ENERGY FACILITY CONTRACTORS GROUP

2002
ANNUAL REPORT

Excellence Through Cooperation
2002 was a year of accomplishment and growth for EFCOG. Our membership increased to more than double that of 1997, and our directors and working groups addressed a number of issues and challenges in the areas of safety, project management, and efficiency of operations including the development of performance indicators. In addition, the EFCOG directors undertook a strategic planning activity during 2002 to assure that the organization is adding value for both our DOE customers and our members.

EFCOG’s goal is to share best practices and lessons learned, both positive and negative, to enable DOE contractors to continuously improve performance. In addition, EFCOG benchmarks performance with other industries to assure that their achievements and metrics to measure improvements are factored into the accomplishment of the DOE mission.

In summary, I am pleased to report that EFCOG continued to focus on improving performance across the DOE complex, working safely and at minimum cost. I challenge all of our members to continue the process of improvement in 2003.

INTRODUCTION

In the late 1980s, EFCOG was formed by a number of DOE contractors to provide a means to increase efficiency, improve communication and disseminate common solutions to problems among its members. The benefits derived from this approach include reduced duplication by sharing data sources; direct cost savings or cost avoidance by sharing successful processes, procedures and technical information; increased safety and cost savings when using information gained from lessons-learned by other EFCOG members; and more effective use of resources when common problems are addressed jointly.

As it matured, EFCOG continued to seek opportunities to partner with DOE to address critical issues. Over the past year, joint efforts have been conducted in the areas of integrated safety management, safety analysis, acquisition management, project management, maintenance, Price-Anderson
compliance, and energy efficiency. In addition EFCOG provided input to DOE on performance metrics, assisted in revisions to the Occurrence Reporting System, provided suggested best project management practices to OECM, continued to conduct implementation impact reviews of requirements documents, and assisted DOE HQ by collecting and summarizing data on key issues.

**MEMBERSHIP**

Membership in EFCOG has continued to grow, and by the end of calendar year 2002 included 38 DOE contractors. We welcome Bartlett Services, Inc., Concurrent Technologies Corporation, Wackenut Services, Inc., Kellogg, Brown and Root, and Jacobs Engineering Group, Inc. as new members. EFCOG’s Executive Council for year 2002 is outlined in *Table 1*.

Under the leadership of a Board of Directors, EFCOG’s focus in the coming year will be to continue to attract other DOE contractors from all programs and all sectors who can contribute to our performance improvement and lessons learned activities to become members of EFCOG. EFCOG’s Executive Directors for FY-2002 is shown in *Table 2*.

**WORKING GROUPS**

EFCOG had 8 active working groups at the end of 2002. During the year, in keeping with EFCOG’s primary goal of working safety at minimum cost, the working groups coordinated efforts on a number of critical initiatives. These included cooperation on 10 CFR 830 compliance, Price Anderson Act Compliance, safety training, infrastructure aging, improving the contracting process, increasing the energy efficiency of DOE facilities, and coordinating efforts on engineering standards and specifications.

A list of year FY-2002 working groups can be found in *Table 3*.

Each working group has a charter approved by the Executive Directors, a chairman who oversees the direction of the working group, a membership list of individuals interested in working on the topic, a Sponsoring Director who is the point of contact in EFCOG for approvals, advice, and decision making, and a DOE contact who provides guidance, up-to-date information, advice and support as required in working group maintenance. The EFCOG Working Group Coordinator assures consistency and continuity among the working groups.

**INTEGRATED SAFETY MANAGEMENT WORKING GROUP**

The Vision of the Integrated Safety Management (ISM) Working Group is to be recognized by DOE, and within EFCOG, as a driving force for Complex-wide performance improvement.
The purpose as documented in the Charter, remains to promote excellence in the development, implementation and validation of ISM programs and processes by sharing information and lessons learned, and by facilitating the application of ISM information, techniques and best practices at DOE sites.

Membership

The Working Group is composed of five Subgroups focusing on specific ISM topical areas. Membership on the Working Group and Subgroups includes representatives from the primary DOE sites and 25 EFCOG Member Companies.

To ensure the Working Group continues to focus on industry best practices and lessons learned, liaison membership has been established with the Institute of Nuclear Power Operations (INPO), the DOE National Environmental Training Office (NETO), and the National Laboratories Improvement Council (NLIC). The Working Group has also established effective horizontal communications with the other key Working Groups.

Objectives

The primary objectives of the Working Group are to:

- Promote, coordinate and facilitate the active exchange of successful programs, practices, procedures, lessons learned and other pertinent information of common interest to ISM.
- Promote ISM awareness and understanding by sharing management and technical information.
- Facilitate integration of existing environment, safety and health (ES&H) processes and work practices within the framework of ISM.
- Identify streamlined techniques and best practices that enable cost-effective and accelerated implementation of validated ISM processes and programs.
- Facilitate coordinated contractor input to DOE on ISM-related issues.
- Provide an efficient mechanism for DOE interface with senior contractor executives and subject matter experts responsible for development, implementation and continuous improvement of ISM.

FY-2002 Working Group Achievements

- Held Semi-Annual ISM Working Group meetings at the DOE Energy Training Complex in Albuquerque from March 5 through March 7, 2002, and at the DOE Nevada Operations Office in Las Vegas from October 23 through October 25, 2002. The meetings were conducted at DOE facilities to minimize costs. Key external customer and subject matter expert
participation ensured the meetings were addressing current DOE and industry issues.

- Conducted three conference calls to obtain periodic reports and share lessons learned.
- Supported EFCOG corporate objectives to ensure that ISM was properly addressed as a critical focus area.
- Continue liaisons with the Institute of Nuclear Power Operations (INPO), the National Environmental Training Office (NETO), and the National Laboratory Improvement Council (NLIC).

- Three of the six DOE/EFCOG actions identified at the last Albuquerque ISM Executive Workshop are complete. The remaining three are progressing per an agreed upon schedule.
  - The Working Group supported the Annual ISM Update Workshop held at INEEL August 27-29, 2002. The workshop focused on “Maintaining and Improving Established ISM Systems.” Several best practices were identified in the areas of: Senior Management Sponsorship, Program Assessment/Maintenance Practices, Annual Reviews, and Partnering with the DOE on ISM Oversight Activities.
  - Supported re-design of the Occurrence Reporting System, which will result in annual cost savings of approximately $5 Million across the DOE complex. Reporting criteria were reduced by 44%, “nuisance” reporting was eliminated and based on historical data, a 25% reduction in reports by the field is anticipated.
  - The EFCOG “Best Practices” web site was completed.
  - A Lessons Learned redesign proposal was prepared and presented to DOE, and implementation of the new process is scheduled to be concurrent with that of the Occurrence Reporting System.
  - A new “Annunciator” Performance Metric Process was developed and eight contractors provided initial inputs to the DOE.
  - A joint EFCOG ISM/DOE ISSM Executive Committee meeting was held to develop a strategic approach to merge ISSM and ISM activities. A second joint meeting is planned for 2003.
  - Developed a “QA Manager Task Group” to support DOE Headquarters (Ray Hardwick) activities associated with the Quality Assurance Improvement Plan. Task Group support relative to this activity included:
    - Feedback on issues associated with Software QA
    - Support to the Occurrence Reporting System redesign
    - Support to new “Annunciator” Performance Metric Process
• Developed an interface with both the contractor and DOE community responsible for the implementation of the Integrated Safeguards and Security Management (ISSM) activities across the complex. Longer-term interface strategies are being considered that will focus on better integration of ISSM and ISM and the EFCOG ISM Working Group with the ISSM Implementation Team.

FY-2002 Subgroup Achievements

**Feedback and Improvement (formerly Assessment Processes)**

• Conducted a one and a half-day meeting in Albuquerque in conjunction with the ISM EFCOG spring meeting. There were 33 participants from 13 EFCOG member companies, DOE-EH and NNSA. Topics presented included:
  - Mechanisms to Integrate Assessment Outputs
  - Six Sigma Projects on Trending and Occurrence Reporting
  - Corrective Action Programs
  - Overview of Enforcement Guidance on Assessments
  - Summary by several contractors of their PAAA Program Reviews

• Established a liaison member with the Society for Effective Lessons Learned Sharing (SELLS)

• Expanded the subgroup charter to include occurrence reporting / problem identification, causal analysis, and trending.

• Established a task group to evaluate causal analysis tree for ORPS.

• Developed a white paper on the Integration of Assessment and Oversight.

• Conducted a one and a half-day meeting in Las Vegas in conjunction with the ISM EFCOG fall meeting. There were 24 participants from 18 EFCOG member organizations, DOE and Institute of Power Operations (INPO). The group received information/discussed many of the ISM-related task group activities (Lessons Learned Reengineering, Performance Metrics Process, Occurrence Reporting System Reengineering, ISMS Best Practices activities). The group also discussed:
  - Certification of Self-Assessment Programs
  - Davis-Besse Incident (presented by INPO liaison member)
  - Integration of Assessment and Oversight
Occupational Safety and Health (OSH)

The Occupational Safety and Health Subgroup of the ISM Working Group met twice in 2002 with excellent participation by EFCOG member companies in both meetings. The two meetings were as follows:

- A two-day meeting in March 2002 in Albuquerque with ~50 participants.
- A two-day meeting in October of 2002 in Germantown, with ~75 participants. Ms. Bev Cook (EH-1) spoke to the group on strategic directions and initiatives.

Task Groups highlights are as follows:

1) Occupational Medicine

- Forum for occupational physicians and program directors to join together and address common complex-wide issues.
- Steve Cary (EH-6) met with the group and presented the program priorities for Occupational Medicine and focused on the need for data improvements and interfacing medical data with that of Industrial Hygiene.
- Discussed the status of the Beryllium screening program of former workers.
- A number of action items were completed at the meeting and several new items were generated, including review of international travel issues and development of a model for medical records.

2) Radiation Protection

- Generated a white paper addressing an ANSI contamination standard (ANSI N13.12-1999) that would save money if incorporated into DOE standards
- Generated a white paper that provided suggestions to improve the ORPS process to be more inclusive of radiation protection.

3) Industrial Hygiene/Industrial Safety

- EH-6 met with this task group. The group will provide a liaison to CSTC to assist in coordinating overlapping efforts. Carol Scott (ORNL) will serve as liaison.
- Other discussion topics included: sharing of ISM forms and checklists, external regulation under OSHA, and compliance with DOE N 450.7.
Performance Measurement

- Shifted focus of the Subgroup from development of a standard set of metrics for the Complex to the development of a standard process for reporting performance to DOE executive management.

- Held a number of working meetings with Contractor and DOE representatives to agree on principles for the process; the key areas against which performance would be reported; the process and its associated logistics; and an implementation plan and schedule.

- Developed and distributed a Point Paper, which described the process, to affected parties in the Complex.

- Provided the materials used by Bob Pedde to “roll out” the performance measure process at December 2002 DOE Safety Summit.

- Developed a best practice for this process, and posted it on the EFCOG Best Practices web site.

- Issued a “Performance Metrics Dictionary” which contained short definitions of Focus Areas, Special Emphasis Areas, and Level 1 PIs.

Best Practices

- Revised and expanded the processes for collection and dissemination of best practices information to encompass all EFCOG ISM Subgroups.

- Revised guidance and procedures to enable all subgroups to publish their topical Lessons Learned.

Environmental

The Environmental Subgroup of the ISM Working Group met twice in 2002 with excellent participation by EFCOG member companies in both meetings. The two meetings were as follows:

- A two-day meeting in March 2002 in Albuquerque with ~20 participants.

- A two day meeting in November 2002 in Las Vegas with ~15 participants.

- Developed a task group that put together recommendations on the collection of data in support of the required agency wide EMS assessment required by Executive Order 13148.
• Developed a white paper on Proposed Initiatives Related to Top to Bottom Review. The purpose of the paper was to identify areas where the Subgroup could support DOE in resolution of the Top to Bottom issues.
• Continued to provide DOE with input on the Draft Order 450.1 and proposed guidance manual.
• Shared barriers and successes related to the enhancement of environmental management systems within ISMS

FY-2003 Working Group Focus

• Conduct two annual working meetings in the spring and fall to coordinate and facilitate Subgroup interaction and involvement.
• Support DOE in the development and execution of the next Complex-wide ISM Workshop.
• Provide contractor leadership for implementation of the DOE’s QA initiatives as denoted by DOE HQ (R. Hardwick – Sponsor)
• Work with DOE leadership for the Integrated Safeguards and Security Management (ISSM) program in an effort to leverage ongoing ISM activities.

FY-2003 Subgroup Focus

Feedback and Improvement

• Finalize/publish white paper on Integration of Assessment and Oversight.
• Participate with DOE-HQ in the implementation of the new Lessons Learned Process.
• Conduct two annual meetings and continue to share best practices among the participating organizations and with DOE-HQ.

Environmental

• Continued support to DOE sponsor in areas of Environmental program development, ISO registration, and Environmental performance indicators.
• Develop a white paper "EMS Across the Complex" describing the status of EMS across the complex the pros and cons of the various EMS’s, costs of implementation and value added.
• Potentially develop a white paper on Performance Tracking Incentives that could be utilized by DOE in negotiating with EPA on the issue of a level playing field for DOE facilities.
• Leading indicators and best management practices will also be a focus of the subgroup this next year.
Occupational Safety and Health (OSH)

- Continued support to DOE sponsors relating to Task Team’s scope and schedule deliverables.

Performance Measurement

- Gather and incorporate lessons learned from initial implementation of the “Annunciator Panel” reporting process into an improved process and an updated Point Paper.
- Measure and report on extent to which the “Annunciator Panel” approach has been adopted in the DOE Complex.
- Reestablish subgroup and performance measure development activities supporting DOE sponsors and member companies.
- Broaden Subgroup responsibility to provide contractor leadership for implementation of the annunciator-based approach to Performance Metrics.

Best Practices

- Continue to solicit and publish “Best Practices” as submitted by subgroups.

Estimated Duration (Sunset Clause)

The role of the ISM Working Group is projected to continue to expand during 2003 and beyond. The Working Group will become the institutional group that promotes and sponsors ISM, including the related processes, across the DOE complex and among EFCOG Member Companies.

Cost/Benefit Determination

During this year, the positive impact of the Working Group to the customer was continued through the various participating contractor operations. Sharing of ISM processes and practices, which were made available for implementation at the various sites, resulted in cost savings to all Member Companies. Meetings are focused around two central meetings where all members of the Subgroups can assemble at one place at one time. Use of DOE facilities has minimized meeting costs.

The development of the consolidated EFCOG/DOE “Best Practices” website is likely the most tangible working group product for this year. Actual cost savings is hard to determine based on the prior existence of the web page, although it focused originally only on ISM WG related practices. It is likely that linking all EFCOG Working Groups to this one page saved significant web development costs (on the order of several tens of thousands of dollars).
within each working group, which could translate into several hundreds of thousands of dollars savings across the complex

**Significant Issues**

There were no significant open issues requiring EFCOG Director assistance at the conclusion of the reporting period.

**Lessons Learned**

Coordination of sub-group meetings at the same location and concurrent with the Working Group meetings is likely better for member company representatives who participate on more than one task team or subgroup. In the future, more attention will be placed on scheduling workgroup and subgroup meetings that better accommodate fewer member company representatives needing to attend meetings at multiple locations if possible.

**Recommendations**

- The ISM Working Group and Subgroups as currently organized should continue during 2003.
- Work with DOE Sponsor(s) on ISM Executive Safety Workshop actions should continue during 2003.
- Continue interface activities with ISSM contractor and DOE counterparts.

**SAFETY ANALYSIS WORKING GROUP**

The purpose of the EFCOG Safety Analysis Working Group (SAWG) is to promote excellence in safety analysis applications and programs throughout the Department of Energy (DOE) community. The SAWG provides a forum for accomplishing its purpose through its Steering Committee, Subgroups, meetings, teleconferences, workshops, and training. The SAWG is actively involved and integrated with facility and DOE customers to accomplish the following:

- Establish initiatives and priorities
- Facilitate initiatives through subgroups and task teams
- Investigate safety analysis strategies, leverage experiences, and share lessons-learned
- Maintain safety analysis networking and interfaces using current technology
- Provide a forum to effectively accomplish activities and conduct business
- Train safety analysts, engineers, and managers
The SAWG adheres to the following principles:

- Operate within the framework of the EFCOG charter
- Ensure that planning and actions promote EFCOG objectives
- Follow applicable DOE and contractor requirements

Membership

The membership of the SAWG Steering Committee and its subgroups includes representatives from EFCOG member companies representing most DOE Sites, national laboratories, and contractors that support their work. Currently there are 31 members on the Steering Committee, representing 26 contractors at 17 DOE sites. In addition, continuous communication with DOE HQ personnel is facilitated through active participation on the Steering Committee, Subgroups, workshops and training functions.

FY-2002 Working Group Achievements

The SAWG conducts business through its Steering Committee (SC) and subgroups. The SC coordinates the subgroup actions, recommends changes, and establishes priorities. The SC also undertakes short-term activities through informal task teams or as a collective effort. The SAWG Steering Committee added several new members during CY2002.

Annual Safety Analysis Workshop

The most significant SAWG activity each year is hosting the annual Safety Analysis Workshop (SAW). The workshop provides training, technical presentations, and panel discussions as it encourages interaction among the entire DOE community. The workshop is unique in that it is the only national forum of its type, bringing together most of the significant policy makers, line managers, analysts, trainers, reviewers and approvers of DOE safety basis-related activities, applications, and documentation. The 12th annual 2002 workshop was held in Oak Ridge and sponsored by UT-Battelle, BWXT Y-12, Bechtel Jacobs, and SAIC. Despite ever-tightening budgets, approximately 250 participants from the DOE, contractors, and DNFSB reported substantial benefits from the workshop and endorsed its value to resolve compliance issues and enhance applied safety. In the last few years, training has increased in significance and participation and has expanded to accommodate formal training, invited speakers, and multiple panel discussions. A total of fifteen formal classes, presented over three days, provided training for approximately 150 registrants saving member contractors nearly $50,000 in technical course fees. Invited speakers included Beverly A. Cook, DOE, EH-1, Harold Denton, formerly of the NRC, Congresswoman Ellen Tauscher, John Sullivan, Bruce M. Carnes, Dr.

**Issuance of the Interim 10 CFR 830, Subpart B, Safety Basis Requirements**

A continuing significant development in 2002 was implementation strategy following the issuance by the DOE on January 10, 2001, of the Final regulation, 10 CFR 830, “Nuclear Safety Management,” particularly the new Subpart B, “Safety Basis Requirements.” This regulation codifies many of the authorization basis requirements contained in existing DOE Orders, plus added additional activities, such as onsite transportation, to the scope of these requirements.

The SAWG focus for 2002 was primarily around issues/interpretations associated with compliance with this Rule. The January 2003 Safety Basis Workshop was designed specifically to address the issues with hazard categorization, administrative controls, Preliminary Documented Safety Analyses (PDSA), nuclear criticality safety, exemptions to the Rule requirements, and closure activities. The June 2003 SAWG theme is “Safety Analysis’ Ultimate End Product: Getting Work Done Safely,” and numerous papers, panels, and training sessions will focus on Rule issues.

**FY-2002 Subgroup Achievements and Planned Activities**

The SAWG conducts the majority of its activities through its subgroups. The subgroups provide a forum via teleconferences, e-mail exchanges, workshops, and training to exchange information and lessons learned regarding the subgroup's specific areas of expertise. When significant issues are identified by the SAWG and/or the DOE, these are usually picked up through a subgroup and information/resolution planned and documented. In addition to their planned activities, meetings, and teleconferences, the Accident Analysis, Safety Basis, Controls Selection, and Unreviewed Safety Question (USQ) subgroups helped to develop and review proposed interpretations and guidance for many DOE directives and issues.

Foremost, the January 2002 Safety Basis Subgroup Workshop was held to address issues associated with criticality safety and transportation safety. This workshop, now in its 6th year, was originally designed and organized as a working meeting to address common DOE related safety analysis application and compliance issues. The workshop has come to serve as a working forum for national safety analysis issue identification and resolution, and is attended by over 100 DOE, contractor, and DNFSB personnel. Many ideas, interpretations, and common questions realized in this workshop are presented as either completed, or work in progress, papers, panels, and discussions at the annual June SAW meeting.
Major activities of the working group:

- Host the annual Safety Basis Workshop.
- Provide support, information, and review of DOE issues and directives.
- Provide input and assist the DOE in resolution of issues associated with DNFSB.
- Conduct in-depth training in Documented Safety Analysis (DSA), Technical Safety Requirement (TSR), and USQ processes, including hazards analysis, source term analysis, and chemical and radiological dispersion/consequence analysis.

**Accident Analysis Subgroup**

The purpose of the EFCOG Accident Analysis Subgroup, part of the SAWG, is to provide methodology recommendations and guidance, and promote consistency in the performance of accident and consequence analyses supporting safety documentation for the DOE facilities. Our major stakeholders include the DOE and DOE contractor safety analysts, regulatory staff, independent review, and oversight personnel. Activities and deliverables of the subgroup are conducted to promote safety analyses at individual DOE sites that are conservative, appropriate for the hazard level of the facility, and cost effective, while meeting the DOE and other applicable regulatory standards. Additionally, the subgroup seeks to integrate the recommendations of the DNFSB, and other independent oversight bodies into its programs and overall activities. The following are accomplishments for CY-02:

- Assisted in final phase of review and distribution of the Accident Analysis Guidebook (AAG). The draft DOE AAG was revised and distributed as a February 2002 revision during the DOE/EM - Paul Gubanc meetings in April 2002. Subject matter experts from the Accident Analysis Subgroup reviewed the document during the year. The project was shifted to DOE/EH in September and is now under the direction of Richard Englehart, DOE/EH-53. Chapter-wide review and distribution is planned to begin CY-03.

- Identified computer code candidates for Safety Analysis toolbox and provided interim guidance on use for supporting 10 CFR 830 DSAs. A code selection basis technical report, *Selection of Computer Codes for DOE Safety Analysis Application*, was finalized for the National Nuclear Security Administration, project sponsor, in May 2002. To provide guidance to contractors in use of several of the toolbox codes, three guidance reports for MACCS/MACCS2, ALOHA, and CFAST were completed. Given that the toolbox codes do not have SQA programs consistent with today’s standards, the documents provide safety contractors the appropriate regimes of applicability and approaches for
using MACCS, ALOHA, and CFAST for radiological dispersion/consequence, chemical dispersion, and fire analysis, respectively.

- Provided training in source term analysis, and chemical and radiological dispersion/consequence analysis. The Accident Analysis Subgroup conducted training courses in accident and consequence analysis, as part of the 12th annual SAWG Workshop in Oak Ridge, TN. Curricula, training materials, and class presentations were made to over one hundred participants during the 2002 June workshop. Courses included the following:
  - CONTAIN and Leak Path Factor Analysis
  - Chemical Dispersion and Consequence Assessment (Overview and Practicum)
  - Radiological Dispersion/Consequence Assessment
  - Fire Source Term Modeling
  - MACCS2 Overview and Practicum
  - HGSYSTEM
  - Radiological Safety Analysis Code (RSAC-6) for WINDOWS©
  - Temporary Emergency Exposure Limits (TEELs) and Chemical Mixture Methodology
  - Introduction To Plutonium Metallurgy
- Continued strategic planning between the SAWG and the American Nuclear Society (ANS) and its Nuclear Installation Safety Division (NISD). The Accident Analysis Subgroup facilitated plans for an upper-level management meeting between ANS NISD and the EFCOG Directors during CY-03. The objectives of this session would be to identify common objectives between organizations, explore lessons learned from the Embedded Topical meeting in 2001 held in Milwaukee, WI, and formulate a path forward. The latter would include, potentially, planning additional collaborative efforts, including meetings, white paper development, and standing joint committees formed of ANS and EFCOG representatives.

**Safety Basis Subgroup**

- Hosted the January 2003 Safety Basis Workshop in Albuquerque, NM to develop strategies for complying with 10 CFR 830 Subpart B by improving the integration of nuclear criticality safety and transportation safety with facility safety. A full day was dedicated to each of these very important topics.
- Planned for the January 2003 Safety Basis Workshop in Albuquerque, NM to discuss and clarify rule-compliant strategies for hazard
categorization and development of PSDA. In addition, DOE-HQ/EH requested assistance in responding to DNFSB Recommendation 2002-3, *Requirements for the Design, Implementation, and Maintenance of Administrative Controls*. This topic was added to the workshop agenda.

- Continuous dialogue with the DOE field and HQ personnel, and participation of the DOE personnel on both the Safety Basis Subgroup and SAWG SC facilitate informal DOE requests for review and comment.

*Nuclear Criticality Safety Interest Group*

In February 2002, a liaison function was established between the DOE Nuclear Criticality Safety Managers End User Group and the EFCOG SAWG Steering Group. This function is responsible for increased communication and understanding between the NCS Community and the EFCOG SAWG, and to improve coordination with the American Nuclear Society (ANS) NCS Division. In addition to participation on monthly teleconferences by an NCS representative, during CY-02 the following activities occurred:

- During the annual 2002 June workshop in Oak Ridge, TN a half-day Special Interest Group session on Nuclear Criticality Safety was held. In attendance were professionals from both the Facility Safety and Nuclear Criticality disciplines, both contractor and the DOE. That group concluded, there was a need for further coordination between the two disciplines including increased joint activities with the ANS NCS Division; however, a new EFCOG SAWG Subgroup was not needed. Rather, we should leverage off existing EFCOG and ANS activities and structure. The SC requested the NCS Liaison to pursue a follow-on workshop in conjunction with the 2002 November ANS meeting.

- On November 16, 2002, a daylong workshop was held in Washington, DC the Saturday prior to the Winter ANS Conference. The workshop was attended by both NCS professionals and Facility Safety professionals tasked with preparing 10 CFR 830 complaint DSAs. DOE including DOE-HQ EH-53 participated as well. The goals of increased communication between NCS and FS professionals, and better coordination with ANS was well received. A conclusion of the workshop was that ongoing exchange of information on NCS and DSA processes is needed and additional CY-02 activities should be conducted.

- The planned CY-03 activities include: (1) update on direction and NCS activities at the January 2003 AB Workshop in Albuquerque, NM, (2) in conjunction with the ANS June 2003 Conference in San Diego, CA a walkthrough tutorial on the DSA process highlighting needed NCS interface points will be conducted, (3) in conjunction with the EFCOG SAWG 2003 Conference in Salt Lake City, UT a half-day session on Nuclear Criticality Safety will be held emphasizing lessons learned from
current 10 CFR 830 efforts as well as the ANS activities conducted earlier in the month.

**Deactivation and Decommissioning (D&D) Interest Group**

A D&D Interest Group was formed based on recommendations by participants at the June 2002 SAWG meeting. At the request of the DOE, the group performed a review of DOE-STD-1120, which is a 10 CFR 830 safe harbor standard that is approaching the five-year DOE “sunset review”. Suggestions were provided on DSA preparation for long-term surveillance and maintenance and decommissioning activities. The group’s recommendations helped form the basis for DOE program guidance that was issued by the Assistant Secretary for Environmental Management in December 2002.

A meeting was held at the annual 2002 June workshop in Oak Ridge, TN and several teleconferences were conducted in CY-02. The D&D Interest Group developed a white paper for DOE-HQ/EH. Feedback was provided to reactivate the D&D Interest Group and to support a name change to “Closure Subgroup” in CY-03 to cover the full spectrum of issues. A session is planned for the annual 2003 SAW. The group will discuss, prioritize, and find paths forward for the issues identified in the annual June 2002 workshop.

**Controls Selection Subgroup**

- Established initial contacts with both Transportation and the Nuclear Criticality Safety Interest Group outside of the EFCOG organization to offer assistance in new 10 CFR 830 Rule requirements.
- Maintained a list of primary contacts.
- Held meeting at the annual June 2002 workshop in Oak Ridge, TN.

**Training Subgroup**

- Solicited additional membership in the Training Subgroup.
- Reviewed a draft update to the Safety Analysis Training Plan.
- Reviewed the Safety Analysis Training Vendor Course List for currency.
- Expanded the membership of the Training Subgroup.
- Assisted the 2003 Annual Workshop Chairperson with the planning and execution of workshop training.
- Updated and expand the Safety Analyst Training Vendor Course List.
- Updated the Safety Analysis Training Plan.
- Updated and expand the Training Subgroup Web Page.
Assisted sites in developing training plans and guidelines for qualifying safety analysts.

**Unreviewed Safety Question Determination Subgroup**

- Assisted DOE-HQ in the development and review of USQ related issues, including contractor interpretation of USQ process application.
- Maintained a list of primary USQ contacts.
- Presented USQ training at the 2002 SAW.
- Developed a white paper at the request of Paul Gubanc and EM-1 on “Accidents of a Difference Type” to aid in interpretation and training.

**FY-2003 Working Group Focus**

**2003 Safety Analysis Workshop**

The annual SAW is planned for June 21 - 26, 2003 in Salt Lake City, UT. The workshop is hosted by the Idaho National Engineering and Environmental Laboratory. Three full days of training are offered in advance of the technical sessions.

**2003 Safety Basis Workshop**

The 2003 January Safety Basis Workshop was held in Albuquerque, NM. The workshop focus this year was hazard categorization, administrative controls, PDSA, nuclear criticality safety, exemptions to the Rule requirements, and closure activities. Action items supporting development of papers and panel presentations on issues and resolution are being addressed for presentation at the annual 2003 June SAW.

**Significant Issues**

Continue to implement 10 CFR 830 safety basis requirements for onsite transportation activities, integration of nuclear criticality safety, assessment of Rule compliance, and development of common implementation strategies. The SAWG continues to work with the DOE-HQ Program Offices, Operations and Field Offices, and contractors to share information and coordinate strategies to support cost-effective Rule implementation. This activity will proceed throughout CY-03.

The DOE has a much broader range of chemical hazards in combination with radiological hazards than is found in commercial industry. As a result, treatment of chemical safety hazards in DOE facilities continues to challenge the DOE community due to their number and complexity. The SAWG, in tandem with the DOE Chemical Safety Topical Committee, is attacking specific issues and supporting the development of new information about
DOE chemical hazards. This is judged to be a continuing issue throughout CY-03.

Subgroups' Status
The Accident Analysis, Chemical Safety, Control Selection, Safety Basis, Training, and USQ Subgroups are all currently active (2003). The Control Selection, Training, and USQ Subgroups were all re-activated in early 2002, having been moved to "inactive" in CY-01. Interest in re-activation of the Facility Disposition Subgroup, and establishment of a Transportation Subgroup and Nuclear Criticality Safety Subgroup has been identified and were evaluated at planned interest sessions during the annual 2002 June SAWG Workshop. Currently, there is no plan to establish a subgroup for Transportation. An interest group for Nuclear Criticality Safety continues to be very active.

Lessons Learned
Over the past several years, the working group has tried to work closely with DOE/EH, EM, and NNSA, the program offices who are our primary customers. In addition, we have increasingly involved field office representatives in our activities. This combination of HQ and field involvement in process development, training, and workshop activities has significantly increased the effectiveness and value of our activities. We will strive to increase field office presence in SAWG functions.

Funding of activities is a primary problem. While significant issues continue to challenge the DOE community in the area of both applied and compliant facility safety, via safety basis requirements, and methods for performing safety analyses, it is increasingly difficult to fund activities that may provide long-term benefit. Fewer and fewer DOE sites have specifically identified funding for EFCOG activities.

Recommendations
- EFCOG should provide facilities for each working group to hold a face-to-face meeting in Washington, DC coincident with one of the planned semi-annual Working Group Chairs meeting. This would provide a means for each working group to interact with their EFCOG and DOE-HQ sponsor while in Washington, DC and save travel expenses for the Chairs by allowing them to combine these activities.

- The working group should be maintained, as it continues to provide cost-effective service to our contractors and DOE customers in issue identification and resolution, formal safety related training, development and review of DOE directives and guidance, and ongoing-shared experiences and lessons learned. In particular, the SAWG has actively facilitated complex-wide communication in meetings, workshops, and all
manner of information gathering relative to pursuing efficient implementation of 10 CFR 830.

**MAINTENANCE WORKING GROUP**

The Maintenance Working Group (MWG) is a working committee whose intent is to facilitate the objective of the Energy Facility Contractors Group (EFCOG) as it relates to maintenance, physical asset management, and facilities management.

The purpose of the MWG is to promote excellence in Department of Energy (DOE) maintenance programs through sharing information, resources, knowledge, talents, and use of lessons learned.

**Membership**

Patrick Dempsey, Lawrence Livermore, Chair  
Lynwood Dukes, Sandia Laboratory, Vice-Chair  
Suzy Fohrenck, Bechtel BWXT, Coordinator  
Mitch Seibolt, Honeywell, Committee Member  
Marcel Romanos, Bechtel BWXT, Committee Member  
Steve Dieterle, Kaiser Hill, Committee Member  
JR Marschall, Kaiser Hill  
Dwain Coppenger, BWXT Y-12, Committee Member  
Clark Stolle, Flour Hanford, Committee Member  
Rick Fleming, Westinghouse Savannah River, Committee Member  
Steel Condington, Bechtel Nevada, Committee Member  
Fred Drummond, DOE, MA-53, DOE-HQ Support  
Richard Earl, PB Facilities, Invited Guest

**Alumni Members**

Dawn Close, Honeywell, Past Chair  
Edward Williams, Sandia Laboratory, Past Chair  
Bernard Mattimore, Lawrence Livermore, Past Chair  
Paul Yela, Bechtel BWXT Idaho, Past Chair  
Ward Marsh, BWXT Y-12, Past Committee Member

**FY-2002 Working Group Achievements**

Lynwood Dukes, Site Integration Program Manager at Sandia National Laboratory will assume the role of Chairman at the April 2003 Workshop.

Lawrence Livermore National Laboratory hosted the Annual Maintenance Working Group workshop in Pleasanton, California. The workshop, entitled “Maintenance Tools for the Twenty-First Century” was combined with the 7th Annual “Safety Culture Revolution Through Employee Empowerment.”
The MWG 2002 Workshop was a great success. Attendance was about 200 from several DOE complex sites as well as private industry. The workshop included tracks on: Performance Measurement Tools, Maintenance Tools, Infrastructure Tools, Performance Measurement Tools, and Safety. Presentations from the workshop were provided to participants on a CD for future reference and sharing.

The safety workshop is intended to promote excellence in safety culture activities in both government facilities and industry, by encouraging working level participation in the safety processes in the working place. Specifically, the workshop is aimed at sharing knowledge and experiences necessary to create a safety culture that emphasizes: Safety awareness through empowerment, open communication, mutual trust and respect between labor and management, and empowering employees to take responsibility for their own safety.

A workshop will be held April 27-30, 2003 in Las Vegas, Nevada and will be hosted by Bechtel Nevada. The Workshop theme is “New Concepts and Maintenance.” There will be four main topics that include: Leadership In Management; Headquarters Issues; Techniques & Tools; and Contingency Planning & Maintenance Management. The workshop will include a track for the Safety Culture Revolution as has been done very successfully in the past. The expectation is to have attendance from the DOE complex (contractors and headquarters) as well as private industry.

**FY-2002 Working Group Activities**

Activities for the calendar year 2002 included two Steering Committee Meetings, a Workshop and a Benchmarking/Best Practice presentation.

A MWG Steering Committee Meeting was held on April 16, 2002 in Pleasanton, California and hosted by Lawrence Livermore National Laboratory. The meeting included the attendance of Chuck Ramsey, DOE-HQ with discussion on CFR 830. Discussions of LCAM, and FIMS were also included and ideas of how to support or assist in these efforts. The EFCOG MWG Steering Committee Charter was revised under section 4, C to read, “The Steering Committee shall consist of balanced representation.”

A MWG Steering Committee Meeting was held on November 12, 2002 in Aiken, South Carolina and hosted by Westinghouse Savannah River Site. The meeting included attendance of Steering Committee members and WSRS management. As part of this meeting, a Benchmarking/Best Practices mini-workshop was held. This was held on November 13-14, 2002 and included attendance of Steering Committee members and also several other sites that presented topics. It was very beneficial and a lot of information was shared between the attendees.
MWG Initiatives

Efforts will be made to work closely with DOE on the MWG initiatives and activities. Some of the initiatives include: Project Management Manual, Re-Write LCAM, Facility Reinvestment, FIMS Reporting, Maintenance Implementation Plan, Maintenance Workflow, Application of Graded Approach, Order 433.1, Direct Funding Issue, and Performance Measure Sharing and Best Practices.

Subgroup Status

The Performance Indicator Team has been active in collecting performance data related to facility maintenance. The Web page is up and running and being used by the following participants: Honeywell, KCP, BWXT Y-12, LLC, LBL, LLNL, LANL, NREL, Pantex, SNL, WSR. This information has proven very helpful for many sites.

Continuing activities for the performance indicator team includes: 1) What can be improved, and 2) Best Practices. Best practices are being held at different sites. Each site will be targeted for a best practice and will be able to share specifics with the other sites.

Lessons Learned

The effectiveness of the MWG is the strength gained by networking and sharing in best practices and “what really works well.” There is a significant impact on improving work processes when information can be shared.

DOE involvement is very important to the success of the Maintenance Working Group. This provides oversight and information on issues that need to be addressed. By doing this in a collective manner, it improves the implementation of DOE initiatives across the complex.

Recommendations

It is recommended that the Maintenance Working Group and the Benchmarking Team subgroup continue to actively pursue the purpose of their respective charters. It is also recommended that active participation from the DOE-HQ representative continue.

ENERGY EFFICIENCY WORKING GROUP

EEWG is a working committee of energy management professionals from various DOE/HQ, field, operations and support offices, national laboratories and M&O contractors throughout the DOE complex.

Our goal is to promote excellence in energy management through the active exchange of management and technical information, timely and effective communication, and to facilitate the application of energy saving information and techniques.
Key vehicles we use to further this goal are periodic working meetings. We normally conduct working meetings twice a year lasting 1-2 days each. We encourage DOE/HQ and local DOE office attendance at each working meeting. We don’t require EFCOG members to attend our working meetings. Interested energy management professionals from other federal agencies and organizations are welcome to participate. There is no fee for working meeting participants. Working meetings are normally scheduled to coincide with other energy related conferences and technical seminars. This strategy leverages the limited travel budgets of members and participants.

Membership

Primary sponsor:
- DOE's Federal Energy Management Program (FEMP)
- Elizabeth Shearer, FEMP Director
- Vic Petrolati, DOE's Energy Management Team Leader

Executive Sponsor: Don Pearman, Bechtel SAIC

EEWG Chair: Mike Holda, LBNL

EEWG Steering Committee:
- James Hedin, WIPP
- Wilson Reynolds, Energy Management Engineering
- Carter Ward, Energy Information Systems
- Vic Petrolati, DOE’s Energy Management Team Leader
- Mike Moran, PNNL
- Tom Brand, DOE/OAK
- Dale Sartor, LBNL
- Ernie Fossum, INEEL
- Blair Horst, LLNL
- Otto Van Geet, NREL

Membership: Over 50 members and regular participants representing national laboratories, M&O contractors, energy management firms, DOE/HQ, field, operations and support offices.

FY-2002 Working Group Achievements

Some of the goals of the working group have been to support DOE/HQ and site energy coordinators:

1. Increase the number of DOE sites that participate in departmental energy management program funding initiatives and have active energy management programs.

2. Help implement the new DOE Order 430.2a, including:
Implementing water efficiency programs, plans and best management practices

Selection of DOE/EPA energy start products

Strategies for reducing energy consumption in Laboratory and Industrial Facilities

Increase use of off-grid generation systems including renewable energy systems

Noteworthy accomplishments at DOE sites will be presented at our February 2003 EEWG meeting.

3. Develop Best Management Practices through the Departmental Model Programs initiative, including:

- Energy Star Labels in DOE Office Buildings
- Sustainable Design Initiatives at DOE sites
- DOE Building recommissioning efforts
- ESPCs in Excess facilities

These model programs provided a springboard for the introduction of best practices in energy management at DOE facilities. Presentations of the progress and results of these model programs at DOE sites will be included at the June 2003 EEWG meeting.

4. Integrate EEWG with other EFCOG Working Groups

The Chairs of the EFCOG Maintenance, Engineering Standards and ISM Environmental Subgroup will speak on related activities/initiatives at our February 2003 EEWG meeting. The intent is to exchange information, share common goals, and leverage synergies between the working groups and their members.

DOE continues to experience a loss of talented energy efficiency professionals at sites and operations offices due to lack of direct appropriations.

EEWG continues to provide assistance to DOE and other federal agencies in securing private sector financing to fund energy efficiency and infrastructure improvement projects at their facilities using innovative financing mechanisms. EEWG is providing support to Energy Savings Performance Contracting (ESPC) and Utility Energy Services Contracts (UESC) by utilizing the pool of the energy efficiency expertise that exists at the national laboratories to assist DOE and other federal agency sites to develop and implement projects utilizing these innovative procurement vehicles. Most energy projects at DOE sites are now funded using private sector financing.

The following is a list DOE sites that have developed or are in the process of developing Energy Savings Performance Contracts and Utility Energy
Services Contracts that have benefited as a result of information and lessons learned shared through EEWG over the past year:

- Idaho National Engineering and Environmental Laboratory
- Argonne National Laboratory
- Pantex Plant
- Y-12 Plant
- Nevada Operations Office
- Fermi National Accelerator Laboratory
- Hanford
- Savannah River Site
- Oak Ridge National Laboratory
- National Energy Technology Laboratory

According to DOE, EEWG has been instrumental in accelerating the process, directly associated with the number of alternatively financed projects within the Department of Energy and a substantial portion of the savings associated with these efforts is directly attributable to EEWG.

**FY-2002 Working Group Activities**

An EEWG meeting was held in conjunction with the DOE and EPA Sponsored Laboratories of the 21st Century Conference on January 10-11, 2002 in Washington DC. The agenda included Leadership in Energy and Environmental Design (LEED) Green Building rating system and it’s application at DOE sites, status update on DOE Order 430.2, the low energy, high efficiency “Berkeley Fume Hood” under development at LBNL, FEMP/HQ update, best practices roundtable on energy performance metrics, building recommissioning, group lighting relamping, and energy equipment inventory management, and a discussion on coordination of DOE/HQ program infrastructure budgets with DOE site energy managers. Thirty one (31) attendees from DOE/HQ, field offices and laboratory sites participated in the discussions. The meeting summary is posted on the EFCOG/EEWG website.

An EEWG meeting was held in conjunction with Energy 2002 Conference and Expo on June 6, 2002. The meeting was attended by approximately 45 people representing DOE/HQ, field and operations offices, and site energy managers.

Agenda topics included:

- Federal Energy Management Program HQ/Update
- Overview of PNNL’s Energy Management Program
- Presentations on Departmental Energy Management funded Model Programs including:
  - Sustainable Building Design Initiatives
- Building Recommissioning
- ESPC's in Excess facilities
- Energy Star Building Labels at DOE Offices Buildings
- DOE Order 430.2a -Departmental Energy and Utilities Management

Meeting agenda, notes, presentations and attendees are posted on the EEWG/EFCOG website.

We are also utilizing the EFCOG/EEWG website to post applicable DOE directives, publications, working group meeting information, and energy related conferences and technical seminars.

**FY-2003 Working Group Focus**

Our next EEWG working meeting is scheduled for February 4-6, 2003 at the National renewable Energy Laboratory (NREL) in Golden, Colorado. This meeting will be held in conjunction with a Building Commissioning Training Course. The focus of the commissioning training will be on laboratories and retro-commissioning.

EEWG meeting discussion topics include:

- Presentations by related EFCOG Working Groups including Maintenance, Engineering Standards, and ISM Environmental Subgroup
- EPA Climate Leaders Program
- DOE FEMP/HQ update
- ANL New Bldg LEED Certification
- Utility Energy Services Contracts update
- NREL's Site Energy Management Program
- DOE Order 430.2a site implementation progress update: noteworthy accomplishments required by order including:
  1. Water efficiency programs, plans and best management practices
  2. DOE/EPA energy star product selection
  3. Laboratory/Industrial Facilities Energy reduction strategies
  4. Increased use of off-grid generation/renewables
- Roundtable discussion- success stories, issues, lessons learned

We also plan to have an EEWG meeting August 21, 2003 in conjunction with Energy 2003 in Orlando, FL. The agenda for the meeting has not yet been developed.
EEWG will participate in a Federal Laboratory Forum August 20, 2003. The intent of the Forum is to encourage federal laboratories to work together to increase environmental performance of their facilities.

EEWG will continue to support and participate in Laboratories of the 21st Century, with the next annual conference scheduled for October 21-23, 2003 in Denver, CO.

Travel restrictions are expected to continue to impact participation in working meetings. We will attempt to video conference/tape future working meetings when practical.

In CY 2003 we will continue to assist DOE FEMP with marketing and implementation of alternative financing mechanisms for energy efficiency and infrastructure improvements projects at DOE sites.

We will continue to interact with representatives from other EFCOG Working Groups exchange information, share common goals, and to take advantage of synergies between the working groups and their members.

EEWG will also continue to take a comprehensive customer focused approach that is responsive to FEMP’s vision to assist DOE and federal agency sites to increase energy efficiency, conserve water, promote renewable energy technology use and manage energy costs.

EEWG will continue to assist DOE’s Federal Energy Management Program with timely and effective communication between sites, field and operations offices and HQ.

We will also continue to increase communication and participation of energy management professionals from DOE, other federal agencies and other appropriate EFCOG working groups at workshops to extend the pool of knowledge available to support DOE’s energy management initiatives.

In CY 03 we will work with DOE’s Office of Energy Efficiency and Renewable Energy (EERE) to explore the potential of increasing the scope of EEWG to include applicable EERE technology initiatives.

**Recommendations**

Recommend that the Energy Efficiency Working Group (EEWG) be continued. No subgroups are recommended to be formed at this time.

**ACQUISITION MANAGEMENT WORKING GROUP**

The Acquisition Management Working Group (AMWG) is established to facilitate the objectives of the Energy Facility Contractors Group by enhancing the relationship between the Department of Energy and its prime contractor industrial base in the area of acquisition management.
Membership

Steering Committee: Frank Figueroa, Sandia National Labs
Tom Sheridan, Brookhaven National Lab
Richard Hopf, DOE Procurement Executive
Robert Braden, Jr., NNSA Director of Procurement
and Assistance Management

Chair: Gary Zura, Sandia National Labs

Members (EFCOG):

- Bob Benedetti, SAIC
- Ken Brog, Oak Ridge National Lab
- Dennis Bugielski, Argonne National Lab
- Jim Dyer, Fluor Federal Services
- John Gilpin, Lawrence Livermore National Lab
- Karen Hoewing, Pacific Northwest National Lab
- Laurie Hollick, Westinghouse Savannah River Site
- Jane Kirkendall, Flour Hanford
- Toney Mathews, Framatome, ANP
- Ami Peterson, Sandia National Labs
- Tom Sheridan, Brookhaven National Lab
- Dave Sosinsky, Honeywell Kansas City Plant
- Michael Vermeulen, DynMcDermott, Strategic Petroleum Reserve
- Ron Wessel, BWXT—Y-12
- Ralph Wood, CH2M HILL Hanford Group, Inc.

Non EFCOG Member: George Johnson, Strategic Marketing Consultants

Objectives

The objectives of the Acquisition Management Working Group (AMWG) are to:

- Create a forum in which the EFCOG membership and the DOE/NNSA can mutually explore continuous improvement of the acquisition process at the prime contract level and build mutual trust between the contractor community and the DOE staff.

- Promote a win-win relationship with shared priorities and a common understanding of acquisition and contracting issues through effective communications.

- Promote DOE’s strategic goals and initiatives as they relate to the planning, placement and administration of prime contracts within the DOE complex.
During the past year the group has focused on:

- Responding to proposed regulations and their impact on Prime Contract relationships (e.g. Procedural Rules for Assessment of Civil Penalties for Classified Information Security Violations).
- Working with DOE on tailoring the concept of Performance Based Management to each business and site.
- Establishing a presence in the DOE Career Development program.
- Reviewing and commenting on the various sets of contracting principles developed by DOE and NNSA.

FY-2002 Working Group Achievements

- Three working group meetings were held to assess progress of the various subgroups, compare issues at sites, and strategize responses to DOE initiatives and proposed rule-making.
  - June 20, 2002, Washington DC
  - November 5, 2002, Las Vegas, NV
  - February 26, 2003, Washington DC
- A meeting was held (08/02) with Richard Hopf, DOE, Gary Zura and Michael Vermeulen to discuss the possible involvement by EFCOG member companies in the Acquisition Career Development program. Cynthia Yee is the primary DOE staff member assigned to this task.
- Communications with various DOE procurement organizations was improved.
- The AMWG hosted Irma Brown and Jim Tower, both of DOE at the June meeting in a discussion of Make-Buy requirements. Candid feedback was provided to our guests. Following the meeting, the group heard that this contract clause would be eliminated, and a notice of proposed ruling is being approved at this time.
- The group is reviewing possible changes to printing regulations and will provide input to DOE on the use of the government printing office. Letters were sent to both DOE and NNSA concerning the government directly contracting with small business for work presently under prime contracts, and an opinion on the “Procedural Rules for Assessment of Civil Penalties for Classified Information Security Violations.”
- A panel discussion among the DOE and NNSA groups having model contract prototypes was held to compare and contrast the model “Acquisition Strategies” of the DOE.
- The working group believes that with perseverance, we can nurture a better understanding of how best to contract for DOE or NNSA programs, enabling a more effective work environment for all parties.
FY-2003 Working Group Focus

The group intends to continue working on the above stated issues in the coming year, and will add sub-group initiatives as appropriate.

Status of Subgroups

1) Performance Based Management: the Chairs of the working group and sub-group have met with Richard Hopf, DOE to discuss the theory and applicability of Performance Based measures to different types of DOE work. The group is finalizing their product and will make attendant recommendations.

2) Model Contract: DOE believes this is an iterative process, with each new solicitation viewed as the latest model. This sub-group is working to collect principles to be incorporated into future contracts to assure that the model contract is based on principles, rather than clauses. There is also a need to develop trust between the contractor community and DOE/NNSA concerning contract terms. Both DOE and NNSA have been devising a variety of model contracts. The panel discussion in February 2003 should help bring clarity to the similarities and differences.

3) DOE Acquisition Career Development: The specific function of this subgroup is to participate with DOE in implementing a career development program for their staff. The group is actively working with the DOE staff member assigned to this program.

4) Workforce Management: The primary focus of this sub-group was DOE Order 350.1. The intent was to reduce the prescriptiveness of this Order to allow contractors to operate effectively while still complying with laws and regulations. There has been some discussion that as a result of the 70+ directive review that this Order will be eliminated. If this happens, the continuing need and focus of this sub-group will be reassessed.

5) Response to Rules and Regulations: Last year, this sub-group submitted responses to the Proposed “Conditional Payment of Fee” clause, and to the initiative to review 70+ directives. There has been no global action in these areas. This year we submitted responses on the “Procedural Rules for Assessment of Civil Penalties for Classified Information Security Violations” and to various Special Contract clauses attempting to carve out prime contract work for DOE and NNSA to directly contract with small business. We anticipate that the work of this group will continue.

Lessons Learned

This Working Group has initiated valuable interactions on acquisition management issues with DOE and NNSA at many levels. Coordination is important as well as understanding what issues DOE is willing to discuss and which are non-negotiable.
As the environment at DOE changes different approaches are possible and we must be poised to review opportunities as they occur.

We are establishing productive working relationships with both DOE and NNSA Headquarters and understanding how local offices influence the mix.

There is still a lot of work to be done by this group, and much of it depends on the methods used by both DOE and NNSA to reorganize their contracting functions. The working group is engaging DOE in discussions of both the obstacles and the opportunities.

**Recommendations**

This working group should be maintained. It is having a positive impact on Prime Contract relationships with DOE and NNSA. The sub-groups as currently configured are generally making progress.

**INFORMATION MANAGEMENT WORKING GROUP**

The purpose of the IMWG is to promote excellence, efficiency, and effectiveness in the use of information management and technology throughout the Department of Energy (DOE) by providing a forum for sharing information, collaborating on common problems, promoting general coordination among EFCOG members on related matters, and making recommendations on policies, procedures, and technical collaborations. For the purposes of the IMWG, information management means: the handling and control of facts, data, documents, records, software, hardware, and integrated systems that are relevant to achieving the mission of the Department of Energy.

The working group fosters and promotes the interchange of information among its members and the DOE offices to serve as a forum for DOE complex-wide information management issues, to strive for consistency in the implementation of customer requirements and initiatives, and to improve the quality and responsiveness to requests for information and data.

As needed, the IMWG will create subgroups to address will special issues.

**Membership**

Chairman: Theodore C. Michels, Lawrence Livermore Nat'l Lab
Steering Committee: Jill Deem, NREL
Carl Lovell, INEEL

Members: TBD

DOE Representatives: Karen Evans, CIO Department of Energy/HQ
Non-EFCOG Members: Charles Sharrocks, SAIC
The membership list must be updated to reflect changes that have occurred since the last annual meeting of the IMWG. A letter will be sent to the EFCOG member organizations to confirm the person to attend future IMWG meetings from their organization.

Status

The IMWG could play an important coordinating role between DOE and the contractors. Over the past several years, the DOE CIO’s Office has gone through a variety of changes, and today there have been no tasks defined for the IMWG by the CIO. The major benefit of this working group has been the ability to network with other people and share information between sites. The cost of someone attending our meeting tends to be more than returned by the benefit of sharing information.

A secondary benefit has been that DOE has a source for getting quick information from the contractor sites when they have a need. This has happened several times over the last year and has been a benefit to them in more effectively responding to issues and requests at the DOE/HQ level.

Lastly, the working group has been a forum for people to meet and discuss information management issues and to hear what others are doing. This has been a very valuable part of the working group activity. The IMWG provides a unique forum for discussion of IT issues facing people in today’s rapidly changing technological environment.

Objectives

- Increase efficiency and effectiveness in the use of and reduce the cost of information management across DOE through information sharing among participating contractors.
- Conduct workshops, organize task groups, and conduct seminars on information management issues that are of interest throughout the EFCOG community.
- Provide a forum to address accepted and emerging standards for information management practices, processes, and products that may benefit the EFCOG community.
- Provide advice and make recommendations to DOE on policies, procedures, standards, and architecture pertaining to use of information management.

Areas of Interest

- Share information regarding current issues facing the sites especially issues relating to computer security.
- Leverage our own collective voice with vendors.
- Serve as a reviewing forum for DOE-wide architecture and standards activities, DOE order guides, and manual development, as needed.
- Serve as a contractor working group/representative for the DOE Information Management Council.

Subgroup Status
The IMWG does not have any subgroups.

Lessons Learned
The IMWG has not had an annual meeting for some time. The reason for this is that there have been numerous changes in the CIO Office in DOE. It will be important to understand how the IMWG can best serve the interests of the permanent CIO.

Recommendations
I would recommend that the IMWG be put on hold until a clear set of objectives is defined by the DOE CIO for the IMWG. Even though it provides a forum for DOE contractors to meet and discuss information management issues they are facing and do networking between sites, I think with the addition of LPSO CIO's, it will be difficult to define a working relationship and a set of objectives that can meet everyone's needs. For the IMWG to continue, there needs to be strong sponsorship commitment from the CIO's office.

ENGINEERING STANDARDS WORKING GROUP

The purpose of the Engineering Standards Working Group (ESWOG) is to provide efficiency, value, and support for the DOE by promoting excellence through the sharing of Site Engineering Standards program information throughout the DOE complex. The ESWOG's goal, through active participation of its members, is to save money and time in the preparation and implementation of site standards programs.

Engineering standards programs are a promulgated body of requirement and/or guidance material generally related to design, engineering, drafting, specifications, construction, operation, and D&D.

Membership
Twenty member companies are represented with approximately 15 active. See roster on ESWOG Website:
http://www.efcog.org/workgroups/eswog/index.htm
FY-2002 Working Group Achievements

- ESWOG completed a comprehensive roster of engineering Subject Matter Experts in EFCOG member companies and posted on the homepage. This listing has already facilitated useful intra-member communication at the working level. It is available at http://www.efcog.org/workgroups/eswog/index.htm

- To address growing member interest in facility engineering issues outside the scope of the group, the ESWOG Chair initiated a proposal to the Directors to form an Engineering Working Group that would consider best organization structure, procedures and processes, design/contracting, engineering training/qualification, compliance, and workforce issues. It would also umbrella ESWOG and the emerging Configuration Management and Fire Protection Subgroups. Strong DOE support of the concept was obtained.

- The Chair made a presentation on ESWOG to the Energy Efficiency Working Group at their annual meeting in February 2003 at NREL. This was well received and initiated useful discussions; areas of cooperation were identified and will be pursued.

- ESWOG held its second annual meeting June 24-26, 2002 at the DOE-NNSA Support Facility, Las Vegas NV. It was even more successful than the 2001 meeting, lasting two days and having 15 member companies represented. The agenda consisted of two main parts: (1) standard program updates by each attendee and (2) topical discussions of problems and issues of mutual interest.


  Detailed minutes and copies of presentations are on the EFCOG website.

- ESWOG continued to work with DOE-EH on the 2001 ESWOG proposal for DOE to centrally fund and administer a contract to provide online national standards to DOE sites. This proposal was made when it became
apparent that many sites contracted for such services individually and several hundred thousand dollars might be saved through a single contract. A comprehensive contract would also support the design of safer facilities because of the improved availability of the latest standards. DOE-EH is actively pursuing this and indicates a contract may be in place by FY04.

- Teleconferences were held in February and October 2002 during which members discussed issues affecting their standards programs and complex-wide issues such as online standards and various DOE-led standards initiatives such as testing HEPA filters at ORFTF. Minutes are contained on the web site.

- There were numerous chair-to-members and member-to-member communications and informal surveys performed throughout the year that generally promoted efficiency and problem solving on topics. Such communication occurred largely because of the existence of the group.

- The ESWOG website was further developed during the past year with many new and useful links. It now includes more site standards indexes and, in some cases, standards from member sites. Several members have now benefited from such access to materials provided by other members. 

http://www.efcog.org/workgroups/eswog/index.htm

FY-2003 Working Group Focus

- Initiate a program to identify “model” specs from around the complex and make available to all members. Initial concept is to pilot this with “green” specs required by EPA and LEED (Leadership in Energy and Environmental Design).

- Pursue a program for adopting and sharing selected procurement specs complex-wide. As a pilot, the SRS HEPA filter spec may be considered for adoption by sites with nuclear facilities.

- Continue to hold periodic teleconferences.

- Promote Configuration Management and Fire Protection Subgroups and monitor viability.

- Address emerging standards issues as needed.

- Plan and hold 2003 Annual Meeting.

Subgroup Status

- The former Computer Aided Design/Engineering (CAD/CAE) Subgroup held a successful meeting in October 2002. Fourteen attendees representing that subgroup’s active membership met and, chaired by Bob Cullum, they ultimately desired to broaden their title and scope to Configuration Management. This change should increase both their
membership and benefit to DOE, and a proposal to modify their charter was sent to EFCOG leadership.

- DOE contractor fire protection engineering personnel held an organizing teleconference in December. Over a dozen callers expressed interest in becoming an ESWOG group that Richard Lewis and Steve Nashatker of SRS would initially co-chair. Their contact list now exceeds 30 people, and their proposed charter was sent to the EFCOG board for approval.

Lessons Learned

- Periodic communication between working groups in telecons and meetings improves efficiency and productivity.

Recommendations

- None.

**PRICE ANDERSON WORKING GROUP**

The EFCOG Price-Anderson Amendments Act (PAAA) Working Group is a Department of Energy (DOE) contractor working committee whose purposes are (a) to provide a regulatory affairs forum for DOE contractors that facilitates DOE and contractor objectives concerning all aspects of the nuclear safety regulations embodied in the PAAA Rules, and (b) to promote excellence at DOE facilities through cost-effective implementation of these nuclear safety regulations by sharing of information and lessons learned.

Membership

The PAAA Working Group consists of approximately 70 people representing 25 EFCOG member companies and 8 non-member companies. The organizational structure consists of a Chairman, a Vice-Chairman, and a Strategic Planning Committee (SPC) consisting of three other members appointed by the EFCOG Sponsoring Director. The names and company affiliations of the individuals currently filling these positions are listed below.

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<th>Position</th>
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</tbody>
</table>

All five positions have renewable terms of two years and constitute the full Working Group SPC assigned by the Sponsoring EFCOG Executive Director. It is noted that Stephen Ward has recently been reassigned within SNL and no longer serves as the SNL PAAA Coordinator; a replacement SPC member will be formally appointed in the near term.
The Sponsoring EFCOG Executive Director is Robert Pedde (WSRC), and the DOE Sponsor is Steven Sohinki, Director, and Office of Price-Anderson Enforcement (DOE-OE).

The Working Group membership includes representatives from a broad range of DOE prime and sub-tier Contractors that cover all major DOE sites. Participation in Working Group activities is not limited to representatives from EFCOG member companies. Each participating DOE contractor organization may identify one or more representatives, as appropriate, to facilitate communications within their organization. Contractor management personnel and subject matter experts, and other non-Working Group members from DOE contractor organizations are welcome to attend as guests and encouraged to participate in Working Group meetings and Task Team initiatives. Participation of these guests provides Working Group members with direct access to subject matter experts in various areas of interest, e.g., procurement, transportation, radiation protection, and quality control. It also provides the guests an opportunity to interact with DOE-OE and a large number of Contractor PAAA Coordinators with substantial expertise and practical experience in the PAAA process.

**FY-2002 Working Group Achievements**

The PAAA Working Group conducts meetings semiannually, generally in the Spring and Fall, or as determined by the Working Group Chair; the SPC meets in conjunction these meetings. Prior to the end of 2000, the Working Group rotated the location of these meetings among the DOE sites. This practice was abandoned beginning in 2001 due to the impact of changes in DOE conference and travel policies, combined with reduced contractor travel budgets and the relatively high cost of travel to some DOE sites. Both meetings in 2001 and the Spring 2002 meeting were held in Las Vegas due to the relatively low travel and accommodation costs.

At the Spring 2002 meeting, a decision was made to return to a partial rotation schedule to allow greater participation by both DOE and contractor management and operations personnel at the various sites. The Working Group now holds Fall meetings at DOE contractor facilities and Spring meetings in Las Vegas.

The cost of meetings is covered by the meeting host to the extent authorized by the host’s contractual arrangements with DOE and applicable DOE Directives. Contractors are expected to fund the costs of their respective attendees at meetings. No formal cost-benefit analyses have been performed by the PAAA Working Group to date because the cost-avoidance benefits from these activities is not directly or easily measurable.
The PAAA Working Group held two meetings during Calendar Year 2002:

- Spring 2002; was hosted by Charley Watts, LLNL Nevada Test Operations, and held at the DOE North Las Vegas Facility during April 3-4, 2002. There were approximately 65 attendees.
- Fall 2002; was hosted by Karl Olsen, Lawrence Berkeley National Laboratory, and held at LBNL during October 16-18, 2002. There were approximately 60 attendees.

The Spring meeting was attended by Keith Christopher, Director of DOE-OE and sponsor of the PAAA Working Group; and Dick Black, Director of the DOE Office of Nuclear & Facility Safety Policy (DOE-EH-53). The Fall Meeting was attended by Stephen Sohinki, who was appointed as Director of DOE-OE following Christopher’s retirement during the summer of 2002, and by Howard Wilchins, the DOE-OE Senior Litigator. Dick Black was unable to attend, but made a presentation and participated in a question and answer session by telephone-link into the auditorium sound system.

Other accomplishments during calendar year 2002 include the following:

- Provided comments during 2001 and early 2002 to DOE-OE on proposed EGS concerning enforcement of bioassay accreditation; subsequently issued by DOE-OE on February 21, 2002 as EGS 02-01, *Enforcement Position Relative to 10 CFR 835 Bioassay Accreditation*.

- Significant participation during both 2001 and 2002 in development of proposed NNSA draft policy document concerning weapons issues subject to 10 CFR 830, Subpart A, *Quality Assurance*. NNSA-AL has transmitted the draft policy to NNSA-HQ for final review; a final policy document is expected to be approved and issued during the spring of 2003.

- EFCOG PAAA Working Group Repetitive and Programmatic Issues Task Team continued working with DOE-OE to clarify the differences between noncompliances and quality improvement and related issues.

- PAAA Training Task Team completed all work on a revised PAAA training module for DOE and on a PAAA training module for procurement personnel with the DOE Contractor Procurement Council. This Task Team was retired during 2002 following completion and reporting out of its work. The SPC and the Working Group expressed their appreciation to Dick Steele (SNL), the Task Team Leader, for the successful completion of work and positive interaction with the Contractor Procurement Council.

- The Working Group received a request in mid-September 2002 from Stephen Sohinki, Director of DOE-OE, to perform a quick-response (approximately three weeks total time) general survey of the placement of the Primary Contractor PAAA Coordinator within the contractor organizations. He was also interested in obtaining estimates of the amount of time expended by the Primary PAAA Coordinator in that
functional role, as well as the total resources expended by the contractor for PAAA activities. The survey effort was conducted by Bill Luce and Greg Peterson of WSRC, who developed a questionnaire for the purpose. Responses were received from approximately 50% of all Contractor PAAA Coordinators within the DOE Complex in time to be compiled, sanitized, and delivered as requested. The results generally indicated that most Contractor PAAA Coordinators have direct access to the top tiers of contractor management organizations; only two of 28 respondents were more than two levels removed from the company president/director. The results also indicated that approximately one-half of these PAAA Coordinators spend more than 50% of their time on PAAA matters. Total FTE expenditures for the contractors represented in the survey varied over a small range, with 2.1 FTE for contractors with less than 3000 employees to 3.9 FTE for contractors with 3000 or more employees; the overall average was 3.1 FTE for the 28 responses.

Other completed activities for calendar year 2002 include the meetings listed below, which were attended by various PAAA Working Group members, as indicated:

- September 19, 2002, meeting of the Working Group leadership with Stephen Sohinki, Director of DOE-OE, at his request to discuss contractor concerns in the PAAA area and current PAAA Working Group activities; attended by the five members of the SPC and the four other senior members of the Working Group.
- It is also noted that all four Task Teams held various teleconferences and meetings, as necessary, to accomplish their goals. Several of these meetings were held in conjunction with the regular Spring and Fall Working Group meetings in order to minimize costs.

FY-2003 Working Group Focus

- The Spring 2003 meeting is tentatively scheduled for April 16-17, 2003 at the DOE North Las Vegas Facility. It will be hosted by Abel Garcia, LLNL, with support from Charley Watts, LLNL Nevada Test Operations. Final arrangements are nearing completion and a formal announcement of the meeting is expected to be made by March 1.
- The PAAA Working Group returned to a rotation schedule for Fall Working Group meetings in 2002; the Fall 2002 meeting was held at Lawrence Berkeley National Laboratory and several sites are under consideration for the Fall 2003 meeting.
- The Graded Approach Task Team completed disposition of all comments on the Final Draft of “Implementing the Graded Approach at Department of Energy Facilities” at the end of 2002. The final document, intended as an implementation guidance document for Contractor PAAA Coordinators
and other contractor personnel, will be distributed prior to the Working Group’s Spring 2003 meeting.

- Continue active engagement in 10 CFR 830 Rule implementation:
  - Weapons EGS: DOE-OE, DOE-AL, and various contractors
  - PAAA training: Contractor Procurement Council
  - Subpart A (QA): DOE QA Working Group and QSM SIG
- Continue working relationships with:
  - Radiation Protection Task Group of EFCOG ISM Working Group
  - DOE Contractor Procurement Council
  - TRADE QSM Special Interest Group
- Provide comments to DOE-OE on documents as requested.
- Establish new Subgroups and/or additional Task Teams as appropriate.

**Subgroup Status**

There are no active subgroups at this time. The current status of Task Teams is shown in the table below. Task Teams are created, as necessary, by the Working Group Chair with the advice of the SPC. These teams operate under the general guidance of a sponsoring SPC member to ensure appropriate focus on effectiveness and deliverables.

<table>
<thead>
<tr>
<th>Task Team</th>
<th>Sponsoring SPC Member</th>
<th>Date Formed</th>
<th>Team Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement</td>
<td>Abel Garcia</td>
<td>10/00</td>
<td>Mike Walls, ORNL</td>
</tr>
<tr>
<td>Graded Approach</td>
<td>Bill Luce</td>
<td>12/99</td>
<td>Brinley Varchol, Fernald</td>
</tr>
<tr>
<td>Repetitive and Programmatic Issues</td>
<td>Bill Luce</td>
<td>12/00</td>
<td>Bill Luce, WSRC</td>
</tr>
</tbody>
</table>

All three Task Team Leaders described the current status of their activities to the SPC and the Working Group at the Fall 2002 meeting. As noted earlier, the Graded Approach Task Team has completed its work and will be formally retired at the Spring 2003 meeting.

**Lessons Learned**

General reductions in contractor budgets for travel and potential impacts of the DOE Order on travel and conference policies had a significant adverse affect on the ability of PAAA Working Group members to attend Working Group meetings in past years. The overall impact was somewhat mitigated by a Working Group decision to hold several of our meetings during 2001 and
2002 at the DOE North Las Vegas Facility and take advantage of inexpensive flights and accommodations.

Sharing of PAAA lessons-learned information has value. PAAA Working Group activities continue to be of substantial interest to the contractor community and to DOE.

**Recommendations**

The PAAA Working Group Chair, with concurrence of the SPC, recommends continuation of the PAAA Working Group and the three existing, but soon to be only two Task Teams.

**EFCOG WEB PAGE**

As a lessons learned organization, dissemination of information quickly and easily is essential to EFCOG’s effectiveness. The EFCOG web site is a critical tool serving this purpose. During the past year, Barbara Pierre, Support Administrator, continued daily maintenance of the web site to assure that data from contractors, working groups and DOE is correct and consistent with the EFCOG database. Based on an action undertaken at the Secretary’s Safety Summit, the EFCOG web page contains a hot link to the DOE web site to assure that Best Practices of DOE contractors are promptly and widely disseminated.

It is our goal to make the web site as useful as possible, and we encourage all parties using the web site to provide comments to us on how the EFCOG site can be made more useful and user friendly. You can do so by logging on to the Feedback section of www.efcog.org, or by contacting our web site administrator at bpierre@cox.net.

**FINANCES**

Longenecker and Associates, Inc. continues to provide Executive Council support and coordination, working group integration and coordination, strategic planning, and day-to-day administrative support, including web page maintenance to the EFCOG members and working groups. The support staff provides a focal point for coordination of EFCOG activities, tracking of action items, regular communication with DOE and members, and for maintaining and disseminating a central base of EFCOG data. The support contractor is also responsible for coordinating activities with DOE and member companies, developing and distributing the EFCOG Newsletter, Annual Report, trifolds and other documents, contacting prospective new members, maintaining the EFCOG Working Group Operating Manual, and the Executive Council Manual, developing and maintaining the EFCOG library of records and information, supporting the Executive Directors, working groups and subgroups, and other duties as assigned by the EFCOG Chair.
Funding for administrative support is provided by EFCOG members who annually pay a pro rata share of the support costs for EFCOG. The funds are collected, administered and disbursed by the EFCOG Chair. Receipts for members’ FY-2002 pro rata shares and disbursements for services are shown in Tables 4 and 5. Projected receipts for members’ FY-2003 pro rata shares and disbursements for services are shown in Tables 6 and 7.

**FUTURE PLANS**

In 2003, EFCOG will continue to support DOE in meeting its greatest challenges by focusing on the critical items of integrated management, enhanced productivity, effective project management, and efficient contracting. In addition, we will maintain a close dialogue with DOE field and headquarters managers to identify and address other emerging areas where we may lend support. In addition, EFCOG will continue and expand our cooperation with other industry groups including the NLIC, LOB, Institute for Nuclear Power Operations, the American Nuclear Society, and the Nuclear Energy Institute. It is certain that the future will hold a range of new challenges for the Department and its contractors. We realize that we must remain focused on meeting mission requirements safety and economically under close public and congressional scrutiny and with very tight budget constraints. As DOE contractors, we must also support the broad administration’s objectives for Homeland Security and protecting the environment. With this in mind, EFCOG reiterates our commitment to working closely with DOE and to working safely and more efficiently to meet the overall energy needs of the country. We encourage recommendations from DOE or from our members on new areas where we should be focusing, or on areas that deserve increased attention.

**SUMMARY**

The year 2002 was a time of continued challenge and change for both DOE and its contractors. Developments in 2002 underscored the importance of DOE’s missions to both energy security and to other critical administration initiatives. I want to thank all of our member companies, our working groups, and our directors for their continued accomplishments and dedication during this period of change.

We are also very gratified with the guidance, continued support and encouragement provided by our DOE sponsors during the past year, and we look forward to further strengthening these working relationships, meeting future DOE challenges by focusing our efforts where the potential risks and benefits are greatest.

Finally, it has been an honor and a pleasure for me to work with all of you as EFCOG chair over the past three years. I wish Tom Sheridan well as the
Chair for 2003, and I know that he is strongly committed to working with all of our member companies and with DOE to assure that the Department can fulfill its important national missions in energy and, defense.

Francisco Figueroa
Chairman
Energy Facility Contractors Group
FY-2002 EXECUTIVE COUNCIL

Full Membership

- Argonne National Laboratory
- Bechtel BWXT Idaho (INEEL)
- Bechtel Hanford / Bechtel SAIC
- Bechtel Nevada
- BNFL Inc.
- Brookhaven National Laboratory (operating BSA)
- BWXT Pantex
- BWXT Services Inc.
- BWXT Y-12
- CH2M HILL Hanford Group, Inc.
- Concurrent Technologies Corporation
- DynCorp
- Fluor Federal Services
- Fluor Fernald
- Fluor Hanford
- Foster Wheeler Environmental Corporation
- Framatome ANP DE&S
- Honeywell International, Inc.
- Jacobs Engineering Group, Inc.
- Kaiser-Hill Company, LLC/Rocky Flats
- Lawrence Berkeley National Laboratory
- Lawrence Livermore National Laboratory
- Lockheed Martin ISS
- Los Alamos National Laboratory
- Midwest Research Institute (NREL)
- Pacific Northwest National Laboratory (operated by Battelle)
- Sandia National Laboratories
- Science Applications International Corporation
- UT-Battelle (ORNL)
- Wackenut Services, Inc.
- Westinghouse Group International
- Westinghouse Savannah River Company
- Westinghouse TRU Solutions (WIPP)

Associate Membership

- Bartlett Services, Inc.
- EG&G Technical Services
- EXCEL Services Corporation
- L&L Associates, Inc.
**FY-2002 EXECUTIVE DIRECTORS**

**Frank Figueroa**  
Sandia National Laboratories  
- EFCOG Chair  
- Acquisition Mgmt Sponsor

**Robin Madison**  
BWXT Pantex

**Thomas R. Sheridan**  
Brookhaven National Laboratory  
- EFCOG Vice Chair

**Robert Pedde**  
Westinghouse Savannah River Co.  
- Safety Analysis Sponsor  
- Price-Anderson Sponsor  
- Integrated Safety Management Sponsor

**Cynthia M. Hayes**  
BWXT Y-12, LLC  
- EFCOG Vice Chair Elect

**Robby Enge**  
Pacific Northwest National Laboratory

**Dennis Fisher, Ph.D.**  
Lawrence Livermore National Lab  
- Maintenance Sponsor

**Lawrence Papay**  
Science Applications International  
- Information Management Sponsor

**Don Pearman**  
Bechtel SAIC Company, LLC  
- Energy Efficiency Sponsor

**Ronald Hanson**  
Fluor Federal Services

**Tom Stevens**  
Framatome ANP DE&S  
- Engineering Standards Sponsor

**Lincoln E. Hall**  
L&L Associates  
- Director Emeritus

---

**Table 2**
# FY-2002 WORKING GROUPS

<table>
<thead>
<tr>
<th>Working Group</th>
<th>Chairperson</th>
<th># of Subgroups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisition Management</td>
<td>Gary Zura, Sandia</td>
<td>7</td>
</tr>
<tr>
<td>Energy Efficiency</td>
<td>Mike Holda, LBNL</td>
<td>0</td>
</tr>
<tr>
<td>Engineering Standards</td>
<td>Tobin Oruch, LANL</td>
<td>1</td>
</tr>
<tr>
<td>Information Management</td>
<td>Ted Michels, LLNL</td>
<td>0</td>
</tr>
<tr>
<td>Integrated Safety Management</td>
<td>Joe Yanek, WSRC</td>
<td>5</td>
</tr>
<tr>
<td>Maintenance</td>
<td>Patrick Dempsey, LLNL</td>
<td>0</td>
</tr>
<tr>
<td>Price-Anderson Amendments Act</td>
<td>Abel Garcia, LLNL</td>
<td>0</td>
</tr>
<tr>
<td>Safety Analysis</td>
<td>Tammy Hobbes, Bechtel</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 3
FY-2002 EFCOG FUND ACCOUNT RECAP
September 30, 2001 – September 30, 2002

Beginning Balance as of 09/30/01  115,919.69

**RECEIPTS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY-2002 membership renewals</td>
<td>104,325.00</td>
</tr>
<tr>
<td>FY-2003 membership renewals</td>
<td>66,500.00</td>
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<tr>
<td>Interest</td>
<td>1,715.14</td>
</tr>
<tr>
<td><strong>Total receipts as of 09/30/02</strong></td>
<td>172,540.14</td>
</tr>
</tbody>
</table>

**DISBURSEMENTS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Service Contractor</td>
<td>182,034.74</td>
</tr>
<tr>
<td>Longenecker &amp; Associates (1) (2)</td>
<td></td>
</tr>
<tr>
<td><strong>Total disbursements as of 09/30/02</strong></td>
<td>182,034.74</td>
</tr>
</tbody>
</table>

Ending Balance as of 09/30/02  106,425.09

NOTES:

(1) Support Service includes:
   a. Annual Executive Council Meeting
   b. Printing and Distribution of Newsletter, Trifolds, Periodicals
   c. Management and Administrative Support
      • Executive Director, Working Group, Member Company Coordination
      • Database Development and Maintenance
      • Internet Service (Cox Cable)
      • Site Search Engine (Logika-FusionBot)
      • Web Site Development and Maintenance
      • Meeting Logistics and Support
      • Membership Recruitment
      • Administrative Coordination
   d. Strategic Planning, Managing Director and Working Group Coordinator Support
   e. Travel

(2) Includes tasks resulting from commitments made at ISMS Conferences and Safety Summit.

**Table 4**
# FY-2002 MEMBERSHIP RENEWALS

## Full Membership

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Membership Dues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argonne National Laboratory **</td>
<td>$3,750</td>
</tr>
<tr>
<td>Bechtel BWXT Idaho, LLC</td>
<td>$5,000</td>
</tr>
<tr>
<td>Bechtel Hanford</td>
<td>$5,000</td>
</tr>
<tr>
<td>Bechtel Nevada</td>
<td>$5,000</td>
</tr>
<tr>
<td>BNFL, Inc.</td>
<td>$5,000</td>
</tr>
<tr>
<td>Brookhaven National Laboratory</td>
<td>$5,000</td>
</tr>
<tr>
<td>BWXT-Pantex</td>
<td>$5,000</td>
</tr>
<tr>
<td>BWXT Services, Inc.</td>
<td>$5,000</td>
</tr>
<tr>
<td>BWXT Y-12</td>
<td>$5,000</td>
</tr>
<tr>
<td>CH2M HILL Hanford Group, Inc.</td>
<td>$5,000</td>
</tr>
<tr>
<td>Duke Engineering &amp; Services</td>
<td>$5,000</td>
</tr>
<tr>
<td>DynCorp</td>
<td>$5,000</td>
</tr>
<tr>
<td>Fluor Federal Services</td>
<td>$5,000</td>
</tr>
<tr>
<td>Fluor Fernald</td>
<td>$5,000</td>
</tr>
<tr>
<td>Fluor Hanford</td>
<td>$5,000</td>
</tr>
<tr>
<td>Foster Wheeler Environmental Corporation</td>
<td>$5,000</td>
</tr>
<tr>
<td>Honeywell International, Inc.</td>
<td>$5,000</td>
</tr>
<tr>
<td>Johnson Controls</td>
<td>$5,000</td>
</tr>
<tr>
<td>Kaiser-Hill Company / Rocky Flats</td>
<td>$5,000</td>
</tr>
<tr>
<td>Lawrence Berkeley National Laboratory</td>
<td>$5,000</td>
</tr>
<tr>
<td>Lawrence Livermore National Laboratory</td>
<td>$5,000</td>
</tr>
<tr>
<td>Lockheed Martin ISS</td>
<td>$5,000</td>
</tr>
<tr>
<td>Los Alamos National Laboratory</td>
<td>$5,000</td>
</tr>
<tr>
<td>Midwest Research Institute / NREL</td>
<td>$5,000</td>
</tr>
<tr>
<td>Numatec Hanford Corporation</td>
<td>$5,000</td>
</tr>
<tr>
<td>Pacific Northwest National Laboratory</td>
<td>$5,000</td>
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<tr>
<td>Sandia National Laboratories</td>
<td>$5,000</td>
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<tr>
<td>Science Applications International Corporation</td>
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<tr>
<td>UT-Battelle (ORNL)</td>
<td>$5,000</td>
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<tr>
<td>Washington Group International</td>
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<tr>
<td>Westinghouse Savannah River Company</td>
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</tr>
<tr>
<td>Westinghouse TRU Solutions (WIPP)</td>
<td>$5,000</td>
</tr>
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</table>

## Associate Membership

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Membership Dues</th>
</tr>
</thead>
<tbody>
<tr>
<td>EG&amp;G Technical Services Inc.</td>
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</tr>
<tr>
<td>EXCEL Services Corporation **</td>
<td>$1,875</td>
</tr>
<tr>
<td>L&amp;L Associates **</td>
<td>$1,200</td>
</tr>
</tbody>
</table>

** TOTAL MEMBERSHIP FOR 2002 ** $164,325

* Membership Dues Outstanding
** Membership Dues Pro-rated

Table 5
# FY-2003 PROJECTED BUDGET


Beginning Balance as of 09/30/02  
$106,425.09

## RECEIPTS AS OF 01/31/03

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY-2003 membership renewals</td>
<td>129,500.00</td>
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<td>Interest</td>
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<td><strong>Total receipts as of 01/31/03</strong></td>
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## DISBURSEMENTS AS OF 01/31/03

<table>
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<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Support Service Contractor (1)</td>
<td>70,668.20</td>
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<td><strong>Total disbursements as 01/31/03</strong></td>
<td><strong>70,668.20</strong></td>
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<tr>
<td><strong>Balance as of 01/31/03</strong></td>
<td><strong>165,509.28</strong></td>
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</table>

## PROJECTED RECEIPTS AS OF 09/30/03

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY-2002 membership renewal</td>
<td>5,000.00</td>
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<tr>
<td>FY-2003 membership renewal</td>
<td>47,250.00</td>
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<tr>
<td>Interest</td>
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<tr>
<td><strong>Total projected receipts as of 09/30/03</strong></td>
<td><strong>53,450.00</strong></td>
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## PROJECTED DISBURSEMENTS AS OF 09/30/03

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Service Contractor (1)</td>
<td>165,000.00</td>
</tr>
<tr>
<td><strong>Total projected disbursements as of 09/30/03</strong></td>
<td><strong>165,000.00</strong></td>
</tr>
<tr>
<td><strong>Projected Ending Balance as of 09/30/03</strong></td>
<td><strong>53,959.28</strong></td>
</tr>
</tbody>
</table>

NOTE:

1. Support Service includes:
   a. Annual Executive Council Meeting
   b. Printing and Distribution of Newsletter, Trifolds, Periodicals
   c. Management and Administrative Support
      - Executive Director, Working Group, Member Company Coordination
      - Database Development and Maintenance
      - Internet Service (Cox Cable)
      - Site Search Engine (Logika-FusionBot)
      - Web Site Development and Maintenance
      - Meeting Logistics and Support
      - Membership Recruitment
      - Administrative Coordination
   d. Strategic Planning, Managing Director and Working Group Coordinator Support
   e. Travel

2. Includes tasks from commitments made for DOE support at ISMS Conferences and Safety Summit.

---

**Table 6**
## FY-2003 PROJECTED MEMBERSHIP

### Full Membership
- Argonne National Laboratory: $7,000
- Bechtel BWXT Idaho (INEEL): $7,000
- Bechtel SAIC: $7,000
- Bechtel Nevada: $7,000
- BNFL, Inc.: $7,000
- Brookhaven National Laboratory: $7,000
- BWXT Pantex: $7,000
- BWXT Services, Inc.: $7,000
- BWXT Y-12: $7,000
- CH2M HILL Hanford Group, Inc.: $7,000
- Concurrent Technologies Corporation **: $5,250
- DynCorp: $7,000
- Fluor Federal Services: $7,000
- Fluor Fernald: $7,000
- Fluor Hanford: $7,000
- Foster Wheeler Environmental Corporation: $7,000
- Framatome ANP DE&S: $7,000
- Honeywell International, Inc.: $7,000
- Jacobs Engineering Group, Inc.: $7,000
- Johnson Controls *: $7,000
- Kaiser-Hill Company (RFETS): $7,000
- Lawrence Berkeley National Laboratory: $7,000
- Lawrence Livermore National Laboratory: $7,000
- Lockheed Martin ISS: $7,000
- Los Alamos National Laboratory: $7,000
- Midwest Research Institute (NREL): $7,000
- Pacific Northwest National Laboratory (Battelle): $7,000
- Sandia National Laboratories: $7,000
- Science Applications International Corporation: $7,000
- UT-Battelle (ORNL): $7,000
- Washington Group International: $7,000
- Westinghouse Savannah River Company: $7,000
- Westinghouse TRU Solutions (WIPP): $7,000

### Associate Membership
- Bartlett Services, Inc.: $3,500
- EG&G Technical Services Inc.: $3,500
- EXCEL Services Corporation: $3,500
- L&L Associates: $3,500

### TOTAL MEMBERSHIP FOR 2003

$243,250

* Membership Dues Outstanding  
** Membership Dues Pro-rated

Table 7