

ICP

IDAHO CLEANUP PROJECT

American Recovery and Reinvestment Act (ARRA) Lessons Learned

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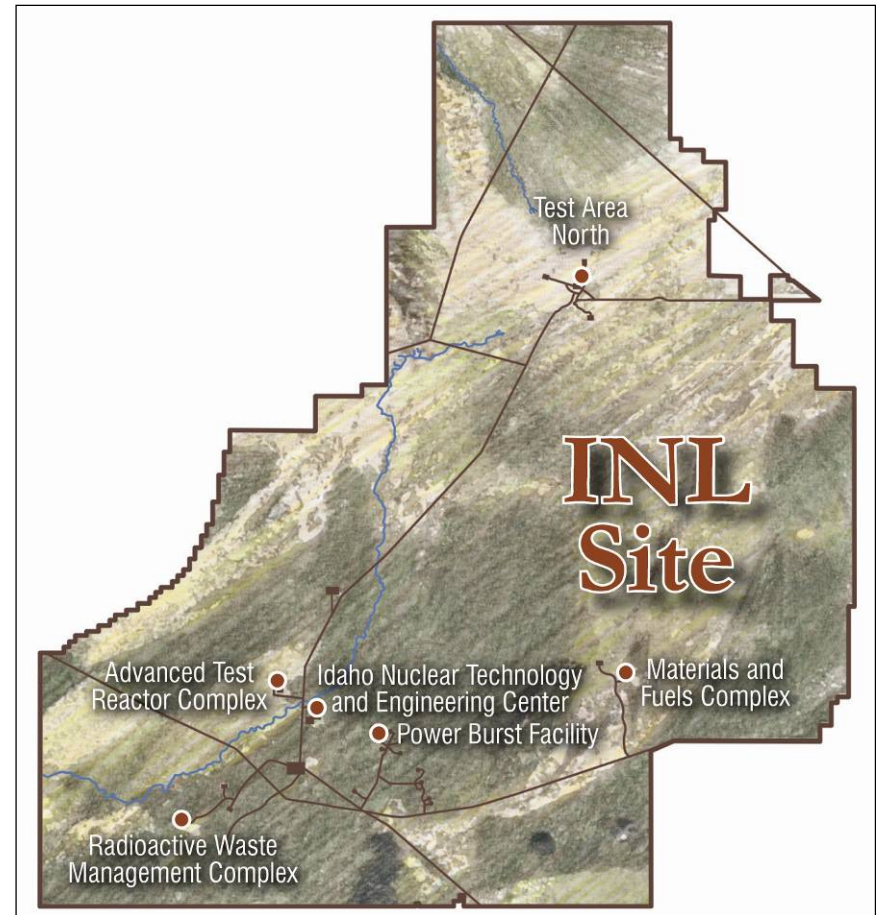
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SAFELY PLAN • MOTIVATE • DELIVER

Idaho Cleanup Project

- ◆ Cleanup centered around six major project areas in addition to miscellaneous sites
- ◆ Both Contract Target and ARRA Scope includes
 - Facility decontamination and decommissioning
 - Sodium-bearing waste treatment and disposition
 - Nuclear material disposition
 - Spent nuclear fuel stabilization and storage
 - Environmental restoration
 - Waste management



ARRA Specifics at the Idaho Cleanup Project



- ◆ **\$422 M in ARRA Funding to CWI / \$285 M Spent-to-Date**
- ◆ **Jobs**
 - Over 650 retained and hired
- ◆ **Footprint Reduction**
 - Over 800,000 ft² facilities and structures to be demolished or dispositioned including the Materials Test Reactor and Experimental Breeder Reactor II
- ◆ **Risk Reduction**
 - Buried waste to be exhumed from the Subsurface Disposal Area (SDA) and targeted waste packaged for off-site disposal
 - Remote-Handled Transuranic (RH-TRU) waste to be characterized, repackaged and the majority shipped to DOE's Waste Isolation Pilot Plant (WIPP)

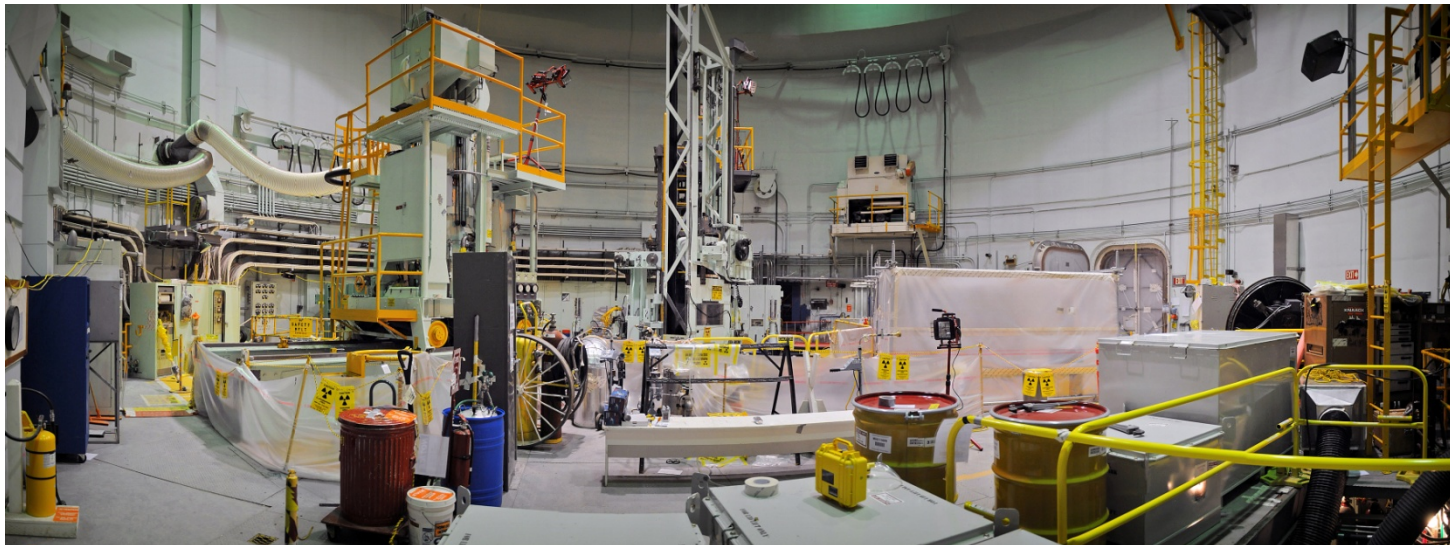


ARRA Lessons Learned

- ◆ Planning
- ◆ Contract Management
- ◆ Safety
- ◆ Performance Reporting
- ◆ Communication
- ◆ Close-out



- ◆ **Early identification and definitization of ARRA Work Scope**
 - Made easier by some work deferrals (i.e., work was already planned) that occurred as a result of funding challenges
- ◆ **Quickly identified all ARRA work that required regulatory approval and immediately began preparation of the required documentation (e.g., EE/CA for EBR II reactor disposition) – Resulted in no delays to work commencement**
- ◆ **Engaged Site stakeholders early in planning process to discuss ARRA work scope and approaches**



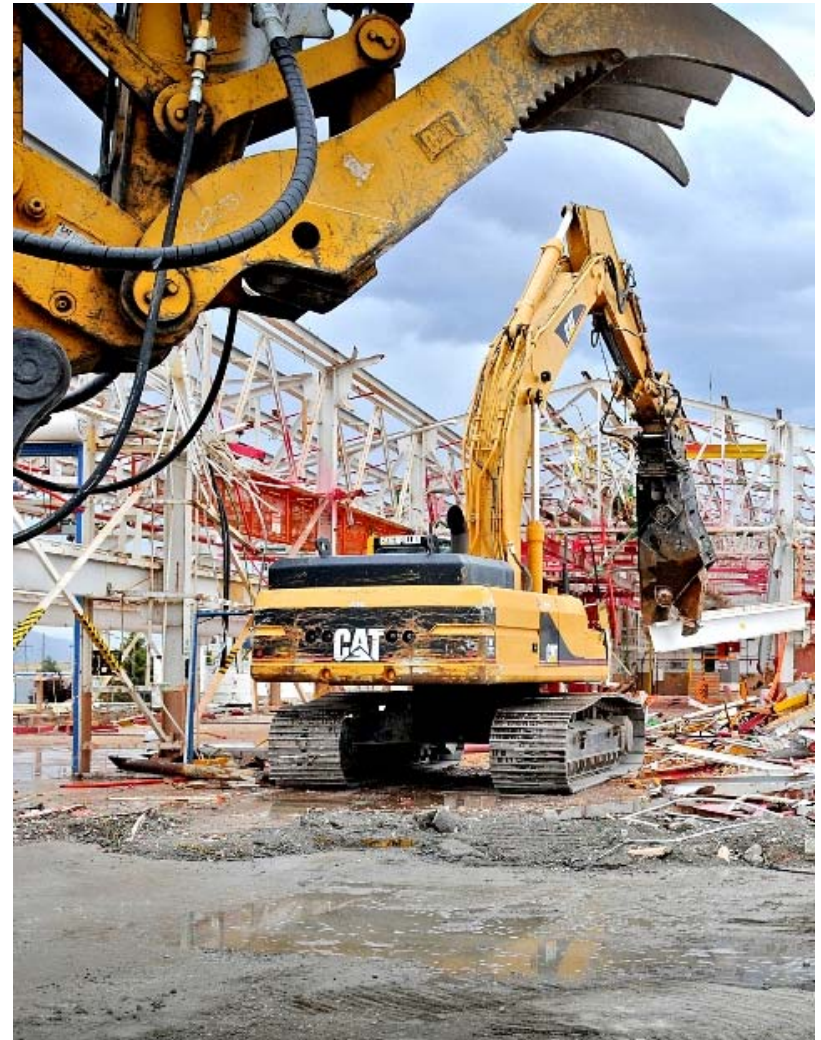
ARRA Contract Management

◆ DOE Partnership

- Early “buy-in” of ARRA proposal approach expedited process
- Detailed schedule developed for proposal development and submittal
- Sequenced proposals submission to allow simultaneous review and development
- 23 proposals (manageable pieces of scope)

◆ Contract

- Scope definitization took too long (one year) due to lack of manpower to perform independent cost/price analysis
- Superstretch fee provisions were incorporated into contract to incentivize positive cost and schedule performance



- ◆ Approach for new workers
 - Integrate new workers with proven worker safety and health programs
 - ◆ Validated Integrated Safety Management, Contractor Assurance, and Quality Assurance systems
 - ◆ Award-winning Voluntary Protection Program (*VPP Star Site, VPP 'Star of Excellence,' VPP 'Legacy of Stars'*)
 - ◆ Certified Environmental Management System ISO 14001



ARRA Safety (continued)

- ◆ **Approach (continued)**
 - All ARRA hires participated in a comprehensive new employee training, known as “Block Training”
 - ◆ Up to two weeks of classroom and “hands on” instruction
 - ◆ Project/position specific training provided after Block Training
 - Team new employees with experienced crews to enhance safe delivery
- ◆ **Result - Excellent Safety Performance**
 - Over 1,400,000 hours worked with two recordable injuries (TRCR – 0.29)



ARRA Performance Reporting

- ◆ Reporting requirements were well defined, but extensive audits, requests for information and reporting clarifications were not anticipated
- ◆ In response, CWI
 - Established an ARRA Program Office to respond to all information requests
 - Developed and implemented strategies to address assessments and audits
 - ◆ Documentation of all report processes and accountabilities
 - ◆ Central location of all ARRA records and reports



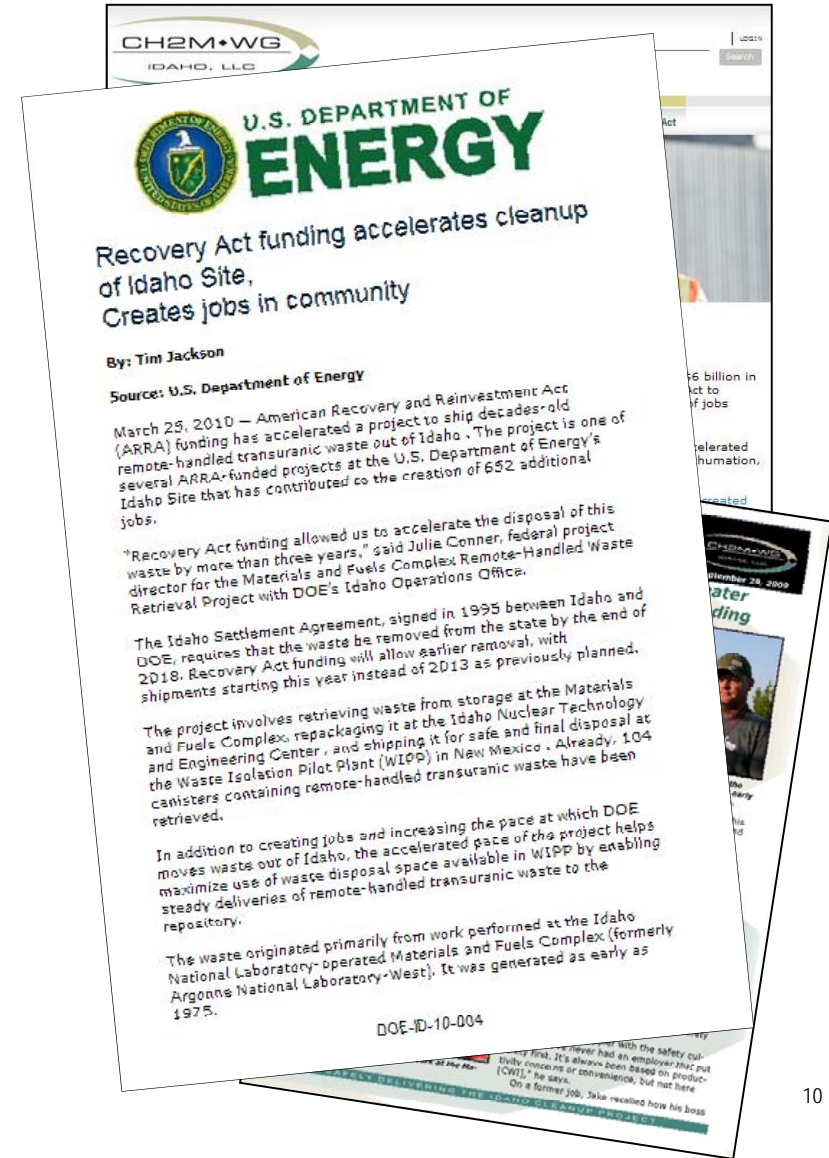
ARRA Communications

◆ Challenges:

- Initially, underestimated demand for communication materials
 - ◆ Augmented communications staff with new hire and subcontractors
 - ◆ Increased photography and video production
- No clear, consistent guidance from HQ on communication expectations at the start of ARRA

◆ Solutions:

- Created internal ARRA communications plan to give structure to communication efforts
- Developed new archiving system for thousands of ARRA progress photos
- Created an external ARRA Web site highlighting project successes
- Producing two ARRA – related articles per week
- Distributing ARRA news releases and video footage to local news media outlets



◆ People

- HQ guidance on Workforce Restructuring (WFR) would have been helpful if received earlier to support the planning process
 - ◆ How to handle ARRA WFR costs
 - ◆ HQ expectations and process for approval of WFR Plans
- Communicate, communicate, communicate

◆ Paper

- Closeout requirements pending and uncertain
- Draft guidance issued but not required contractually
- Implementing standard project closeout approach pending further guidance

- ◆ **Effective deployment of \$422 M in Recovery Act funding at the ICP aided by:**
 - Effective, in-place safety culture
 - Partnership approach with DOE ID and the regulators
 - Approximately one-half ARRA workers already on site
 - Significant pieces of ARRA funded scopes of work previously planned (but originally shelved due to funding challenges)
 - Contract provisions (and incentives) resulted in additional ARRA scope being completed (superstretch provisions)
 - Early and often communication about workforce restructuring and benefits available to ARRA workers (*Transition Bulletins*)