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Rocky Mountain Remediation Services, L.L.C. protecting the environment



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CORRES. CONTROL OUTGOING LTR. NO.

96-RM-EC-00035-KH

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Table with columns DIST., LTR, ENC and rows for various names like BENGEL, P. R., FINDLEY, M. E., etc.

May 21, 1996

96-RM-EC-00035-KH

Larry Smith Kaiser-Hill Company, L.L.C. Building T893A Rocky Flats Environmental Technology Site

REVIEW COMMENTS OF 779 CLUSTER INTEGRATED D&D SCHEDULE (ASAP PHASE II) VOLUME I - DRAFT, MAY 21, 1996 - PRB-057-96

Ref: Memorandum, dated May 8, 1996, Larry Smith to Distribution, 779 Cluster Integrated Schedule, LJS-002-96

Action: Advise on Comment Resolution

PURPOSE

The purpose of this letter is to transmit E/C/D comments on draft document.

DISCUSSION

- 1) Objectives of this exercise as stated in the draft document: develop resource-loaded control schedule, progress tracking and management, show organizational interfaces, demonstrate ability to integrate subcontractor schedules into a single plan, validate ASAP II cost estimate, provide investment quality cost estimate

Since these objectives were not met it might be better to start off with what was accomplished and then, as recommendations, state what is yet to be accomplished. Also, there is not sufficient description to explain why the objectives were not met.

- 2) Page 1, last paragraph

It is stated that "Consistency was monitored manually, rather than by file sharing to give... greater flexibility". It is not apparent what consistency has to do with manual or electronic methods. This statement needs some further explanation.

- 3) Page 2, first paragraph

"scoping uncertainties made it impractical to attempt to develop an independent cost estimate." These uncertainties should be described or give examples.

- 4) Page 2, 1st paragraph

Suggest adding "closure in RMRS" after the phrase "Decommissioning in RMRS". Reason: Closure is a separate leg of the WBS as each of the other phases are.

Table with columns CORRES. CONTROL, LTR, ENC and rows for various categories like CORRES. CONTROL, WRS CC, TRAFFIC

Table with columns CLASSIFICATION and rows for UNCLASSIFIED, CONFIDENTIAL, SECRET

AUTHORIZED CLASSIFIER SIGNATURE:

Date:

REPLY TO RFP CC NO.

ACTION ITEM STATUS: OPEN, CLOSED, PARTIAL

LTR APPROVALS:

FIG. & TYPIST INITIALS: JRT:slc

46468(Rev. 5/96)

5) Page 2, 2nd paragraph

The paragraph is misleading. WBS dictionary (part two's) for elements of the WBS below level six do not exist in many cases. The WBS elements are not defined below level six in most cases. Scope of work is not defined for more than 50% of the costed work, other than in conceptual terms. Suggest deletion since the value added by the paragraph is questionable.

OR

6) Page 2, 2nd paragraph

Suggest rewriting as follows:

"An annotated WBS was available from the outset of the task. Development of additional WBS elements in the WBS dictionary was completed to accommodate additional scope identified as a result of evaluating the interfaces between major programs."

7) Page 2, 3rd paragraph, last sentence

"... no consensus on reasonable objectives." An explanation as to why there was no consensus would aid in explaining why the original objectives were not met.

Believe the integrating contractor "tracking the progress" should be re-worded to "monitoring the program". The integrating contractor should be monitoring the progress of the other contractors executing their plans that have been concurred in by the integration contractor.

8) Page 2, 4th paragraph

"... theme was debate..." An explanation as to what was debated and why, would help to understand the conclusion of this paragraph.

9) Page 2, 5th paragraph

Why was so much time "consumed in the search for schedule architecture and logic..."? Primavera was selected and the logic is understandable.

The statement of this paragraph conflicts with many of the objectives stated on page 1, with no explanation of why the conflict, except that we did other things rather than pursue the objectives stated.

10) Page 2, Scope

".. several permitted RCRA units" Can we state how many?

11) Page 4, Assumptions

(a) What is the relevance of "no readiness demonstration required"?

(b) "Schedule not driven by resource constraints" Why? This is contradictory to objectives.

(c) Remediation of the SNM holdup in the ducts will occur by removal and disposal of the duct and SNM as waste. If the building is gone how can you state that no remediation of holdup occurred?

12) Page 4, Figure 2

Area 1 through Area 5 needs to be defined somewhere in the write-up. May want to consider deleting figure as it really adds nothing.

13) Page 5, paragraph 1

Mentions "Volume II". Where is it? Suggest that you add backup for cost estimate to Volume II, and so indicate in this paragraph.

14) Page 5, paragraph 2, 1st sentence

This conclusion is not supported by this document. This also does not reflect the interests of RMRS as stated.

The control schedule concept implies that the schedule can be statused on a regular basis by actual data as it occurs. Not having the cost integrated with the schedule and having the schedule activities individually costed makes it almost impossible to apply the control schedule concept. A reader versed in control schedule concepts (investment banking loan officers) will likely conclude that the project is not well planned.

15) Page 5, Funding Profile paragraph

What is "SMM&I"? First time usage should be spelled out.

Believe that as stated, this paragraph does not represent an accurate story. If the proposed funding profile is not met, there are many other approaches that should be explored than the one described, that assumes full final physical deactivation (FPD). Selective, full decommissioning of several of the rooms in Building 779 for one half of the FPD cost, with full mitigation of the risk is one of the many alternatives. FPD greatly increases the total waste generated in the long run. Suggest that the paragraph be rewritten that if this proposed schedule cannot be funded, other alternatives should be evaluated against several measures of merit. We must keep in mind, that the regulatory part of this entire process must be met, before the funding becomes an issue.

16) Page 6, Reg/Oversight Requirements

Spell out "SETS"

17) Page 7, Cost Estimate Uncertainty, Item e

"Uncertainty in the IHSS remediation cost estimates". This conflicts with page 3, last paragraph, which states these costs are specifically not included in this exercise.

This is true for any cost estimate. This estimate has many more uncertainties than those listed. These are taken into account in any cost estimate. The ones listed are not the most important. Suggest that the issue be removed or changed to discuss the issue of not including any contingency to these costs, yet calling it a control resource loaded schedule.

18) Page 7

Spell out "P&I"

19) General for all issues:

The plan for resolution of all these issues was the plan that was to be put together for cluster 779. For most of these issues, the point in time that any of these items is needed is dependent upon the progress of the project. The schedule and cost estimates were to establish a baseline for control of the cluster removal. The plan should, in the WBS dictionary, show how each of these issues were solved for this job. This exercise seems to have raised old issues rather than suggest a way to solve them.

20) Schedule sheet 1, act. # 13000, 13001:

Why do these activities end in the 3rd quarter of FY97? It would be best to show that the turnover from EM-60 to EM-40 occurs with the beginning of the fiscal year for ease in the budget process; at least for this first major project.

21) Schedule & cost estimate:

Landlord activities appear to end in FY97, yet the cost estimate shows landlord costs into FY00.

22) Cost estimate:

The estimate shows that level 8 of the WBS for landlord activities is the "Fiscal Year"? Is this correct? If it is correct then the summary at level 7 of maintenance is the total spent on maintenance for the duration. Is this the intent? Suggest this structure be reviewed for intent and value.

23) General:

Where are the interfaces between the different work. Is the integrator going to manage the cluster work? Who will issue the work authorizations for the work. Who will budget for the project as a whole? Will it be managed as one project or as several sub-projects each budgeting and tracking each subproject as a separate item. It should be budgeted by the cluster manager and he should get to make the decisions as to what is funded to accomplish the job within the funds provided. None of this is addressed in this document. Should it be, since this was to be an integrated schedule and cost for the 779 cluster?

24) General:

The logic for this project is not presented in this document. The scope of each leg of the WBS is not discussed or given in the WBS dictionary. The division of the scope between each of the major activities (i.e. deactivation and decommissioning) for the purposes of this document. The assumptions could contain this information or it could be stated elsewhere. Definitions of deactivation and decommissioning should be included.

25) General:

The detailed WBS dictionary should be in volume 2. Consider moving the top level WBS dictionary to Volume 2, with only the level 5 dictionary remaining in Vol. 1.

26) Decommissioning schedule:

It appears that the plenum buildings will be removed prior to the zone one components being removed. The plenum buildings should not be removed prior to all

zone one components being removed and in the case of this cluster most of the zone 2 should be shut down before the decontamination of the plenum buildings may begin. The same logic slightly modified should also apply to the cooling towers.

27) General:

The text indicates that the infrastructure and overhead activities are not included in the cost estimates. These activities are included in the schedule in some cases. In other cases they are included in the WBS dictionary. Suggest the discussion on the non-inclusion of these items be enhanced and the inclusion of them in the WBS and the schedule be deleted. This plan is to show all project activities and costs, and not the other site jobs that effect the project completion, unless they are show-stopper milestones, and the responsibility of others (i.e. the interfaces that the integrating contractor must manage and make happen).

28) General:

The text places a lot of uncertainty upon the funding issue. It is an accepted practice for a control schedule to place a start milestone that would signify the availability of funding for certain activities. To make the schedule dependent of the availability of funds , milestones for each fiscal year funding could be entered.

29) Page 4 last assumption & first sentence of 779 basis for project cost estimate. It is believed that the current fiscal year method of estimating using fully burdened dollars includes all of the proposed WBS leg 8 costs for ASAP. Suggest that the last assumption be changed to reflect the same concept as the basis of cost estimate entry.

30) 2nd page of basis of cost estimate, Par titled 1.1.6.14.5 closure. Costs for this element were not provided by Ted Kearns. The #'s are those that appear in the ASAP II 3c Cost Estimate data

31) 779 contingency analysis par 1.1.6.14.3 : Question the assignment of 20% contingency to deactivation activities. No definition of the scope for each of the 6 deactivation's was available during this exercise(i. e. what would be done in each room within each area. # of equipment, waste or salvage, etc.) This data is required for a bottoms up estimate. Suggest, 30 to 35% cont. Deactivation activities have significant risk because of the limited characterization that has been done and the fact that the characterization has to be done as part of deactivation. (The finding of 7 kg's of SNM in a filter during deactivation is an example).

32) WBS dictionary:

The WBS dictionary provided does not meet what is considered as good business practice for a WBS Dictionary. The following is extracted from a publication generally cited as a good business practice:

A WBS dictionary containing a definition for each element of the WBS. Each element definition should include:

- The work to be performed:
- How the work will be accomplished:
- who will do the work: and
- Other significant data which further describe each element (i.e. an identifiable relationship between the WBS element and a design specification. Relationship between this WBS element and others.)

