

**ATTACHMENT J-9: DOE OFFICE OF ENVIRONMENTAL MANAGEMENT
FY 13 ANNUAL PERFORMANCE AGREEMENT**

FY13 Annual Performance Agreement

Office of Environmental Management



U.S. Department of Energy

Office of Environmental Management

11/28/2012

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FY 2013 Performance Agreement with the Senior Advisor for the Office of Environmental Management

The Office of Environmental Management (EM) is working to complete the safe cleanup of the environmental legacy brought about by five decades of nuclear weapons development and government-sponsored nuclear energy research. For FY 2013, EM's commitments advance the program and management goals, priorities, and expectations of the Department of Energy (DOE). They will move us toward a more efficient and effective organization by using a business model that reflects the management philosophy of empowering the Field with the authorities and resources necessary to successfully execute the EM Program mission safely.

This Performance Agreement articulates the link between DOE's Strategic Goals and those of EM. It is intended to communicate the corporate metrics used to measure progress, and convey the commitment of EM's Senior Management to the mission of DOE. This Agreement is the commitment by the EM leadership team to turn ideas into reality and resources into results.

DOE Strategic Plan and EM's Mission

In May 2011, the Department released its Strategic Plan, a document that outlines the broad, cross-cutting and collaborative goals that stretch across our complex. It is intended to serve as a blueprint for DOE to help address the Nation's energy, environmental, and nuclear challenges through transformative science and technology solutions. At the heart of that plan are the following objectives:

Goal 1: Transform Our Energy Systems. Catalyze the timely, material and efficient transformation of the Nation's energy system and secure U.S. leadership in clean energy technologies

Goal 2: The Science and Engineering Enterprise. Maintain a vibrant U.S. effort in science and engineering as a cornerstone of our economic prosperity with clear leadership in strategic areas

Goal 3: Secure Our Nation. Enhance nuclear security through defense, nonproliferation, and environmental efforts

Goal 4: Management and Operational Excellence. Establish an operational and adaptable framework that combines the best wisdom of all Department stakeholders to maximize mission success

The plan expresses how the Department's missions and programs are designed to bring the best minds and capabilities to bear on important problems. DOE draws on the diverse talents of our federal workforce, scientists and engineers from national laboratories, academia, and the private sector in multidisciplinary teams, striving to find solutions to the most complex and pressing challenges. The Department's May 2011 Strategic Plan was amended in February 2012 to update

the Targeted Outcomes. While EM's primary objective to Complete Environmental Remediation of Our Legacy and Active Sites remains the same, the Strategic Plan now identifies revised targeted outcomes to achieving these objectives; EM is responsible for supporting DOE Strategic Plan outcomes. The targeted outcomes applicable to EM are:

- Develop novel methods for addressing high-level waste that can accelerate progress and reduce costs of this multi-decade long program, with a 2012 target date for the first demonstration (DOE Goal 3)
- By September 30, 2013, achieve a 71% reduction in DOE's cold war environmental footprint (DOE Goal 3)
- Align functional and programmatic reporting and, where necessary, create organizational positions to focus and accelerate decision-making and accountability by 2013 (DOE Goal 4)
- Develop governance principles relevant to balancing mission and risk, concurrence, transparency, and dispute resolution by 2013 (DOE Goal 4)
- Measure and reduce our average time-to-hire for General Schedule positions and equivalent positions by every human resources office (from initiation date to entry on duty date) from 174 calendar days to an 80-day average that includes a 50-day target to job offer by the end of FY 2013 (DOE Goal 4)
- Complete at least 90% of our capital asset projects (achieving Critical Decision 4 [CD-4] project completion within a 3-year rolling timeline) at original scope and within 110% of the cost baseline by 2013 (DOE Goal 4)
- Improve and continue to refine Department performance management systems and processes by 2013 so that they clearly link work to mission goals, expected outcomes, and accomplishment measures. Ensure that meaningful distinctions between levels of performance are identified and rewarded appropriately (DOE Goal 4)

Measuring Progress

EM's corporate performance measures are quantitative and focus on the accomplishment of risk-reducing actions that lead to site completion. EM assigns specific measures to each site (displayed at the office level), targeted to the unique nature of a site's contamination and the associated scope of cleanup work. Progress against these measures at a site is a demonstrable indication of progress towards EM's/DOE's cleanup goals; completion of all of the measures at a site results in completion of that site. Therefore, these measures provide a gauge of progress for cleanup and associated cleanup milestones.

The following quantitative cleanup measures are tracked across the entire EM program and provide high level indications of overall programmatic progress:

- Kilograms of Plutonium or Uranium residues packaged ready for disposition/disposal
- Metric tons of depleted and natural uranium packaged in a form suitable for disposition
- Millions of gallons of high-level radioactive liquid tank waste (and other forms such as sludge and salt cake) that have been eliminated
- Number of liquid waste tanks closed

- Number of high-level waste containers/canisters ready for final disposition
- MTHM of spent nuclear fuel packaged for final disposition not including packaging for transport unless no further packaging is required after transport
- Number of cubic meters of stored transuranic (TRU)/TRU-mixed shipped for disposal.
- Number of acres of buried waste remediated
- Number of cubic meters of legacy and newly generated low-level and mixed low-level waste disposed including onsite disposal of a site's own waste, waste shipped to a commercial disposal facility, and waste shipped to another DOE site for disposal
- Number of nuclear facilities that have reached their end state within the EM program, defined as decommissioning, deactivation, dismantlement, demolition, or responsibility for the facility is transferred to another program or owner
- Number of radioactive facilities that have reached their end state within the EM program, defined as decommissioning, deactivation, dismantlement, demolition, or responsibility for the facility is transferred to another program or owner
- Number of industrial facilities that have reached their end state within the EM program, defined as decommissioning, deactivation, dismantlement, demolition, or responsibility for the facility is transferred to another program or owner
- Number of release sites considered complete after regulatory approval is obtained and no additional EM resources are required except for long-term stewardship
- Number of geographic sites eliminated, e.g., Fernald, when active remediation has been completed in accordance with the terms and conditions of cleanup agreements

Goals and Metrics

EM's primary responsibility is the safe cleanup of the environmental legacy of research and materials production by DOE and its predecessor agencies for which Congress established the EM Program. Programmatic success will be measured by *what* is accomplished, i.e., the number of sites restored, quantities of material treated and disposed of, amounts of soil and groundwater remediated, etc. However, overall success will also be measured by *how* the program is managed, i.e., through critical management goals such as safety performance, project and contract management, and excellence in business management practices.

Continuous Improvement

The measures for EM's commitments are constantly being reviewed and improved when appropriate to reflect changing conditions. EM will continually strive to improve the efficiency and effectiveness of the program.

EM continues to pursue its commitment to becoming a high-performing organization. For example, in 2012 we stood-up a Continuous Improvement Program focused on identifying potential problems within the organization's infrastructure, then collaboratively pursued solutions with EM's members who are most impacted by any changes.

To support this commitment to both improvement and programmatic success, EM has identified the following goals, strategies and metrics specifically for FY 2013. These goals evolve directly from DOE's 2012 Amended Strategic Goals articulated by the Secretary of Energy.

Safety Culture

The safety of EM workers is a core value that is incorporated into every aspect of the EM program. To best protect our workers, EM has a goal of zero accidents or incidents in the work place and to date, has maintained a strong safety record. EM continues to utilize the Integrated Safety Management System to ensure that all work activities are appropriately scoped, analyzed for hazards, comprehensively planned to eliminate or mitigate those hazards, and effectively performed by trained employees. In addition, EM follows DOE Order 226.1B; *Implementation of Department of Energy Oversight Policy* that establishes the philosophy that line management is responsible for ensuring safety when work is performed. EM seeks to continue safety improvements by instituting corrective actions, promoting lessons learned, and developing new or improved processes.

Goal 1: Improve safety, security and quality performance towards a goal of zero accidents, incidents, and defects and continue to improve the EM Complex-Wide Safety Culture. EM's Goal 1 directly supports the Department's Strategic Plan Goal 4.

Strategies

- Use rigorous management oversight to help ensure EM sites and projects integrate safety, security and quality throughout their lifecycle, including procurement, design, engineering, construction, commissioning, operation, deactivation/decommissioning, and environmental restoration
- Foster a safety culture that promotes quality work in a safe and secure manner by establishing strong leadership behaviors that reflect EM's expectations
- Develop a proactive relationship with the Defense Nuclear Facilities Safety Board (DNFSB) to expeditiously resolve DNFSB concerns and issues

Metrics

- Metric 1.1: Maintain an average Total Recordable Case rate of <1.1 and a Days Away from Work, Restricted Work or Transfer case rate of <0.6
- Metric 1.2: Both HQ and Field Offices will complete implementation of EM-QA-001 Revision 1 by June 30, 2013, and verify implementation by September 30, 2013 through an independent assessment of the established program
- Metric 1.3: Ensure that at least 80 percent of EM site contractors performing D&D, industrial or nuclear work have implemented a work planning and control (WP&C) program based on the EM-HQ, URS, or EFCOG WP&C guidance and confirmed through the annual ISM Effectiveness Review WP&C Criterion 6 assessment

- Metric 1.4: Ensure that at least 80 percent of EM sites and contractors have established performance metric systems and established metrics that monitor the health of key programs (people, processes, and equipment) to prevent identified adverse outcomes or events, data is tracked, and emergent negative trends are investigated and addressed
- Metric 1.5: Perform cyber security assistance visits to at least 7 EM field sites by September 30, 2013, meeting Federal Information Security Management Act (FISMA) requirements
- Metric 1.6: Perform assessments using the new 800-53 revision 3 controls on 4 classified systems by August 31, 2013, meeting FISMA requirements

Reducing Lifecycle Cost

EM will continue to identify opportunities to make strategic investments that reduce the overall cost of the cleanup program while shortening project and program schedules. The current life-cycle cost estimate for EM is \$274 to \$309 billion. This includes \$100 billion in actual costs from 1997 through 2011, and an additional estimate of \$174 to \$209 billion to complete EM's remaining mission in the timeframe of 2050 to 2062. EM will continue to identify opportunities, including technology development, to reduce the life-cycle cost of its program. In FY 2013, EM will continue efforts to develop technologies that allow for the segregation and stabilization of mercury contaminated debris; develop attenuation-based remedies for groundwater; and utilize technologies that enable the safe extended storage of spent (used) nuclear fuel at DOE sites.

Goal 2: Reduce the life cycle cost and accelerate the cleanup of the Cold War legacy. EM's Goal 2 directly supports the Department's Strategic Plan Goal 3.

Strategies

- Reduce risk, lower cost, and accelerate project completion by using the best scientific and technical resources available to ensure the technologies selected for development and deployment are appropriate
- Help ensure that projects have the tools necessary to succeed in the most efficient manner by working with the Federal staff, contractors, and union representatives to identify their needs
- Use Construction Project Reviews (CPR) to identify and assist in resolution of key project issues regarding scope, cost, schedule, project risk management, and technical approach
- Ensure CPR recommendations align with contract requirements. Partnership agreements may be considered but are informal
- Continue to implement the Operations Activity Protocol issued as Revision 0, March 15, 2012 and conduct quarterly reviews of operations activities. Issue protocol revision if needed based on lessons from implementation

Metrics

- Metric 2.1: Develop a Strategic Plan, by September 30, 2013, for the Applied Field Research Initiatives to identify risks and challenges for remediating source terms in vadose zone environments, define and achieve alternate end states, and determine the efficacy of technologies to achieve regulatory goals and reduce life cycle costs
- Metric 2.2: Develop by August 30, 2013, under the Advanced Simulation Capability for Environmental Management (ASCEM) program, the computational framework for calibrated models to predict the mobility of risk-driving contaminants pertinent to vadose zone natural attenuation or engineered remediation to support regulatory approval of risk-informed end states
- Metric 2.3: Develop by August 2013, the Program Plan for the Science Opportunities for Monitoring at EM Sites to prioritize monitoring challenges and associated research needs and correlate research priorities for an integrated systems-based monitoring approach to promote acceptance of alternative end points, resulting in cost reductions
- Metric 2.4: Develop analysis and risk-informed options for asbestos remediation in coordination with Field Office and EM/DOE-HQ representatives and ultimately with EPA
- Metric 2.5: Complete analysis and produce an Addendum to the EM "Decontamination and Decommissioning MAPS" detailing the D&D completed under ARRA
- Metric 2.6: Expand the use of authorized limits to support a cost effective approach to site remediation and D&D; specifically apply to Gaseous Diffusion Plants, in coordination with Portsmouth and/or Paducah
- Metric 2.7: Issue Notices of Availability for the Draft Mercury Supplemental EIS and Final Tank Closure and Waste Management EIS by December 28, 2012, and Notice of Availability for Final Mercury Supplemental EIS by September 27, 2013
- Metric 2.8: Submit DOE Order 435.1, Radioactive Waste Management, to RevCom for final Departmental review by February 22, 2013
- Metric 2.9: Disposition 4,500 cubic meters of waste collectively from the TRU waste inventories managed at Los Alamos National Laboratory Technical Area 54, Idaho Site's Advanced Mixed Waste Treatment Project Radioactive Waste Management Complex and Idaho Cleanup Project, and the Savannah River Site Transuranic Waste Program waste storage facilities in FY13
- Metric 2.10: Achieve an annual target of 12,000 metric tons of depleted and other uranium packaged for disposition
- Metric 2.11: Publish final EIS for the disposal location for Greater-than-Class C Low Level Radioactive Waste (GTCC LLW) and DOE-like GTCC LLW by March 31, 2013
- Metric 2.12: Submit Certificate of Compliance application for the DOT 9975 shipping packages to the NRC by February 28, 2013
- Metric 2.13: Execute the Field Site Manager priorities identified in the Appendix by September 30, 2013 (or by dates specifically listed in the Appendix)
- Metric 2.14: Establish certification criteria for designation of managers of Operations Activities by March 31, 2013
- Metric 2.15: Liquid Tank Waste in Inventory eliminated (mass of waste): 480 metric tons by September 30, 2013

- Metric 2.16: Liquid Waste Tanks cleaned and emptied (number of tanks): 5 tanks by September 30, 2013
- Metric 2.17: Tank waste processed for disposal (number of curies): 5.75 million curies by September 30, 2013
- Metric 2.18: HLW Packaged for Disposition (Number of Containers): 200 canisters by September 30, 2013
- Metric 2.19: Accept 2 shipments of Domestic Research Reactor Fuel and 3 shipments of Foreign Research Reactor Fuel
- Metric 2.20: Process 1.2 MT of Sodium Reactor Experiment (SRE) Fuel (At Risk) and 20 Kg of material for MOX Feed.

Compliance, Contract and Project Management

To ensure that EM delivers the best value for the American taxpayers, the FY 2013 budget request reflects its continued improvement in acquisition, contract, and project management. EM will further improve acquisition processes by obtaining early involvement and approvals on various acquisition approaches from DOE senior management, including the Office of Acquisition and Project Management, the Office of the General Counsel, and the Office of Small and Disadvantaged Business Utilization.

EM's continued progress in contract and project management has resulted in EM meeting three of the five criteria needed in order to be removed from the Government Accountability Office's (GAO) High Risk List. One of GAO's remaining concerns is that EM must provide the capacity (people and resources) to address problems. EM's organization established project sponsor positions at Headquarters for all capital asset projects to address this concern, and field project and contract management resources also need to be increased. GAO's second remaining concern is that EM must monitor and independently validate the corrective measures that it has taken to help ensure they are both effective and sustainable over the long term. EM's Annual Performance Agreement has been established as a vehicle for measuring, tracking, and validating progress. EM has also developed a Continuous Improvement Program for Contract and Project Management to guide and monitor improvements.

Goal 3: Improve project and contract management with the objective of delivering results on time and within cost. EM's Goal 3 directly supports the Department's Strategic Plan Goal 4.

Strategies

- Annually assess contract and project management staffing and skills to build and sustain needed capacity for Federal oversight of EM mission. (*GAO High Risk Criteria*)
- Independently validate the effectiveness and sustainability of contract and project management improvement actions through project and contract management reviews. (*GAO High Risk Criteria*)

- Improve the timeliness of approvals for contract performance baselines, contract modifications, and project changes to maintain contract, project and budget alignment by ensuring change management requirements and guidance is understood and being followed
- Increase the use of prime contractor small businesses
- Become a stronger owner by ensuring requirements are clearly delineated in the contracts, by holding contractors accountable for delivering results, and by ensuring contractors' performance is fairly documented
- Execute world-class contract management and administration of traditional and management and operations multi-year contracts in accordance with OMB Circular A-123, Federal Acquisition Regulation, Department of Energy Acquisition Regulation, EM Head of Contracting Activity directives to ensure the activities listed below are executed in strict compliance: (1) separation of duties and functions; (2) performance evaluation and measurement; (3) fee determination; (4) timely approval, recording/documentation of changes; (5) resolution of audit findings and other deficiencies; (6) management of acquisition workforce; (7) proper review and certification of business systems; and (8) timely contract closeout

Metrics

- Metric 3.1: Achieve the overall prime contract small business goal of 6% for each site with a stretch goal of the current DOE goal.
- Metric 3.2: Approve initial contract performance baselines with work aligned with the contract for the following five contracts (1) Portsmouth Gaseous Diffusion Plant D&D; (2) DUF6 Conversion Plants; (3) ORP Tank Operations; (4) Idaho Cleanup Project; (5) MOAB
- Metric 3.3: Ensure 90% of contracting series workforce has appropriate certification
- Metric 3.4: Implement partnering agreements for at least three additional contracts
- Metric 3.5: Complete 90% of capital asset projects (initiated after the DOE Root Cause Analysis report was issued) with TPC greater than or equal to \$10M within 10% of original cost (CD-2) and schedule performance baselines unless impacted by a directed change
- Metric 3.6: Ensure 90% of capital projects have Federal Project Directors that are certified at the appropriate level assigned to projects not later than CD-3
- Metric 3.7: Ensure 95% of contractors maintain their Earned Value Management System certification, when EVMS is required by the contract
- Metric 3.8: Manage contract and project operations activity changes so that baseline changes and/or operations activity changes are approved only after Site Office Manager and CO issues either a unilateral contract modification or completes contract negotiations for a bilateral change in all (100%) cases
- Metric 3.9: Complete 24 project peer reviews for active post CD-0 capital projects with TPCs greater than \$10M
- Metric 3.10: Notify and receive "deviation" decision from the appropriate approval authority as early as possible but at least 30 days prior to current performance baseline being breached in all (100%) cases

Management Excellence

As described in DOE's Strategic Plan, EM's success will require a sustained commitment to management excellence from Headquarters to every site office, service center, laboratory, and production facility. Management principles will be translated into action by focusing on operational and technical excellence. That excellence requires developing the most highly qualified, capable, and flexible federal workforce. Additionally, our management principles require implementation of a performance-based culture that clearly links work to agency goals, hold employees accountable for meeting our mission, and appropriately rewards employees for their efforts. These concepts are represented in EM's fourth goal.

Goal 4: Achieve excellence in management and leadership with the objective of making EM an employer of choice in the Federal Government. EM's Goal 4 directly supports the Department's Strategic Plan Goal 4.

Strategies

- Use surveys to identify where EM can enhance its customer and stakeholder relationships and implement improvements
- Improve EM's employer standing in the Federal community by designing human capital initiatives based upon the results from the Federal Employee Viewpoint Survey (EVS), and follow-up targeted surveys
- Enhance EM's ability to respond to changing needs in the workplace by collaborating with DOE's Offices of Human Capital and Personnel Management to accurately identify workplace limitations and potential solutions
- Execute/Assess an EM-wide Workforce Plan to address acquisition talent, succession planning, and performance competence so we can attract, retain, develop, mentor, and motivate the most highly-qualified, capable, and diverse workforce in the Federal Government
- Support EM's Ombudsman Program to ensure that all EM employees have a means to communicate problems to EM leadership outside the formal authority lines and to provide a prompt issue resolution mechanism
- Strengthen EM's overall financial management by implementing more robust monthly analysis of obligation and costing patterns across the complex
- Work with auditors and partner with CFO to gain a clean EM liability audit on the FY 2012 Annual Financial Statement (December 2012) which contributes to the success of the annual DOE financial audit
- Provide full support for Departmental and EM specific policies, practices and initiatives designed to create and sustain a diverse and inclusive workforce
- Commit to continuous learning to strengthen and broaden knowledge base to improve our effectiveness in managing and leading a diverse and inclusive workforce

Metrics

- Metric 4.1: Implement 90% of the “Best Places to Work” DOE EM Action Plan Initiatives by September 30, 2013
- Metric 4.2: Implement hiring reform: Reduce average Time-to-Hire for GS and equivalent employees from 174 to 80 days, including a less than or equal to 50 day target to job offer by September 30, 2013
- Metric 4.3: Integrate implementation of individual executive learning with organizational leadership development by developing Executive Excellence Plans, sharing 360 Assessment results with staff, participating in Five Dysfunctions of a Team training (Field optional), and completing required managerial training of 40 hours (new supervisors) or 24 hours (existing supervisors) by September 30, 2013
- Metric 4.4: Managers attend at least 8 hours of documented diversity/inclusion training and one Departmental or EM sponsored diversity/special emphasis program by September 30, 2013
- Metric 4.5: Ensure appropriated funds are executed in accordance with Congressional direction and OMB apportionment restrictions 100% of the time
- Metric 4.6: Respond to Inspector General/Government Accountability Office audit requirements by the agreed upon dates at least 90% of the time
- Metric 4.7: 90% of all requested documentation is submitted to the CFO and auditors within 15 days of request
- Metric 4.8: Headquarters and Sites work together to implement environmental liability guidance and processes such that the audit results in an unqualified audit opinion
- Metric 4.9: The Field makes less than 3 changes to the liability estimate between the current and previous fiscal years that were not identified to EM Headquarters
- Metric 4.10: EM-1 signs the Manager's Representation Letter certifying the completeness of EM's portion of the DOE liability

Sustainability

As stated in the DOE Strategic Plan, *“The Department is uniquely positioned to lead by example in transforming domestic energy use. Integrating sustainability throughout the Department is an essential aspect of implementing Executive Order 13514, Federal Leadership in Environmental Energy, and Economic Performance, and Executive Order 13423, Strengthening Federal Environmental, Energy, and Transportation Management, as well as related statutes, and meeting or exceeding all required energy management and environmental goals. As stated in the U.S. Department of Energy Strategic Sustainability Performance Plan (SSP), the Department will reduce greenhouse gas emissions from onsite combustion of fossil fuel, fugitive emissions, and purchased power by 28% and reduce emissions from outside sources—such as business travel and employee commuting—by 13% by 2020. We will strive to exceed these goals at our own facilities by incorporating sustainability into all corporate management decisions, continually improving our operations and existing infrastructure to maximize efficient use of energy and natural resources, and ensuring, whenever built, new facilities are highly energy efficient.”* The strategies and metrics of EM’s Goal 5 are our responses to the Sustainability challenge.

Goal 5: Execute the EM Mission in a Sustainable Manner. EM's Goal 5 directly supports the Department's Strategic Plan Goal 1.

Strategies

- Meet Executive Order 13514 - reduce energy intensity in agency buildings, by soliciting suggestions from the staff and contractors
- Identify means for reducing the overall EM carbon footprint
- Utilize the Department's Energy Saving Performance Contract to reduce the IT data center's infrastructure footprint while providing state of the art services

Metrics

- Metric 5.1: Implement Section 432 of the Energy Independence and Security Act at all EM sites by assessing energy and water conservation opportunities, and evaluate the assessment recommendations for potential implementation and cost effectiveness
- Metric 5.2: Achieve recognition for EPA's Federal Government Electronics Challenge, with at least 3 sites winning a Green IT Recognition award by September 30, 2013
- Metric 5.3: Reduce EM's IT data center footprint by 20% using consolidation recommendations from the Energy Saving Performance Contract by September 30, 2013

Process and Procedure

The Office of Program Planning and Budget will track/monitor the progress on all items identified in this agreement and provide periodic reports to EM Management. EM DASs and Office Directors will update the status of all items (quarterly/monthly) through the predetermined tracking or reporting systems. All changes to goals and/or metrics will be fully vetted, documented and used as lessons learned when appropriate. All the results will be evaluated and assessed to ensure success meeting of goals as well as their effectiveness and appropriateness. The results of these assessments will be considered for lessons learned and possible impact on FY 2014 goals.

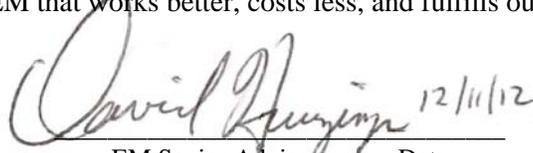
EM Senior Advisor Support

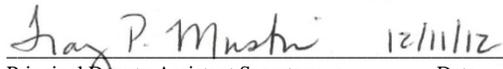
In order to accomplish the goals herein described, it is the EM Senior Advisor's objective to *provide visible, high profile support to:*

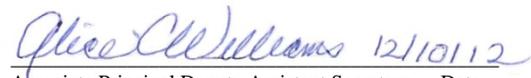
- Ensure that the necessary resources are in place to promote the success of these goals
- Communicate goal achievement and progress periodically through EM Updates, Reports and other media
- Champion each EM Improvement Team efforts to implement their action plans
- Formally recognize superior efforts in achieving goals through incentive awards
- Communicate, negotiate and mitigate responses and issues with senior Department and private sector officials

Terms of Agreement

This agreement is intended to improve the internal management of the U.S. Department of Energy's Office of Environmental Management and is not intended to and does not create any right, benefit, trust or responsibility, substantive or procedural, enforceable by law or equity by any party against the U.S. Department of Energy, its agencies, its officers, or any person. This agreement will remain in effect until modified. It is expected that it will be updated as needed to reflect significant changes in budget, policy, personnel or other factors that may affect the accomplishment of objectives. This agreement represents our joint commitment to an EM that works better, costs less, and fulfills our sacred trust to the American People.


EM Senior Advisor Date 12/11/12


Principal Deputy Assistant Secretary Date 12/11/12


Associate Principal Deputy Assistant Secretary Date 12/10/12

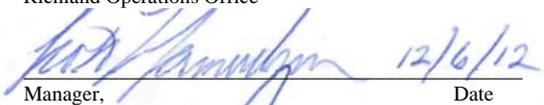

Chief of Staff Date 12/10/2012


Manager, Savannah River Site Date 12/5/12

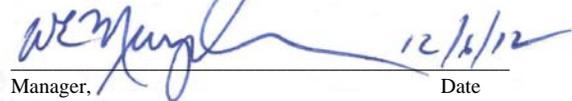

Office of External Affairs Date 12/10/12


Manager, Richland Operations Office Date 12/5/12

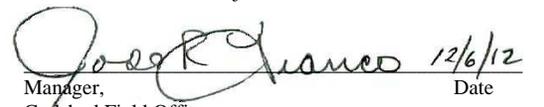

Deputy Assistant Secretary, Site Restoration Date 12/10/12


Manager, Office of River Protection Date 12/6/12


Deputy Assistant Secretary, Tank Waste & Nuclear Material Date 12/10/12

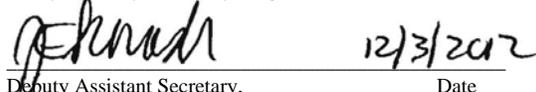

Manager, Portsmouth/Paducah Project Office Date 12/6/12


Deputy Assistant Secretary, Waste Management Date 12/10/12

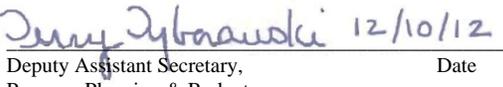

Manager, Carlsbad Field Office Date 12/6/12


Deputy Assistant Secretary, Safety, Security & Quality Programs Date 12/10/12


Manager, Idaho Operations Office Date 12/07/2012


Deputy Assistant Secretary, Acquisition & Project Management Date 12/3/2012


Manager, Oak Ridge Operations Office Date 12/11/2012


Deputy Assistant Secretary, Program Planning & Budget Date 12/10/12


Manager, Consolidated Business Center Date 12/6/12


Deputy Assistant Secretary, Human Capital & Corporate Services Date 12/10/12

Appendix: Field Operations Tasks

Idaho

- Begin hot operations of the Idaho Integrated Waste Treatment Unit (IWTU) by July 31, 2013
- Maintain shipments of TRU waste to WIPP in accordance with WIPP's integrated schedule
- Complete negotiation and contract modification for material differences on the Advanced Mixed Waste Treatment Project by December 31, 2012
- Complete construction of the Accelerated Retrieval Project (ARP) VIII Facility

West Valley

- Complete open-air demolition of Building 014 by September 30, 2013
- Submit amendment for the Certificate of Compliance to the Nuclear Regulatory Commission for the dry cask storage system by September 30, 2013

ETEC

- Reach agreement with the State of California on the schedule and sequence of activities required to complete the EIS and the CEQA process to allow budget and planning for site remediation by September 30, 2013

Consolidated Business Center

- Complete and put into operation the ventilations systems in the G2 and H2 facilities at SPRU by February 28, 2013 in compliance with Consent Order
- Achieve 15% small business prime contracting
- Achieve \$10M in cost savings through further implementation of the Strategic Sourcing Initiative in FY13
- Award contract for cleanup at Lawrence Berkley National Laboratory by August 31, 2013

Oak Ridge

- Complete Mercury Strategy Report by March 31, 2013
- Complete demolition of K25 North End by March 31, 2013
- Initiate Category 2 shipments of CUESP shipments by April 1, 2013
- Receive CD-1 reauthorization for Sludge Build-out Project by September 30, 2013
- Receive CD-1 approval for the Outfall 200 Project by September 30, 2013

Nevada

- Receive all necessary approvals to begin receipt of U-233 CEUSP shipments from Oak Ridge
- Receive all necessary approvals for on-site treatment of classified components
- Complete Site-Wide EIS and issue Record of Decision for the Nevada National Security Site

Moab

- Safely transport and dispose of 650K tons of Uranium Mill Tailings by September 30, 2013
- Continue groundwater cleanup
- Install permanent liners in all waste transport containers by September 30, 2013 thus substantially reducing lifecycle costs

Richland

- Complete the Hanford Site Wide Safety Standards with 15 programs operational, including completion of all of the phase I and II chronic beryllium disease prevention program actions
- Continue D&D of the Plutonium Finishing Plant, with removal of 50 pencil tanks and 18 gloveboxes
- Remediate 1.4 billion gallons of contaminated groundwater
- Complete remediation of Hanford's 618-10 burial ground trenches
- Develop improvement actions from Safeguard and Security Reviews/Y-12 lessons learned and implement those actions per approved schedule

LANL

- Safely package and ship 1,700 m³ of TRU waste, consistent with the Framework Agreement
- Bring infrastructure (i.e., box lines) into operation to allow for 24/7 packaging of TRU waste for shipment
- Submit approval of interim work plan on chromium in groundwater
- Submit work plan for buried TRU in accordance with Framework Agreement
- Resolve litigation on 2010 RCRA Permit

Portsmouth/Paducah

- Complete process to support issuance of ROD on CERCLA cell at Paducah
- Complete process to support issuance of ROD for process buildings at Portsmouth
- Achieve 100% efficiency in DUF6 processing lines by September 30, 2013

Office of River Protection

- Resolve issues with respect to the High Level Waste Facility sufficiently that plans can be completed and construction ramped up to planned level in FY14
- Complete re-plan and continue construction on Laboratory, Low Level Waste Facility, and Balance of Facilities accordingly
- Resolve technical issues with respect to the Pretreatment Facility or obtain agreement on scope and schedule to achieve resolution
- Define the path forward for the TRU waste tanks
- Meet existing commitments under the Consent Decree and Tri-Party Agreement, or make positive progress towards revising those commitments with our stakeholders

Waste Isolation Pilot Project

- Safely transport and dispose of 1,700 m³ of TRU from Los Alamos
- Utilize TRUPACT3 to safely transport and dispose of 1200 m³ from Savannah River Site
- Continue to safely transport and dispose of RH TRU from Argonne National Laboratory in support of reducing laboratory facility from Category 2 to Category 3
- Update long term strategy for WIPP

Savannah River

- Continue processing of sodium fuel at H Canyon
- Start processing of alternative feedstock in H Canyon (feed for MOX)
- Develop response to DNFSB recommendation on 235F facility
- Produce 200 canisters at Liquid Waste processing facility
- Complete construction of new concrete vaults