



**TRU Waste Processing Center
Department of Energy/
North Wind Solutions, LLC
Partnering Framework/Agreement**



**U.S. Department of Energy
Oak Ridge Office of Environmental Management
and
North Wind Solutions, LLC
Partnering Agreement**



EM Environmental Management

safety ❖ performance ❖ cleanup ❖ closure



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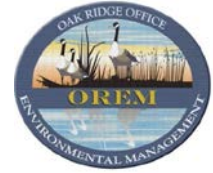


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PARTNERING FRAMEWORK

1.0 INTRODUCTION

The U.S. Department of Energy (DOE) Oak Ridge Office of Environmental Management (OREM) and North Wind Solutions, LLC (NWSol), the “Partnering Team” 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 Transuranic (TRU) Waste Processing Center (TWPC) Contract scope of work in a safe and secure manner that meets cost and schedule requirements. The 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 TWPC Operations 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 of meeting cost and schedule requirements processing are inexorably linked.

Partnering establishes a collaborative approach to achieving results. This teaming approach is based on open communication, collaboration, and conflict resolution. 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 Partnering Team is committed to working together, based on open communication and early conflict resolution, in their collective pursuit of the TWPC Operations project mission. As a result of these efforts, stakeholders will view the OREM – NWSol team worthy of investment in the furtherance of DOE’s long-term cleanup goals.

2.0 VISION

The Partnering Team will complete the mission of the TWPC Operations project in a safe, secure and compliant manner, meeting cost and schedule requirements and waste processing commitments.

3.0 IMPLEMENTATION

Partnering creates a cohesive and effective team united in the accomplishment of the mission. OREM and NWSol are committed to working together to achieve this model of success by sponsoring and actively participating in meetings designed to improve communication and collaboration. Both OREM and NWSol senior management expect OREM and NWSol personnel will support this partnering commitment by actively



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engaging in teaming activities as requested by their management. Attachment 1 identifies OREM and NWSol Partnering Sponsors and Partnering Co-Leads.

4.0 PARTNERING MEETINGS

The Partnering Sponsors will meet monthly to the extent possible to discuss progress, issues, and lessons learned. These meetings can occur as part of the monthly project or functional support review meetings. At a minimum, the following items will be covered at the monthly meetings:

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

The full Partnering Team, which includes all signatories to the Partnering Agreement, will meet on a semi-annual basis. The initial meeting of this group will be held within 90 days of the date the agreement is signed. The Partnering Sponsors can change the frequency of this meeting if they choose, and other meetings of the team may be required at times to discuss and resolve emergent issues of a significant nature. In preparation for the meetings of the Partnering Team, the Co-Leads will develop and issue a formal agenda.

5.0 DISPUTE RESOLUTION

The Partnering Team agrees to resolve issues that arise, efficiently and effectively. In general:

- Normal management processes and systems will be used to resolve issues. Issue resolution will start at the lowest level of management possible and proceed through both organizations' hierarchies.
- If the issue cannot be resolved following normal processes, the issue will be elevated to the Partnering Co-leads. The Co-leads are expected to resolve the issue in a timely manner after receiving notification.
- The Partnering Sponsors will be engaged to resolve an issue only if the Co-leads cannot. If the issue still cannot be resolved, then the Partnering Sponsors agree that an impasse has been reached and dispute processes as defined in the contract will be followed.

Attachment 2 solidifies and documents the agreement.



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Attachment 3 provides a format for capturing key project challenges and issues, actions to resolve, action owner, and resolution date.

6.0 PARTNERING TEAM CHANGES

Partnering Team changes will be adopted upon the approval of the OREM Manager and NWSol Program Manager.

7.0 ANNUAL REVIEW AND RENEWAL

The Partnering Framework, including the Agreement, will be reviewed, revised if necessary, and renewed on an annual basis. The day the Partnering Agreement is signed by both Partnering Sponsors signifies the beginning of the 1-year period.

The partnering Project Planning Co-leads are responsible for coordinating the review and renewal of the Partnering Framework.

7.1 Partnering Sponsors

SIGNED:

Susan Cange, Manager
DOE Oak Ridge Office of Environmental
Management

John M. Bukowski, President
North Wind Solutions, LLC



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8.0 ATTACHMENTS

Attachment 1: Partnering Alignment

This table identifies the DOE OREM and NWSol Partnering Sponsors and Co-leads.

Partnering Sponsors		
Function	DOE	NWSol
Partnering Sponsors	Susan Cange Jay Mullis	John Bukowski Brad Frazee (Alternate)

Partnering Co-Leads		
Function	DOE	NWSol
Project Planning and Execution	Bill McMillan David Queen	Linda Beach
Facility Operations	Chelsea Hubbard William Bailey Mary Bennington	Fred Heacker Robert Hunt
Contract Management	Karen Shears Matthew Hancsarik	Jack MacRae
Environmental Compliance	Terry Allen Steve Cooke	Raymond Peters
Finance	Alan Stokes Catherine Burgin	Jack MacRae
Fire Safety	Kevin Levy	Robert Szozda
Industrial Safety	Brian DeMonia	Raymond Peters
Nuclear Safety	Matt Buchholz Jeff Woody	Robert Szozda
Project Controls	Karen Thompson Sabine Collins	Jack MacRae Julie Parrish
Security	Brian DeMonia	Robert Szozda Troy Ayres
Cyber Security	Alvin McClerkin	Jack MacRae Ashley Greene
Quality Assurance	Alvin McClerkin	Raymond Peters



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Attachment 2: Partnering Agreement

VISION

The Partnering Team will complete the mission of the TWPC Operations project in a safe, secure and compliant manner, meeting cost and schedule requirements and waste processing commitments.

STATEMENT OF COMMITMENT

We, the undersigned members of the DOE OREM and NWSol Project Team, mutually agree to work in a collaborative and cooperative manner through open communication and coordination with team members to achieve the vision.

PROJECT GOALS

1. Safety of our workers, the public and the environment will always be our core value and we will aspire to a safety and quality goal of zero accidents, incidents, releases and defects.
2. We will take the time necessary as a team to plan and perform our work in a manner that assures success the first time and minimizes potential rework.
3. We will identify emerging issues early and work aggressively to resolve them at the lowest levels of the organization as possible. Our collective goal is to keep the number of unresolved disputes to zero.
4. We will cost-effectively use the best innovative engineering processes and work practices to deliver the contract scope of work in an optimal way.
5. We will work together to eliminate non-value added requirements and streamline processes in order to efficiently deliver our contract scope of work.
6. We will execute the contract at the highest level of management efficiency by eliminating non-value activity, avoiding delays and fully aligning and integrating the contract with our project management systems, including the Project Management Baseline.
7. We will communicate with each other and our stakeholders with alignment and transparency.
8. Our leadership team will work together to ensure that the well-being of the work force and a culture of excellence is evident throughout the organization.
9. We will be a good neighbor to the local community.
10. We will conduct our business based upon trust, dedication to common goals, and an understanding of and respect for each other's expectations and values.



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Partnering Signatures

 Susan Cange Manager, DOE OREM	 Catherine Burgin DOE Program Analyst	 David Queen DOE Program Manager	 John M. Bukowski President, NWSol	 J.H. MacRae, Jr. (Jack) TWPC Business Services Manager
 John Mullis Deputy Manager, DOE OREM	 Brian DeMonia Chief, DOE Safety, Security, & Waste Mgmt. Branch	 Karen Shears Director, DOE Procurement & Contracts Division	 Brad Frazee Chief Operating Officer, NWSol	 Julie Parrish TWPC Project Controls Manager
 William McMillan Portfolio Federal Project Director, DOE OREM	 Matthew Hancsarik DOE Contracting Officer	 Alan Stokes Assoc. Director, DOE Planning & Execution Division	 Linda J. Beach TWPC Program Manager	 Raymond G. Peters TWPC ESH&Q Manager
 David Adler Chief, DOE Program Support Branch	 Chelsea Hubbard Chief, DOE Facilities Oversight Branch	 Karen Thompson Chief, DOE Planning & Baseline Mgmt. Branch	 Troy Ayres TWPC Facility Security Officer	 Robert Szozda TWPC Technical Services/ CONOPS Manager
 William Bailey DOE Facility Rep.	 Kevin Levy, P.E. DOE Safety, Security & Waste Mgmt	 Laura Wilkerson Director, DOE Planning & Execution Division	 Ashley Greene TWPC IT Manager	
 Mary Bennington DOE Facility Rep.	 Alvin McClerkin DOE Quality Assurance	 Ed Worth Director, DOE Quality & Mission Support Division	 Fred Heacker TWPC Waste Operations & Programs Manager	
 Matthew Buchholz Acting Chief, DOE Engineering Branch	 Larry D. Perkins Director, DOE Operations Management Division		 Robert A. Hunt TWPC Waste Processing Manager	



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Attachment 3: Key Project Challenges and Issues

Any key project challenges and issues that stand in the way of the safe, secure, and compliant completion of the TWPC Operations project mission will be captured below and the Partnering Team will work together to eliminate or mitigate these challenges and issues.

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