HAMMER

FY 1997 Multi-Year Work Plan

WBS #8.2

Date Published
September 1996

Prepared for the U.S. Department of Energy
Assistant Secretary for Environmental Management

Westinghouse
Hanford Company

P.O. Box 1970
Richland, Washington

Management and Operations Contractor for the
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Approved for public release

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1.0 TECHNICAL BASELINE

1.1 Project Mission

The Hazardous Materials Management and Emergency Response (HAMMER) Program is a Congressionally funded National Program line item which is managed by the U.S. Department of Energy to develop and demonstrate new approaches to health and safety training and to use occupational health medical surveillance and risk analysis information to enhance the HAMMER training programs. Hanford is the pilot for this program with the HAMMER user facility as the major component.

1.2 Project End Point Targets

The HAMMER user facility will be a centralized regional training and education center dedicated to hazardous material workers and emergency responders that creates a partnership among DOE, its contractors, other government agencies (Federal, state, and local), labor, tribal governments, selected institutions of higher education and the private sector. The partnership will leverage the taxpayers investment in training for the hazardous materials workers engaged in the cleaning of the DOE sites by creating a broad base of multiple users, and bringing in already developed national training programs. The 80-acre facility will include training equipment and various simulated job site/event conditions that create a state of the art learning environment. This facility will be utilized in training the workforce to deal with hazards, both in controlled and uncontrolled conditions.

The HAMMER technical objectives include: host and facilitate hands-on performance based health and safety training appropriate to its customers, facilitate training of emergency responders along the hazardous materials transportation routes, create a highly skilled workforce capable of meeting the cleanup needs of the DOE by hosting proven training programs, decrease recordable injuries and exposures while increasing productivity at Hanford, demonstrate and test new waste management and clean-up technologies at HAMMER by utilization of simulated waste sites and props.

HAMMER's initial emphasis is the delivery of its products and services for the DOE and its contractor workers, managers and emergency responders at the Hanford Site and along DOE's transportation corridors, including training that can make effective use of HAMMER Facilities and programs.

Beyond Hanford, the entire DOE complex will benefit from the training approaches demonstrated at the HAMMER facility. Thus, HAMMER will:

- Train to save lives and reduce injuries.
- Reduce training costs.
- Establish a new training industry for the region.

HAMMER facilities and programs will be versatile enough to meet the training needs of the Hanford Site as clean-up evolves and as new technologies are utilized.

The permanent HAMMER facility will be an operational training program and facility into the foreseeable future. The current end state for the HAMMER Program is 09/30/2070.

1.2.1 Significant Mission Goals

The HAMMER Program goals and associated strategies to achieve the mission and vision include:

Train to Save Lives and Reduce Injuries by:

- Improving worker health and safety through the facilitation of hands-on performance based training programs.
- Providing hands-on practical training utilizing state-of-the-art training props and simulated job-site conditions for workers and emergency responders.
- Training workers to recognize both known and unknown hazards associated with environmental restoration and waste management.
- Preparing workers to react quickly, safely and intuitively in uncontrolled incidents.
- Implementing a demonstration project at HAMMER that links health and safety training with surveillance. This will provide the feedback to the training program to supply data for developing lessons learned and site specific training aimed at preventing injury and illness.
- Evaluating the impact of health and safety training in the work-place to demonstrate the value added by hands-on training.
- Implementing education and training programs to enhance the safety and health of the Hanford work-force and regional emergency responders.

Reduce Costs of Training by:

- Operating as a virtual organization by utilizing the skills and competencies and resources of other site organizations, federal agencies, and the private sector.
- Partnering with other Federal agencies to host high quality certified training at reduced development and trainer costs.
- Brokering educational and training products to other federal agencies, state, and local governments by matching needs with available resources.
- Maintaining the active involvement of the HAMMER partners to ensure continued support, satisfaction and the appropriate high quality products for achieving greater worker safety and productivity.
- Developing safety and health demonstration projects that will implement a model process for safety and health training reciprocity at HAMMER that can be exported throughout the DOE complex.
- Facilitate the reciprocity of training.
- Spread the fixed costs of HAMMER across a large customer base through fees and grants.

Establish a New Training Industry by:

- Assisting the community in establishing a diversified and stable economic base through private sector participation in training, creation of local training support entities, and effective use of the HAMMER facility.
- Leveraging HAMMER resources to create a training industry in the region.

Operational excellence for the HAMMER facility is essential. HAMMER will ensure:

- Construction of the permanent HAMMER facility will occur as scheduled and turnover systems and facilities to HAMMER operations.
- Operate the HAMMER temporary facility safely and effectively until the permanent facility is operational.
- Operate and maintain the permanent HAMMER facility once constructed ensuring a safe, efficient and effective usage.

1.3 Summary - Level Forecasting Data

HAMMER does not treat, store or dispose of waste, so no waste data is included.

1.4 Waste Type Data

N/A

1.5 Nuclear Materials

N/A

1.6 Facilities

The HAMMER facility data is described below.

Facility Information Sheet - Baseline Information

Facility ID	
Facility Description	The HAMMER Training Center will be located on 80-acres near the southern edge of the Hanford Site, along Horn Rapids Road. HAMMER will house approximately 30 hands-on training aids that will simulate hazardous waste management, environmental restoration, fire training, transportation and emergency response activities. HAMMER will also include an administrative building with classrooms; resource center; and emergency operations training facility; training buildings to house selected training props and services; and other training and support facilities. The field training laboratories and props will be multipurpose and flexible. However, no actual radioactive or hazardous materials will be used in any training exercises.
Source Project	HAMMER is a Congressionally funded National Program line item which is managed by the U. S. Department of Energy.
Completed by	PA Callender

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1.7 Infrastructure

HAMMER infrastructure needs are identified and described below. Infrastructure estimates are based on a period of ten years.

PROJECT: HAMMER WBS: 8.2 COMPLEX: HAMMER

Table 1.7.1 Infrastructure Average Demand

Infr. Type	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	BOE
UTC	50	50	50	50	50	50	50	50	50	50	# of Phones
UDT	2	2	2	2	2	2	2	2	2	2	# Of File Servers
UCL	7500	7500	7500	7500	7500	7500	7500	7500	7500	7500	# Per Year
THT	250	250	250	250	250	250	250	250	250	250	# Vehicle Hours/Year
THE	6	6	6	6	6	6	6	6	6	6	# Equipment Days/Year
TLT	4	4	4	4	4	4	4	4	4	4	# of Vehicles
FLS	6	6	6	6	6	6	6	6	6	6	# Crane Days/Year
LNS	60	60	60	60	60	60	60	60	60	60	# Calibrations/Year
Weather Report	96	96	96	96	96	96	96	96	96	96	# Information Requests/Year
Wireless Communication Services	25	25	25	25	25	25	25	25	25	25	# Users/Bandwidth Frequency

1.8 Drivers

1.8.1 Key Drivers

The key drivers for HAMMER include:

Name	Title
Section 3140	Energy & Water Development Appropriations Bill

1.8.2 Regulatory Drivers

The various regulations and requirements pertaining to protection of workers in hazardous waste operations and emergency response include:

Name	Title
29 CFR 1910	Occupational Safety and Health Administration
40 CFR 355 Part 30	Emergency Planning & Notification
49 CFR 100-178	Transportation
SARA Title II	Superfund Amendments and Reauthorization Act of 1986
WAC 173-303 Section 355	Superfund Amendments and Reauthorization Act Title III Coordination
NFPA Standard 472	National Fire Protection Association
DOE Order 151.1	Comprehensive Emergency Management System

1.9 Project Life-Cycle Requirements

1.9.1 Management Requirements

Key dates for the HAMMER Program are:

June 1997	Complete Procurement of Equipment
June 1997	Complete Phase II Physical Construction
September 1997	Complete Engineering During Construction and Inspection
September 1997	Complete Construction and Project Management Activities
September 1997	Begin Operation of the Permanent HAMMER Facility

1.9.2 Acquisition Requirements

HAMMER scope is accomplished using a wide variety of resources. HAMMER facility operations, program support, and construction project management is performed by WHC and ICF KH. Site construction will be performed by fixed price construction contractors.

Xavier and Tulane Universities are funded via an RL grant to support occupational health surveillance, HAZWOPER reciprocity, evaluations, and health and safety training and education programs.

Training at the HAMMER temporary and permanent facility is conducted by our partnering organizations to include union grantees, other Federal agencies, and the private sector. The cost of the actual training is liquidated back to the customer via a tuition/fee/grant.

1.9.3 Operations Requirements

HAMMER will operate and maintain the temporary facility at the Port of Benton through August 1997.

Starting in September 1997, HAMMER will operate and maintain the permanent facility. Approximately 56,250 student days per year are forecasted during operation of the permanent HAMMER facility.

1.9.4 Maintenance Requirements

The maintenance requirements for FY 1997 - FY 2006 for the permanent HAMMER facility are outlined below:

Activity	Description
Maintenance Management	Maintenance management support consists of maintenance of facilities, systems, and equipment. Work scope includes planning scheduling, equipment history, reporting, records inventory, performance measures, audits and surveillances, plant forces work reviews, maintenance engineering, design engineering, quality assurance and control, procedure development, on-site and off-site training, and travel.
Facility Maintenance	Facility maintenance consists of supervision, scheduling, clerical, and craft support for the maintenance of facilities, systems, and equipment. Work scope includes preventive, predictive, and corrective maintenance, modifications, calibrations, fabrications, and parts and materials.
HFD Maintenance and Support	HFD maintenance and support consists of supervision, engineering, scheduling, clerical, and craft support for maintenance and testing of the fire protection systems and equipment. Work scope includes preventive, predictive, and corrective maintenance, modifications, calibrations, parts and materials, and respiratory equipment maintenance.
Utility Operations	Utility operations consists of supervision, engineering, scheduling, clerical, and craft support for training water and liquid petroleum gas systems operation. Work scope includes system isolations, system start-up and shutdown, and routine surveillances.
Fleet Maintenance	Fleet maintenance consists of supervision, planning, and craft support for the maintenance of vehicles and mobile equipment. Work scope includes labor and materials.
Industrial Safety and Hygiene	Industrial safety and hygiene consists of support to operations and maintenance activities. Work scope includes reviewing and assessing operations and maintenance activities, conducting hazards analysis, and reviewing and approving procedures and hazardous work permits.

Environmental Services	Environmental services consists of waste management services in support of operations and maintenance activities. Work scope includes monitoring waste streams, assessing impacts of wastes, reporting, and audits and surveillances.
Herbicide/Pesticide	Herbicide and pesticide applications. Applications will include both preventive spraying and emergent call-ins. Work scope includes labor and materials.
Transportation	Transportation services consists of supervision and craft support for moving, transportation, road and ground maintenance, and waste disposal. Work scope includes snow removal, lawn maintenance, tumbleweed removal, general grounds maintenance, road maintenance and signage, office and furniture moves, transportation of equipment and materials, and garbage pick-up and disposal.
General Services	General services consists of various services, materials, and equipment. Work scope includes custodial and floor service support, facility security, utility contracts, third party inspections, IRM ADP support, document control, office supplies and equipment, telephones, HLAN, etc.

1.9.5 Deactivation Requirements

N/A

1.9.6 Decontamination and Deactivation Requirements

N/A

1.10. Project Issues and Assumptions

Completion of the permanent HAMMER facility physical construction will occur in June 1997 and the facility will be fully operational in September 1997.

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2.0 WORK BREAKDOWN STRUCTURE

2.1 Work Breakdown Structure Hierarchy

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2.2 Work Breakdown Structure Dictionary

WORK BREAKDOWN STRUCTURE DICTIONARY		
1. PROJECT TITLE/PARTICIPANT <div style="text-align: center;">HAMMER Program</div>	2. DATE <div style="text-align: center;">September 20, 1996</div>	3. IDENTIFICATION NO. <div style="text-align: center;">1.2.26.2.12</div>
4. WBS ELEMENT CODE <div style="text-align: center;">8.2.2</div>	5. WBS ELEMENT TITLE <div style="text-align: center;">HAMMER</div>	
6. INDEX LINE NO. <div style="text-align: center;">1RHD/3RHD</div>	7. REVISION NO. AND AUTHORIZATION <div style="text-align: center;">Not Applicable</div>	8. DATE <div style="text-align: center;">Not Applicable</div>
9. APPROVED CHANGES		
10. SYSTEM DESIGN DESCRIPTION	11. BUDGET AND REPORTING NUMBER <div style="text-align: center;">EW901000 39EW40000</div>	
<p>12. ELEMENT TASK DESCRIPTION</p> <p>OBJECTIVE:</p> <p>The Hazardous Materials Management and Emergency Response (HAMMER) Program is a Congressionally funded line item National Program which is managed by the U.S. Department of Energy to develop new approaches to health and safety training and to use occupational health medical surveillance and risk analysis information to enhance the HAMMER training programs. Hanford is the pilot for this program with the HAMMER user facility as a major component of this pilot.</p> <p>A. Cost Content</p> <p>Cost content includes the following cost types: labor, material, contracts, other Hanford contractors, site services, IRM support, organizational overhead, general and administrative, and common support pool costs.</p> <p>B. Technical Content</p> <p>This End Function is represented by Activity Data Sheets 2604- and 2604-1 and encompasses activities for the HAMMER Program, operations and the HAMMER Project.</p> <p>C. Work Statement</p> <p>Specific support includes:</p> <ol style="list-style-type: none"> 1) Provide overall RL management and oversight of all HAMMER activities necessary to accomplish the HAMMER mission. 2) Provide WHC program management to appropriately plan, track and report the progress and cost of HAMMER activities, and operate the temporary facility (leased from the Port of Benton), which acts as an incubator to develop operational excellence for the permanent facility. This includes costs to lease, modify, maintain and operate the facility. 3) Xavier and Tulane Universities will be funded via a RL grant to develop initiatives in HAMMER training, education, accreditation, curriculum development and medical surveillance. 4) Construction of the HAMMER facility. This includes all costs categorized as Total Estimated Costs (TEC) and Other Project Costs (OPC). Scope Identified will ensure the HAMMER facility is constructed and ready to operate in accordance with the programmatic requirements and the applicable regulations and orders. 		

2.3 Work Breakdown Structure Responsibility Assignment Matrix

Work Breakdown Structure Index and Programmatic Responsibility Assignment Matrix					
PROGRAM ELEMENT	ACTIVITY	COST ACCOUNT	TITLE	RESPONSIBLE MANAGER	RESPONSIBLE ORGANIZATION
8.2			HAMMER PROGRAM	J. E. OLLERO	DOE-RL
8.2.1			RL HAMMER MGMT	E. A. ERICHSEN	DOE-RL
8.2.2 1RHD			WHC HAMMER PROGRAM	K. A. MCGINNIS	12000 HAMMER
	8.2.2.0 1RHDA		HAMMER PROGRAM	K. A. MCGINNIS	12000 HAMMER
		8.2.2.0.0.0 1RHDA1	HAMMER PROGRAM	K. A. MCGINNIS	12000 HAMMER
8.2.2 3RHD			WHC HAMMER PROJECT		
	8.2.2.1 3RHDA		HAMMER PROJECT		
		8.2.2.1.0.0 3RHDA1	HAMMER PROJECT	P. K. SATO	8KB20 ENVIRONMENTAL PROJECTS
8.2.3 1MDC			HAMMER TRAINING POOL	K. A. MCGINNIS	12000 HAMMER
	8.2.3.0 1MDC0		HAMMER TRAINING POOL	K. A. MCGINNIS	12000 HAMMER
		8.2.3.0.0.0 1MDC0H	HAMMER TRAINING POOL	K. A. MCGINNIS	12000 HAMMER

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3.0 SCHEDULE BASELINE

3.1 Program Master Baseline Schedule

The HAMMER Program Master Baseline Schedule is located on pages 14 - 18.

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Activity ID	Description	NS	Dur	Start	Finish	1997	1998	1999	2000	2001
						DEC JAN APR JUL	DEC JAN APR JUL	DEC JAN APR JUL	DEC JAN APR JUL	DEC JAN APR JUL
IRHDA2020204	EMR-98-004 Submit Year End Progress Report	M-HQ	0 D	09/30/98	09/30/98			● EMR-98-004		
IRHDA203	Facility Operations and Maintenance		251 D	10/01/97	09/30/98					
IRHDA204	Training Program Support And Development		251 D	10/01/97	09/30/98					
IRHDA2040107	EMR-98-002 Develop HAMME Outourcing Plan	K-RL	0 D	01/30/98	01/30/98			● EMR-98-002		
IRHDA205	Offsite Revenue		251 D	10/01/97	09/30/98					
IRHDA2A1	Facility Management		251 D	10/01/98	09/30/99					
IRHDA2A10102	EMR-99-001 Conduct HAMME R Steering Comm. Meet.	F-FO	0 D	10/30/98	10/30/98			● EMR-99-001		
IRHDA2A10103	EMR-99-002 Conduct HAMME R Steering Comm. Meet.	F-FO	0 D	05/28/99	05/28/99			● EMR-99-002		
IRHDA2A2	Administration and Program Control		251 D	10/01/97	09/30/98					
IRHDA2A20204	EMR-99-003 Submit Year End Progress Report	M-HQ	0 D	09/30/98	09/30/98			● EMR-99-003		
IRHDA2A3	Facility Operations and Maintenance		251 D	10/01/98	09/30/99					
IRHDA2A4	Training Program Support And Development		502 D	10/01/97	09/30/98					
IRHDA2A5	Offsite Revenue		251 D	10/01/97	09/30/98					
IRHDA2B1	Facility Management		251 D	10/01/99	09/30/00					
IRHDA2B10102	EMR-00-001 Conduct HAMME R Steering Comm. Meet.	K-RL	0 D	11/01/99	11/01/99			● EMR-00-001		
IRHDA2B10103	EMR-00-002 Conduct HAMME R Steering Comm. Meet.	K-RL	0 D	05/30/00	05/30/00			● EMR-00-002		
IRHDA2B2	Administration and Program Control		251 D	10/01/97	09/30/98					
IRHDA2B20204	EMR-00-003 Submit Year End Progress Report	M-HQ	0 D	06/28/00	06/28/00			● EMR-00-003		
IRHDA2B3	Facility Operations and Maintenance		251 D	10/01/99	09/30/00					
IRHDA2B4	Training Program Support And Development		502 D	10/01/97	09/30/98					
IRHDA2B5	Offsite Revenue		251 D	10/01/97	09/30/98					
IRHDA2C1	Facility Management		251 D	10/02/00	09/28/01					
IRHDA2C10102	EMR-01-001 Conduct HAMME R Steering Comm. Meet.	K-RL	0 D	10/30/00	10/30/00			● EMR-01-001		
IRHDA2C10103	EMR-01-002 Conduct HAMME R Steering Comm. Meet.	K-RL	0 D	05/28/01	05/28/01			● EMR-01-002		
IRHDA2C2	Administration and Program Control		251 D	10/01/97	09/28/01					
IRHDA2C20204	EMR-01-003 Submit Year End Progress Report	M-HQ	0 D	09/28/01	09/28/01			● EMR-01-003		
IRHDA2C3	Facility Operations and Maintenance		251 D	10/02/00	09/28/01					
Activity ID	Description	NS	Dur	Start	Finish	1997	1998	1999	2000	2001

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Activity ID	Description	MS	Dur	Start Finish	<div> <div>1997</div> <div>1998</div> <div>1999</div> <div>2000</div> <div>2001</div> </div>											
					<div> <div>1997</div> <div>1998</div> <div>1999</div> <div>2000</div> <div>2001</div> </div>											
1RHDA2C4	Training Program Support And Development		502 D	10/01/97 09/26/01	<div> <div>10/01/97</div> <div>09/26/01</div> </div>											
1RHDA2C5	Offsite Revenue		251 D	10/01/97 09/30/98	<div> <div>10/01/97</div> <div>09/30/98</div> </div>											
1RHDB110	Facility Construction		187 D	10/01/98 08/30/97	<div> <div>10/01/98</div> <div>08/30/97</div> </div>											
1RHDB11020B	BMR-97-016 Phase II Cons E-RL 1 Comp of Perm Facility		0 D	08/30/97 08/30/97	<div> <div>08/30/97</div> <div>08/30/97</div> </div>											
1RHDR1	RL Management & Oversight of HAMMER Activities		502 D	10/01/98 08/30/98	<div> <div>10/01/98</div> <div>08/30/98</div> </div>											
1RHDR1	RL Management and Oversight of HAMMER Activities		1255 D	10/01/97 10/01/02	<div> <div>10/01/97</div> <div>10/01/02</div> </div>											
1RHDX1	Improve Worker Health & Safety Training Programs		502 D	10/01/98 08/30/98	<div> <div>10/01/98</div> <div>08/30/98</div> </div>											
2RHDB10	CENRTC Activities		1255 D	10/01/97 10/01/02	<div> <div>10/01/97</div> <div>10/01/02</div> </div>											
					<div> <div>1997</div> <div>1998</div> <div>1999</div> <div>2000</div> <div>2001</div> </div>											
Activity ID	Description	MS	Dur	Start Finish	<div> <div>1997</div> <div>1998</div> <div>1999</div> <div>2000</div> <div>2001</div> </div>											

WESTINGHOUSE HANFORD COMPANY MYWP Schedule FY2002 through FY2006 HAMMER September 24, 1996										
Project Manager: Karen McCluskey 376-4403 Printed By: Paul Knebluk 376-4271										
Activity ID	Description	MS	Dur	Start	Finish	2002	2003	2004	2005	2006
1RHDA2D1	Facility Management		250 D	10/01/01						
1RHDA2D10102	HMR-02-001 Conduct HAMME R Steering Comm. Meet.	K-RL	O D	10/30/01						
1RHDA2D10103	HMR-02-002 Conduct HAMME R Steering Comm. Meet.	K-RL	O D	05/28/02						
1RHDA2D2	Administration and Program Control		250 D	10/01/01						
1RHDA2D20204	HMR-02-003 Submit Year End Progress Report	M-BQ	O D	08/30/02						
1RHDA2D3	Facility Operations and Maintenance		250 D	10/01/01						
1RHDA2D4	Training Program Support And Development		250 D	10/01/01						
1RHDA2D5	Offsite Revenue		250 D	10/01/01						
1RHDA2E1	Facility Management		251 D	10/01/02						
1RHDA2E10102	HMR-03-001 Conduct HAMME R Steering Comm. Meet.	K-RL	O D	10/30/02						
1RHDA2E10103	HMR-03-002 Conduct HAMME R Steering Comm. Meet.	K-RL	O D	05/28/03						
1RHDA2E2	Administration and Program Control		251 D	10/01/01						
1RHDA2E20204	HMR-03-003 Submit Year End Progress Report	M-BQ	O D	08/30/03						
1RHDA2E3	Facility Operations and Maintenance		251 D	10/01/02						
1RHDA2E4	Training Program Support And Development		501 D	10/01/01						
1RHDA2E5	Offsite Revenue		251 D	10/01/01						
1RHDA2F1	Facility Management		253 D	10/01/03						
1RHDA2F10102	HMR-04-001 Conduct HAMME R Steering Comm. Meet.	K-RL	O D	10/30/03						
1RHDA2F10103	HMR-04-002 Conduct HAMME R Steering Comm. Meet.	K-RL	O D	06/01/04						
1RHDA2F2	Administration and Program Control		253 D	10/01/01						
1RHDA2F20204	HMR-04-003 Submit Year End Progress Report	M-BQ	O D	08/30/04						
1RHDA2F3	Facility Operations and Maintenance		253 D	10/01/03						
1RHDA2F4	Training Program Support And Development		506 D	10/01/01						
1RHDA2F5	Offsite Revenue		253 D	10/01/01						
Activity ID	Description	MS	Dur	Start	Finish	2002	2003	2004	2005	2006

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3.2 Milestone List

Milestone Type	Control Number	Milestone Description	Milestone Completion Date
FO	HMR-97-001	Conduct HAMMER Steering Committee Meeting	10/30/96
CNTR	HMR-97-002	Complete HAMMER Projectization	10/30/96
RL	HMR-97-003	Develop HAMMER/Xavier & Tulane Integrated Plan	11/27/96
RL	HMR-97-004	Propose a Contractual Instrument to RL	12/30/96
RL	HMR-97-005	Complete and Implement the HAMMER Business Plan	01/30/97
CNTR	HMR-97-006	Complete and Implement the HAMMER Staffing Plan	01/30/97
CNTR	HMR-97-007	Implement a QA/Lessons Learned Program at HAMMER	01/30/97
CNTR	HMR-97-008	Revise and Implement the HAMMER Safety Plan	01/30/97
RL	HMR-97-009	Complete and Implement a Fee for Service Cost Recovery System	03/31/97
CNTR	HMR-97-010	Complete and Implement the HAMMER Education Plan	03/31/97
FO	HMR-97-011	Conduct HAMMER Steering Committee Meeting	05/30/97
RL	HMR-97-012	Establish and Implement a Brokering Process	05/30/97
CNTR	HMR-97-013	Educate HAMMER Staff on all HAMMER Applicable Plans	05/30/97
RL	HMR-97-014	Evaluate & Integrate all Completed Xavier & Tulane Products	05/30/97
RL	HMR-97-015	Complete Phase II Construction of the Permanent HAMMER Facility	06/30/97
CNTR	HMR-97-016	Complete Operations and Maintenance Procedures for the Permanent HAMMER Facility	07/31/97
CNTR	HMR-97-017	Establish a Student Scheduling System for the Permanent HAMMER Facility	07/31/97
CNTR	HMR-97-018	Secure Contract with a Food Service Company	08/29/97
RL	HMR-97-019	Closeout of the HAMMER Project	09/30/97
HQ	HMR-97-020	Submit Year-End Progress Report	09/30/97
HQ	HMR-97-021	Start Operations at the Permanent HAMMER Facility	09/30/97
RL	HMR-97-022	Develop an Information Management System for HAMMER	09/30/97
FO	HMR-98-001	Conduct HAMMER Steering Committee Meeting	10/30/97
RL	HMR-98-002	Develop HAMMER Potential Outsourcing Plan	01/30/98
FO	HMR-98-003	Conduct HAMMER Steering Committee Meeting	05/29/98
HQ	HMR-98-004	Submit Year-End Progress Report	09/30/98
FO	HMR-99-001	Conduct HAMMER Steering Committee Meeting	10/30/98
FO	HMR-99-002	Conduct HAMMER Steering Committee Meeting	05/28/99
HQ	HMR-99-003	Submit Year-End Progress Report	09/30/99

- * TPA, HQ, RL, and selected contractor milestones
- * On Tri-Party Agreement Milestones, also designate if they are HQ, RL

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3.3 Milestone Description Sheets

Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Conduct HAMMER Steering Committee Meeting		Date:	
Assigned To: KA McGinnis - HAMMER		CIN:	
Program WBS Designator: 8.2.2.0		Due Date: 10/30/96	
Control Number: HMR-97-001		Rev:	
MILESTONE TYPE: DOE-HQ DOE-RL X DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) (See Below)	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Conduct the Semi-Annual HAMMER Steering Committee Meeting			
Description of what constitutes completion of this milestone: This milestone documents facilitating the Steering Committee meeting at the HAMMER center including; coordinating with over 30 executive level stakeholders, preparation of all required materials, developing the agenda, documenting actions, providing a program update and issuing meeting minutes.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>KA McGinnis</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>KA McGinnis</i>		DOE Monitor JE Ollero <i>JE Ollero</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor JE Ollero	

Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Complete HAMMER Projectization			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 10/30/96
Control Number: HMR-97-002			Rev:
MILESTONE TYPE: DOE-HQ DOE-RL DOE-FO X CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) (See Below)	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Complete HAMMER Projectization			
Description of what constitutes completion of this milestone: This milestone documents the integration of all major activities and schedules for HAMMER (including relationships).			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>K McGinnis</i>	Date 9/23/96	DOE Monitor JE Ollero <i>JE Ollero</i>	Date 9/23/96
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor JE Ollero	
Date		Date	

Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Develop HAMMER/Xavier & Tulane Integrated Plan			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 11/27/96
Control Number: HMR-97-003			Rev:
MILESTONE TYPE: DOE-HQ X DOE-RL DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) (See Below)	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Develop HAMMER/Xavier & Tulane Integrated Plan			
Description of what constitutes completion of this milestone: This milestone documents delivery of an integrated plan to RL that includes Xavier and Tulane activities and deliverables.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i>		DOE Monitor JE Ollero <i>E Ollero</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor JE Ollero	

Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Propose a Contractual Instrument to RL			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 12/30/96
Control Number: HMR-97-004			Rev:
MILESTONE TYPE: DOE-HQ X DOE-RL DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) (See Below)	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Propose a Contractual Instrument to RL that resolves liability issues and ensures non-Hanford access to HAMMER services.			
Description of what constitutes completion of this milestone: This milestone documents submittal of a report to RL that identifies and evaluates the various contracting mechanisms, and a definition of those that may be used for non-DOE usage of HAMMER resources.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i>		DOE Monitor JE Ollero <i>JE Ollero</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor JE Ollero	

Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Complete and Implement the HAMMER Business Plan			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 01/30/97
Control Number: HMR-97-005			Rev:
MILESTONE TYPE: DOE-HQ X DOE-RL DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) (See Below)	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Complete and Implement the HAMMER Business Plan			
Description of what constitutes completion of this milestone: This milestone documents completion and implementation of the HAMMER Business Plan and issuance to RL. The business plan will detail delivery of each of the HAMMER product lines. Maximization of tribal customer base will also be included.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i>		DOE Monitor JE Ollero <i>JE Ollero</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor JE Ollero	

Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Complete and Implement the HAMMER Staffing Plan			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 01/30/97
Control Number: HMR-97-006			Rev:
MILESTONE TYPE: DOE-HQ DOE-RL DOE-FO ☒ CONTRACTOR	DIVISION: State Federal ☒ DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings ☒ Other (specify) See below	ADDRESS TO: DOE-HQ ☒ DOE-RL Other (specify)
Milestone Description: Complete and implement the HAMMER Staffing Plan for the permanent HAMMER facility			
Description of what constitutes completion of this milestone: This milestone documents delivery of the HAMMER Staffing Plan to the RL Program Manager. This plan will depict staffing levels by function, classification and staffing source. <i>CLARIFICATION: THIS PLAN WILL IDENTIFY STAFFING LEVEL AND RESPONSIBILITIES AS OF START-UP OF PERMANENT FACILITY THROUGH FY '98</i>			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>K McGinnis</i>		Program/Project Manager KA McGinnis <i>K McGinnis</i>	
Program Element Manager KA McGinnis <i>K McGinnis</i>		DOE Monitor JE Ollero <i>JE Ollero</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor JE Ollero	

**Westinghouse Hanford Company
MILESTONE DESCRIPTION SHEET**

Title: Implement a Quality Assurance/Lessons Learned Program at HAMMER		Date:	
Assigned To: KA McGinnis - HAMMER		CIN:	
Program WBS Designator: 8.2.2.0		Due Date: 01/30/97	
Control Number: HMR-97-007		Rev:	
MILESTONE TYPE: DOE-HQ DOE-RL DOE-FO X CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) (See Below)	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)

Milestone Description:

Implement a Quality Assurance/Lessons Learned Program at HAMMER

Description of what constitutes completion of this milestone:

This milestone documents completion of Quality Assurance program. This program will include: training provider selection, criteria model, evaluation process, lessons learned, and development of a schedule of courses to be evaluated.

Milestone Description Approval

Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>	Date: 9/23/96	Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	Date: 9/23/96
Program Element Manager KA McGinnis <i>Karen McGinnis</i>	Date: 9/23/96	DOE Monitor EA Erichsen <i>J E Allen</i>	Date: 9/24/96

Milestone Completion Acceptance

Program Element Manager KA McGinnis	Date:	DOE Monitor EA Erichsen	Date:
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Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Revise and Implement the HAMMER Safety Improvement Plan			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 01/30/97
Control Number: HMR-97-008			Rev:
MILESTONE TYPE: DOE-HQ DOE-RL DOE-FO X CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) (See Below)	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Revise and Implement the HAMMER Safety Improvement Plan			
Description of what constitutes completion of this milestone: This milestone documents completion of the HAMMER Safety Improvement Plan. This consists of: employee involvement to identify critical behaviors and work place hazards, agreement upon and documentation of actions assigned including internal due dates.			
Milestone Description Approval			
Cost Account Manager:		Program/Project Manager	
KA McGinnis <i>Karen McGinnis</i> Date 7/27/96		KA McGinnis <i>Karen McGinnis</i> Date 7/27/96	
Program Element Manager		DOE Monitor	
KA McGinnis <i>Karen McGinnis</i> Date 7/27/96		JE Ollero <i>JE Ollero</i> Date 7/27/96	
Milestone Completion Acceptance			
Program Element Manager		DOE Monitor	
KA McGinnis Date		JE Ollero <i>JE</i> Date	

Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Complete and Implement a HAMMER Fee for Service Cost Recovery System			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 03/31/97
Control Number: HMR-97-009			Rev:
MILESTONE TYPE: DOE-HQ X DOE-RL DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) (See Below)	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Complete and Implement a HAMMER Fee for Service Cost Recovery System			
Description of what constitutes completion of this milestone: This milestone ensures effective and efficient mechanisms are in place to bill non-DOE customers. This will include development of a pricing matrix and billing mechanisms.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i>		DOE Monitor JE Ollero <i>JE Ollero</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor JE Ollero	

Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Complete and Implement the HAMMER Education Plan			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 03/31/97
Control Number: HMR-97-010			Rev:
MILESTONE TYPE: DOE-HQ DOE-RL DOE-FO ☒ CONTRACTOR	DIVISION: State Federal ☒ DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings ☒ Other (specify) (See Below)	ADDRESS TO: DOE-HQ ☒ DOE-RL Other (specify)
Milestone Description: Complete and Implement the HAMMER Education Plan			
Description of what constitutes completion of this milestone: This milestone documents submittal of a plan to RL which identifies the accreditation of courses, degree programs and necessary courses to be coordinated by HAMMER.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i>		DOE Monitor EA Erichsen <i>J E Allen</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor EA Erichsen	

Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Conduct HAMMER Steering Committee Meeting			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 05/30/97
Control Number: HMR-97-011			Rev:
MILESTONE TYPE: DOE-HQ DOE-RL X DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) (See Below)	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Conduct Semi-Annual HAMMER Steering Committee Meeting			
Description of what constitutes completion of this milestone: This milestone documents facilitating the Steering Committee meeting including; logistics, coordinating with over 30 executive level stakeholders, preparation of all required materials, developing the agenda, documenting actions, providing a program update and issuing meeting minutes.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i> Date 9/23/96		Program/Project Manager Date 9/23/96 KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager Date 9/23/96 KA McGinnis <i>Karen McGinnis</i>		DOE Monitor Date 9/24/96 JE Ollero <i>JE Ollero</i>	
Milestone Completion Acceptance			
Program Element Manager Date KA McGinnis		DOE Monitor Date JE Ollero	

Westinghouse Hanford Company MLESTONE DESCRIPTION SHEET			
Title: Establish and Implement a Brokering Process			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 05/30/97
Control Number: HMR-97-012			Rev:
MILESTONE TYPE: DOE-HQ X DOE-RL DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) See Below	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Establish and implement a brokering process to utilize "best-in class" training providers.			
Description of what constitutes completion of this milestone: This milestone documents establishment and implementation of a brokering process to identify the HAMMER customers training needs and to match the training needs with qualified providers.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i> Date 9/23/96		Program/Project Manager KA McGinnis <i>Karen McGinnis</i> Date 9/23/96	
Program Element Manager KA McGinnis <i>Karen McGinnis</i> Date 9/23/96		DOE Monitor JE Ollero <i>JE Ollero</i> Date 9/24/96	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor JE Ollero	

Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Educate HAMMER Staff on all HAMMER Applicable Plans			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 05/30/97
Control Number: HMR-97-013			Rev:
MILESTONE TYPE: DOE-HQ DOE-RL DOE-FO ☒ CONTRACTOR	DIVISION: State Federal ☒ DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings ☒ Other (specify) See Below	ADDRESS TO: DOE-HQ ☒ DOE-RL Other (specify)
Milestone Description: Educate HAMMER Staff on all HAMMER Applicable Plans			
Description of what constitutes completion of this milestone: This milestone documents that all of HAMMER staff will be informed and educated on all plans for HAMMER. This will include: HAMMER Business Plan; HAMMER Staffing Plan; HAMMER Education Plan, and others as appropriate.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i>		DOE Monitor JE Ollero <i>J E Ollero</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor JE Ollero	

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Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Evaluate & Integrate all Completed Xavier & Tulane Products			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 05/30/97
Control Number: HMR-97-014			Rev:
MILESTONE TYPE: DOE-HQ X DOE-RL DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) See Below	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Evaluate & Integrate all Completed Xavier & Tulane Products			
Description of what constitutes completion of this milestone: This milestone documents integration of accepted Xavier & Tulane products into HAMMER operations.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i>		DOE Monitor JE Ollero <i>JE Ollero</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor JE Ollero	

**Westinghouse Hanford Company
MILESTONE DESCRIPTION SHEET**

Title: Complete Phase II Construction of the Permanent HAMMER Facility		Date:	
Assigned To: PK Sato - Environmental Projects		CIN:	
Program WBS Designator: 8.2.2.1		Due Date: 06/30/97	
Control Number: HMR-97-015		Rev:	
MILESTONE TYPE: DOE-HQ X DOE-RL DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) See below	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)

Milestone Description:

Complete Phase II Construction of the Permanent HAMMER facility

Description of what constitutes completion of this milestone:

This milestone documents Completion of the Phase II construction of the permanent HAMMER facility by completing an Official Acceptance of Completion, Section I for Phase II construction with the required WHC/ICF-KH approvals. All facilities and systems under the Phase II construction contract will be completed, inspected and functionally tested prior to submittal of the OAC Section I.

Milestone Description Approval

Cost Account Manager: PK Sato	Date: 4/23/96	Program/Project Manager: PK Sato	Date: 4/23/96
Program Element Manager: KA McGinnis	Date: 9/24/96	DOE Monitor: EA Erichsen	Date: 9/24/96

Milestone Completion Acceptance

Program Element Manager: KA McGinnis	Date:	DOE Monitor: EA Erichsen	Date:
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Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Complete Operations and Maintenance Procedures for the Permanent HAMMER Facility			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 07/31/97
Control Number: HMR-97-016			Rev:
MILESTONE TYPE: DOE-HQ DOE-RL DOE-FO ☒ CONTRACTOR	DIVISION: State Federal ☒ DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings ☒ Other (specify) See below	ADDRESS TO: DOE-HQ ☒ DOE-RL Other (specify)
Milestone Description: Complete Operations and Maintenance Procedures for the Permanent HAMMER Facility			
Description of what constitutes completion of this milestone: This milestone documents completion of the HAMMER operations and maintenance procedures, including obtaining contractor/RL approvals (as required) for implementation at the permanent HAMMER facility.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i>		DOE Monitor EA Erichsen <i>JE Allen</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor EA Erichsen	

Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Establish a Student Scheduling System for the Permanent HAMMER Facility			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 07/31/97
Control Number: HMR-97-017			Rev:
MILESTONE TYPE: DOE-HQ DOE-RL DOE-FO X CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) See below	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Establish a Student Scheduling System for the permanent HAMMER facility			
Description of what constitutes completion of this milestone: This milestone documents completion of scheduling policies, procedures and system development/procurement for implementation at the permanent HAMMER facility. RL Program Manager will verify completion.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i>		DOE Monitor EA Erichsen <i>JE Allen</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor EA Erichsen	

Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Secure Contract with a Food Service Company			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 08/29/97
Control Number: HMR-97-018			Rev:
MILESTONE TYPE: DOE-HQ DOE-RL DOE-FO ☒ CONTRACTOR	DIVISION: State Federal ☒ DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings ☒ Other (specify) (See below)	ADDRESS TO: DOE-HQ ☒ DOE-RL Other (specify)
Milestone Description: Secure Contract with a Food Service Company			
Description of what constitutes completion of this milestone: This milestone documents securing a contract with a food service company to provide cafeteria services at the permanent HAMMER facility.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i>		DOE Monitor EA Erichsen <i>Barry E. Allen</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor EA Erichsen	

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Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Closeout of the HAMMER Project			Date:
Assigned To: PK Sato - Environmental Projects			CIN:
Program WBS Designator: 8.2.2.1			Due Date: 09/30/97
Control Number: HMR-97-019			Rev:
MILESTONE TYPE: DOE-HQ X DOE-RL DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) See below	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Closeout of the HAMMER Project			
Description of what constitutes completion of this milestone: This milestone documents closeout of the HAMMER Project by completing Section II of the Official Acceptance of Construction form and submitting the form to DOE-RL for approval. Completion of Section II permits transfer of custodianship and maintenance responsibilities of the facility from the Department of Energy to the operating contractor.			
Milestone Description Approval			
Cost Account Manager: PK Sato <i>[Signature]</i>		Program/Project Manager: PK Sato <i>[Signature]</i>	
Program Element Manager: KA McGinnis <i>[Signature]</i>		DOE Monitor: EA Erichsen <i>[Signature]</i>	
Date: 9/23/96		Date: 9/23/96	
Milestone Completion Acceptance			
Program Element Manager: KA McGinnis		DOE Monitor: EA Erichsen	
Date:		Date:	

Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Submit Year-End Progress Report			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 09/30/97
Control Number: HMR-97-020			Rev:
MILESTONE TYPE: X DOE-HQ DOE-RL DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: X Report Letter Drawings Other (specify)	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Submit year-end progress report to DOE-HQ program manager			
Description of what constitutes completion of this milestone: This milestone documents submission of the year-end progress report to DOE-HQ. The report will include a summary of the accomplishments for the fiscal year.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Date: <i>9/23/96</i> Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i>		Date: <i>10/3/96</i> DOE Monitor EA Erichsen <i>J E Allen</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		Date: <i>10/3/96</i> DOE Monitor EA Erichsen	

Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Start Operations at the Permanent HAMMER Facility			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 09/30/97
Control Number: HMR-97-021			Rev:
MILESTONE TYPE: X DOE-HQ DOE-RL DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) (See below)	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Start operations at the permanent HAMMER facility			
Description of what constitutes completion of this milestone: This milestone documents starting operations at the permanent HAMMER facility by assuring: the facility is fully functional to provide hands-on training, readiness reviews are complete, and required procedures and systems are in place for successful operation.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i> Date <i>9/27/96</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i> Date <i>9/27/96</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i> Date <i>9/27/96</i>		DOE Monitor EA Erichsen <i>JE Allen</i> Date <i>9/29/96</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor EA Erichsen	

Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Develop an Information Management System for HAMMER			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 09/30/97
Control Number: HMR-97-022			Rev:
MILESTONE TYPE: DOE-HQ X DOE-RL DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) (See below)	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Develop an Information Management System for HAMMER			
Description of what constitutes completion of this milestone: This milestone documents development and implementation of an information management system which integrates, replaces and/or interfaces all of HAMMER's existing automated systems.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i>		DOE Monitor EA Erichsen <i>JE Allen</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor EA Erichsen	

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Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Conduct HAMMER Steering Committee Meeting			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 10/30/97
Control Number: HMR-98-001			Rev:
MILESTONE TYPE: DOE-HQ DOE-RL X DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) (See Below)	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Conduct the Semi-Annual HAMMER Steering Committee Meeting			
Description of what constitutes completion of this milestone: This milestone documents facilitating the Steering Committee meeting including; logistics, coordinating with over 30 executive level stakeholders, preparation of all required materials, developing the agenda, documenting actions, providing a program update and issuing meeting minutes.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i>		DOE Monitor JE Ollero <i>JE Ollero</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor JE Ollero	

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Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Develop HAMMER Potential Outsourcing Plan		Date:	
Assigned To: KA McGinnis - HAMMER		CIN:	
Program WBS Designator: 8.2.2.0		Due Date: 01/30/98	
Control Number: HMR-98-002		Rev:	
MILESTONE TYPE: DOE-HQ X DOE-RL DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) (See Below)	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Develop HAMMER Potential Outsourcing Plan			
Description of what constitutes completion of this milestone: This milestone documents submittal of a plan to RL which analyzes and addresses the outsourcing potential, recommended approach, and activities needed to help assure success.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i>		DOE Monitor JE Ollero <i>JE Ollero</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor JE Ollero	

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Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Conduct HAMMER Steering Committee Meeting		Date:	
Assigned To: KA McGinnis - HAMMER		CIN:	
Program WBS Designator: 8.2.2.0		Due Date: 05/29/98	
Control Number: HMR-98-003		Rev:	
MILESTONE TYPE: DOE-HQ DOE-RL X DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) Meeting Minutes	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Conduct Semi-Annual HAMMER Steering Committee Meeting			
Description of what constitutes completion of this milestone: This milestone documents facilitating the Steering Committee meeting including; logistics, coordinating with over 30 executive level stakeholders, preparation of all required materials, developing the agenda, documenting actions, providing a program update and issuing meeting minutes.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i>		DOE Monitor JE Ollero <i>JE Ollero</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor JE Ollero	

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Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Submit Year-End Progress Report			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 09/30/98
Control Number: HMR-98-004			Rev:
MILESTONE TYPE: X DOE-HQ X DOE-RL X DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: X Report Letter Drawings Other (specify)	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Submit year-end progress report to DOE-HQ program manager			
Description of what constitutes completion of this milestone: This milestone documents submission of the year-end progress report to DOE-HQ. The report will include a summary of the accomplishments for the fiscal year.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i>		DOE Monitor EA Erichsen <i>JE Allen</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor EA Erichsen	

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Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Conduct HAMMER Steering Committee Meeting		Date:	
Assigned To: KA McGinnis - HAMMER		CIN:	
Program WBS Designator: 8.2.2.0		Due Date: 10/30/98	
Control Number: HMR-99-001		Rev:	
MILESTONE TYPE: DOE-HQ DOE-RL X DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) Meeting Minutes	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Conduct the Semi-Annual HAMMER Steering Committee Meeting			
Description of what constitutes completion of this milestone: This milestone documents facilitating the Steering Committee meeting including; logistics, coordinating with over 30 executive level stakeholders, preparation of all required materials, developing the agenda, documenting actions, providing a program update and issuing meeting minutes.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Program/Project Manager KA McGinnis <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i>		DOE Monitor JE Ollero <i>JE Ollero</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor JE Ollero	

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Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Conduct HAMMER Steering Committee Meeting		Date:	
Assigned To: KA McGinnis - HAMMER		CIN:	
Program WBS Designator: 8.2.2.0		Due Date: 05/28/99	
Control Number: HMR-99-002		Rev:	
MILESTONE TYPE: DOE-HQ DOE-RL X DOE-FO CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: Report Letter Drawings X Other (specify) Meeting Minutes	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Conduct Semi-Annual HAMMER Steering Committee Meeting			
Description of what constitutes completion of this milestone: This milestone documents facilitating the Steering Committee meeting including; logistics, coordinating with over 30 executive level stakeholders, preparation of all required materials, developing the agenda, documenting actions, providing a program update and issuing meeting minutes.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis <i>Karen McGinnis</i>		Program/Project Manager <i>KA McGinnis</i> <i>Karen McGinnis</i>	
Program Element Manager KA McGinnis <i>Karen McGinnis</i>		DOE Monitor JE Ollero <i>JE Ollero</i>	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor JE Ollero	

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Westinghouse Hanford Company MILESTONE DESCRIPTION SHEET			
Title: Submit Year-End Progress Report			Date:
Assigned To: KA McGinnis - HAMMER			CIN:
Program WBS Designator: 8.2.2.0			Due Date: 09/30/99
Control Number: HMR-99-003			Rev:
MILESTONE TYPE: X DOE-HQ X DOE-RL X DOE-FO X CONTRACTOR	DIVISION: State Federal X DOE RCRA TPA Number	DELIVERABLE: X Report Letter Drawings Other (specify)	ADDRESS TO: DOE-HQ X DOE-RL Other (specify)
Milestone Description: Submit year-end progress report to DOE-HQ program manager			
Description of what constitutes completion of this milestone: This milestone documents submission of the year-end progress report to DOE-HQ. The report will include a summary of the accomplishments for the fiscal year.			
Milestone Description Approval			
Cost Account Manager: KA McGinnis		Program/Project Manager KA McGinnis	
Program Element Manager KA McGinnis		DOE Monitor EA Erichsen	
Milestone Completion Acceptance			
Program Element Manager KA McGinnis		DOE Monitor EA Erichsen	

4.0 COST BASELINE

4.1. B/A and Cost Baseline Summaries by Year

The HAMMER B/A and Cost Baseline Summaries are located in Appendix A.

4.2. Basis of Estimate

The HAMMER Program utilizes Activity Based Costing for work scope planning. Resource loaded schedules have been developed to generate this estimate. This in combination with the sub-activity detail of program operations unites activity based costing where cost is combined with scope and schedule.

4.3. Planned Staffing Profiles

The HAMMER Planned Staffing Profiles are located in Appendix B.

4.4. Work Scope Changes

There are no significant workscope changes from FY 1996 for the HAMMER Program.

4.4.1 Cost Savings

There are no significant cost savings from FY 1996 for the HAMMER Program.

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5.0 EXECUTION YEAR

5.1 Performance Measure Objectives

The Performance Measures for the HAMMER Program include:

Objective: Construct, support, and maintain the HAMMER Center in accordance with the HAMMER Mission and Business Plan. (SM19)

Measure: Complete construction activities on the HAMMER Training Center project and begin operation of the new HAMMER Training Center. (SM19.1)

Expectations:

Complete construction activities on the HAMMER Training Center project by June 30, 1997. (SM19.1.1)

Assemble a highly qualified team to maintain the HAMMER Training Center and to provide operations and administrative support by June 30, 1997 for administration, operation and maintenance of the HAMMER Program and Training Center. (SM19.1.2)

Begin operation of the new HAMMER Training Center by September 30, 1997. (SM19.1.3)

Establish and implement a brokering process to utilize "best-in-class" training providers on an as-needed basis by June 1, 1997. (SM19.1.4)

Implement the information management system based on PeopleSoft software which integrates all HAMMER business management activities; e.g. financial, procurement, training scheduling, registration, records management, etc. by Sept. 30, 1997. (SM19.1.5)

Measure: Provide support for the ongoing HAMMER Training and Program activities to assure smooth successful transition to the permanent HAMMER Training Center. (SM19.2)

Expectations:

Support maintenance of the HAMMER National Partnership comprised of Labor, Fed/State/Local governments, Tribal Leaders and Universities and Community Colleges (Known and functioning as the HAMMER Steering Committee). (SM19.2.1)

5.1 Performance Measure Objectives (Cont.)

Measure: Implement a comprehensive HAMMER training evaluation program based on the Kirkpatrick Training Evaluation Model (Levels 1 through 4). (SM19.3)

Expectations:

The evaluation program (Levels 1 through 3) will be completed, Level 4 will be designed by June 30, 1997 and be fully implemented by September 30, 1997. (SM19.3.1)

NOTE: Tulane University is responsible to actually "Design" the Hammer Evaluation process. The PHMC will assist Tulane by facilitating the pilot testing of the process and then integrate the final successful process into HAMMER training and education operations.

Measure: Actively demonstrate steady progress toward creation and implementation of revenue flows (tuition, fees, grants) from HAMMER's Hanford and non-Hanford customers that offset operating costs. (SM19.4)

Expectations:

Develop and support the contracting mechanisms and business systems to allow eventual achievement of this goal by September 30, 1998, provide a comprehensive plan and schedule for success. (SM19.4.1)

5.2 Program Performance Baseline Schedule

The HAMMER Program Performance Baseline Schedule can be found in Appendix C.

5.3 Cost Baseline by Month

The HAMMER Cost Baseline by Month information can be found in Appendix D.

5.4 Cost Baseline by Cost Element

The HAMMER Cost Baseline by Cost Element information can be found in Appendix D.

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APPENDIX A

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EXHIBIT 1

BUDGET AUTHORITY SUMMARY BY YEAR BY ADS

(\$000s)

RL WBS #	ADS #	TITLE	FY1997	FY1998	FY1999	FY2000	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	TOTAL
8.2	2604-	HAMMER PROGRAM	4109	5053	4934	5074	5217	5365	5365	5365	5365	5365	51212
	2604-1	HAMMER PROJECT	9377	0	0	0	0	0	0	0	0	0	9377
SUMMARY (1)			13486	5053	4934	5074	5217	5365	5365	5365	5365	5365	60589

(1) Summary Of All Programmatic ADS's And New B/A (See Exhibit 2); Does Not Include Expense Carryover.

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EXHIBIT 2

BUDGET AUTHORITY BY YEAR BY ADS

(\$000s)

RL WBS #	ADS #	TITLE	FUND TYPE	FY1997	FY1998	FY1999	FY2000	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	TOTAL
8.2	2604-	HAMMER PROGRAM												
		Expense		4109	4988	4867	5005	5146	5292	5290	5288	5286	5284	50555
		CENRTC		0	65	67	69	71	73	75	77	79	81	657
		Line Item		0	0	0	0	0	0	0	0	0	0	0
		GPP		0	0	0	0	0	0	0	0	0	0	0
		Subtotal New B/A		4109	5053	4934	5074	5217	5365	5365	5365	5365	5365	51212
		Expense Carryover (1)		4859	0	0	0	0	0	0	0	0	0	4859
		Total B/A		8968	5053	4934	5074	5217	5365	5365	5365	5365	5365	56071
	2604-1	HAMMER PROJECT												
		Expense		1477	0	0	0	0	0	0	0	0	0	1477
		CENRTC		0	0	0	0	0	0	0	0	0	0	0
		Line Item		7900	0	0	0	0	0	0	0	0	0	7900
		GPP		0	0	0	0	0	0	0	0	0	0	0
		Subtotal New B/A		9377	0	0	0	0	0	0	0	0	0	9377
		Expense Carryover (1)		0	0	0	0	0	0	0	0	0	0	0
		Total B/A		9377	0	0	0	0	0	0	0	0	0	9377
PROGRAM NEW B/A				13486	5053	4934	5074	5217	5365	5365	5365	5365	5365	60589
PROGRAM EXPENSE CARRYOVER				4859	0	0	0	0	0	0	0	0	0	4859
PROGRAM TOTAL B/A				18345	5053	4934	5074	5217	5365	5365	5365	5365	5365	65448

(1) Includes Only Expense Carryover Approved By Site Management Board (SMB) Prior To 10/1/96.

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EXHIBIT 3

COST BASELINE BY YEAR BY ADS

(\$000s)

RL WBS #	ADS #	TITLE	FUND TYPE	FY1997	FY1998	FY1999	FY2000	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	TOTAL
8.2	2604-	HAMMER PROGRAM												
		Expense		4109	4988	4867	5005	5146	5292	5290	5288	5286	5284	50555
		CENRTC		0	65	67	69	71	73	75	77	79	81	657
		Line Item		0	0	0	0	0	0	0	0	0	0	0
		GPP		0	0	0	0	0	0	0	0	0	0	0
		Total BCWS/PMB (1)		4109	5053	4934	5074	5217	5365	5365	5365	5365	5365	51212
		Mgmt Reserve (2)		0	0	0	0	0	0	0	0	0	0	0
		Line Item Contingency (2)		0	0	0	0	0	0	0	0	0	0	0
		Expected Carryover		4859	0	0	0	0	0	0	0	0	0	4859
		Total		8968	5053	4934	5074	5217	5365	5365	5365	5365	5365	56071
	2604-1	HAMMER PROJECT												
		Expense		1477	0	0	0	0	0	0	0	0	0	1477
		CENRTC		0	0	0	0	0	0	0	0	0	0	0
		Line Item		13164	0	0	0	0	0	0	0	0	0	13164
		GPP		0	0	0	0	0	0	0	0	0	0	0
		Total BCWS/PMB		14641	0	0	0	0	0	0	0	0	0	14641
		Mgmt Reserve (2)		0	0	0	0	0	0	0	0	0	0	0
		Line Item Contingency		0	0	0	0	0	0	0	0	0	0	0
		Expected Carryover		0	0	0	0	0	0	0	0	0	0	0
		Total		14641	0	0	0	0	0	0	0	0	0	14641
PROGRAM BCWS/PMB				18750	5053	4934	5074	5217	5365	5365	5365	5365	5365	65853
PROGRAM TOTAL				23609	5053	4934	5074	5217	5365	5365	5365	5365	5365	70712

(1) Budgeted Cost of Work Scheduled (BCWS) Equals Performance Measurement Baseline (PMB)

(2) Management Reserve And Line Item Contingency Held By RL

(3) Includes Expected Expense Carryover Requested by Formal Change Control in FY 1997

APPENDIX B

FY 1997 Work Plan

Exhibit: Program Average FTE Projections by COCS Categories
Program WBS/Title 8.2/HAMMER - EXPENSE

COCS	Title	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
C000	Crafts	4.4	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6
C010	Carpenters	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
C020	Electricians	0.0	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
C060	Milwrights	0.0	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
C070	Painters	0.0	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
C080	Plumbers and Pipefitters	0.0	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
C090	Structural and Metal Workers	4.4	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
E000	Engineers	8.5	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6
E020	Civil Engineers	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
E040	Electrical Engineers	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
E050	Environmental Engineers	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
E070	Mechanical Engineers	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
E100	Plant Engineers	1.2	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
E110	Quality Assurance/Control Engineers	0.6	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
E120	Safety Engineers	0.5	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
E130	Other Engineers	5.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
G000	General Admin, Secretarial & Clerical Support	7.0	10.7	10.7	10.7	10.7	10.7	10.7	10.7	10.7	10.7
G010	Administrative Assistants	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
G020	Office Clerks (General)	3.2	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6
G030	Office Clerks (Specialized)	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
G040	Secretaries	1.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
L000	Laborers and General Service Workers	0.2	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6
L010	Firefighters	0.2	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
L080	Security Guards	0.0	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
M000	Gen Mgrs, Exec, 1st Line Suprv'sr & Prog/Proj Mgrs	1.4	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
M010	First Line Supervisors	0.0	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
M020	General Managers and Executives	1.2	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
M030	Project and Program Managers	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
P000	Professional Administrative & Related Occupations	7.3	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1
P010	Accountants and Auditors	1.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2
P070	Cost Estimators and Planners and Schedulers	0.1	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3
P140	Safeguards and Other Security Specialists	0.0	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
P150	Trainers	0.3	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
P160	Technical Writers, and Editors	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
P170	Other Administrative & Professional Other Occupations	3.7	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2
R000	Operators	0.0	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
R070	Utilities Operators	0.0	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
S000	Scientists	0.5	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3
S040	Life Scientists	0.5	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3
T000	Technicians	0.0	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
T070	Instrument and Control Technicians	0.0	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Total		29.3	36.9	36.9	36.9	36.9	36.9	36.9	36.9	36.9	36.9

FY 1997 Work Plan

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REV 1**Exhibit: Program Average FTE Projections by COCS Categories**
Program WBS/Title 8.2/HAMMER - CAPITAL

COCS	Title	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
E000	Engineers	6.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
E020	Civil Engineers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
E040	Electrical Engineers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
E050	Environmental Engineers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
E070	Mechanical Engineers	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
E100	Plant Engineers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
E130	Other Engineers	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
E140	Construction Engineers	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
G000	General Admin, Secretarial & Clerical Support	1.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
G020	Office Clerks (General)	1.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
M000	Gen Mgrs, Exec, 1st Line Suprv'sr & Prog/Proj Mgrs	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
M010	First Line Supervisors	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
M020	General Managers and Executives	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
P000	Professional Administrative & Related Occupations	3.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
P010	Accountants and Auditors	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
P030	Buyers, Procurement and Contracting Specialists	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
P050	Compliance Inspectors	1.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
P170	Other Administrative & Professional Other Occupations	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total		11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Subcontractor Exhibit

Dollars In Thousands

Project Hanford Breakdown Structure: 8.2

Project Hanford Title: HAMMER

	FY 1997		FY 1998	
	\$	FTEs	\$	FTEs
Expense				
Service Agreement	\$76	0	\$0	0
Technical Service	\$426	0	\$557	0
Clerical	\$0	0	\$0	0
Construction	\$5,771	0	\$0	0
Total	\$6,273	0	\$557	0

Definitions:

Subcontractor is any Hanford Site subcontractor to WHC, ICF KH, BCSR, PNNL, or BHI.

Dollars in Thousands: The base cost of the subcontract, excluding adders (procurement and G&A).

Service Agreement subcontracts obtain special knowledge or skills, typically not materials.

Technical Service subcontracts are primarily offsite and of a highly specialized nature.

Clerical subcontracts are for clerical support.

Construction subcontracts support capital efforts.

APPENDIX C

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REV 1

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HAMMER WBS 8.2

FY 1997 Work Plan

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Activity ID	Description	MS	Dur	Start	1997											
					Finish	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
IRHDA10309	HAMMER Project Support		251 D	10/01/96	09/30/97	DICT88										
IRHDA10309B1	Provide HAMMER Project Support		251 D	10/01/96	09/30/97											
IRHDA10313	Maintenance Procedures		251 D	10/01/96	09/30/97											
IRHDA10313B1	Develop Maintenance Procedures		251 D	10/01/96	09/30/97											
IRHDA10313B2	EMR-97-018 Camp Ops/Maintenance Procedures	R-VBC-KEY	0 D	07/31/97	06/30/97											△ EMR-97-018
IRHDA10315	NEC Review		251 D	10/01/96	09/30/97											
IRHDA10315B1	NEC Review Support		251 D	10/01/96	09/30/97											
IRHDA10317	Utility Costs		251 D	10/01/96	09/30/97											
IRHDA10317B1	Utility Costs		251 D	10/01/96	09/30/97											
IRHDA10319	Environmental Engineering		251 D	10/01/96	09/30/97											
IRHDA10319B1	Environmental Engineering Support		251 D	10/01/96	09/30/97											
IRHDA10321	Project Support		251 D	10/01/96	09/30/97											
IRHDA10321B1	Pile Protection Overview & Support		251 D	10/01/96	09/30/97											
IRHDA10323	Integrated Scheduling		251 D	10/01/96	09/30/97											
IRHDA10323B1	Integrated Scheduling Support		251 D	10/01/96	09/30/97											
IRHDA10325	Provide Maintenance & Operator Training Support		195 D	10/01/96	07/11/97											
IRHDA10325B1	Provide Maintenance & Operator Training Support		195 D	10/01/96	07/11/97											
IRHDA10327	Provide for Readiness Review Support		251 D	10/01/96	09/30/97											
IRHDA10327B1	Provide for Readiness Review Support		251 D	10/01/96	09/30/97											
IRHDA10330	Provide for Site Training		251 D	10/01/96	09/30/97											
IRHDA10330B1	Provide for Site Training		251 D	10/01/96	09/30/97											
IRHDA10335	Provide for Inventory Purchase		43 D	07/01/97	06/02/97											
IRHDA10335B1	Provide for Inventory Purchase		43 D	07/01/97	06/02/97											
IRHDA104	Development and Program Support		251 D	10/01/96	09/30/97											
IRHDA10401	Development and Program Support		251 D	10/01/96	09/30/97											
IRHDA10401B1	HAMMER Program Development Activities		251 D	10/01/96	09/30/97											
IRHDA10401B2	EMR-97-005 Complete/Implement HAMMER Bus. Plan	E-RL	0 D	01/30/97	01/30/97											⊙ EMR-97-005
IRHDA10401B3	EMR-97-012 Establish/Implement Brokering Process	E-RL	0 D	03/30/97	05/30/97											⊙ EMR-97-012
IRHDA10401B4	Evaluate Emergency Response Training Providers		251 D	10/01/96	09/30/97											
IRHDA10401B5	EMR-97-004 Propose Contract Instrument to RL	E-RL	0 D	10/30/96	12/30/96											⊙ EMR-97-004
IRHDA10401B7	EMR-97-009 Complete/Implement HAMMER Fee System	E-RL	0 D	03/31/97	03/31/97											⊙ EMR-97-009
IRHDA10401B8	EMR-97-002 Complete HAMMER Projectation	R-VBC-KEY	0 D	10/30/96	10/30/96											△ EMR-97-002
IRHDA10401B9	EMR-97-003 Develop HAMMER S/A-T Integrated Plan	E-RL	0 D	11/27/96	11/27/96											⊙ EMR-97-003
IRHDA10401C1	EMR-97-013 Educate HAMMER R Staff on Appl. Plans	R-VBC-KEY	0 D	05/30/97	05/30/97											△ EMR-97-013
IRHDA10401C2	EMR-97-014 Evaluate/Integrate Compl. XI Products	E-RL	0 D	05/30/97	05/30/97											⊙ EMR-97-014
IRHDA10404	SCBA Training		148 D	10/01/96	06/02/97											
IRHDA10404B1	Provide Support to SCBA Trailer FF & ER Training		148 D	10/01/96	06/02/97											
IRHDA105	Permanent Facility Operations		60 D	07/01/97	06/25/97											
IRHDA10501	Permanent Facility Operations		60 D	07/01/97	06/25/97											
IRHDA10501B1	Operate Permanent Facility		60 D	07/01/97	06/25/97											
IRHDA106	Conduct of Training		251 D	10/01/96	06/30/97											
Activity ID	Description	MS	Dur	Start	Finish	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
						1996										1997

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Activity ID	Description	MS	Dur	Start	Finish	1996	1997					
						OCT	NOV	DEC	JAN	FEB	MAR	APR
1PHDA10601	Conduct of Training		251 D	10/01/96	09/30/97							
1RHDA10601B1	Conduct of Training		251 D	10/01/96	09/30/97							
1RHDA10601B2	EMR-97-007 Implement QA Lessons Learned Prog	R-WBC-KEY	0 D	01/30/97	01/30/97		△ EMR-97-007					
1RHDA107	Product Chairs		251 D	10/01/96	09/30/97							
1RHDA10701	Product Chairs		251 D	10/01/96	09/30/97							
1RHDA10701B1	Product Chairs		251 D	10/01/96	09/30/97							
1RHDA10701B2	Product Chair Support		251 D	10/01/96	09/30/97							
1RHDA10701B3	Prev. Emerg. Resp. & Haz. Waste Ops Tech Experts		251 D	10/01/96	09/30/97							
1RHDA10701B6	EMR-97-010 Complete/Implement HAMMER Educ. Plan	R-WBC-KEY	0 D	03/31/97	03/31/97		△ EMR-97-010					
1RHDB1	Construction of Permanent HAMMER Facility		187 D	10/01/96	09/30/97							
1RHDB110	Facility Construction		187 D	10/01/96	09/30/97							
1RHDB11010	Phase I Construction		147 D	10/01/96	05/01/97							
1RHDB11020	Phase II Construction		187 D	10/01/96	09/30/97							
1RHDB11020B1	Phase II Construction, FY97		187 D	10/01/96	09/30/97							
1RHDB11020B2	EMR-97-015 Phase II Const of Camp of Perm Facility	K-RL	0 D	08/30/97	08/30/97		⊙ EMR-97-015					
1RHDXL	RL Management & Oversight of HAMMER Activities		502 D	10/01/96	09/30/98							
1RHDXL	Improve Worker Health & Safety Training Programs		502 D	10/01/96	09/30/98							

APPENDIX D

FY 1997 Work Plan

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REV 1

EXHIBIT 4

**COST BASELINE FOR EXECUTION YEAR
BY PROGRAM BY FUND TYPE BY MONTH**

(\$000s)

RL WBS #	PROGRAM TITLE	FUND TYPE	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
8.2	HAMMER														
	Expense														
	WHC		347	287	302	337	292	323	338	320	320	481	491	413	4251
	RL														335
	XAVIER & TULANE														1000
	CENRTC		0	0	0	0	0	0	0	0	0	0	0	0	0
	Line Item		2161	1755	1485	1341	1061	565	264	270	213	114	108	3827	13164
	GPP		0	0	0	0	0	0	0	0	0	0	0	0	0
	Total BCWS/PMB (1)		2508	2042	1787	1678	1353	888	602	590	533	595	599	4240	18750
	Mgmt Reserve (2)		0	0	0	0	0	0	0	0	0	0	0	0	0
	Line Item Contingency		0	0	0	0	0	0	0	0	0	0	0	0	0
	Expected Carryover (3)														4859
	Total		2508	2042	1787	1678	1353	888	602	590	533	595	599	4240	23609
PROGRAM BCWS/PMB			2508	2042	1787	1678	1353	888	602	590	533	595	599	4240	18750
PROGRAM TOTAL			2508	2042	1787	1678	1353	888	602	590	533	595	599	4240	23609

(1) Budgeted Cost Of Work Scheduled (BCWS) Equals Performance Measurement Baseline (PMB).

(2) Management Reserve Held By RL And Line Item Contingency Held By RL.

(3) Includes Expected Expense and Line Item Carryover Requested By Formal Change Control In FY1997.

HAMMER
WBS 8.2

FY 1997 Work Plan

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EXHIBIT 5

**COST BASELINE FOR EXECUTION YEAR
BY PROGRAM BY COST ELEMENT BY MONTH**

(\$000s)

RL WBS #	PROGRAM TITLE	COST ELEMENT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
8.2 HAMMER															
		0 Salaries & Cont of Serv	179	148	156	172	148	164	172	162	162	195	193	190	2041
		1 Material	13	11	11	13	11	12	13	12	12	99	102	48	357
		2 Purchased Services	62	52	54	63	55	61	64	60	60	63	65	65	724
		3 Charges From Other Contr	13	11	11	12	11	12	13	12	12	12	12	12	143
		4 Internal Services	10	8	9	10	9	10	10	10	10	26	27	17	157
		5 Internal Charges	0	0	0	0	0	0	0	0	0	0	0	0	0
		6 BCS Richland	12	10	11	11	10	11	11	11	11	11	16	16	141
		7 Overheads & Adders	57	47	50	56	48	53	55	53	53	75	76	65	688
		8 Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
		Total BCWS/PMB (1)	347	287	302	337	292	323	338	320	320	481	491	413	4251
		RL HAMMER Mgmt.													335
		Xavier & Tulane													1000
		Line Item	2161	1755	1485	1341	1061	565	264	270	213	114	108	3827	13164
PROGRAM BCWS/PMB			2508	2042	1787	1678	1353	888	602	590	533	595	599	4240	18750

(1) Budgeted Cost Of Work Scheduled (BCWS) Equals Performance Measurement Baseline (PMB) And Is Consistent With BCWS/PMB (Exhibit 3).
Above Amounts Do NOT Include Management Reserve Held By RL, Line Item Contingency Held By RL, Or Expected Expense Carryover Requested By Formal Change Control In FY1997.

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APPENDIX E

FY 1997 Work Plan

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FY 1997 Program Plan Work Breakdown Structure Dictionary Part I - Summary						
Revision # 0				05-Sep-96		
Cost Account Number 1MDCOH	Cost Account Title HAMMER TRAINING POOL			Funding Source: G&A/SWS		
SMS WBS Number 8.2.3	SMS Title HAMMER TRAINING POOL			Service Center DOH/Proration		
Budget Analyst PA CALLENDER				FY 1997 CAP		
Cost Account Manager KA MCGINNIS <i>KMCGINNIS</i>				COST ELEMENTS	\$000'S	
Financial Manager MA BAUMANN				0 Labor	661.3	
SMS Program Manager KA MCGINNIS				1 Materials	60.5	
RL SMS Program Manager EA ERICHSEN <i>J. Callender 9/24/96</i>				2 Purchased Services	0.0	
Full Time Equivalents (FTEs)				3 Other Hanford Contractors	41.6	
	Exempt	Nonexempt	Bargaining	Total	7x Fee/Non DOH	0.0
Organizational	1.5	1.0	0.0	2.5	8 Revenue	0.0
Support	0.5	0.0	7.8	8.3	Subtotal Net Budget	763.4
Total	2.0	1.0	7.8	10.8	4 Site Services	78.3
				5 Internal Charges	0.0	
				6 BCSR Support	20.0	
				7C DOH	116.5	
				Total Baseline	978.2	
SIGNATURES				BASELINE APPROVAL: DATE		
CAM: _____				Date: _____		
SMS Program Manager: _____				Date: _____		
RL SMS Program Manager: _____				Date: _____		
				WHC Indirect Program Administration (FAC)		

FY 1997 Work Plan

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**FY 1997 Program Plan
Work Breakdown Structure Dictionary**

Part II - Activity Detail

CAP #

1MDCOH

COST ACCOUNT WORKSCOPE SUMMARY

The HAMMER Training Pool provides for instructors to teach HAMMER related health and safety classes at the HAMMER facility, instructor training, facility scheduling, safety review of training materials, EMT support during training and consumable materials.

APPROVED BASELINE:

Activity Description

Provides for instructors to teach HAZWOPER classes and instructor training. Also provides for Safety review of training materials, and EMT support during training.

Subtotal Net
Total Activity

FY 1997

FTEs

Dollars

7.3 446.2
41.6
113.1
7.3 487.8
7.3 600.9

Activity Description

Provides for facility scheduling of HAZWOPER classes and consumable materials.

Subtotal Net
Total Activity

3.5 215.1
60.5
3.4
3.5 275.6
3.5 279.0

Activity Description

Provides for protective mask cleaning and multimedia services.

Subtotal Net
Total Activity

0.0 63.5
3.8
11.0
20.0
0.0 0.0
0.0 98.3

Approved Net

Approved Total

10.8 763.4
10.8 978.2

**FY 1997 Program Plan
Work Breakdown Structure Dictionary
Part III - Crosswalk Building Block to the CAP detailed in this Program Plan**

CAP # 1MDCOH

This type of data is required to crosswalk between the approved Building Block(s) and the CAP listed on this Indirect Program Plan

Approved Building Block	CAP	NET \$	Total FTE
HAMMER Training Pool	1MDCOH	763.4	10.8
Totals		763.4	10.8

**FY 1997 Program Plan
Work Breakdown Structure Dictionary
Part IV - Full Time Equivalent (FTE) Calculation Worksheet**

CAP # 1MDCOH

FY 1997 only — Two-Digit Organization Code

COS#	Title	12	16	17	18	31	52	54	75	77	8R	TOTAL
C010	Carpenters	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.0	0.3
C020	Electricians	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.3
C040	Mechanists	0.0	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.1
C080	Plumbers and Pipefitters	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	1.0
C090	Structural and Metal Workers	0.0	0.0	0.0	0.3	0.0	0.4	0.0	0.0	0.0	0.0	0.7
C000	Total Crafts	0.0	0.0	0.0	0.3	0.0	0.5	1.0	0.0	0.3	0.3	2.4
G020	Office Clerks (General)	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
G000	Total Admin, Secretarial and Clerical Support Staff	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
L070	Light Vehicle Drivers	0.0	0.0	0.0	0.0	0.0	0.3	0.0	0.0	0.0	0.0	0.3
L000	Laborers and General Service Workers	0.0	0.0	0.0	0.0	0.0	0.3	0.0	0.0	0.0	0.0	0.3
M020	General Managers and Executives	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5
M000	Gen Mgrs, Exec, First Line Supervisors and Prog/Proj Mgrs	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5
P070	Cost Estimators and Planners and Schedulers	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
P090	Industrial Hygienists	0.0	0.0	0.0	0.0	0.5	0.0	0.0	0.0	0.0	0.0	0.5
P000	Professional Administrative and Related Occupations	1.0	0.0	0.0	0.0	0.5	0.0	0.0	0.0	0.0	0.0	1.5
R030	Material Moving Equipment Operators	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	1.0
R070	Utilities Operators	0.0	1.4	0.0	0.0	0.0	0.0	0.5	0.0	0.0	0.0	1.9
R000	Operators	0.0	1.4	0.0	0.0	0.0	1.0	0.5	0.0	0.0	0.0	2.9
T050	Health Physics Technicians	0.0	0.0	0.3	0.0	0.0	0.0	0.0	1.0	0.0	0.0	1.3
T080	Industrial Safety and Health Technicians	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.1
T080	Laboratory Technicians	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.8	0.0	0.0	0.8
T000	Technicians	0.0	0.0	0.3	0.0	0.1	0.0	0.0	1.8	0.0	0.0	2.2
	TOTAL	2.5	1.4	0.3	0.3	0.6	1.8	1.5	1.8	0.3	0.3	10.8

**FY 1997 Program Plan
Work Breakdown Structure Dictionary
Part V - DOH/Proration/Service Center Rate Calculation Worksheet
(Dollars in 000's)**

CAP # 1MDCOH

Pool Title:

Base for Rate:

Class	Number of Classes	Ave. # Students	Total Days
Eight Hour	180	25	4500
Twenty-Four Hour (9 X 3 = 27)	27	24	648
Forty-Hour (12 X 5 = 60)	60	20	1200
TOTAL	267	69	6348

CALCULATION: TOTAL ACCUMULATION/TOTAL DAYS = RATE PER STUDENT DAY

ACCUMULATION	TOTAL DAYS	RATE PER STUDENT DAY
978214	6348	\$154.10

Subcontractor Exhibit

Dollars In Thousands

Project Hanford Breakdown Structure:
Project Hanford Title:

8.2.3
HAMMER TRAINING POOL

	FY 1997		FY 1998	
	\$	FTEs	\$	FTEs
Expense				
Service Agreement	\$0	0	\$0	0
Technical Service	\$0	0	\$0	0
Clerical	\$0	0	\$0	0
Construction	\$0	0	\$0	0
Total	0.0	0.0	\$0	0

Definitions:

Subcontractor is any Hanford Site subcontractor to WHC, ICF KH, BCSR, PNNL, or BHI.

Dollars In Thousands: The base cost of the subcontract, excluding adders (procurement and G&A).

Service Agreement subcontracts obtain special knowledge or skills, typically not materials.

Technical Service subcontracts are primarily offsite and of a highly specialized nature.

Clerical subcontracts are for clerical support.

Construction subcontracts support capital efforts.

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