Los Alamos Legacy Cleanup Contract (LLCC)
Briefing for Regional Coalition of LANL Communities
August 17, 2018

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Newport News Nuclear BWXT-Los Alamos, LLC
<table>
<thead>
<tr>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Introduction</td>
</tr>
<tr>
<td>• History of Cleanup Contract</td>
</tr>
<tr>
<td>• N3B Mission and Organization</td>
</tr>
<tr>
<td>• N3B Standup and Transition</td>
</tr>
<tr>
<td>• Safe in 90 and Current Status</td>
</tr>
<tr>
<td>• Look Ahead</td>
</tr>
<tr>
<td>• Questions</td>
</tr>
</tbody>
</table>
LANL Site Map

- N3B focus is the legacy cleanup and waste
- Monitoring, characterization and remediation across the 37 square mile site
- Key areas circled in red
N3B Los Alamos: How We Support LANL

Los Alamos National Security, LLC

Management & Operating Contract

Weapons Program
Global Security
Science, Technology & Engineering
Operations & Business
Capital Projects

N3B Los Alamos

Waste Disposal
Soil and Water & D & D

Los Alamos Legacy Cleanup Contract

Department of Energy’s Environmental Management Los Alamos Field Office

National Nuclear Security Administration Los Alamos Field Office

NNSA/EM MANAGEMENT STEERING COMMITTEE
N3B Los Alamos: *Who We Are*

N3B is a single purpose Limited Liability Company (LLC) formed for this mission.
N3B Mission – Values - Scope

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
N3B Organization

Legend:
- Key Personnel
- Mission Execution
- Program Support

Board of Managers

Program Manager
Nick Lombardo

ES&H Program Manager
Elizabeth Lowes

CH-TRU Program Manager
Danny Nichols

Environmental Remediation Program Manager
Joe Legare

Regulatory and Stakeholder Interface Manager
Frazer Lockhart

Quality Assurance and Transformation Manager
Gary Pool

Planning and Integration
Adam Barras

Business Management
Glenn Kizer
N3B Offices

Los Alamos, New Mexico

N3B Offices

[Map of Los Alamos, New Mexico with N3B offices marked]
# N3B Contract Funding Profile (in $M)

- Profile per DOE Request for Proposal
- Funding start in FY18 due to Transition start seven months later than planned
- FY18 and FY 19 closer to $200M ($20-25M plus up) due to Congressional budget adds

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Funding</th>
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<tr>
<td>FY 17*</td>
<td>4.0</td>
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<tr>
<td>FY 18</td>
<td>174.8</td>
</tr>
<tr>
<td>FY 19</td>
<td>174.4</td>
</tr>
<tr>
<td>FY 20</td>
<td>175.1</td>
</tr>
<tr>
<td>FY 21</td>
<td>175.1</td>
</tr>
<tr>
<td>FY 22</td>
<td>175.0</td>
</tr>
<tr>
<td>FY 23</td>
<td>175.9</td>
</tr>
<tr>
<td>FY 24</td>
<td>175.2</td>
</tr>
<tr>
<td>FY 25</td>
<td>176.0</td>
</tr>
<tr>
<td>FY 26</td>
<td>174.6</td>
</tr>
<tr>
<td>FY 27</td>
<td>174.1</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>1,754.2</strong></td>
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N3B Standup

• 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
  – 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)
  – Hiring and Benefits
  – Security, Badging and Clearances
  – Interface Agreements with M&O Contractor
  – Procedures Review and Development (‘Blue-Sheeting’)
  – Establish partnership with EM-LA client
N3B Transition

• Known Challenges at the Start
  – Uncertain schedule and budget
  – Interface with LANL Incumbent Contractor
  – First EM-awarded contract for relatively new EM-LA Office
  – Laboratory mission priority
  – No precedent for Transition under these circumstances

• 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’
N3B Transition

• 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
Safe-in-90 and Overall Status

- 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 420 to the N3B effort
    - About 85% from New Mexico
    - About 43% 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 July 25th
Environmental Remediation Status

• Focus on the Safe-in-90 program for safe startup and operation of field activities
  – Conduct of table-top reviews
  – ER readiness reviews
  – “Tailgate” employee meetings
  – Plan-of-the-day for work authorization

• Chromium Ground Water treatment in Mortandad Canyon

• Monitoring and sampling activities
  – Ground Water
  – Stormwater
  – Aggregate Areas

• R-69 well drilling (RDX area)

• TA-21 remediation planning
<table>
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<tr>
<th>Consent Order Milestone</th>
<th>Planned Dates</th>
<th>Status</th>
<th>R/Y/G/B</th>
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<tbody>
<tr>
<td>Annual Progress Report on Chromium Plume Control Interim Measure Performance</td>
<td>9/28/2018</td>
<td>Conducted discussions with NMED regarding report content.</td>
<td></td>
</tr>
<tr>
<td>Summary Report (Completion or Progress) of the Phase 1 Pilot Amendment Test Results</td>
<td>7/31/2018</td>
<td>Sampling resumed.</td>
<td></td>
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<tr>
<td>R-69 Field Completion. Letter documenting field completion of the well and first samples completed.</td>
<td>9/28/2018</td>
<td>R-69 well drilling mobilization began week of July 16. Mobilization was delayed due to Stage III fire restrictions and subcontract actions</td>
<td></td>
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<td>First annual long-term monitoring report following completion of Surface CMI and approval of a long-term monitoring plan</td>
<td>9/28/2018</td>
<td>On track for timely submittal.</td>
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CH-TRU Status

• 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

• Preparation for Mobile Loading of TRU waste to WIPP

• Accomplishments:
  ✓ Scheduled calibration activities for the Central Characterization Program (CCP) assay area
  ✓ De-inventoryed LANS materials from Dome 282 in Area J
  ✓ Supported LANS shipment of hazardous waste from Area L
  ✓ Completing approvals for Ancho Canyon waste shipments
  ✓ Pest control licensing completed and operational
  ✓ Planning for TA-21 remediation activities
Look Ahead

• Challenges
  – Organizational development and continued employee engagement
  – Infrastructure standup and integration
  – Transition of LANL M&O Contract to Triad

• Opportunities
  – FY 18 and FY 19 funding increases
  – Align with long-term cleanup vision and early successes
  – Partner with EM-LA client

• Priorities
  – Safe performance of work
  – Continued infrastructure standup
  – Resolution of open transition issues and actions
  – Post-start change management and baseline development