SECTION J

APPENDIX C

TRANSITION PLAN

Replaced 0015

Pantex/Y-12 Transition Plan

March 3, 2014

Consolidated Nuclear Security

Enterprise Management

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Appendices

1. Introduction

This Transition Plan meets the requirements of RFP Section F-7 (a), Transition Plan, and Section J, Appendix C, Transition Plan, as amended by Amendment 4. It will be submitted to the Contracting Officer upon contract award for approval. The plan describes how Consolidated Nuclear Security, LLC (CNS) will implement the guidance provided in RFP Section J, Appendix C, completing all activities necessary to assume full responsibility for the Y-12 National Security Complex and the Pantex Plant (Savannah River Tritium Operations are not included in this plan per RFP Section J, Appendix C). Per RFP Section J, Appendix C, the objectives of the plan are: to minimize the impacts on continuity of operations, maintain communication with staff and affected communities, identify key issues, and overcome barriers to transition. The objectives of the plan reflect our understanding of requirements for safety and security and our respect for the missions and the employees who will carry out the missions. Our approach to meeting these requirements is described in the following sections and, in particular, Section 5, Transition Schedule.

The transition term is from the effective date of the contract through a 4-month transition period [RFP Section F-2 (a), Amendment 4]. Upon completion of all activities involved in the plan, CNS will advise the Contracting Officer that it is ready to assume full responsibility for the Y-12 National Security Complex and the Pantex Plant. Upon receipt of written notification from the Contracting Officer that the transition activities are considered complete, CNS will assume full responsibility for the nuclear production plants, effective 12:01 a.m. at the start of the Contract's Base Term (RFP Section J, Appendix C).

CNS will manage the transition as a project, with defined scope, schedule, and budget, and with a collocated team at each of the two site locations. Communication with incumbent employees will begin early and will be continuous in an open, frank dialogue, with emphasis on accommodating their work schedules. Offers of employment will be extended as early as possible to employees selected for hire by CNS and completed within 90 days after start of transition. Every effort will be made to avoid impacting the continuity of current work.

This Transition Plan focuses on the activities necessary to meet contract requirements, including staffing, operating systems, procedures and work control documents, baseline plans, and assessment of facilities and pre-existing conditions as well as identification of differences from documented conditions. It details our approach to sustaining project continuity, managing project personnel, maintaining communication with staff and affected communities, identifying key issues, overcoming barriers to transition, and meeting contract requirements safely and securely. In this manner, we can transition the project efficiently and effectively and begin our drive to merger, transformation, and continuous improvement, as described in our proposal.

2. Transition Basis and Assumptions

Availability and accessibility of information and facilities are vital to our ability to define the initial condition of the sites and the project, the work to be accomplished, and any material differences from documented conditions.

Office space for our incoming transition team is assumed to be provided by CNS offsite. The CNS transition office will be located at 105 Mitchell Road in Oak Ridge (subject to internal and NNSA approvals), and the Amarillo transition support office will be located at 720 S. Tyler Street. Computers, telephones, and other equipment (including furniture, copiers, printers, and basic office supplies) will be provided by CNS. Safety walkdowns of the office facilities will be performed prior to initial occupancy and as often as necessary to ensure safe working conditions.

We assume that Contracting Officer's Notice to Proceed will be issued to CNS on or about the effective date of the contract, at which time access will be provided to the contract-related facilities, personnel, and information necessary for transition. Examples of necessary documentation include detailed organizational information, human resources data related to the incumbent employee population, benefit plans, system descriptions, procedures, permits, regulatory agreements, work packages, facility condition reports, characterization data, authorization bases, environmental monitoring data, work processes, and project performance reports.

While we assume that much of the required information will be available and accessible at the start of transition, many additional data requests will be necessary. We ask for rapid turnaround of information requested from the incumbent contractor because this process constrains the transition schedule. Our schedule assumes a 3-day turnaround for information requests in general, recognizing that some requests may be sufficiently complex to require more time. We will maintain a log to track all requests for information. We assume that each of our transition personnel will be badged within 3 days of the person's arrival, and that escorted access will be provided as necessary while clearances are in process.

3. Transition Team

Transition will be managed by a dedicated Transition Manager who is not a key person. Except for the transition manager and the associated support, transition will be managed by the same organization as the project organization. The Transition Organization is shown on Figure 1, consisting of the Transition Manager (along with Oak Ridge and Amarillo Transition Leads), the CEO and COO, and the other key personnel (including the UPF Project Director but excluding the UPF Project Manager, who is focused on "standing up" and executing the Bechtel National, Inc., subcontract). The balance of the transition team supports the Transition Manager and the key personnel.

The Transition Manager is responsible for delivering a completed project, i.e., the Transition, which includes overall management of the transition process (scope, schedule, budget, and approach). The Transition Manager will coordinate with the NNSA Transition Manager and incumbent contractor Transition Manager(s) to integrate efforts, channel communications, resolve issues, and track progress. The Transition Manager will schedule and lead a weekly formal coordination meeting of the three transition managers.

Jim Haynes, Chief Executive Officer, and Jim Allen, Chief Operating Officer, will focus on safety, overall quality of deliverables, customer relations, employee relations, stakeholder relations, communications (other than transition process communications), and overall readiness to execute missions. Jim Haynes will personally focus on human resources aspects of transition and will personally approve key human resources related decisions and deliverables. Jim Allen will personally focus on mission execution readiness.

The other key personnel will focus on understanding their areas of responsibilities, including human resources, facilities, procedures, work processes, safety, and risks. They will oversee preparation of the required deliverables in their areas of responsibility, develop staffing plans, work with Human Resources to fill their staffing plans, oversee blue sheeting of procedures (a process to identify whether the procedure will be adopted as is, cancelled, or changed) and due diligence walkdowns, and present the readiness status for their areas. They also "own" the other transition actions that must be completed within their organizational responsibilities. Key personnel are assisted by specialist support personnel who are assigned specifically to execute transition tasks.

4. Transition Scope

In summary, the scope of work for transition is to **perform all activities necessary to be prepared to assume full responsibility for the contract requirements.** Therefore, any activities not specifically identified in this plan are included in the transition scope if they meet this definition. Also, this baseline plan may be modified as necessary to merge it with NNSA and incumbent plans for a fully integrated Transition Plan.

Contract deliverables that are due during the transition period, their due dates, and the responsible manager are specified in Figure 2, Transition Deliverables. Deliverables are listed in order of their scheduled delivery date (elapsed time from the effective date of the contract). The transition work breakdown structure (WBS) element that contains each deliverable is listed, along with the RFP section that requires each deliverable.

The work covered by this plan is organized into a WBS based on key personnel responsibilities, which encompass the entire scope of work. Figure 3 is the Summary Transition WBS chart, and Figures 4 through 15 are the detailed WBS charts for each area. The organizational breakdown structure is also shown on these charts by identifying the key personnel and their direct reporting positions and activities.

5. Transition Schedule

Figure 16 is the Transition Schedule, which is based on the Transition WBS described in Section 4, Transition Scope. Transition deliverables are identified in the schedule with a number that corresponds to the list of deliverables in Figure 2. The Transition Schedule is based on the resources reflected in Section 6, Transition Staffing.

The schedule critical path includes travel to the site(s), obtaining access credentials, incumbent briefings, employee mapping to the CNS organization, staffing plan development and approval, hiring the CNS employees, benefit enrollment, and readiness reviews and approvals. Other activities that could become part of the critical path include the "blue sheeting" procedure and benefit plan preparation and approval. However, the blue sheeting process can be accelerated if necessary by adding resources, and the benefit plans do not absolutely constrain hiring the workforce (i.e., if necessary, the workforce can be hired with existing plans that are subject to change upon NNSA approval).

6. Transition Staffing

Figure 17, Transition Staffing Plan, is the basis of the Transition Schedule in Section 5 as well as the cost estimate. The staffing plan also supports the Transition Cost Estimate, which is a separate transition deliverable in parallel with this plan. Figure 18 is the Transition Staffing Curve, which shows a requirement for an average of 117 staff during the 17 weeks of transition and a peak of 149 staff, excluding the UPF. The gap between base and peak requirements is smaller than might be expected due to the 4-month schedule, enabling a degree of resource leveling; some personnel can move between tasks such as staffing, walkdowns, and procedure blue sheeting as needed to keep all of these activities on schedule. The staffing plan and curve include staff based in Amarillo and staff based in Oak Ridge. This difference is better understood by considering that the Oak Ridge-based staff includes all but one (Weapons Assembly/Disassembly) of the key personnel. While based in Oak Ridge, the key personnel (except Uranium Operations) will spend an appropriate amount of their time in Amarillo. Other specialists based in Oak Ridge will also travel to Amarillo to lead or support their assigned tasks at both plants.

7. Transition Communications

With appropriate NNSA coordination, CNS will be open and accessible in communications with all parties. However, during transition, communications will necessarily be controlled to avoid interfering in ongoing work. Jim Haynes will be responsible for implementing our Transition Communications Plan (Appendix A), which will be finalized and implemented after contract award in coordination with NNSA and the incumbent contractor. For media interactions, Jim Haynes or his designated communications representative will speak for the company after coordinating with NNSA. In Jim's absence, Jim Allen will fill that role. We will use a Web site (www.cnstransition.com) to make information, especially human resources information, available in a timely manner as transition progresses. The Web site will include an email link to enable employees to submit questions, and answers will be posted on the Web site. "Town hall" meetings will be held after working hours for all employees on a voluntary basis. These will be led by Jim Haynes, supported by other key personnel. The leadership team will listen carefully at these meetings, record questions, and promptly post answers on the Web site.

In coordination with NNSA, meetings will be scheduled with regulators and key stakeholders. During these meetings, we will listen carefully for any concerns expressed or requests made and will follow up appropriately. Our Community Commitment Plan will be delivered following coordination and agreement with key stakeholders.

Coordination meetings will be held throughout transition as follows:

- Initial briefings and Q&A sessions led by NNSA and the incumbent contractor.
- Plan-of-the-day meetings each afternoon led by the CNS Transition Manager and including, as a minimum, the CNS key personnel. These meetings will plan the next day's activities.
- Weekly transition team meetings attended, as a minimum, by the transition managers for CNS, NNSA, and the incumbent contractor.
- Meetings of key and support personnel with incumbent contractor counterparts and subject matter experts for turnover of information and issue resolution.

- Monthly progress review meetings to formally assess progress compared to scope, schedule, and budget and to identify and resolve issues. NNSA and the incumbent contractor will be invited to attend.
- Mid-course review with NNSA to formally present progress and plans to complete the transition on schedule.
- Change Management Council (CMC) readiness review meetings. The CMC, comprising NNSA (as desired) and the CEO, COO, Mission Support, Mission Assurance, and Transformation managers, will review individual transition elements and deliverables as they are completed; culminating in the final CMC readiness review and presentation to NNSA.

In addition to the structured regime of meetings, other communication activities will be ongoing during transition. With NNSA approval we will establish an integrated transition team, led by the CNS Transition Manager and including the NNSA Transition Manager and incumbent contractor Transition Manager, to manage the overall transition process. They will meet regularly and distribute coordinated messages to and from their respective transition teams. Jim Haynes and Jim Allen will be in continuous communication with the Contracting Officer's Representative (COR) and will sign all formal correspondence to the COR. Our Contracts Manager will sign correspondence to the Contracting Officer. Our key personnel will communicate and coordinate with their NNSA counterparts throughout transition. Some examples of additional communications activities follow:

- CNS expects that the incumbent contractor will provide detailed briefings and make available necessary information at the beginning of transition. As indicated above, the incumbent contractor's Transition Manager will be in close communication and coordination with our Transition Manager. Our Transition Manager will obtain approval from the incumbent contractor Transition Manager for all direct contact with incumbent contractor personnel (other than "town hall" meetings outside normal working hours). It is anticipated that the incumbent contractor Transition Manager will facilitate availability of the necessary incumbent personnel. Once contact is approved, CNS key and support personnel will be in contact with approved points of contact throughout transition as necessary to complete transition activities. Formal correspondence with the incumbent contractor will be signed by Jim Haynes or Jim Allen, except for working correspondence between transition managers.
- Subcontractors that are assigned or otherwise assumed by CNS will be formally notified by CNS, with appropriate documentation provided, including any communication regarding organizational changes or other information necessary for the subcontractors to continue performing effectively. If any current subcontractors are not needed by CNS, we will notify the incumbent contractor as early as possible, and the incumbent contractor will be responsible for termination of the subcontract.
- For incumbent employees, we will set up a Web site for continuous information updates and Q&A as transition progresses, and we will conduct town hall meetings after working hours. With NNSA and incumbent contractor concurrence, all employees will be informed early in transition of the process we will follow to staff CNS with incumbent employees. Formal offers will be made to employees selected for hire by CNS no later than 90 days after start of transition, and once offers are accepted, benefits enrollment will occur. Once CNS notifies the incumbent contractor that specific employees will not be hired by CNS, the incumbent contractor will manage the communication and termination process for employees who are not selected for hire.

- CNS will meet early in transition with authorized representatives of the collective bargaining unit employees to jointly establish and implement a protocol for effective and appropriate communication with bargaining unit employees during transition. CNS will establish positive labor-management relations by adopting the current Collective Bargaining Agreements (CBAs) (adoption may be for a limited time), following the agreed communications protocol, and regularly soliciting input from the represented workforce.

8. Continuity of Operations and Security

The approach described throughout this Transition Plan is designed to minimize impacts on continuity of operations. Specific elements of the approach that are applicable include the following:

- All meetings, requests for information, requests for support, and requests for access will be coordinated through the incumbent contractor's Transition Manager. Exceptions include CEO/COO to CEO/COO contacts as well as contacts between CNS key personnel and their incumbent counterparts, once authorized.
- CNS will avoid communicating directly with incumbent employees during normal working hours without the concurrence of the incumbent contractor, except for the essential actions necessary to support hiring of the CNS workforce. For example, the protocol for arranging interviews of incumbent personnel will be coordinated with the incumbent contractor. However, once approval has been obtained for coordination or communication with specific individuals within the incumbent organization, or following specified protocols, such coordination will continue as necessary.
- CNS will establish and adhere to specific criteria related to the hiring process. We do not plan to interview all incumbent employees (which would take them briefly away from their work). However, candidates for management and supervisory positions, subject matter experts, or other identified critical skill positions will be interviewed, if CNS deems necessary, based on the established criteria. Leadership positions will be filled first, and once the mid-level and senior-level managers are selected and accept their offers, they will be engaged in the hiring process for their organizations. Engagement of these incumbent employees in the hiring process as well as interviews with incumbent employees will be coordinated through the incumbent contractor Transition Manager and Human Resources Manager as described in the preceding paragraph.
- Information will be provided to incumbent employees through our Web site, town hall meetings, and mailings to their home addresses, which will be timely and adequate, avoiding unnecessary distractions at work.
- Employees and budgets will be mapped to the CNS structure during transition so that work will be continuous after contract takeover.
- Procedures and work packages necessary for continuity of operations will be blue sheeted and adopted by CNS prior to contract takeover.
- We assume that management and operating systems, permits, licenses, safety bases, work control processes, and subcontracts will remain in place at contract takeover to the extent they are needed by CNS. Only necessary modifications will be made in these areas to enable CNS to assume responsibility. Applications for modifications to convert permits to CNS responsibility will be made as early as possible to allow for regulatory review and approval.

- Incumbent contractor work packages (both direct and indirect) that are scheduled to be either ongoing at contract takeover after transition or starting up within 90 days after transition completion will be mapped to the responsible CNS organization and adopted (blue sheeted) as appropriate by CNS under the direction of the responsible key personnel. This measure will enable continuity of operations and will keep critical work on schedule. Where changes to work packages are required (due to scope, organizational responsibilities, project team composition, schedule, budget, or approach), the minimum necessary adjustments will be made to the work package through the blue sheeting process. If, during transition, we determine that any incumbent contractor work packages are inapplicable or unnecessary, the incumbent contractor will be informed so that the work package can be closed at contract takeover. Work packages covering work starting 90 days or more after transition will be prepared by the CNS team after contract takeover. Work packages for this work that have already been prepared or partially prepared will be used as a basis for CNS work packages as appropriate.
- Incumbent contractor budgets will be mapped to the CNS WBS, consistent with the mapping of incumbent contractor employees and subcontractors to CNS staffing and execution plans. Budgets will be reallocated consistent with our proposal, and the revised budget structure will be in place at contract takeover. This transition activity will be closely coordinated with the incumbent contractor to ensure continuity of operations. Additional work that may be necessary due to pre-existing conditions (e.g., facility conditions or waste inventories) will be documented and reviewed with NNSA to ensure that they are appropriately addressed in baseline documents.
- CNS will ensure that no disruption of site protection program requirements occurs by designating a safeguards and security transition lead to coordinate all required transition activities with incumbent safeguards and security managers. We support continuity of operations during transition by establishing workarounds for scheduled site security project upgrades, security assessments, systems performance testing, and Protective Force (PF) training activities. We also ensure PF labor stability by working closely with site PF unions (IGUA/SPFPA) during transition to identify current PF labor issues and adopt existing collective bargaining agreements.

When CNS assumes full responsibility for the contract scope of work, immediately following transition, deliberate steps will be taken to ensure continuity of operations, including the following:

- Senior management will conduct safety briefings of all employees.
- Training and qualifications necessary to fill assigned positions will be verified.
- Supervisors and managers will observe work within their areas of responsibility.
- Mitigation plans will be implemented for risks that have been identified.

Any dispute that could impact transition among the CNS transition team members and the incumbent contractor's personnel will be referred to the responsible CNS manager (key person), who will quickly evaluate whether the dispute could have an impact on scope, schedule, or cost of transition. If so, he will immediately bring the issue to the Transition Manager, who will attempt to resolve it with the incumbent contractor's Transition Manager (and the NNSA Transition Manager, as appropriate). Most issues will be resolved at this point, but if quick resolution is not apparent, the dispute will be referred to the CNS COO or CEO, who will attempt to resolve the issue with the incumbent contractor's senior official. If this is unsuccessful, the Contracting Officer will be formally notified

of the dispute and its potential impact to transition scope, schedule, or cost. Contracting Officer direction will be requested if such a case arises.

The approach for resolving a safety dispute arising during facility walkdowns is described in Section 11.

9. Human Resources Management

This is the most critical activity of transition, involving several broad groupings of activity, including defining and gaining approval of the benefits and compensation plans and staffing of the CNS workforce. Human Resources Transition Deliverables are identified in Figure 2 and the Transition Schedule (Figure 16).

Necessary benefit activities include transfer of the existing defined benefit plan to CNS, defining CNS benefit plans in accordance with our proposal, obtaining an Employee Benefits Value Study, and obtaining corporate approvals; obtaining NNSA approvals; filing regulatory documents; naming fiduciary members of the Benefits Committee; communications with incumbent employees; and open enrollment activities.

While every effort will be made to obtain NNSA approval to implement all benefit changes prior to enrollment of employees hired into CNS, it is recognized that this may not be achievable. In the event that revised plans are not approved prior to hiring and enrollment of the workforce, the Offers of Employment will be consistent with the incumbent contractor benefit plan, and clearly stated as subject to change during the first year of the contract.

In establishing the initial workforce, CNS will give a right of first refusal of employment for every position identified by CNS as necessary for completing the requirements of the contract (other than positions occupied by key personnel and managers reporting directly to them) to incumbent employees as defined in the Request for Proposal (RFP) who meet the qualifications for a particular position.

The major steps involved in staffing CNS with non-union represented employees are as follows:

- Human Resources, with participation of the functional areas, will conduct a mapping workshop to align incumbent employees to the CNS organization.
- CNS key personnel managers will prepare their staffing plans to include the positions that will be required in the new organization, without names.
- The CEO/COO will review and approve the CNS Staffing Plan prior to submittal to NNSA.
- Incumbent employees interested in CNS positions may submit their resumes to Human Resources for review at the beginning of the transition period.
- CNS management, with assistance from Human Resources, will review all resumes for their respective areas and map qualified candidates to open positions. Interviews will be conducted as necessary and in compliance with the established criteria.
- CNS management and Human Resources retain the sole right of determining if an application for a position meets all the qualifications for a given position.

- Human Resources reviews recommended hiring actions for compliance and coordinates any necessary adjustments with the applicable key personnel managers.
- The CMC reviews and approves the compliance report prior to submittal to NNSA.
- Human Resources issues Offers of Employment to each employee who is selected.
- Employees accept offers, and new offers are made to alternates for any positions that are declined.
- Open enrollment activities occur once offers are accepted.

Note: E-Verify activities only relate to I-9 verification and do not occur until the first day of employment. This will be included as part of the on-boarding process.

This approach takes care to identify and consider **ALL** incumbent employees (including part time employees, those on short term and long term leave, interns, and personal service agreements such as subcontractor personnel in staff augmentation roles).

For union-represented employees, our Labor Relations Representative will coordinate CNS signing of the current CBAs. Labor Relations will coordinate with union representatives, Human Resources, and the key personnel managers to map bargaining unit employees to the staffing plan. Human Resources and Labor Relations will hold enrollment sessions for the bargaining unit employees based on benefits that are consistent with the adopted CBAs.

10. Financial Management

In addition to actions that are usually required for transition of financial management, the combination of two production sites under a single contract and management structure mandates that certain aspects be combined during transition so that operations are functional on day one of assuming the contract. While the actual merger of the two financial processes and systems will require an 18-to-24-month period, certain reports and financial transactions must be combined on day one of assuming contract operations, including the following:

- A Single Letter of Credit will require that a process be established to consolidate both sites' daily financial transactions to support a single daily US Treasury drawdown and a single monthly 924 report.
- A single Authorized Funding Plan (AFP) will be required based on the single contract ID. Therefore, a process must be developed to separate the funding between the two locations and to load the AFPs into the two respective financial systems. Funds controls will continue to be managed separately at each site until future process merger occurs.
- STARS (the Department of Energy [DOE] financial reporting system) reporting will require that we develop an electronic application that can receive the separate STARS files from each site and combine them into one consolidated DOE submittal.
- Other DOE required reports (including Institutional Cost reports, Ledger Certifications, etc.) will also require that we develop processes to combine data from the two sites for reporting purposes.

- An Interim Cost Model and Disclosure statement will need to be developed and the rates determined and applied as of the first day of assuming contract operations. The CNS organization and associated costs will need to be mapped into the new cost model. In addition, a determination of appropriate UPF institutional level costs will need to made and mapped into the cost model. NNSA will review and approve the new cost model.

11. Facility Walkdowns, Due Diligence, Material Differences, and Property Inventories

Our team will conduct detailed walkdowns of the facilities and document their conditions and situations. Appendix B contains our Facility Assessment Checklists. It is a system of 11 checklists, starting with a general Pre-Existing Conditions Checklist applicable to all facilities. The system is governed by a flow chart (page 2 of Appendix B) that instructs our users on the checklists that apply to specific facilities. Each person involved in facility walkdowns will be instructed in the use of the checklist system and the level of detailed documentation required. The term "facility" is intended to encompass all buildings, sites, systems, facilities, waste sites, property, and services for which CNS will be responsible.

The process of walking down facilities and using the checklists to document pre-existing conditions, hazards, regulatory requirements, working conditions, etc., will also familiarize our team with their areas of responsibility and the risks involved. This activity will require a concentrated effort governed by a disciplined process and schedule; accordingly, we will use the system of checklists for all walkdowns of facilities and areas. The checklist system enables a graded approach to documenting walkdowns, depending on the type of facilities, regulatory requirements, or hazards involved. The completed checklists will be used to demonstrate that due diligence was applied to understanding, assessing, and communicating the nature of work that will be undertaken and the working conditions involved, along with risks and limiting conditions.

If any significant differences are observed between actual conditions and conditions described in materials made available to bidders as part of the basis for proposal preparation, these differences will be documented and evaluated for potential inclusion in baseline documents and a Statement of Material Differences report, which will be provided to the Contracting Officer at the end of transition, if warranted. Relevant information that was made available to bidders will be provided to key personnel managers for reference prior to conducting walkdowns.

Based on our experience conducting other contract transitions, we recognize that we may encounter one or more situations that appear unsafe to CNS personnel conducting walkdowns. If this occurs, our approach will be as follows. First, the CNS employee will inform the incumbent manager or escort who is supporting the walkdown. If the CNS employee is still concerned that the situation will remain unsafe, the CNS responsible manager will be informed. The CNS manager will contact his incumbent counterpart, and if necessary, elevate the issue to the CNS COO. Depending on the potential hazard, time sensitivity, and intractability, the CNS COO will not hesitate to contact NNSA for resolution. This approach is consistent with the dispute resolution process described in Section 8.

CNS and the incumbent contractor will jointly perform physical inventories of accountable high-risk and sensitive property where feasible. The option to conduct confirmation sampling will also be considered for those special nuclear material (SNM) items that are tracked separately. The balance of the real and personal property inventory will be statistically sampled during transition to gain confidence in the existing property inventory. Any major discrepancies found will be documented to the Contracting Officer.

12. Transition Facilities

It is possible that NNSA will provide facilities and equipment for our transition team. However, this plan is based on CNS arranging its own transition offices. We have identified the first floor of 105 Mitchell Road as the preferred facility in Oak Ridge. It will serve as the overall headquarters for CNS transition. For the Amarillo office, the preferred facility is 720 S. Tyler Street. The facility information and estimating basis are included in Appendix C.

The plan for transition facilities does not include facilities or equipment to work with unclassified controlled nuclear information (UCNI) or classified information. It is assumed that classified and UCNI information will be accessed through the incumbent contractor in onsite facilities as necessary and appropriate to complete transition. The CNS transition team will work with official use only (OUO) information in the transition offices, and all team members will be trained on the requirements for protecting OUO information.

13. Readiness Reviews and Transition Closeout

Readiness reviews by the CMC for individual aspects of transition will occur as substantial tasks are completed. Once approved by the CMC, specific tasks and transition WBS elements will be documented as complete. The CMC will hold a Final Readiness Review with NNSA Project Office (NPO) participation near the end of the transition schedule, which will verify that all previously approved task completions and those completed but not yet approved constitute completion of all transition activities. This final review will also verify that all CNS key personnel managers have systems, approvals, governance documents, processes, and qualified people in place for the first day of full contract responsibility. The review will also determine that our Risk Management approach has been applied to identify the major risks to successful assumption of contract responsibility and that effective mitigation plans are in place for implementation.

Following completion of all action items or adjustments identified in the Final Readiness Review, CNS will present the readiness completion status to NNSA and will subsequently formally notify the Contracting Officer of readiness to assume full responsibility for the work. Upon Contracting Officer written notification that transition is complete, transition will be closed out, and CNS will assume full responsibility for the work at 12:01 a.m. on the date specified by the Contracting Officer.

Transition demobilization will take place separately from the contract takeover activities in order to retain records, capture lessons learned, disposition furniture and equipment, and release the office facilities.

Figure 1

Transition Organization Structure

Consolidated Nuclear Security

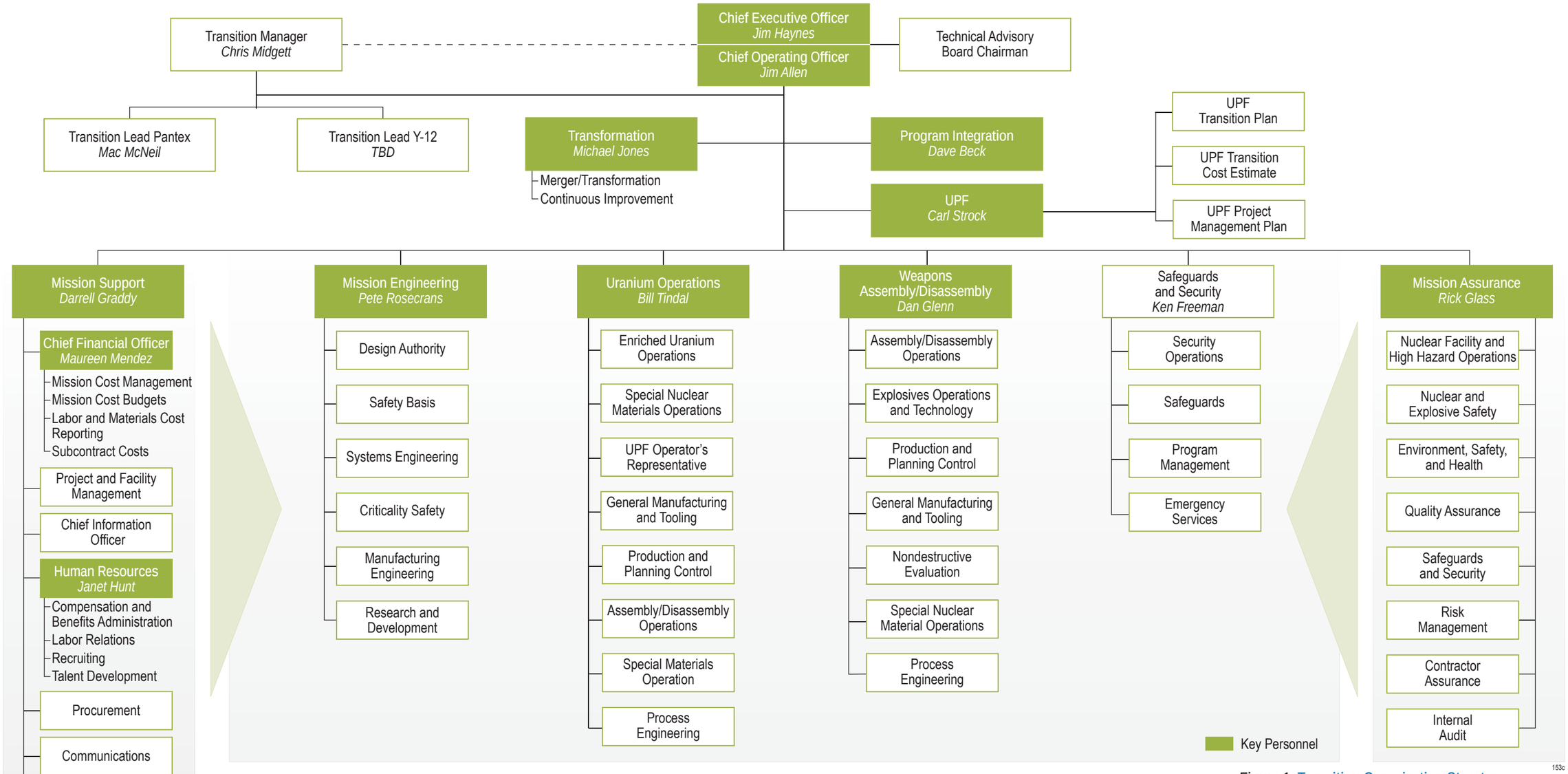


Figure 1. Transition Organization Structure.

Figure 2

Transition Deliverables

Consolidated Nuclear Security

Figure 2. Transition Deliverables

No.	Deliverable	Due*	WBS	Owner	RFP Section
1	Transition Plan (includes UPF)	0	1.1.2	Chris Midgett	F.7(a)
2	Transition Cost Estimate (includes UPF)	0	1.1.3	Chris Midgett	F.7(b)
3	Key Personnel Cost Estimate (includes UPF)	0	1.1.4	Chris Midgett	F.7(d)
4	Staffing Plans	30	1.4.4.2.4	Janet Hunt	J. App A III 2.1
5	Benefit Plans (includes Ben-Val Study)	45	1.4.4.1.5	Janet Hunt	J. App A III 2.2.1
6	Merger Transformation Plan (includes Cost Reduction Plan)	60	1.2.1	Michael Jones	F.7(e), J. App A.III.3.2
7	Conflict of Interest Compliance Plan	60	1.4.8.4	Darrell Graddy	F.7(f)
8	Offers of Employment	90	1.4.4.2.11	Janet Hunt	J. App A III 2.3
9	Interface Management Plan	90	1.4.7.6	Darrell Graddy	J. App A I 4.8
10	UPF Project Management Plan	90	1.10.3	Carl Strock	F.7(g)
11	Advance Understanding on Human Resources	120	1.4.4.1.9	Janet Hunt	J. App A III 2.4
12	Integrated Compensation System Plan and Implementation Timetable	120	1.4.4.1.11	Janet Hunt	J. App A III 2.2.2
13	Community Commitment Plan	120	1.4.6.10	Darrell Graddy	F.7(c)

* Calendar days after contract effective date (contract award date)

Figures 3–15

WBS Structure

Consolidated Nuclear Security

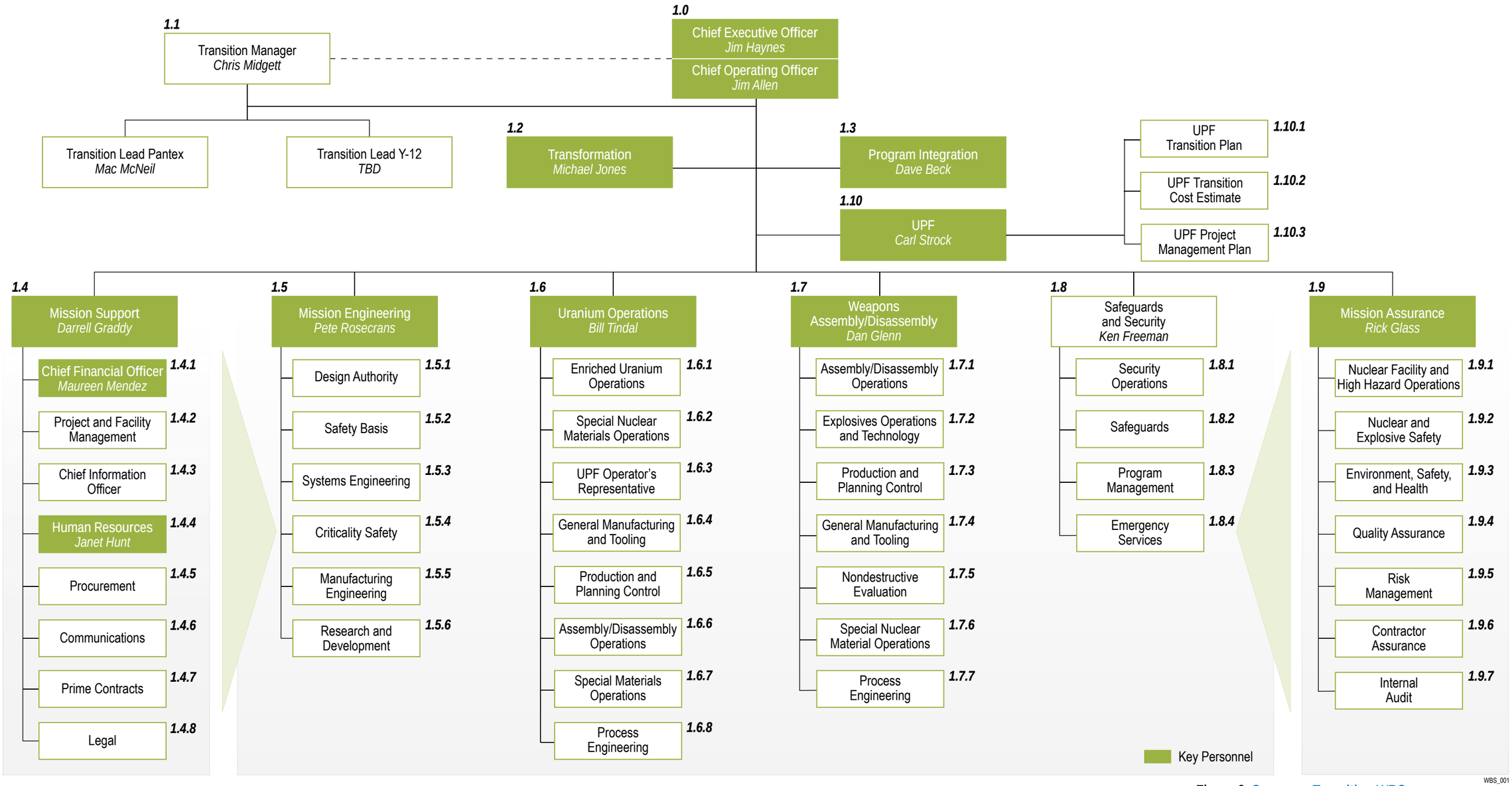


Figure 3. Summary Transition WBS.

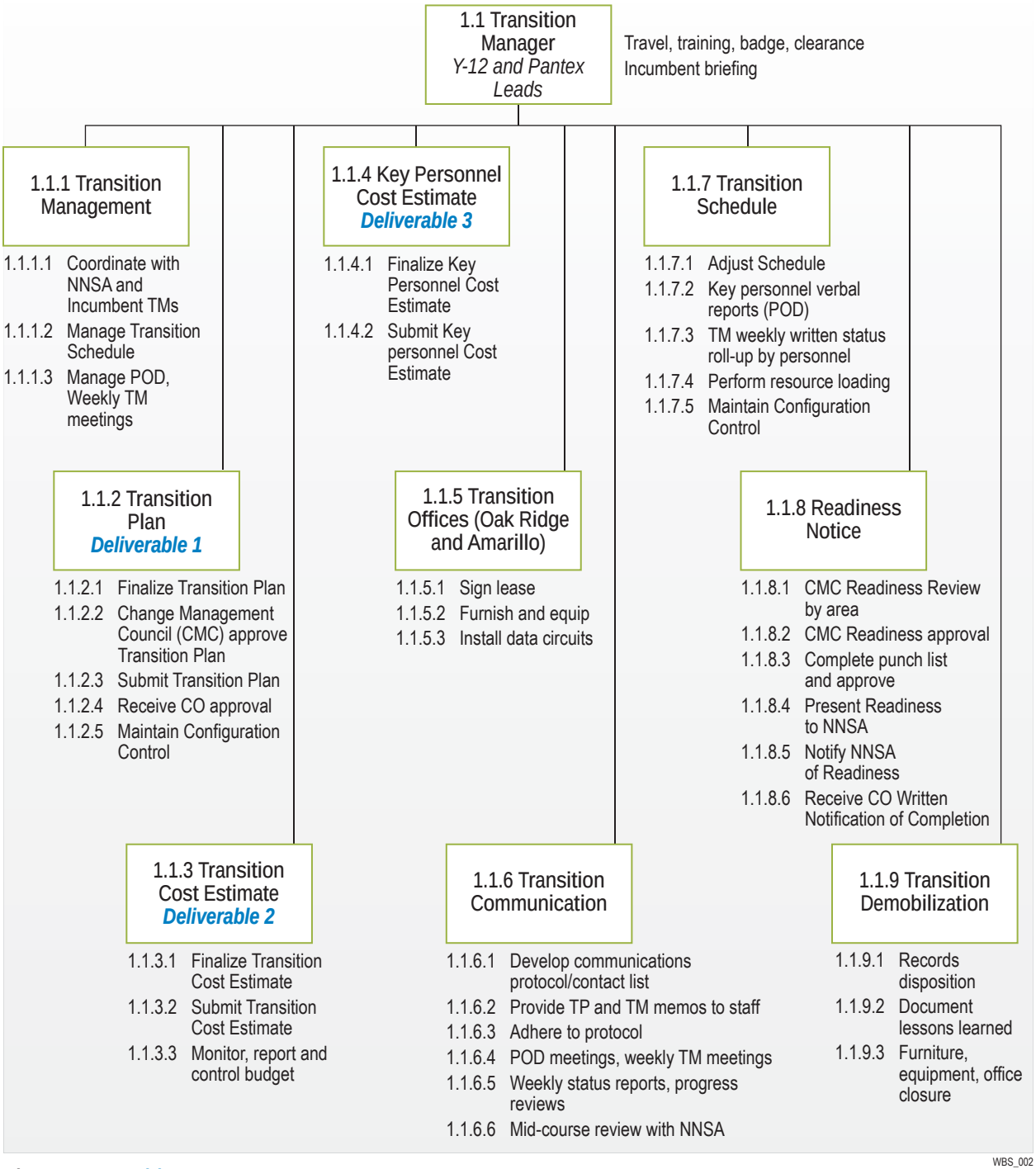


Figure 4. Transition Manager WBS.

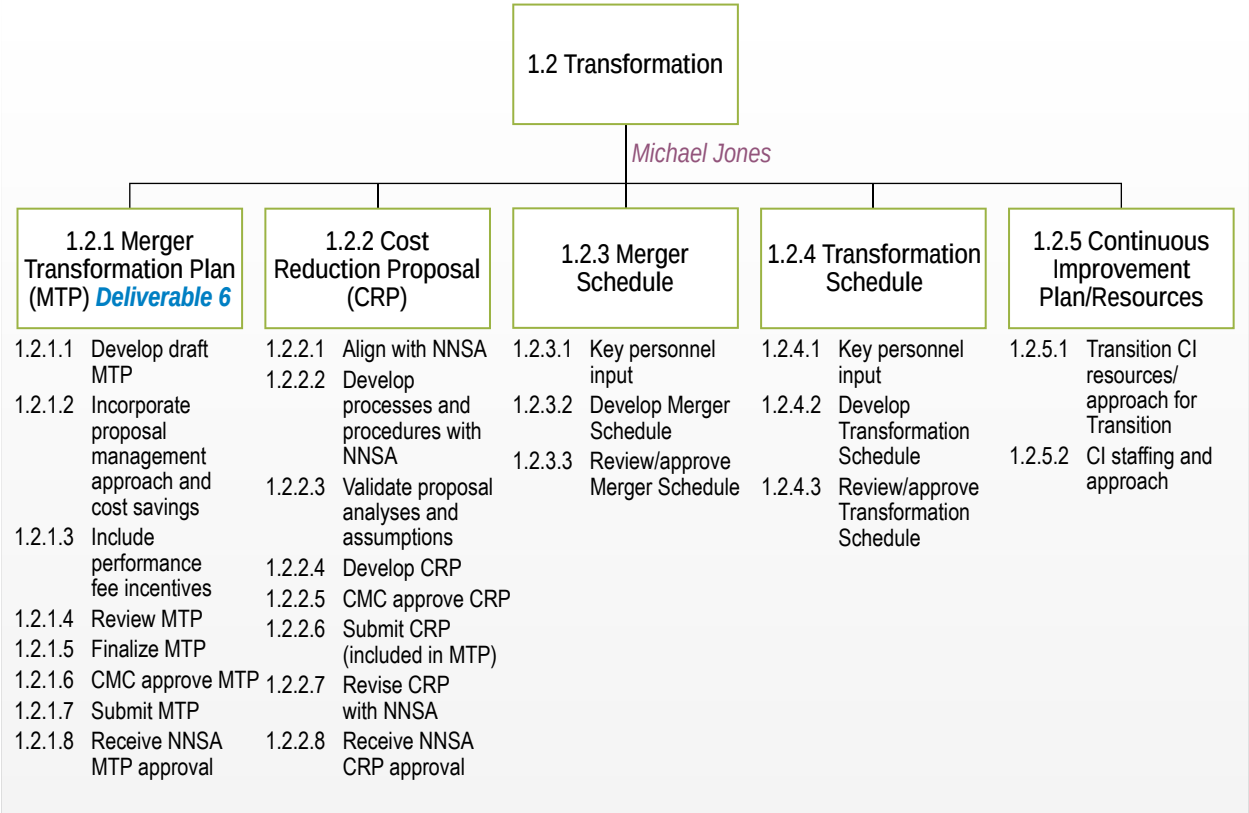


Figure 5. Transformation Transition WBS.

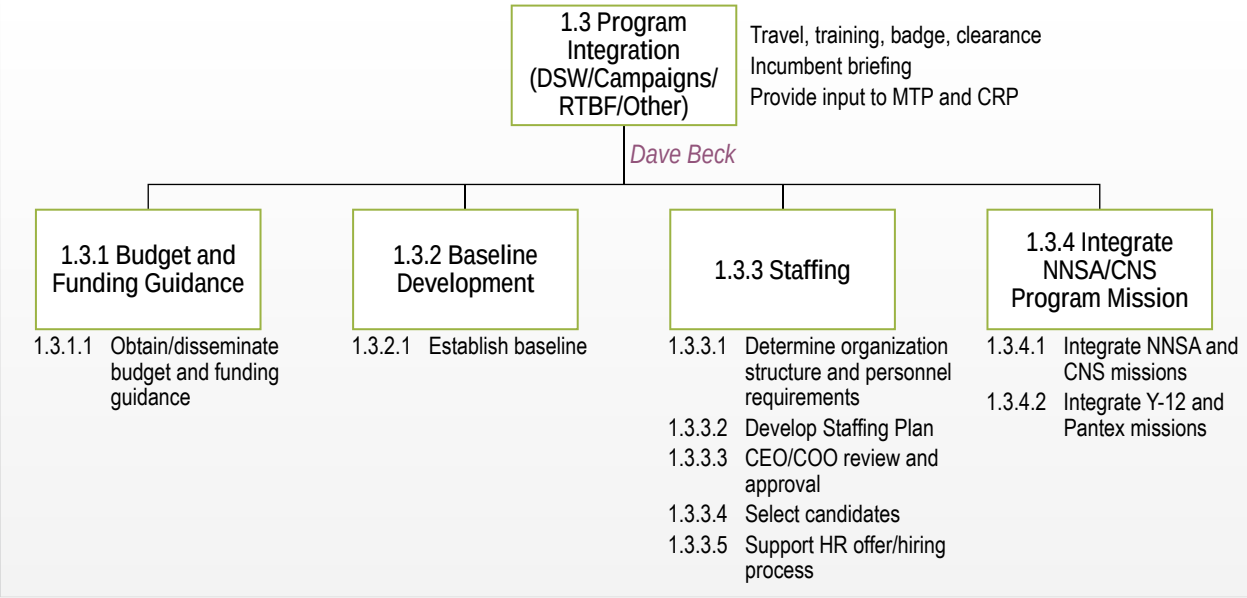


Figure 6. Program Integration Transition WBS.

1.4 Mission Support

Travel, training, badge, clearance
Incumbent briefing
Provide input to MTP
Provide input to CRP
Approve Readiness Review

Darrell Graddy

1.4.1 CFO

Maureen Mendez

1.4.1.1 Establish banking
1.4.1.2 Validate accounting system
1.4.1.3 Provide input to MTP
1.4.1.4 Provide input to CRP
1.4.1.5 Perform facilities walk-down
1.4.1.6 Review and blue sheet procedures
1.4.1.7 Draft consolidated business processes
1.4.1.8 Determine organization structure and personnel requirements
1.4.1.9 Develop Staffing Plan
1.4.1.10 CEO/COO review and approval
1.4.1.11 Select candidates
1.4.1.12 Support HR offer/hiring process
1.4.1.13 Adopt Payroll and General Ledger System
1.4.1.14 Populate and Test Payroll System
1.4.1.15 Define Subcontracts and Integrate
1.4.1.16 Prepare and Submit Disclosure Statement
1.4.1.17 Perform Readiness Review and Approval

1.4.2 Project and Facility Management

1.4.2.1 Provide input to MTP
1.4.2.2 Provide input to CRP
1.4.2.3 Perform facilities and projects walk-downs
1.4.2.4 Review and blue sheet procedures
1.4.2.5 Draft consolidated business processes
1.4.2.6 Complete Due Diligence checklists
1.4.2.7 Document Safety and Authorization Bases
1.4.2.8 Determine organization structure and personnel requirements
1.4.2.9 Develop Staffing Plan
1.4.2.10 CEO/COO review and approval
1.4.2.11 Select candidates
1.4.2.12 Support HR offer/hiring process
1.4.2.13 Perform Readiness Review and approval

1.4.3 CIO

See Figure 8.

1.4.4 Human Resources

Janet Hunt

See Figure 9.

1.4.5 Procurement

1.4.5.1 Provide input to MTP
1.4.5.2 Provide input to CRP
1.4.5.3 Evaluate subcontracts
1.4.5.4 Ensure flow down
1.4.5.5 Define subcontract requirements and approach
1.4.5.6 Accept assignment of necessary subcontracts
1.4.5.7 Communicate MTP strategy to subcontractors
1.4.5.8 Review and blue sheet procedures
1.4.5.9 Draft consolidated business processes
1.4.5.10 Validate incumbent property inventory
1.4.5.11 Determine organization structure and personnel requirements
1.4.5.12 Develop Staffing Plan
1.4.5.13 CEO/COO review and approval
1.4.5.14 Select candidates
1.4.5.15 Support HR offer/hiring process
1.4.5.16 Perform Readiness Review and approval

1.4.6 Communications

1.4.6.1 Finalize Transition Communication Plan and website
1.4.6.2 Maintain website and employee Q&A process
1.4.6.3 Coordinate media interface, integrating with NNSA
1.4.6.4 Provide input to MTP
1.4.6.5 Provide input to CRP
1.4.6.6 Publish communication protocol and contact list
1.4.6.7 NNSA input on Community Commitment Plan (CCP)
1.4.6.8 Meet with community leaders regarding CCP
1.4.6.9 Develop CCP and obtain Corporate Approvals
1.4.6.10 Submit CCP ***Deliverable 13***
1.4.6.11 Review and blue sheet procedures
1.4.6.12 Determine organization structure and personnel requirements
1.4.6.13 Develop staffing plan
1.4.6.14 CEO/COO review and approval
1.4.6.15 Select candidates
1.4.6.16 Support HR offer/hiring process
1.4.6.17 Perform Readiness Review and approval

1.4.7 Prime Contracts

1.4.7.1 Establish and maintain CO communication protocol
1.4.7.2 Compliance with Contract Terms and Conditions
1.4.7.3 Provide Input to MTP
1.4.7.4 Provide Input to CRP
1.4.7.5 Prepare Interface Management Plan (IMP)
1.4.7.6 Submit IMP ***Deliverable 9***
1.4.7.7 Review and blue sheet procedures
1.4.7.8 Determine organization structure and personnel requirements
1.4.7.9 Develop Staffing Plan
1.4.7.10 CEO/COO review and approval
1.4.7.11 Select candidates
1.4.7.12 Support HR offer/hiring process

1.4.8 Legal

1.4.8.1 Provide input to MTP
1.4.8.2 Provide input to CRP
1.4.8.3 Develop Conflict of Interest Compliance Plan (CICP)
1.4.8.4 Submit CICP ***Deliverable 7***
1.4.8.5 CO approval of CICP
1.4.8.6 Evaluate ongoing litigation/employee concerns
1.4.8.7 Transfer agreement with incumbent
1.4.8.8 CO approval of Transfer Agreement
1.4.8.9 Review and blue sheet procedures
1.4.8.10 Determine organization structure and personnel requirements
1.4.8.11 Develop Staffing Plan
1.4.8.12 CEO/COO review and approval
1.4.8.13 Select candidates
1.4.8.14 Support HR offer/hiring process

WBS_006

Figure 7. Mission Support Transition WBS.

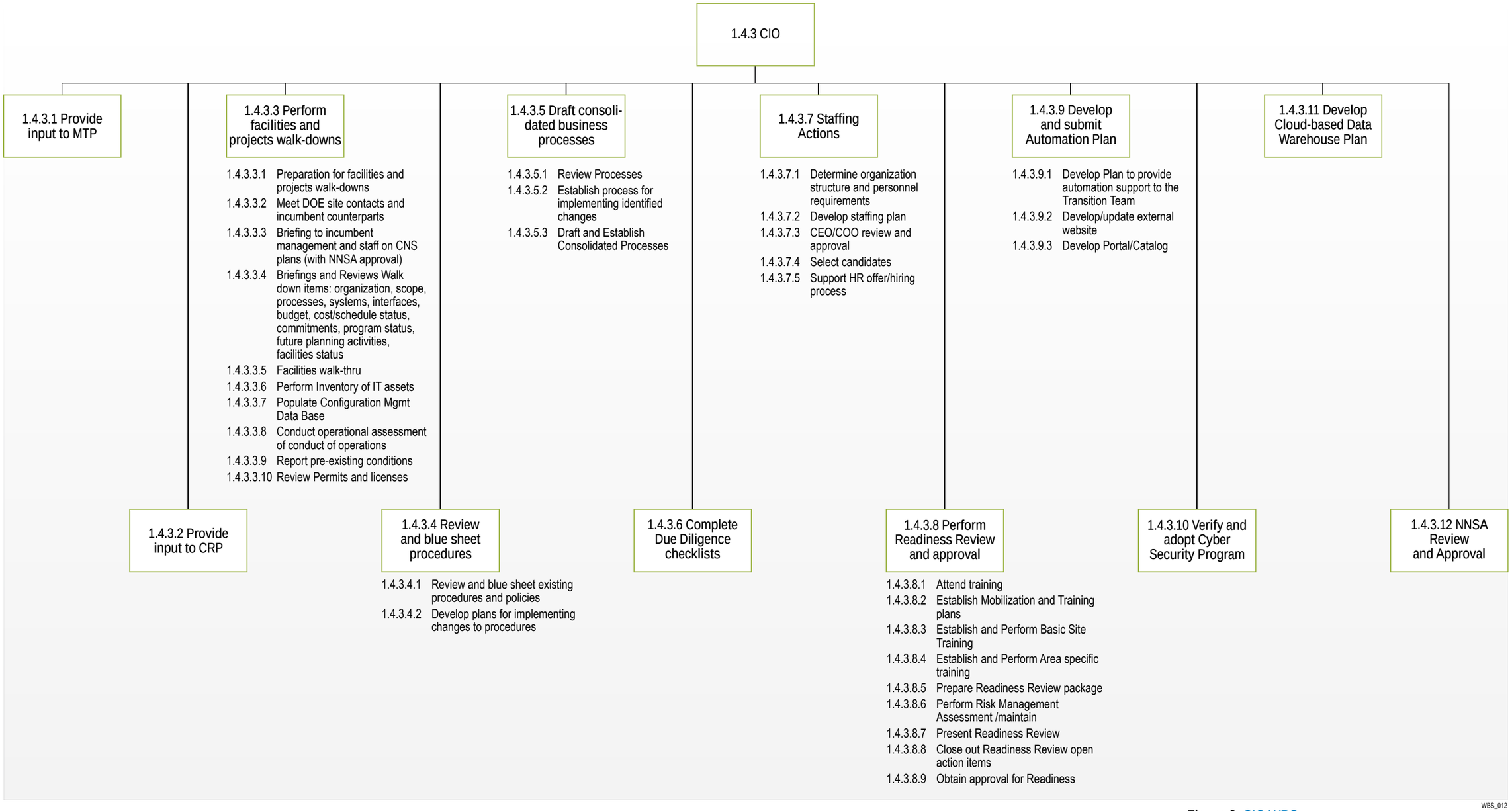


Figure 8. CIO WBS.

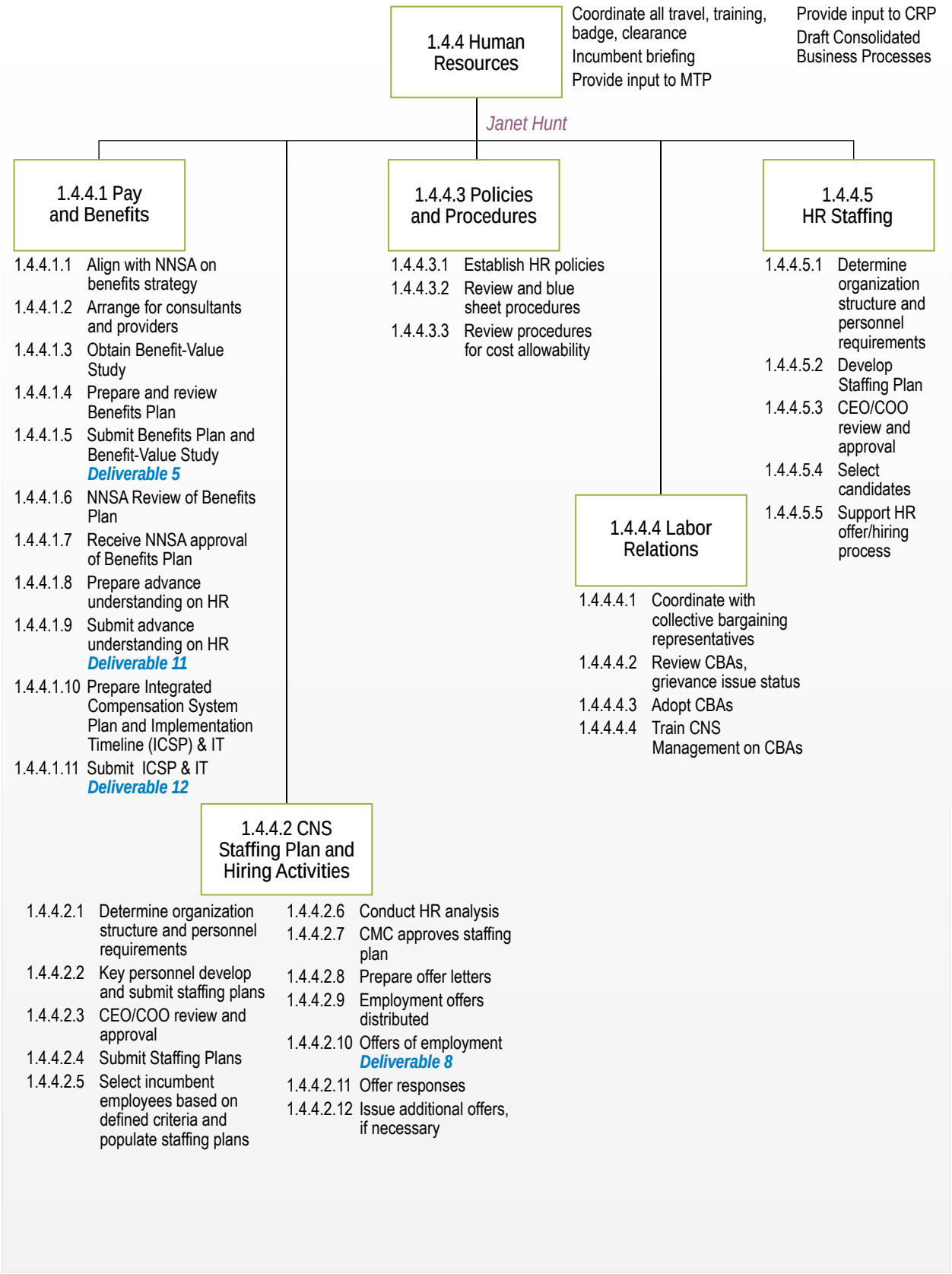
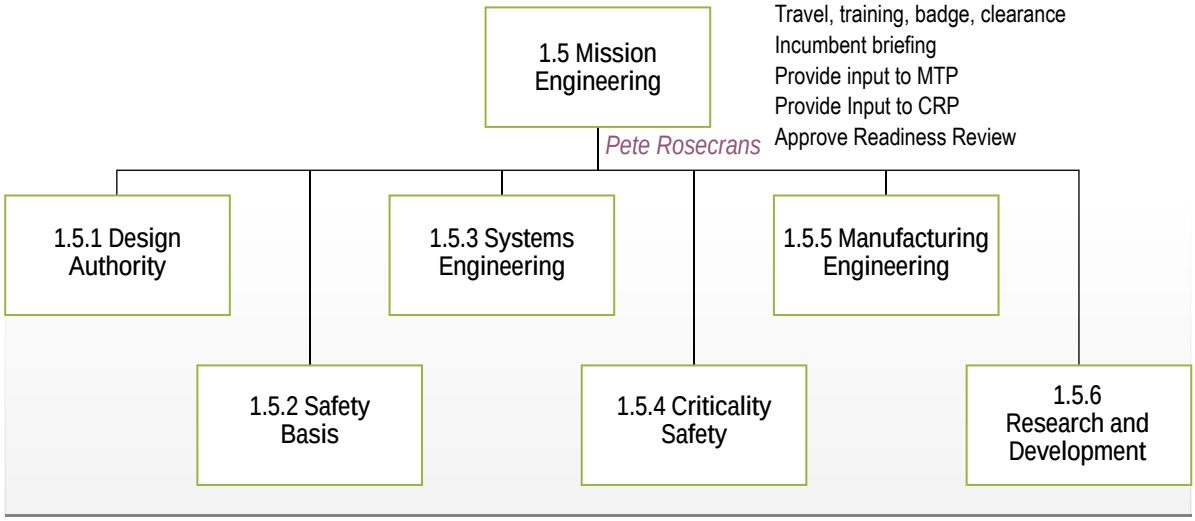


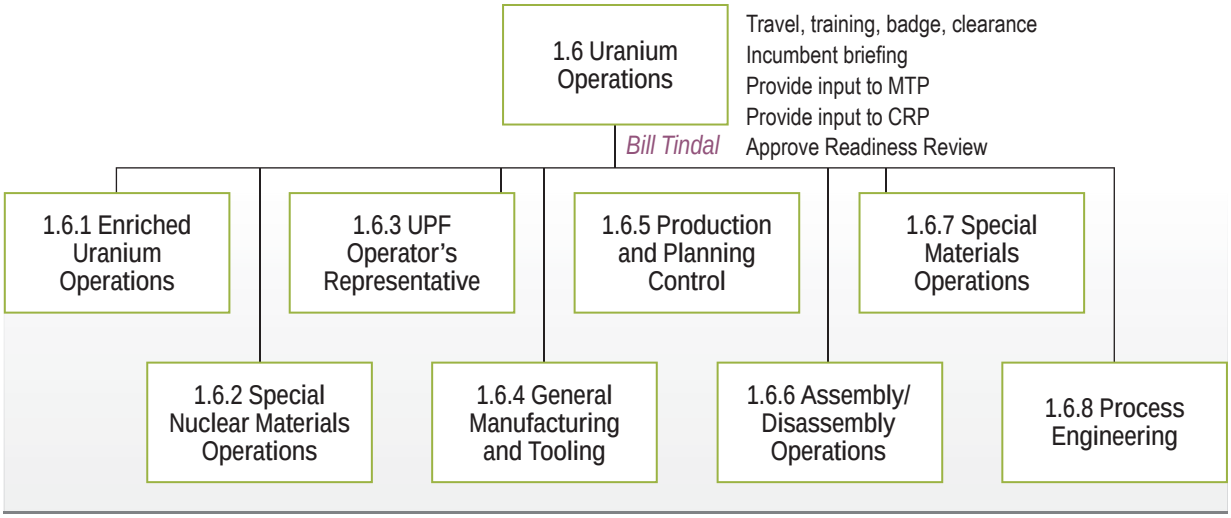
Figure 9. Human Resources Transition WBS.



Activities applicable to each area 1.5.1–1.5.6

1. Determine organization structure and personnel requirements
2. Develop Staffing Plan
3. CEO/COO review and approval
4. Select candidates
5. Support HR offer/hiring process
6. Develop subcontract requirements
7. Obtain Subcontract capabilities (with Procurement)
8. Develop blue sheet procedures
9. Perform facilities walk-down
10. Complete Due Diligence checklists
11. Resolve issues
12. Perform Readiness Review and approval

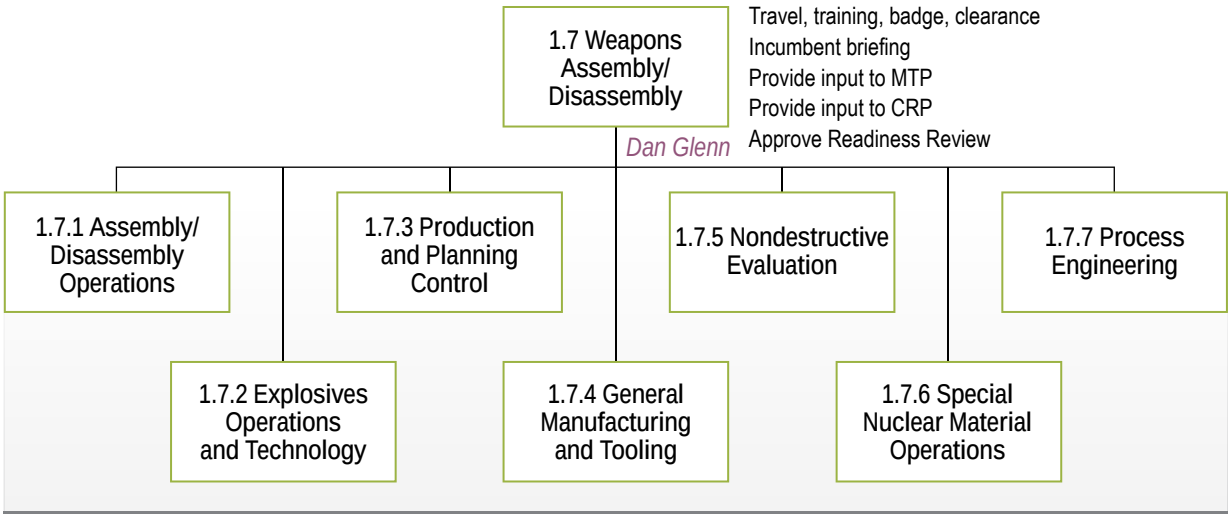
Figure 10. Mission Engineering Transition WBS.



Activities applicable to each area 1.6.1–1.6.8

1. Determine organization structure and personnel requirements
2. Develop Staffing Plan
3. CEO/COO review and approval
4. Select candidates
5. Support HR offer/hiring process
6. Evaluate subcontracts
7. Define subcontracts
8. Assign subcontracts
9. Develop and obtain joint concurrence for SNM inventory protocol (1.6.2 only)
10. Review and blue sheet procedures
11. Perform facilities walk-down
12. Complete Due Diligence checklists
13. Document Safety and Authorization Bases
14. Document security posture
15. Perform Readiness Review and approval

Figure 11. Uranium Operations Transition WBS.



Activities applicable to each area 1.7.1–1.7.7

1. Determine organization structure and personnel requirements
2. Develop Staffing Plan
3. CEO/COO review and approval
4. Select candidates
5. Support HR offer/hiring process
6. Evaluate subcontracts
7. Define subcontracts
8. Assign subcontracts
9. Develop and obtain joint concurrence for SNM inventory protocol (1.7.6 only)
10. Review and blue sheet procedures
11. Perform facilities walk-down
12. Complete Due Diligence checklists
13. Document Safety and Authorization Bases
14. Document security posture
15. Perform Readiness Review and approval

Figure 12. Weapons Assembly/Disassembly Transition WBS.

Activities applicable to each area 1.8.1–1.8.5

1 Perform area/facility training
2 Complete Qualification training
3 Provide input to MTP
4 Provide input to CRP
5 Participate in facility walk-downs as applicable
6 Review and blue sheet procedures
7 Inventory/acceptance transfer of PF property (1.8.5 only)
8 Determine organization structure and personnel requirements
9 Develop Staffing Plan
10 CEO/COO review and approval
11 Select candidates
12 Support HR offer/hiring process
13 Review/revise/adopt processes
14 Document security posture
15 Perform Readiness Review and approval

Figure 13. Safeguards and Security Transition WBS.

1.9 Mission Assurance

Rick Glass

- Travel, training, badge, clearance
- Incumbent briefing
- Provide input to MTP
- Provide input to CRP
- Approve Readiness Review

1.9.1 Nuclear Facility and High Hazard Operations

- 1.9.1.1 Perform area/facility training
- 1.9.1.2 Complete qualification training
- 1.9.1.3 Provide input to MTP
- 1.9.1.4 Provide input to CRP
- 1.9.1.5 Perform facilities walk-down
- 1.9.1.6 Complete Due Diligence checklists
- 1.9.1.7 Review and blue sheet procedures
- 1.9.1.8 Review/revise/adopt processes
- 1.9.1.9 Determine organization structure and personnel requirements
- 1.9.1.10 Develop Staffing Plan
- 1.9.1.11 CEO/COO review and approval
- 1.9.1.12 Select candidates
- 1.9.1.13 Support HR offer/hiring process
- 1.9.1.14 Document Safety and Authorization Bases
- 1.9.1.15 Perform Readiness Review and approval

1.9.2 Nuclear and Explosive Safety

- 1.9.2.1 Perform area/facility training
- 1.9.2.2 Complete qualification training
- 1.9.2.3 Provide input to MTP
- 1.9.2.4 Provide input to CRP
- 1.9.2.5 Perform facilities walk-down
- 1.9.2.6 Complete Due Diligence checklists
- 1.9.2.7 Review and blue sheet procedures
- 1.9.2.8 Review/revise/adopt processes
- 1.9.2.9 Determine organization structure and personnel requirements
- 1.9.2.10 Develop Staffing Plan
- 1.9.2.11 CEO/COO review and approval
- 1.9.2.12 Select candidates
- 1.9.2.13 Support HR offer/hiring process
- 1.9.2.14 Document Safety and Authorization Bases
- 1.9.2.15 Perform Readiness Review and approval

1.9.3 Environment, Safety, and Health

- 1.9.3.1 Perform area/ facility training
- 1.9.3.2 Complete qualification training
- 1.9.3.3 Provide input to MTP
- 1.9.3.4 Provide input to CRP
- 1.9.3.5 Participate in facility walk-downs
- 1.9.3.6 Complete Due Diligence Checklists
- 1.9.3.7 Review and blue sheet procedures
- 1.9.3.8 Review/revise/adopt processes
- 1.9.3.9 Determine organization structure and personnel requirements
- 1.9.3.10 Develop Staffing Plan
- 1.9.3.11 CEO/COO review and approval
- 1.9.3.12 Select candidates
- 1.9.3.13 Support HR offer/hiring process
- 1.9.3.14 Adopt permits, licenses and regulatory agreements
- 1.9.3.15 Perform Readiness Review and approval

1.9.4 Quality Assurance

- 1.9.4.1 Perform area/facility training
- 1.9.4.2 Complete qualification training
- 1.9.4.3 Provide input to MTP
- 1.9.4.4 Provide input to CRP
- 1.9.4.5 Participate in facility walk-downs as applicable
- 1.9.4.6 Complete Due Diligence checklists
- 1.9.4.7 Review and blue sheet procedures
- 1.9.4.8 Review/revise/adopt processes
- 1.9.4.9 Determine organization structure and personnel requirements
- 1.9.4.10 Develop Staffing Plan
- 1.9.4.11 CEO/COO review and approval
- 1.9.4.12 Select candidates
- 1.9.4.13 Support HR offer/hiring process
- 1.9.4.14 Develop QA Plan
- 1.9.4.15 Perform Readiness Review and approval

1.9.5 Risk Management

- 1.9.5.1 Provide input to MTP
- 1.9.5.2 Provide input to CRP
- 1.9.5.3 Complete Due Diligence Checklists
- 1.9.5.4 Review and blue sheet procedures
- 1.9.5.5 Revise/review/adopt processes
- 1.9.5.6 Determine organization structure and personnel requirements
- 1.9.5.7 Develop Staffing Plan
- 1.9.5.8 CEO/COO review and approval
- 1.9.5.9 Select candidates
- 1.9.5.10 Support HR offer/hiring process
- 1.9.5.11 Establish Risk Management Process
- 1.9.5.12 Develop Risk Register with key personnel
- 1.9.5.13 Validate Risks and Mitigation Plans

1.9.6 Contractor Assurance

- 1.9.6.1 Provide input to MTP
- 1.9.6.2 Provide input to CRP
- 1.9.6.3 Complete Due Diligence checklists
- 1.9.6.4 Review and blue sheet procedures
- 1.9.6.5 Review/revise/adopt processes
- 1.9.6.6 Determine organization structure and personnel requirements
- 1.9.6.7 Develop Staffing Plan
- 1.9.6.8 CEO/COO review and approval
- 1.9.6.9 Select candidates
- 1.9.6.10 Support HR offer/hiring process

1.9.7 Internal Audit

- 1.9.7.1 Provide input to MTP
- 1.9.7.2 Provide input to CRP
- 1.9.7.3 Complete Due Diligence Checklists
- 1.9.7.4 Review and blue sheet procedures
- 1.9.7.5 Review/revise/adopt processses
- 1.9.7.6 Determine organization structure and personnel requirements
- 1.9.7.7 Develop Staffing Plan
- 1.9.7.8 CEO/COO review and approval
- 1.9.7.9 Select candidates
- 1.9.7.10 Support HR offer/hiring process
- 1.9.7.11 Develop Audit Plan with NNSA

WBS_011

Figure 14. Mission Assurance Transition WBS.

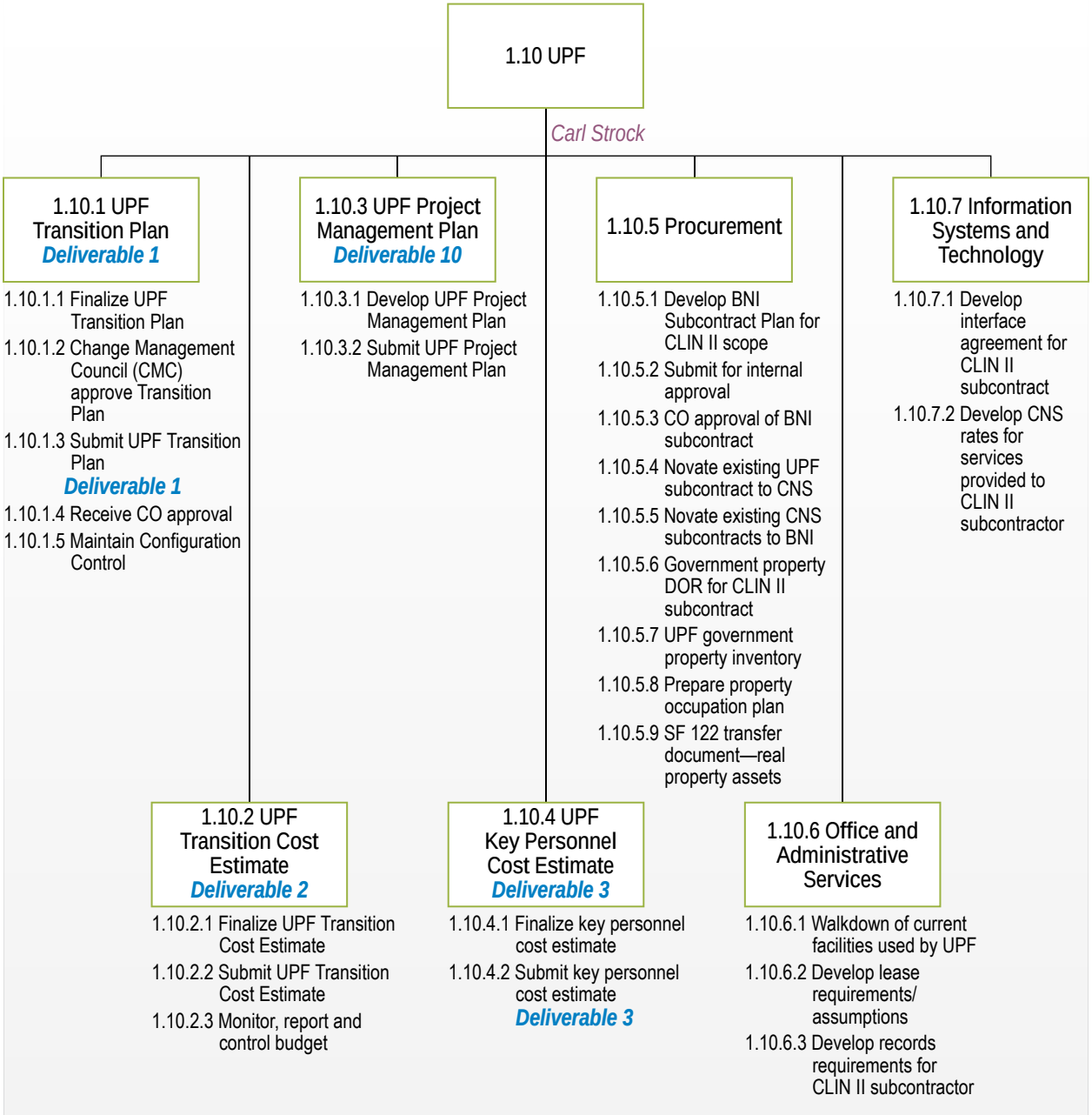


Figure 15. UPF Transition WBS.

Figure 16

Transition Schedule

Consolidated Nuclear Security

Control Schedule

Y-12_Pantex Transition Schedule

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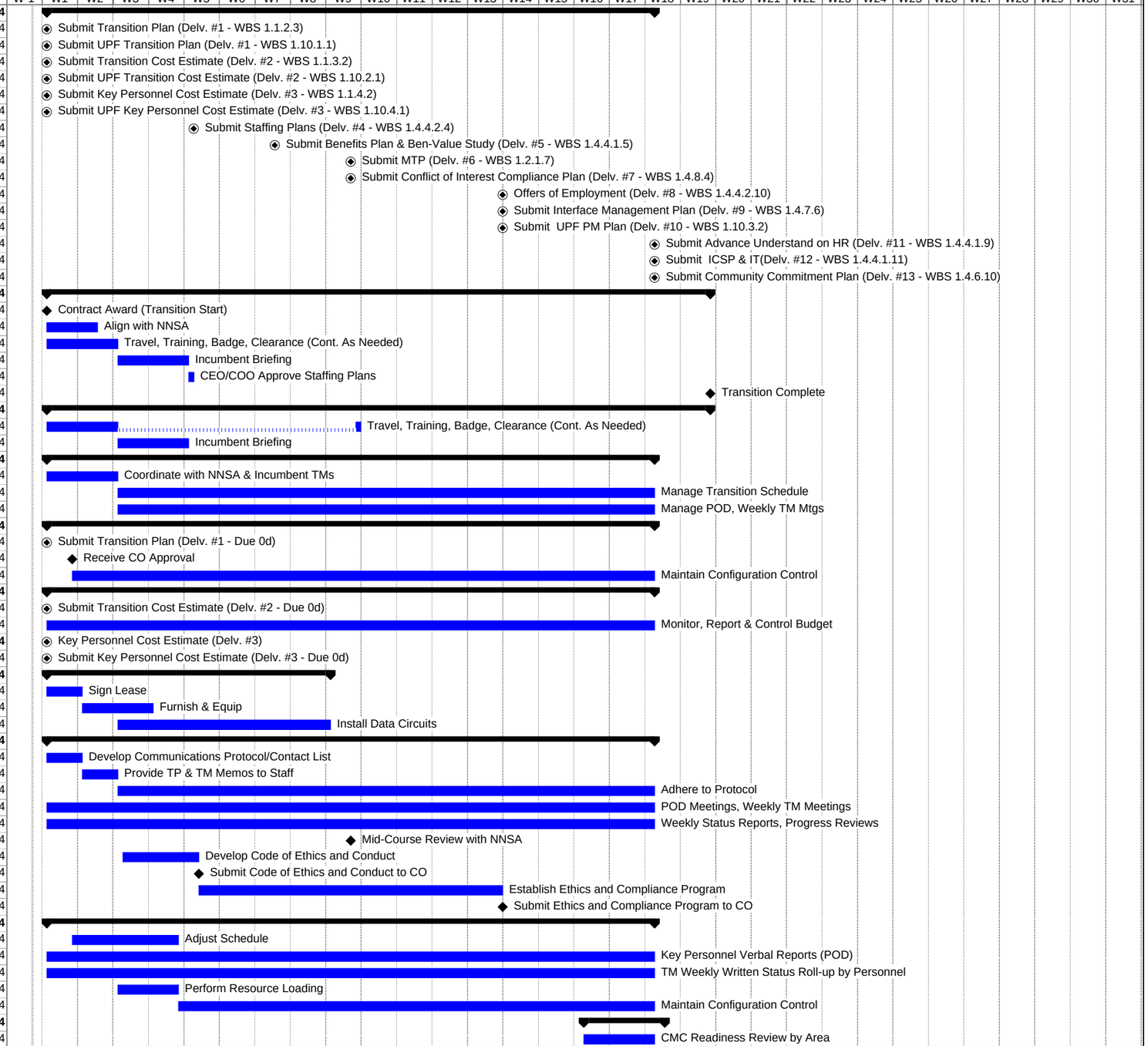
Revision 7

ID	WBS	Task Name	Duration	Start	Finish
1	**0**	**Contract Deliverables**	**120 days**	**3/3/2014**	**6/30/2014**
2	0.1a	Submit Transition Plan (Delv. #1 - WBS 1.1.2.3)	0 days	3/3/2014	3/3/2014
3	0.1b	Submit UPF Transition Plan (Delv. #1 - WBS 1.10.1.1)	0 days	3/3/2014	3/3/2014
4	0.2a	Submit Transition Cost Estimate (Delv. #2 - WBS 1.1.3.2)	0 days	3/3/2014	3/3/2014
5	0.2b	Submit UPF Transition Cost Estimate (Delv. #2 - WBS 1.10.2.1)	0 days	3/3/2014	3/3/2014
6	0.3a	Submit Key Personnel Cost Estimate (Delv. #3 - WBS 1.1.4.2)	0 days	3/3/2014	3/3/2014
7	0.3b	Submit UPF Key Personnel Cost Estimate (Delv. #3 - WBS 1.10.4.1)	0 days	3/3/2014	3/3/2014
8	0.4	Submit Staffing Plans (Delv. #4 - WBS 1.4.4.2.4)	0 days	3/31/2014	3/31/2014
9	0.5	Submit Benefits Plan & Ben-Value Study (Delv. #5 - WBS 1.4.4.1.5)	0 days	4/16/2014	4/16/2014
10	0.6	Submit MTP (Delv. #6 - WBS 1.2.1.7)	0 days	5/1/2014	5/1/2014
11	0.7	Submit Conflict of Interest Compliance Plan (Delv. #7 - WBS 1.4.8.4)	0 days	5/1/2014	5/1/2014
12	0.8	Offers of Employment (Delv. #8 - WBS 1.4.4.2.10)	0 days	5/31/2014	5/31/2014
13	0.9	Submit Interface Management Plan (Delv. #9 - WBS 1.4.7.6)	0 days	5/31/2014	5/31/2014
14	0.10	Submit UPF PM Plan (Delv. #10 - WBS 1.10.3.2)	0 days	5/31/2014	5/31/2014
15	0.11	Submit Advance Understand on HR (Delv. #11 - WBS 1.4.4.1.9)	0 days	6/30/2014	6/30/2014
16	0.12	Submit ICSP & IT(Delv. #12 - WBS 1.4.4.1.11)	0 days	6/30/2014	6/30/2014
17	0.13	Submit Community Commitment Plan (Delv. #13 - WBS 1.4.6.10)	0 days	6/30/2014	6/30/2014
18	**1.0**	**Transition Project (CEO/COO)**	**131 days**	**3/3/2014**	**7/11/2014**
19	1.0	Contract Award (Transition Start)	0 days	3/3/2014	3/3/2014
20	1.0	Align with NNSA	10 days	3/3/2014	3/12/2014
21	1.0	Travel, Training, Badge, Clearance (Cont. As Needed)	14 days	3/3/2014	3/16/2014
22	1.0	Incumbent Briefing	14 days	3/17/2014	3/30/2014
23	1.0	CEO/COO Approve Staffing Plans	1 day	3/31/2014	3/31/2014
24	1.0	Transition Complete	0 days	7/11/2014	7/11/2014
25	**1.1**	**Transition Manager**	**131 days**	**3/3/2014**	**7/11/2014**
26	1.1	Travel, Training, Badge, Clearance (Cont. As Needed)	15 days	3/3/2014	5/3/2014
27	1.1	Incumbent Briefing	14 days	3/17/2014	3/30/2014
28	**1.1.1**	**Transition Management**	**120 days**	**3/3/2014**	**6/30/2014**
29	1.1.1.1	Coordinate with NNSA & Incumbent TMs	14 days	3/3/2014	3/16/2014
30	1.1.1.2	Manage Transition Schedule	106 days	3/17/2014	6/30/2014
31	1.1.1.3	Manage POD, Weekly TM Mtgs	106 days	3/17/2014	6/30/2014
32	**1.1.2**	**Transition Plan (Delv. #1)**	**120 days**	**3/3/2014**	**6/30/2014**
33	1.1.2.3	Submit Transition Plan (Delv. #1 - Due 0d)	0 days	3/3/2014	3/3/2014
34	1.1.2.4	Receive CO Approval	0 days	3/7/2014	3/7/2014
35	1.1.2.5	Maintain Configuration Control	115 days	3/8/2014	6/30/2014
36	**1.1.3**	**Transition Cost Estimate (Delv. #2)**	**120 days**	**3/3/2014**	**6/30/2014**
37	1.1.3.1	Submit Transition Cost Estimate (Delv. #2 - Due 0d)	0 days	3/3/2014	3/3/2014
38	1.1.3.2	Monitor, Report & Control Budget	120 days	3/3/2014	6/30/2014
39	**1.1.4**	**Key Personnel Cost Estimate (Delv. #3)**	**0 days**	**3/3/2014**	**3/3/2014**
40	1.1.4.1	Submit Key Personnel Cost Estimate (Delv. #3 - Due 0d)	0 days	3/3/2014	3/3/2014
41	**1.1.5**	**Transition Offices (Oak Ridge & Amarillo)**	**56 days**	**3/3/2014**	**4/27/2014**
42	1.1.5.1	Sign Lease	7 days	3/3/2014	3/9/2014
43	1.1.5.2	Furnish & Equip	14 days	3/10/2014	3/23/2014
44	1.1.5.3	Install Data Circuits	42 days	3/17/2014	4/27/2014
45	**1.1.6**	**Transition Communication**	**120 days**	**3/3/2014**	**6/30/2014**
46	1.1.6.1	Develop Communications Protocol/Contact List	7 days	3/3/2014	3/9/2014
47	1.1.6.2	Provide TP & TM Memos to Staff	7 days	3/10/2014	3/16/2014
48	1.1.6.3	Adhere to Protocol	106 days	3/17/2014	6/30/2014
49	1.1.6.4	POD Meetings, Weekly TM Meetings	120 days	3/3/2014	6/30/2014
50	1.1.6.5	Weekly Status Reports, Progress Reviews	120 days	3/3/2014	6/30/2014
51	1.1.6.6	Mid-Course Review with NNSA	0 days	5/1/2014	5/1/2014
52	1.1.6.7	Develop Code of Ethics and Conduct	15 days	3/18/2014	4/1/2014
53	1.1.6.7.d	Submit Code of Ethics and Conduct to CO	0 days	4/1/2014	4/1/2014
54	1.1.6.8	Establish Ethics and Compliance Program	60 days	4/2/2014	5/31/2014
55	1.1.6.8.d	Submit Ethics and Compliance Program to CO	0 days	5/31/2014	5/31/2014
56	**1.1.7**	**Transition Schedule**	**120 days**	**3/3/2014**	**6/30/2014**
57	1.1.7.1	Adjust Schedule	21 days	3/8/2014	3/28/2014
58	1.1.7.2	Key Personnel Verbal Reports (POD)	120 days	3/3/2014	6/30/2014
59	1.1.7.3	TM Weekly Written Status Roll-up by Personnel	120 days	3/3/2014	6/30/2014
60	1.1.7.4	Perform Resource Loading	12 days	3/17/2014	3/28/2014
61	1.1.7.5	Maintain Configuration Control	94 days	3/29/2014	6/30/2014
62	**1.1.8**	**Readiness Notice**	**16 days**	**6/17/2014**	**7/2/2014**
63	1.1.8.1	CMC Readiness Review by Area	14 days	6/17/2014	6/30/2014

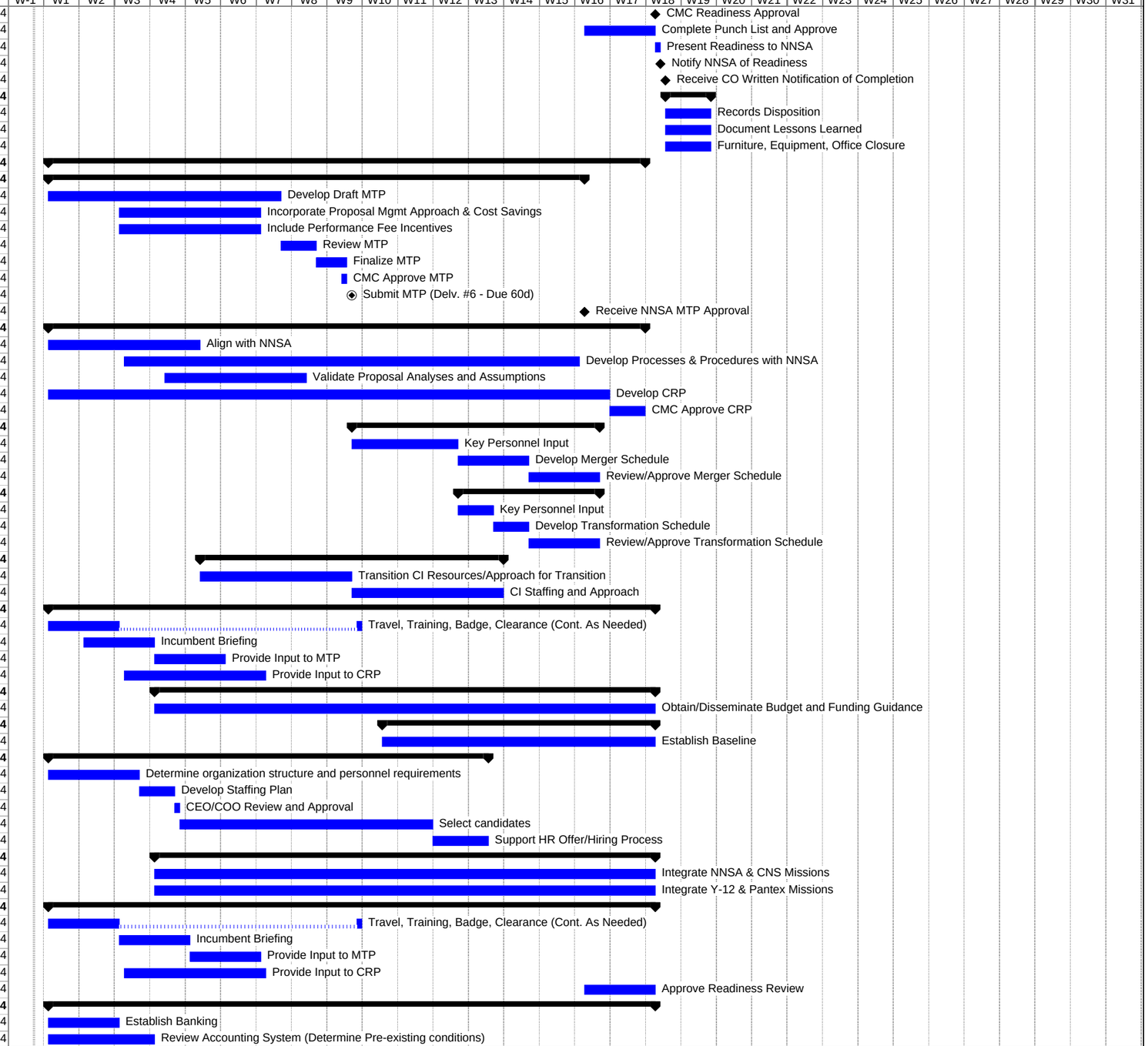


Control Schedule

Y-12_Pantex Transition Schedule

As of: 2/28/2014, 3:33 PM
Revision 7

ID	WBS	Task Name	Duration	Start	Finish
64	1.1.8.2	CMC Readiness Approval	0 days	6/30/2014	6/30/2014
65	1.1.8.3	Complete Punch List and Approve	14 days	6/17/2014	6/30/2014
66	1.1.8.4	Present Readiness to NNSA	1 day	7/1/2014	7/1/2014
67	1.1.8.5	Notify NNSA of Readiness	0 days	7/1/2014	7/1/2014
68	1.1.8.6	Receive CO Written Notification of Completion	0 days	7/2/2014	7/2/2014
69	**1.1.9**	**Transition Demobilization**	**9 days**	**7/3/2014**	**7/11/2014**
70	1.1.9.1	Records Disposition	9 days	7/3/2014	7/11/2014
71	1.1.9.2	Document Lessons Learned	9 days	7/3/2014	7/11/2014
72	1.1.9.3	Furniture, Equipment, Office Closure	9 days	7/3/2014	7/11/2014
73	**1.2**	**Transformation**	**118 days**	**3/3/2014**	**6/28/2014**
74	**1.2.1**	**Merger Transformation Plan (MTP) (Delv. #6)**	**106 days**	**3/3/2014**	**6/16/2014**
75	1.2.1.1	Develop Draft MTP	46 days	3/3/2014	4/17/2014
76	1.2.1.2	Incorporate Proposal Mgmt Approach & Cost Savings	28 days	3/17/2014	4/13/2014
77	1.2.1.3	Include Performance Fee Incentives	28 days	3/17/2014	4/13/2014
78	1.2.1.4	Review MTP	7 days	4/18/2014	4/24/2014
79	1.2.1.5	Finalize MTP	6 days	4/25/2014	4/30/2014
80	1.2.1.6	CMC Approve MTP	1 day	4/30/2014	4/30/2014
81	1.2.1.7	Submit MTP (Delv. #6 - Due 60d)	0 days	5/1/2014	5/1/2014
82	1.2.1.8	Receive NNSA MTP Approval	0 days	6/16/2014	6/16/2014
83	**1.2.2**	**Cost Reduction Proposal (CRP)**	**118 days**	**3/3/2014**	**6/28/2014**
84	1.2.2.1	Align with NNSA	30 days	3/3/2014	4/1/2014
85	1.2.2.2	Develop Processes & Procedures with NNSA	90 days	3/18/2014	6/15/2014
86	1.2.2.3	Validate Proposal Analyses and Assumptions	28 days	3/26/2014	4/22/2014
87	1.2.2.4	Develop CRP	111 days	3/3/2014	6/21/2014
88	1.2.2.5	CMC Approve CRP	7 days	6/22/2014	6/28/2014
89	**1.2.3**	**Merger Schedule**	**49 days**	**5/2/2014**	**6/19/2014**
90	1.2.3.1	Key Personnel Input	21 days	5/2/2014	5/22/2014
91	1.2.3.2	Develop Merger Schedule	14 days	5/23/2014	6/5/2014
92	1.2.3.3	Review/Approve Merger Schedule	14 days	6/6/2014	6/19/2014
93	**1.2.4**	**Transformation Schedule**	**28 days**	**5/23/2014**	**6/19/2014**
94	1.2.4.1	Key Personnel Input	7 days	5/23/2014	5/29/2014
95	1.2.4.2	Develop Transformation Schedule	7 days	5/30/2014	6/5/2014
96	1.2.4.3	Review/Approve Transformation Schedule	14 days	6/6/2014	6/19/2014
97	**1.2.5**	**Continuous Improvement Plan**	**60 days**	**4/2/2014**	**5/31/2014**
98	1.2.5.1	Transition CI Resources/Approach for Transition	30 days	4/2/2014	5/1/2014
99	1.2.5.2	CI Staffing and Approach	30 days	5/2/2014	5/31/2014
100	**1.3**	**Program Integration (DSW/Campaigns/RTBF/Other)**	**120 days**	**3/3/2014**	**6/30/2014**
101	1.3	Travel, Training, Badge, Clearance (Cont. As Needed)	15 days	3/3/2014	5/3/2014
102	1.3	Incumbent Briefing	14 days	3/10/2014	3/23/2014
103	1.3	Provide Input to MTP	14 days	3/24/2014	4/6/2014
104	1.3	Provide Input to CRP	28 days	3/18/2014	4/14/2014
105	**1.3.1**	**Budget and Funding Guidance**	**99 days**	**3/24/2014**	**6/30/2014**
106	1.3.1.1	Obtain/Disseminate Budget and Funding Guidance	99 days	3/24/2014	6/30/2014
107	**1.3.2**	**Baseline Development**	**54 days**	**5/8/2014**	**6/30/2014**
108	1.3.2.1	Establish Baseline	54 days	5/8/2014	6/30/2014
109	**1.3.3**	**Staffing**	**87 days**	**3/3/2014**	**5/28/2014**
110	1.3.3.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
111	1.3.3.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
112	1.3.3.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
113	1.3.3.4	Select candidates	50 days	3/29/2014	5/17/2014
114	1.3.3.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
115	**1.3.4**	**Integrate NNSA/CNS Program Mission**	**99 days**	**3/24/2014**	**6/30/2014**
116	1.3.4.1	Integrate NNSA & CNS Missions	99 days	3/24/2014	6/30/2014
117	1.3.4.2	Integrate Y-12 & Pantex Missions	99 days	3/24/2014	6/30/2014
118	**1.4**	**Mission Support**	**120 days**	**3/3/2014**	**6/30/2014**
119	1.4	Travel, Training, Badge, Clearance (Cont. As Needed)	15 days	3/3/2014	5/3/2014
120	1.4	Incumbent Briefing	14 days	3/17/2014	3/30/2014
121	1.4	Provide Input to MTP	14 days	3/31/2014	4/13/2014
122	1.4	Provide Input to CRP	28 days	3/18/2014	4/14/2014
123	1.4	Approve Readiness Review	14 days	6/17/2014	6/30/2014
124	**1.4.1**	**Chief Financial Officer**	**120 days**	**3/3/2014**	**6/30/2014**
125	1.4.1.1	Establish Banking	14 days	3/3/2014	3/16/2014
126	1.4.1.2	Review Accounting System (Determine Pre-existing conditions)	21 days	3/3/2014	3/23/2014



Control Schedule

Y-12_Pantex Transition Schedule

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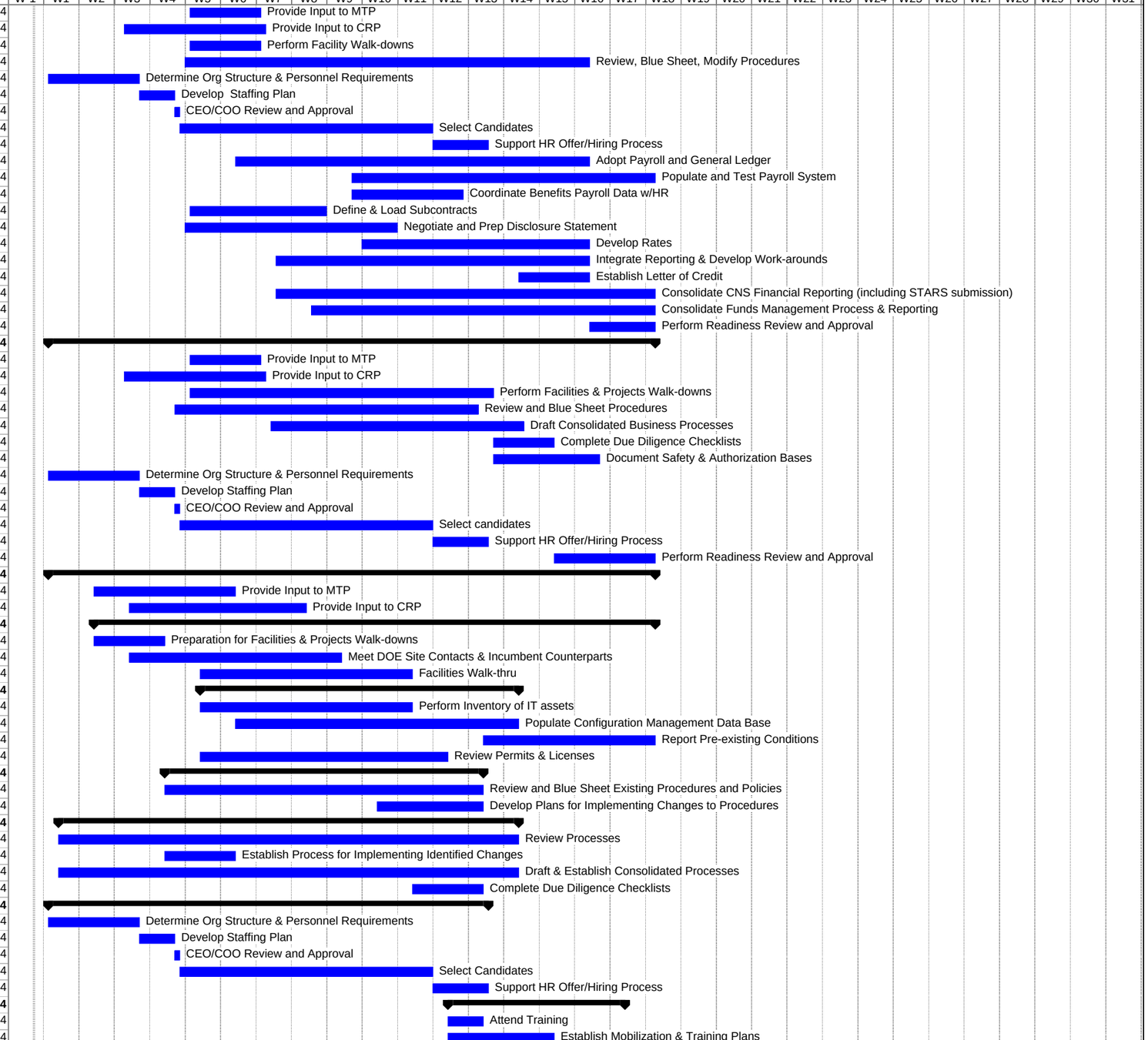
ID	WBS	Task Name	Duration	Start	Finish
127	1.4.1.3	Provide Input to MTP	14 days	3/31/2014	4/13/2014
128	1.4.1.4	Provide Input to CRP	28 days	3/18/2014	4/14/2014
129	1.4.1.5	Perform Facility Walk-downs	14 days	3/31/2014	4/13/2014
130	1.4.1.6	Review, Blue Sheet, Modify Procedures	80 days	3/30/2014	6/17/2014
131	1.4.1.8	Determine Org Structure & Personnel Requirements	18 days	3/3/2014	3/20/2014
132	1.4.1.9	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
133	1.4.1.10	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
134	1.4.1.11	Select Candidates	50 days	3/29/2014	5/17/2014
135	1.4.1.12	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
136	1.4.1.13	Adopt Payroll and General Ledger	70 days	4/9/2014	6/17/2014
137	1.4.1.14	Populate and Test Payroll System	60 days	5/2/2014	6/30/2014
138	1.4.1.15	Coordinate Benefits Payroll Data w/HR	22 days	5/2/2014	5/23/2014
139	1.4.1.16	Define & Load Subcontracts	27 days	3/31/2014	4/26/2014
140	1.4.1.17	Negotiate and Prep Disclosure Statement	42 days	3/30/2014	5/10/2014
141	1.4.1.18	Develop Rates	45 days	5/4/2014	6/17/2014
142	1.4.1.19	Integrate Reporting & Develop Work-arounds	62 days	4/17/2014	6/17/2014
143	1.4.1.20	Establish Letter of Credit	14 days	6/4/2014	6/17/2014
144	1.4.1.21	Consolidate CNS Financial Reporting (including STARS submission)	75 days	4/17/2014	6/30/2014
145	1.4.1.22	Consolidate Funds Management Process & Reporting	68 days	4/24/2014	6/30/2014
146	1.4.1.23	Perform Readiness Review and Approval	13 days	6/18/2014	6/30/2014
147	**1.4.2**	**Project and Facility Management**	**120 days**	**3/3/2014**	**6/30/2014**
148	1.4.2.1	Provide Input to MTP	14 days	3/31/2014	4/13/2014
149	1.4.2.2	Provide Input to CRP	28 days	3/18/2014	4/14/2014
150	1.4.2.3	Perform Facilities & Projects Walk-downs	60 days	3/31/2014	5/29/2014
151	1.4.2.4	Review and Blue Sheet Procedures	60 days	3/28/2014	5/26/2014
152	1.4.2.5	Draft Consolidated Business Processes	50 days	4/16/2014	6/4/2014
153	1.4.2.6	Complete Due Diligence Checklists	12 days	5/30/2014	6/10/2014
154	1.4.2.7	Document Safety & Authorization Bases	21 days	5/30/2014	6/19/2014
155	1.4.2.8	Determine Org Structure & Personnel Requirements	18 days	3/3/2014	3/20/2014
156	1.4.2.9	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
157	1.4.2.10	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
158	1.4.2.11	Select candidates	50 days	3/29/2014	5/17/2014
159	1.4.2.12	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
160	1.4.2.13	Perform Readiness Review and Approval	20 days	6/11/2014	6/30/2014
161	**1.4.3**	**Chief Information Officer**	**120 days**	**3/3/2014**	**6/30/2014**
162	1.4.3.1	Provide Input to MTP	28 days	3/12/2014	4/8/2014
163	1.4.3.2	Provide Input to CRP	35 days	3/19/2014	4/22/2014
164	**1.4.3.3**	**Perform Facilities & Projects Walk-downs**	**111 days**	**3/12/2014**	**6/30/2014**
165	1.4.3.3.1	Preparation for Facilities & Projects Walk-downs	14 days	3/12/2014	3/25/2014
166	1.4.3.3.2	Meet DOE Site Contacts & Incumbent Counterparts	42 days	3/19/2014	4/29/2014
167	1.4.3.3.3	Facilities Walk-thru	42 days	4/2/2014	5/13/2014
168	**1.4.3.3.4**	**Inventories**	**63 days**	**4/2/2014**	**6/3/2014**
169	1.4.3.3.4.1	Perform Inventory of IT assets	42 days	4/2/2014	5/13/2014
170	1.4.3.3.4.2	Populate Configuration Management Data Base	56 days	4/9/2014	6/3/2014
171	1.4.3.3.5	Report Pre-existing Conditions	34 days	5/28/2014	6/30/2014
172	1.4.3.3.6	Review Permits & Licenses	49 days	4/2/2014	5/20/2014
173	**1.4.3.4**	**Conduct operational assessment, including Review and Blue Shee**	**63 days**	**3/26/2014**	**5/27/2014**
174	1.4.3.4.1	Review and Blue Sheet Existing Procedures and Policies	63 days	3/26/2014	5/27/2014
175	1.4.3.4.2	Develop Plans for Implementing Changes to Procedures	21 days	5/7/2014	5/27/2014
176	**1.4.3.5**	**Draft Consolidated Business Processes**	**91 days**	**3/5/2014**	**6/3/2014**
177	1.4.3.5.1	Review Processes	91 days	3/5/2014	6/3/2014
178	1.4.3.5.2	Establish Process for Implementing Identified Changes	14 days	3/26/2014	4/8/2014
179	1.4.3.5.3	Draft & Establish Consolidated Processes	91 days	3/5/2014	6/3/2014
180	1.4.3.6	Complete Due Diligence Checklists	14 days	5/14/2014	5/27/2014
181	**1.4.3.7**	**Staffing Actions**	**87 days**	**3/3/2014**	**5/28/2014**
182	1.4.3.7.1	Determine Org Structure & Personnel Requirements	18 days	3/3/2014	3/20/2014
183	1.4.3.7.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
184	1.4.3.7.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
185	1.4.3.7.4	Select Candidates	50 days	3/29/2014	5/17/2014
186	1.4.3.7.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
187	**1.4.3.8**	**Perform Readiness Review and Approval**	**35 days**	**5/21/2014**	**6/24/2014**
188	1.4.3.8.1	Attend Training	7 days	5/21/2014	5/27/2014
189	1.4.3.8.2	Establish Mobilization & Training Plans	21 days	5/21/2014	6/10/2014



Y-12_Pantex Transition Schedule

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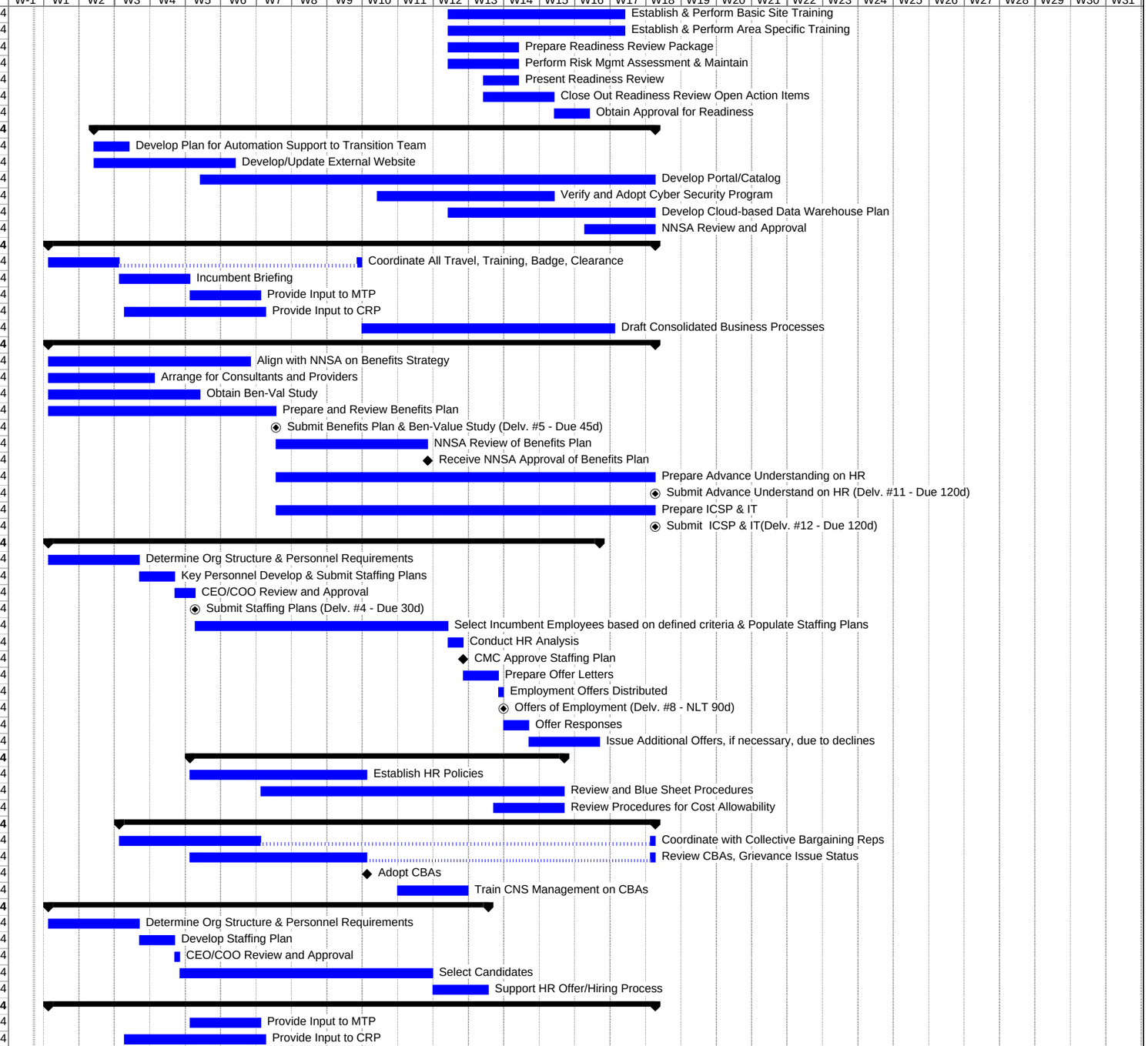
ID	WBS	Task Name	Duration	Start	Finish
190	1.4.3.8.3	Establish & Perform Basic Site Training	35 days	5/21/2014	6/24/2014
191	1.4.3.8.4	Establish & Perform Area Specific Training	35 days	5/21/2014	6/24/2014
192	1.4.3.8.5	Prepare Readiness Review Package	14 days	5/21/2014	6/3/2014
193	1.4.3.8.6	Perform Risk Mgmt Assessment & Maintain	14 days	5/21/2014	6/3/2014
194	1.4.3.8.7	Present Readiness Review	7 days	5/28/2014	6/3/2014
195	1.4.3.8.8	Close Out Readiness Review Open Action Items	14 days	5/28/2014	6/10/2014
196	1.4.3.8.9	Obtain Approval for Readiness	7 days	6/11/2014	6/17/2014
197	**1.4.3.9**	**Develop and Submit Automation Plan**	**111 days**	**3/12/2014**	**6/30/2014**
198	1.4.3.9.1	Develop Plan for Automation Support to Transition Team	7 days	3/12/2014	3/18/2014
199	1.4.3.9.2	Develop/Update External Website	28 days	3/12/2014	4/8/2014
200	1.4.3.9.3	Develop Portal/Catalog	90 days	4/2/2014	6/30/2014
201	1.4.3.10	Verify and Adopt Cyber Security Program	35 days	5/7/2014	6/10/2014
202	1.4.3.11	Develop Cloud-based Data Warehouse Plan	41 days	5/21/2014	6/30/2014
203	1.4.3.12	NNSA Review and Approval	14 days	6/17/2014	6/30/2014
204	**1.4.4**	**Human Resources**	**120 days**	**3/3/2014**	**6/30/2014**
205	1.4.4	Coordinate All Travel, Training, Badge, Clearance	15 days	3/3/2014	5/3/2014
206	1.4.4	Incumbent Briefing	14 days	3/17/2014	3/30/2014
207	1.4.4	Provide Input to MTP	14 days	3/31/2014	4/13/2014
208	1.4.4	Provide Input to CRP	28 days	3/18/2014	4/14/2014
209	1.4.4	Draft Consolidated Business Processes	50 days	5/4/2014	6/22/2014
210	**1.4.4.1**	**Pay and Benefits**	**120 days**	**3/3/2014**	**6/30/2014**
211	1.4.4.1.1	Align with NNSA on Benefits Strategy	40 days	3/3/2014	4/11/2014
212	1.4.4.1.2	Arrange for Consultants and Providers	21 days	3/3/2014	3/23/2014
213	1.4.4.1.3	Obtain Ben-Val Study	30 days	3/3/2014	4/1/2014
214	1.4.4.1.4	Prepare and Review Benefits Plan	45 days	3/3/2014	4/16/2014
215	1.4.4.1.5	Submit Benefits Plan & Ben-Value Study (Delv. #5 - Due 45d)	0 days	4/16/2014	4/16/2014
216	1.4.4.1.6	NNSA Review of Benefits Plan	30 days	4/17/2014	5/16/2014
217	1.4.4.1.7	Receive NNSA Approval of Benefits Plan	0 days	5/16/2014	5/16/2014
218	1.4.4.1.8	Prepare Advance Understanding on HR	75 days	4/17/2014	6/30/2014
219	1.4.4.1.9	Submit Advance Understand on HR (Delv. #11 - Due 120d)	0 days	6/30/2014	6/30/2014
220	1.4.4.1.10	Prepare ICSP & IT	75 days	4/17/2014	6/30/2014
221	1.4.4.1.11	Submit ICSP & IT(Delv. #12 - Due 120d)	0 days	6/30/2014	6/30/2014
222	**1.4.4.2**	**CNS Staffing Plan and Hiring Activities**	**109 days**	**3/3/2014**	**6/19/2014**
223	1.4.4.2.1	Determine Org Structure & Personnel Requirements	18 days	3/3/2014	3/20/2014
224	1.4.4.2.2	Key Personnel Develop & Submit Staffing Plans	7 days	3/21/2014	3/27/2014
225	1.4.4.2.3	CEO/COO Review and Approval	4 days	3/28/2014	3/31/2014
226	1.4.4.2.4	Submit Staffing Plans (Delv. #4 - Due 30d)	0 days	3/31/2014	3/31/2014
227	1.4.4.2.5	Select Incumbent Employees based on defined criteria & Populate	50 days	4/1/2014	5/20/2014
228	1.4.4.2.6	Conduct HR Analysis	3 days	5/21/2014	5/23/2014
229	1.4.4.2.7	CMC Approve Staffing Plan	0 days	5/23/2014	5/23/2014
230	1.4.4.2.8	Prepare Offer Letters	7 days	5/24/2014	5/30/2014
231	1.4.4.2.9	Employment Offers Distributed	1 day	5/31/2014	5/31/2014
232	1.4.4.2.10	Offers of Employment (Delv. #8 - NLT 90d)	0 days	5/31/2014	5/31/2014
233	1.4.4.2.11	Offer Responses	5 days	6/1/2014	6/5/2014
234	1.4.4.2.12	Issue Additional Offers, if necessary, due to declines	14 days	6/6/2014	6/19/2014
235	**1.4.4.3**	**Policies and Procedures**	**74 days**	**3/31/2014**	**6/12/2014**
236	1.4.4.3.1	Establish HR Policies	35 days	3/31/2014	5/4/2014
237	1.4.4.3.2	Review and Blue Sheet Procedures	60 days	4/14/2014	6/12/2014
238	1.4.4.3.3	Review Procedures for Cost Allowability	14 days	5/30/2014	6/12/2014
239	**1.4.4.4**	**Labor Relations**	**106 days**	**3/17/2014**	**6/30/2014**
240	1.4.4.4.1	Coordinate with Collective Bargaining Reps	29 days	3/17/2014	6/30/2014
241	1.4.4.4.2	Review CBAs, Grievance Issue Status	36 days	3/31/2014	6/30/2014
242	1.4.4.4.3	Adopt CBAs	0 days	5/4/2014	5/4/2014
243	1.4.4.4.4	Train CNS Management on CBAs	14 days	5/11/2014	5/24/2014
244	**1.4.4.5**	**Human Resources Staffing**	**87 days**	**3/3/2014**	**5/28/2014**
245	1.4.4.5.1	Determine Org Structure & Personnel Requirements	18 days	3/3/2014	3/20/2014
246	1.4.4.5.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
247	1.4.4.5.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
248	1.4.4.5.4	Select Candidates	50 days	3/29/2014	5/17/2014
249	1.4.4.5.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
250	**1.4.5**	**Procurement**	**120 days**	**3/3/2014**	**6/30/2014**
251	1.4.5.1	Provide Input to MTP	14 days	3/31/2014	4/13/2014
252	1.4.5.2	Provide Input to CRP	28 days	3/18/2014	4/14/2014



Control Schedule

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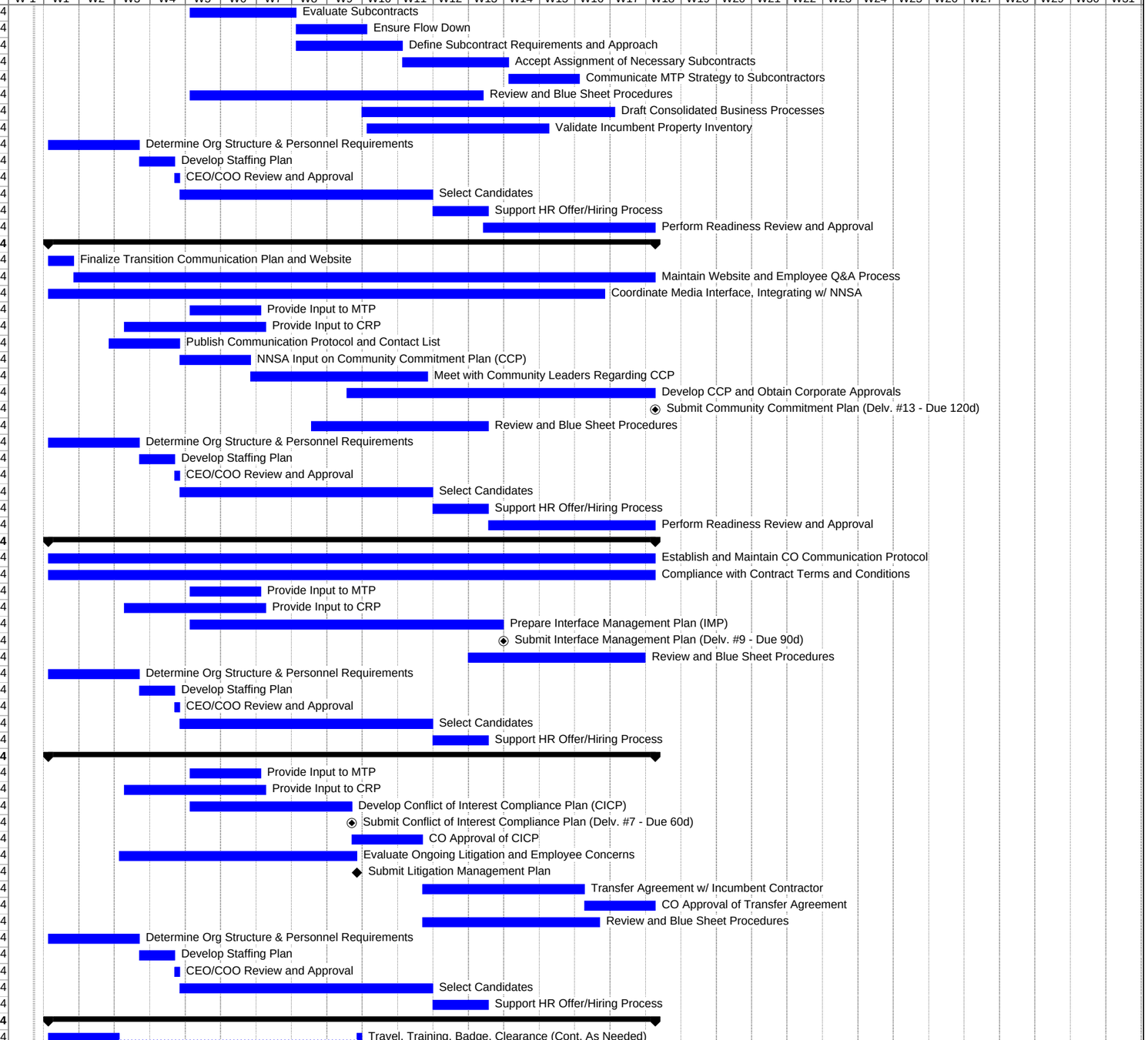
ID	WBS	Task Name	Duration	Start	Finish
253	1.4.5.3	Evaluate Subcontracts	21 days	3/31/2014	4/20/2014
254	1.4.5.4	Ensure Flow Down	14 days	4/21/2014	5/4/2014
255	1.4.5.5	Define Subcontract Requirements and Approach	21 days	4/21/2014	5/11/2014
256	1.4.5.6	Accept Assignment of Necessary Subcontracts	21 days	5/12/2014	6/1/2014
257	1.4.5.7	Communicate MTP Strategy to Subcontractors	14 days	6/2/2014	6/15/2014
258	1.4.5.8	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
259	1.4.5.9	Draft Consolidated Business Processes	50 days	5/4/2014	6/22/2014
260	1.4.5.10	Validate Incumbent Property Inventory	36 days	5/5/2014	6/9/2014
261	1.4.5.11	Determine Org Structure & Personnel Requirements	18 days	3/3/2014	3/20/2014
262	1.4.5.12	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
263	1.4.5.13	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
264	1.4.5.14	Select Candidates	50 days	3/29/2014	5/17/2014
265	1.4.5.15	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
266	1.4.5.16	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
267	**1.4.6**	**Communications**	**120 days**	**3/3/2014**	**6/30/2014**
268	1.4.6.1	Finalize Transition Communication Plan and Website	5 days	3/3/2014	3/7/2014
269	1.4.6.2	Maintain Website and Employee Q&A Process	115 days	3/8/2014	6/30/2014
270	1.4.6.3	Coordinate Media Interface, Integrating w/ NNSA	110 days	3/3/2014	6/20/2014
271	1.4.6.4	Provide Input to MTP	14 days	3/31/2014	4/13/2014
272	1.4.6.5	Provide Input to CRP	28 days	3/18/2014	4/14/2014
273	1.4.6.6	Publish Communication Protocol and Contact List	14 days	3/15/2014	3/28/2014
274	1.4.6.7	NNSA Input on Community Commitment Plan (CCP)	14 days	3/29/2014	4/11/2014
275	1.4.6.8	Meet with Community Leaders Regarding CCP	35 days	4/12/2014	5/16/2014
276	1.4.6.9	Develop CCP and Obtain Corporate Approvals	61 days	5/1/2014	6/30/2014
277	1.4.6.10	Submit Community Commitment Plan (Delv. #13 - Due 120d)	0 days	6/30/2014	6/30/2014
278	1.4.6.11	Review and Blue Sheet Procedures	35 days	4/24/2014	5/28/2014
279	1.4.6.12	Determine Org Structure & Personnel Requirements	18 days	3/3/2014	3/20/2014
280	1.4.6.13	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
281	1.4.6.14	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
282	1.4.6.15	Select Candidates	50 days	3/29/2014	5/17/2014
283	1.4.6.16	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
284	1.4.6.17	Perform Readiness Review and Approval	33 days	5/29/2014	6/30/2014
285	**1.4.7**	**Prime Contracts**	**120 days**	**3/3/2014**	**6/30/2014**
286	1.4.7.1	Establish and Maintain CO Communication Protocol	120 days	3/3/2014	6/30/2014
287	1.4.7.2	Compliance with Contract Terms and Conditions	120 days	3/3/2014	6/30/2014
288	1.4.7.3	Provide Input to MTP	14 days	3/31/2014	4/13/2014
289	1.4.7.4	Provide Input to CRP	28 days	3/18/2014	4/14/2014
290	1.4.7.5	Prepare Interface Management Plan (IMP)	62 days	3/31/2014	5/31/2014
291	1.4.7.6	Submit Interface Management Plan (Delv. #9 - Due 90d)	0 days	5/31/2014	5/31/2014
292	1.4.7.7	Review and Blue Sheet Procedures	35 days	5/25/2014	6/28/2014
293	1.4.7.8	Determine Org Structure & Personnel Requirements	18 days	3/3/2014	3/20/2014
294	1.4.7.9	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
295	1.4.7.10	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
296	1.4.7.11	Select Candidates	50 days	3/29/2014	5/17/2014
297	1.4.7.12	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
298	**1.4.8**	**Legal**	**120 days**	**3/3/2014**	**6/30/2014**
299	1.4.8.1	Provide Input to MTP	14 days	3/31/2014	4/13/2014
300	1.4.8.2	Provide Input to CRP	28 days	3/18/2014	4/14/2014
301	1.4.8.3	Develop Conflict of Interest Compliance Plan (CICP)	32 days	3/31/2014	5/1/2014
302	1.4.8.4	Submit Conflict of Interest Compliance Plan (Delv. #7 - Due 60d)	0 days	5/1/2014	5/1/2014
303	1.4.8.5	CO Approval of CICP	14 days	5/2/2014	5/15/2014
304	1.4.8.6	Evaluate Ongoing Litigation and Employee Concerns	47 days	3/17/2014	5/2/2014
305	1.4.8.7	Submit Litigation Management Plan	0 days	5/2/2014	5/2/2014
306	1.4.8.8	Transfer Agreement w/ Incumbent Contractor	32 days	5/16/2014	6/16/2014
307	1.4.8.9	CO Approval of Transfer Agreement	14 days	6/17/2014	6/30/2014
308	1.4.8.10	Review and Blue Sheet Procedures	35 days	5/16/2014	6/19/2014
309	1.4.8.11	Determine Org Structure & Personnel Requirements	18 days	3/3/2014	3/20/2014
310	1.4.8.12	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
311	1.4.8.13	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
312	1.4.8.14	Select Candidates	50 days	3/29/2014	5/17/2014
313	1.4.8.15	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
314	**1.5**	**Mission Engineering**	**120 days**	**3/3/2014**	**6/30/2014**
315	1.5	Travel, Training, Badge, Clearance (Cont. As Needed)	15 days	3/3/2014	5/3/2014



Control Schedule

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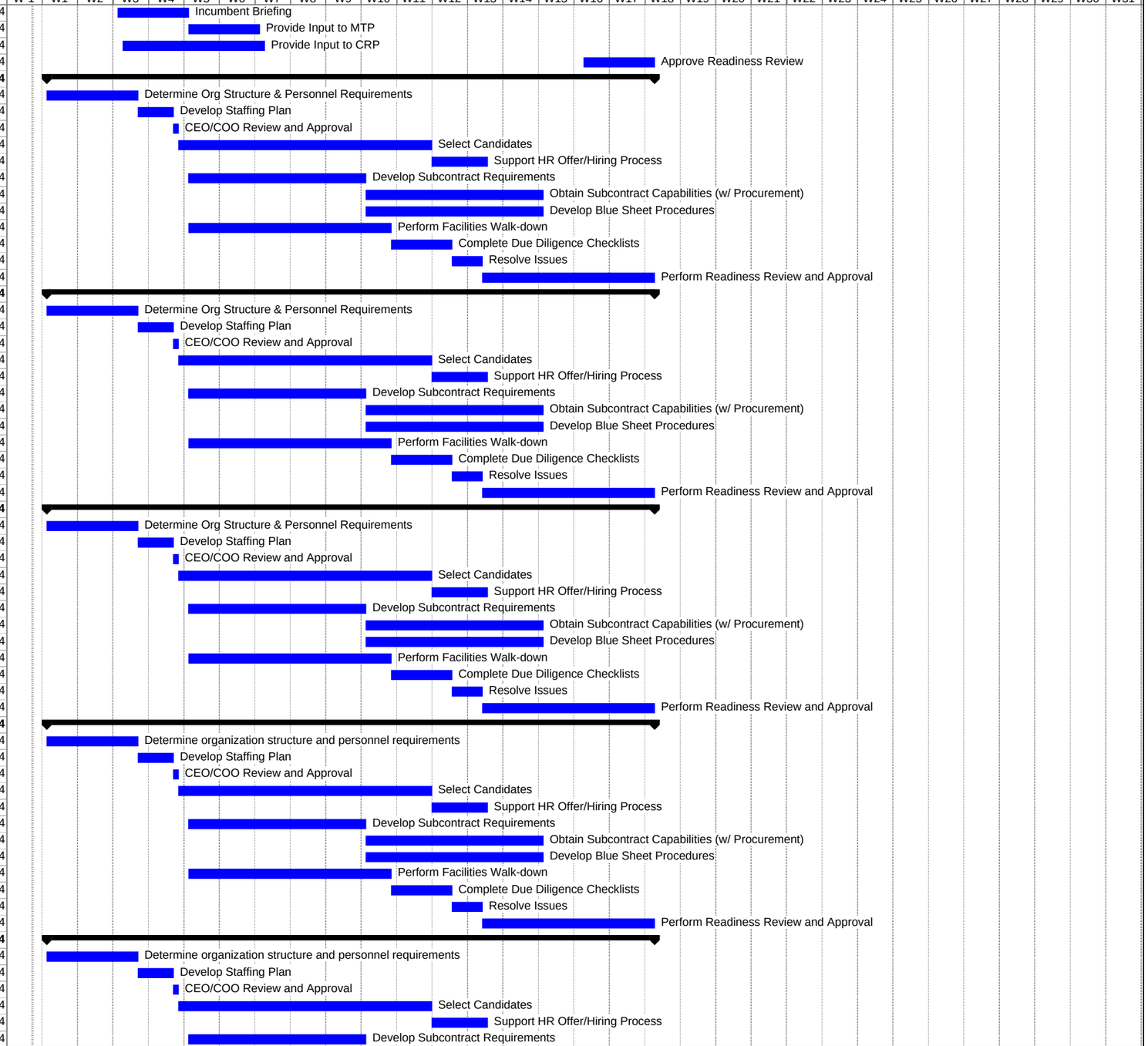
Revision 7

ID	WBS	Task Name	Duration	Start	Finish
316	1.5	Incumbent Briefing	14 days	3/17/2014	3/30/2014
317	1.5	Provide Input to MTP	14 days	3/31/2014	4/13/2014
318	1.5	Provide Input to CRP	28 days	3/18/2014	4/14/2014
319	1.5	Approve Readiness Review	14 days	6/17/2014	6/30/2014
320	**1.5.1**	**Design Authority**	**120 days**	**3/3/2014**	**6/30/2014**
321	1.5.1.1	Determine Org Structure & Personnel Requirements	18 days	3/3/2014	3/20/2014
322	1.5.1.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
323	1.5.1.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
324	1.5.1.4	Select Candidates	50 days	3/29/2014	5/17/2014
325	1.5.1.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
326	1.5.1.6	Develop Subcontract Requirements	35 days	3/31/2014	5/4/2014
327	1.5.1.7	Obtain Subcontract Capabilities (w/ Procurement)	35 days	5/5/2014	6/8/2014
328	1.5.1.8	Develop Blue Sheet Procedures	35 days	5/5/2014	6/8/2014
329	1.5.1.9	Perform Facilities Walk-down	40 days	3/31/2014	5/9/2014
330	1.5.1.10	Complete Due Diligence Checklists	12 days	5/10/2014	5/21/2014
331	1.5.1.11	Resolve Issues	6 days	5/22/2014	5/27/2014
332	1.5.1.12	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
333	**1.5.2**	**Safety Basis**	**120 days**	**3/3/2014**	**6/30/2014**
334	1.5.2.1	Determine Org Structure & Personnel Requirements	18 days	3/3/2014	3/20/2014
335	1.5.2.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
336	1.5.2.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
337	1.5.2.4	Select Candidates	50 days	3/29/2014	5/17/2014
338	1.5.2.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
339	1.5.2.6	Develop Subcontract Requirements	35 days	3/31/2014	5/4/2014
340	1.5.2.7	Obtain Subcontract Capabilities (w/ Procurement)	35 days	5/5/2014	6/8/2014
341	1.5.2.8	Develop Blue Sheet Procedures	35 days	5/5/2014	6/8/2014
342	1.5.2.9	Perform Facilities Walk-down	40 days	3/31/2014	5/9/2014
343	1.5.2.10	Complete Due Diligence Checklists	12 days	5/10/2014	5/21/2014
344	1.5.2.11	Resolve Issues	6 days	5/22/2014	5/27/2014
345	1.5.2.12	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
346	**1.5.3**	**Systems Engineering**	**120 days**	**3/3/2014**	**6/30/2014**
347	1.5.3.1	Determine Org Structure & Personnel Requirements	18 days	3/3/2014	3/20/2014
348	1.5.3.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
349	1.5.3.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
350	1.5.3.4	Select Candidates	50 days	3/29/2014	5/17/2014
351	1.5.3.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
352	1.5.3.6	Develop Subcontract Requirements	35 days	3/31/2014	5/4/2014
353	1.5.3.7	Obtain Subcontract Capabilities (w/ Procurement)	35 days	5/5/2014	6/8/2014
354	1.5.3.8	Develop Blue Sheet Procedures	35 days	5/5/2014	6/8/2014
355	1.5.3.9	Perform Facilities Walk-down	40 days	3/31/2014	5/9/2014
356	1.5.3.10	Complete Due Diligence Checklists	12 days	5/10/2014	5/21/2014
357	1.5.3.11	Resolve Issues	6 days	5/22/2014	5/27/2014
358	1.5.3.12	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
359	**1.5.4**	**Criticality Safety**	**120 days**	**3/3/2014**	**6/30/2014**
360	1.5.4.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
361	1.5.4.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
362	1.5.4.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
363	1.5.4.4	Select Candidates	50 days	3/29/2014	5/17/2014
364	1.5.4.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
365	1.5.4.6	Develop Subcontract Requirements	35 days	3/31/2014	5/4/2014
366	1.5.4.7	Obtain Subcontract Capabilities (w/ Procurement)	35 days	5/5/2014	6/8/2014
367	1.5.4.8	Develop Blue Sheet Procedures	35 days	5/5/2014	6/8/2014
368	1.5.4.9	Perform Facilities Walk-down	40 days	3/31/2014	5/9/2014
369	1.5.4.10	Complete Due Diligence Checklists	12 days	5/10/2014	5/21/2014
370	1.5.4.11	Resolve Issues	6 days	5/22/2014	5/27/2014
371	1.5.4.12	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
372	**1.5.5**	**Manufacturing Engineering**	**120 days**	**3/3/2014**	**6/30/2014**
373	1.5.5.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
374	1.5.5.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
375	1.5.5.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
376	1.5.5.4	Select Candidates	50 days	3/29/2014	5/17/2014
377	1.5.5.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
378	1.5.5.6	Develop Subcontract Requirements	35 days	3/31/2014	5/4/2014



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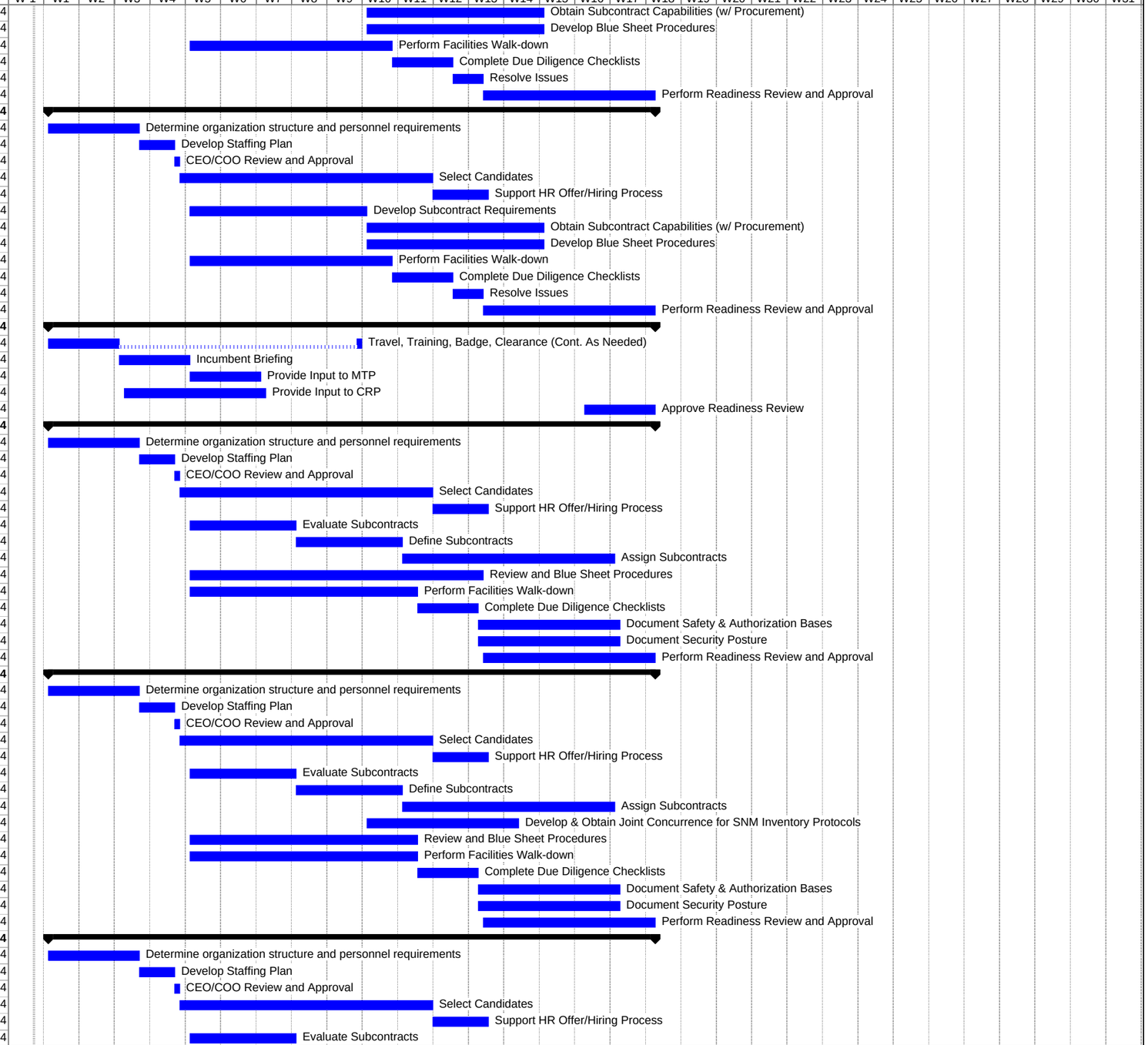
ID	WBS	Task Name	Duration	Start	Finish
379	1.5.5.7	Obtain Subcontract Capabilities (w/ Procurement)	35 days	5/5/2014	6/8/2014
380	1.5.5.8	Develop Blue Sheet Procedures	35 days	5/5/2014	6/8/2014
381	1.5.5.9	Perform Facilities Walk-down	40 days	3/31/2014	5/9/2014
382	1.5.5.10	Complete Due Diligence Checklists	12 days	5/10/2014	5/21/2014
383	1.5.5.11	Resolve Issues	6 days	5/22/2014	5/27/2014
384	1.5.5.12	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
385	**1.5.6**	**Research and Development**	**120 days**	**3/3/2014**	**6/30/2014**
386	1.5.6.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
387	1.5.6.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
388	1.5.6.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
389	1.5.6.4	Select Candidates	50 days	3/29/2014	5/17/2014
390	1.5.6.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
391	1.5.6.6	Develop Subcontract Requirements	35 days	3/31/2014	5/4/2014
392	1.5.6.7	Obtain Subcontract Capabilities (w/ Procurement)	35 days	5/5/2014	6/8/2014
393	1.5.6.8	Develop Blue Sheet Procedures	35 days	5/5/2014	6/8/2014
394	1.5.6.9	Perform Facilities Walk-down	40 days	3/31/2014	5/9/2014
395	1.5.6.10	Complete Due Diligence Checklists	12 days	5/10/2014	5/21/2014
396	1.5.6.11	Resolve Issues	6 days	5/22/2014	5/27/2014
397	1.5.6.12	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
398	**1.6**	**Uranium Operations**	**120 days**	**3/3/2014**	**6/30/2014**
399	1.6	Travel, Training, Badge, Clearance (Cont. As Needed)	15 days	3/3/2014	5/3/2014
400	1.6	Incumbent Briefing	14 days	3/17/2014	3/30/2014
401	1.6	Provide Input to MTP	14 days	3/31/2014	4/13/2014
402	1.6	Provide Input to CRP	28 days	3/18/2014	4/14/2014
403	1.6	Approve Readiness Review	14 days	6/17/2014	6/30/2014
404	**1.6.1**	**Enriched Uranium Operations**	**120 days**	**3/3/2014**	**6/30/2014**
405	1.6.1.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
406	1.6.1.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
407	1.6.1.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
408	1.6.1.4	Select Candidates	50 days	3/29/2014	5/17/2014
409	1.6.1.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
410	1.6.1.6	Evaluate Subcontracts	21 days	3/31/2014	4/20/2014
411	1.6.1.7	Define Subcontracts	21 days	4/21/2014	5/11/2014
412	1.6.1.8	Assign Subcontracts	42 days	5/12/2014	6/22/2014
413	1.6.1.10	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
414	1.6.1.11	Perform Facilities Walk-down	45 days	3/31/2014	5/14/2014
415	1.6.1.12	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
416	1.6.1.13	Document Safety & Authorization Bases	28 days	5/27/2014	6/23/2014
417	1.6.1.14	Document Security Posture	28 days	5/27/2014	6/23/2014
418	1.6.1.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
419	**1.6.2**	**Special Nuclear Materials Operations**	**120 days**	**3/3/2014**	**6/30/2014**
420	1.6.2.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
421	1.6.2.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
422	1.6.2.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
423	1.6.2.4	Select Candidates	50 days	3/29/2014	5/17/2014
424	1.6.2.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
425	1.6.2.6	Evaluate Subcontracts	21 days	3/31/2014	4/20/2014
426	1.6.2.7	Define Subcontracts	21 days	4/21/2014	5/11/2014
427	1.6.2.8	Assign Subcontracts	42 days	5/12/2014	6/22/2014
428	1.6.2.9	Develop & Obtain Joint Concurrence for SNM Inventory Protocols	30 days	5/5/2014	6/3/2014
429	1.6.2.10	Review and Blue Sheet Procedures	45 days	3/31/2014	5/14/2014
430	1.6.2.11	Perform Facilities Walk-down	45 days	3/31/2014	5/14/2014
431	1.6.2.12	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
432	1.6.2.13	Document Safety & Authorization Bases	28 days	5/27/2014	6/23/2014
433	1.6.2.14	Document Security Posture	28 days	5/27/2014	6/23/2014
434	1.6.2.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
435	**1.6.3**	**UPF Operator's Representative**	**120 days**	**3/3/2014**	**6/30/2014**
436	1.6.3.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
437	1.6.3.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
438	1.6.3.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
439	1.6.3.4	Select Candidates	50 days	3/29/2014	5/17/2014
440	1.6.3.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
441	1.6.3.6	Evaluate Subcontracts	21 days	3/31/2014	4/20/2014



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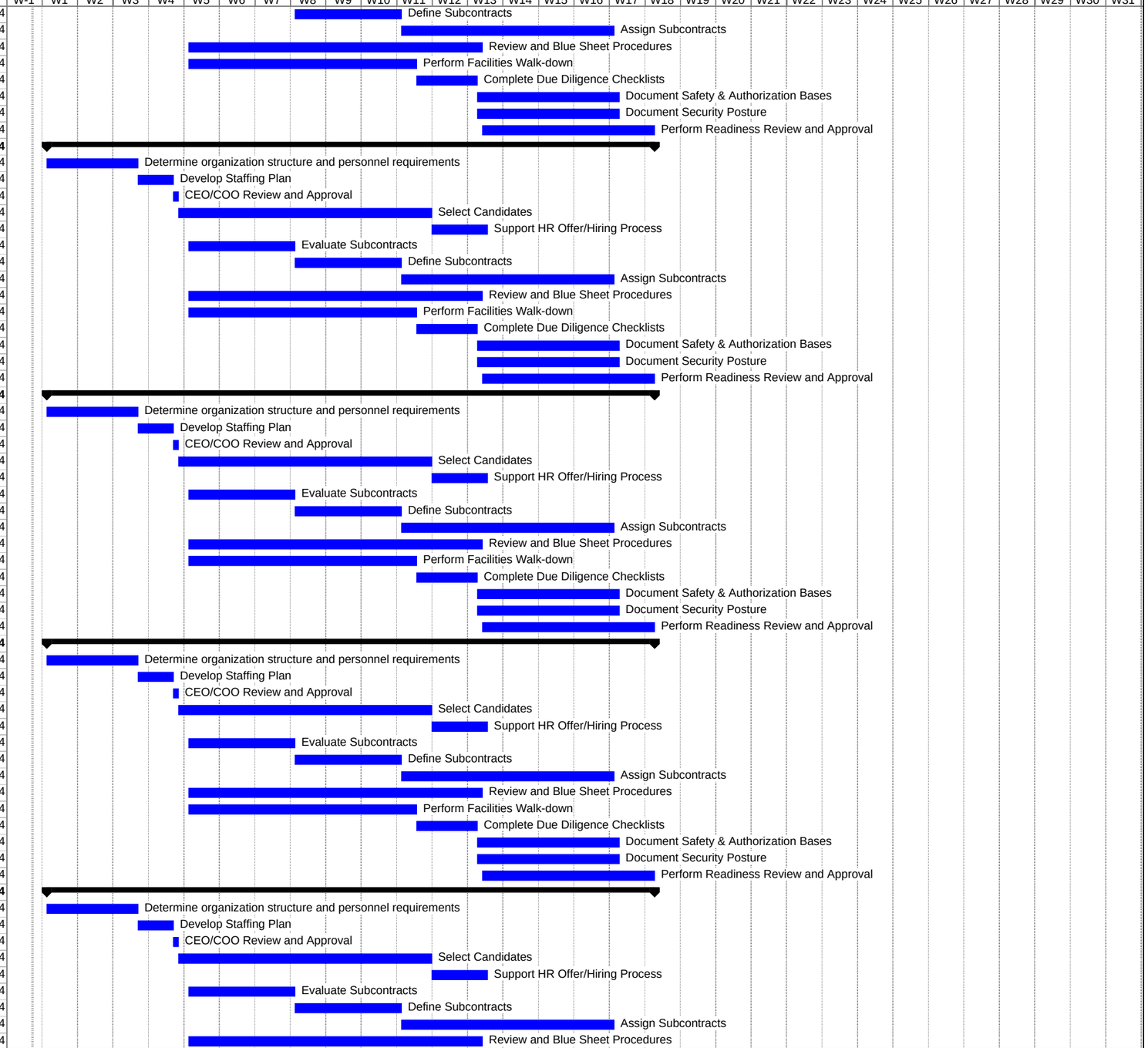
ID	WBS	Task Name	Duration	Start	Finish
442	1.6.3.7	Define Subcontracts	21 days	4/21/2014	5/11/2014
443	1.6.3.8	Assign Subcontracts	42 days	5/12/2014	6/22/2014
444	1.6.3.10	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
445	1.6.3.11	Perform Facilities Walk-down	45 days	3/31/2014	5/14/2014
446	1.6.3.12	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
447	1.6.3.13	Document Safety & Authorization Bases	28 days	5/27/2014	6/23/2014
448	1.6.3.14	Document Security Posture	28 days	5/27/2014	6/23/2014
449	1.6.3.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
450	**1.6.4**	**General Manufacturing and Tooling**	**120 days**	**3/3/2014**	**6/30/2014**
451	1.6.4.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
452	1.6.4.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
453	1.6.4.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
454	1.6.4.4	Select Candidates	50 days	3/29/2014	5/17/2014
455	1.6.4.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
456	1.6.4.6	Evaluate Subcontracts	21 days	3/31/2014	4/20/2014
457	1.6.4.7	Define Subcontracts	21 days	4/21/2014	5/11/2014
458	1.6.4.8	Assign Subcontracts	42 days	5/12/2014	6/22/2014
459	1.6.4.10	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
460	1.6.4.11	Perform Facilities Walk-down	45 days	3/31/2014	5/14/2014
461	1.6.4.12	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
462	1.6.4.13	Document Safety & Authorization Bases	28 days	5/27/2014	6/23/2014
463	1.6.4.14	Document Security Posture	28 days	5/27/2014	6/23/2014
464	1.6.4.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
465	**1.6.5**	**Production and Planning Control**	**120 days**	**3/3/2014**	**6/30/2014**
466	1.6.5.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
467	1.6.5.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
468	1.6.5.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
469	1.6.5.4	Select Candidates	50 days	3/29/2014	5/17/2014
470	1.6.5.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
471	1.6.5.6	Evaluate Subcontracts	21 days	3/31/2014	4/20/2014
472	1.6.5.7	Define Subcontracts	21 days	4/21/2014	5/11/2014
473	1.6.5.8	Assign Subcontracts	42 days	5/12/2014	6/22/2014
474	1.6.5.10	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
475	1.6.5.11	Perform Facilities Walk-down	45 days	3/31/2014	5/14/2014
476	1.6.5.12	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
477	1.6.5.13	Document Safety & Authorization Bases	28 days	5/27/2014	6/23/2014
478	1.6.5.14	Document Security Posture	28 days	5/27/2014	6/23/2014
479	1.6.5.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
480	**1.6.6**	**Assembly/Disassembly Operations**	**120 days**	**3/3/2014**	**6/30/2014**
481	1.6.6.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
482	1.6.6.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
483	1.6.6.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
484	1.6.6.4	Select Candidates	50 days	3/29/2014	5/17/2014
485	1.6.6.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
486	1.6.6.6	Evaluate Subcontracts	21 days	3/31/2014	4/20/2014
487	1.6.6.7	Define Subcontracts	21 days	4/21/2014	5/11/2014
488	1.6.6.8	Assign Subcontracts	42 days	5/12/2014	6/22/2014
489	1.6.6.10	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
490	1.6.6.11	Perform Facilities Walk-down	45 days	3/31/2014	5/14/2014
491	1.6.6.12	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
492	1.6.6.13	Document Safety & Authorization Bases	28 days	5/27/2014	6/23/2014
493	1.6.6.14	Document Security Posture	28 days	5/27/2014	6/23/2014
494	1.6.6.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
495	**1.6.7**	**Special Materials Operations**	**120 days**	**3/3/2014**	**6/30/2014**
496	1.6.7.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
497	1.6.7.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
498	1.6.7.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
499	1.6.7.4	Select Candidates	50 days	3/29/2014	5/17/2014
500	1.6.7.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
501	1.6.7.6	Evaluate Subcontracts	21 days	3/31/2014	4/20/2014
502	1.6.7.7	Define Subcontracts	21 days	4/21/2014	5/11/2014
503	1.6.7.8	Assign Subcontracts	42 days	5/12/2014	6/22/2014
504	1.6.7.10	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014



Control Schedule

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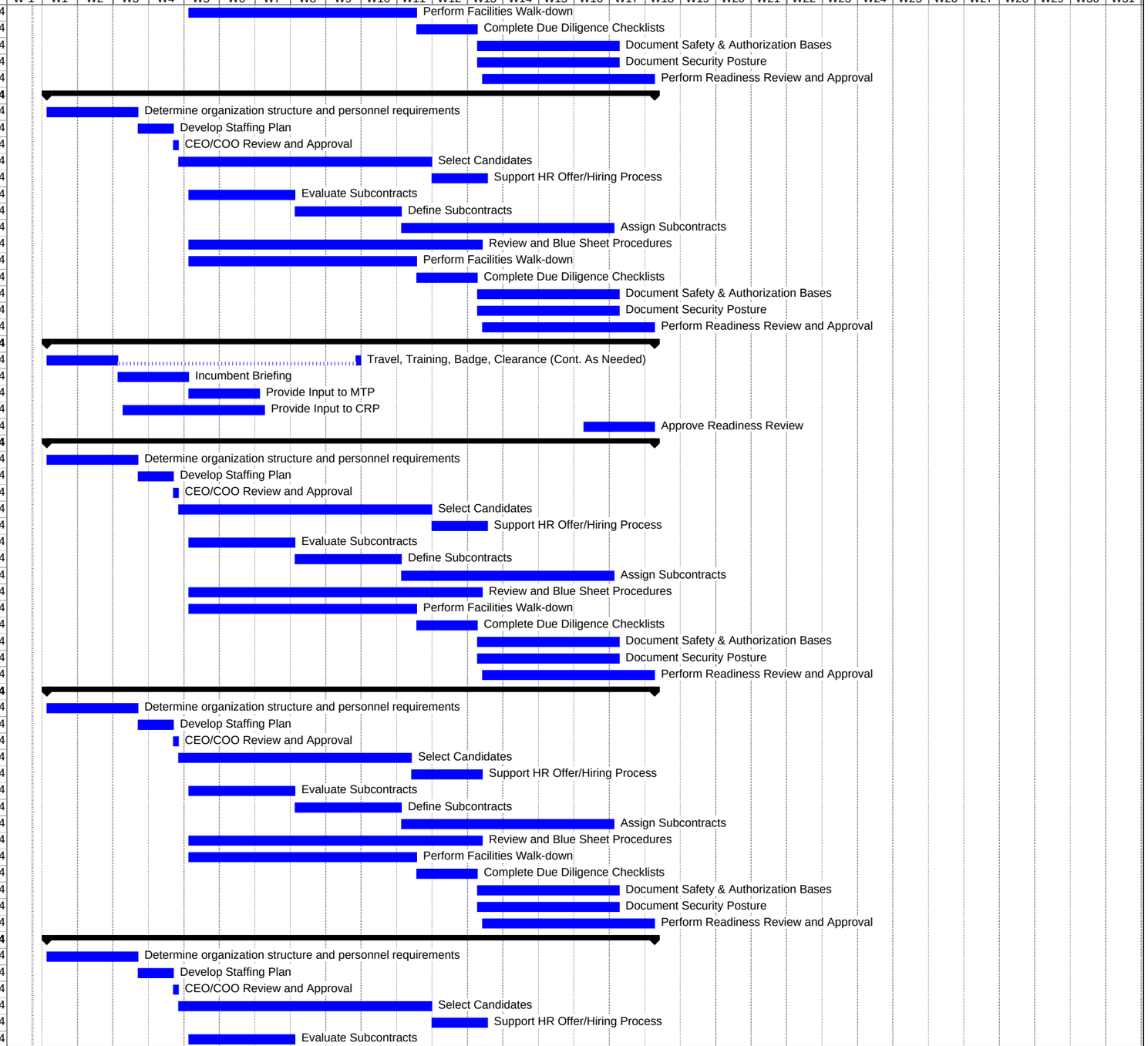
ID	WBS	Task Name	Duration	Start	Finish
505	1.6.7.11	Perform Facilities Walk-down	45 days	3/31/2014	5/14/2014
506	1.6.7.12	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
507	1.6.7.13	Document Safety & Authorization Bases	28 days	5/27/2014	6/23/2014
508	1.6.7.14	Document Security Posture	28 days	5/27/2014	6/23/2014
509	1.6.7.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
510	**1.6.8**	**Process Engineering**	**120 days**	**3/3/2014**	**6/30/2014**
511	1.6.8.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
512	1.6.8.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
513	1.6.8.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
514	1.6.8.4	Select Candidates	50 days	3/29/2014	5/17/2014
515	1.6.8.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
516	1.6.8.6	Evaluate Subcontracts	21 days	3/31/2014	4/20/2014
517	1.6.8.7	Define Subcontracts	21 days	4/21/2014	5/11/2014
518	1.6.8.8	Assign Subcontracts	42 days	5/12/2014	6/22/2014
519	1.6.8.10	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
520	1.6.8.11	Perform Facilities Walk-down	45 days	3/31/2014	5/14/2014
521	1.6.8.12	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
522	1.6.8.13	Document Safety & Authorization Bases	28 days	5/27/2014	6/23/2014
523	1.6.8.14	Document Security Posture	28 days	5/27/2014	6/23/2014
524	1.6.8.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
525	**1.7**	**Weapons Assembly/Disassembly**	**120 days**	**3/3/2014**	**6/30/2014**
526	1.7	Travel, Training, Badge, Clearance (Cont. As Needed)	15 days	3/3/2014	5/3/2014
527	1.7	Incumbent Briefing	14 days	3/17/2014	3/30/2014
528	1.7	Provide Input to MTP	14 days	3/31/2014	4/13/2014
529	1.7	Provide Input to CRP	28 days	3/18/2014	4/14/2014
530	1.7	Approve Readiness Review	14 days	6/17/2014	6/30/2014
531	**1.7.1**	**Assembly/Disassembly Operations**	**120 days**	**3/3/2014**	**6/30/2014**
532	1.7.1.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
533	1.7.1.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
534	1.7.1.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
535	1.7.1.4	Select Candidates	50 days	3/29/2014	5/17/2014
536	1.7.1.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
537	1.7.1.6	Evaluate Subcontracts	21 days	3/31/2014	4/20/2014
538	1.7.1.7	Define Subcontracts	21 days	4/21/2014	5/11/2014
539	1.7.1.8	Assign Subcontracts	42 days	5/12/2014	6/22/2014
540	1.7.1.10	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
541	1.7.1.11	Perform Facilities Walk-down	45 days	3/31/2014	5/14/2014
542	1.7.1.12	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
543	1.7.1.13	Document Safety & Authorization Bases	28 days	5/27/2014	6/23/2014
544	1.7.1.14	Document Security Posture	28 days	5/27/2014	6/23/2014
545	1.7.1.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
546	**1.7.2**	**Explosives Operations and Technology**	**120 days**	**3/3/2014**	**6/30/2014**
547	1.7.2.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
548	1.7.2.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
549	1.7.2.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
550	1.7.2.4	Select Candidates	46 days	3/29/2014	5/13/2014
551	1.7.2.5	Support HR Offer/Hiring Process	14 days	5/14/2014	5/27/2014
552	1.7.2.6	Evaluate Subcontracts	21 days	3/31/2014	4/20/2014
553	1.7.2.7	Define Subcontracts	21 days	4/21/2014	5/11/2014
554	1.7.2.8	Assign Subcontracts	42 days	5/12/2014	6/22/2014
555	1.7.2.10	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
556	1.7.2.11	Perform Facilities Walk-down	45 days	3/31/2014	5/14/2014
557	1.7.2.12	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
558	1.7.2.13	Document Safety & Authorization Bases	28 days	5/27/2014	6/23/2014
559	1.7.2.14	Document Security Posture	28 days	5/27/2014	6/23/2014
560	1.7.2.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
561	**1.7.3**	**Production and Planning Control**	**120 days**	**3/3/2014**	**6/30/2014**
562	1.7.3.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
563	1.7.3.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
564	1.7.3.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
565	1.7.3.4	Select Candidates	50 days	3/29/2014	5/17/2014
566	1.7.3.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
567	1.7.3.6	Evaluate Subcontracts	21 days	3/31/2014	4/20/2014



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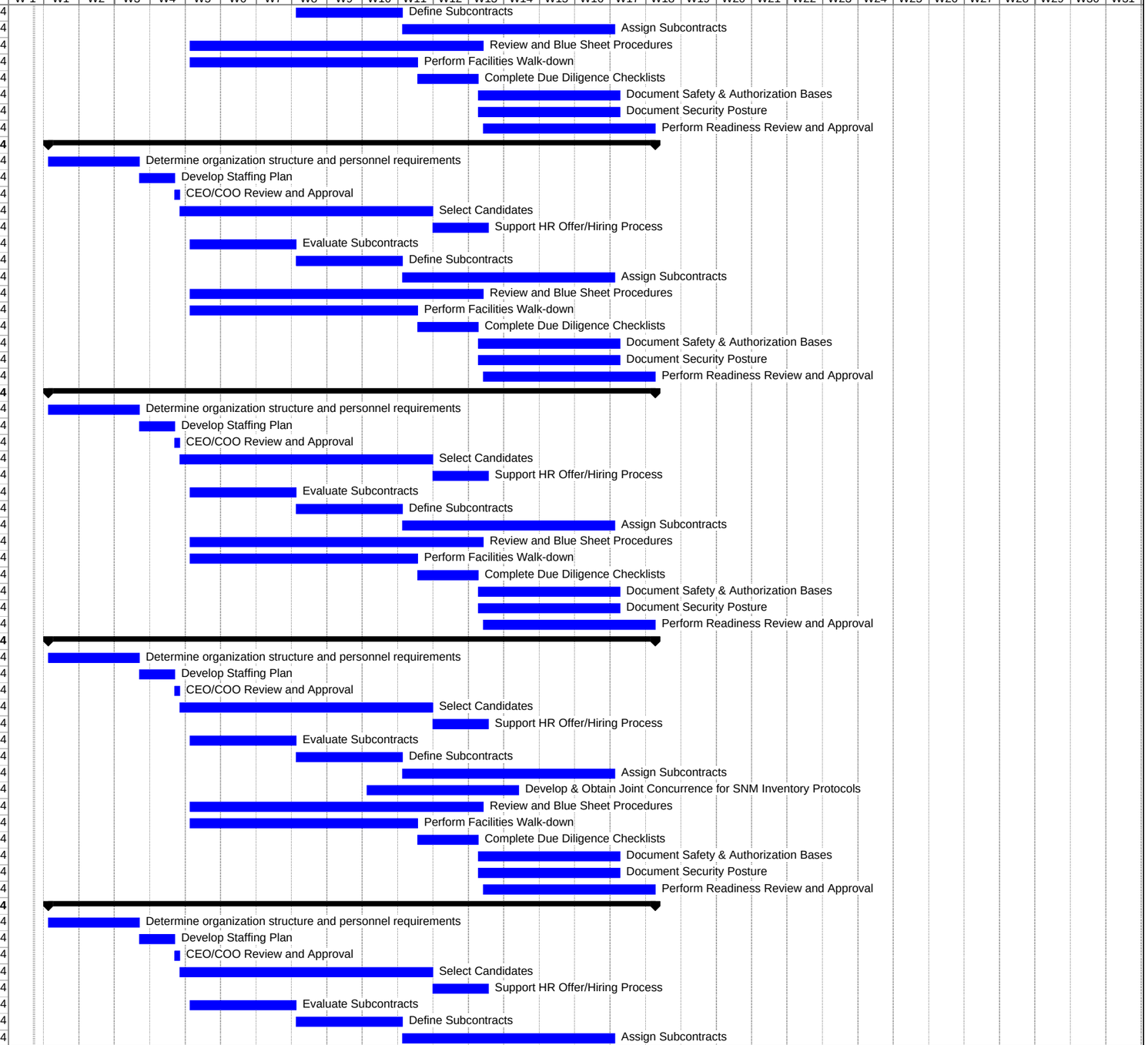
ID	WBS	Task Name	Duration	Start	Finish
568	1.7.3.7	Define Subcontracts	21 days	4/21/2014	5/11/2014
569	1.7.3.8	Assign Subcontracts	42 days	5/12/2014	6/22/2014
570	1.7.3.10	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
571	1.7.3.11	Perform Facilities Walk-down	45 days	3/31/2014	5/14/2014
572	1.7.3.12	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
573	1.7.3.13	Document Safety & Authorization Bases	28 days	5/27/2014	6/23/2014
574	1.7.3.14	Document Security Posture	28 days	5/27/2014	6/23/2014
575	1.7.3.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
576	**1.7.4**	**General Manufacturing and Tooling**	**120 days**	**3/3/2014**	**6/30/2014**
577	1.7.4.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
578	1.7.4.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
579	1.7.4.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
580	1.7.4.4	Select Candidates	50 days	3/29/2014	5/17/2014
581	1.7.4.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
582	1.7.4.6	Evaluate Subcontracts	21 days	3/31/2014	4/20/2014
583	1.7.4.7	Define Subcontracts	21 days	4/21/2014	5/11/2014
584	1.7.4.8	Assign Subcontracts	42 days	5/12/2014	6/22/2014
585	1.7.4.10	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
586	1.7.4.11	Perform Facilities Walk-down	45 days	3/31/2014	5/14/2014
587	1.7.4.12	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
588	1.7.4.13	Document Safety & Authorization Bases	28 days	5/27/2014	6/23/2014
589	1.7.4.14	Document Security Posture	28 days	5/27/2014	6/23/2014
590	1.7.4.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
591	**1.7.5**	**Nondestructive Evaluation**	**120 days**	**3/3/2014**	**6/30/2014**
592	1.7.5.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
593	1.7.5.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
594	1.7.5.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
595	1.7.5.4	Select Candidates	50 days	3/29/2014	5/17/2014
596	1.7.5.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
597	1.7.5.6	Evaluate Subcontracts	21 days	3/31/2014	4/20/2014
598	1.7.5.7	Define Subcontracts	21 days	4/21/2014	5/11/2014
599	1.7.5.8	Assign Subcontracts	42 days	5/12/2014	6/22/2014
600	1.7.5.10	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
601	1.7.5.11	Perform Facilities Walk-down	45 days	3/31/2014	5/14/2014
602	1.7.5.12	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
603	1.7.5.13	Document Safety & Authorization Bases	28 days	5/27/2014	6/23/2014
604	1.7.5.14	Document Security Posture	28 days	5/27/2014	6/23/2014
605	1.7.5.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
606	**1.7.6**	**Special Nuclear Material Operations**	**120 days**	**3/3/2014**	**6/30/2014**
607	1.7.6.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
608	1.7.6.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
609	1.7.6.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
610	1.7.6.4	Select Candidates	50 days	3/29/2014	5/17/2014
611	1.7.6.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
612	1.7.6.6	Evaluate Subcontracts	21 days	3/31/2014	4/20/2014
613	1.7.6.7	Define Subcontracts	21 days	4/21/2014	5/11/2014
614	1.7.6.8	Assign Subcontracts	42 days	5/12/2014	6/22/2014
615	1.7.6.9	Develop & Obtain Joint Concurrence for SNM Inventory Protocols	30 days	5/5/2014	6/3/2014
616	1.7.6.10	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
617	1.7.6.11	Perform Facilities Walk-down	45 days	3/31/2014	5/14/2014
618	1.7.6.12	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
619	1.7.6.13	Document Safety & Authorization Bases	28 days	5/27/2014	6/23/2014
620	1.7.6.14	Document Security Posture	28 days	5/27/2014	6/23/2014
621	1.7.6.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
622	**1.7.7**	**Process Engineering**	**120 days**	**3/3/2014**	**6/30/2014**
623	1.7.7.1	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
624	1.7.7.2	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
625	1.7.7.3	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
626	1.7.7.4	Select Candidates	50 days	3/29/2014	5/17/2014
627	1.7.7.5	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
628	1.7.7.6	Evaluate Subcontracts	21 days	3/31/2014	4/20/2014
629	1.7.7.7	Define Subcontracts	21 days	4/21/2014	5/11/2014
630	1.7.7.8	Assign Subcontracts	42 days	5/12/2014	6/22/2014



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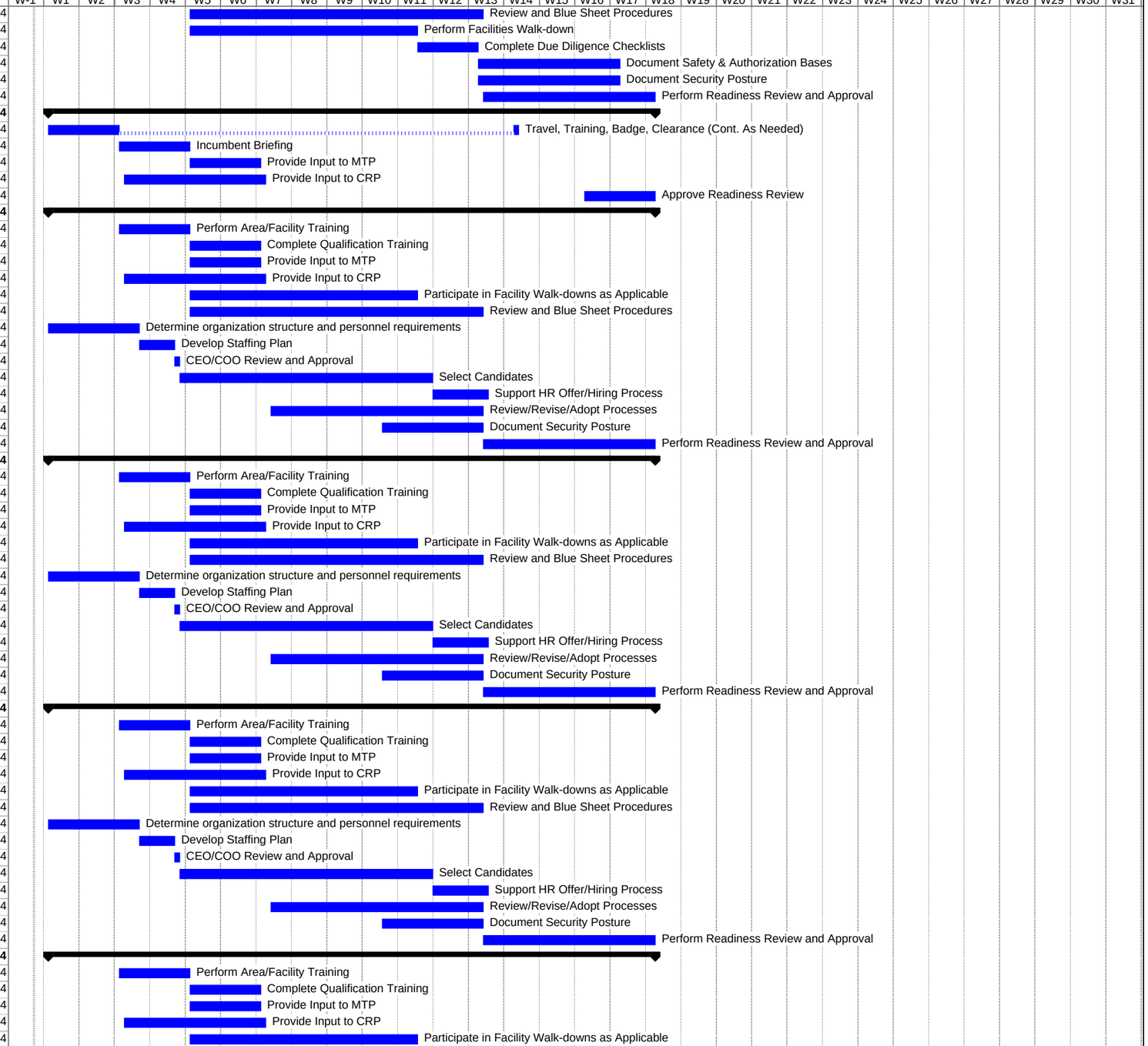
ID	WBS	Task Name	Duration	Start	Finish
631	1.7.7.10	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
632	1.7.7.11	Perform Facilities Walk-down	45 days	3/31/2014	5/14/2014
633	1.7.7.12	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
634	1.7.7.13	Document Safety & Authorization Bases	28 days	5/27/2014	6/23/2014
635	1.7.7.14	Document Security Posture	28 days	5/27/2014	6/23/2014
636	1.7.7.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
637	**1.8**	**Safeguards and Security**	**120 days**	**3/3/2014**	**6/30/2014**
638	1.8	Travel, Training, Badge, Clearance (Cont. As Needed)	15 days	3/3/2014	6/3/2014
639	1.8	Incumbent Briefing	14 days	3/17/2014	3/30/2014
640	1.8	Provide Input to MTP	14 days	3/31/2014	4/13/2014
641	1.8	Provide Input to CRP	28 days	3/18/2014	4/14/2014
642	1.8	Approve Readiness Review	14 days	6/17/2014	6/30/2014
643	**1.8.1**	**Security Operations**	**120 days**	**3/3/2014**	**6/30/2014**
644	1.8.1.1	Perform Area/Facility Training	14 days	3/17/2014	3/30/2014
645	1.8.1.2	Complete Qualification Training	14 days	3/31/2014	4/13/2014
646	1.8.1.3	Provide Input to MTP	14 days	3/31/2014	4/13/2014
647	1.8.1.4	Provide Input to CRP	28 days	3/18/2014	4/14/2014
648	1.8.1.5	Participate in Facility Walk-downs as Applicable	45 days	3/31/2014	5/14/2014
649	1.8.1.6	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
650	1.8.1.8	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
651	1.8.1.9	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
652	1.8.1.10	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
653	1.8.1.11	Select Candidates	50 days	3/29/2014	5/17/2014
654	1.8.1.12	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
655	1.8.1.13	Review/Revise/Adopt Processes	42 days	4/16/2014	5/27/2014
656	1.8.1.14	Document Security Posture	20 days	5/8/2014	5/27/2014
657	1.8.1.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
658	**1.8.2**	**Safeguards**	**120 days**	**3/3/2014**	**6/30/2014**
659	1.8.2.1	Perform Area/Facility Training	14 days	3/17/2014	3/30/2014
660	1.8.2.2	Complete Qualification Training	14 days	3/31/2014	4/13/2014
661	1.8.2.3	Provide Input to MTP	14 days	3/31/2014	4/13/2014
662	1.8.2.4	Provide Input to CRP	28 days	3/18/2014	4/14/2014
663	1.8.2.5	Participate in Facility Walk-downs as Applicable	45 days	3/31/2014	5/14/2014
664	1.8.2.6	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
665	1.8.2.8	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
666	1.8.2.9	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
667	1.8.2.10	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
668	1.8.2.11	Select Candidates	50 days	3/29/2014	5/17/2014
669	1.8.2.12	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
670	1.8.2.13	Review/Revise/Adopt Processes	42 days	4/16/2014	5/27/2014
671	1.8.2.14	Document Security Posture	20 days	5/8/2014	5/27/2014
672	1.8.2.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
673	**1.8.3**	**Program Management**	**120 days**	**3/3/2014**	**6/30/2014**
674	1.8.3.1	Perform Area/Facility Training	14 days	3/17/2014	3/30/2014
675	1.8.3.2	Complete Qualification Training	14 days	3/31/2014	4/13/2014
676	1.8.3.3	Provide Input to MTP	14 days	3/31/2014	4/13/2014
677	1.8.3.4	Provide Input to CRP	28 days	3/18/2014	4/14/2014
678	1.8.3.5	Participate in Facility Walk-downs as Applicable	45 days	3/31/2014	5/14/2014
679	1.8.3.6	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
680	1.8.3.8	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
681	1.8.3.9	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
682	1.8.3.10	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
683	1.8.3.11	Select Candidates	50 days	3/29/2014	5/17/2014
684	1.8.3.12	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
685	1.8.3.13	Review/Revise/Adopt Processes	42 days	4/16/2014	5/27/2014
686	1.8.3.14	Document Security Posture	20 days	5/8/2014	5/27/2014
687	1.8.3.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
688	**1.8.4**	**Emergency Services**	**120 days**	**3/3/2014**	**6/30/2014**
689	1.8.4.1	Perform Area/Facility Training	14 days	3/17/2014	3/30/2014
690	1.8.4.2	Complete Qualification Training	14 days	3/31/2014	4/13/2014
691	1.8.4.3	Provide Input to MTP	14 days	3/31/2014	4/13/2014
692	1.8.4.4	Provide Input to CRP	28 days	3/18/2014	4/14/2014
693	1.8.4.5	Participate in Facility Walk-downs as Applicable	45 days	3/31/2014	5/14/2014



Control Schedule

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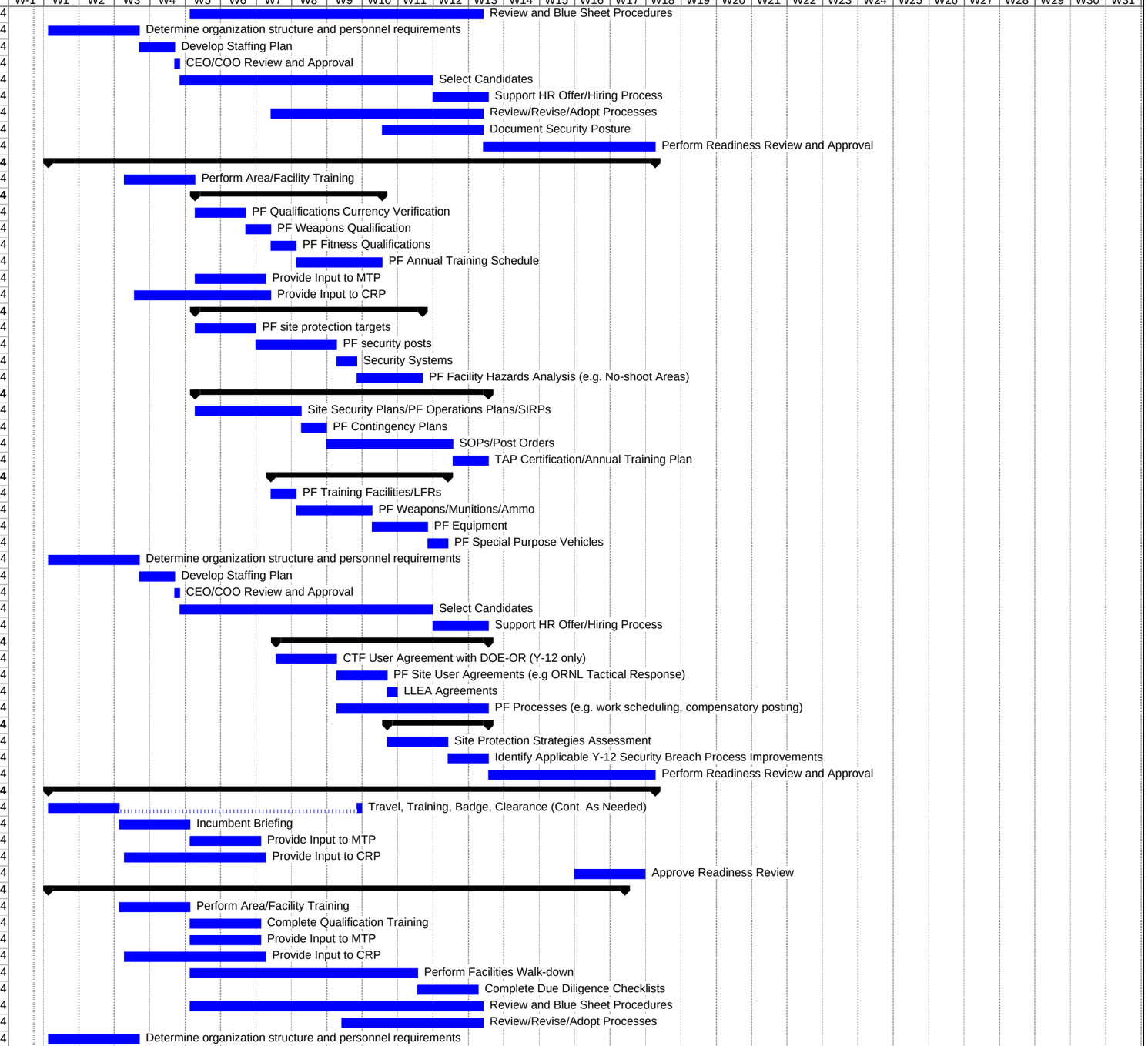
ID	WBS	Task Name	Duration	Start	Finish
694	1.8.4.6	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
695	1.8.4.8	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
696	1.8.4.9	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
697	1.8.4.10	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
698	1.8.4.11	Select Candidates	50 days	3/29/2014	5/17/2014
699	1.8.4.12	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
700	1.8.4.13	Review/Revise/Adopt Processes	42 days	4/16/2014	5/27/2014
701	1.8.4.14	Document Security Posture	20 days	5/8/2014	5/27/2014
702	1.8.4.15	Perform Readiness Review and Approval	34 days	5/28/2014	6/30/2014
703	**1.8.5**	**Protective Force**	**120 days**	**3/3/2014**	**6/30/2014**
704	1.8.5.1	Perform Area/Facility Training	14 days	3/18/2014	3/31/2014
705	**1.8.5.2**	**Complete Qualification Training**	**37 days**	**4/1/2014**	**5/7/2014**
706	1.8.5.2.1	PF Qualifications Currency Verification	10 days	4/1/2014	4/10/2014
707	1.8.5.2.2	PF Weapons Qualification	5 days	4/11/2014	4/15/2014
708	1.8.5.2.3	PF Fitness Qualifications	5 days	4/16/2014	4/20/2014
709	1.8.5.2.4	PF Annual Training Schedule	17 days	4/21/2014	5/7/2014
710	1.8.5.3	Provide Input to MTP	14 days	4/1/2014	4/14/2014
711	1.8.5.4	Provide Input to CRP	27 days	3/20/2014	4/15/2014
712	**1.8.5.5**	**Participate in Facility Walk-downs as Applicable**	**45 days**	**4/1/2014**	**5/15/2014**
713	1.8.5.5.1	PF site protection targets	12 days	4/1/2014	4/12/2014
714	1.8.5.5.2	PF security posts	16 days	4/13/2014	4/28/2014
715	1.8.5.5.3	Security Systems	4 days	4/29/2014	5/2/2014
716	1.8.8.5.4	PF Facility Hazards Analysis (e.g. No-shoot Areas)	13 days	5/3/2014	5/15/2014
717	**1.8.5.6**	**Review and Blue Sheet Procedures**	**58 days**	**4/1/2014**	**5/28/2014**
718	1.8.5.6.1	Site Security Plans/PF Operations Plans/SIRPs	21 days	4/1/2014	4/21/2014
719	1.8.5.6.2	PF Contingency Plans	5 days	4/22/2014	4/26/2014
720	1.8.5.6.3	SOPs/Post Orders	25 days	4/27/2014	5/21/2014
721	1.8.5.6.4	TAP Certification/Annual Training Plan	7 days	5/22/2014	5/28/2014
722	**1.8.5.7**	**Inventory/Acceptance/Transfer of PF Property**	**35 days**	**4/16/2014**	**5/20/2014**
723	1.8.5.7.1	PF Training Facilities/LFRs	5 days	4/16/2014	4/20/2014
724	1.8.5.7.2	PF Weapons/Munitions/Ammo	15 days	4/21/2014	5/5/2014
725	1.8.5.7.3	PF Equipment	11 days	5/6/2014	5/16/2014
726	1.8.5.7.4	PF Special Purpose Vehicles	4 days	5/17/2014	5/20/2014
727	1.8.5.8	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
728	1.8.5.9	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
729	1.8.5.10	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
730	1.8.5.11	Select Candidates	50 days	3/29/2014	5/17/2014
731	1.8.5.12	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
732	**1.8.5.13**	**Review/Revise/Adopt Processes**	**42 days**	**4/17/2014**	**5/28/2014**
733	1.8.5.13.1	CTF User Agreement with DOE-OR (Y-12 only)	12 days	4/17/2014	4/28/2014
734	1.8.5.13.2	PF Site User Agreements (e.g ORNL Tactical Response)	10 days	4/29/2014	5/8/2014
735	1.8.5.13.3	LLEA Agreements	2 days	5/9/2014	5/10/2014
736	1.8.5.13.4	PF Processes (e.g. work scheduling, compensatory posting)	30 days	4/29/2014	5/28/2014
737	**1.8.5.14**	**Document Security Posture**	**20 days**	**5/9/2014**	**5/28/2014**
738	1.8.5.14.1	Site Protection Strategies Assessment	12 days	5/9/2014	5/20/2014
739	1.8.5.14.2	Identify Applicable Y-12 Security Breach Process Improvements	8 days	5/21/2014	5/28/2014
740	1.8.5.15	Perform Readiness Review and Approval	33 days	5/29/2014	6/30/2014
741	**1.9**	**Mission Assurance**	**120 days**	**3/3/2014**	**6/30/2014**
742	1.9	Travel, Training, Badge, Clearance (Cont. As Needed)	15 days	3/3/2014	5/3/2014
743	1.9	Incumbent Briefing	14 days	3/17/2014	3/30/2014
744	1.9	Provide Input to MTP	14 days	3/31/2014	4/13/2014
745	1.9	Provide Input to CRP	28 days	3/18/2014	4/14/2014
746	1.9	Approve Readiness Review	14 days	6/15/2014	6/28/2014
747	**1.9.1**	**Nuclear Facility and High Hazard Operations**	**114 days**	**3/3/2014**	**6/24/2014**
748	1.9.1.1	Perform Area/Facility Training	14 days	3/17/2014	3/30/2014
749	1.9.1.2	Complete Qualification Training	14 days	3/31/2014	4/13/2014
750	1.9.1.3	Provide Input to MTP	14 days	3/31/2014	4/13/2014
751	1.9.1.4	Provide Input to CRP	28 days	3/18/2014	4/14/2014
752	1.9.1.5	Perform Facilities Walk-down	45 days	3/31/2014	5/14/2014
753	1.9.1.6	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
754	1.9.1.7	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
755	1.9.1.8	Review/Revise/Adopt Processes	28 days	4/30/2014	5/27/2014
756	1.9.1.9	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014



Control Schedule

Y-12_Pantex Transition Schedule

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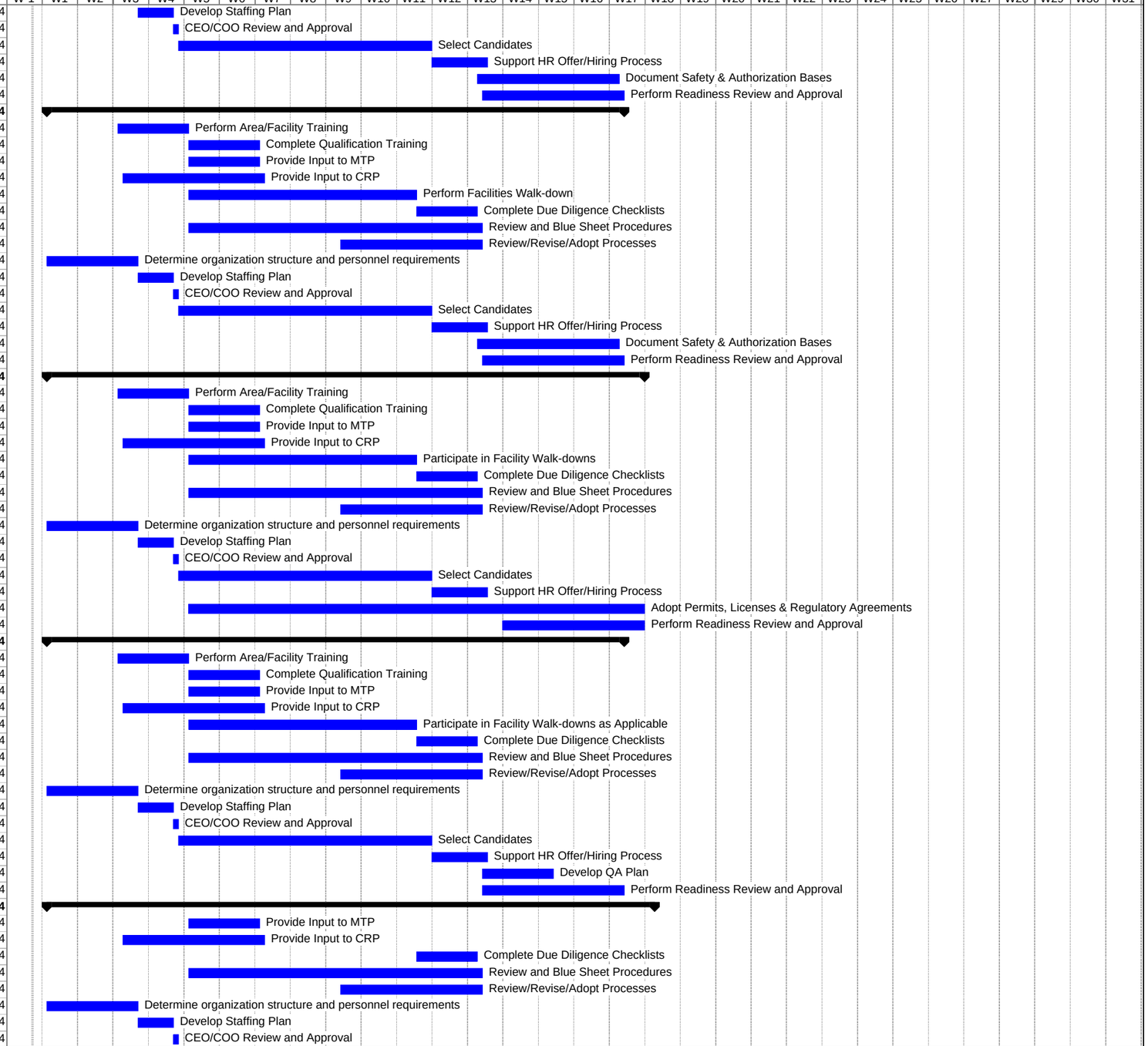
Revision 7

ID	WBS	Task Name	Duration	Start	Finish
757	1.9.1.10	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
758	1.9.1.11	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
759	1.9.1.12	Select Candidates	50 days	3/29/2014	5/17/2014
760	1.9.1.13	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
761	1.9.1.14	Document Safety & Authorization Bases	28 days	5/27/2014	6/23/2014
762	1.9.1.15	Perform Readiness Review and Approval	28 days	5/28/2014	6/24/2014
763	**1.9.2**	**Nuclear and Explosive Safety**	**114 days**	**3/3/2014**	**6/24/2014**
764	1.9.2.1	Perform Area/Facility Training	14 days	3/17/2014	3/30/2014
765	1.9.2.2	Complete Qualification Training	14 days	3/31/2014	4/13/2014
766	1.9.2.3	Provide Input to MTP	14 days	3/31/2014	4/13/2014
767	1.9.2.4	Provide Input to CRP	28 days	3/18/2014	4/14/2014
768	1.9.2.5	Perform Facilities Walk-down	45 days	3/31/2014	5/14/2014
769	1.9.2.6	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
770	1.9.2.7	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
771	1.9.2.8	Review/Revise/Adopt Processes	28 days	4/30/2014	5/27/2014
772	1.9.2.9	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
773	1.9.2.10	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
774	1.9.2.11	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
775	1.9.2.12	Select Candidates	50 days	3/29/2014	5/17/2014
776	1.9.2.13	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
777	1.9.2.14	Document Safety & Authorization Bases	28 days	5/27/2014	6/23/2014
778	1.9.2.15	Perform Readiness Review and Approval	28 days	5/28/2014	6/24/2014
779	**1.9.3**	**Environment, Safety and Health**	**118 days**	**3/3/2014**	**6/28/2014**
780	1.9.3.1	Perform Area/Facility Training	14 days	3/17/2014	3/30/2014
781	1.9.3.2	Complete Qualification Training	14 days	3/31/2014	4/13/2014
782	1.9.3.3	Provide Input to MTP	14 days	3/31/2014	4/13/2014
783	1.9.3.4	Provide Input to CRP	28 days	3/18/2014	4/14/2014
784	1.9.3.5	Participate in Facility Walk-downs	45 days	3/31/2014	5/14/2014
785	1.9.3.6	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
786	1.9.3.7	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
787	1.9.3.8	Review/Revise/Adopt Processes	28 days	4/30/2014	5/27/2014
788	1.9.3.9	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
789	1.9.3.10	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
790	1.9.3.11	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
791	1.9.3.12	Select Candidates	50 days	3/29/2014	5/17/2014
792	1.9.3.13	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
793	1.9.3.14	Adopt Permits, Licenses & Regulatory Agreements	90 days	3/31/2014	6/28/2014
794	1.9.3.15	Perform Readiness Review and Approval	28 days	6/1/2014	6/28/2014
795	**1.9.4**	**Quality Assurance**	**114 days**	**3/3/2014**	**6/24/2014**
796	1.9.4.1	Perform Area/Facility Training	14 days	3/17/2014	3/30/2014
797	1.9.4.2	Complete Qualification Training	14 days	3/31/2014	4/13/2014
798	1.9.4.3	Provide Input to MTP	14 days	3/31/2014	4/13/2014
799	1.9.4.4	Provide Input to CRP	28 days	3/18/2014	4/14/2014
800	1.9.4.5	Participate in Facility Walk-downs as Applicable	45 days	3/31/2014	5/14/2014
801	1.9.4.6	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
802	1.9.4.7	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
803	1.9.4.8	Review/Revise/Adopt Processes	28 days	4/30/2014	5/27/2014
804	1.9.4.9	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
805	1.9.4.10	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
806	1.9.4.11	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
807	1.9.4.12	Select Candidates	50 days	3/29/2014	5/17/2014
808	1.9.4.13	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
809	1.9.4.14	Develop QA Plan	14 days	5/28/2014	6/10/2014
810	1.9.4.15	Perform Readiness Review and Approval	28 days	5/28/2014	6/24/2014
811	**1.9.5**	**Risk Management**	**120 days**	**3/3/2014**	**6/30/2014**
812	1.9.5.1	Provide Input to MTP	14 days	3/31/2014	4/13/2014
813	1.9.5.2	Provide Input to CRP	28 days	3/18/2014	4/14/2014
814	1.9.5.3	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
815	1.9.5.4	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
816	1.9.5.5	Review/Revise/Adopt Processes	28 days	4/30/2014	5/27/2014
817	1.9.5.6	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
818	1.9.5.7	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
819	1.9.5.8	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014



Control Schedule

Y-12_Pantex Transition Schedule

As of: 2/28/2014, 3:33 PM

Revision 7

ID	WBS	Task Name	Duration	Start	Finish
820	1.9.5.9	Select Candidates	50 days	3/29/2014	5/17/2014
821	1.9.5.10	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
822	1.9.5.11	Establish Risk Management Process	36 days	5/26/2014	6/30/2014
823	1.9.5.12	Develop Risk Register w/ Key Personnel	21 days	5/5/2014	5/25/2014
824	1.9.5.13	Validate Risks & Mitigation Plans	35 days	5/27/2014	6/30/2014
825	**1.9.6**	**Contractor Assurance**	**87 days**	**3/3/2014**	**5/28/2014**
826	1.9.6.1	Provide Input to MTP	14 days	3/31/2014	4/13/2014
827	1.9.6.2	Provide Input to CRP	28 days	3/18/2014	4/14/2014
828	1.9.6.3	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
829	1.9.6.4	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
830	1.9.6.5	Review/Revise/Adopt Processes	28 days	4/30/2014	5/27/2014
831	1.9.6.6	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
832	1.9.6.7	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
833	1.9.6.8	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
834	1.9.6.9	Select Candidates	50 days	3/29/2014	5/17/2014
835	1.9.6.10	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
836	**1.9.7**	**Internal Audit**	**87 days**	**3/3/2014**	**5/28/2014**
837	1.9.7.1	Provide Input to MTP	14 days	3/31/2014	4/13/2014
838	1.9.7.2	Provide Input to CRP	28 days	3/18/2014	4/14/2014
839	1.9.7.3	Complete Due Diligence Checklists	12 days	5/15/2014	5/26/2014
840	1.9.7.4	Review and Blue Sheet Procedures	58 days	3/31/2014	5/27/2014
841	1.9.7.5	Review/Revise/Adopt Processes	28 days	4/30/2014	5/27/2014
842	1.9.7.6	Determine organization structure and personnel requirements	18 days	3/3/2014	3/20/2014
843	1.9.7.7	Develop Staffing Plan	7 days	3/21/2014	3/27/2014
844	1.9.7.8	CEO/COO Review and Approval	1 day	3/28/2014	3/28/2014
845	1.9.7.9	Select Candidates	50 days	3/29/2014	5/17/2014
846	1.9.7.10	Support HR Offer/Hiring Process	11 days	5/18/2014	5/28/2014
847	1.9.7.11	Develop Audit Plan w/ NNSA	35 days	4/14/2014	5/18/2014
848	**1.10**	**Uranium Processing Facility Transition Project**	**120 days**	**3/3/2014**	**6/30/2014**
849	1.10	Transition Start	0 days	3/3/2014	3/3/2014
850	1.10	Transition Complete	0 days	6/30/2014	6/30/2014
851	**1.10.1**	**UPF Transition Plan (Delv. #1)**	**120 days**	**3/3/2014**	**6/30/2014**
852	1.10.1.1	Submit UPF Transition Plan (Delv. #1 - Due 0d)	0 days	3/3/2014	3/3/2014
853	1.10.1.2	Receive CO Approval	0 days	3/7/2014	3/7/2014
854	1.10.1.3	Maintain Configuration Control	115 days	3/8/2014	6/30/2014
855	**1.10.2**	**UPF Transition Cost Estimate (Delv. #2)**	**120 days**	**3/3/2014**	**6/30/2014**
856	1.10.2.1	Submit UPF Transition Cost Estimate (Delv. #2 - Due 0d)	0 days	3/3/2014	3/3/2014
857	1.10.2.2	Monitor, Report & Control Budget	120 days	3/3/2014	6/30/2014
858	**1.10.3**	**UPF Project Management Plan (Delv. #10)**	**90 days**	**3/3/2014**	**5/31/2014**
859	1.10.3.1	Develop UPF Project Management Plan	90 days	3/3/2014	5/31/2014
860	1.10.3.2	Submit UPF PM Plan (Delv. #10 - Due 90d)	0 days	5/31/2014	5/31/2014
861	**1.10.4**	**UPF Key Personnel Cost Estimate (Delv. #3)**	**0 days**	**3/3/2014**	**3/3/2014**
862	1.10.4.1	Submit UPF Key Personnel Cost Estimate (Delv. #3 - Due 0d)	0 days	3/3/2014	3/3/2014
863	**1.10.5**	**Procurement**	**120 days**	**3/3/2014**	**6/30/2014**
864	1.10.5.1	Develop BNI Subcontract for CLIN II Scope	60 days	3/3/2014	5/1/2014
865	1.10.5.2	Submit for Internal Approval	15 days	4/17/2014	5/1/2014
866	1.10.5.3	CO Approval of BNI Subcontract	30 days	5/2/2014	5/31/2014
867	1.10.5.4	Novate existing UPF Subcontracts to CNS	119 days	3/3/2014	6/29/2014
868	1.10.5.5	Novate existing CNS Subcontracts to BNI	1 day	6/30/2014	6/30/2014
869	1.10.5.6	Government Property DOR for CLIN II Subcontract	30 days	3/3/2014	4/1/2014
870	1.10.5.7	UPF Government Property Inventory	30 days	4/2/2014	5/1/2014
871	1.10.5.8	Prepare Property Occupation Plan	30 days	3/3/2014	4/1/2014
872	1.10.5.9	SF122 Transfer Document - Real Property & Assets	30 days	6/1/2014	6/30/2014
873	**1.10.6**	**O&AS**	**120 days**	**3/3/2014**	**6/30/2014**
874	1.10.6.1	Walkdown of current facilities used by UPF	21 days	3/3/2014	3/23/2014
875	1.10.6.2	Develop lease requirements/assumptions	60 days	3/10/2014	5/8/2014
876	1.10.6.3	Develop Records Requirements for CLIN II Subcontractor	59 days	5/3/2014	6/30/2014
877	**1.10.7**	**IS&T**	**88 days**	**4/2/2014**	**6/28/2014**
878	1.10.7.1	Develop interface Agreement for CLIN II Subcontract	35 days	4/2/2014	5/6/2014
879	1.10.7.2	Develop CNS rates for services provided to CLIN II Subcontractor	60 days	4/30/2014	6/28/2014

Figure 17

Transition Staffing Plan

Consolidated Nuclear Security

Position Information							Week Starting Date (Sunday)																		Total
Position	Company	WBS	Assignment	Grade	Prime Loc		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	FTEs
CLIN 1																									
1.0 - Transition Project (CEO/COO)																									
CEO	Bechtel	1.0	Local	Key1	OR		0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5			8.5
COO	Bechtel	1.0	TA/BT	Key2	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Admin	Bechtel	1.0	Local	25	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Executive Assistant	Bechtel	1.0	TA/BT	26	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
1.1 - Transition																									
Manager	Bechtel	1.1	TA/BT	Key	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	19.0
Manager Transition Spt.	ATK	1.1	TA/BT	1	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Admin - Oak Ridge	Bechtel	1.1	Local	22	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	19.0
Admin - Pantex	Bechtel	1.1	TA/BT	24	PX		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	19.0
Transition Leader - Oak Ridge	Bechtel	1.1	Local	31	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	19.0
Transition Leader - Pantex	Bechtel	1.1	TA/BT	31	PX		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	19.0
OA&S Support - Oak Ridge	Bechtel	1.1	TA/BT	25	OR		2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	21.0
OA&S Support - Amarillo	Bechtel	1.1	BT	27	PX		1	1		0.6		0.6		0.6		0.6		0.6		0.6		0.6		1	0.6	7.8
Document & Records Control - Oak Ridge	Bechtel	1.1	TA/BT	23	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	19.0
Document & Records Control - Amarillo	Bechtel	1.1	TA/BT	23	PX		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	19.0
Project Controls	Bechtel	1.1	TA/BT	27	OR		0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			16.0
IT Support - Oak Ridge	Bechtel	1.1	Local	25	OR		2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	38.0
IT Support - Amarillo	Bechtel	1.1	Local	25	PX		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	19.0
1.2 - Transformation																									
Transformation Management																									
Partner	BAH	1.2	BT	1	OR		0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2			3.4
Principal	BAH	1.2	TA/BT	2	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Associate	BAH	1.2	TA/BT	5	PX		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Senior Consultant	BAH	1.2	BT	6	OR		0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1			1.7
Financial Baseline																									
Senior Associate	BAH	1.2	TA/BT	3	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Associate	BAH	1.2	TA/BT	5	PX		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0			16.0
Information Technology																									
Associate	BAH	1.2	TA/BT	5	OR			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			16.0
Associate	BAH	1.2	TA/BT	5	PX			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1				15.0
Material																									
Senior Associate	BAH	1.2	TA/BT	3	OR			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1				15.0
Labor & Organization																									
Senior Associate	BAH	1.2	TA/BT	3	OR			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			16.0
Lead Associate - Mission	BAH	1.2	TA/BT	4	OR			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			16.0
Lead Associate - Mission Assurance	BAH	1.2	TA/BT	4	OR			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1				15.0
Lead Associate - Mission Support	BAH	1.2	TA/BT	4	OR			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1				15.0
Associate - Mission Support	BAH	1.2	TA/BT	5	PX			2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2			32.0
1.3 - Program Integration																									
Manager (Key)	Bechtel	1.3	Local/BT	Key4	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
1.4 - Mission Support																									
Manager (Key)	Lockheed	1.4	TA/BT	Key5	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Administration Rep Sr	Lockheed	1.4	Local	3	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Master Program Planner Sr Stf	Lockheed	1.4	TA/BT	5	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Business Operations Sr Mgr	Lockheed	1.4	TA/BT	6	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Financial Analyst	Lockheed	1.4	TA/BT	2	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0

Position Information							Week Starting Date (Sunday)																		Total
Position	Company	WBS	Assignment	Grade	Prime Loc		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	FTEs
Subcontrct Mgmt Sr Mgr	Lockheed	1.4	TA/BT	6	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
1.4.1 - Chief Financial Officer																									
CFO (Key)	Bechtel	1.4.1	TA/BT	Key	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Staff - OR support CFO, staffing, MTP, CRP, blue s	Bechtel	1.4.1	TA/BT	27	OR		0.5	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			16.5
Staff - OR, banking, LOC, Payroll, preexisting condi	Bechtel	1.4.1	Local	28	OR			1	1	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1			26.4
Staff - Amarillo, blue sheets, preexisting conditions	Bechtel	1.4.1	TA/BT	27	PX		0.5	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			16.5
Cost Model Team/rates/disclosure statement	Bechtel	1.4.1	Local	29/25	OR			1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1			28.0
Reporting/WorkAround Process	Bechtel	1.4.1	TA/BT	29/25	OR			1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1			28.0
IT Finance Resource	Bechtel	1.4.1	Local	27	OR			0.5	0.5	0.5	1	1	1	1	1	1	1	1	1	1	1	1	1			14.5
1.4.2 - Project and Facility Management																									
Manager - Facility and Infrastructure	ATK	1.4.2.	TA/BT	2	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Facility Management - Oak Ridge	Bechtel	1.4.2	TA/BT	29	OR				1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			15.0
Facility Management - Amarillo	Bechtel	1.4.2	TA/BT	29	PX				1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			15.0
Project Management	Bechtel	1.4.2	BT	29	OR				0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5			7.5
Construction	Bechtel	1.4.2	BT	28	OR				0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5			7.5
Project Controls	Bechtel	1.4.2	TA/BT	28	OR				1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			15.0
Project Controls	Bechtel	1.4.2	TA/BT	27	PX				1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			15.0
1.4.3 - Chief Information Officer																									
CIO	Lockheed	1.4.3	TA/BT	7	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Information Systems Mgr - Oak Ridge	Lockheed	1.4.3	TA/BT	7	OR			0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8			12.0
Business Process Analyst - Oak Ridge	Lockheed	1.4.3	TA/BT	5	OR			0.3	0.3	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7			10.3
Database Administrator - Oak Ridge	Lockheed	1.4.3	TA/BT	4	OR			0.0	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2			3.0
Desktop/Admin - Oak Ridge	Lockheed	1.4.3	TA/BT	3	OR			0.2	0.2	0.2	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3			4.5
Info Systems Mgr (Desktop Svcs) - Oak Ridge	Lockheed	1.4.3	TA/BT	5	OR		0.5	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8			12.5
Catalog/Portal/Asset Inventory - Oak Ridge	Lockheed	1.4.3	TA/BT	5	OR			0.5	0.5	1	1	1	1	1	1	1	1	1	1	1	1	1	1			15.0
Network Engineering - Oak Ridge	Lockheed	1.4.3	TA/BT	4	OR				0.2	0.2	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.2	0.2	0.2	0.2	0.2			4.6
Software Engineer - Oak Ridge	Lockheed	1.4.3	TA/BT	6	OR						0.3	1	1	1	1	1	1	1	1	1	1	1	1			12.3
Customer Outreach/Inreach - Oak Ridge	Lockheed	1.4.3	TA/BT	4	OR				1.0	1.0	1.0	1	1	1	1	1	1	1	1	1	1	1	1			15.0
Systems Admin - Oak Ridge	Lockheed	1.4.3	TA/BT	6	OR			1	2	2	2	2	2	2	2	2	2	2	2	1.5	1.5	1.5	1.5			29.0
Engineering Mgr - Oak Ridge	Lockheed	1.4.3	TA/BT	6	OR		0.5	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8			12.5
Information Systems Mgr - Amarillo	Lockheed	1.4.3	TA/BT	7	PX			0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3			4.0
Desktop/Admin - Amarillo	Lockheed	1.4.3	TA/BT	3	PX			0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.0			3.0
Info Systems Mgr (Desktop Svcs) - Amarillo	Lockheed	1.4.3	TA/BT	5	PX			0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3			4.0
Network Engineering - Amarillo	Lockheed	1.4.3	TA/BT	4	PX				0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.0			2.1
Software Engineer - Amarillo	Lockheed	1.4.3	TA/BT	6	PX						0.3	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5			6.3
Systems Admin - Amarillo	Lockheed	1.4.3	TA/BT	6	PX				1	1	1	1	1	1	1	1	1	1	1	0.5	0.5	0.5	0.5			13.0
Engineering Mgr - Amarillo	Lockheed	1.4.3	TA/BT	6	PX			0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3			4.0
1.4.4 - Human Resources																									
HR Manager (Key)	Lockheed	1.4.4	TA/BT	Key7	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Admin	Lockheed	1.4.4	Local	3	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
1.4.4.1 Pay and Benefits	Bechtel	1.4.4.1	TA/BT	28	OR		1	2	3	3	3	3	3	4	4	4	4	4	4	4	4	4	4			58.0
1.4.4.2 CNS Staffing Plan - Oak Ridge	Bechtel	1.4.4.2	TA/BT	27	OR		1	2	5	6	6	6	6	6	6	6	7	7	6	6	6	6	7			95.0
1.4.4.2 CNS Staffing Plan - Amarillo	Bechtel	1.4.4.2	TA/BT	27	PX				2	4	4	4	4	4	4	4	5	5	4	4	4	4	5			61.0
1.4.4.2 Admin	Lockheed	1.4.4.2	Local	3	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
1.4.4.4 Policy & Procedure	Bechtel	1.4.4.4	TA/BT	27	OR			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			16.0
1.4.4.4 Admin	Lockheed	1.4.4.4	Local	3	OR						0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5			6.5
1.4.4.5 Labor Relations - Oak Ridge	Lockheed	1.4.4.5	BT	6	OR			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			16.0
1.4.4.5 Labor Relations - Amarillo	Lockheed	1.4.4.5	BT	5	PX			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			16.0
HR Communications	Bechtel	1.4.4.5	TA/BT	27	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
HR IT Support	Lockheed	1.4.4.5	TA/BT	4	OR			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			16.0

Position Information							Week Starting Date (Sunday)																	Total
Position	Company	WBS	Assignment	Grade	Prime Loc		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	FTEs
HR Communications	Bechtel	1.4.4.5	TA/BT	29	OR			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			16.0
HR ROS	Bechtel	1.4.4.5	Local	24	OR			0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5			8.0
1.4.5 - Procurement																										
Staff - Oak Ridge	Bechtel	1.4.5	TA/BT	30	OR				1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			15.0
Staff - Amarillo	Bechtel	1.4.5	TA/BT	28	PX				1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			15.0
Property - Oak Ridge	Bechtel	1.4.5	TA/BT	29	OR				1	1	1		1	1	1							1	1			8.0
Property - Amarillo	Bechtel	1.4.5	TA/BT	27	PX				1	1	1		1	1	1							1	1			8.0
1.4.6 - Communications																										
Staff - Oak Ridge	Bechtel	1.4.6	TA/BT	28	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Staff - Amarillo	Bechtel	1.4.6	TA/BT	26	PX		0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5			8.5
1.4.7 - Prime Contracts																										
Staff	Bechtel	1.4.7	TA/BT	28	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
1.4.8 - Legal																										
Staff	Bechtel	1.4.8	TA/BT	29	OR		1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5			25.5
1.5 - Mission Engineering																										
Manager (Key)	Lockheed	1.5	TA/BT	Key8	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Research Engineering Dir	Lockheed	1.5	TA/BT	7	OR			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			16.0
Mechancial Engineer Sr Mgr	Lockheed	1.5	TA/BT	6	OR		1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2			48.0
Mechanical Engineer Mgr	Lockheed	1.5	TA/BT	5	OR					2	2	2	2	2	1	1	1	1	1	1	1	1				18.0
Mechanical Engineer Stf	Lockheed	1.5	TA/BT	4	OR				2	3	4	4	4	4	4	4	4	4	4	4						45.0
Administration Rep Sr	Lockheed	1.5	TA/BT	3	OR			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			16.0
1.6 - Uranium Operations																										
Manager (Key) - Oak Ridge	Bechtel	1.6	Local/BT	Key	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Staff - Oak Ridge	Bechtel	1.6	TA/BT	27	OR						2	2	2	2	2	2	2	2	2	2	2	2	2			26.0
Manager - Ops, F&I, Risk Mgmt	ATK	1.6	TA/BT	3	OR		0.5	0.5	0.5	0.5	1	1	1	1	1	1	1	1	1	1	1	1	1			15.0
1.7 - Weapons Assembly/Disassembly																										
Manager (Key) - Amarillo	Lockheed	1.7	TA/BT	Key9	PX		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Staff - Amarillo	Lockheed	1.7	TA/BT	6	PX						2	2	2	2	2	2	2	2	2	2	2	2	2			26.0
Manager - HE, Hazards, F&!, Risk Mgmt	ATK	1.7	TA/BT	4	PX		0.5	0.5	0.5	0.5	1	1	1	1	1	1	1	1	1	1	1	1	1			15.0
1.8 - Safeguards and Security																										
Manager - Safeguards and Security	SOC	1.8	TA/BT	29	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Manager - Amarillo	SOC	1.8	TA/BT	29	PX				1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			15.0
Manager - Oak Ridge	SOC	1.8	TA/BT	29	OR				1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			15.0
Staff - Oak Ridge	SOC	1.8	Local	23	OR															1	1	1	1			4.0
Security Operations Mgr	SOC	1.8.1	Local	26	OR										1	1	1	1	1	1	1	1	1			9.0
Info Sec, Per Sec, CMPC, Cyber Sec, PSS	SOC	1.8.1	Local	26	OR															1	1	1	1			4.0
Security Operations Mgr - Oak Ridge	SOC	1.8.1	Local	27	OR										1	1	1	1	1	1	1	1	1			9.0
Info Sec, Per Sec, CMPC, Cyber Sec, PSS	SOC	1.8.1	Local	26	OR										1	1	1	1	1	2	2	2	2			13.0
Safeguards Staff (MC&A, NMMSS)	SOC	1.8.2	Local	27	OR										1	1	1	1	1	1	1	2	2			11.0
Safeguards Staff - Oak Ridge (MC&A, NMMSS)	SOC	1.8.2	Local	27	OR										1	1	1	1	1	1	1	2	2			11.0
S&S Program Management	SOC	1.8.3	Local	29	OR										1	1	1	1	1	1	1	1	1			9.0
SSPs/VAs, Surveys, ISSM, Security Projects	SOC	1.8.3	Local	26	OR										0	0	0	0	1	1	1	1	1			5.0
S&S Program Management - Oak Ridge	SOC	1.8.3	Local	29	OR								1	1	1	1	1	1	1	1	1	1	1			11.0
SSPs/VAs, Surveys, ISSM, Security Projects	SOC	1.8.3	Local	26	OR													1	1	1	1	2	2			8.0
Emergency Services Staff - Amarillo	SOC	1.8.4	Local	26	PX													0.5	0.5	1	1	1	1			5.0
Emergency Services Staff - Oak Ridge	SOC	1.8.4	Local	26	OR													0.5	0.5	1	1	1	1			5.0
Protective Force Manager - Amarillo	SOC	1.8.5	Local	28	PX						1	1	1	1	1	1	1	1	1	1	1	1	1			13.0
Protective Force Staff - Amarillo	SOC	1.8.5	Local	25	PX									1	1	1	1	1	1	1	1	1	1			10.0
Protective Force Manager - Oak Ridge	SOC	1.8.5	TA/BT	28	OR						1	1	1	1	1	1	1	1	1	1	1	1	1			13.0
Protective Force Staff - Oak Ridge	SOC	1.8.5	Local	25	OR									1	1	1	1	1	1	2	2	2	2			14.0

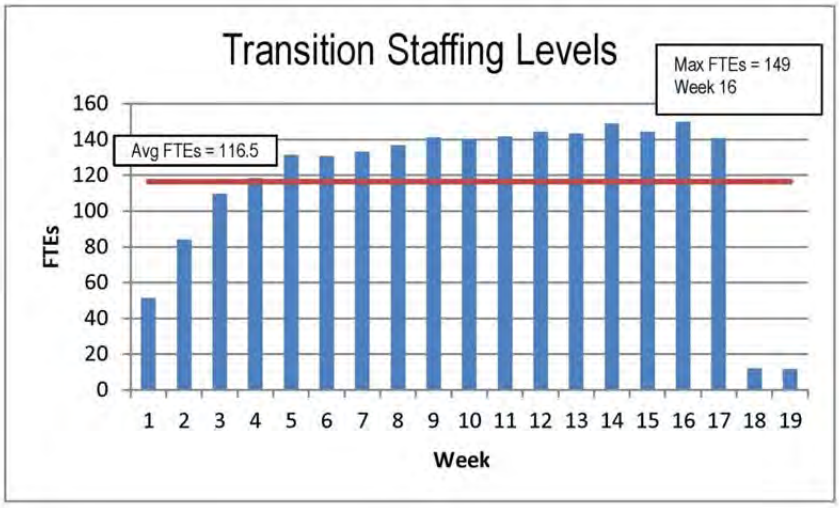
Position Information							Week Starting Date (Sunday)																		Total
Position	Company	WBS	Assignment	Grade	Prime Loc		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	FTEs
1.9 - Mission Assurance																									
Manager (Key)	Bechtel	1.9	Local	Key11	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Admin	Bechtel	1.9	Local	21	OR			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			16.0
1.9.1 - Nuclear Facility and High Hazard Operations																									
Staff	Bechtel	1.9.1	BT	28	OR				0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5			7.5
1.9.2 -Nuclear and Explosive Safety																									
Staff	Bechtel	1.9.2	TA/BT	27	PX				0.5	0.5	0.5	0.5	1	1	1	1	1	1	1	1	1	1	1			13.0
1.9.3 - Environment, Safety and Health																									
Staff - Oak Ridge	Bechtel	1.9.3	TA/BT	30	OR				1	1	1	1	1	1	1	1	1	1	1	2	2	2	2			19.0
Staff - Amarillo	Bechtel	1.9.3	BT	27	PX						1	1	1	1	1	1	1	1	1	1	1	1	1			13.0
Manager	ATK	1.9.3	TA/BT	5	OR		0.5	0.5	0.5	1	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5			22.0
1.9.4 - Quality Assurance																									
Staff - Oak Ridge	Bechtel	1.9.4	TA/BT	27	OR				1	1	2	2	2	2	2	2	2	2	2	2	2	2	2			28.0
Staff - Amarillo	Bechtel	1.9.4	TA/BT	27	PX				1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			15.0
1.9.5 - Risk Management																									
Staff	Bechtel	1.9.5	BT	28	OR						0.5	0.5	0	0	0	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5			5.0
1.9.6 - Contractor Assurance																									
Staff	Bechtel	1.9.6	TA/BT	27	OR				1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			15.0
1.9.7 - Internal Audit																									
Staff	Bechtel	1.9.7	Local	26	OR						0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5			6.5
CLIN 2 - OPTION																									
1.10 - UPF																									
Manager (Key)	Bechtel	1.10	TA/BT	Key	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Transition Manager	Bechtel	1.10	TA/BT	28	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
Project Manager	Bechtel	1.10	Local	30	OR		0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1			1.7
Construction Field Engineer	Bechtel	1.10	Local	27	OR				0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5			7.5
Procurement Specialist	Bechtel	1.10	Local	25	OR				0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5			7.5
Information Technology Specialist	Bechtel	1.10	Local	24					0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2			3.0
Proj Controls/HR/Support	Bechtel	1.10	TA/BT	25	OR			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			16.0
Contracts Specialist	Bechtel	1.10	TA/BT	27	OR			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			16.0
Admin	Bechtel	1.10	Local	21	OR		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			17.0
				CLIN 1	Total FTE's		51.3	84.1	109.7	118.5	131.4	130.8	133.2	136.8	141.2	140.2	141.6	144.2	142.4	148.0	143.4	149.0	140.7	12.0	11.6	2210.0
					Bechtel		28.5	41.1	59.1	63.5	68.4	67.0	68.4	70.0	69.4	68.5	69.9	70.5	67.9	69.5	68.9	71.5	70.5	12.0	11.6	1116.2
					ATK		3.5	3.5	3.5	4.0	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	0.0	0.0	86.0
					BAH		4.3	13.3	13.3	13.3	13.3	13.3	13.3	13.3	13.3	13.3	13.3	13.3	13.3	13.3	13.3	13.3	8.3	0.0	0.0	212.1
					Lockheed M		14.0	25.2	30.8	34.7	39.2	40.0	40.0	40.0	39.0	38.9	38.9	38.9	38.7	37.7	33.7	33.7	31.4	0.0	0.0	594.7
					SOC		1.0	1.0	3.0	3.0	5.0	5.0	6.0	8.0	14.0	14.0	14.0	16.0	17.0	22.0	22.0	25.0	25.0	0.0	0.0	201.0
					Total		51.3	84.1	109.7	118.5	131.4	130.8	133.2	136.8	141.2	140.2	141.6	144.2	142.4	148.0	143.4	149.0	140.7	12.0	11.6	2210.0
					OR		41.8	69.1	86.0	92.3	100.9	100.6	102.1	104.1	109.1	108.6	109.6	111.1	110.9	115.9	111.9	115.9	109.5	7.0	7.0	
					PX		9.5	15.0	23.7	26.2	30.5	30.2	31.1	32.7	32.1	31.7	32.0	33.1	31.5	32.1	31.5	33.1	31.3	5.0	4.6	
				CLIN 2	Total FTE's		3.1	5.1	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	0.0	0.0	102.7
					Bechtel		3.1	5.1	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	0.0	0.0	102.7
					ATK		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
					BAH		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
					Lockheed M		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
					SOC		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
					Total		3.1	5.1	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	0.0	0.0	102.7
					OR		3	5	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	0	0	
					PX		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Figure 18

Transition Staffing Curve

Consolidated Nuclear Security


Transition Staffing Levels
Max FTEs = 149
Week 16
Avg FTEs = 116.5
FTEs
160
140
120
100
80
60
40
20
0
0
5
10
15
20
Week


Transition Staffing Levels
Max FTEs = 149
Week 16
Avg FTEs = 116.5
FTEs
160
140
120
100
80
60
40
20
0
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19
Week

Appendix A

Pantex/Y-12
Transition Communications Plan

March 3, 2014

Consolidated Nuclear Security
Enterprise Management

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Figures

Tables

1. Situation

When Consolidated Nuclear Security, LLC (CNS) wins the Y-12/Pantex bid, many commitments made in the proposal will need to be executed quickly. Some of these commitments may not be perceived favorably by current employees or communities. CNS will need to communicate quickly, accurately, and honestly to inform employees and stakeholders of these changes.

2. Purpose

The purpose of this plan is to establish an internal and external communications strategy for all matters affecting the Y-12/Pantex transition.

CNS is committed to an efficient, orderly, seamless, and successful transition. To accomplish this, the transition must

- Enable the completion of transition activities so CNS can assume full responsibility for Y-12/Pantex
- Minimize disruption/impact to the workforce so that the transition can be achieved in compliance with all safety, security, and environmental requirements

Consistent and effective communication will be critical for a smooth transition. Internal and external entities affected by the transition will receive consistent, factual information so they will understand the purpose and activities of the transition. Communications will also help employees understand their role in supporting the transition and ensure that they are informed and understand the reasons for the changes. Early, honest, and open communications will help alleviate employee anxiety over the uncertainty associated with contract turnovers.

The integrated plan outlined below identifies objectives, audiences, key messages, communication protocol, issue management, and communications tools to be used during the transition. These communications will help the incumbent employees get to know CNS, our values, our plans, and the rationale behind our plans. The communications offices at Y-12 and Pantex will implement the plan jointly, with NNSA concurrence.

3. Background

The Transition Communications Manager (or Lead) will be responsible for implementing the Transition Communications Plan in concurrence with Jim Haynes, President and CEO. Protocol for specific site communications is referenced in the next section. This plan will be finalized after contract award and in coordination with NNSA and the incumbent contractor. Communication managers will be in close coordination with transition managers through the entire transition period. Communications managers will be on the transition team and advise senior management about ways to help the workforce smoothly handle this period of transition while maintaining focus on completing work scope safely. Communications managers will work with designated organizations and experts to ensure accurate and timely messages are crafted, approved, and communicated.

For media interactions, Jim Haynes or his designated communications representative will speak for the company, coordinating with NNSA as appropriate. In Jim's absence, Jim Allen will fill that role.

CNS LLC was formed by the following companies :

- Bechtel
- Lockheed Martin
- ATK
- SOC

If NNSA decides to award the UPF, it will be subcontracted by CNS to BNI and BNI will offer employment to incumbent personnel.

NNSA Goals:

- Improving performance in the completion of national security missions for nuclear production operations;
- Transitioning and merging operations at geographically-dispersed centers of excellence for: nuclear weapon assembly/disassembly; enriched uranium; SNM; high-explosive production; and, tritium supply management under a single Contract;
- Reducing the cost of performing work; and
- Requiring actions that support operation as an integrated DOE/NNSA enterprise.

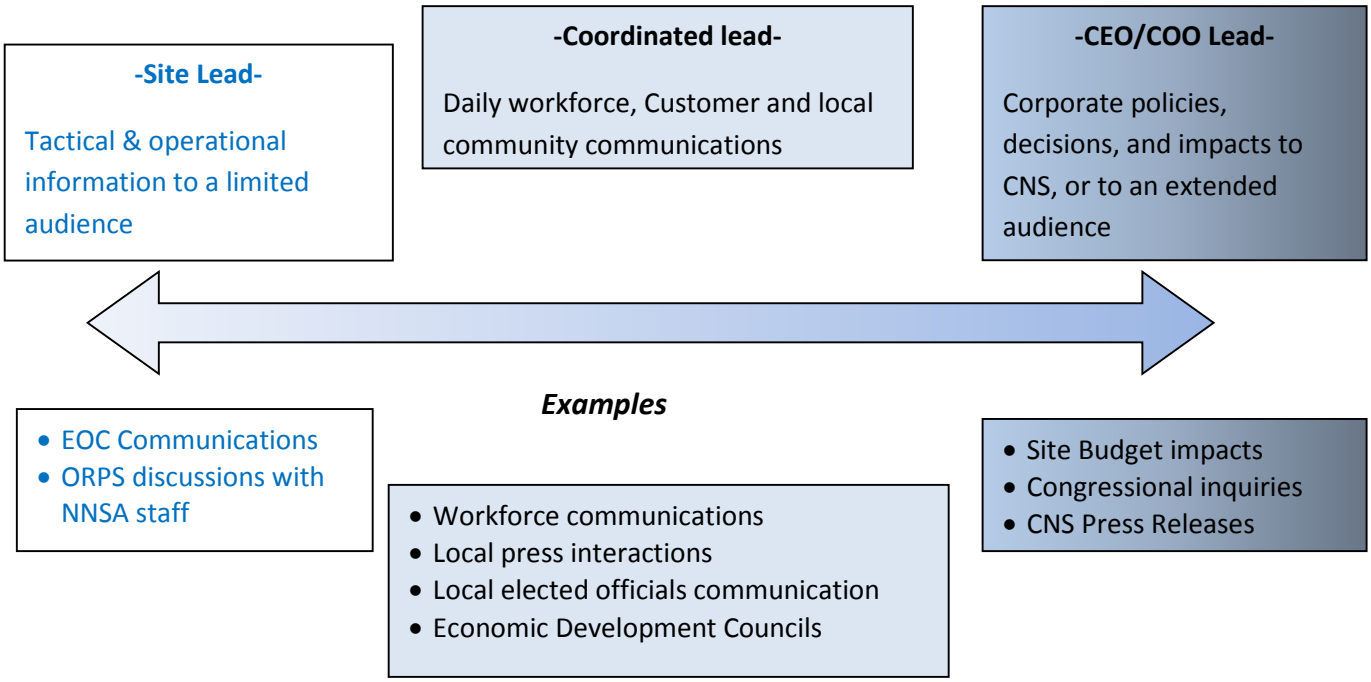
Part of the RFP states that the Contractor shall function as the single integrating contractor for scheduling parts and performing material logistics within the Nuclear Security Enterprise (NSE). The Contractor shall provide a single management structure and interface to the Government for integrating production across the NSE.

This plan will help in the process of aligning employees with the Merger-Transition Plan and creating a culture that highly values continuous process improvements.

4. Site Communications Protocol

There is a spectrum of communication techniques and topics that CNS can utilize to effectively manage communication needs on a daily basis (see figure 1 below).This shows examples of how some topics will be handled but overall communications will be very integrated.

Figure 1
Site Communications



The table below lays out how CNS will address communication needs. For those areas in which the Site Manager has authorization, it is expected that he will engage the Mission Support, Mission Assurance, Mission Engineering, or PIO Managers as needed to develop appropriate responses. By design, the CEO/COO can require their involvement in any communication they deem necessary, but the table below will be used to help guide the local site CNS management and reduce the work load at the CEO/COO level.

Table 1
Communication Matrix

Communication Topic	CEO/COO Signature or Lead role required	CEO/COO concurrence required via telecon or email	Site Manager authorized; CEO/COO informed of communication as soon as practicable	Site Manager authorized communication as a part of routine duties
Responses to Queries:				
• Congressional inquiries/issues	X			
• Regional/National media		X		
• Other Federal Organizations		X		
• Local Media (Program/policy)		X		
• Local Media (Operations focus)			X	

• DNFSB site reports			X	
• Regional Activist Groups			X	
• NNSA questions concerning ORPS reports or site operations				X
• Local Judges/ Mayors				X
• Local Community Organizations				X
• Workforce Questions			X	X
Communication Tools				
• Annual Plans	X			
• Site Environmental Reports	X			
• Any CNS Press release (other than EOC communications)	X			
• CNS Internet data	X			
• Merger-Transition Plans	X			
• Merger-Transition Plan Status				X
• Town-Hall meetings	X			
• Routine External Periodicals (i.e. Pantexan – if continued)		X		
• Routine Internal Periodicals (i.e. Pantex News Letter)				X
• Local intranet workforce communications				X
• All-Hands Meetings				X
• "Showing the Corporate flag" events (representing established CNS views)		X		
• Community Support Events (i.e. BSA Atomic Energy Merit Badge)				X

Proposed Protocols:

- CNS and NNSA will identify points of contact within each organization for specific areas of responsibility. Information will be managed through these points of contact to ensure coordination and consistency.
- CNS and NNSA communications managers will identify jointly applicable communication issues. The entity most involved as subject matter experts will prepare a strategy and/or work product with guidance from the entity's management and submit for review by the communication managers. Once reviewed, the strategy and/or product will be sent to the transition managers for final approval or further approvals.
- CNS will identify communication products required for their respective audiences. These will be approved by internal respective organizations. These products may be shared with the other communications manager but do not necessarily require joint approval, unless transition focused, then coordination is warranted and encouraged.
- The internal individual organizations will handle media interactions concerning their respective areas of responsibility. The communications principals will inform and coordinate with each other on subject matter that impacts the others.

- Each corporate entity is responsible for interaction with governmental affairs as required and/or appropriate. The communication managers will coordinate these interactions with respect to content and scheduling.

For any issues or concerns identified during the transition process, the subject matter experts (i.e. HR Manager, Transition Manager, etc.) will develop a specific and focused communications plan with an emphasis on managing them. The management aspect will involve identifying the factors that are important to gain the consent and/or understanding of the involved parties or to establish compliance with an applicable rule; the barriers or gaps that prevent or compromise that consent, understanding, or compliance; and the activities, actions, and tools to be employed to break down barriers and close gaps. The communications plan will include key messages and essential information to focus on, as well as anticipated questions and answers. Any press release or letter to employees will need to be coordinated with NNSA before release.

Communications Contacts:

Jason Bohne
Public Affairs Manager
Bechtel National, Inc.
(703) 429-6314
(240) 344-1616 cell
E-mail jbohne@bechtel.com

Katherine Trinidad
Communications Director
Lockheed Martin Information Systems & Global Solutions—Civil
(301) 519-5442
katherine.e.trinidad@lmco.com

Trina Helquist
Director of Communications
ATK Propulsion Systems
(801) 699-0943
Trina.Helquist@atk.com

Mike Reynolds
Operations Specialist, Domestic Security Programs
SOC LLC
(919) 500-3378
MikeReynolds@SOC-USA.com

5. Key Messages for Y-12/Pantex Transition

1. CNS is committed to an orderly and effective transition.
   - The transition will be managed so that CNS does not affect Y-12 and Pantex's ability to meet their mission deliverables.

- All work will be performed in compliance with existing Y-12 and Pantex safety, security, and environmental requirements.

2. Communication is important during the transition and CNS is committed to using all appropriate avenues to keep affected and interested parties informed. We will actively listen to employees (via face-to-face, website, and town hall meetings) and provide feedback.

3. The CNS team brings industry leaders that understand NNSA's mission.
   - Teaming partners have been strategically picked to ensure site integration, cost savings, UPF's success, protection of the mission, and the promotion of innovation.
   - CNS has a leadership team with the right blend of new perspectives, proven approaches, and NNSA knowledge. The team has site knowledge, technical leadership, and experience with high-hazard operations.
   - CNS has extensive experience and knowledge on successfully consolidating and transitioning sites and businesses (proven approach to integrating).
   - CNS will carry out the mission in a safe, secure, reliable, and cost effective manner.
   - CNS is committed to both Oak Ridge and Amarillo communities and has been involved in the communities before.

6. Goals and Tactics

All tactics will be NNSA approved before submittal. CNS will work hand-in-hand with NNSA through the transition on all products and get prior approval before anything is released. Communication with NNSA will be conducted on a daily basis at all levels of management.

Goal 1: Provide timely and accurate information to the workforce to help them get a better understanding of the transition including schedule, mission, and HR related initiatives (benefits, jobs, etc.).

Tactics:

1. Welcome message from Program Manager, Jim Haynes (initial e-mail communication to staff announcing new team, transition plans, schedule, etc.)
2. Bi-weekly message (or more often, as appropriate) from Jim Haynes on transition status, latest updates, etc.
3. External website (outside server and will be a public website) will require staffing to update on a continuous basis – Utilize website to make information, especially human resources information, available in a timely manner as transition progresses. (Simple home page consisting of one screen that has many links that take you to the rest of the site subject areas.)
   a. Home page: Mission or vision statement, newly posted information, links to NNSA, the RFP, and the parent companies websites
   b. Welcome Message from Jim Haynes, President and CEO
   c. Who we are (company information on Bechtel, Lockheed Martin, and other partners with links to corporate sites and include logos, Bechtel history in Oak Ridge and Amarillo, Lockheed Martin history in Oak Ridge)

d. About our team, Consolidated Nuclear Security, LLC (CNS Capabilities, tell our story)
e. Mission and Vision (what new team brings to the project, what we offer, imperatives, commitments, and our philosophy)
f. Our Organization and Key Leadership (bios, photos, and organizational chart)
g. Questions and Answers
h. Transition Update – Latest information about the transition, updates from senior leadership
i. News and Information about the transition (Q&As, press releases, PowerPoint Presentations, factsheets, updates from management)
j. Job Information (process, timeline, etc. .)
k. Benefits (information, forms, policies, etc.)
l. Employee Information (Other HR information, links to resources, forms and documents, link for employees to submit questions, employee Q&As, policies)
m. Link to Supplier Portal for Procurements and Small Business (Subcontract information)
n. Schedule
o. Community Commitment Information (what we are going to do in the community)
p. Contact Us
q. Ask a question – provide e-mail link to enable employees to submit questions and then post answers on the website (this will require staffing to ensure quick turnaround)

4. Town Hall Meetings will be held after working hours and off campus with employees on a voluntary basis (Kick-off and Introductions Meeting along with regular update meetings, including Jim Haynes and other key personnel. Q&A from these meetings will be posted to the website. Routine updates will be given at these meetings. Town Halls will be open to all employees and subcontractors, but not mandatory. These meetings will create opportunities for dialogue between management and employees through face-to-face interactions.)
5. Internal staff meetings with senior management and cascade information down
6. HR Meetings on position selections, transition, timeline, etc.
7. Transition News e-mails from HR (in coordination with NNSA and incumbent contractor, all employees will be informed early in transition of process that will be followed to select and hire incumbent employees, communicate HR details to employees)
8. E-mail updates from Carl Strock to UPF employees (status will change)
9. CNS Communications Manager will set up meetings with NNSA Public Affairs staff (local and headquarters), create communications points of contacts, and coordinate development of a protocol for interaction between CNS and NNSA Customer for all project communications
10. As requested by Transition Manager, set-up coordination meetings throughout transition with team

Goal 2: Provide timely and accurate information to community stakeholders at each phase of the transition.

Tactics:

1. Create standard PowerPoint presentation about the transition (mission, this is what this team is about, etc.)
2. Create factsheet for leave behind piece
3. In coordination with NNSA, inform local stakeholders at both Y-12 and Pantex about transition initiatives, activities, and progress (Local/Regional Leaders, Business Leaders, Politicians, Civic Leaders, Educators, Regulators, etc.).
4. Seek out venues and opportunities from local civic and business organizations to present transition information. This list includes, but is not limited to, the following organizations:
    a. Chamber of Commerce

b. Rotary Clubs
c. Economic Development Agencies (e.g. ETEC)
d. Community Relations Councils
e. Associations
f. Citizen Advisory Commissions
g. Small Business Groups
h. Supplier Groups

5. Update external website with information community leaders would need to know
6. Create Community Commitment Plan, coordinate review and approval and submit as required in 120 days (coordination and agreement will be made with key stakeholders and approved by the CNS Board of Directors)
7. Create general public outreach plan within the first 2 months of transition period post award

Goal 3: Prepare senior management and leadership to respond effectively to inquiries from the media and general public.

Tactics:

1. Develop key messages specifically for the transition that reflect CNS strategic communications objectives
2. Develop Questions & Answers that might result in a media interview
3. Provide media training for key personnel and others who are likely to engage in media interfaces
4. Issue news release about the new team and transition schedule
5. Create factsheet for leave behind piece
6. Determine top media contacts are and set up media briefings with Jim Haynes (e.g. Frank Munger for Oak Ridge)
7. Have Senior CNS Management meet with top media contacts and other local news media (supply leave behind briefing packets – folder, factsheets, Q&A, Presentation, etc.)
8. Submit an Op-Ed article to the local newspapers from the CEO addressing the transition (What it means to the projects, effect on citizens, employees, safety, what this means in terms of economic impact, if any, to the community. Same key messages, but unique to each community)
9. Create a process for responses to queries and designate an official contact person

Goal 4: Inform key Congressional Members, local and State officials, and staffers on transition plans.

Tactics:

1. CEO/COO conduct briefings with members and staff – regular interaction with Tennessee and Texas delegations (Senate, Congress, State and Local Government) and key Congressional Committee members (briefings, one-on-one discussions, e-mails, and informational advisories)
2. Ensure adequate understanding and familiarity with the transition changes so they are comfortable with the program.
3. Supply leave behind briefing packets – folder, factsheets, Q&A, PowerPoint presentations, etc.
4. Conduct in-person follow-up meetings with relevant Members, Officials, and staff to provide regular updates

5. Send follow-up e-mail updates as transition progresses so there are no surprises

7. Communications Transition Schedule

A communications transition schedule will be maintained in real time as an integral part of this plan by the CNS Communications team and will include the dates of significant events, the commutations tools to be employed, the intended audiences, and the lead organization. CNS and NNSA communications managers will review and update the working schedule regularly.

Day 1 of Transition:

- Welcome e-mail from Jim Haynes (potential video message)
- Send out press release (send to all local and trade media outlets, coordinate with NNSA and send to stakeholders)
- Jim Haynes available to press in concurrence with NNSA (prepared comment, talking points, acknowledge the formal start of new contract, reinforce approach and commitment to exceed NNSA's goals, provide clear vision of what needs to be accomplished, etc.)
- Send press release to Congressional staffs

Week 1:

- Launch website (communicate quick breaking news and relevant changes to transition activities, constant updates, responsive to concerns, provide a mechanism to answer employee questions and to surface issues not adequately addressed in existing communication products, etc.)
- E-mail message from Carl Strock to UPF employees
- Set up interviews with media for week 2(provide press kit – communicate success in effecting an orderly transition, outline specific performance objectives, highlight economic development progress, communication strategy for success)

Week 2:

- CNS Leadership Orientation Meeting – cascade information down (provide new management team with company-specific expectations, role in transition, ability to ask questions)
- HR Meetings
- Submit Op-Ed to local newspapers from Jim Haynes
- Congressional and state and local government meetings (letter from Jim Haynes to congressional delegations to strengthen relationship and establish commitment to exceed NNSA's goals)

Week 3:

- All-Hands/Town Hall Meeting in both Oak Ridge and Amarillo (welcome employees into new LLC, provide information on company vision and values, structure, expectations, and respond to questions, introduce leadership team, define roles and scope, communicate strategy for success, transition schedule)
- E-mail message from Jim Haynes to employees on transition update (job offers, re-org, establish confidence in CNS's ability to effect an orderly transition and commitment, etc.)
- Community Breakfast with community leaders (reinforce relationship through face-to-face meetings

8. Key Stakeholder Groups

Outreach efforts, for the purpose of the transition, will focus its relationship-building and communications efforts on the following stakeholder groups:

- Customer (HQ and site offices)
- Employees (craft, salaried workers, management at both sites)
- Retirees
- Elected officials (local, state, federal)
- Labor unions
- Subcontractors, local small businesses
- Business and community leaders
- Economic Development and Environmental organizations
- Local universities and education institutes
- Civic groups
- Special interest groups (as necessary)
- Oak Ridge/Amarillo communities at large (general public)
- Media (local, state, national, professional, trade)
- Government oversight
- Independent oversight (as necessary)

Key Stakeholders/Influencers and Relationship Managers:

Category	Key Influencer	Relationship Manager
Amarillo		
Government (Local)	• Paul Harpole, Mayor • Ellen Robertson Green, Commissioner (Place 1) • Brian J. Eades, Commissioner (Place 2) • Lilia Escajeda, Commissioner (Place 3) • Jim Simms, Commissioner (Place 4) • County Judges (Carson, Potter, Randall and Armstrong counties)	
Government (State)	• Gov. Rick Perry (R) • Sen. Kel Seliger (R) • Rep. John Smithee (R-Amarillo) • Rep. Walter “Four” Price (R-Amarillo)	
Government (Federal)	• Sen. John Cornyn (R) • Sen. Kay Bailey Hutchison (R) • Rep. Mac Thornberry (R-TX13)	
Customer	• Combined Y-12/Pantex Program Office managed by Steve Erhart	
Union	• Ron Ault, President, Metal Trades Council of Amarillo (AFL-CIO) • Texas Labor Management Conference	
Business	• Amarillo Chamber of Commerce • Amarillo Economic Development Corporation	

	• Hispanic Chamber of Commerce	
Civic	TBD	
Media	• Bobby Cervantes, Amarillo Globe-News • Fort Worth Star Telegram	
Oak Ridge		
Government (Local)	• Tom Beehan, Mayor • D. Jane Miller, Mayor Pro Tem • Anne Garcia Garland, Council Member • Charlie Hensley, Council Member • Chuck Hope, Council Member • David N. Mosby, Council Member • Ellen D. Smith, Council Member • Myron Iwanski, Anderson County Mayor	
Government (State)	• Gov. Bill Haslam (R) • Sen. Randy McNally (R-Oak Ridge) • Rep. John Ragan (R-Oak Ridge)	
Government (Federal)	• Sen. Lamar Alexander (R) • Sen. Bob Corker (R) • *Rep. Chuck Fleischmann (R-TN3) • Rep. John J. (Jimmie) Duncan, Jr. (R-TN2) • Rep. Scott DesJarlais (R-TN4) *District includes Oak Ridge	
Customer	• Combined Y-12/Pantex Program Office managed by Steve Erhart	
Union	• Steve Jones, President, Atomic Trades and Labor Council (AFL-CIO) • United Steel Workers • George Jones, Building Trades	
Business	• Barry Stephenson, Chair, East TN Economic Council (ETEC) • Mike Wade, President, Energy Technology and Environmental Business Association (ETEBA) • Oak Ridge Chamber of Commerce/ Economic Partnership	
Civic	• Y-12 Community Relations Council	
Media	• Frank Munger, Knoxville News Sentinel • Oak Ridger • Oak Ridge Observer	
Other		
Media	• Todd Jacobsen, Weapons Complex Monitor	

9. Draft E-mail Note from Jim Haynes on Day 1 to Employees (Draft 2)

Message from Jim Haynes, Y-12/Pantex Program Manager on Consolidated Nuclear Security, LLC

Consolidated Nuclear Security, LLC (CNS) is honored to have been selected by the National Nuclear Security Administration (NNSA) to manage and operate the Y-12 and Pantex programs, two outstanding institutions vital to our nation's security. On behalf of the CNS management and the transition teams, we look forward to working with you.

Both Y-12 and Pantex have a tradition of excellence spanning many decades of national security with their outstanding workforce to the benefit of our nation. This fits well with CNS and its parent companies of Bechtel, Lockheed Martin, ATK, and SOC. These commercial industry leaders understand NNSA's mission and look forward to continued success in implementing that mission. We know that together, this team has the site knowledge, the technical leadership, and the experience with high-hazard operations that will lead Y-12 and Pantex to complete its critical mission.

The base contract for operations at Y-12 and Pantex has a four month transition period. Accordingly, we are in the process of kicking-off our start of the transition. Throughout the transition we will rely heavily on you. We know that employees make the enterprise run and we recognize the good work you have done. We know we have a skilled workforce and we look forward to working with you.

NNSA asked for a fully integrated enterprise that will enhance mission performance and reduce costs. We fully intend to meet the customer's requirements as effectively as possible, in a way that does not take away from our overall mission. We'll need your help.

While change can sometimes be challenging, my commitment to you is that CNS will work closely with you to complete a seamless transition and we will keep you informed about the transition progress and address your questions and concerns.

CNS has set up an external website site that you can access from work and home that will house all the latest transition information (link). On this website you will find insight into the new organization and the transition schedule.

I know you may have many questions now and will have more in the weeks to come. We invite you to visit our website and provide us with your feedback and questions. We will update the site with questions and answers regularly.

I am excited to get started on creating a one-team Nuclear Production Enterprise and I look forward to interacting and meeting as many of you as I can in the weeks ahead.

Jim Haynes
President and CEO
CNS, LLC.

10. Town Hall Meetings Schedule

Week 3 of Transition
During the third week of the transition Jim Haynes needs to lead Town Hall Meetings in both Oak Ridge and Amarillo. Objective is to provide face-to-face communications to employees. This meeting will be held after working hours and off campus with employees on a voluntary basis. Q&A from these meetings will be posted to the website. All-Hands will be open to all employees and subcontractors, but not mandatory. These meetings will create opportunities for dialogue between management and employees through face-to-face interactions.

The meeting will include:

- Provide information on company vision and values, structure, safety, and expectations
- Respond to questions
- Introduce leadership team
- Define roles and scope
- Communicate strategy for success
- Lay out transition schedule

Additional town hall meetings will be held during the transition. Agendas will be developed after feedback from first town hall meeting.

11. Draft Website Text – www.cnstransition.com

CNS will establish an external website (outside server) that will be used as the primary means of communications. It will be updated on a continuous basis. The transition team will utilize the website to make information, especially human resources information, available in a timely manner as the transition progresses. The website will have a simple home page consisting of one screen that has many links that take you to the rest of the site subject areas. For those employees with no access to web interface, hard copy material will be provided.

Home Page

CNS Logo
Photos from Proposal of Y-12 and Pantex
Our Vision (Figure 4 from proposal) –

- Our Vision: The model of enterprise performance excellence for the National Security Enterprise
- Our Mission: Exceed NNSA expectations in all production missions
- Our Goal: One Team – Better Together
- Our Values: Safety, Respect, Excellence, Teamwork, Integrity, Stewardship, Ethics, Service, Innovation

Newly posted information – Welcome message from Jim Haynes
Links to transition activities updates
Links to FAQs, CNS Team, Ask a Question, RFP
Links to Job Information, Employee Information, Supplier Portal
Links to NNSA and the parent companies websites (Figure 2 from proposal)
Links to News, Schedule, Community, Contact Us

Welcome Message from CNS, President and CEO

Consolidated Nuclear Security, LLC (CNS) is honored to have been selected by National Nuclear Security Administration (NNSA) to manage and operate the Y-12 and Pantex programs, two outstanding institutions vital to our nation's security.

Y-12 and Pantex have a tradition of excellence spanning many decades of national security with their outstanding workforce to the benefit of our nation. This fits well with CNS and its team of companies Bechtel, Lockheed Martin, ATK, and SOC. These commercial industry leaders understand NNSA's mission and look forward to continued success in implementing that mission. The CNS team has site knowledge, technical leadership, and experience with high-hazard operations that will lead Y-12 and Pantex to complete the critical mission.

The base contract for operations at Y-12 and Pantex has a four month transition period. Accordingly, we are in the process of kicking-off our efforts to start the transition.

While change can sometimes be challenging, my commitment is that CNS will complete a seamless and smooth transition. Our goal for this website is to introduce CNS to incumbent employees, community stakeholders, and the public. We will update this site continuously with transition news, schedules, and planned activities. Through this website we will also address your questions and concerns. You may send in your questions online at: (link). The website will be updated throughout the transition period with answers to questions sent in.

We look forward to starting the transition and are committed to the long-term success of Y-12 and Pantex. I look forward to meeting as many of you as I can in the weeks to come.

Jim Haynes
President and CEO

Who we are

Consolidated Nuclear Security, LLC (CNS) will operate Y-12 and Pantex under the same contract. CNS combines the resources of Bechtel, Lockheed Martin, ATK, and SOC. These companies have proven track records of safely and securely delivering work-class performance in the weapons and nuclear stockpile industries through working in close partnership with employees, unions, and local communities.

Bechtel (with logo)

- Operates through five global business units that specialize in government services, civil infrastructure; power generation, communications and transmission; mining and metals; and oil, gas, and chemicals.
- Founded in 1898
- Worked on more than 22,000 projects in 140 countries on all seven continents
- 52,700 employees performing 260 projects worth $28 billion annually in 41 countries
- Proven competencies and experience in engineering, procurement, construction, and project management that provide premier services to various U.S. government agencies in the United States and around the world.
- Government Services business line has experience managing and operating facilities charged with maintaining the safety, security and reliability of the U.S. nuclear weapons stockpile
- Experience at Y-12, Pantex, Los Alamos National Laboratory, Lawrence Livermore National Laboratory, Savannah River Site, Nevada Test Site, and Naval Reactors
- For the last 13 years, #1 overall contractor as ranked by Engineering-News Record (ENR)
- www.bechtel.com

Lockheed Martin (with logo)

- Headquartered in Bethesda, Md.
- A global security and aerospace company
- Employs about 120,000 people worldwide
- Principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services
- Net sales for 2011 were $46.5 billion
- www.lockheedmartin.com

ATK (with logo)

- World's top producer of solid rocket propulsion systems and a leading supplier of military and commercial aircraft structures
- Specializes in small and micro-satellites; satellite components and subsystems; lightweight space deployables and solar arrays; low-cost, quick-to-market launch solutions; flares and decoys; and energetic materials and related technologies
- Extensive experience supporting human and space payload missions
- An aerospace, defense, and commercial products company
- Operations in 22 states, Puerto Rico, and internationally
- www.atk.com

SOC (with logo)

- Trusted provider of integrated security and mission support carrying out and enabling national security missions globally in support of the U.S. Government, international organizations, and corporations
- Founded as a security contractor supporting the US Departments of Energy, Defense, and State
- Broadened its portfolio to include a wide array of critical mission support, construction, and professional staffing services
- A company of more than 5,000 highly trained and experienced personnel running some of the most sensitive and complex assignments around the world

Our Organization and Key Leadership
(Bios, photos, and organizational chart from Figure 12 in proposal, about our team, CNS Capabilities, tell our story)

The Consolidated Nuclear Security, LLC (CNS) team is comprised of members from Bechtel, Lockheed Martin, ATK, and SOC. CNS is dedicating a senior team of capable managers to tackle the challenges facing Y-12 and Pantex and to ensure the most successful future. Read more about senior leadership below (information from Figure 90-93 in proposal) and view the organizational chart.

- Jim Haynes, President and Chief Executive Officer
- Jim Allen, Chief Operating Officer
- Michael Jones, Transformation Manager
- Dave Beck, Program Integration
- Bill Tindal, Uranium Operations
- Dan Glenn, Assembly/Disassembly
- Pete Rosecrans, Mission Engineering
- Darrel Graddy, Mission Support
- Maureen Mendez, CFO
- Janet Hunt, Human Resources
- Rick Glass, Mission Assurance
- Carl Strock, UPF Manager
- Ken Freeman, Safeguards and Security

Transition Update
(Latest information about the transition, updates from senior leadership)

Transition Objectives
The transition period is four months, starting on the Effective Date of the contract. Consolidated Nuclear Security, LLC (CNS) will assume responsibility for operations at both Y-12 and Pantex at the conclusion of transition, after which certain activities must be completed to assure continuity of services to our country's national security program and a smooth and seamless transfer of all employees, contractual and regulatory commitments, assets, and obligations of the current contractors that operate Y-12 and Pantex to the new contractor.

The primary objectives of the transition are to:

- Establish the CNS Organization to assure the continuity of payroll and benefits for employees
- Assure the both sites can continue to carry out their missions with minimal disruption, despite the contractor transition

The transition is designed to be non-intrusive on your day-to-day work. Our collective success will be enhanced by open communications and dialogue. CNS is eager to hear from you and address any specific questions or concerns you have. You may send in your questions online at: (link).

Employee

(HR Information, links to resources, forms and documents, policies, Job Information, etc.)

Job Opportunities

CNS recognizes the importance of retaining mission critical incumbent contractor staff and preserving the institutional knowledge of ongoing projects. Accordingly, we have begun our HR transition activities including surveying the incumbent contractor workforce to determine their level of interest to work for CNS. Employment offers for CNS are scheduled to be issued no later than 90 days after start of transition. These offers will specify a date by which we need a response to assure continuity of employment.

Benefits

Incumbent Y-12 and Pantex employees will remain on their current benefits packages as they transition to CNS. However, new benefits packages for all employees will be implemented following transition. Additional information related to the new benefit programs will be provided once it is available.

Compensation

CNS compensation policies will provide a fair, equitable and competitive pay program. CNS's compensation program is designed to attract, retain, and motivate qualified employees, to provide guidance for management decisions, and to provide a basis for forecasting and controlling salary costs. Program elements include rate ranges, job classifications and titles, annual salary planning, and bonus/ incentive programs. Detailed information will be coming soon.

Training

CNS will provide and sponsor training, development, and educational programs which are designed to broaden employees' knowledge and increase their skills. Training includes external and internal programs. As an employee of CNS, you will have required training to complete. Training requirements are specific to all employees or prerequisites to your job. To find out what your requirements are ask your functional manager.

Human Resources The Human Resources staff is trained to assist all CNS employees with concerns and issues that affect their work environment such as, but not limited to performance, perceived inequities, and working conditions. To contact Human Resources call (phone number).

FAQs

Incumbent employees are encouraged to ask questions and provide feedback related to the transition. You may send in your question online at (link). The FAQ page will be updated throughout the transition period with answers to your questions

Uranium Processing Facility

An integral part of Y-12's transformation efforts and a key component of the National Nuclear Security Administration's (NNSA's) Uranium Center of Excellence, the Uranium Processing Facility (UPF) is a facility whose mission is to accomplish the storage and processing of enriched uranium in one much smaller, centralized area.

Through the new contract with Consolidated Nuclear Security, LLC (CNS), the UPF construction project will now be subcontracted to Bechtel National, Inc. This organizational change will result in cost savings and will accelerate the UPF schedule. The UPF Project Director is Carl Strock. Strock has previously served as the Commander of the Corps of Engineers, President of Bechtel Construction Operations, and the Project Manager on several commercial engineering, procurement, and construction projects.

Since the UPF project will now be subcontracted to Bechtel National, some changes will be made to employees' benefits and compensation. Detailed information on benefit packages including information on benefit programs, 401K plans, pensions, paid time off, and holidays will be coming soon.

UPF employees are encouraged to ask questions and provide feedback related to this. You may send in your question online at (link). The FAQ page will be updated throughout the transition period with answers to questions related to UPF.

Link here for a message from Project Director Carl Strock.

Message from Carl Strock

Consolidated Nuclear Security, LLC (CNS) is honored to have been selected by National Nuclear Security Administration (NNSA) to manage and operate the Y-12 and Pantex programs, which includes the Uranium Processing Facility (UPF).

UPF is critical to Y-12's mission and national security. It is a key component of the program. That is why management has put a special emphasis on it during transition. The UPF construction project will now be subcontracted to Bechtel National, Inc. This organizational change will result in cost savings and will accelerate the UPF schedule.

The transition will occur over a four-month period and we are in the process of kicking-off our efforts to start the transition.

While change can sometimes be challenging, my commitment is that CNS will complete a seamless and smooth transition within UPF.

We will update this site continuously with transition news, schedules, and planned activities. Through this website we will also address your questions. You may send in your questions online at: (link). The website will be updated throughout the transition period with answers to questions sent in.

We look forward to starting the transition and are committed to the success of UPF. I look forward to meeting as many of you as I can in the weeks to come.

Carl Strock
UPF Project Director

Supplier/Subcontractor Opportunities
(Supplier Portal for Procurements, Subcontracts, and Small Business)

CNS places a high value of providing opportunities for local suppliers and subcontractors. If your firm is interested in doing business with us, you can register your company on the Bechtel Supplier Portal (link). After completing the initial registration process, click on "Project Opportunities" to select this project.

Contact Us and Ask a Question
(Provide e-mail link to enable employees to submit questions and then post answers on the website, this will require staffing to ensure quick turnaround)

CNS is committed to communicating to employees and the community in a consistent and timely fashion. You may submit your question online at (link). The FAQ page will be updated throughout the transition period with answer to the questions sent in.

For media inquiries… (Take information from media page)

For other requests, please contact us at this e-mail address: (link). Please provide the following information and we will respond back to you by e-mail:

- Name
- E-mail Address
- Telephone Number
- Nature of inquiry, request, comments
- Comments

Community
CNS is committed to giving back to the communities surrounding both Oak Ridge, Tennessee, and Amarillo, Texas. As the CNS team develops its Community Commitment Plan, updates will be added to this site.

Through this plan CNS will continue to focus on protecting the nation, using resources wisely, and investing in the communities we call home. CNS will work hard at making lasting, substantive investments in both Tennessee and Texas.

Other parts of the website that still need to be developed:

Mission and Vision (what new team brings to the project, what we offer, imperatives, commitments, and our philosophy)

Business Imperatives (Continuous Process Improvement, Enterprise Excellence, Performance Based Leadership, Incentive Programs, Fellowship Program, Exchange Program)

Acronym List

Employee Q&As

Questions and answers will be updated regularly on this website. Questions are grouped by topic and answered as information is available. These answers are based on current plans and understanding of how the transition will progress. As additional information becomes available, these answers will be updated if needed.

If you have a question that has not been addressed below, please submit your question here: (e-mail link). Questions are answered as information is available, they are not necessarily answered in the order they are received. All questions are collected and routed to the Transition Team daily. Please ask one question per e-mail. Multiple questions of similar nature will be answered together and not every question will receive a separate answer.

General Information

- What is the official new name of the enterprise?
    - Consolidated Nuclear Security, LLC (CNS) will operate Y-12 and Pantex.
- What is the mission of the new company?
- Why the site integration?
- Which companies are part of the team?
    - The CNS team is comprised of Bechtel, Lockheed Martin, ATK, and SOC. Read more about the CNS Team here (link).
- Will CNS replace existing key management positions with CNS Managers? Will there be change in leadership?
    - CNS is dedicating a senior team of capable managers to tackle the challenges facing Y-12 and Pantex and to ensure the most successful future. Read more about senior leadership here (link).
- What does the new organizational chart look like?
    - Link to the CNS organizational chart here (link).
- When does the transition start? When will CNS officially take over?
    - The transition period extends for four months. Consolidated Nuclear Security, LLC (CNS) will assume responsibility for operations at both Y-12 and Pantex four months after the start of transition, during which certain activities must be completed to assure continuity of services to our country's national security program and a smooth and seamless transfer of employees, contractual and regulatory commitments, assets, and obligations of the current contractors that operate Y-12 and Pantex to the new contractor. Read more about the transition here (link).

Consolidation

- Where will headquarters be? Are there plans to relocate Y-12 and Pantex?
- Do I have to move to keep my job? Will my work be transferred to a new site?
- How will the consolidation affect the way Y-12 and Pantex does business?
- How will you reconcile the differences between the two sites?
- Will there be any moves to consolidate duplicated support and technical departments?
- Which organizations will be affected the most in the consolidation? Business and support functions?

Employment and Pay

- Will all employees be offered a job?
  - We are in the process of assessing the current workforce as well as the needs of the new organization. It is likely that not all positions will be required as we move forward. We will communicate the plans for selecting employees for the available positions once the organization is finalized.
- How will you be determining what jobs will be available?
  - This will be determined based on the requirements of the new organizations.
- How will you decide who has a job and who doesn't?
  - A selection process will be used to determine who will receive offers.
- Will offer letters be extended?
  - Yes, offer letters will be provided to selected individuals no later than 90 days after the start of transition.
- Will I be notified it I am not going to get a job offer from CNS?
  - Yes
- Do I need to submit an actual resume?
  - Some incumbent employees will be asked to submit resumes.
- Do I need to complete an employment application? TBD
- Why do I need to provide identification to show proof of citizenship even if I have a DOE/NNSA clearance?
  - All US Employers are required to complete and retain an I-9 form for each individual they hire for employment. Proof of citizenship is required to complete this form. This is a requirement of the Department of Homeland Defense.
- Will I have to interview for a position?
  - Some individuals will be required to interview for a position.
- Did the contract specify a deadline for delivering the offer letters to employees?
  - Yes, offer letters must be distributed no later than 90 days after the start of transition. If I receive a job offer:
  - Could it be at a different location?
    - Yes
  - Could it involve travel between locations?
    - Yes
  - What happens if I turn the job offer down?
    - You will not transition over to CNS.
  - Will it be the same job at the same grade and pay level?
    - This will depend on individual circumstances.
- When transition is complete, how many employees will CNS have?
- Is there going to be a reduction in workforce?
  - We anticipate that reductions in the workforce will occur initially, and that they could continue as we consolidate the Y12 and Pantex organizations.
- If I do not receive an offer will I be given severance pay?
  - Incumbent employees who do not receive offers from CNS will be out processed by the Incumbent Contractor.
- Will there be a change on severance packages?
  - We will be implementing new CNS policies and procedures. The specific provisions of each policy are not available at this point but will be communicated once they are available.

- How will union employees be impacted?
    - We are reviewing the current workforce along with the new organization to determine if there are any impacts.
- Will I be required to fill out new paperwork for federal tax withholding and other forms as if this was a new job?
    - Some new forms will be required but not all. We will provide the specific requirements once offers are accepted.
- Will my social security contributions start over when CNS takes over?
- How will the W-2 form work this year? Will this affect how I submit my taxes?
- Will I receive a new employee identification number? TBD
- Will pay and compensation systems (401K, pension, vacation, bonuses) offered at Y-12 and Pantex be the same under CNS? When will this officially transfer? TBD
- Will there be a new compensation structure and pay system now for both sites?
    - Yes
- Will the pay structure be consistent between Y-12 and Pantex?
    - Yes
- Will cost of living be a factor between the two sites?
    - No.
- Will we be paid on the same schedule?
    - As we consolidate our HR and Payroll systems across the sites, we will move to a common pay schedule.
- What are the work schedules?
    - Initially, the current Pantex and Y-12 schedules will stay in place. However, we will consider moving to a consistent schedule in the future.
- Will Y-12 keep my 4x10 schedule?
- Will Pantex keep my 9x80 schedule?
- Will we have monthly balancing? If yes, to whom does it apply?
    - We will be implementing new CNS policies and procedures. The specific provisions of each policy are not available at this point but will be communicated once they are available.
- What is the vacation policy?
    - We will be implementing new CNS policies and procedures. The specific provisions of each policy are not available at this point but will be communicated once they are available.
- What is the sick leave policy?
    - We will be implementing new CNS policies and procedures. The specific provisions of each policy are not available at this point but will be communicated once they are available.
- What is the vacation banking policy?
    - We will be implementing new CNS policies and procedures. The specific provisions of each policy are not available at this point but will be communicated once they are available.
- What holidays will be given to us? What is the holiday policy?
    - We will be implementing new CNS policies and procedures. The specific provisions of each policy are not available at this point but will be communicated once they are available.
- Will there be an end of year Holiday shutdown? TBD

- How will schedule changes affect Union employees?
    - Any proposed schedule changes will be negotiated with the Union prior to implementation for that population.
- Will the overtime policy change?
    - We will be implementing new CNS policies and procedures. The specific provisions of each policy are not available at this point but will be communicated once they are available.
- What will be the new schedule for merit increases? HR action schedule?
    - New CNS processes and schedules will be put in to place as we move forward. Information will be communicated as it becomes available.
- Will I keep my years of service with project?
    - Yes
- How will this affect my ability to be considered for a promotion?
    - A new CNS promotion policy will be implemented. Promotions will be implemented in accordance with the policy.
- Will I get keep my Q clearance?
    - Q Clearances are issued by the Department of Energy, and this transition will not have any impact on your clearance.

Benefits

- How will my benefits change? If yes, how and when?
    - We are reviewing the current benefits programs offered at both Pantex and Y-12. Incumbent employees who receive offers from CNS will transition in to CNS with their current benefits programs. However, we will move to a common benefits program as soon as possible after transition. Information concerning the benefits program as well as the timeline for implementation will be communicated as soon as it becomes available.
- Will I be able to retain the same health care provider? TBD
- How will union employees be impacted?
    - Any proposed changes to the benefits programs for represented employees will be negotiated with the Union prior to implementation.

401K

Pension

Other Human Resource Related Questions

- How will the relocation policy change?
    - We will be implementing new CNS policies and procedures. The specific provisions of each policy are not available at this point but will be communicated once they are available.
- What if someone just signed an agreement?
    - Relocations that have been initiated prior to the implementation of a new policy will be completed based on the current relocation policy.
- How will credit cards be transitioned? TBD
- Will we get new e-mail addresses?
- Will there be any Employee Discount benefits? TBD

- Any scholarship programs? TBD
- Where can I find new travel policies and information?
    - We will be implementing new CNS policies and procedures. The specific provisions of each policy are not available at this point but will be communicated once they are available.
- What will be the performance appraisal process now?
    - We will be implementing a new CNS Performance Management process. We are currently in the process of defining the new process, and it will be communicated once it has been finalized.
- Will existing union contracts be renegotiated under CNS?
    - Yes
- How will education reimbursements be handled?
    - We will be implementing new CNS policies and procedures. The specific provisions of each policy are not available at this point but will be communicated once they are available.

News and Information about the transition
(Q&As, press releases, PowerPoint Presentations, factsheets, updates from management, links to NNSA press releases)

External Press Release M&O

Media Contact:
Jason Bohne (703) 429-6313

For Immediate Release

The team of Bechtel National, Inc., Lockheed Martin, ATK, and SOC selected to manage and operate the Y-12 and Pantex Nuclear Production Enterprise

Frederick, Maryland – The National Nuclear Security Administration (NNSA) announced today that it has selected the Consolidated Nuclear Security, LLC (CNS), a team of Bechtel National, Inc. (BNI), Lockheed Martin (LM), ATK, and SOC to manage and operate the Y-12 and Pantex Nuclear Production Enterprise in the communities of Oak Ridge, Tennessee, and Amarillo, Texas.

The team will be responsible for managing and operating the Y-12 and Pantex programs—two outstanding institutions vital to our nation's security—for the next five years, with one five-year option for extension based on performance.

"Bechtel, Lockheed, ATK, and SOC have site knowledge, technical leadership, and experience with high-hazard operations that will lead Y-12 and Pantex to complete the critical mission," says Jim Haynes, CNS President and CEO. "We look forward to making a difference in management and operation of these important facilities and to continue our successful collaboration with NNSA."

The CNS team will succeed B&W Y-12 and B&W Pantex, a partnership of the Babcock & Wilcox Company and Bechtel National, Inc.

About Bechtel:
Bechtel is among the most respected engineering, project management, and construction companies in the world. We stand apart for our ability to get the job done right—no matter how big, how complex or how remote. Bechtel operates through five global business units that specialize in civil infrastructure; power generation, communications and transmission; mining and metals; oil, gas and chemicals; and government services.

Since its founding in 1898, Bechtel has worked on more than 22,000 projects in 140 countries on all seven continents. Today, our 53,000 employees team with customers, partners, and suppliers on diverse projects in nearly 50 countries. www.bechtel.com.

About Lockheed Martin:
Headquartered in Bethesda, Md., Lockheed Martin is a global security and aerospace company that employs about 120,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. The Corporation's net sales for 2011 were $46.5 billion.

About ATK:
ATK Aerospace Group, which is representing ATK on the Bechtel team, is the world's top producer of solid rocket propulsion systems and a leading supplier of military and commercial aircraft structures. It also specializes in small and micro-satellites; satellite components and subsystems; lightweight space deployables and solar arrays; low-cost, quick-to-market launch solutions; flares and decoys; and energetic materials and related technologies. The group has extensive experience supporting human and space payload missions. ATK is an aerospace, defense, and commercial products company with operations in 22 states, Puerto Rico, and internationally.

About SOC:
SOC LLC is a trusted provider of integrated security and mission support carrying out and enabling national security missions globally in support of the U.S. Government, international organizations, and corporations. Founded as a security contractor supporting the US Departments of Energy, Defense, and State, SOC has broadened its portfolio to include a wide array of critical mission support, construction, and professional staffing services. We are now a company of more than 5,000 highly trained and experienced personnel running some of the most sensitive and complex assignments around the world.

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External Press Release M&O and UPF

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The team will be responsible for managing and operating the Y-12 and Pantex programs—two outstanding institutions vital to our nation's security for the next five years—with one five-year option for extension based on performance. An integral part of Y-12's transformation efforts, the Uranium Processing Facility (UPF) will, when completed, store and process enriched uranium in a centralized area that enhances operational safety and security.

"Bechtel, Lockheed, ATK, and SOC have site knowledge, technical leadership, and experience with high-hazard operations that will lead Y-12 and Pantex to complete the critical mission," says Jim Haynes, CNS President and CEO. "We look forward to making a difference in management and operation of these important facilities and to continue our successful collaboration with NNSA."

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About ATK:
ATK Aerospace Group, which is representing ATK on the Bechtel team, is the world's top producer of solid

rocket propulsion systems and a leading supplier of military and commercial aircraft structures. It also specializes in small and micro-satellites; satellite components and subsystems; lightweight space deployables and solar arrays; low-cost, quick-to-market launch solutions; flares and decoys; and energetic materials and related technologies. The group has extensive experience supporting human and space payload missions. ATK is an aerospace, defense, and commercial products company with operations in 22 states, Puerto Rico, and internationally.

About SOC:
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PowerPoint Slides
(Text of slides provided below)

Y-12/Pantex Transition (title page)

Purpose (page 1)

- Provide status of Y-12/Pantex contract transition

Contract (page 2)

- Consolidated Nuclear Security, LLC (CNS) selected as the contractor on (date)
- Team:
    - Bechtel
    - Lockheed Martin
    - ATK
    - SOC
- Contract Terms
    - Five years, with one five-year option for extension based on performance.
- Four month transition period
    - CNS will assume management and operations of Y-12 and Pantex six months after contract award

Scope of Work (page 3)

- The contract includes three key mission areas
    - Improve performance in completion of missions for nuclear production operations
    - Transition/merge operations at geographically dispersed centers of excellence under a single contract
    - Reduce the cost of performing work
- What the contractor will also manage

Transition Objectives (page 4)

- CNS is committed to an efficient, orderly, seamless, and successful transition. To accomplish this, the transition must
    - Enable the completion of transition activities so CNS can assume full responsibility for Y-12/Pantex
    - Minimize disruption/impact to the workforce so that the transition can be achieved in compliance with all safety, security, and environmental requirements

Org Chart (page 5)

Leadership Team (page 6)

- Jim Haynes, President and Chief Executive Officer
- Jim Allen, Chief Operating Officer
- Michael Jones, Transformation Manager
- Dave Beck, Program Integration
- Bill Tindal, Uranium Operations
- Dan Glenn, Assembly/Disassembly
- Pete Rosecrans, Mission Engineering

- Darrel Graddy, Mission Support
- Maureen Mendez, CFO
- Janet Hunt, Human Resources
- Rick Glass, Mission Assurance
- Ken Freeman, Safeguards and Security

Transition Schedule (page 7)

Critical Steps for a Successful Transition (page 8)

- CNS will communicate constantly and keep employees and the community informed about the transition progress
- CNS will address questions and concerns

Summary (page 9)

About the work at Pantex and Y-12 Factsheet

Pantex

Pantex Missions: national security, nuclear explosive operations, nuclear material operations, high explosive operations.

Pantex Plant, located 17 miles northeast of Amarillo, Texas, in Carson County, is charged with maintaining the safety, security and reliability of the nation's nuclear weapons stockpile. Pantex's programmatic work falls within these missions.

National Security

- Safeguards & Security
- Non-proliferation
- Stewardship
    - Environmental
    - Infrastructure
    - Human Capital
    - Energy

Nuclear Explosive Operations

- Life Extension
- Surveillance
- Dismantlement

Nuclear Material Operations

- Storage
- Surveillance
- Reuse/Requalification

High Explosive Operations

- Manufacturing
- Surveillance
- Testing

Y-12

The Y-12 National Security Complex is one of four production facilities in the National Nuclear Security Administration's Nuclear Security Enterprise. Our unique emphasis is the processing and storage of uranium and development of technologies associated with those activities. Decades of precision machining experience make Y-12 a production facility with capabilities unequaled nationwide.

Y-12 maintains the safety, security and effectiveness of the U.S. nuclear weapons stockpile. We also reduce the global threat posed by nuclear proliferation and terrorism, and provide safe and effective nuclear propulsion systems for the U.S. Navy.

Y-12 has become the complex that the nation looks to for support in protecting America's future by applying our state-of-the-art capabilities in three core areas

- nuclear technology and materials;
- security and consequence management;
- manufacturing and technical services.

Consolidated Nuclear Security, LLC Fact Sheet

The Nuclear Production Enterprise made up of the National Nuclear Security Administration's (NNSA) Y-12 and Pantex projects is a critical part of the country's national security challenge of securing and supporting the nuclear weapons stockpile. Consolidated Nuclear Security, LLC (CNS) is the organization formed to devise and implement innovative solutions to meet this challenge.

The result of collaboration between Bechtel National, Inc., Lockheed Martin, ATK, and SOC, CNS draws upon the world-class engineering, construction, program integration, security, and nuclear science capabilities of the four companies in a new organization formed and dedicated to meet the needs of the National Nuclear Security Administration (NNSA).

All four contributing companies have experience working together and bring complementary experience to transform Y-12 and Pantex into an efficient enterprise.

Proven Track Record

Bechtel is a global firm that understands the NNSA missions from its management roles at Y-12, Pantex, Los Alamos National Laboratory, and Lawrence Livermore National Laboratory. It is the nation's top project management, engineering, and construction firm currently executing 260 projects in 41 countries around the world.

Headquartered in Bethesda, Md., Lockheed Martin is a global security and aerospace company that employs about 120,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. The Corporation's net sales for 2011 were $46.5 billion.

ATK Aerospace Group, which is representing ATK on the Bechtel team, is the world's top producer of solid rocket propulsion systems and a leading supplier of military and commercial aircraft structures. It also specializes in small and micro-satellites; satellite components and subsystems; lightweight space deployables and solar arrays; low-cost, quick-to-market launch solutions; flares and decoys; and energetic materials and related technologies. The group has extensive experience supporting human and space payload missions. ATK is an aerospace, defense, and commercial products company with operations in 22 states, Puerto Rico, and internationally.

SOC LLC is a trusted provider of integrated security and mission support carrying out and enabling national security missions globally in support of the U.S. Government, international organizations, and corporations. Founded as a security contractor supporting the US Departments of Energy, Defense, and State, SOC has broadened its portfolio to include a wide array of critical mission support, construction, and professional staffing services. We are now a company of more than 5,000 highly trained and experienced personnel running some of the most sensitive and complex assignments around the world.

Transition

The CNS team has been through several transitions, including –

- Hanford Site
- Savannah River Site
- Nevada Test Site
- Ronald Reagan Ballistic Missile Defense Test Site
- Los Alamos National Laboratory
- Lawrence Livermore National Laboratory

CNS understands the importance of working with the incumbent staff and customer to ensure a successful transition.

Communication

Communication is vital for a successful transition that maintains program momentum. CNS has established a communications program to keep internal and external audiences informed and aware.

A dedicated intranet site (www.cnstransition.com) is available to provide information to employees and their families. Employees are encouraged to ask questions and express their concerns.

Meetings will be scheduled to give incumbent employees the chance to meet CNS managers and learn more about the new company.

Existing external relationships are a priority for the new team and we will continue to work in close partnership with employees, unions, and local communities.

Finally, constant communication with NNSA, existing contractor, and CNS will take place throughout the transition period.

The Bottom Line

Consolidated Nuclear Security, LLC, will run Y-12 and Pantex as an enterprise, focused on safely delivering the mission.

Appendix B

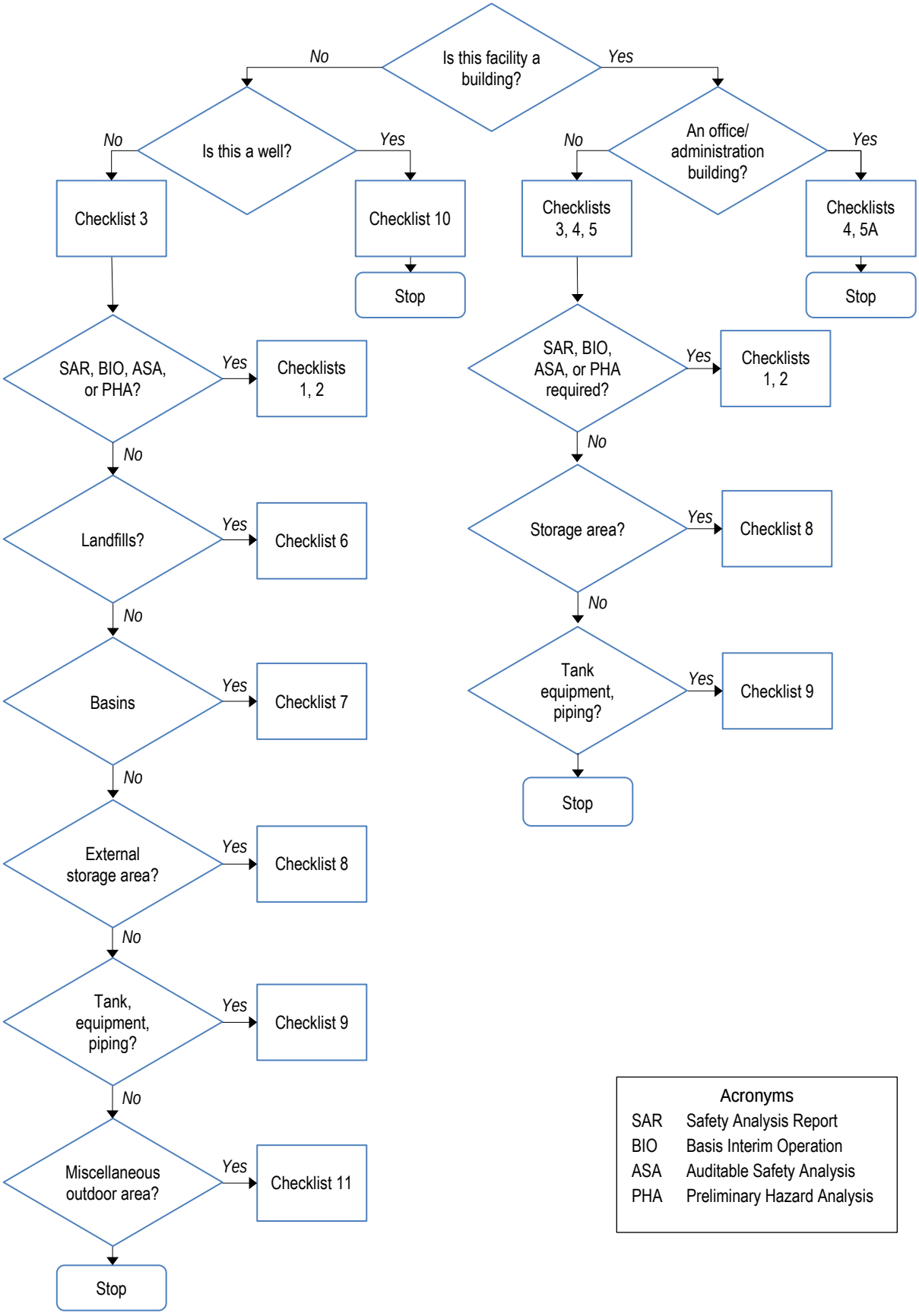
Pantex/Y-12
Facility Assessment Checklist

March 3, 2014

Consolidated Nuclear Security

Facility Assessment Checklist Contents

Checklist Applicability Flowchart



Acronyms	
SAR	Safety Analysis Report
BIO	Basis Interim Operation
ASA	Auditable Safety Analysis
PHA	Preliminary Hazard Analysis

Pre-Existing Conditions Checklist

General (All facilities)

Facility Name	**Site**	**Facility #**
Checklist Completed By		**Date**

Facility Status *(circle)* (Ref CL #__): Active (in use) Inactive (Standby) D&D (Surplus)

Current Occupants:_____Current Facility Uses (Ref CL #__):_____

_____

Prior Facility Uses *(if different* (Ref CL #__):_____

_____

Shut Down Date *(if applicable) and* Summary of Shutdown Activities (Ref CL #__):_____

_____

Identify any portion of the facility not under our control (Ref CL #__):_____

Has a PHS been performed, if so, when?_____

Is there any issue that the facility manager would like to raise?_____

_____

Facility Category *(circle as many as apply)* (Ref CL #__):

Nuclear CAT 2/CAT 3 Radiological Industrial RCRA TSD

Noncontaminated *(circle non-contaminated only if the facility has never processed, treated or stored any hazardous or radioactive materials, e.g., has always been used ONLY for office space)*

Facility Type *(circle as many as apply, including both current and past uses)* (Ref CL #__):

Buildings: Process bldg Storage bldg Administrative bldg Laboratory facility

(Indicate which of the following are contained within or adjacent to the building)

Process equipment Tanks Air vents or stacks Chemical storage areas Radiologically controlled areas
Radioactive material or waste storage areas Fissile material storage areas Hazardous waste treatment or storage areas
Electrical equipment Pipelines Process sewer connections Storm sewer connections

Release Sites and Storage Areas:

Landfill Waste pile Scrap yard Spoils pile Surface impoundment Pond basin
Misc. release site Chemical storage area Cylinder storage area Decontamination pad
Hazardous waste storage area Drum yard LLW storage area

Miscellaneous:

Tank Equipment Pipeline (including sewer lines, lift stations, manholes)
Well Road Parking lot Surface water Groundwater plume
Monitoring station Other:_____

Radiological and Hazardous Contaminants of Concern (Ref CL #__):_____

_____

Checklist 1—Authorization Basis Status

(Nuclear facilities, facilities with an ASA)

Facility Name	**Site**	**Facility #**
Checklist Completed By		**Date**

List Authorization Basis Document (s) (SAR, BIO, ASA) and date of last approval in Facility Information Source Reference List, Section 1.

Identify any significant hazards in the Facility that do not appear to have been analyzed in the AB (Ref CL #__):

Identify any materials or inventory in the Facility that appear to exceed the inventory analyzed in the AB (Ref CL #__):

Facility classification based on gross inventories or release potential? (Ref CL #__):

Does AB contain TSRs/OSRs that pertain to physical conditions (Ref CL #__)?
If so, do physical conditions appear to comply with TSRs/OSRs (Ref CL #__)?

Identify any pending changes to the AB or to TSRs or OSRs (Ref CL #__):

Identify any significant apparent changes to the Facility since last AB approval which has not been evaluated by USQD or other officially approved method (Ref CL #__):

Identify any Discovery situations since last AB approval which either called into question the validity of the AB safety analysis or were not evaluated by USQD or other officially approved method (Ref CL #__):

Identify any changes since last AB approval to procedures considered in the AB that were not evaluated by USQD or other officially approved method (Ref CL #__):

Identify any situation where the AB has not been expanded/updated, if required, to incorporate the results of evaluations involving facility USQs relating to physical changes, procedural changes or Discovery situations (Ref CL #__):

Identify any unresolved or pending Discovery USQs, Discovery USQDs, or any present situations that could require a Discovery USQD (Ref CL #__):

Checklist 2—Nuclear Criticality Safety

(Nuclear facilities)

Facility Name	**Site**	**Facility #**
Checklist Completed By		**Date**

Identify Fissionable/Fissile Material in Facility (Ref CL #__):_____

_____

List Nuclear Criticality Safety Approvals and date of last approval in Facility Information Source Reference List, Section 1.

Identify necessary NCSAs that are missing or outdated (Ref CL #__):_____

_____

Does the Facility have procedures to implement the NCSAs? (Ref CL #__):_____

_____

Does the Facility have a training program for the NCSAs? (Ref CL #__):_____

_____

Do the NCSAs identify fire fighting restrictions? _____ If so, have the fire fighting restrictions been identified on pre-fire and emergency preparedness plans? (Ref CL #__):_____

_____

Does the Facility have a Criticality Accident Alarm System?_____ If so, does it appear to be in good operating condition? (Ref CL #__):_____

Identify any Facility conditions that may impact criticality safety (e.g., water intrusion, flooding potential) (Ref CL #__):_____

_____

Does the Facility have Fixed Nuclear Accident Dosimeters posted? (Ref CL #__):_____

Does the Facility have a marked “12-rad boundary”? (Ref CL #__):_____

Checklist 3—Radiological Protection

(All facilities except administrative offices)

Facility Name	**Site**	**Facility #**
Checklist Completed By		**Date**

The Facility contains *(mark all that apply)* (Ref CL #__):_____

Radiologically controlled areas Radioactive material areas Radiation areas High/very high radiation areas
Soil contamination areas Fixed contamination areas Contamination areas High contamination areas
Airborne radioactivity areas Underground radioactive material areas

Are all high/very high radiation areas kept locked? (Ref CL #__):_____

Identify any areas that appear to be posted incorrectly, or where postings are not visible or in good condition (Ref CL #__):_____

Identify any RWPs that appear inconsistent with or inadequate for Facility conditions (Ref CL #__):_____

Identify any radioactive materials or equipment that appear to be labeled, controlled or stored incorrectly (Ref CL #__):_____

Identify any areas where access control appears to be inadequate considering the radiological conditions of the Facility (Ref CL #__):_____

Identify any areas where contamination control appears to be inadequate (Ref CL #__)_____

Identify any boundary controls that appear to be set up or maintained incorrectly (Ref CL #__):_____

Identify any areas for which survey data appears to be missing or inadequate (Ref CL #__):_____

Identify any radiation-generating device that is not posted per State Rad health requirements (Ref CL #__):_____

Identify any apparent radiological monitoring equipment deficiencies (e.g., lack of required continuous monitors, monitoring equipment not maintained/calibrated, or incapable of detecting facility specific radiation hazards (Ref CL #__):_____

Identify any necessary engineering controls that appear to be missing (Ref CL #__):_____

Identify any areas of the Facility that have been determined to meet release criteria (Ref CL #__):_____

(List all documents that form the basis for that determination of the Facility Information Source Reference List in Section 5, and identify references here:_____).

Checklist 4—Physical Conditions: Buildings

(All buildings)

Facility Name	Site	Facility #
Checklist Completed By		Date

OSHA Hazards

Identify any apparent OSHA non-compliances which would be categorized as either imminent danger or serious (i.e., unguarded/exposed live electrical parts) (Ref CL #__):_____

_____

Identify significant necessary safety devices that appear to be missing (Ref CL #__):_____

_____

Identify any potentially significant health hazards from biological conditions (e.g., molds) or animal intrusion (Ref CL #__):_____

Fire/Emergency Response Systems

List any approved fire hazard analysis in Facility Information Source Reference List, Section 1.

Identify any apparent fire hazards in the Facility that were not analyzed in the fire hazard analysis (Ref CL #__):

_____

Identify any apparent deficiencies in the fire detection or alarm system (Ref CL #__):_____

_____

Identify any apparent deficiencies in the fire protection/suppression system (including missing or inoperative sprinklers, missing or out dated extinguishers, obstructions to system, improperly stored flammable or combustible material, missing or inoperative fire barriers) (Ref CL #__):_____

_____

Identify any apparent deficiencies in the emergency evacuation alarm system (Ref CL #__):_____

_____

Identify any signs or physical conditions or barriers that could interfere with the rapid evacuation of personnel in the event of an emergency (Ref CL #__):_____

_____

Identify any apparent deficiencies in essential systems or equipment (e.g., emergency communications system, essential electrical equipment (Ref CL #__):_____

_____

Access Controls

Identify any areas where access control appears to be inadequate considering the physical conditions of the Facility (Ref CL #__):_____

_____

_____

Checklist 4—Physical Conditions: Buildings Cont.

(All buildings)

Release Potential

Identify apparent conditions of significant instability, deterioration, structural cracking, leak-related damage, structural settlement or structural fatigue that could pose a significant imminent hazard to health or safety, or pose a risk of releasing contaminants to the environment (Ref CL #__):

Identify any areas of the Facility that appear to be subject to flooding or significant water leaks, and identify and chemical, radioactive materials, or other contaminants in the affected area (Ref CL #__):

Identify the locations of any unsealed floor drains, whether they are located in contaminated areas or areas where chemicals or radioactive materials are used or stored, and whether the drains discharge to the process, storm or sanitary sewer system (Ref CL #__):

Can the Facility withstand the design basis wind/tornado and earthquake? (Ref CL #__):

Identify any formerly used systems that may have contained chemicals, radioactive materials or waste, which cannot be demonstrated to have been purged, isolated and sealed, and identify the materials/contaminants previously contained in such systems (Ref CL #__):

Chemical Vulnerability

Identify any chemicals that appear to be stored in an unsafe condition (e.g., flammable chemicals not stored in approved cabinet, incompatible materials co-located, compressed gases stored improperly, etc.) (Ref CL #__):

Identify the presence of any chemicals that could pose potential vulnerabilities by their intrinsic properties (e.g., peroxides, reactives/shock-sensitive materials, flammable materials) (Ref CL #__):

Identify the presence of any chemicals that have the potential to change over time due to the evaporation or introduction of water (Ref CL #__):

Checklist 5—Environmental Compliance: Buildings

(All buildings, except administrative offices)

Facility Name	**Site**	**Facility #**
Checklist Completed By		**Date**

List all environmental permits, authorizations and exemptions pertaining to the facility in the Facility Information Source Reference List, Section 2.

Identify any open NOVs or environmental compliance corrective actions relating to the Facility (Ref CL #__):_____

_____

Hazardous Materials/Substances/Wastes

Identify any locations where the following materials are found at the Facility, identify whether the material is in use or is a waste, the condition of the material and its container, whether it is a structural building component, and note all relevant storage/management conditions (Ref CL #__):

Acids _____
Ammonia _____
Damaged Friable Asbestos _____
CFCs _____
Chlorine _____
Cleaning Supplies/PPE _____
Compressed Gases _____
Lead _____
Mercury _____
Oils/petroleum product _____
Paints _____
PCBs _____
Pesticides _____
Solvents _____
Other _____

Identify the waste streams produced by any activities currently or recently occurring in the Facility (Ref CL #__):___

_____
_____
_____

Identify any hazardous waste that are not stored, labeled or managed in accordance with RCRA requirements (e.g., compatible containers in good condition, kept closed, labeled, double containers for liquid waste, etc.) (Ref CL #__):

_____
_____

Identify the storage capacity for oil and other petroleum products at the facility (including drum storage):
Above ground over 1320 gallons? (Ref CL #__):_____
Underground over 42000 gallons? (Ref CL #__):_____

Identify locations of recent and historical spills, leaks or releases of potentially hazardous substances/wastes, (including radioactive materials); identify any evidence of remaining spilled material, and note all relevant conditions (Ref CL #__):_____

_____
_____

Checklist 5—Environmental Compliance: Buildings Cont.

(All buildings, except administrative offices)

Air Emission Sources

Identify the location, emissions and permit status of any of the following emission sources located at the Facility (Ref CL #__):

Stacks (identify whether powered ventilation, open or sealed):_____

_____

Vents (identify whether powered ventilation, open or sealed) :_____

_____

Tanks:
Internal Combustion Engines:_____
Refrigerants (CFCs):_____
Active Painting Operation:_____
Active Welding Operation:_____
Active machining/Sawing/Grinding Operation:_____
Laboratory Hoods:_____
Ovens:
Fugitive Emission Sources:_____
Other Potential Sources:_____

Identify any emission sources that do not appear to be permitted (if source is believed to be exempt, obtain documentation of exemption (Ref CL #__):_____

_____

Identify any emission sources, emission control equipment or monitoring equipment that does not appear to be adequate of in compliance with permit requirements (Ref CL #__):_____

_____

_____

Identify any HAPs that are processed at the Facility (including lead, asbestos, radionuclides, inorganic arsenic, beryllium, mercury, benzene, vinyl chloride (Ref CL #__):_____

_____

Identify any sources that are subject to continuous monitoring requirements but may not have continuous monitors installed or in operation as required (Ref CL #__):_____

_____

Identify any sources at the Facility that are not under our control (Ref CL #__):_____

_____

Identify any emissions that may be commingled with emissions from any other facility or from a portion of this facility not under our control (Ref CL #__):_____

_____

Identify any locations of apparent friable asbestos that is not marked and controlled to prevent airborne exposures (Ref CL #__):_____

Checklist 5—Environmental Compliance: Buildings Cont.

(All buildings, except administrative offices)

Liquid Effluents

Identify the nature of each source of liquid discharges from the facility, indicate whether each discharge is to surface waters, septic systems, holding ponds, storm drains, or a treatment system, the discharge point (outfall) for each discharge, and the permit status for each discharge (Ref CL #__):

Sanitary:_____
Process:_____
Stormwater:_____
Other:_____

Identify any liquid discharges that do not appear to be permitted (Ref CL #__):_____
_____

Identify any discharges that do not appear to be monitored in accordance with applicable requirements (Ref CL #__):_____

Identify any sumps or pits in the Facility, determine their contents, source connections, and discharge points (Ref CL #__):_____

Identify any discharge sources at the Facility that are not under our control (Ref CL #__):_____
_____

Identify any discharges that may be commingled with discharges from any other facility, or from a portion of this facility not under our control, prior to reaching the outfall (Ref CL #__):_____
_____
_____

TSCA (PCBs)

Identify the location of any of the following equipment, whether the equipment is in use, in storage, or scheduled for disposal, and determine whether the potential PCB concentration of any contents is known, and if so, what it is (less than 50 ppm, 50-500 ppm, over 500 ppm):

Oil-filled transformers:_____
Oil-filled capacitors:_____
Oil-filled heat transfer systems:_____
Hydraulic systems:_____
Electromagnets, switches, voltage regulators, and rectifiers:_____
Oil-filled circuit breakers, closers, and cable:_____

Identify and stored PCB articles that are not being managed in accordance with TSCA storage requirements (Ref CL #__):_____

List any of the identified PCB articles or PCB contaminated materials that are not listed in and/or managed in accordance with the PCB FFCA (Ref CL #__):_____
_____

Checklist 5a—Environmental Compliance: Buildings

(Administrative offices)

Facility Name	**Site**	**Facility #**
Checklist Completed By		**Date**

Have any chemicals that have ever been stored or used in the Facility? (Ref CL #__):_____
If so, review Checklist 5, Hazardous Materials/Substances/Wastes Sections.

Have any radioactive materials or substances ever been used or stored in the Facility? (Ref CL #__):_____
If so, review Checklist 3.

Are there any tanks or equipment (other than computers, copiers, and other office machines) at the Facility? (Ref CL #__):_____If so, review Checklist 9.

Are there any potential air emission sources (such as ovens, laboratories, tanks, painting or welding operations, solvent sinks, or other process equipment) at the Facility? (Ref CL #__):_____
If so, review Checklist 5, Air Emission Sources Section.

Are there any liquid discharges from the facility other than from restrooms? (Ref CL #__):_____
If so, review Checklist 5, Liquid Effluents Section.

Are there any oil-filled transformers, capacitors, heat transfer systems, hydraulic systems, electromagnets, switches, voltage regulators, rectifiers, circuit breakers, closers, or cable or other oil-filled equipment at the Facility? (Ref CL #__):_____If so, review Checklist 5, TSCA Section.

Is there any evidence of spills or releases at the Facility? (Ref CL #__):_____
If so, review Checklist 11.

Checklist 6—Physical Condition/Environmental Compliance: Landfills

(Landfills, waste piles, scrap yards, spoils piles, contaminated units closed in place)

Facility Name	**Site**	**Facility #**
Checklist Completed By		**Date**

General

Identify any apparent OSHA non-compliances relating to the facility which would be categorized as either imminent danger or serious (i.e., unguarded/exposed live electrical parts)? (Ref CL #__):

Identify significant necessary safety devices that appear to be missing (Ref CL #__):

Identify method of access control and note any areas where access control to the Facility appears to be inadequate considering the conditions of the Facility and the material present there (Ref CL #__):

Identify any portions of the Facility that are not under our control (Ref CL #__):

Identify apparent conditions of significant instability, erosion, deterioration, structural cracking, leak-related damage, structural settlement or structural fatigue of any cap or containment system that could pose a significant imminent hazard to health or safety, or pose a risk of releasing contaminants to the environment (Ref CL #__):

Identify any areas of the Facility that appear to be subject to flooding or significant surface water or groundwater water intrusion, and identify and chemicals, radioactive materials, or other contaminants in the affected area (Ref CL #__):

Identify the locations of any open drains, whether they are located in contaminated areas or areas where chemicals or radioactive materials are present, and whether the drains discharge to the process, storm or sanitary sewer system (Ref CL #__):

Identify how run-on and run-off is controlled, and how stormwater is managed (Ref CL #__):

Identify any apparent potential for material to migrate or be released from the Facility via air, surface, surface water, groundwater, plan uptake or biological intrusion pathways (Ref CL #__):

Identify the location and type of any surface contamination present at the Facility, or the depth of cover over contamination if there is no surface contamination (Ref CL #__):

Identify any other apparent potential for workers, the public or the environment to be exposed to hazardous or radioactive materials present at the Facility (Ref CL #__):

Checklist 6—Physical Condition/Environmental Compliance: Landfills Cont.

(Landfills, waste piles, scrap yards, spoils piles, contaminated units closed in place)

Identify the presence of any chemicals that could pose potential vulnerabilities by their intrinsic properties (e.g., peroxides, reactives/shock-sensitive materials, flammable materials (Ref CL #__):_____

Identify the presence of any chemicals that have the potential to change over time due to the evaporation or introduction of water (Ref CL #__):_____

Identify for each discrete unit the following information:

- Status: in use; inactive temporary cap; closed in place; clean closed.
- Current material being disposed
- Past material stored/disposed
- Disposal method (bulk, drums/bags/containers, open burning)
- Apparent condition (good, fair, bad, leaking, structurally unsound)
- Secondary containment/leachate collection system/gas vent system (yes/no, condition, and contents)
- Monitoring system or inspection schedule (note current on-site activities)
- Permit status (RCRA? Listed in FFA? Indicate any noteworthy terms of the permit)
- Security Status (Classified/unclassified)

For any containers, tanks, equipment, systems or lines that are reported to have been isolated, drained and cleaned, list reports that document those actions on Facility Information Source Reference List, Section 5, and identify references for each such unit.

Identify sources of any incoming pipes and destinations of outgoing pipes (Ref CL #__):_____

Identify any known or suspected releases of any materials at the Facility (recent and historical); identify any evidence of remaining spilled material, and note all relevant related conditions (look for distressed vegetation, puddles, stains, cracks or depression in cap, deep rooted vegetation, burrowing animals, settlement/subsidence, etc.) (Ref CL #__):_____

If the facility is or has been used for decontamination operations, identify the method for control, management and disposal of decon materials and solutions (Ref CL #__):_____

Identify any material which consists of, or is contaminated by hazardous wastes, generate or disposed after the effective date of RCRA, that is not being managed in accordance with RCRA: (Ref CL #__):_____

Identify and material which contains or is contaminated by PCBs, that is not being managed in accordance with TSCA (Ref CL #__):_____

Checklist 7—Physical Condition/Environmental Compliance: Basins

(Basins, surface impoundments, ponds, pits)

Facility Name	**Site**	**Facility #**
Checklist Completed By		**Date**

General

Identify any apparent OSHA non-compliances relating to the Facility which would be categorized as either imminent danger or serious (i.e., unguarded/exposed live electrical parts) (Ref CL #__):_____

_____

_____

Identify significant necessary safety devices that appear to be missing (Ref CL #__):_____

_____

_____

Identify method of access control and note any areas where access control to the Facility appears to be inadequate considering the conditions of the Facility and the material contained there (Ref CL #__):_____

_____

_____

Identify any portions of the Facility that are not under our control (Ref CL #__):_____

_____

_____

Identify apparent conditions of significant instability, deterioration, structural cracking, leak-related damage, structural settlement or structural fatigue of the Facility or any related containment or storage system that could pose a significant imminent hazard to health or safety, or pose a risk of releasing contaminants to the environment (Ref CL #__):_____

_____

Identify any areas of the Facility that appear to be subject to flooding or significant surface water or groundwater water intrusion, and identify any chemicals, radioactive materials, or other contaminants in the affected area (Ref CL #__):_____

_____

Identify the locations of any open drains, whether they are located in contaminated areas or areas where chemicals or radioactive materials are present, and whether the drains discharge to the process, storm or sanitary sewer system (Ref CL #__):_____

_____

If the facility is not protected from rainwater intrusion, identify how run-on and run-off is controlled, and how stormwater is managed (Ref CL #__):_____

_____

Identify any apparent potential for material to migrate or be released from the Facility (Ref CL #__):_____

_____

Identify any apparent potential for workers, the public or the environment to be exposed to hazardous or radioactive materials present at the facility (Ref CL #__):_____

Checklist 7—Physical Condition/Environmental Compliance: Basins Cont.

(Basins, surface impoundments, ponds, pits)

Identify the presence of any chemicals that could pose potential vulnerabilities by their intrinsic properties (e.g., peroxides, reactives/shock-sensitive materials, flammable materials (Ref CL #__):_____

Identify the presence of any chemicals that have the potential to change over time due to the evaporation or introduction of water (Ref CL #__):_____

Identify for each unit the following information:

- Status: in use; inactive but not necessarily empty; closed in place; clean closed
- Current material stored/used
- Past material stored/used
- Apparent condition (good, fair, bad, leaking, structurally unsound)
- Secondary containment (yes/no, condition, any contents)
- Monitoring system or inspection schedule
- Permit status (RCRA permit, air permit, discharge permit, PBR)

For any containers, tanks, equipment, systems or lines that are reported to have been isolated, drained and cleaned, list reports that document those actions and identify references for each such unit.

Identify sources of any incoming pipes, and destinations of outgoing pipes (Ref CL #__):_____

Identify any known or suspected releases of any materials at the Facility (recent and historical); identify and evidence of remaining spilled material, and note all relevant related conditions (look for distressed vegetation, puddles, stains, etc.) (Ref CL #__):_____

If the facility is or has been used for decontamination operations, identify the method for control, management and disposal of decon materials and solutions (Ref CL #__):_____

Identify any material which consists of, or is contaminated by hazardous wastes, that is not being managed in accordance with RCRA: (Ref CL #__):_____

Identify any materials which contains or is contaminated by PCBs, that is not being managed in accordance with TSCA (Ref CL #__):_____

Checklist 8—Physical Condition/Environmental Compliance: Storage Areas

(Chemical storage areas, hazardous waste storage areas, rad materials storage areas, rad waste storage areas, cylinder storage areas, DMSAs, drum yards, decon pads)

Facility Name	**Site**	**Facility #**
Checklist Completed By		**Date**

General

Identify any apparent OSHA non-compliances relating to the storage area which would be categorized as either imminent danger or serious (i.e., unguarded/exposed live electrical parts) (Ref CL #__):_____

Identify significant necessary safety devices that appear to be missing (Ref CL #__):_____

Identify method of access control and note any areas where access control to the storage area appears to be inadequate considering the conditions of the Facility and the material stored there (Ref CL #__):_____

Identify any portions of the storage area that are not completely under our control (Ref CL #__):_____

Identify apparent conditions of significant instability, deterioration, structural cracking, leak-related damage, structural settlement of structural fatigue of any containers or containment or storage system that could pose a significant imminent hazard to health or safety, or pose a risk of releasing contaminants to the environment (Ref CL #__):_____

Identify any areas of the Facility that appear to be subject to flooding or significant surface water or groundwater water intrusion, and identify any chemicals, radioactive materials, or other contaminants in the affected area (Ref CL #__):_____

Identify the locations of any open drains, whether they are located in contaminated areas or areas where chemicals or radioactive materials are used or stored, and whether the drains discharge to the process, storm or sanitary sewer system (Ref CL #__):_____

If the facility is not protected from rainwater intrusion, identify how run-on and run-off is controlled, and how stormwater is managed (Ref CL #__):_____

Identify any apparent potential for material to migrate or be released from the facility (Ref CL #__):_____

Identify any apparent potential for workers, the public or the environment to be exposed to materials stored at the facility (Ref CL #__):_____

Identify the presence of any chemicals that could pose potential vulnerabilities by their intrinsic properties (e.g., peroxides, reactives/shock-sensitive materials, flammable materials) (Ref CL #__):_____

Checklist 8—Physical Condition/Environmental Compliance: Storage Areas Cont.

(Chemical storage areas, hazardous waste storage areas, rad materials storage areas, rad waste storage areas, cylinder storage areas, DMSAs, drum yards, decon pads)

Identify the presence of any chemicals that have the potential to change over time due to the evaporation or introduction of water (Ref CL #__):

Identify for each storage area the following information:

- Status: in use; inactive but not necessarily empty; all material removed, area clean closed
- Current material stored/used
- Past material stored/used
- Storage method (drums/bags/containers/uncontainerized)
- Apparent condition (good, fair, bad, leaking, structurally unsound)
- Secondary containment (yes/no, condition, any contents)
- Monitoring system or inspection schedule
- Permit status (RCRA permit, air permit, discharge permit, PBR)

For any containers, tanks, equipment, systems or lines that are reported to have been isolated, drained and cleaned, list reports that document those actions on Facility Information Source Reference List, Section 5, and identify references for each such unit.

Identify sources of any incoming pipes, and destinations of outgoing pipes (Ref CL #__):

Identify any known or suspected releases of any materials at the storage area (recent and historical); identify and evidence of remaining spilled material, and note all relevant related conditions (look for distressed vegetation, puddles, stains, etc.) (Ref CL #__):

If the facility is or has been used for decontamination operations, identify the method for controls, management and disposal of decon materials and solutions (Ref CL #__):

Identify any material which consists of, or is contaminated by hazardous wastes, that is not being managed in accordance with RCRA: (Ref CL #__):

Identify any material which contains or is contaminated by PCBs, that is not being managed in accordance with TSCA (Ref CL #__):

Checklist 9—Physical Condition/Environmental Compliance: Tanks/Equipment/Pipelines

(Tanks, equipment, process lines, sewer lines, sanitary lines, stormwater lines, outfalls)

Facility Name	**Site**	**Facility #**
Checklist Completed By		**Date**

General

Identify any apparent OSHA non-compliances relating to the tanks, equipment or lines which would be categorized as either imminent danger or serious (i.e., unguarded/exposed live electrical parts) (Ref CL #__):_____

Identify significant necessary safety devices that appear to be missing from the tanks, equipment or lines (Ref CL #__):_____

Identify any areas where access control to the tanks, equipment or lines appears to be inadequate considering the conditions of the Facility (Ref CL #__):_____

Identify any areas of the tanks, equipment or lines that are not under our control (i.e., pipelines that run under/through areas controlled by other parties (Ref CL #__):_____

Identify apparent conditions of significant instability, deterioration, structural cracking, leak-related damage, structural settlement or structural fatigue that could pose a significant imminent hazard to health or safety, or pose a risk of releasing contaminants to the environment (Ref CL #__):_____

Identify any areas of the Facility that appear to be subject to flooding or significant water intrusion, and identify any chemicals, radioactive materials, or other contaminants in the affected area (Ref CL #__):_____

Identify the locations of any open drains, whether they are located in contaminated areas or areas where chemicals or radioactive materials are used or stored, and whether the drains discharge to the process, storm or sanitary sewer system (Ref CL #__):_____

Checklist 9—Physical Condition/Environmental Compliance: Tanks/Equipment/Pipelines Cont.

(Tanks, equipment, process lines, sewer lines, sanitary lines, stormwater lines, outfalls)

Identify the presence of any chemicals that could pose potential vulnerabilities by their intrinsic properties (e.g., peroxides, reactives/shock-sensitive materials, flammable materials) (Ref CL #__):_____

Identify the presence of any chemicals that have the potential to change over time due to the evaporation or introduction of water (Ref CL #__):_____

For any tanks, equipment or lines that are reported to have been isolated, drained and cleaned, list reports that document those actions of Facility Information Source Reference List, Section 5, and identify references for each such facility.

For all tanks, equipment or lines that are not documented to be (or visibly) disconnected from all piping connections, identify sources of incoming pipes, and destinations of outgoing pipes (Ref CL #__):_____

Identify any known or suspected releases from each tank, equipment or pipeline (recent and historical); identify any evidence or remaining spilled material, and note all relevant related conditions (Ref CL #__):_____

Tanks

Identify for each tank the following information:

- Size
- Status: in use, inactive but not necessarily empty; isolated, drained and cleaned
- Current contents/uses
- Past contents/uses
- Apparent condition (good, fair, bad, leaking, structurally unsound)
- Above ground/underground
- Secondary containment (yes/no, condition, any contents)
- Monitoring system or inspection schedule
- Permit status (RCRA permit, air permit, discharge permit, PBR)

Checklist 9—Physical Condition/Environmental Compliance: Tanks/Equipment/Pipelines Cont.

(Tanks, equipment, process lines, sewer lines, sanitary lines, stormwater lines, outfalls)

Equipment

Identify for each major piece of equipment the following information:

- Status: in use, inactive but not deconned, drained and cleaned
- Current uses/contents of any reservoirs
- Past uses/contents of any reservoirs
- Apparent condition (good, fair, bad, leaking, structurally unsound)

For any out of service equipment which contains or is contaminated by hazardous materials/substances/wastes, identify whether it is managed in accordance with RCRA: (Ref CL #__):

For any out of service equipment which contains or is contaminated by PCBs, identify whether it is managed in accordance with TSCA (Ref CL #__):

Pipelines and Outfalls

Identify for each pipeline or outfall the following information:

- Status: in use, inactive but not isolated or cleaned out; isolate, drained and cleaned
- Current contents/uses
- Past contents/uses
- Apparent condition (good, fair, bad, leaking, structurally unsound)
- Above ground/underground
- Secondary containment (yes/no, condition, any contents)
- Monitoring system or inspection schedule
- Permit status (RCRA permit, NPDES discharge permit, PBR)
- Party who has control of influents; party who has control of surface area above pipeline

Checklist 10—Physical Conditions/Environmental Compliance: Wells

Facility Name	**Site**	**Facility #**
Checklist Completed By		**Date**

Can the well be located/is the location clearly marked? (Ref CL #__):_____

Is there a locking cap on the well, and do we have the keys? (Ref CL #__):_____

Do we have access control to the well by means other than a locking cap? (Ref CL #__):_____

Has the well been constructed and maintained in accordance with state and federal standards? (Ref CL #__):_____

What is the well used for? (Ref CL #__):_____

Are there any waste materials in the vicinity of the well (e.g. containers of drill cuttings, purgewater, sampling material? (Ref CL #__):_____

If so, has the waste been characterized, and is it being managed in accordance with applicable requirements? (Ref CL #__):_____

Is or has anything been injected into the well (e.g. as part of a tech demo or treatability test)? (Ref CL #__):_____

If so, what document authorized the injection, and who approved it (e.g. treatability test plan signed by EPA) (Ref CL #__):_____

Identify any known or suspected releases of any materials at the well site (recent and historical); identify any evidence of remaining spilled material, and note all relevant related conditions (look for distressed vegetation, puddles, stains, etc.) (Ref CL #__):_____

Checklist 11—Physical Conditions/Environmental Compliance: Miscellaneous Sites

(Release/spill sites, yards, grounds, surface water)

Facility Name	**Site**	**Facility #**
Checklist Completed By		**Date**

General

Can the physical location of the Facility be precisely defined and found?

Identify and apparent OSHA non-compliances relating to the facility which would be categorized as either imminent danger or serious (i.e., unguarded/exposed live electrical parts) (Ref CL #__):

Identify significant necessary safety devices that appear to be missing (Ref CL #__):

Identify method of access control and note any areas where access control to the Facility appears to be inadequate considering the conditions of the Facility and the material present there (Ref CL #__):

Identify any portions of the Facility that are not under our control (Ref CL #__):

Identify apparent conditions of significant instability, erosion, deterioration, structural cracking, leak-related damage, structural settlement or structural fatigue of any cap or containment system that could pose a significant imminent hazard to health or safety, or pose a risk of releasing contaminants to the environment (Ref CL #__):

Identify any areas of the Facility that appear to be subject to flooding or significant surface water or groundwater water intrusion , and identify any chemicals, radioactive materials, or other contaminants in the affected area (Ref CL #__):

Identify the locations of any open drains, whether they are located in contaminated areas or areas where chemicals or radioactive materials are present, and whether the drains discharge to the process, storm or sanitary sewers (Ref CL #__):

Identify how run-on and run-off is controlled, and how stormwater is managed (Ref CL #__):

Identify any apparent potential for material to migrate or be released from the Facility via air, surface, surface water, groundwater, plant uptake or biological intrusion pathways (Ref CL #__):

Checklist 11—Physical Conditions/Environmental Compliance: Miscellaneous Sites Cont.

(Release/spill sites, yards, grounds, surface water)

Identify the location and type of any surface contamination present at the Facility, or the depth of cover over contamination if there is only sub-surface contamination (Ref CL #__):_____

_____

Identify any other apparent potential for workers, the public or the environment to be exposed to hazardous or radioactive materials present at the Facility (Ref CL #__):_____

_____

Identify the presence of any chemicals that could pose potential vulnerabilities by their intrinsic properties (e.g., peroxides, reactives/shock-sensitive materials, flammable materials) (Ref CL #__):_____

_____

Identify the presence of any chemicals that have the potential to change over time due to the evaporation or introduction of water (Ref CL #__):_____

_____

Identify for each contaminated site the following information:

- Status in use; inactive; temporary cap; closed in place; clean closed
- Current material being disposed
- Past material stored/disposed
- Apparent condition (good, fair, bad, leaking, structurally unsound)
- Secondary containment/leachate collections system/gas vent system (yes/no, condition, any contents)
- Monitoring system or inspection schedule (note current on-site activities)
- Permit status (RCRA? Listed FFA? Indicate any noteworthy terms of the permit)

_____

_____

_____

_____

_____

For any containers, tanks, equipment, system or lines that are reported to have been isolated, drained and cleaned, list reports that document those actions on Facility Information Source Reference List, Section 5, and identify references for each unit.

Identify sources of any incoming pipes and destinations of outgoing pipes (Ref CL #__):_____

Identify any known or suspected releases of any materials at the Facility (recent and historical); identify any evidence of remaining spilled material, and note all relevant related conditions (look for distressed vegetation, puddles, stains, cracks or depressions in cap, deep rooted vegetation, burrowing animals, settlements/subsidence, etc.) (Ref CL #__):_____

_____

If the facility is or has been sued for decontamination operations, identify the method for controls, management and disposal of decon materials and solutions (Ref CL #__):_____

Identify any material which consists of, or is contaminated by hazardous wastes, generated or disposed of after the effective date of RCRA, that is not being managed in accordance with RCRA (Ref CL #__):_____

_____

Identify any material which contains or is contaminated by PCBs, that is not being managed in accordance with TSCA (Ref CL #__):_____

_____

Appendix C

Pantex/Y-12
Transition Facilities Information

March 3, 2014

Consolidated Nuclear Security
Enterprise Management

GAUT WHITTENBURG
Commercial Real Estate

FOR LEASE
720 S. Tyler, Amarillo, Texas

Full Service Office Space—Commerce Building

BUILDING ENTRY

3rd Floor Lobby

SPACE AVAILABLE

Basement:	Suite B100: 568 rsf	$425 / mo.
	Suite B102: 534 rsf	$400 / mo.
	Suite B106: 739 rsf	$550 / mo.
	Suite B122: 244 rsf	$245 / mo.
	Suite B128: 810 rsf	$675 / mo.
	Suite B130: 1,355 rsf	$1,130 / mo.
	Suite B132: 683 rsf	$625 / mo.
First Floor	Suite 108: 1,413 rsf	$1,175 / mo.
	Suite 110: 673 rsf	$675 / mo.
	Suite 118: 6,776 rsf	$5,100 / mo.
Second Floor	Suite 202: 2,107 rsf	$1,580 / mo.
	Suite 206: 505 rsf	$505 / mo.
	Suite 206B: 513 rsf	$515 / mo.
	Suite 208: 598 rsf	$600 / mo.
	Suite 210: 1,103 rsf	$1,000 / mo.
	Suite 212A: 338 rsf	$340 / mo.
	Suite 212D: 600 rsf	$600 / mo.
	Suite 217: 734 rsf	$735 / mo.
	Suite 230: 1,051 rsf	$875 / mo.

PROPERTY HIGHLIGHTS

Full service office space available

Common media/conference room free to tenants

Great Parking.

Floor Plans and Aerial attached.

GAUT WHITTENBURG
Commercial Real Estate

Ben Whittenburg

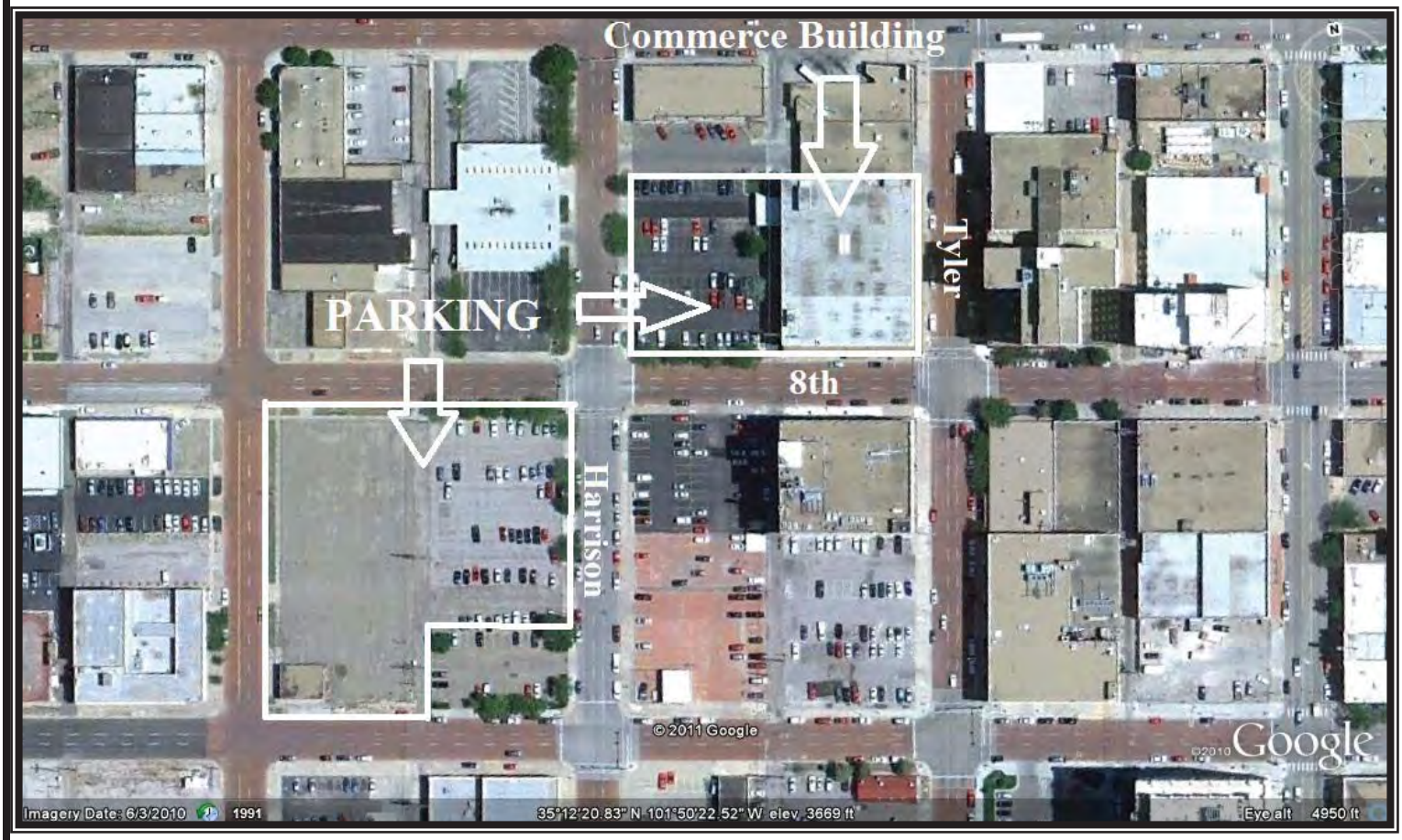
4211 I-40 West, Suite 204 • Amarillo, Texas 79106

Phone: 806-373-3111 • Fax: 806-373-9301
E-mail: ben@gwamarillo.com
Website: www.gwamarillo.com

GAUT WHITTENBURG
Commercial Real Estate

FOR SALE
720 S. Tyler, Amarillo, Texas

Full Service Office Space—Commerce Building



GAUT WHITTENBURG
Commercial Real Estate

Ben Whittenburg

4211 I-40 West, Suite 204 • Amarillo, Texas 79106

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E-mail: ben@gwamarillo.com
Website: www.gwamarillo.com

GAUT WHITTENBURG
Commercial Real Estate

FOR SALE
720 S. Tyler, Amarillo, Texas

Full Service Office Space—Commerce Building

Available:

First Floor

Suite #100		**Suite #102**	
Usable	3,073 S.F.	Usable	2,156 S.F.
Leasable	3,442 S.F.	Leasable	2,415 S.F.
Suite #106		**Suite #108**	
Usable	947 S.F.	Usable	1,262 S.F.
Leasable	1,061 S.F.	Leasable	1,413 S.F.
Suite #110		**Suite #112**	
Usable	601 S.F.	Usable	1,081 S.F.
Leasable	673 S.F.	Leasable	1,211 S.F.
Suite #114		**Suite #118**	
Usable	841 S.F.	Usable	6,776 S.F.
Leasable	942 S.F.	Leasable	7,589 S.F.
Suite #120			
Usable	1,009 S.F.		
Leasable	1,130 S.F.		

720 S. Tyler, First Floor

GAUT WHITTENBURG
Commercial Real Estate

Ben Whittenburg

4211 I-40 West, Suite 204 • Amarillo, Texas 79106

Phone: 806-373-3111 • Fax: 806-373-9301
E-mail: ben@gwamarillo.com
Website: www.gwamarillo.com

105 Mitchell Road, Oak Ridge, TN

Appendix D

Pantex/Y-12
Uranium Processing Facility
Transition Plan

March 03, 2014

Consolidated Nuclear Security
Enterprise Management

Table of Contents

1. Introduction

The transition of the Uranium Processing Facility (UPF) project will conform to the CNS Y-12/Pantex Transition Plan in most respects and meet the requirements of RFP Section F-7 (a), Transition Plan; and Section J, Appendix C, Transition Plan. The principal exceptions will be the transition of incumbent employees and the subcontracting to Bechtel National Incorporated (BNI). The plan describes how Consolidated Nuclear Security (CNS) will implement the guidance provided in RFP Section J, Appendix C, completing all activities necessary to assume full responsibility for CLIN2, the engineering, procurement, and construction (EPC) of the UPF.

The objectives of the plan are to:

- Accomplish an effective transition in consideration of the organization, work processes and procedures, and execution plan
- Minimize the impacts on continuity of project operations
- Maintain communication with staff and affected communities
- Identify key issues
- Overcome potential barriers to transition

The objectives of the plan reflect our understanding of requirements for safety and security and our recognition of the importance of the UPF and the employees who will design, procure, and construct the facility.

The transition term is from the effective date of the contract through a 4-month transition period [RFP Section F-2 (a), Amendment 4]. Upon completion of all activities involved in the plan, CNS will inform the Contracting Officer that it is ready to assume full responsibility for the UPF project. The intent is to award a cost-reimbursable subcontract to BNI with an option to convert to a lump-sum contract at a future date when NNSA and CNS agree that there is sufficient definition to transfer execution risk to the contractor. BNI will execute the project through a combination of direct-hire personnel and subcontractors. Success is defined as having BNI under a cost-reimbursable EPC subcontract at the end of the 120-day transition period.

Following submittal of the CNS proposal, NNSA indicated that had not decided whether to go forward with the proposal for CNS to subcontract to BNI for the project. Since the decision to proceed under an M&O organization or through BNI as the executing contractor has a significant influence on the transition process, a “White Paper” proposal will be developed and submitted to NNSA shortly after Transition begins and a key decision milestonewill be jointly determined between NNSA and CNS. For purposes of the remainder of this transition plan, it is assumed that the CNS proposal is accepted.

CNS will manage the transition as a project, with defined scope, schedule, and budget, and with a collocated team. Communication will begin early and will be continuous in an open, frank dialogue, with emphasis on accommodating the incumbent employees and subcontractors. Offers of employment and notifications of release will be extended as early as possible to employees impacted by the change in management but not later than 90 days after the start of transition. This Transition Plan focuses on the activities necessary to meet contract requirements, including staffing, operating systems, procedures and work control documents, baseline plans, and assessment of facilities and

pre-existing conditions as well as differences from documented conditions. It details our approach to sustaining project continuity, managing project personnel, maintaining communications with staff and affected communities, identifying key issues, overcoming barriers to transition, and meeting contract requirements safely and securely.

2. UPF Transition Basis and Assumptions

Availability and accessibility of information and facilities are vital to our ability to define the initial condition of the site and project, the work to be accomplished, and any material differences from documented conditions.

Office space for our incoming transition team is assumed to be provided by CNS offsite. The CNS transition office will be located on the first floor of 105 Mitchell Road (subject to internal and NNSA approvals). Computers, telephones, and other equipment (including furniture, copiers, printers, and basic office supplies) will be provided by CNS. Safety walkdowns of the office facilities will be performed prior to initial occupancy and as often as necessary to ensure safe working conditions.

This plan is based on the following assumptions:

- That existing subcontracts associated with the UPF project will be novated to CNS and that CNS will be empowered to novate to BNI.
- That personnel currently assigned to the UPF project office who are deemed excess to BNI requirements will be considered for employment within the M&O.
- That personnel offered employment by BNI will be released if they decline the offer.
- That Bechtel Procedures and Bechtel Standard Application Programs (BSAPs) will be accepted by the client to execute the project with a revised oversight model (Proposal V II, 24-25-2.f.2.iii).

3. UPF Transition Team

Transition will be managed by a dedicated UPF Transition Manager who is not a key person and a small staff that will concentrate on human resources planning, novation of existing subcontracts, the UPF subcontract formation and award, and updating the existing project management plan. As the UPF will be executed largely by the incumbent staff, who must continue the effort during the transition, they will not, with few exceptions, participate on the transition team.

Bechtel National Inc. (BNI) functional managers or their designees will participate in a tailored review of the existing project

- Organization and staffing,
- Work processes and procedures, and
- Execution plan

Bechtel is fundamentally a matrix organization which counts on its Functional Management to actively assist projects in formation and execution. The key objective is to engage this Functional Management on a tailored basis, considering the current and immediate work scope of importance, so that the post-transition UPF organization has the full support and alignment with Functional Management.

It is expected that not all Functional Management recommendations will be implemented during transition; however, implementation plans will be developed during the Transition for full implementation.

The UPF Transition Manager is responsible for delivering a completed project, the Transition, which includes overall management of the transition process (scope, schedule, budget, and approach). The Transition Manager will report to the CNS UPF Project Director and coordinate with the CNS Transition Manager, NNSA Transition Manager, and the incumbent contractor Transition Manager to integrate efforts, channel communications, resolve issues, and track progress. The UPF Transition Manager will participate in the formal weekly Transition Managers coordination meeting.

Carl Strock, CNS UPF Project Director, will focus on safety, overall quality of deliverables, customer relations, employee relations, stakeholder relations, communications, and overall readiness to execute the UPF scope. Independent of, but working closely with, the transition team, Mark Seely, BNI UPF Project Manager, will personally approve key human-resources-related decisions and deliverables and mission execution readiness.

4. Transition Scope

The CLIN 2 transition primarily involves development and award of a reimbursable subcontract between CNS and BNI. The subcontract will be subject to review and approval by NNSA. In the event that a subcontract is not in place at the completion of the transition period, a letter subcontract, subject to approval by NNSA, between CNS and BNI will be executed. In addition to the UPF subcontract, CNS will novate existing lower-tier subcontracts associated with the UPF to BNI for management.

Execution of CLIN 2 will involve the transfer of UPF employees, facilities, and equipment to CNS and further transfer to BNI.

The existing UPF Project Management Plan (Deliverable 13) will be reviewed, utilizing several Bechtel Corporate tools, such as, the Bechtel Project Execution Guidelines (Attachment 1), the Bechtel Project Execution Plan Guidelines (Attachment 2 and the Project and Planning and Setup Guidelines (Attachment 3).

Other key transition scope elements include Functional Management reviews as described in Section 3 above..). The Bechtel Key Activities for Successful Execution (KASE) Process will be used as one method for performing these reviews.

5. Transition Schedule

The UPF Transition Schedule is included in the CNS Transition Schedule (Figure 16, CNS Y-12/Pantex Transition Plan), which is based on the UPF work breakdown structure (WBS) described in Section 4, Transition Scope. The only transition deliverable directly associated with the UPF is the delivery of the updated Project Management Plan (PMP), due not later than 90 days after the start of the transition (CNS Y-12/Pantex Transition Plan in Figure 2). The Transition Schedule is based on the resources identified in Section 6.

6. Transition Staffing

The UPF staffing plan is included in the CNS Staffing Plan (Figure 17, CNS Y-12/Pantex Transition Plan).

7. Transition Communications

The UPF Transition Team will participate in and comply with the CNS Transition Communication Plan. Given the unique transition of the majority of the UPF staff to BNI, a UPF Web page will be created on the CNS transition Web site. Further, "town hall" meetings involving the UPF staff and led by Carl Strock will be conducted to ensure that employees clearly understand the transition plan. All external communication will be managed by Jim Haynes or his designated media representative.

8. Continuity of Operations

One of the key benefits of awarding CLIN 2 to CNS is continuity of operations. The majority of people currently associated with the project will continue in their current positions, providing assurance that momentum will be maintained through the transition period and continue without interruption after takeover. In conformance with the Y-12/Pantex Transition Plan (Paragraph 8. Continuity of Operations and Security), the UPF Transition Team will:

- Coordinate all incumbent contractor interfaces through the incumbent contractor's Transition Manager.
- Avoid communicating directly to incumbent employees during normal working hours without concurrence of the incumbent contractor, except for the essential actions required to support hiring of the CNS workforce.
- Adhere to specific criteria established by CNS related to the hiring process.
- Provide information to the incumbent employees through the CNS Web site, town hall meetings, and mailings to their home addresses.
- Map employees and budgets to the CNS structure during transition.
- "Blue sheet" and adapt work processes and procedures necessary for continuity of operations by CNS prior to contract takeover.
- Assume all management and operating systems, permits, licenses, safety bases, work control processes, and subcontracts will remain in place at contract turnover.

- Continue to execute ongoing or planned work packages with minimal interruptions. To the extent possible, changes to work packages will be limited to blue-sheeting of processes or conversion to subcontractor processes.
- Map incumbent contractor budgets to the CNS WBS. The most significant aspect of this provision is that BNI will generally implement reduced rates when the UPF is executed as a subcontract.
- Novate all existing subcontracts, notably the engineering subcontracts, as currently written.

BNI, as the UPF subcontractor, will comply with the above elements during the transition period, especially where interaction with incumbent employees is concerned.

9. Human Resources Management

BNI will map incumbent employees to the UPF execution organization and provide the result to CNS Human Resources not later than Day 30 of transition. It is assumed that the current UPF contractor will provide UPF project personnel rosters and organization charts to facilitate the mapping process. BNI will map incumbent employees to a new UPF execution organization and provide the result to CNS Human Resources not later than Day 30 of transition. Incumbent employees will be categorized as those required full time, those required part time (generally M&O employees who support the UPF as required), and those not necessary following turnover. Those identified for continued full-time employment on the project as BNI employees will be notified not later than Day 90 of the transition that they will be released from the M&O at turnover and offered employment with BNI. Employees identified as excess to project full-time needs will receive the same consideration as non-UPF incumbent employees for employment within the M&O in accordance with the Y-12/Pantex Transition Plan (Paragraph 9. Human Resources Management) and will be notified of their status not later than Day 90 of the transition.

10. Financial Management

UPF financial management activities during the transition period will be overseen by the CNS Chief Financial Officer in accordance with Section 10 of the Y-12/Pantex Transition Plan.

11. Facility Walkdowns, Due Diligence, Material Differences, and Property Inventories

The overall Transition Plan provides for walkdowns to be conducted in accordance with the Y-12/Pantex Transition Plan (Paragraph 11, Facility Walkdowns, Due Diligence, Statement of Material Differences, and Property Inventories). To the maximum extent possible, these walkdowns will be conducted concurrently by CNS and BNI to facilitate the transfer of responsibility under the subcontract. It is not expected that the UPF transition will include facility walkdowns; property inventories will be managed and transferred.

12. Transition Facilities

The UPF Transition Team may be collocated with the CNS Transition Team

13. Readiness Reviews and Transition Closeout

The UPF Transition Team will participate in all readiness reviews with the CNS Transition Team.

ATTACHMENTS

Attachment 1 Project Management Plan Checklist

Attachment 2 Project Management Plan Guidelines

Attachment 3 Project Planning and Setup Guidelines (Ref. Key Elements 4 and 9).

Appendix D
Pantex/Y-12
Uranium Processing Facility
Transition Plan

Attachment 1
UPF Project Management Plan Guidelines

March 3, 2014

Consolidated Nuclear Security
Enterprise Management

Table of Contents

Acronyms:

AEU	Affiliated Execution Unit
CM	Construction Manager
DOR	Division of Responsibility
EPC	Engineering, Procurement and Construction
ES&H	Environmental Safety and Health
FOAK	First of a kind
GBU	Global Business Unit
JV	Joint Venture
KPI	Key Performance Indicator
LD	Liquidated Damages
LSTK	Lump-sum Turnkey
NPV	Net Present Value
NTP	Notice to Proceed
OHO	Other Home Office
P&ID	Piping & Instrumentation Diagram
PEP	Project Execution Plan
PESP	Project Execution Strategy Plan
PIPs	Process Improvement Projects
PM	Project Manager
PMP	Project Management Plan
PPSG	Project Planning and Setup Guidelines

PQP	Project Quality Plan
T&L	Traffic and Logistics
TIC	Total Installed Cost
WBS	Work Breakdown Structure

1. EXECUTIVE SUMMARY

To preclude undue repetition throughout the Project Management Plan (PMP), this section should provide an overview of the project by briefly summarizing its salient aspects, as listed herein, and provide references to the appropriate sections for the associated detail.

1.1 GENERAL PROJECT INFORMATION

Briefly describe the type of project, including its location, major equipment, capacities, and output; fuel; cooling; and other salient characteristics. Refer to Section 3.1, Project Baseline for details.

1.2 PROJECT OWNERSHIP/SPONSORS

Briefly describe the project sponsor(s) with whom we have entered into a contract, including percent ownership and company background. Refer to Section 3.6 for details.

1.3 MAJOR PRIME CONTRACT CONSIDERATIONS

Summarize the prime contract structure and associated contracting entities, including split contracts, and wrap agreements if applicable. Provide highlights of key contract provisions, including schedule, performance, and acceptance guarantees, liquidated damages or bonuses associated with such guarantees, contract liability caps and subcaps, warranty and post-completion responsibilities, bid list restrictions, and any other unique or unusual contract obligations or performance incentives. Refer to Section 3.4 for details.

If in a consortium, joint venture (JV), or partnership, provide highlights of the partnering agreement, including leadership responsibilities, authorities, allocation of liability, and major commitments or arrangements made among the partners.

1.4 PROJECT FINANCING

Describe the project financing, and highlight any unique sourcing, local content, invoicing, or other requirements that may be associated with the financing agreements. Refer to Section 3.6 for details.

1.5 PROJECT OBJECTIVES

Highlight the key strategic objectives that have been established for the project, e.g.:

- Execute a zero-accidents policy
- Complete the project per contractual quality and schedule commitments
- Mitigate potential adverse risk consequences
- Achieve customer goals and objectives
- Perform the project within budget

- Meet or beat the plant performance requirements (gain plant performance bonus)
- Meet or beat the schedule (gain early completion bonus)
- Meet or beat established environmental, safety, and health (ES&H) key performance indicator requirements
- Achieve project team
- Achieve key performance metrics as established for the project

1.6 KEY RISKS – HIGHLIGHTS AND MITIGATION

Summarize the major risks associated with project execution, identify the steps to be taken to mitigate these perceived risks, and indicate who is responsible for tracking throughout the project's life. Refer to Section 5.0 for a detailed discussion of the risk management plan.

At a minimum, address the following areas:

- Risks identified in the 222 letter(s) and 224 letter(s)
- Project execution risks: some examples include; (do not repeat if covered above by the Management Approval Letters i.e.; 222 and 224)
  - Technical risk (especially new technologies, or first-of-a-kind [FOAK] issues)
  - Subsurface risks
  - Engineering/other home office (OHO) performance risk
  - Customer, JV Partner, major supplier, affiliated/alternate execution unit (AEU) interfaces
  - Working with a new customer
  - Construction performance risk
  - (Sub) contractor risk
  - Expatriate content
  - Management of suppliers (especially, new/unproven)
  - Total installed cost (TIC) risk
  - Labor risks
  - Consortium/JV risks
  - Traffic and Logistics (T&L) risks (including heavy haul to the site)
  - Customs, duties
  - Environmental risks
  - Hazardous operations risks
  - Schedule risks
  - Permitting risks
  - Pricing risks
  - Payment risks
  - Plant performance risks
  - Lump-sum, turnkey (LSTK) pricing risk (including currency issues as appropriate)

- Customer Program-related risks
- Project location risks (local politics, security, labor availability, quality)
- Plant warranties

1.7 EXECUTION STRATEGY AND APPROACH

Briefly describe the approach and strategy for execution, addressing key areas such as extent of use of AEUs or multiple execution offices/locations, JV partner roles, design subcontractors, pre-/post-Notice to Proceed (NTP) work scopes, construction approach (e.g., direct hire, construction management, camp), commitment to and use of the TIC program, and startup approach (e.g., by Bechtel or by others). Review key issues of the project execution strategy plan (PESP) developed during the proposal phase. Refer to and summarize the results of Section 2 in this section of the Executive Summary.

1.8 ENVIRONMENTAL, SAFETY, AND HEALTH

Briefly describe the project's approach to ensuring the safety and health of all persons working on or visiting the project. Include a description of the ES&H planning process, the risk assessments to be performed based on the proposed scope of work, and the development of the project-specific ES&H execution plan. Briefly describe how the project will comply with customer programs and environmental requirements.

1.9 SECURITY

Briefly describe the project's approach to ensuring the security of the jobsite and of all persons working on or visiting the project, and with proposed emergency and evacuation planning and notification requirements. Describe contingency plans for any predominant weather conditions (e.g., hurricanes) and approaches for ensuring the security of Bechtel property, intellectual property, and resources.

2. PROJECT GOALS, OBJECTIVES, AND EXECUTION STRATEGY

2.1 VISION STATEMENT

State the project's Vision Statement. This statement reflects the team's vision of the customer, partners (if applicable), and itself. The execution strategy should also be reflected in the statement. The Vision Statement needs to be a vision shared by the entire team and should have the buy-in of the project's key stakeholders. The Vision Statement is most often generated during teambuilding early in the project life, or by soliciting the voice of the customer during the Six Sigma strategic gap analysis.

2.2 GOALS AND OBJECTIVES

List the key strategic objectives and project goals that have been established in recognition of and in order to achieve the above vision. Goals should align with objectives in Section 1.5 and should be specific (i.e.; the actual goals).

The goals should include a clear definition of how the project will know they are achieved (e.g.; metrics and timeline). Goals should not be included that cannot be quantified (measured).

Typical goals and objectives are as follows:

- Execute a zero-accidents policy; achieve ES&H key performance indicators
- Perform in accordance with contractual quality and schedule commitments
- Prevent adverse risk consequences
- Achieve customer program goals and objectives
- Perform the project within budget
- Optimize net present value (NPV) or achieve lowest total installed capital cost as determined by customer goals and objectives
- Reduce quantities; limit growth in scope
- Meet or beat the schedule (earn early completion bonus)
- Meet or beat the plant performance requirements (earn plant performance bonus)
- Meet or beat established project key performance indicator (KPI) requirements
- Achieve project team satisfaction
- Comply with all environmental, occupational health, hygiene, and safety regulations
- Establish proactive community relations at the site

2.3 OVERARCHING PRINCIPLES

Describe the principles and approaches to be used to meet the goals and objectives, e.g.:

- Have all team members endorse project goals and objectives
- Identify potential risks and mitigation strategies; actively manage risks
- Identify problems and issues early; communicate them with management early
- Ask for help if needed
- Sponsor a proactive and effective TIC approach with a focus on optimization, quantity, and cost reduction
- Openly encourage team-based innovation
- Work the schedule; establish visible short term milestones (e.g., piping and instrumentation diagram [P&ID] freeze, site mobilization)
- Support, and use the services of AEUs
- Identify and actively manage the interfaces with the customer, partners, AEUs, and suppliers
- Provide opportunities for personnel development
- Establish proactive and positive community relations at the jobsite

2.4 EXECUTION STRATEGY AND APPROACH

Provide a brief but concise description of the approach and strategy for executing the contract scope of work, including a description of this scope of work and addressing key areas such as the extent of use of AEUs or multiple execution offices/locations, JV partner roles, design subcontractors, pre-/post-NTP work scopes, construction approach (e.g., direct hire, construction management, camp), commitment to and use of the TIC program, and startup approach (e.g., by Bechtel or by others). If a PM/CM contract, describe our scope of work and how we interface with the owner and other key project entities. Review key issues of the PESP if developed during the proposal phase.

The primary focus in this section shall be the use of cross-functional and functional execution plans to clearly define the execution strategy and approach for the project. The key distinction is that the cross-functional plans are topical in nature, where the project team can explain how they will work to achieve the key objectives of the project in an integrated fashion. These topical plans will be unique for each project, depending on the project's critical path and key execution risks, as well as the division of responsibilities of the project execution entities. For instance, a solid fuel power plant may have a topical cross-functional plan that describes in detail the plan for the boiler, starting from the integrated approach to engineering release, material delivery, and erection plan; whereas a civil project could describe the EPC approach to a tunnel.

A PM/CM contract must evaluate the overall roles and responsibilities of the key executing entities and develop a custom execution strategy for that project. All of the elements below are important, but should be adjusted to align with that project's individual characteristics.

2.4.1 Work breakdown structure (WBS) and organizational division of responsibility (DOR) – Define at the outset of the project the overall project WBS and define the organizational responsibilities for executing its elements in conjunction with this WBS. Fundamental to this are the decisions on what portion of the project is engineering (E); engineering and procurement (EP); engineering, procurement, and construction (EPC); or (sub)contract responsibility. In addition, an approach to achieving the lowest TIC or best NPV, as determined by customer requirements, needs to be established, and TIC teams should be considered for cross-functional execution and cost and schedule accountability versus a functional alignment. Consider a cross-functional WBS and organizational breakdown structure for cost and schedule accountability.

2.4.2 Cross-functional topical execution plans – Describe the cross-functional work process approach, including engineering; constructability reviews; detailing; material supplier orders; fabrication; shipping and logistics; onsite storage; onsite fabrication and modular erection; degree of modularization from the fabricator; erection and rigging; coating; and, in particular, overall erection sequencing. These cross-functional areas may

also be assigned on the basis of TIC teams, Six Sigma process improvement projects (PIPs), or KPI responsibility assignment. Examples of cross functional topical execution plans include:

- Structural Steel
- Rail Stations
- Major mechanical equipment package (Boiler, LNG tanks)
- Major electrical equipment package (Switchyard)
- Major subcontracts- design build (Fuel Handling)

2.4.3 Functional execution strategies and plans– These sections define for each department its delivery model specific to the project. Care should be taken to not be redundant to information and plans covered by the topical execution plans in section 2.4.2, nor to repeat information that may be included in Volume 2 of the PMP related to standard work process or organizational structures. Define for each function the summary level execution strategy for the project that forms the basis for detailed execution planning, estimating, and scheduling.

2.4.3.1 Engineering delivery model – Define affiliated execution office execution strategy and scope, (sub)contracted engineering, level of detail for deliverables in terms of support to (sub)contract execution and/or direct-hire execution, and overall automation integration strategy. Define the critical path sequence, including process design and major equipment vendor information, timelines, and sequencing.

2.4.3.2 Supply chain management/Materials management – Define the major equipment suppliers, (sub)contractors, and approach to bulks. Define the basis for competitive bids versus sole source and use of Bechtel or customer strategic suppliers.

2.4.3.3 Contracts Management – Define the major contracts that support the execution plan. Define the basis for competitive bids versus sole source supply and the use of Bechtel or Customer preferred Contractors.

2.4.3.4 Construction delivery model and sequence – Define the overall execution approach to direct hire versus (sub)contracted scope of work, overall build plan and sequencing, critical path areas and erection operations, winter/summer month constraints, labor strategy, and other high-level construction strategies.

2.4.3.5 Startup and commissioning delivery model and

sequence – Define the contract scope of work and turnover boundaries with the owner; the role of major equipment suppliers or process area (sub)contractors or affiliates/partners; use of owner operators; fundamental turnover, commissioning, and startup philosophy; and major startup operations sequence and strategies.

2.4.4 Major project milestones – Define milestones within the project to achieve the project's overall completion. Define the critical path in conjunction with the execution strategy to achieve these milestones, e.g., out of the ground, steel erected, major equipment placed, 80% of the bulks. Major project milestones are shown on the project's Milestone Summary Schedule which should be included as APPENDIX A.

2.5 KASE / GATED REVIEWS

As part of the project's execution, the KASE (key actions for successful execution) gated review process should be employed. The KASE process outlines a series of gates associated with project milestones that the project would conduct a readiness review with functional management before proceeding to the next phase of the project. Projects should use the KASE process as a reference, but develop a specific set of gates/reviews that support the scope of the job, the contract terms, and our customer and/or JV partners working relationship.

3. PROJECT BASELINE

The project baseline is a key element of the PMP. It translates on EPC projects of Bechtel's contractual commitments of scope, schedule, and budget into specific working documents that the project team uses routinely to successfully execute the work. On PM/CM contracts, it identifies the owner's baseline in the above areas and how Bechtel will participate in achieving the baseline objectives. It establishes the parameters within which the project team is expected to perform and against which its progress is measured. Consideration needs to be given to breaking down the project baseline consistently with the TIC approach as applicable to the project. The baseline also provides the basis for ongoing reconciliation of contract deliverables through scope change management. The project baseline reflects:

- What we have to do…i.e., the scope
- When we have to do it…i.e., the schedule
- What will it cost us…i.e., the budget

The baseline is made up of the following:

- Scope of Work and Services
- Project Schedule
- Project Budget
- Contract Terms and Conditions

The above are controlled documents and their respective details should not be repeated herein. The project should provide summary level information such that the execution plan and risk mitigation strategies can be understood.

3.1 SCOPE OF WORK AND SERVICES

Scope definition is important because it provides:

- Focus for program objectives
- Common understanding of specific expectations and requirements
- Accounting for all the work
- Basis for schedule development
- Basis for budget development
- Framework for managing change

The execution plan should summarize the work to be preformed, including:

- Physical work
- Products and services
- Technical requirements
- Quality standards
- Geographical location (site info)
- Safety requirements, and
- Time frame

3.1.1 Project Site Information

Provide a description of the project site and surrounding area, including site size, elevation, and boundaries, host industries, local facilities and infrastructure, closest large cities with airport access, means of access for light/heavy deliveries, maps, etc. Also provide a geological description of the site, addressing any required excavation or backfill, soil conditions and anticipated foundation constraints, unusual underground or aboveground features, wetlands, special environmental constraints, and archaeological constraints, and their impact on project execution.

3.1.2 Project Technical Scope Description

Provide a description of the project scope, including major equipment and characteristics (including vendor[s], energy source[s], emissions and pollution control), plant cooling approach, water source and quality, switchyard and transmission scope (if applicable), significant host

interfaces, and any other salient project-specific scope. Identify applicable codes/standards/ regulations/permitting. Identify key ES&H issues, constraints, etc.

3.1.3 Project Services Scope Description

Provide a general description of the scope of services to be performed or excluded (e.g., engineering, procurement, construction, startup, project management) and Bechtel's role versus the other key execution entities.

Identify any key areas that are in Bechtel's scope or that Bechtel will support that are typically excluded from an EPC role (e.g., operations, customer's licensing, permitting activities).

3.1.4 Project Guarantees and Warranties

Performance:

- Summarize key plant operating characteristics to be guaranteed (e.g., output, Noise, emissions)
- Identify any associated liquidated damages (LDs)
- Identify which aspects are covered by wraps from the equipment suppliers
- Reference the section(s) below that contain the associated details on risk mitigation plans

Schedule:

- Summarize our guaranteed schedule commitments if any, and associated LDs
- Reference the section(s) below that contain the details on risk mitigation plans

Warranties:

- Summarize the contractual requirements for warranties
- Identify which aspects are covered by the equipment suppliers
- Reference the section(s) below that contain the details on warranty management
- Correlate these items to contractual completion milestones such as mechanical completion, substantial completion, final completion, and acceptance

3.2 SCHEDULE BASELINE

The schedule baseline is the basis for measuring and reporting schedule performance

and reflects the duration and sequence of project activities and the commitment dates by which major project activities must be accomplished. The schedule baseline is summarized in the Project Master Schedule or Milestone Summary Schedule, and establishes both the framework for detailed schedule development and the priorities for work completion. Included in the baseline are various scheduling tools based on the specific project such as:

- Schedule milestones
- Work execution plans
- Quantity release and installation curves
- Staffing curves

Schedule information to support a baseline must be developed by Bechtel, provided by subcontractors, and/or relayed by the owner.

3.3 BUDGET BASELINE

The budget baseline is typically derived from the approved estimate for the project. On PM/CM projects, budgets may come from a number of sources coordinated by the owner. Typically, the baseline includes:

- Budget definition for material and labor components
- Basis for cost control of materials and labor components, including ownership and accountability for all items
- Definitions for corresponding account codes
- Basis for change control
- Cash flow requirements

3.4 PRIME CONTRACT KEY TERMS AND CONDITIONS

Major prime contract considerations were highlighted in Section 1.3 and provide an executive overview of the contract. This section is intended to provide additional information on the key contract terms and conditions.

Describe, in detail, the prime contract structure and associated contracting entities, including consortium or partnership, split contracts, and wrap agreements if applicable. Provide details of key contract provisions, including schedule, performance, and acceptance guarantees, liquidated damages or bonuses associated with such guarantees, contract liability caps and subcaps, warranty and post-completion responsibilities, bid list restrictions, and any other unique or unusual contract obligations or performance incentives.

If in a consortium, joint venture (JV), or partnership, provide details of the partnering agreement, including leadership responsibilities, authorities, allocation of liability, and major commitments or arrangements made among the partners. If in a PM/CM role, provide Bechtel's contractual commitments and our ability to influence the outcome.

3.5 MAJOR EQUIPMENT SUPPLIERS

Provide DOR information for the major equipment vendor(s), if different from, or in the absence of a consortium/JV. Clearly define all interfaces/responsibilities.

3.6 OWNER FURNISHED SCOPE AND SERVICES

Describe the customer's/owner's group members and their respective roles and responsibilities in project execution, during both construction and operation. Describe the customer's/owner's authorities and the extent of reviews and approvals inherent in the contract.

Identify and describe the customer's/owner's engineer and its role, if applicable. Describe the plan for ensuring compliance with contract requirements, including the plan to screen the customer's/owner's or bank's/financing agency's engineer requests to ensure that they do not exceed contractual commitments.

Identify any associated jurisdictional authorities or approval agencies with which Bechtel must interface in regard to design approvals, permitting, or contract awards.

Highlight what we see as the customer's goal and expectations and document our strategy to align our goals with the customer's to achieve a win-win situation, including our approach to customer relations.

Refer to Sections 4.2.2 and 4.2.3 for descriptions of customer interface management.

3.7 PROJECT FINANCING PLAN AND REQUIREMENTS

Explain the ownership group's customer source of project financing, funding cycle, and any resulting requirements, such as local content or equipment sourcing obligations or restraints. Reference the project plans to satisfy these requirements.

3.8 DEVELOPMENT PHASE TO NOTICE TO PROCEED

Describe the authorized schedule and scope of work (if applicable) that was completed before NTP.

If the development team is different from the execution team, describe the transfer and hand-off process from development to execution, identifying key team members (including AEUs) who may be transitioning into execution.

4. PROJECT EXECUTION PLAN

4.1 ORGANIZATION

Describe in this section the overall project execution organization, identifying Bechtel's

role (e.g., turnkey contractor, consortium/JV leader/member, project or construction manager, or [sub]contractor). Also, identify the Bechtel business organization(s) under whose auspices the project is to be executed.

Reference here and provide in Appendix B all appropriate organization charts discussed in this and other sections of the PMP. For ease of understanding and review, it is preferred that the entire organization for each company be portrayed on a single sheet. For complex project teams such as those on consortium projects, overlays of the company organization charts should be included (on a separate sheet) highlighting roles and responsibilities and showing the interfaces.

4.1.1 Bechtel Project Organization

Describe the Bechtel Project Management team and the reporting relationships within the team, identifying the key positions. Address key positions in the execution office, the project site, AEUs, and any other locations where significant work activities are being performed. Prepare a multi-location execution interface plan containing this information.

If in a consortium/JV or other integrated team arrangement, denote which positions are to be staffed by each organization involved. Also, describe any key interrelationships among senior (off-project) management of all partners/members.

If in a PM/CM role, describe organizational interfaces between the owner, Bechtel, and the contractors.

If the project is going to employ a TIC approach, a TIC team organization may be established in addition to the classic functional organization. Teams may be established based on contracting structure, unique project characteristics, and risk profile to best control individual project execution.

4.1.2 Customer's Organization

Describe the customer's team and the reporting relationships within the team, identifying the key positions and describing their associated roles, responsibilities, and authorities.

4.2 PROJECT INTERFACES/CUSTOMER RELATIONSHIPS

4.2.1 General

Describe the approach to interfacing with the customer and other key project team members (including outside entities, key suppliers, and [sub] contractors). Refer to Section 4.3.1 for a description of Consortium/JV interface management. Identify who can make commitments on behalf of the project members, and identify any levels or limitations of these authorities. Cross-reference appropriate formal communications procedures described in Section 5.5. Illustrate interfaces both graphically and in a matrix.

Describe the plan for holding formal customer/project team alignment meetings as

well as the issues resolution process that is agreed upon with the customer.

In addition, describe the plan for the routine coordination meetings that should be in accordance with the project zipper plan (see Section 4.2.2). The interfaces with the customer should result in open, frequent communication that provides the project manager and team with constructive feedback on performance and expectations.

Describe how the Project Manager will facilitate communications, relationships, and teambuilding, and the interface with the major equipment supplier(s) and (sub)contractors.

Describe how the services of the project procurement manager and the project contracts manager will be used to maintain the proper emphasis and focus on critical long-lead-time procurements and construction (sub)contracts on the project's critical path.

4.2.2 Project/Customer Interface: Zipper Plan

Include a project zipper plan as part of Appendix B to the PMP, as appropriate, which shows the alignment/interface between key customers and their Bechtel project counterparts. Some project managers keep a status of these interfaces in the plan. The zipper plan may also include planned communication methods and meeting frequency, including frequency of key executive meetings. The zipper plan may be shared with the customer, depending on the needs of the project, and can be depicted graphically and/or in a matrix.

4.2.3 Teambuilding

As described in the Project Planning and Setup Guidelines (PPSG), teambuilding is a critical element of successful projects. The Project Manager owns the teambuilding approach for the project. Describe the project's approach to teambuilding, including frequency and participation by the customers, consortia/JV, major equipment suppliers and (sub)contractors, and key jobsite personnel.

4.2.4 Orientation/Indoctrination

Describe the methodology proposed to orient new team members to the project.

4.2.5 Meetings

Describe the face-to-face meetings and teleconferences proposed to facilitate communication and coordination (e.g., kickoff meetings, safety coordination meetings, plan-of-the-day meetings, short-term work plan meetings, progress review meetings, major supplier weekly status teleconferences, major [sub]contractor progress and coordination meetings, jobsite teleconferences, trend meetings, and TIC meetings).

Identify the reports and information for use as references for each meeting to ensure that reports and meetings are in alignment. Making sure that meetings and information properly align is critical; otherwise, reports may end up not being

used, and the right information may not be available at meetings to drive the decision-making process.

The meetings and report requirements should be summarized in the Meeting Plan and Reports Matrix, and should be included as Appendix K.

4.3 WORK PLAN

4.3.1 Roles and Responsibilities and Interface Management

Provide in this section a summary description of the approach to managing the interfaces among the various entities. Also, describe permitting activities and allocation of responsibility between the project and the customer's organization and with any outside approval agencies (e.g., state approval boards). Other considerations applicable for consortium/JV partners include the welding/nondestructive examination program, safety program, and document control processes and software. See Appendix C for a DOR document.

4.3.2 (Sub) contract Matrix

Include as Appendix G a detailed (sub) contract matrix identifying the major work scopes to be (sub)contracted and to whom. For projects located outside the US, indicate the country of origin on the matrix. Provide in this section a summary description of the philosophy and content of this matrix.

4.4 FUNCTIONAL DEPARTMENT OVERSIGHT

It is the intent of this section to ensure that the plan for functional and project reviews is established up front, and coordinated with the functional departments, operations, and senior management, and this plan then documented in the PMP. The project should take the lead in establishing the timing and scope of the planned reviews, such that both corporate requirements, and project needs are jointly satisfied.

4.5 PROJECT MILESTONE SCHEDULE

The schedule is based on the contract and is jointly owned by the project team where all members are accountable for the planning, preparation, and integration of the schedule. Each project’s milestone schedule is different based on the contract scope and participating entities.

4.6 PRIME CONTRACT MANAGEMENT

A key element of any successful project is skillful management of prime contract interfaces. A prime contract compliance plan is a mandatory element of the PMP. Included in the prime contract compliance plan (Appendix E) are the following:

- Contract baseline review and team appraisal

- Contract compliance matrix
- Contract management responsibilities matrix
- Contract management schedule
- Contract management liability containment plan
- Pending items and change order procedure
- Team commercial awareness training plan
- Corporate entities responsible for execution, including legal registration and administrative requirements

4.7 PROJECT QUALITY PLAN

Section 18 of the Project Management Manual describes the steps in establishing the Project Quality Plan (PQP) and provides an outline of a PQP document suitable for the PEP. The following describes some of the essential elements of this plan.

4.7.1 Documentation

The project's quality system requirements, in conformance with the Bechtel quality system, are documented in the PQP. The PQP reflects the specific contract requirements and provides assurance that the products and services provided are of a quality level commensurate with customer expectations. The PQP addresses and envelopes the entire work scope of the project, including the AEU. Avoid separate quality plans among various work locations because they can result in fragmented or divergent objectives and methods.

A standard PQP template for a typical Bechtel project is currently in development. The standard PQP is to be modified by the project to reflect specific or unique requirements imposed by the contract and/or a different project setup made necessary by consortium/JV and/or unique contract requirements. The PQP is approved by the project manager and the regional quality services department manager and is included in the PMP as Appendix E.

4.7.2 Implementation

Describe the PQP's implementation process, including integration of requirements among separate work locations and training of off-project groups. The policy level requirements are translated into procedures and work instructions by each functional department and are supplemented, as necessary, by project procedures to deliver a quality product. Personal attitudes toward quality cannot be allowed to influence the quality of the delivered product. Following are some of the key implementation elements inherent in the PQP that provide a sustained quality level product or service:

- Maintain a visible contract compliance matrix
- Use efficient and state-of-the-art-work procedures to maximize productivity

- Use cost-effective procurement (supply chain) processes to ensure conformity of the product to specifications
- Use proven construction methods efficiently and effectively to minimize rework
- Establish and implement a measurement system with an objective to minimize rework and improve quality and productivity

4.7.3 Assessment

To the extent they may be different than the Quality Management department standards procedures, describe the project's quality assessment plans.

4.8 ENVIRONMENTAL, SAFETY AND HEALTH

The project specific ES&H program should be included as Appendix H. To the extent that project specific conditions warrant special ES&H considerations, these should be documented in this section. Any deviations to the ES&H core processes or standard roles and responsibilities should also be described in this section.

4.9 PROJECT SECURITY PLAN

Describe the preparation and implementation of a project security plan (see Appendix J) to ensure the safety of all workers and visitors. Describe the key elements of the plan and any overlap with the customer’s security program.

Indicate that an emergency action plan, including emergency preparedness and emergency evacuation planning, is to be part of the implementation of the emergency preparedness plan. Do not duplicate this process as part of developing the security program; however, include a cross reference to this plan.

4.10 PROJECT SIX SIGMA PROGRAM

Describe how projects plan to use Six Sigma teams and methodologies for continuous improvements, structured problem solving, and knowledge management. This section can also be used to describe how the project will utilize the strategic gap analysis process to drive project performance and/or achieve stretch goals.

4.11 PERFORMANCE REPORTING

In preparing the project’s performance metrics, observe the following practices:

- Assure all work scope is included in performance calculations
- Performance metrics align with the overall project’s organizational and accountability structure
- Performance is tracked for both direct hire as well as subcontractor performance in accordance with the overall project roles and responsibilities

- Process scope changes and adjust discipline budgets accordingly
- Process trends and adjust discipline forecasts accordingly*

Establish a project website to publish electronic copies of the project performance reports in lieu of mailing hard copies. This system can be accompanied by e-mail notifications to designated recipients that the associated files are available. Disseminate the reports in their native electronic format; avoid scanned documents or pdf files generated by scanning.

4.12 TREND PROGRAM

The trend program is owned by the project leadership structure depending on the contract structure. In general, the project manager owns the trend program and it is implemented and administered by a project controls trend engineer. All members of the project team are key players in the program. All team members are responsible for identifying potential impacts to the project. To the extent the project intends to deviate from any of the trend program standard procedures, these deviations should be documented in this section.

4.13 CUSTOMER ISSUES

Describe any unique customer issues, not reflected in Section 4.2, which may affect the execution of the work.

4.14 BEST PRACTICES/LESSONS LEARNED

Describe the process to be used at the beginning of the project to solicit and incorporate best practices/lessons learned from the functional departments, including use of the Bechtel Lessons Learned program . Also, describe the process that the project is to use to identify and disseminate best practices/lessons learned to the functional departments, including use of the Bechtel Lessons Learned program.

4.15 ENVIRONMENTAL COMPLIANCE PLAN

In many respects, protecting the environment can be a matter of personal attitude. Personal attitudes must not be allowed to influence environmental compliance planning. All parties to project execution—Bechtel, the customer, contractors, (sub)contractors, and suppliers—should be made aware that failure to meet environmental compliance requirements can result in personal exposure to civil and criminal penalties including

Project specific considerations should be listed in this section and the Environmental Compliance Plan (ECP) included as Appendix J. The ECP should include project specific environmental plans for each department, as appropriate:

- Engineering Environmental Compliance Plan

- Procurement Environmental Compliance Plan
- Construction Environmental Control Plan
- Startup Environmental Compliance Plan

4.16 PERSONNEL MANAGEMENT

The project must have a plan for developing and managing resources (people) on project. This plan should define the requirements for the proper orientation of newly assigned personnel to the project, as well as the requirements for project-specific, technical, and on-the-job training. Define the requirements for training records for the functions to implement in accordance with the contract and Bechtel's internal processes for training and development.

The project manager is responsible for establishing the human resources policies and procedures applicable to the assigned personnel, including the assignment conditions applicable to site and other off-project locations.

The project manager, in conjunction with project administration and human resources representatives, is responsible for developing other administrative and personnel policies, including travel policies and procedures. To the extent that the project deviates from Bechtel's policies or approved administrative practices, these should be documented in this section.

5. RISK MANAGEMENT PLAN

5.1 PRIME CONTRACT RISKS AND MITIGATION PLANS

Provide detailed write-ups for all contract-related issues identified during the risk management process. Examples of risks to consider include those associated with the following:

- LSTK pricing
- Job hours (perform as sold)
- Currency exchange
- Tax and import duties
- Import duties
- Prime contract scope/variations
- Schedule liquidated damages
- Performance liquidated damages
- Force majeure
- Property damage
- Indemnities
- Scope control management
- Insurance/difference in conditions (DIC) (including marine cargo, etc.)
- Subsurface
- Technology

5.2 PROJECT LOCATION RISKS AND MITIGATION PLAN

Provide detailed write-ups for all project location-related issues identified during the risk management process. Examples of risks to be considered include those associated with the following:

- Subsurface
- Local supplier/contractor performance
- Payment
- Political/governmental intervention
- Local pricing/escalation
- Currency exchange
- Complexity of traffic and logistics
- Permits

5.3 ENGINEERING EXECUTION AND TECHNICAL RISKS AND MITIGATION PLAN

Provide detailed write-ups for all engineering-related issues identified during the risk management process. Examples of risks to be considered include those associated with the following:

- Schedule
- Plant performance guarantees
- Environmental guarantees
- Technology (new technology, fuel-related, ramp rates, etc.)
- Design (first of a kind, seismic, wind, unfamiliar codes or conditions, marine, areas of perceived weakness, etc.)
- Quantity
- Customer/local agency review
- Execution performance, including AEU

5.4 SUPPLY CHAIN RISKS AND MITIGATION PLANS

Provide detailed write-ups for all procurement-related issues identified during the risk management process. Examples of risks to be considered include those associated with the following:

- Vendor design receipt and equipment deliveries
- Traffic and logistics
- Customs clearance
- Foreign content requirement
- Prime contract flowdown
- Pricing for major equipment and commodities

5.5 SUBCONTRACTOR AND PARTNER EXECUTION RISKS AND MITIGATION PLANS

Provide detailed write-ups for all contracting-related issues identified during the risk management process. Examples of risks to be considered include those associated with the following:

- Prime contract flowdown
- Pricing risks of major (sub)contracting relationship versus self-perform

5.6 CONSTRUCTION EXECUTION RISKS AND MITIGATION PLANS

Provide detailed write-ups for all construction-related issues identified during the risk management process. Examples of risks to be considered include those associated with the following:

- Limited experience with local practices, or with local contractors
- Licenses and permits
- ES&H
- Hazardous operations
- Craft or (sub)contractor productivity
- Construction quality
- Staffing (crafts, local nationals)
- Weather
- Language/communications barrier

5.7 STARTUP EXECUTION AND WARRANTY RISKS AND MITIGATION PLANS

Provide detailed write-ups for all startup/warranty-related issues identified during the risk management process. Examples of risks to be considered include those associated with the following:

- Customer/operator experience
- Post-completion warranty obligation
- Prime contract versus purchase order warranty obligation
- Lead time/availability of critical parts or consumables
- Water quality/availability

5.8 CUSTOMER INTERFACE AND RELATIONSHIP RISKS AND MITIGATION PLANS

Provide detailed write-ups for all customer-related issues identified during the risk management process. Examples of risks to be considered include those associated with the following:

- Lack of experience
- Working with a new customer
- Customer relationship and involvement following contract negotiations
- Efficiency of organization
- Financing
- Payment

5.9 ES&H AND SECURITY RISKS AND MITIGATION PLANS

Provide detailed write-ups for all ES&H and Security related issues identified during the risk management process. Examples of risks to be considered include those associated with the following:

- Unique country risks
- Unique country, or site specific, safety practices or skill deficiencies

PROJECT SPECIFIC APPENDICES

The intent of the appendices is to aggregate project-specific documents that are too voluminous to be included in the body of the PMP. Appendices shall be cross-referenced to their appropriate main text section(s) for ease of review.

Do not include department or office generic documents, procedures, guides, etc., in the Volume 1 PMP appendices.

All PMPs are expected to include the following appendices. Any additional appendices shall follow these required appendices and shall be identified according to the order in which they are referenced in the body of the PEP.

APPENDIX A – PROJECT SCHEDULES

Attach project milestone summary schedule(s) as described in Section 2.4.4.

APPENDIX B – PROJECTORGANIZATION CHARTS

Attach project specific organization charts as described in Section 4.1.

APPENDIX C – PROJECT CONSORTIUM / JOINT VENTURE DOR

If applicable and as described in Section 3.4, attach a detailed DOR matrix depicting the scope allocation among all partners (this is usually an attachment to the consortium/JV agreement as well).

APPENDIX D – PRIME CONTRACT COMPLIANCE MATRIX

Attach the project specific prime contract compliance matrix as described in Section 4.7:

Contract Baseline Review and Team Appraisal
Contract Compliance Matrix
Contract Management Responsibilities Matrix
Contract Management Schedule
Contract Management Liability Containment Plan
Pending Items and Change Order Procedure
Team Commercial Awareness Training Plan

APPENDIX E – PROJECT QUALITY PLAN

Attach a project-specific quality plan as described in Section 4.8. Do not use a generic plan.

APPENDIX F – PROJECT MATERIAL ASSIGNMENT SCHEDULE

Attach the detailed project specific Material Assignment Schedule as described in Section 2.4.3.2

APPENDIX G – PROJECT (SUB)CONTRACT MATRIX

Attach the detailed project (sub)contract matrix as described in Section 2.4.3.3

APPENDIX H – PROJECT ENVIRONMENTAL, SAFETY AND HEALTH PLAN

Attach the project-specific ES&H plan as described in Section 4.8. Do not use a generic plan.

APPENDIX I – PROJECT SECURITY PLAN

Attach the project's detailed security plan as described in Section 4.9. This shall include the emergency Evacuation Plan, as well as, an employee contact listing

APPENDIX J – ENVIRONMENTAL COMPLIANCE PLAN

Attach the project's ECP as referenced in Section 4.16

APPENDIX K – MEETING PLAN AND REPORTS MATRIX

Attach the project's meeting plan and reports matrix as described in section 4.2.5

Appendix D
Pantex/Y-12
Uranium Processing Facility
Transition Plan

Attachment 2
UPF Project Management Planning Checklist

March 3, 2014

Consolidated Nuclear Security
Enterprise Management

UPF PROJECT MANAGEMETN PLANNING CHECKLIST
20 December, 2012

PROJECT MANAGER'S CHECKLIST
Post-Award or NTP Phase (First 2-4 weeks post-award)

	Yes	No	N/A	Comments
Handoff – Proposal Team to Project Team				
Has the following information been requested from the Proposal Team?				
Request for Proposal				
Final Proposal				
Execution Strategy Plan				
Prime Contract Negotiating Notes				
Scope of Services Document				
Project Scope Definition Document				
Statement of Work by Customer				
Contract Work Breakdown Structure				
WBS Dictionary				
Proposal Cost Estimate				
Proposal Schedule				
Proposed Project Team				
Proposed Project Organization				
Assumptions, Exclusions, Criteria				
Applicable Codes and Standards				
Permitting/Licensing Requirements				
Proposal Meeting Notes, Q&A, etc.				
Records of Meetings, Telecons, etc.				
Environmental/Permitting Issues				
Division of Responsibilities				
Other Supporting Information				
Is the following information available from the Customer?				
Project Technical Scope Document				
Statement of Work				
Bechtel's Scope of Services				
Site Information (geology, hydrology . .)				
Codes and Standards				
Environmental Requirements				
Permitting/Licensing Responsibility				
Schedule Milestones				
Cash Flow Restraints				
Design Criteria				

	Yes	No	N/A	Comments
Customer Hold Points/Approvals				
Final Prime Contract				
Negotiating Notes/Compromises, etc.				
Insurance Requirements, who provides?				
Site Condition Information				
Borings, Climate, Geology, Hydology				
Seismology, Terrain, etc.				
Local Labor Supply				
Site Accessibility (Heavy Shipments)				
Identification of other Supporting				
Organizations not under Bechtel control e.g., Contractors, Joint Ventures, etc.				
Division of Responsibilities				
Reporting Relationships/Authorities				
Site Community/Relations Information				
Has a Proposal/Project Team Handoff Meeting been scheduled?				
Did the Proposal Team prepare a turnover package for the Project Team?				
Were all commitments made to the Customer during the negotiations communicated to the Project Team?				
Has the Project Team developed a list of questions prior to the meeting?				
Have all of the answers and other supporting information been documented and discussed with the Proposal Team for agreement?				
Did the Proposal Team prepare a Project Organization Chart? Identify key Team Members?				
Did the key team members participate in the Handoff Meeting?				
Has the Project Team studied all the information available?				

	Yes	No	N/A	Comments
Project Management Planning and Organizing				
Have the key team members been identified?				
Has a project team organization chart been developed?				
Has the principal location for the Team been identified?				
Has a Project Team Kickoff Meeting been scheduled?				
Held?				
Was all Handoff Meeting information been reviewed?				
Has a Team Building session been held to introduce key team members and discuss experience, interfaces?				
Has a Planning Team been identified?				
Is each Function Represented?				
Is each Service Represented?				
Has a Project Execution Planning organization chart been issued?				
Are responsible people identified? With names, location, telephone?				
Are SPOC for each Service identified if not part of the Planning Team?				
Has a Planning Schedule been developed?				
Has a Planning meeting(s) been held?				
Have responsibilities been assigned?				
Has the Planning Team reviewed the Project Execution Plan Guidelines?				

	Yes	No	N/A	Comments
Has the Planning Team reviewed all of the material from the Handoff meeting?				
Statement of Work?				
Scope of Services?				
Technical Scope Proposal Schedule?				
Proposal Budget Risk Assessment?				
Environmental issues?				
Execution Strategy?				
Special issues?				
Other?				
Have Customer expectations, project objectives, mission be explored? Documented?				
Has the Proposal Risk Assessment been reviewed?				
Has a Project Risk Assessment been prepared?				
Is it based on Policy 222 Approval Letter prepared prior to bidding?				
Has the Prime Contract been reviewed?				
Has the Prime Contract Management Manual been reviewed?				
Has responsibility been assigned for completing the Exhibits?				
Has project ownership/sponsors been identified?				
Has a DOR between Bechtel and Owner/Sponsor been prepared?				
Have all participants for the project been identified? (Sub)Contractors, etc.				
Has a DOR been prepared?				
Have approval authorities been identified?				
Does it effective Bechtel's normal project execution processes?				

	Yes	No	N/A	Comments
Contracting processes?				
Administrative processes?				
Have plans, procedures, etc. been identified to accommodate special circumstances/requirements?				
Have key risks been identified?				
Has project financing been reviewed? Cash Flow? Other?				
Has a project Vision Statement been written? Communicated?				
Have project Goals and Objectives been established? Communicated?				
Has the Proposal execution strategy been reviewed?				
Has the Project Team developed their own execution strategy?				
Approach?				
Methods?				
Schedule logic?				
Have Best Practices/Lessons Learned been reviewed? Identified for applicability?				
Has project approval authority been identified and approved?				
Has the Project Team reviewed the TIC Guidelines?				
Are they committed to the principles of TIC?				
Project Baseline Development Phase				
Have the Project Control tools to be used on the project been identified?				
Have training requirements been identified?				

	Yes	No	N/A	Comments
Planned?				
Has an execution logic network been developed?				
Has the project estimate been made?				
Has the project schedule been made?				
Has a Work Breakdown Structure been developed?				
Has the WBS Dictionary been developed?				
Has standard Code of Accounts been Established?				
Has a staffing plan been developed?				
Office/Field profiles, mix, grades?				
Has the schedule been resource loaded?				
Has the preliminary logic network been loaded into the scheduling software?				
Has the WBS been broken down into Control Accounts, Work Packages?				
Has a Responsibility Assignment Matrix (RAM) been developed for the WBS?				
Has a Responsibility Interface Matrix been developed internal to Bechtel?				
Lead role, supporting role, approvals				
Have assumptions, exclusions, inclusions been documented?				
Has the preliminary Project Baseline been reviewed against the "as sold" Contract and commitments?				
Project Schedule; Budget; Scope of Services; Technical Scope; Responsibilities/DOR				

	Yes	No	N/A	Comments
Have the Functional/Service Organizations reviewed the Baseline?				
Have all Functional inputs, if applicable, been incorporated?				
Has a Management Review of the Baseline been conducted?				
Has the Project Baseline been approved?				
Is there a plan and schedule for developing a detailed budget?				
Hierarchy of Schedules?				
Quantity takeoffs?				
Material Assignment Schedule?				
(Sub)Contracting Schedule?				
Is there a plan and schedule for developing the detailed Engineering Plan?				
Procurement Plan?				
(Sub)contracting Plan?				
Construction Plan?				
Constructability Plan?				
Environmental Control Plan?				
Startup Plan?				
Project Controls Plan?				
Automation Plan?				
Prime Contract Management Plan?				
Change Management Plan?				
Environmental Compliance Plan?				
Quality Plan?				
Safety and Health Plan?				
Security Plan?				
Emergency Plans?				
The Licensing/Permitting Plan?				
Communication Plan?				
Public/Community Relations Plan?				
The Project Closeout Plan?				
Other Plans?				
Has a Trend Program been established?				
Has there been a Project Team review of the				

	Yes	No	N/A	Comments
Final Baseline?				
Signoff? Commitment?				
Has the Project Management Plan been approved? By whom?				
Has the PEP been reviewed with the Customer (if applicable)? **Issue the Project Management Plan**				
Is there a Plan and Schedule to keep the Plan Up-to-Date?				
Follow-on Reviews – Functional Oversight **Has there been a Readiness Review?**				
Were key Functional Managers (senior reps.) involved?				
Is the project "ready to go?"				
Is there a plan for continuous review and update of the baseline?				
Project Review Schedule?				
Customer Review Schedule?				
Is there a Plan for periodic Functional Oversight Reviews?				
Is there a procedure/instruction covering Functional Oversight Reviews?				

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