

U.S. DEPARTMENT OF **ENERGY**

Lessons Learned

EM ARRA BEST PRACTICES and LESSONS LEARNED WORKSHOP

Presenter:

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**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
Total	\$5,989,000,000	\$5,988,400,871	\$5,596,728,463



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Spend Plan Total does not include \$ 10 million reprogrammed to DOE Departmental Administration

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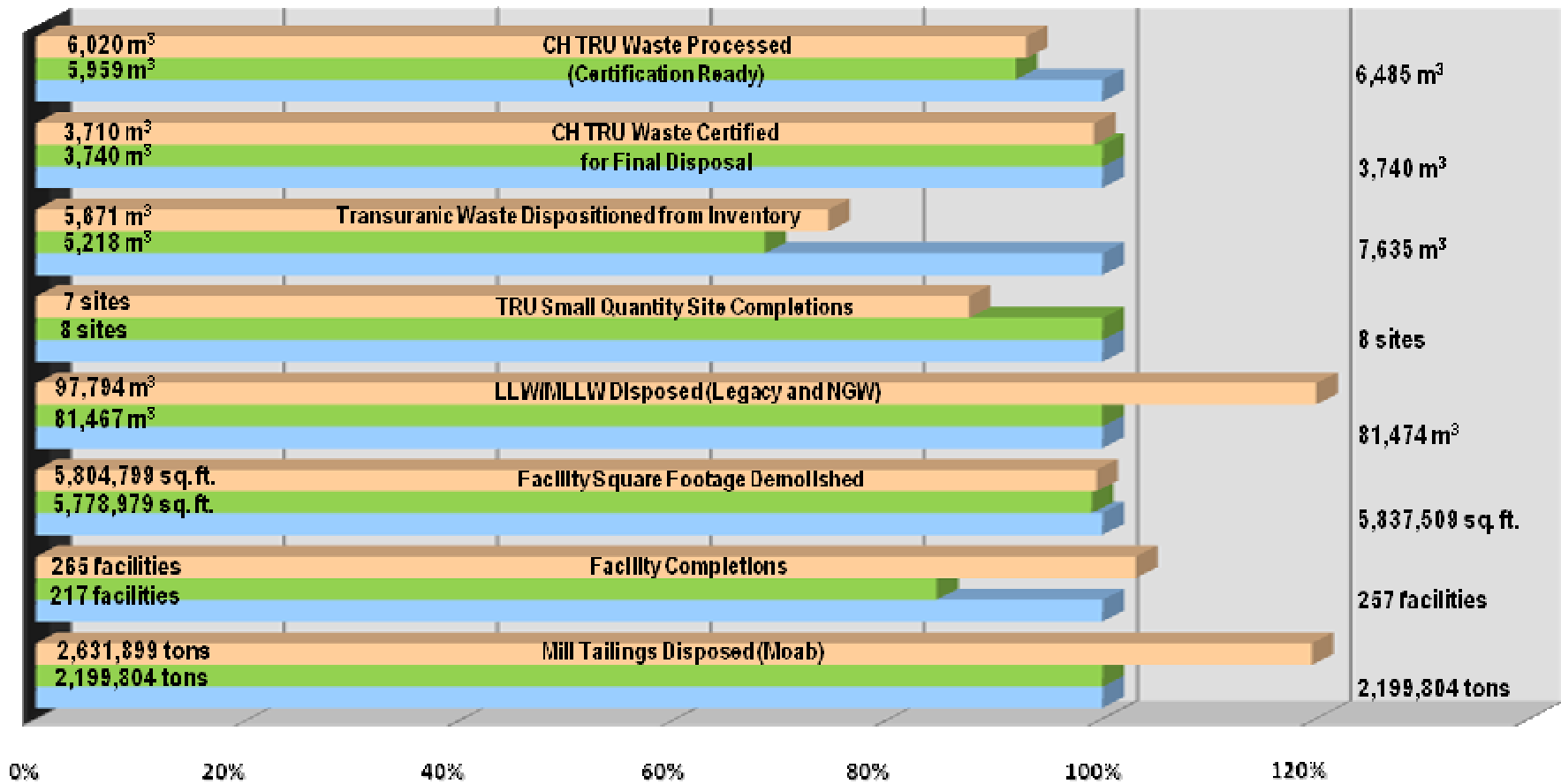
Recovery Act Benefits



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

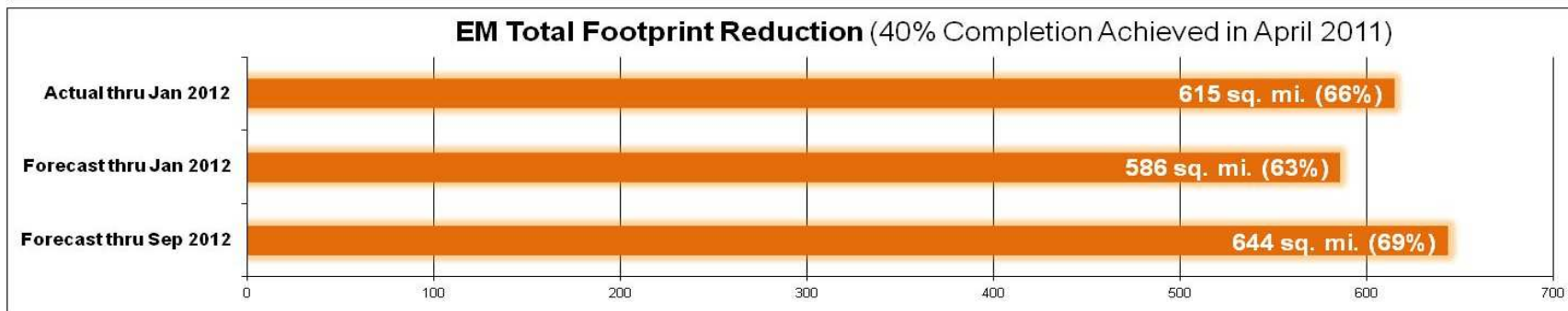
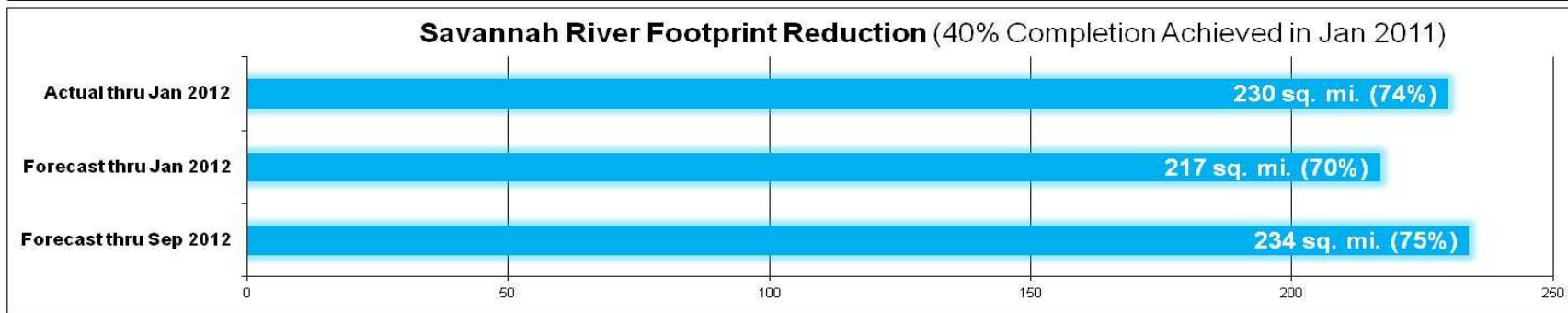
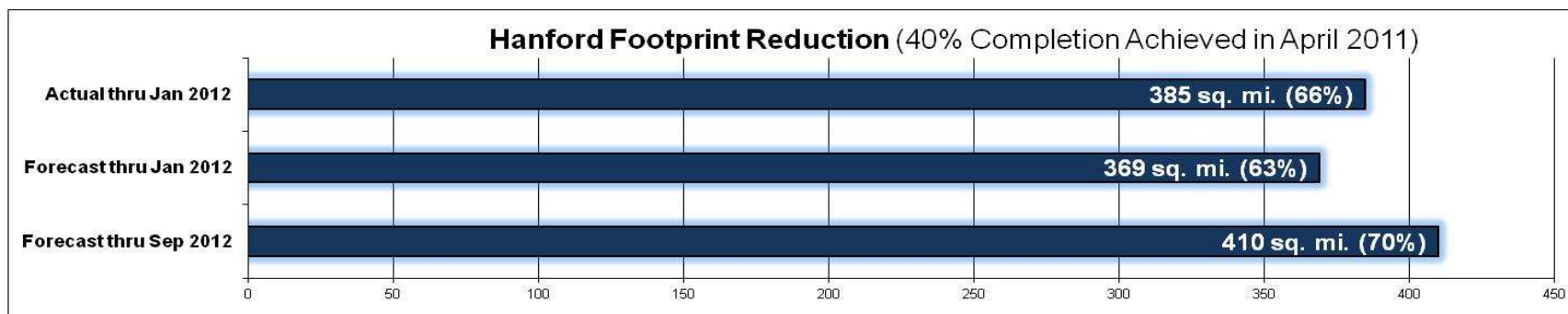


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Footprint Reduction Status – January 2012

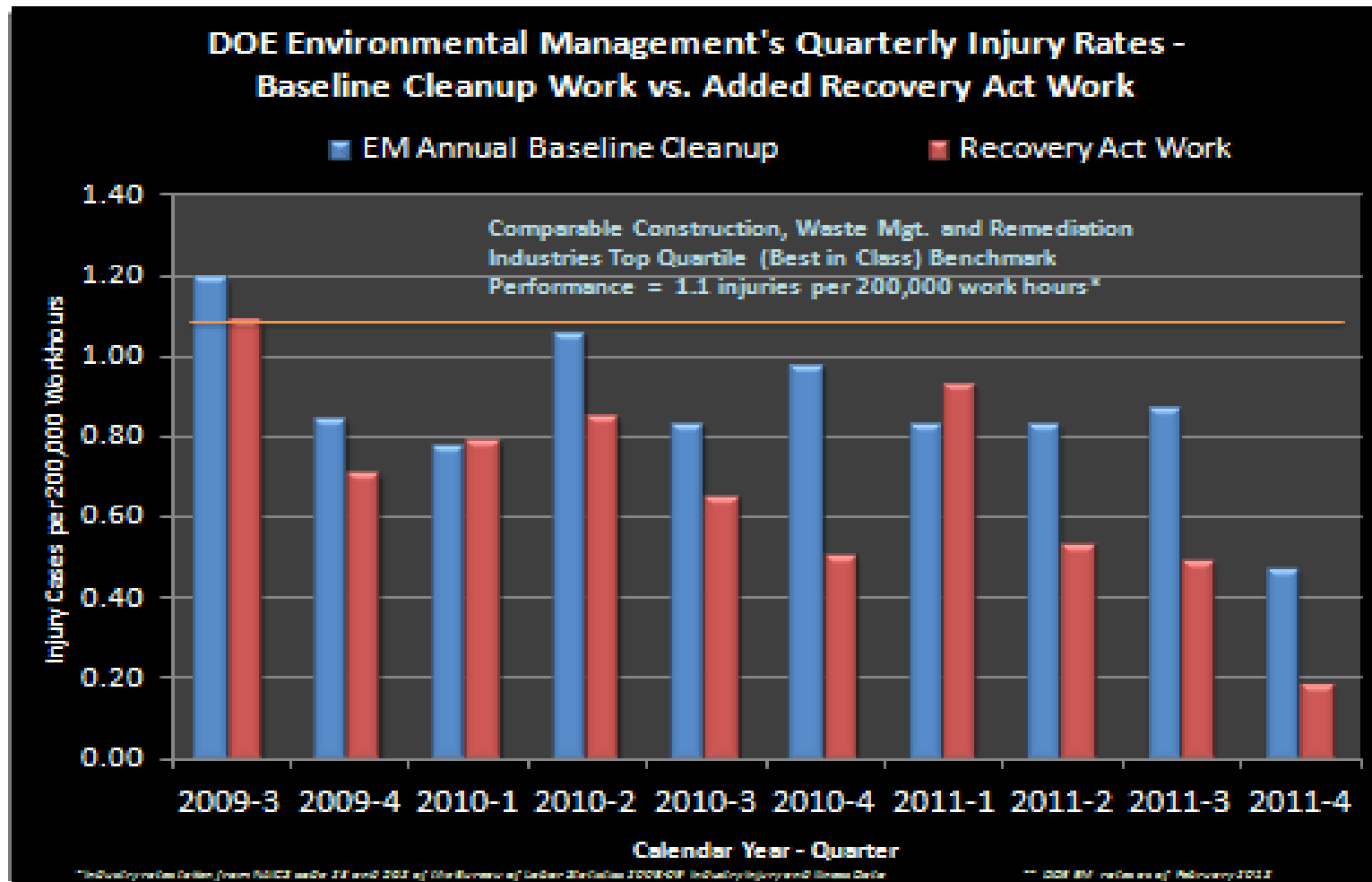


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Safety and Health

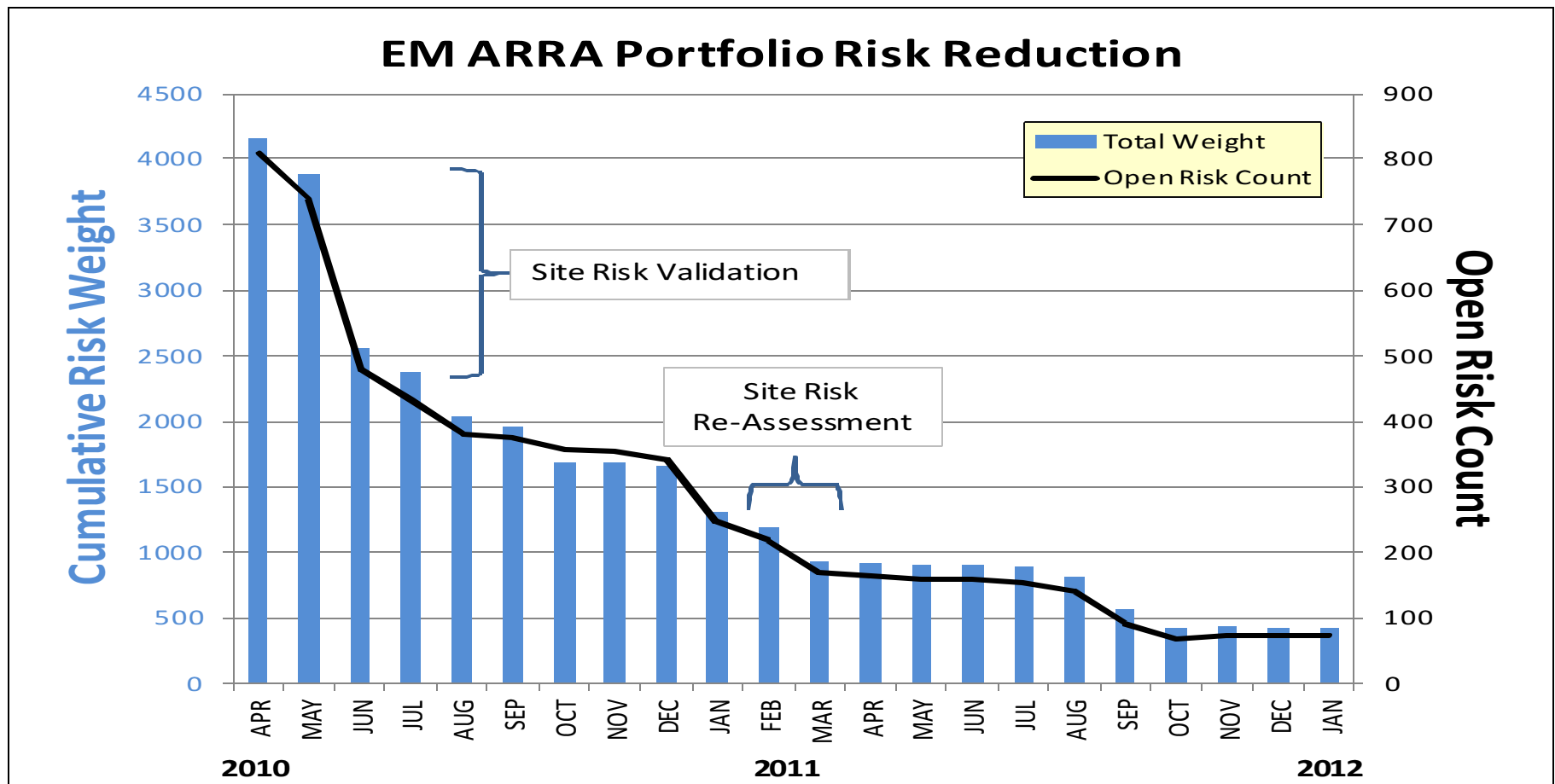


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Lessons Learned – Risk Management



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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
ARRA	
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
Non-ARRA	
DOE Headquarters	4
ITL	1
LLNL	7
PNNL	1
Pantex	5
Rocky Flats	1
SNL	6



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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

