

FY 2003 ORNL LCAM IMPLEMENTATION MATRIX

I. Project Management (PM)

Objective: Plan and execute construction projects within allocated resources to obtain intended benefits in a timely manner.

| | Criterion/Weight | Measure | Expectations |
|------|--|---|--|
| PM-1 | Demonstrate efficient use of capital funds for Engineering design and construction activities. (30%) | 1.1 Sum of design and construction costs for line items and GPPs ¹ (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 | E: ≥86% M: ≥77% - <86% NI: <77% |
| PM-2 | Approved technical, cost, and schedule baselines ³ are met without significant changes. (60%) | 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.) | E: ≤95% M: >95% - ≤100% NI: >100% |
| | | 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.) | E: ≤95% M: >95% - ≤100% NI: >100% |
| PM-3 | Capital projects are closed in a timely fashion. (10%) | 3.1 Cumulative number of months after project completion/4 times number of completed projects. ⁴ | E: ≤85% M: >85% - ≤105% NI: >105% |

E = Exceeds Expectations

M = Meets Expectations

NI = Needs Improvement

¹Use baseline costs from the GPP/IGPP Baseline Definition and Authorization.

²Design cost is Architect/Engineer (A/E) or “in-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.

³Approved 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) or Baseline Change Proposals (BCPs).

⁴Project completion is defined as beneficial occupancy for buildings and date of fieldwork completion (final acceptance report signed) if other than a building.

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II. Operations and Maintenance (OM)

Objective: Operate and maintain physical assets in a condition suitable for their intended use, while ensuring that all applicable federal, state, and local laws and regulations are followed.

| | Criterion/Weight | Measure | Expectations |
|------|--|---|--|
| OM-1 | The maintenance rate is effectively managed and maintained. (15%) | 1.1 The general maintenance rate expressed as a percentage of the target maintenance rate ⁵ for the fiscal year. | E: <98% M: 98% - 102% NI: >102% |
| OM-2 | The Maintenance Management Program is efficient and includes, as a minimum: (1) a work management system, (2) a configuration management program, and (3) a system for management and conduct of preventive, corrective, and predictive maintenance. (35%) | 2.1 Percentage of preventive ⁶ and predictive maintenance jobs completed by the original scheduled completion date. 2.2 Percentage of corrective maintenance hours worked on PM equipment in relation to total hours. 2.3 Average hours of maintenance backlog in relation to monthly work potential. Work potential is defined as the available hours of personnel providing direct maintenance support. | E: >94% M: 85% - 94% NI: <85% E: <60% M: 60% - 68% NI: >68% E: <1.5 months M: 1.5 - 2.5 months NI: >2.5 months |
| OM-3 | Motor vehicle and heavy equipment maintenance is timely and effective. (15%) | 3.1 Percentage of motor vehicles listed on official maintenance and safety schedules within 10 business days of receipt. 3.2 Percentage of heavy equipment listed on official maintenance and safety schedules within 10 business days of receipt. 3.3 Percentage of motor vehicle maintenance and safety inspections completed and documented within 30 days of the due date. 3.4 Percentage of heavy equipment maintenance and safety inspections completed and documented within 30 days of the due date. | E: 100% M: 98% - 99.9% NI: <98% E: 100% M: 98% - 99.9% NI: <98% E: >95% M: 90% - 95% NI: <90% E: >95% M: 90% - 95% NI: <90% |

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⁵For FY 2003, the target maintenance rate is \$57.81 per hour.

⁶Excludes vehicles.

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II. Operations and Maintenance (OM) (cont'd)

Objective: Operate and maintain physical assets in a condition suitable for their intended use, while ensuring that all applicable federal, state, and local laws and regulations are followed.

| | Criterion/Weight | Measure | Expectations |
|------------------|--|---|--|
| OM-3 (cont'd) | Motor vehicle and heavy equipment maintenance is timely and effective. (15%) | 3.5 Percentage of programmed maintenance of heavy equipment completed within 30 days of the due date. | E: >92% M: 87% - 92% NI: <87% |
| | | 3.6 Percentage of motor vehicle oil changes that are completed within 3,000-mile/12-month intervals. | E: >92% M: 85% - 92% NI: <85% |
| OM-4 | Utilities are effectively managed and utilized. (15%) | 4.1 The actual rate for providing steam to the Laboratory expressed as a percentage of the LCAM target rate ⁷ for the fiscal year. | E: <95% M: 95% - 105% NI: >105% |
| | | 4.2 The actual rate for treating sanitary sewage for the Laboratory expressed as a percentage of the LCAM target rate ⁸ for the fiscal year. | E: <95% M: 95% - 105% NI: >105% |
| | | 4.3 Cumulative hours of all steam outages caused by a lack of adequate maintenance on the system. | E: <12 hrs M: 12 - 24 hrs NI: >24 hrs |
| | | 4.4 Cumulative hours of all occasions a lack of adequate maintenance has caused the sanitary sewer service to not be provided to customer facilities. | E: <12 hrs M: 12 - 24 hrs NI: >24 hrs |
| | | 4.5 Cumulative hours of unplanned electrical outages attributable to electrical utility operations. | E: <4 hrs M: 4 - 6 hrs NI: >6 hrs |

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⁷For FY 2003, the target rate is \$15.56 per thousand pounds.

⁸For FY 2003, the target rate is \$7.77 per thousand gallons. Included in the FY 2003 rate is \$32,618 to correct deficiencies identified in the recent Sanitary Sewer Smoke Test.

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II. Operations and Maintenance (OM) (cont'd)

Objective: Operate and maintain physical assets in a condition suitable for their intended use, while ensuring that all applicable federal, state, and local laws and regulations are followed.

| | Criterion/Weight | Measure | Expectations |
|------|--|---|---|
| OM-5 | The condition of physical assets is periodically inventoried and assessed to assist in objective planning of maintenance activities. (15%) | 5.1 Percentage of required ⁹ electrical equipment, major mechanical equipment, and architectural inventory assigned to the Laboratory that is assessed annually. | E: >98% M: 92% - 98% NI: <92% |
| | | 5.2 Percentage of required ¹⁰ roof inventory assigned to the Laboratory that is assessed annually. | E: >98% M: 92% - 98% NI: <92% |
| | | 5.3 Breakdown of man-hours spent on the assessment/inspection of nonstructures assigned to the Laboratory. | This measure has no expectation beyond the breakdown and reporting of all applicable man-hours. |
| OM-6 | The utilization and conservation of energy is effectively managed commensurate with the site mission(s) in accordance with DOE Orders and regulations. (5%) | 6.1 Percentage of annual reduction in site energy (excluding metered process buildings) in Btu/ft ² as compared to the previous four quarters. ¹¹ | E: >2.3% M: 2.1% - 2.3% NI: <2.1% |

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⁹Required inventory is one-fourth of total inventory assigned to the Laboratory.

¹⁰Required inventory is one-half of the total inventory assigned to the Laboratory.

¹¹The FY 2003 consumption data will consist of the fourth quarter of FY 2002 and first, second, and third quarters of FY 2003. Likewise, the FY 2003 baseline year data will consist of the fourth quarter of FY 2001 and the first, second, and third quarters of FY 2002.

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II. Operations and Maintenance (OM) (cont'd)

Objective: Operate and maintain physical assets in a condition suitable for their intended use, while ensuring that all applicable federal, state, and local laws and regulations are followed.

| | Criterion/Weight | Measure | Expectations |
|------------------|---|--|--|
| OM-6 (cont'd) | The utilization and conservation of energy is effectively managed commensurate with the site mission(s) in accordance with DOE Orders and regulations. (5%) | 6.2 Achieve significant progress on the current site-wide energy savings performance contract (ESPC) Initial Proposal. | E: Complete Detailed Energy Survey and Issue Revised Proposal M: Complete Detailed Energy Survey NI: Detailed Energy Survey not completed |
| | | 6.3 Timely updating of the ORNL Energy Management and Implementation Plan with the requirements of DOE Order 430.2A, which incorporates the requirements of Executive Order 13123. ¹² | E: Plan updated by 2/28/03 M: Plan updated by 5/31/03 NI: Plan updated after 5/31/03 |

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¹²In FY 2003, ORNL's Energy Management and Implementation Plan will be revised to bring it up to date with DOE's most current energy management plans and orders.

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III. Real and Personal Property (RP)

Objective: Establish methods and documentation that demonstrate proper acquisition, accounting, control, and disposition of physical assets.

| | Criterion/Weight | Measure | Expectations |
|------|--|---|--|
| RP-1 | On-site space, including acquisition, leasing, and disposal, is effectively utilized. (20%) | 1.1 Percentage of useable space assigned as reported in the Laboratory Space Allocation Management System (SAMS) database. ¹³ | E: ≥99% M: >96% - <99% NI: ≤96% |
| RP-2 | Surplus property/materials are reutilized. (20%) | 2.1 Amount of surplus property that is reutilized. | E: >\$5,000,000 M: \$4,000,000-\$5,000,000 NI: <\$4,000,000 |
| RP-3 | Accountable property is confirmed. (20%) | 3.1 Percentage of inventory of equipment (acquisition cost of >\$5,000) that is confirmed. 3.2 Percentage of inventory of precious metals that is confirmed. 3.3 Percentage of inventory of stores that is confirmed. | E: >99.75% M: 99.50% - 99.75% NI: <99.50% E: NA M: 100% NI: <100% E: >99.75% M: 99.61% - 99.75% NI: <99.61% |
| RP-4 | Excessed property is disposed of in a timely and effective manner. (20%) | 4.1 Time frame for disposal of 90% of the total excessed uncontaminated property items. | E: <120 days M: 120 - 180 days NI: >180 days |
| RP-5 | Effective processes are established to ensure that equipment/materials are being provided to meet customers' requirements. (20%) | 5.1 Percentage of orders delivered to customer on an average in less than one day 5.2 Percentage of items where "return goods" cycle time from time of rejection until disposition was within one month. | E: >95% M: 90% - 95% NI: <90% E: >95% M: 90% - 95% NI: <90% |

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¹³The Laboratory office occupancy utilization trend shall be made a matter of record annually within the first quarter of the fiscal year.