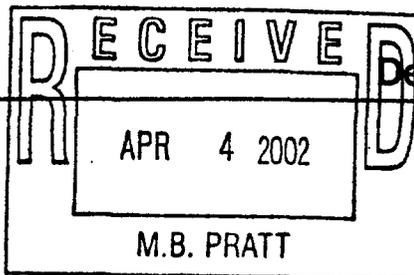


memorandum



Idaho Operations Office

Date: April 4, 2002

Subject: Independent Project Review (IPR) of OU 7-10 Glovebox Excavator Method Project, CD-3a (EM-IMD-02-027)

To: Warren E. Bergholz, Jr., Acting Manager

In response to your correspondence (Attachment 1), I have conducted an Independent Project Review of the subject project. The IPR was conducted in accordance with DOE O 413.3, *Program and Project Management for the Acquisition of Capital Assets*, and the Office of Environmental Management *Internal Independent Review Handbook*. The review plan is attached for your information (Attachment 2).

The review team consisted of DOE-ID and BBWI employees independent from the Environmental Restoration Program and the OU 7-10 Glovebox Excavator Method Project. Review team comments for each element of the PDRI are provided (Attachment 3). These comments include observations of work in progress, follow-up actions and noteworthy practices. A list of the documents reviewed is provided in Attachment 4.

It is the consensus of the review team that this phase of the project is complete and fully meets the criteria set forth in the Office of Environmental Management's Project Definition Rating Index (PDRI), with a score of 849/863 or 98.4%. A score of 96% fully meets the criteria.

Therefore, I recommend that the project proceed with Partial Critical Decision-3a, for long-lead procurement and site preparation activities in support of the accelerated schedule for the construction of the Glovebox Excavator Method retrieval demonstration project for Pit-9.

If you have any questions or comments, please contact me at 526-3224 or Bill Lattin of the ID Project Management Office at 526-1508.

Great Job to all involved.
Thank you!
William S. Harker
4/5/02

Sincerely,

William S. Harker, Chairman
IPR Review Team

Attachments

- | | | |
|-------------------------|-----------------|------------|
| KC - J. Schutte | G. Clemons | R. Daniels |
| L. Swan (project files) | G. Gooden | D. Daniels |
| D. Wilkins | M. Disher | L. Guillen |
| S. Davies | T. Langenwalter | T. Hipp |
| B. Helms | W. (Bud) West | S. Jensen |
| K. Shropshire | R. Adams | |
| V. Mavris | S. Wasley | |

EXTERNAL bcc DISTRIBUTION:

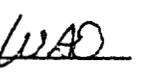
Mike Pratt, BBWI, MS 3920
Fred Cowart, BBWI, MS 3429
Ram B. Lahoti, DOE, EM-6

ID DISTRIBUTION:

Pete Dirkmaat, MS 1154
Kathleen Hain, MS 1117
Kevin O'Neill, MS 1222
William Owca, MS 1235
William Lattin, MS 1153

INDEPENDENT REVIEW TEAM

CONCURRENCE:

William Harker, ID  4/4/02
William Lattin, ID  4/4/02
William Owca, ID  4/4/02
Fred Cowart, BBWI  4/4/02

RECORD NOTES:

1. This memorandum documents the performance of an Independent Project Review on the OU 7-10 Glovebox Excavator Method Project in support of a partial CD-3a.
2. The memorandum was prepared by William Harker, and reviewed with concurrence by the entire review team.
3. This memo closes OATS number N/A.
4. The attached correspondence has no relation to the Naval Nuclear Propulsion Program.

Harker, William S

From: Medellin, Katherine J
Sent: Monday, April 01, 2002 2:51 PM
To: Harker, William S
Cc: Lattin, William C; Dirkmaat, Peter J; Lyle, Jerry L; Green, Lisa A; Hain, Kathleen E
Subject: GEM Project Independent Project Review

To: Bill Harker

From: Warren E. Bergholz, Jr.
Acting Manager

Please establish an Independent Project Team consistent with DOE Order 413.3 to review the Project's readiness to proceed with procurement of long lead items and site preparation activities to support the accelerated schedule for construction of the Glovebox Excavator Method (GEM) retrieval demonstration project for Pit-9. The Phase 3a and 3b actions consist of:

- Temporary access ramps and roads
- Earthwork
- Electrical tie-ins
- Firewater tie-ins
- Other utility tie-ins
- Retrieval Confinement Structure
- PGS Fissile Monitoring

The IPT should consist of members independent from the Environmental Restoration Program and the OU 7-10 GEM Project. The IPT will utilize the Project Definition Independent Review Handbook, August 2000. The IPT can begin preliminary work the week of March 11, 2002. The IPT final report is due April 4, 2002. The actual review time is dependent on delivery schedule for the PDRI, but it is expected that the formal review period will be April 1 - 4, 2002.

The IPT will provide a letter report to the DOE-ID Acquisition Executive. An attachment of the IPT's PDRI matrix evaluations should be attached.

The safety aspects of the Phase 3a procurement is being reviewed by another DOE team, thus the IPT need not focus on this aspect.

The completeness of the design and specifications of the Retrieval Confinement Structure should be specifically examined.

Independent Project Review Plan

for

The OU 7-10 Glovebox Excavator Method Project CD-3a Scope

Purpose

The purpose of this Independent Project Review (IPR) is to determine readiness to start procurement of several long lead items and to begin work to support construction of the OU 7-10 Glovebox Excavator Method project for Pit 9 (Phase 3a).

Background

The overall scope of the OU 7-10 Glovebox Excavator Method Project consists of a fabric weather enclosure structure, steel confinement structure, excavator, ventilation system, and other support equipment. The project calls for overburden to be removed to a specified depth, after which the excavator arm, which is contained within a confinement structure, will be used to excavate a semicircular swath of waste zone material. The retrieval material in the excavator bucket will be placed in a transfer cart. One transfer cart will be located at the entrance to each of three material sorting and packaging gloveboxes. The carts will transport waste zone materials inside the gloveboxes to the location where the material will be inspected, categorized, and sampled. Each of the three gloveboxes will be equipped with three drum bagout stations for packaging the material into 55 and 85 gallon drums. After waste excavation is complete, a sampling device attached to the excavator arm will be used to take core samples of the underburden. The overburden will be placed back into the excavation and a low-strength grout mixture will be pumped into the excavation. Deactivation, decontamination, and decommissioning activities will follow completion of excavation backfill activities.

The OU 7-10 Glovebox Excavator Method Project will demonstrate safe retrieval of transuranic waste from a specified and preselected area of OU 7-10 (Pit 9) in the Subsurface Disposal Area (SDA) at the Radioactive Waste Management Complex (RWMC) at the Idaho National Engineering and Environmental Laboratory (INEEL).

Remediation of the RWMC Waste Area Grouping 7 is dictated by a 1991 Federal Facilities Compliance Agreement/Consent Order, a Record of Decision issued in 1993, and a negotiated Statement of Work. Agreement among DOE-ID, USEPA, and the State of Idaho resulted in several proposed enforceable milestones, with associated fines and penalties.

To proceed on the proposed schedule, the Acquisition Plan for the project was approved on January 25, 2002, and CD-1 "Approve Preliminary Baseline Range" was granted on February 13, 2002. In the future, the project will request an additional partial CD-3 (Phase 3b) approval for long lead and weather enclosure items prior to CD-2/3 "Approve Performance Baseline and Start of Field Work."

Acquisition Executive authority for this project was delegated from the Assistant Secretary for Environmental Management (EM-1) to the Manager, Idaho Operations Office, based on a letter from Jesse Roberson to Mark Frei, November 20, 2001. As a result of this letter, the authority to conduct an Independent Project Review is also delegated to the field.

Scope

This IPR will only review the portion of the scope associated with Phase 3a which consists of the items below:

- Temporary access ramps and roads
- Earthwork
- Electrical tie-ins
- Firewater tie-ins
- Other tie-ins
- Retrieval confinement Structure
- PGS Fissile Monitoring

The balance of the project scope will be reviewed in support of future Critical Decisions.

Approach

This IPR will evaluate the following aspects of the project. Where feasible, actual checks of explicit project performance will be examined.

- Project objectives and their relationship to the mission of the sponsoring program.
- Acquisition strategy in accordance with the approved Acquisition Plan.
- Validity of project cost and schedule baselines.
- Completed scope and technical requirements definition and accomplishments for this phase of the project.
- Results of value engineering.
- Project planning and control systems, the project management and organizational structure, and the Project Team's ability to successfully manage and execute this phase of the project.
- External influences, such as regulatory oversight and stakeholder programs.
- Recommendations in any areas found not to be fully optimized or not integrated into the overall project activities.

The lines of inquiry for this review will be based on the EM Project Definition Rating Index (PDRI). Specifically, the team will complete an independent evaluation, for this phase of the project, using the PDRI form for CD-3 for an ER Project.

The safety aspects of Phase 3a is being reviewed by another DOE team, therefore this IPR will not specifically address this aspect.

This approach is consistent with the request from the Acquisition Executive for performance of this evaluation.

Problems

For the scope of this review, there are no identified problems. However, potential risks include interfacing with regulators, and risks associated with work in support of an accelerated construction schedule.

Review Team

Bill Harker, team chairman

Mr. Harker has 20 years of experience in welding engineering, fabrication, inspection, as well as project and program management. This includes 15 years at the INEEL with 8 of those years in support of project management. He has performed an oversight role for the DOE on several General Plant Projects during the last five years.

Mr. Harker has a B.S. in Industrial Technology-Welding and has served as the past President of the Eastern Idaho/Montana Section of the American Welding Society. Currently, Mr. Harker oversees several INEEL Infrastructure programs and construction projects for DOE-ID.

Bill Lattin, team member

Mr. Lattin has over 26 years experience in reactor operation and maintenance, project management, planning, and control, as well as design and construction of radioactive waste treatment systems and disposal facilities. For the past 14 years, he has worked at the INEEL as a project manager and environmental professional. He currently manages the DOE-ID Project Management Office.

Mr. Lattin received his bachelor's degree in engineering from the University of Idaho in 1981, and an MS in Environmental Science in 1989. He is currently pursuing a PhD in Environmental Engineering. He is a certified Project Management Professional, and a member of the Project Management Institute.

Bill Owca, team member

Mr. Owca has 22 years experience with DOE and DOE contractors in research and development as well as program and project management. Eleven years was spent with DOE contractors at the INEEL and the Hanford site. The last 11 years have been with DOE Idaho involving system analysis, and program management primarily in Environmental Research and Development.

Mr. Owca has Bachelors degrees in Biology and Engineering, and a Master Degree in Mechanical Engineering. Currently Mr. Owca is the DOE-ID Program Manager of the TRU and Mixed Waste Focus Area, a National Program under DOE-EM's office of Science and Technology.

Fred Cowart, team member

Mr. Cowart has 34 years of experience in the engineering and construction fields. This includes 24 years at the INEEL and 26 years in project management. He has managed numerous projects, supervised project managers, developed project management training courses and recently has been in charge of developing the integrated project management system for BBWI. Mr. Cowart has a B.S. in Civil Engineering, a MS in Interdisciplinary Science (Technical Management), and has been the past President of PMI Eastern Idaho Chapter. Currently, Mr. Cowart is a manager in the BBWI project management organization overseeing the PM processes and the development of project managers.

Attachment 2

None of the team members have association with the Environmental Restoration Program or the OU 7-10 Glovebox Excavator Method Project.

Supporting Resources

This review team is located at the INEEL and no additional outside resources are deemed necessary.

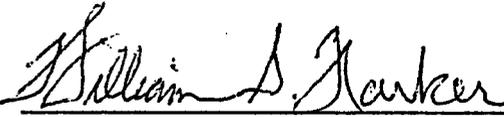
Schedules

Team formation and kickoff	March 13
Prepare review plan	March 27
Begin reviewing data	March 27
Complete review of data	April 2
Prepare report	April 3
Complete report	April 4
Team out-briefing with Project	April 4
Project performs remedial actions, if required	April 4 – 15

Deliverables

Due to the limited scope of this evaluation, only a final report will be issued. An out briefing will be held at the completion of the review team's work.

Appendix: PDRI copy - BBWI Project Team self assessment

IPR Plan Approval:  Date Prepared: 27 March 2002
W. S. Harker, IPR Team Chairman

OU 7-10 GLOVEBOX EXCAVATOR METHOD PROJECT
PARTIAL CD-3a AUTHORIZATION

EM Project Definition Rating Index
Environmental Restoration Projects - Performance Baseline/Start Work (Approved to Start ER Work) (CD-2/3)

Rating Element	Weighting Designation	Weighting Factor	Target		Self-Assessment		Reviewer		Comments
			Maturity Value	Score	Maturity Value	Score	Maturity Value	Score	
COST									
A1	Cost Estimate	H	7.5	5	37.5	5	37.5	0.0	
A2	Cost Risk/Contingency Analysis	P	3.0	5	15.0	5	15.0	0.0	
A3	Funding Requirements/Profile	H	7.5	5	37.5	5	37.5	0.0	
A4	Independent Cost Estimate/Schedule Review	P	3.0	0	0.0	0	0.0	0.0	
A5	Life Cycle Cost	P	3.0	0	0.0	0	0.0	0.0	
A6	Forecast of Cost at Completion	P	3.0	0	0.0	0	0.0	0.0	
A7	Cost Estimate for Next Phase Work Scope	P	3.0	5	15.0	5	15.0	0.0	
	Subtotal Cost				105.0		105.0	0.0	
SCHEDULE									
B1	Project Schedule	H	7.5	5	37.5	5	37.5	0.0	
B2	Major Milestones	P	3.0	5	15.0	5	15.0	0.0	
B3	Resource Loading	P	3.0	5	15.0	5	15.0	0.0	
B4	Critical Path Management	H	7.5	5	37.5	5	37.5	0.0	
B5	Schedule Risk/Contingency Analysis	P	3.0	5	15.0	5	15.0	0.0	
B6	Forecast of Schedule Completion	P	3.0	5	15.0	5	15.0	0.0	
B7	Schedule for Next Phase Work Scope	P	3.0	5	15.0	5	15.0	0.0	
	Subtotal Schedule				150.0		150.0	0.0	
SCOPING/TECHNICAL									
C1	Preliminary Assessments/Site Investigation	P	2.5	5	12.5	5	12.5	0.0	
C2	Remedial Investigation/RCRA Facility Investigation (includes Baseline Risk Assessment)	P	2.5	5	12.5	5	12.5	0.0	
C3	Feasibility Study (FS)/Corrective Measures Study (CMS)	H	5.0	5	25.0	5	25.0	0.0	
C4	Engineering Evaluation/Cost Analysis of Removal Actions/Early Actions	P	2.5	5	12.5	5	12.5	0.0	
C5	Performance Assessment (PA)	P	2.5	5	12.5	5	12.5	0.0	
C6	Technology Needs Identified and Available	H	5.0	5	25.0	5	25.0	0.0	
C7	Hazard Classification	H	5.0	5	25.0	5	25.0	0.0	
C8	Performance Requirements	H	5.0	5	25.0	5	25.0	0.0	
C9	ES&H Management Planning (including SMS)	H	5.0	5	25.0	5	25.0	0.0	
C10	Safety Documentation	H	5.0	5	25.0	5	25.0	0.0	

OU 7-10 GLOVEBOX EXCAVATOR METHOD PROJECT
PARTIAL CD-3a AUTHORIZATION

EM Project Definition Rating Index
Environmental Restoration Projects - Performance Baseline/Start Work (Approved to Start ER Work) (CD-2/3)

Rating Element	Weighting Designation	Weighting Factor	Target		Self-Assessment		Reviewer		Comments
			Maturity Value	Score	Maturity Value	Score	Maturity Value	Score	
C11	Safeguards & Security	P	2.5	5	12.5	5	12.5	0.0	
C12	Emergency Preparedness	P	2.5	5	12.5	5	12.5	0.0	
C13	Waste Acceptance Criteria (WAC)	H	5.0	0	0.0	0	0.0	0.0	
C14	Proposed Plan (PP)	P	2.5	5	12.5	5	12.5	0.0	
C15	CERCLA Record of Decision (ROD)/Action Memo (AM)	P	2.5	5	12.5	5	12.5	0.0	
C16	Remedial Design	H	5.0	5	25.0	5	25.0	0.0	
C17	Equipment Needs	P	2.5	5	12.5	5	12.5	0.0	
C18	Design Reviews for the Current Phase	P	2.5	5	12.5	5	12.5	0.0	
C19	Transportation and Waste Packaging Requirements	P	2.5	0	0.0	0	0.0	0.0	
C20	Pollution Prevention and Waste Minimization	P	2.5	5	12.5	5	12.5	0.0	
C21	Training Requirements	P	2.5	5	12.5	5	12.5	0.0	
C22	Environmental Monitoring Plan	P	2.5	0	0.0	0	0.0	0.0	
C23	Closure Plan/Permit Modification	P	2.5	0	0.0	0	0.0	0.0	
C24	Long Term Surveillance and Monitoring Plan	P	2.5	0	0.0	0	0.0	0.0	
Subtotal Scope/Technical					325.0		325.0	0.0	
MANAGEMENT PLANNING AND CONTROL									
D1	Mission Need Statement	H	5.0	5	25.0	5	25.0	0.0	
D2	Acquisition Strategy/Plan	P	1.4	5	7.1	5	7.1	0.0	
D3	Project Charter	P	1.4	5	7.1	5	7.1	0.0	
D4	Key Project Assumptions	P	1.4	5	7.1	5	7.1	0.0	
D5	Project Execution Plan (PEP)	H	5.0	5	25.0	5	25.0	0.0	
D6	Integrated Project Team/Project Organization	P	1.4	5	7.1	5	7.1	0.0	
D7	Baseline Change Control	H	5.0	5	25.0	5	25.0	0.0	
D8	Project Control	P	1.4	5	7.1	5	7.1	0.0	
D9	Project Work Breakdown Structure (WBS)	P	1.4	5	7.1	5	7.1	0.0	
D10	Resources Required (People/Material) for Next Phase	P	1.4	5	7.1	5	7.1	0.0	
D11	Project Risk Management Plan/Assessment	H	5.0	5	25.0	5	25.0	0.0	
D12	Quality Assurance Program	P	1.4	5	7.1	5	7.1	0.0	
D13	Configuration Management	P	1.4	5	7.1	5	7.1	0.0	
D14	Value Engineering	P	1.4	5	7.1	5	7.1	0.0	

OU 7-10 GLOVEBOX EXCAVATOR METHOD PROJECT
PARTIAL CD-3a AUTHORIZATION

EM Project Definition Rating Index
Environmental Restoration Projects - Performance Baseline/Start Work (Approved to Start ER Work) (CD-2/3)

Rating Element	Weighting Designation	Weighting Factor	Target		Self-Assessment		Reviewer		Comments
			Maturity Value	Score	Maturity Value	Score	Maturity Value	Score	
D15 Procurement Packages	P	1.4	5	7.1	5	7.1		0.0	
D16 Project Acquisition Process	P	1.4	5	7.1	5	7.1		0.0	
D17 Funds Management	P	1.4	5	7.1	5	7.1		0.0	
D18 Reviews/Assessments	P	1.4	5	7.1	5	7.1		0.0	
Subtotal Management Planning and Control				200.0		200.0		0.0	
EXTERNAL FACTORS									
E1 Integrated Regulatory Oversight Program	P	3.3	5	16.7	5	16.7		0.0	
E2 Inter-Site Issues	P	3.3	0	0.0	0	0.0		0.0	
E3 On-Site Issues	P	3.3	5	16.7	5	16.7		0.0	
E4 Permits, Licenses, and Regulatory Approvals	H	5.0	0	0.0	0	0.0		0.0	
E5 Stakeholder Program	H	5.0	5	25.0	5	25.0		0.0	
Subtotal External Factors				58.3		58.3		0.0	
Total				638		638		0	

Maturity Values	N/A	0	1	2	3	4	5
Definition	Not Applicable	Work Not Started	Work Initiated	Concept Defined	Substantive Working Detail	Final Draft	Complete. Fully Meets Criteria
Approximate % Complete Range	N/A	0%	1% to 20%	21% to 50%	51% to 80%	81% to 95%	96% to 100%

OU 7-10 GLOVEBOX EXCAVATOR METHOD PROJECT
PARTIAL CD-3a AUTHORIZATION

Attachment 3

EM Project Definition Rating Index
Environmental Restoration Projects - Performance Baseline/Start Work (Approved to Start ER Work) (CD-2/3)

Rating Element	Weighting Designation	Weighting Factor	Target		Self-Assessment		Reviewer		Comments
			Maturity Value	Score	Maturity Value	Score	Maturity Value	Score	
COST									
A1	H	7.5	5	37.5	5	37.5	5	37.5	See Attachment - Typical All
A2	P	3.0	5	15.0	5	15.0	5	15.0	
A3	H	7.5	5	37.5	5	37.5	5	37.5	
A4	P	3.0	0	0.0	0	0.0	0	0.0	
A5	P	3.0	0	0.0	0	0.0	0	0.0	
A6	P	3.0	0	0.0	0	0.0	0	0.0	
A7	P	3.0	5	15.0	5	15.0	5	15.0	
Subtotal Cost				105.0		105.0	20.0	105.0	
SCHEDULE									
B1	H	7.5	5	37.5	5	37.5	5	37.5	
B2	P	3.0	5	15.0	5	15.0	5	15.0	
B3	P	3.0	5	15.0	5	15.0	5	15.0	
B4	H	7.5	5	37.5	5	37.5	5	37.5	
B5	P	3.0	5	15.0	5	15.0	5	15.0	
B6	P	3.0	5	15.0	5	15.0	5	15.0	
B7	P	3.0	5	15.0	5	15.0	5	15.0	
Subtotal Schedule				150.0		150.0	35.0	150.0	
SCOPE/TECHNICAL									
C1	P	2.5	5	12.5	5	12.5	5	12.5	
C2	P	2.5	5	12.5	5	12.5	5	12.5	
C3	H	5.0	5	25.0	5	25.0	5	25.0	
C4	P	2.5	5	12.5	5	12.5	5	12.5	
C5	P	2.5	5	12.5	5	12.5	5	12.5	
C6	H	5.0	5	25.0	5	25.0	5	25.0	
C7	H	5.0	5	25.0	5	25.0	5	25.0	
C8	H	5.0	5	25.0	5	25.0	5	25.0	
C9	H	5.0	5	25.0	5	25.0	5	25.0	
C10	H	5.0	5	25.0	5	25.0	5	25.0	

**OU 7-10 GLOVEBOX EXCAVATOR METHOD PROJECT
PARTIAL CD-3a AUTHORIZATION**

Attachment 3

EM Project Definition Rating Index											
Environmental Restoration Projects - Performance Baseline/Start Work (Approved to Start ER Work) (CD-2/3)											
Rating Element	Weighting Designation	Weighting Factor	Target		Self-Assessment		Reviewer		Comments		
			Maturity Value	Score	Maturity Value	Score	Maturity Value	Score			
C11 Safeguards & Security	P	2.5	5	12.5	5	12.5	5	12.5			
C12 Emergency Preparedness	P	2.5	5	12.5	5	12.5	5	12.5			
C13 Waste Acceptance Criteria (WAC)	H	5.0	0	0.0	0	0.0	0	0.0			
C14 Proposed Plan (PP)	P	2.5	5	12.5	5	12.5	5	12.5			
C15 CERCLA Record of Decision (ROD)/Action Memo (AM)	P	2.5	5	12.5	5	12.5	5	12.5			
C16 Remedial Design	H	5.0	5	25.0	5	25.0	5	25.0			
C17 Equipment Needs	P	2.5	5	12.5	5	12.5	5	12.5			
C18 Design Reviews for the Current Phase	P	2.5	5	12.5	5	12.5	5	12.5			
C19 Transportation and Waste Packaging Requirements	P	2.5	0	0.0	0	0.0	0	0.0			
C20 Pollution Prevention and Waste Minimization	P	2.5	5	12.5	5	12.5	5	12.5			
C21 Training Requirements	P	2.5	5	12.5	5	12.5	5	12.5			
C22 Environmental Monitoring Plan	P	2.5	0	0.0	0	0.0	0	0.0			
C23 Closure Plan/Permit Modification	P	2.5	0	0.0	0	0.0	0	0.0			
C24 Long Term Surveillance and Monitoring Plan	P	2.5	0	0.0	0	0.0	0	0.0			
Subtotal Scope/Technical				325.0		325.0	95.0	325.0			
MANAGEMENT PLANNING AND CONTROL											
D1 Mission Need Statement	H	5.0	5	25.0	5	25.0	5	25.0			
D2 Acquisition Strategy/Plan	P	1.4	5	7.1	5	7.1	5	7.1			
D3 Project Charter	P	1.4	5	7.1	5	7.1	5	7.1			
D4 Key Project Assumptions	P	1.4	5	7.1	5	7.1	5	7.1			
D5 Project Execution Plan (PEP)	H	5.0	5	25.0	5	25.0	4	20.0			
D6 Integrated Project Team/Project Organization	P	1.4	5	7.1	5	7.1	3	4.3			
D7 Baseline Change Control	H	5.0	5	25.0	5	25.0	5	25.0			
D8 Project Control	P	1.4	5	7.1	5	7.1	5	7.1			
D9 Project Work Breakdown Structure (WBS)	P	1.4	5	7.1	5	7.1	5	7.1			
D10 Resources Required (People/Material) for Next Phase	P	1.4	5	7.1	5	7.1	5	7.1			
D11 Project Risk Management Plan/Assessment	H	5.0	5	25.0	5	25.0	5	25.0			
D12 Quality Assurance Program	P	1.4	5	7.1	5	7.1	5	7.1			
D13 Configuration Management	P	1.4	5	7.1	5	7.1	5	7.1			
D14 Value Engineering	P	1.4	5	7.1	5	7.1	4	5.7			

**OU 7-10 GLOVEBOX EXCAVATOR METHOD PROJECT
PARTIAL CD-3a AUTHORIZATION**

Attachment 3

**EM Project Definition Rating Index
Environmental Restoration Projects - Performance Baseline/Start Work (Approved to Start ER Work) (CD-2/3)**

Rating Element	Weighting Designation	Weighting Factor	Target		Self-Assessment		Reviewer		Comments
			Maturity Value	Score	Maturity Value	Score	Maturity Value	Score	
D15 Procurement Packages	P	1.4	5	7.1	5	7.1	5	7.1	
D16 Project Acquisition Process	P	1.4	5	7.1	5	7.1	5	7.1	
D17 Funds Management	P	1.4	5	7.1	5	7.1	5	7.1	
D18 Reviews/Assessments	P	1.4	5	7.1	5	7.1	5	7.1	
Subtotal Management Planning and Control				200.0		200.0	86.0	190.7	
EXTERNAL FACTORS									
E1 Integrated Regulatory Oversight Program	P	3.3	5	16.7	5	16.7	5	16.7	
E2 Inter-Site Issues	P	3.3	0	0.0	0	0.0	0	0.0	
E3 On-Site Issues	P	3.3	5	16.7	5	16.7	5	16.7	
E4 Permits, Licenses, and Regulatory Approvals	H	5.0	5	25.0	0	0.0	4	20.0	Reviewer deemed applicable
E5 Stakeholder Program	H	5.0	5	25.0	5	25.0	5	25.0	
Subtotal External Factors				83.3		58.3	19.0	78.3	
Total				863		838		849	

Maturity Values	0	1	2	3	4	5
Definition	N/A	Work Initiated	Concept Defined	Substantive Working Detail	Final Draft	Complete. Fully Meets Criteria
Approximate % Complete Range	0%	1% to 20%	21% to 50%	51% to 80%	81% to 95%	96% to 100%

Reviewer Comments

A1	Very thorough estimate with assumptions, clearly defined. Interviewed cost estimator and reviewed estimate dated 3-25-02
A2	Appeared to be well coordinated with the Risk Mgmt Plan (D11). Included with cost estimate. Contingency based on 85% confidence of success.
A3	Adequate funding is available for this scope based on BBWI detailed work plan.
A4	Not applicable
A5	Not applicable
A6	Not applicable - No change since CD-1. However, baseline not set until CD-2/3.
A7	See A1
B1	Very thorough schedule and reasonable durations.
B2	Adequate number of milestones. Significant and enforceable milestones are clearly identified.
B3	Reviewed staffing plan and project status report. No anticipated resource problems.
B4	Okay for this phase but critical path is being calculated manually and may not be adequate for managing entire project.
B5	Project Schedule was analyzed by the project team which resulted in partial CD-3 approvals in order to minimize impact of winter on the project required completion date.
B6	No change since CD-1. Baseline will be set at CD-2/3.
B7	Detailed schedule is available.
C1	No change since CD-1
C2	No change since CD-1
C3	No change since CD-1
C4	No change since CD-1
C5	No change since CD-1
C6	No change since CD-1
C7	Hazards classification have been addressed and incorporated into technical baseline. Adequacy is being addressed by a separate safety review team.
C8	T&FRs are approved and incorporated into design through System Design Criteria. T&FR document needs to be signed by Project Manager and Project Engineer.
C9	Project is following BBWI's approved ISMS process. Reviewed construction special conditions and planning for work packages.
C10	Safety documentation has been addressed but adequacy is being evaluated by a separate review team.
C11	Draft plan is available, will be approved by 4-15-02. Special Conditions for subcontracts also includes security requirements.
C12	Addressed in the BBWI Subcontractor's Requirement Manual which will be invoked in the contract.
C13	N/A for Phase 3a work.
C14	No change since CD-1.
C15	ROD is complete.

Reviewer Comments

C16	Over-all design of project exceeds 50%. Design work for Phase 3a needs to be completed by 4-15-02. RCS procurement specification is only remaining document to be approved.
C17	Equipment needs identified. Design completed and equipment scheduled for procurement.
C18	Appropriate design reviews held and documented. A matrix covering each system was developed to show the level of review required.
C19	Not applicable for Phase 3a.
C20	Storm water plan and dust prevention requirements complete and included in subcontractor's requirements.
C21	Covered adequately in subcontractor requirements (General Provisions and Special Conditions) and PEP.
C22	Not applicable for Phase 3a.
C23	Not applicable for Phase 3a.
C24	Not applicable for Phase 3a.
D1	No change since CD-1
D2	No change since CD-1
D3	No change since CD-1
D4	No change since CD-1
D5	Preliminary PEP adequate for management of design and Phase 3a. Needs to be signed by BBWI and ID project managers.
D6	Need to complete action requested by Acquisition Executive at CD-1. Describe and document the IPT in the PEP. Contractor team is fully in place and co-located.
D7	System is mature and adequate.
D8	System is mature and adequate. Weekly reports are thorough and noteworthy.
D9	Detailed. Adequately describes the work.
D10	Adequate. See B3
D11	Reviewed Risk Management Plan. Appeared very comprehensive. Project is tracking all significant risks. Risk owners have been assigned.
D12	Project is following approved BBWI Quality Program. All systems have been categorized based on safety criteria. QA approach is defined in PEP.
D13	Configuration management built into BBWI company procedures and documented in PEP.
D14	Value engineering principles have been used on project. Several studies were conducted and documented. Reviewed two value engineering files. One was very well done and the other (Fissile monitor) needed to be more rigorous.
D15	Procurement packages are in accordance with the approved acquisition plan. Packages appear adequate.
D16	In compliance with DOE Order 413.3.
D17	Adequate. See also A3
D18	IPR and EIR are planned per DOE Order 413.3. In addition, there was an assessment conducted in December 2001 by BBWI corporate team (Bechtel). Project team performed a facilitated PDRI review.

Reviewer Comments

Attachment 3

E1	Minimal applicability to Phase 3a. Storm water plan in place.
E2	Not applicable for Phase 3a.
E3	Interfaces have been defined with operations. Reviewed the draft Project Boundary Interface Agreement (PBIA).
E4	Project team self-assessment indicated N/A for this phase. Environmental checklist should be considered applicable and this element should have a score. The original checklist is adequate but the revision has not been formally approved by the NEPA Compliance Officer.
E5	Project has met with stakeholders (eg. CAB and DEQ) on a several occasions. Program documented in PEP and in the ER Public Involvement Plan.

Attachment 4

List of Documents Reviewed

1. OU 7-10 Glovebox Excavator Method, Partial CD-3a Scope, Project Definition Rating Index, March 25, 2002.
2. Memorandum, R.D. Adams to M.B. Pratt, "OU 7-10 Glovebox Excavator Method Project – 3A Package," March 25, 2002.
3. PLN-1024, "Risk Management Plan for the OU 7-10 Glovebox Excavator Method Project," April, 2002.
4. OU 7-10 Glovebox Excavator Method Project Summary Schedule, February 26, 2002.
5. BBWI, Detailed Work Plan for FY 2002.
6. OU 7-10 Glovebox Excavator Method Project Detailed Schedule, March 27, 2002.
7. OU 7-10 Glovebox Excavator Method Project FY-2002 Staffing Plan, April 1, 2002
8. OU 7-10 Glovebox Excavator Method Project, Project Status Report, March 29, 2002
9. Bechtel Corporate Review of the OU 7-10 Glovebox Excavator Method Project, December, 2001.
10. OU 7-10 Glovebox Excavator Method Project Progress Review Table, March 21, 2002
11. TFR-152, "OU 7-10 Glovebox Excavator Method Project Stand-Alone Documents for System Design Criteria," March 2002.
12. RWMC-99-002, Rev. 1, Environmental Checklist for the OU 7-10 Glovebox Excavator Method Project
13. EDF-2051, "OU 7-10 Glovebox Excavator Method Project, 100-Year Water Surface Determination," March 21, 2002
14. Special Conditions for the OU 7-10 Glovebox Excavator Method Project Site Development, Rev. 0, March 27, 2002.
15. PLN-327, "OU 7-10 Glovebox Excavator Method Project Construction Physical Security Plan, Rev. 0, (Draft)"
16. BBWI Subcontractor Requirements Manual.
17. INEEL/EXT-01-01512, "OU 7-10 Glovebox Excavator Method Project Conceptual Design Report," January 2002.
18. OU 7-10 Glovebox Excavator Method Project System Design Verification Designation Matrix.
19. OU 7-10 Glovebox Excavator Method Project Documentation of Design Review for the Retrieval Confinement Structure for CD-3a, March 20, 2002.
20. RWMC-99-002, "Storm Water Pollution Prevention Plan"
21. INEEL/EXT-01-01513, "OU 7-10 Glovebox Excavator Method Project Preliminary Project Execution Plan," January 2002.
22. OU 7-10 Glovebox Excavator Method Project BBWI Organization Chart, March 28, 2002.
23. BCP ER02-084, dated March 20, 2002.
24. INEEL-BBWI Trend Notices, various.
25. Environmental Restoration Program, PBS Review, February 2002.
26. List of Site Work Package Deliverables.
27. Letter, John M. Shaffer to Peter Dirkmaat, "OU 7-10 Glovebox Excavator Method Project, Submittal of Conceptual Design Report and Project Execution Plan,"
28. EDF-2082, "OU 7-10 Glovebox Excavator Method Project, Occupancy and Life Safety Code Analysis," March 21, 2002.
29. SFC-358, "A-E Performance Specification: Retrieval Confinement Structure."

Attachment 4 (cont'd)

30. SPC-360, "Specification: Design Input for the Fissile Material Monitoring System (FMMS)." March 25, 2002.
31. SPC-352, "Construction Specification – Site Development"
32. "Fissile Material Monitoring Interface Drawings," March 25, 2002.
33. SPC-355, "Performance Specification: Fissile Material Monitoring System."
34. OU 7-10 Glovebox Excavator Method Project, "Project Boundary Interface Agreement."
35. Meeting Summary, Source selection for the Fissile Material Monitoring System, January 23, 2002.