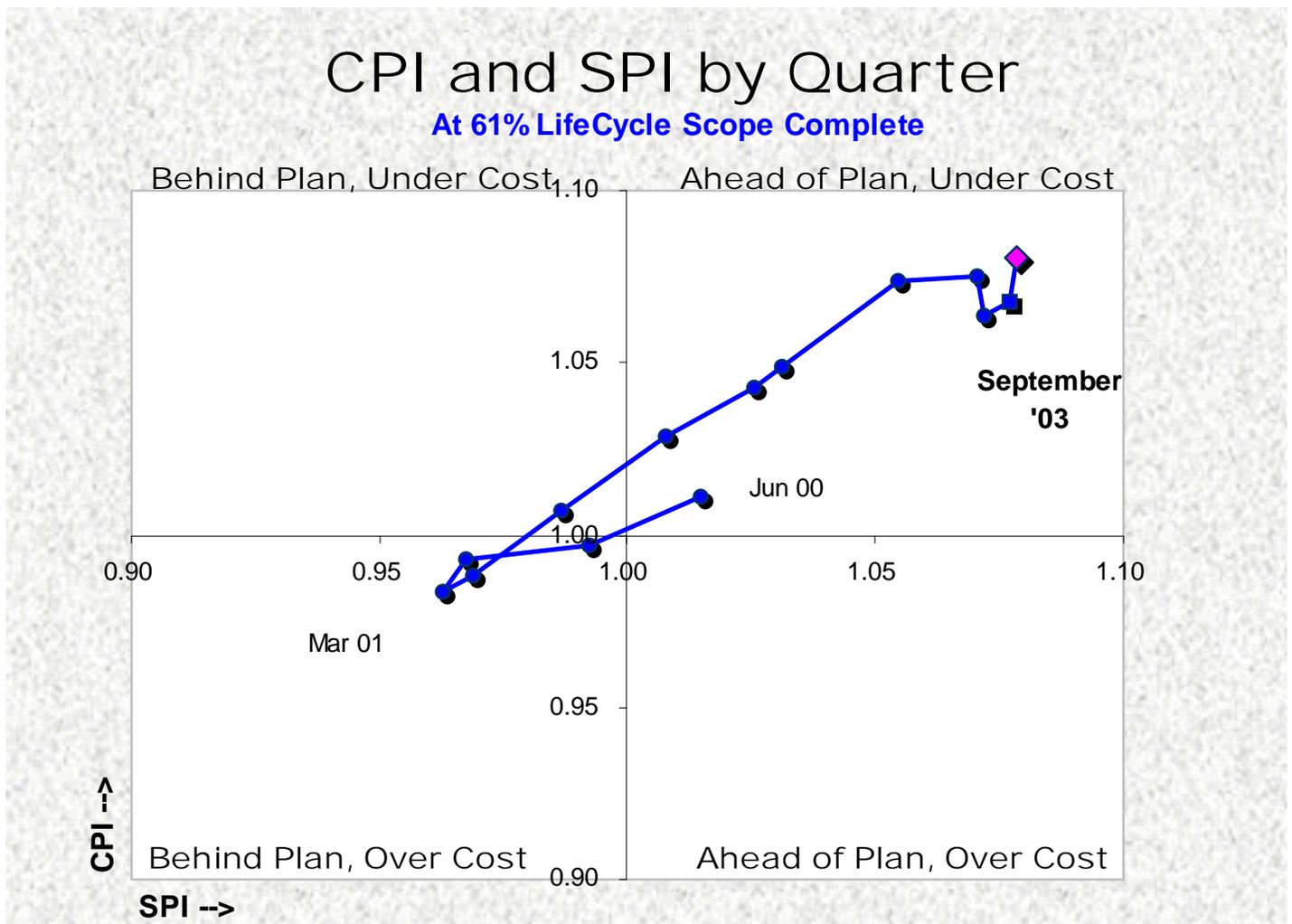


RFFO RFETS

Total Project Report

4th Quarter, FY03

July - September, 2003



Total Project Report RFFO RFETS

4QFY03 • July - September 2003

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Executive Overview

In General: K-H has completed work activities below the estimated cost and ahead of schedule for the previous 19 months and the project is now more than 61% complete. During FY2003, the Closure Project completed almost \$87M more work than was planned, and accomplished it for nearly \$63M under the budgeted cost. Slight gains have been made in the project's positive cost and schedule variances which have held steady at around 7% over most of this fiscal year. K-H continues its emphasis on working safely and maintaining compliance with procedures to ensure safe operations.

Key Accomplishments: During the 4th quarter, Rocky Flats completed the last shipment of weapons useable materials offsite, eliminated the Protected Area, terminated IAEA safeguards, completed demolition of most of the buildings on Central Avenue, and received regulatory concurrence for revised demolition plans for Buildings 776 and 771. The Waste program continued to accelerate shipping of Low Level (~21,000 m3), Low Level Mixed (~7,500m3), and TRU Waste (~1000m3) and completed their 1000th shipment to WIPP. Excavation, sampling, and backfill activities at the 903 Pad Project are now 88% complete.

METRIC	
Safety:	Offsite Hospitalizations: 7
<i>Bears Watching</i>	Lock-Out-Tag-Out Violations: 1
	Unconfirmed Intakes: 4 / Skin Contaminations: 6
	Rad/Haz Transport Incidents: 0
Cost:	Cumulative Cost Variance = +7%, +\$181M out of ~\$2,428M BCWP_{CUM}
<i>On Plan</i>	<i>LIFECYCLE: 61% of target scope completed; 56% of target cost expended - continues positive performance.</i>
Schedule:	Predetermined Work Activities SV = +69% ,+\$151M
<i>On Plan</i>	<i>LIFECYCLE: 19% of scope scheduled; 32% of scope completed</i>
	Traditional Schedule Variance = +8%, +\$176M
	<i>LIFECYCLE: 57% of scope scheduled; 61% of scope completed - continues positive performance.</i>
Critical Path	CP = B371 D&D Estimated Completion Date: December 15, 2006
Completion Date: On Plan	The working plan critical path has remained stable for close to a year. The contractor continues to examine critical path activities for acceleration opportunities. RFFO is continuing to use the original Target Date, December 15, 2006, as the ECD.
Current CP: On Plan	<i>53% (44 months) of contract duration elapsed.</i>
Key Milestones	Closure Activities: This quarter saw the closure of our last MAA, the removal of the Protected Area, and the demolition of 14 reportable structures. The 372 Guard Post and 372A PACS2 portal were demolished in concert with a media event commemorating the last shipment of Special Nuclear Material from the site. The 551 warehouse, 334 Maintenance shop and 790 Radiation Calibration Lab were demolished this quarter, along with a cooling tower near B881 and several other miscellaneous structures. 198 out of 225 cells have been remediated at the 903 Pad (88% complete).
DNFSB: Complete	DNFSB: <i>Pu Metals & Oxides</i> – PuSPS operations completed on July 8, 2003; all Defense Board commitments are complete.
RFCA: FY03 Complete	RFCA FY03 Milestones: All milestones completed for 2003
GFS/I	GFS/I requirements are being met and/or are in process except as noted here:
Status: On Plan	
Forecast: Bears Watching	Need DOE receiver site for all Low Level Mixed Waste Orphans between 10 and 100 nanocuries/gram.

Executive Summary

Contract Status

TC: 3.973B (Original: 3.963)

TF: \$340.8M (Original: \$340M)

TCD: 15 December 2006

Fee Payments

As of September 30, 2003, RFFO has made fee payments to K-H of \$96,348,794 under the provisions of the Site Closure Contract. The contractor has requested no fee deferrals under this contract.

Penalty Assessment

No Fee Penalties were issued this Quarter. To date, four fee penalties have been issued under the terms of this contract with total penalties equaling \$510,000.

Requests for Equitable Adjustments (REAs):

The National Emergency REA (Part I) remains under HQ review. WIPP/WAC Part III was revised and Kaiser-Hill is responding to additional issues raised by RFFO. The title of the REA for the Size Reduction/Shipment of items to SRS has been revised to "Disposition of Pu Components". The PuSPS Moisture measurement REA has been amended; the cost estimate has been increased by \$100k and is pending fact finding. No REAs have been incorporated into the contract since July of 2002.

Pending (Submitted) REA's: ~ \$39M

- ~ \$16.4 million: National Emergency (2002 – 2003 Costs)
- ~ \$12.1 million: WIPP WAC Part III (projected 2002 - 2005 costs)
- ~ \$5.2 million: Disposition of Pu Components
- ~ \$2.7 million: PuSPS Moisture measurement
- ~ \$2.5+ million in these miscellaneous REAs: • System Engineers/B371 VSS, • NTS Waste Acceptance Criteria
- PuSPS outside SRS Requirement • Beryllium Monitoring



Safety

6 Events of "Significant Concern" or Above

During the last quarter of FY2003, six events were classified at the level of Significant Concern. This amounted to approximately 3% of total number of events during the quarter. The events occurred in the following functional areas: radiation protection (1), occupational safety and industrial hygiene (2), integrated work control program (2), and conduct of operations (1)

This quarter, there were seven cases requiring off-site hospitalization, four events involving potential radiological uptakes, six incidents of skin contamination, and one lockout/tag out violation. There were no transportation issues involving radiation or hazardous materials.



GFS/I Performance

Most GFS/I requirements have been met. The key remaining issue is the identification of disposal sites for all LLMW between 10 and 100 nanocuries/gram.



Critical Path

ECD: 15 December 2006

With the completion of PuSPS, activities relating to special nuclear materials will be checked off of the Critical Path. The remaining Critical Path continues to run through B371 D&D, followed by site grading. RFFO is monitoring the critical path and near critical path activities and for the foreseeable future will continue to utilize December 15, 2006 as the estimated completion date.

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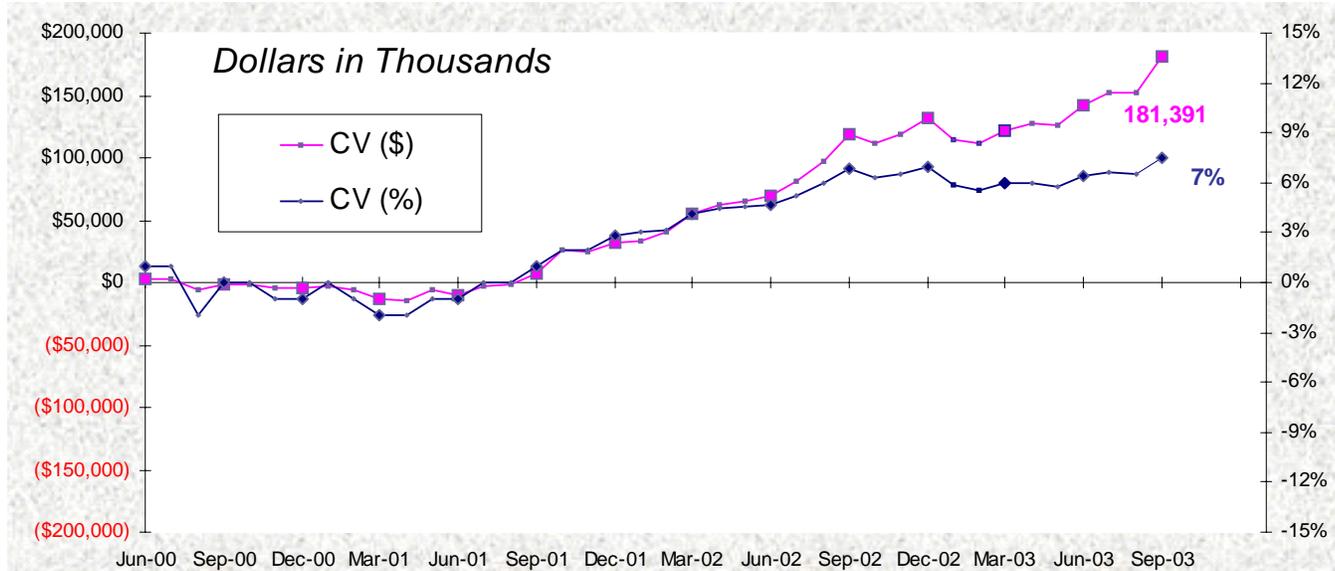
Cost

Cost Variance +7.5%, +\$181M

LIFECYCLE: 61% of scope completed; 56% of target cost expended

During the fourth quarter of Fiscal Year 2003 (4QFY03), cost performance improved from 6.4% to 7.5%. Cost Variance for target activities improved by about \$40M during the quarter (up from +\$142M in June), with over all cost savings during FY2003 totaling almost \$63M. Cost Variance on the Project remains significantly positive, with over \$181 million in accumulated cost savings to date, up from \$119M at the close of FY2002.

Cumulative Cost Variance Over Time



NOTE: Currently, the closure project has accumulated \$26.2M in non-target Site Closure (EW05) and Safeguards and Security (FS40) costs. These non-target costs are generally the result of technical direction and may eventually be considered as part of potential Requests for Equitable Adjustment, and / or will impact cost variance.

Cost Performance by PBD:

	Project Description	BCWP	ACWP	CV (\$)	CV (%)
1A	371 Complex Project	301,619	343,721	(42,102)	-14%
1B	707 Complex Project	177,299	181,770	(4,471)	-3%
1C	B771/774 Closure Project	213,025	213,199	(174)	-0.1%
1D	B776/777 Closure Project	176,537	168,493	8,045	5%
1E	Industrial and Site Services Project	450,083	352,694	97,390	22%
1F	Material Stewardship Project	552,899	539,017	13,881	2.5%
1G	Remediation Project	92,656	49,015	43,641	47%
1H	Engr, Environ, Safety & Quality Programs	158,736	139,481	19,255	12%
1J	Support Project	305,517	259,590	45,927	15%
Project Totals		2,428,371	2,246,979	181,391	7.5%

Includes **all target** fund sources: EW05, FS40, EW09, GG08, NN61 and YN01

PuSPS operations alone are responsible for over 79% of the negative cost variance in PBD A (B371) with more than \$33M of the \$42M in negative cost variance for this PBD. With the completion of PuSPS and its associated support activities, PBD A was able to cut \$2M from its negative cost variance this quarter. This is particularly significant since activities in PBD A dominate the project's critical path. Negative cost variances are expected to persist as K-H continues to buy schedule recovery in B371, but the dollar amount is expected to level off.

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Schedule (Predetermined Work Activities)

SV_{PWA} (+\$151M, +69%)*

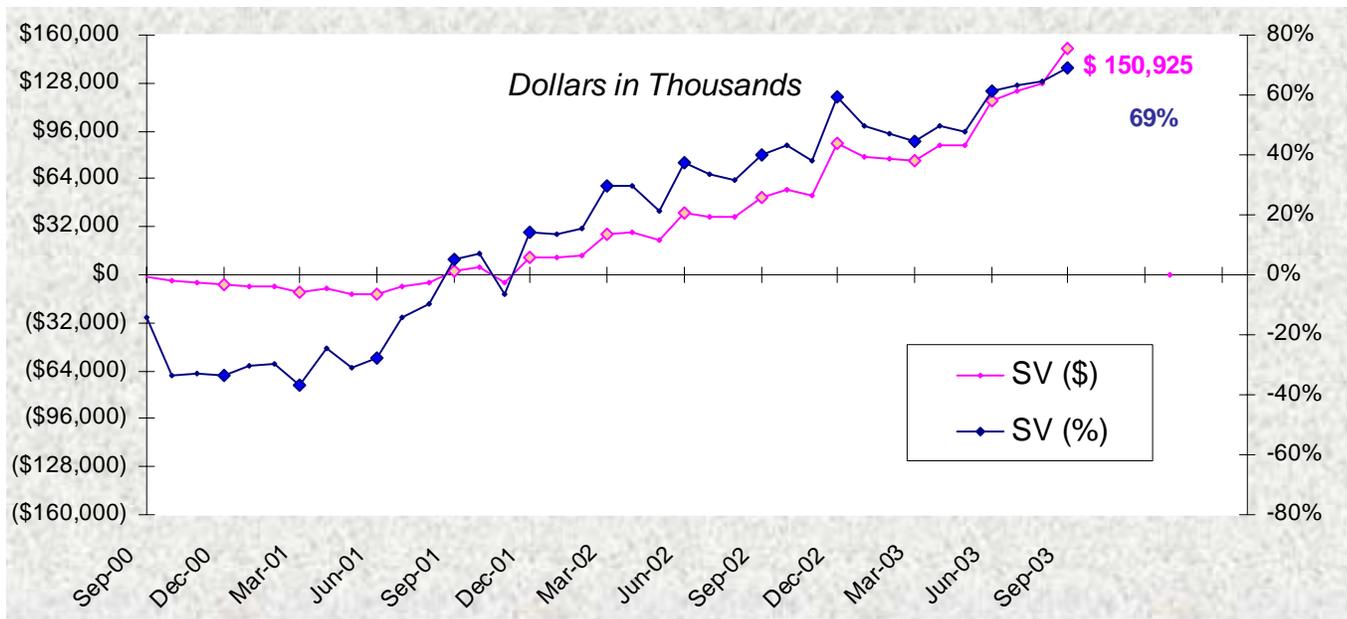
At the end of this fourth quarter, 19% (\$219M) of the PWA scope was scheduled for completion (lifecycle), and 32% (\$370M) was actually completed. K-H completed \$62M in PWA work scope during the quarter - \$34M more than was planned.

Through this quarter 53% of the contract duration has elapsed (44 out of 82.5 months), and ~61% of the total project scope has been performed.

Other indicators of schedule performance include Traditional Schedule Variance, Modified Milestone Schedule variance and P3 estimated completion dates. The Traditional Schedule Variance and Modified Milestone Schedule Variance are +\$181M (+7%) and +\$171M (+26%) respectively. The P3 estimated completion date is nearly eight months ahead of the target date of December 15, 2006. These other indicators are further discussed in Appendix D.

** These are the validated RFFO figures*

Validated Schedule Variance on Predetermined Work Activities



PWA Schedule Performance by PBD

(*RFFO BCWP differs slightly from KH methodology in PBD A)

Project Description	BCWS	BCWP	SV (\$)	Change from last QTR	SV (%)	Change from last QTR	DELTA RFFO - KH BCWP**
1A* 371 Complex	50,596	52,844	2,247	Worse	4%	Worse	-350
1B 707 Complex	45,396	60,182	14,786	Better	33%	Worse	0
1C B771/774 Closure	47,044	56,705	9,661	Worse	21%	Worse	0
1D B776/777 Closure	31,900	51,191	19,291	Better	60%	Same	0
1E Industrial and Site Services	3,291	20,769	17,478	Better	531%	Better	0
1F Material Stewardship	38,825	87,642	48,817	Better	126%	Better	0
1G Remediation	1,631	40,289	38,659	Better	2371%	Better	0
Project Totals	218,683	369,622	150,939	Better	69%	Better	\$350

***All values are cumulative-to-date*

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Key Milestones

CLOSURE MILESTONES: In July, the 334 Maintenance shop and 790 Radiation Calibration Lab were demolished, along with a cooling tower near B881 and a small storage facility. In August, the 372 Guard Post and 372A PACS2 portal were demolished in concert with a media event commemorating the last shipment of Special Nuclear Material from the site, and the MAA and PA Closure. The 551 warehouse, 308B pump house were also demolished in August. In September, 7 additional reportable structures including two filter plenums, a lab, a create counter and the old incident command center were demolished.

This quarter, the site also completed the ER characterization of B444/447, received NFAs for 3 IHSS groups, and completed the soil vacuum technology demonstration at the 903 Outer Lip area.

DNFSB COMMITMENTS – PuSPS operations completed on July 8, 2003; all Defense Board commitments for the Closure Project are complete.

RFCA MILESTONES – All targets for 2003 have been met and progress against 2004 targets is underway.

STP MILESTONES – RFETS has 11 STP milestones in FY2003, which specify that certain MLLW streams be sent offsite for treatment. RFETS completed six of the milestones in FY2003. Five STP milestones were extended to FY 2004 with CDPHE approval to allow more time to identify/implement treatment technologies. See *Appendix B* for detailed discussion.

Additional REA Information

To date, RFFO has received a total of 21 REAs requesting approximately \$53M (about 1.3% of total project cost) in upward adjustment to target cost. Ten REA's have been incorporated into the contract increasing the Target cost by \$10.2M. The cost estimate of a Contract Modification for the National Emergency REA (Part II) has doubled to \$6M.

Potential REA's

- ~ \$6M+: **National Emergency** (FY 2004-2005 costs)
- ~\$10M: **SNM removal delays** (and extension of closure date)
- ~\$3M+: **Waste Disposition**
- ~\$200k: **WIPP Vent Filters** (expect July issuance)
- ~200k: **Dangerous Goods Regulation** (K-H is reconsidering issuance based on greatly reduced estimate of impact)
- ~\$1M+: **All Other Potential REAs**. DOE and Kaiser-Hill are working to mitigate/eliminate the impact of these smaller REAs.

Total Potential REAs: ~\$20 million

Project Risk Report

DOE and K-H are working vigorously to eliminate/mitigate potential schedule or cost impacts. The ability to safely perform work remains the most critical project risk and receives constant attention. Lapses in safe work practices could easily result in unrecoverable schedule delays and associated cost growth.

Receiver sites and treatment requirements for some Low-Level Mixed Waste (LLMW) have not been confirmed and confirmation is needed in order to remove these materials from the site. Removal of orphan LLMW is a near-critical path activity that could soon be driving the project completion date. An uncertainty that bears watching is the demolition of B776.

Detailed Overview



Safety

James Jeffries x7417

B.6 Safety Analysis

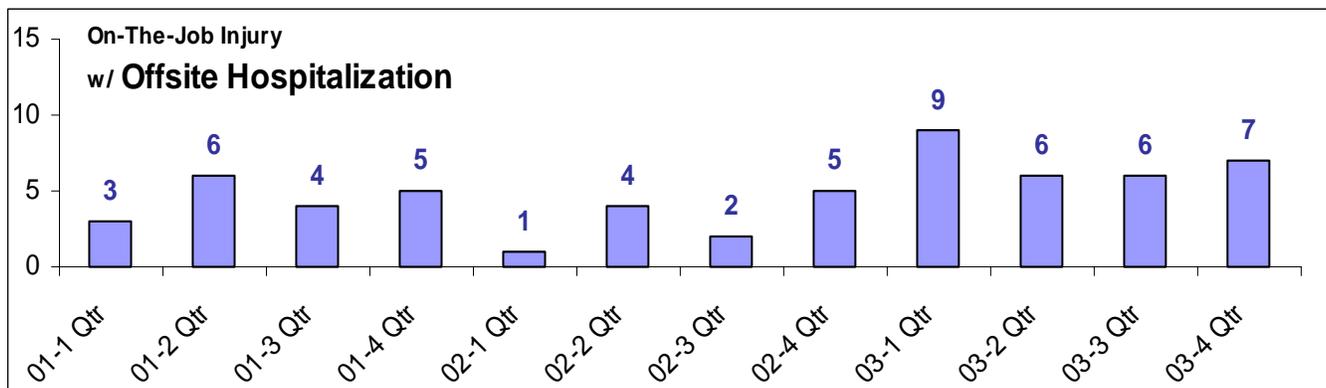
There are no reported incidents where the B.6 safety criteria were exceeded (and contractual actions taken) during the fourth quarter of FY 2003.

Events of Serious Concern

During the last quarter, six events were classified at the level of Significant Concern. This amounted to approximately 3% of total number of events during the quarter. The events occurred in the following functional areas: radiation protection (1), occupational safety and industrial hygiene (2), integrated work control program (2), and conduct of operations (1)

Key Indicators:

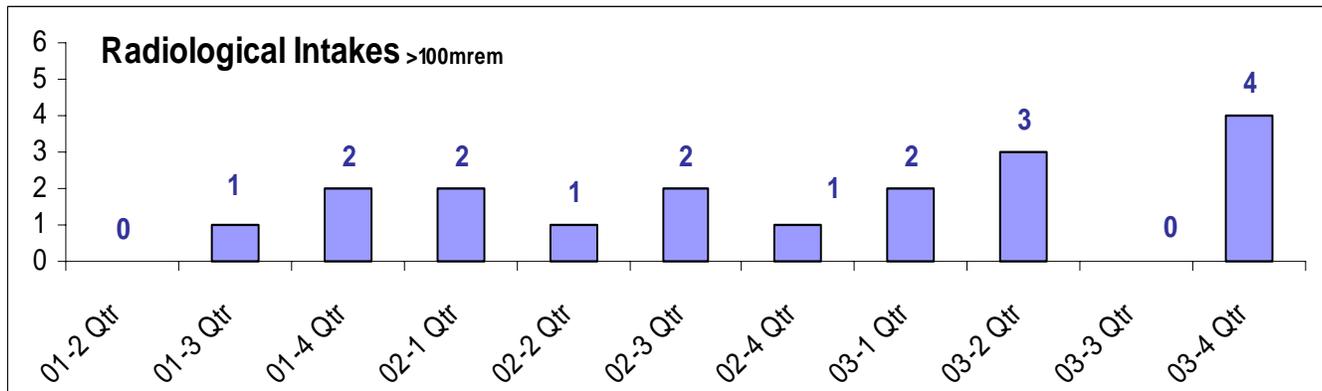
Beginning last quarter, status on the indicators below have been included with this report. The definitions and reporting levels for these new indicators are expected to be finalized by next quarter. We have included the working definitions for the data presented here.



Off-site Hospitalizations:

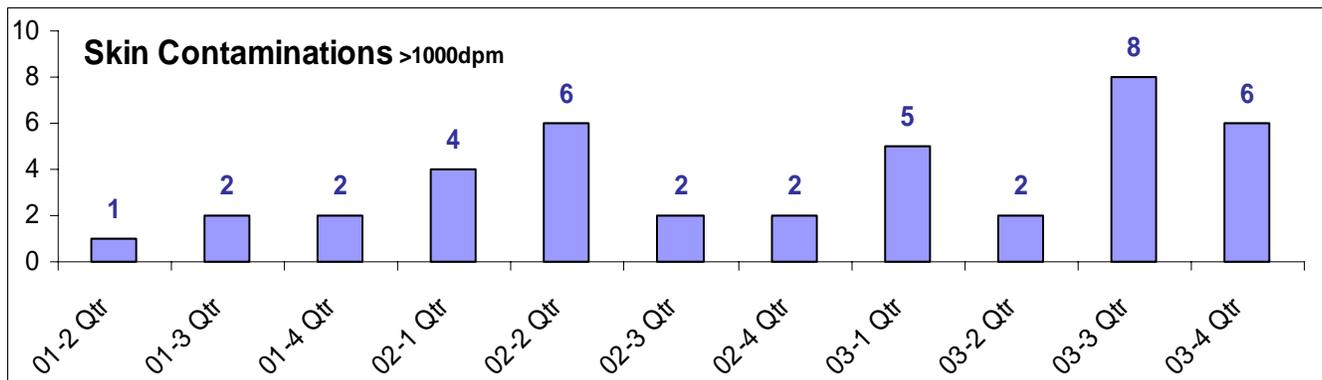
On-the-job injuries where an individual was taken to the hospital for something other than observation.

Since January 2003, twenty-eight (28) on-the-job injuries have required offsite hospitalization. In the last quarter, there were seven occurrences. None of these events were reported as a Significant Concern (i.e. Level 3 or above). In many cases, the cause is attributable to the worker not following procedures, personnel error or poor performance. A typical example: a worker's hand slipped while removing tape from the tires of a man lift with a Victorinox knife (paring knife style and size). The individual sustained a puncture cut approximately 1 inch long and of undetermined depth on the inside of his left forearm. BESTeam and Fire Department personnel responded and transported the individual to Occupational Medical Department (OMD). A wound count was performed at OMD with a positive result (two counts above decision level). Decontamination efforts were believed successful. OMD referred the individual to an offsite hospital where was evaluated and treated.



Radiological Intakes:

Any internal deposition in an individual greater than 100mrem. Data currently includes unconfirmed, potential intakes. The total number of internal uptakes greater than 100 mrem that have occurred since January 2003 has been seven. Four events occurred in the last quarter. All of them were classified as a Significant Concern (i.e. Level Of Concern 3). The four events occurred in B707. During Zone I duct removal in E Module, a ventilation anomaly occurred as the ductwork was cut and the room Continuous Air Monitors (CAM) alarmed. CAMs in other modules alarmed shortly after the event prompting management to isolate E Module and do a controlled evacuation. The event resulted in the contamination being spread to the adjacent corridor and shoes of 8 personnel in the RBA. Contamination ranged from 500 to 1,000 dpm/100cm² of removable alpha contamination. There was no skin contamination. Potential cause was attributed to lack of procedure or work package.



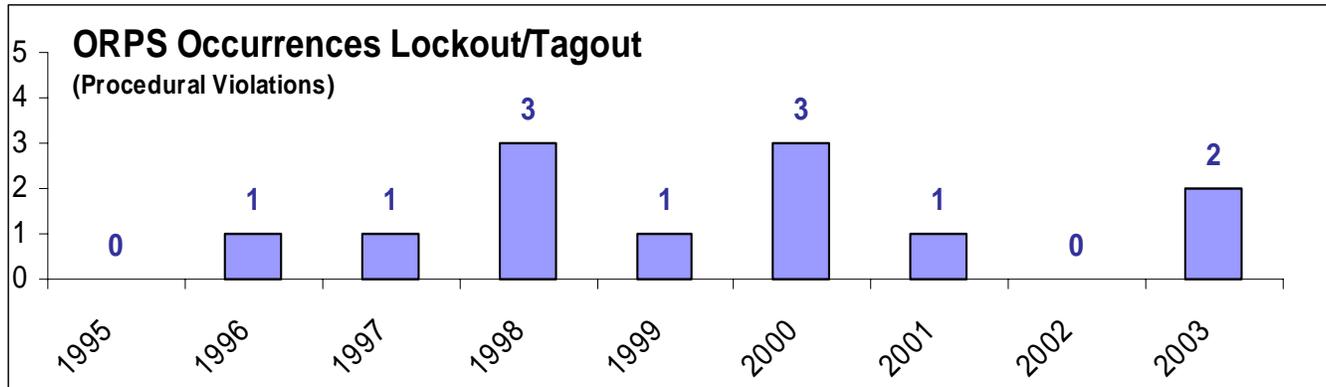
Skin contaminations:

Any radiological contamination of an individual's skin greater than 1,000dpm per 100cm², or any external contamination found on an individual outside of an RBA (Radiological Buffer Area).

Seventeen (17) skin contaminations greater than 1000 dpm per 100cm² have occurred since January, 2003. There were seven occurrences in the last quarter. All of them were below a significant concern level. Because of concerns raised by the Rocky Flats Field Office in August 2003 regarding the excessive number of skin contaminations, Kaiser Hill issued a sitewide corrective action plan to improve the negative trend in contamination events. A Joint Contamination Minimization Team provided recommendations to reduce the occurrence of this type of event. The results from an effectiveness assessment of the corrective actions is expected shortly.

Safety CONT.

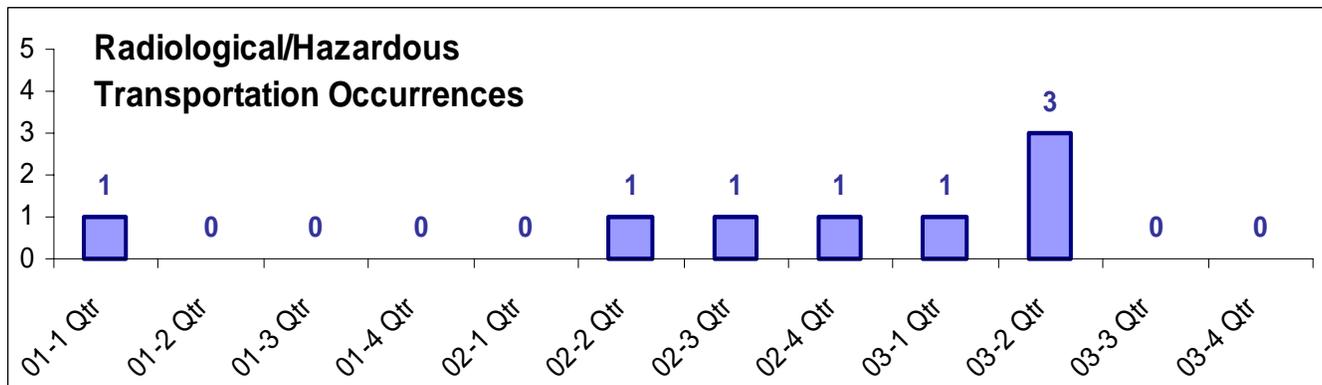
James Jeffries x7417



Lockout/Tagout cases:

Any ORPS reportable violation of the LO/TO program.

A total of two lockout/tagouts (procedural violations) have occurred since January 2003. One of those events occurred during the last quarter. In both instances, personnel error was found to be the root cause. During maintenance activities to repair the facility chiller unit, a worker removed the tagout from a valve without authorization from the LO/TO Manager. This event was designated as a significant concern (i.e. Level Of Concern 3). Appropriate corrective actions were taken to reduce the occurrence of this type of event.



Rad/Haz transport incidents:

Any ORPS reportable transportation incident /accident involving radioactive and/or hazardous materials.

There have been no ORPS reportable transportation incidents involving radiological or hazardous substances in either of the past two quarters.

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PBD A 371 Complex Warren Seyfert x5925

BCWS _{LC}	436,823
ACWP _{CUM}	343,721
BCWP _{CUM}	301,619
BCWS _{CUM}	297,193
CV _{CUM}	-14%
Scope Completed	69%
Cost Expended	79%

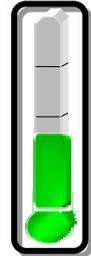
PBD A is over cost with a negative CV of -\$42M (-14%). Most of the Closure Project's negative CV is accumulated in this PBD. The negative SV has been recovered, and the PBD stands at 1% SV.

-\$66M in negative cost variance in PuSPS, Facility Mgmt, Waste Operations, and Measurements, is partially off-set by ~\$20M of positive CV in Project Mgmt, Decommissioning, Residues, and SNM Removal. The negative CV is not expected to be recovered in the limited amount of schedule and scope left in this PBD.

The contractor completed ~\$4.6M in PWA scope this quarter.

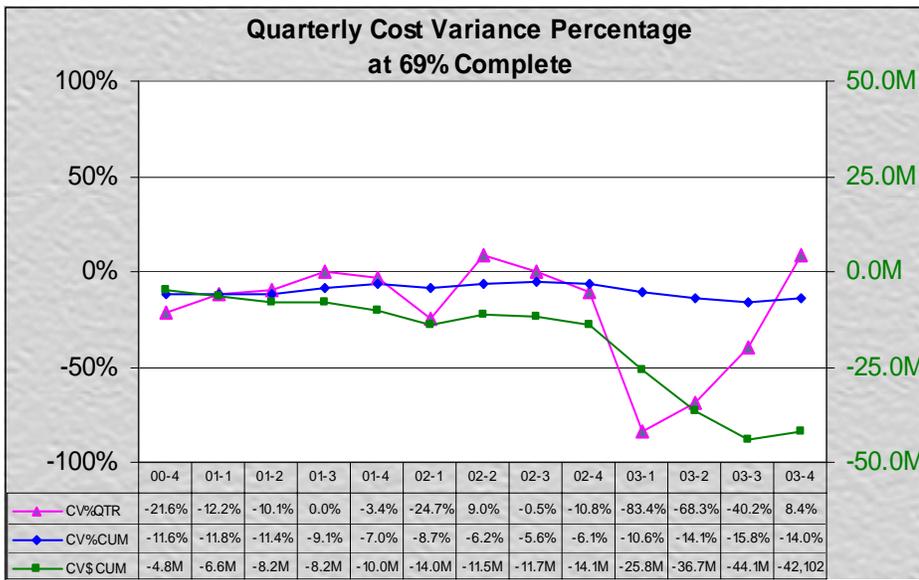
The RFFO validated SV on 371 Complex PWAs now stands at \$52.8M

\$128M



\$53M
41%

**PWA
Completion**



Accomplishments this quarter:

- Completed the last SNM shipment
- Deactivated all vault alarms
- Closed PA & MAA
- Changed DBIO for completion of nuclear operations
- Completed DBIO IVR
- Implemented DBIO
- Started D&D of PuSPS
- Completed 7 D&D PWAs
- Completed 6 D&D Dismantlement Sets
- Doubled storage pallet removal rate from the Central Storage Vault
- 676 of 1147 storage pallets have been removed from the Central Storage Vault.
- Removed all Caustic Waste Treatment System tanks

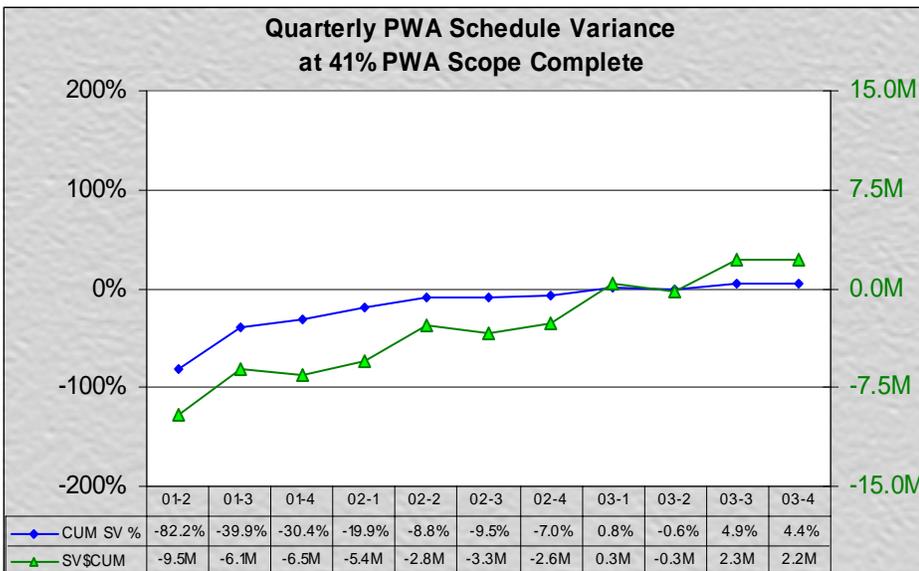
Potential Impacts to Cost & Schedule:

- Approximately 800 TRU waste drums need to be repackaged to avoid conflicts with D&D work.

UPCOMING:

Key Activities / Milestones / GFS/I

- Continue deactivation and decommissioning.
- Change DOP to 7 nanocuries/gram standard
- Continue repackaging TRU waste drums
- WGI preparations for decommissioning/demolition



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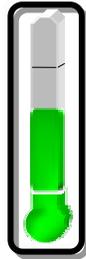
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PBD B 707 Complex

Gary Schuetz x3016

\$111M



\$60M
54%

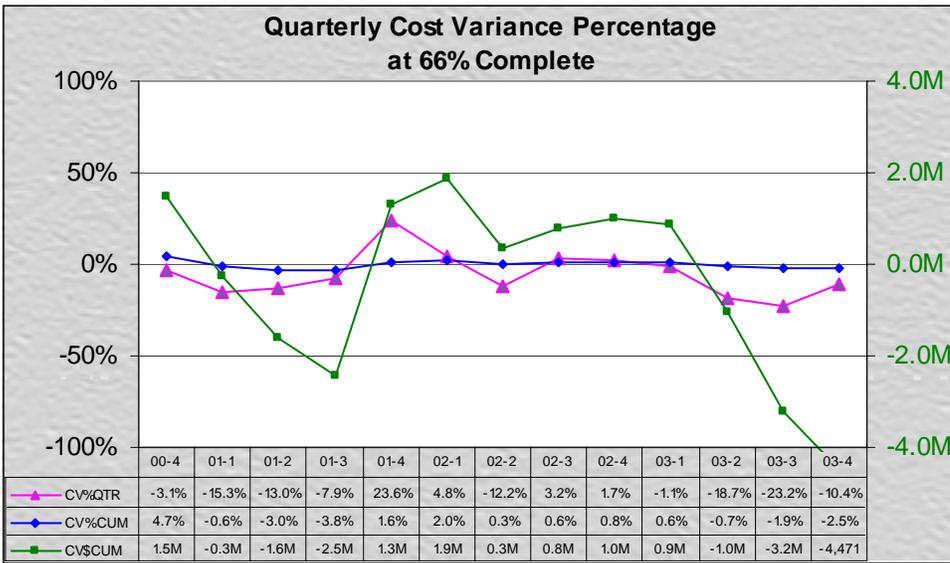
**PWA
Completion**

BCWS _{LC}	267,916
ACWP _{CUM}	181,770
BCWP _{CUM}	177,299
BCWS _{CUM}	166,277
CV _{CUM}	-3%
Scope Completed	66%
Cost Expended	68%

This PBD is slightly over cost and ahead of schedule. The project finished the 4th quarter with a 6.6% schedule variance (SV) and a -2.5 % cost variance (CV). These indicators are by comparison, similar to the last several quarters with both schedule and cost performance getting a little worse than last quarter.

A total of five decommissioning worksets were completed in the 4th quarter, worth \$5.7 million in Predetermined Work Activity (PWA) Earned Value (EV) credit. The cumulative PWA schedule variance is 33% (+\$14.8M), a slight decrease from last quarters reported 37%.

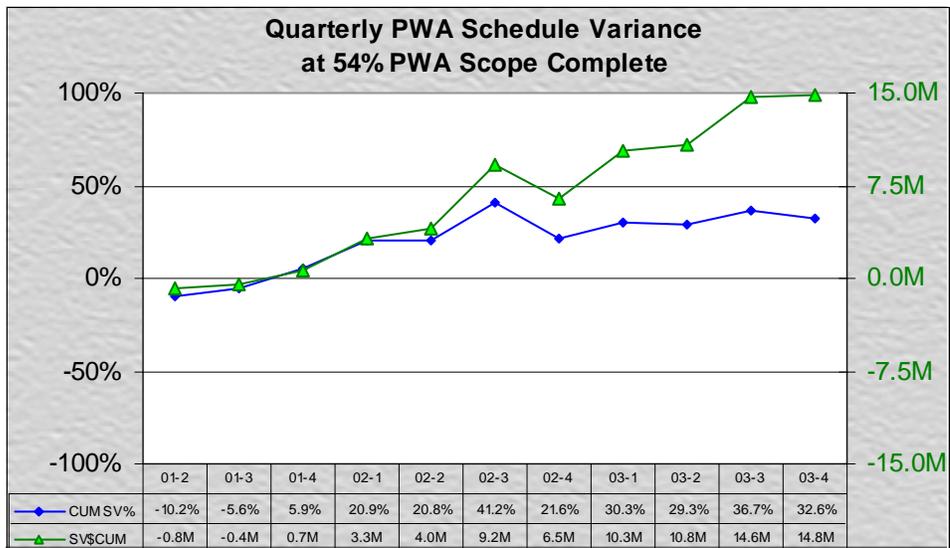
Quarterly Cost Variance Percentage at 66% Complete



Accomplishments this quarter:

- Five decommission worksets were completed. The sets were B5, E5, J2, J5 and K3.

Quarterly PWA Schedule Variance at 54% PWA Scope Complete



Potential Impacts to Cost & Schedule:

- None

UPCOMING:

Key Activities / Milestones / GFS/I

- Complete eight (8) decommission worksets in next quarter. This is expected to include removal of the X-Y Storage Vault.

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PBD C 771 Complex J. Brothers x7756

BCWS _{LC}	232,023
ACWP _{CUM}	213,199
BCWP _{CUM}	213,025
BCWS _{CUM}	200,690
CV _{CUM}	-0.1%
Scope Completed	92%
Cost Expended	92%

This PBD continues to be ahead of schedule and only slightly over budget. With 68% of the work scheduled to date, cumulative variances show an SV of +6.1% and a CV of -0.1%. Most of the negative cost variance continue to be in Support Services (-\$14M), offset by positive variances in the D&D program.

KH completed \$7.4M of PWA earned value this quarter. The cumulative PWA schedule variance now stands at \$9.6M (+20.5%).



\$57M
74%

PWA Completion

Accomplishments this quarter:

- All Sets have been completed
- Completed four areas: AF (East Limited area)-dismantlement, AM-(B774 Structural) Dismantlement, AD-(Maint Shop) Demolition, AK-Demolition

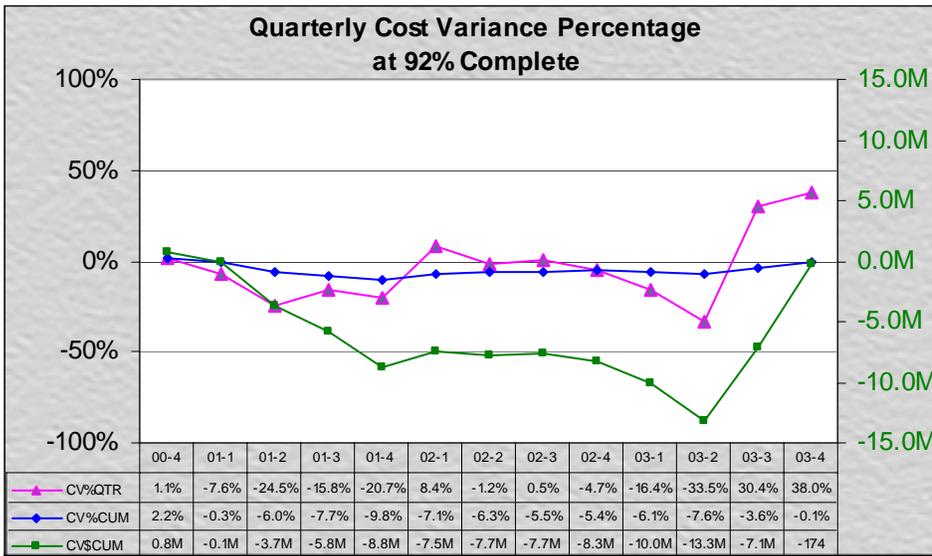
Potential Impacts to Cost & Schedule:

- None

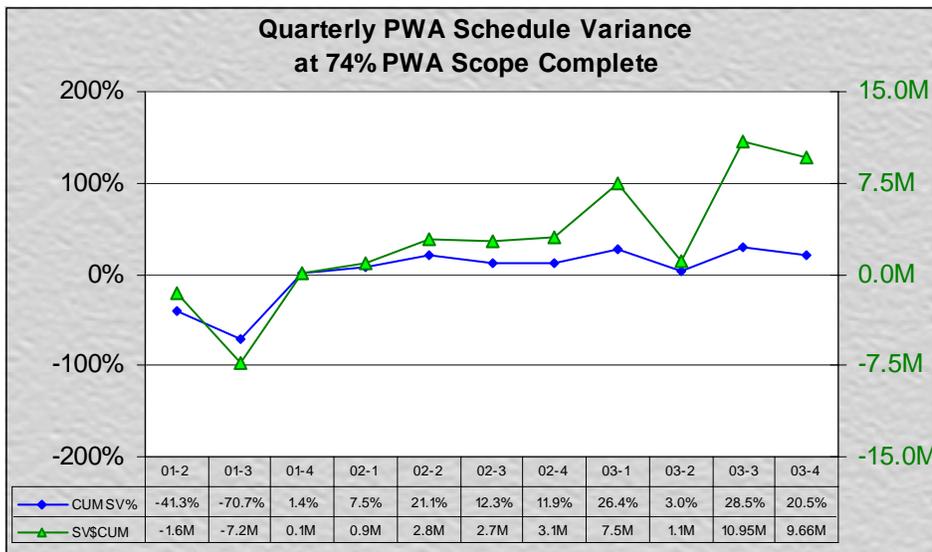
UPCOMING:

- Key Activities / Milestones / GFS/I*
- Continue Areas dismantlement and decon in preparation of demolition in FY04.

Quarterly Cost Variance Percentage at 92% Complete



Quarterly PWA Schedule Variance at 74% PWA Scope Complete



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PBD D 776/7 Complex Gary Schuetz x3016

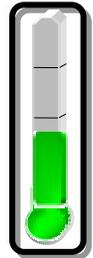
BCWS _{LC}	268,472
ACWP _{CUM}	168,493
BCWP _{CUM}	176,537
BCWS _{CUM}	157,633
CV _{CUM}	4.6%
Scope Completed	66%
Cost Expended	63%

This PBD is ahead of schedule and under cost. The project finished the 4th quarter with a +12% schedule variance (SV) and a +4.6% cost variance (CV). These indicators are consistent with trending over the last couple of years.

A total of three decommissioning worksets were completed in the 4th quarter, worth \$7.2 million in Predetermined Work Activity (PWA) Earned Value (EV) credit. The cumulative PWA schedule variance remains strong at 60.5% (+\$19.3M).

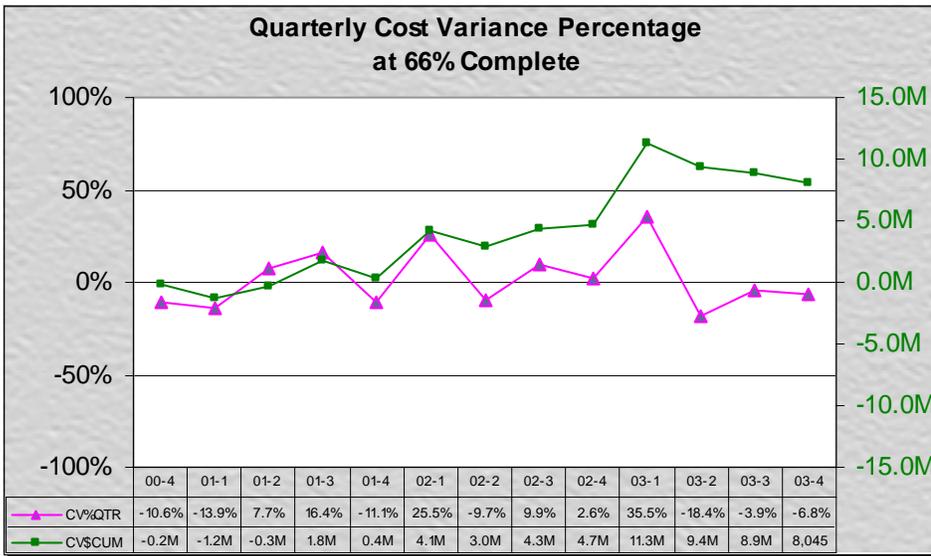
Note: Since PWA earned value can only be claimed at completion and there are only a few, large PWAs left, positive PWA variance is expected to be consumed as this PBD nears completion.

\$122M



\$51M
42%

PWA
Completion

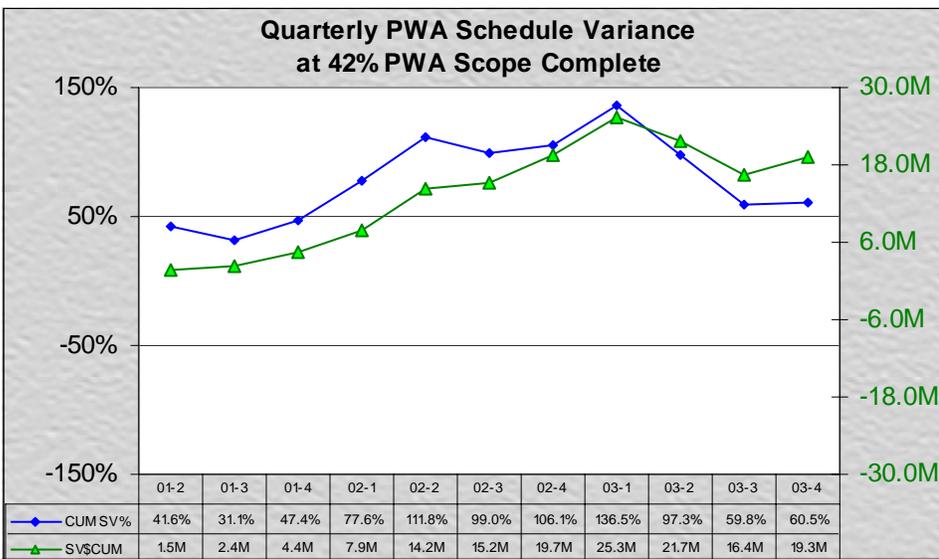


Accomplishments this quarter:

- Three (3) decommission worksets were completed. The sets were 66, 67 and 80.
- The facility removed sufficient nuclear material to achieve the Hazard Category 3 threshold and benefit from a stepped reduction of Authorization Basis controls with implementation of a Documented Safety Analysis.
- Characterization plans for demolition of the facility were approved by CDPHE.

Potential Impacts to Cost & Schedule:

- The last remaining challenge in the baseline assumptions is the planning and preparation for building demolition. Project risk with this activity is lowering considerably as consultative process with local communities and CDPHE indicates support of project's strategy.



Upcoming:

- Key Activities / Milestones / GFS/I
- Continue decontamination and characterization for demolition.

Total Project Report RFFO RFETS

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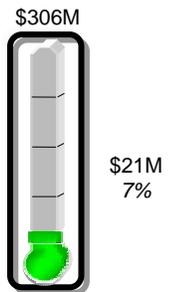
PBD E Industrial / Site Services

Steve Tower, x2133

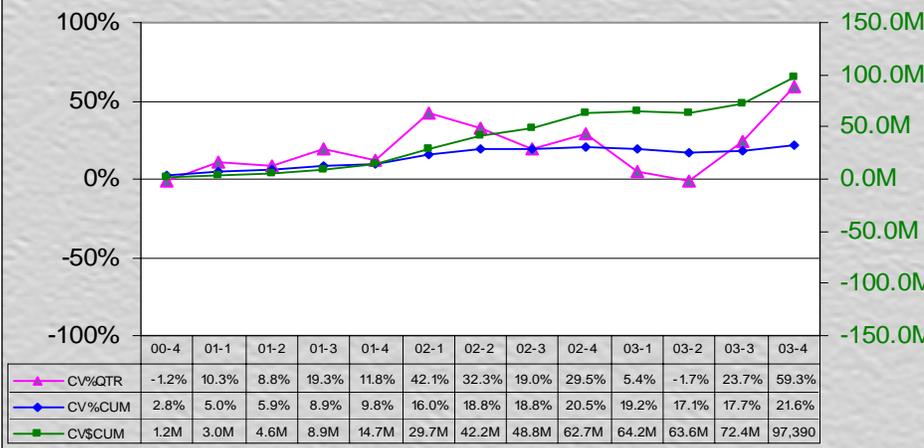
BCWS _{LC}	792,396
ACWP _{CUM}	352,694
BCWP _{CUM}	450,083
BCWS _{CUM}	366,905
CV _{CUM}	21.6%
Scope Completed	57%
Cost Expended	45%

Project continues under cost and ahead of schedule. Cost variance is \$97M (22%). Schedule Variance is \$83M (23%). This PBD is responsible for 54% of the Closure Project's positive cost variance and 47% of the Project's positive schedule variance. Successes in this project have contributed significantly to accelerated closure of Rocky Flats.

Building 865 cluster facilities D&D completed this quarter for \$11.3M in PWA earned value. Although only 7% of all the PWAs scheduled for this PBD have been completed so far, the PWA SV on this PBD now stands at nearly \$17.5M - having completed more than 531% more PWA work than was scheduled to-date.



Quarterly Cost Variance Percentage at 57% Complete



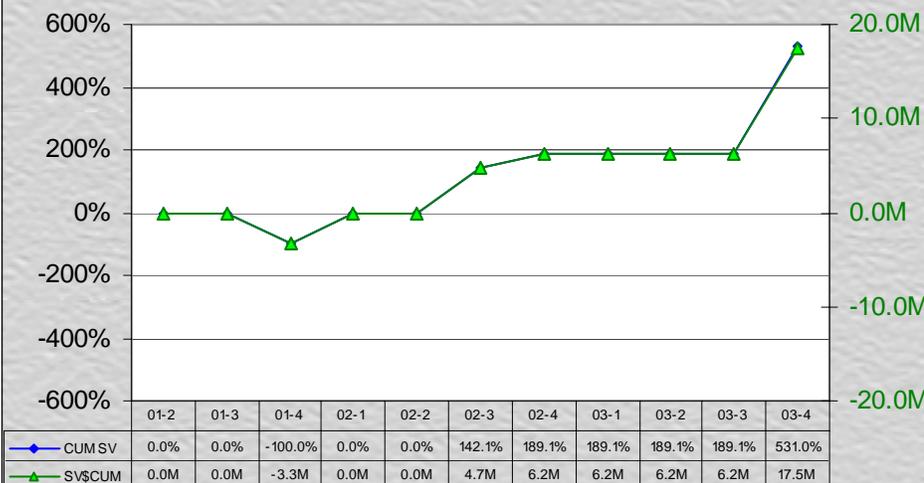
Accomplishments this quarter:

- Building 865 PWA will be finished in early FY-04 (the Cluster PWA having finished this quarter).
- The Building 991 west tunnel and vaults have been decommissioned by leaving them in place as they will be several feet under the final grade in the area and they are not contaminated.
- A number of other buildings were also decommissioned such as 551, 334, 569 and many other smaller buildings and trailers.

Potential Impacts to Cost & Schedule:

- No negative impacts.

Quarterly PWA Schedule Variance at 7% PWA Scope Complete



UPCOMING:

Key Activities / Milestones / GFS/I

- Building 865 PWA will finish soon
- Buildings 116, Trailer 117A, and 985 will be decommissioned along with a number of others.

Total Project Report RFFO RFETS

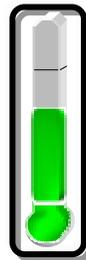
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PBD F Material Stewardship

Fran Geurink x4619

\$161M



\$88M
54%

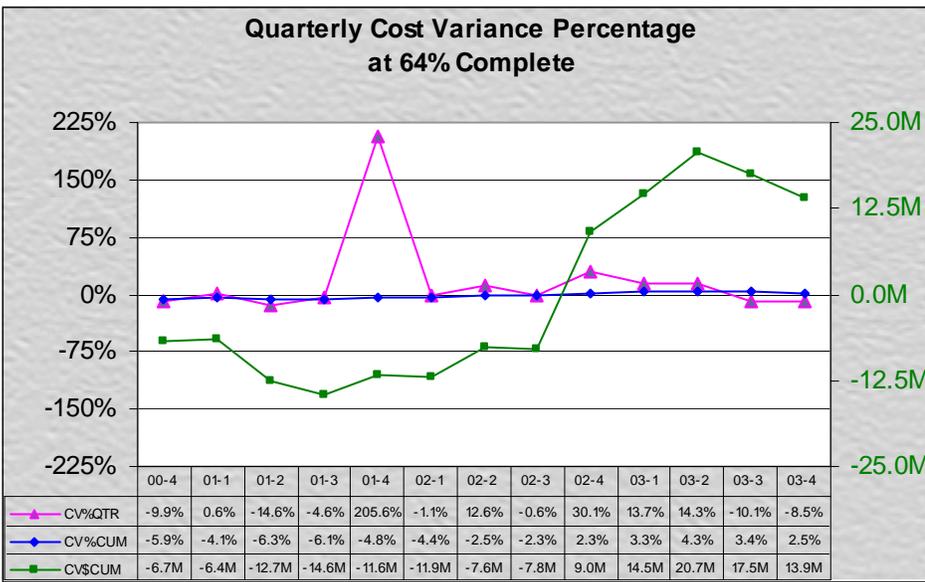
PWA
Completion

BCWS _{LC}	860,215
ACWP _{CUM}	539,017
BCWP _{CUM}	552,899
BCWS _{CUM}	525,936
CV _{CUM}	2.5%
Scope Completed	64%
Cost Expended	63%

With 64% of the work completed, this PBD is slightly under cost and slightly ahead of schedule. The PBD has a cost variance of +\$ 13.9M (+3%), and a schedule variance of +\$ 27M (+ 5 %). The positive cost variance is mainly due to waste shipping efficiencies and acceleration, while the biggest cost overages are due to the need for a larger security force for longer than anticipated.

RFFO validated \$21.2 M in additional PWA scope performance this quarter; \$ 9.6 in LLW, \$ 11M in LLMW, and \$0. 5 M TRU.

Quarterly Cost Variance Percentage at 64% Complete



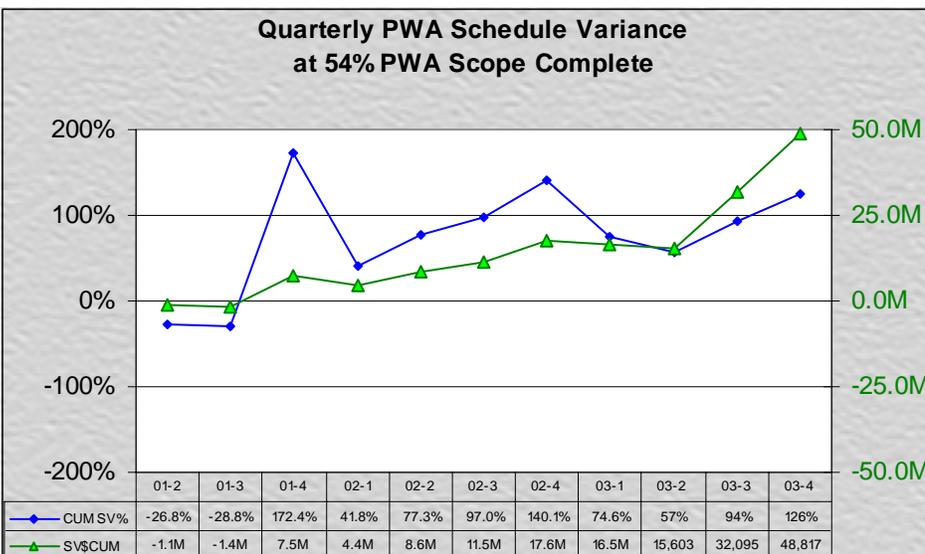
Accomplishments this quarter:

- ~ 21,265 m3 of LL Waste
- ~ 7,415 m3 of LLM Waste
- ~1,141m3 of TRU Waste to WIPP in 145 shipments
- Solar Pond Sludge Project processing, shipment and disposal complete
- Shipped 10,557 tons of sanitary waste
- Terminated IAEA safeguards

Potential Impacts to Cost & Schedule:

- Receiver sites for LLMW (>10nCi/g)

Quarterly PWA Schedule Variance at 54% PWA Scope Complete



UPCOMING:

Key Activities / Milestones / GFS/I

- Complete TRU classified Waste shipments to WIPP in November, 2003
- Begin shipping TRU Vent Filter Corrosion waste to WIPP in FY04
- Ship remainder of TRU Solidified Organic waste to Argonne West for solid sampling
- Ship bypass Sludge to WCS (10/03) for treatment; demonstrate interim storage at WCS (or return to RFETS)
- Expand T-1 Treatability demonstration (100 containers)

Total Project Report RFFO RFETS

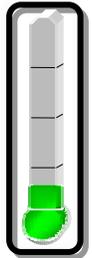
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PBD G Remediation

Norma Castañeda x4226

\$240M

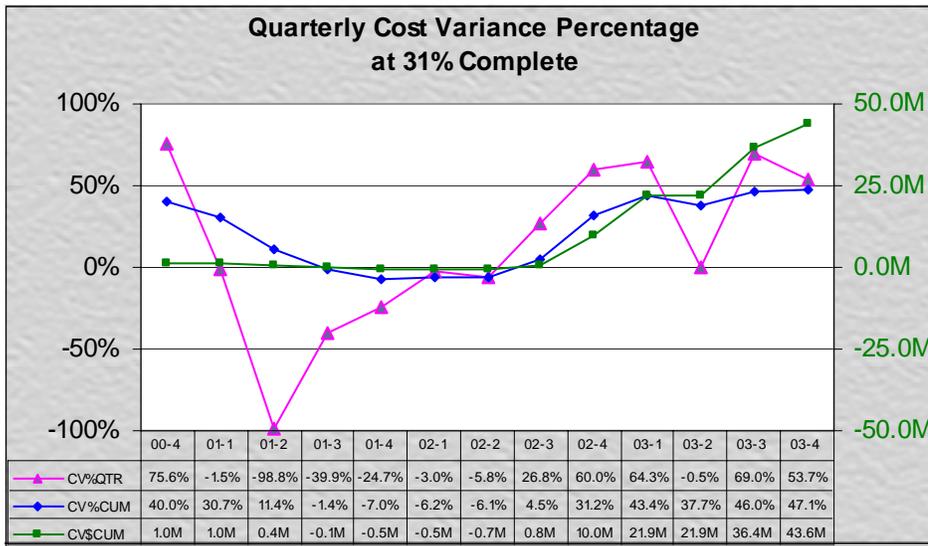


BCWS _{LC}	295,956
ACWP _{CUM}	49,015
BCWP _{CUM}	92,656
BCWS _{CUM}	73,011
CV _{CUM}	47%
Scope Completed	31%
Cost Expended	17%

This PBD is ahead of schedule (27%) and under cost (47%). Although this PBD had accelerated several activities this quarter, gains are somewhat offset by delays closing the Sanitary Sewer system (is still in use), and IHSS Group 500-4 (a RCRA storage unit still in use), and other delays in UBC work. The positive cost variance is due to receiving a NFAA approval for 4 of 7 Ash Pit sites and Trench 7, and approval of the RFCA modifications.

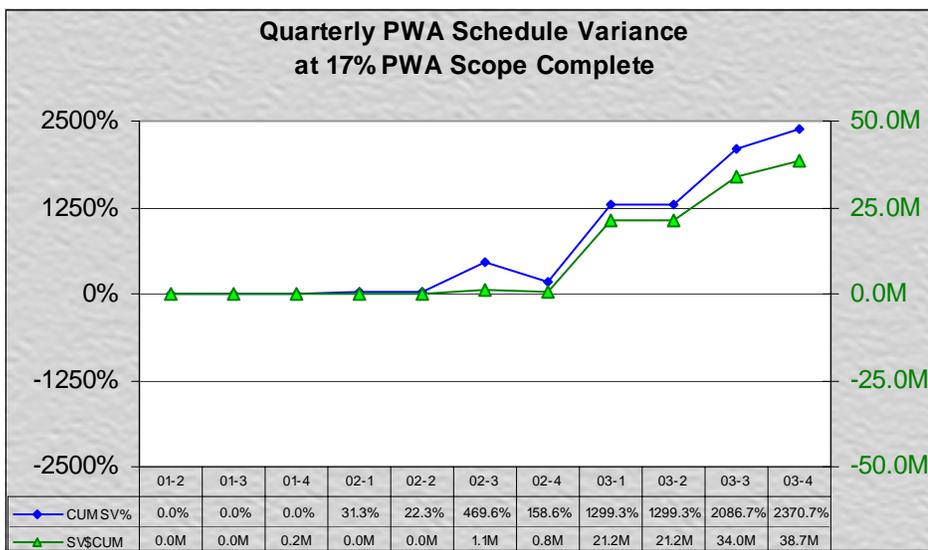
Five Pre-Determined Work Activities (PWAs) were completed in this quarter for EV credit of \$4.6M. More than \$40M in PWA scope has been completed in this PDB with only \$1.6M scheduled for completion. ~\$39M was accomplished in this fiscal year.

PWA
Completion



Accomplishments this quarter:

- 903 Pad: 88% complete with (198 / 225)
- Completed ER characterization at IHSS Group 400-3 (B444/447)
- CDPHE approved No Further Accelerated Action (NFAA) for IHSS Group 300-3 (UBC371), 300-4 (UBC374), and 800-2 (UBC881).
- Completed soil vacuum technology demonstration at 903 outer lip area.
- Submitted Draft Final Comprehensive Risk Assessment Work Plan and Methodology to the regulatory agencies for approval.
- Began 45 day public comment period for the Present Landfill IM/IRA on September 23, 2003.)



Potential Impacts to Cost & Schedule:

- None at this time

UPCOMING:

Key Activities / Milestones / GFS/I

- Complete 903 Pad Remediation (excavation)
- Continue offsite waste disposition of 903 Pad waste
- Remove Ash Pits Incinerator
- Begin 903 Inner Lip Area soil sampling and grid layout
- Begin UBC 865 slab removal, OPWLs, pits, etc.

Total Project Report RFFO RFETS

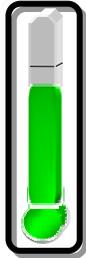
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PBD H

Engineering, Environmental, Safety, Health & Quality

James Jeffries x7417

\$239M

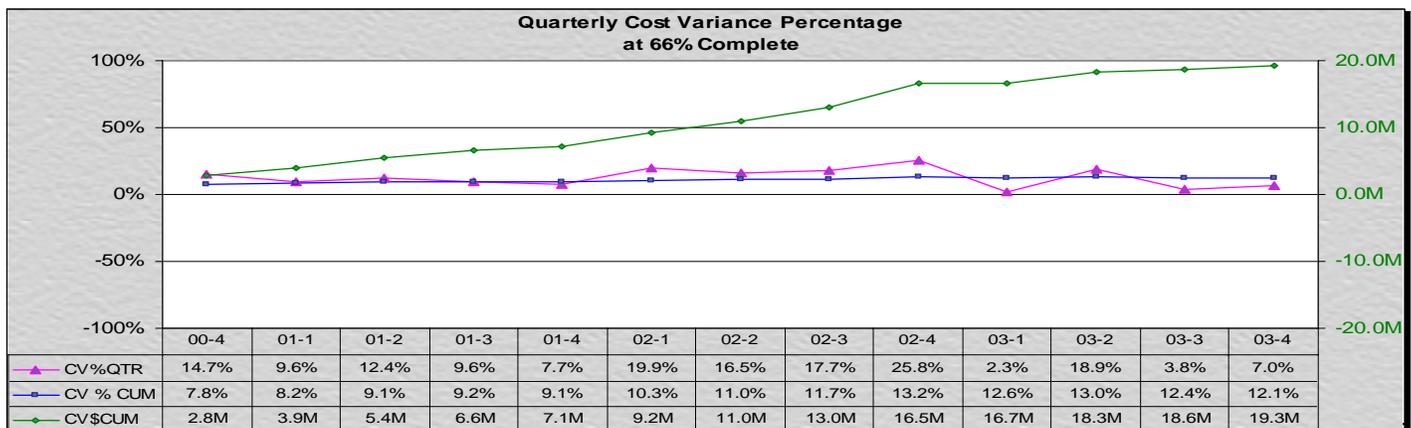


\$159M
66%

BCWS _{LC}	239,308
ACWP _{CUM}	139,481
BCWP _{CUM}	158,736
BCWS _{CUM}	158,736
CV _{CUM}	12%

Scope
Completion

This level-of-effort PBD is +12% (+\$19M) under budget – no change from last quarter. The contractor attributes the positive CV in this PBD in large part to staff vacancies.



Accomplishments this quarter:

- The Fire Protection Program participated in an independent assessment of combustibile loading implementation at RFETS with no deficiencies noted.
- Successfully tested the new pump skid unit (for fire protection) at Building 124.
- Implemented the 371 DBIO
- Site Rad Con Manual revised to better fit the D&D and closure mission.

UPCOMING:

Key Activities / Milestones / GFS/I

- None.

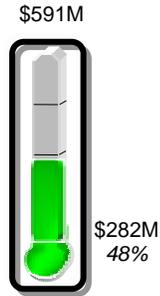
Potential Impacts to Cost & Schedule:

- None.

Total Project Report RFFO RFETS

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PBD J Support Project Lance Schlag_x3171

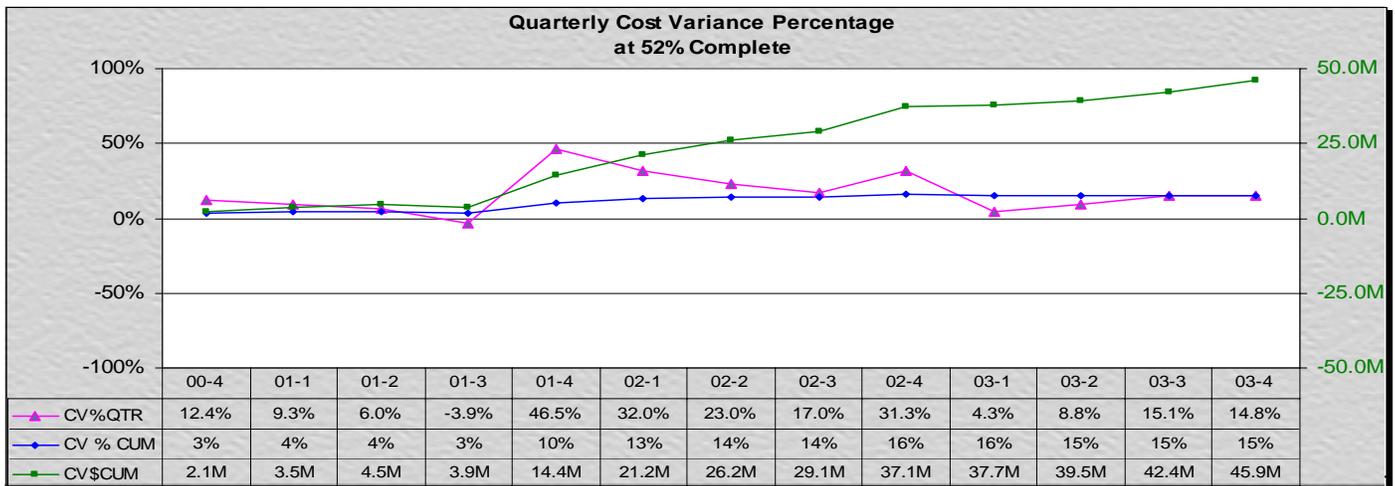


BCWS _{LC}	590,199
ACWP _{CUM}	259,590
BCWP _{CUM}	305,517
BCWS _{CUM}	305,517
CV _{CUM}	15%

This level-of-effort PBD has completed 52% of its workscope and expended 44% of its costs. PBD J is currently 15% under cost with a cumulative CV of \$46M.

This PBD is also a major contributor to the Closure Project's successful performance with 25% of the project's positive cost variance.

Scope
Completion



CAD Cost Analysis:

JAA – KH Executive Office was +85%, or \$18.7M. The positive CV is primarily due to cost risk funds held in management reserve (contingency) in this cost account, along with previous understaffing.

JAB – General Counsel & Audit was +17%, or \$1.3M. The positive CV is due to historical under staffing.

JAC – Planning and Integration cost variance was 21% or \$5.4M. The positive CV is due to periodical under staffing and reduced consulting subcontract costs.

JAE – Steelworker Overhead cost account was 24% or \$3.4M. The positive CV is due to historical difference between the budgeted amount of lump sum bonuses planned for distribution and the amount actually paid as well as lower idle/training time charges, lower than expected labor costs, and lower than anticipated union committee hours charged.

JAG – Fringe Benefits- was +99% or \$7.1M. The positive CV is due to a greater than planned recovery of fringe benefits costs because more labor hours were worked than originally planned. This is due to higher than anticipated use of security and steelworker overtime.

Accomplishments this quarter:

- Conducted DOE Job Fair in September, successfully facilitated 100 involuntary layoffs; successfully completed year end closing.

UPCOMING:

Key Activities / Milestones / GFS/I

- None

Potential Impacts to Cost & Schedule:

- None.

Rocky Flats Budget

Lance Schlag x3171

Performance

EW05 Budget Authority Planned \$20.8 M, Obligated through September - \$4.3 M.

FS40 Budget Authority Planned \$0.3 M, Obligated through September - \$0.5 M.

Issues/Concerns

Additional FS40 funding was required to support construction of off-site classified records storage vault. Funding was provided from surplus Closure Contractor FS40 funds in exchange for surplus RFFO EW05 funds.

Upcoming Focus

As of September 2003, RFFO provided \$19.6 M to support acceleration of site closure.

Appendix A Orphan Wastes

POC: Dave Hicks, x3122
Rich Schassburger, x4888
Lam Xuan, x3135

Update as of October 2003

Issues:

- *Lack of Disposal Capability for Mixed Low-Level Waste greater than 10 nanocuries per gram*
The site currently lacks a disposal site for mixed low-level waste (MLLW) with activity levels greater than 10 nanocuries per gram (nCi/g). Two sites have been identified by the Waste Management Programmatic Environmental Impact Statement (PEIS): Hanford and the Nevada Test Site (NTS). Hanford is not available due to ongoing efforts with the Hanford Solid Waste Program Environmental Impact Statement. The Record of Decision for this EIS is not expected until November 2003 at the earliest. NTS has submitted a permit to the State of Nevada to allow disposal of offsite MLLW. This permit is currently under review by Nevada. It is not known when this permit will be approved and disposal of Rocky Flats' MLLW could commence.

The lack of a designated disposal path complicates the Site's plans for treatment of MLLW with activity greater than 10 nCi/g. There are STP milestones to complete offsite treatment of approximately 1000 cubic meters of MLLW, most of it greater than 10 nCi/g. Currently, there is no designated method for treating these wastes, and without a designated disposal path and its associated acceptance criteria, finding one becomes more difficult. Without disposal capability, this waste will either need to be stored offsite at a commercial treatment facility at increased cost to the closure project or returned to the site after treatment, again with increased costs. Commercial facilities are also restricted by their license limits for storage of radioactive material.

Additionally, onsite storage capacity is diminishing as facilities are being decommissioned and demolished. Some of these wastes may be segregated with a subset falling below 10nCi/g or above 100nCi/g, which may then have current disposal options.

- *TSCA Incinerator*
The Toxic Substances Control Act Incinerator (TSCAI) in Oak Ridge, Tennessee, is currently the only available facility for some RFETS wastes requiring incineration. Due to higher than expected radioactivity and/or beryllium levels in two of our waste streams (*PCB Solids* and *Organic Solids, Non-PCB*), these wastes no longer met the TSCAI acceptance criteria and RFETS was unable to meet two of its FY03 STP milestones. The waste streams were subdivided to split out the high beryllium population and the wastes meeting the TSCAI acceptance criteria were shipped for treatment in early January 2003. Treatment options are being evaluated for the remainder of these waste streams, and one-year extensions were approved by the Colorado Department of Public Health and Environment (CDPHE) on the STP milestones.

Appendix A, CONT...

▪ *Availability of Commercial Treatment Facilities*

Some existing wastes are without an available treatment facility. For MLLW, there are several waste streams that do not have a clearly identified treatment option:

- Trench T-1 remediation waste (~245 cubic meters)
- PCB Solids and Organic Solids, non-PCB (12 cubic meters)
- PCB Liquids (~3 cubic meters)
- Waste Chemicals (~25 containers)

RFETS is working with EM-50 on the Trench T-1 waste stream and is currently performing treatability studies at a commercial vendor. The PCB/Organic Solids waste streams are relatively small and procurement packages to solicit proposals from treatment vendors are being prepared by Kaiser-Hill. Review of the Waste Chemical population revealed 18 containers that have high beryllium content and 7 containers that have EPA code F027. No commercial facilities have been identified that can treat these wastes and Kaiser-Hill is evaluating treatment options.

▪ *TRU disposition at WIPP*

Pathways for transuranic (TRU) wastes have been identified. All TRU waste will be disposed at WIPP. Special characterization and transportation needs are being resolved for the following:

1. Legacy Solidified Organic TRU (OASIS) ~744 drums
 - Solid Core Sampling at Argonne West Lab (statistical sampling of about 36 drums of the OASIS and aqueous TRU waste populations); first shipment was completed March 13, 2003. WIPP performed audit of Argonne West Lab the week of May 19, 2003. Argonne should receive last shipment by fall 2003 after the WIPP audit is approved by regulators.
 - Extended gas generation testing at Argonne West for wastes with Hydrogen Gas Generation Problem is no longer needed. RFETS is conducting the gas generation testing of all organic containers on site. For those containers failing the total gas generation testing, the site will need NRC's approval for the use of dunnage and reduced shipping time in TRUPACT-II. WIPP expects NRC's approval of TRAMPAC Rev. 20 by August 2004.
2. Solidified Aqueous TRU (~1040 drums)
 - Solid Core Sampling at Argonne West Lab (statistical sampling of about 46 drums of the OASIS and aqueous TRU waste populations). *See discussion in item 1, above.*
3. Organic TRU liquids (~50 drums)
 - Conduct manual coring method on site. WIPP performs the audit the week of July 22, 2003. Shipping planned for FY04.
4. Disposal of Classified TRU waste at WIPP (~246 drums)
 - The Site has shipped the majority of classified waste to the WIPP; the final shipment should be completed in early FY04.
5. TRU waste contaminated with PCB > 50 ppm (~4 drums)
 - EPA issued the approval decision for public review and comment which was completed by 2/28/03.
 - WIPP submitted the class 2 permit modification to NMED for approval on May 21, 2003. Approval from NMED was approved on September 11th.

Appendix A, CONT...

Background:

Orphan wastes are mixed or PCB wastes that do not have a treatment plan and/or do not have a disposal site available. As required by the Federal Facility Compliance Act of 1992, a Compliance Order on Consent was signed in 1995 to implement a treatment plan for those wastes in violation of the one year RCRA storage prohibition. This Site Treatment Plan (STP) describes the treatment options for each waste stream and establishes milestones on a rolling basis through negotiations with the State

Milestones are proposed and updated in the Annual Progress Report and Quarterly Progress Update reports. Compliance with the STP is necessary to allow the site to continue storage of mixed wastes in excess of one year without being subject to fines or penalties. To date all milestones have either been met or have been extended by the State. RFETS has several mixed waste streams with milestones due in FY 2004. RFETS continues to make progress in finding treatment options for wastes. EM-50 is providing technical support and funding to find solutions for treatment challenges.

Impacts:

1. If treatment and/or disposal facilities are not found for these wastes, they would have to be stored at RFETS or another DOE site or at a commercial facility, after closure.
2. Lack of disposal capability may result in increased storage and/or transportation costs.
3. Request extension of STP Milestone(s) from the CDPHE if necessary.

Recommendations:

Continue partnering with K-H, and work with EM-50 to identify treatment technologies for:

- T-1 Trench Material Disposition Plan
- PCB Solid and Organic Solids, non-PCB Treatment
- Brief manager monthly on status of Orphan Wastes.

Total Project Report RFFO RFETS

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Appendix B 903 Pad Remediation Waste Norma Castañeda x4226

Data as of Mid-October 2003

Rad Activity	LDR Status	# of IP-1s	Disposal Site	Comments
<10nCi/g	<10xLDR*	0	Envirocare	Awaiting waste profile approval--expect late October
<10nCi/g	>10xLDR	3	Envirocare	Requires treatment @ Envirocare--ship this fall
>10nCi/g	not RCRA	37	NTS	Begin shipping to NTS within a few weeks
>10nCi/g	<0.1xLDR	130	NTS	NTS is working with State of Nevada--expect approvals in Sept/Oct
>10nCi/g	<0.1xLDR	47	Envirocare	SOF<1, repack into IP2, ship to Envirocare (LLMW)
>10nCi/g	<10xLDR*	3	Envirocare	Need to re-process to <10nCi/g
>100nCi/g	<10xLDR*	4	WIPP	Will repack into SWB end of Oct

*If soil is <10xLDR limits, it can be disposed of as LDR-compliant waste as part of the Alternative Soil Treatment Standards.

The table above describes the status of the 903 Pad Remediation Project waste that is planned to be dispositioned after excavation is completed. As many as 105 intermodal waste containers have soil with contamination levels greater than the disposal facility waste acceptance limits. The soil in these containers will need to be blended with low activity material or clean soil to reduce the contamination levels prior to shipment.

This activity must be performed under the same radiological operations controls as is used for the excavation activities. Personnel will continue to use one of the tents for the repackaging waste operations.

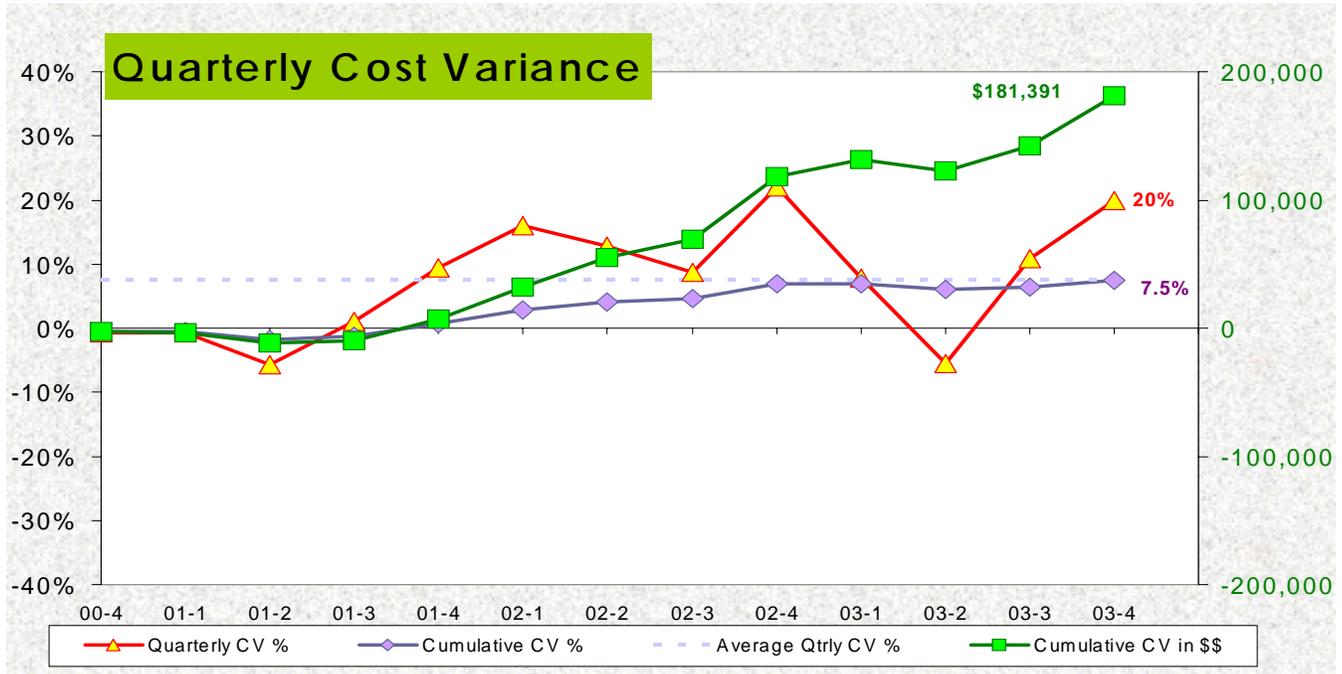
A Waste Isolation Pilot Project (WIPP) audit is scheduled for October 28, 2003 to review our waste packaging procedures, oversee repacking process, and review the paperwork accountability. A dry run is scheduled for the week of October 20, 2003. The 903 Pad team will repack the TRU waste into Standard Waste Boxes (SWBs). The rest of the 903 Pad waste will be blended, packaged and shipped off-site in the next few months.

LDR- Land Disposal Restriction
IP-1- Current intermodal waste containers
nCi/g- nanocuries per gram
SWB- Standard Waste Box
LLMW- Low Level mixed waste

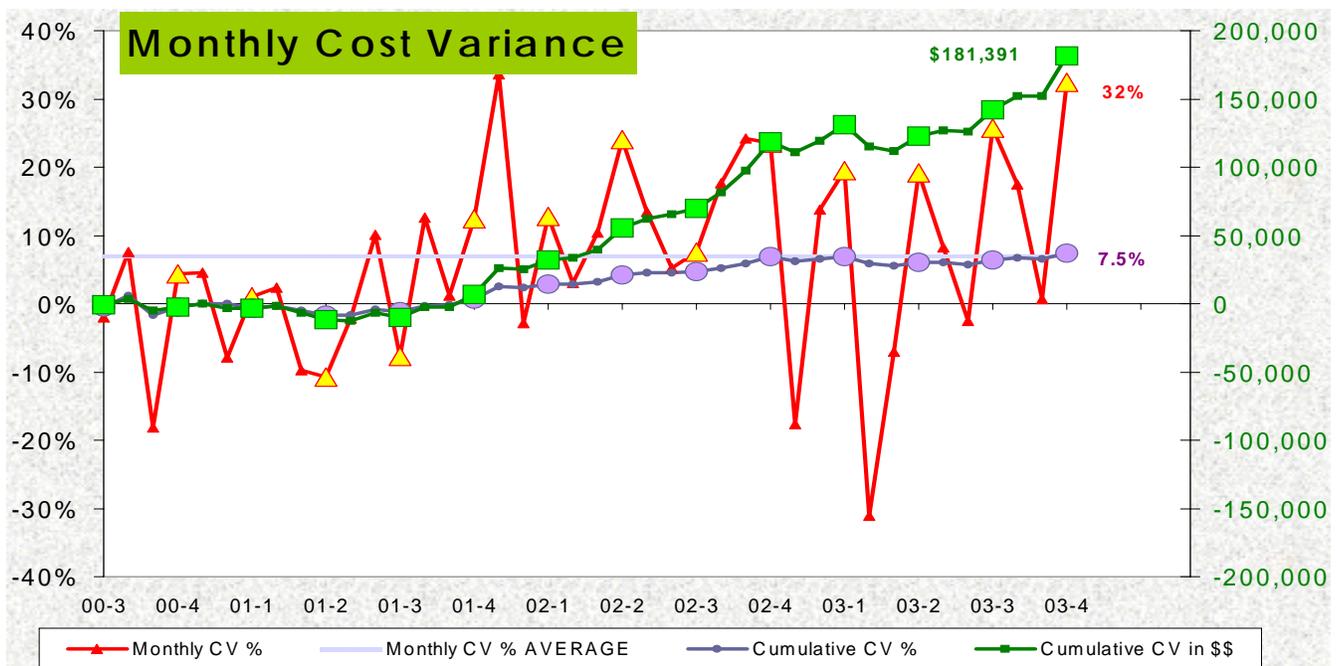
Appendix C Cost Variance Trending

The following charts depict Project cost variance trends by quarter and monthly as referenced in the Cost section of the Executive Summary.

Quarterly CV



Monthly CV



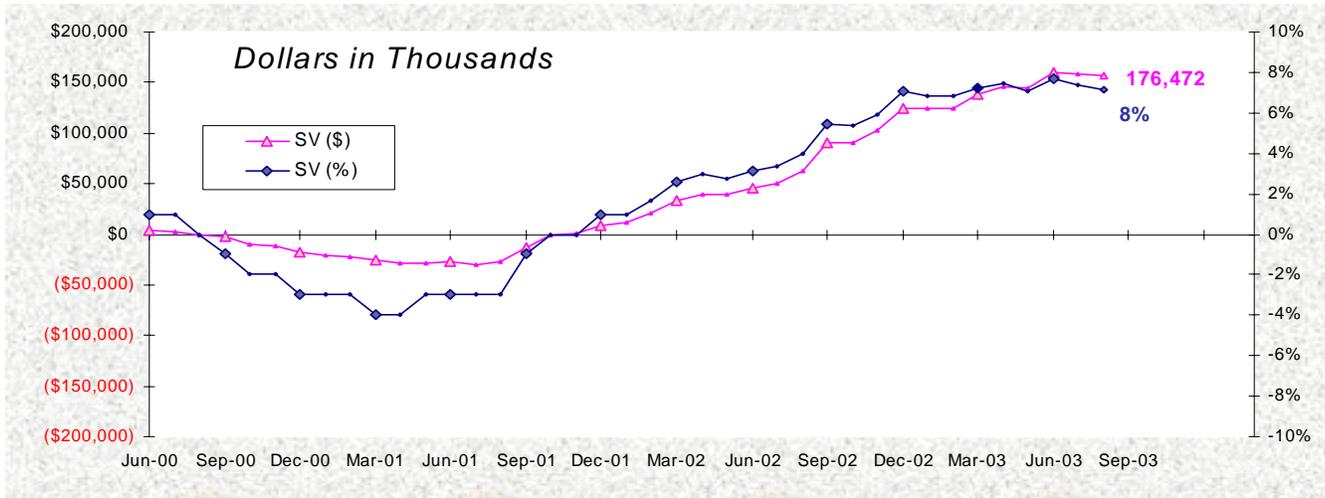
Appendix D Other Schedule Performance Indicators

The following charts depict Project schedule variance metrics used to evaluate K-H schedule performance as referenced in the Schedule section of the Executive Summary.

Traditional Schedule Variance

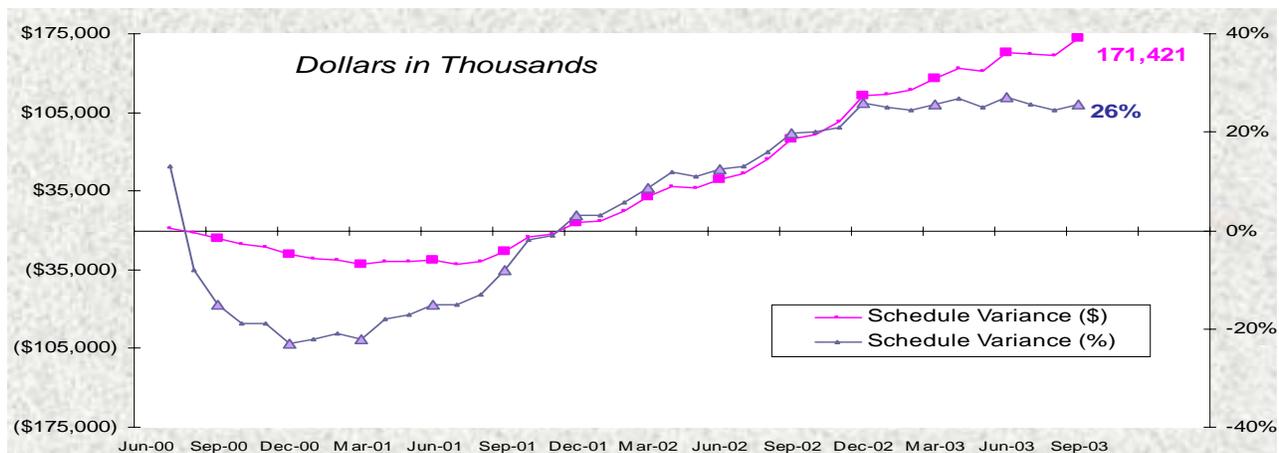
SV\$: +\$176M SV%: +8%

Traditional Schedule Variance (SV) for target activities were \$159M and 8% in June.



Modified Milestone Schedule Variance

SV\$: +\$171M SV%: +26%



About 42% of Modified Milestone activities were scheduled to be complete at the end of this quarter and 53% were completed. The current Budgeted Cost of Work Scheduled (BCWS) for these modified milestone activities is \$668M, with a life cycle BCWS for these activities of \$1.6 billion (B). The Modified Milestone SV improved \$13M since June. The positive gain is due mostly to nearly \$30M of additional workscope accomplished in PBDs A, E, and F this quarter: Building 371, the Industrial and Site Services Project, and Material Stewardship, respectively. That positive gain was offset by a reduction of ~\$-18M in schedule variance in the other PBDs.

Total Project Report RFFO RFETS

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Appendix D CONTINUED

P3 Completion

Estimated Completion Date: 15 December 2006

The *K-H generated* Estimated Completion Dates (ECDs) from the P3 schedule are represented below.

K-H continues to examine critical path activities to identify schedule acceleration opportunities. RFFO is monitoring this critical path and continues to utilize December 15, 2006 as the Estimated Completion Date.

PBD	Activity Description	Baseline Early Finish	Stated Early Finish
A	B371	11-Oct-06	17-Mar-06
B	B707	13-Mar-06	17-Nov-05
C	B771/774	18-Aug-04	02-Jul-04
D	B776/777	31-Oct-06	01-Nov-05
E	Industrial Sites	11-Oct-06	19-Jan-06
F	Material Stew.	13-Dec-06	01-Mar-06
G	ER	14-Dec-06	18-Apr-06
ALL		14-Dec-06	18-Apr-06

* Under RFFO Review

Comparative Schedule Metrics

The project-level positive schedule variances reflect the contractor's continued success at accelerating workscope. However, the majority of accelerated activities have been in PBDs G, E and D. This is the first quarter since the project began that all real work (non level-of-effort) PBDs have a positive schedule variance. This is the result of the completion of PuSPS operations and SNM shipment in July and Kaiser-Hill's continued funding of additional D&D activities in PBD A.

Project		SV _{TRAD}	SV _{PWA}	SV _{MM}	SV _{P3 +/- Days}
1A	371 Complex Project	1%	* 5%	3%	130
1B	707 Complex Project	7%	33%	17%	69
1C	B771/774 Closure Project	6.1%	21%	10%	32
1D	B776/777 Closure Project	12%	60%	27%	225
1E	Industrial and Site Services Project	23%	531%	87%	167
1F	Material Stewardship Project	5%	126%	18%	181
1G	Environmental Remediation	27%	2371%	30%	150
Total Project:		8%	69.2%	26%	150 **

*The RFFO Validated Percentages differ from the KH reports

** Under RFFO Review

Project Metrics

Project Metric	Life Cycle Planned	Actuals to Date	% LC Complete	CPB Planned at end of year	FY Completion Status	Actuals this Quarter	FY Actuals	FY Plan (AWA)
Low Level Waste Disposed (m ³)	184,475	102,655	56%	67,521	152%	21,265	55,169	37,000
Low Level Mixed Waste Disposed (m ³)	44,614	26,808	60%	6,170	434%	7,415	23,519	8,700
TRU Waste Disposed (m ³)	12,355	8,172	66%	6,119	134%	1,141	4,016	3,000
Certified 3013 Containers Produced ¹	1,895	1,895	100%	1,900	100%	89	911	716
MAAs Eliminated	7	7	100%	0	∞	1	1	
B371 Project Work Sets	60	22	37%	17	129%	6	17	14
B707 Project Work Sets	98	62	63%	43	144%	5	27	17
B771 Project Work Sets ²	106	71	67%	33	215%	4	22	15
B776 Project Work Sets	82	75	91%	61	123%	3	9	13
Facilities Demolished	290	127	44%	86	148%	14	45	43
Nuclear Facilities Decommissioned	6	1	17%	1 ³	NA	0	0	
Radioactive Facilities Decommissioned	54	14	26%	0	∞	6	14	
Industrial Facilities Decommissioned	317	199	63%	157	127%	8	31	
Environmental PWAs Completed	65	22	34%	11	200%	8	20	9
Environmental Remediation Sites Completed	359	187	52%	158	118%	20	59	18
Gloveboxes removed	1,324	1,047	79%			62	293	403

¹ PuSPS production completed July 2003. June production was 141 and for July it was 89. Total PuSPS output was 1895

² "Actuals to Date" is corrected for the completion of Area AK in July

³ B779 was completed under the prior contract with K-H.

Key Definitions / Terms

Rocky Flats' schedule performance indicators:

All indicators (except P3) use the standard formula $SV=BCWP-BCWS$ and are measured in dollars, not time. Performance is measured against the Life-Cycle Baseline as presented in June 2000 with minimal adjustments approved through our rigorous Change Control Process. The indicators defined below differ mainly in which budgeted costs are included in the analysis.

Traditional Schedule Variance (SV_{TRAD}): This indicator addresses schedule performance compared to plan for the entire project contracted with Kaiser-Hill. It includes all "Target" costs as defined by the contract (EW05, EW02, FS40, GG08, YN01, and NN61). It does NOT include budgeted costs for things like performance fee, technology deployment, and program (RFFO) funds. A positive variance means that, compared to the original plan, more work was accomplished than planned. A negative variance means that less work has been accomplished than planned.

Modified Milestone Schedule Variance (SV_{MM}): This schedule performance indicator is designed to focus on all the 'real' work at the site. It removes level-of-effort activities from the analysis, but adds the Technology Deployment budget. Again, the variance indicates that more work or less work was accomplished than planned.

Predetermined Work Activities Schedule Variance (SV_{PWA}): In order to best assure that the government is awarding performance fee for the accomplishment and acceleration of the most important work at Rocky Flats, our contract with Kaiser-Hill includes a list and schedule of ~900 "Predetermined Work Activities" against which performance is measured and provisional fee is paid. Generally, SV_{PWA} calculations allow for earning value only when an activity is 100% complete (all or none), unless the activity is a quantity-based measure. These activities represent critical work necessary to the timely closure of the Site, and performance is measured against the baseline schedule set out at the beginning of the contract. Although the contractor is free to realign specific work activities as they see fit, the dollar amount of work accomplished against these critical activities is expected to remain on plan to facilitate timely closure of the site.

Primavera Project Planner Schedule Variance (SV_{P3}): In contrast with the previous indicators, the P3 schedule variance is measured in units of time (days). The Primavera project scheduling software computes the longest (critical) path through the contractual work on the Project and arrives at the Stated Early Finish, (a.k.a. Estimated Completion Date). Variance is measured against the Baseline Early Finish as established in June 2000.

Orphans – Low Level Mixed Waste Orphans. Wastes which must be removed from the Site but for which no disposal / treatment path has been identified and/or approved.

D&D – Deactivation and Decommissioning. Deactivation: the process of placing a "building" in a safe and stable condition. Decommissioning: All activities that occur after deactivation. Includes decontamination and dismantlement /demolition.

M5 - RFCA Earned Value Aggregate (over 50%) Milestone. Fiscal Milestones M1 – M4 require that 50% of the FYBCWS in each individual category be completed in that fiscal year. The FY M5 Milestone tracks the dollar value of the remaining BCWS in those categories for the fiscal year and requires that it be completed before the end of the *following* fiscal year. The M5 Earned Value Milestone can be satisfied with any combination of BCWP from LLW, D&D, ER, and TRU. However, the M5 milestone must be completed for each fiscal year before BCWP can be applied to Milestones M1 – M4 in the following year.

PBD A – 371 Complex Project. Liquid waste ops, Plutonium Stabilization & Packaging System (PuSPS), repackaging of residues, SNM removal (including shipping), and D&D. Building demolition by October 11, 2006.

PBD B – 707 Complex Project. SNM holdup removal, consolidation of SNM into B371, classified matter removal, and D&D. Building demolition by 3/1/06.

PBD C – 771 Complex Project. Complex D&D and D&D Programs (site decommissioning program and EM-50 funded projects). Building demolition by 8/04/04.

PBD D – 776 Complex Project. D&D. Building demolition by 10/27/05. Removal of the slab/foundation by 4/26/06 and project completion by 10/31/06.

PBD E – Industrial / Site Services Project. The industrial and site services portion of the RISS Project, and other bldg D&D.

PBD F – Material Stewardship Project. Technical program direction and operational support for commodities, engineered services, procurement, traffic & transportation, and disposition of waste.

PBD G – Remediation Project. The Environmental Restoration (ER) Program portion of the RISS project. The overall scope includes Industrial Area and Buffer Zone Closure and environmental restoration including any remaining characterization.

PBD H – Engineering, Environmental, Safety, Quality, and Health. Infrastructure. Includes; project management, assessment, oversight, regulatory compliance and monitoring, waste certification, technical training, Nuclear Safety and Licensing, Criticality Safety, Fire Protection, Engineering, Safety/Work Control, and Radiological Protection.

PBD J – Support Project. General Counsel & Audit (GC&A), Strategic Planning & Integration, Administration, and K-H Executive Office.