



# U.S. DEPARTMENT OF **ENERGY**

## *Lessons Learned*

### **EM ARRA BEST PRACTICES and LESSONS LEARNED WORKSHOP**

#### **Presenter:**

Thomas Johnson, Jr.  
Recovery Act Program Director

**Waste Management Symposium  
Phoenix, AZ**

**March 1, 2012**



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# Recovery Act Benefits



- \$6B of Recovery Act funds supported 122 projects/activities; including 29 identified added buy-back projects:
  - > 90 funded projects have been physically completed as of March 1st (74% of total)
  - > Another 23 will be completed in FY 2012 (94% of total)
  - > 7 will be completed in FY 2013 (100% of total)
  
- Small Business: Over \$2.1B
  - > Prime: \$671,119,367
  - > Subcontractors: \$1,434,858,660
  
- FTEs : 2,672.03 (1QFY2012)
  
- Headcount of 36,787 (End of FY 2011)



# Recovery Act Funding Details



Site	Spend Plan	Obligated to Contracts	Payments to Date
Argonne National Laboratory	\$79,000,000	\$79,000,000	\$66,982,770
Brookhaven National Laboratory	\$70,810,000	\$70,810,000	\$70,809,551
Energy Technology Engineering Center	\$51,675,000	\$51,675,000	\$51,673,600
Hanford (Office of River Protection)	\$326,035,000	\$326,034,963	\$325,494,559
Hanford (Richland)	\$1,634,500,000	\$1,634,445,175	\$1,608,922,829
Idaho	\$467,875,000	\$467,875,000	\$446,351,280
Los Alamos National Laboratory	\$211,975,000	\$211,975,000	\$211,960,351
Moab	\$108,350,000	\$108,350,000	\$108,204,128
Mound	\$17,900,000	\$17,900,000	\$17,525,587
Nevada Nuclear Security Site	\$44,325,000	\$44,325,000	\$44,301,153
Oak Ridge	\$755,110,000	\$754,989,967	\$632,919,050
Paducah	\$80,400,000	\$80,400,000	\$79,780,742
Portsmouth	\$119,800,000	\$119,800,000	\$118,729,895
Savannah River	\$1,615,400,000	\$1,615,200,918	\$1,429,799,876
SLAC National Accelerator Laboratory	\$14,300,000	\$14,300,000	\$14,300,000
Separations Process Research Unit	\$58,575,000	\$58,575,000	\$57,950,817
Waste Isolation Pilot Plant	\$172,175,000	\$172,175,000	\$167,945,791
West Valley Demonstration Project	\$62,875,000	\$62,875,000	\$61,570,093
Title X Uranium/Thorium Reimbursements	\$70,000,000	\$69,996,978	\$54,994,235
Management & Oversight	\$27,920,000	\$27,697,871	\$26,512,153
<b>Total</b>	<b>\$5,989,000,000</b>	<b>\$5,988,400,871</b>	<b>\$5,596,728,463</b>



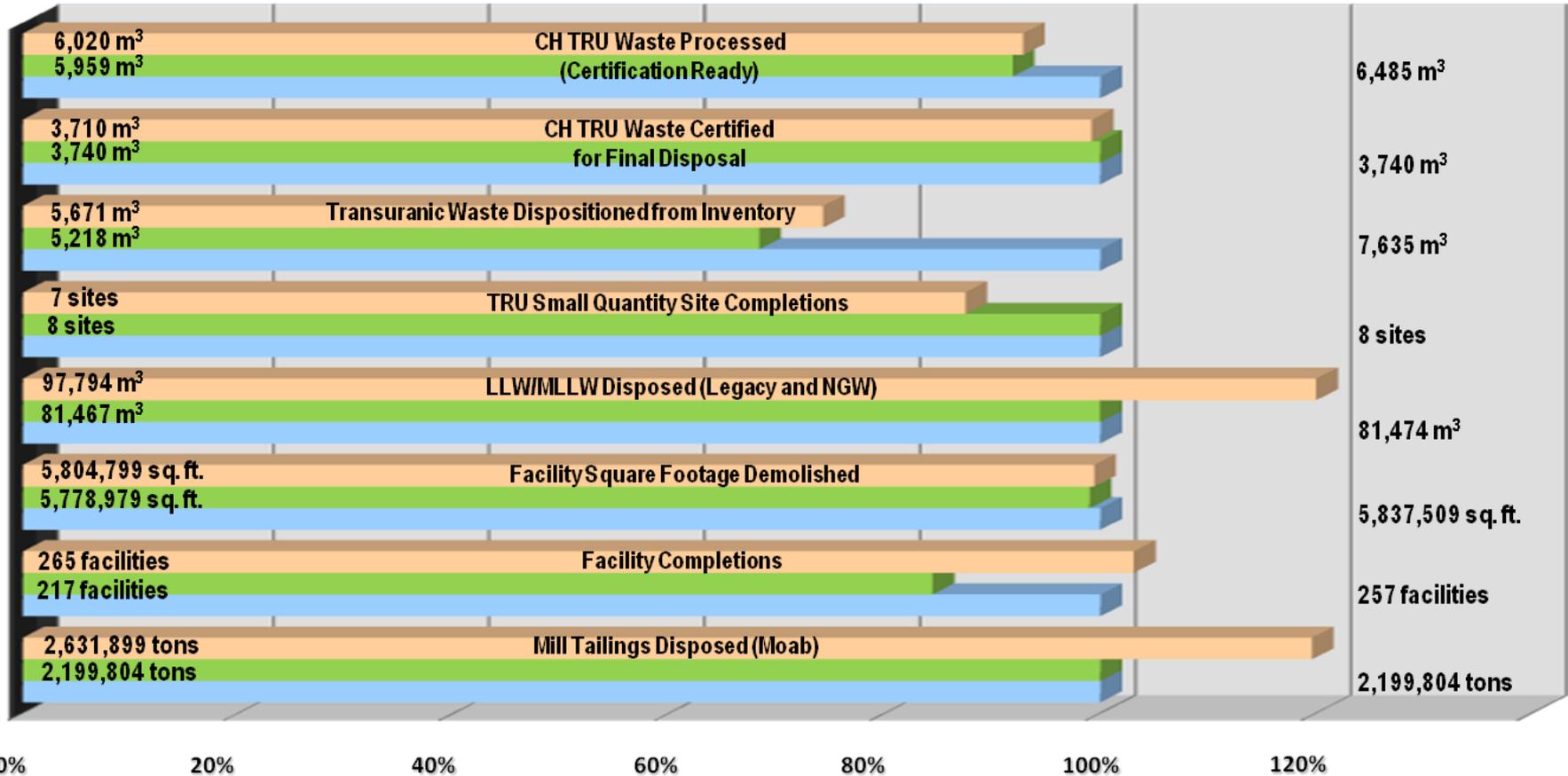
# Recovery Act Benefits



- Footprint Reduction
  - 69% footprint reduction (644 of 931 square miles) at Recovery Act sites – met 40% target five months ahead of schedule.
- \$7 Billion Life Cycle Cost Savings
  - Accelerating \$13 billion worth of out-year projects into the near term.
- Beneficial Use
  - Converting contaminated sites, facilities and materials into revitalized assets.
  - Local communities and local governments will look for new ways to diversify their economies.
  - The Department will transition sites for beneficial use.



# Recovery Act Performance To-Date



Actual to Date (1/31/12)  
 Target to Date (1/31/12)  
 ARRA Total



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# Performance Measures Accomplishments



Performance Measure	Overall ARRA Goals (Sept. 30, 2011)	January 31, 2012 Plan	Accomplishments (as of January 31, 2012)	
<b>Facility Square Footage Demolished</b> (square feet)	5,837,509	5,778,979	<b>5,804,799</b> (99% of goal)	= 101 football fields 
<b>Mill Tailings Disposed</b> (tons)	2,199,804	2,199,804	<b>2,631,899</b> (120% of goal)	= 18,277 rail cars 
<b>Contact-Handled Transuranic Waste Processed (certification-ready)</b> (cubic meters)	6,485	5,959	<b>6,020</b> (93% of goal)	= 28,915 55-gal drums 
<b>Contact-Handled Transuranic Waste Certified for Final Disposal</b> (cubic meters)	3,740	3,740	<b>3,710</b> (99% of goal)	= 1,273 TRUPACT IIs (17,820 55-gal drums) (424 shipments) 
<b>Transuranic Waste Inventory Dispositioned</b> (cubic meters)	7,635	5,218	<b>5,671</b> (74% of goal)	= 27,239 55-gal drums  
<b>Low-Level and Mixed Low-Level Waste Permanently Disposed</b> (cubic meters)	81,474	81,467	<b>97,794</b> (120% of goal)	= 469,717 55-gal drums 

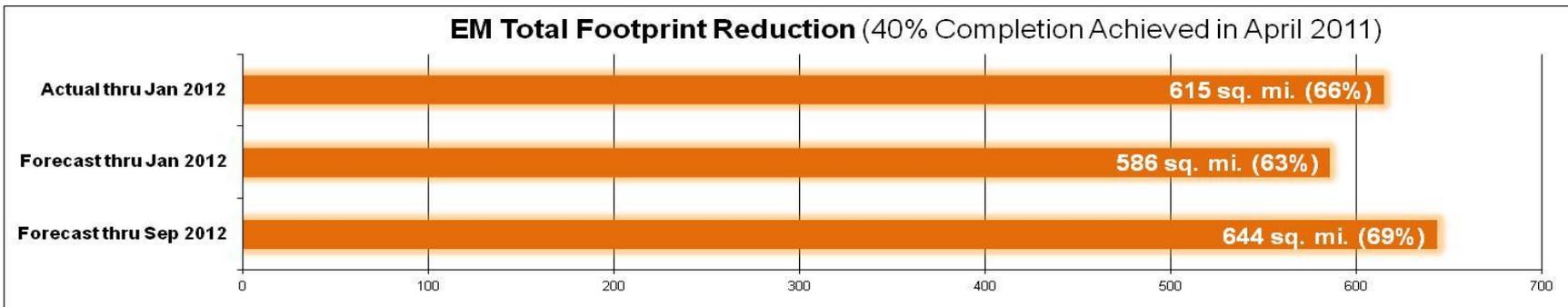
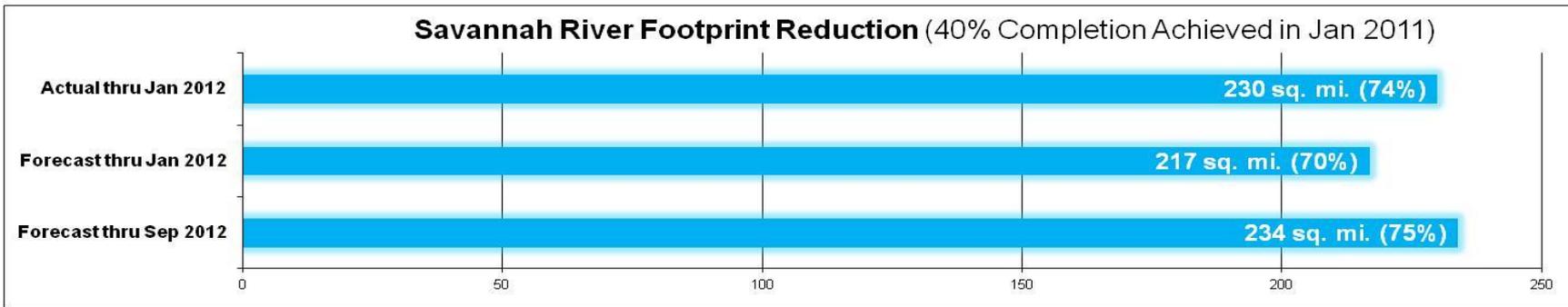
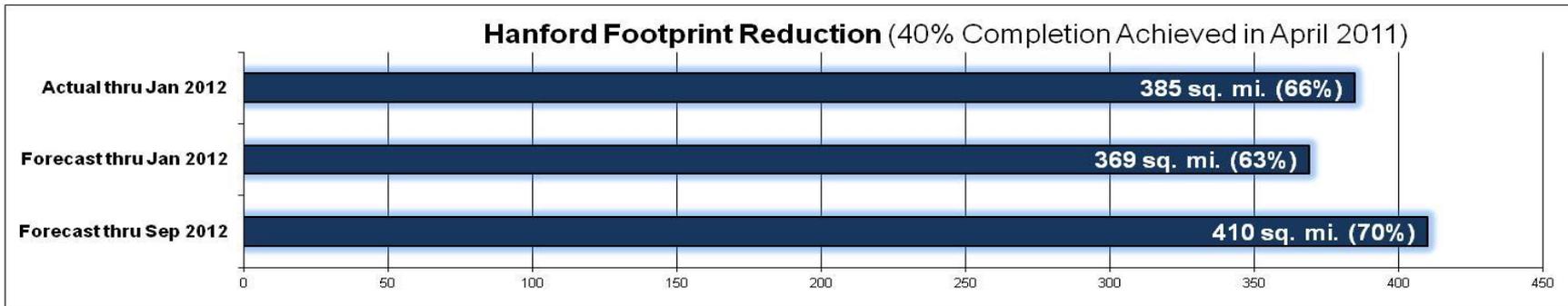


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# Footprint Reduction Status – January 2012



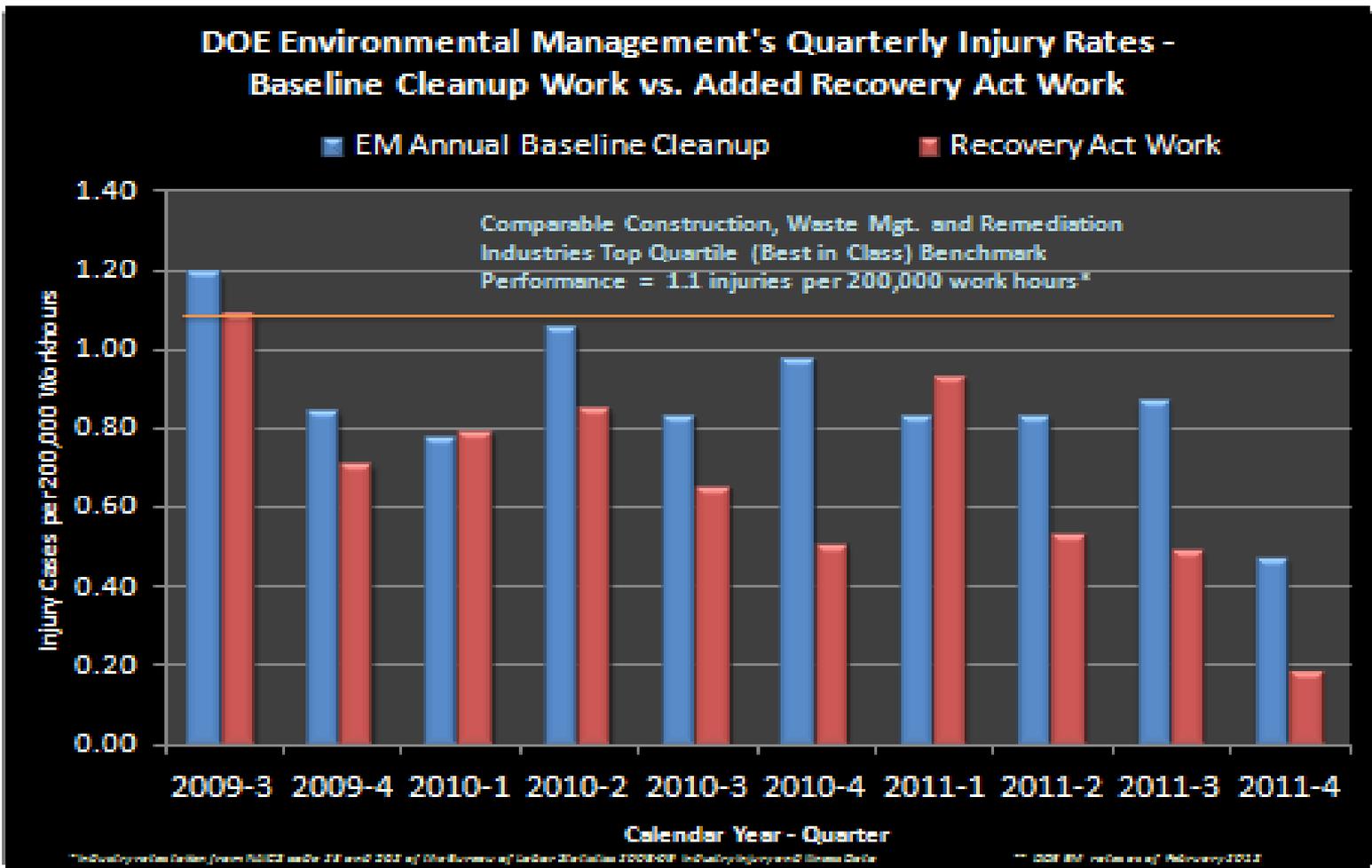
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# Safety and Health

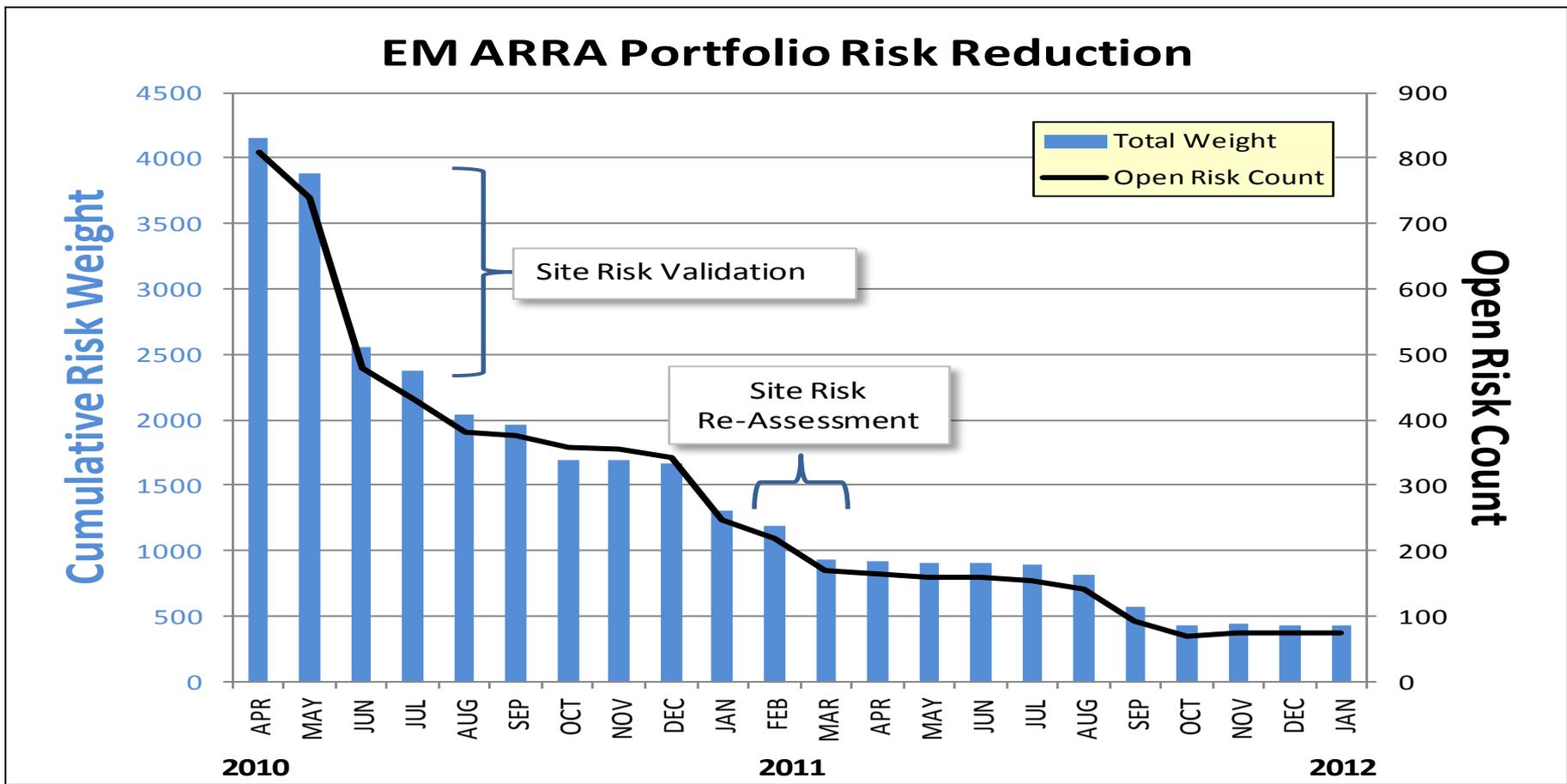


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# Lessons Learned – Risk Management



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# Lessons Learned – Project Management



- Chose “Shovel Ready” Projects with fully defined, Cost, Scope and Schedule, that could be Implemented, Executed and Completed within the short timeframe of the Recovery Act
- Developed the EM Recovery Act Portfolio Management Framework to separate Capital Assets and Project Activities
- On-site Headquarters representatives closely observed project performance and were a liaison between HQ and the Field
- Project Cost efficiencies allowed for Buy-Back scope to be performed



# Lesson Learned – Contracting



- 180-Day Plans allowed time for contract definitization and work to start
- Streamlined Contracting Process which now has become institutionalized
- Use of IDIQs provided speed and flexibility
- Implemented incremental phased release of funding based on performance



# Lessons Learned – Reporting



- Fully implement DOE Order 413.3B
- Conducted Monthly Project Reviews to track and monitor project performance and foresee any challenges
- Developed Recovery Act Specific Performance Metrics and Measures to track performance towards goals
- Sites provided Monthly Progress Reports
- External oversight reviews by the IG and GAO



# Lesson Learned – Communications



- Clear, Effective and Transparent Communications
- Weekly WIN Call with the Sites and HQ to assess progress
- Regular Communications with regulators, Tribal Nations and stakeholders
- Developed the Recovery Act Newsletter and News Flashes to update the Complex and the Public
- Developed the Recovery Act Website



# Lessons Learned – Implementation



- Developed a Lessons Learned Guide sent to the Sites on Oct 2011
- Implemented a Lessons Learned database to collect project data and effectively foster communication of Best Practices across the Complex
- Proactively collected project Lessons Learned at every step of the project life-cycle rather than at closeout
- Lessons Learned were shared during MPR and later collected in the database
- Developed user friendly templates for the sites to enter project Lessons Learned



# Lessons Learned



Lessons Learned Entered into HSS Database = 105

Sites	LLs Submitted
<b>ARRA</b>	
BNL	3
CBFO-WIPP	1
Hanford	
ORP	4
RL	5
ID	2
LANL / LANS	7
Mound	2
NNSS	8
OR	14
PA	5
PO	2
SRS	13
SPRU	7
WV	7
<b>Non-ARRA</b>	
DOE Headquarters	4
ITL	1
LLNL	7
PNNL	1
Pantex	5
Rocky Flats	1
SNL	6



# Accessing the DOE LL Homepage



## Accessing the DOE Corporate Lessons Learned Database

### How to Register for a DOE Lessons Learned Database Account

Follow the steps below to register for a DOE Lessons Learned Database account:

1. Go to the DOE Lessons Learned Database homepage:  
<http://www.hss.energy.gov/CSA/Analysis/DOELL/index.asp>
2. Select the highlighted text in Figure 1 below, "Click here to complete an Account Request Form." The account request form will appear.
3. Fill out and submit the form displayed in Figure 2 below as directed by the on-screen prompts.
  - a. In the Company/Office section, users should enter the DOE program they support (EM) and their EM site (e.g. "EM-LANL"). Contractors should add the name of their company (e.g. "EM-LANL-LANS").
  - b. In the "User Type" section, users should select "Project Management."



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# Outcome of this Workshop



- Share Lessons Learned among participants
- Review Lessons Learned that can be incorporated into the Base Program
- Develop a path forward to incorporate the Lessons Learned gathered
- Gather Lessons Learned to be incorporated into Congressional Report

