



# ***EM Cleanup Program Perspective***

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EM 5.2



# FY 2019: FOCUS ON COMPLETION AND EXCELLENCE

- **Incentivize** contractors to meet defined scope of work, schedule, and cost requirements
- **Reduce bureaucracy** and overreach through reducing unnecessary burden and non-value added requirements.
- **Review and negotiate agreements with regulators** to allow for more work to be accomplished in a cost effective manner to benefit the taxpayer.
- **Revise EM Cleanup Policy** to include more program management actions based on PMI guidance and address GAO recommendations



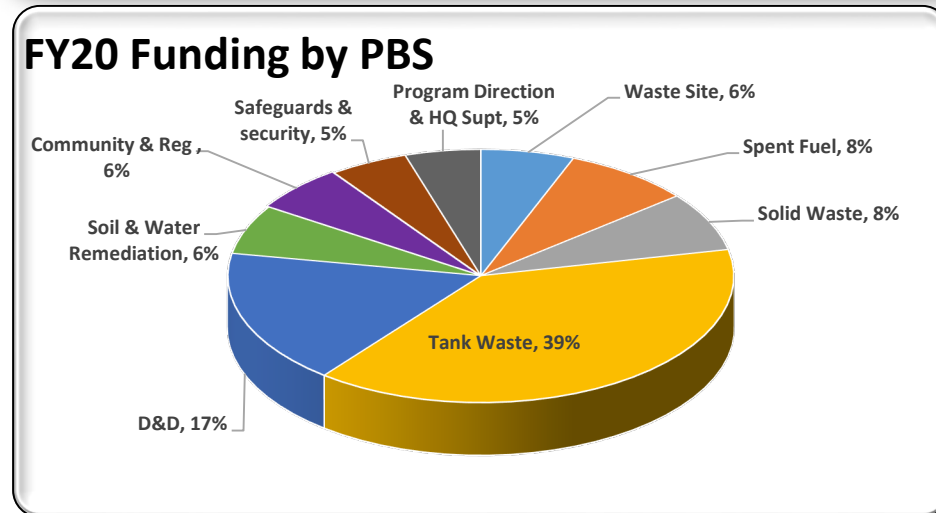
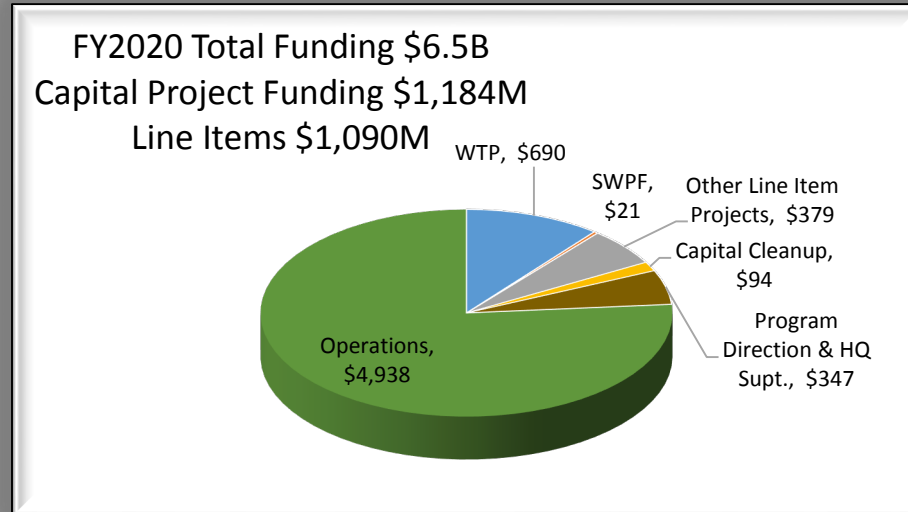
# FY 2019: FOCUS ON COMPLETION AND EXCELLENCE

- **Respond to GAO reports** on EM Program Management, 2019 High Risk List Recommendations, EM Environmental Liability Cost Increases-generate corrective actions
- **IT enterprise study complete:** Integrated Planning And Budgeting System (IPABS) changes to reflect new data and reporting needs, Update PARS to accommodate EM Cleanup Program reporting
- **Evaluate Federal staffing needs** across EM sites and HQ and develop resource plans
- **Lifecycle cost and baseline updates:** for each site-integrated plan
- **Support Naval Reactors (NR) D&D activities** at Bettis Atomic Power Lab and KAPL-Kesselring Site in West Milton, NY



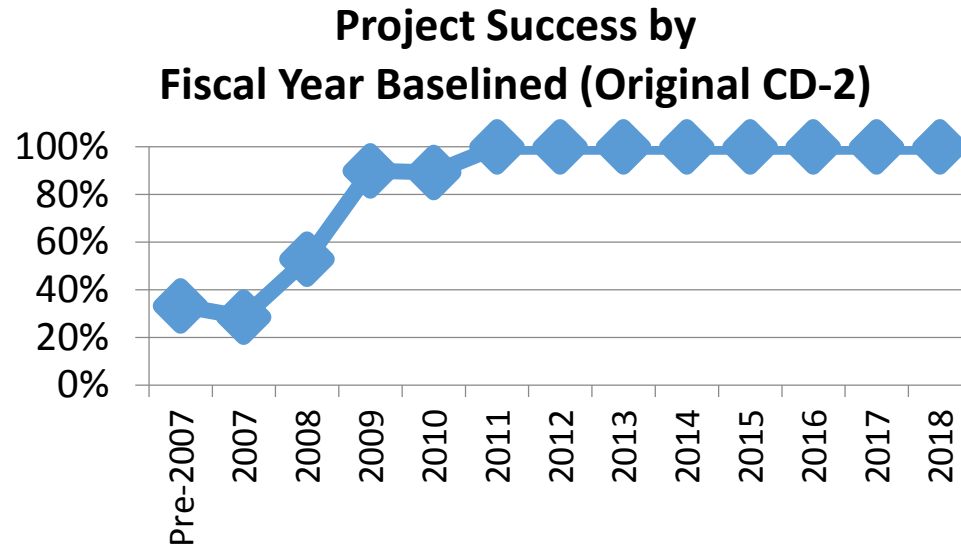
# EM Portfolio Overview

- **14 Line Item Construction Projects – \$21.9B combined TPC**
  - **Waste Treatment and Immobilization Project (WTP)**
  - **Salt Waste Processing Facility (SWPF)**
  - **12 Others**
- **6 EM Cleanup Projects (post CD-2) – \$849M combined TPC**
- **16 Active Pre CD-2 Projects - \$31.2B**
- **Operations Activities - Life Cycle Cost Range \$425B-\$467B**





# EM Project Success Trend

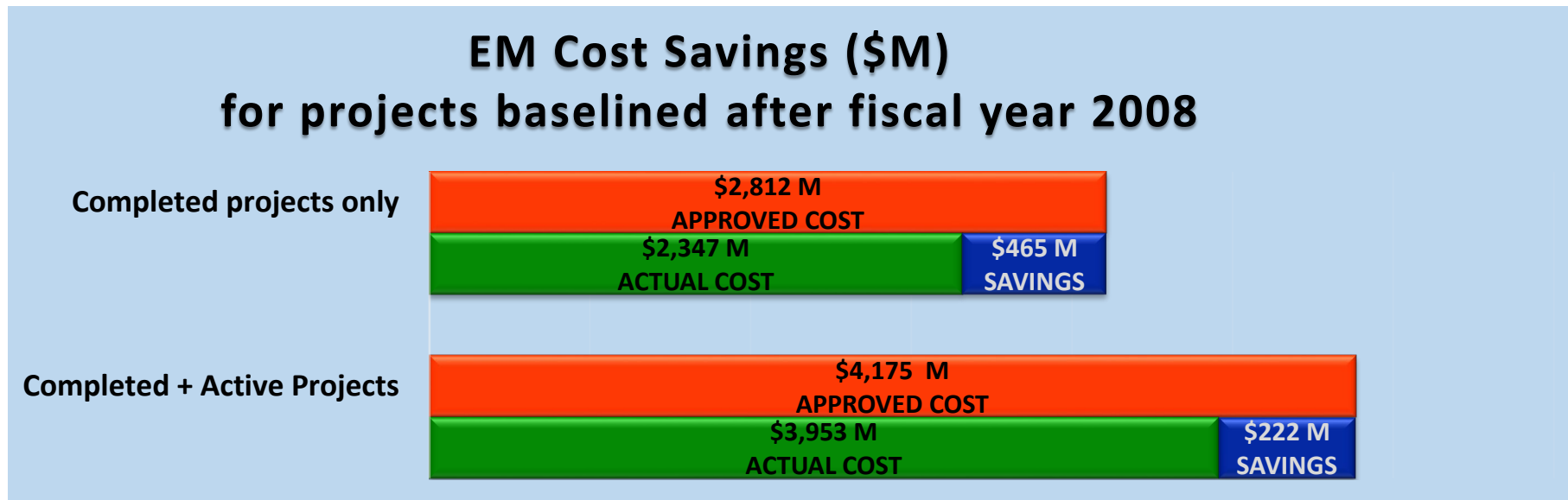


- EM projects baselined since 2008 have been more successful
  - Cumulative portfolio success of 93% (50 of 54) for projects baselined after FY 2008
  - Earlier baselines were only 44% (12 of 27) successful
- Factors contributing to improved results include:
  - Smaller well-defined projects
  - More design maturity at CD-2
  - Use of Peer Reviews

Fiscal Year of CD-2	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Success of completed projects	90% 9 of 10	92% 24 of 26	100% 4 of 4	100% 1 of 1	100% 1 of 1	100% 1 of 1	100% 2 of 2	100% 4 of 4	--	--
Forecast for active projects	--	50% 1 of 2	--	--	--	--	100% 1 of 1	100% 1 of 1	100% 3 of 3	100% 4 of 4
<b>TOTAL All Projects</b>	90% 9 of 10	89% 25 of 28	100% 4 of 4	100% 1 of 1	100% 1 of 1	100% 1 of 1	100% 3 of 3	100% 5 of 5	100% 3 of 3	100% 4 of 4



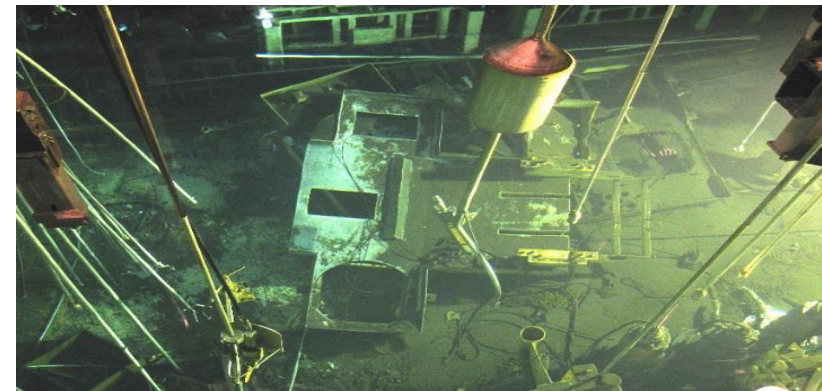
# Successful EM Baselines Result in Savings



Projects baselined after FY 2008 were completed \$465M (17%) below their approved baseline TPC. Adding the forecast for still active projects, the savings are estimated at \$324M (5%).



# EM accomplishments 2018



**Ft. St. Vrain Facility Improvement Project (picture of ISFSI):**  
Completed on time and within 10% of baseline cost

**KW Basin Sludge Removal Project :** Completed on time and within 10% of baseline cost



# EM accomplishments 2018



**Phase II completion Vit Facility – West Valley**



**Preparing Site for New Mercury Treatment Facility (OR)**



**Groundbreaking of new ventilation system at WIPP**



**D Area Ash Remediation Project: PMI Project of the year for project excellence**





# FY 18 EM ACCOMPLISHMENTS (Looking back)

- **Project Management Institute (PMI) recognized EM's D Area Ash Project-** Consolidated more than 400,000 cubic yards of coal ash and ash-contaminated soil, completed 14 months ahead of schedule, saving \$9 million, and resulting in the SRS management and operations contractor receiving the PMI Award for Project Excellence
- Completed the RL KW Basin Sludge Removal Project 15 months ahead of schedule and within 10% of baseline cost.
- Completed Ft. St. Vrain on time and within 10% of baseline cost



# FY 18 EM ACCOMPLISHMENTS (Looking back)

- **Completed the River Corridor Project with a CD-4 date of November 27, 2018 at a TPC of \$1.85 B and 14 months ahead of CD-4 date**

The following actions were completed:

- Completed the 618-10 burial ground remediation.
- Completed remediation of the 94 VPUs.
- Completed closeout sampling and backfill of the 316-4 and 600-63 waste sites.



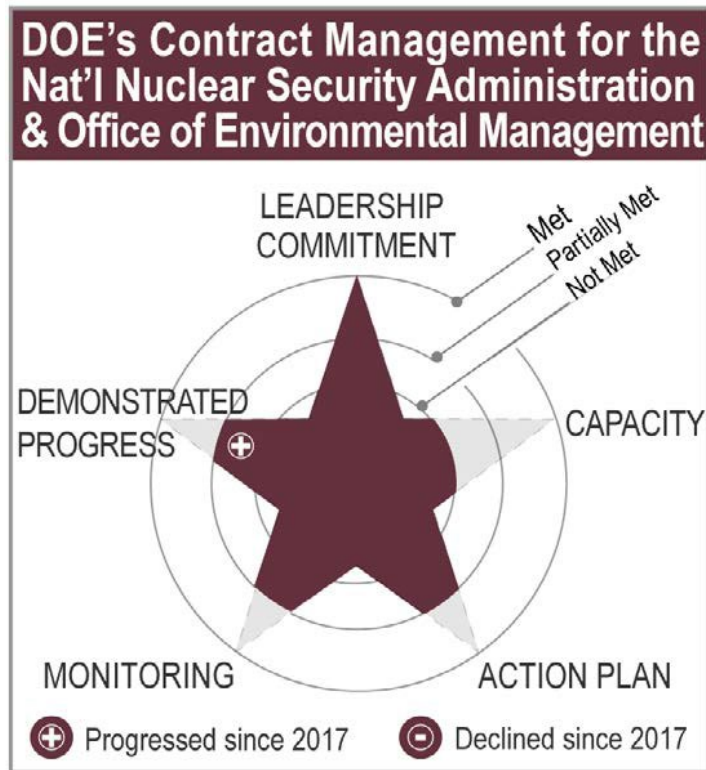
# FY 18 EM ACCOMPLISHMENTS (Looking back)

- Exceeded the uranium mill tailings shipment goal at EM's Moab Uranium Mill Tailings Remedial Action Project by more than 32,200 tons.
- Broke ground for the Safety Significant Confinement Ventilation System at the Waste Isolation Pilot Plant
- Demolished the 50-foot-tall, 10,000-square-foot vitrification facility at the West Valley Demonstration Project
- Completed site preparation for construction of the Mercury Treatment Facility at the Oak Ridge Site



# GAO ACTIVITIES

- The GAO High Risk List Report of 2019 issued on March 06 2019



Source: GAO analysis. | GAO-19-157SP



Source: GAO analysis. | GAO-19-157SP



# GAO High Risk List 2019 Ratings (including Environmental Liability)

GAO RATING CRITERIA	2019 GAO HIGH RISK LIST RATING	2019 ENVIRONMENTAL LIABILITY RATING
LEADERSHIP COMMITMENT	MET	PARTIALLY MET
CAPACITY	NOT MET	NOT MET
ACTION PLAN	PARTIALLY MET	NOT MET
MONITORING	PARTIALLY MET	NOT MET
DEMONSTRATED PROGRESS	PARTIALLY MET	NOT MET

## REMAINING WORK:

Fifty-one recommendations were open as of December 2018; 15 recommendations were made since the last high-risk update in February 2017. DOE, including NNSA and EM, should implement our recommendations to use sound contract, program, and project management practices to enhance oversight and reduce the risk of fraud, waste, and abuse.