

CHRISTINE MARIE GELLES

EXPERTISE

Christine Gelles has nearly 25 years experience in the US Department of Energy. Her core skills include:

- strategic program planning, policy development and problem solving
- project planning, management, budget formulation, execution and review
- program management and assessment
- comprehensive understanding of environmental laws, regulations and policies, as well as federal budgetary and accounting policy.
- extensive knowledge and understanding of the Department of Energy's waste management and nuclear materials management programs.

Christine has exceptional oral and written communication skills and is a very experienced and accomplished public speaker. She has testified before the US Congress and has provided many briefings to Members of Congress, their staff, and senior officials within U.S. Government.

Christine is experienced in domestic and international cooperative and interagency efforts, including serving as Chairperson of the International Atomic Energy Agency's (IAEA's) PRISM project (Practical Implementation of Safety Case Methodology on Near Surface Disposal Facilities), Chairperson of IAEA's CIDER project (Constraints in Decommissioning and Environmental Remediation) and providing subject matter expertise as a consultant on specific IAEA waste related efforts.

DETAILED EXPERIENCE

Corporate Vice President and Chief Strategy Officer
Longenecker & Associates

March 2016-Present

Deputy Assistant Secretary (DAS) for Waste Management (ACTING)
Office of Environmental Management, U.S. Department of Energy

November 2015-March 2016

Christine led the Office for Waste Management's three diverse technical and policy offices:

- Disposal Operations
- Disposition Policy and Planning and Packaging
- Transportation

Christine's responsibilities included broad policy and resource responsibilities associated with a dozen of EM's cleanup sites including Waste Isolation Pilot Plant, Los Alamos, Nevada National Security Site, Idaho and all small sites and projects. She was also responsible for oversight and resource direction for all EM radioactive waste management projects and programs.

Manager, Environmental Management Los Alamos Field Office (ACTING)
Office of Environmental Management, U.S. Department of Energy

March 2015-September 2015

After leading transition planning efforts from EM Headquarters, including development of the reorganization actions necessary to stand up the EM Los Alamos Field Office, Christine served as the interim site manager while a permanent manager was recruited and selected and led the new organization through a turbulent transition period. In this role, her leadership accomplishments spanned programmatic and organizational, regulatory, technical, acquisition and stakeholder matters. Significant examples include:

- Negotiation of sole-source, prime contract for environmental cleanup activities pending the competition of the future contract
- Development of the first lifecycle baseline update for legacy cleanup since 2008
- Negotiation and approval of a Memorandum of Understanding with the National Nuclear Security Administration (NNSA) Field Office, to delineate organizational responsibilities and authorities related to site activities
- Development of the Phase 2 organizational proposal for the EM Los Alamos Field Office, including detailed skills and strategic analysis, for long term program success
- Oversight of the EM budget for Los Alamos activities, including reallocation of FY 2015 funds to address emergent risks of problematic transuranic wastes and contaminated ground water issues, defense of the FY 2016 and formulation of the FY 2017 budget requests
- Led EM efforts to develop corrective action plan in response to the Accident Investigation Board reports on WIPP radiological release event
- Guided EM efforts to develop management and treatment strategies for nitrate salt bearing wastes, the waste stream involved in the WIPP radiological release
- Review and approval of all regulatory documents associated with Los Alamos Consent Order and Individual Permit for Stormwater Management, including development of the characterization and interim measures work plan for chromium plume and the associated Environmental Assessment
- Established a strong working relationship with the site regulator, New Mexico Environment Department, and helped to restore credibility to DOE following the significant regulatory non-compliances associated with the WIPP radiological release and Los Alamos permit violations
- Led EM efforts, in conjunction with NNSA, on the “extent of condition” reviews to identify range of regulatory noncompliance and safety issues
- Led planning and initial regulatory interactions with New Mexico Environment Department negotiation of Los Alamos Consent Order
- Represented DOE in interactions with neighboring Tribal Pueblos, including extensive consultation with Governor of Pueblo de San Ildefonso on development of groundwater monitoring well on Pueblo land and negotiation and signature of updated Memorandum of Understanding

- Extensive interactions with local governments and community organizations
- Extensive interactions with New Mexico Congressional delegates and staff

**Associate Deputy Assistant Secretary (ADAS) for Waste Management
Office of Environmental Management, U.S. Department of Energy**

February 2012-March 2016

As the ADAS, Christine guided the focus and operations of three diverse technical offices -- Office of Disposal Operations, Office of Disposition Policy and Planning, and Office of Packaging and Transportation. Her responsibilities included:

- Development and implementation of waste treatment, transportation and disposal strategies and plans as well as leadership and advocacy for EM funded activities at nearly a dozen EM sites.
- Implementation and oversight of several DOE Orders
- Co-lead of a senior management effort to synthesize the transportation related orders between EM and the National Nuclear Security Agency.

The breadth of the office portfolio spanned uranium management, scrap metal management, low-level waste, transuranic (TRU) waste, and high level waste management, including the optimization of operations of over a dozen treatment and/or disposal facilities. Christine provided leadership to the National TRU Waste Management Program, which includes operation of the nation's sole geologic disposal facility. Her Office also maintains and risk-informs the technical requirements for disposal of high level waste and spent nuclear fuel and fulfills the Department of Energy's statutory responsibilities related to commercial low-level waste disposal, including development of a disposal facility for greater-than-class C low-level waste and the associated environmental impact analyses.

Christine also guided the human capital strategy for the Office of Waste Management, ensuring technical and professional staff is fully trained and capable of fulfilling the important missions of the office. Christine has recruited diverse technical staff over the last two years and diversified the skills and competencies of our Federal staff in order to ensure continued success despite the high rate of federal retirements from incumbent staff.

**Director, Office of Disposal Operations
Office of Environmental Management, US Department of Energy**

May 2006-January 2012

As the Office Director, Christine directed and oversaw EM's complex-wide radioactive waste management efforts and led fifteen senior technical staff assigned to these activities. Christine developed policies, procedures and guidance for EM sites' high-level, transuranic, mixed and low-level waste disposition projects. Christine integrated site-specific project plans and conduct analysis on the complex-wide waste disposition system. Christine continuously reviewed projects to ensure compliance with regulatory requirements and the Department's radioactive waste management policies and also reviewed cost-benefit analyses and provided guidance on evaluation and selection of waste management alternatives.

In this role Christine:

- Reviewed and approved annual execution plans related to waste disposition, including the treatment schedule for the Department's sole radioactive waste incinerator (the Toxic Substances Control Act Incinerator) and the shipping and disposal plans for the nation's sole geologic repository (the Waste Isolation Pilot Plant) and the Department's two regional low-level waste disposal facilities.
- Continuously analyzed and monitored EM sites' baseline and contract plans to ensure wastes generated through environmental cleanup activities are safely and efficiently managed and disposed.
- Led EM's efforts to identify problematic waste streams and develop treatment and disposal solutions.
- Served as the primary liaison with the other Departmental organizations on planning for future high level waste disposal and repository planning and compliance.
- Developed and maintained a partnership with the leading companies within the commercial radioactive waste management industry, including treatment vendors, brokers, transporters and disposal facilities.
- Developed and maintained a strong working relationship with the key State and Federal regulators involved in radioactive waste management and interacted extensively with other Federal agencies, including the Environmental Protection Agency and the Nuclear Regulatory Commission.
- Was responsible for the implementation of the Department's statutory responsibilities pursuant to the Low-Level Radioactive Waste Policy Act Amendments of 1985.
- Directed and oversaw the development of the Environmental Impact Statement for the Disposition of Greater-Than-Class C Low Level Waste, and managed the Department's interactions with State and Regional Disposal Compacts.
- Led the EM program's efforts to minimize volumes of wastes requiring disposal. These efforts include leadership of a complex-wide project to decontaminate and convert contaminated scrap metals recovered through cleanup activities, include a large inventory of high-value nickel. Additionally, Christine promoted utilization of alternate disposition methods, to reduce costs and enable project acceleration.

**Director, Office of Commercial Disposition Options
Office of Environmental Management, US Department of Energy**

December 2003-May 2006

As the Office Director, Christine led a staff of ten technical professionals and directed and oversaw EM's low-level and mixed-low level waste efforts, complex-wide. The mission of this office was to identify opportunities to utilize commercial treatment and disposal capabilities to optimize Environmental Management waste management and site cleanup projects. Under her leadership, the office defined the inventory of problematic wastes requiring specialized treatment and disposal solutions. Christine convened and led two national conferences focused on these waste challenges. As a result, dozens of challenging waste streams were resolved and disposed. Additionally, a strong partnership among Federal and commercial waste managers was established.

This office also fulfilled the Department of Energy's statutory responsibilities related to the Low-Level Waste Policy Act. Christine testified before Congress on matters related to the disposition of greater-than-class C (GTCC) wastes. Following direction from the Secretary of Energy, her office assumed responsibilities for the development of the Environmental Impact Statement on the Disposal of GTCC wastes.

**Manager, Corporate Project for Integrated/Risk-Driven Disposition of Spent Nuclear Fuel
Office of Environmental Management, U.S. Department of Energy**

July 2002-December 2003

As Project Manager, Christine led EM's efforts to develop an integrated, national plan for the interim storage and management of approximately 2,500 metric tons of spent nuclear fuel (SNF), a highly-radioactive waste stream. Christine led an integrated project team in the development of the Corporate SNF Disposition Strategy that will align the Department of Energy SNF-related activities with the national priorities of accelerated risk-reduction and cleanup, schedule acceleration and life-cycle cost reduction. Strategy development included the development of integrated project management tools – including integrated work breakdown structure, schedules, basis of estimate, and risk assessment. The content of these tools included the management of liquid high-level waste and certain excess special nuclear material inventories, because these wastes are also targeted for geologic disposal and must be integrated with the SNF project plans. The sum of these tools provides a framework for a Department-wide systems integration of all waste management and disposal activities.

Christine influenced Department of Energy policy through the development of recommendations related to the management and treatment of SNF. Christine identified alternatives to current waste management strategies and developed baseline change proposals based on comprehensive costs/schedule benefit analysis that further optimize Department of Energy activities. Christine also provided recommendations regarding functional and managerial realignments required to incentivize continual schedule and cost improvements.

The proposed strategy supported additional risk reduction, schedule acceleration and cost savings beyond those identified in the EM Sites' accelerated cleanup plans. When fully implemented, the corporate strategy integrated the activities of four major Department of Energy organizations, and will significantly strengthen the Department's waste management and disposal programs.

**Program Analyst, Office of Site Closure – Rocky Flats Project Office
Office of Environmental Management, US Department of Energy**

July 1999-July 2002

As program analyst, Christine was responsible for the review, tracking and reporting of cleanup activities underway at the Rocky Flats Environmental Technology Site. Christine reviewed and analyzed the technical baseline and cost estimate for a \$4 billion nuclear production site cleanup project. She co-developed a bottoms-up schedule – including the formulation of detailed work breakdown structure, project management plan, resource documentation and risk analysis – for technical activities required by the Department of Energy complex to support the execution and management of the Rocky Flats Closure Project. This effort was widely recognized by Congressional reviews and senior management within the Department. It entailed the coordination and integration of multiple sites and organizations within the Department, requiring the negotiation and reprioritization Department-wide resources.

Christine coordinated the use of earned value analysis in assessing the Site's execution of the approved baseline. Christine also monitored the project performance against the contract terms and goals, as well as the identified performance goals. Her analysis was considered in the contracting officers' assessment and determination of the contractor's fee earnings.

Christine also served as the Headquarters lead on four major remediation projects underway at the Rocky Flats Environmental Technology Site. Additionally, Christine was responsible for the integration of other projects at the site in support of accelerated cleanup – a major priority within the Administration.

Christine was responsible for the review of all major policy documents and development of policy positions, presentations and recommendations. Christine coordinated the activities of other staff necessary to monitor and execute the Rocky Flats Closure Project. Christine coordinated the use of earned value analysis in assessing the Site's execution of the approved baseline.

Budget Analyst, Office of Budget, Office of the Chief Financial Officer U.S. Department of Energy

June 1993-July 1999

As budget analyst, Christine provided financial oversight of the Office of EM (~\$6.0B), the Office of Civilian Radioactive Waste Management (~\$400M), and the Office of Environment, Safety and Health (~\$150M) through continuous budgetary review and programmatic analysis. Christine understood and considered activities and priorities comprising these programs, as well as the external legislative and political drivers affecting them.

Her responsibilities in the areas of budget formulation included:

- Conducting in-depth analysis and presenting funding recommendations to the CFO and senior management
- Providing guidance and authoritative advice to program personnel
- Ensuring requests met the requirements of the U.S. Congress and the Office of Management and Budget (OMB).

In the execution of these responsibilities, Christine planned, modified and re-sequenced the work program of these major environmental programs.

Christine assisted in the development of policy related to the pricing of international spent nuclear fuel disposition activities, the documentation and justification of complex-wide nuclear materials management, and the coordination and allocation of complex-wide resources required to conduct environmental cleanup activities.

Her responsibilities in the area of program execution included the review and approval of contracts, programmatic reports, and Congressional correspondence and reports, as well as participation on various executive boards and work groups. She regularly represented the CFO on teams, in policy meetings and in coordination with Congress and OMB.

Christine has also formulated the proposals required to adjust formal work plans during execution, including very detailed reprogrammings and appropriation transfer actions. Christine has frequently been consulted on providing training on these processes, due to her experience and success.

Christine has monitored the execution of the programs, including a detailed assessment of project performance against project baselines and pre-defined goals and performance objectives.

Christine also conducted complex-wide in-field audits of budget and program execution, participated in budget drills to ensure proper management of federally appropriated funds. On multiple occasions, these audits provided the basis for Departmental policy and budget justification.

Christine often developed and provided presentations and training on the federal budget process and contributed to the development of the Department of Energy budget guidance.

EDUCATION

Mount Saint Mary's College, Emmitsburg, MD

Bachelor of English, magna cum laude, 1992

Federal Executive Institute, *Leadership for a Democratic Society*, Charlottesville, VA (2005)

Completed coursework in *Environmental Law; Project Management, Federal Financial Management; Cost Estimation and Project Validation; and Principles of Appropriation Law*

AWARDS AND HONORS

Richard S. Hodes Award for Innovation in LLW Management, from the SE Compact Commission (February 2011)

Secretary of Energy Pride Award

Recognition in the Congressional Record for contribution to closure of Rocky Flats

Outstanding National Achievement Award

Outstanding Performance Awards and Special Act Awards

College Honors Program graduate

Who's Who Among Students in American Colleges and Universities

OTHER LEADERSHIP ROLES

Advisory Board for Liberal Arts College, Mt. St. Mary's University (2014-present)

Adjunct Professor, Catholic University—Masters Program, Nuclear Environmental Protection (2014, 2012)

Chair, IAEA Project on Practical Illustration of Safety Case Methodology for Near Surface Disposal Facilities (PRISM)

Chair, IAEA Project on Constraints in Decommissioning and Environmental Remediation Programs (CIDER)

Chair, Planning Committee for International Conference on Decommissioning and Environmental Remediation Programs

Chair of various consultancies and working groups to address IAEA efforts in waste safety and waste technology projects