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ACTION: SSDP Project Charter Revision

James W. Vaughan, Jr.
Acting Assistant Secretary
for Nuclear Energy

Attached for your signature is a revised Project Charter for the Shippingport Station Decommissioning Project (SSDP). Since our original determination in July that there was a need to revise the SSDP Charter, we have been in discussion with the Richland Operations Field Office (RL). Significant differences in management philosophy surfaced between RL and Headquarters that required discussions up to and including the RL Manager and myself. I now feel that the revised Charter reflects a mutually acceptable working arrangement between the appropriate organizations. The general roles and responsibilities defined in this Charter will facilitate resolution of some details still outstanding, but outside the scope of the Project Charter. In addition, the discussions conducted during the last months have resulted in a better spirit of cooperation that will benefit the project through its completion.

151
William R. Voigt, Jr.
Director
Office of Remedial Action
and Waste Technology
Office of Nuclear Energy

Attachment

cc: w/o attach.
M. Lawrence, RL
J. Schreiber, SSDPO

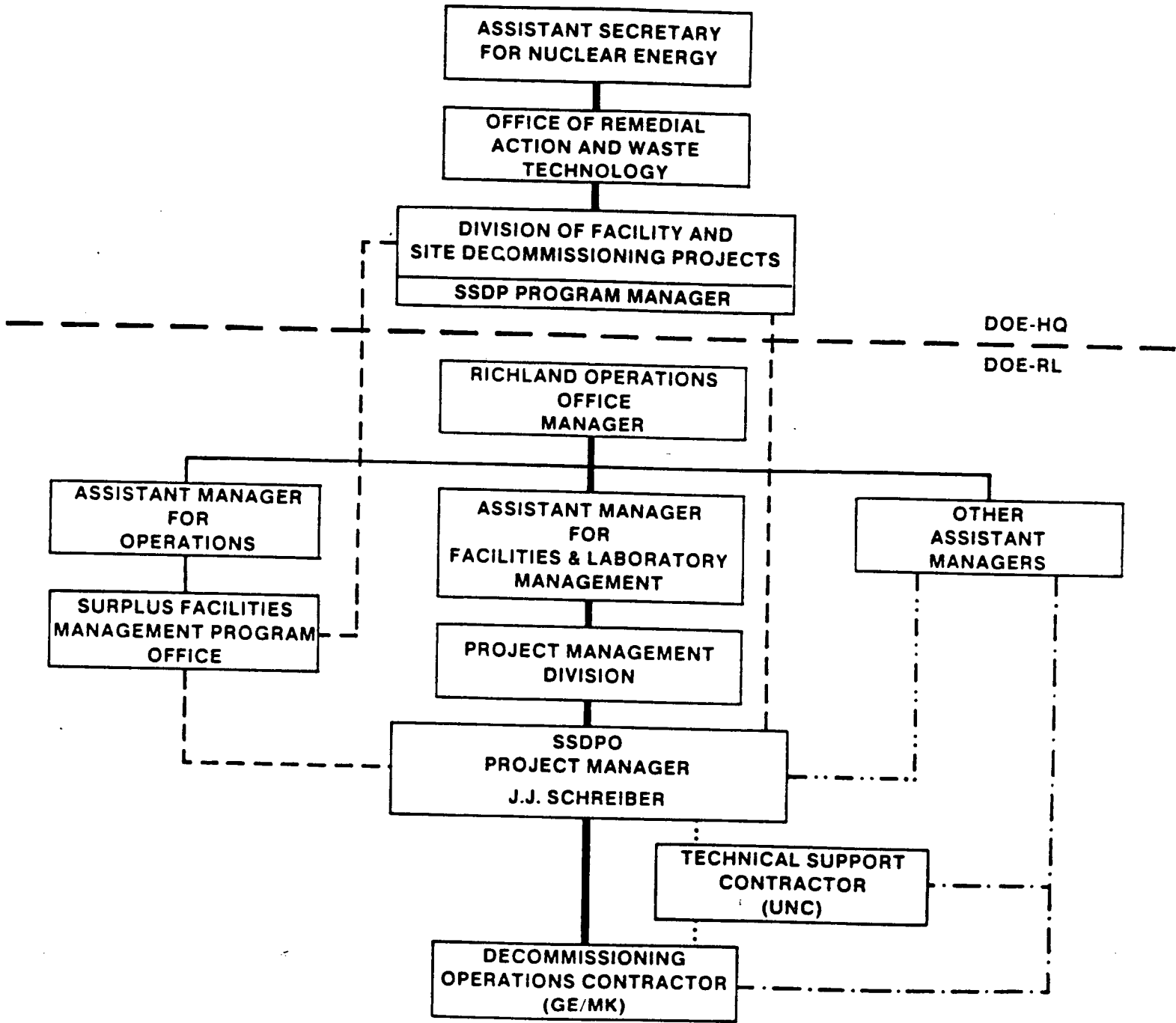
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Aerospace
Baublitz RF
Murphie RF
NEG (4)

M/R: An earlier draft was reviewed by MA (Bob Gallagher) and comments incorporated. Gallagher said review of the final was not necessary. The major outstanding issue still to be resolved in detail is the Federal, State, and public interaction roles.

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| CONCURRENCES | |
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| RTG SYMBOL | NE-23 |
| INITIALS/SIG. | Murphie |
| DATE | 1/6/86 |
| RTG SYMBOL | NE-23 |
| INITIALS/SIG. | DeLaney |
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| RTG SYMBOL | NE-20 |
| INITIALS/SIG. | Baublitz |
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| INITIALS/SIG. | Voigt |
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SHIPPINGPORT STATION DECOMMISSIONING PROJECT - FUNCTIONAL RELATIONSHIPS FIGURE 1



- LINE RESPONSIBILITY/AUTHORITY
- COMMUNICATION
- . - . - . CONTRACT ADMINISTRATION
- MATRIX SUPPORT
- COST, SCHEDULE AND TECHNICAL SUPPORT

4.0 Special Instructions

The high visibility and precedent-setting nature of the project with implications for the entire nuclear industry requires direct DOE-HQ and SSDPO interaction and communication. Reports and project information routinely prepared and distributed must be on a timely basis.

5.0 TRANSITION

The Shippingport Atomic Power Station site will be placed in a radiologically-safe condition and released by the DOE following completion of all planned decontamination and dismantlement activities, site backfilling and grading to the agreed final site configuration, radiological surveying to established DOE release criteria, and subsequent approval by the ASNE of Key Decision #4 per the Project Plan. DLC will assume full cognizance over the site and the SSDPO Project Office team will be transferred to other responsibilities, as appropriate, within the RL organization.

- Conduct quarterly project reviews, participate in monthly and weekly status meetings, and attend other reviews (design, EIS, safety, etc.) as appropriate.
- Assure the adequate transfer of SSDP information to the Nuclear industry as described in the Technology Transfer Plan.

Director, Surplus Facilities Management Program Office

- Serve in an advisory capacity to DFSD for SSDP.
- Incorporate the SSDPO budget into the combined SFMP annual budget submission.
- Incorporate the SSDPO monthly and quarterly reports into the combined SFMP monthly and quarterly reports.
- Participate in project reviews, site visits and other activities to provide advice on project problems.

- Assist in procuring DOC Services, serve as Contracting Officer Technical Representative (COTR), monitor detailed engineering activities and approve for release the decommissioning activity specifications.
- Review and approve contractor funding requirements consistent with DOE-HQ financial planning guidance.
- Review, concur and/or approve project technical documentation including, but not limited to:
 - SSDP Decommissioning Plan (and revisions thereto)
 - Non-Conformance Reports
 - NEPA Documents
 - Engineering Drawings and Specifications
 - Request for Site Release
- Provide overview of decommissioning through audit and surveillance of activities, and ensure safe and environmentally sound decontamination and dismantlement practices.
- Control all design, procurement and decommissioning activity through a formal change control process and ensure all efforts are performed to applicable DOE orders, standards, criteria and project documentation.
- Inform RL and DOE-HQ management of current and forecast Project condition through monthly and quarterly Progress reports to HQ-DFSD and Office of Project and Facilities Management (HQ-OPFM) with timely identification of problems and corrective action per DOE Order 5700.4A.
- Communicate on an on-going basis with the HQ Program Manager.

- Assure that corrective action is taken when project baselines are in jeopardy of being breached.
- Provide Project Control/Management Systems support.
- Coordinate and prioritize RL and contractor resources when conflicts for matrix support arise.
- Review and recommend approval of the Project Plan, Project Charter and Project Management Plan.

SSDP Project Manager

- The designated SSDP Project Manager J. J. Schreiber, reporting to the PMD, has responsibility and accountability for planning, controlling and reporting on day-to-day SSDP project activities, in compliance with DOE orders, HQ program guidance and baseline documentation, as follows:
- Participate in the development and approval of those activities which determine and implement cost, schedule and technical baselines and control documents which include, but are not limited to:

Project Charter

Project Plan

Project Management Plan

Cost and Schedule Control System (CSCS)

Project Master Milestone Schedule and Summary Work Breakdown Structure

Change Control Procedures

Budget Submittals

Safety, Quality Assurance, and NEPA Compliance Programs

- Provide management responsibility and accountability for project management.
- Establish the Project Management organization at the SSDP site and delegate appropriate authority to the Project Manager.
- Provide resources as required to support the SSDP Project Office.
- Establish or authorize selection boards for the prime contracts and, in appropriate cases, make selection.
- Review and approve the Project Plan and Project Charter.

Assistant Manager for Facilities and Laboratory Management (AMF)

- The AMF, reporting directly to the Manager, Richland Operations Office, is responsible for the line management and coordination of projects at RL including SSDP.
- Maintain overview of project performance in achievement of cost, schedule, and technical baselines.
- Review and recommend approval of the Project Plan and Project Charter.
- Approve the Project Management Plan.

Director, Project Management Division (PMD)

- The Director, PMD, reporting to the AMF, is responsible for coordination of all major projects/Major System Acquisitions at RL, including SSDP.

- Act as the focal point for coordination of SSDP activities and actions with HQ including the Assistant Secretary for Environment, Safety and Health to assure the implementation of environmental, safety, health, and QA requirements.
- Maintain cognizance of project status through review of monthly and quarterly Project Manager Status Reports supplemented by special briefings as required.
- Take corrective HQ actions as necessary to maintain project cost, schedule, and technical performance within baselines.
- Provide the SSDP Project Office with programmatic and policy guidance.
- Review, coordinate, and approve annual SSDP budget and financial resource allocations to RL including the requirements for any necessary HQ reserves.
- With assistance from the Project Manager, develop and approve supplemental annual DOE-HQ control milestones.
- Coordinate the establishment and maintenance of necessary federal, state, or public interaction liaison.

Richland Operations Office

RL has been assigned the responsibility of Project Management for SSDP.

Manager, Richland Operations Office

- Overview project performance and provide interface with HQ on Secretarial issues.

Director, Division of Facility and Site Decommissioning Projects (DFSD)

- The Director, DFSD, has overall HQ responsibility for all projects within the DFSD Surplus Facilities Management Program including the SSDP, and the Formerly Utilized Sites Remedial Action Program (FUSRAP). The responsibilities of the ASNE for SSDP are delegated to the Director, DFSD. These include:
 - Prepare and submit annual budgets for the SFMP, including SSDP.
 - Assure overall SFMP success including SSDP.
 - Approve schedule milestones for HQ monitoring.
 - Review and recommend approval of the SSDP Project Plan and Project Charter and changes thereto.
 - Review and concur in the SSDP Project Management Plan.

Program Manager/Division of Facility and Site Decommissioning Projects (DFSD)

- Review and recommend approval of any changes to the Total Project Cost (TPC), approved baseline schedule, HQ control milestones and project objectives as identified in the Project Plan.
- Establish and approve optional/supplemental reporting requirements by the Project Manager to HQ.
- Prepare Program Managers Report to the Acquisition Executive.

3.0 MANAGEMENT ROLES, RESPONSIBILITIES AND AUTHORITY

DOE Headquarters

In addition to programmatic overview for projects, HQ retains cognizance over major projects as described in DOE Order 5700.3, "Major System Acquisition Procedures". This Order sets forth the management systems for major system acquisitions, major projects and other projects.

A detailed description of HQ roles and responsibilities, including supporting organizations, is contained in DOE Order 5700.4A, "Project Management Systems", Chapter II, "Management Roles, Responsibilities, and Authorities". Specific SSDP responsibilities are as follows:

Assistant Secretary for Nuclear Energy

- Provide overall planning and execution of Nuclear Energy Programs, including SSDP.
- Make Key Decisions such as "Release of Site for Unrestricted Use".
- Periodically review progress of work, status of resource utilization, major problems encountered and planned corrective actions.
- Requests and allocates annual SSDP budget within the SFMP and NE Program.
- Approve the Project Plan and Project Charter.

The RL SSDP Project Manager is accountable for project execution and implementation and will direct overall management and coordination of decommissioning activities. The Decommissioning Operations Contractor (DOC), which consists of the General Electric Company (GE) with their integrated subcontractor, the Morrison-Knudsen Company (MK) will perform the decommissioning activities. The DOC's role includes: assuming responsibility for the station operation and maintenance during the caretaker period; awarding subcontracts for dismantling; managing decommissioning activities performed by their subcontractors; ensuring all project requirements dealing with cost, schedule, technical, safety, health and environmental aspects are met; performing general site management and support services; and assuring all project objectives are met.

The RL Project Office organization is supported by a dedicated Technical Support Contractor (TSC) staff. UNC Nuclear Industries (UNC), under its basic operating contract with DOE-RL, serves as TSC at the project site. In this role, UNC provides direct support to SSDPO for DOE's technical, cost, and schedule management of the SSDP.

The DOE-RL Surplus Facilities Management Program Office (SFMP0), through the Assistant Manager for Operations (AMO), provides management of the national Surplus Facilities Management Program for DOE-HQ. Since SSDP is a major project within that program, SFMP0 supports DOE-HQ through incorporation of SSDPO budget information and progress reports into consolidated SFMP0 budget documents and monthly and quarterly reports. SFMP0 participates in project reviews, site visits, and other activities as required.

Duquesne Light Company (DLC) is a part owner, with the government, of the Shippingport Atomic Power Station Facilities and, in addition, owns the land on which the Shippingport Station is constructed. Before shutdown, DLC previously operated the Station under contract with DOE-Pittsburgh Naval Reactors Office.

The technical scope, cost, and schedule baselines for the SSDP are set forth in the Project Plan.

2.0 ORGANIZATION

The SSDP Functional Relationships are shown in Figure 1.

The Assistant Secretary for Nuclear Energy (ASNE) has full responsibility and authority for the management planning, and execution of program activities, including the SSDP. Headquarters responsibilities for the SSDP have been assigned to the Division of Facility and Site Decommissioning Projects (DFSD) within the Office of Remedial Action and Waste Technology. The Headquarters Program Manager, serves as the focal point for coordinating SSDP project activities and actions within Headquarters.

The Manager, Richland Operations Office (RL), has been assigned the responsibility and authority for overall management of the SSDP. Responsibility for management of the SSDP within DOE-RL has been assigned to the Assistant Manager for Facilities and Laboratory Management (AMF). A dedicated SSDP Project Office (SSDPO) has been established, headed by the Project Manager who reports through the Director, Project Management Division to the AMF. The DOE onsite staff consists of the Project Manager and Deputy Project Manager who are augmented by contractor support. The Project Office is located at the SSDP site in Shippingport, Pennsylvania.

Support for project control functions is being provided within the Project Management Division. Matrix contract administration of the onsite contractors is provided by the RL Procurement Division. Other matrix support is provided to the Project Manager, as required, from the RL organization, including Budget, Finance, Quality Assurance, Counsel, Safety, Safeguards and Security, Personnel, and External Affairs.

SHIPPINGPORT STATION DECOMMISSIONING PROJECT
PROJECT CHARTER
REVISION 1

1.0 PROJECT DESCRIPTION AND BASELINE

This project charter revision reflects organizational structure changes within the Department of Energy - Richland Operations Office (DOE-RL) and DOE - Headquarters (DOE-HQ) as they pertain to the Decommissioning Operations phase of the Shippingport Station Decommissioning Project (SSDP). The original SSDP Project Charter was dated September 26, 1980 and approved by DOE-RL and DOE-HQ,

The SSDP was designated by DOE-HQ in November 1979 as Major Project Number 118, and to be managed and reported accordingly. Its mission is to make the nuclear portion of the Shippingport Atomic Power Station safe from a radiation standpoint following termination of the plant operations.

The scope of the SSDP includes two major phases. The first phase, Engineering, began in DOE Fiscal Year (FY) 1979 and ended during the first quarter of FY 1984 with the issuance of the SSDP Decommissioning Plan. The second phase, Decommissioning Operations, began in the second quarter of FY 1984 with approval of contract award to the Decommissioning Operations Contractor (Key Decision #3). The Project will be completed when the Shippingport Site has been fully dismantled and released for unrestricted use (Key Decision #4).

The purpose of the SSDP Decommissioning Operations (Phase 2) is to dismantle the government-owned portion of the Shippingport Station; to place the station in a radiologically safe condition; to demonstrate to the nuclear industry the practical and affordable dismantlement of a commercially operated nuclear power reactor; and to provide timely, useful data for future decommissioning projects.

SHIPPINGPORT STATION DECOMMISSIONING PROJECT
PROJECT CHARTER
REVISION 1

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Approved:

Michael J. Lawrence
Manager, Richland Operations Office

11-18-85
Date

Assistant Secretary for Nuclear Energy

Date

SHIPPINGPORT STATION DECOMMISSIONING PROJECT

PROJECT CHARTER
REVISION 1

Submitted: *John J. Scheiber* 15 Nov 85
SSDP Project Manager, RL Date

W. E. Murphy 12/27/85
Program Manager, Division of Facility and Date
Site Decommissioning Projects, HQ

Concurred: *J.C. Williams* 11/19/85
Director, Project Management Division, RL Date

C.E. Miller, Jr. by Paul F.X. Duggan Jr. 11/18/85
Director, Surplus Facilities Management Date
Program Office, RL

A. J. [Signature] 11/18/85
Assistant Manager for Facilities and Date
Laboratory Management, RL

Edward J. De Laney 1/6/86
Director, Division of Facility and Site Date
Decommissioning Projects, HQ

William P. Uig + 1/8/86
Director, Office of Remedial Action and Date
Waste Technology, HQ

U.S. DEPARTMENT OF ENERGY
SHIPPINGPORT STATION DECOMMISSIONING PROJECT

PROJECT CHARTER

REVISION 1
NOVEMBER 1985