



U.S. DEPARTMENT OF
ENERGY



**Department of Energy
Office of Environmental Management and
National Nuclear Security Administration**

**Savannah River Site
Landlord Transition Plan**

September 2023

APPROVAL/CONCURRENCE

Transition Steering Committee

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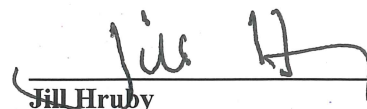
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SRS LANDLORD TRANSITION PLAN

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1.0 Executive Summary

On October 6, 2022, a joint Office of Environmental Management Headquarters (EM) and National Nuclear Security Administration Headquarters (NNSA) memorandum (EM-2022-000686) directed the Department of Energy (DOE) Savannah River Operations Office (SROO) and the NNSA Savannah River Field Office (SRFO) to develop a proposed Savannah River Site (SRS) Landlord Transition Plan (referred to as The Plan) to transfer primary authority, accountability, and Site stewardship responsibility for SRS from DOE-SROO to SRFO. The transition was deemed necessary given the steadily increasing NNSA mission requirements at the SRS and the concurrent progression of the EM clean-up mission toward a defined end-state.

Landlord Services (LLS) is defined as routine operations/maintenance of related facility/equipment and services that benefit Site tenants and programs at SRS. This includes roads, bridges and grounds maintenance, emergency and safety, meteorology, mail services, and utilities. Other services identified with the Landlord include environmental compliance, equipment rentals, fuel, document control, dosimetry, and radiological monitoring equipment.

This plan addresses the direction and represents a joint agreement between EM and NNSA to accomplish a seamless SRS transition with fairness and continuity for landlord responsibilities and on-going mission programs. In addition, the Plan includes the following:

- Designation of individual organization responsibility and management functions and assignment of responsibility and management for those functions which will have shared usage and responsibility;
- Provides plan of action and milestones summaries for transitioning Site responsibilities and functions;
- Supports NNSA assumption of primary Site management responsibility and budget authority by functions in Fiscal Year (FY) 2025;
- Ensures timely and effective communication with EM and NNSA employees, in addition to a wide array of Federal and local stakeholders;
- Establishes a timeline that factors in a FY 2025 Continuing Resolution (CR) and still accomplishes Landlord transition on October 1, 2024; and
- Transfers four (4) major responsibilities from DOE-SROO to SRFO:
 - Management and Operating (M&O) Contract, including LLS and Essential Site Services (ESS)
 - Pro-Force Contract
 - K-Area Complex
 - Environmental Permits/Agreements

An Intra-Departmental Memorandum of Understanding (MOU) will serve as the mechanism for the Memorandum of Agreements (MOAs) between SRFO and DOE-SROO on October 1, 2024, to define management responsibilities and delegation of NNSA as the Lead Program Secretarial Office (LPSO) and the DOE Landlord for SRS. The MOAs will further define responsibilities between DOE-SROO and SRFO as the Landlord. The MOAs will provide for utilization of EM's resources and subject matter expertise (SME) to ensure continuity of safe mission delivery and contract oversight until SRFO is fully staffed.

DOE's FY 2025 budget request will include landlord scope and activities for SRS within the NNSA programs. Likewise, the EM programs will not include these scopes and activities in the FY 2025 budget request. The requested budget amounts remain within the Office of Management and Budget (OMB) guidance levels, but NNSA may request additional funding as over-target for some landlord related activities. The budget request will include descriptions and justifications for the scope transfer and associated funding requirements. A CR is possible based on historical appropriations. In the event of a CR, DOE will seek an anomaly for the SRS transfer scope in both the Weapons Activities (WA) and Federal Salaries and Expenses (FSE) appropriations to minimize transition impacts. If an anomaly is not received, EM will continue to fund all existing EM scope while under a CR. Once an appropriation is enacted, NNSA will assume funding responsibility for the transferred scope. Budgets are preliminary subject to appropriations through the normal appropriation approved process. NNSA and EM will plan for NNSA to assume budgeting and funding requirements for site landlord scope, functions, and activities consistent with an enduring site mission starting in FY25.

The details of the Landlord scope to be performed at SRS in FY 2025 will continue to be refined as part of the transition. The Transition Steering Committee will oversee delivery and development of a detailed implementation schedule that enacts the agreements documented in The Plan.

In accordance with EM and NNSA agreement, when fully implemented, this plan will result in the timely and effective transfer of SRS Landlord responsibilities and authorities from EM to NNSA in FY 2025.

2.0 Introduction

On October 6, 2022, a joint EM and NNSA memorandum (EM-2022-000686) directed DOE-SROO and SRFO to develop The Plan to transfer primary authority, accountability, and Site stewardship responsibility for SRS from DOE-SROO to SRFO. The memorandum directed DOE-SROO and SRFO to “form an integrated joint team of senior SMEs from EM, NNSA, and the DOE-SROO and SRFO at SRS to develop a transition implementation plan for transferring overall responsibility of SRS from EM to NNSA”. The Plan represents EM and NNSA collaboration and fulfills the direction that The Plan be submitted by June 2023.

3.0 Purpose

The Plan serves as the first critical step in a coordinated and collaborative effort to ensure the timely and effective transition of SRS Landlord responsibilities in FY 2025. The Plan defines the methodology for the effective and timely transfer of Landlord responsibilities and summarizes risks and mitigation strategies. The Plan addresses key activities shared by EM and NNSA, such as regulatory agreements, emergency operations, and workforce/stakeholder communications. The Plan does not address or directly affect the ongoing DOE-SROO or SRFO funded and managed mission work, which is not subject to transfer.

4.0 Background

The SRS is a 310 square mile Site in Aiken, South Carolina, focused on the production of plutonium (Pu) and tritium for use in the manufacture of nuclear weapons from its inception in the early 1950s until the end of the Cold War. In 1992, the focus at SRS turned to environmental cleanup, nuclear materials management, and Research and Development activities. The DOE has assigned LPSO responsibilities for SRS to EM as delineated in the SRS Surplus Facilities/Material MOA dated January 23, 1995. Among other things, the LPSO provides resources and serves as DOE Landlord to SRS tenants.

SRS is a complex Site currently managed by DOE-SROO and host to SRFO. DOE-SROO works in partnership with multiple contractors in technically sophisticated nuclear and non-nuclear facilities. Cleanup activities at SRS include addressing 35 million gallons of radioactive liquid waste stored in 43 underground tanks; surplus Pu down-blending with eventual disposition as Transuranic waste to Waste Isolation Pilot Plant (WIPP); disposition of highly enriched uranium and receipt/storage/processing of foreign and domestic research reactor Spent Nuclear Fuel; excess facility deactivation and decommissioning; and soil and groundwater remediation.

DOE-SROO also operates the Savannah River National Laboratory (SRNL), a Federally Funded Research and Development Center, that applies unique and specialized capabilities to assist our Nation in mitigating the hazards associated with the Cold War legacy waste; sustaining and improving our Nation's nuclear security; and advancing our Nation's ability to provide an optimal energy future. SRNL leverages its capabilities to advance solutions to these critical national needs

for all its customers and applies developed technologies to assist Sites across the DOE complex in meeting cleanup requirements.

The SRS mission is to support the nation's nuclear deterrent programs while protecting the public health and environment and transforming the Site safely and efficiently for future use. The Site is a long-term national asset in the areas of environmental stewardship, innovative technology, national security, and energy independence. It acts with a skilled workforce and mature, efficient management processes, while sustaining public confidence in its employees and capabilities. The current main activities involve treating and processing waste, environmental cleanup and remediation, tritium processing, and protecting nuclear material.

Given the steadily increasing NNSA mission requirements at the SRS and the concurrent progression of the EM clean-up mission toward defined end state(s), a decision was made by EM and NNSA to transition the SRS from EM to NNSA leadership. In accordance with the direction of EM and NNSA, the primary authority, accountability, and Site stewardship for the SRS will be transitioned from EM to NNSA in FY 2025.

5.0 Responsibilities

Responsibilities and/or authorities related to the effective and timely transition of LLS from DOE-SROO to SRFO include:

5.1 Senior Advisor, Office of Environmental Management (EM-1) / Under Secretary for Nuclear Security and Administrator (NA-1)

Serves as approving authorities for The Plan.

5.2 EM/NNSA Co-Leads

Designated co-leads charged by EM-1 and NA-1 to form an integrated joint team of SMEs from DOE-SROO and SRFO to develop The Plan.

5.3 DOE-SROO and SRFO Field Managers

Oversees the development of The Plan. Serves as the DOE-SROO and SRFO Field Site approval authorities for submission of The Plan to EM-1 and NA-1. Oversees all facets of implementation to remove barriers to success and ensures the timely and effective transition of SRS Landlord responsibilities from DOE-SROO to SRFO in alignment with the dates defined by EM-1/NA-1.

5.4 EM/NNSA Steering Committee Co-Leads

Manages the development of The Plan and defines expectations and templates for consistency of input. Assigns actions to Subgroups leads and addresses issues that represent barriers to success. Oversees Subgroups to ensure timely submittal of comprehensive input and execution of implementation actions necessary for the effective transition of SRS Landlord responsibilities from DOE-SROO to SRFO.

5.5 EM/NNSA Subgroups Co-Leads

Manages the analysis of focus area(s) and development of input in accordance with guidance provided by the EM/NNSA Steering Committee Co-Leads. Ensures assignment of SMEs, as

necessary, to support the assigned focus area(s). Raises issues that represent barriers to success. Assigns actions to Subgroups members and ensures timely development/submittal of comprehensive input and execution of implementation steps necessary for the effective transition of SRS Landlord responsibilities from DOE-SROO to SRFO.

EM/NNSA integration process is shown in Figure 1 below.

SRS Landlord Transition Planning Implementation Structure

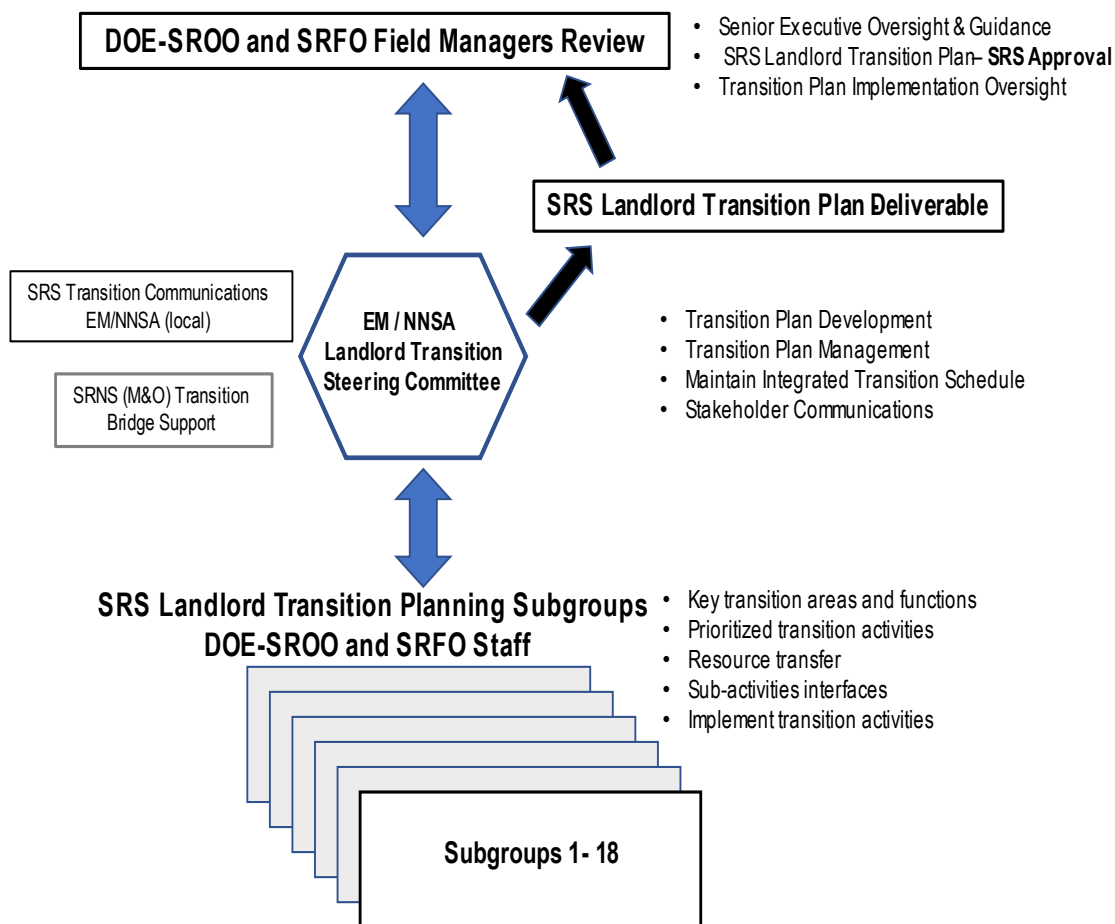


Figure 1: EM/NNSA Integration Process

6.0 Key Outcomes

Key outcomes from a successful Landlord transition are summarized below:

- Continuity of safe mission delivery and contract oversight.
- SRS Landlord functions and supporting authorities and activities will be successfully transferred from DOE-SROO to SRFO with no impact to the EM or NNSA mission work.
- Impacted workforce, stakeholders and members of the public will be kept informed on transition planning and implementation activities.
- EM and NNSA collaboration in transition planning and execution will yield workforce optimization and preclude duplication of resources and/or functions.
- Clear division of responsibilities between DOE-SROO and SRFO are established, communicated, understood, and enacted during the pretransition period such that no scope is unaccounted for following transition.

7.0 Key Assumptions

The following key assumptions were developed to guide and focus Subgroup planning efforts:

- All EM Site LLS transferring to NNSA must have a position management analysis prior to the reorganization package being submitted to the Office of the Secretary (S1) for approval. The package will identify Full Time Equivalents (FTE's) required to be transferred to NNSA and those that will remain with EM.
- EM SRS Cognizant Personnel Security Office function(s) that support other EM Sites will be transferred to NA-74. The remaining EM function(s) at SRS that support other EM sites will remain with EM unless other options are identified. Consolidation of any additional EM scope at SROO will not be justification to further adjustments to SROO and SRFO funding or FTE transfers to NNSA.
- To enable effective, on-time site transition DOE will request an anomaly to avoid impact in the event of a CR. If an anomaly is not received and in the event of a CR, M&O contract transition will still occur on October 1, 2024. MOAs will be in place Oct. 1, 2024, to provide necessary coverage associated with current program/functions that are identified to be transferred to maintain continuity of mission delivery and contract oversight.
- To support the Site LLS transition, EM, in consultation with and agreement from NNSA, will continue to hire, recruit and train ensuring the employees start/obtain the necessary qualifications for positions transferring.
- K-Area Complex transitions to NNSA, while EM and NNSA maintain ownership of their respective Pu material and other legacy materials.
- EM external affairs communications will address EM missions. This includes the Citizens Advisory Board, SRNL, Liquid Waste operations and disposition, Soil and Groundwater Remediation, Deactivation and Decommissioning (D&D), external stakeholder/regulator(s) relationships, Solid Waste and Nuclear Materials Stabilization Operations (H-Canyon, L-area, etc.).
- Federal Facilities Agreement ownership and execution remains with EM.

- Contracting authority for Federal Interagency Agreements, Grants and Cooperative Agreements; and major contracts (i.e., Site M&O, Ameresco, Protective Force (PF) and Dominion Energy) will transfer from EM to NNSA.
- SRNS M&O Contract Fee Determination Officer is NNSA with input from EM for EM mission areas.
- Common Site Infrastructure will continue to be managed and funded through Site-wide overhead pools unless a direct funding source is available.
- Assets (buildings, facilities, etc.) associated with Landlord responsibilities will transfer to SRFO.
- Per DOE-SROO and SRFO Field Managers, all MOAs between both entities should be combined into one.

8.0 Major Areas of Transfer

Major areas of transfer are summarized below. Unless otherwise cited, responsibilities will transfer from DOE-SROO to SRFO on October 1, 2024.

8.1 Landlord Services (LLS) and Essential Site Services (ESS)

As a part of Landlord transition from EM to NNSA a large number of LLS assets previously under DOE-SROO will be transitioning to NNSA. These include utilities such as electricity, water, sewer, steam, and fire water that support operations across SRS. In addition, construction assets mainly concentrated in N-area will transfer to NNSA. Other items of note that will transition include medical, the river water system, rail system, and various lakes, ponds, and dams. An MOA will be developed covering assets that will transfer back to EM for D&D when new or consolidated facilities are in place.

The ESS are associated with the unique programmatic requirements of operating the Site, such as business and management systems, supply chain management, quality services, project controls, and health and safety. Responsibility for all ESS will transfer from DOE-SROO to SRFO as the Landlord. SRFO will provide continued services to all Tenant(s).

8.2 Emergency Operations Center-Replacement (EOC-R) Project

The SRFO has agreed to accept responsibility for program and project authorities included in the transition of infrastructure and LLS. The EOC-R project is included in the infrastructure portfolio and is planned to be transitioned to SRFO under the Office of Infrastructure Lifecycle Management sponsorship. Funding will remain as appropriated within the current EM line-item construction control account (18-D-402). NNSA will submit any future funding requests for project requirements in FY 2025 and beyond. The project is expected to continue with line-item status, but under different NNSA project requirements. Due to the documented operability and habitability risks with the current Savannah River Site Operations Center and Emergency Operations Center, it is expected that any re-scoping of this project should consider the urgency for timely replacement of these capabilities into a modern code-compliant facility. The extensive

review process, including an External Independent Review, Project Management Risk Committee Review, and EM Acquisition Advisory Board will not be required under NNSA authority.

8.3 K-Area Complex

The K-Area Complex houses the facilities where Pu is stored and down blending (also referred to as “dilute and dispose”) is performed to disposition surplus Pu. After material is diluted, it is packaged, undergoes characterization and certification, and then is shipped to WIPP for final disposal.

The K-Area Complex managed by EM will transfer to NNSA. A cost sharing agreement is in place for funding responsibilities between EM and Assistant Deputy Administrator for Material Management and Minimization (NA-23) for the Pu down blending scope of work. A new/revised cost sharing agreement is in development between the various NNSA entities taking responsibility for K-Area Complex (i.e., Associate Administrator for Infrastructure, Associate Administrator for Defense Nuclear Security, NA-23, and EM) that delineates which organization is responsible for funding specific scopes (Appendix I).

EM and NNSA will retain responsibility for management and disposition of their respective current inventory of special nuclear materials stored in K-Area Complex. Any exchanges between Pu material ownership *shall* be approved by both DOE-SROO and the Office of Material Disposition (NA-233) prior to the change being made in the Local Area Network Material Accountability System. DOE-SROO will have approval authority with concurrence from SRFO for any new additions of Pu to their inventory in the K-Area Complex.

By March 29, 2024, the following areas will be documented regarding the Pu inventory that will remain with EM upon Landlord transition:

- Exact amount of Pu material that EM will retain.
- Composition of that Pu material obtained.
- Change Control System for EM to manage the inventory.

8.4 Management and Operating (M&O) Savannah River Nuclear Solutions, LLC

Under this Plan, the SRFO assumes contract responsibility for the M&O contract, which is a Cost-Plus Award Fee, Performance-Based Management vehicle. The M&O is responsible for all Landlord responsibilities associated with SRS, a 310-square mile DOE industrial facility located in Aiken, Allendale, and Barnwell Counties in South Carolina. SRNS scope includes environmental management cleanup excluding the high-level waste mission under a separate contract, providing capability for supporting the enduring nuclear weapons stockpile, and processing and storing nuclear materials in support of the United States (U.S.) nuclear non-proliferation efforts.

The performing entity for the M&O includes Fluor Federal Services, Inc., and Newport News Nuclear, Inc.

The Period of Performance is August 2008 through September 2026, with a one-year option period. The total estimated Contract Value is \$28B. The number of employees is ~5,424 as of June 1, 2023.

The transfer of the M&O contract from DOE-SROO to SRFO will occur on October 1, 2024. As the Landlord, NNSA will continue to provide services as negotiated in MOAs between the M&O and Site Tenants, including Inter-Contractor Purchase (ICP's) and Site Service Level Agreements (SLA's).

It should be noted that SRNS executes an ICP with Battelle Savannah River Alliance, LLC (as an Integrated M&O Contractor) and utilizes the SLA system to do so. SRNS does not anticipate any disruptions to services provided to Site Tenants as a result of the transition.

8.5 Centerra-Protective Force (PF) Contract

Under this Plan, SRFO assumes contract responsibility for the Centerra PF contract. Centerra Group provides, trains, and maintains a PF and staff to include security personnel, supervisors, managers, maintenance, administrative, and technical expert personnel to sufficiently support the requirements. In supporting the requirements of this contract, Centerra Group complies with all DOE/NNSA directives specified in the contract.

EM issued Centerra Group a Notice to Proceed on a new PF contract May 15, 2023. DOE-SROO is responsible for the new contract until SRFO assumes responsibility on October 1, 2024. The Period of Performance is through May 14, 2033, with two option periods. The total estimated Contract Value is estimated at \$1B. DOE-SROO will be responsible for closing out the previous contract with Centerra that concluded in May 2023.

Centerra Group provides staffing in accordance with DOE Order requirements, Site Safeguards and Security Plans, current DOE threat guidance, and specific contract requirements. Centerra Group staffs to authorizations with competently trained, fully qualified, uniformed, armed, and well-disciplined personnel to perform the following services:

- Security Operations Personnel supporting the Special Response Team.
- Perimeter Protection, Aviation, Material Transportation and Shipment, and Law Enforcement.
- Security Support for strategic planning, performance testing, and Emergency Management planning.
- Program Support for general plant projects, line-item logistics, human capital, and capital equipment budgets.
- Personnel Security support.

8.6 Environmental Regulatory Authorities and Compliance

Landlord regulatory compliance responsibilities including, but not limited to permits, agreements and environmental compliance program oversight will be transferred from DOE-SROO to SRFO. For areas related predominantly to EM cleanup work (i.e., Federal Facilities Agreement), or where

EM is the sole permittee, DOE-SROO will maintain responsibility for negotiations and communications with applicable regulatory agencies. A regulatory responsibility assignment matrix is provided (Appendix F).

9.0 Regulatory Framework

DOE-SROO has implemented sound environmental stewardship practices consistent with the protection of the air, water, land, biota, and other natural, archaeological, and cultural resources potentially impacted by SRS construction, operations, maintenance, and decommissioning activities. The Environmental Compliance program includes activities necessary to ensure SRS complies with Federal and State regulations, and DOE environmental directives (orders, policies, and guidelines) that protect human health and the environment. The major areas that will transfer to SRFO include, but are not limited to, Environmental Management System, Regulatory Programs oversight (Air, Water, National Environmental Policy Act (NEPA), Comprehensive Environmental Recovery Compensation and Liability Act, Toxic Substance Control Act / Polychlorinated Biphenyl's, etc.), Environmental Monitoring including DOE Order 458.1 compliance, and Environmental Bioassay Laboratory operations. This includes programmatic support as well as environmental support assigned to SRFO Site Operations and Contractors, regulatory inspection and audit oversight support, regulatory reporting of >600 regulatory deliverables and commitments annually, management of site-wide compliance of >500 permits, natural and environmental resource management, environmental planning process (NEPA and Environmental Evaluation Checklist) of over 1000 reviews annually, and maintenance of excellent relationship with regulatory community and the public.

Ownership will be transferred to NNSA for many SRS permits such as, but not limited to, the Title V Operating Air Permit, National Pollutant Discharge Elimination System Industrial Wastewater and Stormwater Permit, RCRA Hazardous Waste and Solid Waste Permits, and Surface Water Withdrawal Permits. Notice of Transition letters will be transmitted by DOE-SROO informing the Environmental Protection Agency, South Carolina Department of Health and Environmental Control (SCDHEC), and Army Corps of Engineers of the transition. Specific notification letters will be transmitted by DOE-SROO to SCDHEC Bureau Chiefs and South Carolina Dept of Labor, Licensing and Regulation of applicable agreements and/or permit ownership change from DOE-SROO to SRFO. Regulatory requirements may require specific forms, notifications, or permit modifications be completed due to the ownership change.

DOE-EM will remain as owner and maintain control of agreements and/or permits such as, but not limited to, the Federal Facility Agreement.

10.0 Assets Transfer

As of May 21, 2023, there were 3,188 SRS assets tracked in Facility Information Management System (FIMS). This number changes frequently as facilities are added to or archived out of the FIMS database. SRFO and DOE-SROO agreed to a baseline number of 1,227 assets to transfer to NNSA. A post-transition mechanism will be put in place to address assets that were either overlooked during the baseline review or were potentially transferred in error.

11.0 Funds Transfer

DOE's FY 2025 budget request will include landlord scope and activities for SRS within the NNSA programs. Likewise, the EM programs will not include these scopes and activities in the FY 2025 budget request. The requested budget amounts remain within OMB guidance levels, but NNSA may request additional funding as over-target for some landlord related activities. The budget request will include descriptions and justifications for the scope transfer and associated funding requirements. A CR is expected based on historical appropriations. To enable effective, on-time site transition DOE will request an anomaly request to avoid impact in the event of a CR. In the event an anomaly is not received, EM will continue to fund all existing EM scope while under a CR. Once an appropriation is enacted, EM and NNSA will collaborate to make any necessary financial adjustments in the DOE accounting system and NNSA will assume funding responsibility for the transferred scope. Budgets are preliminary subject to appropriations through the normal appropriation approved process. NNSA will be responsible for budgeting (FY 2025 and beyond) funding requirements for Landlord scope/functions/activities.

DOE-SROO submitted their FY 2025-FY 2029 budget in March 2023 to their HQ organization with a transfer of \$180M. However, as DOE-SROO and SRFO progress towards transition by October 1, 2024, the funding table will be updated to reflect program direction funding associated with FTE's transferring to NNSA.

A Financial Transition Plan of Action has been developed and is being managed by the Associate Administrator for Management and Budget (MB) for financial, accounting, and budget activities for transition of M&O, non-M&O contracts, and all other agreements and grants. The Plan of Action identifies key milestones associated with M&O and non-M&O transfers including changing the contract's funding from EM to NNSA Field Sites. The identified Financial Transition activities are required and will begin six months prior to the official M&O Transition Date.

SRFO is supporting the Financial Performance Office (MB-60) and Resource and Matrix Office (MB-80) with coordination of Financial Transition activities of M&O and non-M&O contracts. MB-60 is coordinating transition execution of financial performance activities including accounting operations, funds accounting, indirect cost management and cost allocation changes with associated budget/cost impacts to NNSA Programs. MB-80 is coordinating transition execution of budget support, which includes the NNSA Planning, Programming, Budgeting, and Evaluation process.

12.0 Major Prime Contracts Summary

12.1 Transition of LLS and ESS Awards (Contracts, Agreements, and Grants)

For all existing awards that expire prior to the site transition, EM will issue renewal awards. To ensure continuity of site operations associated with each renewed award, EM will partner with NNSA on the development of acquisition strategies to meet future mission needs; and the specific

date for transition of each renewal award from EM to NNSA in FY25. For the site's M&O and Pro-force contracts, the transition of those contracts will begin in April 2024, to ensure Contracting Officer authority is fully transferred from EM to NNSA effective Oct 1, 2024.

Appendix E contains a complete list of the contracts and agreements that will transfer.

12.2 M&O Contract

The SRNS is the M&O Contractor under contract DE-AC09-08SR22470 at SRS. SRNS has a current performance period through September 30, 2026, with one option period that if exercised would extend the contract period of performance through September 30, 2027. This contract valued at \$28B (includes the unexercised option) will transfer from DOE-SROO to SRFO on October 1, 2024.

12.3 Non-M&O Site Support Contracts

Centerra, under contract 89303323DEM00088, provides PF services. The contract has a 5-year based period worth \$469M with two option periods potentially extending the contract to ten years. The base contract will end July 14, 2028.

Ameresco, under contract number DE-AM36-02NT41457, provides operation of three Biomass steam plants. The \$954M contract will end in 2032.

Dominion Energy South Carolina, under contract number DE-EM0005213, provides electrical power and maintains all 115Kv transmission lines for the Site. The \$225M 10-year contract will end on May 31, 2025.

12.4 Agreements

United States Forest Service, Inter Agency Agreement (IAA) number 89303720SEM000037, provides forest service management for the entire SRS, including management of approximately 170,000 acres of natural resources on the SRS under the terms of the IAA, managing 65,000 acres of prescribed fire annually, maintain SRS's secondary roads, boundary, and wellness trails, and ancillary related support. The \$65M five-year contract will end September 30, 2025.

University of Georgia Savannah River Ecology Lab, under agreement number DE-EM00005228, provides independent evaluation of Site operations on the environment, education, and outreach. The \$16M five-year agreement will end September 30, 2026.

South Carolina Institute of Archaeology and Anthropology, under agreement number DE-EM0005182, provides cultural resource management including locating, identifying, evaluating, and protecting archeological and historical Sites. The \$4.4M five-year agreement will end November 5, 2023.

Federal Energy Regulatory Commission, agreement number DE-EM0001928, inspects the DOE-SROO constructed dams and water impoundment structures for compliance with Federal guidelines. The \$81K five-year agreement will end September 30, 2025.

13.0 Transition Strategy

13.1 Approach

The Plan is structured to systematically address a timely and effective transition of LLS from DOE-SROO to SRFO. Transition includes Pre-Transition Planning/Preparation until September 30, 2024, Transition Implementation effective October 1, 2024, and Post-Transition Lessons Learned as summarized below. Planning has identified risks and appropriate mitigations which are summarized in a follow-on section.

13.2 Pre-Transition Planning/Preparation

Pre-transition focuses on establishing the collaborative organizational interfaces (Steering Committee, Subgroups, etc.) necessary to begin work on the transfer of Landlord scope and functions. Pre-planning activities include development of:

- DOE-SROO and SRFO work force reorganization package for S-1 approval;
- DOE-SROO and SRFO FY 2025 M&O Performance Evaluation Measurement Plan to incentivize a successful transition;
- Intra Departmental MOAs to further clarify post-transition interfaces;
- Administrative contract modifications for M&O and PF contracts;
- Submittal of an anomaly request for FY 2025 to support effective, on-time site transition on October 1, 2024, in the event of a CR; and
- Submittal of FY 2026 budget request that fully reflects post transition responsibilities for EM and NNSA.

To address integration matters related services performed by the Site LLS, Security Services and other services associated with indirect funding, DOE-SROO and SRFO have agreed to develop an Intra Departmental MOA between the EM and NNSA Field Office Managers to collaborate on matters related to Federal workforce utilization, see Appendix D. There are numerous functions that are currently shared between DOE-SROO and SRFO FTEs, and the segregation and continued delivery of these activities must be carefully planned between the two organizations. To manage organizational changes, workforce guiding principles have been established to ensure a seamless transition of FTE's and staff to maintain continuity of programmatic oversight responsibilities.

Toward the latter part of Pre-Transition Planning/Preparation, a Transition Alignment Period is anticipated to allow DOE-SROO and SRFO to prepare/reconfigure organizations based on the approved S-1 work force reorganization packages. The reorganization packages should be submitted by SROO and SRFO by the end of October 31, 2023 for a target of S-1 approval by February 1, 2024. Every attempt will be made to permanently transition personnel who will be moving from EM to NNSA coincident with contract transition. If necessary, personnel will be

placed on a detail starting October 1, 2024, for up to 240 days to facilitate transfer of functions and allow more time to complete final reassignments. During the detail/on-boarding process, a group orientation will be held, an on-boarding buddy will be assigned, tours and training will be available to include the NNSA first year classes, and a checklist will be provided to facilitate a smooth transition to SRFO.

In addition, due to the magnitude of the functions being transferred, DOE-SROO with assistance from the M&O contractor will provide briefings to SRFO on all programs and scope transferred.

Prior to transition execution, a Readiness Review will be conducted to guide the process. The review will ensure criteria is in-place for each focus area to verify both EM and NNSA readiness to implement the transition on October 1, 2024.

13.3 Transition Implementation

Landlord Transition will begin October 1, 2024, with the transfer of the M&O Contract, Pro-Force Contract, K-Area Complex, and the Environmental Permits/Agreements.

To support effective, on-time transition on October 1, 2024, DOE will request an anomaly for FY 2025. If an anomaly is not received and in the event of a CR, affected EM personnel will be detailed to NNSA on or before the Landlord transition to continue mission delivery and contract oversight. Upon enactment of FY 2025 appropriations, those personnel detailed to NNSA will be formally transferred to their new organizational positions.

If an anomaly is not received and in the event of a CR, the timing of transfer for other contracts and agreements may be deferred until after budget appropriations are enacted to accommodate contracting authority appointments. Additionally, transfer of some contracts and agreements may be deferred to align with an impending renewal.

A Site Intra Departmental MOU between SROO and SRFO will be in place prior to transition to provide a mechanism for SROO to provide trained and qualified SME expertise to SRFO to maintain continuity of safe mission delivery, and Federal oversight, pending SRFO hiring and/or qualifying personnel in transferred positions.

Logistical considerations exist in substantially increasing the size of the SRFO organization located in H-Area. These considerations range from the physical location of office space to the access of resources required to accomplish the job assignment. Ample office space does not exist in H-Area to accommodate all the personnel transfers at the time of transition. Therefore, many NNSA individuals will remain in B-Area after the implementation date of the transition. A strategic infrastructure plan will be developed which may utilize existing administrative buildings in addition to new construction to address office space needs for NNSA personnel.

13.4 Post-Transition Lessons Learned

Post-transition lesson learned will capture the effectiveness of transition activities to provide a means for employee feedback, and/or identify lessons learned for future transitions.

13.5 Transition Schedule

The Transition Implementation Timeline shown in Figure 2 highlights key milestones for the timely and effective transition of SRS Landlord responsibilities from DOE-SROO to SRFO. A more detailed transition schedule/timeline is included in Appendix B.

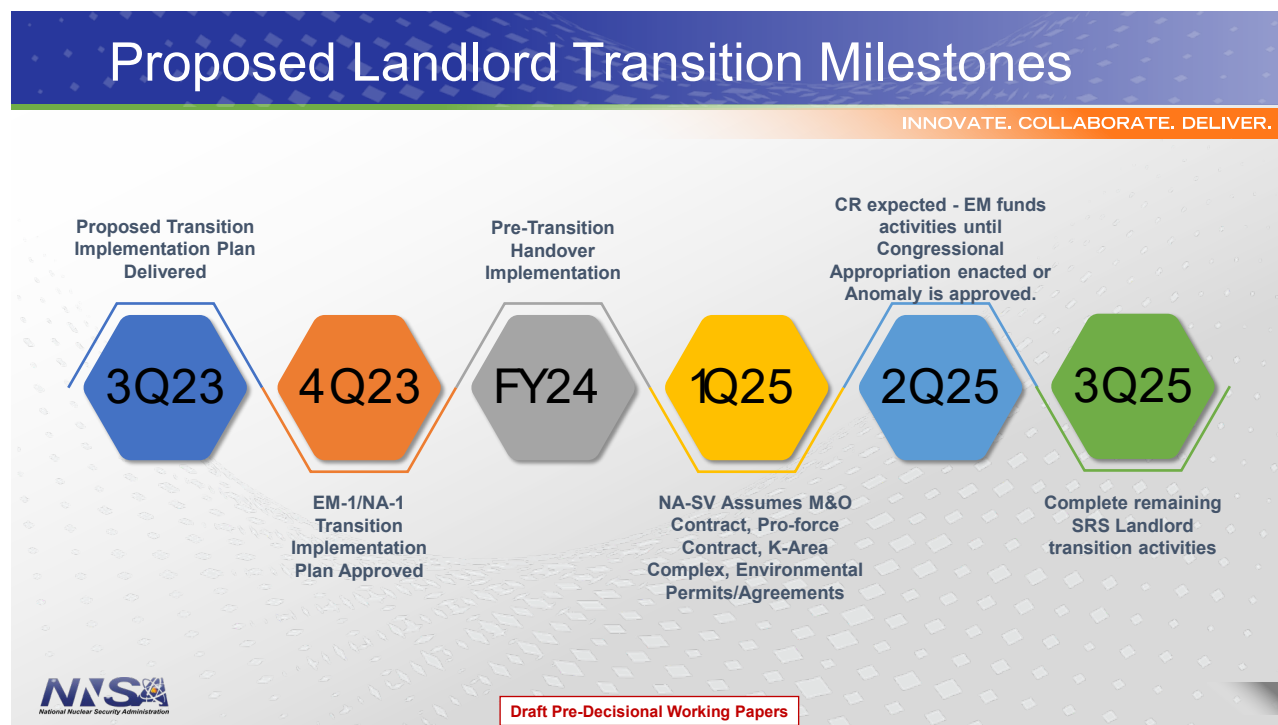


Figure 2: Proposed Landlord Transition Milestones

13.6 Communications

A separate, stand-alone communication plan was developed by DOE-SROO and SRFO to support this transition. The purpose of the EM/NNSA Transition Communication Plan is to guide communications related to services by the EM/NNSA Landlord transition with all stakeholders and personnel. A key element of the plan will be communicating and interacting with EM and NNSA employees, the Office of Management and Budget, Congressional Members and Staff, State and local government, regulators, the community, and contractors as appropriate.

14.0 Organizational Transition Strategy

14.1 EM/NNSA Federal Workforce

EM and NNSA agree organizational changes and FTE transfers are necessary due to the transition of the Landlord scope/functions/activities from EM to NNSA.

DOE-SROO is comprised of Federal positions augmented by contract support personnel. The oversight and contract authority are managed solely by the DOE-SROO Federal staff.

The SRFO office has a smaller mission specific to NNSA. Therefore, once the Transition has been approved, SRS will continue as two (2) distinct field offices at a single geographic Site. The NNSA organizational arrangement and reporting structure will be streamlined to match other NNSA field offices.

In order to ensure a seamless transition at the Site as quickly as possible, it is recommended the organizational changes factor in the guiding principles below:

- All incumbent employees will be retained.
- Staffing plans from both EM and NNSA will be based on the agreed upon transferring functions;
- DOE-SROO vacant positions associated with functions/scope being transferred will be transferred to SRFO;
- There will not be a significant increase in FTEs to perform those functions that will be transferred;
- An SRS specific job fair will be held to fill Site vacancies to minimize directed reassignments; and
- A communication plan will be developed to roll out the staffing plans.

DOE-SROO FTE transfers will target existing vacancies aligned with the Landlord responsibilities along with current staff. FTE transfer levels remain fluid and staffing refinements are anticipated to ensure continuity of Landlord oversight is maintained.

Once the transition plan is approved and organization structures are finalized, a joint EM/NNSA reorganization package will be developed for approval by S-1. This package will include the proposed mission and function statements to reflect transfer of functions and any new organizational elements, the current and proposed org charts, and the personnel crosswalk (identifies affected employees and position in the new organization). Once the reorganization package is approved, Management Directed Reassignment Letters will be issued to identify personnel that will accompany each function that transfers to NNSA. Funding (Federal salary, training, travel, etc.) associated with each FTE will transfer from EM to NNSA. Due to the two different pay systems between EM and NNSA, each General Schedule and Excepted Service employee's pay grade will be evaluated by NNSA, and each individual will be assigned to a commensurate pay band in NNSA.

Further details on FTE transfer such as Technical Qualification Program certifications, office locations, onboarding, etc. is captured in the Plan of Action.

DOE will request an anomaly for FY 2025 to support effective, on-time transition of personnel from EM to NNSA. If an anomaly is not received and in the event of a CR, affected EM personnel will be detailed to NNSA on or before the Landlord transition to continue mission delivery and

contract oversight. Upon enactment of FY 2025 appropriations, those personnel detailed to NNSA will be formally transferred to their new organizational positions.

14.2 NNSA Contractor Framework

NNSA employees supporting SRS operations are located at the DOE HQ Forrestal Building in Washington, D.C. and two (2) support offices: Germantown Building in Germantown, Maryland; and the Albuquerque Complex at Kirtland Air Force Base in Albuquerque, New Mexico.

NNSA oversees its contractor-operated national laboratories, production plants, and test and experiment facilities through field offices that are mostly co-located with the facilities they supervise. The field offices are responsible for ensuring compliance with Federal contracts to manage and operate the national security assets located in various states throughout the complex.

NNSA is a semi-autonomous agency within the DOE responsible for enhancing national security through the military application of nuclear science. All field offices are led by various organizations within NA-1 and other programmatic offices, so all functions are not managed at the field level. As such, there is not a “one-for-one” transfer of FTEs from DOE-SROO to SRFO. For example, MB located in Forrestal Building, provides NNSA with administrative, human resources, and financial support. Located in Albuquerque, the Associate Administrator for Partnership and Acquisition Services manages M&O and other contracts, contracting and financial assistance policy and oversight, and acquisition support for field, functional, and program offices. These organizations will continue to provide support to SRFO. As a result, some functions may not transfer directly to SRFO and some duties may need to be modified accordingly.

15.0 Contractual Alignment(s)

Initial planning indicates the following EM and NNSA Pre-Transition and Post-Transition Contractual Alignment:

15.1 Pre-Transition Contractual Authority:

Pre-Transition Contractors Alignments

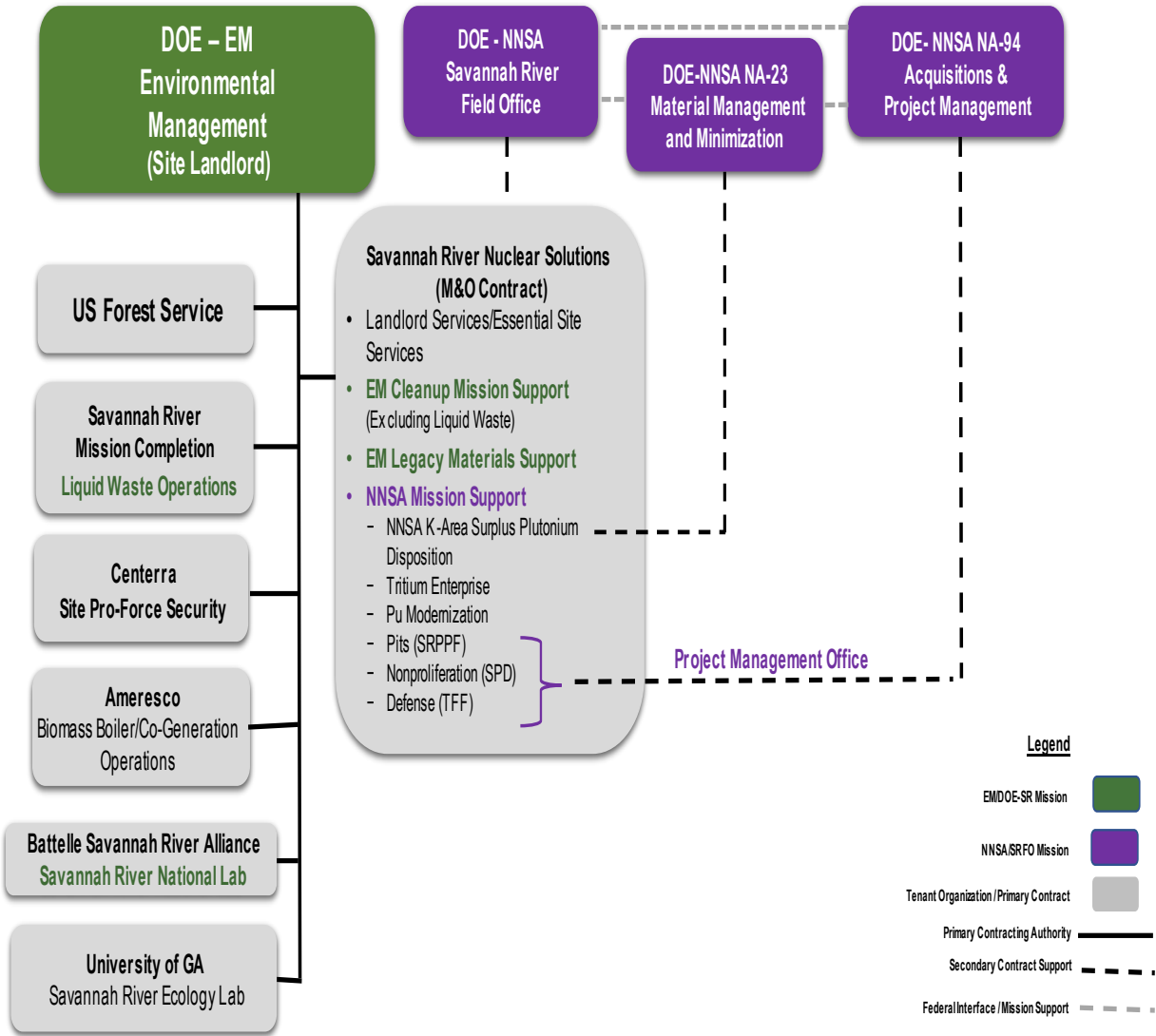


Figure 3: Pre-Transition Contractual Alignment of Federal Agencies and Contractors

15.2 Post-Transition Contractual Authority:

Proposed PostTransition Contractors Alignments

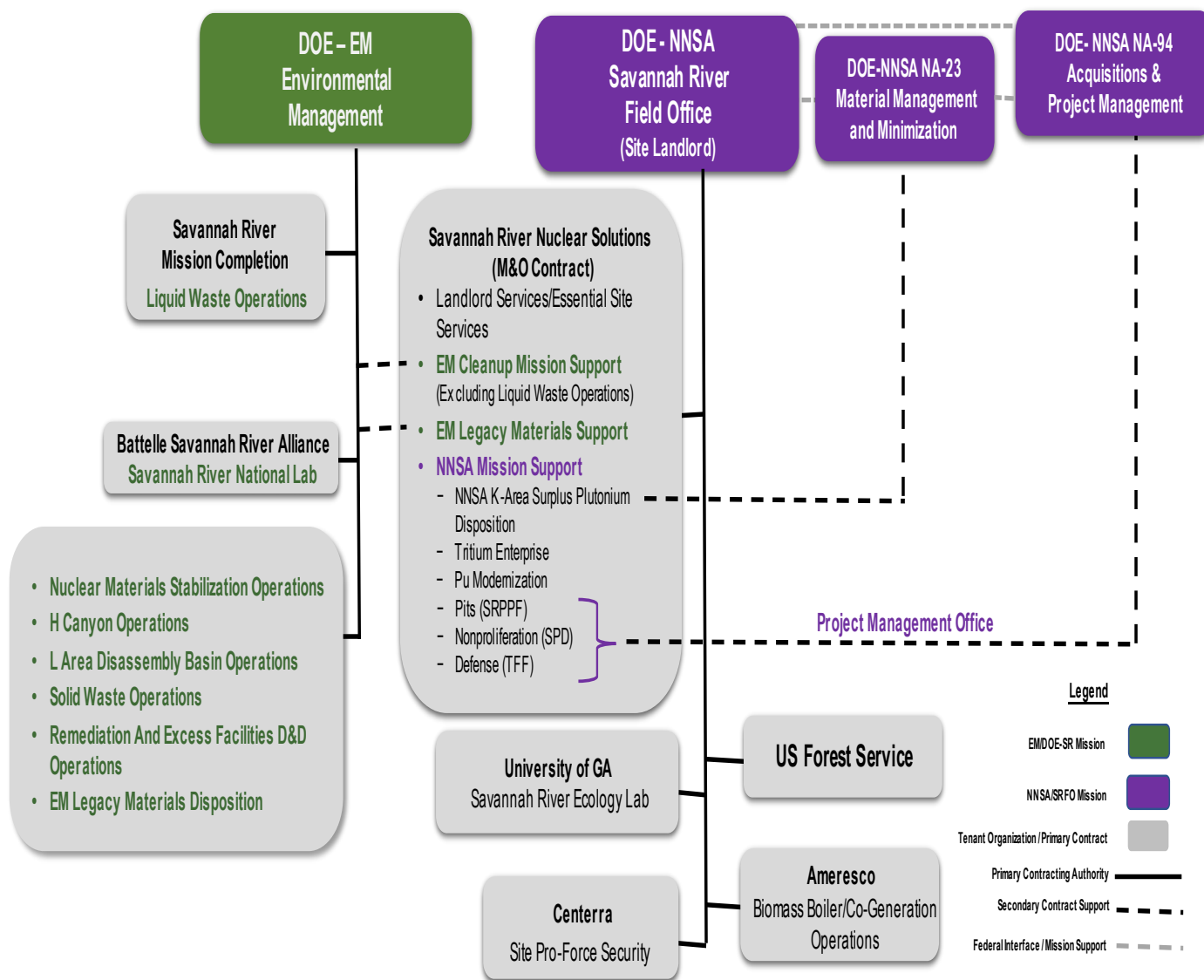


Figure 4: Proposed Post-Transition Contractual Alignment of Federal Agencies and Contractors

16.0 Risks and Mitigations

A critical factor in ensuring the timely and effective transition of SRS LLS from DOE-SROO to SRFO is the proactive identification and mitigation of transition risks. Table 1 represents a list of risks and mitigations identified during the initial planning analysis. Like all planning tools/strategies defined within this Plan, this list will be managed by the Steering Committee and updated as additional implementation risks and mitigation approaches are identified.

Table 1: Transition Risk and Mitigation Approach

Risk	Mitigation Approach
Fiscal Continuing Resolution	DOE will request an anomaly for FY 2025. If an anomaly is not received and in the event of an FY 2025 CR, EM will continue to fund the SRS Landlord scope/functions through the CR.
Timely approval of SRS Transition Workforce Restructuring Package	DOE (S1) approval of the SRS Workforce reorganization package is needed prior to February 1, 2024, to accommodate Human Resource processing.
Workforce available to fill current and proposed positions	To support the Site LLS transition, DOE-SROO, in consultation with and agreement from NNSA, will continue to hire, recruit and train ensuring the employees start/obtain the necessary qualifications for positions transferring. An MOA will be established to cover skill gaps.
Insufficient NNSA-SRFO staffing to support mission expansion and Landlord responsibilities	Procure additional support service contractors and/or receive additional FTEs.
Realignment of Site policies, requirements, and standards governance	SRFO will continue to follow DOE-SROO directives until superseded.
Qualifications for critical positions, e.g., Nuclear Criticality and Fire Protection Specialists.	DOE-SROO will continue to provide support through a MOA to cover these critical skill gaps.
No Argus funding for FY 2024 and FY 2025 to address outdated security systems.	A catastrophic E3S loss plan will lay out strategy for compensatory measures.
Current process used for asset transfer is not conducive for the large number of transfers needed to support Transition. A process does not exist to address inconsistencies made in asset transfers in which an asset was transferred to NNSA, or an asset was not transferred that should have been.	A MOA for real property asset transfers will be developed to handle the large number of transfers and address inadvertently transferred assets.

17.0 Summary

In accordance with EM and NNSA agreement, when fully implemented, this plan will result in the safe, timely, and effective transfer of SRS Landlord responsibilities and authorities from EM to NNSA on October 1, 2024 (FY 2025).

18.0 Acronyms

CR	Continuing Resolution
D&D	Deactivation and Decommissioning
DOE	Department of Energy
EM	Office of Environmental Management
EM-1	Senior Advisor, Office of Environmental Management
EOC-R	Emergency Operations Center-Replacement
ESS	Essential Site Services
FIMS	Facility Information Management System
FTE	Full Time Equivalent
FY	Fiscal Year
IAA	Inter Agency Agreement
ICP	Inter-Contractor Purchase
LLS	Landlord Services
LPSO	Lead Program Secretarial Office
M&O	Management and Operating
MB	Associate Administrator for Management and Budget
MB-60	Financial Performance Office
MB-80	Resource and Matrix
	Minimization
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NA-1	Under Secretary for Nuclear Security and Administrator
NA-23	Assistant Deputy Administrator for Material Management and
NA-233	Office of Material Disposition
NEPA	National Environmental Policy Act
NNSA	National Nuclear Security Administration
OMB	Office of Management and Budget
PF	Protective Force
Pu	Plutonium
RCRA	Resource Conservation and Recovery Act
S1	Office of the Secretary
SCDHEC	South Carolina Department of Health and Environmental Control
SLA	Service Level Agreements
SME	Subject Matter Expert
SRFO	Savannah River Field Office
SRNL	Savannah River National Laboratory
SROO	Savannah River Operations Office

19.0 Definitions

Term	Definition
Allottee	A code unique to an agency or Field Site for how funding is allotted or apportioned by Congress
Assets	Assets are facilities, buildings and systems that provide shared benefit to Site tenants and are captured in the Federal Information Management System.
Essential Site Services (ESS)	ESS are associated with the unique programmatic requirements of operating a nuclear facility, such as supply chain management, quality services, project controls, and health and safety. These services are generally directed under a single set of guidelines or procedures.
Direct Funding	Allocated funding for a particular project or activity; includes salaries, travel, equipment, and supplies directly benefiting the project or activity.
Facilities	Buildings and other structures; their functional systems and equipment; Site development features such as landscaping, roads, walks, and parking areas; outside lighting and communications systems; central utility plants; utility supply and distribution systems; and other physical plant features.
Indirect Funding	Funding allocated for common or joint objectives which cannot be identified with a particular activity or project.
Landlord Services (LLS)	LLS are routine operations/maintenance of related facility/equipment and services that benefit Site tenants and programs at SRS. This includes roads, bridges and grounds maintenance, emergency and safety, meteorology, mail services and utilities. Other services identified with the Landlord include environmental compliance, equipment rentals, fuel, document control, dosimetry, and radiological monitoring equipment.
Legacy Costs	Costs incurred by an organization in prior years under different leadership or when the entity's priorities and resources were different. While it can refer to other commitments as well, it primarily refers to obligations to pay health care costs and pensions under defined benefit plans for current employees and retirees. Legacy costs are paid as future work is executed and adds to the total project cost. Newer, less-established entities have few or no problems with legacy costs, because they have less pension and health care liabilities.
Program	An organized set of activities directed toward a common purpose or goal undertaken or proposed in support of an assigned mission area and characterized by a strategy for accomplishing definite objectives, which identifies the means of accomplishment, particularly in quantitative terms, with respect to manpower, materials, and facilities requirements.

Project	<p>Programs usually include an element of ongoing activity and are typically made up of technology, projects, and supporting operations.</p>
	<p>A unique effort that supports a program mission, having defined start and end points, undertaken to create a product, facility, or system, and containing interdependent activities planned to meet a common objective or mission. A project is a basic building block in relation to a program that is individually planned, approved, and managed. A project is not constrained to any specific element of the budget structure (e.g., operating expense or plant and capital equipment). Construction, if required, is part of the total project. Authorized, and at least partially appropriated, projects will be divided into two categories: major system projects and other projects. Projects include planning and execution of construction, renovation, modification, environmental restoration, decontamination and decommissioning efforts, and large capital equipment or technology development activities. Tasks that do not include the above elements, such as basic research, grants, ordinary repairs, maintenance of facilities, and operations are not considered projects.</p>
Site Landlord	<p>SRS common infrastructure and functions are the facilities, buildings and systems that provide shared benefit to Site tenants.</p>
Risk	<p>Factor, element, constraint, or course of action that introduces an uncertainty of outcome, either positively or negatively that could impact project objectives.</p>

Appendix A – Original EM and NNSA 18 Subgroup Focus Areas

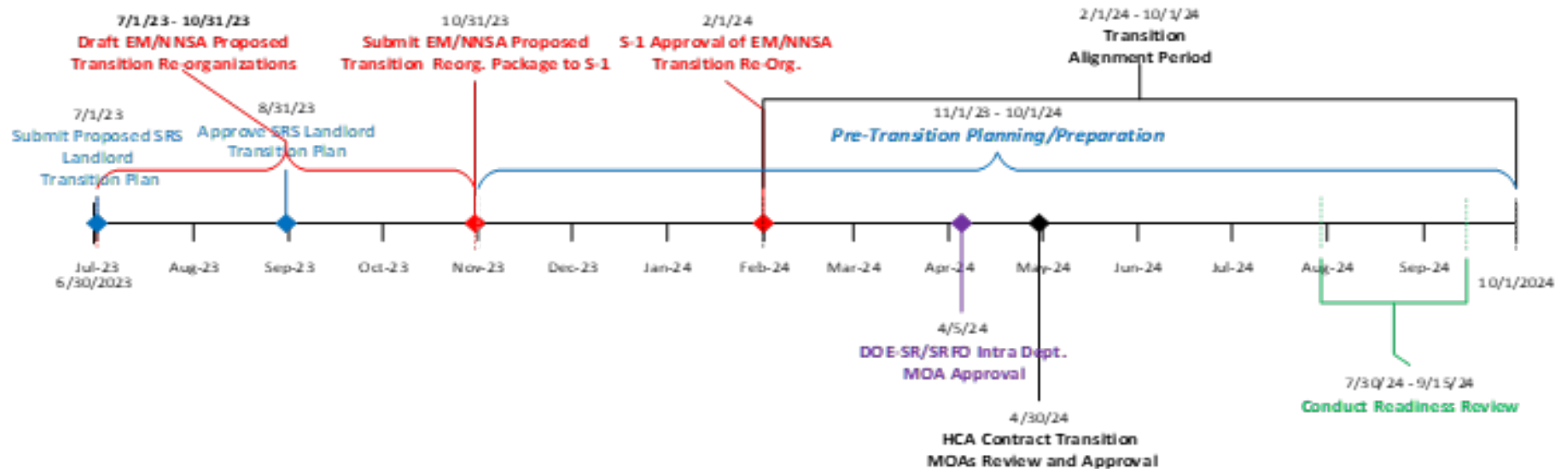
Original EM and NNSA 18 Subgroup Focus Areas

1. Pro Force, Safeguards and Security, and MCA
2. Essential Site Services (ESS)
3. K-Area Complex
4. Safety and Quality Assurance
5. Infrastructure and Land Management
6. IT and Cyber Security
7. EOC/SRSOC/ARGUS
8. Emergency Management/COOP
9. Landlord Services (M&O provided)
10. Funding Transfers (all activities)
11. Building/Assets (FIMS)
12. Federal FTEs performing oversight/Landlord functions
13. Payment in Lieu of Taxes (PILT)
14. Contracts, Interagency Agreements, Cooperative Agreements, Grants
15. Communications
16. DNFSB Support
17. Organization Chart/Personnel Transfers
18. Military Training Initiatives

Appendix B – Integrated Schedule/Timeline

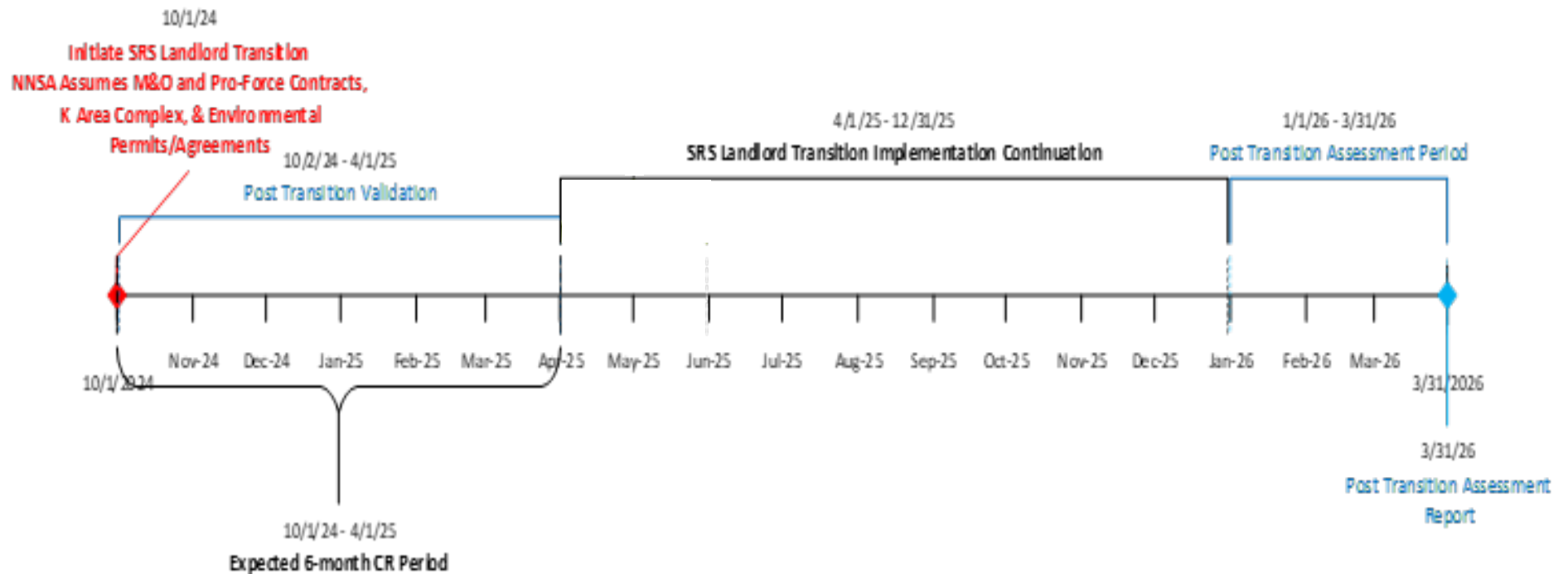
Pre-Transition Planning/Preparation

1 – Pre-Transition Implementation and Initiation Timeline



Transition and Post Transition Implementation Planning

2 – Post Transition and Transition Implementation



Appendix C – Subgroups Plan of Action and Milestones

The Plan of Actions for each Subgroup is available as a separate document. Please note several subgroups collapsed into major areas of interest as depicted below.

SRS Landlord Transition Subgroups

Site Services and Oversight	Landlord Services (LLS) and Essential Site Services (ESS)
	Pro-Force, Safeguards and Security, and MC&A
	Emergency Management / COOP
	IT and Cyber Security
	Safety and Quality Assurance
Infrastructure	K-Area
	Buildings/Assets in FIMS Database
	Emergency Ops Ctr (EOC) / SRS Ops Ctr
	Argus
Financial	Funds Transfer
Contracts	Contracts, Interagency Agreements, Cooperative Agreements, Grants

Appendix D – Proposed Intra-Departmental MOU

List of proposed MOAs between DOE-EM and NNSA for Savannah River Transfer Activities.

SR-MOA-01, Safety Management

SR-MOA-02, Landlord and Tenant Services

SR-MOA-03, Security and Emergency Management Services

SR-MOA-04, Cyber Security Responsibility

SR-MOA-05, Asset Transfer and Disposition

SR-MOA-06, Legacy Pensions, SRNL O&M, and Site-Wide Overhead Cost Allocations (Complete signed by EM-1 and NA-1 April 7, 2023)

SR-MOA-07, Funding and Project Authorities for EOC-R Project (In routing)

SR-MOA-08, Support of Nuclear Emergency Support Team (NEST), Radiological Assistance Program (RAP), and Aerial Measuring System (AMS) assets

SR-MOA-10, DOE-FG IAG, MOU between U.S. Army and DOE concerning the use of SRS Lands for Military Training Activity

SR-MOA-11, DOE SCMD, MOU between SC Military Department and DOE concerning the Use of the Technology and Land at the SRS

Appendix E - Contracts, Interagency Agreements, Contract Agreements, and Grants Managed by DOE-SROO

M&O Contract identified for transfer:

Contract Number	Contractor	General Scope	Total Value	Period of Performance Ends
DE-AC09-08SR22470	SRNS	Site M&O, encompassing mission work, and Landlord & Essential Site Services.	\$28 B	9/30/26, with a one-year option thru FY27

Non-M&O Contracts identified for transfer:

Contract Number	Contractor	General Scope	Total Value	Period of Performance Ends
89303323DEM00088	Centerra	Protective Force Security Services, Protective Force Operations, Special Operations, Training, and Security Support Functions	\$945M (w/all options)	Base (July 15, 2023 - May 14, 2028) Option Period 1: May 15, 2028 - May 14, 2031 Option Period Two: May 15, 2031 - May 14, 2033
DE-EM0005213	Dominion Energy South Carolina (DESC)	Provides electrical power and maintains all 115Kv transmission lines for the Site	\$225M 10-year value	5/31/2025
DE-R009-95SR18531	South Carolina Electric & Gas (now Dominion Energy)	40-year lease (10/1/1995 - 9/30/2035) included in Attachment B with DE-EM0005213	\$150K per year	9/30/2035
DE-AM36-02NT41457	Ameresco	Operation of 3 Biomass steam plants	\$954M	2032
89303720PEM000184	CSX Transportation	Maintenance & Inspection of railroad crossings and tracks.	\$48K per year	12/31/2023

Agreements Identified for Transfer:

Contract Number	Contractor	General Scope	Total 5-year Value	Period of Performance Ends
89303720SEM000032	Fort Gordon	Veterinary Services for ProForce K9s	\$1.2M	9/30/2025
89303720SEM000037	US Forest Service	Management of 87,000 acres of endangered red-cockaded woodpecker habitat; Proving ancillary related support	\$65M	9/30/2025
DE-EM0001928	Federal Energy Regulatory Commission	Inspects DOE-SR constructed dams and water impoundment structures to for compliance with Federal guidelines	\$81K	9/30/2025
89303723SEM000075	National Institute of Standards & Technology	Provides calibration services and NVLAP accreditation for the SRNS Calibration Laboratory	\$76K	3/31/2024
DE-EM00005228	University of Georgia - Savannah River Ecology Lab	Supports independent evaluation of site operations on the environment, education, and outreach	\$16M	9/30/2026
DE-EM0005182	South Carolina Institute of Archaeology and Anthropology	Cultural resource management including locating, identifying, evaluating, and protecting archaeological and historical sites	\$4.4M	11/5/2023
DE-EM0005273	South Carolina Department of Natural Resources (SCDNR)	Manage Crackerneck Wildlife Management Area and Ecological Reserve including	\$918K	9/30/2027

Contract Number	Contractor	General Scope	Total 5-year Value	Period of Performance Ends
		public access and law enforcement		
DE-EM0005186	City of Savannah	Provides daily monitoring for tritium analysis	\$334K	5/31/2024
DE-EM0005198	SC Emergency Management Division	Maintenance of Emergency Mgmt. and Response Capabilities	\$1.5M	6/30/2024
DE-EM0005179	GA Emergency Management Agency	Maintenance and Operations of an Emergency Operations Center in Atlanta	\$980K	9/30/2023

Appendix F: Regulatory Responsibility

Environmental							
	DOE-SR		SRFO		SRNS		Regulator / Program Lead
Program	Exec Lead	Regulatory Lead	Exec Lead	Regulatory Lead	Exec Lead	Regulatory Lead	
Environmental Compliance Programs	Michael Budney 803-952-7243 michael.budney@srs.gov	Michael Budney 803-952-7243 michael.budney@srs.gov	Jessica Kunkle 803-208-3689 Jessica.Kunkle@nnsa.doe.gov	Jessica Kunkle 803-208-3689 Jessica.Kunkle@nnsa.doe.gov	Stuart MacVean 803-952-7278 stuart.macvean@srs.gov	Stuart MacVean 803-952-7278 stuart.macvean@srs.gov	Department of Energy / SC Department of Health and Environmental Control / US Environmental Protection Agency / Army Corps of Engineers / US Fish & Wildlife / SC Department of Labor, Licensing and Regulation
Environmental Compliance	Mac McMillian 803-952-6371/803-335-7929 jimmy.mcmillan@srs.gov	Angelia Holmes 803-952-8593/803-761-3893 angelia.holmes@srs.gov	Jeffery Allison 803-952-6337 jeffery.allison@nnsa.srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Rick Sprague 803-952-8184/803-507-2123 richard.sprague@srs.gov	Chris Bergren 803-952-6530/803-507-5278 chris.bergren@srs.gov	Department of Energy / SC Department of Health and Environmental Control / US Environmental Protection Agency / Army Corps of Engineers / US Fish & Wildlife / SC Department of Labor, Licensing and Regulation
Environmental Management System (EMS) Program	James DeMass 803-952-8261/803-645-5324 jim.demass@srs.gov	Avery Hammett 803-952-7805 avery.hammett@srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Amy Meyer 803-952-8660/803-507-4661 amy.meyer@srs.gov	Amy Meyer 803-952-8660/803-507-4661 amy.meyer@srs.gov	Department of Energy
EMS/ISO 14001 Compliance	Matthew Baker 803-952-6211/803-522-6427 matthew.baker@srs.gov	Matthew Baker 803-952-6211/803-522-6427 matthew.baker@srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Katie Davis 803-952-5713/803-645-5904 katie.davis@srs.gov	Katie Davis 803-952-5713/803-645-5904 katie.davis@srs.gov	Department of Energy
RCRA Compliance Program	James DeMass 803-952-8261/803-645-5324 jim.demass@srs.gov	Avery Hammett 803-952-7805 avery.hammett@srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Amy Meyer 803-952-8660/803-507-4661 amy.meyer@srs.gov	Amy Meyer 803-952-8660/803-507-4661 amy.meyer@srs.gov	SC Department of Health and Environmental Control / US Environmental Protection Agency
Hazardous Waste Facility Permit	Armanda Hemmingway 803-952-8406 armanda.hemmingway@srs.gov	Armanda Hemmingway 803-952-8406 armanda.hemmingway@srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Katie Davis 803-952-5713/803-645-5904 katie.davis@srs.gov	Katie Davis 803-952-5713/803-645-5904 katie.davis@srs.gov	SC Department of Health and Environmental Control / US Environmental Protection Agency
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Universal Waste	Armanda Hemmingway 803-952-8406 armanda.hemmingway@srs.gov	Armanda Hemmingway 803-952-8406 armanda.hemmingway@srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Katie Davis 803-952-5713/803-645-5904 katie.davis@srs.gov	Katie Davis 803-952-5713/803-645-5904 katie.davis@srs.gov	SC Department of Health and Environmental Control / US Environmental Protection Agency
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RCRA Permit Compliance	Bert Crapse 803-208-8404/803-761-2699 herbert.crapse@srs.gov	Bert Crapse 803-208-8404/803-761-2699 herbert.crapse@srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Kerri Crawford 803-208-3820/803-645-9630 kerri.crawford@srs.gov	Kerri Crawford 803-208-3820/803-645-9630 kerri.crawford@srs.gov	SC Department of Health and Environmental Control
Hazardous / Mixed Waste Operations	Bert Crapse 803-208-8404/803-761-2699 herbert.crapse@srs.gov	Bert Crapse 803-208-8404/803-761-2699 herbert.crapse@srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Kerri Crawford 803-208-3820/803-645-9630 kerri.crawford@srs.gov	Kerri Crawford 803-208-3820/803-645-9630 kerri.crawford@srs.gov	Department of Energy / SC Department of Health and Environmental Control
RCRA Permit Compliance	Bert Crapse 803-208-8404/803-761-2699 herbert.crapse@srs.gov	Bert Crapse 803-208-8404/803-761-2699 herbert.crapse@srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Kerri Crawford 803-208-3820/803-645-9630 kerri.crawford@srs.gov	Kerri Crawford 803-208-3820/803-645-9630 kerri.crawford@srs.gov	SC Department of Health and Environmental Control
LLW Operations	Bert Crapse 803-208-8404/803-761-2699 herbert.crapse@srs.gov	Bert Crapse 803-208-8404/803-761-2699 herbert.crapse@srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Kerri Crawford 803-208-3820/803-645-9630 kerri.crawford@srs.gov	Kerri Crawford 803-208-3820/803-645-9630 kerri.crawford@srs.gov	Department of Energy
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Sanitary Waste Operations	Bert Crapse 803-208-8404/803-761-2699 herbert.crapse@srs.gov	Bert Crapse 803-208-8404/803-761-2699 herbert.crapse@srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Devin Kelley 803-208-8148 devin.kelley@nnsa.srs.gov	Kerri Crawford 803-208-3820/803-645-9630 kerri.crawford@srs.gov	Kerri Crawford 803-208-3820/803-645-9630 kerri.crawford@srs.gov	SC Department of Health and Environmental Control

Appendix G: ESS/LLS Matrices

Direct Support Matrix-Essential Site Services and Landlord Services				
Pool	Reporting Title	Exec Lead	Business Manager	DOE Counterpart
ESSENTIAL SITE SERVICES (ESS)	B AREA LAB - RMBL OPERATION	Rick Sprague 803-952-8184 richard.sprague@srs.gov	Kim Baker 803-952-9650 kimberly.baker@srs.gov	TBD
	Centerra Support Services	Rick Sprague 803-952-8184 richard.sprague@srs.gov	Kim Baker 803-952-9650 kimberly.baker@srs.gov	Crissy Kuhl 803-507-5439 crissy.kuhl@srs.gov
	ENGINEERING STANDARDS	Rich Zaharek 803-952-7939 richard.zaharek@srs.gov	Mandy Smith 803-952-9764 mandy.smith@srs.gov	Fred Brown 803-952-7151 fred.brown@srs.gov
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	MAINTENANCE & SUPPORT SERVICES	Mike Swain 803-952-7198 michael.swain@srs.gov	Marguerite Elmgreen 803-557-4905 marguerite.elmgreen@srs.gov	TBD
	PROJECT CONTROLS	Lance Waddell 803-952-7622 lance.waddell@srs.gov	Mike Hradec 803-952-5580 michael.hradec@srs.gov	TBD
	QUALITY SERVICES	Rick Sprague 803-952-8184 richard.sprague@srs.gov	Kim Baker 803-952-9650 kimberly.baker@srs.gov	Brent Gutierrez 803-952-8226 brent.gutierrez@srs.gov
	RECORDS MANAGEMENT	Lance Waddell 803-952-7622 lance.waddell@srs.gov	Mike Hradec 803-952-5580 michael.hradec@srs.gov	Lewann Belton 803-952-7705 lewann.belton@srs.gov
	RISK MANAGEMENT	Lance Waddell 803-952-7622 lance.waddell@srs.gov	Mike Hradec 803-952-5580 michael.hradec@srs.gov	TBD
	SAFETY & HEALTH	Rick Sprague 803-952-8184 richard.sprague@srs.gov	Kim Baker 803-952-9650 kimberly.baker@srs.gov	TBD
	SUPPLY CHAIN MANAGEMENT	Lance Waddell 803-952-7622 lance.waddell@srs.gov	Mike Hradec 803-952-5580 michael.hradec@srs.gov	TBD
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	PMCS-HAZ Waste	Mike Swain 803-952-7198 michael.swain@srs.gov	Karen Hoover 803-557-5295 karen.hoover@srs.gov	TBD
	BSRA SITE SUPPORT	Lance Waddell 803-952-7622 lance.waddell@srs.gov	Staci Peters 803-952-7078 staci.peters@srs.gov	TBD

LANDLORD SERVICES	COMMON INFRASTRUCTURE	Mike Swain 803-952-7198 michael.swain@srs.gov	Marguerite Elmgreen 803-557-4905 marguerite.elmgreen@srs.gov	TBD
	EMERGENCY SERVICES	Rick Sprague 803-952-8184 richard.sprague@srs.gov	Kim Baker 803-952-9650 kimberly.baker@srs.gov	Crissy Kuhl 803-507-5439 crissy.kuhl@srs.gov
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	ENVIRONMENTAL COMPLIANCE	Rick Sprague 803-952-8184 richard.sprague@srs.gov	Kim Baker 803-952-9650 kimberly.baker@srs.gov	TBD
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	MAIL SERVICES	Lance Waddell 803-952-7622 lance.waddell@srs.gov	Mike Hradec 803-952-5580 michael.hradec@srs.gov	TBD
	BSRA METEOROLOGY	Lance Waddell 803-952-7622 lance.waddell@srs.gov	Staci Peters 803-952-7078 staci.peters@srs.gov	TBD

Appendix H: K-Area Complex Cost Sharing Agreement

OFFICE OF ENVIRONMENTAL MANAGEMENT (EM) AND THE NATIONAL NUCLEAR SECURITY ADMINISTRATION (NNSA) COST SHARING AGREEMENT FOR IMPLEMENTING THE SURPLUS PLUTONIUM DISPOSITION DILUTE AND DISPOSE STRATEGY

PURPOSE

The purpose of this Cost Sharing Agreement (CSA) is to document the current planning of the Office of Environmental Management (EM) and the National Nuclear Security Administration (NNSA) to support the activities necessary for the disposition of surplus plutonium, including removal of plutonium from the state of South Carolina. EM and NNSA shall develop future year budgets and financial liabilities consistent with this CSA and coordinate to avoid duplication and/or exclusions in the liability estimates recorded in the official financial records. This agreement has been revised to acknowledge the landlord transition between NNSA and EM scheduled tentatively for FY2025. Post transition, the K-Area Complex will be owned and operated by NNSA. However, both EM and NNSA will continue to utilize the facility to disposition their surplus plutonium for which they are responsible. The CSA is intended to record a “snapshot in time” of the division of work scope and funding between EM and NNSA for the disposition of plutonium to support budget planning and financial liabilities. EM and NNSA will review annually and, if required, update the CSA to incorporate any work scope or funding changes with concurrences from both EM and NNSA.

The Program Requirements Document (PRD) (Surplus Plutonium Disposition Program Requirements Document for the Proposed Dilute and Dispose Approach, M3-SR-16-0009, Revision 3, March 2020) established the existing framework for the funding split between EM and NNSA for the dilute and dispose scope of work under which EM funds base operations and maintenance and NNSA funds incremental scope associated with ramping up downblend capacity and capability to support removal of plutonium from South Carolina and disposition of the 34 MT surplus plutonium. Upon completion of transition in FY 2025, NNSA will fund K-Area facility operations and infrastructure required for the dilute and dispose strategy and EM will fund incremental scope associated with their ongoing mission to disposition up to 6 MT of surplus plutonium. This change will be reflected in a future revision to the PRD.

This CSA details EM’s and NNSA’s respective cost-sharing responsibilities for the disposition of surplus plutonium upon transition of the Savannah River Site (SRS) K-Area Complex (KAC) landlord responsibilities from EM to NNSA

BACKGROUND

The KAC is responsible for the safe and secure storage of plutonium at SRS. The KAC currently stores both EM and NNSA materials.

EM and NNSA jointly support removal of surplus plutonium from the state of South Carolina (SC). In addition, NNSA is responsible for the disposition of surplus plutonium that is currently

not stored at SRS that is part of the 34 MT mission. Surplus plutonium will be downblended¹ in the KAC prior to shipment to the Waste Isolation Pilot Plant (WIPP) for final disposition.

The total quantity of surplus plutonium planned for disposition at WIPP is approximately 40 metric ton (MT) (up to 6 MT EM plutonium and 34 MT NNSA plutonium). Each program will maintain configuration control over their inventories of excess plutonium and will coordinate on requests for material exchanges, required nuclear material program and inventory reporting requirements. EM must authorize any additional surplus plutonium material added to its current inventory of up to 6 MT.

EM and NNSA both downblend surplus plutonium as part of their respective missions, and both organizations will use the K-Area Interim Surveillance (KIS) glovebox to downblend material at a rate to support removal of plutonium from SC in accordance with the mutually developed Feed Table (M3-SR-16-0009-Addendum, Classified Dilute and Dispose Feed Table). Operations of the new Surplus Plutonium Disposition (SPD) gloveboxes within the KAC are projected to commence operations between fiscal year (FY) 2028 and FY 2030 (the current schedule range for completion of the SPD line-item project) which will provide additional downblend capability.

This agreement is consistent with the approved Campaign Plan (Surplus Plutonium Disposition Safeguards and Security Campaign Plan, Dilute and Dispose Approach, M3-SR-19-0004, December 2022, Rev. 2), which provides hierarchical safeguards and security requirements for this execution of this program. Post transition, EM and NNSA will continue to work together on optimizing operations of the gloveboxes (SPD and KIS) for disposition of respective material.

The Criticality Control Overpack (CCO) pad is utilized to characterize and package downblended plutonium oxide certified as contact-handled-transuranic (TRU) waste to the WIPP facility for final disposition. Shipments from the new pad commenced in FY 2023 at a rate of one shipment per month, with a projected ramp-up to a routine four shipments per week by the early FY 2030's. Upon transition, EM will continue to maintain the site's solid waste infrastructure, including the transuranic waste program. EM will continue to serve as the site lead for the TRU waste program.

Independent verification activities for disposition of TRU waste are envisioned at both the CCO pad and the WIPP facility. Potential verification methods are currently being negotiated with the International Atomic Energy Agency, led by the Office of Nonproliferation Policy with programmatic and technical representation from both EM and NNSA.

AGREEMENT

EM and NNSA agree to the following as a basis for respective responsibilities relative to this shared mission upon NNSA's assumption of K-Area landlord responsibilities.

EM will fund:

¹The terms dilute and downblend are used interchangeably by the Department of Energy (DOE) and NNSA to describe the process for mixing surplus plutonium with an adulterant to ensure plutonium is not recoverable without extensive processing.

- The disposition of up to 6 MT of the material for which it is responsible, including the prorated share of operations costs (as noted below) and also any capabilities necessary to oxidize or pretreat materials in preparation for downblend or disposition. EM will coordinate their plans with NNSA and integrate planning of their specific programmatic objectives with operational planning in the facility.
- One operational shift to continue ongoing downblend operations in the KIS glovebox to support the disposition of up to 6MT. NNSA currently funds three shifts and DOE-EM funds one shift for KIS glovebox operations.
- Purchases of the quantity of CCO containers required for EM material.
- Up to \$2 million for annual operation of the CCO pad for storage, characterization, and shipping.
- WIPP transportation costs and emplacement operations once the surplus plutonium TRU waste has been delivered to the WIPP site.
- Disposition of routine TRU waste generated in K-Area to be processed in E-Area.
- Disposition of Fast Flux Test Reactor unirradiated material stored in 13 Hanford Unirradiated Fuel Packages (HUFPS) at SRS.
- Operations and maintenance of the WIPP shipping packages (TRUPACTs), including shipping package tracking system.
- On site transportation at SRS including a Safeguards Transporter (SGT) asset, to move material between areas.
- Management of the 9975 container program and storage of 9975 containers
- Continued support of the Material Inspection and Surveillance program for the DOE-STD-3013 to provide confidence in the safe storage of plutonium within K Area.

NNSA will fund:

- Base facility operations, including surveillance, maintenance, and associated support functions and staffing. NNSA will coordinate their plans with DOE-EM and integrate planning of their specific programmatic objectives with operational planning in the facility (NA-90 funded).
- Infrastructure associated with K-Area (NA-90 funded).
- Incremental costs for three additional operational downblend shifts utilizing the KIS glovebox along with the blend can kits required for downblend operations. NNSA currently funds three shifts and DOE-EM funds one shift for KIS glovebox operations. (NA-20 funded).
- Construction, startup, and operations of the new SPD gloveboxes (NA-20 funded).
- Incremental operation, if required, of the CCO pad for storage, characterization and shipping in excess of EM's annual \$2M cost (NA-20 funded).
- Annual costs for WIPP's Central Characterization program to characterize surplus plutonium TRU waste on the CCO pad prior to shipping to WIPP including costs associated with replacement and repairs of the characterization equipment and hiring and training of personnel (NA-20 funded).
- Construction of a new Perimeter Entry Control Facility (ECF-3) and Material Access ECF to facilitate movement of additional personnel in K-Area (NA-20 funded).

- Maintenance and upgrades to K-Area security infrastructure, the security protective force, and security operations costs, including any funding associated with sitewide safeguards and security programs and systems at SRS (NA-70 funded).
- Incremental security workforce personnel to man new Perimeter ECF in K Area, CCO pad and the new Material Access Area ECF, as well as any other incremental security staff deemed necessary at other posts. (NA-70 funded)
- Incremental security improvements and personnel at WIPP, if determined to be needed in support of dispositioning surplus plutonium. (NA-20 funded)
- Procurement, certification, and annual maintenance costs associated with additional transportation/storage containers or contents not currently in the KAC Safety Basis. (NA-20 funded)
- Installation of equipment necessary for independent verification of final disposition of surplus plutonium at SRS and/or surplus plutonium TRU waste at WIPP. (NA-20 funded)
- Purchases of the required number of CCO containers for NNSA material. (NA-20 funded)
- Purchase of all adulterant blend can material needed to support both EM and NNSA downblending. (NA-20 funded)
-

For environmental liability purposes, transportation costs of the 34MT of NNSA surplus plutonium TRU waste to the WIPP site are recorded by NNSA Office of Management and Budget (MB) and the HQ Office of the Chief Financial Officer as an additional adder to the NNSA reported liability, as it is not a cost borne by NNSA. (See the EM Whitepaper titled, “Potentially Disposing of NNSA’s 34MT Dilute and Dispose Surplus Plutonium at WIPP (November 2019)” for additional information.) After National Environmental Policy Act analysis for surplus plutonium is completed, if any upgrades or changes to the WIPP facility are required to support the NNSA mission, NNSA will be responsible for the costs.

NNSA Savannah River Field Office (NA-SV) will assume the responsibility for KAC operations at SRS (e.g., operations, safety and security, as well as contractor oversight). EM’s Carlsbad Field Office (CBFO) retains responsibility for WIPP operations (e.g., operations, safety and security, as well as contractor oversight). NA-SV, DOE-SR Operations Office, CBFO, and NNSA’s Office of Material Disposition (NA-233) will coordinate any associated programmatic direction to the site contractors with the respective offices, regarding activities and operations relative to the joint mission areas, specifically the annual Contractor Performance Baselines and any letters of directions.

Funding for these activities is subject to approval through the appropriations approval process.

If additional needs are identified relative to dilute and disposition of surplus plutonium as described herein NNSA and EM will negotiate and agree on the additional funding required.