

THE PRACTITIONER

A monthly newsletter of the Energy Facility Contractors Group's
Project Delivery Working Group



Issue 56

March 2024

Greetings Practitioners! Most would agree it's been a busy year! Good thing we had an extra day with leap year! As we head into the halfway point it's a great time to remind ourselves of the agency goals we are striving to meet in the execution of our day-to-day activities. Sometimes we are so busy that we forget to look up to see where we are headed and how we are going to get there.

This edition of the "Practitioner" takes a look at the Department of Energy "FY24-25 Priority Goals." Following the priority goals article, we take a quick look at the upcoming 2024 Department of Energy "Project Management Workshop" Agenda, then close with an informative and entertaining look at why we have a "Leap Year."

DOE FY 2024-25 Priority Goals

Implementation plans that include quarterly updates of goal progress will be available starting this spring, 2024.

Nuclear Security

Modernize the U.S. nuclear weapons stockpile as directed by the Nuclear Posture Review and strengthen nuclear nonproliferation and arms control.

- By September 30, 2025, complete 100 percent of annual B61-12 gravity bomb deliveries required to support fiscal years 2024 and 2025 U.S. Air Force operational needs.
- By September 30, 2025, complete 100 percent of annual W88 Alteration 370 warhead deliveries required to support fiscal years 2024 and 2025 U.S. Navy operational needs.
- By September 30, 2025, replace 56 additional cesium-137-based blood irradiators with non-radioactive source-based technologies.

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Deputy Administrator

Defense Programs - National

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Corey Hinderstein

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Assistant Deputy Administrator

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Clean Energy Innovation and Deployment

Support integrated research, development, demonstration, and deployment of clean energy technologies to achieve net zero goals that ensure all Americans have and retain access to affordable, reliable energy

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DOE FY24-25 Priority Goals

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while promoting good paying clean energy jobs, domestic manufacturing, resilient supply chains, and benefits to disadvantaged communities. U.S. clean energy activities in key technology areas will have strategies with innovation and deployment targets that would advance progress on achieving emissions reductions of 50 percent by 2030 compared to 2005 levels and net zero emissions by 2050.

- Elevate and integrate key technologies: Elevate no less than three key technology areas as prioritized and integrated Departmental initiatives.
- Implement the Energy Earthshots: Complete 15 major Energy Earthshot implementation deliverables.
- Catalyze non-federal engagement: Catalyze cost sharing and engagement through execution of BIL/IRA financial assistance mechanisms.
- Embed quality job, community capacity building, and equity throughout technology innovation: Report on financial assistance mechanisms that compared to 2020 contain greater requirements for advancing quality jobs, equity, and/or meaningful engagement.

Geraldine Richmond
Under Secretary
Science and Innovation

Derek Passarelli
Deputy Under Secretary
Science and Innovation

David Crane
Under Secretary
Infrastructure

Kathleen Hogan
Principal Deputy Under Secretary
Energy

THE PRACTITIONER

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Environmental Management

To execute key projects of the EM cleanup mission, including treatment of radioactive tank waste and disposal of transuranic waste and mill tailings. By September 30, 2025, EM will:

- Transition Direct Feed Low Activity Waste facilities and systems from commissioning and readiness activities to low-activity tank waste vitrification at Hanford;
- Complete dewatering and grouting of K-West 105 Area Spent Fuel Basin at Hanford;
- Cumulatively treat approximately 19 million gallons of radioactive tank waste (or equivalent amount of radioactivity) at the Savannah River Salt Waste Processing Facility;
- Complete soil remediation field work at the Oak Ridge East Tennessee Technology Park;
- Cumulatively treat approximately 200,000 gallons of radioactive sodium bearing tank waste at the Idaho Integrated Waste Treatment Unit;
- Cumulatively convert approximately 50,000 metric tons of DUF6 to uranium oxide at Portsmouth;
- Complete at least 65 transuranic waste shipments from Los Alamos to WIPP;
- Complete above-grade demolition of the Main Plant Process Building at West Valley; and
- Ship 1.85 million tons of uranium mill tailings from Moab to the Crescent Junction disposal site.

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DOE FY24-25 Priority Goals

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William (Ike) White

*Senior Advisor for Environmental Management to the Under Secretary
for Science*

Office of Environmental Management

Jeff Avery

Principal Deputy Assistant Secretary

Office of Environmental Management

National Laboratories

Deliver the highest quality R&D and production capabilities; strengthen partnerships with industry, academia, and other key regional and national stakeholders; and revitalize and modernize the physical infrastructure of the national laboratories to enable efficient national leadership in science, technology, economic competitiveness, and national security. The National Labs will continue to prioritize world leading and mission-critical innovation in science, engineering, and technologies.

- By September 2025, the National Labs will work collaboratively to use cross-laboratory models in order to extend the capabilities and utility of high-resolution climate predictions to underpin solutions that address the Nation's energy security and environmental equity challenges. Building on the Integrated Research Infrastructure (IRI) report published in 2023, the National Laboratories will work with the Office of Science to establish the IRI program governance, steering model and membership to accelerate progress towards high priority integrated science goals.
- By September 2025, the National Laboratories will work collaboratively to establish a common authentication/authorization security framework and will demonstrate a workflow utilizing the security framework across at least three National Laboratories.

Dr. Asmeret Asefaw Berhe

Director

Office of Science

Dr. Harriet Kung

Deputy Director

Science Programs for Office of Science

Equity and Justice

Provide a comprehensive approach to advancing equity for all, including people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality; affirmatively advance equity, civil rights, racial justice, and equal opportunity that will benefit all Americans.

- By September 30, 2025, the Office of Civil Rights and Equal Employment Opportunity (OCR-EEO), Civil Rights Division (CRD) will have a comprehensive civil rights strategic enforcement plan in place to embed civil rights in the award and execution of federally-funded programs.
- By the end of September 30, 2025, the Civil Rights Division will have relaunched the Department's Limited English Proficiency (LEP) program, and 90% of Departmental Elements will have an LEP plan in place.

Shalanda Baker

Deputy Director for Energy Justice, Secretarial Advisor on Equity

Office of Economic Impact and Diversity

Bari R. Brooks

Senior Advisor to the Deputy Director

Energy Justice - Office of Economic Impact and Diversity

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Energy Sector Cybersecurity

Increase the cyber resilience of the grid by addressing critical vulnerabilities prior to adversary exploitation through a multi-faceted approach that includes applying classified threat intelligence, illuminating systemic cyber supply chain risks, cyber vulnerability testing and forensic analyses, and engineering out cyber risks – all in close partnership with asset owners and manufacturers across the Energy Sector.

- By September 30, 2024, increase by one (~20%) the 2023 baseline number of sources (six) contributing bills of materials (BOMs) to the Energy Cyber Sense data repository (contingent upon operationalizing one new readable BOM format) and conduct 10 stakeholder energy supply chain cybersecurity outreach and education activities, including (but not limited to), conference presentations, technical whitepapers and analytical reports– culminating in a strategic plan for maturing BOMs in the energy sector.
- By September 30, 2025, increase by two (~30%) the 2023 baseline number of sources (six) contributing bills of materials (BOMs) to the Energy Cyber Sense data repository (contingent upon operationalizing two new readable BOM formats) and conduct 25 stakeholder energy supply chain cybersecurity outreach and education activities, including (but not limited to), conference presentations, and technical whitepapers and analytical reports– culminating in an implementation plan for maturing BOMs in the energy sector.

Daniel Lagraffe
Deputy Director
Risk Management - Cybersecurity, Energy Security, and Emergency Response

Dr. Stephanie Johnson
Program Manager for Cybersecurity
Cybersecurity, Energy Security, and Emergency Response

National EV Charging Network

Deploy Electric Vehicle Charging Infrastructure Under the Infrastructure Investment and Jobs Act towards a National Network of at least 500,000 EV Chargers by 2030 so that everyone can ride and drive electric. The Joint Office of Energy and Transportation in conjunction with DOT and DOE will support the increased deployment of publicly available EV charging ports to 310,000 by the end of calendar year 2025.

Joint Goal with the Department of Transportation

Gabe Klein
Executive Director
Joint Office of Energy and Transportation

Ann Shikany
Deputy Assistant Secretary, Policy
Office of the Assistant Secretary for Transportation Policy (DOT)

Michael Berube
Deputy Assistant Secretary for Sustainable Transportation (DOE)
Office of Energy Efficiency and Renewable Energy

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2024 DOE Project Management Workshop

DOE's Office of Project Management (PM) will hold the 2024 Project Management Workshop on April 2-3, 2024, in Washington, DC, with an optional Project Controls session on April 4, 2024. The event will continue the tradition of providing opportunities to discuss projects and major challenges with senior leadership, review best practices, share lessons learned, and recognize excellence.

Where:

[Hilton Washington DC National Mall The Wharf](#)

480 L'Enfant Plaza SW

Washington DC 20024

(202) 484-1000

When:

Tuesday and Wednesday, April 2-3, 2024.

Optional: A project controls session will be conducted on Thursday morning, April 4, 2024.

Agenda:

A [tentative agenda](#) is available.

Registration:

Based on demand and limited seating, and to ensure that we are best supporting our DOE project management community, a phased registration process will be followed.

- Phase 1: (Beginning January 5, 2024): Personnel directly or indirectly involved in leading, supporting, or overseeing a current or pending DOE Order 413.3 project. This phase includes Federal Project Directors, Deputy Federal Project Directors, personnel assigned to Project Management Support Offices (PMSOs), and contractors supporting a current or pending DOE Order 413.3 project, to include project review teams. To register please go to [Eventbrite](#).
- Phase 2: (Beginning January 24, 2024): All others. Please note that due to space limitations, all registration requests are subject to review and cancellation. As examples, phase 1 personnel who register during phase 1 and who do not indicate a relevant DOE Order 413.3 project, or those in phase 2 who register during phase 1 may have their registrations cancelled and moved to a wait list. To register please go to [Eventbrite](#) when phase 2 registration opens.

Questions?

Please contact the [PM Workshop Team](#) with any questions.

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It Is Not One World

Why do we have Leap Year?

A guide to the calendar's bonus day

By Alexandra Rivera, [Rockland/Westchester Journal News](#)

Behind on your New Years resolutions? Luckily, 2024 comes with an extra day for you to catch up to your goals.

Each year typically has 365 days, but every four years, the calendar tacks on an extra day to the end of February, the shortest month of the year, and gives it 366.

Instead of the usual 28 days of February, Leap Day sneaks into the calendar on the 29th thanks to the pattern of the Earth's orbit.



Why does Leap Day exist?

In 45 B.C., Julius Caesar decided the Ancient Roman calendar, then used to keep track of farming and harvest seasons, needed to be reformed.

Early Roman calendars were 10 months and used the moon as a timekeeper, but astrologers soon noticed the need for extra days to move around to align with the moon patterns, according to Britannica.

That's because astrologers realized the Earth's orbit around the sun is not complete in a full 365 days. It actually takes the Earth about 365.25 days to orbit the sun, Encyclopedia Britannica said.

The creators of the Julian calendar decided to reform the calendar and catch up to the extra fourth of a day by creating 12 months, with one extra month, Mensis Intercolaris, occasionally added in between February and March.

Only the Romans used the Julian calendar until 1582, when Pope Gregory XIII issued another reform to get rid of the moving month and add a February 29 every four years, which successfully gave almost equal days to every month of the year. It worked so well that most of the world still uses the Gregorian calendar today.

What if you were born on Leap Day?

It may be strange for most people not to see their birthday on a calendar every year. But for those unique folks born on Feb. 29, known as "leapers" or "leaplings," it's their reality for most of their lives.

So, what do you do when your birthday disappears from the calendar? On a non-Leap Year, some leapers choose to celebrate the big day on Feb. 28. Some choose to celebrate on March 1. Some even choose both days or claim the whole month of February to celebrate.

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However, once every four years, a leaper gets to acknowledge the special day they were born and celebrate not only another year around the sun, but the uniqueness of such an event.

There is a 1 in 1,461 chance of being born on a Leap Day. And with 8.1 billion people in the world, that makes around 5 million people, or 0.068% of the world's population leapers. In the U.S. alone, only around 2 million people share the "invisible" birthday. Out of around 19.5 million people in NYS in 2023, an estimated 286,000 are leapers.

Each Leap Day, leapers technically turn two ages. For example, leapers born in 1960 will be turning 64 this year, but they will also get to celebrate their Sweet 16. Leapers born in 1992 will be turning both biologically 32 and celebrating their 8th real birthday.

With such a low probability of sharing birthdays, some leapers inevitably wanted to find and connect with others just like them. That's why the Honor Society of Leap Year Day Babies was created in 1997. On Facebook, the club is now over 5,500 members strong and holds group events like meet-ups and joint birthday celebrations. They even sell frog-themed merch.

Leap Day traditions

Since the adoption of the intercalary day in 45 B.C., cultures around the world have created traditions to commemorate rare date. Most of them have to do with romance, which is fitting for the month of love.

The most famous Leap Day tradition comes from Ireland, where women are encouraged to propose to their male fiancées, thanks to a request from St. Bridget in the 5th century.

Legend has it that St. Bridget expressed her frustration to St. Patrick that women were not allowed to propose to men, so St. Patrick decided to make Feb. 29 the only day of the year where the woman in a relationship could propose. Centuries later, women across the U.K. still honor the tradition of proposing on "Bachelor's Day."

The Scots took the tradition and added a twist: if the man rejects a woman's proposal on Leap Day, he must give her a pairs of gloves, a rose and a kiss. In Finland, the price is fabric for a new skirt. But in Greece, it's bad luck altogether to propose on Leap Day.

This year, Leap Day fell on Thursday, Feb. 29. The next Leap Day will occur on Tuesday, Feb. 29, 2028.

Project

"One of the true tests of leadership is the ability to recognize a problem before it becomes an emergency."

~ Arnold Glasow, American businessman, humorist and author

management

Just for Fun: March's Notable Events and Famous Birthdays

1 — The Salem witch hunt began (1692), the Articles of Confederation were ratified (1781), Yellowstone Park was established (1872), actor/director Ron Howard was born (1954), and the Peace Corps was established (1961)

2 — Congress abolished the African slave trade (1807), Texas declared its independence from Mexico (1836), author Dr. Seuss was born (1904), and **Wilt Chamberlain scored an NBA-record 100 points in a game** and rocker Jon Bon Jovi was born (1962)



3 — Congress passed the Missouri Compromise (1820), inventor Alexander Graham Bell was born (1847), the first U.S. wartime draft was approved (1863), and "The Star-Spangled Banner" officially became America's national anthem (1931)

4 — The first session of the U.S. Congress was held (1789), football pioneer Knute Rockne was born (1888), and comedian John Candy died (1994)

5 — The Boston Massacre took place (1770), Soviet leader Joseph Stalin died (1953), and the Hula-Hoop was patented (1963)

6 — Painter Michelangelo was born (1475), the Battle of the Alamo ended (1836), the Dred Scott case was decided (1857), aspirin was patented (1899), and basketball star Shaquille O'Neal was born (1972)

7 — Alexander Graham Bell patented the telephone (1876), and Hitler sent troops to the Rhineland in violation of the Treaty of Versailles (1936)

8 — The first U.S. Marines arrived in Vietnam (1965), Joe Frazier beat Muhammad Ali in the "Fight of the Century" (1971), *Beavis and Butthead* premiered on MTV (1993), and a Malaysia Airlines jet vanished with more than 200 people aboard (2014)

9 — Cosmonaut Yuri Gagarin (1934) and chess wizard Bobby Fischer (1943) were born, the Barbie doll debuted (1959), the first Adopt-a-Highway sign appeared (1985), comedian George Burns died (1996), and rapper The Notorious B.I.G. was killed (1997)

10 — Tough guy Chuck Norris (1940), actress Sharon Stone (1958) and singer Carrie Underwood (1983) were born

11 — The Army Corps of Engineers was established (1779), the Confederate constitution was adopted (1861), the first cases of the flu pandemic were reported (1918), and Paul McCartney was knighted (1997), the Fukushima nuclear disaster in Japan occurred (2011), and the World Health Organization officially declared the COVID-19 outbreak as a pandemic (2020)

12 — FDR's first "fireside chat" was broadcast (1933), Germany annexed Austria (1938), singer James Taylor was born (1948), and **Janet Reno became the first female attorney general** (1993)



13 — The planet Uranus was discovered (1781), President Andrew Johnson's impeachment trial began (1868), and the Army established its K-9 Corps (1942)

14 — Albert Einstein (1879) and actor/comedian Billy Crystal (1948) were born, and 22 members of the U.S. boxing team were killed in a plane crash (1980)

15 — Roman emperor Julius Caesar was murdered (44 BC), President Andrew Jackson was born (1767), Maine became a state (1820), Bobby Orr became the first NHL defenseman to score 100 points in a season (1970), *The Godfather* opened in theaters (1972), and actress Eva Longoria was born (1975)

16 — President James Madison was born (1751), the U.S. Military Academy was established (1802), the first liquid-fueled rocket was successfully launched and actor/comedian Jerry Lewis was born (1926), and **actor Erik Estrada was born** (1949)



17 — St. Patrick died (461), the British evacuated Boston (1776), and actors Kurt Russell (1951) and Rob Lowe (1964) were born

18 — President Grover Cleveland was born (1837), Wells Fargo was established (1852), a natural gas explosion at a Texas school killed nearly 300

students (1937), and the War Relocation Authority was established (1942)

19 — Western artist Charles Russell was born (1864), the first U.S. air combat mission in World War I was flown (1916), Nevada legalized gambling (1931), actress Glenn Close was born (1947), the Academy Awards were first shown on TV (1953), actor Bruce Willis was born (1955), and Operation Iraqi Freedom began (2003)

20 — The Black Death plague broke out in Europe (1345), the Republican Party was formed (1854), TV's Mr. (Fred) Rogers was born (1928), and terrorists attacked a Tokyo subway with nerve gas (1995)

21 — Composer J.S. Bach was born (1685), the first rock concert was held (1952), Alcatraz Prison closed (1963), **the Alabama Freedom March began** (1965), and the U.S. announced its boycott of the Summer Olympics (1980)



22 — The Stamp Act was imposed on the American colonies (1765), the first Stanley Cup championship was played (1894), actor William Shatner (1931) and sportscaster Bob Costas (1952) were born, the Equal Rights Amendment was passed by the Senate (1972), and a mudslide at Oso, Washington, killed 43 people (2014)

23 — Lewis & Clark began their journey back to the Midwest from the Pacific Coast (1806), actress Joan Crawford was born (1904), and the Fascist party was founded (1919)

24 — Magician Harry Houdini (1874) and actor Steve McQueen (1930) were born, Elvis Presley was inducted into the Army (1958), football star Peyton Manning was born (1976), the Exxon Valdez ran aground in Alaska and spilled 11 million gallons of oil (1989), astronaut Shannon Lucid became the first woman to live in a space station (1996), and a school shooting in Jonesboro, Arkansas, killed five people (1998)

25 — A fire in the Triangle Shirtwaist factory killed 146 workers (1911), singers Aretha Franklin (1942) and Elton John (1947) were born, **the European Economic Community was founded** (1957), race car driver Danica Patrick was born (1982), the last U.S. troops departed Somalia (1994)



26 — Poet Robert Frost (1874) and actor Leonard Nimoy (1931) were born, the polio vaccine was announced (1953), star athletes Marcus Allen (1960) and John Stockton (1962) were born, and a peace agreement between Israel and Egypt was signed (1979)

27 — Oregon beat Ohio State to win the first ever NCAA men's basketball tournament (1939), Nikita Khrushchev became premier of the Soviet Union (1958), director Quentin Tarantino (1963) and singer Mariah Carey (1970) were born, and the FDA approved Viagra (1998)

28 — San Francisco was founded (1776), singer Reba McEntire was born (1955), General/President Dwight D. Eisenhower died (1969), the Three Mile Island nuclear disaster occurred (1979), and the Baltimore Colts moved to Indianapolis (1984)

29 — President John Tyler (1790), baseball star Cy Young (1867), basketball star Walt Frazier (1945) and football star Earl Campbell (1955) were born, the last U.S. combat troops departed from Vietnam (1973), and Mariner 10 became the first space probe to land on Mars (1974)

30 — Artist Vincent Van Gogh was born (1853), the U.S. bought Alaska from Russia (1867), the 15th Amendment granting African-American men the right to vote was adopted (1870), guitarist Eric Clapton (1945), rapper M.C. Hammer (1962) and singer Celine Dion (1968) were born, and President Ronald Reagan was shot (1981)

31 — The Eiffel Tower opened (1889), hockey legend Gordie Howe (1928), actor Christopher Walken (1943) and former vice-president Al Gore (1948) were born, the longest major league baseball strike ended (1995), and **The Matrix opened in theaters** (1999)

