# National Security Technologies
# Space Management Plan

**May 2009**

## PURPOSE

The key element in National Security Technologies, LLC (NSTec)'s ability to meet current and future program needs is ensuring a flexible and reliable facility and infrastructure mix. Nevada Test Site (NTS) facilities and infrastructure must be able to support a return to underground nuclear testing, accept new campaigns and/or missions, and be cost effective. This Plan presents a comprehensive approach to utilization of available space within National Nuclear Security Administration Nevada Site Office (NNSA/NSO) buildings. It also provides a link between the Sustainability Plan that identifies buildings to be maintained and the Transformation Disposition (TD) Plan that identifies buildings targeted for disposition. In addition, this Plan considers recapitalization, consolidation, and controlled degradation.

## SCOPE

This Plan applies to all NSO buildings and will include space utilization plans for buildings located at the NTS, North Las Vegas Facility (NLVF), and outlying areas [Remote Sensing Laboratory – Nellis (RSL-N), Remote Sensing Laboratory – Andrews (RSL-A), Livermore Operations (LO), Los Alamos Operations (LAO), and Special Technologies Laboratory (STL)].

## COMPLEX TRANSFORMATION

NSTec is committed to achieving the vision of Complex Transformation to provide a smaller, safer, more secure, and less expensive enterprise that leverages the scientific and technical capabilities of the workforce and meets national security requirements. Over the next 10 years, the NNSA Complex will meet current Department of Defense (DOD) requirements and national security needs and eliminate redundancies and dramatically improve efficiencies.

## INTEGRATED RESOURCE MANAGEMENT PLAN (IRMP)

A Business Unit Review was conducted at the NTS to establish a baseline for optimizing facilities. The purpose of the Business Unit Review was to:

- Determine NTS user community mission support needs through FY 2014
- Align mission support needs with NTS facility capabilities
- Assess whether costs/investments are consistent with the strategic vision for the NTS
- Assure cost accounting practices support the NTS IRMP strategy
- Identify opportunities to reduce the cost of doing business at the NTS

A multi-organizational matrix support approach was used in addition to Working Groups comprised of subject matter experts. The facility baseline used established facility inventory using data from end of FY 2007 accounting in the Facility Information Management System (FIMS) database. The FIMS baseline was adjusted to include other structures and facilities. Details were integrated into the baseline to account for condition

assessments for facilities based on latest available survey data (some more current than other), deferred maintenance (DM), facilities requiring decontamination, and decommissioning and facility mission status.

The Business Unit Review of NTS facilities and related infrastructure was a "requirements driven" analysis intended to balance mission support needs with NTS capabilities. The review of NTS onsite and offsite facilities and related infrastructure resulted in several recommendations for an enhanced and collaborative strategy for sound investments in NTS capabilities, reduce the NTS "foot-print" and attendant cost-of-doing business, and facilitate effective strategy planning decisions. The results of the Business Unit Review were captured in the IRMP. Recommendations included:

- Reducing the number of NTS administered operational facilities from the current 616 to 432
- Potentially eliminate $9.7 million in DM for disposed facilities
- Probable cost savings of $5-6 million from facility reductions ($3.5 to $4.5 million without deactivating A-1 High Bay/Expansion)

**TRANSFORMATION DISPOSITION (TD)**

The FY 2009 TD Program for the NNSA/NSO is a recent initiative of the NNSA. For FY 2009, administrative functions conducted prior to deactivation will be performed under the IRMP.

The primary focus of TD is the elimination of facilities considered excess to NNSA/NSO mission needs. Demolition of old, antiquated, and excess facilities on the NTS supports the Congressional footprint reduction initiative and the NNSA TD Program initiative to “invest in the infrastructure to reduce overall facility square footage and improve energy efficiency and sustainability.” TD establishes a goal of eliminating 1.5 square foot for every single square foot planned to be constructed in support of the transformation. The NTS will be able to use the 1.5:1 square footage offset from facility disposal to build new, modern, cost and energy efficient facilities operated with current technology to meet the needs of the U.S. Department of Energy (DOE) Complex, National Weapons Laboratories and other Agencies now and into the future. DOE complex-wide facility and infrastructure modernization and footprint reduction are DOE/NNSA strategic goals. Execution of this TD Project implements NNSA/NSO commitment towards achieving these goals.

TD is executed in accordance with the processes outlined in the NNSA, *FY 2009 Transformation Disposition Program Execution Plan*, dated June 2008. Nevada has developed a disposition process. The DOE Excess Determination step of the planning process is performed primarily by the NNSA Albuquerque Service Center and may require up to six months. Planning for disposal, Real Estate/Operations Permit actions, and deactivation may occur concurrently with the DOE Excess Facility Determination Process. A checklist matrix is used to identify facility disposition activities and delineate planning, characterization, deactivation and demolition activities. This checklist provides

guidance to ensure that Management & Operations (M&O) functional responsibilities include all applicable activities and to ensure that any subcontracting planned for demolition occurs in a timely manner. The M&O will likely subcontract complex abatement and demolition activities, and will likely execute non-complex demolition activities.

The NSO TD program is based on the processes developed and implemented under the Facilities and Infrastructure Recapitalization Program (FIRP) Disposition Project. The FIRP Disposition Program at Nevada was highly successful: efficient, cost effective and predictable. Between 2002 and 2007, 505,279 square feet of aged and excess NSO facilities were dispositioned through the FIRP program. FIRP placed emphasis on planning, characterizing, and engineering of disposition projects. For the TD program, solid baselines will be achieved through a deliberate process where detailed planning, characterization, and analysis are accomplished. The resulting data, information, and design from this deliberate planning and engineering process will be translated into a baseline with well-defined scope, cost, and schedule.

Extensive characterization work has already been performed on a number of facilities and only minor characterization work is planned for other facilities. In most cases, utility disconnects will be performed after TD funding is in place, prior to demolition.

**EXCESS FACILITIES ELIMINATION/DISPOSITION**

After more than 50 years of testing, the NTS has had various groupings of buildings and other structures onsite. Since the cessation of the nuclear testing in 1992, and the subsequent creation of the Stockpile Stewardship Program, NNSA/NSO and its prime contractors have consolidated working environments and disposed of many excess facilities. The process in place today is to identify buildings that are no longer needed to support NNSA's missions, programs or support requirements, and to dispose of those excess buildings. Disposal of excess buildings results in significant cost and/or risk reductions. The data reported in the Ten-Year Site Plan (TYSP) reflect the current and projected NNSA excess buildings elimination and new construction at the site. Disposition of excess buildings has been identified for FY 2009 and totals 97,334 gross square feet. Excess building demolition is supported by the TD funding and is executed by the prioritized list in the TYSP. Disposal activities can include asbestos abatement, removal of debris, demolition of the facility, and disposal at an approved landfill. Although normally the most highly visible and most expensive activities of the disposition process, the demolition phase of work may be significantly shorter in duration than the excessing process conducted during the planning phase.

Buildings disposed to date are buildings that were not occupied. Several buildings that are potential candidates for disposal are currently occupied. Employees housed in these buildings will need to be moved to other buildings as part of consolidation efforts.

## CONSOLIDATION

Consolidation will be used as a primary strategy to locate personnel into enduring buildings. Buildings that are occupied and proposed for demolition prior to 2015 will be vacated. Occupants will be moved into enduring buildings. The process of consolidation should reduce the amount of churn, or moves from one building to another. In addition, consolidation to fewer facilities will reduce energy costs.

Realignment of function will also impact consolidation efforts. A recent assessment of the NTS infrastructure to support Test Readiness found that, as a result of many changes in the ongoing programmatic activities that formerly relied on sustaining underground testing infrastructure, it is necessary to trend toward an infrastructure resource reconstitution program versus a test readiness program. In order to further define impacts, detailed programmatic input is required. As long as the readiness requirement is a strategic program at the site, then the need for the facilities is necessary.

Areas for improvement in personnel consolidation include:

### Area 1

Area 1 has an overall facility footprint of 35, 585 square feet with 97 people in 14 of these facilities (20,156) in support of U1A/H. Most of these facilities were built in the 1980s; however, there are some dating back to the 1950s/1960s. The following outlines two consolidation projects for the U1a Area:

U1a Office Consolidation: This project will install two new modular buildings (approximately 30'x 60' each) and remove seven existing occupied trailers, two unoccupied existing trailers and eight box-car containers (see ***Table 1***). The facilities will provide for the required diagnostic equipment in support of the sub-critical experiments and include the following: power supply with UPS, fiber optic hub and patch panel, laboratory space, secure room, guard station, and fire and alarm systems. The new buildings will provide the National Weapons Laboratories and Management and Operating subcontractor with adequate, centralized office and storage space; reduce the operational and maintenance costs; and significantly reduce the current used footprint. The new facility will allow aging or unusable structures to be removed and disposed. This project supports Readiness in Technical Base and Facilities (RTBF) program, Directed Stockpile Work Stockpile Research and Development, Campaigns 1, 5, and 12.

U1a Diagnostics Recording Consolidation: This project will provide for the consolidation of the National Weapons Laboratories (NWL) diagnostic recording and process control equipment and the monitoring of the life safety systems for the U1a underground complex into a replacement facility, approximately 7,800 square feet. The pre-engineered facility will contain a storage area, electronics lab area, briefing room, guard station, diagnostic areas, men's and women's restrooms, fiber-optic hub and patch panel storage, and process control room. All power, communication, and associated distribution systems will be provided. The project will provide reliable power and

backup power requirements that are currently not being met by the series of 1975 trailers currently housing diagnostic equipment. The facility will allow the NWL to share common data recording and process control capability for redundant diagnostics and process and separate areas for each NWL's specific diagnostic requirements. Each NWL will be responsible for the programmatic cost to migrate to the new facility. The RTBF program requirement is to provide the space to house the recording equipment. The project is necessary to support the RTBF program and the Stockpile Stewardship subcritical experiments. U1a directly supports Directed Stockpile Work Stockpile Research and Development, Campaigns 1, 5, and 12 and is a RTBF direct-funded mission essential facility (see ***Table 1***).

**Table 1 U1a Consolidation/Demolition Schedule**

| ID | | Task Name | Duration | Start | Finish | Predec | Resource Names |
|---|---|---|---|---|---|---|---|
| 1 | | **BEGIN U1a PHASE** | **10.25 days** | **Mon 2/22/10** | **Wed 3/10/10** | | |
| 2 | | 01-098282 LANL Office Trailer | 0.25 days | Mon 2/22/10 | Mon 2/22/10 | | |
| 3 | | 01-179491 Laborers/Teamsters | 0.5 days | Mon 2/22/10 | Mon 2/22/10 | 2 | |
| 4 | | 01-181769 Wireman Trailer | 0.5 days | Mon 2/22/10 | Tue 2/23/10 | 3 | |
| 5 | | 01-202521 Lunch Room | 0.25 days | Tue 2/23/10 | Tue 2/23/10 | 4 | |
| 6 | | 01-202655 Inspectors Trailer | 0.25 days | Tue 2/23/10 | Tue 2/23/10 | 5 | |
| 7 | | 01-202609 Complex Manager | 0.5 days | Tue 2/23/10 | Wed 2/24/10 | 6 | |
| 8 | | 01-202333 Carpenters/Ironworkers | 1 day | Wed 2/24/10 | Thu 2/25/10 | 7 | |
| 9 | | 01-B008660 NSTec Operations Office | 1 day | Thu 2/25/10 | Mon 3/1/10 | 8 | |
| 10 | | 01-B008671 LANL Supervisors Office | 0.5 days | Mon 3/1/10 | Tue 3/2/10 | 9 | |
| 11 | | 01-B058193 NSTec Office Trailer | 0.5 days | Tue 3/2/10 | Tue 3/2/10 | 10 | |
| 12 | | | 1 day | Mon 2/22/10 | Tue 2/23/10 | 2 | |
| 13 | | | 1 day | Tue 2/23/10 | Wed 2/24/10 | 3,12 | |
| 14 | | | 1 day | Wed 2/24/10 | Thu 2/25/10 | 13,4 | |
| 15 | | | 1 day | Thu 2/25/10 | Mon 3/1/10 | 14,5 | |
| 16 | | | 1 day | Mon 3/1/10 | Tue 3/2/10 | 15,6 | |
| 17 | | | 1 day | Tue 3/2/10 | Wed 3/3/10 | 16,7 | |
| 18 | | | 1 day | Wed 3/3/10 | Thu 3/4/10 | 17,8 | |
| 19 | | | 1 day | Thu 3/4/10 | Mon 3/8/10 | 9,18 | |
| 20 | | | 1 day | Mon 3/8/10 | Tue 3/9/10 | 10,19 | |
| 21 | | | 1 day | Tue 3/9/10 | Wed 3/10/10 | 11,20 | |
| 22 | | **END U1a PHASE** | 0 days | Wed 3/10/10 | Wed 3/10/10 | 21 | |

Note: Boxcars have not been identified here because they are not considered Real Property.

## Area 6

Control Point (CP)

The CP Complex provides office space and emergency services. The need for additional space at the NTS is expected due to the growth in Homeland Security and Defense Applications and other programs. Some functions at CP could be moved to Mercury if new facilities could be built. In addition, some facility functions/personnel can be consolidated into Areas 1, 6 and 23 facilities. The need to keep the mission critical activities ongoing while transitioning to new facilities is required in order to keep up with the program support. In order to affect economies of operation, it is necessary to look at travel time, energy costs, busing, maintenance, and relocation of program people from an efficiency standpoint.

The CP Complex (both North and South) at the NTS is composed of 46 facilities that enclose approximately 201,517 gsf. Demolition of buildings within the Control Point Complex will affect occupancy in other areas. Mercury is nearing 100 percent occupancy and cannot absorb all the CP Complex functions in the current facilities. Before demolishing some of the facilities in CP, segments of infrastructure will have to be extended/protected or isolated. These segments currently run through CP facilities and supply water/electricity or communication legs to areas outside CP which are still necessary. Institutional Site Support funding has been requested to enable movement or consolidation of some infrastructure from CP in preparation for demolition. The total gross square footage (GSF) of the 46 facilities at CP Complex is 201,517 gsf. The consolidation efforts will involve approximately 31,484 gsf in the CP area and an additional 45,520 gsf in Areas 1, 6, and 23. The demolition efforts will involve demolishing approximately 170,000 gsf of space in the CP Complex.

The consolidation efforts associated with non-critical functions of CP-1, CP-9 and CP-45 (approximately 105 personnel) have been relocated to facilities in Areas 1, 6, and 23. Critical functions of the Joint Testing Facility could be relocated to Areas 1 or 6. The communication services of CP-18, CP-18A and CP-42 can be consolidated into CP-40. If possible, CP-25 will also be consolidated here. Consolidation of CP-18, CP-18A, CP-25, and CP-42 functions to CP-40 can reduce the footprint by (2,798 sq ft).

Fire Station No. 2 is the only emergency facility at NTS that is outside the Mercury Camp Area. This station responds to emergencies that are spread over the central and northern portions of the NTS and encompasses an area that includes the Device Assembly Facility, Control Point, U1a/U1h, Atlas, the Construction Compound in Area 6, and the Area 12 Camp. The functions of the fire station are similar to those of standard municipal fire and emergency medical service facilities. The Fire Station No. 2 is expected to be demolished (5,022 sq ft) and a new fire station, approximately 12,000 sq ft, is currently planned to be built in Area 6.

Yucca Lake

To the east of CP, are facilities that house craft personnel and shop space encompassing approximately 46,765 square feet.

Consolidation efforts in this area would present the following stats:

- a duration of 40.5 days
- moves approximately 32 people over 3.75 days
- demolishes 5 buildings in 40 days for a total of 10,945 sq ft as shown in ***Tables 2*** and ***3***

**Table 2 List of Building to be Demolished in Area 6 Yucca Lake**

| BUILDING # | BUILDING NAME | SQUARE FOOTAGE |
|---|---|---|
| 06-621 | Generator Shop | 4077 |
| 06-636 | Shop/Office | 2218 |
| 06-636A | Office | 80 |
| 06-644 | Administrative Office | 4410 |
| 06-B066934 | Office Trailer | 160 |

**Table 3 Area 6 Yucca Lake Consolidation/Demolition Schedule**

| ID | | Task Name | Duration | Start | Finish | Predec | Resource Names |
|---|---|---|---|---|---|---|---|
| 1 | | **BEGIN YUCCA LAKE PHASE** | **40.5 days** | **Mon 2/22/10** | **Wed 5/5/10** | | |
| 2 | | 06-621 Generator Shop (06-800) | 0.5 days | Mon 2/22/10 | Mon 2/22/10 | | |
| 3 | | 06-636 Shop/Office (06-800) | 0.25 days | Mon 2/22/10 | Mon 2/22/10 | 2 | |
| 4 | | 06-636A Office (06-800) | 0.25 days | Mon 2/22/10 | Tue 2/23/10 | 3 | |
| 5 | | 06-644 Administrative Office (06-800) | 2.5 days | Tue 2/23/10 | Thu 2/25/10 | 4 | |
| 6 | | 06-B066934 Office Trailer (06-800) | 0.25 days | Thu 2/25/10 | Thu 2/25/10 | 5 | |
| 7 | | | 8 days | Mon 2/22/10 | Mon 3/8/10 | 2 | |
| 8 | | | 8 days | Tue 3/9/10 | Tue 3/23/10 | 3,7 | |
| 9 | | | 8 days | Tue 3/23/10 | Tue 4/6/10 | 4,8 | |
| 10 | | | 8 days | Tue 4/6/10 | Wed 4/21/10 | 5,9 | |
| 11 | | | 8 days | Wed 4/21/10 | Wed 5/5/10 | 6,10 | |
| 12 | | **END YUCCA LAKE PHASE** | 0 days | Wed 5/5/10 | Wed 5/5/10 | 11 | |

Wet and Wild

The Wet and Wild area has approximately 273 trade and construction management personnel and other support personnel and a footprint of approximately 173,781 square feet. Most buildings in this area were built in the early 1990s; however, efficiencies can be obtained here by making an effort to consolidate as many people into the more efficient facilities wherever possible.

Consolidation efforts in this area allow for the following efficiencies with personnel moves and facility demolitions and has the following stats:

- Duration of 36 days
- Moves approximately 99 people over 11 days
- Demolishes 6 buildings in 32 days for a total of 39,693 sq ft as shown in ***Tables 4*** and ***5***

**Table 4 List of Buildings to be Demolished in Area 6 Wet and Wild**

| BUILDING # | BUILDING NAME | SQUARE FOOTAGE |
|---|---|---|
| 06-906 | Carpenters/Painters/Laborers | 16624 |
| 06-909 | General Storage | 4518 |
| 06-912 | Tool Storage | 945 |
| 06-914 | Wireman Shop | 16454 |
| 06-920 | Trailer Change House | 832 |
| 06-920A | Change House | 320 |

**Table 5 Area 6 Wet and Wild Demolition/Consolidation Schedule**

| ID | | Task Name | Duration | Start | Finish | Predec | Resource Names |
|---|---|---|---|---|---|---|---|
| 1 | | **BEGIN WET AND WILD PHASE** | **36 days** | **Mon 2/1/10** | **Tue 4/6/10** | | |
| 2 | | 06-906 Carpenters/Painters/Laborers (06-908) | 4 days | Mon 2/1/10 | Mon 2/8/10 | | |
| 3 | | 06-912 Tool Storage (06-904) | 2 days | Mon 2/8/10 | Wed 2/10/10 | 2 | |
| 4 | | 06-914 Wireman Shop (06-914) | 3 days | Wed 2/10/10 | Tue 2/16/10 | 3 | |
| 5 | | 06-920 Trailer Change House (06-904) | 2 days | Tue 2/16/10 | Thu 2/18/10 | 4 | |
| 6 | | | 8 days | Mon 2/8/10 | Mon 2/22/10 | 2 | |
| 7 | | | 8 days | Mon 2/22/10 | Tue 3/9/10 | 3,6 | |
| 8 | | | 8 days | Tue 3/9/10 | Tue 3/23/10 | 4,7 | |
| 9 | | | 8 days | Tue 3/23/10 | Tue 4/6/10 | 5,8 | |
| 10 | | **END WET AND WILD PHASE** | 0 days | Tue 4/6/10 | Tue 4/6/10 | 9 | |

## Area 25

Area 25 currently has 304 people located in 14 buildings. These buildings were all built in the late 1950s through late 1960s. Analysis of this area will be necessary to determine if the area has a need for sustainment and which would be the most efficient and cost effective approach toward consolidation. Approaches would include:

- Consolidation into existing facilities and retrofitting
- Relocating to another area
- Building a new facility

The facilities listed in ***Table 6*** below would be excellent candidates for consolidation and demolition due to age and structure (most are steel light frame) and would reduce the footprint by 86,495 square feet. Booster Houses, however, would most likely need to be replaced.

**Table 6 Area 25 Candidates for Consolidation and Demolition**

| BUILDING # | BUILDING NAME | SQUARE FOOTAGE |
|---|---|---|
| 25-026107 | ARL Office | 500 |
| 25-096380 | ARL Office | 500 |
| 25-096593 | ARL Office | 500 |
| 25-096662 | U25Y Tunnel Trailer | 500 |
| 25-202437 | Guard Station | 36 |
| 25-202495 | Ballistic Research Lab | 2400 |
| 25-202600 | Guard Station | 72 |
| 25-3103 | Storage Warehouse | 4375 |
| 25-3104 | Admin Bldg for Tech Ops | 2174 |
| 25-3108 | Guard House | 63 |
| 25-3108A | Guard Station | 56 |
| 25-3121 | J-11 Main Booster House | 400 |
| 25-3122 | RCP Booster House | 256 |
| 25-4015 | Immune Building | 56237 |
| 25-4117 | Immune Building Control Room | 3224 |
| 25-4222 | Maintenance Shops | 10637 |
| 25-4838 | Service Station | 2372 |
| 25-4919 | Field Engineering Group | 2193 |

**Area 26**

Analysis of this area will be necessary to determine if the area has a need for sustainment and which would be the most efficient and cost effective approach toward consolidation. Approaches would include:

- Consolidation into existing facilities and retrofitting
- Relocating to another area
- Building a new facility

The facilities listed in ***Table 7*** were built mostly in the 1960s and would be excellent candidates for consolidation and demolition due to age and would reduce the footprint by 18,832 square feet.

Consolidating NLVF Operations

A Project Data Sheet has been submitted for the consolidation of materials and equipment from facilities A-9, A-16, A-17. These buildings have a footprint of 32,832 square feet. Eventually, A-16 will be sold and A-9 and A-17 will be demolished. This supports RTBF program goals of achieving program objectives for aggressive DM reduction and buy down strategies, Facility Condition Index (FCI) reduction, and facility management that occur when reducing footprint, consolidating operations, and improving operational efficiency.

**Outlying locations**

Facilities at RSL-N, RSL-A, LO, LAO, and STL will undergo an analysis of their facilities and activities to determine if any consolidation actions are warranted.

Dependent on the outcome of the facility footprint analysis, one of the following actions could take place for efficiency:

- No action
- Relocate
- Reconfigure space for added efficiency
- Remain and lease additional space
- Remain and return vacant space back to landlord

**Facility Transfer**

For out-years, when appropriate, the TD Program will support deactivation (on a facility-by-facility basis), planning, characterization, and negotiation with Environmental Management (EM) to transfer a process- contaminated facility to EM for decommissioning and demolition.

**Leased Space**

Spaced leased on Shadow Lane in Las Vegas, Nevada, will continue to function indefinitely as an office for the NSTec Employee Assistance Program. Confidentiality necessary to support this program requires a satellite location.

Six NNSA/NSO buildings are constructed on property owned by the U.S. Air Force at Nellis Air Force Base in Las Vegas, Nevada. There is a Memorandum of Agreement between the U.S. Air Force and the NNSA whereby the land belongs to the Air Force, but is under lease to the NNSA for 25 years (as of 1989), with an option for a 25-year extension. The added security and logistical convenience of being adjacent to the Nellis Air Force Base runway is particularly advantageous for accommodating NNSA/NSO's nuclear emergency response activities.

The RSL-A occupies one building and one hangar on the Andrews Air Force Base in Camp Springs, Maryland. The building, which is owned by NNSA/NSO, was constructed

- Demolish facilities and infrastructure that are no longer economically salvageable.
- Identify a land-use concept of Mercury that will create functional zones to facilitate groupings of similar activities. Replacement and new facilities should be relocated to the appropriately designated land-use group.
- Replace facilities that are obsolete, but functionally necessary.
- Remodel selected facilities and infrastructure to extend useful life to accommodate existing and future support requirements.

Currently members of the same working group are housed in different buildings scattered around Area 23. The existing buildings have been surveyed as to the number of occupants, their function and existing work environment. Personnel have been assigned to whatever space is available. A new facility will combine similar functions. In addition to increasing efficiency, the buildings will improve the appearance of Mercury by create a campus like setting. Buildings not scheduled for demolition can be renovated. The new buildings can have modular office walls that can reconfigure floor layouts as tenants and functions change. Reconfiguration of Mercury would cost $650 per sq ft for new construction. Remodeling would cost $1,200 per sq ft. Costs for reconfiguration of Mercury would be pursued through third-party financing. Additional advantages for reconfiguration of Mercury include:

- Newly constructed buildings will
  - Replace 40+ year old buildings; buildings generally have a 50 year life expectancy
  - Be properly oriented to take advantage of solar energy
  - Utilize non-combustible construction combined with fire suppression
  - Take advantage of new energy efficient building materials and latest construction techniques
  - Use natural light and ventilation to save energy and create a more productive work environment
  - Use energy efficient light fixtures and water saving water fixtures
  - Will be designed with shading, i.e., overhead shading elements (directional vanes) that diffuse light in the summer and allow the sun to penetrate the buildings in the winter
  - Utilize “green” products
  -

## ATC CONSTRUCTION

Construction of the ATC will be comprised of three phases and will see the development of a campus-like setting of buildings and infrastructure which will provide:

- Buildings that incorporate latest architectural design, construction techniques, and innovative building materials to be high performance:
  - Conserve energy (Anticipate 30% reduction in energy use)
  - Use less water (Anticipate 30% reduction in water use)
  - Improve air quality
  - Increase use of Energy Star appliances and recycling activities
- State-of-the-art electronics and communication
- Video teleconferencing capability in each facility to encourage reduced commuting between the campus and the NLV
- Improved security
- DM reduction: $9.5 M for buildings (DM for infrastructure being assessed during FY 2009 so further reduction can be determined)
- Demolition of 641,569 sq ft (in addition to the 569,000 sq ft demolition accomplished by FIRP funding over 7 years = >1.2 M sq ft or 13% of disposition required to meet NNSA goal of 9 M sq ft). If third-party financing is used, any TD funds will be used to demolish facilities in other parts of the NTS driving the total sq ft reduction even higher.
- Build: 468,000 sq ft (including additional demolitions planned under TD will meet the 1 up and 1.5 down ratio requirement or 702,000 sq ft)
- A new and technologically sound complex to attract new talent and new missions
- Better integration and execution of existing and future NTS missions.
- A consolidated Mercury campus, which will ensure goals are met for energy efficiency, DM buy-down, and square footage reduction.

***Attachment A***, ATC Proposed Maps and Project Task Listings, shows the schedule of consolidation efforts for the proposed NTS ATC.

## PHASE 1

PHASE 1 will kick off with the building of the Site Administration building (Building A) and the Wackenhut Services, Inc. (WSI) Administration Center.

The Site Administration building (Building A) will see the consolidation of organizations responsible for the overseeing the operation of the NTS, state and federal organizations (Nye County, NNSA/NSO, and the Post Office), and the national laboratories (LLNL,

LANL, Sandia). This building will include two limited areas for NNSA/NSO and the Joint Testing Office (LLNL, LANL, and Sandia) as well an auditorium. ***Table 8*** shows the organizations to reside in Building A.

**Table 8 Organizations to Reside in Building A**

| **Building A: SITE ADMINISTRATION** | **gsf** |
|---|---|
| Floor 1 | |
| NNSA/NSO (Wing to be Limited) | 4915 |
| Auditorium | 4828 |
| Post Office/Nye County | 4765 |
| Facility Management/Real Estate Services/Work Control | 5073 |
| Floor 2 | |
| Construction Services/Construction Administration/Construction Inspection/QA QC/Work Management | 10383 |
| Engineering/Engineering Administration/Project Management/Technical Services/Estimating/Fleet | 9922 |
| Floor 3 | |
| Joint Testing Office (Entire floor to be Limited) | 20305 |

It should be noted at this time that WSI is responsible for obtaining all financing relating to the building of the new WSI Administration Center, personnel and equipment moves, and any resulting building demolitions. The WSI Administration Center will consolidate the following security organizations as shown in ***Table 9*** below.

**Table 9 WSI Security Organizations**

| **WSI ADMINISTRATION CENTER** | **gsf** |
|---|---|
| Floor 1 | |
| Muster and Armory | 9743 |
| Workout facility and Locker Rooms | 9838 |
| Floor 2 | |
| Security Training | 10383 |
| Class Room and Training Support | 7592 |
| WSI SACS/AOD | 3500 |
| Floor 3 | |
| TBD | 20305 |

With the consolidation of WSI organizations, space (24,394 sq ft) will be designated as shown in ***Table 10***.

**Table 10 WSI Designated Space**

| BUILDING # | BUILDING NAME | gsf | RESULTING ACTIVITY |
|---|---|---|---|
| 23-1001 | Security Operations | 3850 | Available for reuse |
| 23-1002 | WSI SACS/AOD | 3593 | |
| 23-701 | WSI Technical Support | 6382 | |
| 23-1103 | Training Academy | 6129 | Demolish |
| 23-1106 | WSI Classroom Annex | 1560 | Excess |
| 23-1107 | WSI Training Academy Office | 1440 | |
| 23-1108 | WSI Training Academy HQ | 1440 | |

The following information presented for PHASE 1 (and PHASES 2 and 3) will not address the WSI Administration Building moves and any subsequent facility demolitions resulting from those moves.

The following information assumes that Building A and the WSI Administration Center have been completed. With these buildings completed, personnel moves and facility demolitions can begin. PHASE 1 produces the following:

- a duration of 164.2 days
- moves approximately 370 people over 37 days of which approximately 130 people will be relocated to an interim location until their final location is built in PHASES 2 and 3
- demolishes 11 buildings in 108 days for a total of 63,679 sq ft (see ***Table 11***)

**Table 11 Demolition of Buildings in PHASE 1**

| BUILDING # | BUILDING NAME | gsf |
|---|---|---|
| 23-109 | Housing/Revenue | 3861 |
| 23-111 | Administration/Engineering | 18013 |
| 23-114 | ES&H Training Facility | 4202 |
| 23-143 | Administration Offices | 6070 |
| 23-152 | Laundry | 371 |
| 23-211 | DOD Administration/Warehouse | 12504 |
| 23-211A | Workshop | 500 |
| 23-525 | Post Office | 5492 |
| 23-614 | Site Engineering | 5808 |
| 23-C | Office of Environ Restoration | 3429 |
| 23-D | Office of Environ Restoration | 3429 |

**PHASE 2**

PHASE 2 will kick off with the building of the Health and Applied Sciences building (Building B) and Building C (building name TBD).

The Health and Applied Sciences building (Building B) will consolidate organizations responsible for the safety of personnel and the environment at the NTS and off-site. This building will also include laboratory space for these organizations. The organizations to reside in Building B are shown in ***Table 12***.

**Table 12 Organizations to Reside in Building B**

| **Building B: HEALTH AND APPLIED SCIENCES** | **gsf** |
|---|---|
| Floor 1 | |
| Occupational Medicine | 9988 |
| Industrial Hygiene | 4765 |
| Occupational Safety and Health/ESH&Q | 4828 |
| Floor 2 | |
| Radiological Health/Cal Lab | 17975 |
| Waste Minimization and Control | 2000 |
| Floor 3 | |
| Laboratories | 9922 |
| Environmental Tech Services/Environmental Services/ Environmental Restoration/Materials Testing/USGS | 10383 |

Building C will consolidate the organizations listed in ***Table 13.***

**Table 13 Organizations to Reside in Building C**

| **Building C** | **gsf** |
|---|---|
| Floor 1 | |
| Training and Classrooms | 4200 |
| TBD | 5788 |
| Copy Reproduction/Print Plant | 4764 |
| Records/Archive | 4828 |
| Floor 2 | |
| TBD | 10383 |
| Human Resources/Accounting/Purchasing/TBD | 9922 |
| Floor 3 | |
| TBD | 10383 |
| TBD | 9922 |

The following information assumes that Buildings B and C have been completed. With these buildings completed, personnel moves and facility demolitions can begin. PHASE 2 produces the following:

- Duration of 208 days
- Moves approximately 382 people over 38 days
- Demolishes the 25 buildings listed in ***Table 14*** in 208 days for a total of 141,604 sq ft

**Table 14 Buildings to be Demolished in PHASE II**

| BUILDING # | BUILDING NAME | SQUARE FOOTAGE |
|---|---|---|
| 23-116 | Core Storage | 4454 |
| 23-128 | Nuc Ops Trng Annex | 8592 |
| 23-129 | Warehouse | 10559 |
| 23-151 | Core Storage | 10193 |
| 23-154 | Office Building | 2515 |
| 23-156 | Office Building | 3997 |
| 23-157 | Linen Storage Warehouse | 4867 |
| 23-475 | Dormitory | 3029 |
| 23-476 | Dormitory | 3029 |
| 23-477 | Day Room | 981 |
| 23-478 | Dormitory | 3029 |
| 23-479 | Dormitory | 3029 |
| 23-480 | Dormitory | 3029 |
| 23-481 | Dormitory | 3029 |
| 23-482 | Day Room | 981 |
| 23-483 | Dormitory | 3029 |
| 23-484 | Dormitory | 3029 |
| 23-526 | Dormitory | 5227 |
| 23-527 | Dormitory | 4033 |
| 23-528 | Dormitory | 7033 |
| 23-529 | Dormitory | 4033 |
| 23-530 | Dormitory | 8447 |
| 23-531 | Dormitory | 13820 |
| 23-532 | Dormitory | 13820 |
| 23-535 | Dormitory | 13820 |

- Opens up the usable space (63,282 sq ft) in current NTS buildings as shown in ***Table 15***

**Table 15 PHASE 2 Usable Space in NTS Buildings**

| BUILDING # | BUILDING NAME | SQUARE FOOTAGE |
|---|---|---|
| 23-190 | Materials Testing Lab | 7523 |
| 23-310 | Archives and Records Center | 6188 |
| 23-550 | Industrial Hygiene | 4174 |
| 23-610* | Radiation Cal Lab | 1570 |
| 23-650 | Occupational Medicine | 30243 |
| 23-652 | Environmental Tech Services | 6052 |
| 23-726(P) | Print Plant/Radio Communications | 8000 |
| 23-752 | Fleet Operations | 5532 |
| *Scheduled for Phase 3 demolition<br>(P) Partial building space available | | |

**PHASE 3**

PHASE 3 will kick off with the building of the Secured Services Building (Building D), the dormitory, bus terminal, and the new Mercury Cafeteria.

The Secured Services Building (Building D) will consolidate those organizations that require limited access and a fenced enclosure. ***Table 16*** shows the organizations to reside in Building D.

**Table 16 Organizations to Reside in Building D**

| Building D: Secured Services (in Fenced Compound) | gsf |
|---|---|
| Floor 1 (Entire floor Limited) | |
| OCC/Emergency Services from 23-600 | 4915 |
| PAI Security/MC&A | 5108 |
| Labs/Work Areas | 10764 |
| Floor 2 (Entire floor Limited) | |
| Work Areas/Diagnostic Labs | 11177 |
| DTRA/Information Technology | 10427 |
| Floor 3 (Entire floor Limited) | |
| Counterterrorism | 11177 |
| Telecommunications | 10427 |

The new Mercury Cafeteria will consolidate all the cafeteria-related activities under one roof and will provide a social recreation area for NTS personnel and visitors as shown in ***Table 17***.

**Table 17 New Mercury Cafeteria Activities**

| **Building E: Mercury Cafeteria and Social Hall** | **gsf** |
|---|---|
| Floor 1 | |
| Cafeteria | 60000 |
| Floor 2 | |
| Social Hall | 10000 |
| Media Room | 10000 |
| TBD | 30000 |

The following information assumes that Buildings D and the new Mercury Cafeteria have been completed. With these buildings completed, personnel moves and facility demolitions can begin. PHASE 3 produces the following:

- Duration of 126.5 days
- Moves approximately 245 people over 24.5 days
- Demolishes the 8 buildings listed in ***Table 18*** in 102 days for a total of 79,113 sq ft

**Table 18 Buildings to be Demolished in PHASE 3**

| **BUILDING #** | **BUILDING NAME** | **gsf** |
|---|---|---|
| 23-300 | Mercury Cafeteria | 64762 |
| 23-300B | Cleanup Building | 297 |
| 23-301 | Walk in Storage | 3638 |
| 23-302 | Mercury Garage Facility | 1968 |
| 23-610 | Radiation Cal Lab | 1570 |
| 23-620 | Real Estate Services | 1513 |
| 23-630 | Administration | 4406 |
| 23-754 | Cafeteria Boiler Building | 959 |

- Opens up usable space (TBD sq ft) in current NTS buildings as shown in ***Table 19***

**Table 19 PHASE 3 Usable Space in NTS Buildings**

| BUILDING # | BUILDING NAME | SQUARE FOOTAGE |
|---|---|---|
| A-3** | Site Administration | 2200 |
| 23-600(P) | Joint Testing Office | 5330 |
| 23-725 | Telecommunications | 13454 |
| 23-726 | Print Plant/Radio Communication | 9325 |
| Counterterrorism | TBD | TBD |
| 23-163 | Counterterrorism Training Complex | 10672 |
| Work Areas/Diagnostic Labs | TBD | TBD |
| Labs/Work Areas | TBD | TBD |
| **Space returned to LABs<br>(P) Partial building space available | | |

**RECONFIGURATION**

Current building deficiencies that would be addressed through reconfiguration include:

**General Building:**

- Existing doors and windows are not energy efficient. Doors and windows have worn out seals. Single pane glass windows need to be replaced with dual pane glazing in energy efficient frames.
- Buildings contain old insulation and possibly with minimal thermal value.
- Older buildings are wood frame construction.

**Plumbing:**

- Existing buildings have water wasting water closets.
- Replace plumbing fixtures with energy saving features, i.e., efficient shower heads, faucets with motion operation.
- Possibility of existing copper water line joints soldered with lead.
- Need to verify that cast iron waste lines are in good condition and inspect for leaks.

**Mechanical:**

- Replacement parts may not be available for the older heating, ventilation, and air conditioning (HVAC) units.
- Existing buildings not weather sealed properly.

- Existing buildings have inefficient HVAC units and outdated thermostats. Replace HVAC units along with programmable "set-back" thermostats.
- Some buildings are using window air conditioners for cooling.
- Existing building insulation is "worn-out" due to age.

**Electrical**:

- Replace energy wasting light fixtures
- Existing wiring may not be rated to handle electrical demands of new computers and electronic equipment.
- Upgrade electrical service.

**Security:**

- Security can be better controlled by housing multiple operations "under one roof."

## PRIORITIZING FACILITIES

A mission-critical project prioritization process was established to help determine the order in which facilities/infrastructure elements are evaluated. Under the new mission-critical project prioritization process, the active facilities and the key elements of the infrastructure were assessed. Sustainability is categorized as 1- critical, 2- necessary, and 3- run to fail. Controlled degradation is prioritized as (A = 1-2 years before disposal, B = 3-5 years before disposal, C = 6-10 years before disposal, and D = greater than 10 years before disposal). The result is a list of enduring facilities for sustainability.

Audits will be used to assist in the development of the list of enduring facilities. The Facilities and Infrastructure Planning Department will oversee completion of audits for energy, high performance, and Leadership in Energy and Environmental Design/Energy Star. The building assessment process initially consisted of the Condition Assessment Survey, which provided for inspection of the building's physical condition and determination of deficiencies and repair costs through the Conditional Assessment Information System. A building's true assessment involves more than just the physical condition. The assessment process was expanded to include all infrastructure elements, which provided a unique methodology to identify the basic infrastructure elements, and to evaluate their condition. More detailed assessments that involved removing electrical panel covers, load tests, flow tests, etc provided the best database possible for input into the FIMS and for the development of projects designed to reduce the deficiencies. The current assessment process provides a more complete assessment of facility and infrastructure elements by addressing facility and infrastructure suitability issues in relation to their programmatic needs and by combining the asset's physical condition reported in the Condition Assessment Information System. This combined process results in a complete assessment. The Facilities Oversight Department will oversee the completion of assessments for Other Structures and Facilities and Condition Assessment Surveys.

A critical facilities list (not to be confused with a mission-critical list) will be developed that lists those facilities that require immediate restart (i.e., the electrical power is lost at the NTS). Power and other services would be expedited to these facilities first in the event of an unplanned interruption of service. Buildings that may be included in this critical facilities list include: cafeteria (food spoilage), security building(s), Nye County Sheriff's office, medical facilities, and communications facilities (UPS systems with limited time duration). Others will be identified during the sustainability audits.

## MAINTENANCE STRATEGY

Having a full understanding of the current condition of its facilities and infrastructure enables NSTec management to direct reinvestment decisions to accomplish the DM goals. Through the continued use of the assessment program, projects and maintenance actions are identified to aim management toward an improved priority-based investment strategy for the mission-critical facilities and infrastructure most in need of repairs, upgrades, or replacements. The result will provide a site that has reached a target condition which can be maintained at optimum levels and will then function at optimum levels.

Facility managers are tasked with planning maintenance activities for the facilities they manage. The long-term objectives are weighed against any pending maintenance. For example, those buildings that are listed as potential candidates for disposition under TD or the IRMP will undergo additional scrutiny to ensure that maintenance dollars are not spent on buildings slated for disposition in the near future under either of these programs.

Maintenance is captured in MAXIMO, Condition Assessment Information System, and scheduled preventive maintenance for each facility. Facility Managers review entries and submit feedback to delete any duplicate entries. Facility Managers prioritize corrective maintenance (preventive maintenance will remain unchanged except for those buildings that are in shutdown or are being allowed to run to fail as part of controlled degradation). Prioritization is accomplished by considering several building factors that will rank the urgency of the maintenance activity and consider long-term objectives for the NTS, e.g., amount of DM, facility category (mission critical, mission dependent not critical, not mission dependent ), sustainability, and budgeted amount for preventive maintenance. Facility Managers allocate resources between buildings within their portfolio to ensure building conditions are maintained to meet customer expectations. This strategy demonstrates the trade-offs on how maintenance funding is spent and how Facility Managers will manage maintenance budget factors by considering the long-term objectives for the NTS, optimizing DM reduction while maintaining basic services and needs, and focusing limited resources to the proper facilities.

## MANAGING ENDURING FACILITIES

Facility Managers will balance portfolios to ensure enduring facility availability is maximized. The refocus of maintenance funding from non-enduring to enduring facilities will occur and be based on audit results. Facility Programs will modify the Facility Management Program CD-A010.001, *Facility Manager/Facility Owner Program.*

In FY 2009, evaluations and/or assessments will be conducted to measure the cost effectiveness of programs that are currently being utilized. Cost effectiveness will be a primary objective and may drive changes to current processes. Necessary changes need to be identified and decisions made based on data derived from the sustainment process.

Portfolios will be examined for each Facility Manager. The amount of DM bought down with corrective maintenance will be calculated and reviewed. Buildings targeted for maintenance will be reviewed to ensure that enduring buildings receive the appropriate levels of maintenance funding. The ratios for enduring buildings compared to other buildings will be derived and used as a baseline for subsequent years.

A data analysis of enduring facilities from FY 2008 – FY 2009 will provide a FCI for each year for comparison purposes and to demonstrate continuous improvement in site FCI targets that are set and rated against their contribution to NNSA's proposed corporate FCI Goals. The FCI for all mission critical facilities is targeted at <5%. The FCI for all mission dependent, not critical facilities is targeted at <=7%. Buy-down of DM should be in an amount that is equal to or greater than the FY 2009 Authorization for Recapitalization. In addition, the ratio of actual dollars (total direct and indirect) versus planned dollars for maintenance of mission critical and mission dependent/not critical facilities will be calculated. This will demonstrate that NNSA Defense Programs funded facilities are adequately maintained to support Directed Stockpile Work and Campaign activities. Non-enduring facilities may see an increase in FCI rates based on re-allocation of maintenance funding.

## INFORMATION

Much of the data that are used for decision-making are accessed through various queries in the Facility Data Warehouse database. The Facility Data Warehouse database includes a website that contains many links to detailed information for each facility. The main menu is used to view documentation and administrative information. Another menu is used to navigate to the major web pages on the website. The advantage of the Facility Data Warehouse is that it integrates real-time information derived from the following databases:

- Facilities Information Management System
- Space Management, Emergency Egress, Boundary, and Fire Protection Drawings
- Condition Assessment Information System
- Archives and Records Center Drawings, Documents, and Specifications (OPTIX)

- Facility Inventory Manager
- Electric Power Usage
- Hazardous Substance Inventory
- Hazardous Waste Storage Unit
- Computerized Maintenance Management Software (MAXIMO)
- Real Property Management (Sunflower Assets)
- Environmental Compliance Permits
- Real Estate Operations Permits (REOPS)
- DM
- Execution Plans
  - Facility Execution Plan
  - Support Execution Plan
  - Project Execution Plan
  - Emergency Response Plans

## DEFINITIONS

The following definitions, as defined in DOE O 430.1A, *Real Property Asset Management,* and DOE G 430.1-1, *Appendix A,* are included to better define the areas included in discussion.

***Deactivation*** is the process of placing a facility in a stable and known condition including the removal of hazardous and radioactive materials to ensure adequate protection of the worker, public health and safety, and the environment, thereby limiting the long-term cost of surveillance and maintenance. Actions include the removal of fuel, draining and/or de-energizing nonessential systems, removal of stored radioactive and hazardous materials, and related actions. Deactivation does not include all decontamination necessary for dismantlement and demolition phase of decommissioning, e.g., removal of contamination remaining in the fixed structures and equipment after deactivation.

***Decommissioning*** (only applies to contaminated buildings requiring decontamination) takes place after deactivation and includes surveillance and maintenance, decontamination, and/or dismantlement. These actions are taken at the end of the life of a facility to retire it from service with adequate regard for the health and safety of workers and the public and protection of the environment. The ultimate goal of decommissioning is unrestricted release or restricted use of the site.

***Decontamination*** is the removal or reduction of residual radioactive and hazardous materials by mechanical, chemical or other techniques to achieve a stated objective or end condition.

***Demolition*** is destruction and removal of facilities or systems from the construction site. This is a direct cost.

***Disposal*** is permanent or temporary transfer of U.S. Department of Energy (DOE) control and custody of real property to a third party who thereby acquires rights to control, use or relinquish the property.

***Disposition*** is defined as those activities that follow completion of program mission, including, but not limited to, surveillance and maintenance, deactivation, decommissioning, and long-term stewardship.

***Excess*** is defined as physical assets that are not required for DOE needs and the discharge of its responsibilities.

***Excess Property*** is government property that no longer is required to serve the DOE mission or to discharge its responsibilities or legal obligations.

***Excess Real Property*** is land, improvements to land, or both, including interest therein, which is not required for the department's needs or the discharge of its responsibilities.

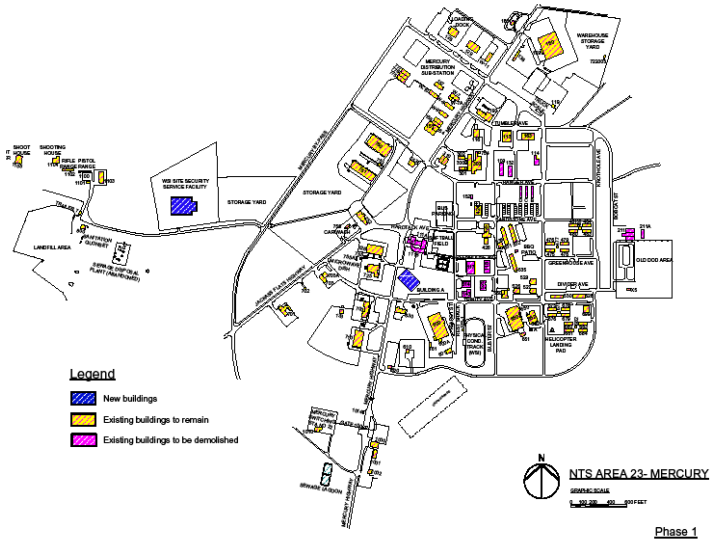
## ATTACHMENT A

## PROPOSED ATC MAPS AND PROJECT TASK LISTINGS BY PHASE

Project Task Listings in this attachment have been mocked up to show an estimated schedule of how the consolidation of personnel will occur during the three phases of the ATC project. Dates listed for each phase startup on only used for the purposes of this example.

**PHASE 1**

## Proposed Map
## Phase 1 – See 11 x 17 copy



| ID | | Task Name | Duration | Start | Finish | Predec | Resource Names |
|---|---|---|---|---|---|---|---|
| 1 | | **BEGIN PHASE 1** | **164.2 days** | **Mon 4/6/09** | **Mon 2/1/10** | | |
| 2 | | **23-600 LABs to (A-3)** | **5 days** | **Mon 4/6/09** | **Tue 4/14/09** | | |
| 3 | | 23-600 LLNL to (A-3) | 1.5 days | Mon 4/6/09 | Tue 4/7/09 | | |
| 4 | | 23-600 LANL to (A-3) | 1.75 days | Tue 4/7/09 | Thu 4/9/09 | 3 | |
| 5 | | 23-600 Sandia to (A-3) | 1.75 days | Thu 4/9/09 | Tue 4/14/09 | 4 | |
| 6 | | | 2 days | Tue 4/14/09 | Thu 4/16/09 | 5 | |
| 7 | | 23-111 WSI to new WSI Service Bldg | 1.25 days | Thu 4/16/09 | Mon 4/20/09 | 6 | |
| 8 | | 23-111 Z1 MAINT WIREMEN (A-2) | 0.5 days | Mon 4/20/09 | Tue 4/21/09 | 7 | |
| 9 | | 23-111 DOE/NV OTHER (A-1) | 0.5 days | Tue 4/21/09 | Tue 4/21/09 | 8 | |
| 10 | | **23-111 Groups to Intermediate Locations** | **47.2 days** | **Mon 4/20/09** | **Wed 7/15/09** | | |
| 11 | | | 2.55 days | Mon 4/20/09 | Thu 6/18/09 | 7 | |
| 12 | | | 0.75 days | Thu 6/18/09 | Mon 6/22/09 | 11 | |
| 13 | | | 0.75 days | Mon 6/22/09 | Tue 6/23/09 | 12 | |
| 14 | | | 0.25 days | Tue 6/23/09 | Tue 6/23/09 | 13 | |
| 15 | | | 12 days | Tue 6/23/09 | Wed 7/15/09 | 14 | |
| 16 | | **23-117 Groups to Bldg A-2/A-1** | **3.75 days** | **Tue 6/23/09** | **Tue 6/30/09** | | |
| 17 | | WORK MANAGEMENT (A-2) | 1.75 days | Tue 6/23/09 | Thu 6/25/09 | 14 | |
| 18 | | COORDINATION ZONE 1 (A-2) | 0.5 days | Thu 6/25/09 | Mon 6/29/09 | 17 | |
| 19 | | COORDINATION ZONE 4 (A-2) | 0.5 days | Mon 6/29/09 | Mon 6/29/09 | 18 | |
| 20 | | Work Control (A-1) | 1 day | Mon 6/29/09 | Tue 6/30/09 | 19 | |
| 21 | | **23-614** | **9 days** | **Tue 6/30/09** | **Thu 7/16/09** | | |
| 22 | | 23-614 ENGINEERING Dept (A-2) | 9 days | Tue 6/30/09 | Thu 7/16/09 | 20 | |
| 23 | | | 12 days | Thu 7/16/09 | Thu 8/6/09 | 22,15 | |
| 24 | | **23-630 Moves** | **2.5 days** | **Thu 7/16/09** | **Tue 7/21/09** | | |
| 25 | | Labor Relations (A-2) | 0.5 days | Thu 7/16/09 | Thu 7/16/09 | 22 | |
| 26 | | ZONE 1 MANAGEMENT (A-2) | 0.5 days | Thu 7/16/09 | Mon 7/20/09 | 25 | |
| 27 | | Z1 MAINT TECH STAFF (A-2) | 0.5 days | Mon 7/20/09 | Mon 7/20/09 | 26 | |
| 28 | | Z1 MAINT ADMIN (A-2) | 0.25 days | Mon 7/20/09 | Tue 7/21/09 | 27 | |
| 29 | | SOLID WASTE OPS (A-2) | 0.25 days | Tue 7/21/09 | Tue 7/21/09 | 28 | |
| 30 | | WASTE OPS TECHNICAL STAFF (A-2) | 0.25 days | Tue 7/21/09 | Tue 7/21/09 | 29 | |
| 31 | | COORDINATION ZONE 1 (A-2) | 0.25 days | Tue 7/21/09 | Tue 7/21/09 | 30 | |
| 32 | | ***23-630 Available*** | 0 days | Tue 7/21/09 | Tue 7/21/09 | 31 | |
| 33 | | **23-752 Moves OUT** | **1.5 days** | **Tue 7/21/09** | **Thu 7/23/09** | | |
| 34 | | Fleet Operations (A-2) | 0.25 days | Tue 7/21/09 | Tue 7/21/09 | 30 | |
| 35 | | Facility Management (A-1) | 1.25 days | Tue 7/21/09 | Thu 7/23/09 | 34 | |
| 36 | | ***23-752 Available*** | 0 days | Thu 7/23/09 | Thu 7/23/09 | 35 | |
| 37 | | **23-620 Move OUT** | **0.75 days** | **Thu 7/23/09** | **Thu 7/23/09** | | |
| 38 | | 23-620 Real Estate Ops Move (A-1) | 0.75 days | Thu 7/23/09 | Thu 7/23/09 | 35 | |
| 39 | | ***23-620 Available*** | 0 days | Thu 7/23/09 | Thu 7/23/09 | 38 | |
| 40 | | **23-525 Move** | **0.5 days** | **Thu 7/23/09** | **Mon 7/27/09** | **38** | |
| 41 | | 23-525 Post Office (A-1) | 0.5 days | Thu 7/23/09 | Mon 7/27/09 | 38 | |
| 42 | | | 12 days | Thu 8/6/09 | Mon 8/31/09 | 41,23 | |
| 43 | | | 1.75 days | Mon 7/27/09 | Wed 7/29/09 | 41 | |
| 44 | | | 12 days | Mon 8/31/09 | Tue 9/22/09 | 43,42 | |
| 45 | | **23-752 Move IN** | **2.75 days** | **Wed 7/29/09** | **Tue 8/4/09** | | |
| 46 | | | 2 days | Wed 7/29/09 | Mon 8/3/09 | 43 | |
| 47 | | | 0.75 days | Mon 8/3/09 | Tue 8/4/09 | 46 | |
| 48 | | | 12 days | Tue 9/22/09 | Tue 10/13/09 | 46,44 | |
| 49 | | | 12 days | Tue 10/13/09 | Wed 11/4/09 | 47,48 | |
| 50 | | | 0.75 days | Tue 8/4/09 | Tue 8/4/09 | 47 | |
| 51 | | | 2 days | Wed 8/5/09 | Mon 8/10/09 | 50 | |
| 52 | | | 1.25 days | Mon 8/10/09 | Tue 8/11/09 | 51 | |
| 53 | | | 12 days | Wed 11/4/09 | Wed 11/25/09 | 49 | |
| 54 | | | 8 days | Thu 11/26/09 | Thu 12/10/09 | 53 | |
| 55 | | | 12 days | Thu 12/10/09 | Mon 1/4/10 | 54 | |
| 56 | | | 8 days | Mon 1/4/10 | Mon 1/18/10 | 55 | |
| 57 | | | 8 days | Mon 1/18/10 | Mon 2/1/10 | 56 | |
| 58 | | **END PHASE 1** | 0 days | Mon 2/1/10 | Mon 2/1/10 | 57 | |

Demolition

Interim personnel move

Available facility

| ID | | Task Name | Duration | Start | Finish | Predece | Resource Names |
|---|---|---|---|---|---|---|---|
| 1 | | **BEGIN WSI PHASE** | **27.25 days** | **Mon 4/27/09** | **Thu 6/11/09** | | |
| 2 | | **23-1001, Security Operations** | **3 days** | **Mon 4/27/09** | **Wed 4/29/09** | | |
| 3 | | Move personnel to WSI Admin Center | 3 days | Mon 4/27/09 | Wed 4/29/09 | | |
| 4 | | ***23-1001 Available*** | 0 days | Wed 4/29/09 | Wed 4/29/09 | 3 | |
| 5 | | **23-1002, WSI SACS/AOD** | **3 days** | **Thu 4/30/09** | **Tue 5/5/09** | | |
| 6 | | Move personnel to WSI Admin Center | 3 days | Thu 4/30/09 | Tue 5/5/09 | 3 | |
| 7 | | ***23-1002 Available*** | 0 days | Tue 5/5/09 | Tue 5/5/09 | 6 | |
| 8 | | **23-701, WSI Technical Support** | **2 days** | **Wed 5/6/09** | **Thu 5/7/09** | | |
| 9 | | Move personnel to WSI Admin Center | 2 days | Wed 5/6/09 | Thu 5/7/09 | 6 | |
| 10 | | ***23-701 Available*** | 0 days | Thu 5/7/09 | Thu 5/7/09 | 9 | |
| 11 | | 23-1103, Training Academy | 2 days | Mon 5/11/09 | Tue 5/12/09 | 9 | |
| 12 | | 23-1106, WSI Classroom Annex | 1.25 days | Wed 5/13/09 | Thu 5/14/09 | 11 | |
| 13 | | 23-1107, WSI Training Academy Office | 1 day | Thu 5/14/09 | Mon 5/18/09 | 12 | |
| 14 | | 23-1108, WSI Training Academy HQ | 1 day | Mon 5/18/09 | Tue 5/19/09 | 13 | |
| 15 | | | 2 days | Tue 5/19/09 | Thu 5/21/09 | 14,12 | |
| 16 | | | 2 days | Thu 5/21/09 | Tue 5/26/09 | 15,13 | |
| 17 | | | 2 days | Tue 5/26/09 | Thu 5/28/09 | 14,16 | |
| 18 | | | 8 days | Thu 5/28/09 | Thu 6/11/09 | 11,17 | |
| 19 | | END WSI PHASE | 0 days | Thu 6/11/09 | Thu 6/11/09 | 18 | |

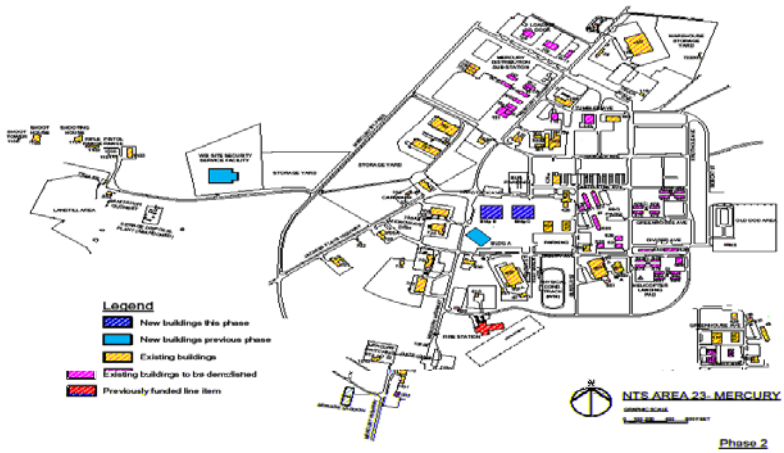
Demolition

Facility for excess

Available facility

**PHASE 2**

**Proposed Map**
**Phase 2 – See 11 x 17 copy**

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Page 8

| ID | | Task Name | Duration | Start | Finish | Predec | Resource Names |
|---|---|---|---|---|---|---|---|
| 1 | | **BEGIN PHASE 2** | **208 days** | **Wed 11/4/09** | **Mon 11/22/10** | | |
| 2 | | | 8 days | Wed 11/4/09 | Wed 11/18/09 | | |
| 3 | | | 8 days | Wed 11/18/09 | Wed 12/2/09 | 2 | |
| 4 | | | 8 days | Wed 12/2/09 | Thu 12/17/09 | 3 | |
| 5 | | | 8 days | Thu 12/17/09 | Thu 12/31/09 | 4 | |
| 6 | | | 8 days | Thu 12/31/09 | Mon 1/18/10 | 5 | |
| 7 | | | 8 days | Mon 1/18/10 | Mon 2/1/10 | 6 | |
| 8 | | | 8 days | Mon 2/1/10 | Mon 2/15/10 | 7 | |
| 9 | | | 8 days | Tue 2/16/10 | Tue 3/2/10 | 8 | |
| 10 | | | 8 days | Tue 3/2/10 | Tue 3/16/10 | 9 | |
| 11 | | | 8 days | Tue 3/16/10 | Wed 3/31/10 | 10 | |
| 12 | | | 8 days | Wed 3/31/10 | Wed 4/14/10 | 11 | |
| 13 | | | 8 days | Wed 4/14/10 | Thu 4/29/10 | 12 | |
| 14 | | | 8 days | Thu 4/29/10 | Thu 5/13/10 | 13 | |
| 15 | | | 8 days | Thu 5/13/10 | Thu 5/27/10 | 14 | |
| 16 | | | 8 days | Thu 5/27/10 | Mon 6/14/10 | 15 | |
| 17 | | | 8 days | Mon 6/14/10 | Mon 6/28/10 | 16 | |
| 18 | | | 8 days | Mon 6/28/10 | Tue 7/13/10 | 17 | |
| 19 | | | 8 days | Tue 7/13/10 | Tue 7/27/10 | 18 | |
| 20 | | | 8 days | Tue 7/27/10 | Wed 8/11/10 | 19 | |
| 21 | | | 8 days | Wed 8/11/10 | Wed 8/25/10 | 20 | |
| 22 | | | 8 days | Wed 8/25/10 | Wed 9/8/10 | 21 | |
| 23 | | | 1 day | Wed 11/4/09 | Thu 11/5/09 | | |
| 24 | | | 1.5 days | Thu 11/5/09 | Mon 11/9/09 | 23 | |
| 25 | | | 2 days | Mon 11/9/09 | Wed 11/11/09 | 24 | |
| 26 | | | 1.25 days | Wed 11/11/09 | Mon 11/16/09 | 25 | |
| 27 | | 23-652 Environmental Tech Svcs (B-3) | 2 days | Mon 11/16/09 | Wed 11/18/09 | 26 | |
| 28 | | ***23-652 Available*** | 0 days | Wed 11/18/09 | Wed 11/18/09 | 27 | |
| 29 | | 23-154 Office Building (B-3) | 0.5 days | Wed 11/18/09 | Wed 11/18/09 | 27 | |
| 30 | | | 12 days | Wed 9/8/10 | Thu 9/30/10 | 22,27 | |
| 31 | | 23-156 Office/Storage (B-3) | 0.5 days | Wed 11/18/09 | Thu 11/19/09 | 29 | |
| 32 | | | 12 days | Thu 9/30/10 | Mon 10/25/10 | 30,31 | |
| 33 | | **23-190 Materials Testing** | **0.75 days** | **Thu 11/19/09** | **Mon 11/23/09** | **31** | |
| 34 | | 23-190 Move (B-3) | 0.75 days | Thu 11/19/09 | Mon 11/23/09 | 31 | |
| 35 | | ***23-190 Available*** | 0 days | Mon 11/23/09 | Mon 11/23/09 | 34 | |
| 36 | | **23-650 Moves** | **9.75 days** | **Mon 11/23/09** | **Wed 12/9/09** | | |
| 37 | | 23-650 Occ Safety & Health Labs (B-3) | 3 days | Mon 11/23/09 | Thu 11/26/09 | 34 | |
| 38 | | 23-650 Waste Programs (B-3) | 0.5 days | Thu 11/26/09 | Thu 11/26/09 | 37 | |
| 39 | | 23-650 Rad Control (B-2) | 5 days | Thu 11/26/09 | Mon 12/7/09 | 38 | |
| 40 | | 23-650 Waste Min | 0.5 days | Tue 12/8/09 | Tue 12/8/09 | 39 | |
| 41 | | 23-650 Occupational Med (B-1) | 0.75 days | Tue 12/8/09 | Wed 12/9/09 | 40 | |
| 42 | | ***23-650 Available*** | 0 days | Wed 12/9/09 | Wed 12/9/09 | 41 | |
| 43 | | **23-610 Rad Cal Lab** | **1 day** | **Wed 12/9/09** | **Thu 12/10/09** | **41** | |
| 44 | | 23-610 Rad Cal Lab (B-2) | 1 day | Wed 12/9/09 | Thu 12/10/09 | 41 | |
| 45 | | 23-610 Available (Phase 3 DEMO) | 0 days | Thu 12/10/09 | Thu 12/10/09 | 44 | |
| 46 | | | 0.75 days | Thu 12/10/09 | Mon 12/14/09 | 45 | |
| 47 | | | 0.75 days | Mon 12/14/09 | Mon 12/14/09 | 46 | |
| 48 | | **23-550 Industrial Hygiene** | **1.5 days** | **Mon 12/14/09** | **Wed 12/16/09** | **47** | |
| 49 | | 23-550 Industrial Hygiene (B-1) | 1.5 days | Mon 12/14/09 | Wed 12/16/09 | 47 | |
| 50 | | ***23-550 Available*** | 0 days | Wed 12/16/09 | Wed 12/16/09 | 49 | |
| 51 | | 23-128 Nuc Ops Trng Annex (23-600) | 1.5 days | Wed 12/16/09 | Mon 12/21/09 | 50 | |
| 52 | | | 8 days | Mon 10/25/10 | Mon 11/8/10 | 51,32 | |
| 53 | | 23-129 Construction Warehouse (23-600) | 2 days | Mon 12/21/09 | Wed 12/23/09 | 51 | |
| 54 | | | 8 days | Mon 11/8/10 | Mon 11/22/10 | 52,53 | |
| 55 | | 23-xxx Human Resources (C-2) | 2 days | Wed 12/23/09 | Mon 12/28/09 | 53 | |
| 56 | | 23-XXX Accounting (C-2) | 2 days | Mon 12/28/09 | Wed 12/30/09 | 55 | |
| 57 | | 23-xxx Purchasing (C-2) | 2 days | Wed 12/30/09 | Mon 1/4/10 | 56 | |
| 58 | | | 2 days | Mon 1/4/10 | Wed 1/6/10 | 57 | |
| 59 | | | 0.75 days | Wed 1/6/10 | Thu 1/7/10 | 58 | |
| 60 | | ***23-752 available*** | 0 days | Thu 1/7/10 | Thu 1/7/10 | 59 | |
| 61 | | 23-310 Archives and Records Center (C-1) | 1.25 days | Thu 1/7/10 | Mon 1/11/10 | 60 | |
| 62 | | ***23-310 Available*** | 0 days | Mon 1/11/10 | Mon 1/11/10 | 61 | |
| 63 | | 23-726 Print Plant (C-1) | 1.5 days | Mon 1/11/10 | Wed 1/13/10 | 62 | |
| 64 | | ***23-726 partially available*** | 0 days | Wed 1/13/10 | Wed 1/13/10 | 63 | |
| 65 | | **END PHASE 2** | 0 days | Mon 11/22/10 | Mon 11/22/10 | 64,54 | |

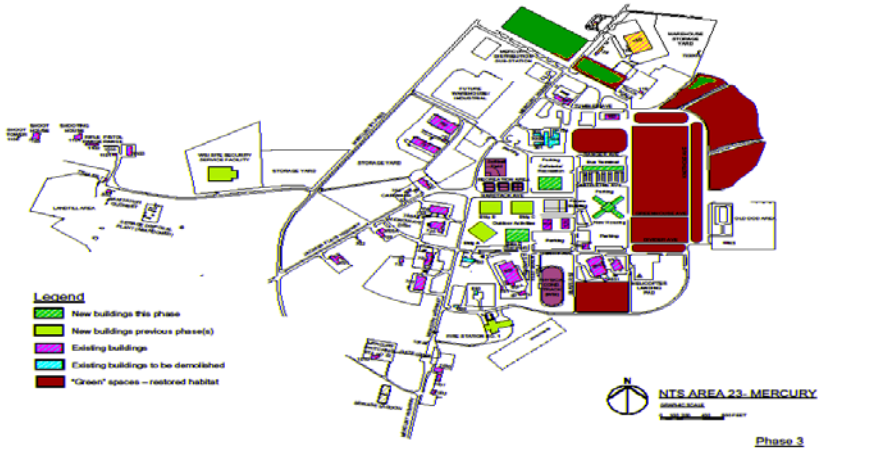
Demolition

Interim personnel move

Available facility

**PHASE 3**

**Proposed Map**
**Phase 3 – See 11 x 17 copy**

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Page 9

| ID | | Task Name | Duration | Start | Finish | Predec | Resource Names |
|---|---|---|---|---|---|---|---|
| 1 | | **BEGIN PHASE 3** | **126.5 days** | **Thu 1/14/10** | **Mon 9/6/10** | | |
| 2 | | Counterterrorism (D-3) | 4 days | Thu 1/14/10 | Thu 1/21/10 | | |
| 3 | | 23-725 Telecommunications (D-3) | 4 days | Thu 1/21/10 | Thu 1/28/10 | 2 | |
| 4 | | 23-726 Radio Comm (D-3) | 1 day | Thu 1/28/10 | Mon 2/1/10 | 3 | |
| 5 | | | 1.75 days | Mon 2/1/10 | Wed 2/3/10 | 4 | |
| 6 | | | 12 days | Wed 2/3/10 | Wed 2/24/10 | 5 | |
| 7 | | Work Areas/Diagnostic Labs (D-2) | 4 days | Thu 2/25/10 | Thu 3/4/10 | 6 | |
| 8 | | Labs/Work Areas (D-1) | 4 days | Thu 3/4/10 | Thu 3/11/10 | 7 | |
| 9 | | | 0.25 days | Thu 3/11/10 | Thu 3/11/10 | 8 | |
| 10 | | | 2 days | Thu 3/11/10 | Tue 3/16/10 | 9 | |
| 11 | | OCC/Emergency Services from 23-600 (D-1) | 2.5 days | Tue 3/16/10 | Mon 3/22/10 | 10 | |
| 12 | | **23-300 Mercury Cafeteria** | **19 days** | **Mon 3/22/10** | **Mon 4/26/10** | **11** | |
| 13 | | Move into new café | 1 day | Mon 3/22/10 | Tue 3/23/10 | 11 | |
| 14 | | | 18 days | Tue 3/23/10 | Mon 4/26/10 | 13,6 | |
| 15 | | | 12 days | Mon 4/26/10 | Tue 5/18/10 | 14 | |
| 16 | | | 12 days | Tue 5/18/10 | Tue 6/8/10 | 15 | |
| 17 | | | 12 days | Tue 6/8/10 | Wed 6/30/10 | 16 | |
| 18 | | | 12 days | Wed 6/30/10 | Wed 7/21/10 | 17 | |
| 19 | | | 12 days | Wed 7/21/10 | Thu 8/12/10 | 18 | |
| 20 | | | 12 days | Thu 8/12/10 | Mon 9/6/10 | 19 | |
| 21 | | **END PHASE 3** | 0 days | Mon 9/6/10 | Mon 9/6/10 | 20 | |

Demolition

Interim personnel move

Available facility