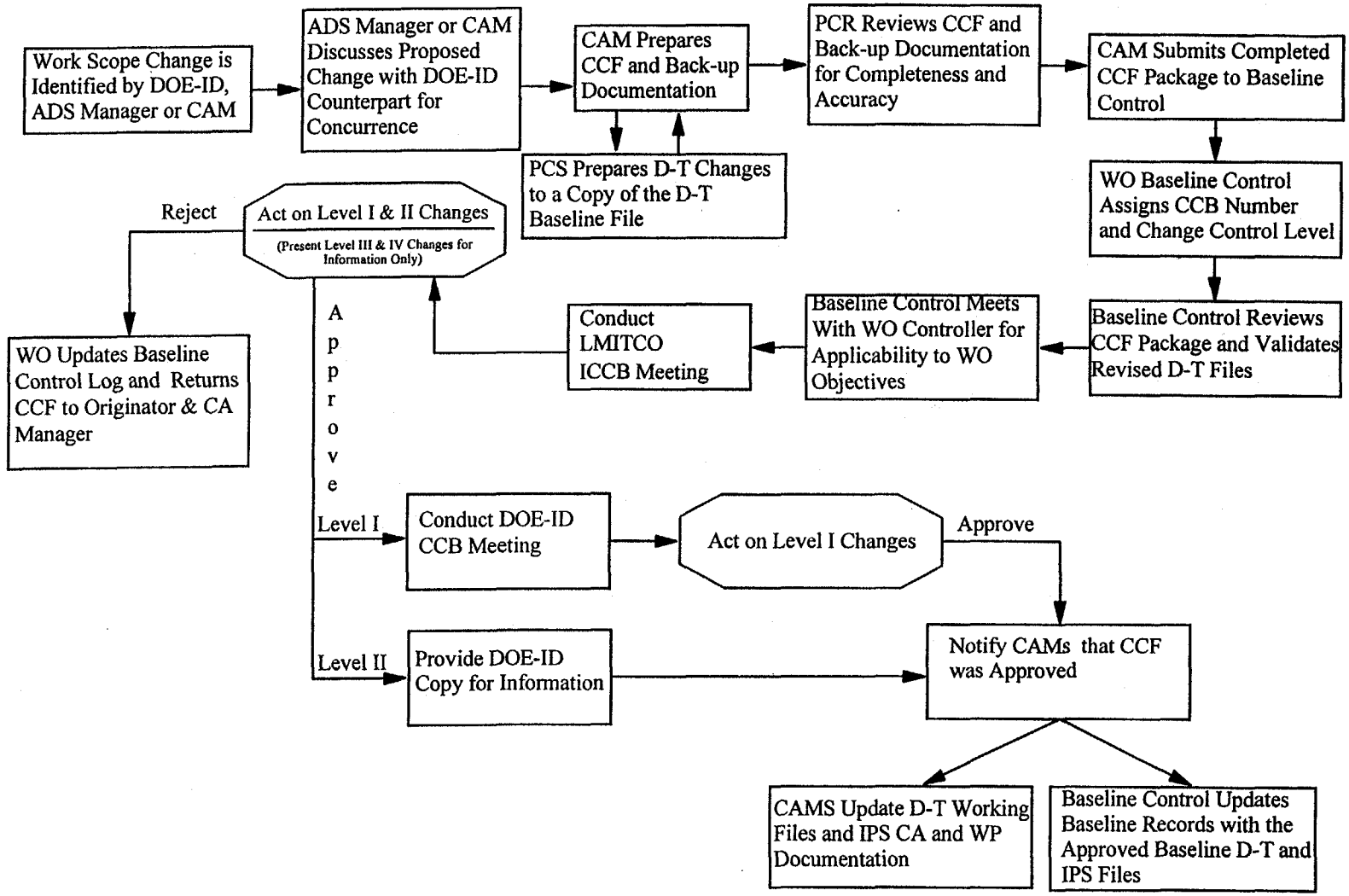

Figure 6-4. LMITCO Waste Management baseline change control process.

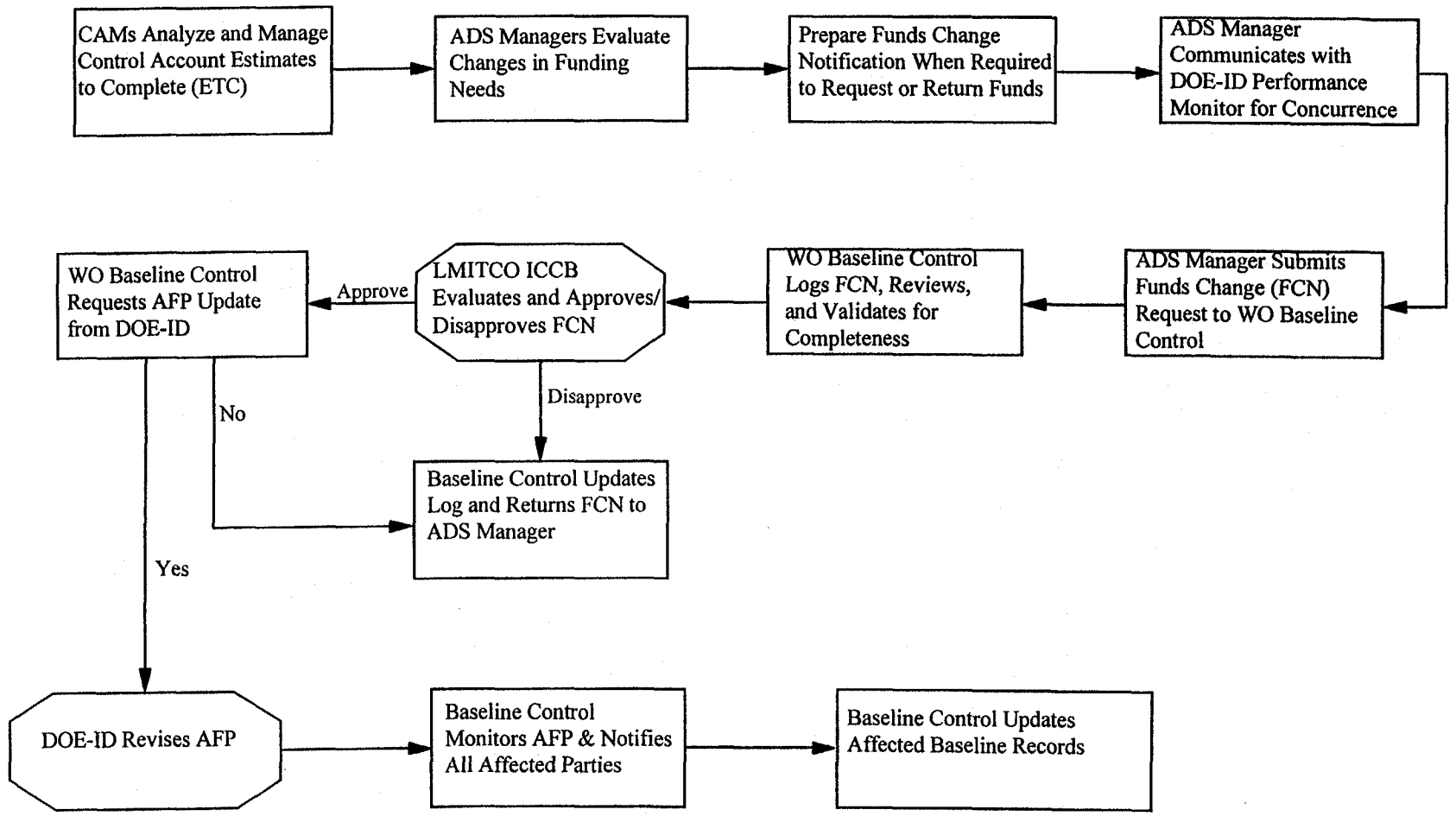

Figure 6-5. LMITCO Waste Management funds change process.

6.4 Performance Measures

In response to Environmental Management performance requirements issues addressed in the National Defense Re-authorization Act of 1994, Waste Management provides DOE-HQ with a set of performance measures. These performance measures indicate the current year planned waste treatment, storage, and disposal volumes and budgets. Actual volumes and expenditures are taken from planning documents and technical performance reporting processes tied directly to the Work Breakdown Structure.

6.5 Quality Assurance

The Environmental Management (EM) department will implement the appropriate quality assurance (QA) requirements through this document . EM will also review this document on a regular basis, at a minimum annually, to ensure that current and appropriate Federal, state, and LMITCO regulations and requirements are implemented

The implementation of the requirements imposed by this document shall be the responsibility of the program/project manager. The effectiveness of the implementation of these requirements will be monitored through specific Business Assessments. These assessments will be identified and executed through the use of the *Quality and Requirements Management Procedures Manual no. 13B*, and specifically, procedure no. MCP-4, *Business Assessment.*

6.5.1 Implementation Requirements

The QA requirements that shall be applied to EM activities are selected from the following requirements documents:

- *Quality and Requirements Management, Program Documents, Manual 13A*
- *Quality and Requirements Management, Procedures, Manual 13B*
- *INEL Reusable Property, Recyclable Materials, and Waste Acceptance Criteria, DOE/ID-10381(RRWAC)*

Requirements from the above documents are derived from the following topics of concern:

- Quality Assurance Program
- Personnel Training and Qualification
- Quality Improvement
- Document Management
- Records Management

- Work Processes
- Design
- Procurement
- Inspection and Acceptance Testing
- Management Assessment
- Independent Assessment.

The requirements related to these topics of concern shall be implemented using the graded approach as defined in MCP-540, *Graded Approach and Quality Level Assignment.*

6.5.2 Quality Program Plan

The Quality Program Plan (QPP) or the Quality Assurance Project Plan (QAPjP) shall be developed when the Program or Project finds it is necessary to deviate from the requirements identified in the LMITCO *Quality Assurance Program, PDD-1*. The QPP or the QAPjP shall be developed in accordance with MCP-561, *QPP/QAPjP Development.* This plan will identify, document, and authorize unique customer quality assurance requirements for a specific program or project.

The following programs/projects have QPPs in place.

- RWMC/SWEPP
- WERF/WROC
- TRU SPO.

6.5.3 Quality Assurance Training

EM's policy is to employ as quality engineers and quality inspectors only persons qualified by the Quality Assurance and Oversight department. All EM managers are required to complete the appropriate training for the management of the quality related activities of their specific program/project. Supplemental training is required for all personnel who perform activities that affect quality. It is the manager's responsibility to make this training happen.

All personnel responsible for performing activities on a specific program/project shall have documented training on that program's/project's QPP or QAPjP or PDD-1, if a program/project-specific quality document has not been issued.

Appendix A

Waste Management Work Breakdown Structure

Appendix A

FY- 97 Waste Operations Integrated Work Breakdown Structure

WBS No.	WBS Title	Trakker File	Ads	Orgno	Manager	FY-96 Trakker
1	Lockheed Martin Idaho Technologies					
11	INEL Direct Support & Infrastructure					
111	Direct Support					
1116	Environmental Affairs				C. Tellez	
11161	Environmental Protection				M. Litus	
111611	Environmental Monitoring & Water Resour			1330	L. Street	
1116111	Water Resource Program	16111	ID-4313-01	1330	L. Street	11111
111611101	Surface Water Program	1611101	ID-4313-01	1330	D. Walker	1111101
111611102	Ground Water	1611102	ID-4313-01	1330	G. Sehlke	1111102
1116112	Environmental Surveillance Program	16112	ID-4313-01	1330	R. Wilhelmsen	11112
111611201	(RESP) Rad. Env. Surv. Progm.	1611201	ID-4313-01	1330	M. Miles	1111201
111611202	(SESP) Site Env. Surv. Progm.	1611202	ID-4313-01	1330	K. Wright	1111202
111611203	Air Quality Program	1611203	ID-4313-01	1330	N. Stanley	1111203
111611204	Environmental Mon. Cap. Equipment	1611204	ID-4313-01	1330	K. Wright	1111204
1116113	Compliance Monitoring	16113	ID-4313-01	1330	L. Street	11113
111611301	Liquid Effluent Monitoring Program	1611301	ID-4313-01	1330	T. Brock	1111301
111611302	Drinking Water Monitoring Program	1611302	ID-4313-01	1330	B. Andersen	1111302
111611303	EM&WR Program Control and Documentation	1611303	ID-4313-01	1330	S. Webb	1111303
1116114	Pollution Prevention	16114	ID-4313-01	1731	J. Griffin	11121
111611401	Pollution Prevention	1611401	ID-4313-01	1731	J. Griffin	1112101
11162	Site Monitoring and ES&H Oversight					
111621	ES&H Oversight			1330		
1116211	ES&H Oversight Agreement	16211	ID-4104-01	1330	L. Street	11521
111621101	ES&H Oversight Agreement	1621101	ID-4104-01	1330	S. Webb	1152101
11163	NEPA Permitting					
111632	NEPA Permitting (WROC)					
111633	RCRA Closures (WROC)					
11164	Regulatory Policy and Guidance					
12	Integrated Environmental Management					
122	Disposal Contact Handle Waste					
1221	TRU Waste					

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WBS No.	WBS Title	Trakker File	Ads	Orgno	Manager	FY-96 Trakker
12211	Storage TRU Products					
122111	TRU RWMC Waste Certification and Storage			3230		
1221111	RWMC TRU Characterization and Cert.	21111	ID-4311-01	3230	M. Sherick	21111
122111101	TRU Waste Examination & Cert. Ops	2111101	ID-4311-01	3230	G. Tedford	2111101
122111103	RWMC New Glove Box Operations	2111103	ID-4311-01	3230	G. Tedford	New
1221112	TRU RWMC Storage	21112	ID-4311-01	3230	M. Sherick	21112
122111201	TRU Waste Handling and Stroage	2111201	ID-4311-01	3230	G. Tedford	2111201
122111202	Drum Venting	2111202	ID-4311-01	3230	G. Tedford	2111202
122111203	ASB Reconfiguration	2111203	ID-4311-01	3230	M. Sherick	2111203
122111204	ASB2 Pre-Closure Activities	2111204	ID-4311-01	3230	M. Sherick	2111204
122111206	RWMC TRU Waste Transportation	2111206	ID-4311-01	3230	G.Tedford	2111206
122112	RWMC TRU Waste Retrieval			3230	G.Tedford	
1221121	TRU Retrieval Operations	21121	ID-4311-01	3230	B. Ford	21121
122112101	TRU TSA-RE Retrieval Operations	2112101	ID-4311-01	3230	B. Ford	2112101
122113	RWMC TRU Capital Equipment		ID-4311-01	3230		New
1221131	RWMC TRU Capital Equipment	21131	ID-4311-01	3230	S. Withers	26213
122113101	RWMC TRU Capital Equipment	2113101	ID-4311-01	3230	S. Withers	2621301
122113102	RWMC TRU Capital Equipment O/C	2113102	ID-4311-01	3230	S. Withers	2621301
12212	Treat TRU Products					
12213	Dispositioned TRU Products					
12214	Reserved					
12215	Reserved					
12216	Program Support (TRU)					
122161	TRU Waste Program Activities			3290		
1221611	CH-TRU Technical Support	21611	ID-4311-01	3290	D. Pound	21611
122161101	Waste Certification and Support	2161101	ID-4311-01	3290	D. Parker	2161101
122161102	Waste Characterization	2161102	ID-4311-01	3290	D. Pound	2161102
122161103	NDE/NDA System	2161103	ID-4311-01	3290	D. Menkhaus	2161103
122161104	TRU Prog. Capital Equipment	2161104	ID-4311-01	3290	D. Menkhaus	2161104
122161105	TRU Waste Stream Model	2161105	ID-4311-01	3290	M. Martin	2161105
122161106	Information/Database Mgmt	2161106	ID-4311-01	3290	D. Pound	2161106
122161107	Contact Handled Container Integrity	2161107	ID-4311-01	3290	L. Plansky	2161107

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WBS No.	WBS Title	Trakker File	Ads	Orgno	Manager	FY-96 Trakker
122161109	Gas Generation Test	2161109	ID-4311-01	3290	C. Edinborough	2161109
122161110	Transportation Support	2161110	ID-4311-01	3290	D. Pound	2161110
122161111	Project Office Support	2161111	ID-4311-01	3290	G. Hayes	
122161112	TRIPS Development	2161112	ID-4311-01	3290	D. Pound	
122161114	TRIPS Capital Equipment	2161114	ID-4311-01	3290	D. Pound	
1221612	RH-TRU Technical Support	21612	ID-4311-01	3290	D. Pound	21612
122161202	RH-TRU Waste Characterization	2161202	ID-4311-01	3290	C. Tyler	2161202
122161204	RH TRU Waste Capital Equipment	2161204	ID-4311-01	3290	C. Tyler	2161204
122161205	RH-TRU Waste Storage	2161205	ID-4311-01	3290	C. Tyler	2161205
1222	Mixed Low-Level Waste			3220		
12221	Storage MLLW Products			3220		
122211	Storage MLLW Work for Others			3220		
1222111	Work for Others	22111	WFO	3220		
122211101	Mare Island Work for Others	2211101	WFO	3220		
122211102	Charleston WFO	2211102	WFO	3220		2211102
12222	Treated MLLW Products			3220		
1222201	WERF Operations	22201	ID-4310-01	3220	A. Millhouse	22201
122220101	Sizing and Compaction	2220101	ID-4310-01	3220	R. Lopez	2220101
122220102	PSPI/SEG Volume Reduction	2220102	ID-4310-01	3220	D. Conley	2220102
122220103	Incineration	2220103	ID-4310-01	3220	R. Lopez	2220103
122220104	NIMW MLLW Treatments/Stabilization	2220104	ID-4310-01	3220	R. Lopez	2220104
122220106	NIMW Project Documentation	2220106	ID-4310-01	3220	R. Lopez	2220106
1222202	MLLW Treatment Development	22202	ID-4310-01	3220	C. Parsons	22202
122220201	MLLW Treatability Studies	2220201	ID-4310-01	3220	L. Schwendiman	2220201
122220202	MLLW Characterization	2220202	ID-4310-01	3220	L. Schwendiman	2220202
122220203	Private Sector Treatment/Disposal	2220203	ID-4310-01	3220	L. Schwendiman	2220203
1222203	MLLW Lead Program	22203	ID-4310-01	3220	C. Parsons	22203
122220301	Lead Cask Dismantlement	2220301	ID-4310-01	3220	E. Feldman	2220301
122220302	Lead Processing/Disposition	2220302	ID-4310-01	3220	E. Feldman	2220302
122220303	INEL Lead Program	2220303	ID-4310-01	3220		
12223	Dispositioned MLLW			3220		
12224	Reserved			3220		

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WBS No.	WBS Title	Trakker File	Ads	Orgno	Manager	FY-96 Trakker
12225	Reserved					
12226	Program Support (MLLW)			3220		
12227	Reserved					
1223	Low-Level Waste					
12231	Storage LLW Products					
12232	Treated LLW Products					
12233	Dispositionedl LLW					
122331	RWMC LLW Disposal			3230		
1223311	RWMC LLW Disposal Operations	23311	ID-4311-02	3230	T. Loewenberg	23311
122331101	RWMC LLW Disposal Operations	2331101	ID-4311-02	3230	T. Loewenberg	2331101
122332	RWMC LLW Capital Equipment		ID-4311-02	3230		New
1223321	RWMC LLW Capital Equipment	23321	ID-4311-02	3230	S. Withers	26223
122332101	RWMC LLW Capital Equipment	2332101	ID-4311-02	3230	S. Withers	2622301
12234	Reserved					
12235	Reserved					
12236	Program Support (LLW)					
1223601	LLW Technical Support	23601	ID-4311-02	3290	R. Bhatt	23601
122360101	LLW Prog. RWMC Performance Assmnt.	2360101	ID-4311-02	3290	R. Bhatt	2360101
122360102	Closure/Post Closure Plan Dev.	2360102	ID-4311-02	3290	R. Bhatt	2360102
122360103	Treatment/Disposal Per. Imp.	2360103	ID-4311-02	3290	J. Logan	2360103
122360104	5820 Imp. Planning Support	2360104	ID-4311-02	3290	J. Logan	2360104
122360105	Special Case Waste Storage Options	2360105	ID-4311-02	3290	R. Bhatt	2360105
122360106	Subsurface Monitoring System	2360106	ID-4311-02	3290	R. Bhatt	2360106
122360107	Receipt and Inspection Plan for LLW	2360107	ID-4311-02	3290	R. Bhatt	2360107
1224	Reserved (Hazardous Waste)			3220		
1225	Reserved (Industrial Waste)			3220		
1226	RWMC Base Operations & Management					
12261	RWMC Regulatory Compliance			3230		
122611	RWMC TRU Waste Regulatory Compliance			3230	D. Forsberg	
1226111	RWMC Envir/Regulatory Support	26111	ID-4311-03	3230	D. Forsberg	26111
122611101	RWMC Deficiency Corrections & Audits	2611101	ID-4311-03	3230	J. Taylor	2611101
122611102	VOC Monitoring	2611102	ID-4311-03	3230	M. Sherick	2611102

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WBS No.	WBS Title	Trakker File	Ads	Orgno	Manager	FY-96 Trakker
122611105	RWMC Environmental Compliance Activities	2611105	ID-4311-03	3230	D. Forsberg	2611105
122612	RWMC LLW Regulatory Compliance			3230		
12262	RWMC Maintenance/Facility Support			3230		
122621	RWMC TRU Maintenance/Facility Support			3230		
1226211	RWMC TRU Facility Support	26211	ID-4311-03	3230	J. Wasylow	26211
122621101	RWMC TRU Facility & System Engineering	2621101	ID-4311-03	3230	B. Spaulding	2621101
122621102	RWMC TRU Facility & System Maintenance	2621102	ID-4311-03	3230	W. Paskey	2621102
122621103	RWMC TRU Utilities	2621103	ID-4311-01	3230	W. Paskey	2622103
122621104	RWMC TRU Facility Roads and Grounds	2621104	ID-4311-01	3230	W. Paskey	
122622	RWMC LLW Facility Support			3230		
1226221	RWMC LLW Facility Support	26221	ID-4311-03	3230	J. Wasylow	26221
122622101	RWMC LLW Facility Maintenance	2622101	ID-4311-03	3230	W. Paskey	2622101
12263	RWMC Operations Support		ID-4311-03	3230		New
122631	RWMC Operations Support		ID-4311-03	3230		New
1226311	RWMC Operations Support	26311	ID-4311-03	3230	T. Loewenberg	New
122631101	RWMC Waste Generator Interface (WGI)	2631101	ID-4311-03	3230	D. Bright	New
122631102	RWMC Emergency Preparedness	2631102	ID-4311-03	3230	A. Brisco	
122631103	RWMC Document Control/Record Mgmt	2631103	ID-4311-03	3230	R. David	New
122631104	RWMC Training	2631104	ID-4311-03	3230	M. Vendoorn	New
122631105	RWMC ES&H Support	2631105	ID-4311-03	3230	T. Loewenberg	New
122631106	RWMC Quality Engineering	2631106	ID-4311-03	3230	P. Beutler	New
122631107	RWMC RadCon Support	2631107	ID-4311-03	1344	K. Branter	New
122631108	RWMC Database Management	2631108	ID-4311-03	3230	B. Ford	2621210
122631109	RWMC SAR/TSR	2631109	ID-4311-03	3230	W. McBath	2622209
122631110	RWMC Planning, Administration & Report.	2631110	ID-4311-03	3230	C. Poenitz	New
122631111	EM Chem&Rad Rick Ass. & Safety Sup.	2631111	ID-4311-03	3270	C. Klassy	New
12265	RWMC New Facilities & Major Mods					
122651	TSA-RE Facility LICP Ops Funds			3230		
1226511	TSA-RE Facility Operational Funded Act.	26511	ID-4308-01	3230	R. Maughan	26511
122651101	TSA-RE Program Administration	2651101	ID-4308-01	3230	R. Maughan	
122651102	TSA-RE Technical Support	2651102	ID-4308-01	3230	R. Maughan	2651104
122653	Waste Characterization/Storage Ops LICP			3230		

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FY- 97 Waste Operations Integrated Work Breakdown Structure

WBS No.	WBS Title	Trakker File	Ads	Orgno	Manager	FY-96 Trakker
1226531	Waste Storage Facility (WSF)	26531	ID-4309-01	3230	R. Maughan	
122653114	Waste Characterization and Repack Area	2653114	ID-4309-01	3230	R. Maughan	2653114
122653115	WMF 635 Payload Assembly Mods	2653115	ID-4309-01	3230	R. Maughan	
122653116	WMF-635 Gas Generation	2653116	ID-4309-01	3230	R. Maughan	
1226535	WCSF LICP Support	26535	ID-4309-01	3230	D. Wilkins	26535
122653551	WCSF Program Support	2653551	ID-4309-01	3230	R. Maughan	2653551
122653552	WCSF Management Reserve	2653552	ID-4309-01	3230	R. Maughan	2653552
122654	Waste Characterization/Storage Cap Funds			3230		
122655	Program Support GPP Form & Admin			3230		
1226551	Program Support GPP Form & Admin	26551	ID-4303-01	3230	S. Withers	26551
122655102	WROC Local Area Network	2655102	ID-4303-01	3230		2655102
122655104	GPP Program Administration	2655104	ID-4303-01	3230	S. Withers	2655104
122655105	Outyear Projects	2655105	ID-4303-01	3230	S. Withers	2655105
122655149	MWSF MLLW Handling Room	2655149	ID-4303-01	3230	B. Clark	2655149
122655157	PER-622 Modification for MLLW Treatment	2655157	ID-4303-01	3230	B. Clark	2655157
122655161	FY-97 SDA RH-LLW Disposal Vaults	2655161	ID-4303-01	3230	S. Withers	2655161
122655162	RWMC Active LLW Pit Monitoring System	2655162	ID-4303-01	3230	B. Clark	2655162
122655164	RWMC Com. & Alarm Interterface (RAS)	2655164	ID-4303-01	3230	R. Anderson	2655164
122655171	SWEPP Modifications	2655171	ID-4303-01	3230		
122655173	WROC/PBF Potable Water Disinfection	2655173	ID-4303-01	3230		
122655195	FY-95 UST's Remediation	2655195	ID-4303-01	3230	S. Withers	
122657	Box Examination Facility			3230		
1227	WROC Base Operations & Management			3220		
12271	MLLW WROC Operations			3220		
1227101	MLLW WROC Operations	27101	ID-4310-01	3220	J Williams	27101
122710101	WWSB/MWSF/Operations	2710101	ID-4310-01	3220	S Parkinson	2710101
122710102	WROC Landlord	2710102	ID-4310-01	3220	A. Wilson	
122710103	WROC Operations Support	2710103	ID-4310-01	3220	M Rybicki	2710103
122710105	Repackaging Booth Operations	2710105	ID-4310-01	3220	S Parkinson	2710105
122710106	Waste Verification Acceptance	2710106	ID-4310-01	3220	T Shea	2710106
122710107	WROC FY-1996 Outstanding Commitments	2710107	ID-4310-01	3220	T Shea	
	FY-96 Outstanding Comments Carry Over		ID-4310-01	3220		New

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WBS No.	WBS Title	Trakker File	Ads	Orgno	Manager	FY-96 Trakker
122710108	RWMC Waste Generator Interface (WGI)	2710108	ID-4310-01	3220		New
12272	WROC Compliance/Regulatory Support			3220		
1227201	WROC Regulatory Support	27201	ID-4310-01	3220	J. Jansen	27201
122720103	INEL Hazardous/TSCA Material Program	2720103	ID-4310-01	3220	W. Becker	2720103
122720104	RCRA Permitting	2720104	ID-4310-01	3220	K. Gilbert	2720104
122720105	RCRA Closure Activity	2720105	ID-4310-01	3220	M. Lovejoy	2720105
122720106	PREP Closure	2720106	ID-4310-01	3220		
12273	WROC Facility/Operations Support			3220		
1227301	WROC Facility Support	27301	ID-4310-01	3220	C. Branter	27301
122730101	WROC Engineering	2730101	ID-4310-01	3220	C. Branter	2730101
122730102	WROC Maintenance	2730102	ID-4310-01	3220	C. Schoonmaker	2730102
122730104	Planning & Administration	2730104	ID-4310-01	3220	J. Riedesel	2730104
122730105	WROC Capital Equipment	2730105	ID-4310-01	3220	C. Branter	2730105
122730106	WROC SAR/Permit Update	2730106	ID-4310-01	3220	C. Branter	2730106
1227401	CPP Waste Handling	27401	ID-4310-01	3220	B. Skinner	27301
122740101	Shipping Hazardous Materails	2740101	ID-4310-01	3220	B. Skinner	
122740102	Hazardous Waste Program	2740102	ID-4310-01	3220	B. Skinner	
122740103	Radioactive Solid Waste	2740103	ID-4310-01	3220	B. Skinner	
122740104	Mix Solid Waste Program	2740104	ID-4310-01	3220	B. Skinner	
122740105	Sanitary Waste Program	2740105	ID-4310-01	3220	B. Skinner	
1228	Waste Ops Support and Prog Management					
12281	WM Program Controller					
1228101	WO Program Planning and Development	28101	ID-4301-01	3270	B. Couch	28101
122810101	Budget Request	2810101	ID-4301-01	3270	B. Couch	2810101
122810102	Seven Year Prog Management Baseline Dev.	2810102	ID-4301-01	3270	B. Couch	2810102
1228102	WO Program Control and Reporting	28102	ID-4301-01	3270	S. Mitro	28102
122810201	Baseline Control	2810201	ID-4301-01	3270	S. Mitro	2810201
122810202	WO Program Reporting	2810202	ID-4301-01	3270	J. Lagerquist	2810202
1228105	WO Compliance Reengineering	28105	ID-4301-01	3270	J. Davis	
122810501	WO Compliance Reengineering	2810501	ID-4301-01	3270	J. Davis	
1228106	WO EM Integration	28106	ID-4301-01	3270	T. Judd	
122810601	WO EM Integration	2810601	ID-4301-01	3270	T. Judd	

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WBS No.	WBS Title	Trakker File	Ads	Orgno	Manager	FY-96 Trakker
12282	EO Branch Support					
1228201	Environmental Operations Support	28201	ID-4301-01	3010	B. Seggerty	28201
122820101	EO Nuclear Safety / Design Review	2820101	ID-4301-01	3010	B. Seggerty	2820101
122820102	EO Training RM Coordination	2820102	ID-4301-01	3010	M. Riggs	2820102
122820103	EO QE/WAC Support	2820103	ID-4301-01	3010	B. Thompson	2820103
122820104	EO Industrial Hygiene	2820104	ID-4301-01	3010	C . Jones	2820104
122820105	EO HEPA Filter Program	2820105	ID-4301-01	3010	J. Downes	2820105
122820108	Environmental Data Management Syst.	2820108	ID-4301-01	3010	D. French	2820108
1228202	Configuration Doc. Control Records Mgmt	28202	ID-4301-01	3010	D. French	28202
122820201	EO Records Management	2820201	ID-4301-01	3010	C. Sandberg	2820201
122820202	EO Document Control	2820202	ID-4301-01	3010	C. Sandberg	2820202
122820203	EO Configuation Management	2820203	ID-4301-01	3010	B. Streeper	2820203
122820204	EO Planning & Special Projects	2820204	ID-4301-01	3010	S. York	2820204
12283	Packaging and Transportation					
1228301	Transportation Compliance	28301	ID-4301-01	3280	G. Kanemoto	28301
122830101	Program Management	2830101	ID-4301-01	3280	G. Kanemoto	2830101
122830102	P&T Safety Analysis	2830102	ID-4301-01	3280	T. Brown	2830102
122830103	DOT, EPA, DOE Compliance	2830103	ID-4301-01	3280	G. Dineen	2830103
122830104	Packaging Custodianship	2830104	ID-4301-01	3280	R. Williams	2830104
12284	Waste Management Program Planning			32A0		
1228401	WO Development of Strategic Missions	28401	ID-4301-01	32A0	J. Sahr	28401
122840101	WO National Recognition	2840101	ID-4301-01	32A0	L. Hutterman	2840101
122840102	WO Business Develoment	2840102	ID-4301-01	32A0	J. Sahr	2840102
122840103	WO Public Participation	2840103	ID-4301-01	32A0	R. Smith	2840103
122840104	WO HQ Support	2840104	ID-4301-01	32A0	J. Sahr	2840104
12285	Waste Operations Planning & Projects			3240		
1228501	WO Planning and Waste Type Management	28501	ID-4302-01	3240	R. Piscitella	28501
122850101	Waste Ops Strategic Planning	2850101	ID-4302-01	3240	R. Piscitella	2850101
122850102	Waste Type Management Support	2850102	ID-4302-01	3240	R. Piscitella	2850102
122850103	Special Case Waste	2850103	ID-4302-01	3240	R. Piscitella	2850103
1228502	WO TD Strategic Integration	28502	ID-4302-01	3240	G. Anderson	21411
122850201	WO TD Strategic Integration	2850201	ID-4302-01	3240	G. Anderson	2141101

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WBS No.	WBS Title	Trakker File	Ads	Orgno	Manager	FY-96 Trakker
1228503	INEL Site Treatment Plan Implementation	28503	ID-4302-01	3240	D. Hutchison	43101
122850301	Maintain & Report on INEL STP	2850301	ID-4302-01	3240	D. Hutchison	4310101
122850302	Coordinate Receipt of OFF-Site Waste	2850302	ID-4302-01	3240	D. Hutchison	4310102
1228504	Advanced Mixed Waste Treatment Project	28504	ID-4302-01	3240	J. Schafer	21414
122850401	ADV. MWTP Technical Support	2850401	ID-4302-01	3240	J. Schafer	2141401
122850402	PSWG, Coat, DOE Privatization	2850402	ID-4302-01	3240	J. Schafer	2270103
1228505	PSPI Treatment /PSPI Program	28505	ID-4302-01	3240	R. Piper	22701
122850501	LLW/MLLW PSPI New Initiative	2850501	ID-4302-01	3240	R. Piper	2270101
122850502	LLW/MLLW PSPI TSD Services	2850502	ID-4302-01	3240	R. Piper	2270102
1228507	New LLW Disposal Options	28507	ID-4302-01	3240	K. Kooda	23411
122850701	Off INEL Disposal Options	2850701	ID-4302-01	3240	D. Sheldon	2341102
1228508	Special Case Waste	28508	ID-4302-01	3240	TBD	
122850801	Special Case Waste	2850801	ID-4302-01	3240	TBD	
1228509	AMWTF DOE PASS THRU	28509	ID-4302-01	3240	DOE-ID	
123	Disposal of Remote Handle Waste					
124	EM Program Integration					
1241	Nuclear Fuel & Materials					
1242	Privatizaton Initiaties					
1243	Reserved					
125	National Programs					
1251	National Spent Fuels Program					
1252	National Low-Level Waste					
12521	National Low-Level Waste Program			3260		
1252101	State Technical Assistance Program	52101	HQ-3520-2B	3260	T. Kerr	52101
125210101	General Technical Assistance	5210101	HQ-3520-2B	3260	K. Henry	5210101
125210102	DOE Support	5210102	HQ-3520-2B	3260	P. Smith	5210103
125210103	Specific Technical Assistance	5210103	HQ-3520-2B	3260	T. Kerr	5210104
125210104	GTCC LLW Program	5210104	HQ-3520-2B	3260	R. Hanson	5210201
1252102	Radioactive Waste Technical Sup. Program	52102	HQ-0332-4D	3260	B. Meagher	
125210201	DOE Economic & System Analysis	5210201	HQ-0332-4D	3260	M. Sherick	57102
125210202	DOE LLW Support	5210202	HQ-0332-4D	3260	B. Meagher	57103
1252103	DOE Technical Support	52103		3260	B. Meagher	57105

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WBS No.	WBS Title	Trakker File	Ads	Orgno	Manager	FY-96 Trakker
125210301	DOE Technical Support	5210301	HQ-330-4D	3260	B. Meagher	5710501
1253	WIPP Technology Support					
12531	Transuranic Waste Program			3290		
1253101	WIPP Technical Support Program	53101	HQ-WP3234	3290	M. Connolly	53101
125310102	#603 Performance Demo Program	5310102	HQ-WP3234	3290	M. Connolly	5310102
125310104	#604 C.E. Technology Development	5310104	HQ-WP3234	3290	M. Connolly	
125310105	#605 Waste Characterization Activities	5310105	HQ-WP3234	3290	M. Connolly	5310105
125310106	#607 WIPP Waste Info System	5310106	HQ-WP3234	3290	M. Connolly	5310106
125310107	#180 TRU Waste Lab Experiments	5310107	HQ-WP3234	3290	M. Connolly	5310107
125310108	#611 Matrix Depletion	5310108	HQ-WP3234	3290	M. Connolly	
125310109	#627 FTIR Mobile System	5310109	HQ-WP3234	3290	M. Connolly	
1254	Mixed Waste Focus Area					
12541	Mixed Waste Focus Area Program	54 01		32B0		54 01
1254101	MW Technology Coordination Strategy	54101	TBD	32B0	M. Magleby	54101
125410101	Evaluate Research & Tech. Dev.	5410101	TBD	32B0		5410101
125410102	MW Tech. Development and Assmt	5410102	TBD	32B0		5410102
1254102	MW Focus Area Engineering and PN Proc.	54102	TBD	32B0	S. Merrill	54102
125410201	MWFA Progress Tracking	5410201	TBD	32B0		5410201
125410202	MW Systems Modeling	5410202	TBD	32B0		5410202
125410203	MWFA Project Management Conf. Control	5410203	TBD	32B0		5410203
1254103	MWFA External Interface	54103	TBD	32B0	K. McNeel	54103
125410301	MWFA External Interface Liaison	5410301	TBD	32B0		5410301
125410302	MWFA University/Industry Partnership	5410302	TBD	32B0		5410302
125410303	MWFA DOE Wide Regulatory Support	5410303	TBD	32B0		5410303

Appendix B

Decision Unit Detail Budgets

Waste Operations Decision Unit Detail

DU ID	DU Title	FY 1997			FY 1998			FY 1999			FY 2000			FY 2001			FY 2002		
		Ope $s	CE $s	Capit $	Ope $s	CE $s	Capit $	Ope $s	CE $s	Capit $	Ope $s	CE $s	Capit $	Ope $s	CE $s	Capit $	Ope $s	CE $s	Capit $
4104-01	AGREEMENTS IN PRINCIPLE	2,068	0	0	2,150	0	0	2,220	0	0	1,687	0	0	1,687	0	0	1,687	0	0
AA107B	ES&H Oversight	2,068			2,150			2,220			1,687			1,687			1,687		
	11521 - ES&H Oversight Agreement																		
4301-01	WASTE OPERATIONS & MAINT	8,488	0	0	10,453	0	0	8,157	0	0	8,233	0	0	8,840	0	0	8,174	0	0
AA107C	INEL Foundation & Taxes	1,930			2,077			2,020			2,128			2,669			2,658		
	DOE Passthrough costs																		
WO124	Packaging and Transportation	890			915			1,190			1,198			1,171			1,171		
	28301 - Packaging & Transportation																		
WO131	Waste Ops Program Controls	4,152			3,919			3,937			3,897			3,780			3,765		
	28101 - Prog Planning & Development																		
	28102 - Prog Control & Reporting																		
	28201 - Environmental Operations																		
	28202 - Conf Mngt, Doc Control, Records Mngt																		
	28401 - Dev of Strategic Mission																		
141-SO	Compliance Reengineering	1,516			2,526			0			0			0			0		
	28105																		
AA108	EM Integration	1,000			1,000			1,000			1,000			1,000			1,000		
	28106																		
4302-01	WO PLANNING & PROJECTS	8,427	0	0	8,492	0	0	72,488	0	0	1,080	0	0	1,082	0	0	11,000	0	0
WO106	TRU Program Develop & Technolog	692			692			692			297			297			0		
	28502 - WO TD Strategic Integration																		
	28504- Technical Support for AMWTF																		
WO125	FFCA Site Treatment Plan	1,021			1,050			1,000			1,080			1,014			999		
	28503 - FFCA Site Treatment Plan Implementation																		
AA101A	AMWTF	7,000			3,000			70,000			0			0			10,000		
	28509																		
WO132	Special Case Waste	0			170			170			170			340			340		
	28508																		
WO111	Tech Plng & Alternative Treatments	714			580			626			342			331			319		
	28506 - PSPI Program/Treatment																		
	28501 - WO Planning & Waste Type Mangers																		
	28507 - New LLW Disposal Options																		
4303-01	WASTE OPERATIONS GPPs	430	0	2,270	62	0	200	331	0	2,700	300	0	5,700	0	0	0	0	0	0
WO120	WO GPP	430		2,270	62		200	31			0			0			0		
120-SO	WO GPP - Strategic Objectives							300		2,700	300		5,700						
	26561 - General Purpose Plant Projects																		
4310-01	WROC OPERATIONS	16,953	675	0	17,278	730	0	16,961	1,232	0	16,097	94	0	16,992	0	0	16,778	0	0
WO108	WERF MLLW Base Operations	4,961			5,474			6,656			5,781			5,726			5,726		
108-SO	40% Off-site funding	0			600			0			0			0			0		
	22201 - WERF Operations																		
WO109	MLLW Treatment Development	2,389			2,577			1,246			1,246			1,224			1,224		
	22202 - MLLW Treatment Development																		
WO110	MLLW Lead Program	1,053			736			1,175			1,172			1,172			850		
	22203 - MLLW Lead Program																		
WO121	MLLW WROC Base Operations	3,198			3,176			3,177			3,155			3,187			3,171		
	227101 - MLLW WROC Operations																		
WO122	WROC Regulatory Compliance	571			570			569			568			568			567		

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Waste Operations Decision Unit Detail

DU ID	DU Title	FY 1997			FY 1998			FY 1999			FY 2000			FY 2001			FY 2002		
		Ops $s	CE $s	Capt $	Ops $s	CE $s	Capt $	Ops $s	CE $s	Capt $	Ops $s	CE $s	Capt $	Ops $s	CE $s	Capt $	Ops $s	CE $s	Capt $
	227201 - WROC Regulatory Compliance																		
WO123	WROC MLLW Base Eng. & Maint.	4,181	675		4,140	730		4,138	1,232		4,115	34		4,116			4,134		
	227301 - WROC Facility Support																		
4311-01	TRU WASTE OPERATIONS	16,681	720	0	15,485	400	0	11,860	400	0	14,383	833	0	11,146	466	0	12,106	507	0
WO104	RWMC TRU Certification/Storage	5,324			4,362			4,821			8,622			6,122			6,122		
	21111 - RWMC TRU Characterization & Certification																		
	21112 - TRU RWMC Storage																		
WO105	RWMC TRU Retrieval	101			101			101			101			101			2,633		
	21121 - RWMC TRU Waste Retrieval																		
WO107	TRU Technical Support	10,156			11,002			6,938			5,660			4,923			3,850		
	21611 - CH - TRU Technical Support																		
	21612 - RH - TRU Technical Support																		
WO129	RWMC Capital Equipment	0	720		0	400		0	400		0	833		0	466		0	507	
	21131 - RWMC TRU Capital Equipment																		
4311-02	LLW OPERATIONS	3,301	640	0	3,296	25	0	3,313	603	0	2,537	1,017	0	2,484	254	0	2,287	25	0
WO112	RWMC LLW Base Operations	3,301			3,296			3,313			2,537			2,484			2,287		
	23311 - RWMC LLW Disposal																		
	23601 - LLW Technical Support																		
WO128	RWMC Capital Equipment	0	640		0	25		0	603		0	1,017		0	254		0	25	
	23321 - RWMC LLW Capital Equipment																		
4311-03	RWMC OPERATIONS	20,617	0	0	18,813	0	0	19,113	0	0	18,719	0	0	18,704	0	0	18,798	0	0
WO114	RWMC TRU Base Eng. & Maint.	8,950			8,987			9,310			9,300			9,360			9,373		
	26211 - RWMC TRU Facility Support																		
WO115	RWMC TRU Base Operations	8,626			6,785			6,894			6,731			6,677			6,757		
	26311 - RWMC Operations Support																		
WO127	TRU RWMC Regulatory Compliance	2,179			2,179			2,047			1,826			1,814			1,815		
	26111 - RWMC TRU Regulatory Compliance																		
WO126	LLW RWMC Regulatory Compliance	319			319			319			319			310			310		
	26121 - RWMC LLW Regulatory Compliance																		
WO116	RWMC LLW Base Eng. & Maint.	543			543			543			543			543			543		
	26221 - LLW Facility Support																		
4313-01	ENVIRONMENTAL PROGRAMS	4,981	161	0	4,847	161	0	4,913	161	0	4,927	161	0	4,873	161	0	4,947	161	0
WO101	Environmental Monitoring	4,981	161		4,847	161		4,913	161		4,927	161		4,873	161		4,947	161	
	11111 - Water Resources																		
	11112 - Environmental Surveillance																		
	11113 - Compliance Monitoring																		
3520-28	NATIONAL LLW PROGRAM	4,958	0	0	4,864	0	0	4,864	0	0	4,864	0	0	4,864	0	0	4,864	0	0
WO130	Ntl Programs	4,958			4,864			4,864			4,864			4,864			4,864		
	52101 - State Technical Assistance Program																		
	52102 - GTCC LLW Program																		
4301-01	POLLUTION PREVENTION	563	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WO102	Pollution Prevention	563																	
	11114 - Pollution Prevention																		

Appendix C

Risk Area/Complexity Factor Worksheet

APPENDIX B

Graded Project and Risk Areas/Complexity Factors

RISK/COMPLEXITY FACTOR	LOW RISK	MEDIUM RISK	HIGH RISK
1. TECHNOLOGY	Common/off-the-shelf technology. Civil/conventional construction.	Proven/state-of-the-art technology. Engineered equipment testing.	Unproven technology. New system (1st of a kind). Complex engineered equipment. R&D or investigative requirements. Extensive testing. Nuclear facility.
2. TIME	Ample time to perform work.	Reasonable time to perform work (tight, but possible).	Compressed time to perform work. DOE commitments with other agencies (DOD, NASA, EPA, NRC), states, etc. Commitments with serious consequences (fines, publicity)
3. INTERFACES	No major impact on items such as, operations, other contractors, projects, programs.	Potential impacts on items such as, operations, other contractors, projects, programs.	Probable major impacts on items such as, operations, other contractors, projects, programs.
4. NUMBER OF KEY PARTICIPANTS	One to four - internal one - external.	Three to seven - internal two or more - external.	Five or more - internal Three or more - external.
5. EXPERIENCE/ CAPABILITIES	Proven track record.	Limited experience.	Newly acquired capabilities.
6. MAGNITUDE/TYPE ENVIRONMENTAL CONTAMINATION	No hazardous or low-level waste. Hazardous or low-level waste, fully characterized.	Hazardous or low-level waste, moderately characterized.	High-level or mixed waste, regardless of characterization.
7. REGULATORY INVOLVEMENT	None	EPA, NRC, or states.	EPA, NRC, or states.
8. NEPA ENVIRONMENTAL PERMITS (RCRA, CWA, CAA, etc.) or LICENSING	Categorical Exclusion and No permitting or routine permitting.	Environmental Assessment. Routine to unique permitting.	Environmental Assessment or Environmental Impact Statement or Unique permitting required.
9. # OF LOCATIONS SITE OWNERSHIP SITE IMPROVEMENTS/ ACCESS	One. DOE property. No or minor infrastructure/ improvements required and accessible	Two or three. Government or participant property. Significant infrastructure/ improvements required and accessible	Four or more. Private/commercial property. Major infrastructure/ improvements required or difficult access

RISK/COMPLEXITY FACTOR	LOW RISK	MEDIUM RISK	HIGH RISK
10.RESOURCE SKILLS AVAILABILITY STAFF BUILD-UP FACTORS AFFECTING PRODUCTIVITY	Low or moderate skill labor. Readily available. Gradual. Low or average productivity factors assumed and low schedule risk.	Moderate or highly skilled labor. Availability restricted. Measured or phased. Low or average productivity factors assumed and moderate schedule risk.	Moderate or highly skilled labor. Availability severely restricted. Rapid. Average or high productivity factors assumed and moderate or high schedule risk.
11. QUALITY REQUIREMENTS	Large quality tolerances. Quality Level 3.	Moderate quality tolerances. Quality Level 2.	Precision work. Quality Level 1.
12. FUNDING	Fully funded in one-year duration. Small project (for example, GPP size) < $2M.	Two-to three-yearly increments. Multiple fund sources. Line Item Project size $2M to $50M.	Two-or more yearly increments. Multiple fund sources. Large Line item (>$50M).
13. POLITICAL VISIBILITY	None	Minor.	Major.
14. COST SHARING (number of contributors in addition to DOE)	None	One	Two or more.
15. PUBLIC INVOLVEMENT	None	Minor	Independent oversight.
16. OTHER FACTORS	Identify as necessary.		

NOTE: *This table lists possible subjective risk factors that may impact all project baselines. The table is not inclusive. Evaluate the risk for its impact on the project's baselines.*

Appendix D

Change Control and Funds Management Procedures

Lockheed Idaho Technologies Company (LITCO)
Waste Operations Program
Change Control Charter

Baseline change control within the Waste Operations Program will be conducted in accordance with LITCO procedures, which implement the requirements set forth in Department of Energy (DOE) Order 430.1, *Life Cycle Asset Management*, DOE Notice 4700.5, *Project Control System*, and DOE PR-0036, *Project Control System Guideline Implementation Reference Manual.*

1. PURPOSE

This LITCO Waste Operations Program Change Control Charter provides for changes to each EM-30 Waste Management Program Performance Measurement Baseline (PMB) and for funds management (reconciliation and control) for all fund sources, including operating, capital equipment, general plant project (GPP), and line-item construction project (LICP). The Waste Operations Program PMB is based on an approved contractor work breakdown structure (CWBS). Any modification to the CWBS will be performed through the change control process. All proposed changes to the approved PMB will be in accordance with the LITCO Procedure, "EM-30/60 Change Control." Changes will be controlled to ensure that the integrity of the PMB is maintained. The EM-30/60's baseline change control and funds management processes are integrated to document all changes to the technical specifications, scope of work, schedule, control milestones, and related budget for all years in the approved Waste Operations PMB, and to control changes to current fiscal year funding authority. All proposed changes will be prioritized against the existing PMB using the established EM prioritization method to determine if a benefit will be derived to the program if the change is made.

Changes to the PMB are not allowed if the change is solely requested to eliminate a cost or schedule variance. However, a Funds Change Notification may be requested when an approved Activity Data Sheet (ADS) has the potential of exceeding the available funding authority, or if there are excess funds identified that may be used for approved work scope in another ADS. The funds management process provides for the control of proposed changes to funding and will conform to the procedures as specified in the LITCO Procedure, "EM-30/60 Funds Management."

2. WASTE OPERATIONS PROGRAM CHANGE CLASSIFICATIONS

There are four classifications of changes: Level I, Level II, Level III, and Level IV. Specific dollar and schedule thresholds for each level of approval authority are defined as follows:

- Level I changes are those that require approval from the LITCO PCCB; the DOE-ID CCB chairperson and financial coordinator; concurrence from the DOE-ID performance monitor and contractor project manager; and that:

  - Impact any DOE-controlled milestone, (control account milestones, including regulatory and State milestones), including revision to the established criteria for an existing DOE-Controlled milestone, or any DOE controlled Line Item milestone, of plus or minus 30 days or more.

- Change work scope (the projects and/or services to be provided to the customer) and/or schedule resulting in impacts to the approved PMB of more than $250K in any year ($50K for Line Items)

- Change DOE-ID contingency funds

- Are identified as requiring elevation at Level I by DOE-ID or the contractor change control boards

- Are a GPP or Line Item change that exceeds project threshold schedule or technical criteria in the Functional and Operational Requirements (F&OR) and also Conceptual Design Requirements (CDR) for Line Items

• Level II changes are those that require LITCO PCCB chairperson approval, concurrence from the DOE-ID performance monitor for GPP and Line Item changes, and contractor cognizant department manager, and that:

- Affect contractor-level milestones but do not impact DOE controlled milestones for operating funded projects longer than 15 days

- Change work scope or schedule resulting in impacts to the approved PMB of less than $250K in one year and do not meet the criteria of a Level III or Level IV change (less than $50K for Line Items)

- Request funds from or return funds to contractor management reserve (except for GPP control account management reserve)

- Add to or change the CWBS

- Are identified as requiring evaluation at Level II by the PCCB

• Level III changes are those that require ADS manager approval, concurrence from the DOE-ID performance monitor for GPP and Line Item changes, and contractor control account manager, and that:

- Change work scope or schedule with impacts to the approved PMB of less than $100K in one year within a single ADS (less than $50K for Line Items)

- Do not request funds from or return funds to contractor management reserve

• Level IV changes are those that require control account manager approval, concurrence form the DOE-ID performance monitor for GPP and Line Item changes, and that:

- Change work scope or schedule with impacts to the approved PMB of less than $50K (cumulative) in one year within a single control account

NOTE: Level III and Level IV changes are limited to two changes per month per control account or ADS manager and must be submitted to PCCB, for information, through the change control coordinator.

3. WASTE OPERATIONS PROGRAM CHANGE CONTROL BOARD (PCCB)

An internal change control board has been established to manage changes to the PMB and to ensure proper funds management for the WasteOperations program. The PCCB will convene at the chairperson's request to review proposed changes. The PCCB shall recommend Level I CCB proposals to the DOE-ID CCB for approval, approve Level II proposals, and review Level III and Level IV changes (copies of approved Level II, Level III, and Level IV changes will be provided to the DOE-ID CCB for notification).

4. EMERGENCY CHANGES

Level I changes deemed to be an urgent action by an PCCB chairperson and the relevant DOE-ID Program Director shall be approved by their signatures. Level II changes deemed to be an urgent action by an PCCB chairperson shall be approved by his/her signature.

Charter Approved By:

LITCO Waste Operations Program Director _____ Date: 6/13/96

James A. Van Vliet