

**FLUOR FERNALD CLOSURE PLAN  
BASIS OF ESTIMATE**

**PBS-12  
PROGRAM SUPPORT AND OVERSIGHT**

**SEPTEMBER 2001**

**2500-PL-0011  
REVISION 1**



**Part 1: NAAA – Operations**  
**Section 1: NAAAA – Legal Affairs**

- 1.0 Narrative
  - 1.1 Overview
  - 1.2 Assumptions
  - 1.3 Drivers
  - 1.4 Scope of Work
    - 1.4.1 Attorneys
    - 1.4.2 Legal Administration
    - 1.4.3 The Plan
    - 1.4.4 The Quantification
- 2.0 Manpower Plans
  - 2.1 Legal Affairs
- 3.0 Estimate
- 4.0 Risk Plan

**Part 1: NAAA – Operations**  
**Section 2: NAAAB – Public Affairs**

- 1.0 Narrative
  - 1.1 Overview
  - 1.2 Assumptions
  - 1.3 Drivers
  - 1.4 Scope of Work
    - 1.4.1 Public Involvement
    - 1.4.2 External Communications
    - 1.4.3 Internal Communications
    - 1.4.4 Education Outreach
    - 1.4.5 Multimedia Visual Services
    - 1.4.6 Quantification Summary
- 2.0 Manpower Plans
  - 2.1 Public Affairs
- 3.0 Estimate
- 4.0 Risk Plan

**Part 1: NAAA – Operations**  
**Section 3: NAAAC – Internal Audit**

- 1.0 Narrative
  - 1.1 Overview
  - 1.2 Assumptions
  - 1.3 Drivers
  - 1.4 Scope of Work
    - 1.4.1 Director
    - 1.4.2 Auditors
    - 1.4.3 Administrative Assistant
- 2.0 Manpower Plans
  - 2.1 Internal Audit
- 3.0 Estimate
- 4.0 Risk Plan

**Part 1: NAAA – Operations**  
**Section 4: NAAAD – Industrial Relations**

- 1.0 Narrative
  - 1.1 Overview
  - 1.2 Assumptions
  - 1.3 Drivers
  - 1.4 Scope of Work
    - 1.4.1 Industrial Relations
- 2.0 Manpower Plans
  - 2.1 Industrial Relations
- 3.0 Estimate
- 4.0 Risk Plan

**Part 1: NAAA – Operations**

**Section 5: NAAAE – Office of the President**

- 1.0 Narrative
  - 1.1 Overview
  - 1.2 Assumptions
  - 1.3 Drivers
  - 1.4 Scope of Work
    - 1.4.1 Office of the President
- 2.0 Manpower Plans
  - 2.1 Office of the President
- 3.0 Estimate
- 4.0 Risk Plan

**Part 1: NAAA – Operations**  
**Section 6: NAAAF – Project Controls**

- 1.0 Narrative
  - 1.1 Overview
  - 1.2 Assumptions
  - 1.3 Drivers
  - 1.4 Scope of Work
    - 1.4.1 Functional Area Technical Management
    - 1.4.2 Funding and Change Control
    - 1.4.3 Programmatic Budgeting
    - 1.4.4 Estimating Services
    - 1.4.5 Systems Integration and Reporting
    - 1.4.6 Cost and Schedule Control
    - 1.4.7 PBS12 Control Team
    - 1.4.8 Non-Defense Control Team
- 2.0 Manpower Plans
  - 2.1 Project Controls
- 3.0 Estimate
- 4.0 Risk Plan

**Part 1: NAAA – Operations**  
**Section 7: NAAAG – Finance**

- 1.0 Narrative
  - 1.1 Overview
  - 1.2 Assumptions
  - 1.3 Drivers
  - 1.4 Scope of Work
    - 1.4.1 Department Management
    - 1.4.2 Project Cost Analyst
    - 1.4.3 Accounts Payable
    - 1.4.4 General Accounting
    - 1.4.5 Payroll
    - 1.4.6 Quantification Summary Plan
- 2.0 Manpower Plans
  - 2.1 Finance
- 3.0 Estimate
- 4.0 Risk Plan

**Part 1: NAAA – Operations**

**Section 8: NAAAH – Contracts and Acquisitions**

- 1.0 Narrative
  - 1.1 Overview
  - 1.2 Assumptions
  - 1.3 Drivers
  - 1.4 Scope of Work
    - 1.4.1 Administration of Prime Contract
    - 1.4.2 Contracts and Acquisitions Management
- 2.0 Manpower Plans
  - 2.1 Contracts and Acquisitions
- 3.0 Estimate
- 4.0 Risk Plan

**Part 1: NAAA – Operations**

**Section 9: NAAAJ – Cost and Schedule Improvements**

- 1.0 Narrative
  - 1.1 Overview
  - 1.2 Assumptions
  - 1.3 Drivers
  - 1.4 Scope of Work
    - 1.4.1 Cost and Schedule Improvements
- 2.0 Manpower Plans
  - 2.1 Cost and Schedule Improvements
- 3.0 Estimate
- 4.0 Risk Plan

**Part 1: NAAA – Operations**  
**Section 10: NAAAK – G&A Cost**

- 1.0 Narrative
  - 1.1 Overview
  - 1.2 Assumptions
  - 1.3 Drivers
  - 1.4 Scope of Work
- 2.0 Manpower Plans
- 3.0 Estimate
- 4.0 Risk Plan

**Part 1: NAAA – Operations**  
**Section 11: NAAAN – Transition Costs**

- 1.0 Narrative
  - 1.1 Overview
  - 1.2 Assumptions
  - 1.3 Drivers
  - 1.4 Scope of Work
- 2.0 Manpower Plans
- 3.0 Estimate
- 4.0 Risk Plan

**Part 1: NAAA – Operations**  
**Section 12: NAAAR – Contract Insurance**

- 1.0 Narrative
  - 1.1 Overview
  - 1.2 Assumptions
  - 1.3 Drivers
  - 1.4 Scope of Work
- 2.0 Manpower Plans
- 3.0 Estimate
- 4.0 Risk Plan

**Part 1: NAAA – Operations**

**Section 13: NAAAT – Additional TP Holiday**

- 1.0 Narrative
  - 1.1 Overview
  - 1.2 Assumptions
  - 1.3 Drivers
  - 1.4 Scope of Work
- 2.0 Manpower Plans
- 3.0 Estimate
- 4.0 Risk Plan

**Part 1: NAAA – Operations**

**Section 14: NAAAU – Field Office Support**

1.0 Narrative

1.1 Overview

1.2 Assumptions

1.3 Drivers

1.4 Scope of Work

2.0 Manpower Plans

3.0 Estimate

4.0 Risk Plan

**WORK SCOPE DEFINITION  
(Control Account)**

1. PROJECT TITLE		2. DATE	Page 1
FEMP (DEFENSE)		12/01/2000	
3. WBS ELEMENT CODE	4. WBS ELEMENT TITLE/NAME		
1.1.N.A	OPERATIONS		
5. PERFORMING DIV/DEPARTMENT CODE	6. ORIGINATOR NAME/PHONE	7. WBS ELEMENT MANAGER	
40	BILL GALE 648-6188	ED ZOBRIST	
8. BUDGET AND REPORTING NUMBER	9. BUDGET TITLE		
EW05H3120	PROGRAM SUPPORT & OVERSIGHT		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE?		11. ESTIMATED START / COMPLETION DATE	
ORIGINAL PER CP # FY01-0115-0012-00		12/1/00 - 12/27/09	
12. TASK IDENTIFICATION (CONTROL ACCOUNT)	13. TASK DESCRIPTION (ONE LINE)		
XEBO	ACCOUNTING HOLDING ACCOUNTS		
14. ELEMENT TASK DESCRIPTION			
<p><b><u>a. ELEMENTS OF COST:</u></b></p> <p>ODCs - 500 series object class Materials - 394 series object class</p> <p><b><u>b. TECHNICAL CONTENT:</u></b></p> <p>Accounting Holding Accounts are set up to hold costs for distribution to appropriate charge numbers.</p> <p><b><u>c. SCOPE OF WORK:</u></b></p> <p>Accounting Holding Accounts are set up to hold costs for distribution to appropriate charge numbers. These accounts are not baselined.</p> <p><b><u>d. WORK SPECIFICALLY EXCLUDED:</u></b></p> <p>All ODC object classes except "500" series object class Labor Subcontracts All Materials object classes except "394" series object class</p>			
Project Manager	Control Account Manager	Control Team Manager	
<i>W. E. Gale</i>	<i>W. E. Gale</i>	<i>Linda Woeste</i>	



**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE		2. DATE	Page 1
FEMP (DEFENSE)		12/01/2000	
3. WBS ELEMENT CODE	4. WBS ELEMENT TITLE/NAME		
1.1.N.A	OPERATIONS		
5. PERFORMING DIV/DEPARTMENT CODE	6. ORIGINATOR NAME/PHONE	7. WBS ELEMENT MANAGER	
40	BILL GALE 648-6188	ED ZOBRIST	
8. BUDGET AND REPORTING NUMBER	9. BUDGET TITLE		
EW05H3120	PROGRAM SUPPORT & OVERSIGHT		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE?		11. ESTIMATED START / COMPLETION DATE	
ORIGINAL PER CP # FY01-0115-0012-00		12/1/00 - 12/27/09	
12. TASK IDENTIFICATION (WORK PACKAGE)	13. TASK DESCRIPTION (ONE LINE)		
XEB03	BURDENS & BENEFITS		
14. ELEMENT TASK DESCRIPTION			
<p><b><u>a. ELEMENTS OF COST:</u></b></p> <p>ODCs - 500 SERIES OBJECT CLASS ONLY</p> <p><b><u>b. TECHNICAL CONTENT:</u></b></p> <p>An Accounting Holding Account to capture Burdens &amp; Benefits related costs.</p> <p><b><u>c. SCOPE OF WORK:</u></b></p> <p>Three elements include:</p> <ol style="list-style-type: none"><li>1) Paid B&amp;B's</li><li>2) B&amp;B offset based on B&amp;B rates.</li><li>3) B&amp;B accruals &amp; B&amp;B accrual reversals.</li></ol> <p>Accounting receives paid Burdens &amp; Benefits. Project receives B&amp;B through an application of a rate. The B&amp;B applied to the project offsets the actual B&amp;B and accreals accrual reversals take place.</p> <p><b><u>d. WORK SPECIFICALLY EXCLUDED:</u></b></p> <p>Labor Subs Materials ODC's except for 500 series.</p>			
Project Manager	Control Account Manager	Control Team Manager	
<i>W. E. Gale</i>	<i>W. E. Gale</i>	<i>Linda Weste</i>	



**WORK SCOPE DEFINITION**  
(Work Package)

PROJECT TITLE <b>FEMP (DEFENSE)</b>	2. DATE <b>12/01/2000</b>	Page 1
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3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>
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5. PERFORMING DIV/DEPARTMENT CODE <b>40</b>	6. ORIGINATOR NAME/PHONE <b>BILL GALE 648-6188</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>
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8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>
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10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>ORIGINAL PER CP # FY01-0115-0012-00</b>	11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>
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12. TASK IDENTIFICATION (WORK PACKAGE) <b>XEB05</b>	13. TASK DESCRIPTION (ONE LINE) <b>SALES TAX HOLDING ACCOUNT</b>
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14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Materials - only object class 394

**b. TECHNICAL CONTENT:**

An Accounting Holding Account for Sales Tax is set up to hold costs for distribution to appropriate charge numbers.

**c. SCOPE OF WORK:**

An Accounting Holding Account for Sales Tax is set up to hold costs for distribution to appropriate charge numbers.

**d. WORK SPECIFICALLY EXCLUDED:**

ODCs  
Labor  
Subs  
Materials except object class 394

Project Manager <i>W. E. Gale</i>	Control Account Manager <i>W. E. Gale</i>	Control Team Manager <i>Linda Weste</i>
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**WORK SCOPE DEFINITION  
(Control Account)**

1. PROJECT TITLE		2. DATE	Page 1
FEMP (DEFENSE)		12/01/2000	

3. WBS ELEMENT CODE	4. WBS ELEMENT TITLE/NAME		
1.1.N.A	OPERATIONS		

5. PERFORMING DIV/DEPARTMENT CODE	6. ORIGINATOR NAME/PHONE	7. WBS ELEMENT MANAGER
40	BILL GALE 648-6188	ED ZOBRIST

8. BUDGET AND REPORTING NUMBER	9. BUDGET TITLE
EW05H3120	PROGRAM SUPPORT & OVERSIGHT

10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE?	11. ESTIMATED START / COMPLETION DATE
ORIGINAL PER CP # FY01-0115-0012-00	12/1/00 - 12/27/09

12. TASK IDENTIFICATION (CONTROL ACCOUNT)	13. TASK DESCRIPTION (ONE LINE)
XEB1	ACCOUNTING HOLDING ACCOUNTS

14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Labor  
ODC's

**b. TECHNICAL CONTENT:**

Accounting Holding Accounts for Application of Time Off Codes. Salary Adjustments and Taxable Relocation are set up to hold costs for distribution to appropriate charge numbers.

**c. SCOPE OF WORK:**

Accounting Holding Accounts are set up for Application of Time Off Codes. Salary Adjustments and Taxable Relocation to hold funds for distribution to appropriate charge numbers. These accounts are not baselined.

**d. WORK SPECIFICALLY EXCLUDED:**

Subcontracts  
Materials

Project Manager <i>W. E. Gale</i>	Control Account Manager <i>W. E. Gale</i>	Control Team Manager <i>Jinda Weate</i>
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**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE

FEMP (DEFENSE)

2. DATE

12/01/2000

Page 1

3. WBS ELEMENT CODE

1.1.N.A

4. WBS ELEMENT TITLE/NAME

OPERATIONS

5. PERFORMING DIV/DEPARTMENT CODE

40

6. ORIGINATOR NAME/PHONE

BILL GALE 648-6188

7. WBS ELEMENT MANAGER

ED ZOBRIST

8. BUDGET AND REPORTING NUMBER

EW05H3120

9. BUDGET TITLE

PROGRAM SUPPORT & OVERSIGHT

10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE?

ORIGINAL PER CP # FY01-0115-0012-00

11. ESTIMATED START / COMPLETION DATE

12/1/00 - 12/27/09

12. TASK IDENTIFICATION (WORK PACKAGE)

XEB11

13. TASK DESCRIPTION (ONE LINE)

APPLICATION OF TIME OFF CODES

14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Labor - limited to object class 098

**b. TECHNICAL CONTENT:**

An Accounting Holding Account for Application of Time Off Codes is set up to hold costs for distribution to appropriate charge numbers.

**c. SCOPE OF WORK:**

An Accounting Holding Account for Application of Time Off Codes is set up to hold funds for distribution to appropriate charge numbers.

**d. WORK SPECIFICALLY EXCLUDED:**

All labor except object class 098  
Subs  
ODCs  
Materials

Project Manager

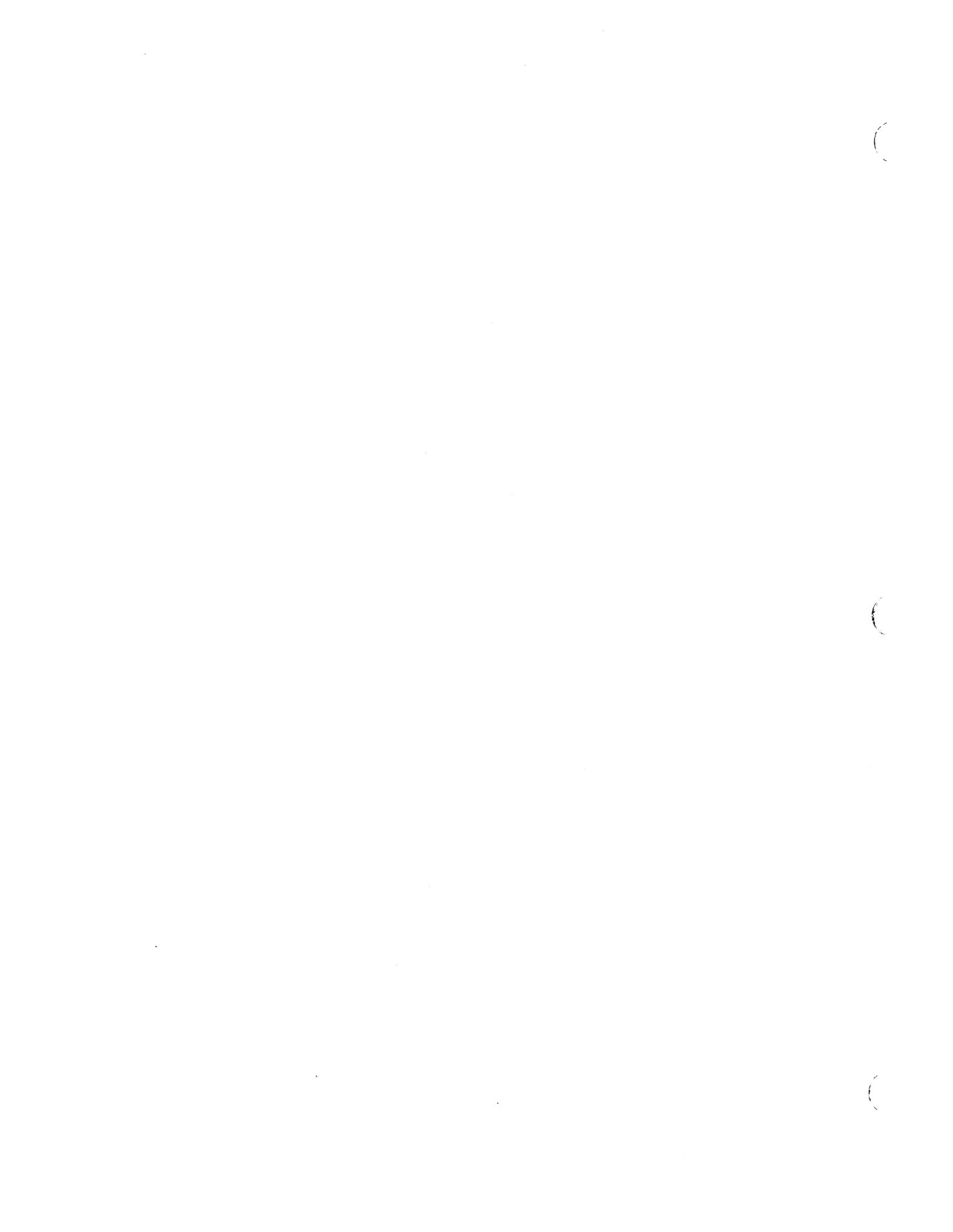
*W. E. Gale*

Control Account Manager

*W. E. Gale*

Control Team Manager

*Linda Wroete*



**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 1
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40</b>	6. ORIGINATOR NAME/PHONE <b>BILL GALE 648-6188</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>ORIGINAL PER CP # FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>XEB13</b>	13. TASK DESCRIPTION (ONE LINE) <b>APPLICATION OF SALARY ADJUSTMENTS</b>		

14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Labor

**b. TECHNICAL CONTENT:**

An Accounting Holding Account for Application of Salary Adjustments is set up to hold costs for distribution to appropriate charge numbers.

**c. SCOPE OF WORK:**

An Accounting Holding Account for Salary Adjustments is set up to hold funds for distribution to appropriate charge numbers.

**d. WORK SPECIFICALLY EXCLUDED:**

Subs  
ODCs  
Materials

Project Manager <i>W. E. Gale</i>	Control Account Manager <i>W. E. Gale</i>	Control Team Manager <i>Linda Wroste</i>
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**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>	2. DATE <b>12/01/2000</b>	Page 1
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3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>
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5. PERFORMING DIV/DEPARTMENT CODE <b>40</b>	6. ORIGINATOR NAME/PHONE <b>BILL GALE 648-6188</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>
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8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>
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10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>ORIGINAL PER CP # FY01-0115-0012-00</b>	11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>
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12. TASK IDENTIFICATION (WORK PACKAGE) <b>XEB15</b>	13. TASK DESCRIPTION (ONE LINE) <b>TAXABLE RELOCATION HOLDING ACCOUNT</b>
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14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Labor  
ODCs

**b. TECHNICAL CONTENT:**

An Accounting Holding Account for Taxable Relocation is set up to costs funds for distribution to appropriate charge numbers.

**c. SCOPE OF WORK:**

An Accounting Holding Account for Taxable Relocation is set up to hold funds for distribution to appropriate charge numbers.

**d. WORK SPECIFICALLY EXCLUDED:**

Subs  
Materials

Project Manager <i>W. E. Gale</i>	Control Account Manager <i>W. E. Gale</i>	Control Team Manager <i>Linda Wroste</i>
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**WORK SCOPE DEFINITION**  
(Work Package)

PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 1
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40</b>	6. ORIGINATOR NAME/PHONE <b>BILL GALE 648-6188</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>ORIGINAL PER CP # FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>XED0D</b>	13. TASK DESCRIPTION (ONE LINE) <b>FLUOR FERNALD INCENTIVE FEE</b>		

14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

ODCs - except object class 640 only

**b. TECHNICAL CONTENT:**

An Accounting Holding Account for Fluor Fernald Incentive Fee.

**c. SCOPE OF WORK:**

Fee earned (cost). Fee recognized (accruals). Accrual reversals.

**d. WORK SPECIFICALLY EXCLUDED:**

Labor  
Subs  
Material  
ODC's except for object class 640

Project Manager <i>W. E. Gale</i>	Control Account Manager <i>W. E. Gale</i>	Control Team Manager <i>Jinda Wrote</i>
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**WORK SCOPE DEFINITION  
(Control Account)**

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>	2. DATE <b>12/01/2000</b>	Page 1
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3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>
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5. PERFORMING DIV/DEPARTMENT CODE <b>40</b>	6. ORIGINATOR NAME/PHONE <b>BILL GALE 648-6188</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>
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8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>
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10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>ORIGINAL PER CP # FY01-0115-0012-00</b>	11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>
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12. TASK IDENTIFICATION (CONTROL ACCOUNT) <b>XFDC</b>	13. TASK DESCRIPTION (ONE LINE) <b>SUSPENSE COSTS</b>
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14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Labor  
Subs  
ODCs

**b. TECHNICAL CONTENT:**

Accounting Holding Accounts for Suspense Cost that will not be billed to the government.

**c. SCOPE OF WORK:**

Accounting Holding Accounts for Suspense Cost that will not be billed to the government.

**d. WORK SPECIFICALLY EXCLUDED:**

None

Project Manager <i>W. E. Gale</i>	Control Account Manager <i>W. E. Gale</i>	Control Team Manager <i>Linda Weste</i>
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**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>	2. DATE <b>12/01/2000</b>	Page 1
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3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>
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5. PERFORMING DIV/DEPARTMENT CODE <b>40</b>	6. ORIGINATOR NAME/PHONE <b>BILL GALE 648-6188</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>
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8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>
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10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>ORIGINAL PER CP # FY01-0115-0012-00</b>	11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>
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12. TASK IDENTIFICATION (WORK PACKAGE) <b>XFDC1</b>	13. TASK DESCRIPTION (ONE LINE) <b>SUSPENSE COSTS - OTHER</b>
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14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Labor  
Subs  
ODCs

**b. TECHNICAL CONTENT:**

An Accounting Holding Account for Suspense Cost that will not be billed to the government.

**c. SCOPE OF WORK:**

An Accounting Holding Account for Suspense Cost that will not be billed to the government.

**d. WORK SPECIFICALLY EXCLUDED:**

None

Project Manager <i>W. E. Gale</i>	Control Account Manager <i>W. E. Gale</i>	Control Team Manager <i>Linda Weste</i>
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**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 1
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40</b>	6. ORIGINATOR NAME/PHONE <b>BILL GALE 648-6188</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>ORIGINAL PER CP # FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>XEDC2</b>	13. TASK DESCRIPTION (ONE LINE) <b>SUSPENSE COSTS - OTHER</b>		

14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Labor  
Subs  
ODCs

**b. TECHNICAL CONTENT:**

An Accounting Holding Account for Suspense Cost that will not be billed to the government.

**c. SCOPE OF WORK:**

An Accounting Holding Account for Suspense Cost that will not be billed to the government.

**d. WORK SPECIFICALLY EXCLUDED:**

None

Project Manager <i>W. E. Gale</i>	Control Account Manager <i>W. E. Gale</i>	Control Team Manager <i>Linda White</i>
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**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 1
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40</b>	6. ORIGINATOR NAME/PHONE <b>BILL GALE 648-6188</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>ORIGINAL PER CP # FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>XFDC3</b>	13. TASK DESCRIPTION (ONE LINE) <b>SUSPENSE COSTS - OTHER</b>		
14. ELEMENT TASK DESCRIPTION  <b>a. <u>ELEMENTS OF COST:</u></b>  Labor Subs ODCs  <b>b. <u>TECHNICAL CONTENT:</u></b>  An Accounting Holding Account for Suspense Cost that will not be billed to the government.  <b>c. <u>SCOPE OF WORK:</u></b>  An Accounting Holding Account for Suspense Cost that will not be billed to the government.  <b>d. <u>WORK SPECIFICALLY EXCLUDED:</u></b>  None			
Project Manager <i>W. E. Gale</i>	Control Account Manager <i>W. E. Gale</i>	Control Team Manager <i>Linda Zobrist</i>	



**WORK SCOPE DEFINITION  
(Control Account)**

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 1
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40</b>	6. ORIGINATOR NAME/PHONE <b>BILL GALE 648-6188</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>ORIGINAL PER CP # FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>	
12. TASK IDENTIFICATION (CONTROL ACCOUNT) <b>X8B1</b>	13. TASK DESCRIPTION (ONE LINE) <b>SITE UNALLOWABLE COSTS</b>		

14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Subs  
Materials  
ODCs

**b. TECHNICAL CONTENT:**

An account that is set up to capture costs that have been identified as unallowable and cannot be traced to a specified charge number.

**c. SCOPE OF WORK:**

Costs identified but cannot be traced back to original source.

**d. WORK SPECIFICALLY EXCLUDED:**

Labor

Project Manager <i>W. E. Gale</i>	Control Account Manager <i>W. E. Gale</i>	Control Team Manager <i>Jinda Wroote</i>
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**WORK SCOPE DEFINITION**  
(Work Package)

PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 1
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40</b>	6. ORIGINATOR NAME/PHONE <b>BILL GALE 648-6188</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>ORIGINAL PER CP # FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>X8B13</b>	13. TASK DESCRIPTION (ONE LINE) <b>SITE UNALLOWABLE COST</b>		
14. ELEMENT TASK DESCRIPTION  <b>a. <u>ELEMENTS OF COST:</u></b>  ODCs Materials Subcontracts  <b>b. <u>TECHNICAL CONTENT:</u></b>  An account that is set up to capture costs that have been identified as unallowable and cannot be traced to a specific charge number.  <b>c. <u>SCOPE OF WORK:</u></b>  Costs identified but cannot be traced back to original source.  <b>d. <u>WORK SPECIFICALLY EXCLUDED:</u></b>  Labor			
Project Manager <i>W. E. Gale</i>	Control Account Manager <i>W. E. Gale</i>	Control Team Manager <i>Linda Wroeste</i>	



**WBS DICTIONARY  
CONTROL ACCOUNT/CHARGE NUMBER**



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5. WBS ELEMENT CODE <b>1.1.N</b>	6. WBS ELEMENT TITLE <b>PBS 12 PROGRAM SUPPORT &amp; OVERSIGHT</b>
7. APPROVED CP NO. <b>NEW PER CP# FY01-0115-0012-00</b>	8. DATE OF CHANGES <b>12/01/2000</b>
9. SYSTEM DESIGN DESCRIPTION <b>ENVIRON. RESTORATION</b>	10. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>
<p>11. ELEMENT TASK DESCRIPTION</p> <p><b><u>a. ELEMENTS OF COST:</u></b></p> <p>Labor Includes Government Funded Labor Subcontractors Material ODC's</p> <p><b><u>b. TECHNICAL CONTENT:</u></b></p> <p>Primary Drivers: Fernald Closure Contract DOE Orders, Regulations, Standards, Statutes, and Directives Federal and State Laws Amended Consent Agreements (CERCLA, US EPA) Consent Decree (RCRA, State of Ohio) Federal Acquisition Regulation United States Department of Energy Acquisition Regulation</p> <p>PBS 12 Program Support and Oversight is the summary WBS level which provides Administrative and Technical Oversight to ensure conformance with all applicable federal and state laws and regulations.</p> <p>The scope is further defined in these subordinate elements:</p> <p>1.1.N.A Operation 1.1.N.B Administration 1.1.N.C Safety &amp; Health 1.1.N.D Site Closure</p> <p><b><u>c. SCOPE OF WORK:</u></b></p> <p>Support and Oversight provides overall management and direction for Fluor</p>	

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9. SYSTEM DESIGN DESCRIPTION <b>ENVIRON. RESTORATION</b>		10. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	
11. ELEMENT TASK DESCRIPTION <p>Fernald, Inc. at the DOE's (Department of Energy) FEMP (Fernald Environmental Management Project). The FEMP is a 1,050 acre Superfund site listed on the U.S. EPA National Priorities list located in Butler and Hamilton counties in southwestern Ohio, 17 miles northwest of Cincinnati.</p> <p>The following activities are included in Support and Oversight:</p> <p>1.1.N.A Operations:</p> <p>The Legal Affairs Department provides legal advice and counsel to the Fluor Fernald, Inc. officers and staff regarding all matters of corporate legal interest, including issues and disputes involving the Department of Energy, subcontractors, stakeholders, and employees. Primary areas of interest include issues involving personnel, labor relations, internal management, acquisitions, procurement, environmental impacts and compliance, workers compensation, liabilities relating to disposition of hazardous and radioactive materials and wastes, real estate and other property transactions.</p> <p>Public Affairs is responsible for managing communication activities necessary to promote proactive two-way public involvement with interested stakeholders and comply with the letter and spirit of public notification and involvement provisions applicable laws and regulations.</p> <p>Internal Audit provides an independent evaluation and makes recommendations to improve operations, strengthen internal controls, safeguard assets against loss and fulfill the requirements of the contract.</p> <p>Industrial Relations is responsible for the administration and implementation of labor agreements with efforts to maintain a positive labor relations environment.</p> <p>Operations Administration: Provides Leadership for Fluor Fernald's fully integrated project organizations and support organizations as they accomplish DOE's mission of accelerated completion of the FEMP. Strive to accelerate "Legacy Facility Completion" and "Site Completion" as defined in section (B.6.a) at a reduced cost ahead of schedule through the overall RCRA/CERCLA/NEPA regulatory process and performing effective remediation thereafter.</p> <p>Project Controls provides administration, estimating services, funds management and change control, program planning, baseline management and reporting, and</p>			

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9. SYSTEM DESIGN DESCRIPTION <b>ENVIRON. RESTORATION</b>	10. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>
<p>11. ELEMENT TASK DESCRIPTION</p> <p>project control systems and assessments.</p> <p>Finance activities include all accounting activities related to the conduct of business operations at the FEMP site. This includes management and administration of disbursement accounting, payroll accounting and IM support of the "new" payroll procedures, benefits accounting, support of the PC Accounting System, and preparation of invoices to DOE.</p> <p>Contracts and Acquisitions is responsible for administration of the prime contract and acquisition of materials, services, and real property required to support the mission needs in compliance with Federal and DOE regulations and good business practices. This includes managing all aspects of vendor selection; award and administration of subcontracts for materials and services; coordinate company/supplier communications to ensure appropriate business and procurement ethics are upheld; administer construction subcontracts; and report status and results of procurement actions to interested parties.</p> <p>Cost &amp; Schedule Improvements Division is intended to support the mission of accelerated completion by seeking, identifying, and implementing ideas that produce cost and schedule savings against the Target Cost &amp; Schedule Dates of our Closure Contract.</p> <p>G&amp;A &amp; Contract Insurance are captured miscelleance site expenses for new site closure contract.</p> <p>Transition Cost and associated relocation costs for newly assigned FERMSI and Teaming subcontractor personnel to fulfill new contract requirements.</p> <p>Additional Teaming Subcontractor Holiday covers the five additional Fluor Fernald holidays that are not covered under the teaming subcontractor benefit plans.</p> <p>Accounting holding accounts created to capture site expenditures to be distributed to appropriate charge numbers.</p> <p>Field Office Support charge number will cover the cost of office, printing, copying, and graphics supplies directly supporting Fluor Fernald Contract activities.</p> <p>1.1.N.B Administration:</p>	

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9. SYSTEM DESIGN DESCRIPTION <b>ENVIRON. RESTORATION</b>	10. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>
11. ELEMENT TASK DESCRIPTION  <p>Administrative Services provides site-wide Reprographics Printing, Mail Services, and Small Office Equipment Services. Provides administrative support functions to the Office of the President, Administration and Cost &amp; Schedule Improvement Divisions.</p> <p>Information Management provides the computer and telecommunication systems to support the dissemination, utilization, computer security, and disposition of timely and accurate information to all projects and divisions in support of Fluor Fernald's mission.</p> <p>Document Management Program Services provides document control and distribution functions, and procedure development, revision and processing to support site programmatic and remediation activities.</p> <p>Administrative Division Management monitors site-wide Administration activities (i.e., Human Resources, Diversity Program Information Management and Program Support Services) to ensure compatibility with commitments made to DOE, EPA and Stakeholders.</p> <p>Records Management provides the daily operation and oversight of Records at the FEMP to include: Records Management Administration; Training Records; Environmental Records, consisting of; Administrative Records, The Public Environmental Information Center (PEIC), Post Record of Decision Files, Central Data Files (CDF), and the Technical Information Center (TIC); Records Acceptance and Validation; Records Training; Records Awareness; Procedures/Self Assessment; Coordination of RMPC; and Historical Records.</p> <p>Human Resources department develops and administers services and programs to support employees. In addition, the Department supports management by analyzing, developing and recommending initiatives that affect employees. Provide employees to be affected by changing workscope needs to both internal and external opportunities for a new job role if and when the new job role need emerges from the Accelerated Clean-up plan. If no viable internal opportunities are available, facilitate the transition of team members to viable external opportunities. This process includes but is not limited to; career counseling, resume/cover letter preparation, interviewing skill development and job search techniques and practice.</p> <p>Site Training provides developmental and remedial training, program/project</p>	

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<p>11. ELEMENT TASK DESCRIPTION</p> <p>specific training, maintains site access training plans (GET, Site Worker, Radiation Worker, Radiation Worker I &amp; II), develops and provides computer based training, technical training programs, job analysis as it relates with DOE Order 5480.20A, and provides management and supervisor training.</p> <p>Severence benefit packages provided are specific to individual VSP (Voluntary Separation Program) as defined in HR 403 and covered under the terms and conditions of the Ohio Field Office's and "End in Sight".</p> <p>Diversity Programs oversees compliance with EEO, laws and regulations related to sexual harassment, Vietnam Era Veteran discrimination and Fluor Fernald rules of conduct. Administers the Technical University Program which provides the opportunity to utilize skills and expertise available at local and HBCU/MICON Universities in support of the environmental restoration of the Fernald Site. Develop and implement Fluor Fernald's Socio-economic subcontracting program by identifying and developing qualified firms and pre-qualifying small (SB) and small disadvantaged (SDB) firms. Foster opportunities for small businesses at Fernald.</p> <p>BOA/Subcontractor Holding Account provides a centralized database system for the management of contracted workforce, establishes and maintains the contracted workforce, tracks the sitewide utilization of the contracted workforce, enables electronic accruals as well as aids in the invoice reconciliation and verification.</p> <p>Teaming Subcontractor Holding Accounts functions are twofold in teaming subcontractor accrual accounts. First to have an established account to facilitate the electronic tracking for utilization and expenditures to the FEMP. Secondly, to have a single site contact for the teaming subcontractors and home office staff, thus providing consistency.</p> <p>Intern Holding Account's primary function of the account is twofold. First to have an established account to facilitate the electronic tracking for utilization and expenditures to the FEMP. Secondly, to have a single site contact for college interns.</p> <p>Retention/Recognition Program provides administrative and oversight support for the administration and implementation of retention and recognition programs.</p>	

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11. ELEMENT TASK DESCRIPTION <b>1.1.N.C Safety and Health:</b>  <p>Safety and Health (S&amp;H) - manages the safety and health requirements program to include Lock and Tag, the Radiological Program (to include engineering and compliance), Safety Analysis, Medical Services and oversight of S&amp;H implementation within the projects for the Fernald Environmental Management Project (FEMP) to facilitate operations, ensures compliance with applicable regulation and permits and ensures that Fluor Fernald conducts activities within approved and compliant conditions conducive to worker health and safety, and protection of the environment as detailed in RM-0016 through life of project. In addition, provides technical support through the interpretation of requirements.</p> <p>Dosimetry - provides the bioassay laboratory for the analysis of bioassay samples collected as part of the internal dosimetry monitoring program for the FEMP site; dosimetry for the external and internal radiation monitoring of all site employees and subcontractors. Provides the radiological control instrument laboratory that maintains, calibrates and repairs the radiation monitoring and detection instruments and air sampling equipment used by the Radiological Control Department; the radiological control air monitoring laboratory that analyzes air samples taken for radiological control purposes; and the Radiological Work Permitting Group that prepares RWPs for all site radiological activities.</p> <p>Medical - provides the occupational medical program for the site population to include all Fluor Fernald employees, DOE, and subcontractors.</p> <p>Emergency Services - activities include emergency drills and exercises, administration, fire and safety, Communication Center, Emergency Response Training, and SARA and Meteorological Monitoring in the event of site emergencies.</p> <p>Quality Assurance - activities include QA management and administration; development and maintenance of the QA program, policies, and procedures; independent functional audits, verifications, and trend analysis; review and coordination of Price Anderson processes; and interface with DOE for orders and issues involving QA matters. QA also provides oversight and support for the Data Quality Group with audit, surveillance, and personnel activities.</p> <p>Operations Assurance - administers the Fluor Fernald President's Independent</p>	

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<p>11. ELEMENT TASK DESCRIPTION</p> <p>Safety Review Committee; maintains the Conduct of Operations, Site Operational Readiness Assessment, Lessons Learned, Required Reading, Occurrence Reporting, and Investigation programs. Evaluates, tracks, and trends data from sitewide reporting systems.</p> <p>Safety and Health Administration - provides management and oversight for all departments in the S&amp;H Program, including: Safety and Health, Dosimetry, Medical, Emergency Services, Quality Assurance, Operations Assurance, Environmental Compliance, and S&amp;H Integration. Also provide programmatic direction for S&amp;H related activities to all the projects.</p> <p>Environmental Compliance - provides oversight of site compliance with environmental regulatory requirements contained in laws, rules, regulations, and legal agreements; development of environmental policy and guidance for implementing organizations; surveillance/assessments/audits of compliance status; reviews of environmental performance indicators; preparation of reports, permits, and applications; liaison with regulatory agencies; and technical support to projects.</p> <p>Safety and Health Integration - integration of the Fluor Fernald Integrated Safety Management System (ISMS), Voluntary Protection Program (VPP), Site Safety Committees, as well as other matters requiring a sitewide coordinated effort with the S&amp;H program.</p> <p>1.1.N.D Site Closure:</p> <p>Cultural Resources - provides management and administration of the Cultural Resources activities consistent with Federal and State Environmental Regulations and DOE Orders. Implement Programmatic Agreement for Archaeological Resources and historical documentation of site. Curation of prehistoric, historic, and cold war artifacts.</p> <p>Site Closure Planning &amp; Integration (SCP&amp;I) - provides for the technical management of the closure contract, acts as technical liaison between projects, develops and updates the Facility Integrated Infrastructure Closure Plan, Risk Management Plan, Manpower Plan, Make-or-Buy Technical Analysis, program/project review, and modeling and execution scenarios as needed. SCP&amp;I is responsible to provide impacts on office and storage planning and coordination of space located on and off the Fernald site to Space Management.</p>	

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11. ELEMENT TASK DESCRIPTION <p>Closure Project Management - External technical liaison by Director. Provides for both the Project Director and support staff as well as the administrative and technical management of integrated activities for all Site Closure departments. Manages alignment of crosscutting issues, program/project review, organizational development and performance measurement of the FEMP Closure Contract.</p> <p>Engineering Services - provides support for the Configuration Management and Engineering Design functional areas, A/E support services, and A/E ERA Project contract closeout activities. It also provides administration and/or support for engineering support services, Computer Aided Design and Drafting (CADD), oversight and assessment of engineering activities, engineering technical support staff qualification, and the Technical Review Board.</p> <p>Technology Programs - provides overall direction, administration and management of Fluor Fernald efforts and workscope to identify needs for, locate, acquire, evaluate, develop, demonstrate, apply and deploy advanced technologies for safer, faster, cheaper remediation including dissemination to other DOE sites. It also plans, coordinates, and administers work performed by selected Ohio universities and Historically Black Colleges and Universities/Minority Institutions Environmental Technology Consortium (HBCU/MIETC) members.</p> <p>Stewardship Management - includes planning and document preparation associated with long-term stewardship of the FEMP; planning interface and documentation associated with future use of the FEMP; regulatory, stakeholder and natural resource trustee interface on stewardship and future use issues; and technical support of project on restoration and revegetation issues and the maintenance of restored and certified areas.</p>			

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11. ELEMENT TASK DESCRIPTION			
<p><b><u>a. ELEMENTS OF COST:</u></b></p> <p>Labor Subcontractors Material ODCs</p> <p><b><u>b. TECHNICAL CONTENT:</u></b></p> <p>Operations is the summary WBS level which provides support to ensure compliance with all applicable federal and state laws and regulations.</p> <p>Primary Drivers: DOE and Fluor Fernald Cost-Plus-Incentive Fee (CPIF) DOE Orders, Regulations, Standards, Statutes, and Directives Federal and State Laws Amended Consent Agreements Consent Decree (RCRA State of Ohio) Federal Acquisition Regulation United States Department of Energy Acquisition Regulation United States Codes, Code of Federal Regulations and associated legal precedents State of Ohio Statutes, Directions and Regulations State Bar Association Continuing Legal Education Requirements</p> <p><b><u>c. SCOPE OF WORK:</u></b></p> <p>The following activities are contained within Operations:  The Legal Affairs Department provides legal advice and counsel to the Fluor</p>			

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<p>11. ELEMENT TASK DESCRIPTION</p> <p>Fernald, Inc. officers and staff regarding all matters of corporate legal interest, including issues and disputes involving the Department of Energy, subcontractors, stakeholders, and employees. Primary areas of interest include issues involving personnel, labor relations, internal management, acquisitions, procurement, environmental impacts and compliance, workers compensation, liabilities relating to disposition of hazardous and radioactive materials and wastes, real estate and other property transactions.</p> <p>Public Affairs provides site-wide management and support of Fernald of internal and external communication, public involvement and education outreach. Multimedia Visual Services provides graphic, photo, video and electronic support to the project in an effort to enhance communication of the site mission and progress. The overarching purpose of Public Affairs is to promote proactive two-way communication with interested stakeholders in support of Fernald Environmental Management Project (FEMP) objectives. Other goals include increasing awareness of the U.S. DOE identity in conjunction with the mission and complying with the letter and the spirit of public notification and involvement provisions of applicable laws and regulations.</p> <p>Internal Audit provides an independent evaluation and makes recommendations to improve operations, strengthen internal controls, safeguard assets against loss and fulfill the requirements of the contract.</p> <p>Industrial Relations is responsible for the administration and implementation of labor agreements with efforts to maintain a positive labor relations environment.</p> <p>Operations Administration: Provides Leadership for Fluor Fernald's fully integrated project organizations and support organizations as they accomplish DOE's mission of accelerated completion of the FEMP. Strive to accelerate "Legacy Facility Completion" and "Site Completion" as defined in section (B.6.a) at a reduced cost ahead of schedule through the overall RCRA/CERCLA/NEPA regulatory process and performing effective remediation thereafter.</p> <p>Project Controls provides administration, estimating services, funds management and change control, program planning, baseline management and reporting, and project control systems and assessments.</p> <p>Finance activities include all accounting activities related to the conduct of business operations at the FEMP site. This includes management and</p>	

**U.S. DEPARTMENT OF ENERGY  
WORK BREAKDOWN STRUCTURE DICTIONARY  
PART II - ELEMENT DEFINITION**

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>	2. DATE OF CONTRACT 12/01/2000
3. IDENTIFICATION NUMBER <b>DE-AC24-01OH20115</b>	4. INDEX LINE NO. 73
5. WBS ELEMENT CODE 1.1.N.A	6. WBS ELEMENT TITLE OPERATIONS
7. APPROVED CP NO. NEW PER CP# FY01-0115-0012-00	8. DATE OF CHANGES 12/01/2000
9. SYSTEM DESIGN DESCRIPTION ENVIRON. RESTORATION	10. BUDGET AND REPORTING NUMBER EW05H3120
<p>11. ELEMENT TASK DESCRIPTION</p> <p>administration of disbursement accounting, payroll accounting and IM support of the "new" payroll procedures, benefits accounting, support of the PC Accounting System, and preparation of invoices to DOE.</p> <p>Contracts and Acquisitions provides for the complete and timely administration of the prime contract between the Department of Energy and Fluor Fernald; and manage overall contract and subcontract administration change control.</p> <p>Cost &amp; Schedule Improvements Division is intended to support the mission of accelerated completion by seeking, identifying, and implementing ideas that produce cost and schedule savings against the Target Cost &amp; Schedule Dates of our Closure Contract.</p> <p>G&amp;A &amp; Contract Insurance are captured miscelleance site expenses for new site closure contract.</p> <p>Transition Cost and associated relocation costs for newly assigned FERMSI and Teaming subcontractor personnel to fulfill new contract requirements.</p> <p>Additional Teaming subcontractor Holiday covers the five additional Fluor Fernald holidays that are not covered under the teaming partner benefit plans.</p> <p>Field Office Support charge number will cover the cost of office, printing, copying, and graphics supplies directly supporting Fluor Fernald Contract activities.</p> <p>Accounting holding accounts created to capture site expenditures to be distributed to appropriate charge numbers.</p>	



**WORK SCOPE DEFINITION  
(Control Account)**

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>	2. DATE <b>12/01/2000</b>	Page 1
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3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>
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5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>BECKY MCDONOUGH / 648-6858</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>
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8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>
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10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>CHANGE PER CP # FY01-0115-0012-00</b>	11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>
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12. TASK IDENTIFICATION (CONTROL ACCOUNT) <b>NAAA</b>	13. TASK DESCRIPTION (ONE LINE) <b>OPERATIONS</b>
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14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Labor  
Subcontracts  
Material  
ODCs

**b. TECHNICAL CONTENT:**

Operations is the summary WBS level which provides support to ensure compliance with all applicable federal and state laws and regulations.

Primary Drivers:  
DOE and Fluor Fernald Cost-Plus-Incentive Fee (CPIF)  
DOE Orders, Regulations, Standards, Statues, and Directives  
Federal and State Laws  
Amended Consent Agreements  
Consent Decree (RCRA State of Ohio)  
Federal Acquisition Regulation  
United States Department of Energy Acquisition Regulation  
United States Codes, Code of Federal Regulations and associated legal precedents  
State of Ohio Statutes, Directions and Regulations  
State Bar Association Continuing Legal Education Requirements

**c. SCOPE OF WORK:**

The following activities are contained within Operations:

Project Manager <i>Meredith Lee for</i>	Control Account Manager <i>Meredith Lee for</i>	Control Team Manager <i>Kinda Waite</i>
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## WORK SCOPE DEFINITION (Control Account)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 2
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>BECKY MCDONOUGH / 648-6858</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>CHANGE PER CP # FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>	
12. TASK IDENTIFICATION (CONTROL ACCOUNT) <b>NAAA</b>	13. TASK DESCRIPTION (ONE LINE) <b>OPERATIONS</b>		

14. ELEMENT TASK DESCRIPTION

The Legal Affairs Department provides legal advice and counsel to the Fluor Fernald, Inc. officers and staff regarding all matters of corporate legal interest, including issues and disputes involving the Department of Energy, subcontractors, stakeholders, and employees. Primary areas of interest include issues involving personnel, labor relations, internal management, acquisitions, procurement, environmental impacts and compliance, workers compensation, liabilities relating to disposition of hazardous and radioactive materials and wastes, real estate and other property transactions.

Public Affairs provides site-wide management and support of Fernald of internal and external communication, public involvement and education outreach. Multimedia Visual Services provides graphic, photo, video and electronic support to the project in an effort to enhance communication of the site mission and progress. The overarching purpose of Public Affairs is to promote proactive two-way communication with interested stakeholders in support of Fernald Environmental Management Project (FEMP) objectives. Other goals include increasing awareness of the U.S. DOE identity in conjunction with the mission and complying with the letter and the spirit of public notification and involvement provisions of applicable laws and regulations.

Internal Audit provides an independent evaluation and makes recommendations to improve operations, strengthen internal controls, safeguard assets against loss and fulfill the requirements of the contract.

Industrial Relations is responsible for the administration and implementation of labor agreements with efforts to maintain a positive labor relations environment.

Operations Administration: Provides Leadership for Fluor Fernald's fully integrated project organizations and support organizations as they accomplish DOE's mission of accelerated completion of the FEMP. Strive to accelerate "Legacy Facility Completion" and "Site Completion" as defined in section (B.6.a) at a reduced cost ahead of schedule through the overall RCRA/CERCLA/NEPA regulatory process and performing effective remediation thereafter.

Project Controls provides administration, estimating services, funds management

**WORK SCOPE DEFINITION  
(Control Account)**

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 3
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>BECKY MCDONOUGH / 648-6858</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>CHANGE PER CP # FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>	
12. TASK IDENTIFICATION (CONTROL ACCOUNT) <b>NAAA</b>	13. TASK DESCRIPTION (ONE LINE) <b>OPERATIONS</b>		

14. ELEMENT TASK DESCRIPTION

and change control, program planning, baseline management and reporting, and project control systems and assessments.

Finance activities include all accounting activities related to the conduct of business operations at the FEMP site. This includes management and administration of disbursement accounting, payroll accounting and IM support of the "new" payroll procedures, benefits accounting, support of the PC Accounting System, and preparation of invoices to DOE.

Contracts and Acquisitions provides for the complete and timely administration of the prime contract between the Department of Energy and Fluor Fernald; and manage overall contract and subcontract administration change control.

Cost & Schedule Improvements Division is intended to support the mission of accelerated completion by seeking, identifying, and implementing ideas that produce cost and schedule savings against the Target Cost & Schedule Dates of our Closure Contract.

G&A & Contract Insurance are captured miscelleance site expenses for new site closure contract.

Transition Cost and associated relocation costs for newly assigned FERMSI and Teaming subcontractor personnel to fulfill new contract requirements.

Additional Teaming subcontractor Holiday covers the five additional Fluor Fernald holidays that are not covered under the teaming partner benefit plans.

Field Office Support charge number will cover the cost of office, printing, copying, and graphics supplies directly supporting Fluor Fernald Contract activities.

Accounting holding accounts created to capture site expenditures to be distributed to appropriate charge numbers.

**d. WORK SPECIFICALLY EXCLUDED:**

**WORK SCOPE DEFINITION  
(Control Account)**

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>	
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>BECKY MCDONOUGH / 648-6858</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>	
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>CHANGE PER CP # FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>
12. TASK IDENTIFICATION (CONTROL ACCOUNT) <b>NAAA</b>	13. TASK DESCRIPTION (ONE LINE) <b>OPERATIONS</b>	

14. ELEMENT TASK DESCRIPTION

Work involving Qui Tam Litigation.

Costs of settlement and judgements.

Costs for legal support from the Fluor Corporation Legal Services Group.

Work requested by the DOE Ohio Field Office.

All nuclear safety and assessment type audits (performed by QA).

The submission of pertinent data for the yearly wage survey is outside of the control of IR.

The National Union leadership administration of actions/activities that affects the State and Local Unions is outside the control of IR.

**WBS DICTIONARY  
CONTROL ACCOUNT/CHARGE NUMBER**



**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 1
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3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>
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5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>Mark Sucher 648-3411</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>
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8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>
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10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>	11. ESTIMATED START / COMPLETION DATE <b>5/01 - 5/03</b>
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12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAA1</b>	13. TASK DESCRIPTION (ONE LINE) <b>WENHOLD LEGAL CASE</b>
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14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Labor  
Material  
ODCs

**b. TECHNICAL CONTENT:**

Provide legal support and counsel.  
Primary Drivers:  
DOE Statutes, Orders, Standards, Directives and Regulations  
Federal Acquisition Regulation  
United States Department of Energy Acquisition Regulation  
United States Codes, Codes of Federal Regulations and associated legal precedents  
State of Ohio Statutes, Directions, and Regulations  
State Bar Association Continuing Legal Education Requirements

**c. SCOPE OF WORK:**

The Legal Affairs division provides legal support and counsel to the Fluor Daniel Fernald Office of the President and all divisions, including internal management and personnel, regarding procurement, labor, environmental, real estate and other property transactions, as well as representation in litigation for and against the company.

This specific charge number address litigation for the Barry Wenhold case. The scope of work for this case is as follows:

Mr. Barry Wenhold is an ex-employee who has been pursuing a claim for Workers

Project Manager <i>Monica Lee for</i>	Control Account Manager <i>Monica Lee for</i>	Control Team Manager <i>Linda Zebeste</i>
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**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 2
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>Mark Sucher 648-3411</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>5/01 - 5/03</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAA1</b>	13. TASK DESCRIPTION (ONE LINE) <b>WENHOLD LEGAL CASE</b>		

14. ELEMENT TASK DESCRIPTION

Compensation as a result of medical conditions alleged to have been caused during his employment by Fluor Fernald. During the administrative phases of his Workers Compensation claim, decisions were rendered against Mr. Wenhold's claim.

Mr. Wenhold is now pursuing a lawsuit seeking confirmation of his claim. Pursuant to the Clause H.24 Settlement Agreement (under the prior contract) Fluor Fernald agreed to pay the outside counsel fees needed to resolve this case. Beirne & Wirthlin is representing us in the case and the costs for this representation are NOT included in this scope since they will be borne by Fluor Fernald. The scope of this charge number is limited to Fluor Fernald labor needed to support resolution of the lawsuit.

**d. WORK SPECIFICALLY EXCLUDED:**

Work involving Qui Tam Litigation  
Unspecified project support travel.  
Cost of settlement and judgements.

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 1
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3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>
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5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>Mark Sucher 648-3411</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>
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8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>
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10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>	11. ESTIMATED START / COMPLETION DATE <b>5/01 - 5/03</b>
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12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAA2</b>	13. TASK DESCRIPTION (ONE LINE) <b>WEAVER LEGAL CASE</b>
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14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Labor  
Material  
ODCs

**b. TECHNICAL CONTENT:**

Provide legal support and counsel.  
Primary Drivers:  
DOE Statutes, Orders, Standards, Directives and Regulations  
Federal Acquisition Regulation  
United States Department of Energy Acquisition Regulation  
United States Codes, Codes of Federal Regulations and associated legal precedents  
State of Ohio Statutes, Directions, and Regulations  
State Bar Association Continuing Legal Education Requirements

**c. SCOPE OF WORK:**

The Legal Affairs division provides legal support and counsel to the Fluor Daniel Fernald Office of the President and all divisions, including internal management and personnel, regarding procurement, labor, environmental, real estate and other property transactions, as well as representation in litigation for and against the company.

This specific charge number address litigation for the Mark Weaver case. The scope of work for this case is as follows:

Mr. Mark Weaver was injured in an automobile accident while he was a Fluor

Project Manager <i>Monica Lee</i>	Control Account Manager <i>Monica Lee</i>	Control Team Manager <i>Kinda Wrote</i>
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**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 2
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>Mark Sucher 648-3411</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>5/01 - 5/03</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAA2</b>	13. TASK DESCRIPTION (ONE LINE) <b>WEAVER LEGAL CASE</b>		

14. ELEMENT TASK DESCRIPTION

Fernald employee. Subsequently he filed suit seeking to recover damages for his injuries. His lawsuit does not allege that Fluor Fernald or any of its employees are in any way liable for his damages. However, his suit names Fluor Fernald as a defendant for the sole purpose of seeking access to information about Fluor Fernald insurance coverage on the theory that he may recover from Fluor Fernald's insurance carrier's uninsured/underinsured motorist coverage because the alleged responsible driver(s) did not have adequate insurance coverage. The scope of this charge number includes the cost of outside counsel to defend the case and the cost of Fluor Fernald labor needed to support outside counsel in the resolution of the lawsuit.

**d. WORK SPECIFICALLY EXCLUDED:**

Work involving Qui Tam Litigation  
Unspecified project support travel.  
Cost of settlement and judgements.

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>	
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>Mark Sucher 648-3411</b>	7. WBS ELEMENT MANAGER <b>ED ZOERIST</b>
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>	
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAA</b>	13. TASK DESCRIPTION (ONE LINE) <b>LEGAL AFFAIRS</b>	
14. ELEMENT TASK DESCRIPTION		
<p><b><u>a. ELEMENTS OF COST:</u></b></p> <p>Labor Material Subcontractors ODCs</p> <p><b><u>b. TECHNICAL CONTENT:</u></b></p> <p>Provide legal support and counsel.</p> <p>Activities involving Fluor Fernald that require legal support include:</p> <ul style="list-style-type: none"> <li>* Litigation (both against Fluor Fernald and on behalf of Fluor Fernald)</li> <li>* Administrative Proceedings (both against Fluor Fernald and on behalf of Fluor Fernald)</li> <li>* RFP Reviews</li> <li>* Contract Reviews</li> <li>* Contract Disputes with subcontractors</li> <li>* Contract Disputes with DOE</li> <li>* Workers Compensation Claims</li> <li>* Unemployment Compensation Claims</li> <li>* Collective Bargaining Agreements with FAT &amp; LC, IGUA, and GCBCTC</li> <li>* Labor Grievance Issues</li> <li>* Labor Arbitration</li> <li>* Price Anderson Amendments Act Issues</li> <li>* Environmental law issues</li> <li>* Procedure reviews</li> <li>* DOE investigations/inquiries</li> <li>* Voluntary Separation Programs</li> <li>* Involuntary Separation Programs</li> <li>* DOE Work Force Restructuring Plan, "An End in Sight", July 1997.</li> </ul>		
Project Manager <i>Monica Lee for</i>	Control Account Manager <i>Monica Lee for</i>	Control Team Manager <i>Linda Weete</i>

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE 12/01/2000	Page 2
3. WBS ELEMENT CODE 1.1.N.A	4. WBS ELEMENT TITLE/NAME OPERATIONS		
5. PERFORMING DIV/DEPARTMENT CODE 40 & 44	6. ORIGINATOR NAME/PHONE Mark Sucher 648-3411	7. WBS ELEMENT MANAGER ED ZOBRIST	
8. BUDGET AND REPORTING NUMBER EW05H3120	9. BUDGET TITLE PROGRAM SUPPORT & OVERSIGHT		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? NEW PER CP# FY01-0115-0012-00		11. ESTIMATED START / COMPLETION DATE 12/1/00 - 12/27/09	
12. TASK IDENTIFICATION (WORK PACKAGE) NAAAA	13. TASK DESCRIPTION (ONE LINE) LEGAL AFFAIRS		

14. ELEMENT TASK DESCRIPTION

- \* US Code, as set out in S/RID and as may be revised.
- \* Ohio Revised Code, as set out in S/RID and as may be revised.
- \* Code of Federal Regulations provisions as set out in S/RID.
- \* Ohio Administrative Code provisions as set out in S/RID.
- \* Federal, State and Local Agreements as set out in S/RID.
- \* Amended Consent Agreement (10/1/91), Consent Decree (12/2/88), and Amended Consent Agreement (9/20/91) as set out in S/RID.
- \* Contract Clause H.3, "Key Personnel"
- \* Contract Clause H.14, "Workforce Transition and Management"
- \* Contract Clause H.25, "Litigation Management Plan"
- \* DOE litigation management procedures and guidelines as published in the Federal Register on April 3, 1996 (61 FR 14,763).
- \* DOE legal management requirements as published in the Federal Register on January 18, 2001 (66 FR 4616) if implemented as a final rule.
- \* Contract Clause I.114, "Insurance-Litigation and Claims."
- \* Contract Clauses relating to Patent and Data Rights (I.122, I.123, I.124, I.125, and I.126).

**c. SCOPE OF WORK:**

The level of effort work requirements of the legal affairs staff are not established based on a task by task build up of required services. Instead, of the multiple tasks listed above, as well as any others that may be established by Fluor Fernald management, those with the highest priority are performed within the available time.

**Task #1 - Attorneys**

1. General Counsel participates in four Fluor Fernald Board of Directors Meetings per year, serves as Secretary of the Board, and prepares Board minutes and resolutions as required.
2. General Counsel participates in two teaming subcontractor management

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 3
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>Mark Sucher 648-3411</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAA</b>	13. TASK DESCRIPTION (ONE LINE) <b>LEGAL AFFAIRS</b>		

14. ELEMENT TASK DESCRIPTION

- committee meetings per year. Prepare litigation status report for each meeting.
3. General Counsel participates in weekly Leadership Team meetings.
  4. Participate in weekly Legal Affairs department staff meetings.
  5. Participate in monthly President's Safety Committee Meetings.
  6. Participate in annual Fluor Corporation Continuing Legal Education Conference (1 week).
  7. Meet Continuing Legal Education requirements for State of Ohio and any other state in which a law license is held.
  8. Maintain currency of legal expertise through professional reading.
  9. General Counsel provides the overall management and direction for the Legal Affairs Department.
  10. Provide legal advice and guidance to executive management, project and program managers, and staff concerning business decisions and company directions.
  11. Retain outside counsel to represent Fluor Fernald in litigation after obtaining DOE approval in accordance with approved Litigation Management Plan.
  12. Provide oversight of outside counsel representation in any litigation action.
  13. Review, resolve issues, and submit outside counsel invoices to DOE counsel for review and approval in accordance with approved Litigation Management Plan.
  14. Interface with DOE Counsel regarding claims, lawsuits, and other issues of concern to DOE.
  15. Participate in meetings as requested with senior executive management and staff members to provide legal advice and counsel on issues of all types.

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 4
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>Mark Sucher 648-3411</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAA</b>	13. TASK DESCRIPTION (ONE LINE) <b>LEGAL AFFAIRS</b>		

14. ELEMENT TASK DESCRIPTION

16. Provide recommendations to executive management, project and program managers and staff regarding resolution of prime and subcontract disputes.

17. Provide recommendations to executive management, project and program managers and staff regarding resolution of administrative proceedings or litigation.

18. Provide recommendations to Fluor Corporation legal staff regarding settlement of litigation and obtain concurrence in any proposed settlement.

19. Participate as representative of Fluor Fernald, Inc. in litigation settlement conferences, settlement negotiations, mediation, or other alternative dispute resolution actions.

20. Review and provide legal advice on all new or modified company procedures submitted for review.

21. Review and provide legal advice on all company acquisition or procurement actions submitted for review (including Scope of Work documents, requests for proposals, contract documents, contract administration and dispute issues, and subcontract closeout issues).

22. Review and provide legal advice on all company Human Resource Department issues submitted for review, including hiring, termination, promotion, suspension, disciplinary actions, reduction in force and benefit issues.

23. Review and provide legal advice on all company Industrial Relations Department issues submitted for review, including hiring, termination, promotion, suspension, discipline, reduction in force, benefit issues, and collective bargaining agreement negotiation, interpretation and implementation.

24. Review and provide legal advice on all company Workers Compensation Program issues.

25. Review and provide legal advice on all company tax issues.

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 5
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>Mark Sucher 648-3411</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAA</b>	13. TASK DESCRIPTION (ONE LINE) <b>LEGAL AFFAIRS</b>		
14. ELEMENT TASK DESCRIPTION			
<p>26. Review and provide legal advice on all company environmental law issues.</p> <p>27. Provide legal advice, counsel, and support to company executive management and Industrial Affairs Department for the administration and enforcement of the Collective Bargaining Agreements.</p> <p>28. Insure support from all company personnel as required to support defense of company interests in litigation or other administrative proceedings, including mediations, labor arbitrations, and workers compensation proceedings.</p> <p>29. Review all company correspondence submitted for review.</p> <p>30. Respond to DOE requests for explanation of legal justification for company actions or proposals.</p> <p>31. Provide legal advice, counsel and support in pursuit of requests for equitable adjustment, claims, disputes, and litigation against the DOE under applicable prime contract provisions as needed.</p> <p>32. Monitor, supervise and control of activities of outside counsel retained to represent company in any action involving requests for equitable adjustment, claims, disputes, or litigation.</p> <p>33. Conduct investigations or inquiries within the company as requested by senior management.</p> <p>34. Provide legal advice and support to company officials assigned to conduct investigations or inquiries.</p> <p>35. Provide legal advice and support to executive management and staff regarding patent rights issues.</p> <p>36. Provide legal advice and support to executive management and staff regarding data rights issues.</p> <p>37. Provide legal advice and support to executive management and staff regarding insurance issues.</p>			

**WORK SCOPE DEFINITION**  
(Work Package)

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3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>
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5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>Mark Sucher 648-3411</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>
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8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>
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10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>	11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>
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12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAA</b>	13. TASK DESCRIPTION (ONE LINE) <b>LEGAL AFFAIRS</b>
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14. ELEMENT TASK DESCRIPTION

38. Provide legal advice and support to executive management and staff regarding risk management issues.

Task #2 - Legal Administrative

1. Provide administrative support for Legal Affairs Department and assigned attorneys.
2. Prepare documents as requested by attorneys.
3. Perform research in Legal Affairs Library to obtain materials requested by attorneys.
4. Perform research on the Internet to obtain materials requested by attorneys.
5. Circulate department required reading and professional reading materials.
6. Executive administrative assistant reviews and approves timesheets for other clerical personnel.
7. Serve as department travel coordinator.
8. Prepare orders for supplies for the department.
9. Prepare MSO's for transfer of records.
10. Serve as records custodian for department and make all necessary arrangements for proper storage and archiving of files.
11. Maintain department filing system.
12. Create and track all Blue Sheet Reviews for the Department.
13. Serve as Safety Advocate for department.
14. Review invoices submitted by outside legal counsel (one invoice per case

**WORK SCOPE DEFINITION**  
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5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>Mark Sucher 648-3411</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAA</b>	13. TASK DESCRIPTION (ONE LINE) <b>LEGAL AFFAIRS</b>		

14. ELEMENT TASK DESCRIPTION

each month) to determine compliance with Retention Letter requirements.

15. Submit copies of outside legal counsel invoices to designated finance and budget personnel.

16. Coordinate with outside legal counsel as required to obtain any required corrections to invoices for legal services.

17. Submit validated outside legal counsel legal invoices for review by General Counsel and/or assigned staff attorney.

18. Coordinate with General Counsel and outside legal counsel as necessary to resolve any issues regarding validity of outside legal counsel invoices identified by DOE counsel.

19. Submit outside legal counsel invoices approved by DOE to Finance for inclusion in Fluor Fernald invoice to DOE.

20. Prepare request for check forms as necessary to process payments to outside counsel and retained experts and witnesses for services rendered when approved by General Counsel.

**d. WORK SPECIFICALLY EXCLUDED:**

1. The allowable cost of any judgment or settlement resulting from a legal proceeding is not budgeted by Legal Affairs or any other Fluor Fernald organization. Such costs are speculative and if incurred, will be recognized as variance.

2. Personnel costs for Fluor Fernald personnel outside of the Legal Affairs Department required to support litigation or other legal proceeding tasks (e.g., witnesses, document production, internal copying, etc.)

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 8
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
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12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAA</b>	13. TASK DESCRIPTION (ONE LINE) <b>LEGAL AFFAIRS</b>		

14. ELEMENT TASK DESCRIPTION

3. Travel by Legal Affairs personnel in support of and at the request of any project or support organization.

4. Costs for legal support from the Fluor Corporation Legal Services Group.

5. Relocation costs.

6. Litigation, such as complaints under Qui Tam provisions of the law, where costs of litigation support are not allowable under the cost reimbursement provisions of the prime contract.

## **SECTION 1**

### **1.0 NARRATIVE**



1. PROJECT TITLE: PROGRAM SUPPORT AND OVERSIGHT	2. DATE: 09/10/01	3. PBS#: 12
4. WBS ELEMENT CODE: 1.1.N.A	5. WBS ELEMENT TITLE: OPERATIONS	
6. CAM NAME/ PHONE: ED ZOBRIST/3111	7. CAM SIGNATURE:	
8. ORIGINAL/ CHANGE SCOPE/ PER CP#:	9. CONTROL ACCOUNT: NAAA	

## **PART 1: OPERATIONS (NAAA)**

### **Section 1: Legal Affairs (NAAAA)**

#### **1.0 NARRATIVE**

##### **1.1 OVERVIEW**

The Legal Affairs Department provides legal advice and counsel to the Fluor Fernald, Inc. officers and staff regarding all matters of corporate legal interest, including issues and disputes involving the Department of Energy, subcontractors, stakeholders, and employees. Primary areas of interest include issues involving personnel, labor relations, internal management, acquisitions, procurement, environmental impacts and compliance, workers compensation, liabilities relating to disposition of hazardous and radioactive materials and wastes, real estate and other property transactions.

##### **1.2 ASSUMPTIONS/EXCLUSIONS**

###### **1.2.1 Assumptions**

1. Legal services are provided on a level of effort basis in response to the following:
  - Requests from Fluor Fernald President and Leadership Team
  - Requests from Fluor Corporation General Counsel and Legal Services Group Personnel
  - Prime Contract Clause H.25, Litigation Management Plan
2. Fluor Fernald is obligated to perform the Prime Contract in accordance with applicable legal and contractual requirements.
3. Fluor Fernald organizations and personnel require advice and support from attorneys with knowledge and experience in legal fields relevant to performance of DOE contract, including environmental, contract, labor, personnel, Price-Anderson Act expertise.
4. Legal Services will be required throughout the performance period of the Prime Contract and the contract closeout period immediately following expiration of the Prime Contract performance period. Costs for any closeout period legal support are not included in this baseline.

5. Administrative support personnel are entitled to overtime pay for work in excess of the standard 40-hour week.
6. Attorneys fill high-grade salaried exempt positions and are not generally eligible for overtime pay.
7. Each attorney must be licensed to practice law in at least one jurisdiction.
8. Any attorney not licensed to practice law in the state of Ohio must obtain state authorization to practice as a representative of a corporation authorized to perform business in Ohio.
9. Fluor Fernald, Inc. is and will remain authorized to perform business in Ohio.
10. Attorneys will be required to obtain Continuing Legal Education of the types and amounts required to meet the licensing requirements of the state(s) in which the attorney is licensed.
11. Fluor Fernald will be the prime contractor at the Fernald site until completion of the closure contract.
12. Legal Affairs functions will continue to be performed in-house for the duration of the closure contract.
13. All work as defined in the Fluor Fernald Revised Baseline (FY 01) will be performed on schedule as shown in the Execution 6 Scenario.
14. The number of FTE's per PBS will be consistent with the numbers reflected for each fiscal year in the Execution 6 Scenario.
15. Representation of Fluor Fernald, Inc. in litigation, including both judicial and administrative proceedings (such as unemployment compensation actions, workers compensation actions, labor arbitrations, and actions raised under DOE administrative procedures) will be handled through retention of outside legal counsel.
16. Authorization for reimbursement of the costs of outside legal counsel will require approval by DOE in accordance with currently applicable litigation management procedures and rules (see Contract Clause H.25).
17. The Department of Energy will continue to administer the Prime Contract in accordance with the applicable provisions of the Federal Acquisition Regulation and the Department of Energy Acquisition Regulation.
18. Currently applicable collective bargaining agreements will be extended or renegotiated through contract closure without a strike or other labor strife.
19. Fluor Fernald will continue to participate in the Ohio State Workers Compensation Fund as a premium payer rather than adopting a self-insured workers compensation program.
20. Fluor Fernald must participate in a Workers Compensation program for employees meeting the requirements of Ohio State law.
21. Fluor Fernald must defend itself against any litigation or suffer a default judgment in the full amount claimed by the plaintiff.

22. Most Fluor Fernald personnel reductions will be accomplished through voluntary attrition.
23. Involuntary reductions in force will be required starting in FY04.
24. Wrongful termination litigation will result from involuntary reduction in force actions.
25. The resolution of litigation and settlement costs agreement referenced in Contract Clause H.43 is valid and binding on both DOE and Fluor Fernald.
26. Changes to DOE litigation management, legal management and ADR requirements impacting the cost or schedule of Fluor Fernald's performance of work will entitle Fluor Fernald to an equitable adjustment in accordance with and to the extent permitted under Clause B.7 of the prime contract.
27. Fluor Fernald will not be responsible for any penalties due to missing any enforceable milestone when the cause is the inadequacy of site funding provided by DOE.
28. Fluor Fernald is otherwise liable for fines and penalties only as set forth in Contract Clause H.41.
29. Fluor Fernald will be protected from public liability arising from the handling of Nuclear Material under the provisions of the Price Anderson Amendments Act.
30. Protection for Fluor Fernald under the Price Anderson Amendments Act will continue after the expiration of the current statute.
31. When/if DOE permits the sale of Nuclear Material from the Fernald Site, Fluor Fernald will bear no liability for the material after it is transferred into the position of the purchasing party.
32. New Collective Bargaining Agreements to be negotiated to be effective in 2003 will not substantially affect Fluor Fernald legal risk.
33. Litigation costs (including costs for outside counsel, settlements and judgments) relating to causes of action arising during the period of performance of the prime contract will continue to be allowable costs, to the extent permitted under the FAR and DEAR costs principles set out in the contract) after completion of the actual contract work and for such a period as is necessary to cover all litigation that may legally be initiated during any relevant statute of limitations period.
34. Attorneys will continue to require access to legal research materials similar to those currently available.

### **1.2.2 Exclusions**

1. The allowable cost of any judgment or settlement resulting from a legal proceeding is not budgeted by Legal Affairs or any other Fluor Fernald organization. Such costs are speculative and if incurred, will be recognized as variance.
2. The Legal Affairs budget is responsible for the allowable costs for outside counsel retained to protect Fluor Fernald interests, including the

costs of litigation support activities handled by or on behalf of the retained law firm (e.g., expert witnesses, court reporters, travel costs, copying costs, etc.).

3. Personnel costs for Fluor Fernald personnel outside of the Legal Affairs Department required to support litigation or other legal proceeding tasks (e.g., witnesses, document production, internal copying, etc.)
4. Travel by Legal Affairs personnel in support of and at the request of any project or support organization.
5. Costs for legal support from the Fluor Corporation Legal Services Group are not included.
6. Relocation costs are not included.
7. Litigation, such as complaints under Qui Tam provisions of the law, where costs of litigation support are not allowable under the cost reimbursement provisions of the prime contract.

### **1.2.3 Government Furnished Equipment/Services**

1. DOE Legal Counsel will review and process in a timely manner Fluor Fernald requests for approval to hire outside counsel.
2. DOE Legal Counsel will review and process in a timely manner Fluor Fernald requests for approval of outside counsel invoices.
3. DOE Legal Counsel and Contracting Officer will review and process in a timely manner Fluor Fernald requests for approval to conduct Alternative Dispute Resolution procedures.]
4. DOE Legal Counsel and Contracting Officer will review and process in a timely manner Fluor Fernald requests for approval to settle a legal proceeding.

### **1.3 DRIVERS**

1. The Prime Contract does not specify the requirement for Fluor Fernald to maintain an internal legal staff. Instead, Fluor Fernald is required to conduct business in accordance with the applicable provisions of the Prime Contract and other generally applicable provisions of federal, state and local law and regulations. Fluor Fernald, consistent with most companies, maintains a staff of attorneys to provide its officers, management personnel and staff legal advice to help insure that all applicable requirements of law, regulation, and contract are met. Fluor Fernald, as well as its parent corporations and its managerial personnel may be subject to significant legal penalties and loss of money if such legal requirements are not met.
2. The legal resources required are not directly related to a specified number of personnel or a quantifiable number of reviews or issues because the nature of the legal advice and support required is different for each situation based on the complexity of the issues and the potential exposure. Many of the circumstances that will drive the requirement for

- legal staff trail the direct performance of work, including, for example, subcontract disputes and litigation, prime contract disputes and litigation, personnel litigation, labor arbitration and litigation, litigation regarding potential environmental liabilities.)
3. It can be anticipated that the level of required legal support will decline on a trailing basis as project work declines as substantial legal issues involving both contract and personnel matters are typically not resolved until 18 – 24 months after completion of a project or implementation of a personnel action.
  4. Activities involving Fluor Fernald that require legal support include:
    - Litigation (both against Fluor Fernald and on behalf of Fluor Fernald)
    - Administrative Proceedings (both against Fluor Fernald and on behalf of Fluor Fernald)
    - RFP Reviews
    - Contract Reviews
    - Contract Disputes with subcontractors
    - Contract Disputes with DOE
    - Workers Compensation Claims
    - Unemployment Compensation Claims
    - Collective Bargaining Agreements with FAT & LC, IGUA, and GCBCTC
    - Labor Grievance Issues
    - Labor Arbitration
    - Price Anderson Amendments Act Issues
    - Environmental law issues
    - Procedure reviews
    - DOE investigations/inquiries
    - Voluntary Separation Programs
    - Involuntary Separation Programs
  5. Legal and Contract Requirements that govern contract performance and particularly involve legal issues include:
    - DOE Work Force Restructuring Plan, "An End in Sight", July 1997.
    - US Code, as set out in S/RID and as may be revised.
    - Ohio Revised Code, as set out in S/RID and as may be revised.
    - Code of Federal Regulations provisions as set out in S/RID.
    - Ohio Administrative Code provisions as set out in S/RID.
    - Federal, State and Local Agreements as set out in S/RID.
    - Amended Consent Agreement (10/1/91), Consent Decree (12/2/88), and Amended Consent Agreement (9/20/91) as set out in S/RID.
    - Contract Clause H.3, "Key Personnel"
    - Contract Clause H.14, "Workforce Transition and Management"
    - Contract Clause H.25, "Litigation Management Plan"
    - DOE litigation management procedures and guidelines as published in the Federal Register on April 3, 1996 (61 FR 14,763).

- DOE legal management requirements as published in the Federal Register on January 18, 2001 (66 FR 4616) if implemented as a final rule.
- Contract Clause I.114, "Insurance-Litigation and Claims."
- Contract Clauses relating to Patent and Data Rights (I.122, I.123, I.124, I.125, and I.126).

## 1.4 SCOPE OF WORK

The level of effort work requirements of the legal affairs staff are not established based on a task by task build up of required services. Instead, of the multiple tasks listed above, as well as any others that may be established by Fluor Fernald management, those with the highest priority are performed within the available time.

### 1.4.1 Task #1 – Attorneys

The scope of work provided by the attorneys in FY01 includes the following scope:

1. General Counsel participates in four Fluor Fernald Board of Directors Meetings per year, serves as Secretary of the Board, and prepares Board minutes and resolutions as required.
2. General Counsel participates in two teaming subcontractor management committee meetings per year. Prepare litigation status report for each meeting.
3. General Counsel participates in weekly Leadership Team meetings.
4. Participate in weekly Legal Affairs department staff meetings.
5. Participate in monthly President's Safety Committee Meetings.
6. Participate in annual Fluor Corporation Continuing Legal Education Conference (1 week).
7. Meet Continuing Legal Education requirements for State of Ohio and any other state in which a law license is held.
8. Maintain currency of legal expertise through professional reading.
9. General Counsel provides the overall management and direction for the Legal Affairs Department.
10. Provide legal advice and guidance to executive management, project and program managers, and staff concerning business decisions and company directions.
11. Retain outside counsel to represent Fluor Fernald in litigation after obtaining DOE approval in accordance with approved Litigation Management Plan.
12. Provide oversight of outside counsel representation in any litigation action.
13. Review, resolve issues, and submit outside counsel invoices to DOE counsel for review and approval in accordance with approved Litigation Management Plan.

14. Interface with DOE Counsel regarding claims, lawsuits, and other issues of concern to DOE.
15. Participate in meetings as requested with senior executive management and staff members to provide legal advice and counsel on issues of all types.
16. Provide recommendations to executive management, project and program managers and staff regarding resolution of prime and subcontract disputes.
17. Provide recommendations to executive management, project and program managers and staff regarding resolution of administrative proceedings or litigation.
18. Provide recommendations to Fluor Corporation legal staff regarding settlement of litigation and obtain concurrence in any proposed settlement.
19. Participate as representative of Fluor Fernald, Inc. in litigation settlement conferences, settlement negotiations, mediation, or other alternative dispute resolution actions.
20. Review and provide legal advice on all new or modified company procedures submitted for review.
21. Review and provide legal advice on all company acquisition or procurement actions submitted for review (including Scope of Work documents, requests for proposals, contract documents, contract administration and dispute issues, and subcontract closeout issues).
22. Review and provide legal advice on all company Human Resource Department issues submitted for review, including hiring, termination, promotion, suspension, disciplinary actions, reduction in force and benefit issues.
23. Review and provide legal advice on all company Industrial Relations Department issues submitted for review, including hiring, termination, promotion, suspension, discipline, reduction in force, benefit issues, and collective bargaining agreement negotiation, interpretation and implementation.
24. Review and provide legal advice on all company Workers Compensation Program issues.
25. Review and provide legal advice on all company tax issues.
26. Review and provide legal advice on all company environmental law issues.
27. Provide legal advice, counsel, and support to company executive management and Industrial Affairs Department for the administration and enforcement of the Collective Bargaining Agreements.
28. Insure support from all company personnel as required to support defense of company interests in litigation or other administrative proceedings, including mediations, labor arbitrations, and workers compensation proceedings.
29. Review all company correspondence submitted for review.

30. Respond to DOE requests for explanation of legal justification for company actions or proposals.
31. Provide legal advice, counsel and support in pursuit of requests for equitable adjustment, claims, disputes, and litigation against the DOE under applicable prime contract provisions as needed.
32. Monitor, supervise and control of activities of outside counsel retained to represent company in any action involving requests for equitable adjustment, claims, disputes, or litigation.
33. Conduct investigations or inquiries within the company as requested by senior management.
34. Provide legal advice and support to company officials assigned to conduct investigations or inquiries.
35. Provide legal advice and support to executive management and staff regarding patent rights issues.
36. Provide legal advice and support to executive management and staff regarding data rights issues.
37. Provide legal advice and support to executive management and staff regarding insurance issues.
38. Provide legal advice and support to executive management and staff regarding risk management issues.
39. Prepare timesheets
40. General Counsel reviews and approves timesheets.
41. Provide record copies of relevant documentation to administrative staff for proper filing and archiving.
42. Conduct required Safety Walk-Thoughts (3 per month for General Counsel and 1 Staff Attorney; 1 per year for other staff attorneys).

#### **1.4.2 Task #2 - Legal Administrative**

The scope of work provided by Legal Administrative Staff in FY01 involves the following scope:

1. Provide administrative support for Legal Affairs Department and assigned attorneys.
2. Prepare documents as requested by attorneys.
3. Perform research in Legal Affairs Library to obtain materials requested by attorneys.
4. Perform research on the Internet to obtain materials requested by attorneys.
5. Circulate department required reading and professional reading materials.
6. Executive administrative assistant reviews and approves timesheets for other clerical personnel.
7. Prepare and submit timesheets.
8. Serve as department travel coordinator.

9. Perform research on Internet to determine the availability of airline flights, hotel reservations, and rental vehicles to meet travel requirements.
10. Prepare orders for supplies for the department.
11. Prepare MSO's for transfer of records.
12. Serve as records custodian for department and make all necessary arrangements for proper storage and archiving of files.
13. Maintain department filing system.
14. Create and track all Blue Sheet Reviews for the Department.
15. Serve as Safety Advocate for department.
16. Distribute and pick up mail for the Department (Twice Daily).
17. Review invoices submitted by outside legal counsel (one invoice per case each month) to determine compliance with Retention Letter requirements.
18. Submit copies of outside legal counsel invoices to designated finance and budget personnel.
19. Coordinate with outside legal counsel as required to obtain any required corrections to invoices for legal services.
20. Submit validated outside legal counsel legal invoices for review by General Counsel and/or assigned staff attorney.
21. After approval by General Counsel, process outside legal counsel invoices to designated DOE counsel for review and approval.
22. Coordinate with General Counsel and outside legal counsel as necessary to resolve any issues regarding validity of outside legal counsel invoices identified by DOE counsel.
23. Submit outside legal counsel invoices approved by DOE to Finance for inclusion in Fluor Fernald invoice to DOE.
24. Prepare request for check forms as necessary to process payments to outside counsel and retained experts and witnesses for services rendered when approved by General Counsel.
25. Perform one Safety Walk-Through per year.

#### 1.4.3 The Plan

The plan for performing the above Legal Services scope is to continue the above tasks until services are modified as follows:

1. Current personnel requirements include 5 attorneys (General Counsel and 4 staff attorneys) and 2 administrative support personnel. The chart below reflects the projected strength requirements at the end of each fiscal year.
2. The present scope and distribution of workload dictates that attorneys with particular expertise in environmental law, government contract law, human resources law, labor law, and the Price Anderson Act implementing rules and regulations be maintained as a part of the staff. The General Counsel must be able to successfully interact with senior

management personnel of Fluor Fernald and its parent organizations. The need for interface with the Department of Energy on large numbers of matters involving the Prime Contract and federal/DOE acquisition regulations means that particular expertise in these areas must be maintained.

3. The projected personnel strength requirements reflect a reduction of one attorney during the fourth quarter of FY 04. All major projects will either be completed or actively underway by this time. The requirement for environmental law expertise is particularly necessary during the stages when project plans are being made, subcontract solicitations are being prepared, and subcontract proposals are being evaluated and awards made. By the fourth quarter of FY 04, it is projected that one attorney rather than the two currently on staff can handle the remaining environmental law work. Other work being handled by attorney in the eliminated position can be redistributed to other staff members.
4. The projected personnel strength requirements reflect a reduction of another attorney position during the fourth quarter of FY 06. WPRAP operations (PBS 5) and Low Level Waste Operations (PBS 11) will be concluded by the end of FY 05, and most of the trailing personnel and subcontract issues related to those projects should have been handled by the end of FY 06. It is projected that three attorneys can handle the remaining legal support requirements. Skills in all specified areas will still be required, so no particular skill requirement is targeted for elimination. Evaluation of workloads at the time and consideration of possible voluntary separation actions will determine which position to eliminate. Attorney workload can be further reduced by relying on third party administrators and outside counsel to handle responsibility for the workers compensation program. The remaining attorneys will pick up responsibility for duties of the eliminated slot.
5. The projected personnel strength requirements reflect a reduction of another attorney position during the first quarter of FY 08. D&D operations should be complete during FY 07, and Silos 1, 2, and 3 operations should be nearing completion. It is projected that two attorneys can handle the remaining legal support requirements at this point in the project. It is projected that the primary areas of concern at this point in the project will involve Prime and subcontract administration issues and personnel/labor issues arising out of the ongoing workforce restructuring activities. The two attorneys required at this time would need these skills at a minimum. Evaluation of workloads at the time and consideration of possible voluntary separation actions will determine which position to eliminate. Short-term requirements for other legal specialty skills would be filled either through home office support or through outside counsel. The reduction to two attorneys would also reduce the requirement for administrative

support sufficiently to permit reduction to one position at this same time.

6. The projected personnel strength requirements reflect a reduction of another attorney position during the first quarter of FY 09. Silos 1, 2, and 3 operations should be complete by this time and resolution of any subcontractor disputes should be well underway. Unresolvable disputes would likely lead to litigation which would be handled by outside counsel. The remaining active projects at this time (AWWT, OSDF, and Soils Excavation) are not anticipated to result in significant numbers of subcontract disputes. The remaining attorney should be able to handle the task of providing general advice to the remaining project management staff as well as handling contract and labor/personnel issues. Full time administrative support will still be required because it is anticipated that there will continue to be a significant workload in processing invoices and necessary paperwork for outside counsel retained to handle litigation matters. It is anticipated that most subcontract litigation will be resolved by this time, but some will be continuing, and there also will be legal proceedings related to workforce restructuring activities that continue through this period.
7. It is projected that there will be a need for one attorney, supported by one administrative support person, to continue work through the end of the contract performance period, primarily to coordinate prime and subcontract dispute issues and litigation, and to coordinate legal proceedings related to workforce restructuring activities that continue through this period. It is anticipated that litigation will be handled by outside counsel, but a staff attorney on site will be needed to coordinate discovery, witness preparation, and trial strategy matters, as well as to handle the legal management duties and interaction with DOE legal staff required by Contract Clause H.25. Full time administrative support will still be required because it is anticipated that there will continue to be a significant workload in processing invoices and necessary paperwork for outside counsel retained to handle litigation matters.
8. There will be a need for an attorney to support contract closeout activities for at least one year after completion of the Prime Contract. Costs for this support are not included in this budget and the manpower plan does not project these personnel requirements. The method of providing this support will be determined near the end of the prime contract period.

#### 1.4.4 The Quantification

The quantification for Legal Administrative is based indirectly on the Fluor Fernald, Inc. project and subcontractor manpower. Outside counsel will be retained to handle virtually all litigation and administrative proceedings involving Fluor Fernald.

Costs for outside counsel make up the vast majority of the Other Direct Costs included in the legal affairs budget. Workforce restructuring actions are expected to keep costs for outside counsel high through the end of the performance period. Some reduction is anticipated as a result of a reduced number of subcontracts as projects are completed. The estimate is based on historical experience as litigation is speculative. The resource requirements for this and the correlation with site manpower is shown in the following table:

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
Attorneys	5	5	5	4	4	3	3	2	1	0
Admin	2	2	2	2	2	2	2	1	1	0
Outside Counsel *	\$1.1M	\$1.1M	\$1.1M	\$1.1M	\$1.1M	\$1.1M	\$1.0M	\$.9M	\$.8M	\$.8M

\*Unescalated Costs

## **SECTION 1**

### **2.0 MANPOWER PLANS**







## **SECTION 1**

### **3.0 ESTIMATE**



**NAAA1**

**WENHOLD LEGAL CASE**



# Fluor Fernald, Inc.

DATE: 10-Sep-01  
 PROJECT MGR: M. SUCHER  
 CAM: E. ZOBRIST  
 PREPARED BY: L. WILDERMUTH  
 FISCAL YEAR: 2000-2010

ESTIMATE SUPPORT WORKSHEET  
 FOR ACTIVITY BASED ESTIMATING  
 (1 FTE EQUALS 1747 HOURS)

PBS: OHFN12  
 WBS: 1.1.N.A  
 CTRL ACCT: NAAA  
 CHARGE NO: NAAA1  
 COMMENT NO: NONE

Resource: LAWYRS  
 Res Dept: 940  
 Overtime: FY01  
 Class: SAL  
 EOC: SAL  
 LABOR

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-		
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 11	Sep 12	Sep 13	Sep 14	Sep 15	Sep 16	Sep 17	Sep 18	Sep 19	Sep 20	
Yr Hours:	134.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cum Hours:	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5
Yr Total Cost:	10,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cum Total Cost:	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000

**GRAND TOTALS:**

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-		
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 11	Sep 12	Sep 13	Sep 14	Sep 15	Sep 16	Sep 17	Sep 18	Sep 19	Sep 20	
Yr Hours:	134.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cum Hours:	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5	134.5
Yr Total Cost:	10,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cum Total Cost:	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000

CAM 

REVIEW TEAM N/A

CONTROL TEAM Linda Weeste



**NAAA2**

**WEAVER LEGAL CASE**



# Fluor Fernald, Inc.

PBS: OHFN12  
 WBS: 1.1.N.A  
 CTRL ACCT: NAAA  
 CHARGE NO: NAAA2  
 COMMENT NO: NONE

ESTIMATE SUPPORT WORKSHEET  
 FOR ACTIVITY BASED ESTIMATING  
 (1 FTE EQUALS 1747 HOURS)

DATE: 10-Sep-01  
 PROJECT MGR: M. SUCHER  
 CAM: E. ZOBRIST  
 PREPARED BY: L. WILDERMUTH  
 FISCAL YEAR: 2000-2010

Resource: ODC600 EOC: ODC  
 Res Dept: 940 Overtime: FY01 Class: ODC

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-		
	Yr	Total Cost																			
Yr Units:	20,000.0	0.0	20,000.0	0.0	20,000.0	0.0	20,000.0	0.0	20,000.0	0.0	20,000.0	0.0	20,000.0	0.0	20,000.0	0.0	20,000.0	0.0	20,000.0	0.0	20,000.0
Cum Units:	20,000.0	0.0	20,000.0	0.0	20,000.0	0.0	20,000.0	0.0	20,000.0	0.0	20,000.0	0.0	20,000.0	0.0	20,000.0	0.0	20,000.0	0.0	20,000.0	0.0	20,000.0
Yr Total Cost:	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000
Cum Total Cost:	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000

**GRAND TOTALS:**

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-		
	Yr	Total Cost																			
Yr Total Cost:	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000
Cum Total Cost:	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000

*E. Zobrist*

N/A

*Linda White*

CAM

REVIEW TEAM

CONTROL TEAM



**NAAAA**

**LEGAL AFFAIRS**



# Fluor Fernald, Inc.

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

DATE: 10-Sep-01  
PROJECT MGR: M. SUCHER  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTH  
FISCAL YEAR: 2000-2010

PBS: OHFN12  
WBS: 1.1.N.A  
CTRL ACCT: NAAA  
CHARGE NO: NAAAA  
COMMENT NO: NONE

Resource: Res Dept:	CLERKS 940	Overtime:	LABOR																					
			Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10												
Yr Hours:			1,452.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0		
Cum Hours:			3,199.0	3,199.0	4,946.0	6,693.0	8,440.0	10,187.0	11,934.0	13,681.0	15,428.0	17,175.0	18,922.0	20,669.0	22,416.0	24,163.0	25,910.0	27,657.0	29,404.0	31,151.0	32,898.0	34,645.0	36,392.0	
Yr Total Cost:			34,688	43,930	48,531	49,274	52,195	55,765	60,454	65,143	69,832	74,521	79,210	83,899	88,588	93,277	97,966	102,655	107,344	112,033	116,722	121,411	126,100	130,789
Cum Total Cost:			34,688	78,619	125,150	174,424	225,619	282,385	342,838	403,291	463,744	524,197	584,650	645,103	705,556	766,009	826,462	886,915	947,368	1,007,821	1,068,274	1,128,727	1,189,180	1,249,633

Resource: Res Dept:	EXEC ADMINSTRATOR 940	Overtime:	LABOR																					
			Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10												
Yr Hours:			1,452.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0
Cum Hours:			3,199.0	3,199.0	4,946.0	6,693.0	8,440.0	10,187.0	11,934.0	13,681.0	15,428.0	17,175.0	18,922.0	20,669.0	22,416.0	24,163.0	25,910.0	27,657.0	29,404.0	31,151.0	32,898.0	34,645.0	36,392.0	38,139.0
Yr Total Cost:			45,927	58,183	61,608	65,239	69,108	73,832	78,556	83,280	88,004	92,728	97,452	102,176	106,900	111,624	116,348	121,072	125,796	130,520	135,244	139,968	144,692	149,416
Cum Total Cost:			45,927	104,090	165,698	230,935	300,041	373,873	452,429	535,985	624,541	718,097	816,653	920,209	1,028,765	1,142,321	1,260,877	1,384,433	1,512,989	1,646,545	1,785,101	1,928,657	2,077,213	2,230,769

Resource: Res Dept:	LAWYRS 940	Overtime:	LABOR																						
			Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10													
Yr Hours:			5,673.6	6,986.0	6,986.0	6,547.0	5,241.0	4,765.0	3,494.0	2,218.0	1,000.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cum Hours:			12,686.16	19,649.6	26,196.6	31,437.6	36,202.6	39,696.6	41,443.6	41,443.6	41,443.6	41,443.6	41,443.6	41,443.6	41,443.6	41,443.6	41,443.6	41,443.6	41,443.6	41,443.6	41,443.6	41,443.6	41,443.6	41,443.6	41,443.6
Yr Total Cost:			421,775	546,803	579,173	574,616	487,259	473,302	376,236	198,278	84,363	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cum Total Cost:			421,775	968,578	1,547,751	2,122,367	2,609,626	3,082,929	3,459,165	3,835,401	4,211,637	4,587,873	4,964,109	5,340,345	5,716,581	6,092,817	6,469,053	6,845,289	7,221,525	7,597,761	7,973,997	8,350,233	8,726,469	9,102,705	

Resource: Res Dept:	MATERIAL OBJCLASS300 940	Overtime:	MATERIAL																						
			Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10													
Yr Units:			28,835.0	28,084.0	28,084.0	27,241.0	26,925.0	26,394.0	26,394.0	26,394.0	26,394.0	26,394.0	26,394.0	26,394.0	26,394.0	26,394.0	26,394.0	26,394.0	26,394.0	26,394.0	26,394.0	26,394.0	26,394.0	26,394.0	26,394.0
Cum Units:			56,919.0	85,003.0	113,087.0	140,328.0	167,253.0	193,647.0	220,041.0	241,347.0	261,741.0	283,135.0	304,529.0	325,923.0	347,317.0	368,711.0	390,105.0	411,499.0	432,893.0	454,287.0	475,681.0	497,075.0	518,469.0	539,863.0	561,257.0
Yr Total Cost:			28,835	28,842	29,621	30,450	30,363	30,881	31,150	31,064	30,978	30,892	30,806	30,720	30,634	30,548	30,462	30,376	30,290	30,204	30,118	30,032	29,946	29,860	29,774
Cum Total Cost:			28,835	57,677	87,298	117,749	148,112	178,994	210,144	241,294	272,444	303,594	334,744	365,894	397,044	428,194	459,344	490,494	521,644	552,794	583,944	615,094	646,244	677,394	708,544

# Fluor Fernald, Inc.

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

DATE: 10-Sep-01  
PROJECT MGR: M. SUCHER  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTH  
FISCAL YEAR: 2000-2010

PBS: OHFN12  
WBS: 1.1.N.A  
CTRL ACCT: NAAA  
CHARGE NO: NAAA  
COMMENT NO: NONE

Resource:	ODC600	Class:												EOC:	ODC		
Res Dept:	940													ODC			
Yr Units:	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10						Sep 09	Sep 10
Cum Units:	349,092.0	1,100,004.0	1,100,004.0	1,100,004.0	1,100,004.0	1,100,004.0	999,996.0	900,000.0	800,004.0	200,001.0						800,004.0	200,001.0
Yr Total Cost:	349,092	1,449,096.0	2,549,100.0	3,649,104.0	4,749,108.0	5,849,112.0	6,849,108.0	7,749,108.0	8,549,112.0	8,749,113.0						8,549,112.0	8,749,113.0
Cum Total Cost:	349,092	1,128,704	1,160,206	1,192,692	1,228,087	1,261,644	1,180,201	1,092,989	999,725	257,179						999,725	257,179
	349,092	1,478,796	2,639,002	3,831,694	5,057,781	6,319,425	7,489,626	8,592,615	9,592,341	9,849,520						9,592,341	9,849,520

Resource:	ODC700	Class:												EOC:	ODC		
Res Dept:	940													ODC			
Yr Units:	Oct 00-	Oct 01-	Oct 02-	Oct 03-	Oct 04-	Oct 05-	Oct 06-	Oct 07-	Oct 08-	Oct 09-						Oct 08-	Oct 09-
Cum Units:	4,902.0	3,696.0	3,696.0	3,696.0	3,696.0	2,652.0	2,604.0	2,304.0	1,500.0	1,200.0						1,500.0	1,200.0
Yr Total Cost:	4,902	8,598.0	12,294.0	15,990.0	19,686.0	22,338.0	24,942.0	27,246.0	28,746.0	29,946.0						28,746.0	29,946.0
Cum Total Cost:	4,902	3,796	3,898	4,007	4,120	3,042	3,073	2,788	1,874	1,543						1,874	1,543
	4,902	8,698	12,596	16,604	20,723	23,765	26,838	29,636	31,511	33,054						31,511	33,054

Resource:	TRAVEL RESOURCE	Class:												EOC:	ODC		
Res Dept:	940													ODC			
Yr Units:	Oct 00-	Oct 01-	Oct 02-	Oct 03-	Oct 04-	Oct 05-	Oct 06-	Oct 07-	Oct 08-	Oct 09-						Oct 08-	Oct 09-
Cum Units:	9,696.0	8,424.0	8,424.0	8,424.0	7,224.0	5,772.0	5,640.0	5,640.0	3,252.0	3,117.0						3,252.0	3,117.0
Yr Total Cost:	9,696	18,120.0	26,544.0	34,968.0	42,192.0	49,416.0	55,188.0	60,828.0	64,080.0	67,197.0						64,080.0	67,197.0
Cum Total Cost:	9,696	8,651	8,885	9,134	8,052	8,286	6,812	6,849	4,064	4,008						4,064	4,008
	9,696	18,347	27,232	36,366	44,418	52,704	59,516	66,365	70,429	74,437						70,429	74,437

Resource:	PROGRAM MGR	Class:												EOC:	LABOR		
Res Dept:	940													SAL			
Yr Units:	Oct 00-	Oct 01-	Oct 02-	Oct 03-	Oct 04-	Oct 05-	Oct 06-	Oct 07-	Oct 08-	Oct 09-						Oct 08-	Oct 09-
Cum Units:	1,452.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	387.0						1,747.0	387.0
Yr Total Cost:	1,452	3,195.0	4,946.0	6,693.0	8,440.0	10,187.0	11,934.0	13,681.0	15,428.0	15,815.0						15,428.0	15,815.0
Cum Total Cost:	136,503	172,871	183,105	193,901	205,395	219,442	237,893	250,742	278,644	63,628						278,644	63,628
	136,503	309,373	492,478	686,379	891,774	1,111,217	1,349,110	1,599,851	1,878,495	1,942,124						1,878,495	1,942,124

# Risk/Opportunity Identification and Analysis Form

Project: Operations		PBS Number: 12		Total Baseline Dollars (Minimum Case):		\$95,822,706		
Evaluator: Multiple		WBS Number:		1.1.N.A				
Date:		Control Account Number: NAAA						
Risk and/or Opportunity		Potential Impact						
Project Task	Internal Or External Driver	Impact Cost \$ (Maximum Case)	Risk Impact Level	Risk Probability %	Risk Probability Level	Probable Cost \$ (Likeliest Case)	Risk Critical Value	Risk Handling Strategy
NAAA Legal Affairs (NAAAA)	Critical Project slips 1 year	\$100,000	3	50	3	\$50,000	4	Accept
NAAAB Project Video/Graphics Support (Multimedia Visual Services) (NAAAB)	Fire/Water damage to Springdale Office Complex. Result - loss of some or all internal graphics and video production capabilities.	\$650,000	2	20	2	\$130,000	2	Accept
Public Affairs Support (NAAAB)	Critical Project slips 1 year	\$1,600,000	3	50	3	\$800,000	4	Accept
NAAAC Internal Audit (NAAAC)	Critical Project slips 1 year	\$460,000	3	50	3	\$230,000	4	Accept Risk
NAAAD Industrial Relations (NAAAD)	First year of new site closure Collective Bargaining Agreements for both site wage work forces. The FAT&LC and IGUA contracts end in 2003. Additional years covered through baseline.	\$498,000	3	50	4	\$249,000	5	Reduce
Industrial Relations (NAAAD)	Critical project will slip 1 year	\$409,000	3	50	3	\$204,500	4	Accept
NAAAF Office of the President (NAAAE)	Critical Project slips 1 year	\$551,800	3	50	3	\$275,900	4	Accept
NAAAF Project Controls (NAAAF)	Critical Projects slip 1 year	\$2,007,000	3	50	3	\$1,003,500	4	Accept
Project Controls (NAAAF) One to Several Tasks within NAAAF.	Unanticipated, but necessary, Overtime efforts.	\$51,000	1	50	3	\$25,500	1	Accept
Project Controls (NAAAF) One to Several Tasks within NAAAF.	Commercial Software or Hardware Reconfigurations.	\$100,000	1	50	3	\$50,000	1	Accept
NAAAG Finance (NAAAG)	Computer support would be interrupted or unavailable. Loss of the computer would render Finance without the ability to pay employees paychecks, pay vendor invoices, issue customer invoices to the DOE, assist program support with financial data, or respond to DOE or DCAA inquiries.	\$500,000	2	20	2	\$100,000	2	Accept - Finance will work with the Information Management group to insure backup systems are kept in a ready mode. This will insure the lowest possible down time in

# Risk/Opportunity Identification and Analysis Form

Project: Operations		WBS Number: 12		Total Baseline Dollars (Minimum Case): \$95,822,706			
Evaluator: Multiple		Date: 1.1.N.A					
CAM: Multiple		Control Account Number: NAAA					
Project Task		Potential Impact		Risk Handling Strategy			
	Risk and/or Opportunity	Internal Or External Driver	Impact Cost \$ (Maximum Case)	Risk Probability Level	Risk Probability %	Risk Critical Value	Risk Handling Strategy
Finance (NAAAG)	Contract will be extended for one (1) year due to funding requirements.	Internal	\$2,100,000	3	50	\$1,050,000	4 Accept - Finance will work with Project Controls to assure funding is available to maintain a fully functioning Finance staff.
NAAAH							
Contracts & Acquisitions (NAAAH)	Claims against insuranc with our deductible	Internal	\$1,000,000	2	10	\$100,000	1 Accept
CGI/Auto Deductible	Site Completion date extended out	Internal	\$180,000	3	50	\$90,000	4 Accept
Contracts & Acquisitions (NAAAH)	Critical Project Slips 1 Year						
NAAAJ							
Cost & Schedule Improvements (NAAAJ)	Critical Project slips 1 year	Internal	\$736,600	3	50	\$368,300	5 Accept - we will work with Project Controls to assure funding is available to maintain a fully functioning Cost & Schedule Improvements staff.
NAAAK							
G&A Cost (NAAAK)	NONE						
NAAAN							
Transition Cost (NAAAN)	NONE						
NAAAR							
Contract Insurance (NAAAR)	NONE						
NAAAT							
Additional TP Holiday (NAAAT)	NONE						
Total:			\$10,943,400			\$4,726,700	
NAAAA							
Legal Affairs (NAAAA)	Litigation or arbitration cases result in outside counsel costs in excess of historically based estimate due to greater number or greater complexity of cases	External	\$4,500,000	3	30	\$1,350,000	4
NAAAD							
FAT&LC Strike during Agreement renegotiation	Extends project by one month	External	\$25,000,000	5	10	\$2,500,000	5
Industrial Relations (NAAAD)							
NAAAF							
Project Controls (NAAAF) One to Several Tasks within NAAAF.	Client-directed interpretation and/or actual changes to Order 413.3, Manual 413.X, or other.	External	\$301,000	3	70	\$210,700	5
NAAAG							
Project Controls (NAAAG) One to Several Tasks within NAAAG.	Client-directed interpretation and/or actual changes to Order 413.3, Manual 413.X, or other.	External	-\$301,000	1	20	-\$60,200	1
Total:			\$10,943,400			\$4,726,700	

## **SECTION 1**

### **4.0 RISK PLAN**



# Fluor Fernald, Inc.

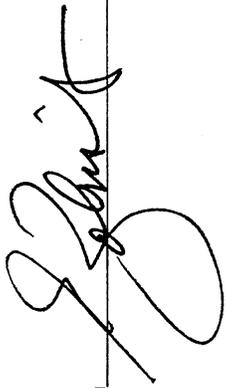
ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

DATE: 10-Sep-01  
PROJECT MGR: M. SUCHER  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTH  
FISCAL YEAR: 2000-2010

PBS: OHFN12  
WBS: 1.1.N.A  
CTRL ACCT: NAAA  
CHARGE NO: NAAAA  
COMMENT NO: NONE

**GRAND TOTALS:**

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-	
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 11	Sep 12	Sep 13	Sep 14	Sep 15	Sep 16	Sep 17	Sep 18	Sep 19	Sep 20
Yr Hours:	10,029.6	12,229.0	12,229.0	11,786.0	10,482.0	10,006.0	8,735.0	5,241.0	3,494.0	774.0										
Cum Hours:	10,029.6	22,258.6	34,487.6	46,275.6	56,757.6	66,763.6	75,498.6	80,739.6	84,233.6	85,007.6										
Yr Total Cost:	1,031,418	1,992,761	2,073,026	2,119,313	2,082,578	2,125,194	1,975,859	1,668,073	1,404,684	369,030										
Cum Total Cost:	1,031,418	3,024,179	5,097,205	7,216,518	9,299,096	11,425,290	13,401,150	15,069,222	16,473,906	16,842,936										

CAM 

REVIEW TEAM N/A

CONTROL TEAM Grinda Zebote



# Risk/Opportunity Identification and Analysis Form

Project: Operations		PBS Number: 12		Total Baseline Dollars (Minimum Case):		\$95,822,706			
Evaluator: Multiple		WBS Number:		1.1.N.A					
CAM: Multiple		Date:		Control Account Number: NAAA					
Project Task		Risk and/or Opportunity		Potential Impact					
		Internal Or External Driver	Impact Cost \$ (Maximum Case)	Risk Impact Level	Risk Probability %	Risk Probability Level	Probable Cost \$ (Likeliest Case)	Risk Critical Value	Risk Handling Strategy
Project Controls (NAAAF) One to Several Tasks within NAAAF.	Commercial Software or Hardware Reconfigurations.	Internal	-\$100,000	1	20	2	-\$20,000	1	
NAAAH									
Contracts & Acquisitions (NAAAH)	Close out costs may exceed allotted \$25M	External	\$14,000,000	2	11	2	\$1,540,000	2	
Old Prime Contract Close Out	Actual costs exceed billed amounts	External	\$5,000,000	3	10	1	\$500,000	2	
Contracts & Acquisitions (NAAAH)	Teaming Partner G&A Rates	External		2	10	5	TBD	8	
Contracts & Acquisitions (NAAAH)	New requirements are imposed	External							
Change in Laws Regulations									



**WBS DICTIONARY  
CONTROL ACCOUNT/CHARGE NUMBER**



**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>	2. DATE <b>12/01/2000</b>	Page 1
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3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>
---------------------------------------	--

5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>JEFF WAGNER (A) 648-4898</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>
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8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>
--	---

10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>	11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>
--	--

12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAB</b>	13. TASK DESCRIPTION (ONE LINE) <b>PUBLIC AFFAIRS</b>
--	--

14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Labor  
Material  
Subcontracts  
ODCs

**b. TECHNICAL CONTENT:**

The Communication Programs section within Public Affairs provides site-wide management and support of Fernald of internal and external communication, public involvement and education outreach. Multimedia Visual Services provides graphic, photo, video and electronic support to the project in an effort to enhance communication of the site mission and progress. The overarching purpose of Public Affairs is to promote proactive two-way communication with interested stakeholders in support of Fernald Environmental Management Project (FEMP) objectives. Other goals include increasing awareness of the U.S. DOE identity in conjunction with the mission and complying with the letter and the spirit of public notification and involvement provisions of applicable laws and regulations.

Drivers:

DOE policy requires that each DOE facility have a coordinated public participation program for environmental restoration and environmental management projects.

Fluor Fernald Prime Contract.

Comprehensive Environmental Response, Compensation and Liability Act.

DOE Order 200.1, Information Management Program.

Project Manager <i>Merritt Lee for</i>	Control Account Manager <i>Merritt Lee for</i>	Control Team Manager <i>Hinda Zibeste</i>
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**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE 12/01/2000	Page 2
3. WBS ELEMENT CODE 1.1.N.A	4. WBS ELEMENT TITLE/NAME OPERATIONS		
5. PERFORMING DIV/DEPARTMENT CODE 40 & 44	6. ORIGINATOR NAME/PHONE JEFF WAGNER (A) 648-4898	7. WBS ELEMENT MANAGER ED ZOBRIST	
8. BUDGET AND REPORTING NUMBER EW05H3120	9. BUDGET TITLE PROGRAM SUPPORT & OVERSIGHT		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? NEW PER CP# FY01-0115-0012-00		11. ESTIMATED START / COMPLETION DATE 12/1/00-12/27/09	
12. TASK IDENTIFICATION (WORK PACKAGE) NAAAB	13. TASK DESCRIPTION (ONE LINE) PUBLIC AFFAIRS		

14. ELEMENT TASK DESCRIPTION

Public Law 101-510, Science Education Enhancement Act.

DOE-FN initiatives

Best Business Practices.

DOE Order 0 110.3 Conference Management.

DOE M 140.1-1A, Interface with the Defense Nuclear Facilities Safety Board.

DOE Order 224.1, Performance Based Business Management System.

DOE Order 151.1, Comprehensive Emergency Management System .

Fluor Fernald procedures

**c. SCOPE OF WORK:**

**TASK #1 - Public Involvement**

The scope of work provided by Public Affairs (Communication Programs/MVS) in supporting Public Involvement includes supporting the 7 major projects that make up the Fernald cleanup and working with approximately 50 active stakeholders out of over 500 currently on our database. The department works closely with DOE and Fluor Fernald management to identify and communicate activities and issues that need public comment and review. It also looks for opportunities in which to involve employees and the public in the decision-making process. Ultimately this work leads to long-term mutually beneficial relationships with external publics. Scope within this subset of Communication Programs includes:

- 1) Producing and running 6 monthly Cleanup Progress Briefings per year
- 2) Planning and organizing 10 Citizens Advisory Board Meetings along with a similar number of committee meetings per year.

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 3
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>JEFF WAGNER (A) 648-4898</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	

12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAB</b>	13. TASK DESCRIPTION (ONE LINE) <b>PUBLIC AFFAIRS</b>
--	--

14. ELEMENT TASK DESCRIPTION

3) Supporting the Community Reuse Organization which holds 10 meetings per year  
 4) Planning, producing and running approximately two public meetings during the year.  
 5) Supporting the Fernald Envoy program which meets every month to discuss site issues that may affect Fernald neighbors.  
 6) Managing and carrying out Fernald's tour program. This includes hosting a large public tours during the year plus dozens of key stakeholder and small group tours.  
 7) Fielding questions and providing timely answers to stakeholder requests for information.

**TASK #2 - External Communication**

The scope of work provided by Public Affairs (Communication Programs/MVS) in supporting External Communication includes promoting integration and consistency in all Fernald messages to external public. Public Affairs serves in the capacity of "communication integrator" for Fernald. In this role the department produces Annual Reports; briefings; magazines; flyers; fact sheets; postcards; Fernald Web Site and interface with elected officials and the media. Timely and appropriate dissemination of progress updates and information to external stakeholders is conducted through such mediums as:

1) A Look Ahead newsletter sent to approximately 500 stakeholders once a month  
 2) Fernald Report, a magazine which is produced every other month with stories and project updates and is sent to 1,200 stakeholders.  
 3) Cleanup Progress Reports are produced up to three times per year and are used by DOE and Fluor Fernald management to give greater detail of the work taking place in each of the major projects. Copies are distributed to stakeholders here and at DOE Headquarters. Copies are also used to update the media.  
 4) Cleanup Status Graphics are site maps overlaid with the latest numbers associated with the progress of each project. This graphic serves as a good way to get a snapshot of where the project stands and is produced every quarter. Approximately 500 copies are distributed to interested stakeholders.  
 5) Fernald Annual Report gives a "big-picture view" of the work and is distributed to over 1,000 stakeholders, including DOE management, employees and the media.

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 4
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>JEFF WAGNER (A) 648-4898</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAB</b>	13. TASK DESCRIPTION (ONE LINE) <b>PUBLIC AFFAIRS</b>		

14. ELEMENT TASK DESCRIPTION

6) Post cards and notices are sent to key stakeholders (approximately 600) once a month depending on the frequency of meetings or the releasing of DOE HQ information to the public.

**TASK #3 - Internal Communications**

The scope of work within Internal Communications involves communicating with approximately 1,700 Fluor Fernald employees. Communication mediums vary in how these folks are reached based on their job assignments, access to computers, work shift and location. Public Affairs must continually reassess the mediums to reach these people to ensure that they feel tied to the mission and directives of Fernald management. Mediums used to communicate to our workforce include:

- 1) Fernald Forward, a quarterly magazine with information on the cleanup plus corporate information and human interest stories.
- 2) News to Use, which is produced weekly with safety and cleanup related information and other items of interest.
- 3) Let's Talk, which is produced weekly for company supervisors and contains important safety information and guidance on issues. Let's Talk is distributed each week to approximately 400 people.
- 4) Messages from John, which are used to communicate important issues to all employees. Approximately 12 of these issues are released during the year.
- 5) Employee Updates, are released to communicate general information rapidly. About a dozen of these are released during the year.
- 6) Fernald Intranet.
- 7) Internal postings and signs.

**TASK #4 - Education Outreach**

The Public Affairs Department is responsible for planning and coordinating activities that support the DOE's commitment to education. Fernald works primarily with local schools so that area students and teachers benefit most from these programs. Programs associated with Education Outreach at Fernald include:

- 1) Partnership in Education where employees go out to the classrooms and meet

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>	
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>JEFF WAGNER (A) 648-4898</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>	
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAAB</b>	13. TASK DESCRIPTION (ONE LINE) <b>PUBLIC AFFAIRS</b>	

14. ELEMENT TASK DESCRIPTION

with elementary and Jr. High students and either talk about their work or conduct mini-experiments designed to capture the interest of the kids. (approximately 30 sessions per year)

- 2) Executive Speakers Bureau in which Fernald's leaders go out and talk to groups either locally or at conferences to discuss the site mission and progress.
- 3) Speakers Bureau in which workers get an opportunity to talk about their jobs or their interests to local schools and groups.
- 4) Fernald Gift Program in which excess equipment including older computers have been made available to local schools and non-profit organizations.
- 5) Teacher In-Service Days, in which we provide the curriculum for educators to take back to the classroom.
- 6) Science Bowl, a yearly competition between over 50 different area high school teams competing for the right to move on to the regional competition in Washington, D. C.
- 7) Greater Cincinnati Earth Coalition, and our yearly participation in Earth Day events. This is an opportunity to meet with a wide audience of students, teachers and parents. Our efforts are aimed at communicating the work taking place at Fernald and to interest kids in fields that may enable involve serving the environment.
- 8) Take Your Kids to Work Day, an education experience for several hundred students as their parents show them what they do at work.

Education Outreach Programs will cease in FY05.

**TASK #5 Multimedia Visual Services**

The scope of work provided by Multimedia Visual Services (MVS) (Graphics/Video & Photo) includes creative design services and production of camera ready or finished product for various Fernald documents, presentations and other mediums. The majority of work performed by MVS is originated through Public Affairs, Office of the President or DOE. Tasks performed within MVS includes:

**GRAPHICS**

- 1) Fernald.gov Web Site management including posting of information about Fernald that can be viewed by the public on xtranets, portals, FTP sites

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>	
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>JEFF WAGNER (A) 648-4898</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>	
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAB</b>	13. TASK DESCRIPTION (ONE LINE) <b>PUBLIC AFFAIRS</b>	

14. ELEMENT TASK DESCRIPTION

etc;

- 2) Overhead and computer presentations;
- 3) Desktop publishing, including brochures, fact sheets, certificates, safety badges, etc.;
- 4) Technical and report drawings, maps, posters, diagrams, logos and illustrations;
- 5) Signage for all site projects.
- 6) Exhibit and display creation.
- 7) Photographic archiving of remediation oriented activities, as well as support projects and events.
- 8) Output from electronic input including black and white laser, color laser and color dye sublimation;
- 9) Provide graphic counseling to include:
  - graphic outsourcing
  - vendor selection
  - computer software recommendations
  - choosing least cost, efficient way to produce and organize graphic presentations

**VIDEO/PHOTO**

- 1) Video and photographic documentation of site remediation activities, milestone events and new technology applications;
- 2) Video productions for stakeholders aimed at communicating issues, activities or current status of a project.
  - Determining customer needs
  - Script writing
  - Talent selection
  - Studio and location videotaping
  - Post production services
  - Duplication
  - Distribution
- 3) Determine customer visual presentation medium.
  - Photo
  - Overheads
  - Panoramic images
  - Web-based virtual images

**WORK SCOPE DEFINITION**  
(Work Package)

<b>1. PROJECT TITLE</b> FEMP (DEFENSE)		<b>2. DATE</b> 12/01/2000	Page 7
<b>3. WBS ELEMENT CODE</b> 1.1.N.A	<b>4. WBS ELEMENT TITLE/NAME</b> OPERATIONS		
<b>5. PERFORMING DIV/DEPARTMENT CODE</b> 40 & 44	<b>6. ORIGINATOR NAME/PHONE</b> JEFF WAGNER (A) 648-4898	<b>7. WBS ELEMENT MANAGER</b> ED ZOBRIST	
<b>8. BUDGET AND REPORTING NUMBER</b> EW05H3120	<b>9. BUDGET TITLE</b> PROGRAM SUPPORT & OVERSIGHT		
<b>10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE?</b> NEW PER CP# FY01-0115-0012-00		<b>11. ESTIMATED START / COMPLETION DATE</b> 12/1/00-12/27/09	
<b>12. TASK IDENTIFICATION (WORK PACKAGE)</b> NAAAB	<b>13. TASK DESCRIPTION (ONE LINE)</b> PUBLIC AFFAIRS		
<b>14. ELEMENT TASK DESCRIPTION</b>  Videotape CD-ROM Web-based video Audiotape 4) Audio visual support for special events. Event coordination Staging Sound reinforcement Equipment rental 5) Aerial photography and videography. 6) Video and photo documentation support for emergency response efforts. 7) Audio visual support for more than 50 conference and training rooms on site and at six off-site locations. 8) Down loading, recording and re-broadcasting of satellite programming. 9) Recording and re-broadcasting of teleconferences. 10) InfoChannel system maintenance and information input. 11) Determine site video and photo technology needs.  <b><u>d. WORK SPECIFICALLY EXCLUDED:</u></b>  1. Work requested by the DOE Ohio Field Office 2. DNFSB support which will be a cost burden to the project			



## **SECTION 2**

### **1.0 NARRATIVE**



1. PROJECT TITLE: PROGRAM SUPPORT and OVERSIGHT	2. DATE: 09/10/01	3. PBS#: 12
4. WBS ELEMENT CODE: 1.1.N.A	5. WBS ELEMENT TITLE: OPERATIONS	
6. CAM NAME/ PHONE: ED ZOBRIST/3111	7. CAM SIGNATURE:	
8. ORIGINAL/ CHANGE SCOPE/ PER CP#:	9.CONTROL ACCOUNT: NAAA	

## PART 1: OPERATIONS (NAAA)

### Section 2: Public Affairs (NAAAB)

#### 1.0 NARRATIVE

##### 1.1 OVERVIEW

The Communication Programs section within Public Affairs provides site-wide management and support of Fernald internal and external communication, public involvement and education outreach. Multimedia Visual Services (MVS) provides graphic, photo, video and electronic support to the project in an effort to enhance communication of the site mission and progress. The overarching purpose of Public Affairs is to promote proactive two-way communication with interested stakeholders in support of Fernald Environmental Management Project (FEMP) objectives. Other goals include increasing awareness of the U.S. DOE identity in conjunction with the mission and complying with the letter and the spirit of public notification and involvement provisions of applicable laws and regulations.

##### 1.2 ASSUMPTIONS/EXCLUSIONS

###### 1.2.1 Assumptions

1. Estimate is based on a 40-hour work week.
2. Estimate is based on level of effort to support the site.
3. Fluor Fernald Public Affairs function will remain throughout project life (FY10).
4. Communication Programs and Multimedia Visual Services are the cost burden of Public Affairs. This includes management and design work associated with the Fernald Web Site.
5. Department staffing will be driven by stakeholder need and employee headcount.
6. Completed projects and decrease in site staffing will reduce the need for some aspects of Public Affairs.
7. Stakeholder involvement and critical issues will influence our work load and hence staffing.
8. Fluor Corp. will require some level of communication both reporting

Fernald progress and communicating Fluor information to our workforce.

9. Public Participation is driven by:

- DOE policy requires that each DOE facility have a coordinated public participation program for environmental restoration and environmental management projects.
- Fluor Fernald Prime Contract (11/20/00).
- Comprehensive Environmental Response, Compensation and Liability Act (CERCLA 1988)
- DOE Order 200.1, Information Management Program (9/30/96).
- Public Law 101-510, Science Education Enhancement Act.
- DOE-FN initiatives
- Best Business Practices.

10. DOE Order O 110.3 Conference Management (11/3/99).

11. DOE M 140.1-1A, Interface with the Defense Nuclear Facilities Safety Board (1/26/99).

12. DOE Order 224.1, Performance Based Business Management System (12/08/97).

13. DOE Order 151.1, Comprehensive Emergency Management System (9/25/95).

14. Fluor Fernald procedures

### 1.2.2 Exclusions

1. Work requested by the DOE Ohio Field Office
2. DNFSB support which will be a cost burden to the project

### 1.2.3 Government Furnished Equipment/Services

None

## 1.3 DRIVERS

1. Communication Programs and MVS costs will be reduced as salary and subcontractor headcounts are reduced. Scope will remain through the life of the project.
2. Anticipated reduction in deliverable jobs within the Public Affairs Department as project continues to mature and run smoothly.
3. Anticipate centralizing the location of staff from three separate facilities (Springdale, T-75 and T-38) to one as headcount decreases and space becomes available.

## 1.4 SCOPE OF WORK

### 1.4.1 Task #1 – Public Involvement

R1-  
F12-  
004

The scope of work provided by Public Affairs (Communication Programs/MVS) in supporting Public Involvement includes supporting the 7 major projects that make up the Fernald cleanup and working with approximately ~~75~~ **50** active stakeholders out of over 500 currently ~~on~~ **in** our database. The department works closely with DOE and Fluor Fernald management to identify and communicate activities and issues that need public review and input. We also look for opportunities to involve employees and the public in the decision-making process. Ultimately this work leads to long-term mutually beneficial relationships with external publics. As Fernald moves closer to closure and as individual projects mature, the need for Public Involvement will continue to decline as fewer and fewer decisions need to be made. Scope within this subset of Communication Programs includes:

R1-F12-004  
&  
R1-F12-035

1. Produce and run ~~10~~ **6** monthly Cleanup Progress Briefings per year - This number will drop to 4 per year in 2004 and 2 per year by FY08 and be eliminated by FY09. (~~FY05~~ **FY02 & FY03** - .5 FTE reduction - Communication Programs/ **FY02** - .5 FTE reduction - Multimedia Visual Services)
2. Planning and organizing 10 Citizens Advisory Board (CAB) meetings along with a similar number of committee meetings per year – The monthly board and subcommittee meetings will likely go to every other month by FY05 or sooner. The scope and need for this Board is driven by DOE, hence they will work with the CAB to define an end date for the committee. Subcontractor support for the CAB is slated to cease in FY06 or before. This will result in a \$250,000 per year cost avoidance.
3. Supporting the Community Reuse Organization which holds 10 meetings per year – this support will drop to quarterly in FY03 and cease in FY06. **Currently CRO is on hiatus and is not meeting at all.**
4. Planning, producing and running approximately two public meetings during the year – These meetings are driven by project need and will likely be able to cease once the Silos Project is in operation. (~~1 FTE~~ **FY02 & 04** - **5 FTE** reduction - Communication Programs)
5. Supporting the Fernald Envoy program which meets every month to discuss site issues that may affect Fernald neighbors – This support will continue until FY08. Support requires little financial commitment and relies on linkages between stakeholder groups and our employees. As projects go away, issues will too.
6. Managing and carrying out Fernald's tour program. This includes hosting two large stakeholder tours during the year plus dozens of key stakeholder and small group tours – PA is currently taking steps to reduce the overall number of tours. This is being done through better scheduling and tour consolidation. By 2006 we will set aside one day per month in which visitors could schedule a tour. Currently visitors can

- pick any day and we accommodate. By FY07 the need for formal tours will cease. (FY08 .5 FTE reduction - Communications programs)
7. Fielding questions and providing timely answers to stakeholder requests for information - this service will continue but at a reduced rate through the life of the project. (FY02- .5 FTE reduction - Communications Programs)

**The plan** for performing the Public Involvement scope as noted above, is to continue some level of support through site closure. As projects mature and fewer decisions need to be made, the level of public interest will continue to drop. Public Affairs will play an active role in ensuring the public has ample opportunity to weigh in on "Future of Fernald" issues.

The *Fernald Report* and the Envoy program will likely be the best and last channels for communicating to the public as we near completion.

**The quantification** for Public Affairs is based primarily on Fluor Fernald, Inc. project manpower. The resource requirements summary for this and the correlation with site manpower is shown in the following table:

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
Communication Programs	3.5	3	3	3	2	2	2	.5	.5	.5
Multimedia Visual Services	1	4	.5	.5	.5	0	0	0	0	0
Citizens Advisory Board Support Subcontract	\$250k	\$250k	\$250k	\$250k	\$150k	\$100k				

R1-D-002 &  
 R1-F12- 035

**1.4.2 Task #2 - External Communication**

**The scope** of work provided by Public Affairs (Communication Programs/MVS) in supporting External Communication includes promoting integration and consistency in all Fernald messages to external public. Public Affairs serves in the capacity of "communication integrator" for Fernald. In this role the department produces Annual Reports; briefings; magazines; flyers; fact sheets; postcards; Fernald Web Site and interface with elected officials and the media. Timely and appropriate dissemination of progress updates and information to external stakeholders is conducted through such mediums as:

1. *A Look Ahead* newsletter sent to approximately 500 stakeholders once a month – this newsletter has been cutback from every other week to monthly. By 2006 distribution will cease because it will no longer be an effective medium. (.5 FTE reduction)
2. *Fernald Report*, a magazine which is produced every other month with stories and project updates and is sent to 1,200 stakeholders including

R1-  
F12-  
004

DOE management, employees and the media - The schedule of this magazine was restructured in 01 to go out every other month. This schedule will continue until 06 when it will be switched to quarterly. *Fernald Report* will likely be the last printed publication released from this site. (FY02 - -.5 FTE reduction - Communication Programs/FY08 - 1 FTE reduction MVS).

3. *Cleanup Progress Reports* are produced three times a year and are used by DOE and Fluor Fernald management to give greater detail of the work in each of the major projects. Approximately 300 copies are distributed to stakeholders here and up the chain of command within DOE. Copies are also used to update the media - These reports were issued quarterly prior to 01 and have now been scaled back to one every three months. In 03 these reports will be produced twice a year at which point they will take the place of our Annual Reports. In 08 to closure *Cleanup Progress Reports* will be produced once a year. (FY02 - .5 FTE reduction MVS / FY05 - .5 FTE reduction - Communications Programs / .5 FTE reductions - MVS; FY08 - .25 FTE reductions Communications Programs).
4. *Cleanup Status Graphics* are site maps overlaid with the latest numbers associated with the progress of each project. This graphic serves as a good way to get a snapshot of where the project stands and is produced every quarter. Approximately 500 copies are distributed to interested stakeholders - *Cleanup Status Graphics* are produced quarterly and will be until 03 when they will be produced 2 times a year. (FY08 - .5 FTE - Communications Programs)
5. Post cards and notices are sent to key stakeholders (approximately 500) once a month depending on the frequency of meetings or the releasing of DOE HQ information to the public - Post card distribution will decrease as the need for Public Involvement decreases. By 2005 the need for these mailings will be all but gone. (FY03 - .5 FTE reduction MVS)

R1-F12-035

**The plan** for performing External Communications is to continue communicating Fernald progress and milestones through the life of the project. A number of current Public Affairs deliverables will be combined and reduced as projects mature and reach completion. A decrease in site and department staffing will also drive the need for consolidation. A minimum number of staff will need to be on-hand to communicate the closure of Fernald.

**The quantification** for Public Affairs is based primarily on Fluor Fernald, Inc. project manpower. The resource requirements summary for this and the correlation with site manpower is shown in the following table:

R1-D-002, R1-F12-004 & R1-F12-035

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
Communication Programs	2.5	2.15	2.15	2.15	1.5	1.5	1.5	.25	.25	.25
Multimedia Visual Services	2	2.15	1.5	1.5	1	1	1	0	0	0
Forward/Fernald Report Subcontract	\$29k	\$29k	\$29k	\$29k	\$29k	\$15k	\$12k	\$10k	\$10k	\$10k
Annual Report Subcontract	\$12k	\$12k	\$12k	\$12k	0	0	0	0	0	0

### 1.4.3 Task #3 – Internal Communications

The scope of work within Internal Communications involves communicating with approximately 1,700 Fluor Fernald employees. Communication mediums vary in how these folks are reached based on their job assignments, access to computers, work shift and location. Public Affairs must continue to reassess the mediums to reach these people to ensure that they feel tied to the mission and directives of Fernald management. Mediums used to communicate to our workforce include:

1. Fernald *Forward*, a quarterly magazine with information on the cleanup plus corporate information and human interest stories – *Forward* will cease publication in 06. Company communication at this point will come out of either Fluor Federal Services or Fluor Corp. (FY07 - .5 FTE reduction - Communication Programs)
2. *News to Use*, which is produced weekly with safety and cleanup related information and other items of interest – *News to Use* will combine *Let's Talk* in 04 and will therefore cease publication .
3. *Let's Talk*, which is produced weekly for company supervisors and contains important safety information and guidance on issues. *Let's Talk* is distributed each week to approximately 400 people – After merging with *News to Use*, this publication will be distributed every other week until 08, when it will cease. (FY08 - .25 FTE reduction - Communication Programs)
4. Fluor Federal Services publications like *Outlook* are distributed to Fernald employees and are used to communicate Federal Services and corporate information – distribution of these magazines through Public Affairs or another department will continue until closure.
5. *Messages from Bradburne*, are used to communicate important issues to all employees. Approximately 12 of these messages are released during the year – These messages will be less frequent as the site population decreases. (FY03 - .5 FTE reduction - Communication Programs)
6. *Employee Updates*, are released to communicate general information rapidly. About a dozen of these are released during the year – These updates will be less frequent as the site population decreases.

7. Fernald Intranet – support will decrease along with the site population. (FY08 - 1 FTE reduction - MVS)
8. Internal postings and signs – support will decrease along with the site population. (FY02 - .5 FTE reduction - MVS)

**The plan** for performing the above Internal Communication functions is to continue this support to closure albeit at a reduced rate as personnel leave and projects reach completion.

**The quantification** for Public Affairs is based primarily on Fluor Fernald, Inc. project manpower. The resource requirements summary for this and the correlation with site manpower is shown in the following table:

R1-D-002

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
Communication Programs	1.5	1.5	1	1	1	1	.5	.25	.25	.25
Multimedia Visual Services	1.5	1	1	1	1	1	1	0	0	0
Writing/Web Site Support	\$80k	\$50k	\$50k	\$50k						
Graphic Supplies and Equipment	\$55k	\$51k	\$47k	\$38k	\$30k	\$15k	\$9k	\$5k	0	0
Graphic Support Subcontracts	\$50k	\$47k	\$47k	\$47k	\$47k	\$47k	\$47k	\$35k	\$15k	0
Video Supplies & Equipment	\$46k	42k	\$33k	\$33k	\$27k	\$27k	\$20k	\$10k	\$5	\$5
Video Support Subcontracts	\$20k	\$15k	\$15	\$15k	\$12k	\$12k	\$7k	\$5k	\$5	0
Aerial Subcontracts	\$20k	\$20k	\$20k	\$20k	\$10k	\$10k	\$10k	\$10k	\$10k	\$10k

#### 1.4.4 Task #4 – Education Outreach

The Public Affairs Department is responsible for planning and coordinating activities that foster the DOE's commitment to education. Fernald works primarily with local schools so that area students and teachers benefit most from these programs. Programs associated with Education Outreach at Fernald include:

1. Partnership in Education, where employees go out to the classrooms and meet with elementary and Jr. High students and either talk about their work or conduct mini-experiments designed to capture the interest of kids. (approximately 30 sessions per year) – This program will continue to fade out and eventually cease in 05. (FY05 - .5 FTE reduction - Communication Programs)
2. Executive Speakers Bureau in which Fernald's leaders go out and talk to groups either locally or at conferences to discuss the site mission and progress. (approximately 25 engagements per year) – This program will remain fairly steady through the life of the project. **FY02 - .5 FTE reduction**

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**Communication Programs** / FY06 - .5 FTE reduction - MVS / FY07 - .5 FTE reduction - Communication Programs)

3. Speakers Bureau in which workers get an opportunity to talk about their jobs or their interests to local schools and groups. – Speakers Bureau will remain in effect, though at a reduced rate, through project completion. (FY03 - .5 FTE reduction - Communication Programs)
4. Fernald Gift Program in which excess equipment including older computers have been made available to local schools and non-profit organizations – PA involvement in this program will cease by 05.
5. Teacher In-Service Days, in which we provide the curriculum for educators to take back to the classroom – Like other programs this will continue to be scaled back until 05 04 at which point it will be discontinued.
6. Science Bowl, a yearly competition between over 50 different area high school teams competing for the right to move on to the regional competition in Washington, D. C. – This program will cease after the 04 03 competition. (FY04 - .5 FTE reduction Communication Programs)
7. Greater Cincinnati Earth Coalition, and our yearly participation in Earth Day events. This is an opportunity to meet with a wide audience of students, teachers and parents. Our efforts are aimed at communicating the work taking place at Fernald and to interest kids in fields that may involve serving the environment – Involvement from Fernald will continue at a reduced rate until 06.
8. Take Your Kids to Work Day, an education experience for several hundred students, as their parents show them what they do at work – There will likely be some level of effort supporting this program until 07 05 .

R1-F12-004 &  
R1-F12-035

**The plan** for performing the above Education Outreach activities is to continue to scale back this support based on limited budget and manpower through FY04. In FY05 the program will cease and support for this area will be redirected toward project communication avenues and public involvement.

**The quantification** for Public Affairs is based primarily on Fluor Fernald, Inc. project manpower. The resource requirements summary for this and the correlation with site manpower is shown in the following table:

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
Communication Programs	1.5	1.5	1	1	.5	.5	0	0	0	0
Multimedia Visual Services	.5	.5	.5	.5	.5	0	0	0	0	0

R1-D-002 &  
R1-F12-035

### 1.4.5 Task #5 Multimedia Visual Services

**The scope** of work provided by Multimedia Visual Services (MVS) (Graphics/Video & Photo) includes creative design services and production of camera ready or finished product for various Fernald documents, presentations and other mediums. The majority of work performed by MVS is originated through Public Affairs, Office of the President or DOE. Like Communication Programs, MVS work is driven by project activity and stakeholder needs. As the need goes away, so too will support from MVS. Tasks performed within MVS include:

#### 1. Graphics

- Fernald.gov Web Site management including posting of information about Fernald that can be viewed by the public on xtranets, portals, FTP sites etc; - support will continue to drop as projects stabilize. (FY06 - .5 FTE reduction - MVS)
- Overhead and computer presentations (60 per year) – The number of presentations will drop as Fernald becomes less aggressive in conference attendance and as monthly briefings and public meetings decrease. (FY05 - .5 FTE reduction - MVS)
- Desktop publishing, including brochures, fact sheets, certificates, safety badges, etc.; - This support will continue to decline as the project matures. (FY03 & FY05 - .5 FTE reduction - MVS)
- Technical and report drawings, maps, posters, diagrams, logos and illustrations; - This service will continue to decline and eventually be performed by vendors. (FY05 - .5 FTE reduction - MVS)
- Signage for all site projects (3,000 per year) – This service will be performed out-of-house FY08.
- Exhibit and display creation (5 per year) – This will continue to drop as the need for conference participation decreases. (FY02 - ~~5~~ 1 FTE reduction - MVS)
- Photographic archiving of remediation oriented activities, as well as support projects and events – The need to store photographs will continue through closure. PA will work with Records Management to ensure the thousands of photographic and electronic files are properly archived. (FY08 - .5 FTE reduction - MVS)
- Output from electronic input including black and white laser, color laser and color dye sublimation; - These services will decrease as the need for formal presentations decreases.
- Provide graphic counseling to include:
  - graphic outsourcing
  - vendor selection
  - computer software recommendations
  - choosing least cost, efficient way to produce and organize graphic presentations

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#### 2. Video-Photo

- Video and photographic documentation of site remediation activities, milestone events and new technology applications – Support for

project documentation will remain steady until 06 as projects are completed and new ones pick up. Field documentation using video will continue to be an effective way to take the cleanup to the public.

- Video productions for stakeholders aimed at communicating issues, activities or current status of a project.
- Determining customer needs
- Script writing (12 per year)
- Studio and location videotaping
- Post production services (33 per year)
- Video duplication (1000 per year)
- Videotape distribution (1100 per year) (FY08 - .5 FTE reduction - MVS)

All of these support functions will continue to decrease with most performed by subcontractors by 07. **(FY02 - 5 FTE reduction)**

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- Determine customer visual presentation medium.
  - Photo (1,200 per year)
  - Overheads – 8,000 per year
  - Panoramic images – 12 per year
  - Web-based virtual images
  - videotape
  - CD-ROM – 3 per year
  - Web-based video
  - Audiotape

All of these support functions will continue to decrease with most performed by subcontractors by 07.

- Audio visual support for special events. (approx. 20 events per year)
  - Event coordination
  - Staging
  - Sound reinforcement
  - Equipment rental

Support for these areas will cease by 05.

- Aerial photography and videography. (4 helicopter and fixed wing aerals per year) – This activity will drop to 1 helicopter aerial and 1 fixed wing aerial by 05, based on decreased need.
- Video and photo documentation support for emergency response efforts. (12 per year) – This support will cease by 03.
- Audio visual support for more than 50 conference and training rooms on site and at six off-site locations. (weekly) – This need will go away as buildings are demolished and site staffing decreases.
- Down loading, recording and re-broadcasting of satellite programming. (6 per year) – This area will require less support in the out years. (FY06 - .5 FTE reduction - MVS)
- InfoChannel system maintenance and information input. (daily) – Cease operation by 03.

- Determine site video and photo technology needs. – This will require minimum support for the next five years.

**The plan** for performing the above MVS scope is to continue to support the site by documenting cleanup to closure. MVS will continue to scale back operations based on project need and staffing levels. Public Affairs will maintain some level of in-house support until 2008, but will continue to look for assistance from outside vendors to counter customer demand.

**The quantification** for Public Affairs is based primarily on Fluor Fernald, Inc. project manpower. The resource requirements summary for this and the correlation with site manpower is shown in the following table:

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
Multimedia Visual Services (Photo/Video)	4	3-5	3-5	3-5	2	1	1	0	0	0
Multimedia Visual Services (Graphics)	5	4	3	3	2	1	1	0	0	0

R1-D-002 &  
R1-F12-035

#### 1.4.6 Quantification Summary

Eliminate Project Director position in FY05. Possibly merge Public Affairs and another organization to maximize efficiency.

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
Public Affairs (FTE)	23.1	20.1	17.1	17.1	12	9	8	1	1	1
Communication Programs	9	8	7	7	5	5	4	1	1	1
Multimedia Visual Services	14	12	10	10	7	4	4	0	0	0

R1-D-002, R1-F12-004 &  
R1-F12-035



## **SECTION 2**

### **2.0 MANPOWER PLANS**



# Manpower Planning Sheet (CR2)

**MPS # 1NA02 PUBLIC AFFAIRS**

DRIVERS	START DATE	END DATE	TOT	FY 2001				FY 2002				FY 2003				FY 2004				FY 2005				FY 2006			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																
201 D&D Summary	10/02/2000	03/30/2007		XXX	XXX	XXX	XXX	XXX																			
301 OSDF Summary Schedule	04/01/2004	12/23/2009																									
411 AWWT Operations	10/02/2000	12/31/2009		XXX	XXX	XXX	XXX	XXX																			
502 WASTE PIT SHIP/DISPOSAL OPERATIONS	10/02/2000	08/01/2005		XXX	XXX	XXX	XXX	XXX																			
601 Soils Excavation Project Summary	10/01/2003	12/31/2009																									
704 Silos AWR Summary	10/02/2000	10/23/2003		XXX	XXX	XXX	XXX	XXX																			
710 Silos 1, 2, & 3 Summary Activity	10/02/2000	03/31/2008		XXX	XXX	XXX	XXX	XXX																			
801 Nuclear Materials Summary	10/02/2000	05/20/2002		XXX	XXX	XXX	XXX	XXX																			
1001 Mixed Waste Summary	10/02/2000	09/30/2003		XXX	XXX	XXX	XXX	XXX																			
1101 Low Level Waste Summary	10/02/2000	09/30/2005		XXX	XXX	XXX	XXX	XXX																			
Project Management			16.00	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Human Resources & Publ			64.00	4	4	4	4	3	3	3	3	3	3	3	3	2	2	2	2	2	2	2	2	2	2	2	2
Human Resources & Publ			237.00	12	12	12	12	8	8	8	8	9	9	9	9	9	9	9	9	8	8	8	8	8	8	8	8
Human Resources & Publ			48.00	4	4	4	4	3	3	3	3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Administration			28.00	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Administration			8.00	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Sheet Totals:</b>			<b>401.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>



## **SECTION 2**

### **3.0 ESTIMATE**



**NAAAB**

**PUBLIC AFFAIRS**



# Fluor Fernald, Inc.

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

DATE: 10-Sep-01  
PROJECT MGR: J. WAGNER  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTH  
FISCAL YEAR: 2000-2010

OHFN12

1.1.N.A

NAAA

NAAA

COMMENT NO: F12-004, F12-035

Resource: PROMGR  
Res Dept: 940

PROGRAM MGR  
Overtime:

Class: LABOR

EOC: SAL

Yr Hours:	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-		
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 11	Sep 12	Sep 13	Sep 14	Sep 15	Sep 16	Sep 17	Sep 18	Sep 19	Sep 20	
1,452.0	1,747.0	1,747.0	1,747.0	1,747.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1,452.0	3,199.0	4,946.0	6,693.0	6,693.0	6,693.0	6,693.0	6,693.0	6,693.0	6,693.0	6,693.0	6,693.0	6,693.0	6,693.0	6,693.0	6,693.0	6,693.0	6,693.0	6,693.0	6,693.0	6,693.0	6,693.0
136,503	172,871	183,105	193,901	193,901	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cum Total Cost:	309,373	492,478	686,379	686,379	686,379	686,379	686,379	686,379	686,379	686,379	686,379	686,379	686,379	686,379	686,379	686,379	686,379	686,379	686,379	686,379	686,379

Resource: SERVSUB  
Res Dept: 940

SUBS  
Overtime:

Class: SUBCONTRACTORS

EOC: SUB

Yr Units:	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-		
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 11	Sep 12	Sep 13	Sep 14	Sep 15	Sep 16	Sep 17	Sep 18	Sep 19	Sep 20	
426,858.0	478,344.0	471,744.0	471,744.0	471,744.0	338,340.0	213,089.0	213,089.0	215,136.0	215,136.0	215,136.0	215,136.0	215,136.0	215,136.0	215,136.0	215,136.0	215,136.0	215,136.0	215,136.0	215,136.0	215,136.0	215,136.0
426,858.0	905,202.0	1,376,946.0	1,848,690.0	2,187,030.0	2,187,030.0	2,400,119.0	2,400,119.0	2,822,989.0	2,822,989.0	2,822,989.0	2,822,989.0	2,822,989.0	2,822,989.0	2,822,989.0	2,822,989.0	2,822,989.0	2,822,989.0	2,822,989.0	2,822,989.0	2,822,989.0	2,822,989.0
426,858	491,259	497,562	511,494	377,121	244,401	244,401	244,401	261,268	261,268	261,268	261,268	261,268	261,268	261,268	261,268	261,268	261,268	261,268	261,268	261,268	261,268
Cum Total Cost:	918,117	1,415,679	1,927,173	2,304,294	2,304,294	2,548,695	2,548,695	3,055,144	3,055,144	3,055,144	3,055,144	3,055,144	3,055,144	3,055,144	3,055,144	3,055,144	3,055,144	3,055,144	3,055,144	3,055,144	3,055,144

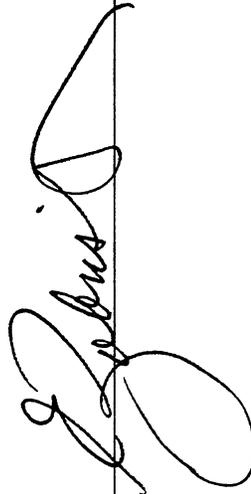
GRAND TOTALS:

Yr Hours:	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-		
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 11	Sep 12	Sep 13	Sep 14	Sep 15	Sep 16	Sep 17	Sep 18	Sep 19	Sep 20	
33,396.0	29,689.0	26,205.0	24,458.0	20,964.0	15,723.0	15,723.0	15,723.0	17,47.0	17,47.0	17,47.0	17,47.0	17,47.0	17,47.0	17,47.0	17,47.0	17,47.0	17,47.0	17,47.0	17,47.0	17,47.0	17,47.0
33,396.0	63,095.0	89,300.0	113,758.0	134,722.0	150,445.0	150,445.0	166,168.0	166,168.0	166,168.0	166,168.0	166,168.0	166,168.0	166,168.0	166,168.0	166,168.0	166,168.0	166,168.0	166,168.0	166,168.0	166,168.0	166,168.0
1,945,884	1,939,125	1,913,118	1,893,688	1,508,998	1,129,101	1,129,101	1,129,101	414,294	414,294	414,294	414,294	414,294	414,294	414,294	414,294	414,294	414,294	414,294	414,294	414,294	414,294
Cum Total Cost:	3,885,009	5,798,127	7,691,815	9,200,813	10,329,914	11,405,788	11,405,788	11,820,082	11,820,082	11,820,082	11,820,082	11,820,082	11,820,082	11,820,082	11,820,082	11,820,082	11,820,082	11,820,082	11,820,082	11,820,082	11,820,082

CAM

REVIEW TEAM

CONTROL TEAM






# Fluor Fernald, Inc.

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

DATE: 10-Sep-01  
PROJECT MGR: J. WAGNER  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTH  
FISCAL YEAR: 2000-2010

PBS: OHFN12  
WBS: 1.1.NA  
CTRL ACCT: NAAA  
CHARGE NO: NAAA  
COMMENT NO: F12-004, F12-035

Resource:	Res Dept:	CLERKS 940	Overtime:	Class:		EOC:		LABOR					
				Oct 01-	Oct 02-	Oct 03-	Oct 04-	Oct 05-	Oct 06-	Oct 07-	Oct 08-	Oct 09-	
				Oct 00-	Oct 01-	Oct 02-	Oct 03-	Oct 04-	Oct 05-	Oct 06-	Oct 07-	Oct 08-	Oct 09-
				Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10
Yr Hours:				1,452.0	1,747.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cum Hours:				1,452.0	3,199.0	3,199.0	3,199.0	3,199.0	3,199.0	3,199.0	3,199.0	3,199.0	3,199.0
Yr Total Cost:				34,688	43,930	0	0	0	0	0	0	0	0
Cum Total Cost:				34,688	78,619	78,619	78,619	78,619	78,619	78,619	78,619	78,619	78,619

Resource:	Res Dept:	EXEC ADMINSTRATOR 940	Overtime:	Class:		EOC:		LABOR					
				Oct 01-	Oct 02-	Oct 03-	Oct 04-	Oct 05-	Oct 06-	Oct 07-	Oct 08-	Oct 09-	
				Oct 00-	Oct 01-	Oct 02-	Oct 03-	Oct 04-	Oct 05-	Oct 06-	Oct 07-	Oct 08-	Oct 09-
				Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10
Yr Hours:				1,452.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0
Cum Hours:				1,452.0	3,199.0	4,946.0	6,693.0	8,440.0	10,187.0	11,934.0	11,934.0	11,934.0	11,934.0
Yr Total Cost:				45,927	58,163	61,808	65,239	69,106	73,832	80,040	0	0	0
Cum Total Cost:				45,927	104,090	165,898	230,935	300,041	373,873	453,913	453,913	453,913	453,913

Resource:	Res Dept:	MATERIAL OBJCLASS300 940	Overtime:	Class:		EOC:		MATERIAL					
				Oct 01-	Oct 02-	Oct 03-	Oct 04-	Oct 05-	Oct 06-	Oct 07-	Oct 08-	Oct 09-	
				Oct 00-	Oct 01-	Oct 02-	Oct 03-	Oct 04-	Oct 05-	Oct 06-	Oct 07-	Oct 08-	Oct 09-
				Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10
Yr Units:				180,067.0	169,392.0	146,916.0	134,304.0	100,344.0	76,428.0	55,968.0	36,672.0	34,452.0	6,942.0
Cum Units:				180,067.0	349,459.0	496,375.0	630,679.0	731,023.0	807,451.0	863,419.0	900,091.0	934,543.0	941,485.0
Yr Total Cost:				180,067	173,966	154,957	145,621	111,845	87,659	66,054	44,536	43,053	8,927
Cum Total Cost:				180,067	354,033	508,989	654,610	766,455	854,114	920,168	964,703	1,007,756	1,016,683

Resource:	Res Dept:	ODC700 940	Overtime:	Class:		EOC:		ODC					
				Oct 01-	Oct 02-	Oct 03-	Oct 04-	Oct 05-	Oct 06-	Oct 07-	Oct 08-	Oct 09-	
				Oct 00-	Oct 01-	Oct 02-	Oct 03-	Oct 04-	Oct 05-	Oct 06-	Oct 07-	Oct 08-	Oct 09-
				Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10
Yr Units:				7,879.0	2,520.0	1,524.0	1,524.0	1,620.0	1,620.0	1,620.0	1,620.0	1,620.0	0.0
Cum Units:				7,879.0	10,399.0	11,923.0	13,447.0	15,067.0	16,687.0	18,307.0	19,927.0	19,927.0	19,927.0
Yr Total Cost:				7,879	2,588	1,607	1,652	1,806	1,858	1,912	1,967	0	0
Cum Total Cost:				7,879	10,467	12,074	13,727	15,533	17,391	19,303	21,270	21,270	21,270

# Fluor Fernald, Inc.

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

DATE: 10-Sep-01  
PROJECT MGR: J. WAGNER  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTH  
FISCAL YEAR: 2000-2010

PBS: OHFN12  
WBS: 1.1.N.A  
CTRL ACCT: NAAA  
CHARGE NO: NAAA  
COMMENT NO: F12-004, F12-035

Resource:	ODCTRLV	TRAVEL RESOURCE	Class:	EOC:	ODC					
Res Dept:	940	Overtime:		ODC						
Yr Units:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Units:	13,985.0	20,376.0	15,408.0	17,184.0	15,828.0	13,188.0	10,620.0	4,872.0	4,644.0	3,192.0
Yr Total Cost:	13,985.0	34,361.0	49,769.0	66,953.0	82,781.0	95,969.0	106,589.0	111,461.0	116,105.0	119,297.0
Cum Total Cost:	13,985	20,926	16,251	18,632	17,642	15,126	12,534	5,917	5,803	4,105
	13,985	34,911	51,162	69,794	87,437	102,562	115,096	121,013	126,816	130,921

Resource:	PAMGR	PUBLIC AFFAIRS MGR	Class:	EOC:	LABOR					
Res Dept:	940	Overtime:		SAL						
Yr Hours:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Hours:	5,808.0	5,241.0	5,241.0	3,494.0	3,494.0	25,025.0	26,772.0	0.0	0.0	0.0
Yr Total Cost:	280,817	266,726	282,516	199,449	211,272	112,861	122,350	0	0	0
Cum Total Cost:	280,817	547,543	830,059	1,029,509	1,240,781	1,353,642	1,475,992	1,475,992	1,475,992	1,475,992

Resource:	PAREP	PUBLIC AFFAIRS REP	Class:	EOC:	LABOR					
Res Dept:	940	Overtime:		SAL						
Yr Hours:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Hours:	17,424.0	13,976.0	15,723.0	15,723.0	13,976.0	10,482.0	8,735.0	1,747.0	1,747.0	387.0
Yr Total Cost:	657,233	554,894	661,211	700,196	659,292	528,286	477,253	100,606	111,801	25,530
Cum Total Cost:	657,233	1,212,127	1,873,338	2,573,534	3,232,826	3,761,112	4,238,366	4,338,972	4,450,773	4,476,303

Resource:	PHOGRA	PHOTO/GRAPHICS REP	Class:	EOC:	LABOR					
Res Dept:	940	Overtime:		SAL						
Yr Hours:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Hours:	5,808.0	5,241.0	1,747.0	1,747.0	1,747.0	18,037.0	19,784.0	0.0	0.0	0.0
Yr Total Cost:	161,927	153,802	54,302	57,504	60,913	65,079	70,551	0	0	0
Cum Total Cost:	161,927	315,729	370,031	427,535	488,448	553,527	624,078	624,078	624,078	624,078

## **SECTION 2**

### **4.0 RISK PLAN**



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**WBS DICTIONARY  
CONTROL ACCOUNT/CHARGE NUMBER**



**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE 12/01/2000	Page 1
3. WBS ELEMENT CODE 1.1.N.A	4. WBS ELEMENT TITLE/NAME OPERATIONS		
5. PERFORMING DIV/DEPARTMENT CODE 40 & 44	6. ORIGINATOR NAME/PHONE VERN NIEPORTE 648-6322	7. WBS ELEMENT MANAGER ED ZOBRIST	
8. BUDGET AND REPORTING NUMBER EW05H3120	9. BUDGET TITLE PROGRAM SUPPORT & OVERSIGHT		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? NEW PER CP# FY01-0115-0012-00		11. ESTIMATED START / COMPLETION DATE 12/1/00-12/27/09	
12. TASK IDENTIFICATION (WORK PACKAGE) NAAAC	13. TASK DESCRIPTION (ONE LINE) INTERNAL AUDIT		

14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Labor  
Material  
Subcontracts  
ODCs

**b. TECHNICAL CONTENT:**

Primary Drivers: DOE Contract; The DOE IG and DOE Assistant Secretary for Procurement requires an effective Internal Audit Program to ensure contractor cost are allowable and contractor operations are economical and efficient; Fluor Corp. requires strong financial and operational audit coverage.

Provide independent evaluations and make recommendations to improve operations, strengthen internal controls, safeguard assets against loss, and fulfill the requirements of the DOE contract.

**c. SCOPE OF WORK:**

This account covers the Internal Audit activity which provides independent evaluation and make recommendations to improve operations, strengthen internal controls, safeguard assets against loss, and fulfill the requirements of the DOE contract. This includes the following:

- \*Insure all audits receive executive management oversight
- \*Staff available to perform two DOE directed allowable cost audits per year
- \*Attend four Fluor Corporate Internal Audit Manager meetings per year
- \*Attend one DOE-IG Audit Forum meeting per year
- \*Participate in DOE-IG Audit Forum Peer Review Program, 80 hours per year

Project Manager <i>Monica Telford</i>	Control Account Manager <i>Monica Telford</i>	Control Team Manager <i>Linda Weste</i>
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**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>	
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>VERN NIEPORTE 648-6322</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>	
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAC</b>	13. TASK DESCRIPTION (ONE LINE) <b>INTERNAL AUDIT</b>	

14. ELEMENT TASK DESCRIPTION

- \*Complete written reports for all audits, per audit, 7 to 12 audits per year
- \*Evaluate operations to ensure results are consistent with established goals and objectives, per audit, 7 to 12 audits per year
- \*Evaluate the economy and efficiency of use of resources, per audit, 7 to 12 audits per year
- \*Complete Fluor Corporate Internal Audit Activity Reports, four per year
- \*Complete one Annual Audit Plan and revisions as necessary (Contract Deliverable)
- \*Complete one Annual Audit Activity Report (Contract Deliverable)
- \*Maintain Audit Follow up System 30 to 50 audit findings per year
- \*Coordinate with external auditors, three separate Federal external audit organizations and the Fluor Corporate audits
- \*Respond to Management Requests for special analysis, potential high risk and investigations, range of 1 to 3 separate request per year
- \*Receive/direct fraud, waste and abuse calls, range of 2 to 5 calls per year
- \*Provide Contracts Division with Assist Audit capability as required 2 to 3 per year
- \*Examine and evaluate the quality of performance to carry out assigned responsibilities, per audit, 7 to 12 audits per year
- \*Maintain communication link with all customers
- \*Ensure audit staff receive professional training

**d. WORK SPECIFICALLY EXCLUDED:**

1. All nuclear safety and assessment type audits (performed by QA).

## **SECTION 3**

### **1.0 NARRATIVE**



1. PROJECT TITLE: PROGRAM SUPPORT and OVERSIGHT	2. DATE: 09/10/01	3. PBS#: 12
4. WBS ELEMENT CODE: 1.1.N.A	5. WBS ELEMENT TITLE: OPERATIONS	
6. CAM NAME/ PHONE: ED ZOBRIST/3111	7. CAM SIGNATURE:	
8. ORIGINAL/ CHANGE SCOPE/ PER CP#:	9. CONTROL ACCOUNT: NAAA	

**PART 1: OPERATIONS (NAAA)**

**Section 3: Internal Audit (NAAAC)**

**1.0 NARRATIVE**

**1.1 OVERVIEW**

The Internal Audit (IA) function is authorized under DOE Contract DE-AC24-01OH20115, H.22. The mission of IA is to conduct an examination of all records, operations, expenses, and transactions with respect to costs claimed to be allowable, allocable and billable to DOE. IA accomplishes its mission with a team of one Director, three auditors and an admin assistant.

1. The Internal Audit function cannot merge/consolidate professional duties with other Fluor Fernald organizations because IA must be independent.

**1.2 ASSUMPTIONS/EXCLUSIONS**

**1.2.1 Assumptions**

1. Fluor Fernald will be Prime Contractor for duration of contract;
2. Fluor Fernald Internal Audit function will be performed in-house;
3. All work defined in the Fluor Fernald baseline will be performed on schedule;
4. Fluor Fernald will receive Fluor Corporation support at current levels;
5. The Fernald Environmental Management Project (FEMP) will be complete by 2009;
6. Upon FEMP completion the only remaining work will be routine maintenance and monitoring;
7. Fluor Fernald Internal Audit will review the reliability and integrity of ~~financial information~~ **all data** produced by the Finance and Accounting Department; ~~Fluor Fernald IM systems to include financial and operational data;~~
8. Prime contract requirements pertaining to Fluor Fernald Internal Audit will be unchanged;
9. Fluor Fernald Internal Audit focus will be on finance ~~all~~ **all** operations and allowable ~~their related~~ **costs;** ~~and schedule;~~

R1-  
F12-  
003

R1-  
F12-  
003

10. Audit requirements and standards will not change significantly during the contract;
11. Fluor Fernald Admin Divisions (e.g., HR, IM, Project Controls, Contracts, Legal, Finance and Office Support Systems) will maintain adequate support;
12. Fluor Fernald Internal Audit will receive resources necessary to support required Peer Reviews;
13. Fluor Fernald Internal Audit will receive necessary resources to maintain Professional Education requirements;
14. Fluor Fernald Internal Audit will receive necessary resources to attend Fluor Corporate Internal Audit Manager Meetings;
15. The Fluor Fernald Internal Audit scope of work as currently defined will not change significantly;
16. The Fluor Fernald Internal Audit computer equipment will be upgraded as technology changes;
17. Fluor Fernald Accounting/Finance, Project Controls, Human Resources and Procurement Departments will maintain "separation of duties" and continue to "safeguard assets" and therefore ensure minimum audit risk.
18. Fluor Fernald Internal Audit will be responsible for ensuring applicable laws, regulations, contract provisions and auditing standards are enforced.
19. It is assumed the scope of Fluor Fernald Internal Audit will not change during the duration of the contract.

#### 1.2.2 Exclusions

1. All nuclear safety and assessment type audits (performed by QA).
2. Assuming audit scope of DCAA after FY 2005.

#### 1.2.3 Government Furnished Equipment/Services

None

### 1.3 DRIVERS

1. The contract requires an Internal Audit function.
2. The DOE Chief Financial Officer additionally requires a strong financial audit coverage. The DOE IG and the DOE Assistant Secretary for Procurement requires a effective internal audit program to ensure contractor costs are allowable and contractor operations are economical and efficient.
3. Fluor Corporation requires a strong financial and operational audit coverage.

### 1.4 SCOPE OF WORK:

#### 1.4.1 Task #1 - Director

R1-  
F12-  
003

The scope of work provided by the Director in FY01 includes the following scope:

R1-  
F12-  
003

R1-  
F12-  
003

1. Insure all audits receive management oversight;
2. ~~Reduce~~ staff ~~audit time~~ available to perform two DOE directed allowable cost audits per year;
3. Attend four Fluor Corporate Internal Audit Manager meetings per year;
4. Attend one DOE-IG Audit Forum meeting per year;
5. Participate in DOE-IG Audit Forum Peer Review Program, 80 hours per year;
6. Complete written reports for all audits, per audit, ~~7~~ to ~~12~~ audits per year;
7. Evaluate operations to ensure results are consistent with established goals and objectives, per audit, ~~7~~ to ~~12~~ audits per year;
8. Evaluate the economy and efficiency of use of resources, per audit, ~~7~~ to ~~12~~ audits per year;
9. Complete Fluor Corporate Internal Audit Activity Reports, four per year;
10. Complete one Annual Audit Plan and revisions as necessary (Contract Deliverable);
11. Complete one Annual Audit Activity Report (Contract Deliverable);
12. Maintain Audit Follow Up system ~~30~~ to ~~50~~ audit findings per year;
13. Coordinate with external auditors, three separate Federal external audit organizations and the Fluor Corporate auditor;
14. Respond to Management Requests for special analysis, potential high risk activities and investigations, range of ~~1~~ to ~~3~~ separate requests per year;
15. Receive/direct fraud, waste and abuse calls, range of 2 to 5 calls per year;
16. Provide Contracts Division with Assist Audit capability as required, ~~one~~ per year;
17. Examine and evaluate the quality of performance to carry out assigned responsibilities, per audit, ~~7~~ to ~~12~~ audits per year;
18. Maintain communication link with all customers;
19. Ensure audit staff receive professional training.

The plan for performing the above Director scope is to continue the above services until services are modified as follows:

1. Current staffing requirements include one director and ~~two~~ senior auditors.
2. The current scope and workload dictate that effective audit coverage will be based on acceptable audit risk.

3. The project risk may be reduced as the projects mature; but until maturity is achieved, audit risk will remain high and audit coverage must remain stable.

R1-F12-003

4.

	01	02	03	04	05	06	07	08	09
Internal Auditor	4	3	3	3	3	2	2	1	1
Clerk	9	3	3	3	3	3	3	3	3

The quantification for the Director and auditors is based on audit risk rather than the Fluor Fernald, Inc. project manpower. There is no correlation of resource requirement for internal audit and site manpower.

**1.4.2 Task #2 - Auditors**

The scope of work provided by the Auditors in FY01 includes the following scope:

R1-F12-003

1. Examine, evaluate and report on operations and activities, 7 to 12 audits per year;
2. Examine and evaluate the adequacy and effectiveness of Fluor Fernald's system of internal controls, per audit, 7 to 12 audits per year;
3. Review reliability and integrity of financial and performance information (per audit, 7 to 12 audits per year) and the means used to organize, identify, measure, classify and report same;
4. Review and report on operations to ensure compliance (per audit, 7 to 12 audits per year) with Fluor Fernald policies, plans, procedures, laws, regulations, and contract provisions;
5. Follow up on previous audit findings to ensure compliance;
6. Review controls on safeguarding assets, per audit, 7 to 12 audits per year;
7. Support Audit Director in mission of Department;
8. Conduct Internal Control risk analysis, 7 to 12 audits per year;
9. Conduct Fraud Risk analysis, 7 to 12 audits per year;
10. Maintain permanent Internal Control and Fraud Risk Analysis file;
11. Attend professional training, 40 hours per year;
12. Use paperless audit software (Teammate);

The plan for performing the above Auditors scope is to continue the above services until services are modified as follows:

As the project matures, both in the field and with implementation of management systems, risk should decrease proportionately. The manpower plan represents a decreasing level of service over time consistent with the increasing maturity of the project.

**The quantification** for the Director and auditors is based on audit risk rather than the Fluor Fernald, Inc. project manpower. There is no correlation of resource requirement for internal audit and site manpower.

#### 1.4.3 Task #3 – Administrative Assistant

**The scope** of work provided by the Administrative Assistant in FY01 includes the following scope:

R1-  
F12-  
003

1. Supports the Director and ~~three~~ **two** Senior Auditors;
2. Acts under the direction of the Director, Internal Audit;
3. Administers Internal Audit input to the Commitment Tracking System;
4. Travel coordinator for Internal Audit Department;
5. Schedules meeting rooms;
6. Prepares orders for supplies;
7. Prepares MSOs for transfer of records;
8. Custodian of Internal Audit records;
9. Creates and updates Internal Audit Training records;
10. Updates the Internal Audit timekeeping system;
11. Updates Internal Audit organizational chart;
12. Provides technical editing to all audit reports;
13. Distributes all audit reports;
14. Maintain Internal Audit technical library;
15. Coordinates with Fluor Corporate Internal Audit Departments in Greenville, SC and Aliso Viejo, CA;
16. Tracks draft audit reports for Management Response and Legal review;
17. Maintains independence and confidentiality of sensitive information;
18. Assists with DOE deliverables;
19. Assists with special projects;
20. Assists Audit Director in all admin matters;

**The plan** for performing the above Administrative Assistant scope is to continue the above services until services are modified as follows:

As the project matures, both in the field and with implementation of management systems, risk should decrease proportionately. The manpower plan represents a decreasing level of service over time consistent with the increasing maturity of the project.

**The quantification** for the Director and auditors is based on audit risk rather than the Fluor Fernald, Inc. project manpower. There is no correlation of resource requirement for internal audit and site manpower.



## **SECTION 3**

### **2.0 MANPOWER PLANS**







## **SECTION 3**

### **3.0 ESTIMATE**



**NAAAC**

**INTERNAL AUDIT**



# Fluor Fernald, Inc.

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

DATE: 10-Sep-01  
PROJECT MGR: V. NIEPORTE  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTH  
FISCAL YEAR: 2000-2010

Resource: ADMIMGR ADMINISTRATIVE MGR EOC: LABOR  
Res Dept: 940 Overtime: FY01 SAL

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-		
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 11	Sep 12	Sep 13	Sep 14	Sep 15	Sep 16	Sep 17	Sep 18	Sep 19	Sep 20	
Yr Hours:	195.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cum Hours:	195.9	195.9	195.9	195.9	195.9	195.9	195.9	195.9	195.9	195.9	195.9	195.9	195.9	195.9	195.9	195.9	195.9	195.9	195.9	195.9	195.9
Yr Total Cost:	9,866	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cum Total Cost:	9,866	9,866	9,866	9,866	9,866	9,866	9,866	9,866	9,866	9,866	9,866	9,866	9,866	9,866	9,866	9,866	9,866	9,866	9,866	9,866	9,866

Resource: AUDTOR AUDITOR EOC: LABOR  
Res Dept: 940 Overtime: SAL

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-		
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 11	Sep 12	Sep 13	Sep 14	Sep 15	Sep 16	Sep 17	Sep 18	Sep 19	Sep 20	
Yr Hours:	4,356.0	2,620.5	2,620.5	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0
Cum Hours:	4,356.0	6,976.5	9,597.0	11,344.0	13,091.0	14,838.0	16,585.0	18,332.0	20,079.0	21,826.0	23,573.0	25,320.0	27,067.0	28,814.0	30,561.0	32,308.0	34,055.0	35,802.0	37,549.0	39,296.0	41,043.0
Yr Total Cost:	199,505	126,329	133,808	94,465	100,065	106,908	113,751	120,594	127,437	134,280	141,123	147,966	154,809	161,652	168,495	175,338	182,181	189,024	195,867	202,710	209,553
Cum Total Cost:	199,505	325,834	459,642	554,108	654,172	761,081	868,000	974,919	1,081,838	1,188,757	1,295,676	1,402,595	1,509,514	1,616,433	1,723,352	1,830,271	1,937,190	2,044,109	2,151,028	2,257,947	2,364,866

Resource: MAT300 MATERIAL OBJCLASS300 EOC: MATERIAL  
Res Dept: 940 Overtime: MAT

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-		
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 11	Sep 12	Sep 13	Sep 14	Sep 15	Sep 16	Sep 17	Sep 18	Sep 19	Sep 20	
Yr Unils:	2,232.0	1,951.3	1,900.0	1,848.3	1,797.9	1,747.5	1,697.1	1,646.7	1,596.3	1,545.9	1,495.5	1,445.1	1,394.7	1,344.3	1,293.9	1,243.5	1,193.1	1,142.7	1,092.3	1,041.9	991.5
Cum Unils:	2,232.0	4,183.3	6,083.3	7,931.6	9,729.5	11,527.4	13,325.3	15,123.2	16,921.1	18,719.0	20,516.9	22,314.8	24,112.7	25,910.6	27,708.5	29,506.4	31,304.3	33,102.2	34,900.1	36,698.0	38,495.9
Yr Total Cost:	2,232	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004
Cum Total Cost:	2,232	4,236	6,240	8,244	10,248	12,252	14,256	16,260	18,264	20,268	22,272	24,276	26,280	28,284	30,288	32,292	34,296	36,300	38,304	40,308	42,312

Resource: ODC700 ODC 700 EOC: ODC  
Res Dept: 940 Overtime: ODC

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-		
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 11	Sep 12	Sep 13	Sep 14	Sep 15	Sep 16	Sep 17	Sep 18	Sep 19	Sep 20	
Yr Unils:	1,166.0	2,004.0	2,004.0	2,004.0	2,004.0	2,004.0	2,004.0	2,004.0	2,004.0	2,004.0	2,004.0	2,004.0	2,004.0	2,004.0	2,004.0	2,004.0	2,004.0	2,004.0	2,004.0	2,004.0	2,004.0
Cum Unils:	1,166.0	3,170.0	5,174.0	7,178.0	9,182.0	11,186.0	13,190.0	15,194.0	17,198.0	19,202.0	21,206.0	23,210.0	25,214.0	27,218.0	29,222.0	31,226.0	33,230.0	35,234.0	37,238.0	39,242.0	41,246.0
Yr Total Cost:	1,166	2,058	2,114	2,173	2,234	2,298	2,365	2,434	2,504	2,574	2,644	2,714	2,784	2,854	2,924	2,994	3,064	3,134	3,204	3,274	3,344
Cum Total Cost:	1,166	3,224	5,338	7,511	9,744	12,043	14,408	16,842	19,346	21,940	24,634	27,428	30,322	33,316	36,410	39,604	42,898	46,292	49,786	53,380	57,074

# Fluor Fernald, Inc.

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

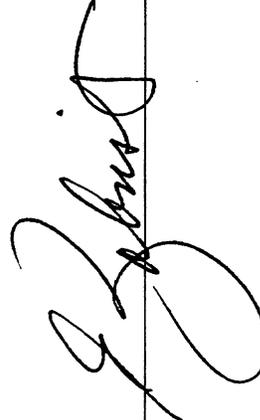
DATE: 10-Sep-01  
PROJECT MGR: V. NIEPORTE  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTH  
FISCAL YEAR: 2000-2010

PBS: OHFN12  
WBS: 1.1.N.A  
CTRL ACCT: NAAA  
CHARGE NO: NAAAC  
COMMENT NO: F12-003

Resource: Res Dept:	ODCTRL 940	TRAVEL RESOURCE		Class:		EOC:		ODC			
		Overline:	Yr								
Yr Unlts:		Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Yr Total Cost:	8,903	8,903	19,361	16,358	18,632	17,287	21,622	20,281	20,869	19,390	22,093
Cum Total Cost:	8,903	8,903	28,264	44,622	63,254	80,540	102,163	122,443	143,312	162,702	184,795

Resource: Res Dept:	PROMGR 940	PROGRAM MGR		Class:		EOC:		LABOR			
		Overline:	Yr								
Yr Hours:		Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Hours:	1,452.0	1,452.0	3,199.0	4,946.0	6,693.0	8,440.0	10,187.0	11,934.0	13,681.0	15,428.0	17,175.0
Yr Total Cost:	136,503	136,503	172,871	183,105	193,901	205,395	219,442	237,893	250,742	278,644	301,042
Cum Total Cost:	136,503	136,503	309,373	492,478	686,379	891,774	1,111,217	1,349,110	1,599,851	1,878,495	2,189,537

Resource: Res Dept:	PROMGR 940	PROGRAM MGR		Class:		EOC:		LABOR			
		Overline:	Yr								
Yr Hours:		Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Hours:	6,003.9	6,003.9	4,367.5	4,367.5	3,494.0	3,494.0	3,494.0	1,747.0	1,747.0	1,747.0	387.0
Yr Total Cost:	358,174	358,174	10,371.4	14,738.9	18,232.9	21,726.9	25,220.9	26,967.9	28,714.9	30,461.9	30,848.9
Cum Total Cost:	358,174	358,174	322,624	337,389	311,175	326,985	351,771	262,039	275,040	301,042	331,891

CAM:  REVIEW TEAM: NA CONTROL TEAM: Linda White

## **SECTION 3**

### **4.0 RISK PLAN**



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**WBS DICTIONARY  
CONTROL ACCOUNT/CHARGE NUMBER**



**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE 12/01/2000	Page 1
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>MIKE TOWNSEND 648-5050</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAD</b>	13. TASK DESCRIPTION (ONE LINE) <b>INDUSTRIAL RELATIONS</b>		
14. ELEMENT TASK DESCRIPTION			
<p><b><u>a. ELEMENTS OF COST:</u></b></p> <p>Labor Material Subcontracts ODCs</p> <p><b><u>b. TECHNICAL CONTENT:</u></b></p> <p>The Industrial Relations element is responsible for the administration and implementation of labor agreements with efforts to maintain a positive labor relations environment.</p> <p>1. Fluor's Prime contract with DOE in regards to these specific areas that are related to Industrial Relations:</p> <ul style="list-style-type: none"> <li>* Enforcement of I.32, 52.222-6, the Davis-Bacon Act (FEB 1995) in regards to the actual scope of and meeting the contractual agreements with both the Greater Cincinnati Building and Construction Trades Council and Fernald Atomic Trades and Labor Council.</li> <li>* Adhering to I.107, 925.237-70, Collective Bargaining Agreements - Protective Services (AUG 1993) to ensure that agreements contain provisions designed to assure continuity of services, and effective grievance process with arbitration as the final step, the ability of both Fluor and Union management to agree to utilize the Federal Mediation and Conciliation Service as required.</li> <li>* Complying with Section J - List of documents, exhibits and other attachments. Attachment 3 - Reporting Requirements in regards to a monthly Grievance Settlement Report with a rationale and dollars associated with each grievance; a Semi-annual Davis-Bacon Act Enforcement Report with a report on wage force employment and wages; the Collective Bargaining Negotiation Positions with an</li> </ul>			
Project Manager <i>Monica Lee for</i>	Control Account Manager <i>Monica Lee for</i>	Control Team Manager <i>Linda Wroste</i>	

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 2
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>MIKE TOWNSEND 648-5050</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAD</b>	13. TASK DESCRIPTION (ONE LINE) <b>INDUSTRIAL RELATIONS</b>		

14. ELEMENT TASK DESCRIPTION

alert to be sent prior to the start of negotiations and the discussion of changes to the contract; the Collective Bargaining Agreements as soon as the conclusion of negotiations.

\* Drivers are 29 CFR part 5.7 (B), 48 CFR 52.222-6 (FAR), DOE-FEMP, DOE O 350.1 Chg.1,

2. FAT&LC and IGUA contracts

3. Project Labor Agreement with the Building Trades

4. Ohio Civil Rights commission, EEOC and NLRB

5. Fluor Fernald's policies, Plans and Procedures related to Industrial Relations

6. Best Business Practices

7. As the work force declines in the baseline, IR anticipates a decline in the support staffing to site operation and Projects.

**c. SCOPE OF WORK:**

Industrial Relations is responsible for all matters involving represented employees, subcontractors and subcontract issues, contract administration and interpretation under each of the labor agreements with the three unions: Fernald Atomics Trades and Labor Council (FATLC), International Guards Union of America (IGUA), and Greater Cincinnati Building and Construction Trades Council (GCBCTC). This workscope consists specifically of the following activities:

Administer third-step grievance meetings and facilitate and participate in arbitration meetings.

Investigate violations of Rules of Conduct.

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>	
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>MIKE TOWNSEND 648-5050</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>	
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAD</b>	13. TASK DESCRIPTION (ONE LINE) <b>INDUSTRIAL RELATIONS</b>	

14. ELEMENT TASK DESCRIPTION

Advise and counsel Team Leaders/Coaches on labor contract and subcontractors matters.

Attend joint meetings with management and labor to resolve issues.

Assist in Substance Abuse Program.

Conduct pre-job meetings between subcontractors and unions.

Conduct annual wage surveys under Project Labor Agreement.

Conduct mediation sessions or other alternative dispute resolution efforts as appropriate.

Negotiate and resolve issues filed with OCRC/EEOC/NLRB concerning represented employees.

Interface with Fluor Corp Industrial Relations. Report to Office of President, and DOE on laborrelations on an on-going basis.

Conduct contract negotiations.

WS/WP review process and implementation.

Administer internal processing on filling job vacancies for represented employees which includes posting, preparing correspondence, interviewing, coordinating transfers, tracking seniority, conducting reductions in the workforce.

Develop IR procedures.

Conduct training for supervisors, stewards and represented employees to include development and presentation.

Conduct quarterly interface meetings with Union and Fluor Leadership on Project updates.

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 4
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>MIKE TOWNSEND 648-5050</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAD</b>	13. TASK DESCRIPTION (ONE LINE) <b>INDUSTRIAL RELATIONS</b>		

14. ELEMENT TASK DESCRIPTION

**d. WORK SPECIFICALLY EXCLUDED:**

1. The submission of pertinent data for the yearly wage survey is outside of the control of IR.
2. The National Union leadership administration of actions/activities that affects the State and Local Unions is outside the control of IR.
3. Legal costs
4. Site training costs

## **SECTION 4**

### **1.0 NARRATIVE**



<b>PROJECT TITLE: PROGRAM SUPPORT AND OVERSIGHT</b>	<b>2. DATE: 09/10/01</b>	<b>3. PBS#: 12</b>
<b>4. WBS ELEMENT CODE: 1.1.N.A</b>	<b>5. WBS ELEMENT TITLE: OPERATIONS</b>	
<b>6. CAM NAME/ PHONE: ED ZOBRIST/3111</b>	<b>7. CAM SIGNATURE:</b>	
<b>8. ORIGINAL/ CHANGE SCOPE/ PER CP#:</b>	<b>9. CONTROL ACCOUNT: NAAA</b>	

**PART 1: OPERATIONS (NAAA)**

**Section 4: Industrial Relations (NAAAD)**

**1.0 NARRATIVE**

**1.1 OVERVIEW**

The Industrial Relations (IR) is responsible for ensuring Labor harmony through administration of two Collective Bargaining Agreements and one Project Labor Agreement. IR is responsible for interpretation and administration of these agreements in the areas of contract negotiations, processing of contract related issues, interfacing with Fluor's Office of the President, Fluor Global Services and the Fernald Department of Energy appropriately to advise of contractual issues. The site's collective bargaining agreements are between Fluor Fernald, Inc. and the Fernald Atomic Trades and Labor Council (FAT&LC) and the International Guards Union of America and Fluor Fernald, Inc. The site's Project Labor Agreement (PLA) is between Fluor Fernald, Inc. and the Greater Cincinnati Trades and construction Council (GCBCTC).

**1.2 ASSUMPTIONS/EXCLUSIONS**

**1.2.1 Assumptions**

1. Fluor Fernald, Inc will be able to successfully negotiate new contracts without project impact.
2. IR will successfully be able to negotiate a closure contract with Fernald Trades and Labor Council (FAT&LC) at the end of the current contract that expires in March 2003.
3. IR will successfully be able to negotiate a site closure contract with the International Guards Union of America (IGUA) at the end of their current contract that expires in July 03.
4. IR work schedule will be a 40-hour week that will include 4-days/wk X 10-hour day, with no premium overtime.
5. IR will continue to do the Annual Project Labor Agreement survey through 2008 as required in the agreement.

6. IR representative(s) will remain on site or near site to research/respond/resolve union contractual issues in a timely manner.
7. The Project Labor Agreement with the Greater Cincinnati Building Trades and Construction Council will remain in affect through the closure of the site.
8. Fluor Fernald, Inc.'s Legal group will continue to support/attend arbitration meetings/hearings. Also support the mediations meetings/hearings.
9. That DOE Order 350, "Good Business practices", remain in effect.
10. The processing of Davis Bacon "scope" issues through the Work Scope/ Work Package process.
11. ADA/EEOC/NLRB decisions/changes are outside of the control of IR.
12. The use of "Portfolio" assignments of both Project personnel and IR personnel in this capacity as work levels increase and decrease.
13. That the end of calendar year '02 will close out the backlog of the mediation cases. That this list will be the last of the medication cases for resolution.
14. All cases listed and on the books are projected to conclude in '02. Based on past practices and the negotiations of collective bargaining agreements for both In-house represented work forces, there is a potential for additional mediation case work. The projection is for an additional \$5K dollars for every other year starting in FY02 and ending in FY08. The requirement drops by 50% after this period due to the reduction of the work force.
15. The site closure contract negotiations with FAT&LC will take a period of 6 months in calendar year 2002.
16. That the site closure contract for the IGUA will take a period of 3 months starting in the later part of 2002.

R1-D-890

#### 1.2.2 Exclusions

1. The submission of pertinent data for the yearly wage survey is outside of the control of IR.
2. The National Union leadership administration of actions/activities that affects the State and Local Unions is outside the control of IR.
3. Overtime costs
4. All G&A costs
5. Escalation costs
6. Legal costs
7. Site training costs

#### 1.2.3 Government Furnished Equipment/Services

None

### 1.3 DRIVERS

1. Fluor's Prime contract with DOE in regards to these specific areas that are related to Industrial Relations:
  - Enforcement of I.32, 52.222-6, the Davis-Bacon Act (FEB 1995) in regards to the actual scope of and meeting the contractual agreements with both the Greater Cincinnati Building and Construction Trades Council and Fernald Atomic Trades and Labor Council.
  - Adhering to I.107, 925.237-70, Collective Bargaining Agreements – Protective Services (AUG 1993) to ensure that agreements contain provisions designed to assure continuity of services, and effective grievance process with arbitration as the final step, the ability of both Fluor and Union management to agree to utilize the Federal Mediation and Conciliation Service as required.
  - Complying with Section J – List of documents, exhibits and other attachments. Attachment 3 – Reporting Requirements in regards to a monthly Grievance Settlement Report with a rationale and dollars associated with each grievance; a Semi-annual Davis-Bacon Act Enforcement Report with a report on wage force employment and wages; the Collective Bargaining Negotiation Positions with an alert to be sent prior to the start of negotiations and the discussion of changes to the contract; the Collective Bargaining Agreements as soon as the conclusion of negotiations.
  - Drivers are 29 CFR part 5.7 (B), 48 CFR 52.222-6 (FAR), DOE-FEMP, DOE O 350.1 Chg.1,
2. FAT&LC and IGUA contracts
3. Project Labor Agreement with the Building Trades
4. Ohio Civil Rights commission, EEOC and NLRB
5. Fluor Fernald's policies, Plans and Procedures related to Industrial Relations
6. Best Business Practices
7. As the work force declines in the baseline, IR anticipates a decline in the support staffing to site operation and Projects.

### 1.4 SCOPE OF WORK:

#### 1.4.1 Industrial Relations

The scope of work provided by Industrial Relations in FY01 involves the following activities:

1. The grievance process will include IR in the following areas:
  - Scheduling the grievance for third step with both Union and Management
  - Being a representative in the third step grievance meeting

- Researching the information at the contractual compliance issue in regards the grievance
  - Providing a response to the alleged allegation by the grievant to both management and the Union
  - Process Settlement agreements
2. The arbitration process will include IR in the following areas:
- Scheduling the arbitration case with the Union
  - Having representation at the arbitration case
  - Researching the information and associated documents in a systematic format for legal intervention
  - Process Settlement agreements
3. The Mediation process will include IR in the following areas:
- Administering the oversight in the scheduling of the case
  - Having a representative at the case
  - Researching the information and tabulating the data in a systematic format for legal intervention
  - Process settlement agreements
4. Support supervision, management and Union Stewards in the interpretation and administration of both the Collective Bargaining Agreements and the Project labor Agreement.
5. Prepare monthly grievance settlement rationale and cost report
6. Successfully negotiate a site closure contract for FAT&LC and IGUA
7. Research, investigate, document and present to legal information associated with OCRC, EEO, Unemployment, Worker's Compensation and NLRB charges/activities.
8. In regards to wage employee investigations:
- Conduct investigations on Human Resources rule violations
  - Document findings
  - Review information with Legal
  - Maintain files and database
  - Conduct counseling sessions as required
9. Interface with the Medical group in regards to:
- Work restrictions for wage employees for evaluation and assignment of the employee
  - Monitoring the Short Term Disability program for misappropriation of the program
  - Monitoring and administrative oversight of the substance abuse program for the wage employees
10. Administrative Oversight includes the review of, administrative oversight of and the evaluation of wage employees in regards to contractual implementation for the following:
- FMLA/ personal leaves
  - Exit interviews
  - Seniority listings and administration of tie-breakers

- Maintaining the wage listings for all classification and associated documentation of
- Wage file administration
- Annual wage survey with the Building Trades
- Auditing of the wage files
- Scheduling of Management/Union meetings

#### 11. Job Placements

- Posting of job classification bids/work assignments for all wage postings
- Maintaining of associated database
- Conducting reductions in workforce as management dictates or is required per the baseline
- Attend manpower planning meetings
- Coordinate all other wage personnel activities required of wage personnel within the Collective Bargaining Agreement

#### 12. Joint Labor management Meetings

- Attend weekly FAT&LC/IR meetings
- Attend weekly FAT&LC/IR/IT project meetings
- Attend weekly Operations meeting with Project Managers
- Attend monthly AWR Project meeting with Management/FAT&LC
- Attend monthly Office of the President/FAT&LC meeting
- Attend monthly Office of President/IGUA meeting
- Attend monthly Office of President/GCBCTC meeting
- Attend monthly Project Execution Strategy meetings
- Attend monthly cost/schedule meeting
- Attend monthly Building Trades Steward meeting
- Attend and administer the Quarterly Management/FAT&LC/IR meetings
- Attend and administer the Quarterly Management/IGUA/IR meetings
- Attend and administer the Quarterly Management/GCBCTC/IR meetings
- Attend and administer all Project Pre-job meetings with GCBCTC
- Attend Metal Trades Conference
- Attend Building Trades Conference
- Attend workscope required training

#### 13. IR support group meetings are as follows:

- Monthly site Diversity Council meetings
- Bi-weekly site Volunteer Protection Program (VPP) meeting
- Monthly President Safety committee meeting
- Tri-Partite Safety meetings
- Quarterly Construction Safety Meetings

**The plan** for performing the above Industrial relations Scope of Work is to continue the above services as modified as follows:

R1-F12-017  
 and R1-F12-036

1. This division will exist through '09. However, reduction in the division's manpower will occur as the workforce declines in the baseline and the Projects are at a mature or final state. We anticipate a reduction in our staffing level **as follows**: ~~at the beginning of FY04 in FY02~~ (from 6 to 5), ~~the beginning of in~~ in FY05 (from 5 to 4), ~~the beginning of in~~ in FY07 (from 4 to 3.5), and then ~~the beginning of in~~ in FY09 (from 3.5 to 1).

R1-D-002

**The quantification** for the Industrial Relations is based on Fluor Fernald, Inc. project manpower. The resource requirement for this and the correlation with the site manpower is shown in the following tables:

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
IR Mgmt - FTE	3	<del>3</del> 1	<del>3</del> 1	<del>2</del> 1	<del>2</del> 1	<del>2</del> 1	<del>2</del> 1	<del>2</del> 1	1 0	1 0
IR Resources - FTE	3	<del>3</del> 5 4	<del>3</del> 5 4	<del>3</del> 4	<del>2</del> 3	<del>2</del> 3	1.5 2.5	1.5 2.5	0 1	0 1
ODCs	\$18,417	\$39,302	\$18,570	\$15,179	\$12,695	\$10,223	\$10,223	\$10,223	\$3,702	\$3,698

R1-F12-017  
 and R1-F12-036

## **SECTION 4**

### **2.0 MANPOWER PLANS**



# Manpower Planning Sheet (CR2)

**MPS # 1NA04 INDUSTRIAL RELATIONS**

DRIVERS	START DATE	END DATE	TOT	FY 2001				FY 2002				FY 2003				FY 2004				FY 2005				FY 2006				
				Q1	Q2	Q3	Q4																					
201 D&D Summary	10/02/2000	03/30/2007		XXX	XXX	XXX	XXX																					
301 OSDF Summary Schedule	04/01/2004	12/23/2009																										
411 AWWT Operations	10/02/2000	12/31/2009		XXX	XXX	XXX	XXX																					
502 WASTE PIT SHIP/DISPOSAL OPERATIONS	10/02/2000	08/01/2005		XXX	XXX	XXX	XXX																					
601 Soils Excavation Project Summary	10/01/2003	12/31/2009		XXX	XXX	XXX	XXX																					
704 Silos AWR Summary	10/02/2000	10/23/2003		XXX	XXX	XXX	XXX																					
710 Silos 1, 2, & 3 Summary Activity	10/02/2000	03/31/2008		XXX	XXX	XXX	XXX																					
801 Nuclear Materials Summary	10/02/2000	05/20/2002		XXX	XXX	XXX	XXX																					
1001 Mixed Waste Summary	10/02/2000	09/30/2003		XXX	XXX	XXX	XXX																					
1101 Low Level Waste Summary	10/02/2000	09/30/2005		XXX	XXX	XXX	XXX																					
PD,DC,CW Industrial Relations			10.00	3	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
JW,SR,EK Industrial Relations			82.00	3	2	2	2	3	3	3	3	3	3	3	3	3	3	3	3	2	2	2	2	2	2	2	2	
MT Project Management			32.00	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
AR Administration			27.00	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
<b>Sheet Totals:</b>				151.00	8.00	7.00	6.00	6.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00



## **SECTION 4**

### **3.0 ESTIMATE**



**NAAAD**

**INDUSTRIAL RELATIONS**



# Fluor Fernald, Inc.

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

DATE: 10-Sep-01  
PROJECT MGR: M. TOWNSEND  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTH  
FISCAL YEAR: 2000-2010

PBS: OHFN12

WBS: 1.1.N.A

CTRL ACCT: NAAA

CHARGE NO: NAAA

COMMENT NO: F12-017, F12-036, DOE-890

Resource: Res Dept:	CLERKS 940	Overtime:	LABOR											
			Class:		EOC:		SAL		Class:		EOC:		SAL	
Yr Hours:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10				
Cum Hours:	1,452.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	873.5	429.0	0.0	0.0				
Yr Total Cost:	34,688	3,199.0	4,946.0	6,693.0	8,440.0	10,187.0	11,060.5	11,489.5	11,489.5	11,489.5				
Cum Total Cost:	34,688	43,930	46,531	49,274	52,195	55,765	30,227	15,647	0	0				
		78,619	125,150	174,424	226,619	282,385	312,611	328,258	328,258	328,258				

Resource: Res Dept:	IRMG 940	Overtime:	LABOR											
			Class:		EOC:		SAL		Class:		EOC:		SAL	
Yr Hours:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10				
Cum Hours:	3,473.0	3,473.0	3,473.0	3,473.0	3,473.0	3,473.0	3,473.0	3,473.0	3,473.0	3,473.0				
Yr Total Cost:	166,843	166,843	166,843	166,843	166,843	166,843	166,843	166,843	166,843	166,843				
Cum Total Cost:	166,843	333,686	500,529	667,372	834,215	1,001,058	1,167,901	1,334,744	1,501,587	1,668,430				

Resource: Res Dept:	IRREP 940	Overtime:	LABOR											
			Class:		EOC:		SAL		Class:		EOC:		SAL	
Yr Hours:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10				
Cum Hours:	3,030.0	5,241.0	5,241.0	5,241.0	5,241.0	5,241.0	3,494.0	3,494.0	1,747.0	387.0				
Yr Total Cost:	123,776	225,352	238,693	252,766	178,500	190,708	206,742	217,909	121,079	27,648				
Cum Total Cost:	123,776	349,127	587,820	840,586	1,019,086	1,209,794	1,416,537	1,634,445	1,755,524	1,783,172				

Resource: Res Dept:	MAT300 940	Overtime:	MATERIAL											
			Class:		EOC:		MAT		Class:		EOC:		MAT	
Yr Units:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10				
Cum Units:	13,440.0	14,844.0	14,844.0	12,720.0	10,596.0	8,484.0	8,484.0	7,416.0	7,416.0	531.0				
Yr Total Cost:	13,440	28,284.0	43,128.0	55,848.0	66,444.0	74,928.0	83,412.0	90,828.0	98,244.0	98,775.0				
Cum Total Cost:	13,440	41,724	84,852	140,700	207,144	282,072	365,484	456,312	554,556	653,331				

# Fluor Fernald, Inc.

DATE: 10-Sep-01  
 PROJECT MGR: M. TOWNSEND  
 CAM: E. ZOBRIST  
 PREPARED BY: L. WILDERMUTH  
 FISCAL YEAR: 2000-2010

ESTIMATE SUPPORT WORKSHEET  
 FOR ACTIVITY BASED ESTIMATING  
 (1 FTE EQUALS 1747 HOURS)

Resource: ODC700 ODC 700 EOC: ODC  
 Res Dept: 940 Overtime: FY01 Class: ODC

Yr Units:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Yr Total Cost:	9,260	34,600	12,036	14,915	7,486	10,602	5,217	8,190	2,468	1,911
Cum Total Cost:	9,260	43,860	55,895	70,810	78,296	88,898	94,115	102,305	104,771	106,681

Resource: ODCTRL TRAVEL RESOURCE EOC: ODC  
 Res Dept: 940 Overtime: Class: ODC

Yr Units:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Yr Total Cost:	8,772.0	10,899	7,932	6,483	6,860	6,858	7,056	7,261	2,147	2,527
Cum Total Cost:	8,772.0	19,394.0	26,904.0	32,883.0	39,038.0	45,017.0	50,996.0	56,975.0	58,693.0	60,658.0

Resource: PROMGR PROGRAM MGR EOC: SAL  
 Res Dept: 940 Overtime: Class: LABOR

Yr Hours:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Yr Total Cost:	1,452.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	0.0	0.0
Cum Total Cost:	1,452.0	3,199.0	4,946.0	6,693.0	8,440.0	10,187.0	11,934.0	13,681.0	13,681.0	13,681.0

**GRAND TOTALS:**

Yr Hours:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Yr Total Cost:	9,407.0	8,735.0	6,877.0	35,612.0	42,600.0	49,588.0	55,702.5	61,372.5	63,119.5	63,506.5
Cum Total Cost:	9,407.0	18,142.0	25,019.0	60,631.0	103,231.0	152,819.0	208,521.5	269,894.0	332,993.5	396,490.0

CAM:  REVIEW TEAM: N/A CONTROL TEAM: 

## **SECTION 4**

### **4.0 RISK PLAN**



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**WBS DICTIONARY  
CONTROL ACCOUNT/CHARGE NUMBER**



**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 1
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>MONICA LEE-THOMAS 648-3371</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAE</b>	13. TASK DESCRIPTION (ONE LINE) <b>OPERATIONS ADMINISTRATION</b>		

14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Labor  
Material  
Subcontracts  
ODCs

**b. TECHNICAL CONTENT:**

Prime Contract (H.3 - Key Personnel)  
Fluor as a business - operating subsidiary point of contact  
Fluor Stockholders  
Staffing levels - as long as there are employees on site, we will be required to have a President on site.

Office of the President: Provides Leadership for Fluor Fernald's fully integrated project organizations and support organizations as they accomplish DOE's mission of accelerated completion of the FEMP. Strive to accelerate "Legacy Facility Completion" and "Site Completion" as defined in section (B.6.a) at a reduced cost ahead of schedule through the overall RCRA/CERCLA/NEPA regulatory process and performing effective remediation thereafter.

**c. SCOPE OF WORK:**

1. Responsible for the Strategic Planning/Corporate Vision of the FEMP.

2. Provides direction and policy framework to ensure that activities at the FEMP are performed in a consistent manner in accordance with the prime contract, all applicable laws, regulations, and DOE orders.

Project Manager <i>Monica Lee for</i>	Control Account Manager <i>Monica Lee for</i>	Control Team Manager <i>Linda Wozniak</i>
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**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>	
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>MONICA LEE-THOMAS 648-3371</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>	
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAE</b>	13. TASK DESCRIPTION (ONE LINE) <b>OPERATIONS ADMINISTRATION</b>	

14. ELEMENT TASK DESCRIPTION

3.The Office of the President provides the direction for Level One Directors for the divisions that comprise the programmatic organization of the company.

4.The Office of the President has final authority (with DOE concurrence) over remediation activity priority, funding issues, baseline activities, and change proposals.

5.Activities are monitored to ensure compatibility with commitments made to the DOE, EPA, and the State of Ohio.

6.Provides consistent direction to the fully integrated project organizations that are performing remediation activities to clean up the facility.

7.Responsible for decisions regarding TP/affiliate utilization.

**d. WORK SPECIFICALLY EXCLUDED:**

1. Overtime Costs  
2. All G & A Costs  
3. Escalation Costs

## **SECTION 5**

### **1.0 NARRATIVE**



1. PROJECT TITLE: PROGRAM SUPPORT and OVERSIGHT	2. DATE: 09/10/01	3. PBS#: 12
4. WBS ELEMENT CODE: 1.1.N.A	5. WBS ELEMENT TITLE: OPERATIONS	
6. CAM NAME/ PHONE: ED ZOBRIST/3111	7. CAM SIGNATURE:	
8. ORIGINAL/ CHANGE SCOPE/ PER CP#:	9. CONTROL ACCOUNT: NAAA	

**PART 1: OPERATIONS (NAAA)**

**Section 5: Office of the President (NAAAE)**

**1.0 NARRATIVE**

**1.1 OVERVIEW**

Provides Leadership for Fluor Fernald's fully integrated project organizations and support organizations as they accomplish DOE's mission of accelerated completion of the FEMP. Strive to accelerate "Legacy Facility Completion" and "Site Completion" as defined in section (B.6.a) at a reduced cost ahead of schedule through the overall RCRA/CERCLA/NEPA regulatory process and performing effective remediation thereafter.

**1.2 ASSUMPTIONS/EXCLUSIONS**

**1.2.1 Assumptions**

1. The Site Manager (Office of the President) which consists of the Site Manager (President and CEO), Executive Project Director, Execution Senior Project Director and their support staff (3), will need to exist through EY07 FY01.
2. The scope within the Office of the President exists due to requirements from:
  - Prime Contract
  - Fluor as a business – operating subsidiary point of contact
  - Fluor Stockholders
3. As the workforce declines in the baseline and the projects consolidate and reach a mature state, our staffing level will reduce at the end of the fourth quarter of EY03 FY01 from 6 to 4 by consolidating the latter two of the Directors. At the end of the fourth quarter of FY05 the remaining two support positions will consolidate resulting in one support staff supporting the remaining Director and Site Manager. At the end of the fourth quarter of FY07 these three positions' scope will be absorbed by a field project management staff.
4. 40-hour workweek with no provision for overtime.
5. Estimate represents budget for FY02.

6. Estimate expressed in FY01 dollars.
7. Labor is based on FY01 experience.

#### 1.2.2 Exclusions

1. Overtime Costs
2. All G & A Costs
3. Escalation Costs

#### 1.2.3 Government Furnished Equipment/Services

None

### 1.3 DRIVERS

1. Prime Contract (H.3 – Key Personnel)
2. Staffing levels – as long as there are employees on site, we will be required to have a President on site.
3. As the workforce declines in the baseline and the projects are at a mature state, we anticipate a reduction in our staffing level at the end of the fourth quarter of EY03 ~~FY01~~ (from 6 to 4), the end of the fourth quarter of FY05 (from 4 to 3). and then the end of the fourth quarter of FY07 (from 3 to 0).

### 1.4 SCOPE OF WORK:

#### 1.4.1 Office of the President

The scope of work provided by the Office of the President includes the following tasks:

1. Responsible for the Strategic Planning/Corporate Vision of the FEMP.
2. Provides direction and policy framework to ensure that activities at the FEMP are performed in a consistent manner in accordance with the prime contract, all applicable laws, regulations, and DOE orders.
3. The Office of the President provides the direction for Level One Directors for the divisions that comprise the programmatic organization of the company.
4. The Office of the President has final authority (with DOE concurrence) over remediation activity priority, funding issues, baseline activities, and change proposals.
5. Activities are monitored to ensure compatibility with commitments made to the DOE, EPA, and the State of Ohio.
6. Provides consistent direction to the fully integrated project organizations that are performing remediation activities to clean up the facility.

7. Responsible for decisions regarding TP/affiliate utilization.

**The plan** for performing the above Office of the President scope is to continue the above services until services are modified as follows:

R1-F12-005  
and R1-F12-037

1. This division will exist through FY07. However, reductions in this division's manpower will occur as the workforce declines in the baseline and the projects are at a mature state. We anticipate a reduction in our staffing level at ~~the end of FY01 (from 6 to 5.4), the end of the fourth quarter of FY03 (from 6 to 4), the end of the fourth quarter of FY05 (from 4 to 3), and then the end of the fourth quarter of FY07 (from 3 to 0).~~

R1-D-002

**The quantification** for the Office of the President is based indirectly on the Fluor Fernald, Inc. project manpower. The resource requirement for this and the correlation with site manpower is shown in the following table:

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
Office of the President Management (FTE)		3 <del>2</del>	3 <del>2</del>	2	2	2	2	0	0	0
Office of the President Resources (FTE)		3 <del>2</del>	3 <del>2</del>	2	2	1	1	0	0	0
ODCs		\$61,772	\$61,772	\$61,772	\$50,356	\$49,721	\$49,721			

Note: The Office of the President is utilizing charge number NEAAE for FY01. Thus, the FTEs and ODCs will be reflected within that scope for FY01.

R1-F12-005  
and R1-F12-037



## **SECTION 5**

### **2.0 MANPOWER PLANS**



# Manpower Planning Sheet (CR2)

MPS # 1NA05 OFFICE OF THE PRESIDENT

DRIVERS	START DATE	END DATE	TOT	FY 2001				FY 2002				FY 2003				FY 2004				FY 2005				FY 2006			
				Q1	Q2	Q3	Q4																				
201 D&D Summary	10/02/2000	09/30/2007		XXX	XXX	XXX	XXX																				
301 OSDF Summary Schedule	04/01/2004	12/23/2009																									
411 AWWT Operations	10/02/2000	12/31/2009		XXX	XXX	XXX	XXX																				
502 WASTE PIT SHIP/DISPOSAL OPERATIONS	10/02/2000	09/01/2005		XXX	XXX	XXX	XXX																				
601 Soils Excavation Project Summary	10/01/2003	12/31/2009																									
704 Silos AWR Summary	10/02/2000	10/23/2003		XXX	XXX	XXX	XXX																				
710 Silos 1, 2, & 3 Summary Activity	10/02/2000	03/31/2008		XXX	XXX	XXX	XXX																				
801 Nuclear Materials Summary	10/02/2000	05/20/2002		XXX	XXX	XXX	XXX																				
1001 Mixed Waste Summary	10/02/2000	09/30/2003		XXX	XXX	XXX	XXX																				
1101 Low Level Waste Summary	10/02/2000	09/30/2005		XXX	XXX	XXX	XXX																				
Bradburne			28.00	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Pleva/Purcell/Par Administration			52.00	3	3	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Carr/Jameson			32.00	2	2	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
<b>Sheet Totals:</b>			112.00	6.00	6.00	6.00	6.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.00	3.00	3.00	3.00



## **SECTION 5**

### **3.0 ESTIMATE**



**NAAAE**

**OPERATIONS ADMINISTRATION**



# Fluor Fernald, Inc.

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

DATE: 10-Sep-01  
PROJECT MGR: E. ZOBRIST  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTH  
FISCAL YEAR: 2000-2010

PBS: OHFN12  
WBS: 1.1.N.A  
CTRL ACCT: NAAA  
CHARGE NO: NAAAE  
COMMENT NO: F12-005, F12-037

Resource: Res Dept:	EXEADM 940	EXEC ADMINSTRATOR Overtime:	LABOR																	
			Class:		EOC: SAL		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-	
Yr Hours:			Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10								
Cum Hours:			4,356.0	3,494.0	3,494.0	14,838.0	18,332.0	20,079.0	21,826.0	21,826.0	21,826.0	21,826.0	0.0	0.0	21,826.0	799,880	799,880	799,880	799,880	799,880
Yr Total Cost:			137,780	116,328	130,477	130,477	138,212	73,832	80,040	0	0	0	0	0	0	0	0	0	0	0
Cum Total Cost:			137,780	254,108	377,319	507,796	646,008	719,840	799,880	799,880	799,880	799,880	799,880	799,880	799,880	799,880	799,880	799,880	799,880	799,880

Resource: Res Dept:	MAT300 940	MATERIAL OBJCLASS000 Overtime:	MATERIAL																	
			Class:		EOC: MAT		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-	
Yr Units:			Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10								
Cum Units:			0.0	7,420.0	7,420.0	18,550.0	22,260.0	25,970.0	29,680.0	33,390.0	37,100.0	40,809.7	0.0	0.0	37,100.0	37,100.0	37,100.0	37,100.0	37,100.0	37,100.0
Yr Total Cost:			0	7,620	7,826	4,023	4,135	4,255	4,379	4,508	4,636	4,770	0	0	4,508	4,636	4,770	4,770	4,770	4,770
Cum Total Cost:			0	7,620	15,446	19,469	23,604	27,859	32,238	36,744	41,380	46,150	0	0	36,744	41,380	46,150	46,150	46,150	46,150

Resource: Res Dept:	ODC700 940	ODC 700 Overtime:	ODC																	
			Class:		EOC: ODC		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-	
Yr Units:			Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10								
Cum Units:			0.0	10,480.0	10,480.0	27,944.0	34,928.0	41,312.0	47,696.0	51,786.0	55,880.0	59,972.0	0.0	0.0	47,696.0	47,696.0	47,696.0	47,696.0	47,696.0	47,696.0
Yr Total Cost:			0	10,763	11,054	7,572	7,785	7,322	7,534	4,969	5,114	5,262	0	0	4,969	5,114	5,262	5,262	5,262	5,262
Cum Total Cost:			0	10,763	21,817	29,389	37,174	44,496	52,030	56,999	62,113	67,375	0	0	56,999	62,113	67,375	67,375	67,375	67,375

Resource: Res Dept:	ODCTRVL 940	TRAVEL RESOURCE Overtime:	ODC																	
			Class:		EOC: ODC		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-	
Yr Units:			Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10								
Cum Units:			0.0	51,292.0	51,292.0	145,956.0	189,328.0	232,664.0	276,000.0	307,812.0	339,624.0	365,530.2	0.0	0.0	307,812.0	339,624.0	365,530.2	365,530.2	365,530.2	365,530.2
Yr Total Cost:			0	52,677	54,099	47,027	48,343	49,704	51,145	38,634	39,754	20,454	0	0	38,634	39,754	20,454	20,454	20,454	20,454
Cum Total Cost:			0	52,677	106,776	153,803	202,146	251,850	302,995	341,629	381,383	401,836	0	0	341,629	381,383	401,836	401,836	401,836	401,836

# Fluor Fernald, Inc.

PBS: OHFN12  
WBS: 1.1.N.A  
CTRL ACCT: NAAA  
CHARGE NO: NAAAE  
COMMENT NO: F12-005, F12-037

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

DATE: 10-Sep-01  
PROJECT MGR: E. ZOBRIST  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTH  
FISCAL YEAR: 2000-2010

Resource: Res Dept:	PRJMGR 940	PROJECT MANAGER Overtime:	EOC:		LABOR						
			SAL	Class:	SAL	Class:					
Yr Hours:		Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Hours:		2,904.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	0.0	0.0	0.0
Yr Total Cost:		2,904.0	4,651.0	6,398.0	8,145.0	9,892.0	11,639.0	13,386.0	13,386.0	13,386.0	13,386.0
Cum Total Cost:		258,921	183,953	173,659	183,897	194,799	208,121	225,620	0	0	0
		258,921	422,873	596,532	780,429	975,228	1,183,349	1,408,969	1,408,969	1,408,969	1,408,969

Resource: Res Dept:	PROMGR 940	PROGRAM MGR Overtime:	EOC:		LABOR						
			SAL	Class:	SAL	Class:					
Yr Hours:		Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Hours:		1,452.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	0.0	0.0	0.0
Yr Total Cost:		136,503	3,198.0	4,946.0	6,693.0	8,440.0	10,187.0	11,934.0	11,934.0	11,934.0	11,934.0
Cum Total Cost:		136,503	172,871	183,105	193,901	205,395	219,442	237,893	0	0	0
		136,503	309,373	492,478	686,379	891,774	1,111,217	1,349,110	1,349,110	1,349,110	1,349,110

GRAND TOTALS:											
Yr Hours:		Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Hours:		8,712.0	6,988.0	6,988.0	6,988.0	6,988.0	5,241.0	5,241.0	0.0	0.0	0.0
Yr Total Cost:		533,203	15,700.0	22,688.0	29,678.0	36,664.0	41,905.0	47,146.0	47,146.0	47,146.0	47,146.0
Cum Total Cost:		533,203	524,210	552,955	566,697	598,669	562,677	606,611	48,109	49,504	30,486
		533,203	1,057,413	1,610,368	2,177,265	2,775,934	3,338,611	3,945,222	3,993,331	4,042,834	4,073,320

REVIEW TEAM NA

CONTROL TEAM Jinda Juoste

CAM

## **SECTION 5**

### **4.0 RISK PLAN**



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**WBS DICTIONARY  
CONTROL ACCOUNT/CHARGE NUMBER**



**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE 12/01/2000	Page 1
3. WBS ELEMENT CODE 1.1.N.A	4. WBS ELEMENT TITLE/NAME OPERATIONS		
5. PERFORMING DIV/DEPARTMENT CODE 40 & 44	6. ORIGINATOR NAME/PHONE SCOTT NEUMANN 648-6458	7. WBS ELEMENT MANAGER ED ZOBRIST	
8. BUDGET AND REPORTING NUMBER EW05H3120	9. BUDGET TITLE PROGRAM SUPPORT & OVERSIGHT		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? NEW PER CP# FY01-0115-0012-00		11. ESTIMATED START / COMPLETION DATE 12/1/00-12/27/09	
12. TASK IDENTIFICATION (WORK PACKAGE) NAAAF	13. TASK DESCRIPTION (ONE LINE) PROJECT CONTROLS		

14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Labor  
Materials  
Subcontracts  
ODCs

**b. TECHNICAL CONTENT:**

Execute site Project Controls (PC) systems and doctrine, and implement programmatic level-of-effort Control Team efforts, in compliance with primary and secondary Project Controls drivers listed below:

Primary Drivers:

Prime Contract: Section B, Supplies or Services and Prices/Costs; Section H, Special Contract Requirements; Section J, List of Documents, Exhibits and Other Attachments; Attachment 3, Reporting Requirements; Attachment 9, FEMP Project Control/Management Reporting Requirements Checklist; and Attachment 10, Fee Curves.

DOE O 412.1 Work Authorization System (Attachment 1 only);

DOE O 413.1 Management Control Program (par. 1.a to 1.c, 2, 3.b, and CRD[all]);

DOE N 413.1 Extension of DOE Order 413.1, Management Control Program;

DOE O 413.3 Program & Project Management for the Acquisition of Capital Assets.

Project Manager <i>Mark T. Lee for</i>	Control Account Manager <i>Mark T. Lee for</i>	Control Team Manager <i>Linda Wroste</i>
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**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 2
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>SCOTT NEUMANN 648-6458</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAF</b>	13. TASK DESCRIPTION (ONE LINE) <b>PROJECT CONTROLS</b>		

14. ELEMENT TASK DESCRIPTION

DOE M 413.X: Volume 1 Program and Project Management and Volume 2 Project Management Practices;

DOE O 430.1A Life-Cycle Asset Management (Partial);

ANSI/EIA Standard 649 National Consensus Standard for Configuration Management;

ANSI/EIA Standard 748 Earned Value Management Systems;

Fluor Fernald Project Controls Site Procedures (including other PC Procedure interfaces);

RM-0016 Fluor Fernald Management Plan;

Secondary Drivers:

DOE G 120.1-5 Guidelines for Performance Measurement;

DOE Order 210.1 (Change 2) Performance Indicators and Analysis of Operations Information;

DOE Order 224.1 Contractor Performance-Based Business Management Process;

DOE Order 241.1 Scientific and Technical Information Management;

**c. SCOPE OF WORK:**

Work Package scope and budget includes the following eight subordinate disciplines as follows:

PC Functional Area Technical Management

Assumes a lead roll in implementing: Level 2 administrative and safety duties

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 3
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>SCOTT NEUMANN 648-6458</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAF</b>	13. TASK DESCRIPTION (ONE LINE) <b>PROJECT CONTROLS</b>		

14. ELEMENT TASK DESCRIPTION

and meetings; Level 2 PC coordination meetings; PC-related contract revisions and PC system description; Departmental baseline, cost, and ETC reporting; External assessments (ICE, LMI, IG, etc); Summary critical analysis report (quarterly); Project performance forecasts (as requested); Work breakdown structure (WBS) issues; Site baseline re-planning events; and Change control board reviews.

Provides active oversight for implementing: Level 3 administrative and safety duties and meetings; Level 3 discipline coordination meetings; PC site procedures and internal audits; Discipline standards and desk-top procedures; Studies, projections, and white-papers; Departmental credit card administration; PC-related software, license agreements, and hardware configurations; PC (inter-discipline) systems training; Site general CAM training; High-level travel, overtime, and teaming partner reports; High-level (internal) cost and schedule analysis; Development and implementation of integrated site CPM schedule, QMS, and Winsight reporting systems; Current-year work plan annual reporting; Baseline summary status report (quarterly); Summary cost performance report (monthly); Summary Milestone schedule status report (monthly); Summary Fiscal Year ETC analysis (monthly); IPABS database updates; Annual funding reports (FMSIC, FIN plan, etc); Summary project review reports (monthly); Mid-year and year-end reviews and presentations; Total Project Cost and Management Reserve log report (quarterly); Change control log report (quarterly); Earned-value management systems; In-house and interface systems management; Cost reporting management system; Schedule reporting management system; Scope documentation management system; Manpower reporting management system; Rate calculations (baseline and forecast); Funds utilization management (including Funds requirements spreadsheet); ETC, EAC, and trend meetings; Contingency, and MR analysis; Government, control, change proposal, re-plan, and Title I/II estimates; Re-planning guidance documents; Change proposal log, numbers, and database; Approved change proposal baseline file checks; and Historic data files and documents library.

Provides general oversight for implementing standard and routine PBS12 Control Team efforts, as well as standard and routine Non-Defense Control Team efforts (see below).

Funding & Change Control

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 4
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>SCOTT NEUMANN 648-6458</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAF</b>	13. TASK DESCRIPTION (ONE LINE) <b>PROJECT CONTROLS</b>		

14. ELEMENT TASK DESCRIPTION

Assumes a lead roll in implementing: Current-year work plan report (annual); Studies, projections, and white-papers; Annual funding reports (FMSIC, FIN plan, etc); TPC and MR log report (quarterly); Change control log report (quarterly); Funds utilization (includes funds requirement spreadsheet); ETC, EAC, and trend meetings; and Change proposal log, numbers, and database.

Provides a definite supporting role in implementing: PC-related contract revisions and PC system description; PC site procedures and internal audits; Discipline standards and desk-top procedures; Site general CAM training; High-level travel, overtime, and teaming partner reports; Summary FY ETC analysis (monthly); Summary project review reports (monthly); Summary critical analysis report (quarterly); Mid-year and year-end reviews and presentations; Project performance forecasts (as requested); Work breakdown structure (WBS) issues; Contingency, and MR analysis; Government, control, change proposal, re-plan, and Title I/II estimates; Re-planning guidance documents; Site baseline re-planning events; and Change control board reviews.

Possibly or probably participates in: PC coordination meetings; Level 3 safety meetings; Level 3 discipline coordination meetings; Departmental baseline, cost, and ETC reporting; PC-related software, license agreements, and hardware configurations; External assessments (ICE, LMI, IG, etc); PC (inter-discipline) systems training; Baseline summary status report (quarterly); IPABS database updates.

**Programmatic Budgeting**

Assumes a lead role in implementing: Departmental credit card administration; Studies, projections, and white-papers; Site general CAM training; High-level travel, overtime, and teaming partner reports; IPABS Life-cycle planning (annual); IPABS Congressional budget submittal (biannual); IPABS Performance measurement data (biannual); Summary project review reports (monthly); and Mid-year and year-end reviews/presentations.

Provides a definite supporting role in implementing: PC-related contract revisions and PC system description; PC site procedures and internal audits; Discipline standards and desk-top procedures; Baseline summary status report

## WORK SCOPE DEFINITION (Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 5
3. WBS ELEMENT CODE <b>1.1.N.A</b>		4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>	
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>		6. ORIGINATOR NAME/PHONE <b>SCOTT NEUMANN 648-6458</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>		9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>	
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	

12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAF</b>	13. TASK DESCRIPTION (ONE LINE) <b>PROJECT CONTROLS</b>
--	--

14. ELEMENT TASK DESCRIPTION

(quarterly); IPABS (monthly, quarterly); Annual funding reports (FMSIC, FIN plan, etc); Project performance forecasts (as requested); Work breakdown structure (WBS) issues; Scope documents management system; Re-planning guidance documents; and Site baseline re-planning events.

Possibly or probably participates in: PC coordination meetings; Level 3 safety meetings; Level 3 discipline coordination meetings; Departmental baseline, cost, and ETC reporting; PC-related software, license agreements, and hardware configurations; External assessments (ICE, LMI, IG, etc); PC (inter-discipline) systems training; Current-year work plan report (annual).

**Estimating Services**

Assumes a lead role in implementing: Level 3 administrative and safety duties and meetings; Level 3 discipline coordination meetings; Studies, projections, and white-papers; Rate calculations (baseline and forecast); Contingency, and MR analysis; and Government, control, change proposal, re-plan, and Title I/II estimates.

Provides a definite supporting role in implementing: Level 2 PC coordination meetings; PC-related contract revisions and PC system description; PC site procedures and internal audits; Discipline standards and desk-top procedures; External assessments (ICE, LMI, IG, etc); PC (inter-discipline) systems training; Site general CAM training; High-level (internal) cost and schedule analysis; IPABS Congressional budget submittal (biannual). TPC and MR log report (quarterly); Project performance forecasts (as requested); Cost reporting management system; Schedule reporting management system; Manpower reporting management system; Re-planning guidance documents; and Site baseline re-planning events.

Possibly or probably participates in: Departmental baseline, cost, and ETC reporting; PC-related software, license agreements, and hardware configurations; Current-year work plan report (annual); Development and Implementation of integrated site CPM schedule, QMS, and Winsight reporting systems; IPABS (monthly, quarterly); IPABS Life-cycle planning (annual); IPABS Performance measurement data (biannual); Annual funding reports (FMSIC, FIN plan, etc); Summary critical analysis report (quarterly); and Earned-value management

## WORK SCOPE DEFINITION (Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE 12/01/2000	Page 6
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>SCOTT NEUMANN 648-6458</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAF</b>	13. TASK DESCRIPTION (ONE LINE) <b>PROJECT CONTROLS</b>		

14. ELEMENT TASK DESCRIPTION

systems.

**Systems Integration & Reporting**

Assumes a lead role in implementing: Level 3 administrative and safety duties and meetings; Level 3 discipline coordination meetings; Discipline standards and desk-top procedures; Studies, projections, and white-papers; Departmental credit card administration; PC-related software, license agreements, and hardware configurations; PC (inter-discipline) systems training; Development and implementation of Winsight reporting system; Baseline summary status report (quarterly); Summary cost performance report (monthly); Summary MS schedule status report (monthly); Summary FY ETC analysis (monthly); IPABS Project execution - (monthly, quarterly); In-house and interface systems management; Cost reporting management system; Schedule reporting management system; Scope documentation management system; Manpower reporting management system; Approved change proposal baseline file checks; and Historic data files and documents library.

Provides a definite supporting role in implementing: Level 2 PC coordination meetings; PC-related contract revisions and PC system description; PC site procedures and internal audits; External assessments (ICE, LMI, IG, etc); Site general CAM training; High-level travel, overtime, and teaming partner reports; High-level (internal) cost and schedule analysis; Current-year work plan report (annual); Development and implementation of integrated site CPM schedule and QMS reporting systems; IPABS Life-cycle planning (annual); IPABS Congressional budget submittal (biannual); IPABS Performance measurement data (biannual); Annual funding reports (FMSIC, FIN plan, etc); Summary project review reports (monthly); Summary critical analysis report (quarterly); Mid-year and year-end reviews/presentations; TPC and MR log report (quarterly); Change control log report (quarterly); Project performance forecasts (as requested); Work breakdown structure (WBS) issues; Earned-value management systems; Rate calculations (baseline and forecast); ETC, EAC, and trend meetings; Contingency, and MR analysis; and Site baseline replanning events.

Possibly or probably participates in Departmental baseline, cost, and ETC reporting.

## WORK SCOPE DEFINITION (Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE 12/01/2000	
3. WBS ELEMENT CODE <b>1.1.N.A</b>		4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>	
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>		6. ORIGINATOR NAME/PHONE <b>SCOTT NEUMANN 648-6458</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>		9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>	
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>			11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAF</b>		13. TASK DESCRIPTION (ONE LINE) <b>PROJECT CONTROLS</b>	

14. ELEMENT TASK DESCRIPTION

**Cost & Schedule Control**

Assumes a lead role in implementing: Level 3 administrative and safety duties and meetings; Level 3 discipline coordination meetings; PC site procedures and internal audits; Studies, projections, and white-papers; High-level travel, overtime, and teaming partner reports; High-level (internal) cost and schedule analysis; and Development and implementation of integrated site CPM schedule and earned-value management systems.

Provides active oversight for implementing: Standard and routine PBS12 Control Team activities and duties, and Non-Defense Control Team activities and duties, including: Internal client meetings and guidance; Re-planning; Cost data files (baseline and forecast); Schedule data files (baseline and forecast); Cost performance reports; Monthly project review preparations; Mid-year and year-end review preparations; Change proposals; Scope documents; Basis-of-estimate forms; Detail estimate sheets; ACWP data updates; ETC data updates; Cost and schedule variances; Wage-rate analysis report; BCWS/ACWP/ETC report; SPA report; Manpower reports; Travel and premium overtime reports; Subcontractor and teaming partner reports; Accrual postings; Purchase requisitions; and Open financial commitments.

Provides a definite supporting role in implementing: Level 2 PC coordination meetings; PC-related contract revisions and PC system description; Discipline standards and desk-top procedures; Departmental baseline, cost, and ETC reporting; PC-related software, license agreements, and hardware configurations; External assessments (ICE, LMI, IG, etc); PC (inter-discipline) systems training; Site general CAM training; Development and implementation of the Winsight reporting system; Summary cost performance report (monthly); Summary MS schedule status report (monthly); Summary FY ETC analysis (monthly); IPABS data updates; Summary critical analysis report (quarterly); Mid-year and year-end reviews/presentations; TPC and MR log report (quarterly); Project performance forecasts (as requested); Work breakdown structure (WBS) issues; In-house and interface systems management; Cost reporting management system; Schedule reporting management system; Scope documentation management system; Manpower reporting management system; ETC, EAC, and trend meetings; Re-planning guidance documents; and Site baseline re-planning events.

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 8
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>SCOTT NEUMANN 648-6458</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAF</b>	13. TASK DESCRIPTION (ONE LINE) <b>PROJECT CONTROLS</b>		

14. ELEMENT TASK DESCRIPTION

Possibly or probably participates in: Baseline summary status report (quarterly), Summary project review reports (monthly), and Rate calculations (baseline and forecast).

**PBS12 Control Team**

Assumes a lead role in implementing: PBS12 studies, projections, and white-papers; Internal client meetings and guidance; Baseline; Cost data files (baseline and forecast); Schedule data files (baseline and forecast); Cost performance reports; Monthly project review preparations; Mid-year and year-end review preparations; Change proposals; Scope documents; Basis-of-estimate forms; Detail estimate sheets; ACWP data updates; ETC data updates; Cost and schedule variances; Wage-rate analysis report; BCWS/ACWP/ETC report; SPA report; Manpower reports; Travel and premium overtime reports; Subcontractor and teaming partner reports; Accrual postings; Purchase requisitions; and Open financial commitments.

Provides a definite supporting role in implementing: Discipline standards and desk-top procedures; Departmental baseline, cost, and ETC reporting; PC-related software, license agreements, and hardware configurations; High-level travel, overtime, and teaming partner reports; High-level (internal) cost and schedule analysis; Development and implementation of the Winsight reporting system; and Funds utilization (incl. funds requirement spreadsheet).

Possibly or probably participates in: Level 2 PC coordination meetings; Level 3 administrative and safety duties and meetings; Level 3 discipline coordination meetings; PC site procedures and internal audits; External assessments (ICE, LMI, IG, etc); PC (inter-discipline) systems training; Site general CAM training; ETC, EAC, and trend meetings; Contingency, and MR analysis; Government, control, change proposal, re-plan, and Title I/II estimates; and Re-planning guidance documents.

**Non-Defense Control Team**

Assumes a lead role in implementing: Non-Defense Studies, projections, and

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 9
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>SCOTT NEUMANN 648-6458</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAF</b>	13. TASK DESCRIPTION (ONE LINE) <b>PROJECT CONTROLS</b>		

14. ELEMENT TASK DESCRIPTION

white-papers; Internal client meetings and guidance; Baselineing; Cost data files (baseline and forecast); Schedule data files (baseline and forecast); Cost performance reports; Change proposals; Scope documents; Basis-of-estimate forms; Detail estimate sheets; ACWP data updates; ETC data updates; Cost and schedule variances; Accrual postings; Purchase requisitions; and Open financial commitments.

Provides a definite supporting role in implementing Discipline standards and desk-top procedures and the Development and implementation of the Winsight reporting system.

Possibly or probably participates in: Level 2 PC coordination meetings; Level 3 administrative and safety duties and meetings; Level 3 discipline coordination meetings; PC site procedures and internal audits; PC-related software, license agreements, and hardware configurations; External assessments (ICE, LMI, IG, etc); PC (inter-discipline) systems training; and Site general CAM training.

**d. WORK SPECIFICALLY EXCLUDED:**

1. Although Project Controls functional area "technical management" is provided to all site Control Team personnel, budget for "performing management" direction to the projects' Control Team personnel is intentionally excluded from this work package due to the matrixed WBS positioning of the projects' Control Team efforts.

2. Computer software and hardware, plotters, and other data-managing tools specifically used for Project Controls' systems applications will be budgeted in Information Management's scope of work, and baselined per Project Controls' general needs and specific applications and specifications.



## **SECTION 6**

### **1.0 NARRATIVE**



PROJECT TITLE: PROGRAM SUPPORT AND OVERSIGHT	2. DATE: 09/10/01	3. PBS#: 12
4. WBS ELEMENT CODE: 1.1.N.A	5. WBS ELEMENT TITLE: OPERATIONS	
6. CAM NAME/ PHONE: ED ZOBRIST/3111	7. CAM SIGNATURE:	
8. ORIGINAL/ CHANGE SCOPE/ PER CP#:	9. CONTROL ACCOUNT: NAAA	

## PART 1 OPERATIONS (NAAA)

### Section 6: Project Controls (NAAAF)

#### 1.0 NARRATIVE

##### 1.1 OVERVIEW

Work scope addresses efforts associated with the FEMP Project Controls (PC) functional management and the implementation, coordination, and reporting of associated standard Fluor Fernald PC applications at the site (or contract) and various lower WBS indenture levels. The PC organization encompasses the following nine sub-organizations: PC Functional-Area Technical Management;; Funding and Change Control; Programmatic Budgeting; Systems Integration and Reporting; Cost and Schedule Control; Estimating Services; Control Team efforts for the Decontamination and Demolition and Maintenance and Infrastructure construction projects; Control Team efforts for the Silos, Soil and Disposal Facility, and Waste Pits construction projects; and Control Team efforts for the Nuclear Materials Disposition and Waste Generator Services and Aquifer Restoration construction projects.

All but the last three Control Team efforts (above) are budgeted within this charge number. Compliance with client wishes for *matrixed versus centralized budgeting and costing* requires that scope and budget for the project-assigned Control Teams be programmed (and costed) within management-related accounts located in project elements of the FEMP Work Breakdown Structure (WBS).

Additionally, Cost and Schedule Control, above, includes scope for the following two *centralized* Control Team efforts: one providing PC support to the site's PBS12 support organizations (or *centralized* Program Support and Oversight effort) which are traditionally programmed in level-of-effort (LOE) WBS indentures - Accounting, Human Resources, Contracts, and Legal Services; and a lesser-effort Control Team providing PC support to the site's Non-Defense activities.

Attachment 9 of the new prime contract, *FEMP Project Control/Management Reporting Requirements Checklist*, mandates the main Project Controls site deliverables (see Attachment 1 of this document).

## 1.2 ASSUMPTIONS/EXCLUSIONS

### 1.2.1 Assumptions

1. Estimate is based on a level-of-effort approach using a 4-year history of PC cost experience, a standard 40-hour work week, and a minimal overtime expectation per year, through FY-06 (at 6.5 annual overtime hours per budgeted PC FTE).
2. Estimate assumes minimal annual office supplies and material needs, at \$0.30 per budgeted PC effort-hour. Costs are in FY-01 Dollars.
3. Assumes annual Other Direct Costs for PC-specific software User Conferences and Training Programs (4 such conferences per year at \$1,030 for one subject-matter-expert each through FY-06), minimal professional development costs (at \$500 per budgeted PC FTE per year through FY-06), and annual local site-to-site mileage (at \$3 per week per budgeted PC FTE through FY-06). Costs are in FY-01 Dollars.
4. Prime contract will remain unmodified regarding applicable site standard PC reports and requirements;
5. DOE orders and other mandated approaches remain unmodified regarding PC system technical requirements, content, and format;
6. Assumes that *centralized* versus *matrixed* scope, budget, and cost concepts (currently a site standard) remains intact and unchanged;
7. Total contractual site scope remains un-changed, such that the overall required levels of PC support to all customers stays as currently defined;
8. Seat of PC management (functional oversight, control team coordination, systems development, standard periodic reporting, etc.) remains *centrally* baselined in the existing FEMP WBS indenture;
9. PBS12 Control Team effort, supporting the *centralized* Programs, remains budgeted within the proposed *centralized* PC WBS indenture;
10. Control Team support necessary for the discrete project efforts remains *matrixed*, thus Project CT budget is provided for elsewhere;
11. DOE and Fluor Fernald agree on final interpretation of DOE O 413.3, which invokes "draft" DOE Manual 413.X. Manual 413.X is an extensive *work-in-progress* as this document is being initiated. Implementation differences exists between dated DOE orders and guidance documents cited in the current prime contract, versus PC standards used to implement the previous contract requirements, versus the implementation guidance specified in the most-current draft version of DOE M 413.X.

### 1.2.2 Exclusions

1. Although Project Controls *functional technical management* is provided to all site Control Team personnel, budget for *performing management direction* to the projects' Control Team personnel is **intentionally excluded** from this work package due to the *matrixed* nature and projects' WBS positioning of these project Control Teams' effort.

2. Computer software and hardware, plotters, and other data-managing tools specifically used for PC system applications are budgeted in Information System's scope of work, and budgeted for per PC's general needs, specific applications, and specifications.

### 1.2.3 Government Furnished Equipment/Services

None

## 1.3 DRIVERS

1. Centralized PC effort and typical Control Team duties will decline slightly after the FY-2001 development and submittal of the new site Closure Contract Baseline.
2. Closure Baseline is scheduled for client approval the end of FY-2001.
3. During FY-2002, new PC systems will be established for the Closure Contract Baseline, including an improved earned value management system, a commercial earned-value reporting system (WinSight), and improved scheduling techniques.
4. Effort will slightly decline further in FY-2003, after implementation and seasoning of the above-mentioned new PC system improvements;
5. In FY-2004, the OSDF and Soils Projects reassume efforts, thus Estimating requirements remain fairly constant through FY-2006.
6. In FY-2006, the site's Waste and WPRAP Projects are scheduled for completion. With this reduction in site scope, a PC Program Manager and secretarial support can be reduced or combined with other functions; for example, an existing Project Controls discipline-area manager can assume these duties. Core Project Controls support will generally further reduce as the projects' scope declines.
7. In FY-2007 through FY-2009, PC supporting role continues to decline as site projects are completed. Further efficiencies will be realized as the *matrixed* Control Teams and centralized PC functions become even more centralized, and tasks are further shared by remaining PC personnel.

## 1.4 SCOPE OF WORK

Work Package scope and budget aligns with standard detailed activities (see Attachment 2 of this document) for each of the following eight subordinate organizational disciplines: PC Functional-Area Technical Management, Funding/Change Control, Programmatic Budgeting, Estimating Services, System Integration and Reporting, and Cost/Schedule Control (which includes PBS12 and Non-Defense Control Team efforts).

#### **1.4.1 Task #1 -Functional Area Technical Management**

**The scope of work provided by Functional Area Technical Management in FY01 includes the following scope:**

1. Per Attachment 2 of this document, assumes a lead roll in implementing: Level 2 administrative and safety duties and meetings; Level 2 PC coordination meetings; PC-related contract revisions and system description; Departmental baseline, cost, and ETC reporting; External assessments (ICE, LMI, IG, etc); Summary critical analysis report (quarterly); Summary risk management report (quarterly); Project performance forecasts (as requested); Work breakdown structure (WBS) issues; Site baseline re-planning events; and Change control board reviews.
2. Provides active oversight for implementing: Level 3 administrative and safety duties and meetings; Level 3 discipline coordination meetings; PC site procedures and internal audits; Discipline standards and desk-top procedures; Studies, projections, and white-papers; Departmental credit card administration; PC-related software, license agreements, and hardware configurations; PC (inter-discipline) systems training; Site general CAM training; High-level travel, overtime, and teaming partner reports; High-level (internal) cost and schedule analysis; Development and implementation of integrated site CPM schedule, EVMS, and WinSight reporting systems; Current-year work plan annual reporting; Baseline summary status report (quarterly); Summary cost performance report (monthly); Summary Milestone schedule status report (monthly); Summary Fiscal Year ETC analysis (monthly); IPABS database updates; Annual funding reports (FMSIC, FIN plan, etc); Summary project review reports (monthly); Mid-year and year-end reviews and presentations; Total Project Cost and Management Reserve log report (quarterly); Change control log report (quarterly); Earned-value management systems; In-house and interface systems management; Cost reporting management system; Schedule reporting management system; Scope documentation management system; Manpower reporting management system; Rate calculations (baseline and forecast); Funds utilization management (including Funds requirements spreadsheet); ETC, EAC, and trend meetings; Risk, contingency, and MR analysis; Government, control, change proposal, re-plan, and Title I/II estimates; Re-planning guidance documents; Change proposal log, numbers, and database; Approved change proposal baseline file checks; and Historic data files and documents library.
3. Provides general oversight for implementing standard and routine PBS12 Control Team efforts, as well as standard and routine Non-Defense Control Team efforts (see below).

**The plan** for performing the above Functional Area Technical Management scope is to continue the above services until services are modified as follows:

1. In FY-2006, the site's Waste and WPRAP Projects are scheduled to be completed, and with this site reduction in scope, a PC Program Manager function and associated secretarial support can be reduced and/or combined with other functions; for example, an existing Project Controls discipline-area manager can assume these duties.
2. Assumes 1747 hours (per year) represents 1 Full Time Equivalent Person, per standard approach to the FEMP baselining procedures.

**The quantification** for Functional Area Technical Management is directly based on volume of site scope required by, and indirectly based on the specific configuration of, the FEMP WBS Structure within any given planning year. Resource requirements for this and the correlation with site manpower is shown in the following table:

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	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
Program Manager	1	1	1	1	1	0	0	0	0	0
Secretary	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5

#### 1.4.2 Task #2 - Funding & Change Control

**The scope** of work provided by Funding & Change Control in FY01 includes the following scope:

1. Per Attachment 2 of this document, assumes a lead roll in implementing: Current-year work plan report (annual); Studies, projections, and white-papers; Annual funding reports (FMSIC, FIN plan, etc); TPC and MR log report (quarterly); Change control log report (quarterly); Funds utilization (includes funds requirement spreadsheet); ETC, EAC, and trend meetings; and Change proposal log, numbers, and database.
2. Provides a definite supporting role in implementing: PC-related contract revisions and system description; PC site procedures and internal audits; Discipline standards and desk-top procedures; Site general CAM training; High-level travel, overtime, and teaming partner reports; Summary FY ETC analysis (monthly); Summary project review reports (monthly); Summary critical analysis report (quarterly); Mid-year and year-end reviews and presentations; Project performance forecasts (as requested); Work breakdown structure (WBS) issues; Rate calculations (baseline and forecast); Risk, contingency, and MR analysis; Government, control, change proposal, re-plan, and Title I/II estimates; Re-planning guidance documents; Site baseline re-planning events; and Change control board reviews.

3. Possibly or probably participates in PC coordination meetings: Level 3 safety meetings; Level 3 discipline coordination meetings; Departmental baseline, cost, and ETC reporting; PC-related software, license agreements, and hardware configurations; External assessments (ICE, LMI, IG, etc); PC (inter-discipline) systems training; Baseline summary status report (quarterly); IPABS database updates; and Summary risk management report (quarterly).

**The plan** for performing the above Funding & Change Control scope is to continue the above services until services are modified as follows:

1. In FY-2006, the site's Waste and WPRAP Projects are scheduled to be completed, and with this site reduction in scope, a Cost Analyst and the associated E&C Technical support can be reduced and/or scope combined with other functions.
2. Assumes 1747 hours (per year) represents 1 Full Time Equivalent Person, per standard approach to the FEMP baselining procedures.

**The quantification** for Funding & Change Control is directly based on volume of site scope required by, and indirectly based on the specific configuration of, the FEMP WBS Structure within any given planning year. Resource requirements for this and the correlation with site manpower is shown in the following table:

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
Cost Analyst	1	1	1	1	1	.5	.5	.5	.5	.5
E&C Tech	1.7	1	1	1	1	0	0	0	0	0

### 1.4.3 Task #3 - Programmatic Budgeting

**The scope** of work provided by Programmatic Budgeting in FY01 includes the following scope:

1. Per Attachment 2 of this document, assumes a lead role in implementing: Departmental credit card administration; Studies, projections, and white-papers; Site general CAM training; High-level travel, overtime, and teaming partner reports; IPABS Life-cycle planning (annual); IPABS Congressional budget submittal (biannual); IPABS Performance measurement data (biannual); Summary project review reports (monthly); and Mid-year and year-end reviews/presentations.
2. Provides a definite supporting role in implementing: PC-related contract revisions and system description; PC site procedures and internal audits; Discipline standards and desk-top procedures; Baseline summary status report (quarterly); IPABS PTS (monthly, quarterly); Annual funding reports (FMSIC, FIN plan, etc); Summary critical analysis report (quarterly); Project performance forecasts (as requested); Work breakdown structure (WBS)

issues; Scope documents management system; Re-planning guidance documents; and Site baseline re-planning events.

3. Possibly or probably participates in: PC coordination meetings; Level 3 safety meetings; Level 3 discipline coordination meetings; Departmental baseline, cost, and ETC reporting; PC-related software, license agreements, and hardware configurations; External assessments (ICE, LMI, IG, etc); PC (inter-discipline) systems training; Current-year work plan report (annual); and Summary risk management report (quarterly).

**The plan** for performing the above Programmatic Budgeting scope is to continue the above services until services are modified as follows:

1. In FY-2006, the site's Waste and WPRAP Projects are scheduled to be completed, and with this site reduction in scope, a Cost Analyst and the associated Clerical support can be reduced and/or scope combined with other functions.
2. Assumes 1747 hours (per year) represents 1 Full Time Equivalent Person, per standard approach to the FEMP baselining procedures.

**The quantification** for Programmatic Budgeting is directly based on volume of site scope required by, and indirectly based on the specific configuration of, the FEMP WBS Structure within any given planning year. Resource requirements for this and the correlation with site manpower is shown in the following table:

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
Cost Analyst	1	1	1	1	1	.5	.5	.3	0	0
Clerk	.5	.5 0	.45 0	.45 0	.42 0	.2 0	.2 0	.2 0	0	0

#### 1.4.4 Task #4 - Estimating Services

**The scope** of work provided by Estimating Services in FY01 includes the following scope:

1. Per Attachment 2 of this document, assumes a lead role in implementing: Level 3 administrative and safety duties and meetings; Level 3 discipline coordination meetings; Studies, projections, and white-papers; Rate calculations (baseline and forecast); Risk, contingency, and MR analysis; and Government, control, change proposal, re-plan, and Title I/II estimates.
2. Provides a definite supporting role in implementing: Level 2 PC coordination meetings; PC-related contract revisions and system description; PC site procedures and internal audits; Discipline standards and desk-top procedures; External assessments (ICE, LMI, IG, etc); PC (inter-discipline) systems training; Site general CAM training; High-level (internal) cost and schedule analysis; IPABS Congressional budget submittal (biannual); Summary risk management report (quarterly); TPC and MR log report

(quarterly); Project performance forecasts (as requested); Cost reporting management system; Schedule reporting management system; Manpower reporting management system; Re-planning guidance documents; and Site baseline re-planning events.

3. Possibly or probably participates in: Departmental baseline, cost, and ETC reporting; PC-related software, license agreements, and hardware configurations; Current-year work plan report (annual); Development and Implementation of integrated site CPM schedule, EVMS, and WinSight reporting systems; IPABS PTS (monthly, quarterly); IPABS Life-cycle planning (annual); IPABS Performance measurement data (biannual); Annual funding reports (FMSIC, FIN plan, etc); Summary critical analysis report (quarterly); and Earned-value management systems.

**The plan** for performing the above Estimating Services scope is to continue the above services until services are modified as follows:

1. In FY-2001, Site Project Controls will develop and implement a new closure contract baseline, requiring additional resources in the estimating, planning, and scheduling areas. The baseline is scheduled for approval the end of FY-2001.
2. In FY-2002, upon completion of the baseline, estimating requirements will be reduced from 8.8 personnel to 3.6 personnel. This large reduction will take place over two to three quarters. Estimator staffing remains fairly constant thereafter, subject only to dwindling discrete project scope and any associated estimating requirements.
3. In FY-2006, the site's Waste and WPRAP Projects are scheduled to be completed, and with this site reduction in scope, a PC Manager function can be reduced and/or combined with other functions. For example, another existing Project Controls discipline-area manager can assume any associated administrative duties.
4. Assumes 1747 hours (per year) represents 1 Full Time Equivalent Person, per standard approach to the FEMP baselining procedures.

**The quantification** for Estimating Services is indirectly based on volume of site scope required by, and directly based on the specific configuration of, the FEMP WBS Structure within any given planning year. Resource requirements for this and the correlation with site manpower is shown in the following table:

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
PC Manager	1	1	1	.5	.5	0	0	0	0	0
Estimator	8.83	3.6	2.15	2.5	2.5	2.5	1.5	1	.5	.5
Secretary	.5	.2	.2	.2	.2	.2	.2	.2	.2	.2

#### 1.4.5 Task #5 - Systems Integration and Reporting

**The scope** of work provided by Systems Integration and Reporting in FY01 includes the following scope:

1. Per Attachment 2 of this document, assumes a lead role in implementing: Level 3 administrative and safety duties and meetings; Level 3 discipline coordination meetings; Discipline standards and desk-top procedures; Studies, projections, and white-papers; Departmental credit card administration; PC-related software, license agreements, and hardware configurations; PC (inter-discipline) systems training; Development and implementation of WinSight reporting system; Baseline summary status report (quarterly); Summary cost performance report (monthly); Summary MS schedule status report (monthly); Summary FY ETC analysis (monthly); IPABS Project execution - PTS (monthly, quarterly); In-house and interface systems management; Cost reporting management system; Schedule reporting management system; Scope documentation management system; Manpower reporting management system; Approved change proposal baseline file checks; and Historic data files and documents library.
2. Provides a definite supporting role in implementing: Level 2 PC coordination meetings; PC-related contract revisions and system description; PC site procedures and internal audits; External assessments (ICE, LMI, IG, etc); Site general CAM training; High-level travel, overtime, and teaming partner reports; High-level (internal) cost and schedule analysis; Current-year work plan report (annual); Development and implementation of integrated site CPM schedule and EVMS reporting systems; IPABS Life-cycle planning (annual); IPABS Congressional budget submittal (biannual); IPABS Performance measurement data (biannual); Annual funding reports (FMSIC, FIN plan, etc); Summary project review reports (monthly); Summary critical analysis report (quarterly); Summary risk management report (quarterly); Mid-year and year-end reviews/presentations; TPC and MR log report (quarterly); Change control log report (quarterly); Project performance forecasts (as requested); Work breakdown structure (WBS) issues; Earned-value management systems; Rate calculations (baseline and forecast); ETC, EAC, and trend meetings; Risk, contingency, and MR analysis; and Site baseline replanning events.
3. Possibly or probably participates in Departmental baseline, cost, and ETC reporting.

**The plan** for performing the above Systems Integration and Reporting scope is to continue the above services until services are modified as follows:

1. Site PC reporting requirements, and associated direct support staffing remains fairly constant throughout overall project life-span, and subject only

indirectly to dwindling discrete project scope and FEMP WBS line-item closeout.

2. Assumes 1747 hours (per year) represents 1 Full Time Equivalent Person, per standard approach to the FEMP baselining procedures.

**The quantification** for Systems Integration and Reporting is indirectly based on the volume of site scope required by, and directly based on the specific configuration of, the FEMP WBS Structure within any given planning year. Resource requirements for this and the correlation with site manpower is shown in the following table:

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
PC Manager	1	1	1	1	1	1	.8	.8	.5	.5
Clerk	.5	.5	.5	.5	0	0	0	0	0	0
Cost Analyst	3.5	3.5	3.5	3.5	3.5	3.0	2.0	2.0	1.0	1.0
Scheduler	1	1	1	1	1	1	.5	.5	.5	.5
E&C Tech	1	1	1	1	0	0	0	0	0	0
Secretary	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5

#### 1.4.6 Task #6 - Cost and Schedule Control

**The scope** of work provided by Cost and Schedule Control includes the following scope:

1. Per Attachment 2 of this document, assumes a lead role in implementing: Level 3 administrative and safety duties and meetings; Level 3 discipline coordination meetings; PC site procedures and internal audits; Studies, projections, and white-papers; High-level travel, overtime, and teaming partner reports; High-level (internal) cost and schedule analysis; and Development and implementation of integrated site CPM schedule and earned-value management systems.
2. Provides active oversight for implementing: Standard and routine PBS12 Control Team activities and duties, and Non-Defense Control Team activities and duties, including: Internal client meetings and guidance; Re-planning; Cost data files (baseline and forecast); Schedule data files (baseline and forecast); Cost performance reports; Monthly project review preparations; Mid-year and year-end review preparations; Change proposals; Scope documents; Basis-of-estimate forms; Detail estimate sheets; ACWP data updates; ETC data updates; Cost and schedule variances; Wage-rate analysis report; BCWS/ACWP/ETC report; SPA report; Manpower reports; Travel and premium overtime reports; Subcontractor and teaming partner reports; Accrual postings; Purchase requisitions; and Open financial commitments.
3. Provides a definite supporting role in implementing: Level 2 PC coordination meetings; PC-related contract revisions and system description; Discipline standards and desk-top procedures; Departmental baseline, cost, and ETC reporting; PC-related software, license agreements, and hardware configurations; External assessments (ICE, LMI, IG, etc); PC (inter-discipline)

systems training; Site general CAM training; Development and implementation of the WinSight reporting system; Summary cost performance report (monthly); Summary MS schedule status report (monthly); Summary FY ETC analysis (monthly); IPABS data updates; Summary critical analysis report (quarterly); Mid-year and year-end reviews/presentations; TPC and MR log report (quarterly); Project performance forecasts (as requested); Work breakdown structure (WBS) issues; In-house and interface systems management; Cost reporting management system; Schedule reporting management system; Scope documentation management system; Manpower reporting management system; ETC, EAC, and trend meetings; Re-planning guidance documents; and Site baseline re-planning events.

4. Possibly or probably participates in: Baseline summary status report (quarterly), Summary project review reports (monthly), and Rate calculations (baseline and forecast).

**The plan** for performing the above Cost and Schedule Control scope is to continue the above services until services are modified as follows:

1. In FY-2001, Site Project Controls will develop and implement a new closure contract baseline, requiring additional resources in the planning and scheduling areas. The baseline is scheduled for approval the end of FY-2001.
2. In FY-2002, upon completion of the baseline, an approximate Cost Analyst and Scheduler can be reduced.
3. Also during FY-2002, the site will implement new Project Controls systems established for the closure contract baseline, including an improved earned value management system, a commercial earned-value reporting system (WinSight), and improved scheduling techniques.
4. Therefore, in FY-2003, once WinSight and the improved earned value management system and scheduling techniques are in place, overall efficiencies in the central Project Controls effort are expected. These improvements will result in further reductions in Cost Analysts and Schedulers.
5. Schedule and cost analysis and system control parameters remain fairly constant thereafter, subject only indirectly to dwindling discrete project scope and FEMP WBS line-item closeout.
6. From FY-2007 through FY-2009, Project Controls' supporting role continues to reduce as site projects are completed. Further efficiencies will be realized as the *matrixed* Control Teams and centralized Project Controls functions become even more centralized, and work tasks are ever increasingly shared among the remaining PC personnel.
7. Assumes 1747 hours (per year) represents 1 Full Time Equivalent Person, per standard approach to the FEMP baselining procedures.

**The quantification** for Cost and Schedule Control is indirectly based on volume of site scope required by, and directly based on the specific configuration of, the FEMP WBS Structure within any given planning year. Resource requirements for this and the correlation with site manpower is shown in the following table:

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
PC Manager*	1	1	1	1	1	1	.5	.5	0	0
Cost Analyst*	5	4.25	3.5	3.5	3.5	2	2	1	.5	.5
Scheduler*	3	2.25	1	1	1	1	.5	.5	.5	.5

\*Includes staffing requirements for both PBS12 Control Team and Non-Defense Control Team.

#### 1.4.7 Task #7 - PBS 12 Control Team

**The scope** of work provided by PBS 12 Control Team includes the following scope:

1. Per Attachment 2 of this document, assumes a lead role in implementing: PBS12 studies, projections, and white-papers; Internal client meetings and guidance; Baseline; Cost data files (baseline and forecast); Schedule data files (baseline and forecast); Cost performance reports; Monthly project review preparations; Mid-year and year-end review preparations; Change proposals; Scope documents; Basis-of-estimate forms; Detail estimate sheets; ACWP data updates; ETC data updates; Cost and schedule variances; Wage-rate analysis report; BCWS/ACWP/ETC report; SPA report; Manpower reports; Travel and premium overtime reports; Subcontractor and teaming partner reports; Accrual postings; Purchase requisitions; and Open financial commitments.
2. Provides a definite supporting role in implementing: Discipline standards and desk-top procedures; Departmental baseline, cost, and ETC reporting; PC-related software, license agreements, and hardware configurations; High-level travel, overtime, and teaming partner reports; High-level (internal) cost and schedule analysis; Development and implementation of the WinSight reporting system; and Funds utilization (incl. funds requirement spreadsheet).
3. Possibly or probably participates in: Level 2 PC coordination meetings; Level 3 administrative and safety duties and meetings; Level 3 discipline coordination meetings; PC site procedures and internal audits; External assessments (ICE, LMI, IG, etc); PC (inter-discipline) systems training; Site general CAM training; ETC, EAC, and trend meetings; Risk, contingency, and MR analysis; Government, control, change proposal, re-plan, and Title I/II estimates; and Re-planning guidance documents.

**The plan** for performing the above PBS 12 Control Team scope is to continue the above services until services are modified as follows:

1. In FY-2001, Site Project Controls will develop and implement a new closure contract baseline, requiring additional resources in the developing and budgeting areas. The baseline is scheduled for approval the end of FY-2001.
2. In FY-2002, upon completion of the baseline, an approximate Cost Analyst can be reduced. Also during FY-2002, the site will implement new Project Controls systems established for the closure contract baseline, including an improved earned value management system, a commercial earned-value reporting system (WinSight), and improved scheduling techniques.
3. Due to the level-of-effort nature of PBS-12 Work Packages and Control Accounts, cost analysis, trending, and system control parameters remain fairly constant thereafter, subject only indirectly to dwindling scope and FEMP WBS line-item closeouts.
4. From FY-2006 through FY-2009, Project Controls' supporting role continues to reduce as site projects are completed. Further efficiencies will be realized as the *matrixed* Control Teams and centralized Project Controls functions become even more centralized, and work tasks are ever increasingly shared among the remaining PC personnel.
5. Assumes 1747 hours (per year) represents 1 Full Time Equivalent Person, per standard approach to the FEMP baselining procedures.

**The quantification** for PBS12 Control Team is directly based on the volume of site scope required by, and the specific configuration of, the FEMP WBS Structure within any given planning year. Resource requirements for this and the correlation with site manpower is shown in the following table:

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
Cost Analyst	4	3.25	3	3	3	2	2	1	.5	.5

#### 1.4.8 Task #8 - Non-Defense Control Team

**The scope** of work provided by Non-Defense Control Team in FY01 includes the following scope:

1. Per Attachment 2 of this document, Assumes a lead role in implementing: Non-Defense Studies, projections, and white-papers; Internal client meetings and guidance; Baselining; Cost data files (baseline and forecast); Schedule data files (baseline and forecast); Cost performance reports; Change proposals; Scope documents; Basis-of-

- estimate forms; Detail estimate sheets; ACWP data updates; ETC data updates; Cost and schedule variances; Accrual postings; Purchase requisitions; and Open financial commitments.
2. Provides a definite supporting role in implementing Discipline standards and desk-top procedures and the Development and implementation of the WinSight reporting system.
  3. Possibly or probably participates in: Level 2 PC coordination meetings; Level 3 administrative and safety duties and meetings; Level 3 discipline coordination meetings; PC site procedures and internal audits; PC-related software, license agreements, and hardware configurations; External assessments (ICE, LMI, IG, etc); PC (inter-discipline) systems training; and Site general CAM training.

**The plan** for performing the above Non-Defense Control Team scope is to continue the above services until services are modified as follows:

1. Due to the leveled nature of Non-Defense Work Packages and Control Accounts, cost analysis, trending, and system control parameters remain fairly constant, subject only indirectly to dwindling Non-Defense scope and line-item closeouts.
2. During FY-2002, the site will implement new Project Controls systems established for the closure contract baseline, including an improved earned value management system, a commercial earned-value reporting system (WinSight), and improved scheduling techniques.
3. Thus in FY-2003, Cost Analyst support to Non-Defense work can be somewhat reduced.
4. From FY-2006 through FY-2009, further efficiencies will be realized as the *matrixed* Control Teams and centralized Project Controls functions become even more centralized, and work tasks are ever reduced and/or increasingly shared among the remaining other PC personnel.

**The quantification** for Non-Defense Control Team is directly based on the volume of site scope required by, and the specific configuration of, the FEMP WBS Structure within any given planning year. Resource requirements for this and the correlation with site manpower is shown in the following table:

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
Cost Analyst	1	1	.5	.5	.5	0	0	0	0	0

**Attachment 1. Prime Contract Project Controls Reporting Requirements (Attachment 9)**

<u>Plan or Report</u>	<u>Frequency</u>	<u>WBS Level</u>	<u>Number of Copies</u>	<u>Document Destination</u>
Revised Project Baseline	A	C	19*,1*	CO,SD/COR
Certified cost & pricing data	A	C	5,1	CO,CFO
Project Execution Plan	U,A	T	19,1	CO,SD/COR
Current Year Work Plan	B	PBS,T	19,1	CO,SD/COR
BL Summary Status Report	Q	PBS,T	19*,1*	CO,SD/COR,
FY ETC Analysis	M	PBS,T	20	SD/COR
Milestone Schedule Status	M	PBS,T	19,1	CO,SD/COR
Cost Management Report	M	PBS,T	1,5	CO,CFO
PC System Description	U,S	T	18,1,1	CO,SD/COR,CFO
WBS Dictionary and Index	U,S	T	20*	SD/COR
Cost Performance Reports	M	CA,PBS	19,1	CO,SD/COR
Supplementary information	A	R	TBD	CO
Critical Analysis	Q	PBS,T	18,1,1	CO,SD/COR,CFO
Risk Management Plan	U,Q	PBS,T	5,1	CO,CFO
IPABS Reporting	M,Q	PBS,T	N/A	database update
Mid-Year Review	A	PBS,T	9,1	CO,SD/COR
Year End Review	A	PBS,T	9,1	CO,SD/COR
Project Review Meeting	M	PBS,T	19,1	CO,SD/COR
TPC and MR Log	Q	PBS,T	9,1	CO,SD/COR
Change Control Log	Q	PBS,T	9,1	CO,SD/COR
Project Performance Forecast	A	PBS,T	9,1	CO,SD/COR

U-Upon award change      A-As requested      M-Monthly      Q-Quarterly      S-Significant  
 C-Per Contract      CA-CA level      PBS-PBS level      T-Total project      R-As required  
 CO-Contract Officer      SD-Site Director      COR-CO's Rep.      CFO-Chief Financial Officer  
 \*CD-ROM format

**Attachment 2. Standard PC Detailed Activities, per Subordinate Organizational Discipline**

<u>PC Detailed Activities</u>	Functional Area Tech <u>Mangmt</u>	Funding & Change <u>Control</u>	Program- matic <u>Budgeting</u>	Esti- mating <u>Services</u>	Systems Integrtn & Reprt	Cost & Schedule <u>Control</u>
L-2 administrative/safety duties & meetings	L	-	-	-	-	-
L-2 PC and coordination meetings	L	P	P	S	S	S
L-3 administrative/safety duties & meetings	O	P	L	L	L	L
L-3 discipline area coordination meetings	O	P	P	L	L	L
PC contract revisions & system.description	L	S	S	S	S	S
PC site procedures & internal audits	O	S	S	S	S	L
Discipline standards & desk-top procedures	O	S	S	S	L	S
Studies, projections, and white-papers	O	L	L	L	L	L
Department credit card administration	O	-	L	-	L	-
Department baseline, cost, ETC reporting	L	P	P	P	P	S
S/w, license agreements, h/w configurations	O	P	P	P	L	S
External assessments (ICE, LMI, IG, etc)	L	P	P	S	S	S
PC (inter-discipline) systems training	O	P	P	S	L	S
Site-wide general CAM training	O	S	L	S	S	S
High-level travel, overtime, and TP reports	O	S	L	-	S	L
High-level/internal cost/schedule analysis	O	-	-	S	S	L
Develop, Instruct, Maintain, and Implement:						
Integrated Site CPM Schedule	O	-	-	P	S	'
Earned-Value Management System	O	-	-	P	S	
WinSight Electronic Reporting System	O	-	-	P	L	
Current-year work plan report (annual)	O	L	P	P	S	-
Baseline summary status report (quarterly)	O	P	S	-	L	P
Summary CPR reporting (monthly)	O	-	-	-	L	S
Summary MS schedule report (monthly)	O	-	-	-	L	S
Summary FY ETC analysis (monthly)	O	S	-	-	L	S
IPABS data updates:						
Project execution - PTS (monthly, quarterly)	O	P	S	P	L	S
Life-cycle planning (annual)	O	P	L	P	S	S
Budget formation:						
Congressional budget submittal (bi-annual)	O	P	L	S	S	S
Performance measurement data (bi-annual)	O	P	L	P	S	S
Annual funding reports (FMSIC, FIN plan, etc)	O	L	S	P	S	-
Summary project review reports (monthly)	O	S	L	-	S	P
Summary critical analysis report (quarterly)	L	S	S	P	S	S
Summary risk management report (quarterly)	L	P	P	S	S	-
Mid-year & year-end reviews/presentations	O	S	L	-	S	S
TPC and MR log report (quarterly)	O	L	-	S	S	S
Change control log report (quarterly)	O	L	-	-	S	-
Project performance forecasts (as requested)	L	S	S	S	S	S
Work breakdown structure (WBS)	L	S	S	-	S	S
Earned-value management systems	O	-	-	P	S	L
In-house and interface systems management	O	-	-	-	L	S
Cost reporting management system	O	-	-	S	L	S
Schedule reporting management system	O	-	-	S	L	

F PBS-12, PROGRAM SUPPORT AND OVERSIGHT  
 CLOSURE PLAN BASIS OF ESTIMATE  
 2500-PL-0011, Revision 1  
 September 2001

Scope documents management system	O	-	S	-	L	S
Manpower reporting management system	O	-	-	S	L	S
Rate calculations (baseline and forecast)	O	S	-	L	S	P
Funds util. mtgs (incl. requirements datasheet)	O	L	-	-	-	-
ETC, EAC, and trend meetings	O	L	-	-	S	S
Risk, contingency, and MR analysis	O	S	-	L	S	-
Govt, ctrl, CP, re-plan, & Title I/II estimates	O	-	-	L	-	-
Re-planning guidance documents	O	S	S	S	L	S
Site baseline re-planning events	L	S	S	S	S	S
Change control board reviews	L	S	-	-	-	-
Change proposal log, CP #s, and database	O	L	-	-	-	-
Approved CP baseline file checks	O	-	-	-	L	-
Historic data files & documents library	O	-	-	-	L	-

O-Active Oversight    L-Lead Role    S-Supporting Role    P-Possible/Probable Participation

<u>Specific Control Team Activities:</u>	<u>Cost &amp; Schedule Control</u>	<u>PBS12 Control Team</u>	<u>Non- Defense Control Team</u>
Internal client meetings and guidance	O	L	L
Baseline Development	O	L	L
Cost data files (baseline and forecast)	O	L	L
Schedule data files (baseline and forecast)	O	L	L
Cost performance reports	O	L	L
Monthly project review preparations	O	L	-
Mid-year-end review preparations	O	L	-
Change proposals	O	L	L
Scope documents	O	L	L
Basis-of-estimate forms	O	L	L
Detail estimate sheets	O	L	L
ACWP data updates	O	L	L
BCWP data updates	O	L	L
ETC data updates	O	L	L
Cost and schedule variances	O	L	L
Wage-rate analysis report	O	L	-
BCWS/ACWP/ETC report	O	L	-
SPA report	O	L	-
Manpower reports	O	L	L
Travel and premium overtime reports	O	L	L
Subcontractor and TP reports	O	L	L
Accrual postings	O	L	L
Purchase requisitions	O	L	L
Open financial commitments	O	L	L

O-Active Oversight    L-Lead Role    S-Supporting Role    P-Possible/Probable Participation



## **SECTION 6**

### **2.0 MANPOWER PLANS**



# Manpower Planning Sheet (CR2)

**MPS # 1NA06 PROJECT CONTROLS**

DRIVERS	START DATE	END DATE	TOT	FY 2001				FY 2002				FY 2003				FY 2004				FY 2005				FY 2006															
				Q1	Q2	Q3	Q4																																
201 D&D Summary	10/02/2000	03/30/2007	27.50	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
301 OSDF Summary Schedule	04/01/2004	12/23/2009	21.00	0	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
411 AWWT Operations	10/02/2000	12/31/2009	19.00	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
502 WASTE PIT SHIP/DISPOSAL OPERATIONS	10/02/2000	09/01/2005	27.50	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
601 Silos Excavation Project Summary	10/01/2003	12/31/2009	16.00	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
704 Silos AWR Summary	10/02/2000	10/23/2003	82.50	0	9	8.9	8.6	5.6	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
710 Silos 1, 2, & 3 Summary Activity	10/02/2000	03/31/2008	1.50	0	0.5	0.5	0.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
801 Nuclear Materials Summary	10/02/2000	05/20/2002	1.50	0	0.5	0.5	0.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1001 Mixed Waste Summary	10/02/2000	09/30/2003	24.20	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
1101 Low Level Waste Summary	10/02/2000	09/30/2005	27.00	0	5	5	5	5	4	4	4	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Funding & Chan Project Controls			36.50	0	3	3	3	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Engineering & Design			31.90	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Programmatic Bud Administration			7.50	0	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Project Controls			99.50	0	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Estimating			29.50	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Project Controls			16.00	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Administration			1.50	0	0.5	0.5	0.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**Sheet Totals:** 564.70 0.00 33.50 33.40 32.10 26.60 21.00 21.00 21.00 20.50 20.50 20.50 20.50 20.00 20.00 20.00 18.50 18.50 18.50 18.50 12.50 12.50 12.50 12.50



## **SECTION 6**

### **3.0 ESTIMATE**



**NAAAF**

**PROJECT CONTROLS**



# Fluor Fernald, Inc.

DATE: 10-Sep-01  
 PROJECT MGR: W. REED  
 CAM: E. ZOBRIST  
 PREPARED BY: L. WILDERMUTH  
 FISCAL YEAR: 2000-2010

ESTIMATE SUPPORT WORKSHEET  
 FOR ACTIVITY BASED ESTIMATING  
 (1 FTE EQUALS 1747 HOURS)

PBS: OHFN12  
 WBS: 1.1.N.A  
 CTRL ACCT: NAAA  
 CHARGE NO: NAAAF  
 COMMENT NO: F12-038, DOE-E736

Resource: Res Dept:	CLERKS	CLERKS Overtime:	Class:	EOC:		LABOR				
				SAL	SAL	Oct 07- Sep 08	Oct 08- Sep 09			
Yr Hours:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Hours:	1,385.7	925.9	908.4	908.4	0.0	0.0	4,128.5	4,128.5	4,128.5	4,128.5
Yr Total Cost:	33,816	23,942	24,661	26,115	0	0	108,535	108,535	108,535	0
Cum Total Cost:	33,816	57,758	82,420	108,535	108,535	108,535	108,535	108,535	108,535	108,535

Resource: Res Dept:	CSTANL	COST ANALYST Overtime:	Class:	EOC:		LABOR				
				SAL	SAL	Oct 07- Sep 08	Oct 08- Sep 09			
Yr Hours:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Hours:	13,989.3	17,069.9	15,757.9	15,757.9	15,757.9	10,499.5	8,385.6	6,114.5	3,494.0	774.0
Yr Total Cost:	544,184	31,059.2	46,817.2	62,575.1	76,333.0	88,832.5	97,218.1	103,332.6	106,826.6	107,600.6
Cum Total Cost:	544,184	698,934	683,411	723,705	766,606	545,720	472,496	363,136	230,598	52,657
		1,243,117	1,926,529	2,650,234	3,416,840	3,962,561	4,435,057	4,798,193	5,028,791	5,081,448

Resource: Res Dept:	E&CTEC	ENG & CONST TECH Overtime:	Class:	EOC:		LABOR				
				SAL	SAL	Oct 07- Sep 08	Oct 08- Sep 09			
Yr Hours:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Hours:	3,536.0	3,494.0	3,494.0	3,494.0	1,747.0	0.0	0.0	0.0	0.0	0.0
Yr Total Cost:	94,553	7,030.0	10,524.0	14,018.0	15,765.0	15,765.0	15,765.0	15,765.0	15,765.0	15,765.0
Cum Total Cost:	94,553	98,342	104,164	110,305	58,422	0	0	0	0	0
		192,895	297,059	407,364	465,786	465,786	465,786	465,786	465,786	465,786

Resource: Res Dept:	MAT300	MATERIAL OBJCLASS300 Overtime:	Class:	EOC:		MATERIAL				
				MAT	MAT	Oct 07- Sep 08	Oct 08- Sep 09			
Yr Units:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Units:	71,773.0	14,580.0	12,396.0	12,774.0	11,742.0	7,782.0	6,114.0	4,494.0	3,222.0	780.0
Yr Total Cost:	71,773	86,353.0	98,749.0	111,523.0	123,265.0	131,047.0	137,161.0	141,655.0	144,877.0	145,657.0
Cum Total Cost:	71,773	14,974	13,074	13,850	13,088	8,926	7,216	5,458	4,026	1,003
		86,747	99,821	113,671	126,759	135,685	142,901	148,358	152,385	153,388

# Fluor Fernald, Inc.

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

DATE: 10-Sep-01  
PROJECT MGR: W. REED  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTH  
FISCAL YEAR: 2000-2010

PBS: OHFN12  
WBS: 1.1.N.A  
CTRL ACCT: NAAA  
CHARGE NO: NAAAF  
COMMENT NO: F12-038, DOE-E736

Resource:	ODC700	ODC700	EOC:	ODC	Class:	EOC:	ODC			
Res Dept:	940	OverTime:	940	OverTime:		940	OverTime:			
Yr Units:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Units:	9,680.0	10,122.0	10,122.0	10,122.0	10,122.0	10,122.0	60,290.0	60,290.0	60,290.0	60,290.0
Yr Total Cost:	9,680	19,802.0	29,924.0	40,046.0	50,168.0	60,290.0	60,290.0	60,290.0	60,290.0	60,290.0
Cum Total Cost:	9,680	20,075	30,751	41,726	53,008	64,618	64,618	64,618	64,618	64,618

Resource:	ODCTRL	ODCTRL	EOC:	ODC	Class:	EOC:	ODC			
Res Dept:	940	OverTime:	940	OverTime:		940	OverTime:			
Yr Units:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Units:	28,162.0	17,232.0	14,652.0	15,078.0	13,872.0	9,186.0	0.0	0.0	0.0	0.0
Yr Total Cost:	28,162	45,394.0	60,046.0	75,124.0	88,998.0	98,182.0	98,182.0	98,182.0	98,182.0	98,182.0
Cum Total Cost:	28,162	17,697	15,454	16,348	15,462	10,536	0	0	0	0
	28,162	45,859	61,313	77,662	93,124	103,659	103,659	103,659	103,659	103,659

Resource:	PJCEST	ESTIMATOR	EOC:	LABOR	Class:	EOC:	LABOR			
Res Dept:	940	OverTime:	940	OverTime:		940	OverTime:			
Yr Units:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Units:	11,752.9	5,018.0	3,494.0	3,494.0	3,494.0	3,494.0	2,620.5	1,747.0	873.5	183.5
Yr Total Cost:	11,752.9	16,770.9	20,264.9	23,758.9	27,252.9	30,746.9	33,367.4	35,114.4	35,987.9	36,181.4
Cum Total Cost:	652,402	293,196	216,236	228,985	242,559	259,148	210,703	148,055	82,265	18,785
	652,402	945,599	1,161,834	1,390,819	1,633,378	1,892,526	2,103,229	2,251,284	2,333,549	2,352,334

Resource:	PJCMGR	PROJECT CONTROLS MGR	EOC:	LABOR	Class:	EOC:	LABOR			
Res Dept:	940	OverTime:	940	OverTime:		940	OverTime:			
Yr Units:	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Units:	3,978.0	5,241.0	5,241.0	4,367.5	4,367.5	3,494.0	2,271.1	2,271.1	873.5	183.5
Yr Total Cost:	3,978.0	9,219.0	14,460.0	18,827.5	23,195.0	26,689.0	28,960.1	31,231.2	32,104.7	32,298.2
Cum Total Cost:	260,281	360,949	382,317	337,382	357,382	305,459	215,242	226,868	96,967	22,142
	260,281	621,230	1,003,547	1,340,930	1,698,312	2,003,771	2,219,014	2,445,881	2,542,848	2,564,990

# Fluor Fernald, Inc.

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

DATE: 10-Sep-01  
PROJECT MGR: W. REED  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTH  
FISCAL YEAR: 2000-2010

PBS: OHFN12  
WBS: 1.1.NA  
CTRL ACCT: NAAA  
CHARGE NO: NAAF  
COMMENT NO: F12-038, DOE-E736

Resource: Res Dept:	PJCSCB	SCHEDULERS Overtime:	LABOR											
			Class:	EOC:	SAL	Class:	EOC:	SAL	Class:	EOC:	SAL	Class:	EOC:	SAL
Yr Hours:		Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10			
Cum Hours:		5,343.8	3,915.0	3,494.0	3,494.0	3,494.0	3,494.0	1,747.0	1,747.0	1,747.0	1,747.0	28,475.8	28,862.8	
Yr Total Cost:		282,579	217,911	205,991	16,246.8	19,740.8	23,234.8	24,991.8	26,728.8	28,475.8	28,862.8	156,735	35,791	
Cum Total Cost:		282,579	500,490	706,480	924,616	1,155,683	1,402,553	1,536,366	1,677,406	1,834,142	1,869,932			

Resource: Res Dept:	PROMGR	PROGRAM MGR Overtime:	LABOR											
			Class:	EOC:	SAL	Class:	EOC:	SAL	Class:	EOC:	SAL	Class:	EOC:	SAL
Yr Hours:		Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10			
Cum Hours:		1,326.0	3,073.0	4,820.0	6,567.0	8,314.0	8,314.0	8,314.0	8,314.0	8,314.0	8,314.0	8,314.0	8,314.0	
Yr Total Cost:		124,657	172,871	183,105	193,901	205,395	205,395	205,395	205,395	205,395	205,395	0	0	
Cum Total Cost:		124,657	297,528	480,633	674,534	879,929	879,929	879,929	879,929	879,929	879,929	879,929	879,929	

Resource: Res Dept:	SECRET	SECRETARIES Overtime:	LABOR											
			Class:	EOC:	SAL	Class:	EOC:	SAL	Class:	EOC:	SAL	Class:	EOC:	SAL
Yr Hours:		Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10			
Cum Hours:		2,652.0	1,747.0	1,747.0	1,747.0	1,747.0	873.5	873.5	873.5	873.5	193.5	13,327.5	13,327.5	
Yr Total Cost:		59,219	41,062	43,493	46,057	48,787	26,062	28,253	29,779	33,093	7,557	330,932	363,361	
Cum Total Cost:		59,219	100,281	143,773	189,830	238,617	264,679	292,932	322,711	355,804	363,361			

Resource: Res Dept:	SERVSUB 940	SUBS Overtime:	FY01	SUBCONTRACTORS											
				Class:	EOC:	SUB	Class:	EOC:	SUB	Class:	EOC:	SUB	Class:	EOC:	SUB
Yr Units:		Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10				
Cum Units:		100,199.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100,199.0	100,199.0		
Yr Total Cost:		100,199	0	0	0	0	0	0	0	0	0	100,199	100,199		
Cum Total Cost:		100,199	100,199	100,199	100,199	100,199	100,199	100,199	100,199	100,199	100,199	100,199	100,199		

INCLUDES ESCALATION COSTS

S\EST\_FORMSIESW\_FNLNAAAF-PCESWRP

# Fluor Fernald, Inc.

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

PBS: OHFN12

WBS: 1.1.N.A

CTRL ACCT: NAAA

CHARGE NO: NAAAF

COMMENT NO: F12-038, DOE-E736

DATE: 10-Sep-01

PROJECT MGR: W. REED

CAM: E. ZOBRIST

PREPARED BY: L. WILDERMUTH

FISCAL YEAR: 2000-2010

**GRAND TOTALS:**

	Oct 00-	Oct 01-	Oct 02-	Oct 03-	Oct 04-	Oct 05-	Oct 06-	Oct 07-	Oct 08-	Oct 09-
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10
Yr Hours:	43,963.6	39,157.8	35,883.4	35,009.9	32,354.4	21,855.0	15,887.7	12,753.1	7,861.5	1,741.5
Cum Hours:	43,963.6	83,121.5	119,004.9	154,014.7	186,369.2	208,224.1	224,121.8	236,874.9	244,736.4	246,477.9
Yr Total Cost:	2,261,505	1,950,273	1,882,582	1,925,761	1,950,052	1,414,329	1,067,723	914,336	603,685	137,935
Cum Total Cost:	2,261,505	4,211,778	6,094,360	8,020,121	9,970,172	11,384,502	12,452,225	13,366,561	13,970,246	14,108,181



REVIEW TEAM NA

CONTROL TEAM Jinda White

CAM

## **SECTION 6**

### **4.0 RISK PLAN**



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**WBS DICTIONARY  
CONTROL ACCOUNT/CHARGE NUMBER**



**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>	
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>J MIKE LEE 648-6127</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>	
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP#FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAG</b>	13. TASK DESCRIPTION (ONE LINE) <b>FINANCE</b>	

14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Labor  
Materials  
Subcontracts  
ODCs

**b. TECHNICAL CONTENT:**

Accounting and Finance activities related to the conduct of business operations at the FEMP. The technical content of this activity includes processing 150,000 Disbursements and General Accounting transactions and 130,200 Payroll, Travel, and Benefits Accounting transactions per year. Additional activities include monthly Accounting close, monthly review of ACWP, monthly DOE billing preparation, DOE interface on financial issues, monthly DOE ACWP submittal, DCAA Support, special audit support, funds tracking, Fluor Daniel invoice review/reimbursement, and CAS disclosure preparation/interpretation.

The following orders must be understood and enforced:

Fluor Fernald Prime Contract

Federal Acquisition Regulations (FAR)

Department of Energy Acquisition Regulations (DEAR)

Government Cost Accounting Standards (CAS)

Generally Accepted Accounting Principle (GAAP)

FEMP Project Control Procedures

Project Manager <i>Merinda Lee for</i>	Control Account Manager <i>Merinda Lee for</i>	Control Team Manager <i>Linda Woeste</i>
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**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 2
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>J MIKE LEE 648-6127</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP#FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAG</b>	13. TASK DESCRIPTION (ONE LINE) <b>FINANCE</b>		

14. ELEMENT TASK DESCRIPTION

Fluor Corporate Financial Reporting procedure

FEMP Functional Area Management (FAM Manual

DCAA Internal Controls / Practices Requirements

DOE-HQ, DOE-OFO and DOE-FEMP

Applicable Federal & State Laws

Best Business Practices

**c. SCOPE OF WORK:**

Provide all accounting and finance activities related to the conduct of business operations at the FEMP. This includes but is not limited to management and administration of Disbursement and General Accounting, Payroll and Benefits Accounting, Travel Accounting, and DOE invoicing and Financial Analysis.

**Task #1 - Department Management**

The scope of work provided by Department Management in FY01 provides input to executive management concerning business decisions. The remaining clerical team member supports 24 office team members. She maintains many varied duties.

**Task #2 - Project Cost Analyst**

The scope of work provided by Project Cost Analyst in FY01 reviews and analyzes monthly costs, performs monthly accounting closing, processes all DOE invoices, performs general ledger account reconciliation, and identifies and tracks non-reimbursable costs.

**Task #3 - Accounts Payable**

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 3
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>J MIKE LEE 648-6127</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP#FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAG</b>	13. TASK DESCRIPTION (ONE LINE) <b>FINANCE</b>		

14. ELEMENT TASK DESCRIPTION

The scope of work provided by Accounts Payable section reviews and processes all vendor and subcontractor invoices for payment, prepares and distributes IRS form 1099 MISC, and ensures the proper payment of sales and use taxes to federal, state and local governments.

Task #4 - General Accounting

The scope of work provided by General Accounting in FY01 will process employee expense reports in a timely manner and within the requirements of the FAR and our contract with the Department of Energy; pay local, state and federal payroll taxes accurately and timely; perform corporate reporting services; review and write site,- departmental, and desktop procedures and perform other general accounting duties required to properly account for costs incurred as a result of performance of the contract.

Task #5 - Payroll

The scope of work provided by Payroll in FY01 will provide accurate and timely payroll for the employees of Fluor Fernald.

**d. WORK SPECIFICALLY EXCLUDED:**

1. Finance will be provided a Financial Plan from DOE in a timely manner to verify the funding remaining.
2. Finance will not be affected by the "Mile Marker" Program.



## **SECTION 7**

### **1.0 NARRATIVE**



<b>PROJECT TITLE:</b> PROGRAM SUPPORT AND OVERSIGHT	<b>2. DATE:</b> 09/10/01	<b>3. PBS#:</b> 12
<b>4. WBS ELEMENT CODE:</b> 1.1.N.A	<b>5. WBS ELEMENT TITLE:</b> OPERATIONS	
<b>6. CAM NAME/ PHONE:</b> ED ZOBRIST/3111	<b>7. CAM SIGNATURE:</b>	
<b>8. ORIGINAL/ CHANGE SCOPE/ PER CP#:</b>	<b>9.CONTROL ACCOUNT:</b> NAAA	

**PART 1: OPERATIONS (NAAA)**

**Section 7: Finance (NAAAG)**

**1.0 NARRATIVE**

**1.1 OVERVIEW**

Finance is made up of three sections, Chief Financial Officer, Project Cost Analysis and General Accounting/Payroll. Home Office Personnel also support Finance.

**1.2 ASSUMPTIONS/EXCLUSIONS**

**1.2.1 Assumptions**

1. To make the project a non-stand-alone project in 2009, the contract must be amended to allow a sizeable amount of the accounting functions to be moved to Greenville. The current contract requires Fluor to maintain the accounting function at Fernald.
2. Fluor will be the prime contractor for the duration of the Project.
3. The Finance and Accounting functions will be performed in-house as a Fluor Fernald stand-alone unit until FY2004. In FY04, Salary Payroll and Accounts Payable check preparation will be moved to Greenville.
4. All work as defined in the Fluor Fernald baseline, FY01 baseline will be performed on schedule.
5. Fluor Fernald will continue to receive home office support at the same level currently being received.
6. The Project will be completed by 2010, 1<sup>st</sup> qtr. The only activities remaining will be treatment operations and routine maintenance, monitoring of the OSDF and contract close out actions as required. Three professionals and one clerk will remain to support the accounting functions transferred to Greenville.
7. The prime contract requirements pertaining to Fluor Fernald financial operations will remain unchanged per the prime contract.
8. Finance will be able to maintain adequate "Separations of Duties" required for proper internal controls during the entire period of the contract.

9. Federal, state and local tax laws will not significantly change
10. The Human Resource, Information Management, Project Controls, Acquisitions and Office Systems Support (includes mailroom, copier maintenance, etc.) departments will be able to maintain sufficient personnel resource to support the Finance department's requirements.
11. The Finance department's work scope as currently defined will not change.
12. Finance is assuming payroll will be processed for Fluor Fernald employees only and that no hiring will be done from the union halls that will need payroll monitoring or intervention.
13. Finance will replace the stuffer sealer machine within 12 months and all computers will be upgraded within three years to maintain efficiency.
14. DCAA will be the statutory audit agency throughout the contract.
15. The current financial system (or equivalent) is the IPEX environment will maintain.
16. The following orders must be understood and enforced:
  - Fluor Fernald Prime Contract
  - Federal Acquisition Regulations (FAR)
  - Department of Energy Acquisition Regulations (DEAR)
  - Government Cost Accounting Standards (CAS)
  - Generally Accepted Accounting Principle (GAAP)
  - FEMP Project Control Procedures
  - Fluor Corporate Financial Reporting procedure
  - FEMP Functional Area Management (FAM Manual)
  - DCAA Internal Controls / Practices Requirements
  - DOE-HQ, DOE-OFO and DOE-FEMP
  - Applicable Federal & State Laws
  - Best Business Practices

#### **1.2.2 Exclusions**

1. Finance will be provided a Financial Plan from DOE in a timely manner to verify the funding remaining.
2. Finance will not be affected by the "Mile Marker" Program
3. Finance will be able to replace the check 'stuffer-sealer' as required to maintain efficiency in the check printing.

#### **1.2.3 Government Furnished Equipment/Services**

None

### **1.3 DRIVERS**

1. Administrative support for all professional and clerical employees within Finance.

2. Accounts Payable section currently has 3 clerical positions and a supervisor. The number of invoices that must be processed determines manpower in this section.
3. Project Cost Analysis section currently has 4 professionals, one supervisor and one manager. Duties in this section will fluctuate due to closing the accounting books and audit investigations required.
4. The Payroll Department is sensitive to the FTE's of the site. A payroll employee can process twice the Salaried employees as Wage employee. Wage contract rules must be understand and administered according to their labor contract. A rule of thumb is 1 Payroll employee/ 150 wage employees or 300/ salaried employees.
5. Traditional General Accounting activities remain. Journal entries will be processed, but just for a smaller amount. Taxes remain to be paid and Account reconciliation must be completed. Corporate reporting must be continued. Wires funding Accounts Payable activities will remain. Travel will be sensitive to DOE approving the travel budgets. Also sensitive is addressing DCAA findings and procedures review.

#### **1.4 SCOPE OF WORK**

##### **1.4.1 Task #1 - Department Management**

**The scope** of work provided by Department Management in FY01 provides input to executive management concerning business decisions. The remaining clerical team member supports 24 office team members. She maintains many varied duties.

1. Four Board of Directors Meeting / year
2. Two Teaming Partner Meetings / year
3. Monthly financial forecasts for management including: Revenue, Cost, net fee and reserves
4. Insure adequate internal controls for the finance functions are present
5. Provide the overall management and direction for Finance Department
6. Provide financial data and analysis to executive management in a manner which assists them in optimizing the profitability of the company
7. Identify and communicate trends in financial result
8. Assure executive management that all projects are received the required level of financial support from the finance department
9. Provide guidance and input to executive management concerning business decisions and company directions
10. Administer all finance and accounting activities in accordance with policies and procedures verbage
11. Support 29 audits completed in General Accounting and Project Accounting sections / yearly
12. Provide operational support to Finance department and enter vendor and employee identification data into the Payable system for disbursement purposes

13. Clerical support for all Office of the President Team Members working Finance
14. Receptionist duties
15. Schedule meeting rooms for the Office of the President Team members and staff meetings
16. Travel Coordinator for the Finance department
17. Maintain Signature Authority List
18. Required Reading Division Coordinator
19. Prepare orders for supplies for the department
20. Prepare MSO's for transfer of records
21. Current records custodian for team members of Finance
22. Create and track all Blue Sheet Reviews for the department
23. Serve as Safety Advocate for Finance
24. Distribute and pick up mail for the department (twice daily)
25. Prepare canceled Accounts Payable checks for storage
26. Support Cash Receipt preparation. Record checks received for deposit
27. Revise work chart for Finance department
28. Provide Home Office Support for Finance

**The plan** for performing the above Department Management scope is to continue the above services until services are modified as follows:

1. Finance will reduce 1FTE - Program Manager in FY09. It is assumed that the project will be complete in FY10 - 1<sup>st</sup> qtr.
2. Finance will reduce 1FTE - CFO-Clerk in FY09. It is assumed that the project will be complete in FY10 - 1<sup>st</sup> qtr.
3. Finance will reduce .7 FTE - CFO - Home Office Support in FY09

**The quantification** for Department Management is not based on the Fluor Fernald, Inc. project manpower. The resource requirements for this and the correlation with site manpower is shown in the following table:

	01	02	03	04	05	06	07	08	09	10
R1-D-002 Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
Program Management	1	1	1	1	1	1	1	1	0	0
Clerk	1	1	1	1	1	1	1	1	0	0
R1-F12-041 Home Office Support	.7	.7	.7	.7	.7	.7	.7	.7	0	0

#### 1.4.2 Task #2 - Project Cost Analyst

**The scope** of work provided by Project Cost Analyst in FY01 reviews and analyzes monthly costs, performs monthly accounting closing, processes all DOE invoices, performs general ledger account reconciliation, and identifies and tracks non-reimbursable costs and includes the following scope:

1. General and direct supervision and coordination of the project Cost Accounting (PCA) - daily
2. Cash forecast - weekly
3. Benefit premiums - weekly
4. Update Fluor Fernald burdens and benefits rate analysis spreadsheet for old, new and a combined contracts for DOE fiscal year - three/weekly
5. Posting A/P batches - twice/weekly
6. Labor transfers to accounts - weekly
7. Suspense tracking - weekly
8. Interaction from projects for suspense corrections- weekly
9. Labor corrections - weekly
10. Interaction with projects labor corrections - weekly
11. Balance labor for time collection - weekly
12. Prepare accounting closing schedule and distribute - monthly
13. Perform closing of the accounting books - monthly
14. Prepare Fluor Fernald labor and burdens and benefits spreadsheets for old, new and a combined contacts - three/monthly
15. Prepare Fluor Fernald Cost Summary Detail with Accruals spreadsheet for old, new and a combined contracts for DOE fiscal year - three/monthly
16. Update FERMSI burdens and benefits rate analysis spreadsheet for old, new and a combined contracts for DOE fiscal year - three/monthly
17. Update Fluor Fernald burdens and benefits rate analysis spreadsheet for combined contracts for calendar year - monthly
18. Update Fluor Fernald burdens and benefits rate analysis spreadsheet for combined contracts for Corporate fiscal year – monthly
19. Prepare revenue reconciliation spreadsheet for Corporate fiscal year – monthly
20. Prepare Control Totals Worksheet for old, new and a combined contracts – three/monthly
21. Update Cost Incurred submission schedules – monthly
22. Prepare and update Contract Billing spreadsheet for old and new contracts – two/monthly
23. Prepare and update spreadsheet to track all purchase orders for Corporate charge numbers – monthly
24. Provide Actual Costs of Work Performed (ACWP) and assist Project Controls with Microframe reconciliation – monthly
25. Monitor and verification of funding limits for old and new contracts – monthly
26. Prepare and deliver to DOE Funding Certification sheets for the old and new contract – two/monthly
27. Prepare and deliver to DOE the Cost Management Report (CMR) for old and new contracts – two/monthly
28. Reconcile CMR to DOE records for old and new contracts – two/month
29. Prepare schedules for working capital for the old and new contracts – two/monthly

30. Prepare Teaming Partner fee splits for payment – monthly
31. Prepare Teaming Partner reconciliation for old and new contracts – six/monthly
32. Sick and personal reports per Divisions – monthly
33. Overtime reports – monthly
34. Control access to financial systems – monthly
35. Maintain a system of checks and balances of accounting data and related sub-systems – monthly
36. Prepare Journal Voucher entry – three/month
  - Corporate relocation charges
  - Incentive fee
  - Corporate G & A
37. Prepare journal voucher entry for accruals – eleven/monthly
  - Corporate labor charges (2)
  - Corporate legal fees and software licenses
  - Corporate G & A (4)
38. Prepare journal voucher entry for accruals – eleven/monthly
  - State tax
  - Sales Tax
  - Burden and benefits (2)
39. Interaction from projects for accrual approval sheets – monthly
40. Account reconciliation – five/monthly
  - Employee travel
  - Travel airline ticket
  - Accounts payable airfare
  - Child support
  - Dependent care
41. Prepare and coordinate the preparation and delivery of the DOE invoice for the old, new contracts – two/monthly
42. Prepare and coordinate the preparation and delivery of the interim DOE invoice – monthly
43. Prepare and coordinate the preparation and delivery of the fee DOE invoice – quarterly
44. Invoice Schedules – six/monthly
  - Relocation
  - Travel
  - Other subcontractors
  - Other paid burden and benefits
  - Fluor Fernald labor
  - FERMSI Labor
45. Non Reimbursable contributions report – quarterly
46. Develop and track the plan for Fluor Fernald's shared non-reimbursables – yearly
47. Maintain and update Fernald and FERMSI Cost Accounting Standard (CAS) Disclosure Statements – two/yearly

48. Prepare and deliver to DOE reports for supplementary employee compensation for old and new contracts – two/yearly
49. Prepare reconciliation for Home Office G&A Allocations – yearly
50. DOE expenditure report – yearly
51. Prepare Incurred Cost Report - Schedule (J) for DCAA – yearly
52. Prepare Incurred Cost Report - Schedule (L) for DCAA – Yearly
53. Liaison for Project Controls groups – as necessary

**The plan** for performing the above Project Cost Analyst scope is to continue the above services until services are modified as follows:

1. Finance will reduce 1 FTE PCA - Clerk in FY 2005 due to consolidation of PCA duties.
2. Finance will reduce 2 FTE PCA – Accounting Analyst in FY 2007 due to the reduction of site activity.
3. Finance will reduce 1 FTE PCA – Program Manager, 1 FTE PCA – Manager and 1 FTE –PCA Accounting Analyst in FY 2009 due to the assumption of the project being complete.

**The quantification** for Project Cost Analyst is not based on the Fluor Fernald, Inc. project manpower. The resource requirements for this and the correlation with site manpower is shown in the following table:

	01	02	03	04	05	06	07	08	09	10
<b>Site Population (FTE)</b>	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
Clerk	1	1	1	1	0	0	0	0	0	0
Accounting Analyst	3	3	3	3	3	3	2	1	1	1
Program Manager	2	2	2	2	2	2	2	2	0	0
PCA Manager										

R1-D-002

R1-F12-041

### 1.4.3 Task #3 - Accounts Payable

**The scope** of work provided by Accounts Payable section reviews and processes all vendor and subcontractor invoices for payment, prepares and distributes IRS form 1099 MISC, and ensures the proper payment of sales and use taxes to federal, state and local governments which includes the following scope:

1. General and direct supervision and coordination of the Accounts Payable activities – daily
2. Review and process accounts payable invoices – 120 invoices/daily
3. Review Check Requests for Authorized Approvals – Daily
4. Process Check Requests
5. Review purchase card transactions – 350 transactions/ bi-weekly

6. Process payment for purchase card (P-Card) – 700 transactions/monthly. Payment of P-card will be transferred to Greenville in FY2004.
7. Process legal invoices –10-15 invoices/monthly
8. Process Teaming Partner invoices – 5 invoices/month
9. Prepare J.V. for Adjustments and Wire transfer of Sales Tax Payment
10. Review and process sales tax payments and adjustments - monthly Tax payments will be transferred to Greenville in FY 2004.
11. Provide Training on Sales Tax and Object Codes – As Needed
12. Maintain and update object class code report – as necessary
13. Review and follow-up on outstanding accounts payable checks (over 60 days old) – quarterly. This function will be eliminated in FY2004.
14. Process refund for Road tax on fuel used on site – every 180 days
15. Process accounts payable checks – 400 checks/ a week. This function will be eliminated in FY 2004 when payment s are transferred to Greenville.
16. Review check register – twice weekly. This function will be eliminated in FY2004 when check printing is transferred to Greenville.
17. Process 1099's – yearly
18. Process excise tax report for tax kit – yearly
19. Archive accounts payable files - yearly
20. Maintain and adjust entries in CMMS – as necessary
21. Maintain accounts payable files – Daily
22. Liaison for vendors on invoice issues – as necessary
23. Liaison with Procurement on Invoice and Procurement Issues
24. Liaison for Traffic group for reports for fuel usage on site – every 180 days.
25. Process JV 19 –Manual Accruals & JV 20 Accruals
26. Determine allow ability of expenditures – as necessary
27. Journal entries – as necessary
28. Financial reports and schedules – as requested
29. Implement financial system enhancements and/or changes to the Financial Accounting System (FAS) or other related systems or databases – as necessary
30. Provide input and support to DOE – as necessary Coordinate with DOE on financial issues – as necessary
31. Provide input and support for DCAA audits – twelve/yearly
32. Provide input and support for Ernst and Young audits – four/yearly
33. Provide input and support for Internal Audit audits – twelve/yearly
34. Provide input and support for Corporate Internal Audit audits – one/yearly Liaison for Contracts and Acquisitions group – as necessary

**The plan** for performing the above Accounts Payable scope is to continue the above services until services are modified as follows:

1. Finance will reduce .6 FTE Accounts Payable Clerk in FY 2001 due to the reduction of paying Accounts Payable to once a week assigning the check printing to a remaining full time position to be absorbed.
2. Finance will reduce 1 FTE Accounts Payable Clerk in FY 2007 due to consolidation of Accounts Payable duties.
3. Finance will reduce 1 FTE Accounts Payable Manager in FY 2009 due to assumption of the project being complete.

**The quantification** for Accounts Payable is based indirectly on the Fluor Fernald, Inc. project manpower. The resource requirements for this and the correlation with site manpower is shown in the following table:

R1- D- 002		01	02	03	04	05	06	07	08	09	10
	Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
	Clerk	2.6	2	2	2	2	2	1	1	+ 0	+ 0
R1- F12- 041	Department Manager	1	+ 0	+ 0	+ 0	+ 0	+ 0	+ 0	+ 0	0	0
	Accounting Analyst	0	1	1	1	1	1	1	1	1	1

#### 1.4.4 Task #4 - General Accounting

**The scope** of work provided by General Accounting in FY01 will process employee expense reports in a timely manner and within the requirements of the FAR and our contract with the Department of Energy; pay local, state and federal payroll taxes accurately and timely; perform corporate reporting services; review and write site, departmental, and desktop procedures and perform other general accounting duties required to properly account for costs incurred as a result of performance of the contract which will include the following scope:

1. Develop departmental Self-Assessments (yearly – limited to 8 observations per year) Review of Self assessments with management-follow-up reviews to verify that the path forward is being accomplished
2. Development Summary of Fluor Fernald Accounting Closing Calendar (yearly)
3. Establish Finance Department Budgets (yearly)
4. Do Variance Reporting monthly comparing Budget Cost of Work Performed to Actual Cost of Work Performed
5. Support all interim budgeting exercises (monthly) – complete 'what ifs'
6. Act as a Subject Matter Expert interfacing with 23 other Functional Area Managers

7. Review every procedure for financial impact. Comment to Finance management and other Functional Area Managers current accounting regulations that should be followed. Resolve all issues in the above.
8. Perform Performance Assessments and Salary Planning for employees (semi-annually)
9. Maintain system security for the Pro-Share System (monthly)
10. Review and approve journal voucher entries (daily)
11. Write up journal voucher entries (weekly)
12. Respond to and answer inquires for 29 audits performed by Fluor Corporation (1), Fluor Fernald Internal Audit (12), Defense Contract Audit Agency (12), Ernst and Young (4) (annually)
13. Review and approve timesheets (weekly)
14. Attend operational meeting (weekly)
15. Answer inquires about timesheets from the Timesheet Help Line
16. Perform 36 Management Safety Walk-Throughs (annually)
17. Coordinate travel inquires with the Travel Agency to provide information to Fluor Fernald, Fluor Corporation, and the Department of Energy
18. Support Fluor Corporation reporting requirements
19. Maintain the Accounts Payable and Payroll check inventory and security (daily). This will be eliminated in FY 2004 when check printing will be moved to Greenville.
20. Issue the Monthly Accounting Closing Schedule
21. Maintain the budget numbers for Special Projects such as the New Contract Proposal
22. Review procedures for Human Resources pertaining to any accounting issues
23. Perform the General Ledger Account Reconciliation for 75 assigned accounts for Fluor Fernald and FERMSI (monthly)
24. Prepare Non-Reimbursable Costs Reports (monthly)
25. Process and charge costs for the incoming Fluor Transbills (monthly)
26. Prepare the wire transfer entries on Journal Voucher 8 for the incoming Transbills containing FERMSI costs (monthly)
27. Prepare outgoing Transbills with supporting documentation for work performed at Fernald or other Fluor locations (monthly)
28. Prepare any necessary invoices for goods or services provided to an outside individual or company. After the invoices for goods and services are prepared, make entries to Journal Voucher 10, Accounts Receivable. Make entries to Journal Voucher 10, Accounts Receivable for invoices issued to the Department of Energy by Project Control Accounting (monthly)
29. Prepare Journal Voucher 30 miscellaneous entries for specific transactions that occur (monthly)
30. Provide information such as head count, billing totals to Fluor Federal Services (monthly)
31. Prepare adjusted trial balances and profit calculations for Fluor Fernald and FERMSI to be provided to Fluor Corporation (monthly)

32. Prepare the Standard Trial Balance Reports to be provided to Fluor Federal Services (quarterly)
33. Prepare quarterly tax package in conjunction with the standard trial balance reports to be provided to the Fluor Corporation Tax Department
34. Prepare the yearly tax kit (tax forms) and submit to the Fluor Corporation Tax Department
35. Receive Journal Voucher 7, Payroll Disbursements, and post the amounts to the Excel Worksheet for 27 locations for local taxes. Post state tax for Ohio, Indiana, and Kentucky. Post county tax for Ohio, Ripley, Dearborn, Franklin, county. Post school districts tax for Wyoming, New Miami, Madison, Preble-Eaton, Preble-Shawnee and Clermont. (weekly) This function will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
36. Perform a General Ledger Reconciliation for all state, local, county and school districts (monthly) This function will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
37. Complete check request for payment of all taxes for state, local, county, and school district tax accounts (weekly, biweekly, monthly, quarterly) This function will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
38. Perform a yearly reconciliation of the tax accounts for state, local, county, and school districts. This function will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
39. Sort and attach W-2 forms to each yearly reconciliation for all tax accounts (annually). This function will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
40. Attach return receipts (Certified Mail) to each annual and quarterly reconciliation. This function will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
41. Compute and pay Workers Compensation Premiums and send copies to Gates and McDonald (semi-annually)
42. Compute and pay State Unemployment Taxes (quarterly). This function will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
43. Serve as a Point of Contact for questions related to employer/employee payroll taxes (quarterly). This function will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
44. Prepare for Workers Compensation Audit from the Bureau of Workers Compensation (three year intervals). This function will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
45. Verify that the Cyborg Payroll Report agrees with Journal Voucher 7, Payroll Disbursements, and the General Ledger Tax reconciliation's for state, local, county, and school district tax accounts. This function will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.

46. Process wire transfers for Ohio, Indiana, county, local taxes (bi-weekly, monthly). This function will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
47. Call in the wire transfers to the Electronic Fund Transfer Program (EFT) (bi-weekly, monthly). This function will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
48. Call the bank to authorize an ACH Debit through PNC Bank (bi-weekly, monthly). This function will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
49. Send the Wire Transfer Request to Fluor Corporation and verify receipt of the wire (bi-weekly). This function will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
50. Prepare Journal Voucher 8, Wire Transfer entries (monthly)
51. Prepare Journal Voucher 30 miscellaneous entries for changes or corrections (end of the month or as needed)
52. Submit Benefits payments by wires for the following: Invesco Wire Transfer for employee savings plan deductions, United Medical Resources Transfer for employee insurance deductions, Metropolitan Life Wire Transfer for employee insurance deductions, AFLAC Wire Transfer for employee life insurance (weekly). This function will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
53. Check for any discrepancies on benefits and checks (monthly). This function will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
54. Review Fluor Corporation Invoices to verify that travel costs and other costs are correct and prepare an Invoice Review Sheet to reflect any costs that are non-billable to submit to the HR Department, Supplemental Staffing (monthly)
55. Review the Transbill to verify that travel costs and other costs are correct and prepare a Transbill Review Sheet to reflect any costs that are non-billable to submit to HR Department, Supplemental Staffing (bi-monthly)
56. Print the Tuition Reimbursement Sheets and approve. Make sure that a batch number is assigned and that the batch has been posted. Submit to Finance employee performing the Accounts Payable check run for tuition checks (twice a week)
57. Enter all Journal Voucher for the months' closing (weekly)
58. Prepare Journal Voucher 13, Fluor Fernald Intercompany Cash Activity (weekly)
59. Receive the Cash Distribution Log from Fluor Corporation Treasury Department and distribute dollars into the proper General Ledger Accounts (weekly)
60. Interface with the Fluor Corporation Treasury Department (as needed)
61. Review Transbill for FERMSI labor and other compensation to determine if there are any unallowable FICA Taxes paid by the employer not billable

- to the Department of Energy. If credit is due, complete a Journal Voucher 30 entry (every 6 months)
62. Submit an Unallowable FICA Taxes Summary Report to Finance Management for audit purposes (every 6 months)
  63. Complete the Savings Plan Report to be submitted to the Department of Energy (yearly)
  64. Serve as back-up to the Travel Department (as needed)
  65. Complete the Annual Imputed Income Tax Due Report and calculate that the \$50,000. ceiling was not exceeded. Send letter to all retirees exceeding the limit
  66. Coordinate the post retirement benefits with the Retirement Benefits Actuary (semi-annually)
  67. Perform the bank reconciliation for the UMR account (monthly)
  68. Complete FASB 87, 106 reports (semi-annually)
  69. Complete the annual Contractor Supplemental Compensation report to submit to the Department of Energy
  70. Serve as backup for premium payments (as needed)
  71. Prepare and maintain a Defense Contract Audit Agency Status Report (monthly)
  72. Prepare the Cash Deposit for cash and checks received and post to Journal Voucher 18, Cash Receipts (daily)
  73. Update vendor files in CMMS and FAS (daily)
  74. Develop Site and Departmental procedures and perform periodic reviews of existing procedures (as needed)
  75. Serve as backup for the Wire Transfer process (as needed)
  76. Develop and implement the Automated Travel System as follows: procedure preparation, development of users guide, development of training and lessons plans, monitoring the system, providing user help (daily)
  77. Set up business trips for Fluor Fernald and FERMSI employees by providing cash travel advances in the Fernald Accounting System (daily)
  78. Set up business trips for Fluor Fernald and FERMSI employees for registration fees in the Fernald Accounting System (daily)
  79. Process and audit expense reports by checking per deim, totals, receipts etc. for 250 - 300 expense reports a month (daily)
  80. Make entries into the Fernald Accounting System by batch for employee payments of travel expenses (twice weekly)
  81. Process Relocation Expense Reports and track total expenses to date (as needed)
  82. Determine taxable amounts in the expense reports and submit to the Salary Payroll Department (weekly)
  83. Review the American Express Report and enter airline ticket purchase costs into the Fernald Accounting System, set up trip numbers, social security numbers, balance the report and split agency fees to charge numbers (2-3days per month)

- 84. Receive calls from Travel Agency and employees to answer questions or make changes on travel expenses (as needed)
- 85. Review the Open Travel Detail Report and determine employees that are past due on submission of expense reports or money (monthly)
- 86. Review the Open Travel Detail Report for errors in entries or other discrepancies (monthly)
- 87. Review General Ledger Reconciliation for employee travel for old outstanding items (monthly)
- 88. Review Fluor Fernald Business Travel Policies and Procedures changes for accuracy from accounting standpoint (as needed)
- 89. Work with Auditors 2-3 times a year to provide travel documentation and information
- 90. Answer questions daily about travel policies and procedures
- 91. Review object class 396, Business Membership Dues to determine that such costs are in compliance with Human Resources procedure HR-0152 (daily)

R1-F12-029

92. Prepare any necessary invoices for banking charges for services provided by PNC or Wells Fargo.

**The plan** for performing the above General Accounting scope is to continue the above services until services are modified as follows:

- 1. Finance will reduce 1 FTE – General Accounting – Accounting Analyst in FY 2004 due to a consolidation of G.A. duties.
- 2. Finance will reduce 1 FTE – General Accounting – Accounting Analyst in FY 2005 due to a consolidation of of G.A. duties.
- 3. Finance will reduce 1 FTE – General Accounting – Accounting Analyst in FY 2005 due to payment of local taxes now transferred to Greenville along with the salary payroll check preparation.
- 4. Finance will reduce 2 FTE – General Accounting – Accounting Analysts in FY 2007 due to the consolidation of G.A. duties.

**The quantification** for General Accounting is not based on the Fluor Fernald, Inc. project manpower. The resource requirements for this and the correlation with site manpower is shown in the following table:

	01	02	03	04	05	06	07	08	09	10
R1-D-002 Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
Program Manager	1	1	1	1	1	1	1	1	1	1
Accounting Analyst	6	6	6	5	3	3	4	1	0	0
Departmental Manager	1	1	1	1	1	1	1	1	1	1
R1-F12-041										

#### 1.4.5 Task #5 - Payroll

The scope of work provided by Payroll in FY01 will provide accurate and timely payroll for the employees of Fluor Fernald, which will include the following scope:

1. Ensure that internal controls are maintained in the wage and salary payroll systems (daily)
2. Monitor security and access to the Electronic Timesheet and Network Check System programs for 25 employee users (monthly)
3. Complete Performance Reviews and Assessments for 4 employees (monthly/annually)
4. Respond to two or more Payroll Audits per year for Internal and DCAA audits
5. Write and update procedures (as needed)
6. Review HR procedures for issues that affect payroll processes. Perform and/or request changes or updates to Cyborg and ETS to coincide with procedures (monthly)
7. Keep updated on tax compliance and other Government issues by reading IRS and other Publications and performing Internet research (as needed)
8. Perform coordination and troubleshooting of Cyborg System upgrades such as timing and balancing and conversion (annually)
9. Prepare employee payroll updates and bulletins (monthly)
10. Coordinate Special Payroll Runs for bonuses, clearing runs (quarterly)
11. Provide ad hoc reports as requested (weekly)
12. Answer telephone inquires about payroll matters (daily)
13. Perform preparation and balancing of W-2 Forms (annually)
14. Serve as backup for Wage and Salary Payroll Department employees when they are absent (as needed)
15. Request the renewal of Maintenance Contracts for the Payroll Department's equipment (annually)
16. Prepare wire transfers for Federal and FICA Tax payments to be sent to the Fluor Corporation Treasury Department (weekly).
17. Submit tax liabilities to the Electronic Federal Tax Payment System (EFTPS) (weekly).
18. Initiate "Debit Authorizations" for Federal Tax payments to PNC Bank (weekly)
19. Prepare and balance Excel Spreadsheet Reports for wage and salary employee/employer payroll taxes (weekly).
- ~~20. Serve as the main contact for FERMSI employee payroll inquires, timesheet corrections, tax withholding, invalid charges, charges to different projects, etc. (weekly)~~
21. Enter adjusting entries into Cyborg for off time labor corrections from "Standard Labor Correction Forms" (bi-weekly)

22. Maintain Special Shift Employees Certification Forms, input into ETS, track employees in an Excel file. Notify supervisors/managers of employee certification expirations (as needed)
23. Notify employees and their supervisors when employees overtake off time entitlements such as vacation, sick, personal time, and make adjusting entries as required by HR-312 (as needed)
24. Setup and track deductions for 140 child supports, garnishments, tax levies and other wage assignments. Balance each week to the deduction register. Complete check requests for deductions and submit to Accounts Payable (weekly, bi-weekly)
25. Prepare manual and reverse checks, update spreadsheet, and submit labor adjustment forms to Accounting (weekly).
26. Balance the Tax Filing Report to the quarter and year-to-date earnings, pretax deductions, and tax withholdings (weekly, bi-weekly ).
27. Enter current earnings and taxes in Excel to verify that year-to-dates are correct (weekly, bi-weekly)
28. Reconcile Credit Union, Savings Bonds, Union Dues, United Way, and Federal and FICA tax accounts to the General Ledger (monthly).
29. Download the Wells Fargo file (Accounts Payable check file) to submit to General Accounting (monthly). ).
30. Run verification reports of ETS timesheets to perform the following functions: check employees over on off time, check exempts with less than 40 hours and partial days worked, check missing timesheet report, check over 40 regular hours report, check holiday and call in pay (weekly). ).
31. Maintain Check Register Log (weekly). ).
32. Balance and submit payments for employer-paid Federal Unemployment Tax (quarterly). ).
33. Complete Form 940, Employer's Annual Federal Unemployment Tax Return (FUTA) and submit to the Internal Revenue Service (annually) ).
34. Complete Form 941, Employer's Federal Income Tax Return and submit to the Internal Revenue Service (quarterly). ).
35. Produce the "BOES (Bureau of Ohio Employment Services) 13 Week Report" for state unemployment wages, copy file to disk, and submit report to General Accounting (quarterly). ).
36. Complete the "Bureau of Labor Statistics for Multiple Work Sites Report" by providing employee counts and labor dollars sorted by 7 site locations (quarterly). ).
37. Withhold taxes from employees for company paid taxable tuition payments (quarterly).
38. Perform an audit of salary timesheets to determine that all timesheet entries are correct (weekly)
39. Balance and order savings bonds from employee payroll deductions (monthly).
40. Identify missing and late timesheet approvals (weekly)

41. Send out "Verifications of Time Entry Forms" and/or "Timesheet Correction Forms." Sort verification and correction forms and file (weekly)
42. Print and insert wage and salary payroll checks/direct deposits (weekly).
43. Hand sort salary payroll checks by Division and Department (bi-weekly).
44. Maintain contact list for salary paycheck distribution (monthly).
45. Keep track of the envelope stock (monthly).
46. Update or write procedures for jobs within area of responsibility (as needed)
47. Serve as Record Custodian for payroll, prepare records for archiving (quarterly)
48. Maintain salary employee files (weekly)
49. Apply earning codes to all hours paid to wage employees (weekly)
50. Enter wage timesheets into Payroll time entry screens (weekly)
51. Run an audit of wage timesheets on Cyborg to verify time entered is correct as shown on the original timesheet and make necessary corrections (weekly)
52. Download Maintenance time entries into Cyborg (weekly)
53. Perform an audit of Maintenance timesheets (weekly)
54. Research and enter wage and salary Correction of Estimate and/or Supplemental timesheets (weekly)
55. Run wage and salary payroll processing jobs to calculate checks and update employee earnings, deductions, and tax withholdings in Cyborg (weekly)
56. Prepare the Disbursement Sheet for all earnings and withholdings for benefits, taxes, credit union, savings, child support, union dues, savings bonds, united way, etc. (weekly, bi-weekly)
57. Send Direct Deposit File to PNC Bank (weekly)
58. Distribute Disbursement copies to Payroll and General Accounting (weekly, bi-weekly)
59. Balance credit union deductions to the Credit Union's control total. Prepare an exceptions report for the Credit Union, and request a check through Accounts Payable (weekly, bi-weekly)
60. Balance union dues report and with actual payroll deductions. Request check from Accounts Payable (monthly).
61. Prepare check requests for United Way payments (quarterly).
62. Set up employee taxes, deductions, and direct deposits in the Cyborg System (weekly/biweekly)
63. Calculate and pay retiree severance and final vacation (as needed).
64. File payroll documents received weekly for adjustments, changes, corrections to deductions, off time, direct deposit, etc. (weekly)
65. Prepare all files for archiving (annually)
66. Track printer cartridge inventory for printers, check printers (MICR), and fax machines (monthly)
67. Pick up timesheets for FAT&LC, IGUA, and salary employees from the Fernald site (weekly)

68. Code wage timesheets to pay employees by labor contract for premium time, call-in, off time, and regular time over 8 hours per day or 40 hours per week (weekly)
69. Take wage and salary payroll checks to the Fernald Site and give to the Security Guards to distribute to employees (weekly)
70. Verify that the Tax Filing Report agrees with the Disbursement Authorization Report (weekly)
71. Provide employment verifications to Loan Companies, Insurance Companies, and others on wage earnings, garnishments, workers compensation, etc. (as needed)
72. Prepare special report requests for Human Resources, Legal, Accounting, Financial Planning, and individual employees (as needed)
73. Prepare Journal Voucher 30 entries (as needed)
74. Review the FAT&LC and IGUA contracts that affect the pay (weekly)
75. Interface with the Industrial Relations Department and union officials regarding union employee matters and pay policies (as needed)
76. Train new employees (as needed)
77. Compute retroactive pay adjustments (as needed)  
Pay dividends based on employee-owned corporate stock. Process exercised restricted or non-qualified stock options (as required)

**The plan** for performing the above Payroll scope is to continue the above services until services are modified as follows:

1. Finance will reduce 1 FTE – Payroll – Clerk in FY 2001 due to the VSP
2. Finance will reduce 1 FTE – Payroll – Clerk in FY 2007 due to the reduction in the site population.
3. Finance will reduce 1FTE – Payroll – Manager in FY 2009 due to the assumption of the project being complete.
4. Finance will reduce 2 FTE – Payroll – Clerk in FY 2009 due to the assumption of the project being complete.
5. The preparation and balancing of W-2 Forms (annually) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
6. The wire transfers for Federal and FICA Tax payments to be sent to the Fluor Corporation Treasury Department (weekly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
7. Submit tax liabilities to the Electronic Federal Tax Payment System (EFTPS) (weekly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
8. The preparation and balancing Excel Spreadsheet Reports for wage and salary employee/employer payroll taxes (weekly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
9. Preparing manual and reverse checks, update spreadsheet, and submit labor adjustment forms to Accounting (weekly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.

10. Balancing the Tax Filing Report to the quarter and year-to-date earnings, pretax deductions, and tax withholdings (weekly, bi-weekly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
11. Reconciling Credit Union, Savings Bonds, United Way, and Federal and FICA tax accounts to the General Ledger (monthly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
12. Downloading the Wells Fargo file (Accounts Payable check file) to submit to General Accounting (monthly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
13. Running verification reports of ETS timesheets to perform the following functions: check employees over on off time, check exempts with less than 40 hours and partial days worked, check missing timesheet report, check over 40 regular hours report, check holiday and call in pay (weekly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
14. Maintaining Check Register Log (weekly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
15. Balancing and submitting payments for employer-paid Federal Unemployment Tax (quarterly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
16. Completing Form 940, Employer's Annual Federal Unemployment Tax Return (FUTA) and submit to the Internal Revenue Service (annually) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
17. Completing Form 941, Employer's Federal Income Tax Return and submit to the Internal Revenue Service (quarterly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
18. Producing the "BOES (Bureau of Ohio Employment Services) 13 Week Report" for state unemployment wages, copy file to disk, and submit report to General Accounting (quarterly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
19. Completing the "Bureau of Labor Statistics for Multiple Work Sites Report" by providing employee counts and labor dollars sorted by 7 site locations (quarterly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
20. Withholding taxes from employees for company paid taxable tuition payments (quarterly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
21. Balancing and ordering savings bonds from employee payroll deductions (monthly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
22. Printing and inserting wage and salary payroll checks/direct deposits (weekly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.

23. Hand sorting salary payroll checks by Division and Department (bi-weekly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
24. Maintaining contact list for salary paycheck distribution (monthly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
25. Keeping track of the envelope stock (monthly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
26. Balancing union dues report and with actual payroll deductions. Request check from Accounts Payable (monthly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
27. Preparing check requests for United Way payments (quarterly) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.
28. Calculate and pay retiree severance and final vacation (as needed) will be eliminated in FY2004 with the transfer of Payroll printing to Greenville.

The quantification for Payroll is based indirectly on the Fluor Fernald, Inc. project manpower. The resource requirements for this and the correlation with site manpower is shown in the following table:

R1-D-002		01	02	03	04	05	06	07	08	09	10
	Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
	Department Manager	1	1 0	1 0	1 0	1 0	1 0	1 0	1 0	0	0
	Account Analyst	1	1 2	1 2	1 2	1 2	1 2	1 2	1 2	0	0
	Clerks	3 4	2	2	2	2	2	1	1	0	0

#### 1.4.6 The Quantification Summary Plan

The Quantification Plan for Finance is not based on the Fluor Fernald, Inc. project and subcontractor manpower. Although the payroll is based directly on manpower receiving a paycheck, the remaining functions are based on audits to be performed, accounts payable checks to be issued to vendors, general ledgers to be balanced and a DOE invoice to be assembled. These require manpower even as the site population is reduced. The resource requirements for this and the correlation with site manpower is shown in the following table:

R1-D-002		01	02	03	04	05	06	07	08	09	10
	Site (FTEs)	1940	1448	1399	1131	1431	1254	873	413	230	90
R1-F12-041	Accountant Analyst	10 9	10 12	10 12	9 11	7 9	7 9	4 7	3 5	2	2
	Accountant Managers	4	4 1	4 1	4 1	4 1	4 1	4 1	4 1	1 0	1 0
	Clerks	7-6 8-6	6	6	6	5	5	3	3	1	1
	Program Managers	3	3 2	3 2	3 2	3 2	3 2	3 2	3 2	0 2	0 2
	Sub Staff	.7	.7	.7	.7	.7	.7	.7	.7	0	0

## **SECTION 7**

### **2.0 MANPOWER PLANS**



# Manpower Planning Sheet (CR2)

MPS # 1NA07 FINANCE

DRIVERS	START DATE	END DATE	TOT	FY 2001				FY 2002				FY 2003				FY 2004				FY 2005				FY 2006			
				Q1	Q2	Q3	Q4																				
201 D&D Summary	10/02/2000	03/30/2007		XXX																							
301 OSDF Summary Schedule	04/01/2004	12/23/2009																									
411 AWWT Operations	10/02/2000	12/31/2009		XXX																							
502 WASTE PIT SHIP/DISPOSAL OPERATIONS	10/02/2000	09/01/2005		XXX																							
601 Solis Excavation Project Summary	10/01/2003	12/31/2009		XXX																							
704 Silos AWR Summary	10/02/2000	10/23/2003		XXX																							
710 Silos 1, 2, & 3 Summary Activity	10/02/2000	03/31/2008		XXX																							
801 Nuclear Materials Summary	10/02/2000	05/20/2002		XXX																							
1001 Mixed Waste Summary	10/02/2000	09/30/2003		XXX																							
1101 Low Level Waste Summary	10/02/2000	09/30/2005		XXX																							
Finance	Accountant Analyst		306.00	9	9	9	9	12	12	12	12	12	12	12	12	11	11	11	11	9	9	9	9	9	9	9	9
Finance	Accountant Mgr.		44.00	4	4	4	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Administration	Clerks		176.40	8.6	8.6	8.6	8.6	6	6	6	6	6	6	6	6	6	6	6	6	5	5	5	5	5	5	5	5
Project Management	Program Mgr.		78.00	3	3	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
<b>Sheet Totals:</b>			<b>603.40</b>	<b>24.60</b>	<b>24.60</b>	<b>24.60</b>	<b>24.60</b>	<b>21.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>17.00</b>														



## **SECTION 7**

### **3.0 ESTIMATE**



**NAAAG**

**FINANCE**



# Fluor Fernald, Inc.

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

DATE: 10-Sep-01  
PROJECT MGR: M. LEE  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTH  
FISCAL YEAR: 2000-2010

PBS: OHFN12

WBS: 1.1.N.A

CTRL ACCT: NAAA

CHARGE NO: NAAAG

COMMENT NO: 12-029, 12-041

Resource: ACCANL  
Res Dept: 940

ACCOUNT ANALYST  
Overtime:

EOC: SAL  
LABOR

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-		
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 11	Sep 12	Sep 13	Sep 14	Sep 15	Sep 16	Sep 17	Sep 18	Sep 19	Sep 20	
Yr Hours:	13,068.0	20,964.0	20,964.0	19,217.0	15,723.0	15,723.0	12,229.0	8,735.0	15,723.0	15,723.0	15,723.0	12,229.0	8,735.0	126,623.0	130,117.0	130,891.0	3,494.0	774.0			
Cum Hours:	13,068.0	34,032.0	54,996.0	74,213.0	89,936.0	105,659.0	117,888.0	126,623.0	142,356.0	158,079.0	173,802.0	186,031.0	194,766.0	321,389.0	451,506.0	581,617.0	616,561.0	620,055.0	620,829.0	621,603.0	622,377.0
Yr Total Cost:	497,629	840,284	890,029	863,963	748,783	799,992	674,532	507,831	799,992	748,783	799,992	674,532	507,831	5,823,043	6,048,780	6,100,327	225,737	51,547			
Cum Total Cost:	497,629	1,337,914	2,227,943	3,091,906	3,840,689	4,640,681	5,315,212	5,823,043	6,564,872	7,313,655	8,113,647	8,788,179	9,295,990	14,818,933	20,867,713	26,968,040	27,193,750	27,245,297	27,246,071	27,246,845	27,247,619

Resource: ACCMGR  
Res Dept: 940

ACCOUNT MGR  
Overtime:

EOC: SAL  
LABOR

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-		
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 11	Sep 12	Sep 13	Sep 14	Sep 15	Sep 16	Sep 17	Sep 18	Sep 19	Sep 20	
Yr Hours:	5,808.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	1,747.0	16,290.0	18,037.0	18,037.0	0.0	0.0			
Cum Hours:	5,808.0	7,555.0	9,302.0	11,049.0	12,796.0	14,543.0	16,290.0	18,037.0	19,784.0	21,531.0	23,278.0	25,025.0	26,772.0	43,062.0	61,100.0	79,137.0	79,137.0	79,137.0	79,137.0	79,137.0	79,137.0
Yr Total Cost:	318,569	100,861	106,832	113,131	119,838	128,033	136,798	146,295	155,792	165,289	174,786	184,283	193,780	1,026,063	1,172,357	1,172,357	0	0			
Cum Total Cost:	318,569	419,430	526,262	639,394	759,231	887,264	1,023,952	1,170,247	1,326,085	1,481,922	1,637,759	1,793,596	1,949,433	3,075,556	4,247,913	5,420,270	5,420,270	5,420,270	5,420,270	5,420,270	5,420,270

Resource: CLERKS  
Res Dept: 940

CLERKS  
Overtime:

EOC: SAL  
LABOR

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-		
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 11	Sep 12	Sep 13	Sep 14	Sep 15	Sep 16	Sep 17	Sep 18	Sep 19	Sep 20	
Yr Hours:	12,487.2	10,482.0	10,482.0	10,482.0	10,482.0	10,482.0	10,482.0	10,482.0	10,482.0	10,482.0	10,482.0	10,482.0	10,482.0	66,644.2	71,885.2	73,632.2	70,810	16,169			
Cum Hours:	12,487.2	22,969.2	33,451.2	43,933.2	54,415.2	64,897.2	75,379.2	85,861.2	96,343.2	106,825.2	117,307.2	127,789.2	138,271.2	204,915.4	276,800.6	348,432.8	419,242.8	490,052.8	560,862.8	631,672.8	702,482.8
Yr Total Cost:	298,319	263,582	279,186	295,647	260,977	278,825	181,361	191,157	200,954	210,750	220,546	230,342	240,138	1,857,897	2,049,054	2,240,211	2,431,368	2,622,525	2,813,682	3,004,839	3,195,996
Cum Total Cost:	298,319	561,901	841,087	1,136,734	1,397,711	1,676,536	1,857,897	2,049,054	2,240,211	2,431,368	2,622,525	2,813,682	3,004,839	4,862,736	6,911,790	9,151,901	9,342,711	9,533,521	9,724,331	9,915,141	10,105,951

Resource: MAT300  
Res Dept: 940

MATERIAL OBJCLASS300  
Overtime:

EOC: MAT  
MATERIAL

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-		
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 11	Sep 12	Sep 13	Sep 14	Sep 15	Sep 16	Sep 17	Sep 18	Sep 19	Sep 20	
Yr Units:	58,489.0	27,984.0	25,440.0	22,260.0	19,080.0	19,080.0	15,264.0	15,264.0	19,080.0	19,080.0	19,080.0	15,264.0	15,264.0	187,597.0	202,861.0	207,949.0	5,088.0	1,272.0			
Cum Units:	58,489.0	86,473.0	111,913.0	134,173.0	153,253.0	172,333.0	187,597.0	202,861.0	221,941.0	241,021.0	260,101.0	275,365.0	290,629.0	478,226.0	681,087.0	889,036.0	894,124.0	895,402.0	896,680.0	897,958.0	899,236.0
Yr Total Cost:	58,489	28,740	26,832	24,136	21,267	21,894	18,015	18,537	21,894	21,894	21,894	18,015	18,537	224,257	217,899	224,257	6,358	1,636			
Cum Total Cost:	58,489	87,229	114,061	138,197	159,463	181,347	199,362	217,899	239,793	261,687	283,581	301,596	320,111	544,373	762,272	980,530	986,888	988,524	990,160	991,796	993,432

# Fluor Fernald, Inc.

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

DATE: 10-Sep-01  
PROJECT MGR: M. LEE  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTH  
FISCAL YEAR: 2000-2010

PBS: OHFN12  
WBS: 1.1.N.A  
CTRL ACCT: NAAA  
CHARGE NO: NAAAG  
COMMENT NO: 12-029, 12-041

Resource:	Res Dept:	ODC700	Class:	ODC											
				Oct 00-	Oct 01-	Oct 02-	Oct 03-	Oct 04-	Oct 05-	Oct 06-	Oct 07-	Oct 08-	Oct 09-		
Yr Units:		3,923.0		51,038.0	46,090.0	44,373.0	46,560.0	238,893.0	278,874.0	290,465.0	291,782.0	291,782.0	0.0		
Cum Units:		3,923		54,961.0	101,051.0	147,960.0	192,333.0	238,893.0	278,874.0	290,465.0	291,782.0	291,782.0	0		
Yr Total Cost:		3,923		52,416	48,812	50,862	49,459	53,402	47,186	14,076	1,646	321,582	0		
Cum Total Cost:		3,923		56,339	104,951	155,813	205,272	258,674	305,860	319,936	321,582	321,582	321,582		

Resource:	Res Dept:	ODCTRL	Class:	TRAVEL RESOURCE											
				Oct 00-	Oct 01-	Oct 02-	Oct 03-	Oct 04-	Oct 05-	Oct 06-	Oct 07-	Oct 08-	Oct 09-		
Yr Units:		14,045.0		19,338.9	12,839.3	16,175.1	13,343.6	11,692.3	87,424.1	92,091.1	107,291.6	108,499.2	108,587.7		
Cum Units:		14,045		33,383.9	46,223.2	62,398.2	75,741.8	87,424.1	92,091.1	107,291.6	108,499.2	108,499.2	108,587.7		
Yr Total Cost:		14,045		19,861	13,542	17,538	14,873	13,399	5,508	18,460	1,509	118,795	1,374		
Cum Total Cost:		14,045		33,906	47,448	64,986	79,859	93,258	98,766	117,226	118,795	118,795	120,109		

Resource:	Res Dept:	PROMGR	Class:	PROGRAM MGR											
				Oct 00-	Oct 01-	Oct 02-	Oct 03-	Oct 04-	Oct 05-	Oct 06-	Oct 07-	Oct 08-	Oct 09-		
Yr Units:		4,356.0		3,494.0	3,494.0	3,494.0	3,494.0	3,494.0	21,826.0	25,320.0	28,814.0	32,308.0	774.0		
Cum Units:		4,356.0		7,850.0	11,344.0	14,838.0	18,332.0	21,826.0	25,320.0	28,814.0	32,308.0	33,082.0	33,082.0		
Yr Total Cost:		409,508		345,742	366,210	387,802	410,790	438,884	475,786	501,483	557,288	127,257	127,257		
Cum Total Cost:		409,508		755,250	1,121,459	1,509,261	1,920,051	2,358,936	2,834,722	3,336,205	3,893,493	4,020,750	4,020,750		

Resource:	Res Dept:	SERVSUB	Class:	SUBS											
				Oct 00-	Oct 01-	Oct 02-	Oct 03-	Oct 04-	Oct 05-	Oct 06-	Oct 07-	Oct 08-	Oct 09-		
Yr Units:		580.0		23,000.0	17,000.0	14,000.0	12,000.0	11,000.0	77,580.0	87,580.0	96,580.0	104,580.0	3,000.0		
Cum Units:		580.0		23,580.0	40,580.0	54,580.0	66,580.0	77,580.0	87,580.0	96,580.0	104,580.0	107,580.0	107,580.0		
Yr Total Cost:		580		23,621	17,930	15,180	13,375	12,616	11,802	10,930	9,997	3,858	3,858		
Cum Total Cost:		580		24,201	42,131	57,311	70,687	83,303	95,105	106,035	116,032	119,890	119,890		

# Fluor Fernald, Inc.

DATE: 10-Sep-01  
 PROJECT MGR: M. LEE  
 CAM: E. ZOBRIST  
 PREPARED BY: L. WILDERMUTH  
 FISCAL YEAR: 2000-2010

ESTIMATE SUPPORT WORKSHEET  
 FOR ACTIVITY BASED ESTIMATING  
 (1 FTE EQUALS 1747 HOURS)

PBS: OHFN12  
 WBS: 1.1.NA  
 CTRL ACCT: NAAA  
 CHARGE NO: NAAAG  
 COMMENT NO: 12-029, 12-041

Resource: TPHO      TEAM PARTNER HOME OF      EOC:      LABOR  
 Res Dept: 940      Overtime:      Class:      TP

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-		
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 11	Sep 12	Sep 13	Sep 14	Sep 15	Sep 16	Sep 17	Sep 18	Sep 19	Sep 20	
Yr Hours:	1,016.4	1,222.9	1,222.9	1,222.9	1,222.9	1,222.9	1,222.9	1,222.9	1,222.9	1,222.9	1,222.9	1,222.9	1,222.9	1,222.9	1,222.9	1,222.9	1,222.9	1,222.9	1,222.9	1,222.9	1,222.9
Cum Hours:	1,016.4	2,239.3	3,462.2	4,685.1	5,908.0	7,130.9	8,353.8	9,576.7	10,800.0	12,022.9	13,245.8	14,468.7	15,691.6	16,914.5	18,137.4	19,360.3	20,583.2	21,806.1	23,029.0	24,251.9	25,474.8
Yr Total Cost:	98,235	124,408	131,773	139,542	147,814	157,923	171,201	180,448	189,695	198,942	208,189	217,436	226,683	235,930	245,177	254,424	263,671	272,918	282,165	291,412	300,659
Cum Total Cost:	98,235	222,643	354,416	493,958	641,772	799,695	970,897	1,151,345	1,331,797	1,512,249	1,692,701	1,873,153	2,053,605	2,234,057	2,414,509	2,594,961	2,775,413	2,955,865	3,136,317	3,316,769	3,497,221

**GRAND TOTALS:**

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-		
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 11	Sep 12	Sep 13	Sep 14	Sep 15	Sep 16	Sep 17	Sep 18	Sep 19	Sep 20	
Yr Hours:	36,735.6	37,909.9	37,909.9	36,162.9	30,921.9	30,921.9	23,933.9	20,439.9	17,945.9	15,451.9	12,957.9	10,463.9	7,969.9	5,475.9	2,981.9	487.9	0.0	0.0	0.0	0.0	0.0
Cum Hours:	36,735.6	74,645.5	112,555.4	148,718.3	179,640.2	210,562.1	234,496.0	254,935.9	263,670.9	263,670.9	263,670.9	263,670.9	263,670.9	263,670.9	263,670.9	263,670.9	263,670.9	263,670.9	263,670.9	263,670.9	263,670.9
Yr Total Cost:	1,699,297	1,799,515	1,880,947	1,907,800	1,787,177	1,904,959	1,724,189	1,589,217	1,454,245	1,319,273	1,184,301	1,049,329	914,357	779,385	644,413	509,441	374,469	239,497	104,525	0.0	0.0
Cum Total Cost:	1,699,297	3,498,812	5,379,759	7,287,559	9,074,735	10,979,694	12,703,884	14,293,101	15,752,318	17,111,535	18,470,752	19,830,000	21,189,248	22,548,496	23,907,744	25,266,992	26,626,240	27,985,488	29,344,736	30,703,984	32,063,232

CAM:   
 REVIEW TEAM: N/A  
 CONTROL TEAM: 



## **SECTION 7**

### **4.0 RISK PLAN**



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**WBS DICTIONARY  
CONTROL ACCOUNT/CHARGE NUMBER**



**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 1
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>REX NORTON 648-4322</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAH</b>	13. TASK DESCRIPTION (ONE LINE) <b>CONTRACTS &amp; ACQUISITIONS</b>		

14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Labor  
Materials  
Subcontracts  
ODCs

**b. TECHNICAL CONTENT:**

Provide for the complete and timely administration of the prime contract between the Department of Energy and Fluor Fernald; and manage overall contract and subcontract administration change control.

**c. SCOPE OF WORK:**

The Contracts and Acquisitions (C&A) Department serves four primary roles:

- 1) Administration of the prime contract
- 2) Administrative responsibilities (salary, performance appraisal, professional training) for all site acquisition personnel
- 3) Functional area responsibility for Acquisitions and Property.
- 4) Resolution of Prime and subcontract issues requiring Level 1 management
- 5) Administration of Small Business Program

Contracts, Acquisitions, Property functions will be utilized up until the end of the project and will remain separate activities.

Project Manager <i>Meredith Lee for</i>	Control Account Manager <i>Meredith Lee for</i>	Control Team Manager <i>Linda Weste</i>
--	--	--

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE 12/01/2000	Page 2
3. WBS ELEMENT CODE 1.1.N.A	4. WBS ELEMENT TITLE/NAME OPERATIONS		
5. PERFORMING DIV/DEPARTMENT CODE 40 & 44	6. ORIGINATOR NAME/PHONE REX NORTON 648-4322	7. WBS ELEMENT MANAGER ED ZOBRIST	
8. BUDGET AND REPORTING NUMBER EW05H3120	9. BUDGET TITLE PROGRAM SUPPORT & OVERSIGHT		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? NEW PER CP# FY01-0115-0012-00		11. ESTIMATED START / COMPLETION DATE 12/1/00-12/27/09	
12. TASK IDENTIFICATION (WORK PACKAGE) NAAAH	13. TASK DESCRIPTION (ONE LINE) CONTRACTS & ACQUISITIONS		

14. ELEMENT TASK DESCRIPTION

The administration of the prime contract consists of addressing all routine and non-routine contractual issues that arise on a daily basis. This includes, but is not limited to contractually required correspondence, internal and external data calls, modifications, contract interpretation, fee management. It also includes management of all contract drivers (SRIDS), processing of Requests for Equitable Adjustments (REAs), internal and external audits impacting the prime, and resolution of cost/reimbursability issues. Additionally three teaming partner (TP) subcontracts are administered out of the Prime Contracts group. All TP invoices are reviewed in detail each month in addition to the administration of issues similar to those discussed above related to the Prime.

In order to be compliant with a corporate requirement to maintain chain of command independence all site acquisition personnel (excluding credit card holders) are under the administrative control of the C&A department. This relates specifically to salary and performance appraisal administration. It also includes the responsibility for all professional training for the acquisition staff. In addition to the corporate requirement this independence is required to maintain our current DOE approved purchasing system. The Director for C&A serves as the Functional Area Manager for Acquisitions and Property. This includes the standard FAM responsibilities. In addition to the management of the activities listed above the Director actively works to resolve prime contract and subcontract issues requiring Level 1 management involvement.

During FY01 C&A will have the responsibility for the administration of the Small Business Program. This includes the implementation of the Small Business Plan (Attachment 8 of the Prime).

**d. WORK SPECIFICALLY EXCLUDED:**

The work performed under control account NEAAH is based upon the following exclusions:

1. All required site training for acquisition personnel will be paid for by the Maintenance and Infrastructure Support.

**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 3
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>REX NORTON 648-4322</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAH</b>	13. TASK DESCRIPTION (ONE LINE) <b>CONTRACTS &amp; ACQUISITIONS</b>		

14. ELEMENT TASK DESCRIPTION

- 2.No small business office costs will be covered after FY01.
- 3.All computer costs, including TABware and P-card solutions, will be provided by IM starting in FY02.
- 4.In house legal support will be provided by Legal, and directly charged to projects, or Risk budget.
- 5.No home office direct charge costs unless used to "back fill" unexpected vacancies.
- 6.No overtime or subcontract costs for labor support beyond projected FTEs.
- 7.Contract close out costs beyond December 27, 2009 (1 FTE for 2 years).



## **SECTION 8**

### **1.0 NARRATIVE**



<b>PROJECT TITLE: PROGRAM SUPPORT AND OVERSIGHT</b>	<b>2. DATE: 09/10/01</b>	<b>3. PBS#: 12</b>
<b>4. WBS ELEMENT CODE: 1.1.N.A</b>	<b>5. WBS ELEMENT TITLE: OPERATIONS</b>	
<b>6. CAM NAME/ PHONE: ED ZOBRIST/3111</b>	<b>7. CAM SIGNATURE:</b>	
<b>8. ORIGINAL/ CHANGE SCOPE/ PER CP#:</b>	<b>9.CONTROL ACCOUNT: NAAA</b>	

**PART 1: OPERATIONS (NAAA)**

**Section 8: Contracts and Acquisitions (NAAAH)**

**1.0 NARRATIVE**

**1.1 OVERVIEW**

The Contracts and Acquisitions (C&A) Department serves four primary roles:

1. Administration of the prime contract
2. Administrative responsibilities (salary, performance appraisal, professional training) for all site acquisition personnel
3. Functional area responsibility for Acquisitions and Property.
4. Resolution of Prime and subcontract issues requiring Level 1 management
5. Administration of Small Business Program

All of these activities will be accomplished under one charge number (currently NEAAH for FY01). Assumptions and Scope based on projected schedule of projects.

Contracts, Acquisitions, Property functions will be utilized up until the end of the project and will remain separate activities.

The administration of the prime contract consists of addressing all routine and non-routine contractual issues that arise on a daily basis. This includes, but is not limited to contractually required correspondence, internal and external data calls, modifications, contract interpretation, fee management. It also includes management of all contract drivers (SRIDS), processing of Requests for Equitable Adjustments (REAs), internal and external audits impacting the prime, and resolution of cost/reimbursability issues. Additionally three teaming partner (TP) subcontracts are administered out of the Prime Contracts group. All TP invoices are reviewed in detail each month in addition to the administration of issues similar to those discussed above related to the Prime.

In order to be compliant with a corporate requirement to maintain chain of command independence all site acquisition personnel (excluding credit card holders)

are under the administrative control of the C&A department. This relates specifically to salary and performance appraisal administration. It also includes the responsibility for all professional training for the acquisition staff. In addition to the corporate requirement this independence is required to maintain our current DOE approved purchasing system.

The Director for C&A serves as the Functional Area Manager for Acquisitions and Property. This includes the standard FAM responsibilities. In addition to the management of the activities listed above the Director actively works to resolve prime contract and subcontract issues requiring Level 1 management involvement.

During FY01 C&A will have the responsibility for the administration of the Small Business Program. This includes the implementation of the Small Business Plan (Attachment 8 of the Prime).

## **1.2 ASSUMPTIONS/EXCLUSIONS**

### **1.2.1 Assumptions**

The work performed under this Control Account No. NAAAH is based upon the following assumptions:

1. Prime contract will be administered "on site" until the last project work is completed (12/31/09).
2. Contract close out activities after 12/31/09 will be accomplished at Fluor Corp. home office and will be charged to this charge number through the end of FY10. Close out activities will continue after that date but will be charged to corporate overhead.
3. Prime contract group will co-locate with Director C&A at the Fernald site no later than the beginning of FY03.
4. Small Business Office costs will transfer to Administration division beginning in FY02.
5. C&A will continue to provide for reasonable professional training of all contract professionals assigned to Fluor Fernald.
6. Current transition from CMMS to Tabware software will be complete in FY 01
7. Both Tabware and P-Card Solutions software will be available through the end of the project.
8. Prime contract administration requirements will remain essentially unchanged and consistent with the FAR, DEAR and prime contract requirements as of 20 Nov 01. These requirements will be reduced starting in FY08 but will continue in some capacity through the end of site closure.
9. Variable workload related to REAs will increase as projects ramp up creating a 1-year backlog as projects ramp down.

10. Variable workload related to new prime contract transition will remain high through FY02. This is due to the need to establish new processes, education of key personnel and provide interpretation and issue resolution.
11. DOE Procurement Authority remains in place essentially as provided per DOE letter April 02, 2001 for the life of the project.

### **1.2.2 Exclusions**

The work performed under control account NEAAH is based upon the following exclusions:

1. All required site training for acquisition personnel will be paid for by Maintenance and Infrastructure Support.
2. No small business office costs will be covered after FY01
3. All computer costs, including TABware and P-card solutions, will be provided by IM starting in FY02
4. In house legal support will be provided by Legal, direct charged to projects or part of Risk budget
5. No home office direct charge costs unless used to "back fill" unexpected vacancies.
6. No overtime or subcontract costs for labor support beyond projected FTE.
7. Contract close out costs beyond FY10 (1 FTE for 2 years).

### **1.2.3 Government Furnished Equipment/Services**

None

## **1.3 DRIVERS**

1. The Prime Contract—most prime contract administrative activities are derived from contractual requirements irrespective of work in the field. This is expected to require a constant core support of 5 FTEs. Beginning in FY08 there should be an opportunity to significantly reduce contractual administrative requirements as high visibility/risk projects (i.e. Silos) close down and only fully mature, minimal risk projects (i.e. Soils/OSDF and AWWT) remain. However, contract administration activities will continue until these responsibilities are transferred to the corporate home office.
2. Variable workload related to new prime contract transition will remain high through FY02. This is due to the need to establish new processes, education of key personnel and provide interpretation and issue resolution (1 FTE).
3. Total number of Acquisition personnel on site impacts ODC costs, namely professional training and memberships.

#### **1.4 SCOPE OF WORK:**

##### **1.4.1 Task #1 – Administration of the Prime Contract**

**The scope** of work provided by Contracts and Acquisitions in FY01 to administer the prime contract involves the following activities:

**Core functions:**

Prime Administration including contract modifications/negotiations, review of technical papers/press releases, review and issuance of prime reporting/correspondence (Attachment 3&9 of prime), exchange of services with other DOE sites/funding transfers, key personnel changes, data calls, invoice review, posting and distribution of updated contract

Teaming Partner Subcontract administration including invoice reviews, coordination correspondence, compliance reviews, fee administration

Contract Requirements (SRIDS)/Change control including review of all new and changed requirements to Attachment 2 of the prime, chair change management committee, preparation/processing of REAs.

Review of audits impacting contractual requirements and costs including resolution of disallowance of costs issues.

New contract transition issues including establishment of a change management team and process, negotiation of contract modifications to address issues not resolved during negotiations, assistance for Cost and Pricing review related to baseline submission, development of new subcontract terms and conditions, implementation of new insurance program, policy reviews and updates, contract summary development and training, tracking/completion of transition activities.

**The plan** for performing the above Contracts and Acquisitions is to continue the above until as follows:

Core functions will continue essentially the same until starting to taper off in FY08. This will be the result of the completion of all high visibility/high risk projects (i.e. Silos). At that point it is expected that contractual requirements will be able to be reduced (approximately 30%) allowing for the reduction of head count as indicated below.

**The quantification** for core functions of prime contract administration is based on the Fluor Fernald, Inc. project activity and level of maturity and prime contract requirements. The resource requirements for this and the correlation with site manpower is shown in the following table:

R1-D-002

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
On going Site projects	201,411, 502,704, 710,801, 1001,1101	201,411, 502,704, 710,801, 1001, 1101	201,411,5 02,704, 710,1001, 1101	201,301 411,502 601,710 1101	201,301 411,502 601,710 1101	201,301 411,601, 710	201,301 411,601, 710	301 411,601, 710	301 411, 601	301 411 601
Prime Admin	2	2	2	2	2	2	1.5	1	1	1
TP Subs	.5	.5	.5	.5	.5	.5	.5	.5	.25	.25
Changes/SR IDS	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1	.75	.75
Audits / Costs	.5	.5	.5	.5	.5	.5	.5	.5	.25	.25
REAs	.5	.5	.5	.5	.5	.5	.5	.5	.25	.25
Transition	1	4 0	0	0	0	0	0	0	0	0
Total (FTE)	6	6	5	5	5	5	4.5	3.5	2.5	2.5

R1-  
F12-  
002

#### 1.4.2 Task #2 – Contracts and Acquisitions Management

**The scope** of work for Contracts and Acquisitions Management include Administrative home responsibilities for site Acquisition personnel (salary, performance appraisal, professional training), Functional area responsibility for Acquisitions and Property, and resolution of Prime and subcontract issues requiring Level 1 management. It also is responsible for implementation of the Small Business Program during FY01 only.

**The plan** for performing the above tasks is to continue the above until as follows:

After FY01 all personnel resources and associated ODCs for the implementation of the Small Business program will transfer to the Administration Division. Administration Division will have responsibility for the implementation of the Small Business program. C&A will still have the responsibility for achieving established SB/SDB subcontracting goals as required by the contract.

After all projects have fully matured and no significant procurements are planned it is expected that some Level 1 responsibilities can be either absorbed into the C&A organization or be picked up by another Level 1 manager (i.e. Finance).

**The quantification** for Contracts and Acquisitions Management is based indirectly on the Fluor Fernald, Inc. project activity, total C&A personnel remaining on site and ODC responsibility. The resource requirements for this and the correlation with site manpower is shown in the following table:

PBS-12, PROGRAM SUPPORT AND OVERSIGHT  
 CLOSURE PLAN BASIS OF ESTIMATE  
 2500-PL-0011, Revision 1  
 September 2001

R1-D-002

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
On going Site projects	201,411, 502,704, 710,801, 1001, 1101	201,411, 502,704, 710,801, 1001, 1101	201,411, 502,704, 710,1001, 1101	201,301 411,502 601,710 1101	201,301 411,502 601,710 1101	201 301 411 601 710	201 301 411 601 710	301 411 601 710	301 411 601	301 411 601
Contracts FTE's	6	6.5	5	5	5	5	4.5	3.5	2.5	2.5
Acquisition FTEs	26.25	25.25	22.75	23.75	22.75	21	18	14.5	11.25	9.5
ODC's*	\$50,716	\$38,882	\$36,982	\$38,782	\$33,248	\$23,905	\$21,755	\$20,755	\$10,328	\$4,568
SB Programs	2	0	0	0	0	0	0	0	0	0
Level 1 + admin	2	2	2	2	2	1	1	1	0	0
Total FTE this task	4	2	2	2	2	1	1	1	0	0

\*Unescalated dollars

R1-F12-002

## **SECTION 8**

### **2.0 MANPOWER PLANS**







## **SECTION 8**

### **3.0 ESTIMATE**



**NAAAH**

**CONTRACTS & ACQUISITIONS**



# Fluor Fernald, Inc.

DATE: 10-Sep-01  
 PROJECT MGR: R. NORTON  
 CAM: E. ZOBRIST  
 PREPARED BY: L. WILDERMUTT-  
 FISCAL YEAR: 2000-2010

ESTIMATE SUPPORT WORKSHEET  
 FOR ACTIVITY BASED ESTIMATING  
 (1 FTE EQUALS 1747 HOURS)

PBS: OHFN12  
 WBS: 1.1.N.A  
 CTRL ACCT: NAAA  
 CHARGE NO: NAAAH  
 COMMENT NO: 12-002

Resource:	BUYCON	BUYER/CONTRACTS ADMIN		LABOR		EOC:					
Res Dept:	940	Class:		Class:		SAL					
Yr Hours:	182,516	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Hours:	4,356.0	5,241.0	5,241.0	5,241.0	5,241.0	5,241.0	5,241.0	3,494.0	1,747.0	1,747.0	387.0
Yr Total Cost:	182,516	244,828	231,144	14,938.0	20,079.0	25,320.0	30,561.0	34,055.0	35,802.0	37,549.0	37,936.0
Cum Total Cost:	182,516	658,489	413,661	917,752	1,192,384	1,485,799	1,697,855	1,809,610	1,933,601	1,962,160	

Resource:	CLERKS	CLERKS		LABOR		EOC:					
Res Dept:	940	Class:		Class:		SAL					
Yr Hours:	1,452.0	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Hours:	34,688	46,531	43,930	4,946.0	6,893.0	8,440.0	10,187.0	11,060.5	11,934.0	12,807.5	13,001.0
Yr Total Cost:	34,688	125,150	78,619	174,424	226,619	282,385	312,611	312,611	312,611	312,611	312,611
Cum Total Cost:	34,688	312,611	391,230	565,654	792,273	1,074,658	1,387,269	1,700,880	2,013,491	2,326,102	2,638,713

Resource:	EXEADM	EXEC ADMINSTRATOR		LABOR		EOC:					
Res Dept:	940	Class:		Class:		SAL					
Yr Hours:	1,452.0	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Hours:	45,927	61,606	58,163	4,946.0	6,893.0	8,440.0	10,187.0	11,060.5	11,934.0	12,807.5	13,001.0
Yr Total Cost:	45,927	185,696	104,090	300,041	399,136	508,231	617,326	726,421	835,516	944,611	1,053,706
Cum Total Cost:	45,927	617,326	721,416	1,021,507	1,320,643	1,629,778	1,938,914	2,248,050	2,557,186	2,866,322	3,175,458

Resource:	MAT300	MATERIAL OBJCLASS300		MATERIAL		EOC:					
Res Dept:	940	Class:		Class:		MAT					
Yr Units:	21,867.0	Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Units:	21,867.0	20,322.0	20,317.0	20,322.0	20,322.0	18,028.0	15,931.0	13,775.0	13,786.0	13,780.0	5,298.0
Yr Total Cost:	21,867	21,434	20,866	22,034	100,856.0	116,787.0	130,562.0	144,348.0	158,128.0	172,220	181,600
Cum Total Cost:	21,867	64,167	85,033	107,067	207,923	324,710	455,272	599,620	747,748	920,968	1,102,568



# Fluor Fernald, Inc.

**PBS:** OHFN12      **DATE:** 10-Sep-01  
**WBS:** 1.1.N.A      **PROJECT MGR:** R. NORTON  
**CTRL ACCT:** NAAA      **CAM:** E. ZOBRIST  
**CHARGE NO:** NAAA      **PREPARED BY:** L. WILDERMUTT  
**COMMENT NO:** 12-002      **FISCAL YEAR:** 2000-2010

ESTIMATE SUPPORT WORKSHEET  
 FOR ACTIVITY BASED ESTIMATING  
 (1 FTE EQUALS 1747 HOURS)

Resource: Res Dept:	TPSREP 940	TECH/PROG SUPT REP Overtime: FY01	Class:	EOC:		LABOR		EOC:			
				SAL				SAL			
Yr Hours:		Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Hours:		1,452.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Yr Total Cost:		1,452.0	1,452.0	1,452.0	1,452.0	1,452.0	1,452.0	1,452.0	1,452.0	1,452.0	1,452.0
Cum Total Cost:		75,446	75,446	75,446	75,446	75,446	75,446	75,446	75,446	75,446	75,446
<b>GRAND TOTALS:</b>											
Yr Hours:		Oct 00- Sep 01	Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10
Cum Hours:		14,520.0	12,229.0	12,229.0	12,229.0	12,229.0	10,482.0	7,861.5	6,114.5	4,367.5	1,170.5
Yr Total Cost:		826,388	26,749.0	36,978.0	51,207.0	63,436.0	73,918.0	81,779.5	87,894.0	92,281.5	93,432.0
Cum Total Cost:		826,388	1,531,363	2,275,107	3,060,414	3,881,271	4,595,653	5,225,807	5,775,807	6,184,391	6,314,911

CAM: 

REVIEW TEAM: n/a

CONTROL TEAM: Linda Webster



## **SECTION 8**

### **4.0 RISK PLAN**



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**WBS DICTIONARY  
CONTROL ACCOUNT/CHARGE NUMBER**



**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 1
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>MONICA LEE-THOMAS 648-3371</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAJ</b>	13. TASK DESCRIPTION (ONE LINE) <b>COST &amp; SCHEDULE IMPROVEMENT</b>		
14. ELEMENT TASK DESCRIPTION			
<p><b><u>a. ELEMENTS OF COST:</u></b></p> <p>Labor Materials Subcontracts ODCs</p> <p><b><u>b. TECHNICAL CONTENT:</u></b></p> <p>Primary Drivers:</p> <p>Prime Contract Best Business Practices Site Closure Planning Documents</p> <p><b><u>c. SCOPE OF WORK:</u></b></p> <p>Provide overall coordination of Cost &amp; Schedule Improvement ideas at the FEMP. Responsible for seeking, identifying, and pursuing ideas which drive the Cost &amp; Schedule Performance mission of the FEMP to success. Provides direction and elimination of barriers to ensure that activities at the FEMP are challenged in a consistent manner in accordance with the goals of Closure Project Management. Provides assistance to Level One Directors in submittal, processing, status updates, elimination of barriers, and implementation. Solicits, accepts, and acknowledges, in writing to idea originator within 3 business days, all ideas. Updates Joint Fluor Fernald/DOE Executive Integration Team on ideas submitted and status. Create &amp; maintain database for tracking ideas and subsequent comments.</p>			

Project Manager <i>Monica Lee for</i>	Control Account Manager <i>Monica Lee for</i>	Control Team Manager <i>Linda Wiseste</i>
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**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE 12/01/2000	Page 2
3. WBS ELEMENT CODE 1.1.N.A	4. WBS ELEMENT TITLE/NAME OPERATIONS		
5. PERFORMING DIV/DEPARTMENT CODE 40 & 44	6. ORIGINATOR NAME/PHONE MONICA LEE-THOMAS 648-3371	7. WBS ELEMENT MANAGER ED ZOBRIST	
8. BUDGET AND REPORTING NUMBER EW05H3120	9. BUDGET TITLE PROGRAM SUPPORT & OVERSIGHT		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? NEW PER CP# FY01-0115-0012-00		11. ESTIMATED START / COMPLETION DATE 12/1/00-12/27/09	
12. TASK IDENTIFICATION (WORK PACKAGE) NAAAJ	13. TASK DESCRIPTION (ONE LINE) COST & SCHEDULE IMPROVEMENT		

14. ELEMENT TASK DESCRIPTION

Interface with Project Controls as needed.  
 Assist Public Affairs in an on-going communication plan that keeps employees informed of ideas submitted and their status.  
 Periodically provide awareness sessions to all employees.  
 Sponsor a monthly breakfast for 30 employees for a brainstorming, discussion, and collection of cost and schedule improvement ideas.  
 Implement and administer a Cost & Schedule Improvement Rewards and Recognition Program.  
 Regularly attend as a member, meetings called by the Integrated Task Team under the Closure Project Management Division to share and assist with ideas that impact execution initiatives.  
 Coordinate cost and schedule improvement idea workflow with Integrated Task Team Chair as ideas are submitted.  
 Interface periodically with the FAT&LC and IGUA on all cost and schedule improvement ideas.

**d. WORK SPECIFICALLY EXCLUDED:**

- Overtime Costs

## **SECTION 9**

### **1.0 NARRATIVE**



1. PROJECT TITLE: PROGRAM SUPPORT and OVERSIGHT	2. DATE: 09/10/01	3. PBS#: 12
4. WBS ELEMENT CODE: 1.1.N.A	5. WBS ELEMENT TITLE: OPERATIONS	
6. CAM NAME/ PHONE: ED ZOBRIST/3111	7. CAM SIGNATURE:	
8. ORIGINAL/ CHANGE SCOPE/ PER CP#:	9. CONTROL ACCOUNT: NAAA	

**PART 1: OPERATIONS (NAAA)**

**Section 9: Cost & Schedule Improvements (NAAAJ)**

**1.0 NARRATIVE**

**1.1 OVERVIEW**

This Division is intended to support the mission of accelerated completion by seeking, identifying, and implementing ideas that produce cost and schedule savings against the Target Cost & Schedule Dates of our Closure Contract.

**1.2 ASSUMPTIONS/EXCLUSIONS**

**1.2.1 Assumptions**

1. This Division was created to place emphasis on cost and schedule improvements and such the scope is primarily new.
2. We will utilize the Prime Contract and Best Business Practices to facilitate discussions on cost and schedule improvement ideas.
3. The scope from the former cost savings program (PRO-SHARE) will be moved from Human Resources, modified, and placed under this new Division.
4. The Baseline is approved by the DOE – then we can capture and quantify future cost and schedule savings
5. This division will exist through the fourth quarter of FY03 at which time some of the scope will merge with Closure Project Planning while the remainder of the scope will be absorbed by the Level One Project Directors.
6. Project Directors will be held accountable for cost and schedule improvement idea submittal, status and implementation beginning in FY04. Therefore, the Cost & Schedule Improvements Division will no longer exist after FY04. The assumption is that the Baseline will be adopted and the majority of the recommendations will have been adopted through the fourth quarter FY03.. Beginning in FY04 the Level One Project Directors will utilize the EAC and CP process to realize any additional cost and schedule improvements.

7. As the workforce declines in the baseline so will the number of ideas submitted. Thus, we anticipate a reduction in our staffing level in the fourth quarter of FY02 (from 5 to 4), the second quarter of FY03 (from 4 to 3), and then the fourth quarter of FY03 (from 3 to 0).
8. 40-hour workweek with no provision for overtime.
9. Estimate represents budget for FY02
10. Estimate expressed in FY01 dollars
11. Labor is based on FY01 experience
12. We will provide for reasonable professional training of all personnel assigned to the Cost & Schedule Improvements Division.

#### **1.2.2 Exclusions**

1. Overtime Costs
2. All G & A Costs
3. Escalation Costs.

#### **1.2.3 Government Furnished Equipment/Services**

None

### **1.3 DRIVERS**

1. As the workforce declines in the baseline so will the number of ideas submitted. Thus, we anticipate a reduction in our staffing level.

### **1.4 SCOPE OF WORK:**

#### **1.4.1 Cost and Schedule Improvements**

The scope of work provided by Cost and Schedule Improvements involves the following activities:

1. Provide overall coordination of Cost & Schedule Improvement ideas at the FEMP.
2. Responsible for seeking, identifying, and pursuing ideas which drive the Cost & Schedule Performance mission of the FEMP to success.
3. Provides direction and elimination of barriers to ensure that activities at the FEMP are challenged in a consistent manner in accordance with the goals of Closure Project Management.
4. Provides assistance to Level One Directors in submittal, processing, status updates, elimination of barriers, and implementation.
5. Solicits, accepts, and acknowledges, in writing to idea originator within 3 business days, all ideas.
6. Updates Joint Fluor Fernald/DOE Executive Integration Team on ideas submitted and status.

7. Create & maintain database for tracking ideas and subsequent comments.
8. Interface with Project Controls as needed.
9. Assist Public Affairs in an on-going communication plan that keeps employees informed of ideas submitted and their status.
10. Periodically provide awareness sessions to all employees.
11. Sponsor a monthly breakfast for 30 employees for a brainstorming, discussion, and collection of cost and schedule improvement ideas.
12. Implement and administer a Cost & Schedule Improvement Rewards and Recognition Program.
13. Regularly attend as a member, meetings called by the Integrated Task Team under the Closure Project Management Division to share and assist with ideas that impact execution initiatives.
14. Coordinate cost and schedule improvement idea workflow with Integrated Task Team Chair as ideas are submitted.
15. Interface periodically with the FAT&LC and IGUA on all cost and schedule improvement ideas.

**The plan** for performing the above Cost & Schedule Improvements scope is to continue the above services until services are modified as follows:

1. This division will exist through the fourth quarter of FY03 at which time some of the scope will merge with Closure Project Planning while the remainder of the scope will be absorbed by the Level One Project Directors.
2. Project Directors will be held accountable for cost and schedule improvement idea submittal, status and implementation beginning in FY04. The assumption is that the Baseline will be adopted and the majority of the recommendations will have been adopted through the fourth quarter FY03. Beginning in FY04 the Level One Project Directors will utilize the EAC and CP process to realize any additional cost and schedule improvements.
3. We anticipate a reduction in our staffing level in the fourth quarter of FY02 (from 5 to 4), the second quarter of FY03 (from 4 to 3), and then the fourth quarter of FY03 (from 3 to 0).

R1-F12-  
011

**The quantification** for Cost & Schedule Improvements is based indirectly on the Fluor Fernald, Inc. project manpower. The resource requirement for this and the correlation with site manpower is shown in the following table.

PBS-12, PROGRAM SUPPORT AND OVERSIGHT  
 CLOSURE PLAN BASIS OF ESTIMATE  
 2500-PL-0011, Revision 1  
 September 2001

	01	02	03	04	05	06	07	08	09	10
Site Population (FTE)	1,940	1,432	1,389	1,133	1,470	1,179	814	427	239	98
Cost & Schedule Improvements Management (FTE)		1	1							
Cost & Schedule Improvements Resources (FTE)		4 3	3 2 (end of 2Q) 2 1 (end of 4Q)							
ODCs		\$16,636	\$6,105							

Note: Cost & Schedule Improvements is utilizing charge number NEAAE for FY01. Thus, the FTEs and ODCs will be reflected within that scope for FY01.

R1-D-002 and R1-F12-011
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## **SECTION 9**

### **2.0 MANPOWER PLANS**







## **SECTION 9**

### **3.0 ESTIMATE**



**NAAAJ**

**COST & SCHEDULE IMPROVEMENTS**



# Fluor Fernald, Inc.

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

DATE: 10-Sep-01  
PROJECT MGR: E. ZOBRIST  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTH  
FISCAL YEAR: 2000-2010

PBS: OHFN12  
WBS: 1.1.N.A  
CTRL ACCT: NAAA  
CHARGE NO: NAAAJ  
COMMENT NO: 12-011, 12-023

Resource:	DEPADM	DEPT ADMINISTRATOR		LABOR		EOC:															
Res Dept:	940	Overtime:		SAL																	
		Class:		Class:																	
Yr Hours:	0	Oct 00- Sep 01	0	Oct 01- Sep 02	0	Oct 02- Sep 03	0	Oct 03- Sep 04	0	Oct 04- Sep 05	0	Oct 05- Sep 06	0	Oct 06- Sep 07	0	Oct 07- Sep 08	0	Oct 08- Sep 09	0	Oct 09- Sep 10	0
Cum Hours:	0	0	5,241.0	7,852.0	7,852.0	92,307	267,238	7,852.0	7,852.0	7,852.0	7,852.0	7,852.0	7,852.0	7,852.0	7,852.0	7,852.0	7,852.0	7,852.0	7,852.0	7,852.0	7,852.0
Yr Total Cost:	0	0	174,930	267,238	267,238	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cum Total Cost:	0	0	174,930	267,238	267,238	267,238	267,238	267,238	267,238	267,238	267,238	267,238	267,238	267,238	267,238	267,238	267,238	267,238	267,238	267,238	267,238

Resource:	MAT300	MATERIAL OBJCLASS300		MATERIAL		EOC:															
Res Dept:	940	Overtime:		MAT																	
		Class:		Class:																	
Yr Units:	0	Oct 00- Sep 01	0	Oct 01- Sep 02	0	Oct 02- Sep 03	0	Oct 03- Sep 04	0	Oct 04- Sep 05	0	Oct 05- Sep 06	0	Oct 06- Sep 07	0	Oct 07- Sep 08	0	Oct 08- Sep 09	0	Oct 09- Sep 10	0
Cum Units:	0	0	7,420.0	11,130.0	11,130.0	3,913	11,533	11,130.0	11,130.0	11,130.0	11,130.0	11,130.0	11,130.0	11,130.0	11,130.0	11,130.0	11,130.0	11,130.0	11,130.0	11,130.0	11,130.0
Yr Total Cost:	0	0	7,620	11,533	11,533	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cum Total Cost:	0	0	7,620	11,533	11,533	11,533	11,533	11,533	11,533	11,533	11,533	11,533	11,533	11,533	11,533	11,533	11,533	11,533	11,533	11,533	11,533

Resource:	ODC700	ODC 700		ODC		EOC:															
Res Dept:	940	Overtime:		ODC																	
		Class:		Class:																	
Yr Units:	0	Oct 00- Sep 01	0	Oct 01- Sep 02	0	Oct 02- Sep 03	0	Oct 03- Sep 04	0	Oct 04- Sep 05	0	Oct 05- Sep 06	0	Oct 06- Sep 07	0	Oct 07- Sep 08	0	Oct 08- Sep 09	0	Oct 09- Sep 10	0
Cum Units:	0	0	7,000.0	9,500.0	9,500.0	2,637	9,826	9,500.0	9,500.0	9,500.0	9,500.0	9,500.0	9,500.0	9,500.0	9,500.0	9,500.0	9,500.0	9,500.0	9,500.0	9,500.0	9,500.0
Yr Total Cost:	0	0	7,189	9,826	9,826	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cum Total Cost:	0	0	7,189	9,826	9,826	9,826	9,826	9,826	9,826	9,826	9,826	9,826	9,826	9,826	9,826	9,826	9,826	9,826	9,826	9,826	9,826

Resource:	ODCTRL	TRAVEL RESOURCE		ODC		EOC:															
Res Dept:	940	Overtime:		ODC																	
		Class:		Class:																	
Yr Units:	0	Oct 00- Sep 01	0	Oct 01- Sep 02	0	Oct 02- Sep 03	0	Oct 03- Sep 04	0	Oct 04- Sep 05	0	Oct 05- Sep 06	0	Oct 06- Sep 07	0	Oct 07- Sep 08	0	Oct 08- Sep 09	0	Oct 09- Sep 10	0
Cum Units:	0	0	9,636.0	14,748.0	14,748.0	5,392	15,288	14,748.0	14,748.0	14,748.0	14,748.0	14,748.0	14,748.0	14,748.0	14,748.0	14,748.0	14,748.0	14,748.0	14,748.0	14,748.0	14,748.0
Yr Total Cost:	0	0	9,896	15,288	15,288	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cum Total Cost:	0	0	9,896	15,288	15,288	15,288	15,288	15,288	15,288	15,288	15,288	15,288	15,288	15,288	15,288	15,288	15,288	15,288	15,288	15,288	15,288

# Fluor Fernald, Inc.

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

PBS: OHFN12  
WBS: 1.1.N.A  
CTRL ACCT: NAAA  
CHARGE NO: NAAAJ  
COMMENT NO: 12-011, 12-023

DATE: 10-Sep-01  
PROJECT MGR: E. ZOBRIST  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTJ-  
FISCAL YEAR: 2000-2010

Resource: PROMGR PROGRAM MGR EOC: LABOR  
Res Dept: Overtime: SAL

Yr Hours:	Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-	
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 04	Sep 05	Sep 05	Sep 06	Sep 06	Sep 07	Sep 07	Sep 08	Sep 08	Sep 09	Sep 09	Sep 10	Sep 10	Sep 10
0.0	1,747.0	1,747.0	1,747.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0.0	1,747.0	1,747.0	3,494.0	3,494.0	3,494.0	3,494.0	3,494.0	3,494.0	3,494.0	3,494.0	3,494.0	3,494.0	3,494.0	3,494.0	3,494.0	3,494.0	3,494.0	3,494.0
0	172,871	172,871	183,105	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cum Total Cost:	0	172,871	355,976	355,976	355,976	355,976	355,976	355,976	355,976	355,976	355,976	355,976	355,976	355,976	355,976	355,976	355,976	355,976

GRAND TOTALS:

Yr Hours:	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-	
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 04	Sep 05	Sep 05	Sep 06	Sep 06	Sep 07	Sep 07	Sep 08	Sep 08	Sep 09	Sep 09	Sep 10	Sep 10	Sep 10	Sep 10	
0.0	6,988.0	6,988.0	4,358.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
0.0	6,988.0	6,988.0	11,346.0	11,346.0	11,346.0	11,346.0	11,346.0	11,346.0	11,346.0	11,346.0	11,346.0	11,346.0	11,346.0	11,346.0	11,346.0	11,346.0	11,346.0	11,346.0	11,346.0	
0	372,507	372,507	287,354	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Cum Total Cost:	0	372,507	659,861	659,861	659,861	659,861	659,861	659,861	659,861	659,861	659,861	659,861	659,861	659,861	659,861	659,861	659,861	659,861	659,861	

*E. Zobrist*

CAM

REVIEW TEAM

N/A

CONTROL TEAM

*Linda Wueste*

## **SECTION 9**

### **4.0 RISK PLAN**



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**WBS DICTIONARY  
CONTROL ACCOUNT/CHARGE NUMBER**



**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/15/2000</b>	Page 1
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>MIKE LEE 648-6127</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP # FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAK</b>	13. TASK DESCRIPTION (ONE LINE) <b>G&amp;A COST</b>		

14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

ODCs

**b. TECHNICAL CONTENT:**

Home Office Allocation of support cost for the Fernald contract have been continued under the new contract. However limits are hereby placed on the Government liability under the contract for the Contractor's Corporate Home Office Allocation.

Section H.42 of the Prime Contract requires and allows an allocation of G&A Costs.

**c. SCOPE OF WORK:**

Cost Accounting Standards (CAS) mandates overhead allocation. DCAA yearly reviews and approves all allocations.

**d. WORK SPECIFICALLY EXCLUDED:**

N/A

Project Manager <i>Monica T. Lee for</i>	Control Account Manager <i>Monica T. Lee for</i>	Control Team Manager <i>Linda Wieste</i>
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## **SECTION 10**

### **1.0 NARRATIVE**



1. PROJECT TITLE: PROGRAM SUPPORT & OVERSIGHT	2. DATE: 09/10/01	3. PBS#: 12
4. WBS ELEMENT CODE: 1.1.N.A	5. WBS ELEMENT TITLE: OPERATIONS	
6. CAM NAME/ PHONE: ED ZOBRIST/3111	7. CAM SIGNATURE:	
8. ORIGINAL/ CHANGE SCOPE/ PER CP#:	9. CONTROL ACCOUNT: NAAA	

## PART 1: OPERATIONS (NAAA)

### Section 10: G&A Cost (NAAAK)

#### 1.0 NARRATIVE

##### 1.1 OVERVIEW

Home Office Allocation of support cost for the Fernald contract has been continued under the new contract. However, limits are hereby placed on the Government liability under the new contract for the Contractor's Corporate Home Office Allocation (CHOA).

##### 1.2 ASSUMPTIONS/EXCLUSIONS

###### 1.2.1 Assumptions

Provisional billings will be made monthly. Contract limits the Corporate.

###### 1.2.2 Exclusions

None.

###### 1.2.3 Government Furnished Equipment/Services

None

##### 1.3 DRIVERS

Section H.42 of the prime contract requires and allows the allocation of G&A.

**1.4 SCOPE OF WORK:**

1. Contract limits the Corporate Home Office Allocation. Not to exceed \$800,000.
2. Should actual costs show that the amount of CHOA be significantly lower than the ceiling, the Contractor will submit a request to revised the provisional billing rates accordingly.

**The quantification** for G&A Cost is based directly on the Fluor Fernald, Inc. project manpower.

## **SECTION 10**

### **2.0 MANPOWER PLANS**



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## **SECTION 10**

### **3.0 ESTIMATE**



**NAAAK**

**G&A COST**



# Fluor Fernald, Inc.

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

PBS: OHFN12  
WBS: 1.1.N.A  
CTRL ACCT: NAAA  
CHARGE NO: NAAA  
COMMENT NO: NONE

DATE: 10-Sep-01  
PROJECT MGR: M. LEE  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTT  
FISCAL YEAR: 2000-2010

Resource: G&A  
Res Dept: 940

G&A FACTOR  
Overtime:

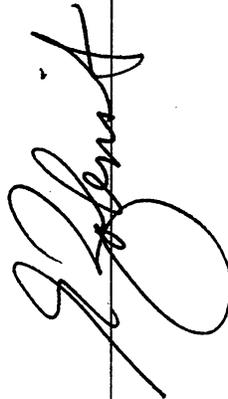
Class:

EOC:  
ODC

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-			
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 11	Sep 12	Sep 13	Sep 14	Sep 15	Sep 16	Sep 17	Sep 18	Sep 19	Sep 20		
Yr Units:	666,669.0	800,000.0	800,000.0	800,000.0	800,000.0	800,000.0	800,000.0	800,000.0	800,000.0	800,000.0	800,000.0	800,000.0	800,000.0	800,000.0	800,000.0	800,000.0	800,000.0	800,000.0	800,000.0	800,000.0	200,000.0	
Cum Units:	666,669.0	1,466,669.0	2,266,669.0	3,066,669.0	3,866,669.0	4,666,669.0	5,466,669.0	6,266,669.0	7,066,669.0	7,866,669.0	8,666,669.0	9,466,669.0	10,266,669.0	11,066,669.0	11,866,669.0	12,666,669.0	13,466,669.0	14,266,669.0	15,066,669.0	15,866,669.0	16,666,669.0	17,466,669.0
Yr Total Cost:	666,669	821,600	843,783	867,409	891,697	917,556	944,165	971,546	999,720	1,027,894	1,056,068	1,084,242	1,112,416	1,140,590	1,168,764	1,196,938	1,225,112	1,253,286	1,281,460	1,309,634	1,337,808	1,365,982
Cum Total Cost:	666,669	1,488,269	2,332,052	3,199,461	4,091,158	5,008,714	5,952,879	6,924,424	7,924,145	8,924,145	9,924,145	10,924,145	11,924,145	12,924,145	13,924,145	14,924,145	15,924,145	16,924,145	17,924,145	18,924,145	19,924,145	20,924,145

GRAND TOTALS:

Yr Total Cost:	666,669	821,600	843,783	867,409	891,697	917,556	944,165	971,546	999,720	1,027,894	1,056,068	1,084,242	1,112,416	1,140,590	1,168,764	1,196,938	1,225,112	1,253,286	1,281,460	1,309,634	1,337,808	1,365,982
Cum Total Cost:	666,669	1,488,269	2,332,052	3,199,461	4,091,158	5,008,714	5,952,879	6,924,424	7,924,145	8,924,145	9,924,145	10,924,145	11,924,145	12,924,145	13,924,145	14,924,145	15,924,145	16,924,145	17,924,145	18,924,145	19,924,145	20,924,145



CAM

REVIEW TEAM

N/A

CONTROL TEAM





**SECTION 10**

**4.0 RISK PLAN**



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**WBS DICTIONARY  
CONTROL ACCOUNT/CHARGE NUMBER**



**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 1
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>MIKE LEE 648-6127</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAN</b>	13. TASK DESCRIPTION (ONE LINE) <b>TRANSITION COST</b>		

14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Labor  
ODCs  
Subcontracts

**b. TECHNICAL CONTENT:**

Labor costs and associated relocation costs for newly assigned FERMSI and Teaming Subcontract personnel to fulfill new contract, DE-AC24-010H20115, requirements.

Section B.4 of the prime contract requires and allows a transition period and Transition Costs.

**c. SCOPE OF WORK:**

Labor costs and associated relocation costs for newly assigned FERMSI and Teaming Partner personnel to fulfill new contract requirements.

**d. WORK SPECIFICALLY EXCLUDED:**

N/A

Project Manager <i>Mark T. Jeger</i>	Control Account Manager <i>Mark T. Jeger</i>	Control Team Manager <i>Linda Woeste</i>
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## **SECTION 11**

### **1.0 NARRATIVE**



1. PROJECT TITLE: PROGRAM SUPPORT & OVERSIGHT	2. DATE: 09/10/01	3. PBS#: 12
4. WBS ELEMENT CODE: 1.1.N.A	5. WBS ELEMENT TITLE: OPERATIONS	
6. CAM NAME/ PHONE: ED ZOBRIST/3111	7. CAM SIGNATURE:	
8. ORIGINAL/ CHANGE SCOPE/ PER CP#:	9. CONTROL ACCOUNT: NAAA	

## PART 1: OPERATIONS (NAAA)

### Section 11: Transition Costs (NAAAN)

#### 1.0 NARRATIVE

##### 1.1 OVERVIEW

Transition costs are limited to costs incurred by the Contractor related to the proposed key personnel and the other employees of its own organization, including Teaming Partners, if applicable, for the transition period.

##### 1.2 ASSUMPTIONS/EXCLUSIONS

###### 1.2.1 Assumptions

None.

###### 1.2.2 Exclusions

None.

###### 1.2.3 Government Furnished Equipment/Services

None

##### 1.3 DRIVERS

Section B.4 of the prime contract requires and allows a transition period and Transition Costs.

**1.4**     **SCOPE OF WORK:**

Transition costs are authorized for the reimbursement under this contract, subject to the limitation Not to Exceed (NTE) amount set forth in this contract. Contract limits the transition cost. Not to Exceed (NTE) \$1,000,000.

The quantification for Transition Costs is based directly on the Fluor Fernald, Inc. project manpower.

## **SECTION 11**

### **2.0 MANPOWER PLANS**



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## **SECTION 11**

### **3.0 ESTIMATE**



**NAAAN**

**TRANSITION COST**



# Fluor Fernald, Inc.

PBS: OHFN12  
 WBS: 1.1.N.A  
 CTRL ACCT: NAAA  
 CHARGE NO: NAAA  
 COMMENT NO: NONE

ESTIMATE SUPPORT WORKSHEET  
 FOR ACTIVITY BASED ESTIMATING  
 (1 FTE EQUALS 1747 HOURS)

DATE: 10-Sep-01  
 PROJECT MGR: M. LEE  
 CAM: E. ZOBRIST  
 PREPARED BY: L. WILDERMUTH  
 FISCAL YEAR: 2000-2010

Resource: MAT300  
 Res Dept: 940

MATERIAL OBJCLASS300  
 Overtime: FY01

EOC:  
 MAT

MATERIAL

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-	
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10
Yr Units:	7.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cum Units:	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5
Yr Total Cost:	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cum Total Cost:	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7

Resource: ODC700  
 Res Dept: 940

ODC 700  
 Overtime: FY01

EOC:  
 ODC

ODC

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-	
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10
Yr Units:	411,478.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cum Units:	411,478.2	411,478.2	411,478.2	411,478.2	411,478.2	411,478.2	411,478.2	411,478.2	411,478.2	411,478.2	411,478.2	411,478.2	411,478.2	411,478.2	411,478.2	411,478.2	411,478.2	411,478.2	411,478.2	411,478.2
Yr Total Cost:	411,478	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cum Total Cost:	411,478	411,478	411,478	411,478	411,478	411,478	411,478	411,478	411,478	411,478	411,478	411,478	411,478	411,478	411,478	411,478	411,478	411,478	411,478	411,478

**GRAND TOTALS:**

	Oct 00-		Oct 01-		Oct 02-		Oct 03-		Oct 04-		Oct 05-		Oct 06-		Oct 07-		Oct 08-		Oct 09-	
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 06	Sep 07	Sep 08	Sep 09	Sep 10
Yr Total Cost:	411,486	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cum Total Cost:	411,486	411,486	411,486	411,486	411,486	411,486	411,486	411,486	411,486	411,486	411,486	411,486	411,486	411,486	411,486	411,486	411,486	411,486	411,486	411,486

*E. Zobrist*

*N/A*

*Linda Abbott*

CAM \_\_\_\_\_ REVIEW TEAM: N/A CONTROL TEAM: Linda Abbott



## **SECTION 11**

### **4.0 RISK PLAN**



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**WBS DICTIONARY  
CONTROL ACCOUNT/CHARGE NUMBER**



**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/15/2000</b>	Page 1
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>MIKE LEE 648-6127</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP # FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAR</b>	13. TASK DESCRIPTION (ONE LINE) <b>CONTRACT INSURANCE</b>		

14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

ODCs

**b. TECHNICAL CONTENT:**

According to the contract, the Contractor is authorized to utilize additional commercial insurance of the same types and up to the same policy limits as those currently approved for use by the Prime Contractors at other DOE closure sites.

DOE will reimburse the contractor 80% of the amount paid for such commercial insurance coverage as allowable cost under the contract.

**c. SCOPE OF WORK:**

Fluor Fernald has secured insurance through an outside agency.

Insurance will be billed to Fluor and will appear as an expense on the invoice presented to DOE.

Fluor Fernald has assigned a professional to monitor this insurance, assuring DOE's interests are maintained.

**d. WORK SPECIFICALLY EXCLUDED:**

All costs specifically in support of prime contract number DE-AC24-92OR21972.

Project Manager <i>[Signature]</i>	Control Account Manager <i>[Signature]</i>	Control Team Manager <i>[Signature]</i>
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**SECTION 12**

**1.0 NARRATIVE**



1. PROJECT TITLE: PROGRAM SUPPORT & OVERSIGHT	2. DATE: 09/10/01	3. PBS#: 12
4. WBS ELEMENT CODE: 1.1.N.A	5. WBS ELEMENT TITLE: OPERATIONS	
6. CAM NAME/ PHONE: ED ZOBRIST/3111	7. CAM SIGNATURE:	
8. ORIGINAL/ CHANGE SCOPE/ PER CP#:	9. CONTROL ACCOUNT: NAAA	

**PART 1: OPERATIONS (NAAA)**

**Section 12: Contract Insurance (NAAAR)**

**1.0 NARRATIVE**

**1.1 OVERVIEW**

According to the contract, the Contractor is authorized to utilize additional commercial insurance of the same type and up to the same limits as those currently approved for use by the prime contractors at other DOE closure sites.

**1.2 ASSUMPTIONS/EXCLUSIONS**

**1.2.1 Assumptions**

1. Fluor will continue as the prime contract for the completion of the project.
2. The prime contract will continue to support Fluor carrying insurance.
3. DOE will continue to fund Contractor insurance.

**1.2.2 Exclusions**

None.

**1.2.3 Government Furnished Equipment/Services**

None

**1.3 DRIVERS**

Section H.28 of the prime contract requires insurance by Fluor.

**1.4**     **SCOPE OF WORK**

According to the contract, the Contractor is authorized to utilize additional commercial insurance of the same type and up to the same limits as those currently approved for use by the prime contractors at other DOE closure sites.

**The quantification** for Contract Insurance is based directly on the Fluor Fernald, Inc. project & subcontract manpower.

## **SECTION 12**

### **2.0 MANPOWER PLANS**



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## **SECTION 12**

### **3.0 ESTIMATE**



**NAAAR**

**CONTRACT INSURANCE**



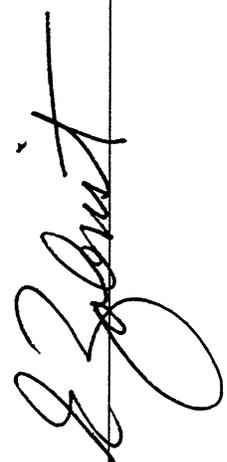
# Fluor Fernald, Inc.

DATE: 10-Sep-01  
 PROJECT MGR: M. LEE  
 CAM: E. ZOBRIST  
 PREPARED BY: L. WILDERMUTH  
 FISCAL YEAR: 2000-2010

ESTIMATE SUPPORT WORKSHEET  
 FOR ACTIVITY BASED ESTIMATING  
 (1 FTE EQUALS 1747 HOURS)

PBS: OHFN12  
 WBS: 1.1.N.A  
 CTRL ACCT: NAAA  
 CHARGE NO: NAAAR  
 COMMENT NO: NONE

Resource: Res Dept:	ODC700 940	ODC700 Overtime:	Class:		EOC:		ODC						
			Oct 01- Sep 02	Oct 02- Sep 03	Oct 03- Sep 04	Oct 04- Sep 05	Oct 05- Sep 06	Oct 06- Sep 07	Oct 07- Sep 08	Oct 08- Sep 09	Oct 09- Sep 10		
Yr Units:			2,470,135.0	2,470,135.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cum Units:			4,940,269.0	7,410,404.0	7,410,404.0	7,410,404.0	7,410,404.0	7,410,404.0	7,410,404.0	7,410,404.0	7,410,404.0	7,410,404.0	7,410,404.0
Yr Total Cost:			2,536,829	2,605,323	0	0	0	0	0	0	0	0	0
Cum Total Cost:			2,470,134	7,612,286	7,612,286	7,612,286	7,612,286	7,612,286	7,612,286	7,612,286	7,612,286	7,612,286	7,612,286
<b>GRAND TOTALS:</b>													
Yr Total Cost:			2,470,134	2,605,323	0	0	0	0	0	0	0	0	0
Cum Total Cost:			2,470,134	7,612,286	7,612,286	7,612,286	7,612,286	7,612,286	7,612,286	7,612,286	7,612,286	7,612,286	7,612,286

CAM 

REVIEW TEAM N/A

CONTROL TEAM Linda Abbott



## **SECTION 12**

### **4.0 RISK PLAN**



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**WBS DICTIONARY  
CONTROL ACCOUNT/CHARGE NUMBER**



**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 1
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>MIKE LEE 648-6127</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>	

12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAT</b>	13. TASK DESCRIPTION (ONE LINE) <b>ADDITIONAL TEAMING SUBCONTRACT HOLIDAY</b>
--	--

14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Labor  
Subcontracts: Teaming Subcontractor Labor

**b. TECHNICAL CONTENT:**

There are additional Holidays recognized at the Fernald Environmental Management Project (FEMP) which are not recognized as FERMSI holidays. As a result, these holidays are not recognized as part of the FERMSI Burdens and Benefits. Because the FEMP site is closed on these holidays, FERMSI employees do not work and are given the days off with pay. The cost for this labor is collected in the NAAAT charge number and charged as direct labor on the FERMSI invoice to Fluor Fernald.

Since these days are not recognized under the Fluor system they must be recognized under the current accounting system to assure proper accounting and payment.

**c. SCOPE OF WORK:**

Recognize each FERMSI timesheet for the holiday.

Assure FERMSI employee codes the holiday properly. (NO Time Off with Pay (TOWP), or work charge number).

Verify through Fluor billing that holiday was paid.

**d. WORK SPECIFICALLY EXCLUDED:**

Project Manager <i>Shirley Hunte</i>	Control Account Manager <i>Ed Zobrist</i>	Control Team Manager <i>Linda Woeste</i>
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**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 2
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>MIKE LEE 648-6127</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00 - 12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAT</b>	13. TASK DESCRIPTION (ONE LINE) <b>ADDITIONAL TEAMING SUBCONTRACT HOLIDAY</b>		
14. ELEMENT TASK DESCRIPTION  <b>N/A</b>			

**SECTION 13**

**1.0 NARRATIVE**



1. PROJECT TITLE: PROGRAM SUPPORT & OVERSIGHT	2. DATE: 09/10/01	3. PBS#: 12
4. WBS ELEMENT CODE: 1.1.N.A	5. WBS ELEMENT TITLE: OPERATIONS	
6. CAM NAME/ PHONE: ED ZOBRIST/3111	7. CAM SIGNATURE:	
8. ORIGINAL/ CHANGE SCOPE/ PER CP#:	9. CONTROL ACCOUNT: NAAA	

**PART 1: OPERATIONS (NAAA)**

**Section 12: Teaming Partner Holiday (NAAAT)**

**1.0 NARRATIVE**

**1.1 OVERVIEW**

There are additional holidays recognized at the FEMP which are not recognized as FERMSI holidays. As a result, these holidays are not recognized as part of the FERMSI Burdens and Benefits. Because the site is closed on these holidays, FERMSI employees do not work and are given the days off with pay. The cost for this labor is collected and charged as direct labor on the FERMSI invoice to Fluor Fernald.

**1.2 ASSUMPTIONS/EXCLUSIONS**

**1.2.1 Assumptions**

1. Fluor will continue as the prime contract for the completion of the project.
2. Fluor will continue to receive Fluor project support at the same level currently being received.

**1.2.2 Exclusions**

None

**1.2.3 Government Furnished Equipment/Services**

None

**1.3 DRIVERS**

None

**1.4 SCOPE OF WORK:**

There are additional holidays recognized at the FEMP which are not recognized as FERMSI holidays. As a result, these holidays are not recognized as part of the FERMSI Burdens and Benefits. Because the site is closed on these holidays, FERMSI employees do not work and are given the days off with pay. The cost for this labor is collected and charged as direct labor on the FERMSI invoice to Fluor Fernald.

## **SECTION 13**

### **2.0 MANPOWER PLANS**



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## **SECTION 13**

### **3.0 ESTIMATE**



**NAAAT**

**ADDITIONAL TEAMING SUBCONTRACT  
HOLIDAY**



# Fluor Fernald, Inc.

DATE: 10-Sep-01  
PROJECT MGR: M. LEE  
CAM: E. ZOBRIST  
PREPARED BY: L. WILDERMUTH  
FISCAL YEAR: 2000-2010

ESTIMATE SUPPORT WORKSHEET  
FOR ACTIVITY BASED ESTIMATING  
(1 FTE EQUALS 1747 HOURS)

PBS: OHFN12  
WBS: 1.1.N.A  
CTRL ACCT: NAAA  
CHARGE NO: NAAAT  
COMMENT NO: NONE

Resource: Res Dept:	ENGINR	ENGINEER Overtime:	EOC:		LABOR		Class:											
			SAL	SAL														
Yr Hours:	Oct 00- Sep 01	1,431.0	Oct 02- Sep 03	2,763.2	Oct 03- Sep 04	2,763.2	Oct 04- Sep 05	2,763.2	Oct 05- Sep 06	2,763.2	Oct 06- Sep 07	2,763.2	Oct 07- Sep 08	2,763.2	Oct 08- Sep 09	2,763.2	Oct 09- Sep 10	1,657.9
Cum Hours:	1,431.0	4,194.2	6,957.4	9,720.6	12,483.8	15,247.0	18,010.2	20,773.4	23,536.6	26,299.8	29,063.0	31,826.2	34,589.4	37,352.6	40,115.8	42,879.0	45,642.2	48,405.4
Yr Total Cost:	98,398	199,988	211,827	224,316	237,614	253,864	275,209	290,073	302,352	314,641	326,930	339,219	351,508	363,797	376,086	388,375	400,664	412,953
Cum Total Cost:	98,398	298,386	510,213	734,529	972,143	1,226,007	1,501,216	1,791,289	2,113,642	2,435,996	2,758,350	3,080,704	3,403,058	3,725,412	4,047,766	4,370,120	4,692,474	5,014,828
<b>GRAND TOTALS:</b>																		
Yr Hours:	Oct 00- Sep 01	1,431.0	Oct 02- Sep 03	2,763.2	Oct 03- Sep 04	2,763.2	Oct 04- Sep 05	2,763.2	Oct 05- Sep 06	2,763.2	Oct 06- Sep 07	2,763.2	Oct 07- Sep 08	2,763.2	Oct 08- Sep 09	2,763.2	Oct 09- Sep 10	1,657.9
Cum Hours:	1,431.0	4,194.2	6,957.4	9,720.6	12,483.8	15,247.0	18,010.2	20,773.4	23,536.6	26,299.8	29,063.0	31,826.2	34,589.4	37,352.6	40,115.8	42,879.0	45,642.2	48,405.4
Yr Total Cost:	98,398	199,988	211,827	224,316	237,614	253,864	275,209	290,073	302,352	314,641	326,930	339,219	351,508	363,797	376,086	388,375	400,664	412,953
Cum Total Cost:	98,398	298,386	510,213	734,529	972,143	1,226,007	1,501,216	1,791,289	2,113,642	2,435,996	2,758,350	3,080,704	3,403,058	3,725,412	4,047,766	4,370,120	4,692,474	5,014,828

REVIEW TEAM: N/A

CONTROL TEAM: Linda Zobrist

CAM



**SECTION 13**

**4.0 RISK PLAN**



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**WBS DICTIONARY  
CONTROL ACCOUNT/CHARGE NUMBER**



**WORK SCOPE DEFINITION**  
(Work Package)

1. PROJECT TITLE <b>FEMP (DEFENSE)</b>		2. DATE <b>12/01/2000</b>	Page 1
3. WBS ELEMENT CODE <b>1.1.N.A</b>	4. WBS ELEMENT TITLE/NAME <b>OPERATIONS</b>		
5. PERFORMING DIV/DEPARTMENT CODE <b>40 &amp; 44</b>	6. ORIGINATOR NAME/PHONE <b>KAREN ALLEN/648-4018</b>	7. WBS ELEMENT MANAGER <b>ED ZOBRIST</b>	
8. BUDGET AND REPORTING NUMBER <b>EW05H3120</b>	9. BUDGET TITLE <b>PROGRAM SUPPORT &amp; OVERSIGHT</b>		
10. ORIGINAL SCOPE? / CHANGE TO WORK SCOPE? / NEW SCOPE? <b>NEW PER CP# FY01-0115-0012-00</b>		11. ESTIMATED START / COMPLETION DATE <b>12/1/00-12/27/09</b>	
12. TASK IDENTIFICATION (WORK PACKAGE) <b>NAAAU</b>	13. TASK DESCRIPTION (ONE LINE) <b>FIELD OFFICE SUPPORT</b>		

14. ELEMENT TASK DESCRIPTION

**a. ELEMENTS OF COST:**

Materials

**b. TECHNICAL CONTENT:**

Fluor Fernald Closure Contract

**c. SCOPE OF WORK:**

This charge number will cover the cost of office, printing, copying, and graphics supplies directly supporting Fluor Fernald Contract activities.

**d. WORK SPECIFICALLY EXCLUDED:**

All DOE activities that are not specifically supporting Fluor Fernald Contract.

Project Manager <i>Marion Allen for</i>	Control Account Manager <i>Marion Allen for</i>	Control Team Manager <i>Linda Wroste</i>
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**SECTION 14**

**1.0 NARRATIVE**



1. PROJECT TITLE: PROGRAM SUPPORT and OVERSIGHT	2. DATE: 09/10/01	3. PBS#: 12
4. WBS ELEMENT CODE: 1.1.N.A	5. WBS ELEMENT TITLE: OPERATIONS	
6. CAM NAME/ PHONE: ED ZOBRIST/3111	7. CAM SIGNATURE:	
8. ORIGINAL/ CHANGE SCOPE/ PER CP#:	9. CONTROL ACCOUNT: NAAA	

**PART 2: OPERATIONS (NAAA)**

**Section 1: Field Office Support (NAAAU)**

**1.0 NARRATIVE**

**1.1 OVERVIEW**

R1-DOE-500 &  
R1-DOE-501

Material expenses for Field Office Support

**1.2 ASSUMPTIONS/EXCLUSIONS**

**1.2.1 Assumptions**

None

**1.2.2 Exclusions**

All DOE activities that are not specifically supporting Fluor Fernald Contract

**1.2.3 Government Furnished Equipment/Services**

None

**1.3 DRIVERS**

**1.4 SCOPE OF WORK:**

**1.4.1 Task #1 -**

**1. The scope**

This charge number will cover the cost of office, printing, copying and graphics supplies directly supporting Fluor Fernald Contract activities

**1. The plan**

None



## **SECTION 14**

### **2.0 MANPOWER PLANS**



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**SECTION 14**  
**3.0 ESTIMATE**



**NAAAU**

**FIELD OFFICE SUPPORT**







## **SECTION 14**

### **4.0 RISK PLAN**



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