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Knoxville TN 37922
Tel 865.560.2907

11 November 2016

SLPFB-LTR-085

Ellie Allen
US Department of Energy - Oak Ridge
Office of Environmental Management
P.O. Box 2001
Oak Ridge, TN 37831

SUBJECT: Project No. 660353, Contract No. DE-EM00036017
DOE-CH2M Partnering Agreement Tracking # 3872

Dear Ms Allen:

Attached for your file is the fully executed DOE-CH2M Partnering Agreement.
Please ensure closure of Tracking #3872.

Should you have any questions please contact Ms. Sherree Shaw at Sherree.Shaw@ch2m.com
or me at Michelle.Bell@ch2m.com.

Sincerely,

A handwritten signature in blue ink that reads "Michelle Bell". The signature is fluid and cursive, with the first name and last name clearly distinguishable.

Michelle Bell
Regional Contracts Manager

Cc: Brian Hubbs
James Nunz
Karen Deacon
Sherree Shaw
Michael Gearhart



U.S. Department of Energy

**Oak Ridge Office of Environmental
Management**

and

CH2M

Partnering Agreement

18 October 2016

**U. S. DOE Oak Ridge Office of Environmental Management
And CH2M
Sludge Processing Facility Buildout Project
Partnering Framework**

INTRODUCTION

The U.S. Department of Energy (DOE) Oak Ridge Office of Environmental Management (OREM) and CH2M are committed to continuous improvement and will utilize principles of the DOE Environmental Management (EM) Partnering Policy to create and foster a team environment, with the goal being execution of the Sludge Processing Facility Buildout Project (SL-PFB) scope of work safely, in compliance with all regulatory guidance, under budget, and ahead of schedule. The DOE-EM Partnering Policy is predicated on the fact that partnering is a way of doing business based upon trust, dedication to common goals, and an understanding and respect of each other's expectations and values. This focused partnership is intended to improve the mission of the Sludge Processing Facility Buildout Project, emphasizing project safety, compliance, and improved project delivery. This partnership is built on the premise that contractor success and success of the DOE mission are inexorably linked.

Partnering establishes a collaborative, teaming approach to achieving results. Partnering emphasizes the early detection of problems and issues, and resolution of these early in the process. Partnering, therefore, is a commitment of the participants to perform as a team.

The SL-PFB Partnering Team is committed to working together, based on open communication and early conflict resolution in their collective pursuit of the DOE-OREM mission of cleaning up legacy transuranic waste at the Oak Ridge National Laboratory. As a result of these efforts, stakeholders will view the DOE-OREM and CH2M team worthy of additional, future investment in the furtherance of the Department's long-term cleanup goals.

VISION

The Partnering Team will complete the SL-PFB project scope. This work will be accomplished in a safe and quality manner with a goal of completion under budget and ahead of schedule.

IMPLEMENTATION

Partnering creates a cohesive and effective team united in the accomplishment of the cleanup mission. DOE-OREM and CH2M are committed to working together to achieve this model of success by sponsoring and actively participating in a series of facilitated partnering meetings designed to improve communication and collaboration. These jointly sponsored series of partnering meetings include senior management personnel (Partnering Sponsors and Partnering Co-leads - see Attachment 1) who will subsequently sponsor next-level partnering meetings with their management personnel

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and key staff. Both DOE-OREM and CH2M senior management expect that DOE-OREM and CH2M employees will support this commitment to partnering by actively engaging in teaming activities, as requested by their management.

DISPUTE RESOLUTION

The Partnering Team agrees to efficiently and effectively resolve issues that arise. Normal management processes and systems will be used to resolve issues. Issue resolution will start at the lowest level of management as possible and proceed through both organizations' hierarchy.

If the issue cannot be resolved following normal processes, the issue will be elevated to the Partnering Operations Co-leads. The Operations Co-leads are expected to resolve the issue within 10 days after receiving notification.

The Partnering Sponsors will be engaged to resolve an issue only if the Operations Co-Leads cannot. If the issue still cannot be resolved, then the Partnering Sponsors agree that an impasse has been reached and normal dispute processes, identified in the contract, will be followed.

PARTNERING MEETINGS

The Partnering Co-Leads

The Partnering Co-leads will meet periodically to discuss progress, issues, and lessons learned. These meetings may take place as part of their monthly project or functional support review meetings but at a minimum of quarterly. In conducting these meetings, the Co-leads may arrange for minutes of the meetings to be taken. At a minimum, the following items will be covered at the meetings:

1. Key partnering goals and progress against these goals
2. Key issues, persons responsible for issue resolution, and status
3. Discussion of any issues that cannot be resolved and date issue was surfaced to the Partnering Sponsors
4. Lessons Learned

The Partnering Team

The Partnering Team (Sponsors and Co-leads), or some subset of the Partnering Team as determined by the Sponsors, will meet at least twice during the year. A formal

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agenda will be developed and issued by Planning/Direction Leads prior to the meeting and will include the following minimum topics:

1. Review and status of prior partnering initiative status
2. A look-ahead at next partnering initiative(s)
3. A discussion of challenges and issues encountered and how the challenges and issues are being resolved

The meetings may be independently facilitated if determined by the Partnering Sponsors. A secretary will be appointed from CH2M to be responsible for summarizing the activities of the Partnering Meeting as well as tracking team commitments and actions from the meeting. Summaries will be issued within ten working days of the meeting.

PARTNERING TEAM CHANGES

Partnering Team Co-lead changes will be adopted upon the approval of the DOE-OREM Manager and the CH2M Global Managing Director Nuclear Sector.

REVIEW AND RENEWAL

The Partnering Framework will be reviewed, revised if necessary, and renewed as needed.

PARTNERING SPONSORS SIGNED:


Jay Mullis
DOE-OREM Manager


Dyan Foss
CH2M Managing Director,
Nuclear Sector

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Partnering Framework**

Attachment 1

Partnering Alignment

This table identifies the DOE-OREM and CH2M Partnering Sponsors and Co-Leads consistent with this Document.

Partnering Sponsors

Department of Energy	CH2M	
Jay Mullis	Dyan Foss	Site/Corporate Management

Partnering Co-Leads

DOE Co-Lead	CH2M Co-Lead	Function
Bill McMillan/Laura Wilkerson	Mike Gearhart	Project Planning and Direction
James Nunz	Mike Gearhart	Project Management
Karen Deacon	Sherree Shaw	Project Execution
Alan Stokes	Joanne Southern	Project Controls and Budget
Karen Shears/Brian Hubbs	Michelle Bell/Cassandra Proctor	Prime Contract Administration
Brian DeMonia	Mark Hughey	Safety, Security and Waste Management
Larry Perkins	Claude Buttram	Engineering
Matt Buchholz	Don Gagel	Nuclear Safety
Brenda Hawks	Jim Honeyman	Technical Advisor
Mike Pribish/Tony Ferre	Donelle Welk	Quality Assurance
Mike Koentop	Mike Gearhart	Communications



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Oak Ridge Office of Environmental Management
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Partnering Signatures

ch2m

Attachment 2

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Oak Ridge Office of Environmental Management
And
CH2M


Bill McMillan


Laura Wilkerson


Mike Gearhart


James Nunz


Karen Deacon


Sherree Shaw


Alan Stokes


Joanne Southern


Karen Slicars


Brian Hubbs


Michelle Bell


Cassandra Proctor


Brian DeMonie


Mark Hughes


Larry Perkins


Claude Buttram


Matt Buchholz


Don Gagel


Brenda Hawks


Jim Honeyman


Mike Pribish


Tony Ferre


Donelle Welk


Mike Koentop

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Attachment 3

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Oak Ridge Office of Environmental Management
and
CH2M**

Key Project Challenges and Issues

The Partnering Team has identified the following key project challenges and issues that stand in the way of the safe, secure, and compliant completion of the SL-PFB Sludge Processing Facility Buildout mission and will work together to eliminate or mitigate these challenges and issues.

Challenges/ Issue No.	Challenge/ Issue Description	Action(s) to Resolve	Owner	Commitment Date

Patterson, Karla R (CONTR)

From: Michelle.Bell@CH2M.com
Sent: Friday, November 11, 2016 2:37 PM
To: CHNBGCocCon@CH2M.com; DOCSSP-EM; OROEMMailroom
Cc: Shears, Karen Stanford; Nunz, James Gregory; Deacon, Karen Amburn; Hubbs, Brian; Michael.Gearhart@ch2m.com; Sherree.Shaw@CH2M.com; Cassandra.Proctor@CH2M.com
Subject: RE: Transmittal of SLPFB-LTR-085: Project No. 660353, Contract No. DE-EM00036017: DOE-CH2M Partnering Agreement Tracking # 3872
Attachments: Partnering Agreement.pdf
Importance: High
Categories: Karla Patterson

All, I was unable to open the Partnering Agreement included in the email. Please see the fully executed document for your file.

Please let me know if you are unable to open the document.

Thanks
Michelle

Michelle Bell
Regional Contracts Manager
Office: 865.560.2907
Cell: 865.223.0298
ch2m.
Advance PTO:
17-18 Nov 2016
25 – 30 Nov 2016

From: CH2MHILL NBG Document Control
Sent: Friday, November 11, 2016 1:35 PM
To: DOCSSP-EM@Science.doe.gov; OROEMMailroom@Science.doe.gov
Cc: Shears, Karen Stanford <Karen.Shears@orem.doe.gov>; James Gregory Nunz (James.Nunz@orem.doe.gov) <James.Nunz@orem.doe.gov>;

karen.deacon@orem.doe.gov; Hubbs, Brian <Brian.Hubbs@orem.doe.gov>; Gearhart, Michael/GVL <Michael.Gearhart@ch2m.com>; Bell, Michelle/KNV <Michelle.Bell@CH2M.com>; Shaw, Sherree S./KNV <Sherree.Shaw@CH2M.com>

Subject: Transmittal of SLPFB-LTR-085: Project No. 660353, Contract No. DE-EM00036017: DOE-CH2M Partnering Agreement Tracking # 3872

Attached please find letter SLPFB-LTR-085, Project No. 660353, Contract No. DE-EM00036017: DOE-CH2M Partnering Agreement Tracking # 3872.

If you have questions, please contact Ms. Sherree Shaw (sherree.shaw@ch2m.com, 865.560.2962) or Regional Contracts Manager Michelle Bell (michelle.bell@CH2M.com, 865.560.2907).

Kind Regards,

Document Control & Records Management
CH2M Environment & Nuclear Business Group