

**LIFE CYCLE ASSET MANAGEMENT
PERFORMANCE MEASURES
FY 2002 SECOND QUARTER
RESULTS REPORT**

FOR THE

**OAK RIDGE NATIONAL
LABORATORY**

October 1, 2001 – March 31, 2002

**Prepared by
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managed by
UT-Battelle, LLC
for the
U.S. DEPARTMENT OF ENERGY
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Scoring Methodology for Life Cycle Asset Management (LCAM) Measures

The LCAM contract measures are composite indices of more detailed process level measures in each LCAM functional area contained in the *ORNL LCAM Implementation Plan*. The process level measures are evaluated by comparing the result of each measure to negotiated values for “meets expectations,” “exceeds expectations,” and “needs improvement.” The LCAM criteria, criteria weights, process level measures, and expectations necessary to calculate the contract measures can be found in the *ORNL LCAM Implementation Plan*. The process for calculating the contract measures from the process level measures and evaluating performance on each LCAM functional area is as follows:

Each process level measure was scored according to performance attained using the following point count scheme:

Exceeds expectations	10
Meets expectations	9
Needs improvement	8

The average score C_i for each criteria was calculated:

$$C_i = \frac{1}{N} \sum_n (P_n)$$

P_n = Scores of Performance Measures in Criteria I
 N = Number of Measures in Criteria I

The weighted average of criteria scores was calculated for each functional area:

$$I_x = \sum_i W_i C_i$$

I_x = Index of Functional Area X
 W_i = Weight for Each Criteria I
 C_i = Average Criteria Score

The final rating for each functional area was determined by comparing the index value (I_x) to the following table.:

Outstanding	=	97.5 - 100
Excellent	=	92.5 - 97.4
Good	=	90.0 - 92.4
Unsatisfactory	=	<90.0

**OS-A Life Cycle Asset Management: Project Management (FY 2002)
Period Ending 3/31/02**

Measure	Element Score Qtr 1	Element Score Cum-Qtr 2	Element Score Cum-Qtr 3	Element Score Cum-Qtr 4	Criteria Weight	Cumulative Criteria Score	Cumulative Final Score (Percent)	
PM1	10.00	10.00			0.30	3.0000		
PM1.1	10.00	10.00						
PM2	9.00	9.00			0.60	5.4000		
PM2.1.1	10.00	10.00						
PM2.1.2	9.00	9.00						
PM2.2.1	8.00	8.00						
PM2.2.2	9.00	9.00						
PM3	10.00	10.00			0.10	1.0000		
PM 3.1	10.00	10.00						
Cum Total	94.00%	94.00%			1.00	9.4000		94.00%

RATING: EXCELLENT

ORNL Business Management Review Self-Assessment for FY 2002

**ORNL Engineering and Construction Management
Period Ending 3/31/02**

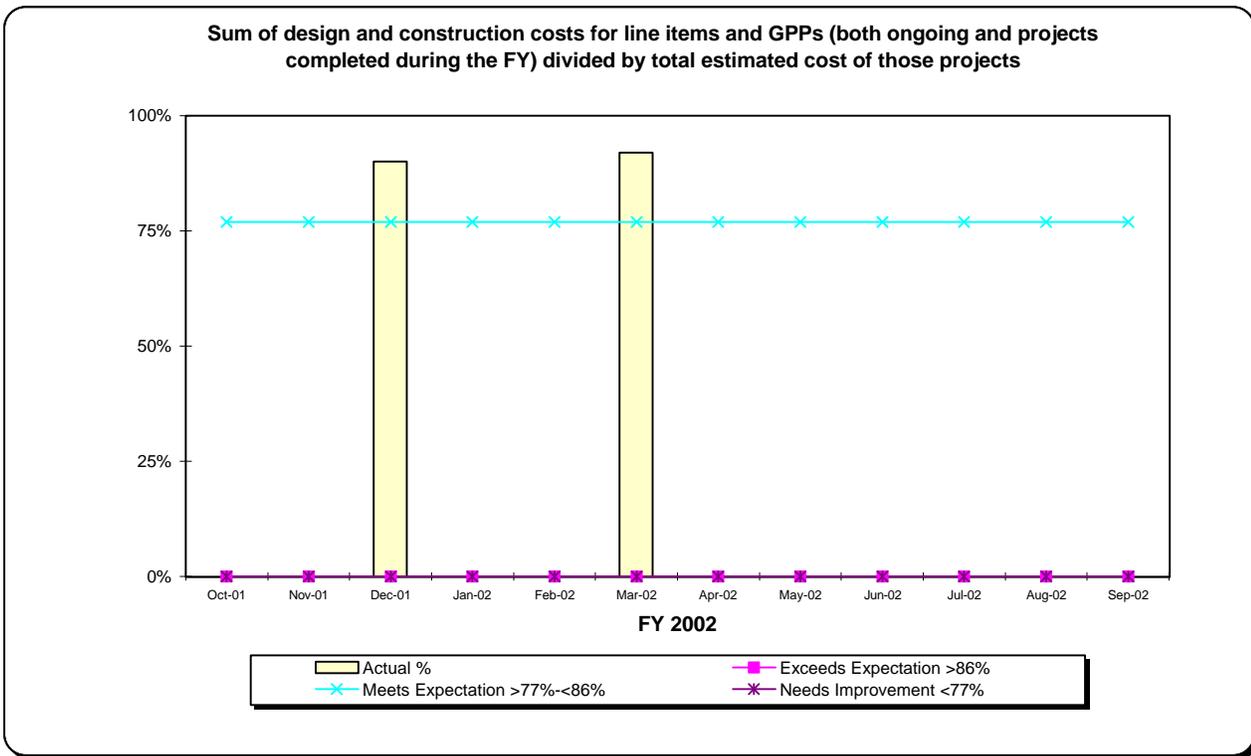
Performance Objective

1. Demonstrate efficient use of capital funds for Engineering design and construction activities.

Performance Measure

1.1 Sum of design and construction costs for line items and GPPs¹ (both ongoing and projects completed during the FY) divided by total estimated cost of those projects. (Note: Design and construction costs are architect/engineer and construction contract amounts).²

Performance Expectation 1.1.1	FY 2002
Exceeds:	≥86%
Meets:	≥77% - <86%
Needs Improvement:	<77%
Actual:	92%



monstrate savings-D&C %/FY-96 I	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
Exceeds Expectation >86%	>86%	>86%	>86%	>86%	>86%	>86%	>86%	>86%	>86%	>86%	>86%	>86%
Meets Expectation >77%-<86%	77%	77%	77%	77%	77%	77%	77%	77%	77%	77%	77%	77%
Needs Improvement <77%	<77%	<77%	<77%	<77%	<77%	<77%	<77%	<77%	<77%	<77%	<77%	<77%
Actual %			90%			92%						

- List only GPPs that have a detailed cost estimate; use current working estimate costs if different from baseline costs.
- Design cost is Architect/Engineer (A/E) or Ain-house@ Title I and II. Construction costs are Fixed Priced Sub-Contract (FPSC)/direct hire (either Construction Manager or P&E) directly related to construction and materials procurement costs. For projects completed during FY, use final or estimated final costs.

	Baseline	Approved	Current	Estimated	% of
	TEC	Fin Plan	TEC	Design&Const	TEC
	143,950	122,741	143,051	Cost	92%
				130,932	

Title	Projects in Performance Measure			Estimated		% of
	Baseline TEC	Approved Fin Plan	Forecast TEC	Design&Const Cost	TEC	
Fire Protection Upgrade	1,275	1,307	1,307	1,011	77%	
Water Reservoir No. 1	1,700	1,450	1,426	1,258	88%	
HFIR Cooling Tower	4,800	4,050	4,050	3,322	82%	
3500 Nano Science	1,500	1,600	1,600	1,340	84%	
Advance Materials Characterization Laboratory	4,160	4,160	4,160	3,800	91%	
Bethel Valley Road Access Controls	2,600	2,600	2,600	2,425	93%	
Sub-Total GPPs	16,035	15,167	15,143	13,156	87%	
Replace Det. Roofing	14,995	14,995	14,988	14,026	94%	
Electrical Systems Upgrade	5,900	5,900	5,900	5,185	88%	
Upgrade HVAC	7,100	3,500	7,100	5,910	83%	
Fire Protection Systems Upgrade	5,920	584	5,920	4,895	83%	
Laboratory for Comparative and Functional Genomics	13,900	2,495	13,900	13,320	96%	
Research Support Center	16,100	16,100	16,100	14,240	88%	
Center for Nanophase Materials Science	64,000	64,000	64,000	60,200	94%	
Sub-Total LIs	127,915	107,574	127,908	117,776	92%	
Total	143,950	122,741	143,051	130,932	92%	

ORNL Business Management Review Self-Assessment for FY 2002

**ORNL Engineering and Construction Management
Period Ending 3/31/02**

Performance Objective

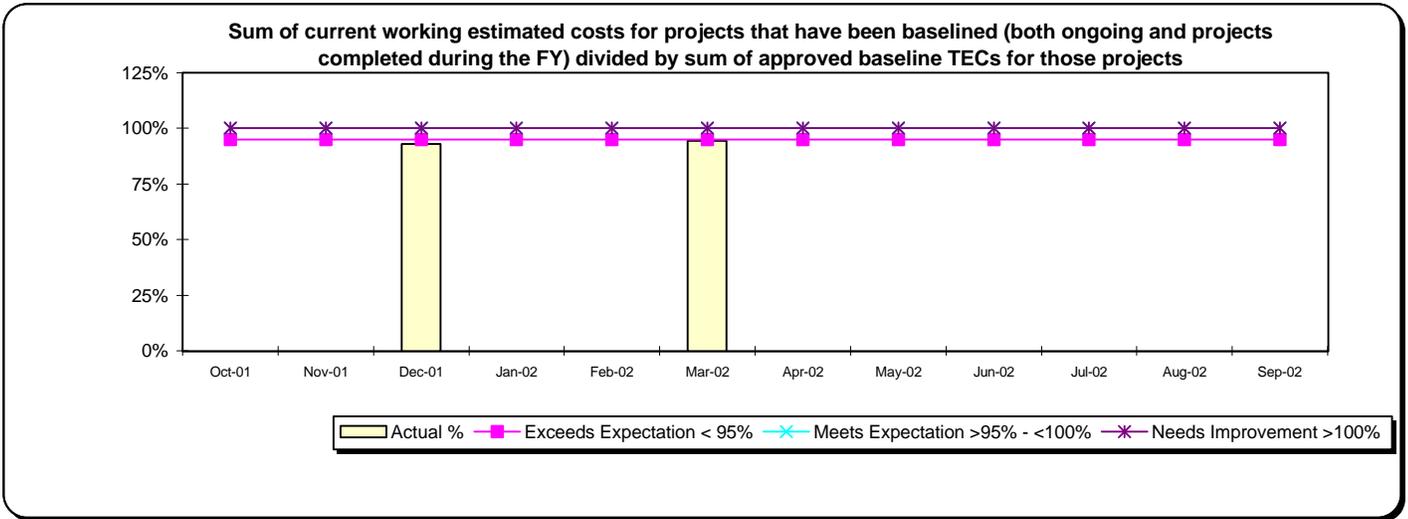
2. Approved technical, cost, and schedule baselines³ are met without significant changes.

Performance Measure

2.1 Sum of current working estimated costs for projects that have been baselined (both ongoing and projects completed during the FY) divided by sum of approved baseline TECs for those projects. (Separate measure for GPPs and line items.)

Performance Expectation 2.1.1

FY 2002
 Exceeds: ≤ 95%
 Meets: >95% - ≤100%
 Needs Improvement: >100%
 Actual: 94%



2.1.1 Est/Act CWEs /Baseline TECs	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
Exceeds Expectation ≤ 95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Meets Expectation >95% - ≤100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Needs Improvement >100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Actual %			93%			94%						

3. Approved baselines are defined in the Preliminary Proposal (updated after Title I) for GPPs and upon approval of CD-2 (Title I) for Line Items. After completion of Title I, baselines are adjusted through Project Change Orders (PCOs) Baseline Change Proposals (BCPs).

Projects in Performance Measure

Title	Baseline		% of
	TEC	CWEs	
Fire Protection Upgrade	1,275	1,307	103%
Water Reservoir No. 1	1,700	1,426	84%
HFIR Cooling Tower	4,800	4,050	84%
3500 Nano Science	1,500	1,600	107%
Advance Materials Characterization Laboratory	4,160	4,160	100%
Bethel Valley Road Access Controls	2,600	2,600	100%
Total	16,035	15,143	94%

ORNL Business Management Review Self-Assessment for FY 2002

**ORNL Engineering and Construction Management
Period Ending 3/31/02**

Performance Objective

2. Approved technical, cost, and schedule baselines³ are met without significant changes.

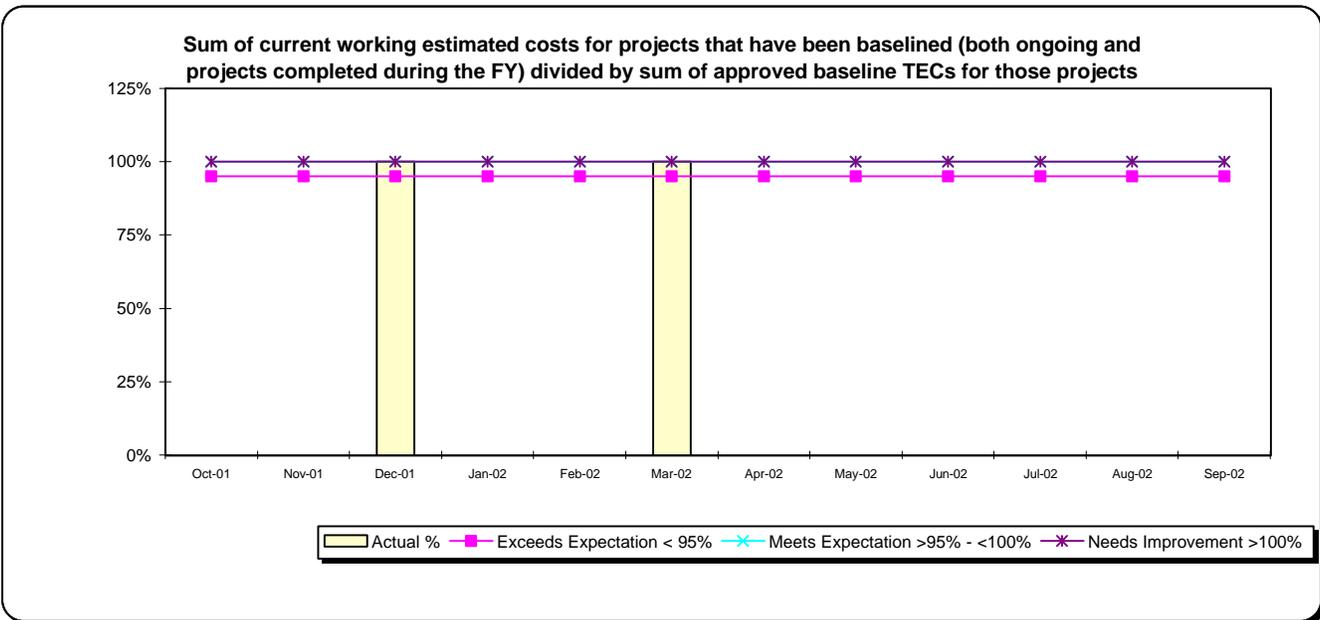
Performance Measure

2.1 Sum of current working estimated costs for projects that have been baselined (both ongoing and projects completed during the FY) divided by sum of approved baseline TECs for those projects. (Separate measure for GPPs and line items.)

Performance Expectation 2.1.2

FY 2002

Exceeds: $\leq 95\%$
 Meets: $>95\% - \leq 100\%$
 Needs Improvement: $>100\%$
 Actual: 100%



2.1.2 Est/Act CWEs/Baseline TECs	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
Exceeds Expectation $\leq 95\%$	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Meets Expectation $>95\% - \leq 100\%$	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Needs Improvement $>100\%$	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Actual %			100%			100%						

3. Approved baselines are defined in the Preliminary Proposal (updated after Title I) for GPPs and upon approval of CD-2 (Title I) for Line Items. After completion of Title I, baselines are adjusted through Project Change Orders (PCOs) Baseline Change Proposals (BCPs).

Projects in Performance Measure

Title	Baseline TEC	CWEs	% of TEC
Electrical Systems Upgrade	5,900	5,900	100%
Upgrade HVAC	7,100	7,100	100%
Fire Protection Systems Upgrade	5,920	5,920	100%
Laboratory for Comparative and Functional Genomics	13,900	13,900	100%
Research Support Center	16,100	16,100	100%
Center for Nanophase Materials Sci	64,000	64,000	100%
Total	112,920	112,920	100%

ORNL Business Management Review Self-Assessment for FY 2002

**ORNL Engineering and Construction Management
Period Ending 3/31/02**

Performance Objective

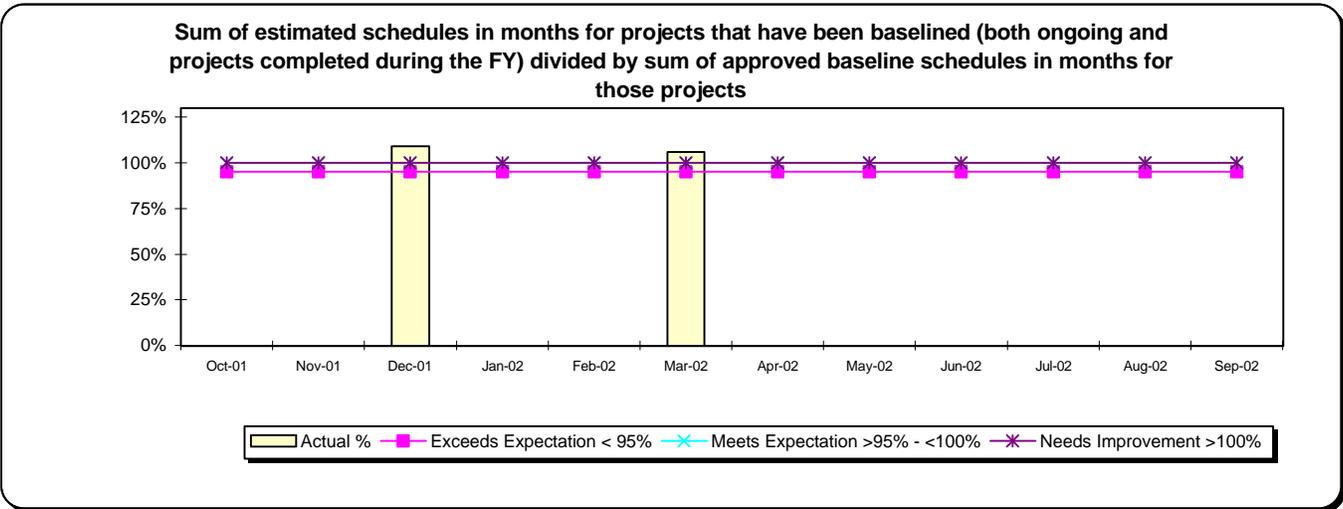
2. Approved technical, cost, and schedule baselines³ are met without significant changes.

Performance Measure

2.2. Sum of estimated schedules in months for projects that have been baselined (both ongoing and projects completed during the FY) divided by sum of approved baseline schedules in months for those projects. (Separate measures for GPPs and line items.)

Performance Expectation 2.2.1

FY 2002
 Exceeds: ≤ 95%
 Meets: >95% - ≤100%
 Needs Improvement: >100%
 Actual: 106%



2.2.1 Est/Act Duration/Baseline Duration	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
Exceeds Expectation ≤ 95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Meets Expectation >95% - ≤100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Needs Improvement >100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Actual %			109%			106%						

3. Approved baselines are defined in the Preliminary Proposal (updated after Title I) for GPPs and upon approval of CD-2 (Title I) for Line Items. After completion of Title I, baselines are adjusted through Project Change Orders (PCOs) Baseline Change Proposals (BCPs).

Projects in Performance Measure

Title	Baseline Schedule Duration	Estimated/Actual Schedule Duration	% of Schedule
Fire Protection Upgrade	35 months	37 months	106%
Water Reservoir No. 1	12 months	16 months	133%
HFIR Cooling Tower	9 months	10 months	111%
3500 Nano Science	35 months	35 months	100%
Advance Materials Characterization Laboratory	27 months	27 months	100%
Bethel Valley Road Access Controls	7 months	7 months	100%
Total	125 months	132 months	106%

ORNL Business Management Review Self-Assessment for FY 2002

**ORNL Engineering and Construction Management
Period Ending 3/31/02**

Performance Objective

2. Approved technical, cost, and schedule baselines³ are met without significant changes.

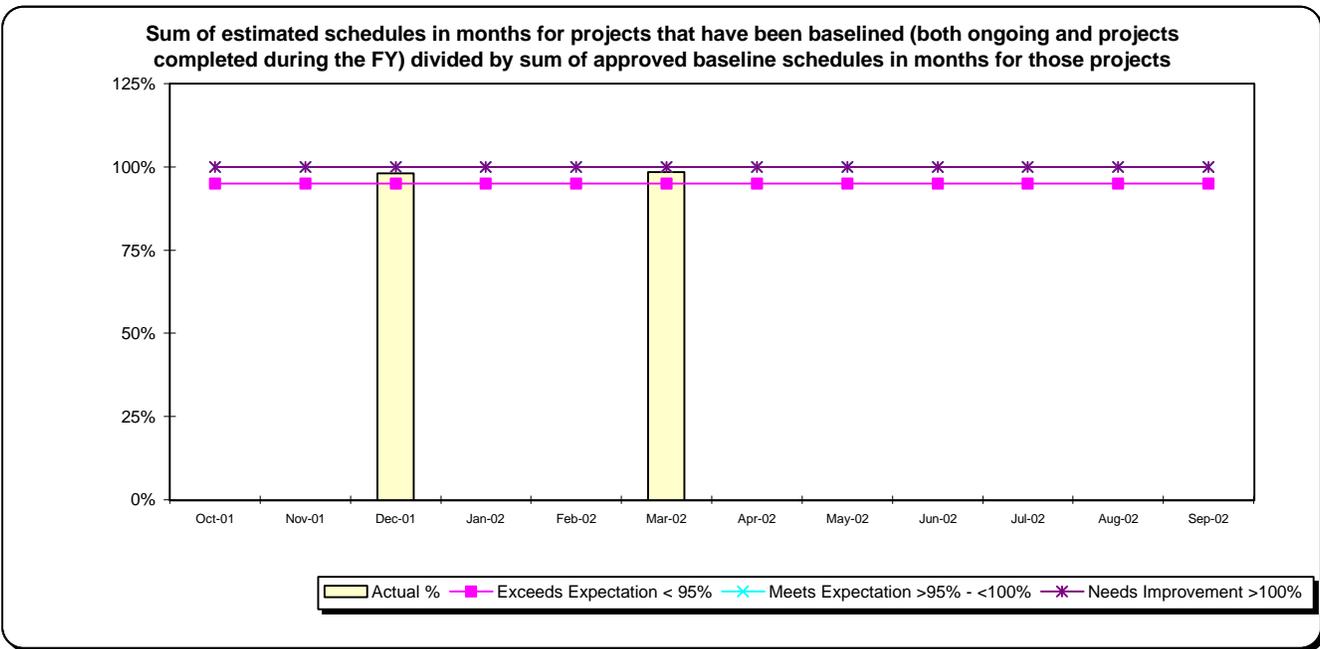
Performance Measure

2.2. Sum of estimated schedules in months for projects that have been baselined (both ongoing and projects completed during the FY) divided by sum of approved baseline schedules in months for those projects. (Separate measures for GPPs and line items.)

Performance Expectation 2.2.2

FY 2002

Exceeds: $\leq 95\%$
 Meets: $>95\% - \leq 100\%$
 Needs Improvement: $>100\%$
 Actual: 98%



2.2.2 Est/Act Duration/Baseline Duration	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
Exceeds Expectation $\leq 95\%$	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Meets Expectation $>95\% - \leq 100\%$	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Needs Improvement $>100\%$	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Actual %			98%			98%						

3. Approved baselines are defined in the Preliminary Proposal (updated after Title I) for GPPs and upon approval of CD-2 (Title I) for Line Items. After completion of Title I, baselines are adjusted through Project Change Orders (PCOs) Baseline Change Proposals (BCPs).

Projects in Performance Measure

Title	Baseline Schedule	Forecast Duration	% of Schedule
Electrical Systems Upgrade	30 mo.	26 mo.	87%
Upgrade HVAC	42 mo.	42 mo.	100%
Fire Protection Systems Upgrade	48 mo.	48 mo.	100%
Laboratory for Comparative and Functional Genomics	42 mo.	42 mo.	100%
Research Support Center	39 mo.	39 mo.	100%
Center for Nanophase Materials Sci	57 mo.	57 mo.	100%
Total	258 mo.	254 mo.	98%

OS-B Life Cycle Asset Management: Operations & Maintenance Management (FY 2002)
Period Ending 3/31/02

Measure	Element Score Qtr 1	Element Score Cum-Qtr 2	Element Score Cum-Qtr 3	Element Score Cum-Qtr 4	Cumulative Criteria Score	Cumulative Criteria Score	Cumulative Final Score (Percent)
OM1	10.00	10.00			0.15	1.5000	
OM1.1	10.00	10.00					
OM2	9.67	9.67			0.35	3.3833	
OM2.1	9.00	9.00					
OM2.2	10.00	10.00					
OM2.3	10.00	10.00					
OM3	9.00	9.00			0.15	1.3500	
OM3.1	10.00	10.00					
OM3.2	10.00	10.00					
OM3.3	9.00	9.00					
OM3.4	8.00	8.00					
OM3.5	8.00	8.00					
OM3.6	9.00	9.00					
OM4	10.00	9.60			0.15	1.4400	
OM4.1	10.00	10.00					
OM4.2	10.00	10.00					
OM4.3	10.00	10.00					
OM4.4	10.00	8.00					
OM4.5	10.00	10.00					
OM5	10.00	9.50			0.15	1.4250	
OM5.1	10.00	9.00					
OM5.2	10.00	10.00					
OM5.3*	NA	NA					
OM6	9.67	10.00			0.05	0.5000	
OM6.1	10.00	10.00					
OM6.2	10.00	10.00					
OM6.3	9.00	10.00					
Cum Total	97.18%	95.98%			1.00	9.5983	95.98%

RATING: EXCELLENT

*OM 5.3 has no expectation beyond reporting.

**ORNL Operations and Maintenance (O&M)
Period Ending 3/31/02**

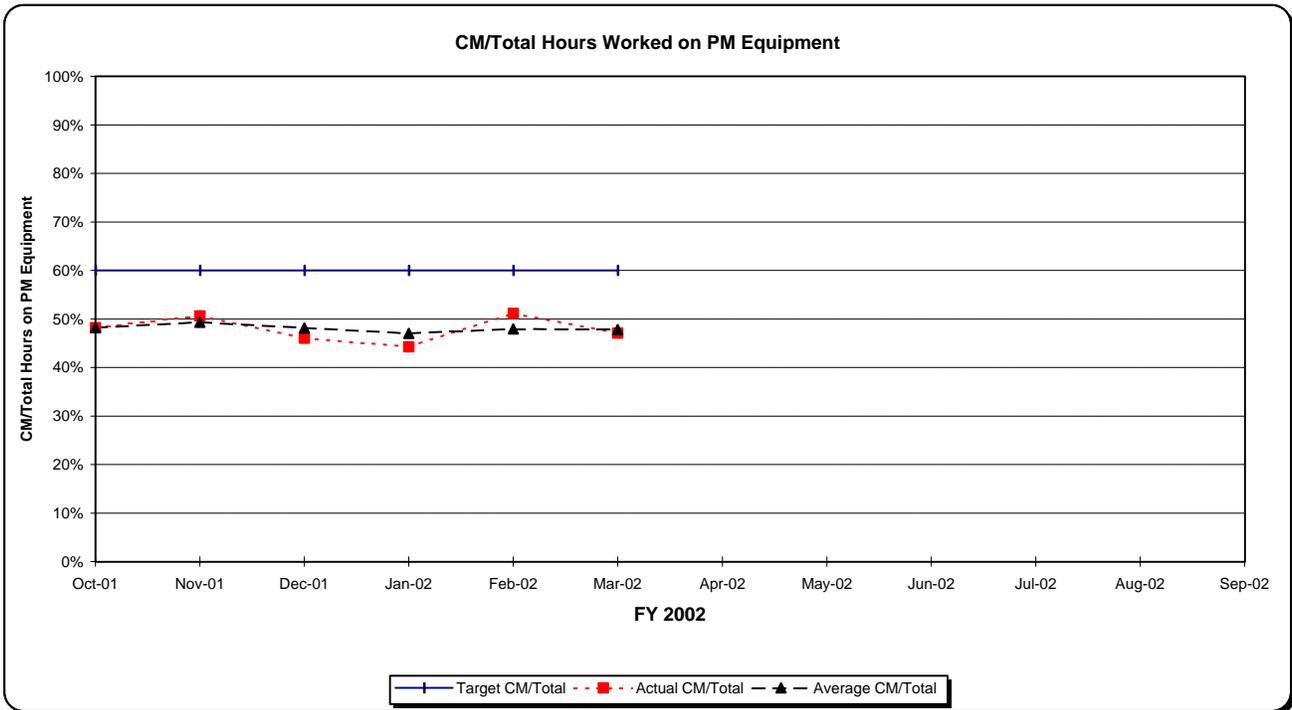
Performance Objective

OM-2. The Maintenance Management Program is efficient and includes, as a minimum: a work management system, a configuration management program, and a system for management and conduct of preventative, corrective, and predictive maintenance.

Performance Measure

2.2 Percentage of corrective maintenance hours worked on PM equipment in relation to total hours.

Performance Expectation	Exceeds:	<60%
	Meets:	60% - 68%
	Needs Improvement:	>68%
Performance Measure	Actual to Date	47.8%



Measure 2.2	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
Target CM/Total	60%	60%	60%	60%	60%	60%						
Actual CM/Total	48.2%	50.6%	46.0%	44.3%	51.2%	47.1%						
Average CM/Total	48.2%	49.3%	48.1%	47.0%	47.9%	47.8%						
CM Hours	2,746	2,410	2,707	2,770	3,055	2,502						
Total Hours	5,701	4,761	5,884	6,256	5,972	5,313						

**ORNL Operations and Maintenance (O&M)
Period Ending 3/31/02**

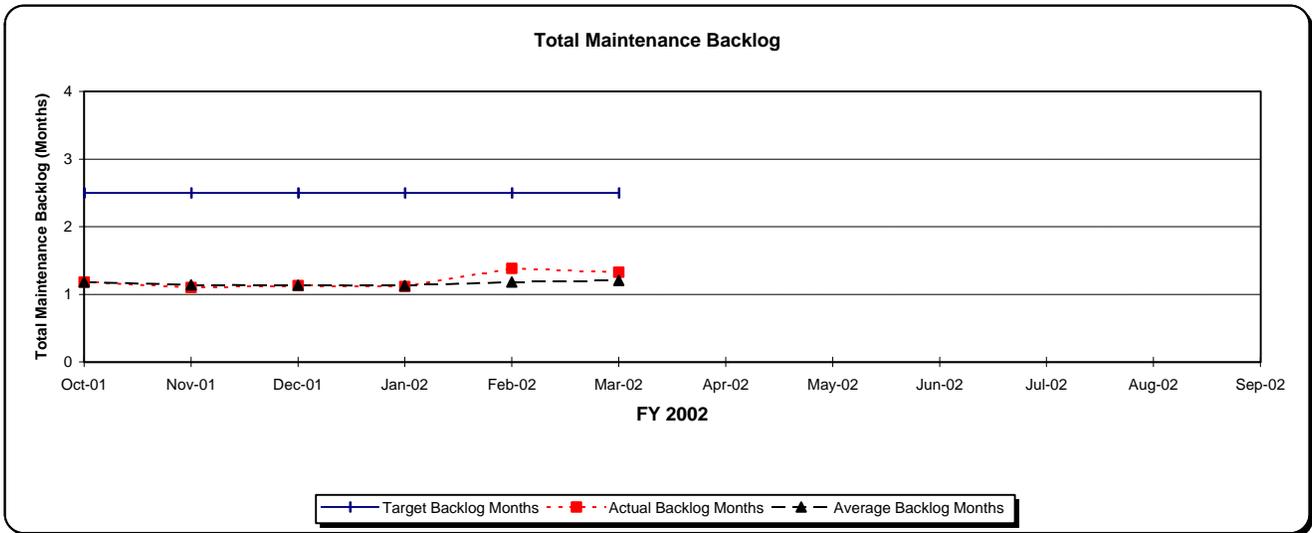
Performance Objective

OM-2. The Maintenance Management Program is efficient and includes, as a minimum: a work management system, a configuration management program, and a system for management and conduct of preventative, corrective, and predictive maintenance.

Performance Measure

2.3 Average hours of maintenance backlog in relation to monthly work potential.

Performance Expectation	Exceeds:	<1.5 Months
	Meets:	1.5 - 2.5 Months
	Needs Improvement:	>2.5 Months
Performance Measure	Actual to Date	1.21 Months



Measure 2.3	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
Target Backlog Months	2.50	2.50	2.50	2.50	2.50	2.50						
Actual Backlog Months	1.18	1.10	1.13	1.11	1.38	1.33						
Average Backlog Months	1.18	1.14	1.14	1.13	1.18	1.21						
Customer Backlog Mhrs	73,202	70,387	69,499	68,434	88,275	83,490						
Bldg Maint Backlog Mhrs	15,613	12,121	15,169	15,300	14,832	15,094						
Total Backlog Hours	88,815	82,508	84,668	83,734	103,107	98,584						
Work Potential	75,227	75,053	75,053	75,227	74,533	74,187						

**ORNL Operations and Maintenance (O&M)
Period Ending 3/31/02**

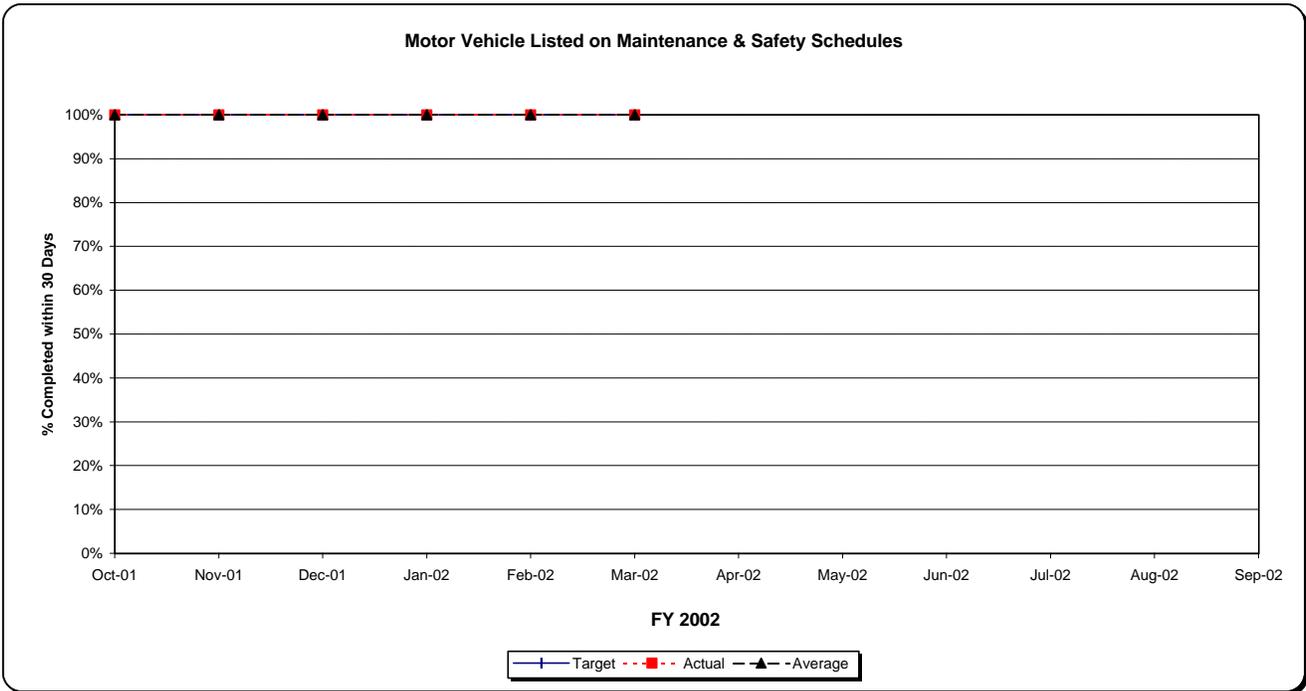
Performance Objective

OM-3 Motor vehicle and heavy equipment maintenance is timely and effective.

Performance Measure

3.1 Percentage of motor vehicles listed on official maintenance and safety schedules within 10 business days of receipt.

Performance Expectation	Exceeds:	100%
	Meets:	98% - 99.9%
	Needs Improvement:	<98%
	Actual to Date	100.0%



Measure 3.1	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
Target	100%	100%	100%	100%	100%	100%						
Actual	100%	100%	100%	100%	100%	100%						
Average	100%	100%	100%	100%	100%	100%						
Items Received	0	0	2	2	0	0						
Listed within 10 business days	0	0	2	2	0	0						

**ORNL Operations and Maintenance (O&M)
Period Ending 3/31/02**

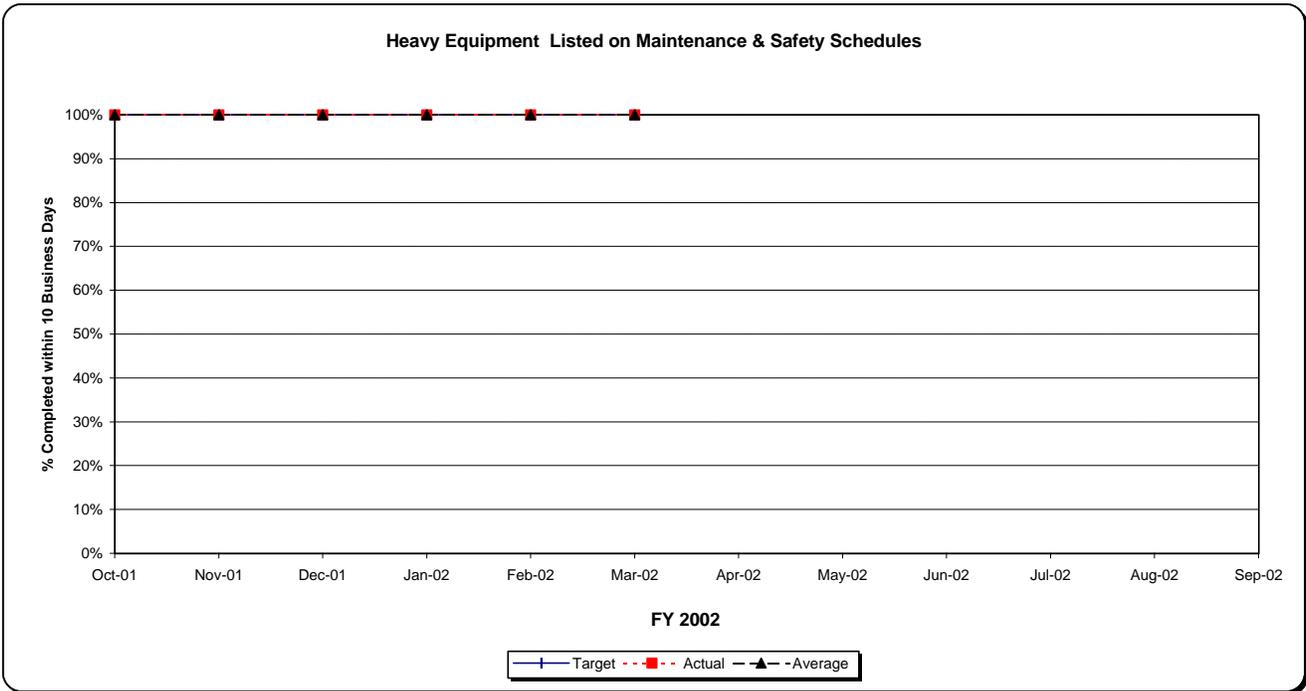
Performance Objective

OM-3 Motor vehicle and heavy equipment maintenance is timely and effective.

Performance Measure

3.2 Percentage of heavy equipment listed on official maintenance and safety schedules within 10 business days of receipt.

Performance Expectation	Exceeds:	100%
	Meets:	98% - 99.9%
	Needs Improvement:	<98%
	Actual to Date	100.0%



Measure 3.2	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
Target	100%	100%	100%	100%	100%	100%						
Actual	100%	100%	100%	100%	100%	100%						
Average	100%	100%	100%	100%	100%	100%						
Items Received	0	3	1	2	0	2						
Listed within 10 business days	0	3	1	2	0	2						

**ORNL Operations and Maintenance (O&M)
Period Ending 3/31/02**

Performance Objective

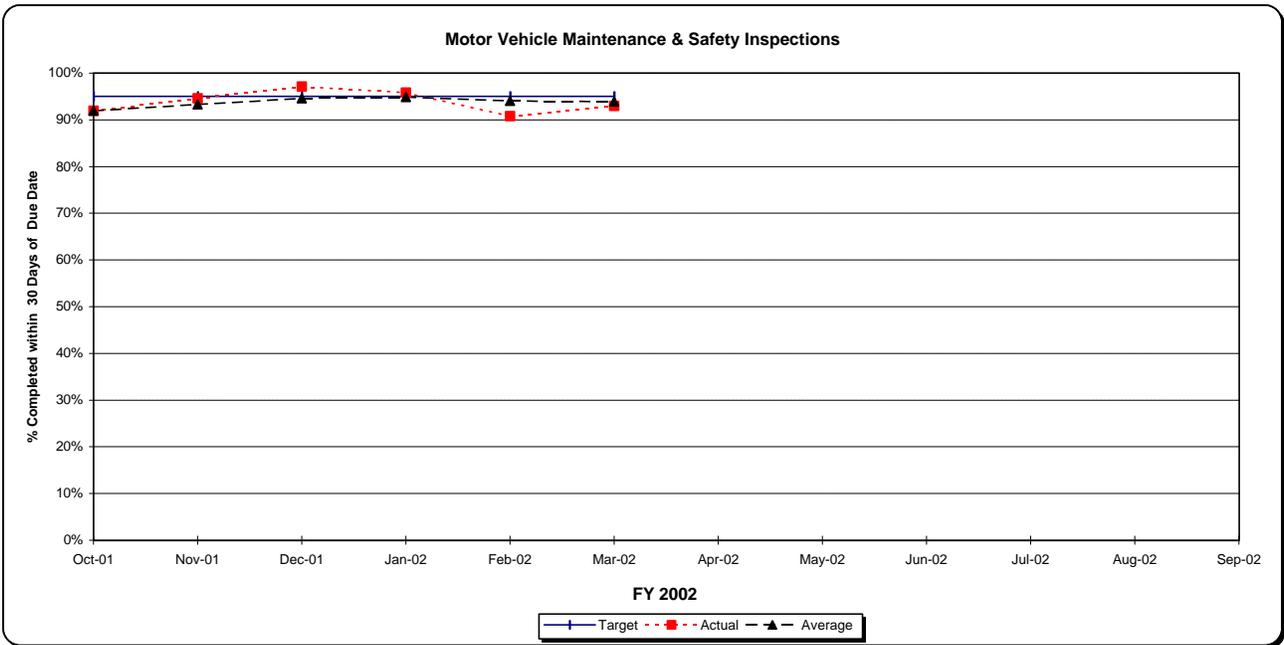
OM-3 Motor vehicle and heavy equipment maintenance is timely and effective.

Performance Measure

3.3 Percentage of motor vehicle maintenance and safety inspections completed and documented within 30 days of the due date.

Performance Expectation

Exceeds:	>95%
Meets:	90%-95%
Needs Improvement:	<90%
Actual to Date	93.9%



Measure 3.3	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
Target	95%	95%	95%	95%	95%	95%						
Actual	92.0%	94.7%	97.1%	95.8%	90.8%	93.0%						
Average	92.0%	93.3%	94.6%	94.9%	94.1%	93.9%						
Number of Vehicles	561	561	561	554	554	556						
Overdue Veh Maint & Safety Inspections	45	30	16	23	51	39						

**ORNL Operations and Maintenance (O&M)
Period Ending 3/31/02**

Performance Objective

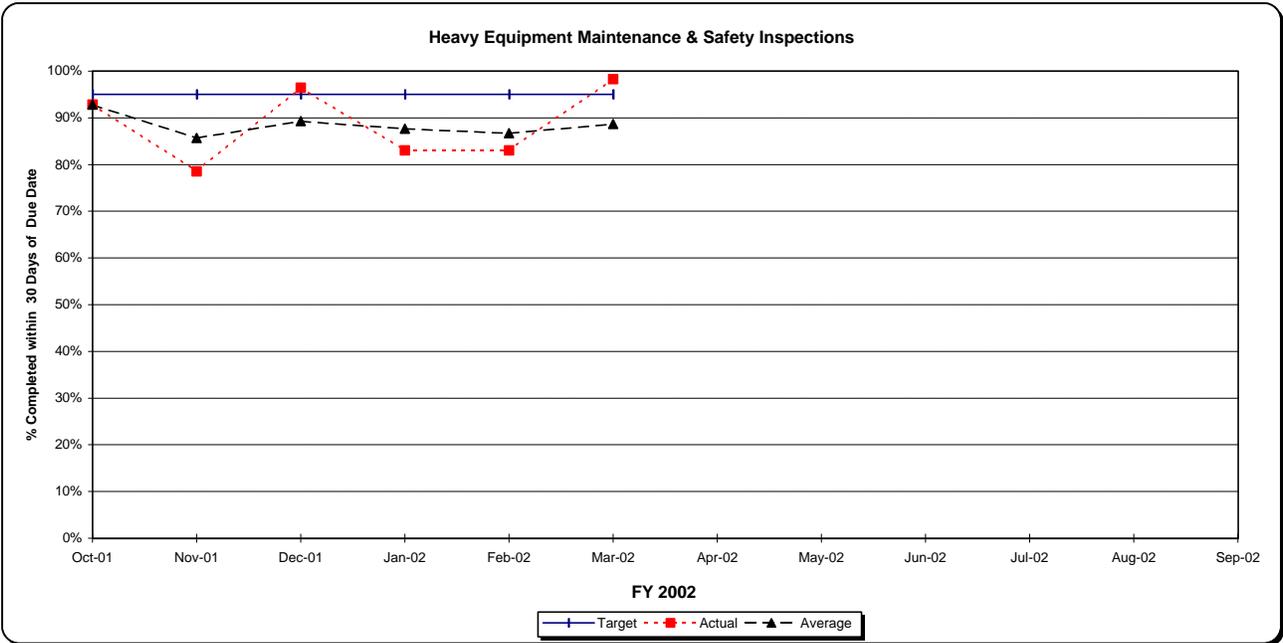
OM-3 Motor vehicle and heavy equipment maintenance is timely and effective.

Performance Measure

3.4 Percentage of heavy equipment maintenance and safety inspections completed and documented within 30 days of the due date.

Performance Expectation

Exceeds:	>95%
Meets:	90%-95%
Needs Improvement:	<90%
Actual to Date	88.7%



Measure 3.4	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
Target	95%	95%	95%	95%	95%	95%						
Actual	92.9%	78.6%	96.4%	83.1%	83.1%	98.3%						
Average	92.9%	85.7%	89.3%	87.7%	86.7%	88.7%						
Number of Vehicles	56	56	56	59	59	59						
Overdue Veh Maint & Safety Inspections	4	12	2	10	10	1						

**ORNL Operations and Maintenance (O&M)
Period Ending 3/31/02**

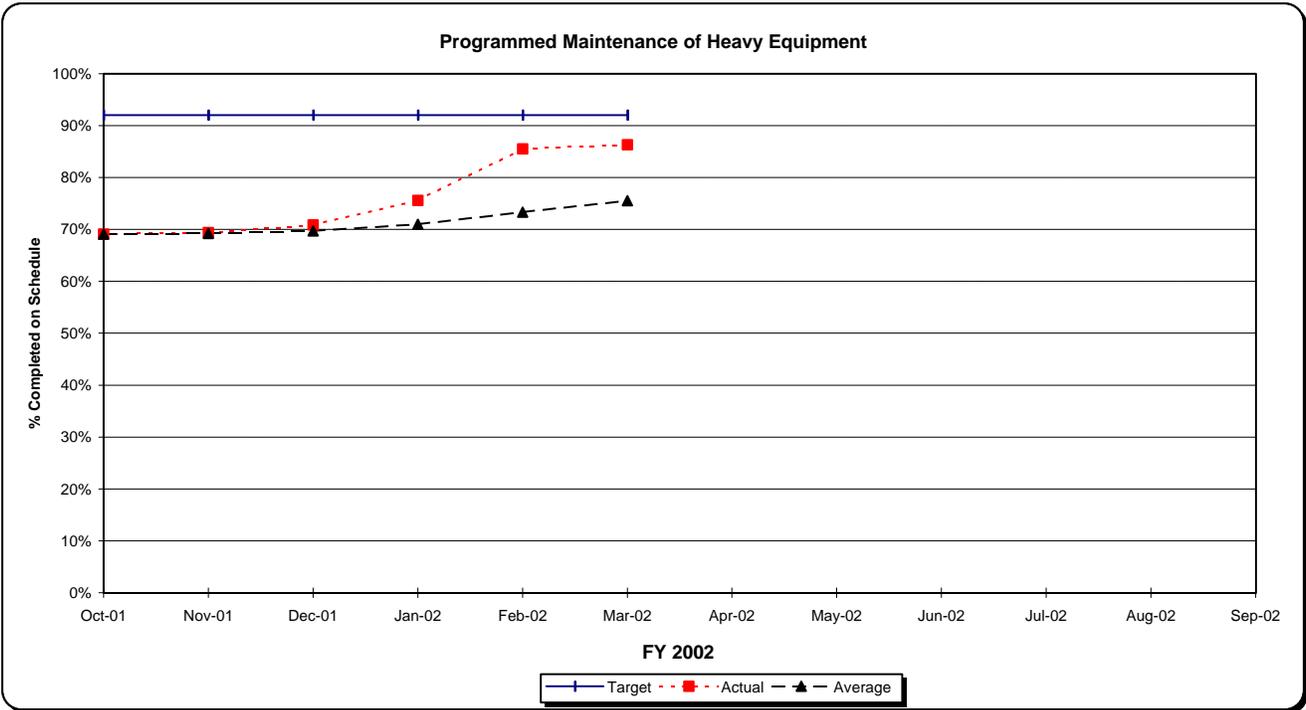
Performance Objective

OM-3 Motor vehicle and heavy equipment maintenance is timely and effective.

Performance Measure

3.5 Percentage of programmed maintenance of heavy equipment that is completed within 30 days of the due date.

Performance Expectation	Exceeds:	>92%
	Meets:	87%-92%
	Needs Improvement:	<87%
	Actual to Date	75.6%



Measure 3.5	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
Target	92%	92%	92%	92%	92%	92%						
Actual	69.1%	69.4%	70.9%	75.6%	85.5%	86.4%						
Average	69.1%	69.2%	69.7%	71.0%	73.3%	75.6%						
H. Equip Task Scheduled	1,565	1,527	1,171	1,253	1,024	1,370						
H. Equip Task Completed	1,081	1,060	830	947	876	1,183						

**ORNL Operations and Maintenance (O&M)
Period Ending 3/31/02**

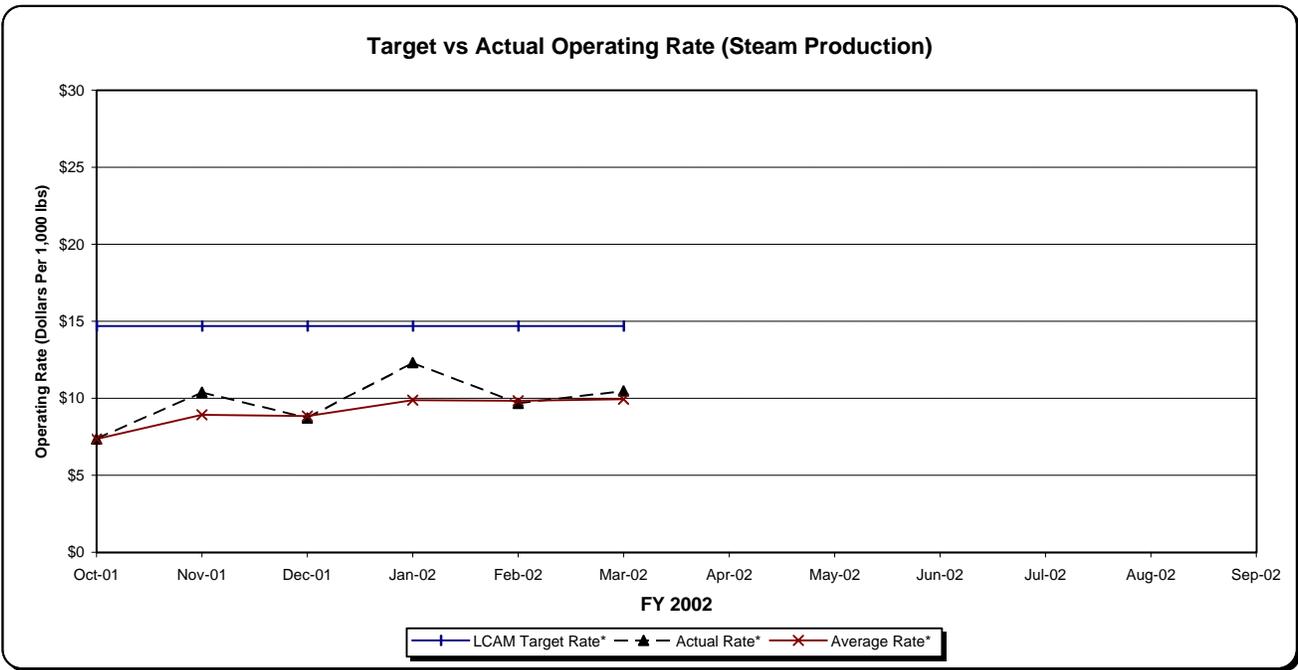
Performance Objective

OM-4 Utilities are effectively managed and utilized.

Performance Measure

4.1 The actual rate for providing steam to the Laboratory expressed as a percentage of the LCAM target rate for the fiscal year.

Performance Expectation	Exceeds:	<95%
	Meets:	95% - 105%
	Needs Improvement:	>105%
Performance Measure	Actual to Date**	67.6%



Measure 4.1	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
LCAM Target Rate*	\$14.70	\$14.70	\$14.70	\$14.70	\$14.70	\$14.70						
Actual Rate*	\$7.35	\$10.40	\$8.71	\$12.31	\$9.66	\$10.48						
Average Rate*	\$7.35	\$8.93	\$8.85	\$9.87	\$9.83	\$9.94						
Total Operating Cost	\$404,564	\$617,739	\$601,882	\$946,897	\$693,606	\$714,055						
Total Production (lbs)	55,078,000	59,383,000	69,088,000	76,923,000	71,768,000	68,143,000						

* - Rates are in cost per 1,000 lbs

**ORNL Operations and Maintenance (O&M)
Period Ending 3/31/02**

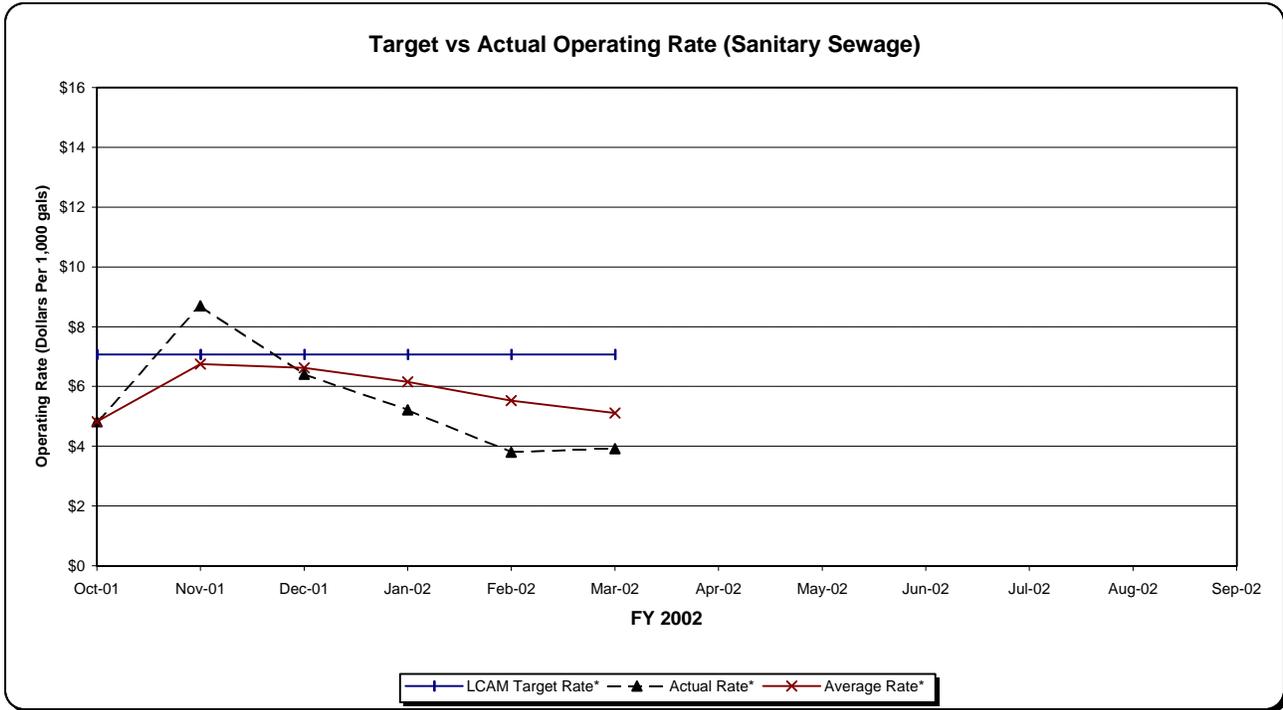
Performance Objective

OM-4 Utilities are effectively managed and utilized.

Performance Measure

4.2 The actual rate for treating sanitary sewage for the Laboratory expressed as a percentage of the LCAM target rate for the fiscal year.

Performance Expectation	Exceeds:	<95%
	Meets:	95% - 105%
	Needs Improvement:	>105%
Performance Measure	Actual to Date**	72.3%



Measure 4.2	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
LCAM Target Rate*	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07						
Actual Rate*	\$4.82	\$8.69	\$6.41	\$5.21	\$3.80	\$3.92						
Average Rate*	\$4.82	\$6.75	\$6.62	\$6.15	\$5.53	\$5.11						
Total Operating Cost	\$19,287	\$34,424	\$31,997	\$33,258	\$26,561	\$35,863						
Total Treatment (gals)	4,002,650	3,959,190	4,990,491	6,381,930	6,983,760	9,154,150						

* - Rates are in cost per 1,000 gallons

**ORNL Operations and Maintenance (O&M)
Period Ending 3/31/02**

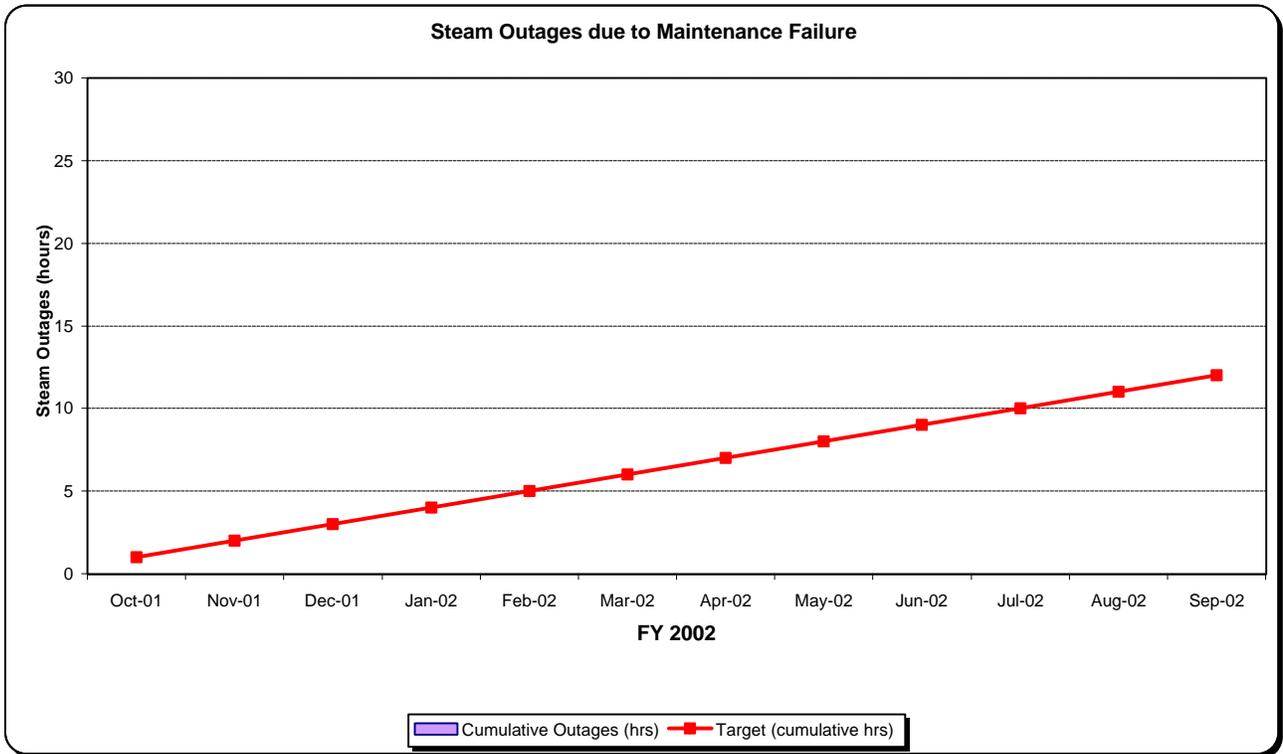
Performance Objective

OM-4 Utilities are effectively managed and utilized.

Performance Measure

4.3 The cumulative hours of all steam outages caused by a lack of adequate maintenance on the system.

Performance Expectation	Exceeds:	<12 hrs
	Meets:	12-24 hrs
	Needs Improvement:	>24 hrs
Performance Measure	Actual to Date	0 hrs



Measure 4.3	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
Monthly Outages (hrs)	0	0	0	0	0	0						
Cumulative Outages (hrs)	0	0	0	0	0	0						
Target (cumulative hrs)	1	2	3	4	5	6	7	8	9	10	11	12

**ORNL Operations and Maintenance (O&M)
Period Ending 3/31/02**

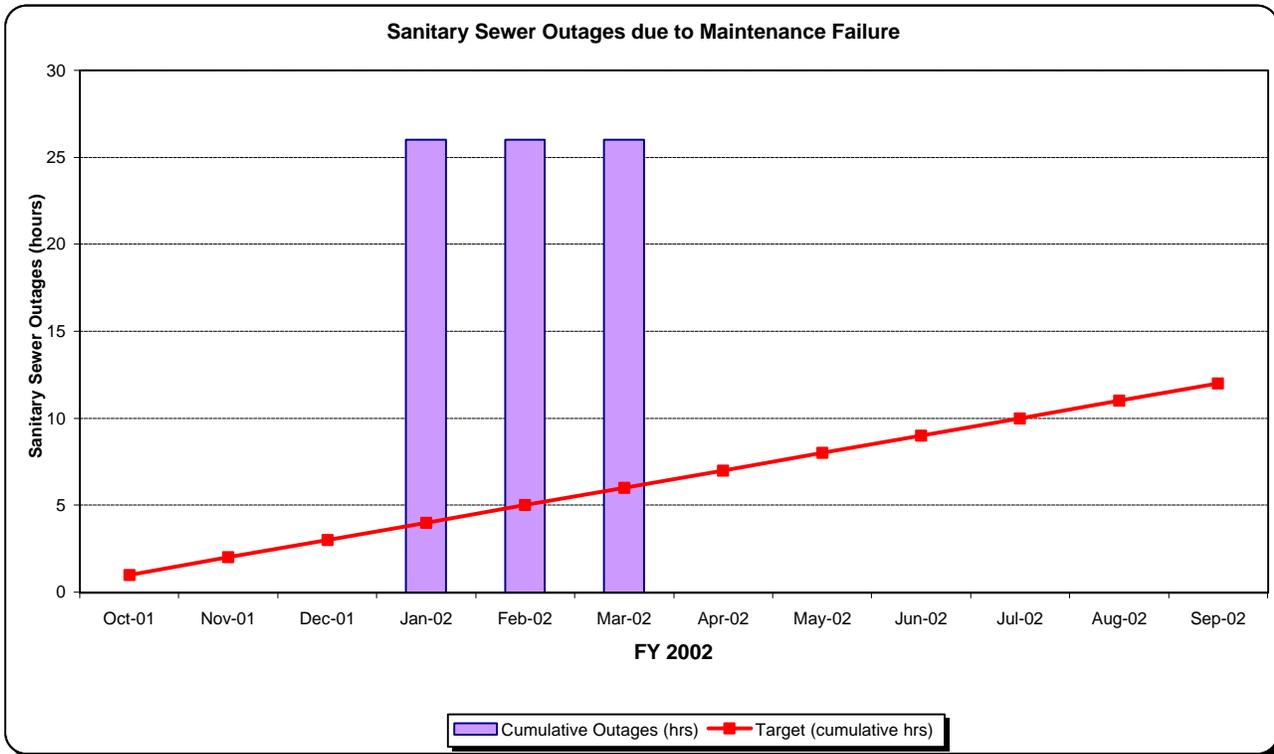
Performance Objective

OM-4 Utilities are effectively managed and utilized.

Performance Measure

4.4 The cumulative hours of all occasions a lack of adequate maintenance has caused the sanitary sewer service to not be provided to customer facilities.

Performance Expectation	Exceeds:	<12hrs
	Meets:	12-24 hrs
	Needs Improvement:	>24 hrs
Performance Measure	Actual to Date	26 hrs



Measure 4.4	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
Monthly Outages (hrs)	0	0	0	26	0	0						
Cumulative Outages (hrs)	0	0	0	26	26	26						
Target (cumulative hrs)	1	2	3	4	5	6	7	8	9	10	11	12

**ORNL Operations and Maintenance (O&M)
Period Ending 3/31/02**

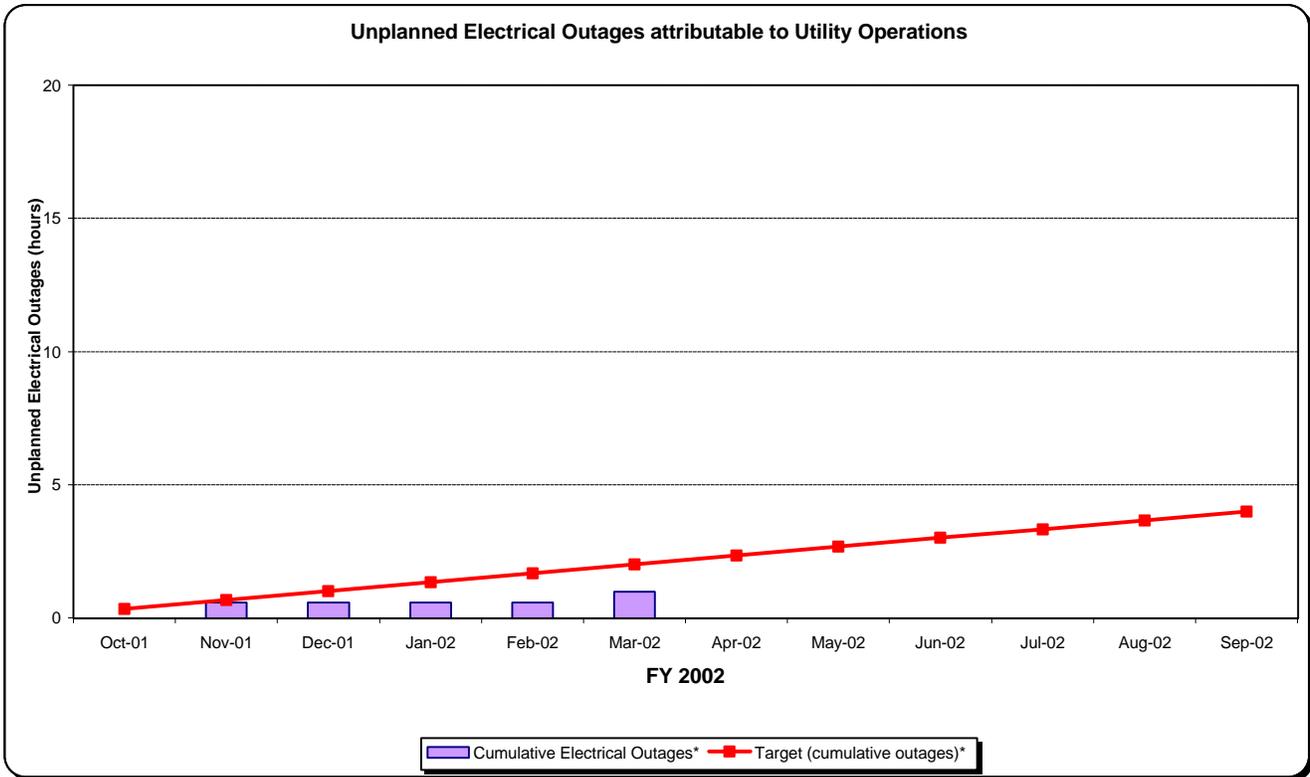
Performance Objective

OM-4 Utilities are effectively managed and utilized.

Performance Measure

4.5 Cumulative hours of unplanned electrical outages attributable to electrical utility operations.

Performance Expectation	Exceeds:	<4 hrs
	Meets:	4 - 6 hrs
	Needs Improvement:	>6 hrs
Performance Measure	Actual to Date	0.9833 hrs



Measure 4.5	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
Monthly Electrical Outages*	0	0.58	0	0	0	0.4						
Cumulative Electrical Outages*	0	0.58	0.58	0.58	0.58	0.98						
Target (cumulative outages)*	0.33	0.67	1.00	1.33	1.67	2.00	2.33	2.67	3.00	3.33	3.67	4.00

* Outages are reported in Hours

**ORNL Operations and Maintenance (O&M)
Period Ending 3/31/02**

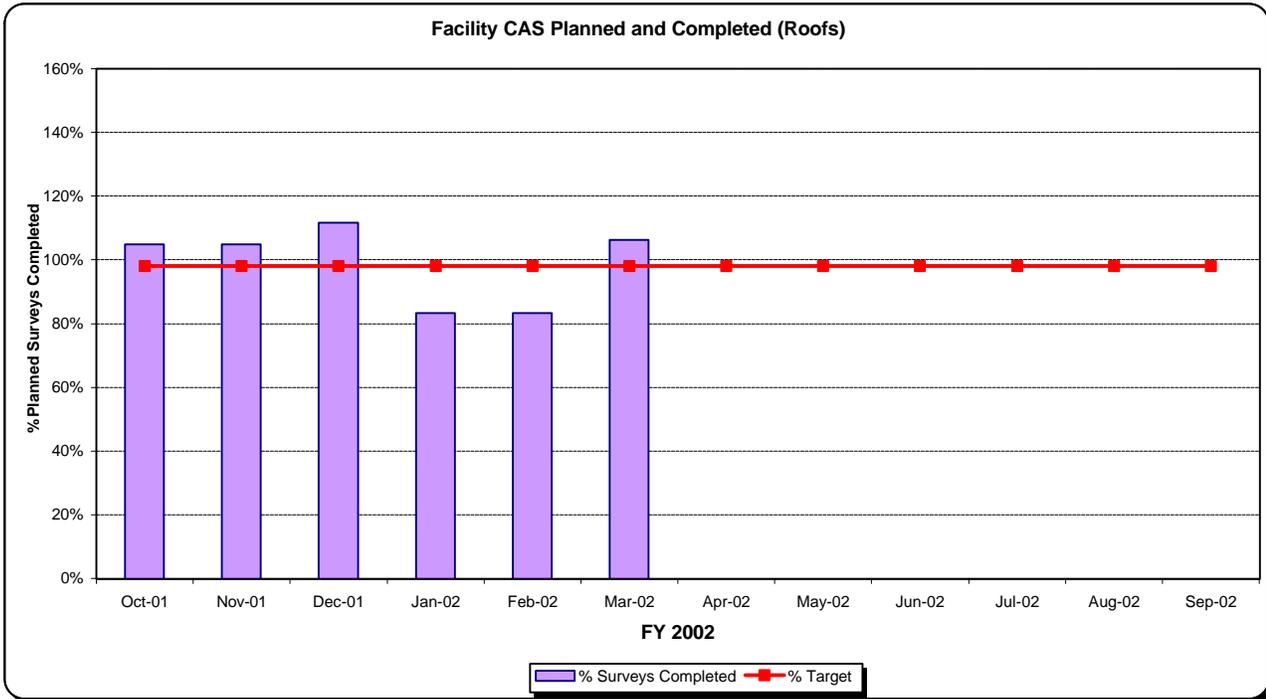
Performance Objective

OM-5. The condition of physical assets is periodically inventoried and assessed to assist in objective planning of maintenance activities.

Performance Measure

5.2 Percentage of required roof inventory assigned to the Laboratory that is assessed annually.

Performance Expectation Exceeds: >98%
 Meets: 92% - 98%
 Needs Improvement: <92%
 Performance Measure **Actual to Date** **99.0%**



Measure 5.2	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02
Total Planned Funded Surveys*	125,216	125,216	125,216	125,216	125,216	125,216	125,216	125,216	125,216	125,216	125,216	125,216
Surveys Completed*	131,400	131,400	139,716	104,233	104,233	133,089						
% Surveys Completed	104.9%	104.9%	111.6%	83.2%	83.2%	106.3%						
% Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%

* Planned Funded Surveys and Surveys Completed are measured in Square Feet. Required inventory is one-half of the total inventory assigned to the Laboratory.

**ORNL Operations and Maintenance (O&M)
Period Ending 3/31/02**

Performance Objective

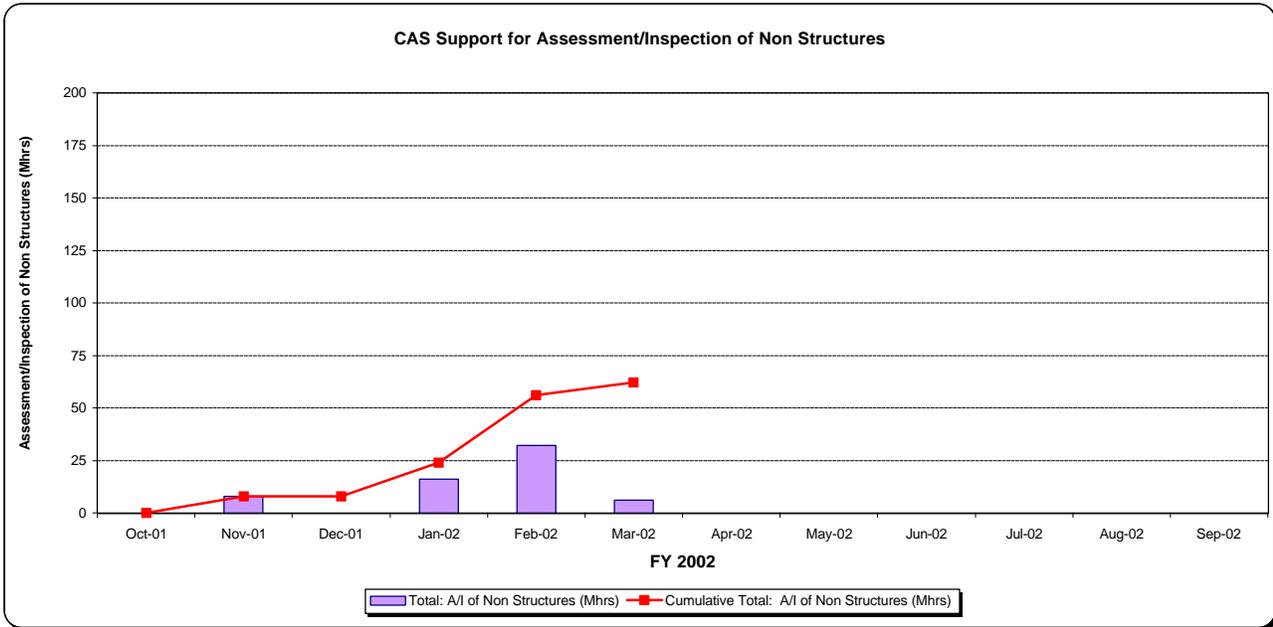
OM-5. The condition of physical assets is periodically inventoried and assessed to assist in objective planning of maintenance activities.

Performance Measure

5.3 Breakdown of man-hours spent on the assessment/inspection (A/I) of non structures assigned to the Laboratory. This measure has no expectation beyond the breakdown and reporting of all applicable man-hours.

Performance Expectation Breakdown and Reporting

Performance Measure **Actual to Date 62 Manhours**



Measure 5.3	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Mar-02	Apr-02	May-02	Jun-02	Jul-02	Aug-02	Sep-02	YTD
Miscellaneous Photography (Mhrs)		8		16	32								56
Side Walk Inspections (Mhrs)													-
Road Inspections (Mhrs)						6							6
Fence Inspections (Mhrs)													-
ADS Development (Mhrs)													-
Verification of Facility Dimensions (Mhrs)													-
Predictive Maintenance Support (Mhrs)													-
Preventive Maintenance Support (Mhrs)													-
Asbestos Inspections (Mhrs)													-
Total: A/I of Non Structures (Mhrs)	0	8	0	16	32	6							62
Cumulative Total: A/I of Non Structures (Mhrs)	0	8	8	24	56	62							

**ORNL Operations and Maintenance (O&M)
Period Ending 3/31/02**

Performance Objective

OM-6 The utilization and conservation of energy is effectively managed commensurate with the site mission(s) in accordance with DOE Orders and regulations.

Performance Measure

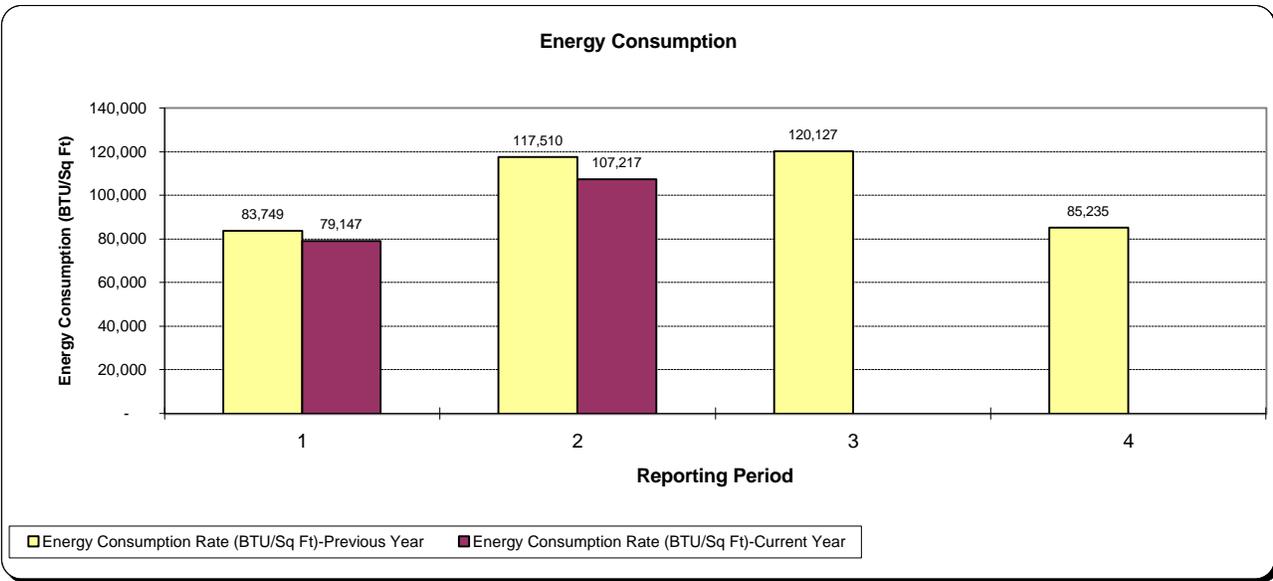
6.1 Percentage of annual reduction in site energy (excluding metered process buildings) in Btu/Sq ft as compared to the previous four quarters.

Performance Expectation

Exceeds: >2.7%
Meets: 2.5% - 2.7%
Needs Improvement: <2.5%

Performance Measure

Actual to Date 7.40%



	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Measure 6.1	4 Qtr FY 2000	1 Qtr FY 2001	2 Qtr FY 2001	3 Qtr FY 2001
Energy Consumption (BTU)	2.61E+11	3.86E+11	3.95E+11	2.80E+11
Site Area (Sq. Ft)	3,118,100	3,285,036	3,285,036	3,285,036
Energy Consumption Rate (BTU/Sq Ft)-Previous Year	83,749	117,510	120,127	85,235
Cumulative Energy Consumption Rate (BTU/Sq Ft)	83,749	201,259	321,386	406,621
	4 Qtr FY 2001	1 Qtr FY 2002	2 Qtr FY 2002	3 Qtr FY 2002
Energy Consumption (BTU)	2.60E+11	3.49E+11		
Site Area (Sq. Ft)*	3,285,036	3,255,071		
Energy Consumption Rate (BTU/Sq Ft)-Current Year	79,147	107,217		
Cumulative Energy Consumption Rate (BTU/Sq Ft)	79,147	186,364		

* - Site Area for FY 2002 was revised to reflect DOE's Facilities Information Management System (FIMS).

**ORNL Operations and Maintenance (O&M)
Period Ending 3/31/02**

Performance Objective

OM-6 The utilization and conservation of energy is effectively managed commensurate with the site mission(s) in accordance with DOE Orders and regulations.

Performance Measure

6.2 Timely completion of currently awarded energy savings performance contract (ESPC) delivery orders.

Performance Expectation	Exceeds:	Complete construction on first ESPC delivery order by 2/28/02
	Meets:	Complete construction on first ESPC delivery order by 7/31/02
	Needs Improvement:	Complete construction on first ESPC delivery order after 7/31/02

Performance Measure	Actual to Date	Exceeds
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Update:

Construction activities began on October 2 and were expedited by both the ORNL ESPC Project Facilitator and the DukeSolutions Construction Manager. All of the ORNL Project Management tasks were also expedited through careful tracking and coordination to ensure that there were no delays on the project and that work progressed without any incidents, accidents, or injuries. As a result of the attention given this project by all of those on the construction team, this measure exceeded expectations by completing the construction phase in six and one-half weeks, on November 15, 2001, three months ahead of the targeted schedule.

**ORNL Operations and Maintenance (O&M)
Period Ending 3/31/02**

Performance Objective

OM-6 The utilization and conservation of energy is effectively managed commensurate with the site mission(s) in accordance with DOE Orders and regulations.

Performance Measure

6.3 Timely updating of the ORNL Energy Management and Implementation Plan with the requirements of DOE Order 430.2X, which incorporates the requirements of Executive Order 13123.

Performance Expectation	Exceeds:	Plan updated by 2/28/02
	Meets:	Plan updated by 5/31/02
	Needs Improvement:	Plan updated after 5/31/02

Performance Measure	Actual to Date	Exceeds
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Update:

An updated Energy Management and Implementation Plan for ORNL was issued to DOE on February 19, 2002. The revised, FY 2002 document was brought up to date with DOE's most current energy management plans and orders.

**OS-C Life Cycle Asset Management: Real and Personal Property Management (FY 2002)
Period Ending 3/31/02**

Measure	Element Score Qtr 1	Element Score Cum-Qtr 2	Element Score Cum-Qtr3	Element Score Cum-Qtr4	Criteria Weight	Cumulative Criteria Score	Cumulative Final Score (Percent)	
RP1	9.00	9.00			0.20	1.8000		
RP2	8.00	9.00			0.20	1.8000		
RP3	9.50	9.00			0.20	1.8000		
RP3.1	no data	8.00						
RP3.2	9.00	9.00						
RP3.3	10.00	10.00						
RP4	10.00	10.00			0.20	2.0000		
RP5	10.00	10.00			0.20	2.0000		
RP5.1	10.00	10.00						
RP5.2	10.00	10.00						
Cum Total	93.00%	94.00%			1.00	9.4000		94.00%

All RP measures are expected to "Meet" or "Exceed" expectations by the end of the fiscal year.

RATING: EXCELLENT

ORNL Business Management Review Self-Assessment for FY 2002

ORNL Real and Personal Property Management Period Ending 3/31/02

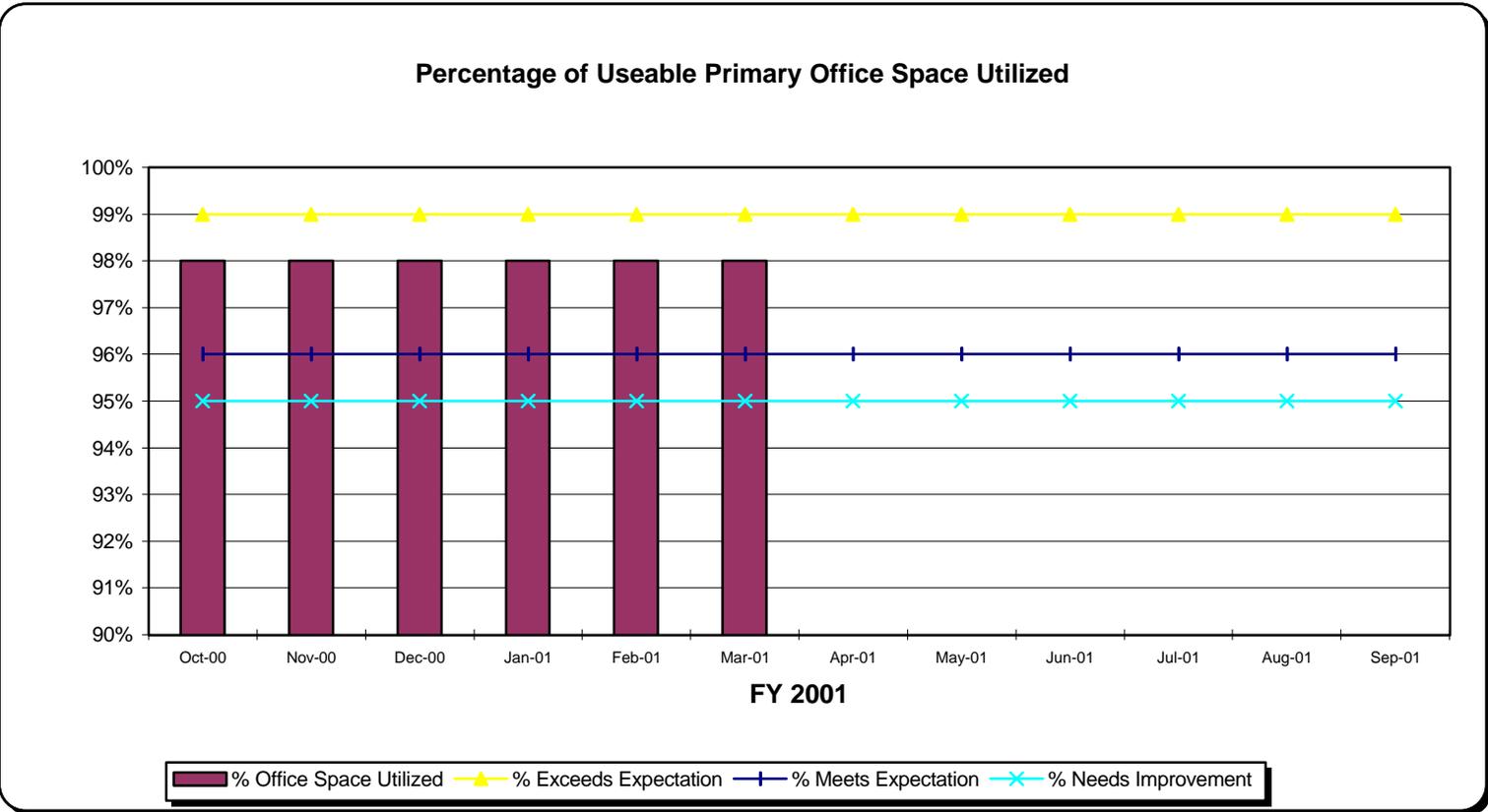
Performance Objective

RP-1 On-site space, including acquisition, leasing, and disposal, is effectively utilized.

Performance Measure

RP-1.1 Percentage of useable primary office space utilized as reported in the Laboratory Space Allocation Management Systems (SAMS) Database.

Performance Expectation RP-1.1	Exceeds:	≥99%
	Meets:	>96% - <99%
	Needs Improvement:	≤96%
Performance Measure	Actual to Date:	98%



RP-1.1.	Oct-00	Nov-00	Dec-00	Jan-01	Feb-01	Mar-01	Apr-01	May-01	Jun-01	Jul-01	Aug-01	Sep-01
% Exceeds Expectation	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%
% Meets Expectation	96%	96%	96%	96%	96%	96%	96%	96%	96%	96%	96%	96%
% Needs Improvement	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
% Office Space Utilized	98%	98%	98%	98%	98%	98%						

ORNL Business Management Review Self-Assessment for FY 2002

ORNL Personal Property Management Real and Period Ending 3/31/02

Performance Objective

RP-2 Surplus property/materials are reutilized.

Performance Measure

RP-2.1 Amount of surplus property that is reutilized.

Performance Expectation RP-2.1	Exceeds:	\geq \$7,000,000
	Meets:	\$6,000,000 - 7,000,000
	Needs Improvement:	$<$ \$6,000,000
Performance Measure:	Actual to Date:	\$6,561,764

ORNL Business Management Review Self-Assessment for FY 2002

ORNL Real and Personal Property Management Period Ending 3/31/02

Performance Objective

RP-3 Accountable property is confirmed.

Performance Measure

RP-3.1 Percentage of inventory of equipment (acquisition cost of >\$5,000) that is confirmed.

Performance Expectation RP-3.1	Exceeds:	>99.75%
	Meets:	99.50% - 99.75%
	Needs Improvement:	<99.50%

Performance Measure:	Actual to Date:	61.5%*
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*NOTE: RP 3.1 is expected to "Meet" or "Exceed" expectations by the end of the fiscal year.

ORNL Business Management Review Self-Assessment for FY 2002

ORNL Real and Personal Property Management Period Ending 3/31/02

Performance Objective

RP-3 Accountable property is confirmed.

Performance Measure

RP-3.2 Percentage of inventory of precious metals that is confirmed.

Performance Expectation RP-3.2	Exceeds:	NA
	Meets:	100%
	Needs Improvement:	<100%
Performance Measure:	Actual to Date:	100%

ORNL Business Management Review Self-Assessment for FY 2002

ORNL Real and Personal Property Management Period Ending 3/31/02

Performance Objective

RP-3 Accountable property is confirmed.

Performance Measure

RP-3.3 Percentage of inventory of stores that is confirmed.

Performance Expectation RP-3.3	Exceeds:	>99.75%
	Meets:	99.61% - 99.75%
	Needs Improvement:	<99.61%
Performance Measure:	Actual to Date:	100%

ORNL Business Management Review Self-Assessment for FY 2002

ORNL Real and Personal Property Management Period Ending 3/31/02

Performance Objective

RP-4 Excessed property is disposed of in a timely and effective manner.

Performance Measure

RP-4.1 Time frame for disposal of 90 percent of the total excessed uncontaminated property items.

Performance Expectation RP-4.1

Exceeds: <120 days

Meets: 120 - 180 days

Needs Improvement: >180 days

Performance Measure:

Actual to Date: 98.5% <120 days

ORNL Business Management Review Self-Assessment for FY 2002

ORNL Real and Personal Property Management Period Ending 3/31/02

Performance Objective

RP-5. Effective processes are established to ensure that equipment and materials are being provided to meet customers' requirements.

Performance Measure

RP-5.1 Percentage of items delivered to customer in less than one day.

Performance Expectation RP-5.1	Exceeds:	>95%
	Meets:	90% - 95%
	Needs Improvement:	<90%
Performance Measure:	Actual to Date:	100%

ORNL Business Management Review Self-Assessment for FY 2002

ORNL Real and Personal Property Management Period Ending 3/31/02

Performance Objective

RP-5 Effective processes are established to ensure that equipment and materials are being provided to meet customers' requirements.

Performance Measure

RP-5.2 Percentage of items where the "return goods" cycle time from time of rejection until disposition was within one month.

Performance Expectation RP-5.2	Exceeds:	>95%
	Meets:	90%-95%
	Needs Improvement:	<90%
Performance Measure:	Actual to Date:	100%