



U.S. DEPARTMENT OF **ENERGY**

Lessons Learned

EM ARRA BEST PRACTICES and LESSONS LEARNED WORKSHOP

**Waste Management Symposium
Phoenix, AZ**

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EM *Environmental Management*

safety ♦ performance ♦ cleanup ♦ closure

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Field Manager's Top Issues



- **Strategic Direction/Programmatic Decisions** - Make remaining programmatic decisions so field can implement in expedited and efficient manner
- **Streamline Requirements** - Reduce reporting and new requirements from HQ to field
- **Delegate to Field** - Provide more tactical decision making to the field in the area of contracts, AE, and execution year budget decisions



Field Manager's Top Issues



Strategic Direction/Programmatic Decisions - Make remaining programmatic decisions so field can implement in expedited and efficient manner. Examples:

- ✓ Develop corporate strategy for expanding the WIPP mission to include higher activity wastes or wastes that are currently classified as HLW
- ✓ HLW/SNF end state
- ✓ Calcine disposition strategy
- ✓ Move RL's Cat I/II SNF to SRS
- ✓ H Canyon utilization
- ✓ NRC rulemaking on uranium: waste disposal for high uranium (not just DUF6)
- ✓ Metals recycling standards (nickel, metals)



Field Manager's Top Issues



Streamline Requirements - Reduce reporting and new requirements from HQ to field. Examples:

- ✓ Streamline/reduce non value reporting/reports (e.g., consolidation of the annual ISM vs. sending 3 individual contractor declarations)
- ✓ General reporting is too much (IPABs, monthly status, get to green report)
- ✓ Discussions with EPA on adding additional requirements beyond what is written policy/requirements



Field Manager's Top Issues



Delegate to Field - Provide more tactical decision making to the field in the area of contracts, AE, and execution year budget decisions. Examples:

- ✓ AE support on projects > \$100M. Given the dollar amount of cleanup projects, delegate higher level to the field (for cleanup, not construction)
- ✓ Remove funding fences between PBSs
- ✓ Finalize guidance on operating activities and reporting requirements
- ✓ Fewer controls on program direction: once a site has authority to execute program direction, the Manager should have authority over execution of the dollars
- ✓ Reroute to field manager when stakeholders come directly to HQ
- ✓ Reinforce with HQ staff that we are here to get the mission done



PFP and K25/27 Cost Improvement Initiatives



- Execute D&D projects/work scopes as operations versus capital projects
 - ✓ Eliminate rigorous DOE O 413.3 constraints
 - ✓ Application of graded project management functions through completion of the project
 - ✓ Manage as a major mod under Davis-Bacon as covered work (Building Trades Performance of D&D Field work) Seeks uniformity across complex on D&D to Building Trades for lower cost
- Modify the current project status reporting systems and requirements for increased efficiency and reduced duplication (IPABS, PARS II, QPRs)
- D&D project lifecycle funding in lieu of annual funding plans (ARRA Model)
- Allow G&A pools to be accounted for as direct costs based on a pre-determined split (on an annual basis) among the various cost objectives.



PFP and K25/27 Cost Improvement Initiatives



- Implement a graded requirements basis for D4 projects
 - ✓ Delegate authority to the FM to determine whether to pass new/modified requirements on to D&D closure projects that are within 3 years of ready for demolition or closure
 - ✓ Establish aggressive, timely, risk-based step out criteria, with similar periodic evaluations of min-safe requirements, for all applicable requirements, including but not limited to nuclear safety
 - ✓ Modify DOE-STD-1020, “Natural Phenomena Hazards Design and Evaluation Criteria...”, , to permit graded application of Quality Assurance levels and selection of performance categories for facility modifications and equipment/system procurements on D4 facilities that are either approaching ready for demolition status, or in cases where the SSCs were not originally designed, procured or installed to those standards
 - ✓ Revise DOE O 425.1D, “Verification of Readiness to Start Up or Restart Nuclear Facilities,” to eliminate applicability to, or provide graded provisions for, Deactivation and Demolition activities (elimination of ORRs and RA for non-start up work)



PFP and K25/27 Cost Improvement Initiatives



- Implement a graded requirements basis for D4 projects (con't)
 - ✓ Amend 49 CFR 173.7(d) to allow DOE to certify alternative packaging configurations for Type B and fissile material shipments offered to commercial carriers
 - ✓ Reduce or eliminate recurring periodic need for Emergency Planning Hazards Assessment and/or surveys for facilities that are fairly static. (DOE O 151.1C)
 - ✓ Modify DOE Order 151.1C, "Comprehensive Emergency Management System," to reduce or eliminate the requirements for updating hazard surveys and Emergency Planning Hazards Assessments every three years for facilities that are fairly static and/or being readied for demolition
 - ✓ Incorporate provisions in DOE Orders that drive Min Safe requirements for nuclear and radiological facilities that permit greater risk acceptance for facilities being readied for demolition



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