

concern from you about the public comment process. Some said, "All we'll get is more questions." Let's turn that around—please turn your questions into comments and statements. This is but the first step in a process that must comply with existing regulatory requirements and law. In no case will the interpretation abrogate the department's responsibilities under existing regulatory agreements.

I'm encouraged that you have a session on this topic tomorrow with Mark Senderling. I look forward to hearing more from all of you on this both here and as part of your participation in the public comment period.

EM is also taking steps to get the best value out of every cleanup dollar with which we are entrusted. Consistent with the deputy secretary's initiative on regulatory reform, I have directed staff and the field to look at opportunities for change. Based on my experience in the field, this will lead to an enhanced safety culture, because many of the reforms are commonsense approaches that can streamline our work. I want to see EM drive down the operating and maintenance costs for our facilities, which takes up a significant portion of our annual cleanup budget, and instead plow those resources into actual cleanup work. As project life-cycle schedules drag out, aging facilities, components, and equipment are stretching resources. It's simple math: We can either put money toward cleanup or we can maintain aging facilities and build new, but we can't do it all.

Of course no cleanup work would happen if not for EM's contract partners. One of our most transformative initiatives that I've undertaken is in the area of contracting. EM has billions of dollars in procurements coming up at some of our largest sites over the next few years, representing a significant opportunity to improve our procurement processes, contract management, and oversight performance.

Angela Watmore will talk more about contracting later today, but I'd like to briefly address the topic. End-state contracting is not a contract type but an approach to creating meaningful and visible progress through defined end states, even at sites with completion dates far into the future. This is intended to drive a culture of completion. With this new approach, EM will adhere to a "manage the contract not the contractor" model. However, this means we must ensure we have the right contracts in place to allow field managers to drive contractor performance with a right-sized federal oversight model. I am hopeful that contract approach combined with the discussions we are having on the regulatory front will yield impactful results.

Based on the experience and lessons

learned in the last three decades of cleanup and advances in technology and approaches, there are opportunities to streamline and accelerate cleanup by pursuing strategies that are faster, more cost-effective, and more technically sound, and would reduce risk to human health and the environment. We have opportunities to utilize tools available to work together on removing barriers to efficient cleanup. These could include CERCLA and RCRA integration at the end, aligning end use to cleanup standards and recognizing that some areas will need to remain under government control in perpetuity, and streamlining our internal

decision processes.

In closing, I'm looking forward to a productive day of discussions. I'm going to be dropping in on all of the site breakout sessions. In addition to the field managers, we will have senior DOE people sitting in on all of the sessions. I'm looking forward to a wrap-up on the breakout sessions and on how we continue this dialogue in a way that institutionalizes a completion mentality and moves us toward our many shared goals. ■

Courtesy of the Department of Energy.

SOLUTIONS ASSURED.

STORAGE | TRANSPORTATION | CONSULTING

TRUSTED PARTNER FOR FUEL CYCLE MANAGEMENT

NAC International Inc. (NAC) has been a trusted partner for fuel cycle management solutions and consulting for **over 50 years**.

NAC serves more than 200 customers, including the world's leading nuclear organizations, and supports a host of diverse projects around the globe.

 **NAC INTERNATIONAL**
www.nacintl.com

CONTACT US:

Doug Jacobs, Vice President, Marketing & Business Development
T: 678.328.1257 | C: 404.245.1842 | djacobs@nacintl.com

**VISIT US AT
WM2019
BOOTH #521**