Idaho Cleanup Project

- Cleanup centered around six major project areas in addition to miscellaneous sites
- Both Contract Target and ARRA Scope includes
  - Facility decontamination and decommissioning
  - Sodium-bearing waste treatment and disposition
  - Nuclear material disposition
  - Spent nuclear fuel stabilization and storage
  - Environmental restoration
  - Waste management
ARRA Specifics at the Idaho Cleanup Project

- **$422 M in ARRA Funding to CWI / $285 M Spent-to-Date**

- **Jobs**
  - Over 650 retained and hired

- **Footprint Reduction**
  - Over 800,000 ft² facilities and structures to be demolished or dispositioned including the Materials Test Reactor and Experimental Breeder Reactor II

- **Risk Reduction**
  - Buried waste to be exhumed from the Subsurface Disposal Area (SDA) and targeted waste packaged for off-site disposal
  - Remote-Handled Transuranic (RH-TRU) waste to be characterized, repackaged and the majority shipped to DOE’s Waste Isolation Pilot Plant (WIPP)
ARRA Lessons Learned

- Planning
- Contract Management
- Safety
- Performance Reporting
- Communication
- Close-out
Early identification and definitization of ARRA Work Scope
  - Made easier by some work deferrals (i.e., work was already planned) that occurred as a result of funding challenges

Quickly identified all ARRA work that required regulatory approval and immediately began preparation of the required documentation (e.g., EE/CA for EBR II reactor disposition) – Resulted in no delays to work commencement

Engaged Site stakeholders early in planning process to discuss ARRA work scope and approaches
ARRA Contract Management

- **DOE Partnership**
  - Early “buy-in” of ARRA proposal approach expedited process
  - Detailed schedule developed for proposal development and submittal
  - Sequenced proposals submission to allow simultaneous review and development
  - 23 proposals (manageable pieces of scope)

- **Contract**
  - Scope definitization took too long (one year) due to lack of manpower to perform independent cost/price analysis
  - Superstretch fee provisions were incorporated into contract to incentivize positive cost and schedule performance
ARRA Safety

- **Approach for new workers**
  - Integrate new workers with proven worker safety and health programs
    - Validated Integrated Safety Management, Contractor Assurance, and Quality Assurance systems
    - Award-winning Voluntary Protection Program (VPP Star Site, VPP ‘Star of Excellence,’ VPP ‘Legacy of Stars’)
    - Certified Environmental Management System ISO 14001
Approach (continued)

• All ARRA hires participated in a comprehensive new employee training, known as “Block Training”
  - Up to two weeks of classroom and “hands on” instruction
  - Project/position specific training provided after Block Training
• Team new employees with experienced crews to enhance safe delivery

Result - Excellent Safety Performance

• Over 1,400,000 hours worked with two recordable injuries (TRCR – 0.29)
Reporting requirements were well defined, but extensive audits, requests for information and reporting clarifications were not anticipated.

In response, CWI

- Established an ARRA Program Office to respond to all information requests
- Developed and implemented strategies to address assessments and audits
  - Documentation of all report processes and accountabilities
  - Central location of all ARRA records and reports
ARRA Communications

Challenges:

- Initially, underestimated demand for communication materials
- Augmented communications staff with new hire and subcontractors
- Increased photography and video production
- No clear, consistent guidance from HQ on communication expectations at the start of ARRA

Solutions:

- Created internal ARRA communications plan to give structure to communication efforts
- Developed new archiving system for thousands of ARRA progress photos
- Created an external ARRA Web site highlighting project successes
- Producing two ARRA—related articles per week
- Distributing ARRA news releases and video footage to local news media outlets
ARRA Close-Out

- **People**
  - HQ guidance on Workforce Restructuring (WFR) would have been helpful if received earlier to support the planning process
    - How to handle ARRA WFR costs
    - HQ expectations and process for approval of WFR Plans
  - Communicate, communicate, communicate

- **Paper**
  - Closeout requirements pending and uncertain
  - Draft guidance issued but not required contractually
  - Implementing standard project closeout approach pending further guidance
Effective deployment of $422 M in Recovery Act funding at the ICP aided by:

- Effective, in-place safety culture
- Partnership approach with DOE ID and the regulators
- Approximately one-half ARRA workers already on site
- Significant pieces of ARRA funded scopes of work previously planned (but originally shelved due to funding challenges)
- Contract provisions (and incentives) resulted in additional ARRA scope being completed (superstretch provisions)
- Early and often communication about workforce restructuring and benefits available to ARRA workers (Transition Bulletins)