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**PROJECT EXECUTION PLAN
INDUSTRIAL AREA STRATEGY STUDY
ROCKY FLATS ENVIRONMENTAL TECHNOLOGY SITE
JACOBS PROJECT NUMBER 05H61200**

Jacobs Engineering Group Inc.

August 1995

ADMIN RECCRD

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1.0 INTRODUCTION

The intent of this plan is to inform the Jacobs Project Team at project initiation about schedule and budgetary constraints and availability of resources, special client requirements, and such other information as is needed to promote smooth project start-up. The plan will be amended if necessary throughout the project.

2.0 BACKGROUND AND SCOPE OF WORK

This project is to prepare a strategy study for the Industrial Area at RFETS. This will include working and interviewing numerous RFETS personnel regarding many aspects of the ongoing activities. This will include assembling existing data and determining data gaps, prioritizing accelerated actions to remove or mitigate contaminated media and material, and prioritizing site investigations and remediation activities to close the data gaps. Understanding the ongoing IHSS prioritization and accelerated cleanup. Determine the availability and usefulness of copies of schematics of pipelines and utility drawings within the IA. Identify concurrent activities that will impact IA remediation including building D&D, residue stabilization and management, plutonium management, and RFETS plant maintenance and operation. The risk assessment and remedial investigations will be investigated to identify risk drivers within the IA. Barriers to remediation activities will be identified.

Task 1 - Assemble Existing Data - WBS - 100

Environmental data that have been gathered and/or evaluated to date will be reviewed and evaluated. A decision methodology will be developed and included in the strategy for determining data gaps. This study will review the ongoing prioritization of IHSSs for overall input to the strategy.

Task 2- Assemble Schematics/Utilities - WBS - 200

Information required to develop utility maps and schematics of the IA that meet the objectives of D&D, remedial investigations, closure, and remedial actions. This task includes meeting with RMRS staff and other RFETS personnel to review the availability and quality of available information and provide a scope for updating as-built utility maps and schematics to make them useful for ER and D&D activities.

Task 3 - Identify Activities Concurrent With IA Closure - WBS 300

Current and planned activities that may impact the closure of the IA will be identified. These will include, but are not limited to, building D&D, residue stabilization and management, plutonium management, and RFETS plant maintenance and operation activities. All baselines for these activities will be assessed for potential impacts on IA cleanup. A responsibility matrix will be developed identifying all current or future activities to be conducted within the IA and responsible points of contact.

Task 4 - Identify Risk Drivers Associated with IA Closure - WBS 400

Activities and conditions that drive risks from contamination in the IA will be reviewed with RMRS risk assessment and remedial investigation personnel. A listing of the risk drivers in the IA will be prepared. A description of how these risk drivers will impact closure of the IA and potential strategies for lowering or eliminating the risk will also be provided.

Task 5 - Identify Barriers to IA Closure - WBS 500

Barriers to remediation and closure of the IA will be identified, options for resolution of barriers will be evaluated, and recommended strategies for elimination of barriers will be developed. Although regulatory barriers will be considered, the principal focus of this effort will be on identifying conflicts between closure of the IA and significant concurrent activities (e.g., plutonium consolidations), infrastructure limitations, and the potential for environmental constraints during D&D activities. The barrier identification

will be based on existing RFETS program plans and strategies, including the RFETS sitewide baseline and other information on the nature and extent of contamination within the IA.

Task 6 - Prepare IA Planning Baseline - WBS 600

Tasks 1 through 5 will be reviewed before meeting with RMRS personnel and a planning baseline will be produced that identifies further actions for remediation and closure of the IA. A schedule of baseline activities will also be prepared.

Task 7 - Prepare Industrial Area Strategy Document - WBS - 700

A draft and final version of the IA SS document will be prepared. The document will contain the information obtained during the previously identified tasks.

Task 8 - Reporting and Meetings - WBS - 800

All meetings, weekly and monthly reporting requirements fall under this task.

3.0 PROJECT MANAGEMENT AND BILLING CODES

The Industrial Area Strategy Study is the first project to be issued to Jacobs under RMRS under the extension of the Master Task Subcontract (MST) - Area 5. It is designated as Jacobs project number 05H61200. The project manager is Art Hirsch. Art was chosen because of the similarities of this project to the IM/IRA/DD project that was highly successful. This project is also under an extremely ambitious schedule and tight budget. The project deputy is Theresa Jehn-Dellaport. Theresa was chosen as deputy because of her excellent working relationship with Mr. Bruce Peterman of RMRS where significant input by him is required to develop a well thought out strategy. The acting program manager is John Freshwater, the manager of projects is Dale Rowilson. Contract administration will be provided by Bob Miller and the cost schedule engineer is Eric Hjelle. The project organization chart is presented as Figure 1.

The project is divided into tasks by the WBS codes provided in Section 2.0. For billing purposes, all staff members working on the project must provide the correct WBS code on their time sheets. In addition, each person must provide the appropriate function code on his or her timesheet. The function codes for each labor category and all staff are listed on Table 1. This table will be updated and distributed to all staff as changes occur. If there are any questions regarding the proper codes to use, please contact the project manager or deputy project manager.

4.0 BUDGET AND SCHEDULE

The budget for each task will be provided to the individuals working on the task by the task manager. The schedule for the IA SS is shown on figure 2.

Monthly Task Order Status, Accrual, and Budget Status Reports are due to RMRS on the 22nd of each month.

5.0 RESOURCES

The full range of Denver operations personnel that have been approved for work at RFETS is available, within the usual manpower allocation constraints of the projects. The only additional RFETS training requirements for this project that are anticipated is the General Employee Training (GET). Those individuals that do not have GET will be identified and notified when training dates are available.

6.0 COMMUNICATIONS

Several types of communications need to be dealt with effectively and efficiently to maintain progress on three project. The following are the proposed methods of ensuring effective communications.

Interoffice. Weekly project meetings will be held on Tuesdays at 9:00 AM MCR. Action items and assignments will be identified at these meetings.

Interoffice. The project manager will maintain routine contact with the client and other Jacobs offices as required. "Conversation confirmer" memoranda will be used to document communications whenever information is received from clients, suppliers, vendors, other Jacobs offices, etc. Conversation confirmers are only for internal distribution. Project notes will be used in place of conversation confirmers whenever information, or confirmation of discussions at meetings or teleconferences, will be sent to the client. Project notes will be used to confirm communications requiring action or containing decisions affecting a project. Task leaders will be required to interview numerous individuals at RFETS, project notes or memoranda are acceptable forms for recording the information obtained from the interview. Use of project notes avoids later confusion about what was said or intended during the meetings or phone conversations. They are often the only document available to provide records of project happenings. All project notes must be reviewed by the project manager. If Denver operations staff members communicate with their counterparts in other offices (Jacobs, client, etc.), the project manager should be informed of such contacts.

7.0 CONCERNS

Budget. All personnel working on the project will be assigned a set number of hours to complete their tasks; overrun of these hours will not be permitted. All project team members are encouraged to work as efficiently as possible.

Schedule. The schedule for the project is extremely aggressive. Jacobs is well aware of what is being asked for in the Scope of this project in the time frame. All individuals working on the project were considered carefully for the technical expertise and ability to work at an accelerated pace.

8.0 QUALITY MANAGEMENT

Monthly project review will be held with the manager of projects and the Denver office quality manager. These reviews will ensure compliance with Minimum Acceptable Performance Standards (MAPS) and will attempt to identify any potential problems that could affect the success of the project.

The Denver office quality manager will also conduct periodic client surveys to determine the client's level of satisfaction with Jacobs and the progress of the project. The client survey results will be factored into the monthly performance rating system.

Table 1
Function Codes for Labor Categories
Industrial Area Strategy Study

Code	Labor Category	Code	Labor Category
<u>0130</u>	<u>Program Manager</u> Briggs, Terry John Freshwater Rowlison, Dale Sue Stiger	<u>1210</u>	<u>Engineer III</u> Grace, Timothy Quintana, Terri Wait, Tracy Kneebone-Marler, Alaina Detmer, Eric Carpenter, Andy
<u>0140</u>	<u>Project Manager</u> Ken Alkema Beaver, Donald Evans, Roy Hirsch, Art Hobbs, Farrel Miyagishima, Joyce Reeser, Warner Schuetter, Lynn Williams, Chris Downs, Bill Jehn-Dellaport, Theresa Zimmerman, John Fieselman, Bill	<u>0620</u>	<u>Senior Geologist</u> Baird, J.B.
		<u>0650</u>	<u>Geologist I</u> DiSciullo, John Zimmerman, Lesley Gorove, Ed Kilgore, Alan Neely, Bryan Johnson, Michael Allan, Scott Wahlberg, Kathleen Stewart, Kathryn
<u>1010</u>	<u>Senior Engineer</u> Cressman, Ken Oxford, Tom Skinner, Chris Miller, Wayne Nelowet, Lisa	<u>0640</u>	<u>Geologist II</u> Brown, Sarah Henry, Robert Schaubs, Michael Powell, Kenneth
<u>0720</u>	<u>Engineer I</u> Mentel, Robert McGinnis, Patrick	<u>0630</u>	<u>Geologist III</u> Schultz, Dan
<u>0730</u>	<u>Engineer II</u> Brells, Jerry Schaper, Janet Dearholt, John Hjelle, Eric Petring, Michael	<u>0670</u>	<u>Senior Physical Scientist</u> Alai, Alan Driscoll, Kate Kerrigan, Kristin Bell, Henry

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Table 1 (cont.)
 Function Codes for Labor Categories
 Industrial Area Strategy Study

Code	Labor Category	Code	Labor Category
<u>0600</u>	<u>Physical Scientist I</u> Kish, Craig Russ, Jon Swader, Drema	<u>0690</u> <u>0390</u>	<u>Technician I (cont.)</u> <u>Technician I - Overtime (cont.)</u> Hofslien, Dane Hunter, Jeff Linville, Carolyn Spruce, David Treat, Richard
<u>0460</u>	<u>Physical Scientist II</u> Kieler, Paul Sundeen, Christopher		
<u>0680</u>	<u>Senior Biologist</u> ---	<u>0370</u> <u>0380</u>	<u>Technician II</u> <u>Technician II - Overtime</u> Christman, Joni Downs, Karen Singleton, Robert
<u>0660</u>	<u>Biologist I</u> Hanneman, Paul		
<u>0710</u>	<u>Biologist II</u> Bond, Tom Janson, George	<u>0350</u> <u>0360</u>	<u>Technician III</u> <u>Technician III - Overtime</u> Randy Boyle
<u>0700</u>	<u>Biologist III</u> Landes, David Manolakis, Rebecca		
<u>0690</u> <u>0390</u>	<u>Technician I</u> <u>Technician I - Overtime</u> Bondhus, Mike		