



Mission: Maximize DOE/NNSA mission success by achieving management and operational excellence



Energy Facility Contractors Group

Annual Report 2017

FISCAL YEAR 2017 ANNUAL REPORT TO THE MEMBERS

EFCOG'S MISSION

Maximize DOE/NNSA mission success by achieving management and operational excellence

Value Proposition

- A comprehensive network of leading companies partnering with DOE to:
 - promote safe, secure, and effective operations
 - develop, share, and advance innovative practices
 - deliver cost-effective solutions to challenges and issues, and
 - strengthen performance measurement and accountability
- Access to unmatched leadership and experience across member sites and companies
- A collective voice for DOE/NNSA contractors across missions, functions, and sites

Note from the Chair



For over 25 years, the Energy Facility Contractors Group (EFCOG) has worked to improve operations across the Department of Energy (DOE) complex. Formed by contractor executives with the goal of working together to address common issues and problems within DOE/National Nuclear Security Administration (NNSA), EFCOG strives to improve operations as well as reduce overall costs and protect worker safety and the public. From unique nuclear operations to safeguarding our nation's strategic nuclear materials for weapons, EFCOG strives to improve the efficiencies and safety of the DOE/NNSA operations.

We focus on providing constructive and cost efficient results to DOE/NNSA as well as providing a forum for a strong network of subject matter experts on

Various technical area. EFCOG promotes the sharing of lessons learned and best practices provided on our website.

EFCOG continues to operate utilizing five specific working groups:

**Project Delivery
Training**

**Safeguards and Security
Waste Management**

Safety

Below this working group organization, various subgroups and task teams work on specific functional areas and special issues/tasks. The working groups represent the best and the brightest of the subject matter experts throughout the DOE programs, laboratories and sites. We support DOE by providing numerous ideas and opportunities thru white papers, and give recommendations and comments on a range of DOE Orders, standards, and guides. In developing best practices, we identify those areas where work can be done more efficiently and in a safe manner.

We continue to work with sister organizations such as the National Laboratories Directors Council, the Energy Communities Alliance (ECA), and the Institute of Nuclear Power Operations. We sponsor, co-sponsor and/or organize opportunities such as the National Cleanup Workshop for technical exchanges between the contractor community and the Federal government.

This report summarizes the accomplishments of the working groups over the past Fiscal Year 2017 and lays out initiatives and deliverables for the upcoming Fiscal Year 2018. The full accomplishments as well as the full work plans are available on the EFCOG website.

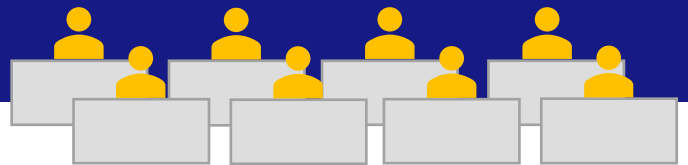
I would like to thank the hard work of our working groups and look forward to the 2018 tasks that they will achieve to continue to improve the operations of the DOE/NNSA facilities. Thank you all and we look forward to another productive year together.

Sincerely,
William A. Morrison
Chair, Energy Facility Contractors Group

Twenty-six years ago, EFCOG was formed. The organization arose from an initiative by contractor executives to work together to improve operations across the DOE complex and a challenge from the then Secretary of Energy to tackle common problems facing DOE sites and laboratories. That remains the core of our mission today – to maximize DOE/NNSA mission success by achieving management and operational excellence.

Over those 26 years, we have continued to demonstrate the value of contractors across the DOE complex working together and in coordination with DOE/NNSA at the HQ and the field level. Fiscal year 2017 was no exception. We focused on ensuring that we provide constructive and objective results for DOE across the DOE complex, sustain a strong network of subject matter experts (SMEs), and promote open and effective inter-site sharing of lessons learned and best practices.

BOARD OF DIRECTORS



The Board of Directors is elected by the Executive Council from the membership and serves as the governing entity for EFCOG’s day-to-day operations. We continued to work with DOE on several major efforts. First, we continued a multi-pronged effort to reconnect EFCOG with the DOE-EM Field Office Managers, including participation in bi-weekly field managers calls, participation by field managers in EFCOG Board meetings, and discussion of key issues such as contractor assurance, revision of the DOE Project Management Order, and acquisition planning.

We worked to establish a new Corporate Partnering group focused on NNSA and made up of corporate executives from all NNSA prime contractors, which is modeled after the successful EM Corporate Partnering group. We utilized the Corporate Partnering groups to move forward several important issues, including reducing operational costs at DOE sites and streamlining cost proposals for future procurements. We continued our cooperation with sister organizations, including DOE’s Field Management Council, the National Laboratory Directors Council COO group, the Institute of Nuclear Power Operators, ECA, and the Nuclear Energy Institute.

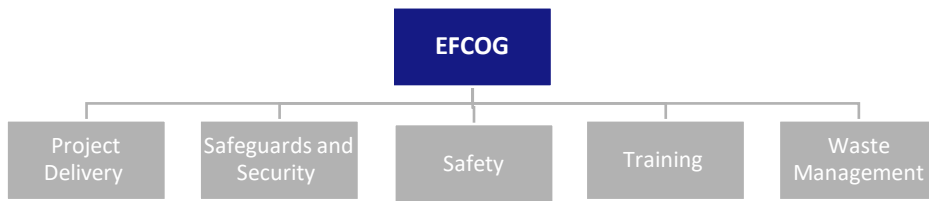
In September, we co-sponsored, with ECA and DOE-EM, the second National Cleanup Workshop. The workshop focused on upcoming challenges and provided the opportunity for deeper interactions and dialogue with leaders from the communities that host DOE sites. We improved the partnership between the EFCOG Board of Directors and DOE-EM leadership to enable more constructive dialogue on how best to address topics such as practical ways to reduce costs at DOE sites, how to realistically achieve DOE’s acquisition objectives, and resolving a range of issues affecting productivity and cost effectiveness.

Board of Directors

Chair	William A. Morrison	Veolia
Vice-Chair	Michael J. Graham	Bechtel National, Inc.
Vice-Chair Elect	Sandra Fairchild	AECOM & Savannah River Remediation LLC
Directors	Lori W. Baker	Bechtel Waste Treatment & Immobilization Plant
	Linda R. Bauer	Consolidated Nuclear Security, LLC
	John Clymo	Sandia National Laboratories
	Dyan Foss	CH2M Hill, Inc.
	Moses N. Jaraysi	CH2M HILL Plateau Remediation Company
	Linda E. Kobel	Los Alamos Technical Associates, Inc.
	Michael K. Lempke	Huntington Ingalls Industries
	Greg Meyer	Fluor Federal Services
	Liz Porter	Leidos
	Frank R. Sheppard, Jr.	Parsons Government Services
	Jeffrey L. Stevens	BWXT Technical Services Group, Inc.
	Susan G. Stiger	Bechtel National, Inc. & Los Alamos National Laboratory
	Bill Johnson	Mission Support Alliance, LLC
G. Todd Wright	Washington River Protection	
Directors Emeritus	Lincoln E. Hall	L&L Associates, Inc.
	Donald W. Pearman	Bechtel National, Inc.

Fiscal Year 2017 Board of Directors

EFCOG continues to function under a streamlined organization of five working groups:



These Working Groups include subject matter experts, leaders, and managers from across DOE's programs, laboratories, and sites. This year the Working Groups produced focused best practices developed from across the enterprise, issued numerous white papers and recommendations, and supported DOE in the review, updating, and improvement of a broad range of DOE Orders, standards, and guides. In all these efforts, we maintained a focus on achieving excellence in a manner that is practical, implementable, cost-effective, and sustainable. The key FY2017 accomplishments of these groups as well as a summary of the planned FY2018 activities are summarized below. More detailed description of both FY2017 and FY2018 activities, as well as membership of the groups, can be found on the EFCOG website.

WORKING GROUPS

During the past year, the EFCOG Working Groups focused on numerous critical initiatives. The Working Groups utilized teleconferences and meetings to exchange information and lessons learned. Each Working Group performs its activities consistent with a charter approved by the Board of Directors.



A Chairperson oversees the direction of each Working Group. Working Group membership includes individual subject matter experts supporting particular focus areas. The FY 2016 Working Group Chairs (and their member company affiliations) are shown on page 6 as of June 2016. DOE and NNSA Headquarters and Field Sponsors provide advice, information, and support.

WORKING GROUP	EFCOG CHAIR	DOE LIAISON and DOE & NNSA POCS
Project Delivery	Bob Miklos, Chair (Idaho National Laboratory)	Paul Bosco, OAPM; Mark Arenaz, ID; Bob Raines, NNSA
Safeguards and Security	Michael Schwartz, Chair (Pacific Northwest National Laboratory)	Marc Brooks, AU
Safety	John McDonald, Chair (Washington River Protection Solutions)	Pat Worthington, AU; Amanda Anderson, EM; Mark Blackburn, AU; Collette Broussard, AU; Dan Bullen, DNFSB; Jim Dillard, AU; Brian DiNunno, EA; Jim Goss, (NA-NPO)NNSA; Pranab Guha, AU; Mike Hicks, ID; Greg Jones, RL; John Marra, EM; Bill McArthur, AU; Jose Munoz, NNSA; Bob Nelson, EM; Jim O'Brien, AU; Jim O'Neal, NNSA; Chris Roscetti, DNFSB; Ashley Ruocco, AU; Rizwan Shah, AU; Josh Silverman, AU; Steve Singal, AU; Garrett Smith, AU; David Weitzman, AU
Training	David Lent, Chair (Idaho National Laboratory)	Karen Boardman, EA
Waste Management	W.T. (Sonny) Goldston, Chair (CH)	Mark Senderling, EM; Vince Adams, EM-PPPO; Ahmad Al-Daouk, NNSA; Rob Boehlecke, NNSA; Ray Corey, RL; Kurt Gerdes, EM; Ben Harp, ORP; Ashok Kapoor, EM; Chris Kemp, ORP; Joanne Lorence, EM; Tom Longo, NNSA; Dave Michlewicz, SC; Ken Picha, EM; Geary Pyles, NNSA; Rob Seifert, EM; Terry Spears, SR; Dan Sullivan, WV; Linda Suttora, EM; Andy Szilagyi, EM; Doug Tonkay, EM

2017 Working Group Leadership

FY17 ACCOMPLISHMENTS AND FY18 PLANNED ACTIVITIES

Project Delivery Working Group

The EFCOG Project Delivery Working Group (PDWG) is chartered to leverage the expertise and experience of U.S. Department of Energy contractors to address challenges and achieve improvements in project delivery across the DOE complex. The PDWG's purpose is to seek out, promote and share the best practices and processes for successful project delivery at DOE facilities. This will be achieved through contractor subject matter experts and professionals from across the DOE complex working together, and in partnership with DOE, to implement DOE initiatives which strengthen and advance the development, management and delivery of projects (and project-like activities) in support of DOE missions. The PDWG portfolio includes those broad-based, interrelated elements across the project lifecycle critical to successful project delivery. Areas of focus and collaboration include:

- Earned Value Management
- Cost Estimating
- Guide Revisions
- Project Management
- Acquisition Management
- Risk Management
- Project Peer Review Support
- Scheduling
- Contract Management
- Start-up, Testing and Commissioning

The PDWG is comprised of two technical subgroups which include the Project Controls Subgroup and the Project Management Subgroup.

Accomplishments in FY2017

The group continued work with DOE on the Earned Value Management System (EVMS) surveillance and certification process. This included continued development of a standard data set to improve testing protocols and development of a test platform for the automated testing of EVMS systems. This will significantly reduce the time and manpower needed to provide surveillance and certification of EVMS systems. A comprehensive risk survey was developed to be used to identify how sites are utilizing risk management. This will assist in developing first class risk management systems. The Government Accounting Office (GAO) 12-step Cost Estimating Process was also reviewed by the working group and worked on developing best practices in how to meet the guide. The group also started up a subtask group on Start-Up, Testing and Commissioning. This group is expected to identify best practices and develop a guide that could be used by sites for startup activities. It is expected that this group will complete its task in 2017.

Initiatives in FY2018

The group continued collaborative support to DOE on the EVMS initiatives, review and identification of issues associated with the "Requirements for Management of EM's Cleanup Program", development of a crosswalk to the GAO Cost Estimating guides, identification of risk management software being utilized throughout DOE, examine the bias in schedule development and schedule uncertainty in baselines, and examine the practice of managing schedule margin for baselines.

EFCOG Safeguards and Security Working Group

The Safeguards and Security Working Group (SSWG) is chartered to continuously improve Safeguards & Security (S&S) performance across DOE by focusing on the protection of Nuclear Material and Special Nuclear Material (SNM), sensitive information, classified matter, assets, and personnel. The SSWG adds value by bringing together the best and brightest DOE and industry S&S professionals to analyze issues and develop cost-effective solutions that bring clarity and continuous improvement to the DOE missions.

The primary objectives are to 1) enable the successful execution of DOE missions and programs by promoting security practices that deliver cost effective, safe and secure outcomes; and 2) provide a forum for the active exchange of ideas, approaches and lessons learned among contractors and industry that enhances collaboration through the sharing of innovative technologies and methods and encourages interaction between DOE management and contractors on complex wide objectives, issues and projects.

The Working Group serves as a consensus board for emerging security directives proposed by DOE and for the interpretation and consistent application of existing DOE directives. The Working Group assures the goals of EFCOG and DOE are met through effective planning and execution and promotes continuous improvement and professional development by sharing information among contractors through vehicles such as websites, workshops, and subgroups.

3 Technical subgroups of SSWG

Information Security: Program Planning and Management (PPM)

Material Control and Accountability (MC&A)

Physical Security (Protective Force)

Accomplishments in FY2017

In FY2017, the Working Group had a transition of the SSWG Chair and had multiple actions which reduced the ability to complete all identified FY17 activities. Each subgroup conducted multiple conference call meetings to move forward with identified initiatives. The majority of the FY17 initiatives are being rolled over to FY18. The Working Group brought together Incidents of Security Concern (IOSC) subject matter experts (SMEs) from across the Enterprise to review current IOSC Programs. Weekly conference calls were initiated and allowed IOSC Plans to be collected from each of the 11 participating sites. A face-to-face meeting of all IOSC best practice document development team members was held.

The group also focused on developing potential consistent IOSC Program Plans from across the DOE Complex which included 1) positive examples of work processes, procedures, good ideas, or effective solutions; and 2) consistent IOSC Plans, categorization, terminology, interviewing, reporting, and training. The Physical Security subgroup conducted conference calls and held a face-to-face meeting during the annual EFCOG meeting. A best practice document that focused on Protective Force staffing was drafted. The MC&A subgroup conducted multiple conference calls and held meetings with multiple sub-group activities. The main focus was on the review of MC&A programs and the effect on budgets and staffing in consideration of enhanced safeguards controls.

Initiatives in FY2018

Initiatives in FY2018 include the development of an IOSC Categorization Best Practice Document to IOSC Program and Policy Leaders. The objective is to potentially help draft a new Policy and Standard and partner with Office of Enforcement in building a consistent and usable document for use throughout the enterprise. The Working Group will also assist in the review and development of an OPSEC Handbook.

The Physical Security subgroup plans to assist in the review and development of programs relating to security technology infrastructure as well as review and development of implementation guidance for the Design Basis Threat policy and associated Security Risk Management Technical Standard. The MC&A subgroup plans to develop MC&A Centers of Excellence points of contact as well as develop sub-topical working groups to assist in policy review and implementation of programs related to budget and staffing for MC&A programs.

Waste Management Working Group

The Waste Management Working Group (WMWG) is chartered to leverage the expertise and experience of contractors to the DOE. The purpose of the WMWG is to seek out and promote the best management and operating practices, cost effective technologies and disposal options for all waste streams generated at DOE facilities whether destined for DOE or commercial facilities. The WMWG will be focused on complex wide integration and technology transfer while supporting cost effective and efficient waste options. This will be achieved in a way that enhances complex wide communication and maintains a priority on safety, environmental stewardship and security. The scope of the working group includes cradle to grave waste management considerations including waste generation, especially from all DOE activities including facility deactivation & decommissioning (D&D) programs.

4 Technical subgroups of WMWG

- Decontamination and Decommissioning
- National Laboratory
- Packaging and Transportation
- Tank/High Level Waste

Accomplishments in FY2017

This Working Group provided technical support and regulatory expertise associated with waste classification and consolidation issues. Options and alternatives for Transuranic Waste (TRU) inventory across the DOE Complex were developed during the Waste Isolation Pilot Plant shutdown. Continued support to the Low-Level Waste Federal Review Group (LFRG), the Transuranic Waste (TRU) Corporate Board, and the Tank Waste Corporate Board, was provided as well with specific support to the Office of River Protection (Hanford) for the Waste Incidental to Reprocessing Evaluations and Integrated Disposal Facility, Performance Assessment.

The Working Group provided technical support for the completion, response to comments, implementation and training associated with DOE Order 435.1 (Radioactive Waste Management) with a focus on Low-Level Waste (LLW) disposal, consolidation, waste classification and Waste Incidental to Reprocessing. Technical support to the Packaging and Transportation program continued with the completion of the evaluation of “return to service” radiological contamination clearance limits for commercial equipment that has transported DOE materials to a DOE facility or commercial

equipment that has transported DOE materials to a DOE facility or commercial disposal facility. Technical support and impact review was provided for the development of overall performance standards for use by DOE sites when conducting rad clearance surveys on commercial transporter equipment and vehicles. Coordination of this Focus Areas will include support to the Contractors Transportation Management Association (CTMA) and will incorporate a P&T Lessons Learned Program.

The group provided approach to ensure technical inputs to facilitate timely collaboration among National Laboratories for challenging new waste streams. Developing and expect to publish a process in the form of a best practice for sustainable structured decision analysis. Finally, the group continued technical, regulatory, and program support to D&D activities across the complex with emphasis on improvement of the integration of program and project management for D&D and integration of regulatory structures.

Initiatives in FY2018

The completion of the evaluation of realistic “return to service” radiological contamination limits for commercial equipment that has transported DOE wastes to a DOE disposal facility including the DOT HM 250 rulemaking. Continued support will be provided to the DOE EM Corporate Boards (LLW, Tank Waste, TRU) as well as the CTMA and the LFRG. The group will also provide technical input on the performance-based revision to 10 CFR 61 as it affects LLW disposal performance requirements.

Safety Working Group

The EFCOG Safety Working Group (SWG) is chartered to assist member companies attain and maintain the highest levels of Integrated Safety Management performance in the operation of DOE/NNSA facilities/projects. “Safety,” as it relates to the scope of the working group, is inclusive of the Department’s implementation of Integrated Safety Management Systems (ISMS) and includes a number of related functions such as work planning and control, engineering processes, radiological protection, nuclear and facility safety, criticality safety, fire protection, worker safety and health, industrial hygiene, environmental protection, quality assurance, contractor assurance, and related regulatory programs.

The SWG achieves this by 1) advocating strong, effective implementation of Integrated Safety Management, 2) seeking out, developing, and promoting best management and operating practices, 3) facilitating the exchange of operating experiences and information on safety and regulatory programs and their effectiveness, and designing studies and developing position and technical papers to enhance DOE/NNSA regulations and directives processes where appropriate, 4) providing DOE/NNSA and member companies access to a network of subject matter experts 5) identifying opportunities to save and/or avoid costs in the implementation of safety and regulatory programs while assisting member companies implement effective safety and regulatory programs through peer reviews and consultations, and 6) arranging for training and awareness workshops to enhance the competency of safety professionals.



- Worker Safety & Health
- Integrated Safety Management (ISM)
- Sustainability and Environment
- Nuclear & Facility Safety
- Quality Assurance
- Regulatory & Enforcement
- Engineering Practices

Accomplishments in FY2017

Accomplishments of the SWG during FY2017 were varied and numerous. Examples of significant accomplishments include development of a Contractor Assurance Effectiveness Validation Guide and Maturity Model. The group also established a Nuclear Facility/Safety Early Career Focus Group which focuses on growing the next generation of nuclear experts for the DOE programs. The group developed a Hazards and Accident Analysis Handbook, a Safety Culture Monitoring Guide, and a Quality Assurance (QA) Graded Approach document. The Working Group developed and issued guidance on Industrial Health Physical Agents Threshold Limit Values (TLV) as well as guidance on the Flow-down of Safety and Health Requirements to subcontractors. A Human Performance Improvement Leadership Guide was also developed during FY2017. A subgroup also developed a Report on the use of a QA Master Approved Supplier List for the EM complex.

Seven Best Practices were developed and issued as a result of SWG efforts during FY2017:

- BP 193: Adoption of NFPA 70E 2015 in Place of NFPA 70E 2012
- BP 194: Calculation Spreadsheet for DC Arc Flash Hazard; DC Arc Flash Calculator
- BP 195: Contractor Assurance System Effectiveness Validation
- BP 199: Regulatory Summary of 10 CFR 830.122 (QA Rule)
- BP 200: Incidental Welding: Welding Activities Not Covered by a Code or Standard
- BP 201: Welding Program Ownership
- BP 202: Lines of Inquiry for Flow down of Requirements and Subcontractor Implementation of 10 CFR 851

These Best Practices are all on the EFCOG website.

Initiatives in FY2018

The planned FY2018 initiatives of the SWG are numerous. They include initiatives such as: 1) partnering with the Project Delivery Working Group on the Startup and Commissioning Task Team, 2) completing the joint contractor/DOE review of the NFPA Codes and Standards, refining the Contractor Assurance System (CAS) Effectiveness Validation Best Practice and developing an associated CAS Assessment Plan, 3) developing a coaching guide on effective leadership traits and behaviors as part of Human Performance, 4) developing a safety culture program evaluation guide, 5) establishing a Reactor Task Group, and 6) finalization of a Commercial Grade Dedication (CGD) Handbook for items and software; and development of associated CGD training.

Training Working Group

The Training Working Group (TWG) was established to integrate and standardize training programs across the complex. The TWG is chartered to leverage the expertise and experience of contractors to the DOE. The primary objective of the group is to drive efficiency and effectiveness in training conducted for the DOE. Specifically, a focus area is to identify duplication of training programs across the complex. This enhances opportunities to leverage resources and increase training portability across the complex.

Accomplishments in FY2017

The FY2017 accomplishments of the Training Working Group included providing technical support for the implementation and expansion of the DOE Safety and Health Reciprocity Program as described in DOE Policy 364.1 of April 2014. The Working Group Improved training quality, improved project mobilization, and improved worker safety. As part of this, 74 courses received reciprocity across 18 contractor locations. The FY17 Working Meeting focused on the reciprocity process and increasing the number of courses granted reciprocity. The Working Group conducted a benchmarking study on common training program courses in the DOE complex as well as working sessions on selection of core health and safety courses for the Department Training Institute. The Working Group also focused on Learning Management Systems across the complex and opportunities to standardize.

Initiatives in FY2018

The FY2018 initiatives by the TWG include a working meeting in Idaho with SME from the Safety Working Group to discuss opportunities to standardize review of Health and Safety Training Programs. The Working Group will provide training subject matter expertise to support the standardization of 10 DOE courses. It will continue to provide technical support for the implementation and expansion of the DOE Safety and Health Reciprocity program as described in DOE Policy 364 as well as continue course content sharing in DOE Course and Related Data System. The Working Group will also evaluate the feasibility of mobile training teams and will implement consistent effective training and qualification assessments (both self-assessments and independent assessments) across DOE sites.

Please see the links below for detailed FY2018 plans for each of the Working Groups

Safety WG: http://efcog.org/safety/?drawer=Safety%20Working%20Group*Documents

Project Delivery WG: [http://efcog.org/project-delivery/?drawer=Project Delivery Working Group*Documents](http://efcog.org/project-delivery/?drawer=Project%20Delivery%20Working%20Group*Documents)

Training WG: [http://efcog.org/training/?drawer=Training Working Group*Documents](http://efcog.org/training/?drawer=Training%20Working%20Group*Documents)

Safeguards & Security WG: [http://efcog.org/safeguards-security/?drawer=Safeguards and Security Working Group*Documents](http://efcog.org/safeguards-security/?drawer=Safeguards%20and%20Security%20Working%20Group*Documents)

Waste Management WG: [http://efcog.org/waste-management/?drawer=Waste Management Working Group*Documents](http://efcog.org/waste-management/?drawer=Waste%20Management%20Working%20Group*Documents)

EFCOG Fiscal Year 2017 Fund Account Summary

OCTOBER 1, 2016 – SEPTEMBER 30, 2017

Beginning Balance as of 10-01-16		\$440,565.45
Receipts		
FY-2017 Memberships & Renewals	\$186,750.00	
FY-2018 Memberships & Renewals	\$192,000.00	
Energy Community Alliance	\$70,000.00	
Interest	\$134.57	
Total Receipts	\$448,884.57	
Disbursements		
Misc Expenses (Bank Fees)	\$0.00	
Energy Community Alliance	\$70,000.00	
Working Group Incentives	\$1,511.20	
Support Service Contractor		
Longenecker & Associates, Inc. ¹	\$351,553.10	
Total Disbursements	\$423,064.30	
Net income as of 09-30-17		\$25,820.27
Ending Balance as of 09-30-17		\$466,385.72

¹ Support Service costs include:

- a. Managing Director and Working Group Coordinator Support
- b. Administrative Support
 - Working Group, Member Company Coordination
 - Database Development, Maintenance, and Management
 - Internet Service
 - Website Development and Maintenance
 - Meeting Logistics and Support
- c. Printing and Distribution of Tri-folds and Other Documents
- d. Executive Council Meetings – Annual Meeting and Semi-Annual Meeting
- e. Quarterly Board of Directors Meetings and/or Teleconferences
- f. Strategic Planning Meetings and/or Teleconferences
- g. Working Group Chair Meetings and/or Teleconferences
- h. Travel

EFCOG MEMBER COMPANIES FINACIAL INFORMATION

Company	Type
Renewed Membership for FY2017	
Canberra Industries, Inc.	Full
Veolia Nuclear Solutions	Full
University of California	Full
Westinghouse Government Services	Full
Weston Solutions, Inc.	Full
UCOR	Full
Los Alamos Technical Associates, Inc.	Full
Centerra Group, LLC	Full
Fluor-BWXT Portsmouth LLC	Full
CH2MHILL BWXT West Valley, LLC	Full
Mission Support Alliance, LLC	Full
Bechtel National, Inc.	Full
Oak Ridge Associated Universities	Full
Brookhaven National Laboratory	Full
Savannah River Remediation LLC	Full
Washington River Protection Solutions	Full
CH2MHILL Plateau Remediation Company	Full
Savannah River Nuclear Solutions	Full
Huntington Ingalls Industries	Full
TerranearPMC, LLC	Full
BWXT Technical Services Group, Inc.	Full
Booz Allen Hamilton	Full
Los Alamos National Laboratory	Full
CH2M Hill, Inc.	Full
Atkins	Full
Bechtel Waste Treatment Plant	Full
Jacobs Engineering Group	Full
Argonne National Laboratory	Full
Leidos	Full
Fluor Federal Services	Full
UT-Battelle	Full
AECOM	Full
AREVA Federal Services LLC	Full
Consolidated Nuclear Security, LLC	Full
Lawrence Livermore National Laboratory	Full
Honeywell	Full
Idaho National Laboratory	Full
Pacific Northwest National Laboratory	Full
Sandia National Laboratories	Full
Alliance for Sustainable Energy, LLC (NREL)	Full
Nuclear Waste Partnership LLC	Full
Lawrence Berkeley National Laboratory	Full
Parsons Government Services	Full
MPR Associates, Inc.	Associate
Skookum Contract Services	Associate
Securiguard, Inc.	Associate
Project Time & Cost, LLC	Associate

Burns & McDonnell Engineering	Associate
Waste Control Specialists LLC	Associate
SLAC National Accelerator Laboratory	Associate
TwentyEighty Strategy Execution	Associate
Merrick & Company	Associate
Schneider Electric	Associate
L&L Associates, Inc.	Associate
Fermi National Accelerator Laboratory	Associate
AVANTech Inc.	Small Business
Firewater Associates LLC	Small Business
Babcock Services, Inc	Small Business
HBE Consulting Solutions, LLC	Small Business
Swift & Staley Inc.	Small Business
Chenega Corporation	Small Business
ARS Aleut Remediation, LLC	Small Business
AzTech International, Inc.	Small Business
GEL Laboratories, Inc.	Small Business
Innovative Technology Partnerships, LLC	Small Business
Samos Advisors LLC	Small Business
Government Scientific Source, Inc.	Small Business
Federal Engineers & Constructors	Small Business
Humphreys & Associates, Inc.	Small Business
Spectra Tech, Inc.	Small Business
Boston Government Services, LLC	Small Business
Aspen Resources Limited, Inc.	Small Business
Visionary Solutions, LLC	Small Business
Neptune and Company, Inc.	Small Business
I.C.E. Service Group, Inc.	Small Business
Colleague Consulting LLC	Small Business
Perma-Fix Environmental Services	Small Business
American DND, Inc.	Small Business
Container Products Corporation	Small Business
HukariAscendent	Small Business
Strategic Management Solutions, LLC	Small Business
ARES Corporation	Small Business
Navarro Research and Engineering, Inc.	Small Business
Advanced Technologies and Laboratories Int'l	Small Business
Pro2Serve	Small Business

Total Membership Renewals and Income for FY 2017

85

\$324,000

New Membership for FY2017

Arcadis US, Inc.	Full
PAE Inc.	Associate
CSRA	Associate
Fire & Pump Service Group	Small Business

Project Enhancement Corporation	Small Business	
HPM Corporation	Small Business	
ClearPlan LLC	Small Business	
Total New Membership and Income for FY 2017	7	\$16,000
Total Membership and Income at End of FY 2017	92	\$340,000

EFCOG MEMBER COMPANIES

By the end of FY 2017, EFCOG membership included 94 DOE contractors. EFCOG welcomes the following new companies: PAE Inc., Fire & Pump Service Group, Arcadis US, Inc., Project Enhancement Corporation, HPM Corporation, ClearPlan LLC and CSRA.

Advanced Technologies and Laboratories Int'l	CH2MHILL BWXT West Valley, LLC
AECOM	CH2MHILL Plateau Remediation Company
Alliance for Sustainable Energy, LLC (NREL)	Chenega Corporation
American DND, Inc.	ClearPlan LLC
Arcadis US, Inc.	Colleague Consulting LLC
ARES Corporation	Consolidated Nuclear Security, LLC
AREVA Federal Services LLC	Container Products Corporation
Argonne National Laboratory	CSRA
ARS Aleut Remediation, LLC	Dassault Systemes
Aspen Resources Limited, Inc.	Federal Engineers & Constructors
Atkins	Fermi National Accelerator Laboratory
AVANTech Inc.	Fire & Pump Service Group
AzTech International, LLC	Firewater Associates LLC
Babcock Services, inc.	Fluor-BWXT Portsmouth LLC
Bechtel National, Inc.	Fluor Federal Petroleum Operations
Bechtel Waste Treatment Plant	Fluor Federal Services
Booz Allen Hamilton	GEL Laboratories, Inc.
Boston Government Services, LLC	Government Scientific Source, Inc.
Brookhaven National Laboratory	HBE Consulting Solutions, LLC
Burns & McDonnell Engineering	Honeywell
BWXT Technical Services Group, Inc.	HPM Corporation
Canberra Industries, Inc.	HukariAscendent
Centerra Group, LLC	Humphreys & Associates, Inc.
CH2M Hill, Inc.	Huntington Ingalls Industries (HII)

EFCOG MEMBER COMPANIES CONTINUED

I.C.E. Service Group, Inc.
Idaho National Laboratory
Innovative Technology Partnerships, LLC
Jacobs Engineering Group
L&L Associates, Inc.
Lawrence Berkeley National Laboratory
Lawrence Livermore National Laboratory
Leidos
Los Alamos National Laboratory
Los Alamos Technical Associates, Inc.
Merrick & Company
Mission Support Alliance, Inc.
MPR Associates, Inc.
Navarro Research and Engineering, Inc.
Neptune and Company, Inc.
Nuclear Waste Partnership LLC
Oak Ridge Associated Universities
Pacific Northwest National Laboratory
PAE Inc.
Parsons Corporation
Perma-Fix Environmental Services
Pro2Serve
Project Enhancement Corporation
Project Time & Cost, LLC
Samos Advisors LLC
Sandia National Laboratories
Savannah River Nuclear Solutions
Savannah River Remediation LLC
Schneider Electric
Securiguard, Inc.
Skookum Contract Services
SLAC National Accelerator Laboratory
Spectra Tech, Inc.
Strategic Management Solutions, LLC
Swift & Staley Inc.
TerranearPMC, LLC
TwentyEighty Strategy Execution
UCOR
University of California
UT-Battelle (ORNL)
Veolia Nuclear Solutions
Visionary Solutions, LLC
Washington River Protection Solutions
Waste Control Specialists LLC
Westinghouse Government Services
Weston Solutions, Inc.