



Los Alamos Legacy Cleanup Contract (LLCC)

Briefing for Los Alamos County Council

October 16, 2018

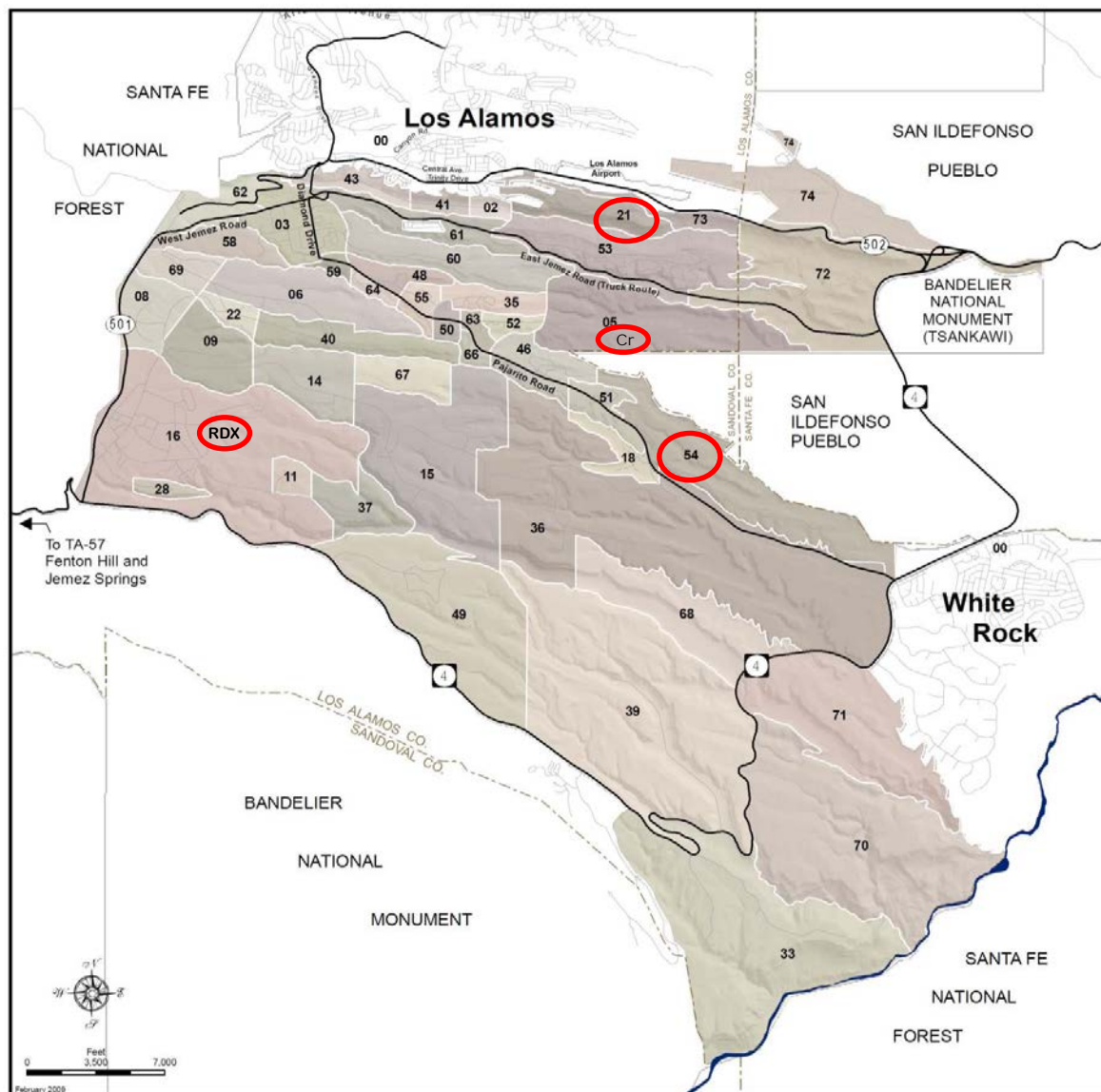
Frazer R. Lockhart

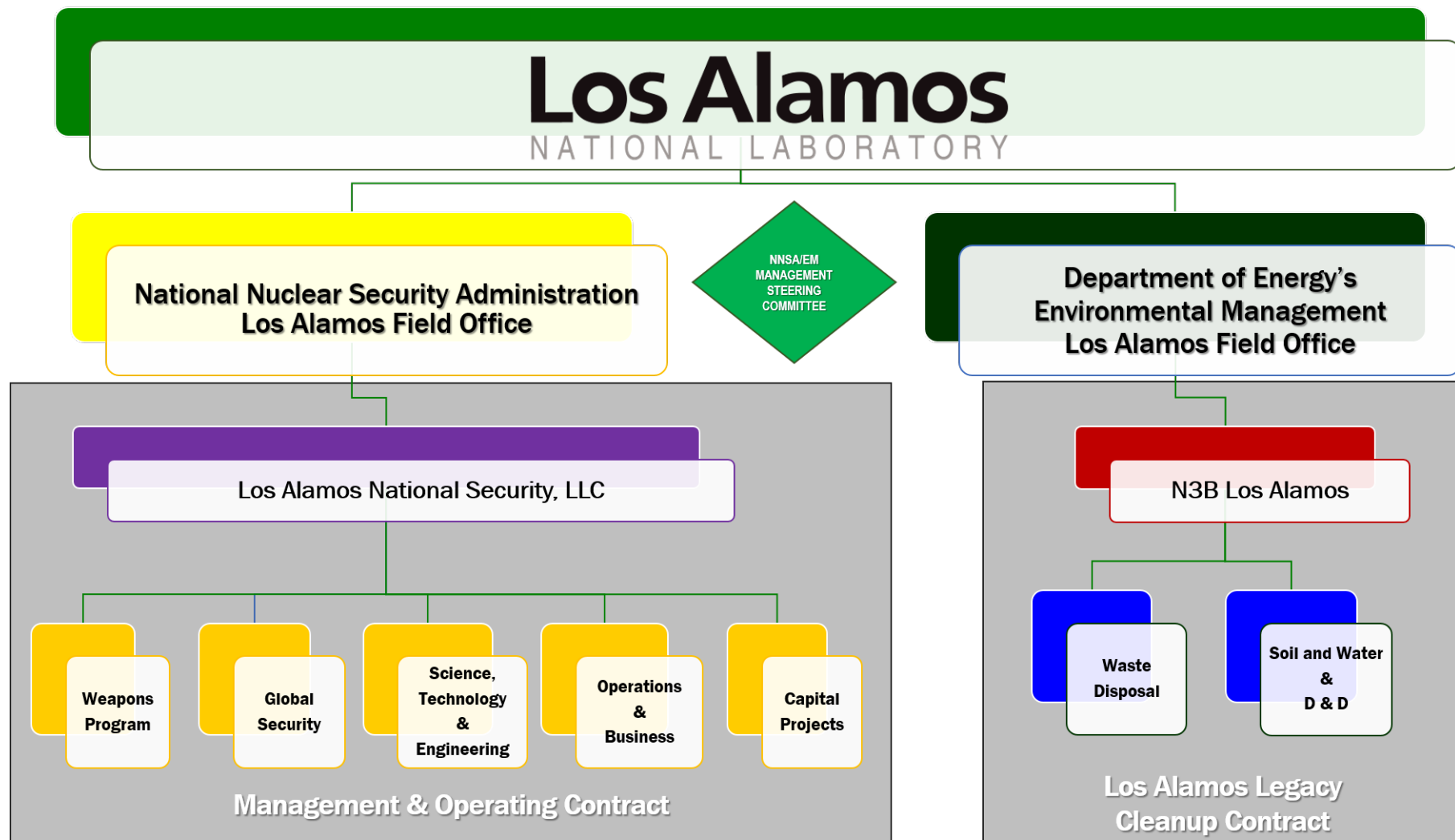
Regulatory & Stakeholder Interface Program Manager

Newport News Nuclear BWXT-Los Alamos, LLC

- Introduction
- History of Cleanup Contract
- N3B Mission and Organization
- N3B Standup and Transition
- Safe in 90 and Current Status
- Look Ahead
- Questions

- N3B focus is the legacy cleanup and waste
- Monitoring, characterization and remediation across the 37 square mile site
- Key areas circled in red







Stoller Newport News Nuclear
A Subsidiary of Huntington Ingalls Industries



BWX Technologies, Inc.



N3B is a single purpose Limited Liability Company (LLC) formed for this mission.

N3B Mission

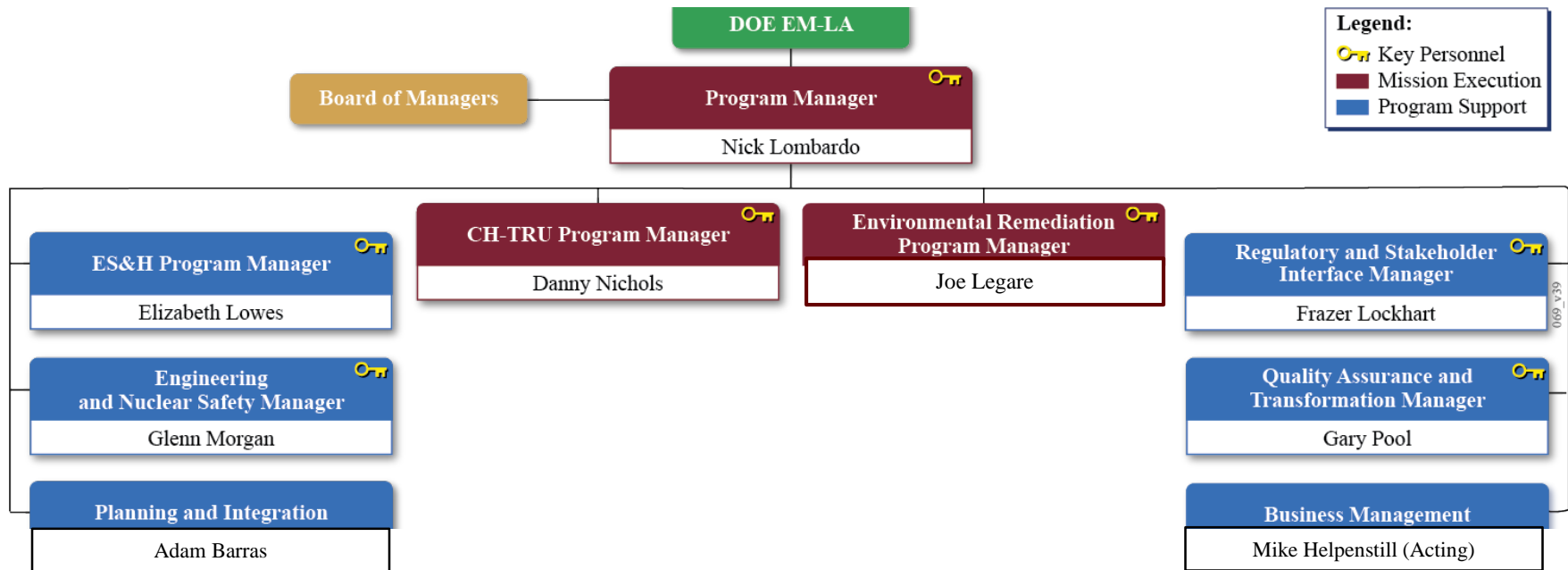
To manage and execute the Los Alamos Legacy Cleanup Contract (LLCC) safely, securely, compliantly and efficiently to the satisfaction of our customers and stakeholders while adhering to disciplined operations principles.

Core Values

- Safety
- Integrity
- Quality
- Performance
- Stewardship
- Communication & Collaboration

Major Scope Areas

- Excavate, treat, package and ship waste
- Excavate soil and buried components, package and dispose
- Close landfills
- Comply with groundwater and surface water permits
- Treat groundwater
- Decontaminate and demolish facilities
- Communicate with Regulators, Stakeholders and local elected officials
- Establish and manage an EM corporate enterprise for the EM mission





- Standup Elements
 - Establish complete and independent EM enterprise
 - Main focus during Transition, and extending into first 90 days of Base Period
 - Safe-in-90 Plan
- Key Standup Activities
 - Hiring and Benefits
 - Business Systems
 - IT and Cyber Security
 - Finance, Accounting and Payroll
 - Procurement and Supply Chain
 - Real and Personal Property
 - Material Differences / Property Inventory
 - Fleet Management (GSA vehicles)
 - Security, Badging and Clearances
 - Interface Agreements with M&O Contractor
 - Procedures Review and Development ('Blue-Sheeting')
 - Establish partnership with EM-LA client



- Known Challenges at the Start
 - Uncertain schedule and budget
 - Interface with LANL Incumbent Contractor
 - First EM-awarded contract for relatively new EM-LA Office
 - No precedent for Transition under these circumstances
 - Laboratory mission priority
- IT infrastructure harder than expected
 - Fiber optic cable installation delays
 - IT hardware acquisition and installation
 - Predecessor for finance and accounting systems standup
 - Multiple office locations added complexity
- Hiring and Benefits harder than expected
 - LANS Bridge Contract ~ 350 FTE; N3B Contract (peak) ~ 525 FTE
 - Estimated from incumbent ~ 175 FTE; Actual ~ 65 FTE
 - Benefits coordination from 'Defined Benefit' to 'Defined Contribution'



- Transition Completion Metrics
 - On schedule completion in 95 days
 - Base Period start on April 30th
 - Peak 125 FTE supporting Transition
 - Early or on-time submittal of 75 required deliverables
 - All facility Walk-downs and Due Diligence reviews completed
 - Regulatory Permits transferred
 - RCRA Hazardous Waste for TA-54
 - Stormwater Individual Permit
 - Ground Water permits
 - Title V Air permit for TA-54
 - Wetland and Construction permits
 - Day 1 On-boarding of 275 new employees












- Completed Safe-in-90 Plan
 - Employee-focused approach for slow and careful startup
 - First 14 Days - extensive employee engagement
 - Table-top Reviews prior to all evolutions
 - Zero injuries in May & June (first & second reporting months)
 - Success of plan: On Time, On Target
- Employee On-Boarding
 - On-boarded 520 to the N3B effort (N3B and subs)
 - About 80% from New Mexico
 - About 36% subcontractor
 - Implemented payroll and benefit plans
- ‘Routine’ Operations in ER and CH-TRU scope areas
- Business and Program Support Areas continuing development
- Monthly Reporting to DOE; most recent submitted September 24th



- Moving from Safe-in-90 program to field activities
 - Integrated Project Team planning and conduct of table-top reviews
 - Plan-of-the-day for work authorization
 - “Tailgate” employee meetings
 - Field mobilizations
- Chromium Ground Water Interim Measure (IM) in Mortandad Canyon
- TA-21 remediation planning and Phase I fieldwork
- Monitoring and sampling activities
 - Ground Water
 - Stormwater
 - Aggregate Areas
- R-69 well drilling (RDX area)
- Aggregate Area remediation



Consent Order Milestones - May 1st Forward, Under LLCC

Consent Order Milestone			
Description	Planned Dates	Status	R/Y/G/B
Annual Update to the Interim Facility-Wide Groundwater Monitoring Plan (IFGMP), for FY 2019 (October 2018 – September 2019)	5/30/2018	Complete. Submitted 5/24/18.	
Annual Progress Report on Chromium Plume Control Interim Measure Performance	9/28/2018	Conducted discussions with NMED regarding report content.	
Summary Report (Completion or Progress) of the Phase 1 Pilot Amendment Test Results	7/31/2018	Sampling resumed.	
Phase 2 Pilot Amendment Testing Work Plan submitted to NMED-HWB	FY19	Expanded plan being prepared per discussion with NMED.	
Upper Los Alamos Canyon Aggregate Area Phase II Investigation Report (IR) Submitted to NMED	9/28/2018	Ecological checklist complete 7/6/18. Submit 95% draft IR 8/3/18.	
Middle LA Canyon Phase II Revision 2 Investigation Report submitted to NMED	9/28/2018	Ecological checklist completed 7/6/18. Submit 95% draft IR 8/3/18. Peer review 8/6–8/17/18.	
R-69 Field Completion. Letter documenting field completion of the well and first samples completed.	FY19	R-69 well drilling mobilization began week of July 16. Stage III fire restriction delays and drilling delays due to downhole obstruction.	
First annual long-term monitoring report following completion of Surface CMI and approval of a long-term monitoring plan	9/28/2018	On track for timely submittal.	
Field Completion for Aggregate Area Known Cleanup Sites Campaign: SWMU 03-049(a) and SWMU 50-006(d)	9/28/2018	Procurement in process for 50-006(d), Upper Mortandad Canyon. Field Implementation Plan review in progress. Formal National Environmental Policy Act (NEPA) determination pending (categorical exclusion). Utilities located 7/10.	

- TA-54 “Clean Sweep” and Safe-in-90 efforts
 - Facility and utility repairs and upgrades
 - Maintenance is supporting the installation of Computerized Maintenance Management System (CMMS) software for electronic maintenance tracking
- Aboveground waste has been inventoried and a production plan is under development in CH-TRU Operations group
- Completed readiness assessments for Mobile Loading of TRU waste
- Accomplishments:
 - ✓ Scheduled calibration activities for the Central Characterization Program (CCP)
 - ✓ De-inventoried LANS materials from Dome 282 in Area J
 - ✓ Supported LANS shipment of hazardous waste from Area L
 - ✓ Completing waste shipments from Ancho Canyon and TA-21
 - ✓ Pest control operational
 - ✓ First TRU waste shipment to WIPP on October 4, 2018

Placeholder for
WIPP shipment slide
once DC'd

- Challenges

- Organizational development and continued employee engagement
- Infrastructure systems from provisional to permanent
- Transition of LANL M&O Contract to Triad

- Opportunities

- Partnering with EM-LA for maximum efficiency
- FY 18 and FY 19 funding increases
- Align with long-term cleanup vision and early successes

- Priorities

- **Safe performance of work**
- Baseline development and change management
- Coordination and integration as pace of work increases



