
Lessons Learned
LLNL Energy Savings Performance Contract (ESPC)
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What is an ESPC

- DOE Awarded IDIQ contracts to businesses
- Task Orders are called Delivery Orders
- Energy Savings pay-back capital investments
- Third party financing
- Pay-back period up to 25 years
- Site M&O supplies coordination support but does not have contractual relationship with ESPC contractor.
- Scope defined by Energy Control Measures (EcMs)
- HQ approves
 - ECM list
 - Specific ECM scope
 - Delivery Orders



What to Keep Doing

- Active, involved field office COR (LSO)
- Active, involved CO (DOE-AL)
- Detailed, site specific T's & C's
- Defined expectations of all parties (MOU/MOA)
- Regular project meetings
- Detailed project documents
 - Minutes
 - Trend Logs
 - Action Items
 - RFI's
 - Change Orders
 - Submittals



What to Stop Doing

- Multiple project schedules
- Inadequate schedule support
- Delayed design development – key engineering talent from ESPC not available for detailed design
- Numerous, small change orders
- Friction between Maint. Organization & ESPC
- Assemble project team after major scope decisions made
- Defining support levels “as you go”



Areas of Caution

- Inexperience of ESPC working at DOE sites
 - Work control
 - Hazards
 - Level of oversight
- Two DOE prime contractors with overlaps in scope
- Complex contractual framework
- Effective dispute resolution
- Long term maintenance expectations

