



Program Management

Client

U.S. Department of Energy

Location

Rocky Flats, Golden, Colorado

"Recently, the Office of Performance Assessment completed a report of their review of our performance against the established baseline.... The report preparation team concluded that your project management systems are best-in-class for Department of Energy Sites."

Frazer R. Lockhart, Manager
Department of Energy
Rocky Flats Project Office



Rocky Flats Closure Project

Project Description

At contract assumption in 1995, DOE was working to close Rocky Flats by 2065 at a cost of \$36 billion, with 9,000 employees and an annual budget of \$900 million. The regulatory agreement in place included more than 200 milestones that were routinely missed, while the site incurred hundreds of environmental deficiencies.

CH2M HILL developed high-level plans that were used as the foundation for subsequent baseline development. These high-level plans included scoping documents, project schedules, and costs (including bases of estimates) for the key 500 or so activities needed to achieve closure of the site. Some of the specific work activities involved in this effort included: work logic optimization, benchmarking, technology identification, human capital optimization, and technical and regulatory problem resolution. This also entailed significant interactions with senior Kaiser-Hill and DOE management, subcontractors, stakeholders, regulators, and the public.

CH2M HILL implemented an approach to estimating complex nuclear cleanup activities (e.g., nuclear facility deactivation and demolition, environmental cleanup, waste management and required support activities), breaking the work breakdown structure (WBS) down to the lowest level required for accurate estimating and effective management control. The degree of breakdown is based on the complexity of the activity and execution risk. The resulting comprehensive lifecycle closure baseline, independently validated by U.S. Army Corps of Engineers (USACE) and Arthur Anderson, supported accelerated Rocky Flats closure from 2060 to 2010 to 2006.

The closure baseline was further validated by project performance. The DOE's Office of Performance Assessment conducted a review of Rocky Flats Closure Project performance against the baseline in March 2004. The review team concluded that the project management systems being used are best-in-class among DOE sites. The DOE announced completion of the project in December 2005, one year ahead of the baseline schedule.

The complex, multi-site project included integrating the work of six major subcontractors, each with expertise in a principal scope area, and 200 lower-tier subcontractors across approximately 12,000 activities within the 385-acre industrial area. At the peak of activities, the project employed 4,500 workers.