

# 2023



# ANNUAL REPORT

## EFCOG'S MISSION

Maximizing DOE and NNSA mission success by sharing best practices and information to support management and operational excellence.

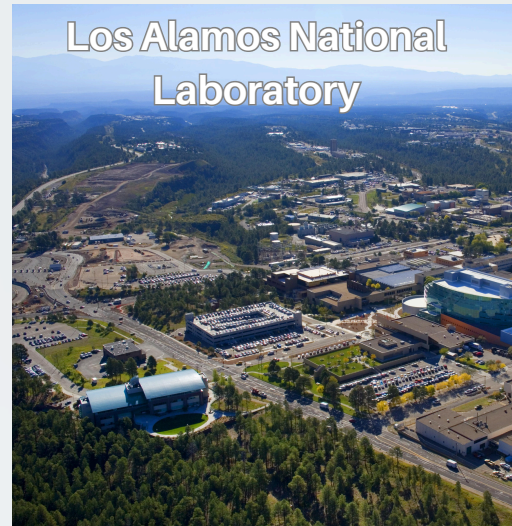
**Lawrence Berkeley  
National Laboratory**



**Argonne National  
Laboratory**



**Los Alamos National  
Laboratory**



## 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
  - 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



I am proud of the continued growth of EFCOG and our continued success in partnering with the U.S. Department of Energy and the National Nuclear Security Administration in successful mission execution. Over the course of 2023, EFCOG grew to its largest membership to date, with more than 120 member companies. As an organization, we helped major DOE programs, including NNSA and the Office of Environmental Management, tackle long-term challenges, while our collection of working groups and task teams continued to address immediate tactical needs. Perhaps most importantly, we took action to ensure EFCOG remains aligned with DOE and NNSA strategic priorities over the next five years.

EFCOG played an important role in aiding NNSA and EM in advancing new governance approaches and maintaining the successful implementation of end-state contracting. EFCOG continued to help EM in tackling one of its pressing long-term challenges --- recruiting, retaining and developing the next-generation of workers necessary to complete the Department's cleanup mission. In addition, EFCOG convened its first Supply Chain workshop to help DOE and NNSA better identify and tackle critical supply challenges.

EFCOG's collection of working groups and task teams have also helped DOE and EFCOG member companies in solving tactical challenges. These efforts include:

- examining the flow down of requirements to subcontractors
- developing effective knowledge transfer processes
- increasing education of cybersecurity concerns
- best practices for waste management in D&D activities
- improved training programs
- providing SMEs for peer reviews
- assisting DOE programs to transition to zero emissions vehicle fleets

These are just a small sample of how EFCOG's working groups are involved.

A pillar of EFCOG's success has been the close and effective collaboration we share with DOE/NNSA programs and leadership. At the end of 2023, the EFCOG Board conducted a review of our strategic

priorities to ensure we stay in alignment with DOE needs. As a result of extensive discussion with DOE and industry leaders, the EFCOG Board established a new set of strategic priorities, discussed in this report, that we believe will continue to ensure EFCOG and its members are focused on aiding DOE in meeting the mission challenges of today and tomorrow.

As we approach the election year of 2024, EFCOG plays a crucial role in providing industrial continuity throughout the DOE complex. That would not be possible without the support and contribution of its member companies and those representatives who dedicate their time and talents to our activities and working groups. The entire EFCOG Board wishes to express our gratitude for your support.

Sincerely,  
Michael Lempke  
Chair, Energy Facility Contractors Group

## EFCOG ANNUAL REPORT

The EFCOG organization arose from an initiative by contractor executives to work together to improve operations across the DOE complex; and a challenge from DOE leadership 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. EFCOG has grown to an organization that has over 120 member companies representing the prime contractor community, as well as the small business community, that support the DOE/NNSA operations.

During decades of service, EFCOG has continued to demonstrate the value of partnership across the DOE complex by working collaboratively with DOE/NNSA at the headquarters and field level. In 2023, the EFCOG Board undertook an effort to examine the organization’s strategic priorities to ensure that EFCOG remained aligned with DOE’s and NNSA’s current needs. The strong collaborative relationship between DOE senior leadership and EFCOG was critical in this effort and will remain critical as EFCOG moves forward in addressing its updated priorities.

EFCOG also supports partnerships with DOE, at both the HQ and field level, through Board and Working Group interactions. Through these interactions, EFCOG accomplished mission milestones, ensured successful mission execution and, more importantly, maintained the safety of our most important resource --- our workforce.

## BOARD OF DIRECTORS

The Board of Directors, comprised of senior executives from member companies, is elected by the Executive Council and serves as the governing entity for EFCOG’s day-to-day



operations. In 2023, EFCOG effectively partnered with NNSA and the DOE Office of Environmental Management (EM) to help address long-term challenges and issues. This included assisting NNSA with implementation of its Enhanced Mission Delivery Initiative and working with EM to refine and strengthen the use of end-state contracting. With recruiting, retaining and developing a next-generation workforce a key priority for EM, given the long-term nature of the DOE cleanup program,

EFCOG assisted in developing five-year workforce projections for EM's set of cleanup contract partners, as well as supported local workshops at EM sites on how best to address workforce needs. Last summer, EFCOG held its first Supply Chain workshop, bringing together NNSA and EM representatives, along with industry executives, to discuss needs and initiatives underway to address critical supply challenges.

In September 2023, we co-sponsored, with the Energy Communities Alliance (ECA) and DOE-EM, the ninth annual National Cleanup Workshop. For the first time we conducted programming geared at early career professionals so they can learn more about the EM mission and the DOE industry.

In late 2023, the EFCOG Board engaged in a concerted effort to examine the organization's strategic priorities to help ensure continued alignment with DOE needs and challenges. This effort entailed seeking input from DOE and industry leaders, and EFCOG working group representatives, to help determine new strategic needs and challenges the DOE complex faces. Based on DOE/NNSA priorities, and identified areas of need, the EFCOG Board developed a new set of strategic priorities going forward, including: Strategic Workforce Management; Predictable Infrastructure Management; Ensuring Safe, Secure, Efficient and Effective Operational Excellence; and Deploying Technology for Future Mission and Operation Execution. EFCOG will continue to refine these strategic priorities in cooperation with DOE leadership going forward and continue the strong collaborative relationship so that EFCOG can continue to be a partner in ensuring effective mission execution.

#### FISCAL YEAR 2023 BOARD OF DIRECTORS

<b>Chair</b>	Michael K. Lempke	Huntington Ingalls Industries
<b>Vice-Chair</b>	Sandra Fairchild	UCOR
<b>Vice-Chair Elect</b>	Kelly Beierschmitt	Los Alamos National Laboratory
<b>Directors</b>	Julie Baker	Alliance for Sustainable Energy, LLC (NREL)
	Jack Craig	SNC Lavalin-Atkins
	David (DJ) Johnson	Honeywell Federal Solutions
	Greg Meyer	Fluor Federal Services
	Robert Miklos	Idaho National Laboratory
	William (Billy) Morrison	EnergySolutions
	Mark Peters	Brookhaven National Laboratory
	Mike Schlender	Pacific Northwest National Laboratory
	Jeffrey L. Stevens	N3B Los Alamos
	Jeffrey L. Stevens	BWXT Technical Services Group
	Dena Volovar	Bechtel National, Inc.
	Mark Whitney	Amentum
	Karen Wiemelt	Jacobs Engineering Group
	Robert Wilkinson	Hanford Mission Integration Solutions



## WORKING GROUPS

EFCOG continues to function through a set of 10 working groups and task teams each tightly aligned with their DOE sponsor:

- Communications
- Cybersecurity
- Operations
- Project Delivery
- Safeguards & Security
- Safety
- Supply Chain Task Team
- Sustainability & Environment
- Training
- Waste Management

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 2023 accomplishments of these groups, as well as information on planned 2024 activities, are summarized below. More detailed description of Working Group activities, as well as membership of the groups, can be found on the EFCOG website.

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 2023 Working Group Chairs (and their member company affiliations) are shown below. DOE and NNSA Headquarters and Field Sponsors provide advice, information, and support.



Figure 1 - SEWG Leadership and DOE Partners at DOE Sustainability Summit

### FISCAL YEAR 2023 WORKING GROUP LEADERSHIP

WORKING GROUP	EFCOG CHAIR	DOE LIAISON and DOE & NNSA POCS
<b>Communications</b>	Dee Gray, Chair (Jacobs Engineering Group)	Erik Olds (DOE EM)
<b>Cybersecurity</b>	Bridgitte Mase, Chair (BGS)	Jeanne Beard (DOE EM)
<b>Operations</b>	Jan Preston, Chair (Fluor Federal Services)	Garrett Smith (DOE EHSS)
<b>Project Delivery</b>	Amy Basche, Chair (MSA)	Paul Bosco (DOE PM)

<b>Safeguards and Security</b>	H. Ray Hubbs, Jr., Chair (Y-12)	Mark Hojnacke (DOE AU)
<b>Safety</b>	Bill Mairson (Consolidated Nuclear Security)	Kevin Dressman (DOE EHSS-10)
<b>Supply Chain Task Team</b>	Jay Johnson (Huntington Ingalls Industries)	Jack Zimmerman (DOE EMCBC)
<b>Sustainability &amp; Environment</b>	Catherine Hurley, Co-Chair (Argonne National Laboratory) Suzanne Belmont, Co-Chair (National Renewable Energy Laboratory)	Josh Silverman (DOE EHSS-20)
<b>Training</b>	Amy Loevy, Chair (Brookhaven National Laboratory)	Gabe Pugh (DOE EA)
<b>Waste Management</b>	Renee Echols, Chair (Firewater)	Douglas Tonkay (DOE EM)

## 2023 ACCOMPLISHMENTS AND 2024 PLANNED ACTIVITIES

### COMMUNICATIONS

The EFCOG Communications Working Group (CWG) serves as a User Group of Subject Matter Experts (SME) and technical resource for the benefit of all projects within the Department of Energy (DOE) and National Nuclear Security Administration (NNSA) complex. The purpose of this group is to promote excellence in all aspects of communications and stakeholder interface in support of DOE and NNSA missions through consistent exchange of information, best practices, and corresponding improvement activities.

The CWG is currently comprised of two Subgroups:

- Cleanup and NNSA Mission Story
- Waste Disposal Communications

#### *2023 Accomplishments*

In its inaugural year, the Communications Working Group achieved remarkable success and made significant contributions to the DOE mission.

- Developed and issued an open-air demolition communications best practices guide
- Published best practices guide for contract transition-related communications
- Provided DOE draft Communications Contract/RFP language recommendation
- Established a model for DOE Em Communications Staff Career Progression

#### *2024 Goals*

- Update CWG Charter to ensure group goals and roles are in alignment with current needs and determine appropriate role for WG to assist with broader EFCOG communications needs

- Assist DOE in improved communications concerning waste disposal by developing draft high-level communications strategy for EM to better communicate with stakeholders how waste disposal is conducted, benefits of on-site/off-site disposal and how EM is working to ensure a fair and equitable approach to waste disposition
- Improve communications-related training across DOE complex specifically for SMEs with goal of developing fundamentals training slide deck with target audience of middle managers to communicate the DOE Cleanup Story and the NNSA Mission Story with various audiences (media, conferences, CABs)

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## **CYBERSECURITY WORKING GROUP**

The Cybersecurity Working Group (CSWG) assists member companies to attain and maintain excellence in all aspects of cybersecurity operations and management of DOE facilities through the consistent exchange of information, best practices, and corresponding improvement activities. The CSWG achieves this by:

- Leveraging the expertise and experience of DOE contract partners to address challenges and achieve improvements in cybersecurity;
- Advocating for strong, effective implementation of Integrated cybersecurity management across Departmental activities;
- Developing and promoting best management and operating practices;
- Improving the effectiveness of boundary authorization packages for achieving and maintaining the Authority to Operate (ATO) and achievement of cybersecurity readiness processes across contracts by working together, exchanging information, and sharing best practices and lessons learned;
- Improving the effectiveness of risk management and cyber resilience, and associated processes by developing tools, practices, guidance, and recommendations for compliance and directive changes;
- Providing real-time support for cyber-related emergent issues in the form of ideas, tools, resources, etc.;
- Interfacing with various intelligence associated organizations and industry providers to promote cooperation, information exchange, and as appropriate, minimization of duplication of effort;
- Interfacing with key DOE managers (both headquarters and field) on varying concepts, practices, and concerns associated with cybersecurity needs and processes to enable better understanding of customer needs and concerns;
- Interfacing with other external organizations on varying concepts, practices, and concerns associated with Cybersecurity processes and risk management;
- Promoting transparent communications across group members and DOE;
- Facilitating the exchange of operating experiences and information on cybersecurity programs and their effectiveness, and designing studies and developing position and technical papers to inform DOE where appropriate;
- Providing DOE and member companies with access to a network of subject matter experts;

- Identifying opportunities to save and/or avoid costs in the implementation of cybersecurity and regulatory programs while assisting member companies to implement effective Cybersecurity and regulatory programs through peer reviews and consultations; and
- Arranging training and awareness workshops and collaborative workshops to enhance the competency of cybersecurity professionals.

The working group is focused around the following key areas of Cybersecurity: Industrial Control Systems/Distributed Control Systems/SCADA; IoT & Smart Technologies; Risk Management & Governance; Addressing Remote Work Challenges; Technology and Tools; and Cloud Security.

### *2023 Accomplishments*

- Conducted the 3<sup>rd</sup> annual multi-day Cybersecurity Working Group Virtual Workshop to align with Cybersecurity Awareness Month
- Collaborated at DOE CyberCon 23'
- Cross-group collaboration with the EFCOG Quality Assurance, Integrated Safety Management and Contractor Assurance System Subgroups.
- Supported the Exchange of Critical Lessons Learned on Aging Infrastructure Management (ExCLLAIM) Workshop, presenting on critical concerns in aging critical infrastructure.
- Collaborated with the U.K. Nuclear Decommissioning Authority (NDA) and Atomic Energy of Canada Ltd (AECL) on cyber challenges and strategies
- Presented at the Waste Management Symposia
- Created the framework for the Cybersecurity Center of Excellence project to address critical cybersecurity needs, leverage capabilities across sites, and better identify training needs.
- Supported the Zero Trust initiative: contributing to the cross-agency working group to establish guidance for transitioning from the Purdue methodology to the ZTA methodology for Industrial Control Systems and IoT
- Collaborated with Federal and Contractor staff, created briefing session, and working on follow-on activities for best practices.
- Supported efforts to address Executive Order 14028 focused on improving critical infrastructure cybersecurity.
- Developed training for NIST SP 800-171/ CMMC/ Cybersecurity Supply Chain Requirements
- Began providing training to sites with initial training at Savannah River Site

### *2024 Goals*

- Continue launching subgroups
- Evaluating key topics for best practices
- Continue to enhance cross-group and cross-agency collaboration
- Conduct the next Annual CSWG Workshop and multiple short, targeted sessions.
- Increase cybersecurity education and awareness
- Continue working on the framework for integrating Cybersecurity into the Safety and Quality Assurance process
- Rollout Cybersecurity Center of Excellence



- Enhance activities that support EO 14028, Zero Trust initiatives, and Cloud Security
- Evaluate common tools in use to support cyber requirements for compliance and pros/cons for supply chain security
- Continue to raise awareness of key cyber metrics to improve visibility of current cybersecurity risk profiles
- Continue to enhance awareness of the Cybersecurity Score Card
- Help sites address challenges with repeat findings and POA&Ms where deadlines are not being met
- Facilitate closer collaboration with EA and the MIPP team
- Conduct cross-team collaborations to address coordinated, multi-surface attacks
- Deliver training for NIST SP 800-171
- Participate in additional planning and execution of ransomware preparation and response exercises
- Participate in the Continuous Monitoring reviews.
- Facilitate additional participation across DOE and the EFCOG contractor community
- Continue collaboration in the CSWG discussion forum to facilitate key topic discussions, generate best practices, and share information
- Increase work on best practices and additional action items to further the cybersecurity capabilities across sites
- Prepare an EFCOG CSWG session for the 2024 DOE Cybersecurity Conference
- Create and make available vendor-neutral white papers on key topic areas
- Create and make available best practice guides for key topics

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## **OPERATIONS WORKING GROUP**

The Operations Working Group (OWG) was established in FY 2023 to focus EFCOG resources on the diverse set of challenges that operating projects face across the DOE/NNSA enterprise.

Guiding principles for all the OWG's initiatives will include 1) benchmarking beyond DOE/NNSA (e.g., Naval Reactors, NASA, EPRI); 2) removing barriers to collaboration and cooperation; and 3) enhanced partnering with DOE/NNSA.

In addition to two Subgroups previously housed under the Safety Working Group (Nuclear & Facility Safety and Engineering Practices), the OWG has established two new Subgroups (Disciplined Operations and Operational Human Capital) and two Working Group-level Task Teams (Fit for Purpose Working Planning & Control and Graded Approach). These initial, but not all-encompassing, OWG organizations are focused on the highest priority operational challenges that have been identified by senior federal, laboratory, and contractor operations managers.

### *2023 Accomplishments*

- Held a Planning Workshop in March involving 42 senior participants from the DOE and NNSA complex, including nine senior Federal staff, 14 national laboratory managers, and 19 DOE/NNSA contractor project and/or corporate representatives

- Selected top operations issues for OWG’s initial focus: General Operations Management (strategic level management issues); Operational Human Capital; Disciplined Operations; Graded Approach to Requirements; Fit-for-Purpose Work Planning and Control; and Knowledge/Culture Preservation and Transfer
- Identified leadership for Operations Working Group, Operational Human Capital subgroup, Disciplined Operations subgroup, and the Fit-for-Purpose Work Planning and Control task-team

### *2024 Goals*

- Benchmark and share Best Practices on legacy safety system management
- Benchmark and share Best Practices on recruiting and retention strategies for key functions (various)
- Participate in development of new ANS Standard 2.36 on aircraft crashes
- Pursue a common understanding within the EFCOG community and DOE/NNSA of any issues with engineered safety controls and any resultant actions needed to resolve the issues (joint)
- Define disciplined operations in the research & development environment and reframe the Conduct of Operations Order/Manual to better reflect the needs of non-reactor nuclear and non-nuclear facilities
- Develop a “Safe Conduct of Work” model that can be used throughout the DOE/NNSA complex for all work (mission, maintenance, subcontract, etc.)
- Conduct complex-wide assessment/benchmarking on the contributing factors to ongoing Lock-out/Tag-out/Hazardous Energy Control breakdowns
- More broadly engage ES&H disciplines to increase their understanding of, and role in supporting, disciplined operations
- Develop means and methods to help ES&H disciplines understand how to leverage Human Performance Improvement concepts in everyday in-field interactions
- Pursue establishment of an EFCOG Board-level Task Team on Operational Human Capital
- Identify and develop effective knowledge transfer approaches and promulgate across the DOE and NNSA Enterprise
- Maximize use of available construction industry contractors
- Identify approaches and best practices establishing fit for purpose work packages across DOE work activities (maintenance and research)

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### **PROJECT DELIVERY WORKING GROUP**

The Project Delivery Working Group (PDWG) is chartered to leverage the expertise and experience of DOE’s contract partners 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 initiatives that strengthen and advance the development, management, and delivery of projects (and project-like activities). The PDWG portfolio includes those broad-based, interrelated

elements across the project lifecycle critical to successful project delivery. Areas of focus and collaboration include:

- Project Management
- Cost Estimating
- Scheduling
- Risk Management
- Acquisition Management
- Contract Management
- Project Peer Review Support
- Start-up, Testing and Commissioning
- Guide revisions
- DOE Areas of Interest

The PDWG focuses on practical and effective solutions to complex-wide challenges; promoting open communication and sharing of lessons learned and best practices; and leveraging inter-site and inter-contractor solutions to achieve enterprise-wide improvement while supporting cost-effective and efficient solutions. This will be achieved in a manner that maintains a priority on safety, compliance, and cost-effectiveness.

The PMSG focus areas include project management, construction management, project controls, risk management, cost estimating, and project peer review support. Project Controls (PC) will focus primarily on earned value compliance in support of PM-30 and EM-5.22. These efforts will be integrated and supported by task teams and other working groups as necessary to provide solutions to improving project delivery across the complex.

The PDWG and its subgroups work plan activities will be accomplished through the collaboration of complex-wide SMEs.

### *2023 Accomplishments*

- Conducted peer reviews in support of DOE and contractors
- Implemented the PM-30 Integrated Program Project Management (IP2M) Maturity and Environment Total Risk Rating (METRR) method for assessing a spectrum of Earned Value Management System's (EVMS) environment and implementation maturity factors
- Supported revision to DOE Order (O) 413.3B, "Program and Project Management for the Acquisition of Capital Assets," by providing executive-level subject matter experts in an advisory board capacity to the Director, Office of Project Management (PM) with the additional task of supporting Director, Project Controls and Policy (PM-30) on the Advisory Board Secretariat Staff
- Submitted an Earned Value Technique (EVT) white paper to provide clarity and improve implementation guidelines related to using the apportioned EVT on DOE Capital Asset projects under DOE O 413.3B
- Submitted a best practice to identify a useful approach to establish an effective CAMP in response to Corrective Action Reports (CARs)/Discrepancy Reports (DRs) issued to contractors.
- Submitted a best practice that encompasses the incorporation of the IP2M METRR verbatim characteristics (Maturity, Environmental Factors, Attributes, Effectiveness Criteria, Weighting and Scoring) into an Excel based platform, facilitating immediate and effective use by any contractor wishing or required to assess the health of their EVMS.

- Submitted a best practice that demonstrates the type of contractor self-governance assessments necessary to assure the health and effectiveness of EVMS. Demonstration of the self-governance assessments validates the EVMS is working as intended. It can also provide objective evidence to a review team in the case of an uncertified system, or may, with customer approval, provide the necessary checks and balances necessary, when a certified EVMS is not required.
- Submitted a Capital Asset Preplanning CRC Checklist. With this approach, the project team (DOE Field Office/DOE Headquarters/DOE Contractor) collaboratively reach upfront agreement on implementation for each CD Gate task/activity via completion of the CRC Checklist form
- Provided collaborative earned value compliance support to the PM Oversight and Assessments (PM) / (PM-30) and EM-5.22, as requested
- Provided ongoing support to PM-30 in roll-out of Integrated Project/Program Management (IP2M) METRR tool using EVMS through the Arizona State University (ASU) Study
- Supported DOE efforts in the development of DOE guides and revisions.
- Published monthly “Practitioner” Newsletter
- Provided candidates as requested for Project Peer Reviews

#### *2024 Goals*

- Support DOE efforts in the development of DOE guides and revisions. Provide review comments, support comment disposition/resolution, and implementation
- Support DOE efforts in the revision of DOE 413.3. Provide review comments, support comment consolidation, disposition, resolution, and implementation
- Continue to provide Project Peer review candidates based on DOE request
- Understand DOE project path forward for Net Zero-Carbon free project execution
- For commercialized project approach – define the spec-guidance for a conceptual design and performance based functional requirements and demonstration of the PMO
- Understand and document lessons learned from NNSA pilot projects using commercial practices for non-nuclear/non-hazardous facilities builds
- Focus on recruitment of PMs to the PDWG
- Engage with the EFCOG Training Working Group and the DOE National Training Center to advance Bias Management training from module development stage to completed pilot training at a DOE site
- Continue to work with the ACMMSG and DOE prior to and after the initial ESCM awards to develop and deploy methodologies for MR and risk transparency on FAR-based contracts that can be utilized by both contractor and DOE during IDIQ task negotiation, authorization and definitization
- Integrate best practices guidance for pre-CD-2/3A risk management activities and utilization of Joint Confidence Level (JCL) analysis results into FY24 DOE O 413.3B update
- Define best practices for risk management integration with estimates at complete (EAC), including comprehensive annual EAC development

- Facilitate implementation of the PM Maturity and Environment Total Risk Rating (METRR) tool
- Provide collaborative earned value compliance support to the Office of Project Management Oversight and Assessments (PM)/ (PM-30) and EM-5.22, as requested
- Conduct Integrated Master Schedule (IMS) Peer Reviews and provide recommendations for IMS solutions to include: Rolling Wave Planning/IMS Reasonableness/IMS Quality
- Project- Subproject path forward (white paper from PC team) – Understand the PARS driver
- EVMS Compliance / Surveillance Reviews
- Contribute to the Development of a PC Award Program
- Continue PDWG internal communications and client communications, including publishing monthly newsletter

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## **SAFEGUARDS AND SECURITY WORKING GROUP**

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

Our primary objectives are to:

- Enable the successful execution of DOE/NNSA missions and programs by promoting security practices that deliver efficient, safe, and secure outcomes
- 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
- Serve as a consensus board for emerging security directives proposed by DOE and for the interpretation and consistent application of existing DOE directives
- Assure the goals of EFCOG and DOE are met through effective planning and execution
- Promote continuous improvement and professional development by sharing information among contractors through vehicles such as websites, workshops, and subgroups

The SSWG is comprised of four technical subgroups: Program Planning and Management (PPM); Information Security; Physical Security and Protective Force; and Material Control and Accountability (MC&A).



## *2023 Accomplishments*

In 2023, the SSWG focused on key areas to address current, and emerging, challenges and deliver efficiency and effectiveness in the development of S&S Programs. New co-chairs were appointed for the SSWG and subgroups. The SSWG held its annual meeting at the Pacific Northwest National Laboratory on May 2-4, 2023. This was our first face-to-face meeting since the Covid-19 pandemic. It was a great opportunity to maximize collaboration with over 165 registered attendees.

While DOE policy and NNSA Supplemental Directives allow the acceptance of appropriately analyzed and mitigated risks through the approval of Site or Facility Security Plans, the increasing global concerns for terrorist-related scenarios, active shooter/workplace violence, insider threats, and other low-level threats may create challenges in security risk assessment that uses a regulatory-driven basis to inform the calculation of S&S program effectiveness. This concept is valid for most aspects of S&S, from physical protection strategies, material inventory, and information protection. The SSWG's sub-groups continue to focus on analyzing these challenges, along with policy implementation and assistance with the identification of best practices for implementing a Site or Facility security program.

In 2023, the SSWG addressed the following issues:

- Information Security
  - TSCM Standardization of Job Requirements
  - TSCM Standardization of Facility Assessments
  - Began Work on Destruction of Media
  - Marking in the Electronic Environment
  - Provided a briefing to summarize new Controlled Unclassified Information requirements, how they are being implemented and how new requirements will affect other Security Programs and mission work
- Material Control and Accountability
  - Developed a best practice guide regarding MC&A Measurement Equipment
  - Developed an assurance guide on MC&A Performance Testing
  - Completed a MC&A Shipping Authorization and Shipper/Receiver template
  - Developed an Inventory Best Practice Document
  - Finalized Authorization to Ship Template
  - Developed a Catalog Barcode Readers Matrix
- Physical Protection
  - Continued work on a Civil Disobedience Response document
  - Distributed the Department of Homeland Security's "Planning & Response to an Active Shooter" guide
  - Integrated with Local Insider Threat Working Groups
  - Developed Suspicious Packages and Explosives Response Best Practice

## *2024 Goals*

- Information Security
  - Evaluate Information Security Training at contractor sites (for Mission and S&S POCs)

- Discuss threat collection methods and methods to streamline and ensure sites are assessing to the same or similar basis
- Given implementation of CUI//OPSEC, discuss ways to improve efforts and guidance to mature DOE/NNSA Critical Information Lists
- Material Control and Accountability
  - Develop a common job aid for the national labs to use to increase consistency with LANMAS data processes
  - Develop an MC&A brochure providing customers with information on what MC&A does and why it is important
  - Conduct review of completed surveys to identify best practices from multiple sites to develop as a guide
  - Share inventory plans for cross-comparative best practices and discussion among the sites
- Physical Protection
  - Provide a standardized approach to response and reporting of Uncrewed Aerial Systems (UAS), in association with Federal Aviation Administration guidelines, as well as established DOE reporting requirements related to UAS overflights
- Program Planning and Management
  - Establish a Task Team for Local Insider Threat Working Groups
  - Develop and publish a best practice on establishing the Local Insider Threat Working Group (LITWG) core members
  - Determine the feasibility in developing continual training to enhance the investigative skills of the Inquiry Official
- SSWG Joint Sub-Group Activities
  - Update member database and subject matter expertise contact list
  - Conduct the next Annual SSWG Meeting, scheduled for April 16-18, 2024, at the Oak Ridge Enhanced Technology and Training Center, Oak Ridge, Tennessee

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## **SAFETY WORKING GROUP**

The Safety Working Group (SWG) helps member companies attain and maintain the highest levels of Integrated Safety Management (ISM) performance in the operation of DOE/NNSA facilities and projects. “Safety,” as it relates to the scope of the Working Group, includes several related functions such as worker safety and health, integrated safety management, quality assurance, contractor assurance, and related regulatory programs.

The FY2023 SWG was composed of the following Subgroups:

1. Contractor Assurance System (CAS)
2. Integrated Safety Management System (ISMS)
3. Quality Assurance (QA)
4. Regulatory & Enforcement
5. Worker Safety & Health (WS&H)

## *2023 Accomplishments*

- Developed and received concurrence to publish a white paper on Anticipating and Mitigating Operational Upsets
- Supported EHSS-20 revision of DOE-HDBK-1028-2009 (DOE Human Performance Improvement Handbook)
- Drafted a white paper on Best Practices to Establishing a Consistent Approach to Improve the First Pass Workability of Technical Work Documents (TWD)
- Drafted a technical position paper on the Use of Standard Health Physics and COTS Software. SWG leadership is evaluating the paper
- Continued work on a companion training course to the existing National Training Center Course: HQ-150DE: DOE Safety and Security Enforcement Program Overview that has been implemented by the DOE Office of Enforcement
- Published a Best Practice on Effectiveness Reviews
- Continued work on a complex-wide database of inspected non-listed equipment 70E vs IEEE-C2 (1910.331 vs. 1910.269)
- Issued a Best Practice that provides a method to determine if a source of electrical energy is hazardous to perform a risk assessment
- Continued development of best practices, collaboration on methods for assessment, communication, and mitigation of HRP concerns
- Created a SharePoint site to facilitate information/resource sharing among Designated Psychologists
- Created task teams to establish best practices/white papers on Chemical Barcoding, Nano Material Monitoring, and SDS Verification
- Published WS&H-LS-23-01- ANSI Z136.1-2014 Laser Safety Control Requirements Benchmarking
- Updated “Guidance on Laser Safety Requirements”
- Benchmarked additional control requirements from ANSI Z136.1-2014 and revised “Guidance on Laser Safety Requirements”
- Submitted to DOE for review a white paper on Laser Notice 25 (Exemption of Certain Laser Products Used Exclusively by the Department of Energy and its Contractors)
- Provided NHSS-11 Health Physics staff with information to remove identified low energy beta emitters from the Transuranic category in 10CFR835 Table 2.2
- Developed a Peer Review process for Lab Occupational Medicine Programs
- Working on a multi-faceted plan to address succession planning and professional development

## *2024 Goals*

In FY2023, the SWG was re-organized and refocused: three Subgroups were outplaced, CAS was elevated to a Subgroup, and the concept of Communities of Practice to facilitate networking and staff/leadership development was implemented. The SWG’s primary FY2024 goals will include institutionalizing these changes to assure EFCOG resources are effectively focused on tasks with the potential for high impact to the DOE/NNSA contractor community.

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## SUSTAINABILITY AND ENVIRONMENT WORKING GROUP

The Sustainability and Environment Working Group (SEWG) supports member companies in working toward more effective and efficient environmental programs, developing and implementing clean energy and energy efficient technologies, and leveraging its mission to meet or exceed DOE's sustainability and environmental goals. SEWG has adopted the DOE definition of sustainability to mean actions taken to maximize energy and water efficiency; minimize chemical toxicity and harmful environmental releases, particularly greenhouse gas (GHG) emissions; promote renewable and other clean energy development; enhance climate adaptation and resilience, and conserve natural resources while sustaining or expanding assigned mission activities.

In FY 2023, the SEWG completed the transition from a subgroup of the Safety Working Group to a full working group. In FY 2024, the SEWG will establish a new subgroup and community of practice and continue to align the group's activities to DOE's priorities for advancing decarbonization, sustainability, and environmental goals across the complex.

The SEWG is composed of the following Communities of Practice, Subgroups and Task Teams:

- Communities of Practice
  - Fleet
  - High-Performance Computing (HPC) / Data Centers
  - Performance Contracting
  - Resilience (new in FY 2024)
- Subgroup
  - Smart Labs
  - Net Zero Buildings (new in FY 2024)
- Task Teams
  - Webinar
  - Welcome (new in FY 2024)

### *2023 Accomplishments*

- Hosted five bi-monthly webinars focused on 1) best practices for net zero, environmental remediation and pollution prevention; 2) regulatory updates including the new DOE Order 436.1A Departmental Sustainability; and 3) federal resources to support project implementation and energy contracting
- Held an in-person meeting at the Energy Exchange to celebrate DOE sustainability performance awards and collect input on FY23 planned activities
- Promoted best practice sharing to improve energy and water efficiency in HPC data centers
- Hosted presentations on building efficiency best practices, heat reuse evaluations and projects, and cutting edge, highly efficient cooling technologies
- Developed the Laboratory Ventilation Management Plan (LVMP) template as an example policy to programmatically ensure that laboratories balance safety, financial costs, energy efficiency, and carbon emissions associated with the ventilation systems

- Convened quarterly peer-sharing calls to discuss best practices for laboratory spaces and Smart Labs initiatives
- Provided input to revision of DOE Sustainability Dashboard to address new federal building performance standards
- Created a new Teams page for SEWG and all communities of practice, subgroups, and task teams. Will determine how to merge into the new EFCOG SharePoint in FY 2024
- Completed a survey on the new DOE Order 436.1A to determine areas of need within the complex; shared results with SEWG and key leaders within DOE to help inform collaborations and SEWG workplan
- Implemented new structure of communities of practice subgroups, and task teams; Several new groups for FY 2024 based on survey, other feedback, and to align with new DOE Order 436.1A Departmental Sustainability
- Met with EHSS-21 to determine more effective ways to integrate environmental goals into SEWG efforts and coordinate content of SEWG webinars with DOE Communities of Practice focused on environmental topics
- Welcomed a number of new members to the group

Held four meetings focused on 1) fleet software; 2) EVSE installation best practices and the ZEV transition; 3) Q&A with Office of Science and NNSA fleet leadership, and 4) vehicle maintenance best practices.

#### *2024 Goals*

- Improve new member on-board and increase member participation in subgroups, communities of practice, and task teams
- Continue working with DOE to develop and share strategies to effectively advance and implement decarbonization efforts through policy, technology, staffing structure, and financial mechanisms
- Identify opportunities to address common challenges among contractors in achieving sustainability and environmental goals. Consider the ways in which the environmental management system (EMS) could be utilized to further all sustainability objectives
- Increase collaboration among site sustainability and environmental teams to improve progress toward achieving DOE sustainability and environmental goals
- Continue webinars and presentations that share lessons learned, highlight successful projects, tools, and resources that support DOE overarching goals related to sustainability

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#### **TRAINING WORKING GROUP**

The Training Working Group (TWG) was established to drive efficiency and effectiveness in training conducted for the DOE. The TWG takes a leadership role in leveraging collaborative initiatives that support training. It also assists in identifying areas of improvement around proposed policy or regulatory changes, new or changed processes, and providing subject matter expertise for training initiatives across the complex.



## *2023 Accomplishments*

The TWG continues to develop and deliver Monthly Learning Opportunities to a growing number of members in key topics this year that impact the DOE network, including microlearning, mentoring, DOE History, facilitation, and developing interns. Monthly learning opportunities have expanded to a broad participation, averaging more than 90 people attending each call. Overall TWG membership has grown to 598, an increase of 37% from our membership at the end of 2022. We are reaching beyond single representatives from each site (usually a training manager) to engage at all levels and positions within training.

The TWG Annual Meeting in March 2023 was hosted at Savannah River Site and had the largest registration to date, at 254 attendees (75 in person, 28 hybrid, and 151 virtual). This was our first in-person meeting since COVID, and we saw a substantial increase in participation across many DOE sites. In-person activities included a reception, Museum Tour, Site Tour, and Training Facility Tour.

The Joint Laboratory Operations Nevada (JLON) project has made headway with agreement between the Los Alamos and Lawrence Livermore National Laboratories and Nevada National Nuclear Sites, reducing duplication of common on-boarding training and implementing a means to share training records to reduce manual input of training information.

TWG has also increased awareness and use of NTC Reciprocity, with new contractors (UCOR, WTP and LLNL) submitting their RCT Academics and RadWorker courses for reciprocity evaluations, increasing contractor participation in reciprocity from 6 – 8 organizations.

In FY23, TWG began exploring collaboration with the Safety/Operations Working Group in Workforce Development.

We also implemented a new LinkedIn group for TWG members, to encourage collaboration across subgroups and task teams.

TWG Subgroup leadership recently changed, as well. We now have three subgroups and two task teams generating enthusiasm and innovation:

- Training Collaboration Subgroup – Focused on sharing best practices, skill building, and network development. This subgroup has sent out strategic communications to continue building strong community. This subgroup launched Training Connections, a biannual publication that provides information on DOE and EFCOG resources to training professionals aimed to continue building strong community
- Course Efficiency Subgroup – This subgroup is focused on common course and resource development and accessibility, as well as expanding training reciprocity, shared course delivery, and developing standard core competencies
- Workforce Development – Developing best practices between business, local schools, etc. Three focus areas: before hire, during employment, after transition. Currently building partnership with Safety/Operations Working Group
- Task Teams:

- Learning Technology – We launched this new task team in FY2024 to develop best practices in use of learning technology, such as Artificial Intelligence (AI), Virtual Reality (VR)/Alternate Reality (AR), and content delivery tools
- Training Regulation Development Support – Assisting DOE in developing and implementing training regulatory improvements. This task team will play a key role in aggregating site feedback and upcoming implementation of DOE O 426.2A

### *2024 Goals*

The TWG Goals for FY24 are as follows:

- Training Collaboration Subgroup:
  - Host TWG Annual Meeting in March 2024 (Co-hosted by Hanford/HAMMER and Pacific Northwest National Lab) Provide annual high value forum for community of practice to share best practices, work tasks, and develop training capabilities  
DELIVERABLE/GOAL: Increase participation in attendees, speakers and participation by 10% in 2024. We plan on accomplishing this by establishing a more regular communication plan to the DOE and Lab community in the months leading to the meeting, with information about value each site gains by sending attendees and encouraging speakers
  - Conduct periodic best practice events for sharing training information across the EFCOG TWG members, including communicating and marketing the TWG activities and successes across the sites and developing and implementing a training community sharing platform
- Course Efficiency Subgroup:
  - Expand contractor use of the NTC’s Course and Related Documentation System (CARDS) to share common training assets. Update POCs and increase number of courses in CARDS by 10%
  - Work with NTC to develop a real-time course calendar across the DOE complex (using Learning Nucleus). DELIVERABLE: Online course registration calendar
  - Report on training reciprocity usage
  - Continue to make progress on the Joint Laboratory Operations Nevada (JLON) project.
- Workforce Development Subgroup
  - DELIVERABLE: Create Point of Contact lists of individuals responsible for workforce development activities across the DOE sites
  - DELIVERABLE: Develop and implement a Workforce Development survey to identify complex-wide challenges and best practices
- Learning Technologies Task Team: Explore the range of topics identified in the team survey and curate content from the team on topics such as AI, Computer Simulation (AR/VR) for Training Delivery, Hybrid Learning Techniques, Hardware/Software Standardization, and Knowledge Preservation Strategies.
- Training Regulation Development Support Task Team: Assist DOE sites in implementing revisions to DOE O 426.2A and DOE STD-1070-94, “Guidelines for Evaluation of Nuclear

Facility Training Programs” (\*when released). Support the follow-on revision/update of DOE Std 1070-9

DELIVERABLE: Create a crosswalk showing major changes from 426.2 to 426.2A and an implementation guide with answers to some FAQs.

- Work with EFCOG SharePoint team to update and improve communications online, including using the new site for Annual Meeting registration and for posting materials from Annual Meeting

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## **WASTE MANAGEMENT WORKING GROUP**

The Waste Management Working Group (WMWG) is chartered to leverage the expertise and experience of DOE’s contract partners 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 disposal facilities.

The WMWG is 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 WMWG membership has the technical expertise to provide recommendations on waste classification to the lowest disposition level that is acceptable for compliance with DOE Order 435.1 and other applicable regulations. Identifying alternative disposition pathways for the safe and cost-effective management of a large variety of radioactive and mixed (a combination of hazardous and radioactive) waste streams supports DOE’s risk-based waste management strategy.

The WMWG is comprised of four Subgroups:

- Challenging Waste
- Decontamination and Decommissioning
- Packaging and Transportation
- Transuranic Waste

### *2023 Accomplishments*

- Developed a document repository/communication hub to collect best practices and lessons learned for transuranic (TRU) waste related issues
- Supported the DOE Carlsbad Field Office (CBFO) as it works to resume acceptance and emplacement of remote-handled TRU waste
- Served as an information-sharing forum that has resulted in significant progress on reducing reactive metals (e.g., sodium) waste inventories
- Participated in DOE’s per- and polyfluoroalkyl substances (PFAS) working group providing technical expertise on rapidly changing characterization methodologies, laboratory analyses, and guidance on storage and disposal of PFAS compounds
- Provided comments and support on revision of DOE Order 435.1
- Provided technical consultation and support to DOE Packaging and Transportation (P&T) organizations for waste package issues, consistency of radiation clearance surveys on

commercial transport equipment and vehicles, and support to the Contractors Transportation Management Association (CTMA)

### *2024 Goals*

- Provide continued technical support on waste classification and disposition options for radioactive waste streams. This includes maximizing the application of risk-based versus origin-based waste management approaches
- Communicate to the TRU waste community waste minimization best practices that have demonstrated success for reducing waste volumes shipped to the Waste Isolation Pilot Plant (WIPP) and most efficiently utilizes this vital resource
- Expand TRU waste Point-of-Generation characterization support to include working with generator sites and the Central Characterization Project (CCP) to identify areas of common challenges in packaging, Basis of Knowledge evaluations, etc. In addition, provide support to small quantity TRU generator sites that currently do not have TRU waste disposition options
- Provide support to CBFO and CCP for procurement and deployment of Shielded Container Assemblies (SCAs) for RH-TRU wastes. This support will include technical, and operations support to sites using SCAs, as well as support to the WIPP site prime contractor SIMCO
- Continue collection of challenging waste inventory information to share the most effective means for characterization, treatment, and disposition of these waste streams
- Continue technical assistance and input on data gaps for characterization and provide information on commercial capabilities to DOE decisionmakers for EPA's list of emerging contaminants (e.g., PFAS, 1-4 Dioxane, etc.)
- Provide a platform for collaboration between Decontamination and Decommissioning (D&D) and waste management organizations to adequately plan for generation of challenging wastes from D&D activities (e.g., hazardous/mixed wastes such as mercury and beryllium)
- Provide continued support to DOE technical groups including the Low-Level Waste Disposal Facility Federal Review Group (LFRG) and the National TRU Program (NTP)
- Provide technical support for the completion, implementation, and training associated with DOE Order 435.1
- Establish a Packaging and Transportation Lessons Learned Program to collect and share best practices on blocking and bracing, and new vehicle auto braking that can result in load shifts during transport
- Provide technical support to DOE's offices of Nuclear Energy and Environmental Management for spent nuclear fuel and high-level waste missions, as needed

### **WORKING GROUP INFORMATION**

Please see the links below for detailed 2023 plans, deliverables, Best Practices, Lessons Learned and other relevant documents for each of the Working Groups.

1. **Communications WG:** <https://efcog.org/communications-working-group-divi/>

2. **Cybersecurity WG:** <https://efcog.org/cybersecurity-working-group-divi/>
3. **Operations WG:** <https://efcog.org/operations-working-group-divi/>
4. **Project Delivery WG:** <https://efcog.org/project-delivery-working-group-divi/>
5. **Safeguards & Security WG:** <https://efcog.org/safeguards-security-working-group-draft-divi/>
6. **Safety WG:** <https://efcog.org/safety-working-group-divi/>
7. **Supply Chain Task Team:** <https://efcog.org/supply-chain-task-team-divi/>
8. **Sustainability & Environment:** <https://efcog.org/sustainability-environment-working-group-divi/>
9. **Training WG:** <https://efcog.org/training-working-group-divi-2/>
10. **Waste Management WG:** <https://efcog.org/waste-management-working-group-divi/>

## EFCOG FISCAL YEAR 2023 FUND ACCOUNT SUMMARY

October 1, 2022 – September 30, 2023

<b>Beginning Balance as of 10-01-22</b>		<b>\$ 842,932.00</b>
<b><u>Receipts</u></b>		
FY-2022 Memberships & Renewals	\$ 750.00	
FY-2023 Memberships & Renewals	\$ 192,450.00	
FY-2024 Memberships & Renewals	\$ 208,750.00	
Annual Meeting Member Sponsors	\$ 26,900.00	
Annual Meeting Registration	\$ 1,800.00	
Interest	\$ 30,280.00	
<b>Total Receipts</b>	<b>\$ 460,930.00</b>	
<b><u>Disbursements</u></b>		
<b>Support Service Contractor</b>		
Longenecker & Associates, Inc.	\$ 329,317.00	
<b>Total Disbursements</b>	<b>\$451,188.00</b>	
<b>Net income as of 09-30-23</b>	<b>\$9,742.00</b>	
<b>Ending Balance/Management Reserve as of 09-30-2023</b>		<b>\$852,674.00</b>



## RENEWED MEMBERSHIP FOR FY2023

Acato Information Management, LLC	GEM Technology International Corporation	North Wind Group
Accenture Federal Services	General Dynamics Information Technology	nStone Corporation
Acuity International	Hanford Mission Integration Solutions	Oak Ridge Associated Universities
Advanced Automation Corporation	HDR	Oak Ridge National Laboratory
Advanced Technologies and Laboratories Intl	HealthWorks Medical, LLC	Oak Ridge Technologies
AECOM	Holtec Government Services, LLC.	Orano Federal Services LLC
Alliance for Sustainable Energy, LLC (NREL)	Honeywell Federal Solutions	Pacific Northwest National Laboratory
Amentum	Honeywell FM&T	Parsons Government Services
American DND, Inc.	HPM Corporation	Parvati Consulting LLC
Ames National Laboratory *	HukariAscendent	Perma-Fix Environmental Services *
APTIM	Humphreys & Associates, Inc.	Pinnacle Management Systems, Inc. *
Argonne National Laboratory	Huntington Ingalls Industries	pmXperts, Inc.
Atkins	I.C.E. Service Group, Inc.	Project Enhancement Corporation
AVANTech Inc.	Idaho National Laboratory	Project Services Group, LLC *
AzTech International, Inc.	IEI	Samos Advisors LLC
Babcock Services, Inc	Institute for Clean Energy Technology *	Sandia National Laboratory
Banda Group International, LLC	INTERA Incorporated	Sargent & Lundy
Beausoleil Enterprises, LLC *	IONEX Research Corporation	Savannah River Nuclear Solutions
Bechtel National, Inc.	J. G. Management Systems, Inc.	Schneider Electric *
Becq	Jacobs Engineering Group	Seventh Sense Consulting *
Booz Allen Hamilton	Juno Management Professionals	Skookum Contract Services
Boston Government Services, LLC	J Vollbrecht Consulting, Inc.	SLAC National Accelerator Laboratory
Brookhaven National Laboratory	Kiewit Nuclear Solutions	SOC LLC
BWXT Technical Services Group, Inc.	LATA	Spectra Tech, Inc.
CDM Smith	Lawrence Berkeley National Laboratory	Strata-G, LLC
CH2MHILL BWXT West Valley, LLC	Lawrence Livermore National Laboratory	Strategic Management Solutions, LLC
ClearPlan LLC	Leidos	Studsvik
Cogent Security Consulting LLC	Longenecker & Associates *	Swift & Staley
Consolidated Nuclear Security	Los Alamos National Laboratory/Triad	Systems Planning and Analysis, Inc. *
Constellis	Management Solutions, LLC	TechSource, Inc.
Curtiss-Wright	MarCom LLC	TerranearPMC, LLC
CyberLok Security Solutions, LLC *	Merrick & Co.	The De Novo Group LLC
DeMase Technical Services*	Michael Baker International	Torah Federal Systems*
DevonWay, Inc.	Mirion Technologies Inc.	UCOR
Energy Solutions	Mission Support and Test Services	University of California
Fermi National Accelerator Laboratory	MPR Associates, Inc.	Veolia Nuclear Solutions
Fire & Pump Service Group	MS Technology, Inc.	Washington River Protection Solutions
Firewater Associates LLC	N3B	Waste Control Specialists LLC
Fluor Federal Services	NAC International	Westinghouse Government Services
Fluor-BWXT Portsmouth LLC	Navarro Research and Engineering	WIPP-SIMCO
Four Rivers Nuclear Partnership	Neptune and Company, Inc.	
GEM Technologies Inc.	NFT	

\*New EFCOG Member Companies

## EFCOG MEMBER COMPANIES

By the end of FY 2023, EFCOG membership included 124 DOE contractors. EFCOG welcomes the following new companies:

Ames National Laboratory

Perma-Fix Environmental Services

Pinnacle Management Systems, Inc.

Project Services Group, LLC

Institute for Clean Energy Technology

Beausoleil Enterprises, LLC

Schneider Electric

Seventh Sense Consulting

Longenecker & Associates, Inc.

Systems Planning and Analysis, Inc.

CyberLok Security Solutions, LLC

DeMase Technical Services

Torah Federal Systems