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1	1	Cog. Mgr.	J.C. Sinclair	<i>JCS</i>	10/13/99 T5-15					
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Project Management Plan to Maintain Safe and Compliant Conditions at the Plutonium Finishing Plant

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This Project Management Plan presents the overall plan, description, mission, and workscope for the Plutonium Finishing Plant (PFP) maintain safe and compliant conditions project at PFP.

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Project Management
Plan To
Maintain Safe and Compliant Conditions
At The
Plutonium Finishing Plant

HNF-5178, Rev. 0

Grady J. Cox
Project Manager

October 1999

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**Project Management Plan To
Maintain Safe and Compliant Conditions At The
Plutonium Finishing Plant**

1 Introduction

1.1 Project Plan Purpose

This plan presents the overall description, mission, work scope, and planning for the Plutonium Finishing Plant (PFP) Maintain Safe and Compliant Conditions Project at PFP. This project includes all tasks required to maintain the safety boundary for the PFP Complex, except for the 2736-Z Vault Complex and the 234-5Z vaults and vault-type rooms. The intent of this plan is to describe how this project will be managed and integrated with the stabilization, and deactivation activities. This plan supplements the overall integrated plan presented in the *Plutonium Finishing Plant Integrated Project Management Plan (IPMP)*, HNF-3617, Rev. 0.

This is the top-level definitive project management document that specifies the technical (work scope), schedule, and cost baselines that will manage the execution of this project. It describes the organizational approach and roles/responsibilities implemented to execute the project. This plan is under configuration management and any deviations must be authorized by appropriate change control action.

1.2 Project Description

This project is divided into four major elements: Maintain Integration of Programs, Maintain Worker/Public Health and Safety and Environment, Maintain Compliant Facility, and Maintain Facility Systems and Components. The activities performed under this project will maintain the facility structure, qualified staff, safe and compliant equipment and documentation, and will provide regular assessments of safety and compliance status. Additionally, this project will provide the resources necessary for safe and compliant operation in accordance with governing health, safety, radiological control, quality assurance, and environmental and waste management codes and regulations.

1.3 Project Mission

The mission of this project is to Maintain Integration of Programs, Maintain Worker/Public Health and Safety and Environment, Maintain Compliant Facility, and Maintain Facility Systems and Components. This mission permits the safe and secure storage of special nuclear materials, the capability to stabilize and disposition nuclear materials, and transition PFP to decontamination and decommissioning (D&D) ready condition.

1.4 Project Background

The PFP complex is a Hazard Category II non-reactor nuclear facility that has been in use since the late 1940s. The complex contains chemical processing facilities, laboratories, storage vaults, support facilities, and offices to support plutonium storage and handling operations. The initial mission of PFP was the conversion of plutonium nitrate solutions to plutonium metal and metal fabrication. The 234-5Z Building, the largest structure in the PFP Complex, was constructed to convert plutonium nitrate and subsequently plutonium oxide into plutonium metal. Follow-on missions for PFP included plutonium scrap recovery operations, reactor fuel manufacturing, and defense material processing. Safe storage of plutonium-bearing materials and new missions necessitated the construction of the 2736-Z Vault Complex.

In May 1994, the Defense Nuclear Facilities Safety Board (DNFSB) issued Recommendation 94-1 identifying a number of concerns regarding the storage of fissile materials and other radioactive substances across the U.S. Department of Energy (DOE) Complex in buildings once used for processing and weapons manufacture. Each affected DOE site, including Hanford, developed a Site Integrated Stabilization Management Plan detailing individual site plans to implement DNFSB Recommendation 94-1. In May 1996, DOE issued a PFP-specific environmental impact statement (EIS) under National Environmental Policy Act (NEPA) addressing the stabilization of plutonium-bearing materials at PFP and the clean out of PFP gloveboxes, ductwork, and the Plutonium Reclamation Facility (PRF) canyon.

In October 1996, the DOE issued a shut-down order for PFP processing operations. Pending deactivation and dismantlement, PFP continues to store plutonium-bearing material, spent nuclear fuel, and other nuclear materials in a safe and compliant manner until these materials are dispositioned.

2 Work Scope

2.1 Project Work Scope

This project is divided into four major elements: Maintain Integration of Programs, Maintain Worker/Public Health and Safety and Environment, Maintain Compliant Facility, and Maintain Facility Systems and Components. The activities performed under this project will maintain the facility structure, qualified staff, safe and compliant equipment and documentation, and will provide regular assessments of safety and compliance status. Additionally, this project will provide the resources necessary for safe and compliant operation in accordance with governing health, safety, radiological control, quality assurance (QA), and environmental and waste management codes and regulations.

The surveillance and maintenance (S&M) of the facilities, systems, and components within the PFP Complex required for stabilization and deactivation activities will be conducted under this project in accordance with approved procedures and implementation documents (e.g., Safety Basis, Maintenance Implementation Plan, Standards/Requirements Identification Document System [S/RIDS]). The work scope includes ensuring adequate confinement of radioactive and hazardous materials, and ensuring the physical safety of plant personnel, the public, and the environment.

Additional scope covered under this project includes, but is not limited to the following:

- Establishment, management, and administration of formal training, qualification, and certification programs for PFP,
- Routine facility/system/component surveillance according to plant procedures,
- Operational Safety Requirement surveillance, nuclear safety and quality assurance activities,
- Routine preventive and corrective maintenance,
- System and component modifications and upgrades,
- Maintenance of facility configuration control, S/RIDS, and the PFP Final Safety Analysis Report,
- Monitoring, maintaining, and tracking of chemical and waste inventories,
- Abnormal and emergency response capabilities, and
- Funding for infrastructure projects, upgrades, and modifications (Capital Equipment Not Related To Construction, Capital, General Plant Project, and Expense).

2.2 Issues and Assumptions

The major issues and assumptions associated with maintaining the safety boundary of the PFP Complex (excluding the vaults) are as follows.

Issues:

- The annual “min. safe” costs consume a high percentage of available funding and constrain management’s flexibility and efforts to accelerate stabilization and deactivation activities.
- Integration of S&M activities with project planning results in frequent diversions of resources to emergent activities, resulting in delays in meeting project stabilization and deactivation goals.
- There is a high degree of customer, regulator, and stakeholder concern about residual chemicals and chemical management as a result of the May 1997 PRF event.

Assumptions:

- Additional funding beyond the currently projected annual baseline will not be made available to the project. Cost saving strategies associated with reducing “min. safe” costs will need to be implemented, and savings reinvested in the PFP Project, to ensure out year project funding needs are met.

2.3 Requirements Baseline

The source of the requirements to maintain safe and compliant conditions at PFP is from the *Integrated Project Management Plan for the Plutonium Finishing Plant Stabilization and Deactivation Project*, HNF-3617, Rev. 0 (BWHC 1999); the S/RIDs document and the *Plutonium Finishing Plant Final Safety Analysis Report*, WHC-SD-CP-SAR-021, Rev.1.

Key Interfaces:

This project interfaces with the following projects: material stabilization, material transfer, vault storage, and shipping. Due to the ongoing stabilization processes and vault storage activities, the Maintain Safe and Compliant Conditions Project will have interfaces with all other PFP projects. These interfaces include:

- International Atomic Energy Agency (IAEA) Safeguards
- Residues Disposition
- Solution Stabilization
- Polycube Stabilization

- Plutonium Stabilization and Packaging

Evaluation, prioritization, and integration of these interactions will be done through the PFP IPMP management efforts.

2.4 Programmatic Risks:

Several programmatic risks have been identified that effect this project and must be managed. Those risks and the proposed method for resolving are as follows:

- Risk A: High annual “min. safe” costs.
Planned/Ongoing Risk Resolution: Challenge the regulatory drivers and requirements for “min. safe. Complete a through requirements-based surveillance and maintenance (RBSM) review of maintenance surveillance programs. Selectively implement “run to failure” at PFP. Utilize the re-baseline and re-design activities to realign the work breakdown structure (WBS) functions and organization structure to the various project mission requirements.
- Risk B: Diversions of resources to emergent activities.
Planned/Ongoing Risk Resolution: Improve the quality of technical engineering work, project planning, resource estimating and budgeting, scheduling, and cost control.
- Risk C: Concern about residual chemicals and chemical management at PFP.
Planned/Ongoing Risk Resolution: Continue the identified chemical vulnerability corrective action initiative and implementation of a chemical management system for PFP.

3 Work Breakdown Structure

The project WBS is shown in Appendix A. The WBS is based upon the necessary support activities to maintain safe and compliant conditions at PFP. These WBS elements directly correlate to PFP IPMP WBS elements.

4 Project Strategy

This project requires the surveillance and maintenance of the facilities, systems and components within the PFP Complex required for the stabilization, disposition, and transition of PFP. As the stabilization, disposition, and transition

activities are completed, there will be a corresponding reduction in work scope and associated funding levels required to maintain the PFP Complex in a safe and compliant condition.

The strategy for this project is to challenge the “min. safe” requirements for PFP to minimize the effects of this work scope on the PFP Project’s ability to accelerate and complete the stabilization, disposition, and transition of the PFP Project. The project will reinvest cost-reductions associated with reduced S&M back into the PFP Project to support the acceleration of the completion of the stabilization, disposition, and transition of the PFP Complex. Included in this project’s strategy is the requirement to improve project leadership, performance, and the physical condition of the plant. Also, this project must implement a high-confidence project baseline and improve management control over financial and human resources, combined with productivity improvements.

5 Management Team Roles and Responsibilities

The Maintain Safe and Compliant Conditions PMP is under the direction of PFP Senior Director. Support for the PMP activities is provided by various PFP support groups within the PFP organization.

5.1 Program Manager

The Program Manager is responsible for:

- Maintenance of the IPMP, PMPs, and the Multi-Year Work Plan to establish the technical schedule and cost baseline for all projects within the PFP.
- Selecting, directing, and monitoring performance of project managers.
- Establishing overall objectives, scope, and direction for each project and the working interfaces between the projects.
- Providing monthly project status reports for technical, schedule, and cost performance.
- Approves changes to the PMPs involving schedule delays and funding shifts.

5.2 Project Manager

The Project Manager is responsible for completing the project as planned. Specific responsibilities include:

- Reviewing cost account status and providing input to the Cost Account Managers responsible for delivering discrete products and services defined by assigned WBS elements.
- Providing monthly project status of performance to the Program Manager.
- Planning, managing, and maintaining the technical, schedule, and cost baselines for the project.
- Approve changes to the PMP which do not involve schedule delays or funding shifts.
- Control the configuration of the PMP.

5.3 Cost Account Managers

Cost Account Managers identified for each WBS element are responsible for the following:

- Planning and completing the applicable cost account work scope in accordance with the technical, schedule, and cost baselines established in this plan.
- Performing work in a manner that meets the project's data quality objectives.
- Evaluating and reporting monthly cost account status to the Project Manager.
- Directing and working with work package managers to complete the work packages as planned.

5.4 Operations and Support Group Managers

Operations and Support Group Managers are responsible for:

- Achieving operational safety and compliance with permit requirements.
- Maintaining required operational efficiencies to achieve project objectives.
- Performing work in a manner that meets the project's cost, schedule, and quality objectives.

6 Schedules (Baseline)

The currently approved baseline for the PFP Maintain Safe and Compliant Conditions Project is contained in the PFP Stabilization and Deactivation Project IPMP. The schedule to Maintain Safe and Compliant Conditions is attached as Appendix B.

7 Cost Estimate

An Activity based cost (ABC) estimating technique was used to develop the costs provided in the Maintain Safe and Compliant Conditions Project Baseline Plan and Estimate. That ABC estimate was independently validated. The cost summary of resources assigned to PFP for Maintain Safe and Compliant Conditions are attached as Appendix C.

8 Quality Assurance

PFP is subject to the requirements of Title 10, Code of Federal Regulations, Part 830-120, "Quality Assurance Requirements," and complies with the applicable requirements described in the *Project Hanford Quality Assurance Program Description* (QAPD), HNF-MP-599. Appendix A, "QAPD Requirements Applicability Matrix," of the *PFP Quality Assurance Program Plan* (QAPP) (FSP-PFP-5-7, Section 15.1) identifies QAPD requirements that apply to each PFP organization.

9 Systems Engineering Plan

Systems Engineering techniques that have been and will be utilized for this project include:

- A) Complete a through RBSM review of maintenance programs.
- B) Refine the requirements contained in the facility authorization basis, and integrate these refined requirements into the daily work scope of this project.

10 Security

The Maintain Safe and Secure SNM project management plan (to be developed) will address the following security aspects: physical protection of special

nuclear material (SNM), nuclear material accountability and control, access control requirements, human reliability program protection, shipments and movement of SNM and storage of SNM.

11 Project Management Plan Controls

The Maintain Safe and Compliant Conditions Project Manager will be responsible for insuring the PMP and its supporting schedules and estimates are kept current. A system to control changes will be implemented as part of the PFP IPMP controls. The Project Manager and the Program Manager will review and approve all changes to the PMP. For changes that do not involve moving funding or changing funding or changing schedule, the Project Manager will have authority to approve changes. Surveillance, Engineering, ESH&Q, and the Director will be asked to provide input on changes being considered. The electronic version of the PMP and IPMP will be maintained current. Hardcopy versions will be printed as required using a graded approach based upon the impact of the changes made. Issues will be tracked using the IPMP Issues Management List. Project reviews on the project commitments will be held monthly. Configuration Control of the PMP will comply with HNF-PRO-522, *Change Control*.

Appendix A

Work Breakdown Structure

Maintain Safe & Compliant Conditions

Appendix B

Schedule

	Activity Description	Early Start	Early Finish																	
				2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
1	Hanford Environmental Management																			
1.04	Facility Stabilization Project																			
1.04.05	PFP Stabilization/Deactivation Project																			
1.04.05.01	Plutonium Finishing Plant Complex Stabilization																			
1.04.05.01.10	Maintain Safe & Secure SNM																			
	Maintain Safe & Secure SNM	01OCT99	30SEP16																	
	+ 1.04.05.01.10.01 Maintain SNM																			
		01OCT99	30SEP16																	
1.04.05.01.11	Maintain Safe and Compliant Plutonium Finishing																			
	Maintain Safe and Compliant Plutonium Finishing	01OCT99	30SEP16																	
	+ 1.04.05.01.11.01 Maintain Integration of Programs																			
		01OCT99	30SEP16																	
	+ 1.04.05.01.11.02 Maintain Worker/Public Health and Safety and Env																			
		01OCT99	30SEP16																	
	+ 1.04.05.01.11.03 Maintain Compliant Facility																			
		01OCT99	30SEP16																	
	+ 1.04.05.01.11.04 Maintain Facility System & Components																			
		01OCT99	30SEP16																	
	+ 1.04.05.01.12 Provide For Fee Allocation For PFP Projects-FY00																			
		01OCT99	29SEP06																	
1.04.05.01.13	Stabilization of Nuclear Materials at PFP																			
	Stabilization of Nuclear Materials at PFP	01OCT99	29SEP05																	
	+ 1.04.05.01.13.01 Stabilization of Pu-Bearing Solid Residues with																			
		01OCT99	31DEC04																	
	+ 1.04.05.01.13.02 Stabilization of Pu-bearing Solid Residues with<																			
		01OCT99	30SEP04																	
	+ 1.04.05.01.13.03 Stabilize Pu-bearing Solutions																			
		01OCT99	30SEP16																	
	+ 1.04.05.01.13.04 Stabilize Pu-Bearing Polycubes																			
		01OCT99	30SEP16																	
	+ 1.04.05.01.13.06 Provide Project Management for Material Stabiliz																			
		01OCT99	29SEP05																	
1.04.05.01.14	Disposition of Nuclear Materials																			
	Disposition of Nuclear Materials	01OCT99	30SEP16																	
	+ 1.04.05.01.14.01 Repackage and Store Materials																			
		01OCT99	30SEP16																	
	+ 1.04.05.01.14.02 Disposition Materials																			
		01OCT99	02AUG10																	
	+ 1.04.05.01.14.03 Disposition Nuclear Materials Project Management																			
		01OCT99	23NOV09																	
1.04.05.01.15	Transition the Plutonium Finishing Plant																			
	Transition the Plutonium Finishing Plant	01OCT99	30SEP16																	
	+ 1.04.05.01.15.01 Take 234-5Z/5ZA to Slab on Grade																			
		01OCT01	22SEP15																	
	+ 1.04.05.01.15.02 Take 236-Z To Slab on Grade																			
		03MAR08	22SEP15																	
	+ 1.04.05.01.15.03 Take 241 to Slab on Grade																			
		21FEB14	31JAN16																	
	+ 1.04.05.01.15.04 Take 242-Z to Slab on Grade																			
		03OCT07	30SEP15																	
	+ 1.04.05.01.15.05 Take 291 Area to Slab on Grade																			
		01OCT12	31AUG14																	
	+ 1.04.05.01.15.06 Take 2736-Z/ZA/ZB/ZC to Slab on Grade																			
		14MAR12	28APR15																	
	+ 1.04.05.01.15.07 Take the PFP Yard to Slab on Grade																			
		25NOV09	31DEC14																	
	+ 1.04.05.01.15.08 Perform Safe & Stable Actions for 234-5Z/5ZA																			
		04JAN13	30SEP16																	
	+ 1.04.05.01.15.09 Perform Safe & Stable Actions for 236-Z																			
		01OCT15	02NOV15																	
	+ 1.04.05.01.15.10 Perform Safe & Stable Actions for 241-Z/ZA/ZB/ZG																			
		20FEB15	30APR16																	
	+ 1.04.05.01.15.11 Perform Safe & Stable Actions for 242-Z																			
		01OCT15	03DEC15																	
	+ 1.04.05.01.15.12 Perform Safe & Stable Actions for 243-ZB/291-Z/2																			
		08JUL13	29FEB16																	
	+ 1.04.05.01.15.13 Perform Safe & Stable Actions for 2736-Z/ZA/ZB/Z																			
		30APR14	29FEB16																	
	+ 1.04.05.01.15.14 Perform Safe & Stable Actions for the Yard																			
		01OCT99	14JAN15																	
	+ 1.04.05.01.15.15 Provide Project Management for Material Disposit																			
		02OCT00	09SEP16																	

Appendix C

Cost Summary

Reprice Summary

DESC	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
CA 1101 Maintain Integration of Programs	\$11,151,564	\$10,777,243	\$10,533,241	\$10,533,243	\$10,411,298	\$10,346,028	\$10,346,028	\$9,352,759	\$9,352,759	\$7,085,245	\$6,388,297	\$576,962	\$5,187,813	\$4,183,407	\$3,753,611	\$2,680,815	\$2,129,584
CB 1102 Maintain Worker/Public Health and Safety	\$10,160,696	\$10,953,503	\$9,986,931	\$10,139,475	\$10,124,568	\$9,145,785	\$9,145,802	\$9,087,461	\$9,087,461	\$6,688,133	\$5,894,136	\$5,287,170	\$4,758,432	\$3,828,043	\$3,426,145	\$2,419,678	\$1,913,212
CC 1103 Maintain Compliant Facility	\$1,476,234	\$1,476,234	\$1,476,234	\$1,476,234	\$1,476,234	\$1,476,234	\$1,476,234	\$1,476,234	\$1,476,234	\$1,107,231	\$996,453	\$896,865	\$807,184	\$645,731	\$581,146	\$406,850	\$325,468
CD 1104 Maintain Facility System & Components	\$25,481,120	\$27,981,782	\$25,354,226	\$25,995,218	\$26,756,862	\$25,166,834	\$24,113,836	\$20,864,070	\$18,400,948	\$16,606,607	\$15,232,593	\$13,512,275	\$12,177,823	\$9,818,676	\$8,853,520	\$6,254,168	\$5,003,273
Column Summary	\$48,269,614	\$51,188,762	\$47,330,632	\$48,144,170	\$48,768,963	\$46,134,981	\$45,081,902	\$40,760,524	\$38,297,196	\$31,487,216	\$28,512,479	\$20,273,272	\$22,931,052	\$16,453,857	\$16,614,422	\$11,761,511	\$9,371,515
Lifecycle Total																	\$573,382,168

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