

## WM2012 Conference Panel Report

### PANEL SESSION 2 – Hot Topics in US DOE Environmental Management

**Co-Chairs:** James Gallagher, *Gallagher Consulting*  
Edward Helminski, *Exchange Monitor Publications, Inc.*

**Panel Reporter:** Linda Lehman, *CH2M HILL PRC*

#### Panelists:

1. Mark Gilbertson, *DAS for Site Restoration EM-10, US DOE*
2. Frank Marcinowski, *DAS for Waste Management EM-30, US DOE*
3. Mathew Moury, *DAS for Safety, Security and Quality Programs EM-40 US DOE*
4. Jack Surash, *DAS for Acquisition and Contract Management EM-50 US DOE*
5. Ken Picha, *DAS for Tank Waste and Nuclear Material EM-20, US DOE*
6. Desi Crouther, *Director Office of Human Capital EM-70, US DOE*

Approximately 100 people attended the session on Hot Topics within the US DOE Environmental Management Office. **Ed Helminski** opened the session by announcing that Mark Schneider will be replacing Ed as CEO of the Exchange Monitor Publications. Ed noted that with the flat budget projections for EM for the foreseeable future, there may not be sufficient dollars available to accomplish the EM work that has been scheduled during this period.

**Mark Gilbertson**, DAS for Site Restoration, noted that William Levitan will be his Assistant Deputy. Mark explained that EM has developed an organization that stresses partnerships. They will have a matrix structure and have formed Mission Units to facilitate site cleanup and to link between the field offices and Headquarters. The 2013 EM budget is expected to be 630 million and a life cycle cost of approximately 15 billion over the 2050 timeframe.

The mission of Site Restoration is to identify and advance strategies and optimize EM soil and groundwater remediation, D&D and facility engineering. Some areas to improve include:

- Reduce the annual consumption of water; it is currently four times the entire US consumption.
- Reduce the number of buildings that remain in place; i.e., some 3,000 of them with an estimated remedial cost of 26B.

Mark also mentioned that they still have challenges and they want to learn from past successes and move to the future. They are examining several questions:

- What would we have done differently?
- Where are the opportunities to improve?
- How can we work more closely with Stakeholders?

Specific goals for Site Restoration were mentioned by Gilbertson and include:

1. Reduce costs and accelerate cleanup.
2. Improve National program planning for D&D and Soil & groundwater remediation.
3. Continue to reduce footprint by 90%.

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Gilbertson summed up by saying that we need to work smarter and be more transparent. We need to learn from other countries experiences and programs and understand where communities want to go if we are to be successful.

**Ken Picha** is the DAS for Tank Waste and Nuclear Materials and his Assistant Deputy will be Jay Roderick. Ken discussed his mission, as follows:

- Complete the 3 major tank waste projects within the approved baselines
- Complete the Sodium Bearing Waste Treatment at Idaho and the Salt Waste Processing Facility at Savannah River and the Waste Treatment Plant at Hanford.

Goals are to reduce life-cycle costs and accelerate the projects.

- SWPF is under construction and SRS will separate radionuclides. Scheduled completion date is 2014.
- WTP construction is scheduled to end in 2016 with operational start up in 2019. This is the current baseline, but they are looking at this and it will be re-planned.

Key Strategies include:

- Identify strategic investments.
- Work with federal staff and contractors to ensure the projects have the tools necessary to succeed in the most efficient manner.
- Eliminate 271,000 gallons of liquid HLW by September 30, 2012.
- Begin producing MOX.

**Frank Marcinowski** is the DAS for Waste Management and his Assistant Deputy is Christine Gelles. His mission is to:

- Identify and advance strategies that can cut costs and improve schedules
- Optimize workloads
- Improve transportation

There will be three offices under Frank and they are:

- Disposal Operations
- Disposal Planning and Policy and;
- Packaging and Transportation

Frank listed some of their accomplishments as:

- Issuance of the Draft EIS for GTCC Waste – need to identify a disposal location.
- Negotiated with New Mexico on WIPP. *(Frank noted that they are not going to meet their deadlines for the first disposition of TRU that sits on the surface. This is largely due to the fires at Los Alamos).*
- West Valley Melter WIR – there may be some challenges, but none so far.

Goals for the future are to:

- Disposition Nickel – Paducah and Oak Ridge have 15,000 tons of nickel so they will be developing a strategy to handle that.
- ROD for the GTCC EIS and a location.

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- Develop a strategy for disposal of defense HLW.
- Involvement in a Task Force to implement the BRC recommendations within 6 months to Secretary of Energy (this summer).
- Develop a management strategy for excess Uranium including economic feasibility.
- LANL – by June of 2014 disposition all the “at risk of fire” or “dispersible” TRU by the end of calendar year. Give State of New Mexico a strategy for deep below ground TRU.
- SPRU – working on a plan and will have a path forward for closure.
- DOE O 435.1 revision underway with a draft expected later this year.

**Matt Moury** is the DAS for Safety, Security, and Quality Programs. His Assistant Deputy is J. Hutton. Safety is the first priority and that is David Huizenga’s goal as well and a DOE core value. DOE’s integrated safety management approach has been utilized for 15 years and improvements are based on data. His office is responsible for interactions with the DNFSB.

His goals are to streamline security and to keep an eye on low probability high consequence events. He also wants contractors to employ self-assessment programs to identify hazards and utilize lessons learned from past experiences.

**Jack Surash** is the DAS for Acquisition and Project Management. His goals are to:

- Improve project, budget and contract management and;
- Deliver results on time and within cost.

Some of his strategies include:

- Use internal QA process.
- Monitor contract and staffing needs.
- Improve and expand independent contract and project reviews.
- Optimize the use of small businesses and minority owned businesses.
- Encourage stronger ownership by holding contractors accountable.
- Mutually agree to identify issues early.
- Solve problems at the lowest level possible.

Traditional contracts are at arm’s length, performance based means you don’t tell the contractors how to do their job, contracting officers can make a change.

**Desi Crouther**, Director, Office of Human Capital, replaced Sandra Waisley on the panel. His goal is to achieve excellence in Management and Leadership. His strategy is to use feedback results from Employee Viewpoint Surveys and follow up on targeted surveys. They are looking at other organizations such as NASA and NRC who have earned awards for their treatment of employees and they have performed benchmarking and developed a gap analysis. He is also developing a SME Directory, like the IBM Blue Pages and plans to have an EM Capital Management Plan ready by end of May 2012.

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### Q&A

John Greeves noted that this was the fourth time in six years that this panel has started out with a re-organization. He thinks that pushing decisions to Germantown and the field is a good thing because it frees up time at HQ. What types of decisions do you see being resolved in this manner?

Mark Gilbertson said the way we tackle asbestos and how EPA is treated. These are lower level negotiations that are going on; we are striving for commonality across the complex.

Jack Surash said we are looking to push decisions down to the lowest possible level – site managers if possible.

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