U.S. Department of Energy
Office of Environmental Management’s
Idaho Cleanup Project
and
Idaho Environmental Coalition, LLC

Partnering Agreement
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PARTNERING FRAMEWORK

1.0 INTRODUCTION

The U.S. Department of Energy (DOE) Office of Environmental Management’s (EM) Idaho Cleanup Project (EM-ICP) and Idaho Environmental Coalition, LLC (IEC), the “Partnering Team,” are committed to continuous improvement and will utilize principles of the DOD Integrated Product and Process Development (IPPD) framework to create and foster a team environment, with the goal of executing the ICP End State contract in a safe and secure manner that meets cost and schedule requirements. This partnership is predicated on the fact that partnering is a way of doing business based upon trust, dedication to common goals, and an understanding of and respect for each other’s expectations and values. This focused partnership is intended to improve the ongoing mission of the ICP under an End State Contract Model (ESCM), emphasizing project safety, compliance, and improved project focus and demonstrated delivery. This partnership is built on the premise that contractor success and success of the DOE mission of meeting cost and schedule requirements processing are mutually critical for success.

Partnering establishes a collaborative approach to achieving results. This teaming approach is based on open communication, collaboration, and conflict resolution. Partnering emphasizes the early detection of problems and issues, early and open communication between partners, and resolution of the issues early in the process. Partnering, therefore, is a commitment of the participants to perform as a team.

The Partnering Team is committed to working together, based on open communication and early conflict resolution, in their collective pursuit of the ICP mission. As a result of these efforts, stakeholders will view the EM-ICP – IEC team worthy of investment in the furtherance of DOE’s long-term end state cleanup goals.

2.0 VISION

The Partnering Team will complete the mission of the ICP End State contract in a safe, secure, and compliant manner, meeting cost and schedule requirements and completion of EM-ICP strategic imperatives.

3.0 IMPLEMENTATION

Partnering creates a cohesive and effective team united in the accomplishment of the mission. EM-ICP and IEC are committed to working together to achieve this model of success by sponsoring and actively participating in meetings designed to improve communication and collaboration. Both EM-ICP and IEC senior leadership empower and
expect EM-ICP and IEC personnel to support this partnering commitment by actively engaging in day-to-day teaming activities as they determine a gathering to be of value to assure their mutual success at the project execution and oversight levels. Attachment 1 identifies EM-ICP and IEC Partnering Sponsors and Partnering Co-Leads.

4.0 PARTNERING MEETINGS

The Partnering Team will meet routinely to discuss progress, issues, and lessons learned. These meetings can occur as part of routine project or functional support review meetings. At a minimum, the following items will be covered at the quarterly meetings:

1. Key partnering goals and progress against these goals;
2. Key issues, responsible parties for issue resolution, and status;
3. Issues that cannot be resolved at lower leadership levels;
4. Lessons learned; and
5. ESCM best practices.

The initial meeting of this group will be held within 90 days of the date the agreement is signed. The Partnering Sponsors can change the frequency of this meeting if they choose, and other meetings of the team may be required at times to discuss and resolve emergent issues of a significant nature. In preparation for the meetings of the Partnering Team, the Partnering Co-Leads will develop and issue a formal agenda.

5.0 DISPUTE RESOLUTION

The Partnering Team agrees to resolve issues that arise efficiently and effectively. In general:

- Normal management processes and systems are expected be used to resolve issues. Issue resolution will start at the lowest level of leadership possible and proceed through both organizations’ hierarchies as required.
- If an issue cannot be resolved through normal processes, the issue will be elevated to the Partnering Co-Leads. The Co-leads are empowered to resolve the issue in a timely manner after receiving notification.
- The Partnering Sponsors will be engaged to resolve an issue if the Co-leads cannot or may not resolve it based on authorities. If the issue still cannot be resolved, then the Partnering Sponsors agree that an impasse has been reached and dispute processes as defined in the contract will be followed.

Attachment 2 solidifies and documents the agreement.
Attachment 3 provides the signatures of the partnering Sponsors and Co-Leads.

Attachment 4 provides a format for capturing key project challenges and issues, actions to resolve, action owner, and resolution date.

6.0 PARTNERING TEAM CHANGES

Partnering Team changes will be adopted upon the approval of the EM-ICP Manager and the IEC Program Manager.

7.0 ANNUAL REVIEW AND RENEWAL

The Partnering Framework, including the Agreement, will be reviewed, revised if necessary, and renewed on an annual basis. The day the Partnering Agreement is signed by both Partnering Sponsors signifies the beginning of the 1-year period.

The partnering Project Planning Co-leads are responsible for coordinating the review and renewal of the Partnering Framework.

7.1 Partnering Sponsors

SIGNED:

Connie M. Flohr, Manager
Idaho Cleanup Project
DOE Office of Environmental Management

L. Ty Blackford, President and Program Manager
Idaho Environmental Coalition, LLC
8.0 ATTACHMENTS

Attachment 1: Partnering Alignment

This table identifies the EM-ICP and IEC Partnering Sponsors and Co-leads.

<table>
<thead>
<tr>
<th>Partnering Sponsors</th>
<th>EM-ICP</th>
<th>IEC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnering Sponsors</td>
<td>Connie Flohr</td>
<td>L. Ty Blackford</td>
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<tr>
<td></td>
<td>Mark Brown</td>
<td>Connie Simiele</td>
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<table>
<thead>
<tr>
<th>Partnering Co-Leads</th>
<th>EM-ICP</th>
<th>IEC</th>
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</thead>
<tbody>
<tr>
<td>Facilitator: Dana Kirkham</td>
<td>Maria Mitchell-Williams</td>
<td>Connie Simiele</td>
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<tr>
<td></td>
<td>Nick Balsmeier (alternate)</td>
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<tr>
<td>Task Order Planning and Execution</td>
<td>Joel Case</td>
<td>Daniel Coyne</td>
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<td>Doug Pruitt</td>
<td>Bill Kirby</td>
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<td></td>
<td>Rick Denning</td>
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<tr>
<td>Facility Operations</td>
<td>Aaron Nebeker</td>
<td>Jack MacRae</td>
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<td>Contract Management</td>
<td>Nicole Hernandez</td>
<td>David Hutchison</td>
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<td>Environmental Compliance</td>
<td>Maria Mitchell-Williams</td>
<td>Jack MacRae</td>
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<td>Budget and Project Controls</td>
<td>Rick Denning</td>
<td>Ken Whitham</td>
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<td>Safety, Health, &amp; Quality</td>
<td>Mark Brown</td>
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<tr>
<td>Security</td>
<td></td>
<td>Ken Whitham</td>
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<tr>
<td>Cyber Security</td>
<td>Mark Brown</td>
<td>Jack MacRae</td>
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Attachment 2: Partnering Agreement

VISION

The Partnering Team will complete the mission of the ICP End State contract in a safe, secure, and compliant manner, meeting cost and schedule requirements and completion of the EM-ICP strategic imperatives.

STATEMENT OF COMMITMENT

We, the undersigned members and leaders of the EM-ICP and IEC Project Team, mutually agree to work in a collaborative and cooperative manner through open communication and coordination with team members to achieve the vision.

PROJECT GOALS

1. Safety of our workers, the public and the environment will always be our core value and we will aspire to a safety and quality goal of zero accidents, incidents, releases, and defects.

2. We will take the time necessary as a team to plan and perform our work in a manner that assures success the first time and minimizes potential rework.

3. We will identify emerging issues early and work aggressively to resolve them at the lowest levels of the organization as possible. Our collective goal is to keep the number of unresolved disputes at zero.

4. We will cost-effectively use the best innovative engineering processes and work practices to deliver the contract scope of work in an optimal way.

5. We will work together to eliminate non-value-added requirements and streamline processes in order to efficiently deliver our contract scope of work.

6. We will execute the contract at the highest level of management efficiency by eliminating non-value activity, avoiding delays and fully aligning and integrating the contract with our project management systems, including the Project Management Baseline.

7. We will communicate with each other and our stakeholders with alignment and transparency.

8. Our leadership team will work together to ensure that the well-being of the work force and a culture of excellence is evident throughout the organization.

9. We will be a good neighbor to the local community.

10. We will conduct our business based upon trust, dedication to common goals, and an understanding of and respect for each other’s expectations and values.
Attachment 3: Partnering Signatures

Connie M. Fleen
Manager, EM-ICP

Mark Brown
Deputy Manager EM-ICP

Ly Ty Blackford
President and PM, IEC

Connie Simiele
Director, Essential Missions,
IEC

Doug Priditt
Acting AM for Environment and
Waste Management, EM-ICP

Joel Casas
AZ for INTEC Programs,
EM-ICP

Ken Whitham
Director, SHS&Q,
IEC

David Hutchison
Director, Environmental Services,
IEC

Maria Mitich-Williams
AM for Business & Acquisition
Management, EM-ICP

R. Denning
Acting AM for Operational
Oversight, EM-ICP

Jack MacRae
Director, Business Services,
IEC

Daniel Coyne
Director, Waste and D&D, IEC

Aaron Nebeker
DOE Contracting Officer,
EM-ICP

Nicole Hernandez
Director Environment and Support
Division EM-ICP

William Kirby
Director, Liquid Waste & Fuels
IEC

Nicole K. Hernandez
Digitally signed by Nicole
K. Hernandez
Date: 2022.02.03
07:31:27 -07'00"

Dana Kirkham
Strategic Initiatives Manager
IEC

February 3, 2022
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Attachment 4: Key Project Challenges and Issues

Any key project challenges and issues that stand in the way of the safe, secure, and compliant completion of the ICP project mission will be captured below and the Partnering Team will work together to eliminate or mitigate these challenges and issues.

<table>
<thead>
<tr>
<th>Challenges/Issue No.</th>
<th>Challenge/Issue Description</th>
<th>Action(s) to Resolve</th>
<th>Owner</th>
<th>Commitment Date</th>
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